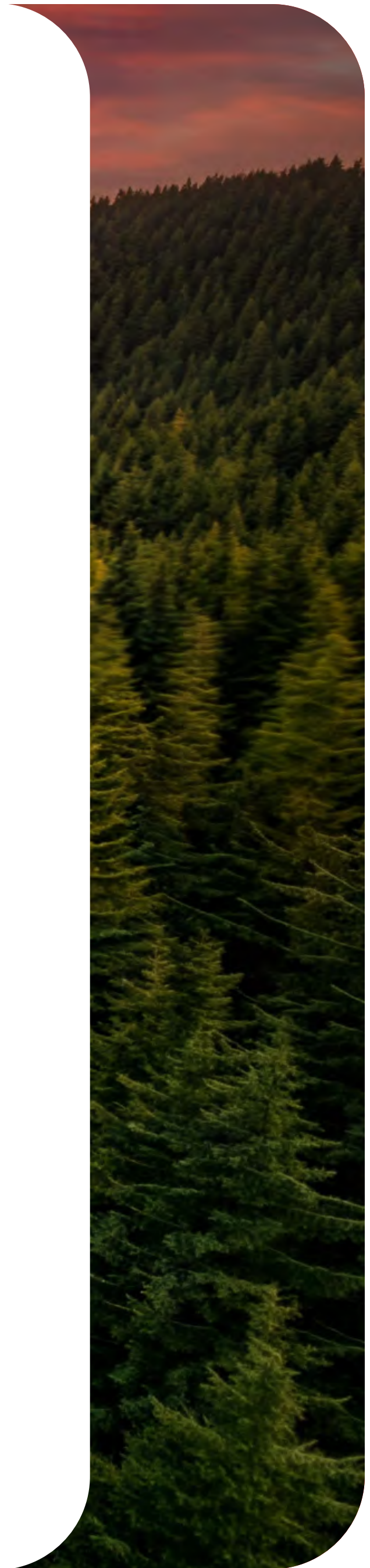
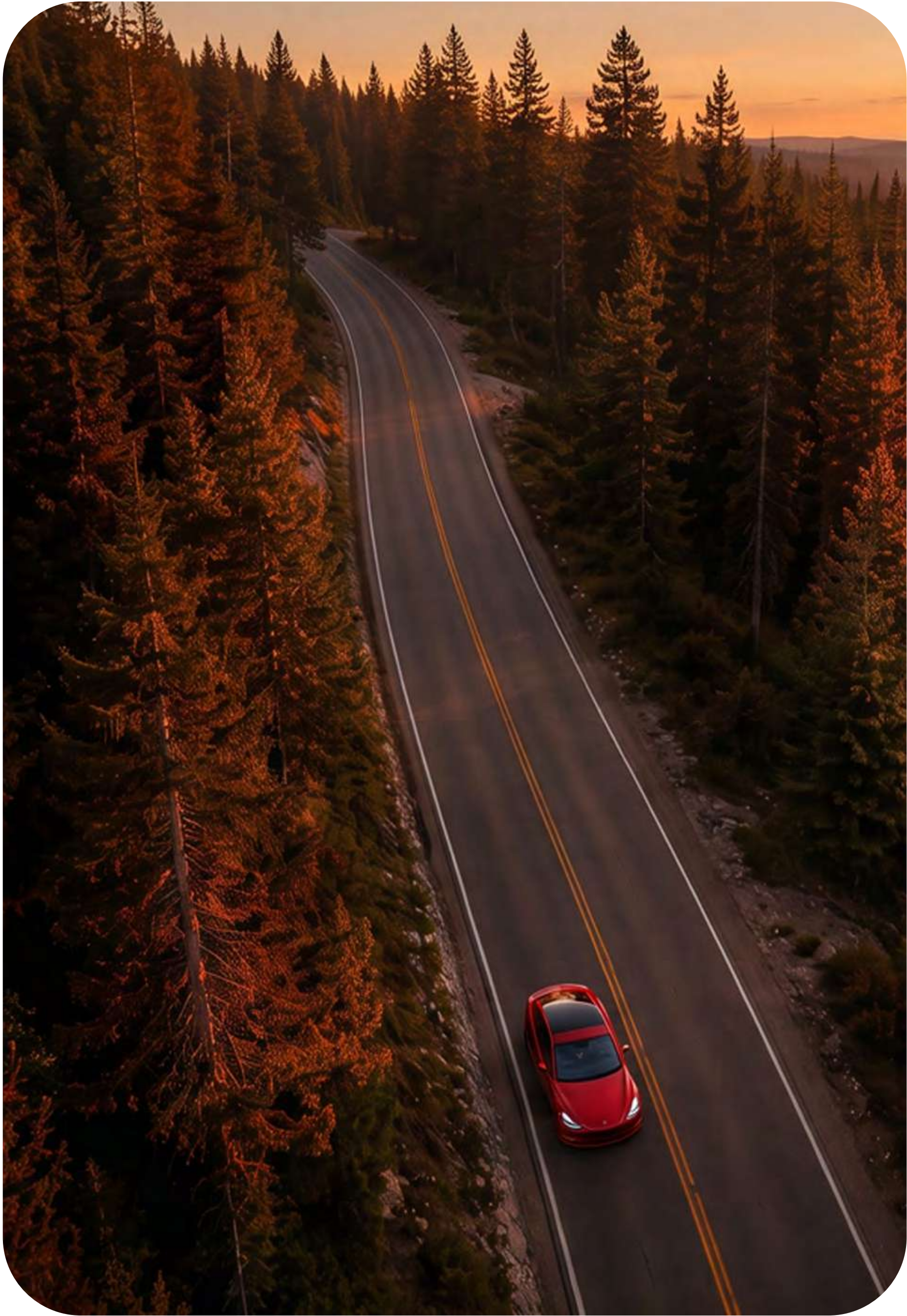




ADVANCING SUSTAINABILITY

Sustainability Report 2025





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LETTER FROM OUR PRESIDENT AND CEO

Dear Stakeholders,

Three years into our sustainability journey, we are proud to share meaningful progress. Our third annual Sustainability Report highlights the great work our team continued throughout 2025 across our people, products, and operations. Together, we are building momentum toward our vision of advancing sustainability today, to power a cleaner tomorrow.

Our GOLD model – Globally Optimized, Locally Driven – sets clear priorities across the enterprise while empowering our approximately 12,500 employees worldwide to lead locally. By balancing global strategy with local accountability, we deliver the precision, performance, and practical solutions our customers expect while advancing sustainability. Sustainability at PHINIA is built on disciplined execution: measuring our impact with rigor, performing consistently, and delivering real-world solutions for our customers.

Lowering Environmental Impacts Through Innovation

In 2025, we continued to advance products and technologies that help our customers reduce emissions and improve efficiency. Our acquisition of Swedish Electromagnetic Invest AB (SEM) expanded our capabilities in hydrogen, natural gas, and other alternative fuel technologies. We added ignition systems as a complementary product line and strengthened our ability to support customers on their decarbonization journey.

Through our Design for Environment (DfE) program, we expanded lifecycle management training across global teams and applied lifecycle assessment tools to guide product-level sustainability improvements. Our global remanufacturing operations advanced circularity principles by keeping more material in active use, reducing waste and the need for new replacement parts.

We also reached important milestones in the precision and transparency of our environmental reporting. We achieved our first independent verification of our Scope 1 and 2 greenhouse gas (GHG) emissions and made progress toward product carbon footprint certifications. We completed enterprise-wide climate and nature risk assessments, including a full water stress evaluation across our global operations.

Each of these steps strengthens our foundation for credible, long-term environmental performance and reporting, as we work toward our target of reducing absolute Scope 1 and 2 GHG emissions by 50% by 2030, compared to a 2020 baseline.

CONTINUES ON NEXT PAGE 



"SUSTAINABILITY AT PHINIA IS BUILT ON DISCIPLINED EXECUTION: MEASURING OUR IMPACT WITH RIGOR, PERFORMING CONSISTENTLY, AND DELIVERING REAL-WORLD SOLUTIONS FOR OUR CUSTOMERS."

Empowering a Global Workforce

Our people are essential to our progress and success. In 2025, our safety performance continued to outperform industry benchmarks, and several facilities earned CEO Safety Awards for achieving major milestones in safe work hours.

To further support the growth of our employees, we launched our inaugural PHINIA University Leadership Development Program, which provides structured learning and development opportunities across the company. We also strengthened our culture of belonging, including through our support of the WISE+ program. This voluntary, employee-led group is open to all employees and focuses on supporting the personal and professional growth of women in STEM fields.

In 2025, we conducted our employee pulse engagement survey and recorded a 72.4% response rate and 72.8% engagement score – confirming that employees across PHINIA believe in our culture and trust our leaders. We are committed to ensuring every employee feels seen, supported, and equipped with the tools they need to succeed and grow.

Governing with Integrity

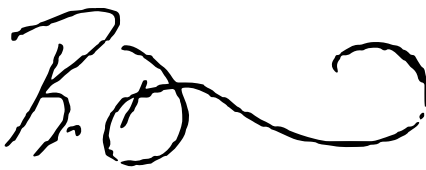
Strong governance remains foundational to how we operate, shaping business practices and setting clear expectations for our employees, suppliers, and other stakeholders. In 2025, we strengthened engagement with our employees on ethics and compliance (E&C) topics through enhanced communications, virtual resources, and training. We also completed our first double materiality assessment, providing deeper insight into our sustainability-related impacts, risks, and opportunities.

Our dedication to strong governance and accountability guided our supply chain initiatives, including the PHINIA Partnership Program (3P). 3P is a partnership recognition program that evaluates suppliers’ performance across defined criteria and alignment with PHINIA’s sustainability and other strategic objectives. We expanded 3P to additional supplier segments, furthering our recognition of shared sustainability standards and responsible practices across our supply chain.

Quality is another key focus for us. We strengthened our position in aerospace and defense by obtaining our first EN 9100 certification – the premier aerospace quality management standard – and expect to continue investing in this highly demanding industry. We also achieved a 50% reduction in our customer parts-per-million metric compared to 2024.

The Road Ahead

Our progress in 2025 reflects the dedication and hard work of our employees around the world. As we move forward in 2026 and beyond, we will continue to build on this momentum together, as we advance our vision for a cleaner tomorrow.



Brady D. Ericson
President and Chief Executive Officer



WHO WE ARE

We recognize the steps we take today impact the world we experience tomorrow. That is why we are advancing our sustainability initiatives, improving resource utilization, and investing in technologies intended to enhance fuel efficiency, reduce emissions, and help drive the transition to cleaner, lower-carbon mobility.



Vision and Values

P6

→

Our Business

P7

→

Products and Solutions

P8

→

Global Footprint

P10

→

VISION

ADVANCING
SUSTAINABILITY
TODAY, POWERING A
CLEANER TOMORROW

VALUES

Our values are our foundation and unite us in advancing our vision of powering a cleaner, brighter tomorrow. Rooted in how we do business, our values guide our efforts in cultivating an inclusive culture, driving operational excellence, executing our business strategy, and engaging with employees, customers, suppliers, communities, and other stakeholders.

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

OUR BUSINESS

PHINIA is a diversified, industrial supplier and global leader in the development of fuel systems, electrical systems, and aftermarket solutions designed to optimize performance, enhance efficiency, and reduce emissions across a variety of applications.

We are also investing in advanced technologies to unlock the potential of alternative fuels in contributing to lower-carbon mobility.

With over 100 years of manufacturing expertise and industry relationships, we recognize we have an important role to play in global decarbonization efforts. Sustainability is core to our business and strategies, from developing innovative solutions and serving our customers, to managing our operations and supporting our employees, communities, and other stakeholders.

APPLICATIONS



SERVICE

Vehicle Repair and Replacement Parts, Including Both New and Remanufactured Products Sold via the Original Equipment Manufacturer Dealer Network and the Independent Aftermarket Channel



LIGHT PASSENGER VEHICLE

On-Road Vehicles Used Primarily for Carrying Passengers



LIGHT COMMERCIAL VEHICLE

On-Road Vehicles Used for Commercial Transport Classified Class 1-3 (14,000 Pounds or Lighter)



MEDIUM & HEAVY-DUTY COMMERCIAL VEHICLE

On-Road Vehicles Used for Commercial Transport Classified Class 4-8 (14,001 Pounds or Heavier)



OFF-HIGHWAY, INDUSTRIAL, AND OTHER

Construction and Agricultural Machinery, Vocational Vehicles, Marine, Industrial Applications, Power Generation, Aerospace and Defense, and Other

\$3.48B

2025 NET SALES

GLOBAL LEADERS

 FUEL SYSTEMS

 ELECTRICAL SYSTEMS

 AFTERMARKET SOLUTIONS

GLOBALLY RECOGNIZED BRANDS

PHINIA™

Delphi®

Delco Remy®

hartridge™

DELCO REMY is a registered trademark of General Motors LLC, licensed to PHINIA Technologies Inc.

PRODUCTS AND SOLUTIONS

We expect reliance on gasoline- and diesel-fueled combustion and hybrid propulsion systems to continue for light commercial and passenger vehicles in the short and medium term, and for commercial vehicles and other industrial applications into the longer term. Our investments in alternative fuel technologies will enable

industries using traditional fuel systems to lower emissions, providing an additional pathway in the transition to lower-carbon mobility.

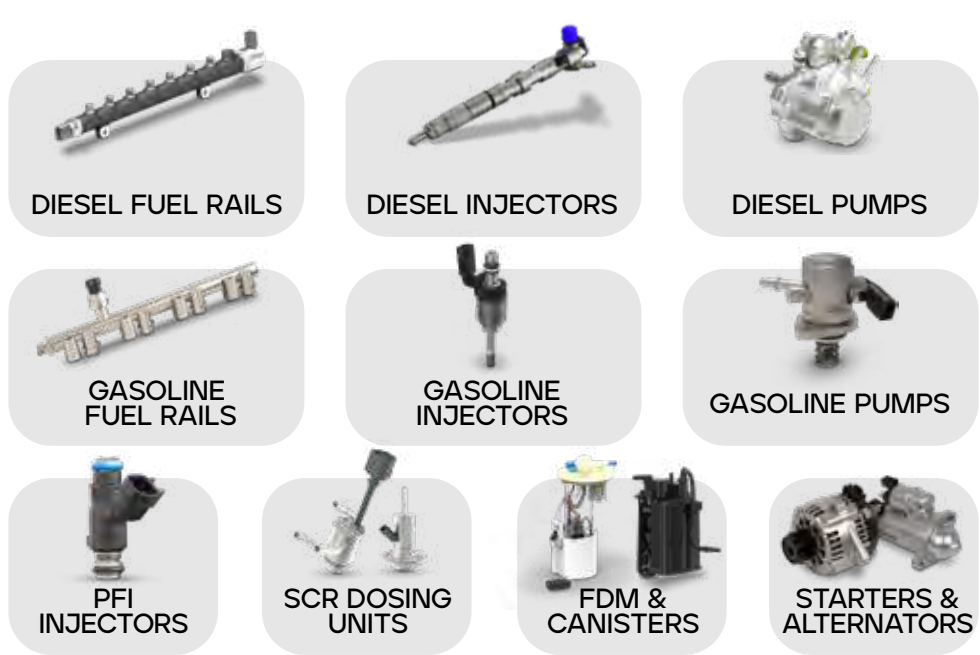
Our Aftermarket business complements our Fuel Systems business by supporting fuel efficiency and sustainability through remanufactured and other products that extend vehicle life and reduce emissions.



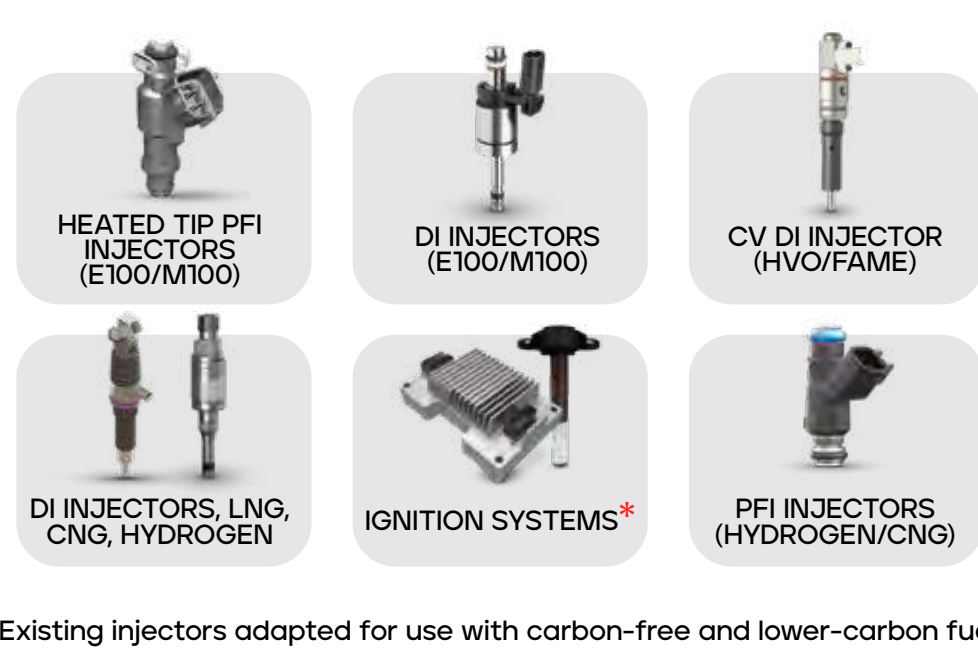
COMMERCIAL VEHICLES AND INDUSTRIAL APPLICATIONS



LIGHT PASSENGER VEHICLES



ALTERNATIVE FUELS



SYSTEMS INTEGRATION AND CALIBRATION ACROSS PRODUCT LINES



AFTERMARKET



CNG = Compressed Natural Gas
CV = Commercial Vehicle

DI = Direct Injection
E100 = Ethanol

FAME = Fatty Acid Methyl Ester
FDM = Fuel Delivery Modules

HVO = Hydrotreated Vegetable Oil
LNG = Liquid Natural Gas

M100 = Methanol
PFI = Port Fuel Injection

SCR = Selective Catalyst Reduction
* = SEM acquired products

EXPANDING ALTERNATIVE FUEL OFFERINGS THROUGH SEM ACQUISITION

In 2025, PHINIA strengthened its alternative fuel offerings through the acquisition of SEM. PHINIA is now a provider of advanced hydrogen, natural gas, and other alternative fuel ignition systems, injector stators, and linear position sensors for on and off-highway commercial vehicle and industrial markets. With the acquisition, PHINIA also provides ignition and fuel injection solutions for the professional handheld equipment market.

This expertise in ignition technologies complements PHINIA's long-standing leadership in fuel injection and fuel system solutions. The acquisition expands our capabilities beyond fuel delivery to include fully integrated combustion systems, enabling us to enhance control, efficiency,

and performance across a wider range of powertrain and fuel applications. Together, these strengths directly support PHINIA's investments in alternative fuel technologies and enable greater value creation for customers on their decarbonization journeys.



GLOBAL FOOTPRINT

We have a talented team of approximately 12,500 employees in over 40 locations in 20 countries.

These locations include our 25 principal manufacturing, application, and technical facilities worldwide, as well as our global headquarters in Auburn Hills, MI, USA.



● Manufacturing ● Technical and Application Centers ★ HQ

OUR APPROACH TO SUSTAINABILITY

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



- Priorities and Frameworks
P12 →
- Sustainability Governance
P14 →

PRIORITIES AND FRAMEWORKS

Our sustainability priorities are built around environmental, social, and governance topics significant to our business. These areas of focus are guided by our values and informed by stakeholder engagement and new or anticipated regulatory reporting requirements across our global footprint.

Our priorities and strategies are also informed by third-party international reporting standards and frameworks, including the Sustainability Accounting Standards Board (SASB), the Greenhouse Gas Protocol (GHG Protocol), the Task Force on Climate-related Financial Disclosures (TCFD), the Global Reporting Initiative (GRI), and most recently, the United Nations Sustainable Development Goals (UN SDGs) and the European Sustainability Reporting Standards (ESRS) under the European Union’s Corporate Sustainability Reporting Directive (CSRD).

In 2025, we submitted sustainability assessment surveys to a variety of customers and other organizations, such as CDP on climate and water topics and EcoVadis. We will continue to engage with sustainability raters, our customers, and other stakeholders regarding our sustainability performance, including year-over-year progress.



ENVIRONMENT



- Product Engineering
- Facilities and Operations



SOCIAL



- Inclusion
- Total Rewards
- Learning and Development
- Health and Safety



GOVERNANCE



- Ethics, Integrity, and Compliance
- Supply Chain Responsibility
- Product Quality and Safety
- Data Protection and Cybersecurity

DOUBLE MATERIALITY ASSESSMENT

As part of our ongoing commitment to enhancing our sustainability reporting, in 2025, PHINIA conducted its first double materiality assessment (DMA) in alignment with the European Union's ESRS to identify sustainability topics material from both a financial and an impact perspective over the short-, medium-, or long-term.

A sustainability topic is material from a financial perspective if it generates risks or opportunities that affect (or could reasonably be expected to affect) PHINIA's financial performance or certain other financial metrics. From an impact perspective, a sustainability topic is material when it pertains to PHINIA's material actual or potential, positive or negative impacts on people or the environment, including through PHINIA's operations, value chain, products, and services.

Based on this process, five sustainability topics were determined to be material for PHINIA: climate change, employee health and safety, data protection and cybersecurity, product quality and safety, and critical material sourcing. Three of these topics (employee health and safety, data protection and cybersecurity, and product quality and safety) are reflected directly in our sustainability priorities. Climate change and critical material sourcing are addressed within the broader priority areas of Product Engineering and Facilities and Operations, and Supply Chain Responsibility, respectively.

The assessment followed a structured, multiphase methodology that included value chain analysis, topic identification, and the evaluation of impacts, risks, and opportunities across PHINIA's operations and upstream and downstream activities. Input was gathered from cross-functional internal subject matter experts. Topics were assessed using defined scoring criteria for impact severity and likelihood, as well as the magnitude of financial risks and opportunities. The results were reviewed, calibrated, and approved by the functional subject matter experts, members of the Sustainability Council, and the Sustainability Steering Committee.

PHINIA also maintains a formal Enterprise Risk Management (ERM) process to identify, assess, monitor, and manage risks across the organization. Sustainability-related risks and opportunities identified through the DMA are evaluated and considered within the ERM framework, alongside other strategic operational, financial, compliance, and reputational risks.

The material topics identified through the DMA will continue to shape our disclosures and ongoing risk management, strategic decision-making, and sustainability priorities.



SUSTAINABILITY GOVERNANCE

PHINIA's sustainability governance structure is designed to enable appropriate oversight, strategic alignment, and broad engagement of our sustainability strategies, priorities, risks, and opportunities across the organization. Managing sustainability-related impacts, risks, and opportunities is integral to how we do business and contributes to our vision of advancing sustainability today, with the goal of powering a cleaner tomorrow.

BOARD OF DIRECTORS

The Board is actively engaged with management and other senior leaders in overseeing PHINIA's key sustainability strategies and initiatives, with various oversight responsibilities delegated to Board committees.

AUDIT COMMITTEE

- Legal and regulatory compliance, including environmental, social, and governance-related Annual Report on Form 10-K disclosures
- Internal audit function, including involvement with sustainability reporting
- Risk management
- Ethics and compliance practices
- Cybersecurity

COMPENSATION COMMITTEE

- Executive compensation policies and practices
- Risks related to the compensation philosophy, policies, and practices, including validation that incentive compensation does not encourage excessive or unnecessary risk taking
- Human capital management reporting, strategies, risks, and opportunities

CORPORATE GOVERNANCE COMMITTEE

- Corporate governance
- Sustainability reporting
- Strategies, risks, and opportunities related to corporate responsibility and other environmental, social, and governance topics of significance to the Company
- Succession planning

Strategy Board (CEO & other executives)

Oversees strategies and goals, provides resources to execute initiatives, and receives periodic updates from the Sustainability Steering Committee

- CEO
- Other executives

Sustainability Steering Committee

Drives alignment with business strategies, provides resources to execute initiatives, and oversees the Sustainability Council and Work Groups

- Executive sponsors across sustainability priorities and framework

Sustainability Council and Work Groups

Develops and monitors key sustainability strategies and initiatives and assesses related trends, risks, and opportunities.

- Subject matter experts from business and corporate functions
- Work Group leads across sustainability priorities and frameworks

OVERSIGHT

ALIGNMENT

ENGAGEMENT

GOVERNMENT AFFAIRS AND PUBLIC POLICY

PHINIA's government affairs function is led by a dedicated team within the Legal department, with involvement from management and employees across our global locations.

We maintain relationships with government officials to inform them of our technologies, the role our products and solutions play in reducing emissions in transportation and other industries, as well as economic and social contributions. We also advocate for regulations and legislation that are practical for our industry and will benefit our employees, other stakeholders, and our business goals.

We advance our sustainability priorities and contribute to industry-wide dialogue through public policy engagement and participation in sectoral trade associations, including the Motor and Equipment Manufacturers Association (MEMA) in the U.S., the European Association of Automotive Suppliers (CLEPA) in Europe, the Chinese Association of Automotive Suppliers (CVEC) in China, the Automotive

Component Manufacturers Association (ACMA) in India, and the Society of Motor Manufacturers and Traders (SMMT) in the UK. In 2025, we were also active in several associations focused on technologies that enhance sustainability, including the Manufacturers of Emission Controls Association (MECA) in the U.S., Emission Controls Manufacturers Association (ECMA) in India, the U.S. and European Alliances for the Hydrogen Engine, and Hydrogen Europe.

Through these associations, we share knowledge, best practices, and support the development of policy positions, enabling us to leverage our common voice with policy makers. We also participate in industry committees within these associations on topics such as: vehicle and industrial equipment GHG emissions, supply chain responsibility, sustainable materials, and other environmental, social, and governance topics relevant to our global operations.

RESPONSIBLE ENGAGEMENT

Our government affairs activities comply with applicable laws and transparency obligations. All activities are guided by our Government Affairs Guidelines, which govern how our team and employees should engage with government officials and policymakers in an ethical and responsible manner.

We do not maintain a political action committee and made no contributions to political parties or candidates in 2025. We do not reimburse or compensate employees for personal political contributions.



ENVIRONMENT

"SUSTAINABILITY IS CORE TO INNOVATION AND OPERATIONAL EFFICIENCY AT PHINIA — FROM OUR R&D INVESTMENTS AND THE PRODUCTS WE DESIGN TO THE WAY WE RUN OUR FACILITIES."

Chris Gustanski,
Vice President,
Operational Excellence,
Sustainability Steering
Committee member



Product Engineering
P17



Facilities and Operations
P30



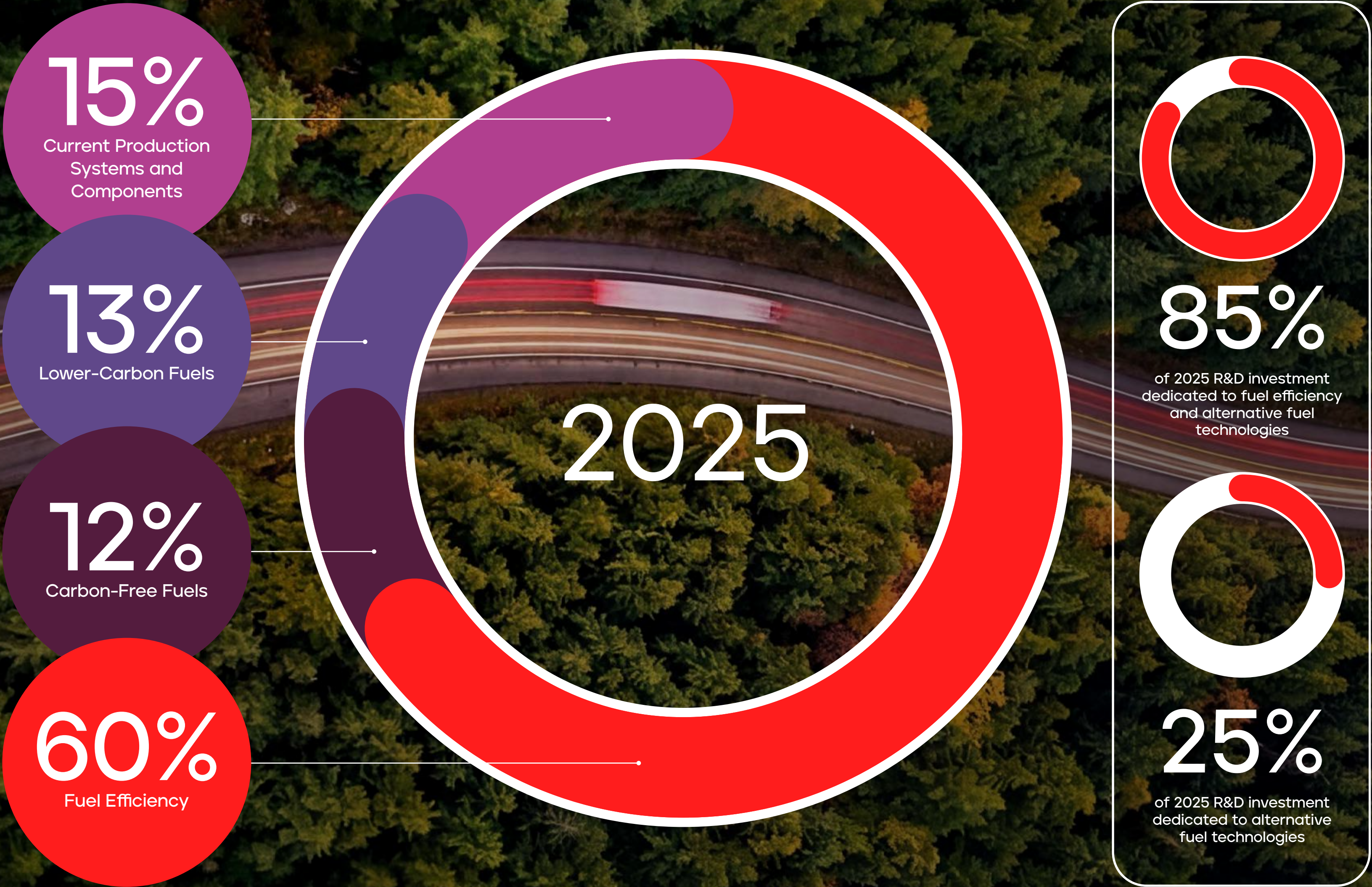
PRODUCT ENGINEERING

Central to our business and core values is designing and developing products that enable traditional combustion and hybrid propulsion systems to run at optimum efficiency with lower emissions. Our R&D investments drive this work forward, aligned with regional demands and customer strategies and requirements.

2025 RESEARCH AND DEVELOPMENT HIGHLIGHTS

This year, we dedicated 60% of our R&D budget to enhancing fuel efficiency and nearly 25% to the development of lower-carbon and carbon-free fuel technologies.¹

¹Does not include 2025 SEM acquisition data.



ENGINEERING EXPERTISE

Our Chief Technology Officer (CTO) provides regular updates to the PHINIA Strategy Board and a bi-annual update to our Board of Directors regarding progress and developments across our product portfolio and engineering teams. Our CTO also oversees the Company's strategy and resources dedicated to product compliance, with a particular focus on emissions compliance relating to our vehicle software and calibration activities.

Our R&D investments have strengthened our global innovation footprint, resulting in a portfolio of more than 2,000 active patents globally. Since July 2023, we have added over 400 patents to our active portfolio, supported by the contributions of more than 200 inventors driving sustainable solutions across our development pipeline.

SINCE JULY 2023, WE HAVE
ADDED OVER **400** PATENTS
TO OUR ACTIVE PORTFOLIO



INNOVATION FOR FUEL EFFICIENCY AND ALTERNATIVE FUELS

As part of our environmental approach, we focus on three key strategies to develop solutions that are designed to lower emissions across applications:

While our innovation approach is globally aligned, we also target regionally specific technology development closely linked to market conditions, regulatory priorities, infrastructure readiness, physical climates, and overall application needs.

Enhance fuel efficiency in traditional and hybrid combustion systems



Develop alternative, lower-carbon fuel injection and ignition systems



Develop alternative, carbon-free fuel systems



FUEL EFFICIENCY IN TRADITIONAL AND HYBRID COMBUSTION SYSTEMS

Our engineers take a systems-level approach to innovation to address increasingly stringent regulatory requirements and rising customer expectations for lower-carbon mobility.

In practice, this means seeking to optimize fuel efficiency across components, hardware, software, and controls, in addition to advancing aftertreatment solutions (such as selective catalytic reduction and evaporative emissions control systems) designed to further reduce emissions and improve overall vehicle performance.

EVOLVING EMISSIONS REGULATIONS

To help our business and our customers monitor, anticipate, and adapt to evolving global emissions regulations specific to the transportation industry, our R&D team works closely with our Government Affairs team, the Sustainability Council members, and other subject matter experts across our operations.

As part of this effort, PHINIA has continued Delphi's long history of publishing Global Emission Standards Booklets – guides to light-duty, heavy-duty, and off-highway vehicle and machinery emissions standards around the world.

These booklets serve as accessible online and physical references for customers, policymakers, and other interested stakeholders. They reflect PHINIA's commitment to support customers in navigating evolving global emissions requirements and sharing knowledge within the transportation industry and policy communities.

The most recent [2025/2026 Worldwide Emissions Standards for Light-Duty Vehicles](#) and [2024/2025 Worldwide Heavy-Duty and Off-Road Emissions Standards](#) are freely available online.



LEAK DETECTION DEVICE FOR HYBRID VEHICLE CANISTERS

PHINIA is testing a prototype of a new generation of canister solutions that incorporate leak detection devices required for North American Original Equipment Manufacturer (OEM) Hybrid Electric Vehicles.

This will align with the regional regulations that require pressurized sealed fuel tanks to reduce fuel vapor generation during vehicle operation and canister capabilities to collect all generated fuel vapors to minimize the escape of hydrocarbons into the atmosphere.

Through the continual development of canister technology, PHINIA aims to offer solutions to customers that are designed to meet regional regulatory emissions requirements.



ALTERNATIVE, LOWER-CARBON FUEL INJECTION AND IGNITION SYSTEMS

PHINIA maintains a strategy to support customers on their path to lower-carbon technologies. Leveraging our global portfolio of products and services, we develop systems that support lower-carbon fuel types, including biofuels, methanol, ethanol, compressed natural gas (CNG), and hydro-treated vegetable oil (HVO) among others.

100% METHANOL FUEL INJECTION SYSTEM DEVELOPMENT

In partnership with Geely, a leading global vehicle manufacturer based in China, PHINIA is developing one of the first M100 (100% methanol) systems for future serial production vehicles.

Methanol is a versatile alternative fuel with potential to support the decarbonization of mobility in industrial equipment. It can be produced through multiple pathways, reducing reliance on fossil fuels while maintaining a traditional combustion engine baseline with targeted modifications to components in direct contact with methanol, system control, and engine calibration.

To produce the prototype system, PHINIA's engineers made needed modifications to the injection system, including enhancements to accommodate methanol's unique behavior under high pressure. The resulting fuel system has the potential to reduce lifecycle CO₂ emissions by up to 100% depending on how the methanol is produced (with reductions varying based on the electricity source and level of carbon capture employed). Testing to date has demonstrated strong performance results, and the system is expected to launch in 2027.

This collaboration with Geely highlights PHINIA's technical expertise and its ability to support customers and the industry by delivering innovative solutions for alternative fuel applications.

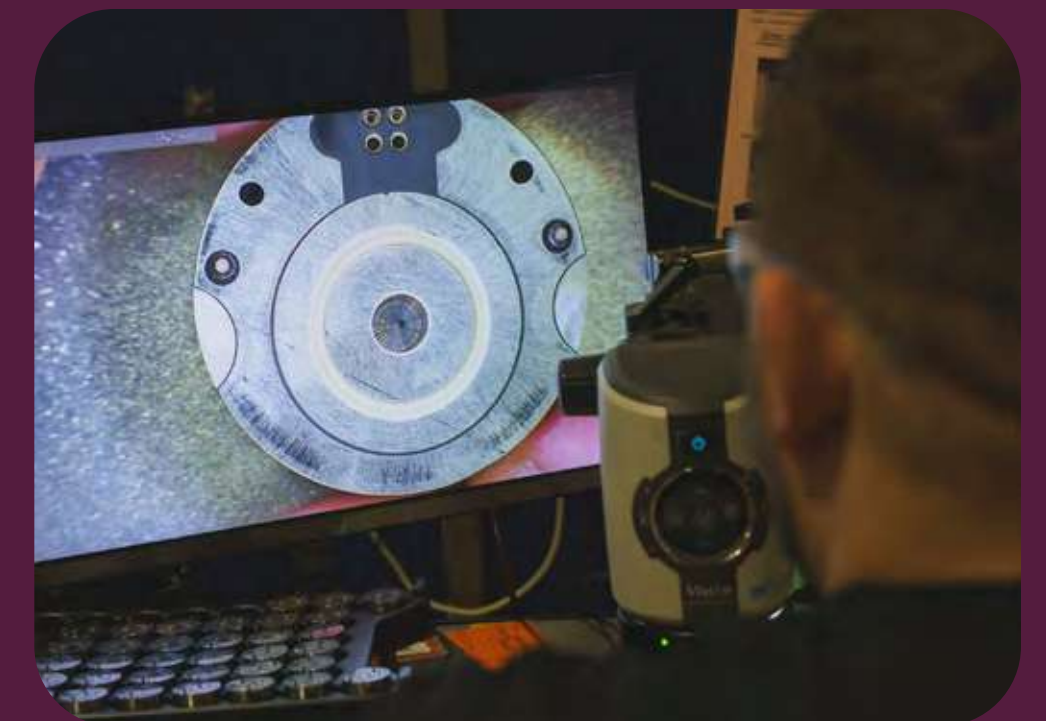
ALTERNATIVE, CARBON-FREE FUEL SYSTEMS

PHINIA's strategy for carbon-free fuel technologies centers on helping customers adopt and develop fuel systems that run on hydrogen or ammonia.

AMMONIA

Ammonia combustion offers a way to use traditional combustion engines with engines powered by carbon-free fuel. The maritime industry is the primary early adopter market, as ammonia is already available in many ports and routinely handled by trained personnel.

Because ammonia burns slowly, specific technical developments are needed to achieve stable and efficient combustion. PHINIA is partnering with universities for R&D and to engage potential early adopters. Early testing indicates effective operation in both large- and small-displacement engines.



HYDROGEN

PHINIA has adapted its core fuel injection and control technologies to use hydrogen fuel for both fuel cell and hydrogen internal combustion engine (H₂ICE) applications. So far, we have successfully demonstrated an H₂ICE vehicle with performance similar to diesel, with pollutant output measured below other combustion applications. We are working with customers and regulators to further promote H₂ICE vehicle efficiency and performance. As an example of this progress, an H₂ICE powered van was prepared for delivery to the U.S. in late 2025 to showcase the technology and undergo emission testing with regulators.

PHINIA’s light commercial vehicle (LCV) H₂ICE demonstrator vans illustrate the practical potential for near-zero tailpipe emissions. Importantly, H₂ICE has the potential for reapplication of traditional combustion technology and hardware, in addition to serving as a lower-carbon alternative. PHINIA has successfully completed 24-hour road excursions under load with the H₂ICE LCV to highlight range, performance, and refueling capabilities. In 2025, customer interest increased alongside development progress, and we plan to launch a pilot fleet in 2026.

CO₂ emitted by standard diesel van ~ 230-250 g/km*

Original design results on WLTC:

NOx [60]	~25 mg/km
CO [500]	~150 mg/km
HC [100]	~15 mg/km
CO ₂ (net)	~250 g/km

Last retrofit design on WLTC with original turbo and ATS:

NOx [60]	<5 mg/km
CO [500]	<0.5 mg/km
HC [100]	<0.5 mg/km
CO ₂ (net)	<1 g/km

*Data measured at PHINIA facilities before and after conversion from Diesel to Hydrogen ICE

COMPAGNIE MARITIME BELGE (CMB.TECH) AND MARITIME SOLUTIONS

CMB.TECH deploys hydrogen-powered maritime solutions supported by renewable hydrogen infrastructure, while PHINIA enables bi-fuel hydrogen operation through advanced industrial-grade injector technology designed for performance, safety, and durability. Together, this collaboration integrates innovative fuel systems with scalable infrastructure to accelerate the transition toward lower-carbon maritime operations.

By combining complementary capabilities, CMB.TECH and PHINIA are helping to establish a practical and scalable pathway to maritime decarbonization. This approach supports meaningful greenhouse gas emissions reduction while maintaining high standards of safety, reliability, and operational resilience. The collaboration also reflects a shared commitment to advancing clean energy solutions and enabling the broader adoption of hydrogen as a viable alternative fuel within the maritime sector.

HYDROGEN LIGHT COMMERCIAL VEHICLE CERTIFICATION

PHINIA achieved Individual Vehicle Approval with TÜV SÜD in Germany for an H₂ICE retrofit for an LCV in late 2025. For PHINIA, the project began in 2021 and involved developing a complete H₂ICE system comprising a hydrogen regulation module, rail, injectors, and a control unit with appropriate calibration to manage the combustion strategy. A key element to this successful accomplishment was engineering hydrogen-specific software embedding all vehicle safety requirements related to hydrogen use.

Developed in collaboration with key stakeholders in the automotive industry, the retrofit concept progressed from vision to reality. This certification opens the path to retrofit opportunities already attracting interest from fleet owners equipped with hydrogen refueling stations and could ultimately pave the way for standard series production by OEMs. The project was recognized with two awards at EQUIP AUTO in 2025: ESG Award and Innovation of the Year.



INNOVATION AND TRAINING FOR THE AFTERMARKET

PHINIA's aftermarket parts help existing vehicles – whether traditional combustion, hybrid propulsion, or battery electric – maintain efficiency, meet global and regional emissions standards, and extend their lives. Keeping vehicles on the road longer offers economic benefits and mitigates the carbon impact of manufacturing new vehicles.

Our Aftermarket product and services portfolio covers diesel and gasoline fuel systems, engine management, braking, and chassis and maintenance solutions, in addition to diagnostics and test equipment. PHINIA also offers sophisticated knowledge, training, and ongoing support to thousands of external technicians by providing the resources and support they need to strengthen their businesses and confidently serve their customers.

OUR AFTERMARKET PORTFOLIO INCLUDES:



DIESEL AND GASOLINE FUEL SYSTEMS



ENGINE MANAGEMENT



CHASSIS AND MAINTENANCE SOLUTIONS



BRAKING SOLUTIONS



DIAGNOSTICS AND TEST EQUIPMENT

EXPANDING AFTERMARKET TRAINING OPPORTUNITIES

PHINIA is committed to sharpening external technicians' skills through a mix of e-learning and hands-on training.

This year, PHINIA trained more than 1,200 technicians, delivering over 16,000 hours of training across European locations. Our training portfolio now includes more than 300 modules, including topical content focused on hydrogen technologies and electric vehicle servicing to better prepare technicians for emerging vehicle systems.

To meet the diverse needs of the Aftermarket, PHINIA offers training across powertrain types, with a strong emphasis on fuel-agnostic modules covering braking diagnostics and general vehicle servicing skills and knowledge.

IMPROVING EFFICIENCY THROUGH EXPANDED CROSS REFERENCING

In 2025, PHINIA added more than 200,000 product cross references to its global Aftermarket database.

This expansion improved part identification and availability for customers. By helping ensure the right part reaches the right application the first time, enhanced cross referencing reduces unnecessary replacements, lowers avoidable waste, and supports a longer vehicle life.



MASTERS OF MOTION PROGRAM

Recognizing the importance of education in the Aftermarket, PHINIA enhanced its Masters of Motion program in 2025. The program equips technicians and repair center owners in Europe with essential technical resources by releasing fresh content each week to help them stay informed of evolving business needs. Over the past year, the program published a range of training videos that collectively reached 500,000 views.

To improve accessibility and relevance, PHINIA has integrated AI-powered tools into its content development process. These tools translate materials into multiple languages and adapt them to maintain nuance, tone, and intent while ensuring cultural and linguistic accuracy.

These resources deliver high-quality, practical guidance that helps technicians navigate complex diagnostics and repair procedures with greater accuracy and confidence.



GARAGE 360 LEARNING PLATFORM

In 2025, PHINIA introduced Garage 360, a training platform that brings its Delphi and Delco Remy brands into one connected experience. Launched at the 2025 Automotive Aftermarket Products Expo (AAPEX) show in Las Vegas, Garage 360 delivers unified 360° serviceability and strengthens technical knowledge across the North American aftermarket.

Garage 360 supports every role in the service chain. Technicians in North America gain hands-on diagnostics, installation walk-throughs, and options for virtual and in-person training. Counter professionals receive targeted product and application training, quick-seat videos, and learning management system integration to help them recommend with confidence.



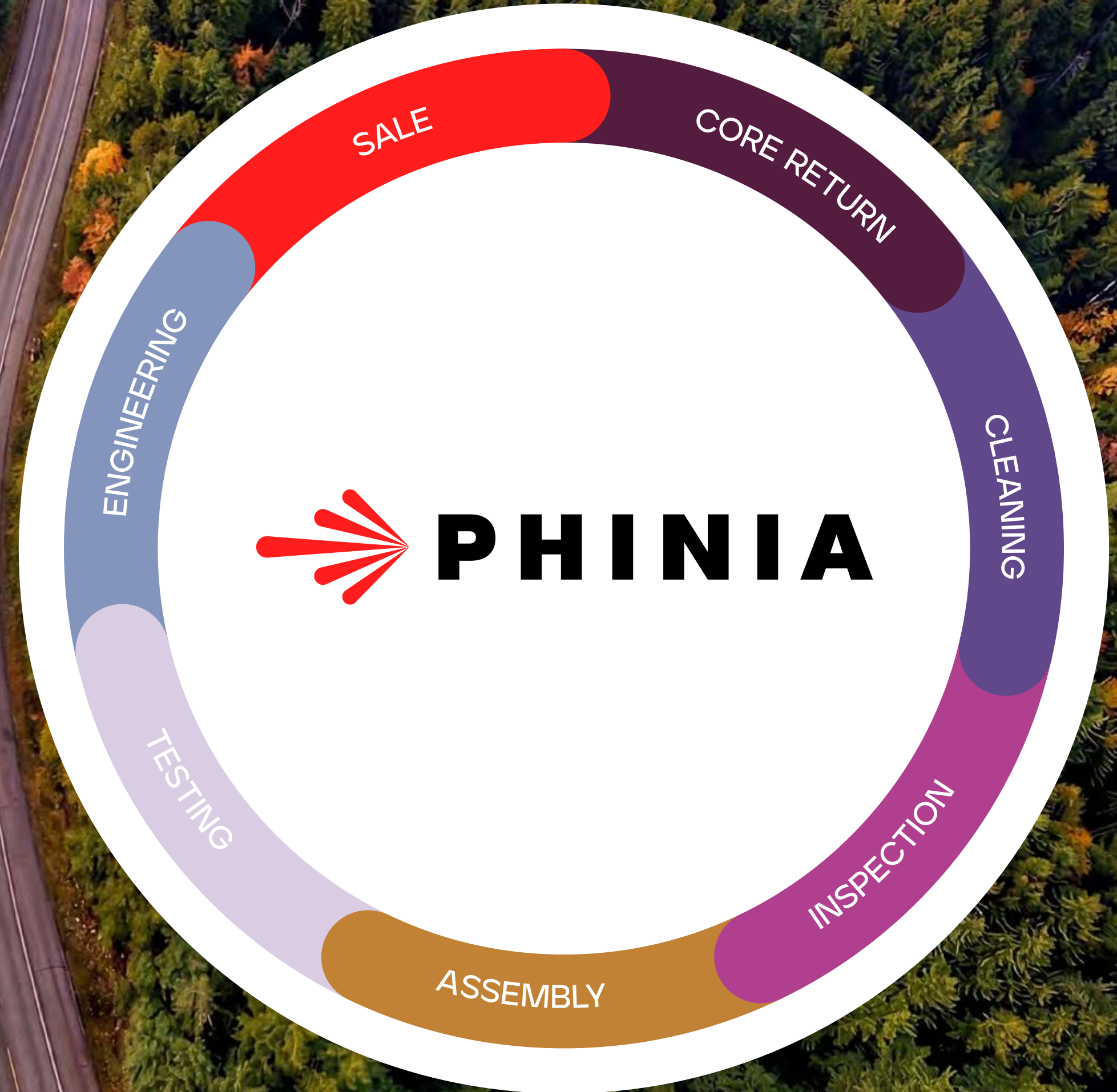
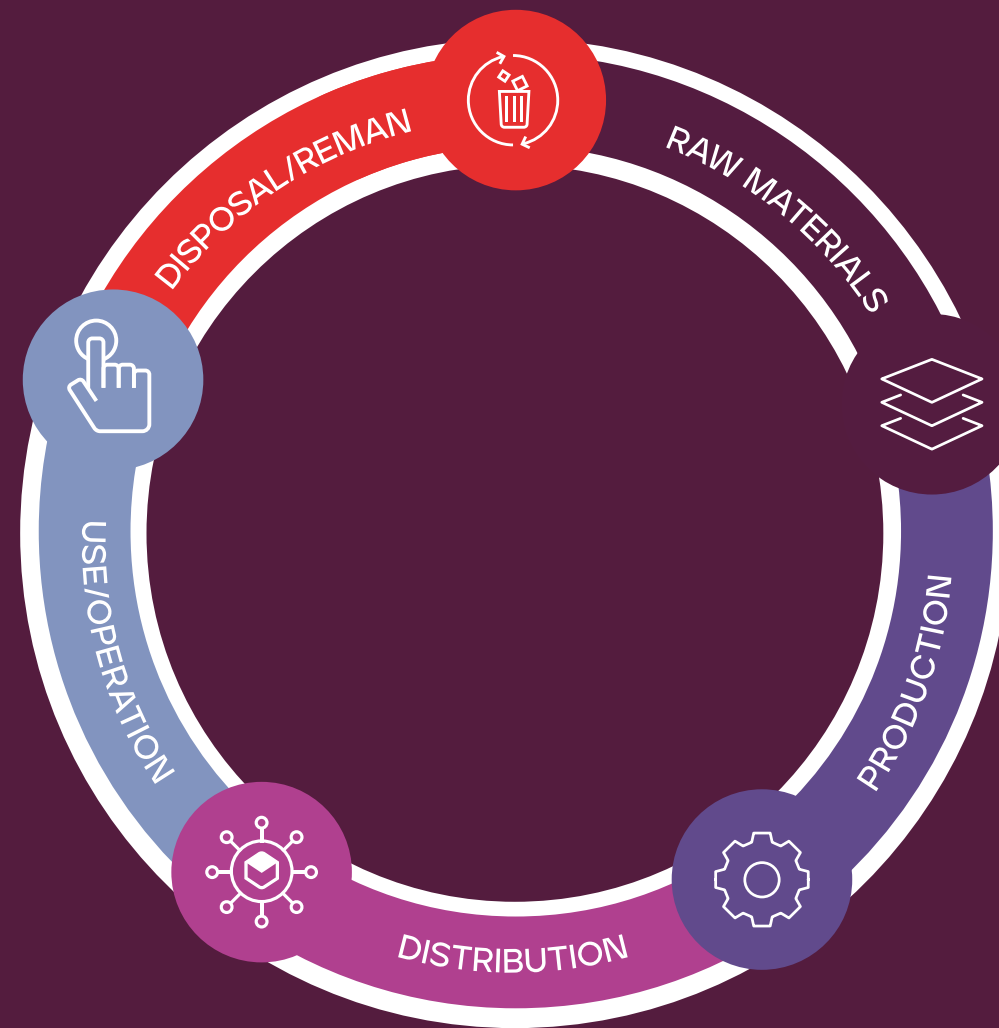
DESIGN FOR ENVIRONMENT

DfE is a core element of PHINIA's engineering approach, targeting our carbon footprint from the earliest stages of product development.

Our DfE process evaluates and reduces life cycle emissions across raw material sourcing, manufacturing, distribution, use and operation, and end-of-life treatment (including repair, reuse, and remanufacturing as well as disposal). This approach lowers carbon, energy, water, and resource footprints by embedding environmental considerations directly into the design phase.

Over the past two years, PHINIA has invested in making DfE a standard global engineering practice. A dedicated lifecycle assessment (LCA) software tool was selected and piloted in 2024 to assess the environmental impact of specific products across their full life cycles, enabling us to provide customers with estimated product carbon footprints. The tool was developed in close collaboration with Purchasing, Manufacturing Engineering, and Product Engineering, allowing PHINIA to leverage its emissions impact mapping and apply consistent LCA methodologies across programs. In 2025, we used LCA results to guide select product-level environmental improvements.

Lifecycle management training continued throughout the year, beginning with Product Engineering and later expanded to management, directors, regional and site-specific subject matter experts, and engineers across multiple product lines. The goal is to embed lifecycle planning early in the design process, evaluating whether components can be reused, remanufactured, or repurposed at end-of-life, while supporting customers' Scope 3 objectives.



TESTING AND DEVELOPING A MORE SUSTAINABLE CANISTER FOR LOWER LIFECYCLE FOOTPRINT

Evaporative canisters prevent fuel vapor emissions from entering the environment by capturing vapors from the fuel tank. This function can provide an opportunity to reduce the product carbon footprint (PCF).

As part of the research and feasibility analysis, a detailed sustainability assessment and contribution analysis revealed that the canister body material, Nylon 6/6, accounts for nearly 50% of the overall PCF. This highlights the need to evaluate alternative materials with a lower-carbon footprint, while remaining within design, manufacturing, and cost constraints.

A more sustainable Nylon 6/6 was selected as the optimal replacement, enabling a 50% reduction in material-level carbon footprint and a 30% reduction at the product level. PHINIA is in the testing and evaluation phase, where the new material can offer physical and mechanical properties equivalent to fossil-fuel based Nylon 6/6, with no negative impact on overall cost.



REMANUFACTURING: PROMOTING A CIRCULAR ECONOMY

PHINIA is an established provider of remanufactured vehicle components, with its remanufacturing operations across seven facilities: Gillingham (UK), Blois (France), Stonehouse (UK), Troy (U.S.), Wrocław (Poland), and Brusque and Piracicaba (Brazil).

Remanufactured original equipment (OE) components offer a lower-impact, cost-efficient alternative to new production parts, maintaining OEM performance specifications while reducing material consumption and end-of-life waste. The remanufacturing process supports circular economy principles by recovering core components, restoring them to OE functional standards, and preventing premature disposal. PHINIA recognizes growth potential to scale remanufacturing across its own OE portfolio as well as components sourced from other Tier 1 suppliers.

In 2025, the Troy facility processed more than 450,000 pounds of used core, successfully reusing 63% of the core mass of manufactured material to return functional products back into service and 93% of the remaining material was recycled.



QUANTIFYING THE LIFECYCLE CARBON SAVINGS OF A REMANUFACTURED PART

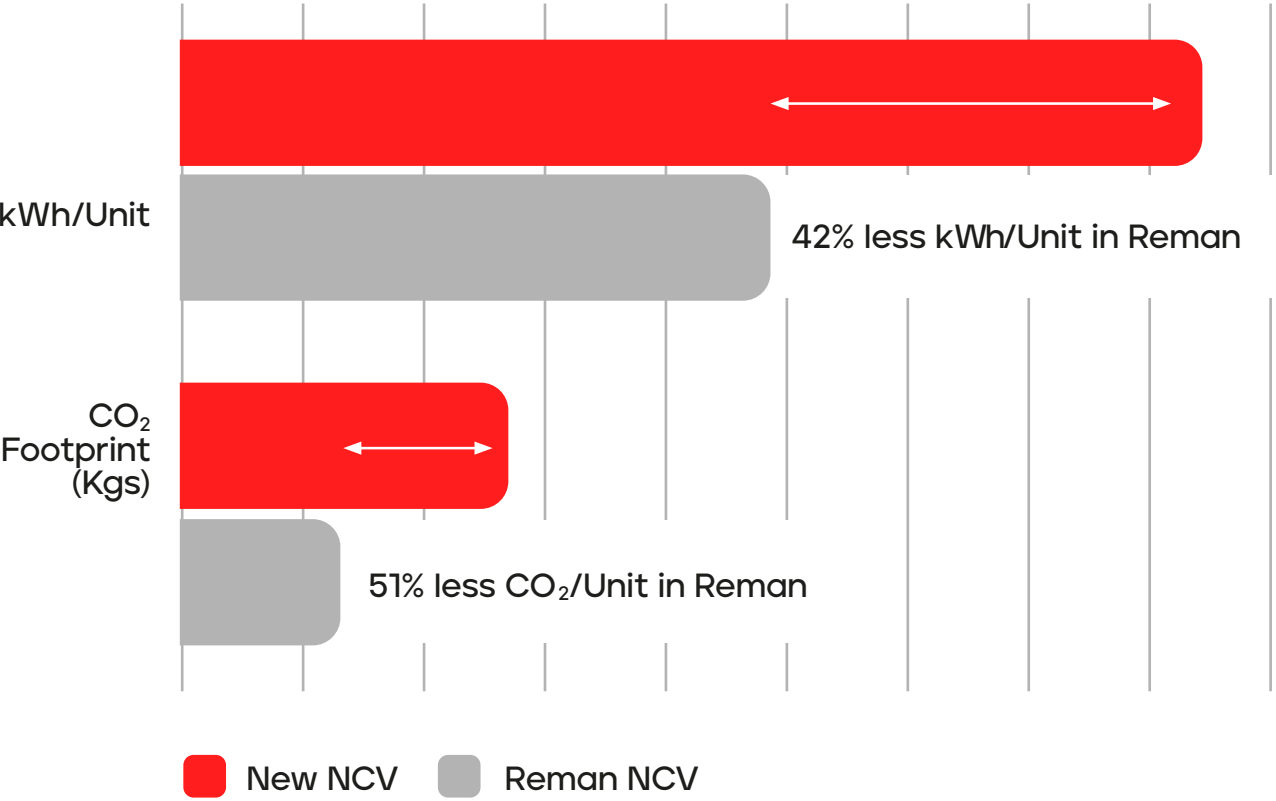
At our Troy, Michigan remanufacturing facility, PHINIA embedded a formal carbon calculation strategy into daily operations through dedicated LCA software. Using a structured methodology, the team quantified and validated the carbon footprint of both new and remanufactured nozzle control valve (NCV) components, which are part of an injector valve assembly, in close alignment with the OE production site to ensure consistent material, energy, and process assumptions.

The remanufacturing process reclaims the existing NCV guide and installs a new precision pin, replacing only the wear-critical element. By preserving the primary structural component, this approach directly reduces the need for virgin material extraction, machining, and associated energy inputs. In the LCA, these avoided upstream and manufacturing processes are the primary drivers behind the 42% reduction in energy use and 51% reduction in CO₂ footprint per unit. This targeted re-pin strategy maintains full functional

integrity while delivering measurable environmental benefits. We have been successfully delivering injectors with re-pin NCVs to OE standards, demonstrating that measurable carbon reduction is achieved without compromising OE-equivalent performance.



New vs. Reman NCV Environment Footprint



FACILITIES AND OPERATIONS

PHINIA IS BUILDING MOMENTUM TOWARD A FUTURE THAT IS BOTH MORE ENERGY EFFICIENT AND ENVIRONMENTALLY RESPONSIBLE, WITH A CONTINUED COMMITMENT TO REDUCING GREENHOUSE GAS EMISSIONS ACROSS OUR OPERATIONS.

We strengthened our commitment this year by expanding the use of energy monitoring infrastructure and our global energy analytics dashboard. These tools increased site-level accountability and enabled more proactive management of energy consumption and GHG emissions.

These efforts continue to deliver improvements in sustainability performance and operational efficiency, driving progress toward our Scope 1 and 2 emissions reduction target of 50% by 2030, based on our 2020 baseline, and market-based methodology.



ENVIRONMENTAL MANAGEMENT

Guided by our Environmental Policy, the Director of Global Facilities, Real Estate, and Environment oversees PHINIA's environmental programs, with strategic direction from the PHINIA Strategy Board. At each manufacturing site, environmental managers lead local sustainability initiatives, drive innovative solutions, and collaborate with cross-functional teams to ensure ongoing compliance. Their leadership is essential to advancing measurable progress toward our long-term environmental objectives and environmental compliance.

We take a proactive approach to environmental management by frequently evaluating operations and identifying opportunities to reduce or eliminate environmental impacts. Where incidents do occur, structured corrective action processes ensure lessons learned translate into lasting improvements.

ENVIRONMENTAL COMPLIANCE

To uphold strong environmental performance and regulatory compliance across our global operations, we engage an independent third-party to conduct comprehensive Environmental, Health, and Safety (EHS) audits. These audits assess compliance, identify environmental, health, or safety risks requiring corrective action, and strengthen our management systems.

In 2025, we conducted external audits at eight sites worldwide, aligned with our goal of auditing every manufacturing plant, technical center, application center, and warehouse on a four-year cycle. All identified corrective actions from these audits have been established and are being tracked to closure.

ISO MANAGEMENT SYSTEMS

Achieving and maintaining certification for our environmental management programs helps us reduce our impact, meet regulatory requirements, and improve resource efficiency. This year, we expanded the types of environmental-related certifications we maintain:

- **ISO 14001** environmental management systems certification across all PHINIA manufacturing plants supplying directly to OEM customers (with the exception of one facility acquired through the 2025 SEM acquisition)
- **ISO 50001** energy management systems certification expanded to 59% of our manufacturing locations, with a plan to extend coverage in 2026
- **ISO 14064** GHG measurement and reporting certification achieved at our Iași, Romania; Shanghai, China; and Yantai, China plants
- **ISO 14067** certification at our Shanghai, China facility for product-level carbon footprint assessment for five different finished products

Together, these certifications support the management of emissions from raw materials through factory operations and finished goods.

ENERGY MANAGEMENT

PHINIA strengthened its energy management through the regular refinement of energy measurement practices, the analysis of energy data, and the application of insights to support informed, energy-conscious decision-making. By sharing best practices across our operations, we accelerate improvements in energy efficiency, lower GHG emissions, and promote the adoption of renewable energy sources.

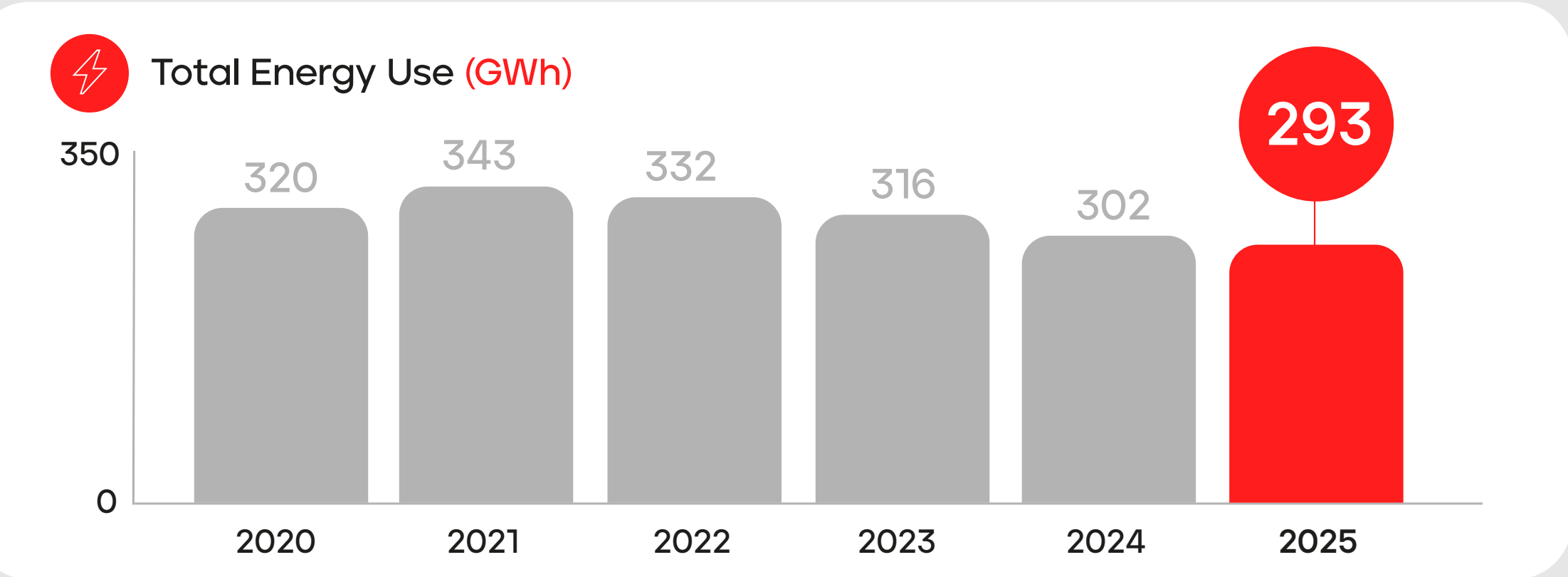
ENERGY MONITORING AND MEASUREMENT

We leveraged our internally developed real-time energy monitoring capabilities and expanded smart meter installation to enable swift, data-driven decision making and advance our energy reduction initiatives.

We have prioritized manufacturing sites based on energy consumption and now have real-time monitoring covering 88% of our total energy use across the organization. In 2025, over 100 additional smart meters were installed, improving our ability to identify energy-intensive equipment, analyze consumption trends, and uncover opportunities to deliver energy savings.

ENERGY REDUCTION

Guided by our GOLD model, where local teams are empowered to design and implement innovative solutions, our annual global energy consumption decreased by 2.9% in 2025 compared to 2024, and our energy intensity (MWh/\$M) improved by 5.1% over the same period.



SMART METERS HELP IDENTIFY ENERGY SAVINGS

Through smart meter installation and the power monitoring dashboard, our site in Stonehouse, UK, identified that the five largest air handling units relied on energy-intensive AC motors. Each of the air handling units single 55kW motors, which drew approximately 70 amps each, were replaced with a bank of six electronically communicated fans drawing a combined 39 amps. This 2025 upgrade has led to a 30% reduction in electricity consumption and an annual saving of 568 MWh, equivalent to a reduction of 194 tons of CO₂ per year.

REDUCING GREENHOUSE GAS EMISSIONS

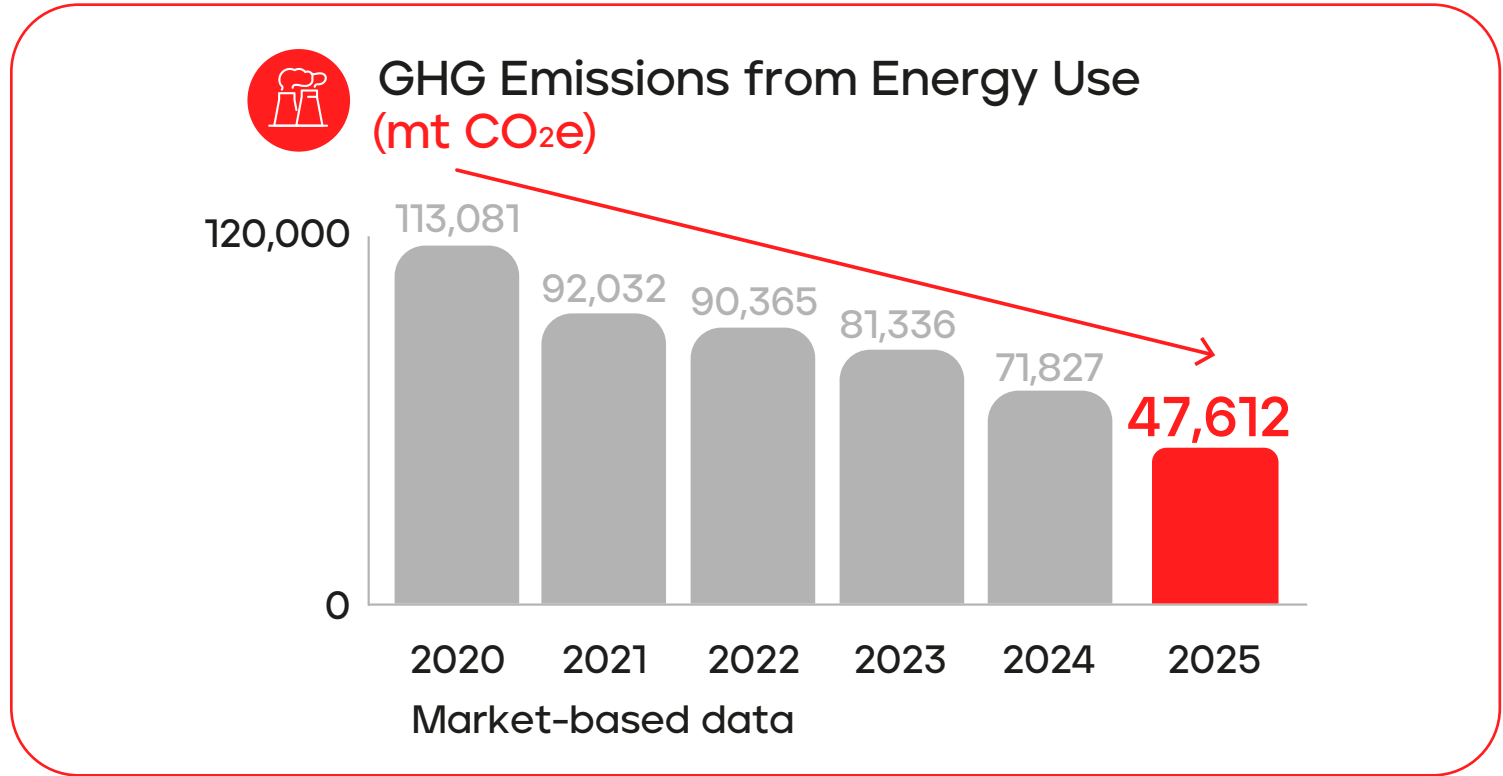
PHINIA is dedicated to driving meaningful reductions in GHG emissions across our facilities. To help achieve this, we conduct annual comprehensive emissions assessments at our sites, with frequent progress updates to the Sustainability Council, Sustainability Steering Committee, and PHINIA Strategy Board. Our inventory boundaries follow the GHG Protocol.

Across our facilities, we have implemented a range of initiatives to reduce energy use, install and purchase renewable energy, and switch away from fossil fuels. We are proud that our Shanghai plant achieved China’s National Green Factory Certification, as well as the more advanced Zero-Carbon Factory certification. The Yantai manufacturing plant has received China Zero-Carbon Factory accreditation and is working towards Green Factory certification at the national level.

SCOPE 1 AND 2 EMISSIONS

Our Scope 1 emissions are direct GHG emissions from sources owned or controlled by PHINIA. Scope 2 emissions are indirect emissions resulting from the generation of purchased electricity, as well as district chilled water and steam used at all PHINIA facilities.

Through lower energy consumption, reduced natural gas use, and increased green energy procurement, our Scope 1 and 2 GHG intensity (mt CO₂e) improved by 35% in 2025 compared to 2024. See the Performance Data Tables section for more information on our GHG emissions.



SCOPE 3 EMISSIONS

Scope 3 emissions cover the broader value chain outside of our direct operational control.

We engaged external consultants in 2024 to assist in developing our strategy relating to Scope 3 emissions, including using spend-based methodology for our calculations. In 2025, we began working toward a hybrid approach (combining spend-based and activity-based data) for our Scope 3 calculations, where data was available. This data will be used as a baseline for further development and value chain improvements.

FACILITY CARBON SAVING UPGRADES

Our Blois, France manufacturing facility achieved a 54% reduction in natural gas use after upgrading its cooling system with an energy-efficient chiller. The new chiller includes a waste heat recovery unit, and the exchanger is connected to the heating network for shopfloor air handling. This strategic investment is projected to deliver annual energy savings of ~1,855 MWh, equivalent to a reduction of 330 tons of CO₂ emissions per year.



CLIMATE RISK ASSESSMENT

PHINIA conducted a climate risk assessment to evaluate how different climate transition pathways and physical climate risks could affect the business over time, as recommended by TCFD. The assessment considered a range of plausible global climate scenarios – Current Policies, Nationally Determined Contributions, Below 2°C, Delayed Transition, and Net Zero 2050 – and examined potential impacts across policy, technology, market dynamics, stakeholder expectations, and physical climate conditions.

The findings helped us identify areas of vulnerability and uncertainty across our value chain and inform strategic planning, capital allocation, and long-term risk management. These insights also support our broader decarbonization strategy and strengthen our ability to navigate a transitioning global economy and assess climate adaptation strategies.

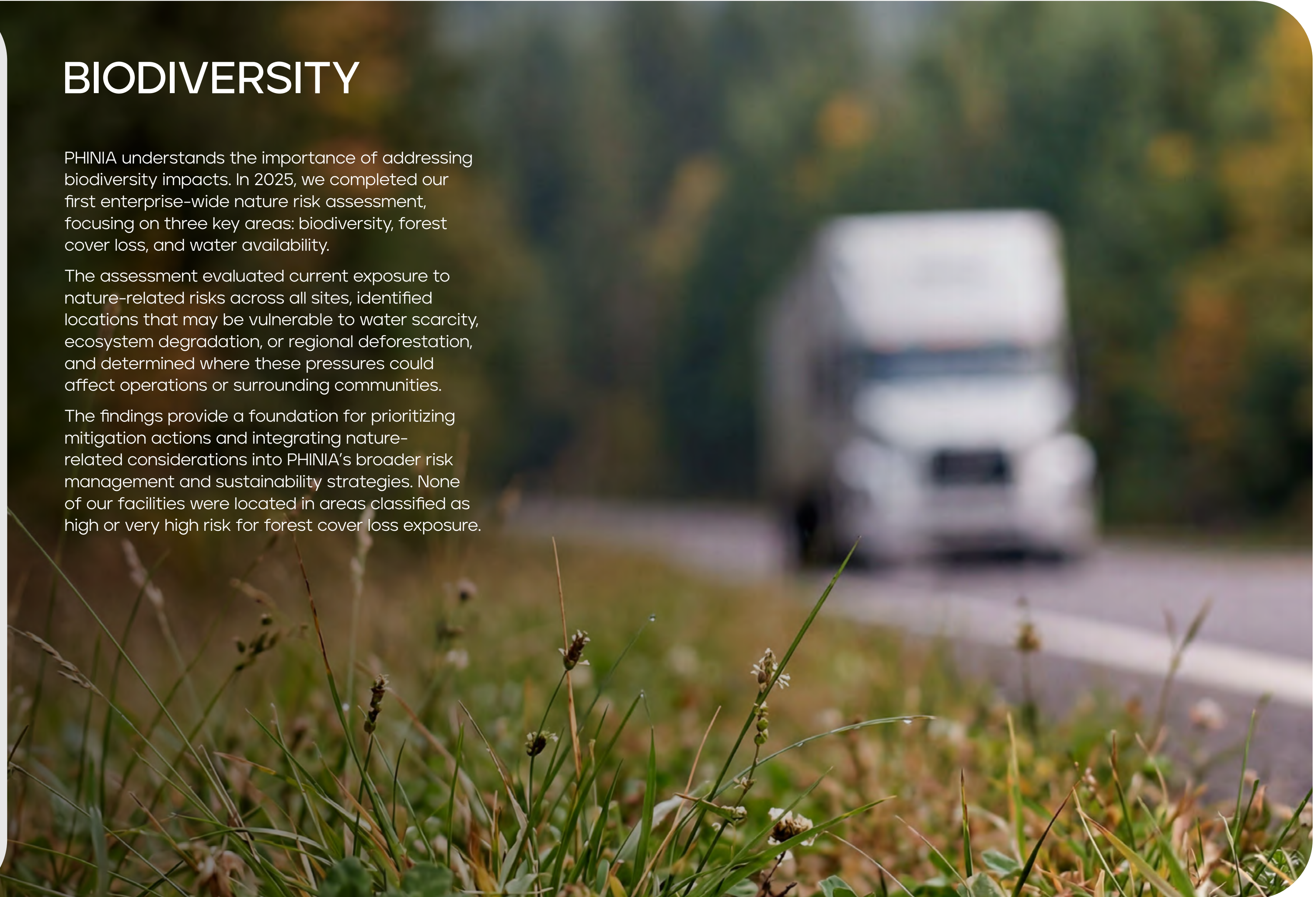


BIODIVERSITY

PHINIA understands the importance of addressing biodiversity impacts. In 2025, we completed our first enterprise-wide nature risk assessment, focusing on three key areas: biodiversity, forest cover loss, and water availability.

The assessment evaluated current exposure to nature-related risks across all sites, identified locations that may be vulnerable to water scarcity, ecosystem degradation, or regional deforestation, and determined where these pressures could affect operations or surrounding communities.

The findings provide a foundation for prioritizing mitigation actions and integrating nature-related considerations into PHINIA's broader risk management and sustainability strategies. None of our facilities were located in areas classified as high or very high risk for forest cover loss exposure.



WATER MANAGEMENT

We recognize that effective water management is essential to long-term operational resilience. As with our approach to energy management, PHINIA facilities conduct assessments to identify opportunities for improving water efficiency, enhancing recycling and reuse, and implementing advanced technologies.

PHINIA conducted its first enterprise-wide water stress assessment this year across all our locations to evaluate potential water-related risks and their implications for operational continuity and surrounding communities. The assessment found that a portion of our global facilities operate in regions facing water stress risk. These facilities, in addition to our other facilities across the world, continue to implement water conservation and recycling actions.

IN 2025, PHINIA HAD
TOTAL WATER USAGE OF
529,554 M³ (139,893 KGAL)²

²Total water figures include usage from all PHINIA facilities including SEM sites from August through December.

WATER SECURITY IN HIGH-RISK AREA

At our Gurgaon, India facility, we installed an ultra-filtration system and dedicated pipeline to treat and reuse sewage treatment plant water. Treated water is reused for gardening and sanitary flushing applications, reducing dependence on freshwater sources and providing an avoidance of 442 cubic meters annually which accounts for an 11% reduction, promoting the site's resilience and adaptive water management in a high water stressed region.

NEARLY 90% REDUCTION IN WASTEWATER

By implementing low-temperature evaporation technology, our Yantai, China plant reduced wastewater generation by 825 metric tons, achieving approximately 90% reduction from 2024. This facility is located in a high water stressed region, meaning the improvement not only minimizes the facility's operational water footprint, but adaptive measures also decrease the burden on local water treatment infrastructure and supports the long-term resilience of the surrounding watershed.

WASTE

Across our global operations, we are committed to minimizing waste and advancing circularity through the principles of reduce, reuse, and recycle. As part of these efforts, five of our manufacturing sites maintain on-site waste treatment capabilities, enhancing waste diversion, reducing transport requirements, and improving environmental outcomes.

All waste is internally sorted by defined waste streams and managed in compliance with applicable country-specific regulations. Hazardous and non-hazardous substances are appropriately labeled, stored, and handled to ensure safe usage and minimize environmental risks.

In 2025, our operations generated a total of approximately 12,750 metric tons of waste, of which 29% was classified as hazardous and 71% as non-hazardous.³

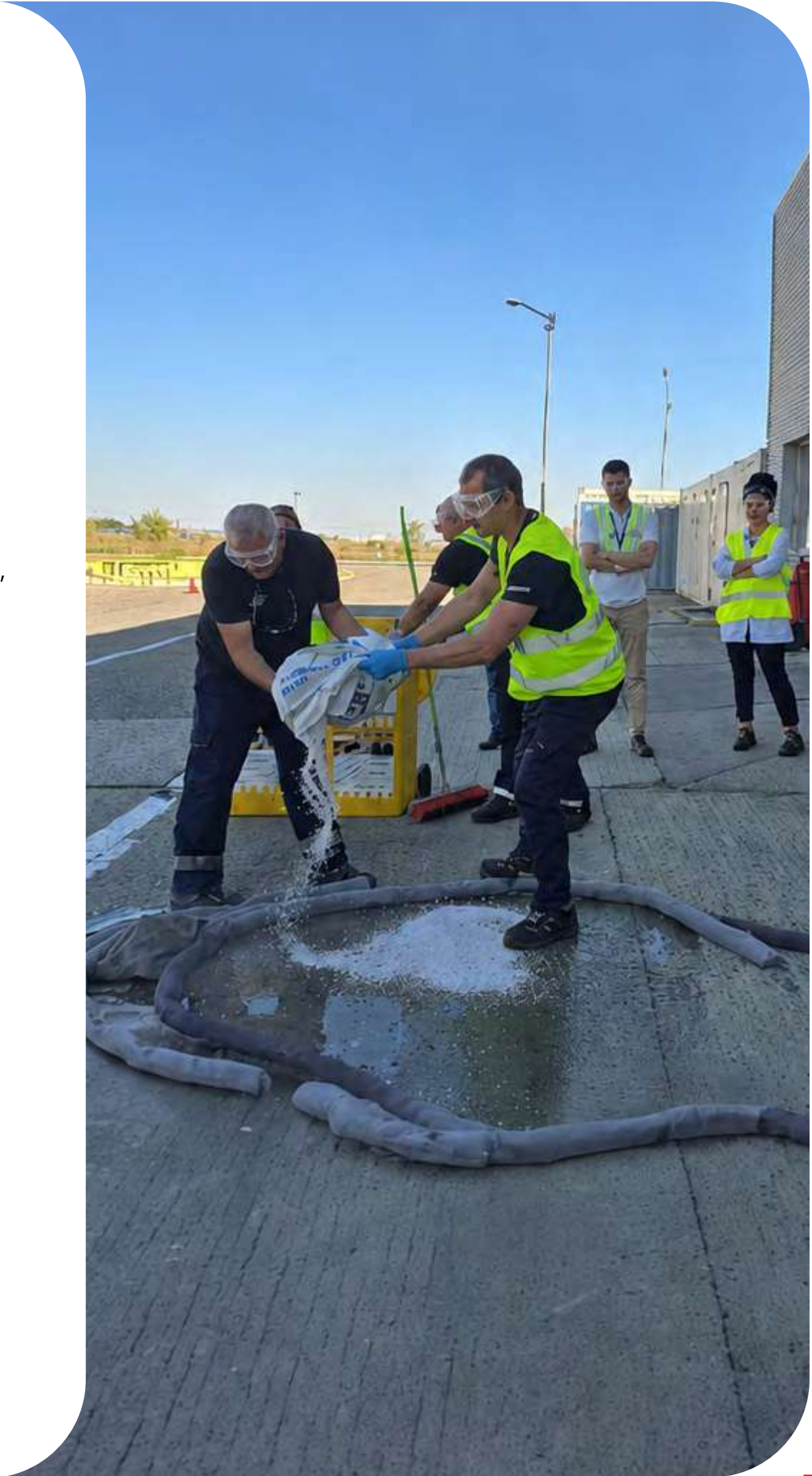
³Classified in accordance with applicable local country regulations. This data includes all operational sites and excludes office locations.



POLLUTION PREVENTION AND CLEAN-UP CAMPAIGN

The Iași, Romania site conducted a spill response awareness and training campaign in which 70 employees and contractors participated in hands-on drills and simulations. The initiative reinforced correct application of internal spill prevention and response procedures, minimizing potential environmental impacts, and reducing safety risks.

The site also recognized World Environment Day by hosting its second annual ECORESISTANCE clean-up campaign along the nearby Bahlui River. A total of 29 volunteers collected more than 70 bags of waste, contributing to a cleaner ecosystem and strengthening community engagement.



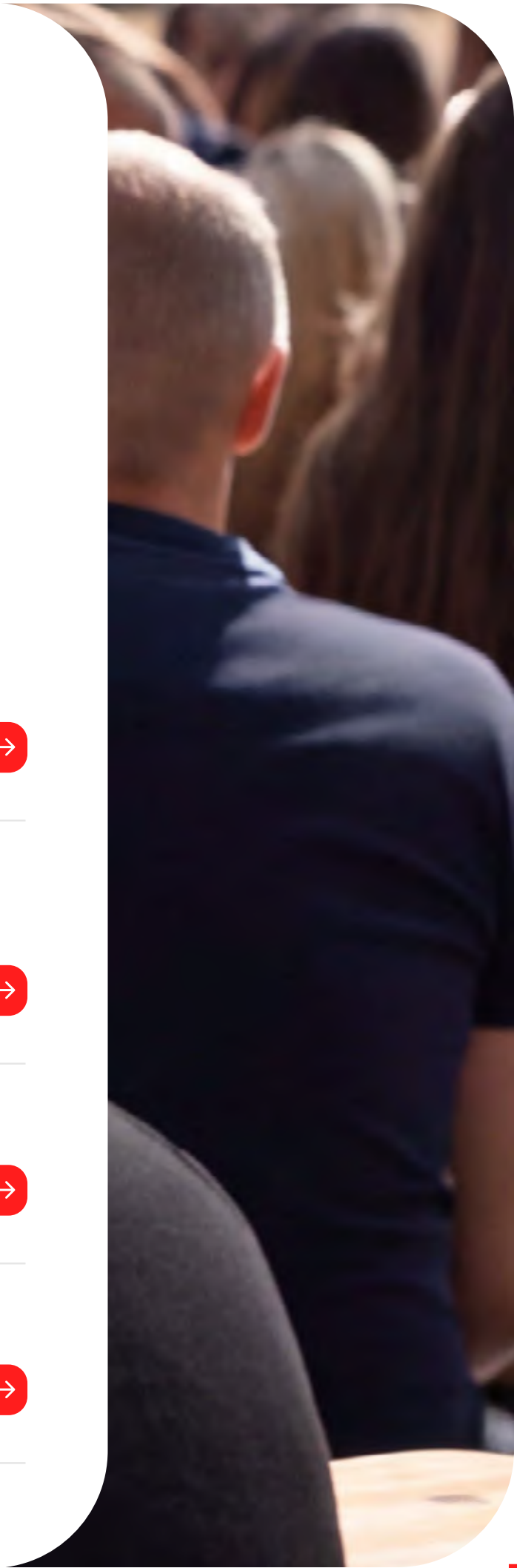
SOCIAL

"OUR PEOPLE ARE AT THE HEART OF EVERYTHING WE DO. WE INVEST IN THEIR GROWTH, WELL-BEING, AND SAFETY, AND WORK TO BUILD AN INCLUSIVE WORKPLACE WHERE EVERYONE CAN CONTRIBUTE AND THRIVE."

Alisa Di Beasi,
Senior Vice President and
Chief Human Resource Officer,
Sustainability Steering
Committee member



Our Employees	
P38	→
Learning, Development, and Engagement	
P46	→
Inclusion	
P52	→
Health and Safety	
P54	→



OUR EMPLOYEES

Our employees are the foundation of our success. We are committed to creating an environment where every employee can grow, contribute, and feel valued.

By prioritizing development opportunities, fostering inclusion, and listening to diverse perspectives, we empower our teams to reach their full potential. Their knowledge, skills, and experiences drive innovation, operational excellence, and sustainable practices, helping us deliver solutions that meet our customers’ most pressing challenges.

We continue to grow as a company. With our first acquisition in 2025, we welcomed 200 new employees in Suzhou, China and Åmål, Sweden.



BY THE NUMBERS⁴

Total Global Employees
12,500

Asia-Pacific
1,707

EMEA
5,324

Americas
5,469

Unionized Employees
~22% of global workforce⁵

⁴As of December 31, 2025
⁵PHINIA employees are not required to disclose union affiliations.



2025 PHINIA Excellence Awards
Product Innovation Excellence
Operational Excellence
Customer Excellence
GOLD Excellence
ESG Excellence
“People’s Choice” Excellence



2025 Great Place to Work
Brusque, Brazil
Piracicaba, Brazil



TALENT ATTRACTION

We cultivate a workforce that exemplifies our values and embraces an inclusive mindset. Our ability to attract, retain, and develop diverse, highly skilled employees is essential to driving innovation, sustaining growth, and ensuring long-term business success.

RECRUITMENT

As a global company with a range of staffing needs, most recruitment occurs at the local level to align with facility-specific requirements and the local market. Our recruitment efforts aim to build a leadership pipeline with a broad range of skills, backgrounds, and experience.

2025 TALENT ATTRACTION METRICS

Human Resources teams and hiring managers participated in

40

external recruitment events

Hosted over

400

participants in our intern, on-site apprentice, and co-op programs

Hired

1,428

hourly employees

and 340

salaried employees



EARLY-CAREER PROGRAMS

WE ESTABLISH AN EARLY-CAREER TALENT PIPELINE THROUGH:

- **On-site apprentice programs**, such as the Dual School Program at our Iași, Romania, facility, through which high school students annually train as electrical and mechanical technicians, as well as the technical mastership apprentice program in İzmir, Turkey
- **Co-op opportunities**, such as partnering with Kettering University in Michigan, U.S., to rotate co-op students through various departments, such as IT, Legal, Engineering, HR, and Supply Chain
- **Intern programs** through recruitment from local colleges and universities, which strengthen our connection with local communities
- **Annual Engineering Challenge** for sites where teams of apprentice, co-op, intern, and early-in-career engineers compete regionally and globally in an interactive, team-focused technical challenge to build skills, problem-solving, and interactive capabilities

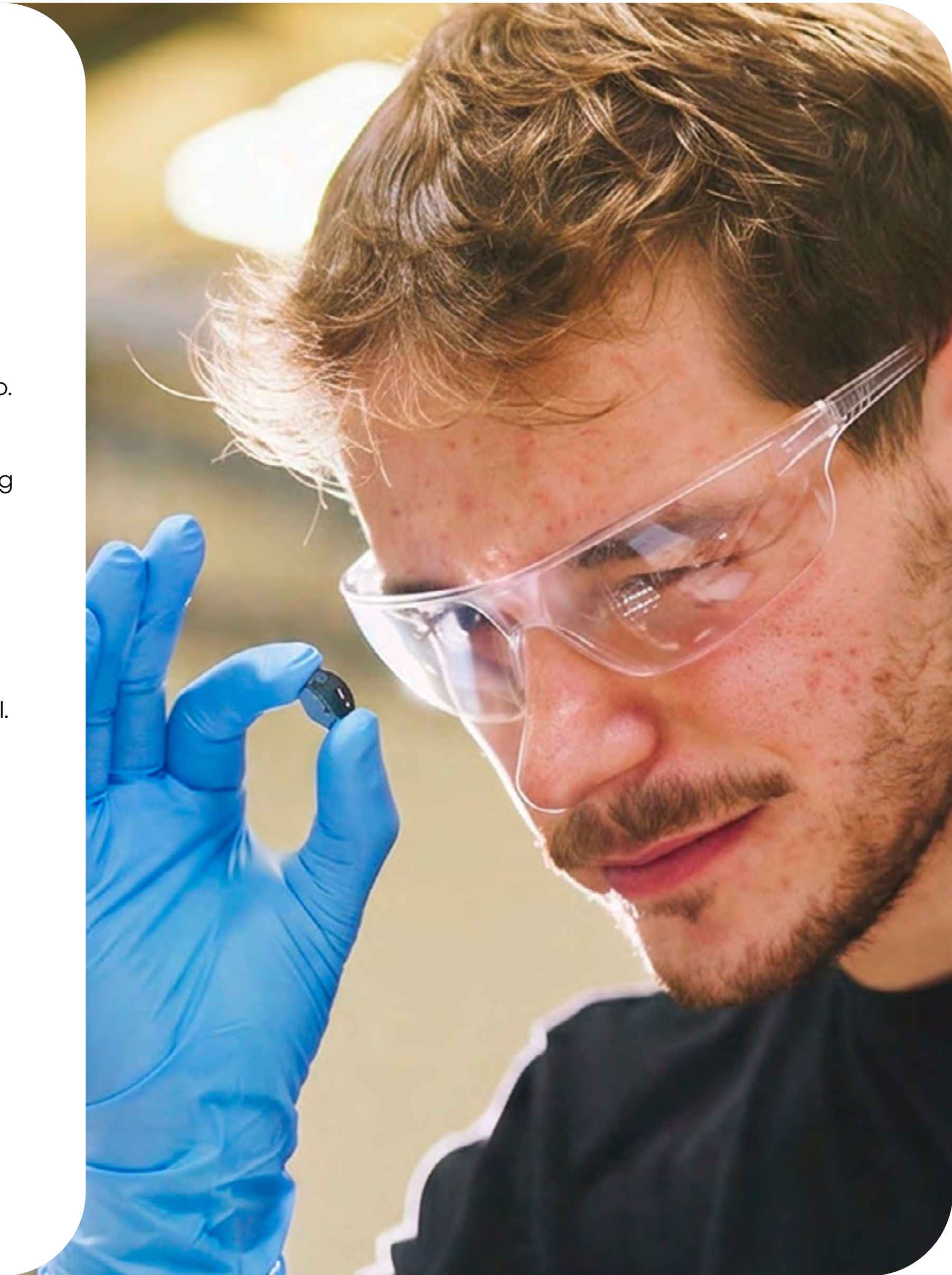
SCHOLARSHIP PROGRAMS

PHINIA offers two scholarship programs that recognize students who are pursuing their education and contributing to their communities.

The Empowerment Scholarship Program – Open to children of PHINIA employees in high school, college, or apprenticeship. The program supports exceptional students who are striving to make an impact within their communities. In 2025, we announced six winners across our global operations, including from India, UK, Mexico, and China.

The Sustainability Scholarship Program – Designed for our interns, co-ops, and apprentices, this program reinforces our commitment to our Net Zero value by investing in early-in-career talent. Participants submit essays describing how they contribute to this value, and this year, we announced 12 winners, from Poland, UK, India, U.S., Mexico, France, and Brazil.

These programs build a pipeline that is both cross-regional and cross-functional and align with our values and commitment to develop innovative solutions for our customers.



TOTAL REWARDS

Our “YOU Matter” total rewards program is central to our people strategy. Through this program, we deliver benefits and resources that support the physical, mental, and financial well-being of our employees, tailoring programs to geography and local employee and business needs. Additionally, we recognize employees and their contributions through several recognition and reward programs, as well as through the delivery of market-competitive compensation.

EMPLOYEE WELL-BEING

Employee well-being is an integral pillar of our total rewards strategy. When employees feel healthy, supported, and connected, they bring greater creativity, resilience, and engagement to their work.

In 2025, we advanced a globally aligned yet locally adaptable well-being agenda built around four pillars: Physical, Behavioral, Social, and Financial.

By prioritizing well-being, we reduce avoidable risks (such as health-related absences or burnout), enhance workforce productivity, and help ensure PHINIA remains a workplace where people want to build their careers.

To coordinate this work at a global level, PHINIA launched the Global Well-Being Council in 2025. The Council meets monthly to guide enterprise-wide priorities, evaluate emerging needs and risks, facilitate sharing of best practices across regions, and monitor program implementation at the site-level.



WELL-BEING PILLARS

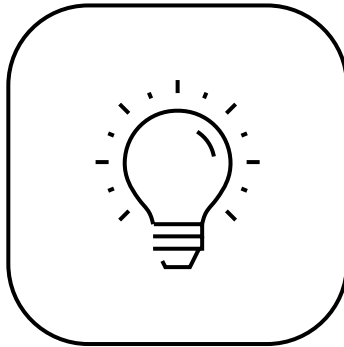


PHYSICAL

Promoting healthy lifestyles through prevention, fitness, and nutrition to drive a safety-focused, energized workforce.

2025 Highlights:

- **Preventive Care:** Onsite health screenings and targeted “Pink October” and “Blue November” awareness campaigns
- **PHINIA Active Challenge:** Logged 2.50 billion steps and 400,000+ hours of activity
- **Safety Integration:** Cardiovascular risk prevention sessions held during Global Safety Week
- **Vehicle Driving Safety Awareness** initiatives were promoted during Global Safety Week

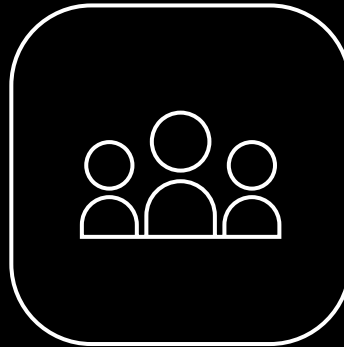


BEHAVIORAL

Supporting cognitive and emotional health to build the psychological safety and resilience essential for engagement.

2025 Highlights:

- **Expanded Access:** Expanded access of the Employee Assistance Programs, including new coverage across the APAC region
- **Resilience Building:** “Brain Boost” workshops, meditation sessions focused on cognitive health and dementia support resources
- **Stress Management:** Emotional intelligence training and community group walks for World Health Day



SOCIAL

Cultivating connection and belonging to enhance collaboration, retention, and overall job satisfaction.

2025 Highlights:

- **Connection Events:** Site-specific Family Days, Holiday Luncheons, and Game Day team-building activities
- **Cultural Celebration:** Global site outings and “Book Swaps” to celebrate shared interests
- **Community Giving:** Volunteering with local charities during the holiday season



FINANCIAL

Reducing financial stress and anxiety by providing tools for long-term security and literacy.

2025 Highlights:

- **Financial Literacy:** In-person and virtual training sessions covering budgeting and investment fundamentals
- **Wealth Management:** Expert-led workshops on loan management and smart long-term decision-making
- **Strategic Growth:** Expanding financial planning resources across key global markets to ensure stability

TOP 10 GLOBAL WELL-BEING IMPACT METRICS

- 1

478,000+

well-being hours logged globally
(primarily driven by PHINIA Active)
- 2

14,000+

movement challenge entries
- 3

2.5B+

steps completed
- 4

870+

health screenings delivered
- 5

60+

well-being events
across all pillars
- 6

35 members

joined to establish
Global Well-Being Council
- 7

Global

coverage across
all well-being pillars
- 8

80%

of employees are supported by
behavioral health programs outside
of traditional medical benefits
- 9

400+

employees engaged in
cultural & social events
- 10

Financial
well-being

training introduced across
multiple countries



OTHER SUPPORT PROGRAMS

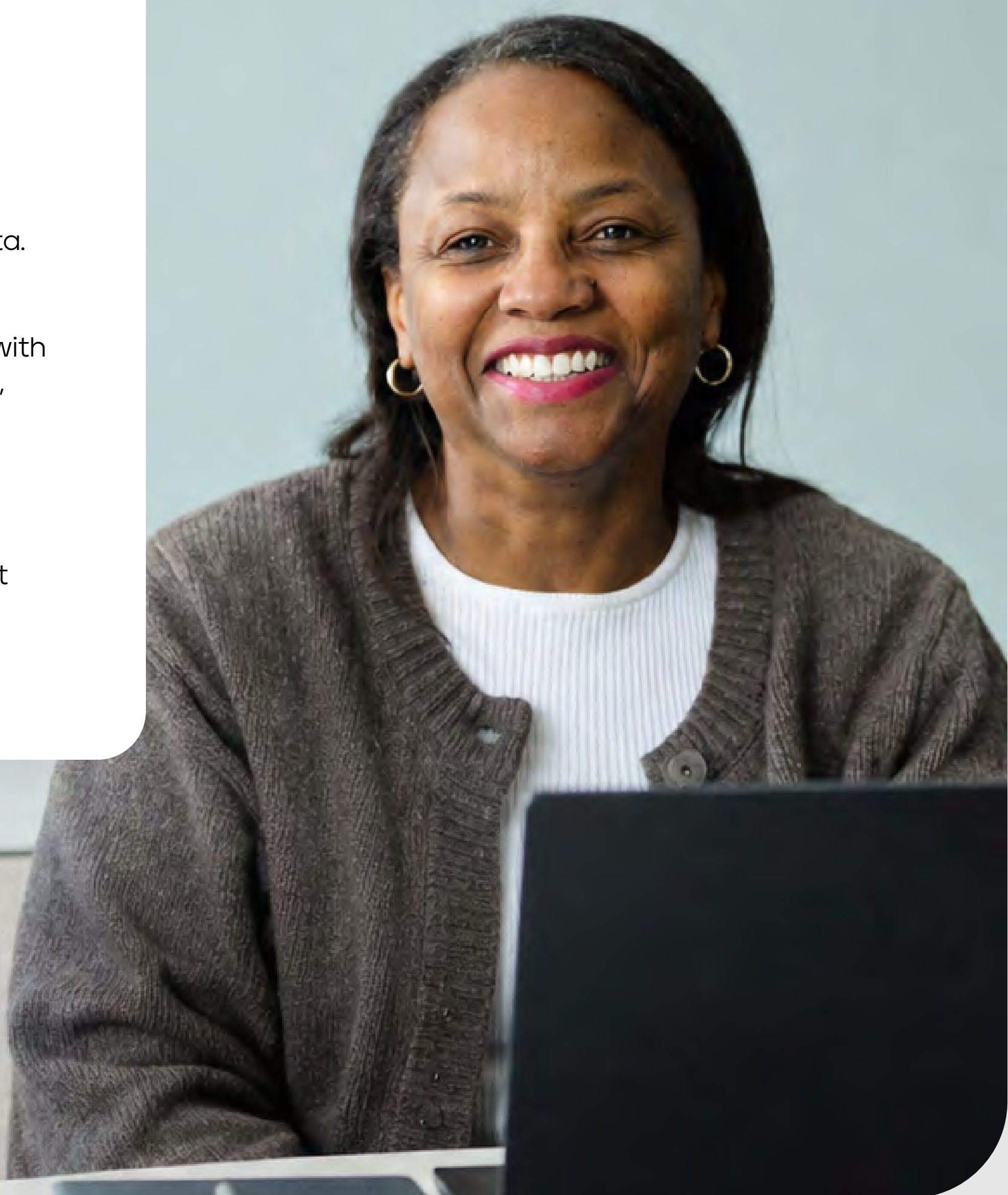
- Tuition reimbursement⁶
- Paid time off
- Family-friendly benefits
- Agile work policies
- Tax-efficient rewards
- Discount programs
- Market-competitive compensation
- Income continuation during disability
- Death benefits
- Business travel insurance
- Retirement programs, such as
pension and defined contributions
plans, with employer matching and/or
other contributions

⁶Subject to eligibility.

COMPENSATION APPROACH

Our compensation infrastructure for salaried employees provides a globally consistent framework, with appropriate flexibility and country-specific salary structures informed by comprehensive market compensation surveys, business needs, and other data. This infrastructure informs pay decisions, supporting our ability to provide competitive compensation. Our competitive compensation packages are consistent with employee positions, skill levels, experience, knowledge, and geographic location.

We share our total rewards program information with eligible employees across global locations via our employee communications platform, CONNECT, to promote education and foster employee engagement across our reward programs.



EQUAL PAY FOR EQUAL WORK

At PHINIA, we support the principle of equal pay for equal work, leveraging external counsel and experts to assist with assessments of pay levels and parity across our organization. The assessments are conducted on an ongoing basis and support pay parity through our global compensation infrastructure, annual compensation planning processes, and education for our managers and employees.

EMPLOYEE RECOGNITION

We proudly recognize the great work of our employees and their contributions to our business. We have several recognition and reward programs for employees, including those specific to our many inventors, such as an Intellectual Property Monetary Award program and Innovation Hall of Fame recognition. Our annual PHINIA Excellence Awards recognize outstanding individuals and teams for their impactful contributions. Team members are nominated in five categories: Product Innovation Excellence; Operational Excellence; Customer Excellence; GOLD Excellence; and ESG Excellence, along with the much-anticipated "People's Choice" Excellence Award.

For the Product Innovation Excellence category, four employees earned this recognition in 2025 for their work in 2024, enabling systems using our heated-tip fuel injector to meet the new PL8 BIN30 Brazil 2029 emissions requirements.

HUMAN RIGHTS AND LABOR RELATIONS

RESPECT, DIGNITY, AND HUMAN RIGHTS

We are committed to upholding human rights and responsible labor practices in accordance with the principles set out in the UN Universal Declaration of Human Rights.

As reflected in our [Respect and Dignity Policy](#), we treat all employees, customers, suppliers, shareholders, and community members with dignity, fairness, and respect. We foster an inclusive culture where every individual can thrive, supported by safe working conditions, equitable treatment, and a workplace free from harassment, discrimination, or abusive behavior. We promote ethical conduct, protect fundamental human rights across our operations and supply chain, and ensure transparency in how we manage labor and human rights risks.

We encourage and equip our employees to raise concerns or report potential violations without fear of retaliation. The PHINIA Compliance Hotline provides a confidential reporting channel that helps us identify issues, address misconduct, and continually strengthen our governance and compliance practices.

LABOR RELATIONS

We recognize and respect our employees' freedom of association, including the right to join or be represented by third-party organizations such as labor unions, in accordance with local laws. In several of our non-U.S. facilities, employees have chosen union representation. We acknowledge these rights, including the right to engage in collective bargaining, and remain committed to maintaining constructive, good faith relationships with employee representatives wherever they operate.



LEARNING, DEVELOPMENT, AND ENGAGEMENT

We provide comprehensive learning and development opportunities designed to help every team member build the skills needed to achieve both short- and long-term career goals. These efforts are supported by individualized career development plans that identify employee growth areas and track progress. From onboarding onward, our development programs are delivered in multiple formats, online and in-person, ensuring they are accessible, scalable, and adaptable to meet the diverse needs of our global workforce.

2025 LEARNING & DEVELOPMENT METRICS

~5,500

in-person training sessions

~83,000

in-person training hours

60+

new leader assimilation sessions

SKILL-BUILDING OPPORTUNITIES

In 2025, we continued to expand the range of development opportunities available to our employees, several of which are highlighted below:

- **Learning Platforms:** We provided salaried employees with access to on-line learning platforms, with a library of over 8,000 online courses with carefully crafted learning journeys to support our colleagues. Through PHINIA's University Leadership Development program, our internal resource library and training collection, we offer more than 50 online and in-person technical and soft skill courses, open to all employees. AI training is now an integral part of our learning offering, with additional IT related on-line learning also available via our online platform.
- **Certifications:** Role-based and location-level training is offered to fulfill certification requirements. For example, compliance with Control of Substances Hazardous to Health Regulations.
- **Technical Training:** PHINIA's Delphi Academy is available to employees and customers, with a focus on technical topics like vehicle electrical systems, braking, steering and suspension, fuel systems, and electric vehicles. This includes 30 in-person training courses at the Training Center in the UK and over 300 e-learning modules.
- **Career Path Initiatives:** Our international development program is a six-month rotation across different sites that enables employees to experience different roles and enhance their technical, leadership, and other skills. Our Global Engineering team also offers a short-term talent exchange program designed to strengthen capabilities and perspectives.

Because individuals learn differently, we promote a 70/20/10 learning development model –

70%
hands-on experience,

20%
relationship-based learning such as mentorship and feedback, and

10%
from formal instruction

– ensuring development is accessible regardless of role or region.

DEVELOPING LEADERS

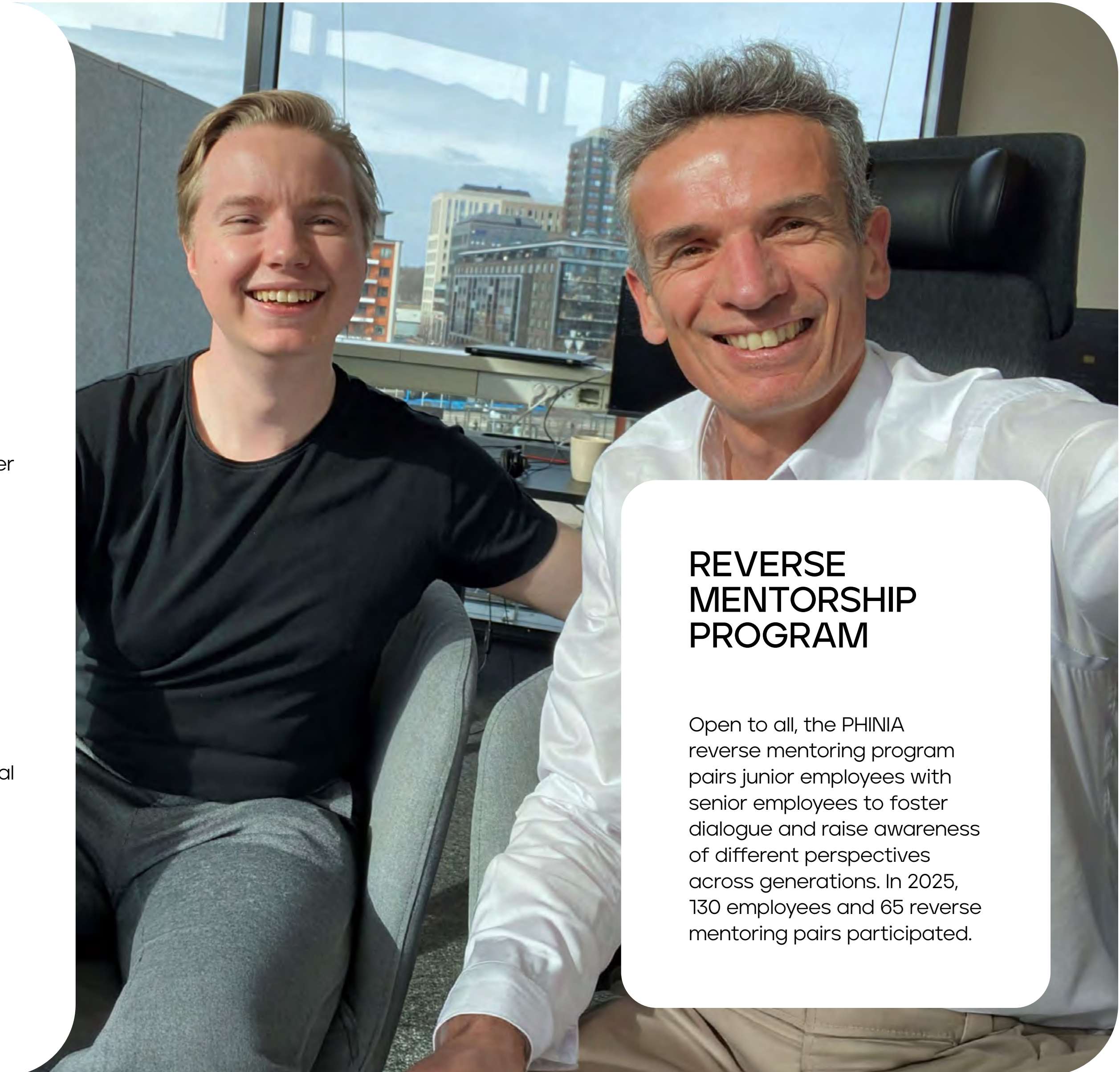
In 2025, we continued to embed and expand the reach of the *7 Habits of Highly Effective People*®, training and offering the program to 200 additional employees in leadership and first-line positions. As part of this initiative, employees were invited to a 360-degree feedback appraisal, where managers, peers, and direct reports evaluated their skills. This process identifies areas for improvement and training.

We also launched our inaugural PHINIA University Leadership Development Program. The program supports individuals as they grow their careers through our Leadership framework, centered around three pillars – Leading Self, Leading Others, and Leading the Business. Specific training is also provided across global operations, for example the “Driving Financial Effectiveness” program, which enhances employee understanding of their impact and value to the business and operations.

Through a regular cadence of talent reviews, we maintain a robust succession planning process. PHINIA leaders are accountable for growing and developing our future leaders and, ultimately, their own successors. We promote cross-functional and cross-regional movement of talent with the goal of developing leaders with a broad, diverse, and inclusive mindset.

In line with our 70-20-10 approach to learning, we have a number of relationship-based learning opportunities.

- **Reverse mentoring program:** Our program is designed to foster dialogue and raise awareness of different perspectives across generations.
- **Mentoring program:** Our inaugural PHINIA mentorship program kicked off with 38 participants and 19 mentor-mentee pairings.
- **Coaching:** In 2025, we ran a coaching pilot program administered by external coaches to key talent. This has now been made available more broadly within PHINIA and forms part of our PHINIA University Leadership Development Program in both individual and group coaching formats.



REVERSE MENTORSHIP PROGRAM

Open to all, the PHINIA reverse mentoring program pairs junior employees with senior employees to foster dialogue and raise awareness of different perspectives across generations. In 2025, 130 employees and 65 reverse mentoring pairs participated.

CULTURE AND ENGAGEMENT

We champion an open feedback culture and offer programs that encourage employees to share their thoughts, concerns, and experiences. By creating meaningful connections and reinforcing shared values, we enable our employees to thrive and make a lasting impact.

We encourage frequent and open communication between leaders and employees, including through “fireside chats” with executives across our global footprint. We have an open-door policy with all executives and the Global Human Resources team. Employees are encouraged to ask questions and engage in-person, as well as through our employee communications platform, CONNECT. We also share podcast episodes hosted by executives and employees on various topics to provide the latest PHINIA news and initiatives.





SING FOR YOUR COMMUNITY

In 2025, PHINIA launched Sing for Your Community, an initiative enabling our employees to showcase their talent and creativity, while uniting voices, connecting cultures, and supporting local communities. In total, we had 26 entries, with 11 finalists, and four winners.

We donated \$35,000 to local charities where the winners work in France, Romania, and Mexico.

MOMENTUM 25 LEADERSHIP CONFERENCE

Our global leadership team came together for the MOMENTUM 25 Leadership Conference. This three-day event brought together our top leaders to collaborate on strategy, share insights, and strengthen collaboration. The conference provided a valuable opportunity to connect, learn, and drive alignment on enterprise-wide priorities.

MOMENTUM25

EMPLOYEE ENGAGEMENT SURVEY

We use pulse surveys and comprehensive engagement surveys to gain insights into employee sentiment about the Company, their teams, and their work.

We conduct a full engagement survey every other year and a shorter pulse survey in between. In 2025, the pulse survey had a response rate of 72.4%. The survey helped us identify several opportunities to enhance the employee experience. Follow-up focus groups explored the results, including the need for further support on giving and receiving feedback.



FOSTERING COMMUNICATION AND ENGAGEMENT IN 2025

2025 Engagement
Pulse Survey results:

72.4%
response rate and

72.8%
engagement score, confirming
that employees across PHINIA
believe in our culture and trust
our leaders

Nearly
250
fireside chats where leaders
heard directly from our teams

New Onboarding
Satisfaction Survey

to enable timely employee
feedback that supports
continual improvement

New Employee
Exit Survey
provides essential insights
that help us improve
experience

429
engagement events, such as
Family Day, to foster dialogue
and camaraderie

Over 80% of our employees recommend
PHINIA as a great place to work

Based on responses from 2025 Engagement Pulse Survey





BRINGING OUR VALUES TO LIFE

Our values are embedded into how we work, shaping our recruitment process and guiding employee development, from onboarding onwards. Structured learning pathways within our online platforms help employees build skills aligned with PHINIA's core values. In 2025, we delivered live online training sessions to support over 2,500 employees with performance cycles. Every leader is accountable for embedding values into daily practice and, most importantly, for fostering an inclusive workplace where everyone can contribute their best.

We delivered live online training sessions to support **over 2,500 employees**

ENABLING PERFORMANCE

Performance and development at PHINIA is underpinned by our core values and our "Always On" approach to providing a continual two-way feedback cycle. Employees set individual goals annually, with regular reviews throughout the year, and are assessed on both what they achieve and how they achieve it.

In 2025, 100% of eligible salaried employees completed a performance and development review. Performance and development reviews are also extended to our hourly employees and evaluated on a site-level basis.



INCLUSION

GUIDED BY OUR
VALUE OF INCLUSIVITY,
WE ENCOURAGE EVERY
EMPLOYEE TO SHARE THEIR
UNIQUE PERSPECTIVES AND
EXPERIENCES, HELPING US
BUILD A STRONGER, MORE
CONNECTED COMPANY.

PHINIA drives the development and implementation of inclusion, both globally and locally, with the support of our PHINIA Strategy Board. Our Global Inclusion Council, made up of senior leaders and other employees across our global footprint, meets quarterly to refine our strategic approach, drive progress on initiatives, and strengthen workplace culture for all employees. The four pillars of our inclusion strategy are Sex & Gender, Race, Differing Abilities, and Beliefs.

Through our Inclusion strategy,
we aim to increase our focus on:

- Attracting, retaining, and mobilizing the best talent
- Promoting collaboration across our workforce to deliver on collective goals
- Leveraging our cultural diversity in an environment free of all discrimination and biases
- Forming teams with a range of perspectives, skills, and backgrounds to drive greater idea development, innovation, and execution

During 2025, we continued to grow our Employee Belonging Groups (EBGs). EBGs are voluntary, employee-led teams that foster an inclusive workplace aligned with our core values, beliefs, and strategies and are open to all employees.



WOMEN IN SCIENCE AND ENGINEERING (WISE+)

WISE+ is a voluntary, employee-led group whose mission is to support the personal and professional growth of women employees in STEM fields at PHINIA through social events, community outreach, and career development opportunities. Everyone is invited to join WISE+ regardless of function, location, or gender.

In 2025, the program had more than 350 participants, with 24 chapters across all PHINIA locations, organizing 124 events, a podcast, and a newsletter. All organizational segments within PHINIA are represented.



CELEBRATING OUR PEOPLE

As a multinational organization, we believe recognition of and appreciation for cultural differences is an important part of creating a greater understanding of each other. We regularly share educational content with employees to raise awareness of cultural events and celebrations.



HEALTH AND SAFETY

Our unwavering commitment to prioritizing safety is consistently reinforced by our Chief Executive Officer and PHINIA Strategy Board. PHINIA’s Global Safety Policy articulates these expectations and is applicable across all PHINIA operations, encompassing employees, contractors, and visitors. The Global Safety Leadership Team, comprising of executive leaders, Health & Safety professionals, and plant managers representing all regions, provides strategic oversight for Health & Safety and governs the development and implementation of worker protection policies and programs. At the site level, Health & Safety managers are accountable for the effective daily administration and ongoing improvement of our Health & Safety systems.



HEALTH AND SAFETY MANAGEMENT

Our occupational Health & Safety management systems are fundamental to strengthening accountability, driving strong performance, and embedding safety into our culture and daily operations.

All of our manufacturing facilities that supply to OEM customers are certified to ISO 45001:2018 (with the exception of one facility acquired through the 2025 SEM acquisition), reflecting our commitment to internationally recognized Health & Safety best practices.

We report all injuries and illnesses in the U.S. in accordance with the U.S. Occupational Safety and Health Administration recordkeeping requirements, along with any additional local reporting obligations. To monitor our progress, each facility maintains a balanced scorecard that includes both leading and lagging safety indicators, giving us an overarching view of performance and areas for improvement.

Our sites are responsible for delivering ongoing safety training, implementing prevention-focused initiatives, conducting regular risk assessments and inspections, and sharing best practices. Facilities also lead recognition programs that highlight and reward strong safety performance.



2025 SAFETY PERFORMANCE

0.19 TRIR
0.13 LTIR

In 2025, PHINIA continued to demonstrate industry-leading safety performance. Our global TRIR was 0.19, outperforming U.S. industry averages. According to the U.S. Bureau of Statistics, the national manufacturing sector TRIR was 2.7 in 2024, more than 14 times higher than PHINIA's rate.

Our Global LTIR was 0.13, also placing PHINIA well ahead of national performance. U.S. Bureau of Labor Statistics show that the average rate of cases with days away from work in the manufacturing sector was 0.80 in 2024.

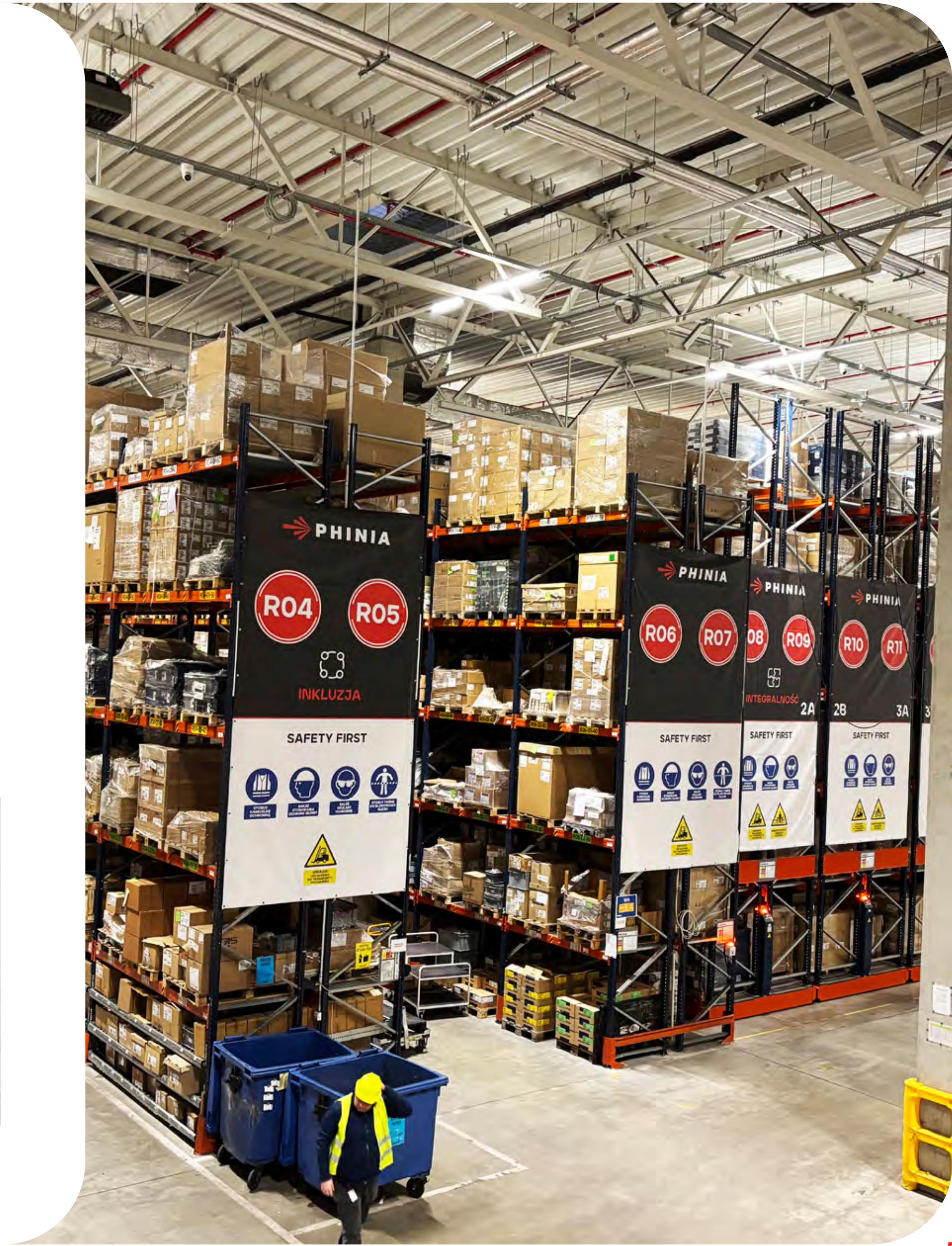
^{7,8} U.S. Bureau of Labor Statistics. Table 1. Incidence Rates of Nonfatal Occupational Injuries and Illnesses by Industry and Case Types, National. U.S. Department of Labor, <https://www.bls.gov/web/osh/table-1-industry-rates-national.htm>

ENHANCING WAREHOUSE SAFETY AND EFFICIENCY

In 2025, our Rzeszów, Poland plant completed a major warehouse optimization project that strengthened both safety and operational efficiency.

The team installed mobile racking systems equipped with aisle motion sensors that stop movement when motion is detected and locking mechanisms for controlled access to high-value and restricted materials. A new Safety Dock System was also introduced to improve loading and unloading safety.

The project, which increased internal storage capacity by 2,688 pallet spaces and fully eliminated external warehousing, was completed without any safety incidents or disruption to daily operations. By bringing all storage on-site, the plant removed regular heavy-truck movements between facilities, reducing transport-related risk, and delivering approximately €200,000 in annual savings.



STRENGTHENING COMPLIANCE THROUGH INDEPENDENT SAFETY AUDITS

We partner with independent third-party experts to conduct thorough audits that assess our compliance with all applicable Health & Safety regulations. Conducted on a four-year cycle, these evaluations help ensure that every PHINIA facility not only meets but consistently exceeds the regulatory requirements that protect our workforce.

SAFETY TRAINING

PHINIA provides ongoing safety training covering topics such as regulatory compliance, risk assessment and controls, emergency preparedness, and employee health and wellness. These programs ensure that our teams are consistently equipped with the knowledge and skills needed to work safely and effectively.

We promote active knowledge sharing through our safety "look across" communications, allowing sites to exchange successes, best practices, and lessons learned.

ERGONOMICS

Ergonomics remains a key risk area for our employees, as musculoskeletal disorders may develop from work-related activities, such as repetitive movements. To address this, we provide ergonomics training for Health & Safety representatives worldwide, covering risk identification, hazard assessment, and improvement of project implementation.

In 2025, four sessions were conducted – Manual Pushing and Pulling, Design for Ergonomics, Ergonomic Evaluations for Machine and Equipment Moves, and Stretches/Exercises – for both plants and office environments.



GLOBAL SAFETY WEEK

PHINIA hosted its Third Annual Global Safety Week under the theme "Stay Aware, Stay Safe," emphasizing that safety is about being present, informed, and supported, not just avoiding hazards. The event united teams worldwide to share best practices and reinforce that safety is everyone’s responsibility, every day.



WE DELIVERED GLOBAL COMMUNICATIONS ON FIVE PREVENTATIVE TOPICS:

- 01 | Situational Awareness Starts with You
- 02 | Hand Safety - Protect Your Hands - Every Task, Every Time
- 03 | Driving Safety - Eyes on the Road - Mind on the Drive
- 04 | Slips, Trips & Falls - One Step at a Time - Prevent Falls
- 05 | Mind, Body, Work - Keep Them All Healthy



CELEBRATING SAFETY EXCELLENCE ACROSS PHINIA

We are proud to recognize several of our facilities that have demonstrated exceptional dedication to maintaining a safe and healthy work environment. The PHINIA CEO Safety Awards honor sites that achieve major safety milestones, including reaching one million hours worked and completing at least 12 consecutive months without a recordable incident – a remarkable accomplishment that reflects strong safety culture and teamwork. In recognition of each site’s achievement, PHINIA made a donation to each site’s charity of choice.



IN 2025, SIX PHINIA LOCATIONS EARNED THIS DISTINGUISHED AWARD:



SHANGHAI, CHINA
Manufacturing



GILLINGHAM, UNITED KINGDOM
Manufacturing and Technical Center



YANTAI, CHINA
Manufacturing



IAȘI, ROMANIA
Manufacturing



JUAREZ, MEXICO
Manufacturing



İZMİR, TURKEY
Manufacturing





SHANGHAI, CHINA — MANUFACTURING

Eliminated recordable accidents, increased near miss reporting by 120%, and lifted safety culture scores from 3.80 to 4.60 through a Safe Behavior System (SBS), digital reporting portal, and human factors training.

**Donation: \$20,000 to
the China Green Foundation**



GILLINGHAM, UK — MANUFACTURING

Second consecutive year receiving CEO Safety Award. Completed 1,352,794 hours without a recordable incident or lost workday case, driven by Safety Observation Tours, targeted training, and the "Stay Aware, Stay Safe" Safety Week.

**Donation: \$20,000 to the Kent, Surrey
and Sussex Air Ambulance Service**



YANTAI, CHINA — MANUFACTURING

Achieved zero recordable accidents, driven by broad employee engagement in safety initiatives, launched Safe Behavior System, held monthly Safety Committee meetings, and facilitated Lean Cloud and Safety Shift programs.

**Donation: \$20,000 to the
Yantai Charity Federation**



IAȘI, ROMANIA — MANUFACTURING

Surpassed 3,000,000 safe work hours between September 2024 and September 2025 with zero recordable incidents, supported by over 1,000 safety observation tours, 2,700 corrective actions, and 3,500 hours of training confirmed compliant through ISO 45001 audits.

**Donation: \$40,000 to the
Pro Ruralis Association, Iași**



JUAREZ, MEXICO — MANUFACTURING

Completed 12 consecutive months with zero recordable incidents across 1,786,177 safe work hours, supported by SBS compliance, a new safety training matrix, and the rollout of 60 safety standards across operations and equipment.

**Donation: \$20,000 to the Eyes
of God Charity Organization**



İZMİR, TURKEY — MANUFACTURING

Achieved a TRIR of zero by improving safety culture, reducing key incident drivers, and identifying opportunities to improve and strengthen safety initiatives, such as machine design enhancements, targeted safety observation activities, and proactive risk assessments.

**Donation: \$20,000 to the Education
Volunteers Foundation of Turkey**

COMMUNITY ENGAGEMENT

We believe in supporting the communities where we live and work. Our employees thrive when we come together to make a difference.

In alignment with our values of Accountability, Net Zero, and Humility, the PHINIA Philanthropic Committee continued its focus on our three core pillars of community engagement: Education, Clean World, and Community Service. In 2025, we introduced PHINIA Society — our umbrella initiative highlighting our commitments to these pillars.

Across 2025, PHINIA supported a variety of initiatives, including investments in education to help build a strong future workforce. In the U.S., we matched close to \$15,000 toward 40 organizations and introduced a formal sponsorship program enabling us to sponsor several additional organizations.

2025 COMMUNITY ENGAGEMENT METRICS

-  **700+**
initiatives
-  **\$2m+**
in donations, which include company donations and the Kettering University endowment
-  **178,000+**
volunteer hours
-  **23,000+**
trees planted
-  **500+**
employees who donated blood





EDUCATION

HIGH SCHOOL ROBOTICS CHAMPIONSHIP

PHINIA sponsored "Symmetrical Chaos", one of the smallest Michigan-based public high school robotics teams, to attend the World Championship for FIRST Robotics in Houston, Texas and their first Championship competition. The team finished 39th out of 525 teams in Michigan and 28th out of 75 teams in its field in the Championship.



EDUCATION

NUTRITIOUS MEALS

Akshay Patra Foundation provides mid-day meals to government schools with the goal of ensuring no child is deprived of education because of hunger. The Bengaluru, India team donated a vehicle to the organization to carry hot, nutritious meals to remote towns and villages with limited food access.



CLEAN WORLD

REFORESTATION

The San Luis Potosí, Mexico team held their annual Reforestation Event at the San José Dam, where 250 trees were planted.



COMMUNITY SERVICE

GIVING BACK

The Blois, France plant donated furniture and office supplies to two local charities, Les Restos du Coeur and Le Jardin de Cocagne, and approximately 100 laptops, 100 monitors, 100 servers and switches, and several printers to ADEPA Informatique, a certified recycling partner.

GOVERNANCE

"ETHICAL CONDUCT IS THE FOUNDATION ON WHICH WE BUILD TRUST WITH OUR CUSTOMERS, EMPLOYEES, REGULATORS, AND OTHER STAKEHOLDERS."

Robert Boyle,
Senior Vice President,
General Counsel and
Secretary, Sustainability
Steering Committee
member



Ethics, Integrity,
and Compliance
P64 

Building Knowledge
Through Global Training
P67 

Supply Chain Responsibility
P69 

Product Quality and Safety
P73 

Data Protection
and Cybersecurity
P79 

ETHICS, INTEGRITY, AND COMPLIANCE

We are committed to conducting business with integrity, transparency, and respect for the law. Ethical conduct is foundational to who we are and shapes every interaction with our colleagues, customers, suppliers, regulators, and the communities we serve. In 2025, we strengthened our global Ethics & Compliance (E&C) Program – enhancing governance, expanding training, improving transparency, and driving a culture of accountability across the company.



OUR GUIDING PRINCIPLES

Our [Code of Ethical Conduct](#) (Code) sets out the expectations, principles, and standards that guide how we do business responsibly. It covers key topics including anti-corruption, conflicts of interest, workplace conduct, data protection, responsible use of company assets, competition law, and the prohibition on retaliation. Salaried employees receive Code training upon joining PHINIA, and all employees participate in regular training and communications reinforcing these principles.

Our E&C program is supported by a suite of global policies that outline clear expectations for employees and business partners. Key policies include:

POLICY	FOCUS
Respect & Dignity (Human Rights Policy)	Reflects our commitment to fair treatment, non-discrimination, safe working conditions, and respect for universal human rights
Preventing Corruption	Sets clear expectations against all forms of bribery, including facilitation payments, and guides employees on identifying improper payments and maintaining lawful business courtesies
Business Due Diligence	Requires risk-based screening during third-party onboarding, and ongoing monitoring to mitigate corruption, sanctions, and reputational risks
Global Trade	Fosters compliance with export controls, sanctions, customs requirements, anti-boycott rules, and documentation accuracy
Speaking Up and No Retaliation	Reinforces our employees’ right to raise concerns, ask questions, and report misconduct free from retaliation
Protecting Personal Information	Guides how we safeguard personal data in accordance with global privacy laws
Protection and Use of Data, Information, and Other Assets	Outlines responsible use of company systems, proprietary information, and physical assets
Antitrust / Competition Law	Sets clear boundaries against anti-competitive agreements, improper information exchanges, and conduct that undermines fair competition
Conflicts of Interest	Requires employees to disclose personal or financial interests that may compromise business judgment
Gifts and Entertainment	Provides guidance on the offering and acceptance of business courtesies, including jurisdiction-specific requirements such as those applicable in China

We review the Code and supporting policies on a regular basis (annually or biennially, as specified in each policy) to align with evolving regulations, emerging compliance risks, and our values.



ETHICS AND COMPLIANCE GOVERNANCE

Our Chief Compliance Officer (CCO) leads the global E&C program and reports to the Senior Vice President, General Counsel, and Secretary. The E&C Committee brings together senior leaders from key functional and regional areas, and meets quarterly to share trends, align priorities, and embed compliance into day-to-day operations.

At the local level, we have regional points of contact, local Compliance Coordinators and Privacy Delegates, that help to identify emerging risks, promote a culture of compliance across locations, and support training, monitoring, harm-mitigation efforts, and investigations. Our network provides regular updates on E&C activities to the PHINIA Strategy Board and the Audit Committee of the Board, which oversees the E&C program.

We completed our first post-spinoff enterprise-wide Legal and Compliance Risk Assessment in 2025, evaluating current and emerging risks across our regions, functions, and business units, as well as the effectiveness of existing controls. What we learned is now shaping where we focus our mitigation, training, process improvements, and compliance monitoring moving forward.

BUILDING KNOWLEDGE THROUGH GLOBAL TRAINING

We expanded the reach and depth of our global compliance training program in 2025. Key to this, our Compliance Office and Legal Department delivered in-person and virtual training at several locations worldwide, giving employees the opportunity to engage directly with the CCO on real-world E&C challenges.

Through these on-site sessions, the team provided practical guidance on topics such as avoiding conflicts of interest, understanding emissions compliance obligations, and protecting PHINIA's intellectual property and confidential information. The interactive format fostered meaningful dialogue and supported employees in applying PHINIA's Code and policies to their day-to-day responsibilities. Hourly and salaried employees worldwide also completed refresher training on the Code.

Through these efforts, we are building a workforce that can confidently identify risks, escalate concerns, and uphold our compliance expectations.



COMPLIANCE RESOURCES FOR EMPLOYEES

Alongside in-person and virtual trainings, the Compliance Office issues regular global communications addressing a range of high-priority topics as part of our commitment to openness, transparency, and shared responsibility. Communications included understanding PHINIA’s Global Trade Policy, managing third-party risk, and the importance of speaking up and using the Compliance Hotline. Through these ongoing reminders, employees received timely, practical guidance aligned with evolving business and regulatory expectations.

We also launched an updated E&C SharePoint portal, providing employees with a central resource for guidance on E&C topics, such as PHINIA’s global policies, training materials, and practical tools to navigate complex compliance topics. Managers have access to specialized resources, including “meetings in a box” (micro-trainings on E&C topics for use in team meetings) supporting local engagement and reinforcing

ownership and accountability for E&C risks. The portal also includes direct links to the Compliance Hotline, third-party risk resources, and trade compliance reference materials.

PHINIA’s Product Engineering Compliance Council (PECC) provides structured cross-functional support to the global workforce in the assessment of complex compliance questions. Comprising the Chief Technology Officer, Chief Compliance Officer, and Product Engineering Compliance Director, the PECC focuses on emissions, regulatory conformity, and customer-specific technical applications. Through a disciplined review process, the PECC supports timely and well-informed engineering decisions, promotes early identification of emerging risks, and reinforces clear accountability for mitigation actions—supporting PHINIA’s long-standing commitment to integrity, regulatory compliance, and responsible product development worldwide.

COMPLIANCE HOTLINE, REPORTING, AND INVESTIGATIONS

We encourage anyone with a work-related concern to speak with their manager, Human Resources, the Compliance Office, Legal, or other appropriate channels, including the Audit Committee of the Board. We maintain a 24/7 third-party-hosted [Compliance Hotline](#), accessible online or by phone and available in local languages worldwide. Employees and other stakeholders can submit reports confidentially or anonymously, where permitted by law, without fear of retaliation.

The Compliance Office reviews every reported concern and assigns the appropriate investigative team based on the nature of the issue. We follow clear, standardized investigation procedures that emphasize objectivity, confidentiality, documentation, and thorough root-cause analysis. When a concern is substantiated, we take appropriate corrective actions, which may include discipline, retraining, remediation, policy changes, or enhancements to risk-based controls. Retaliation for raising concerns or participating in investigations is strictly prohibited.

2025 HOTLINE METRICS

97
total cases reported

7.5
cases per 1,000 employees

55%
substantiation rate

29.5
average case closure time (days)

SUPPLY CHAIN RESPONSIBILITY

SUSTAINABILITY IS CENTRAL TO HOW WE OPERATE AND CREATE LONG-TERM VALUE.

In 2025, we shifted our focus from tracking supplier participation to further embedding sustainability into how we prioritize risks, engage with suppliers, and make sourcing decisions. By improving our data governance processes, applying spend-based prioritization, and integrating sustainability factors into our enterprise-wide risk mapping framework, we enhanced our ability to identify, assess, and manage supply chain risks.



KEY 2025 OUTCOMES

74%

of in-scope direct and aftermarket suppliers completed the Sustainability Self-Assessment Questionnaire (SAQ)

95%

of in-scope direct suppliers completed the Conflict Minerals Reporting Template (CMRT), reflecting strong alignment with our due diligence expectations

~15%

average SAQ year-over-year score improvement by our Top 100 suppliers

~10%

increase in suppliers covered by PHINIA's risk-based monitoring and oversight process following the acquisition of SEM

"IT IS BOTH A PRIVILEGE AND A SIGNIFICANT RESPONSIBILITY TO INFLUENCE THOUSANDS OF SUPPLIERS THROUGH EVERY DECISION WE MAKE—DRIVING MEANINGFUL, LONG-TERM IMPROVEMENTS IN SUSTAINABILITY ACROSS OUR GLOBAL VALUE CHAIN."

Sebastian Dori,
Vice President and Chief Purchasing Officer



ENSURING A RESPONSIBLE AND TRANSPARENT SUPPLY CHAIN

Our supply chain depends on strategic partnerships that are central to how we develop and deliver our products. PHINIA's Partnership Program, or 3P, recognizes strong supplier performance, strengthens supply chain resilience, and promotes greater transparency across our global supply base. We work closely with Tier 1 suppliers around the world and we recognize that long-term resilience depends on shared values, clear expectations, and mutual accountability.

Our commitment to supply chain sustainability goes beyond regulatory compliance. We are focused on responsible sourcing, fair labor practices, and transparent operations. These expectations are embedded into supplier relationships and reinforced through structured governance, ongoing engagement, and oversight.



HUMAN RIGHTS AND ETHICAL BUSINESS PRACTICES

We proactively manage human rights risks across our supply chain, recognizing that global operations present diverse regional challenges. Our approach is grounded in Organization for Economic Co-operation and Development Due Diligence Guidelines and the principle that all individuals should be treated with dignity and respect. As part of this, we set clear expectations for our Tier 1 suppliers and promote continual improvement in human rights, environmental stewardship, and ethical business conduct. Our practices align with international standards that guide our risk identification, mitigation, and remediation efforts.

We also continue to enhance transparency beyond Tier 1 suppliers. Through supply chain mapping and targeted monitoring, we work to identify potential risks at sub-tier levels and take appropriate action. We incorporate sub-tier risk indicators into targeted reviews for selected high-risk categories, informing engagement priorities and future data-collection focus. If we identify human rights concerns, we engage suppliers directly to implement corrective actions, provide training, and support lasting improvements.



RESPONSIBLE SOURCING AND CONFLICT-FREE MATERIALS

WE ARE COMMITTED TO ENSURING MATERIALS ARE FREE FROM CONFLICT-RELATED RISKS.

In 2025, 95% of our in-scope direct material suppliers completed the Conflict Mineral Reporting Template (CMRT), reflecting strong alignment with our due diligence expectations.

When we identify non-conformance, particularly within lower tiers of our supply chain, we work collaboratively with Tier 1 suppliers to address risks, strengthen controls, and promote responsible sourcing practices across the value chain.

SUPPLIER MONITORING AND RISK MANAGEMENT

We take a risk-based approach to supply chain monitoring. Building on prior supply chain mapping efforts, our 2025 analysis shifted from broad risk identification to refining risk prioritization and oversight across our highest-impact suppliers. We used spend, geographic exposure, and industry-specific risk indicators to evaluate key Tier 1 direct and aftermarket suppliers.

We assessed risk across four categories: human rights, environmental, legal, and health & safety. Suppliers were categorized as either high, medium, or low risk, and these ratings now guide differentiated and proportionate oversight – shaping resourcing, how often we engage with suppliers, when issues are escalated, and what corrective actions are required.

Sourcing and analytics technologies support this work, improving supplier-risk profiles and enabling timely, targeted follow-up when we identify potential issues. Third-party audits and assessments provide additional validation of compliance with ISO and International Automotive Task Force (IATF) standards, while background checks support ongoing monitoring of financial stability, regulatory exposure, and publicly reported incidents.



SUPPLIER ENGAGEMENT AND ONGOING IMPROVEMENT

We communicate supplier expectations through our [Supplier Code of Conduct](#), Supplier Manual, and standard contractual requirements. Our Global Supplier Management site provides additional access to guidance and sustainability resources.

We held multiple virtual and in-person Supplier Days to reinforce our sustainability expectations across both aftermarket and newly-added ignition systems suppliers.

We evaluate supplier performance using a structured scorecard covering indicators such as quality, delivery, cost management, launch execution, and sustainability. As such, sustainability is a core consideration that directly influences our sourcing decisions, supplier development priorities, escalation pathways, and eligibility for our 3P program. Our Supplier Scorecard also recognizes suppliers that establish GHG reduction targets, including upstream supply chain commitments.

Supplier Self-Assessment Questionnaire (SAQ) results and CMRT data are integrated into our supplier-risk evaluation process. These inputs help us prioritize the level of engagement required with each supplier, shape corrective-action plans where gaps are identified, and guide targeted capacity-building and support to improve responsible sourcing performance.

3P – PHINIA PARTNERSHIP PROGRAM



In 2024, we launched 3P – a recognition program that is designed to evaluate supplier performance using tangible criteria, such as the PHINIA supplier balanced scorecard, relationship with our manufacturing plants, and alignment with PHINIA’s strategic objectives, including relating to sustainability. 3P enables a select group of top performing suppliers for excellence in performance, collaboration, and sustainability alignment to grow their business and relationship with PHINIA much faster.

In 2025, we expanded the 3P program to our aftermarket and ignition systems supply base. Over 50 suppliers received 3P recognition based on 2025 performance, more than double versus 2024. While this improvement is significant, it represents a small subset of our supply base, highlighting how selective the 3P recognition is to achieve. Going forward, we intend to further build on the success of this program adding key indirect material suppliers.

PRODUCT QUALITY AND SAFETY

AT PHINIA, WE SEEK TO
PROVIDE PRODUCTS AND
SERVICES THAT MEET
OR EXCEED CUSTOMER
EXPECTATIONS IN
QUALITY AND SAFETY
PERFORMANCE.

ROLES AND RESPONSIBILITIES

Our leaders promote a quality culture through performance monitoring, customer and supplier quality reviews, program reviews, internal audits, and other communication tools. Our Vice President of Operational Excellence oversees our quality programs, with support from the PHINIA Quality Board.

The Quality Board convenes leaders from across the organization to guide long-term quality strategy, support the rollout of policies, procedures, and requirements, conduct monthly quality reviews, and work with executives to advance our quality programs.

QUALITY MANAGEMENT CERTIFICATION

All PHINIA production facilities that supply to OEMs, along with related development, technical, and application centers, are certified to IATF 16949 or ISO 9001. We are actively integrating two new sites that joined PHINIA in 2025 through the SEM acquisition, including planned IATF certification under the PHINIA Quality Management System (QMS).

We require our Tier 1 suppliers to maintain ISO 9001 certification and work toward IATF 16949 to meet customer requirements. Tier 1 suppliers are also responsible for cascading these requirements to their own supply base in accordance with PHINIA's terms and conditions.

In 2025, we saw fewer customer quality complaints overall, particularly in zero-kilometer cases, and ended the year with no open customer escalations. We are proud that our customer parts-per-million metric reduced by half compared to 2024, reflecting a real improvement in product quality.

When issues arise, we act quickly and transparently to identify and fix the root cause. We document procedures covering internal escalation, customer communications, and recalls where required.

We also maintain a central knowledge library, open to all employees, to share knowledge across sites and ensure lessons learned are consistently applied to new projects. The library holds nearly 1,000 technical packs and is supported by a review process that requires sites and projects to look at relevant lessons learned. We are continuing to expand and cover additional product lines and key business areas.

We run on-site product group operational workshops to improve global quality alignment. These workshops help us to resolve systemic issues and strengthen process alignment across sites.



AEROSPACE QUALITY MANAGEMENT CERTIFICATION

In 2025, our Blois, France facility successfully completed the implementation and certification to EN 9100 – the premier aerospace quality management standard. This is the first PHINIA plant to receive such recognition as we expand our aerospace and defense business.

PHINIA
QUALITY AWARD

The PHINIA Quality Award recognizes sites that achieve a successful new product launch with excellent warranty performance and customer satisfaction. Our Blois, France site received the award for the second consecutive year.

In 2025, the scope of the Quality Award expanded to cover the Aftermarket segment. Aftermarket sites are scored based on quality, delivery, and warranty performance. The winner of the inaugural Aftermarket award was the EMEA region.



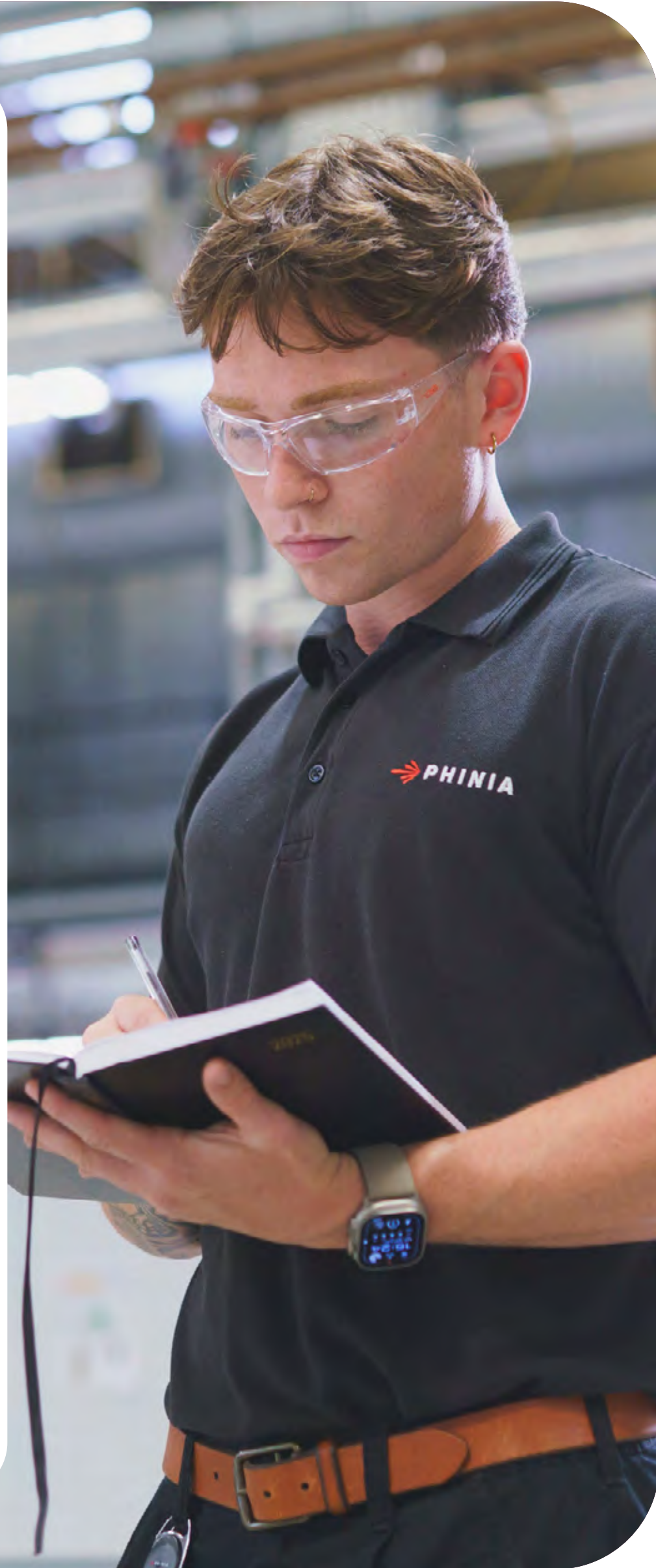
2025 CUSTOMER AWARDS AND CERTIFICATIONS

REGION	SITE	AWARDS 2025
AMERICAS	Juárez	Ford: Q1 Certification
	Brusque	Cummins: Zero Defect Supplier
	Piracicaba	Hyundai: Best Quality Impact - 2025 Zero Defect Award
		Cummins: 2025 Zero Defect Supplier
	San Luis Potosí	GM: Supplier Quality Excellence Award
		CAT: Supplier Excellence Recognition
		Hyundai WIA Mexico: Supplier of the Year 2025
	Aftermarket	Sindirepa RJ 2025: 1st place in Fuel Pump
		Sindirepa RJ 2025: 1st place in Spark Plugs and Wire Sets
Sindirepa SP 2025: 3rd place in Fuel Pump		
ASIA / PACIFIC	Shanghai	JAC: Quality Leadership Award
		SAIC-GM: Outstanding Supplier Award
		General Motors: Supplier Quality Excellence Award
	Yantai	DFAC: Excellent Supplier Award
		Yuchai: Excellent Supplier Award
		SCR: Excellent Collaboration Award
	Aftermarket	Bapcor Australia: Supplier of the Year
		AAC Thailand: Supplier Award
		KGM OES Korea: Quality Award
EMEA	İzmir	Cespira: Supplier Award 2025 - Quality Leadership
	Rzeszów	Ford: Q1 Certification
	Aftermarket	Nexus, ADI and Groupauto Turkey: ITG Awards
		Motortec Spain: Best Innovation for Industrial Vehicles Award
		Motortec Spain: Sustainability Technical Solutions Award
		Equip Auto Paris: H ₂ ICE Technology Award (Two Trophies)
	The Drum Awards: Marketing Excellence for Masters of Motion	

QUALITY POLICY AND MANAGEMENT SYSTEM

Our Quality Policy, including our Key Quality Principles, is documented in our Quality Manual, which defines the scope and objectives of the QMS. The QMS defines processes to meet customer and regulatory requirements and to drive continual improvement in effectiveness and efficiency. Our rigorous QMS covers regular employee training on product quality standards, product reliability and performance monitoring, quality testing and incident investigation, and the associated corrective actions. We have implemented third-party tools enabling rapid response to evolving customer requirements.

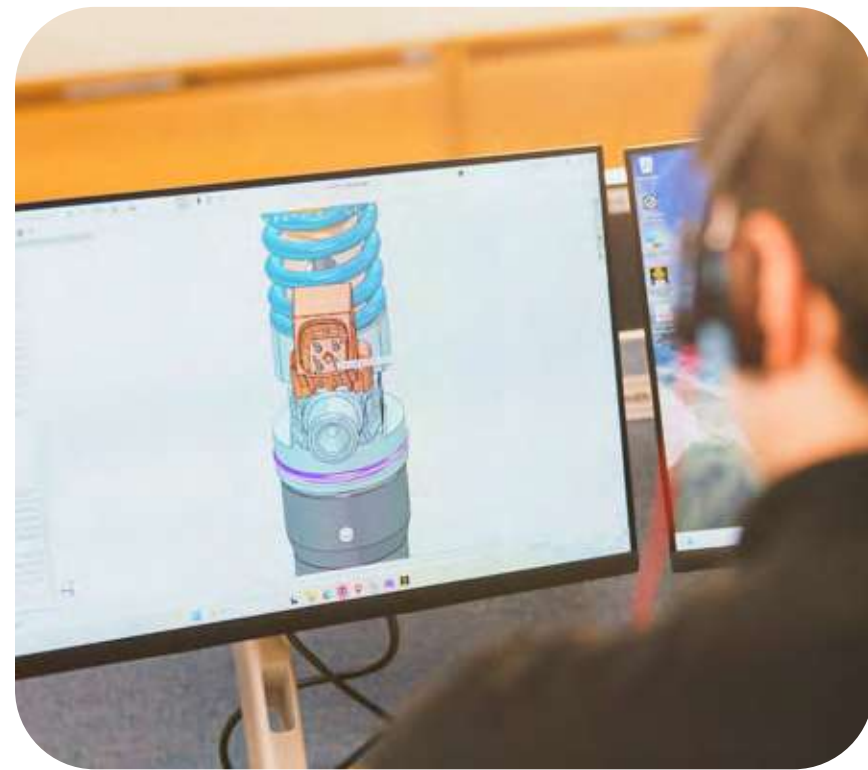
All sites undergo internal and external audits to verify adherence to product quality, process, and safety standards. To streamline the external certification process, we have launched a "One Certification Body" project that aims to bring greater consistency to audit quality.



TRAINING

We provide regular training to the Quality, Product Engineering, Supply Chain, and Manufacturing teams. In 2025, we continued training and externally certifying employees as Product Safety and Conformity Representatives.

We also advanced problem-solving training, including continued development in Shainin Red X and specialized training in Lean Six Sigma. Both approaches were applied selectively, based on business requirements.



TECHNICAL PROBLEM-SOLVING AND IMPROVEMENT

Beginning in 2022, we accelerated improvement efforts across PHINIA by partnering with Shainin, a globally recognized quality and process problem-solving firm. We use the Shainin Rolling Top 5 method to build a healthy problem-solving culture and maintain a training and certification process as part of the Red X program, an advanced methodology for solving technical problems that is widely used by leading automotive manufacturers and their suppliers.

In 2025, we facilitated six training sessions at both Apprentice (basic) and Journeyman (advanced) levels. Approximately 90 employees were trained and over 60 attained Shainin certifications. Our commitment to ongoing improvement was recognized with the 2025 Dorian Award for Bottom Line Improvement, awarded to our Stonehouse, UK manufacturing site by Shainin LLC.

CORRECTIVE ACTIONS

When we identify a quality or safety issue, we investigate and resolve it through documented procedures. Our Warranty Council reviews our performance and actions monthly. We escalate and mitigate identified risks in line with customer-specific requirements and industry guidelines, such as the IATF and the German Association of the Automotive Industry product integrity standard. For new products, we conduct risk assessments following the failure mode and effects analysis process. These assessments include confirming product safety and regulatory compliance and are conducted in coordination with our Product Development and Quality teams to ensure adherence to best practices.



KEY QUALITY PRINCIPLES

PHINIA seeks to achieve and maintain a reputation of excellence throughout Customer Satisfaction, Quality Products and Continual Improvement.



CUSTOMER SATISFACTION

- Our goal is to consistently provide products and services which meet or exceed customer expectations and applicable customer requirements
- We strive to satisfy customer requirements throughout the product life cycle
- Our employees are committed to the Company's Key Quality Principles



QUALITY PRODUCTS

- All employees are responsible for the quality of their work
- Our leaders take an active role in promoting the importance of quality
- Suppliers are valuable sources of design, cost reduction, and quality improvement ideas. We treat them as partners, with respect and integrity



CONTINUAL IMPROVEMENT

- We believe continual improvement is core to achieving success
- When mistakes occur, we will act urgently and with integrity to identify, correct, and prevent reoccurrence of the problem
- We strive to improve our business continually in quality, cost and reliability

CUSTOMER SATISFACTION

OUR SUCCESS RESTS ON A COMMITMENT TO PERFORMANCE AND QUALITY, BACKED BY RELIABLE CAPACITY AND DELIVERY.

We engage customers in a number of ways: reviews of customer portals, monthly quality reviews at every facility, ad hoc management meetings with key accounts, and technical shows with new and existing customers. We monitor performance during both the product quality planning and production, and we track violations and complaints, with sites working directly with local customers to put corrective actions in place. Every six months, we conduct "Voice of the Customer" reviews to assess PHINIA performance with our customers and collect direct feedback through surveys.

In the EMEA Aftermarket business, we ran a comprehensive Voice of the Customer survey covering key touchpoints across commercial and operational performance. The results confirmed strong overall customer satisfaction and a positive experience in doing business with us. We have since acted on identified improvement areas through targeted cross-functional actions to further strengthen the customer experience and performance.



DATA PROTECTION AND CYBERSECURITY

Our cybersecurity and data protection programs are shaped by regulatory requirements, past incidents, and evolving industry standards. We periodically update these programs based on our enterprise risk management (ERM) assessments, third-party audits and independent reviews, tabletop exercises, and other processes.

DATA PROTECTION

We are committed to strong data privacy standards and processes that protect individuals and their personal data. We collect and process personal data only to the extent necessary and with explicit consent when required. Third-party contractors with whom we share personal data must adhere to all relevant data protection and security laws and regulations, as well as our data privacy, retention, and protection policies.

As generative AI (GenAI) tools become more prevalent, we have published a GenAI policy that provides clear guidance on acceptable use. The policy explains the risks of entering personal, confidential, or proprietary data into GenAI tools and the importance of using them in line with our policies and applicable laws, including data protection laws.

Our Senior Vice President, General Counsel and our Chief Compliance Officer oversee our data protection policies and related initiatives, as well as training. More information about our policies is available on our [Data Protection & Compliance](#) website.

CYBERSECURITY

We take a cross-functional, multilayered approach to cybersecurity, focused on:

- Identifying, preventing, and mitigating cybersecurity threats
- Preserving the confidentiality, security, and availability of information we collect and store
- Protecting PHINIA's intellectual property
- Maintaining the confidence of our customers, suppliers, other business partners, and employees
- Providing appropriate disclosure of cybersecurity risks and incidents when required

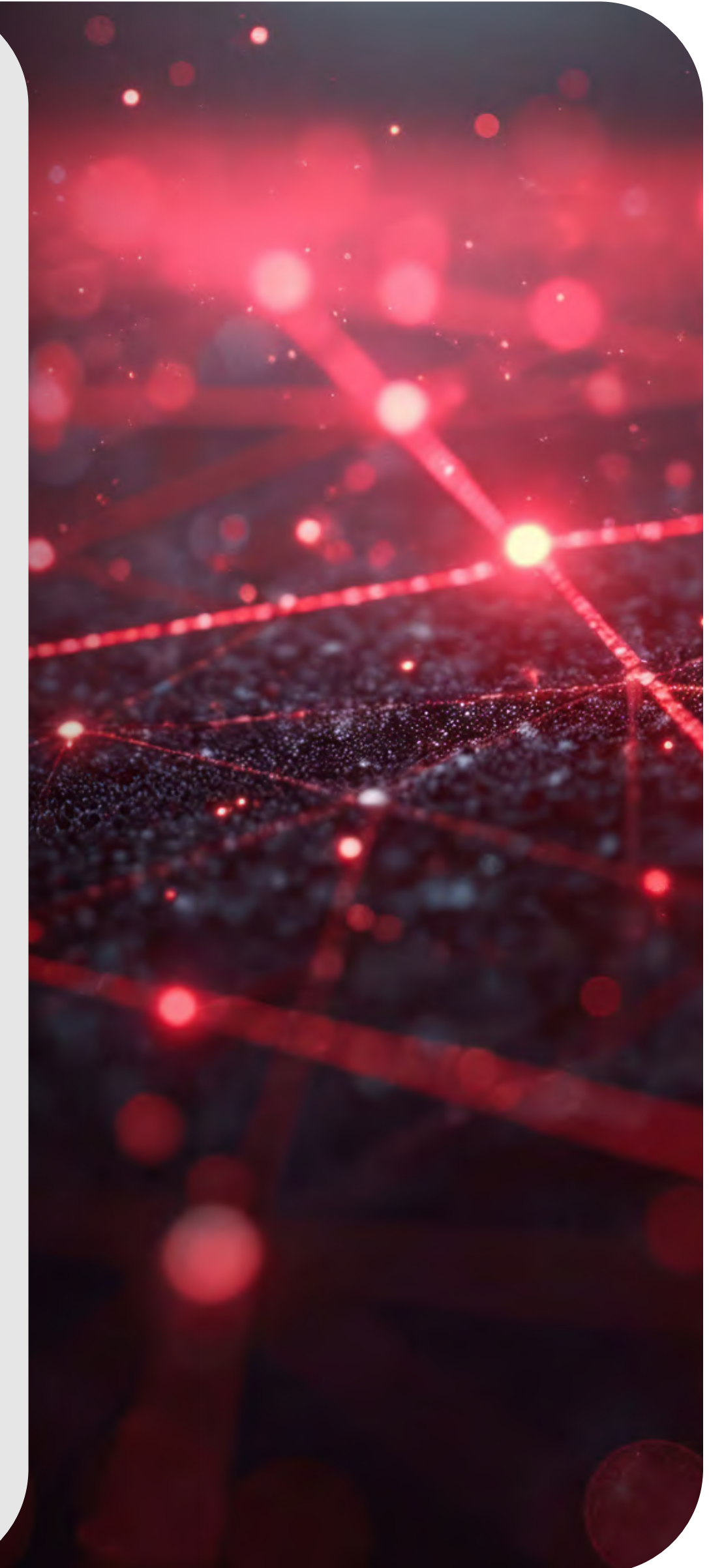
Our cybersecurity team, led by our Chief Information Officer (CIO), oversees cybersecurity and data security operations, programs, policies, and processes, and works across PHINIA to protect our technology systems from cybersecurity threats and respond promptly to incidents. The broader Incident Response team includes our CIO and senior leaders from cybersecurity (spanning information security and technology operations), compliance, legal, financial reporting, and other key business and corporate functions.

Our cybersecurity policies, processes, and strategies focus on the following areas:

- 24/7 threat surveillance, monitoring, and monthly external vulnerability assessments and annual penetration testing
- System safeguards designed to protect PHINIA's technology systems and infrastructure from cybersecurity threats
- Collaboration mechanisms established with public and private entities, including intelligence and enforcement agencies, industry groups, and third-party service providers, to identify, assess, and respond to cybersecurity risks
- Processes designed to identify and oversee material risks from cybersecurity threats associated with third-party users of PHINIA's technology systems and data, as well as third-party service providers' systems used by PHINIA
- Required training for new and existing employees regarding cybersecurity threats, incident and threat reporting procedures, data protection, and acceptable use of our technology systems
- Incident response planning that outlines an organized and timely approach for responding to and handling cybersecurity incidents affecting PHINIA's technology systems or data

A key part of our strategy for managing cybersecurity risks is the ongoing assessment and testing of our policies, processes, and strategies through audits, assessments, tabletop exercises, threat modeling, vulnerability testing, and other exercises that evaluate the effectiveness of our controls and oversight and identify where they can improve. We engage third-parties to audit and independently review our cybersecurity measures, information security control environment, and operating effectiveness at least annually.

The Board, in coordination with the Audit Committee, oversees our assessment and management of cybersecurity risks. We provide quarterly updates to the Board or Audit Committee covering topics such as management's monitoring, assessment and management of cybersecurity risks; the company's strategies and processes for prevention, detection, mitigation, and remediation; and recent developments, trends, and the broader threat environment.



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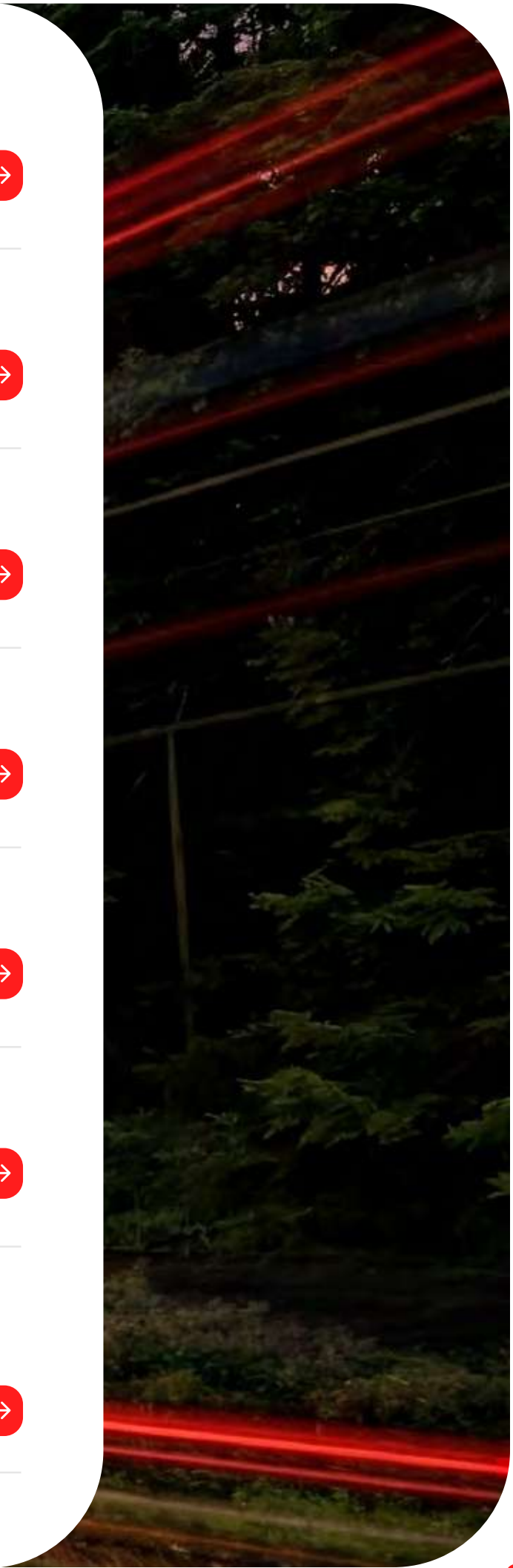
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ABOUT THIS REPORT

This 2025 Sustainability Report contains forward-looking statements within the meaning of the U.S. federal securities laws. Forward-looking statements are statements other than historical facts that provide current expectations or forecasts of future events based on certain assumptions and are not guarantees of future performance. Forward-looking statements use words such as “anticipate,” “believe,” “continue,” “could,” “designed,” “effect,” “estimate,” “evaluate,” “expect,” “forecast,” “goal,” “initiative,” “intend,” “likely,” “may,” “outlook,” “plan,” “potential,” “predict,” “project,” “pursue,” “seek,” “should,” “target,” “when,” “will,” “would,” and other words of similar meaning.

Forward-looking statements are subject to risks, uncertainties, and factors relating to our business and operations, all of which are difficult to predict and which could cause our actual results to differ materially from the expectations expressed in or implied by such forward-looking statements. Risks, uncertainties, and factors that could cause actual results to differ materially from those implied by these forward-looking statements include, but are not limited to: adverse changes in general business and economic conditions,

including recessions, adverse market conditions, or downturns impacting the vehicle and industrial equipment industries; our ability to deliver new products, services, and technologies in response to changing consumer preferences, increased regulation of GHG emissions, and acceleration of the market for vehicles that do not require our products; competitive industry conditions; failure to identify, consummate, effectively integrate, or realize the expected benefits from acquisitions or partnerships; pricing pressures from OEMs; inflation rates and volatility in the costs of commodities used in the production of our products; changes in U.S. and foreign administrative policy, including tariffs, changes to existing trade agreements and import or export licensing requirements, and any resulting changes in international trade relations; our ability to protect our intellectual property; failure of or disruption in our information technology infrastructure, including a disruption related to cybersecurity; our ability to identify, attract, retain, and develop a qualified global workforce; difficulties launching new vehicle programs; failure to achieve the anticipated savings and benefits from restructuring and product portfolio optimization actions; extraordinary events, including natural

disasters or extreme weather events, fires or similar catastrophic events, political disruptions, terrorist attacks, pandemics or other public health crises, and acts of war; risks related to our international operations; the impact of economic, political, social, and market conditions on our business in China; our reliance on a limited number of OEM customers; supply chain disruptions, including due to U.S. and foreign government action, work stoppages, production shutdowns, and similar events or conditions; governmental investigations and related proceedings regarding vehicle emissions standards, including the ongoing investigation into diesel defeat devices; current and future environmental and health and safety laws and regulations; the impact of climate change and regulations related to climate change; liabilities related to product warranties, litigation, and other claims; compliance with legislation, regulations, policies, investigations, and legal proceedings and new interpretations of existing rules and regulations; and other risks and uncertainties described in our reports filed from time to time with the Securities and Exchange Commission.

We caution readers not to place undue reliance upon such forward-looking statements, which speak only as of the date they are made. We undertake no obligation to publicly update forward-looking statements, whether as a result of new information, future events, or otherwise, except as required by law.

This report and related information made available on or through our website does not cover all information about our business. The inclusion of information or references in this report should not be construed as a characterization regarding the materiality of such information to our business or financial results or that such information is necessarily material to investors or other stakeholders for purposes of federal, state, and local securities and other laws, regulations, and requirements. Any goals, targets, and commitments presented or described in this report or made available on or through our website are aspirational and not guarantees or promises that such goals, targets, or commitments will be achieved. Further, use of the term 'Net Zero' in this report is limited to its inclusion in PHINIA's values framework and is as defined therein.

Historical, current, and forward-looking information included in this report may be based on standards, methodologies, and practices for measuring progress that are still being developed, internal controls and processes that continue to evolve, and assumptions that are subject to change. Accordingly, such historical, current, and forward-looking information, including goals, targets, and commitments and underlying assumptions and data, may be subject to modifications in future reports due to developing standards, methodologies, practices, laws and regulations, unknown events and circumstances, and changes to controls and processes.

Neither future distribution nor the continued availability of this report in archive form or otherwise on our website should be deemed to constitute an update or reaffirmation of this data as of any future date. Any future update will be provided only through a public disclosure indicating that fact.

Any reference to PHINIA's support of or its work, collaboration, or engagement with a third-party organization within this report does not constitute or imply an endorsement by PHINIA of any or all of the positions or activities of such organization.



PERFORMANCE DATA TABLES

Environmental Metrics	2021	2022	2023	2024	2025
GHG Scope 1 emissions (mtCO ₂ e)	7,264	9,343	8,536	7,368	7,812
GHG Scope 2 emissions, market-based (mtCO ₂ e)	84,769	81,022	72,800	64,459	39,800
GHG Scope 2 emissions, location-based (mtCO ₂ e)	110,587	101,874	99,838	91,841	84,952
GHG Scope 1 and 2 Intensity (mtCO ₂ e/\$M Sales)	29	27	23	21	14
GHG Scope 3 emissions Category 15 (mtCO ₂ e)					28,545
Total energy consumption (GWh)	343	332	316	302	293
Of which, grid electricity (GWh)	208	189	164	153	108
Of which, renewable energy (GWh)	96	105	117	118	155
Energy intensity (MWh/\$M sales)	106	99	90	89	84
Total water use (kgal)				138,920	139,893

Health and Safety Metrics	2023	2024	2025
Health & Safety and ISO Certifications			
Total Recordable Incident Rate (per 200,000 hours worked)	0.19	0.18	0.19
Lost Time Incident Rate (per 200,000 hours worked)	0.12	0.08	0.13
ISO 14001 environmental-management- certified facilities (%)	93.75% (Facilities supplying to OEM customers)		
ISO 45001 Health & Safety management-certified facilities (%)	93.75% (Facilities supplying to OEM customers)		
Fatalities	0	0	0

PERFORMANCE DATA TABLES

Workforce Demographics	2024	2025
Percentage of Women in Workforce (Global)		
Total workforce	35.7%	36.4%
Leadership ⁹	14.9%	19.0%
Engineering	12.9%	12.7%
Salaried employees	25.7%	26.0%
Hourly employees	41.7%	42.9%
New hires	48.0%	49.0%
Percentage of Men in Workforce (Global)		
Total workforce	64.3%	63.6%
Leadership	85.1%	81.0%
Engineering	87.1%	87.3%
Salaried employees	74.3%	74.0%
Hourly employees	58.3%	57.1%
New hires	52.0%	51.0%

⁹For purposes of this Appendix, "Leadership" includes employees serving in roles that are Director level and above.

PERFORMANCE DATA TABLES

Percentage of Racial/Ethnic Diversity in U.S. Workforce		
	2024	2025
Percentage of Workforce		
Asian	9.1%	9.6%
Black or African American	9.6%	10.6%
Hispanic or Latino	17.8%	17.7%
Two or More	15.2%	1.3%
White	62.0%	60.0%
Other/not self-reported	0.0%	0.8%
Percentage of Racial/Ethnic Diversity by Employee Type in U.S. Workforce		
Total workforce	34.6%	39.1%
Leadership	18.0%	17.6%
Engineering	43.0%	44.3%
Salaried employees	27.9%	31.0%
Hourly employees	56.5%	67.9%
New hires	30.1%	49.2%
Employee Turnover		
	12.8%	14.5%

PERFORMANCE DATA TABLES

Employees by Age Group (Global)	2024	2025
19 and under	0.9%	0.2%
20-29	19.8%	19.0%
30-39	29.4%	28.8%
40-49	25.8%	26.8%
50-59	20.6%	20.8%
60 and over	3.5%	4.4%

Board of Directors Demographics	2024	2025
Board Diversity		
Percentage of Board members who are women and/or represent racial/ethnic diversity	50.0%	50.0%
Percentage of male Board members	62.5%	62.5%
Percentage of female Board members	37.5%	37.5%
Percentage of Board members who represent racial/ethnic diversity	25.0%	25.0%

SASB INDEX

Transportation Sector Auto Parts Industry Standard			
Accounting Metric		Code	2024 Disclosure
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	TR-AP-130a.1	(1) 293 GWh, (2) 37% grid electricity (excluding renewables), (3) 53% renewable. For additional details regarding energy consumption and related information, see Facilities and Operations .
Waste Management	(1) Total amount of waste from manufacturing, (2) percentage hazardous, (3) percentage recycled	TR-AP-150a.1	Data generation is in process. For details regarding environmental-related strategies and initiatives specific to our facilities and operations, see Facilities and Operations .
Product Safety	Number of recalls issued; total units recalled	TR-AP-250a.1	In 2025, there were zero recalls as that term is defined by SASB, of products from end users. For details regarding the policies and practices specific to the quality and safety of our products, see Product Quality and Safety .
Design for Fuel Efficiency	Revenue from products designed to increase fuel efficiency and/or reduce emissions	TR-AP-410a.1	Not reported. For details regarding our strategies and investments in fuel efficiency, see Product Engineering .
Materials Sourcing	Description of the management of risks associated with the use of critical materials	TR-AP-440a.1	We describe the key risks and uncertainties affecting our business, including those relating to our supply chain and applicable raw materials, in the "Risk Factors" section of PHINIA's Annual Report on Form 10-K for the fiscal year ended December 31, 2025 (2025 Annual Report on Form 10-K), and other reports filed from time to time with the Securities and Exchange Commission (SEC). For details regarding our policies, processes, and expectations for our suppliers, see Supply Chain Responsibility .
Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	TR-1P-520a.1	None. Any material monetary losses resulting from legal proceedings would be reported in PHINIA's reports filed from time to time with the SEC.
Activity Metrics	Number of parts produced	TR-AP-000.A	PHINIA Fuel Systems OE sales included 45.9 million units, kits, and assemblies. PHINIA Aftermarket sales included 3.2 million units, kits, and assemblies.
	Weight of parts produced	TR-AP-000.B	Not reported.
	Area of manufacturing plan	TR-AP-000.C	223,955 m ² of manufacturing and internal warehouse. ¹⁰

¹⁰This data reflects the addition of SEM, representing 5 months of operations. Adjustments in the area of manufacturing due to partial operations, facility acquisitions, and new sites coming online are standard for TR AP 000.C.

TCFD INDEX

The summary provides climate-related governance, strategy, risk management, and performance information aligned with the TCFD framework. For additional information regarding climate-related and other key risks and uncertainties affecting our business, see [Item 1A, “Risk Factors” in our 2025 Annual Report on Form 10-K and other reports filed from time to time with the SEC. We submitted our response to the annual CDP climate change questionnaire in September 2025, which provides further information on our climate-related governance, strategies, risk management, and performance].

Governance	
Board Oversight	Our Board of Directors has delegated various oversight responsibilities of key sustainability strategies and initiatives to our Board committees. The Audit Committee oversees: (i) legal and regulatory compliance, including environmental, social, and governance-related disclosures in the Company’s Annual Report on Form 10-K; (ii) internal audit activities, including relating to sustainability reporting; and (iii) risk management, ethics and compliance programs, and cybersecurity. The Compensation Committee oversees: (i) the company’s executive compensation policies, practices, and risks related to our compensation philosophy and programs, including validating that incentive structures do not encourage excessive or inappropriate risk-taking; and (ii) human capital management reporting and related strategies, risks, and opportunities. The Corporate Governance Committee is responsible for overseeing: (i) corporate governance; (ii) sustainability reporting and related strategies, risks, and opportunities; and (iii) management succession planning. Members of the executive-level Sustainability Steering Committee and other senior leaders and stakeholders periodically update the Board and/or its committees on strategies, risks, and opportunities related to sustainability.
Management Oversight	Our Sustainability Steering Committee consists of senior executives responsible for overseeing strategies, risks, and opportunities across key sustainability topics within our framework, including our Vice President of Operational Excellence, who oversees climate-related initiatives. The Sustainability Steering Committee provides periodic updates to the PHINIA Strategy Board, consisting of our CEO and other executive leaders, on the work of the Sustainability Council, and its subject matter experts lead work groups focused on topics across our sustainability framework. The Strategy Board oversees our overall sustainability strategies and goals, and provides resources to execute our initiatives.
Strategy	
Climate-Related Risks and Opportunities	We utilized an external consultant to perform a scenario-based risk analysis on an enterprise level using four emission pathways and three time horizons for consideration near-term (2029), mid-term (2034), and long-term (2040) and have identified the following climate-related risks and opportunities that may impact us. Industry risks: The global transportation industry has been, and is largely expected to continue to be, focused on increased fuel efficiency and reduced emissions, including the development of hybrid electric and alternative fuel vehicles, primarily as a result of changing consumer preferences and increasingly stringent regulatory requirements in certain jurisdictions related to the impacts of climate change. In past years, electric vehicle use has increased, with some cities limiting access to, and a number of countries and jurisdictions implementing regulations that require a reduction or phase-out of sales of certain combustion-powered commercial and light vehicles, accelerating toward 2030 and beyond. While growth rates of electric vehicle adoption and production have slowed in recent years compared to earlier expectations due to several factors, particularly lower than anticipated consumer acceptance and infrastructure challenges, the regulatory landscape remains challenging. If reductions or phase outs are ultimately required, that would impact production at OEMs and, in turn, sales of our products. The ongoing energy transition away from fossil fuels in certain jurisdictions and the adoption of electrified powertrains in some markets (notably the passenger car segment, and to some degree in the light and medium duty commercial vehicle segments) has resulted, and could continue to result, in lower demand for certain of our products. We will continue to consider these trends and related shifts in the global transportation and other industries in which we operate, including in the context of our product line, growth and innovation, and development strategies. Physical risks: Extraordinary events, including natural disasters or extreme weather events (including those that may result from the impacts of climate change), fires or similar catastrophic events, political disruptions, terrorist attacks, pandemics or other public health crises, such as the COVID-19 pandemic, and acts of war have in the past and may in the future disrupt our business or operations, impact our supply chain and access to necessary raw materials, or adversely affect the global economy generally, resulting in a loss of sales and customers and an increase in costs. Any of these disruptions or other extraordinary events outside of our control that impact our operations or the operations of our suppliers or customers could have a future adverse effect on our business, financial condition, and results of operations. In addition, these types of events could negatively impact consumer spending or result in changes in the demand for certain of our products and solutions in the impacted regions or globally, which could have an adverse effect on our business, financial condition, and results of operations. Regulatory risks: The impacts of climate change continue to raise significant concern and attention worldwide, which has led to swift and stringent legislative and regulatory efforts to limit GHG and other emissions to air in certain jurisdictions in which we operate. Our manufacturing plants use energy, including electricity and natural gas, and certain of our plants that emit GHG may in the future be affected by these legislative and regulatory efforts. GHG emissions regulations could increase the price of the electricity we purchase, increase costs for use of natural gas, potentially restrict access to or the use of natural gas, require us to purchase allowances to offset our own emissions, or result in an overall increase in costs of raw materials, any one of which could increase our costs, reduce competitiveness in a global economy, impact our reputation, or otherwise negatively affect our business, financial condition, and results of operations. Many of our customers and suppliers face similar risks. Supply chain disruptions or constraints relating to such regulations could result in increased costs, jeopardize the continuity of production, and have an adverse effect on our business, financial condition, and results of operations. The physical and transitional impacts of climate change could also disrupt our operations, including by impacting the availability and cost of materials within our supply chain, and could also increase insurance and other operating costs. These factors may also impact our decisions to construct new facilities in certain geographic locations. Industry opportunity: Through our products and solutions, we are focused on enhancing fuel efficiency and driving growth through our ability to capitalize on other strategies for lower carbon mobility, such as the transition to alternative fuels (e.g., hydrogen, ammonia, ethanol, methanol, compressed natural gas, bio-fuels and other zero- and lower-carbon fuel types) for combustion-powered vehicles, industrial machinery and other applications. Given the early stages of development of some of these products and solutions and the infrastructure challenges that accompany certain alternative fuel adoption, there can be no guarantee of future market acceptance, regulatory acceptance and investment returns with respect to our planned products and solutions.

TCFD INDEX

Strategy	
	PHINIA is committed to considering the potential risks and opportunities climate change may pose to our business. From time to time, we establish new strategies and set new expectations related to the impacts of climate change and other environmental matters, including evaluating ways to reduce the resource needs of our operations and the direct and indirect environmental impact of the supply, manufacturing, use, and disposal of our products.
Impact on Strategy	Our ability to achieve any such strategies, expectations, or targets is subject to numerous factors and conditions, many of which are outside of our control. Examples of such factors include, but are not limited to, evolving legal, regulatory, and other standards, processes, and assumptions; the pace of scientific and technological developments; increased costs; the availability of requisite financing; the availability of renewable energy sources; changes in carbon markets, government incentives and tax credits; and changes in general economic, financial, and industry conditions. Failures or delays (whether actual or perceived) in achieving our strategies or expectations related to climate change and other environmental matters could adversely affect our business, financial condition and results of operations, harm our reputation and competitive position, result in our inability to meet the expectations of our customers and other stakeholders, and increase the risk of litigation. Likewise, a failure to comply with any current or future climate, environmental and related reporting requirements, including those established by regulators in the U.S. and Europe, may result in loss of business, regulatory penalties, increased litigation risk, and reputational damage.
Climate Resilience	Executive members of our Strategy Board and Sustainability Steering Committee and senior leaders within our Sustainability Council monitor changing regulatory requirements and other impacts to our business relating to climate change. We seek to balance operational efficiency with resilience through a diversified manufacturing and supplier base while meeting the needs of our customers.
Risk Management	
	Our CEO, other executive leaders, and our Board of Directors are intent on managing and mitigating various risks to our business and financial performance, including relating to the impacts of climate change and other environmental risks. Such risk management topics are reviewed and discussed on a periodic basis with the Board of Directors or one of its committees, among our executive leaders, and across the entire organization through our sustainability governance structure. Consideration of such risks influences our business strategies, including in operating and investment decisions across our global footprint.
Metrics	
Metrics	We track our Scope 1, 2, and 3 GHG emissions, energy use, and our relative efficiency performance.
Scope 1 and Scope 2 GHG emissions	Scope 1: 7,812 CO₂e tons Scope 2: • Location-based: 84,952 CO₂e tons • Market-based: 39,800 CO₂e tons
Scope 1 and 2 GHG targets	50% reduction in absolute Scope 1 and Scope 2 emissions by 2030, using 2020 as our baseline year, based on market-based methodology.

GRI INDEX

Global Reporting Initiative Standards

Statement of Use	PHINIA has reported the information cited in this GRI Index for the period January 1, 2025, to December 31, 2025, in reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Title	Disclosure Title	Location or Response
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The Organization and Its Reporting Practices

2-1	General Disclosures	Organizational details	PHINIA Inc. Auburn Hills, Michigan
2-2	General Disclosures	Entities included in the organization’s sustainability reporting	Our Approach to Sustainability (page 11)
2-3	General Disclosures	Reporting period, frequency, and contact point	January 1, 2025, to December 31, 2025, Annual sustainability@phinia.com
2-4	General Disclosures	Restatements of information	Not Applicable
2-5	General Disclosures	External assurance	GHG Emissions Limited Assurance (page 95)

Activities and Workers

2-6	General Disclosures	Activities, value chain, and other business relationships	Who We are (page 5) Supply Chain Responsibility (page 69)
2-7	General Disclosures	Employees	Who We Are (page 5) 2025 Annual Report on Form 10-K
2-8	General Disclosures	Workers who are not employees	2025 Annual Report on Form 10-K
2-9	General Disclosures	Governance structure and composition	Sustainability Governance (page 14) 2026 Proxy Statement Corporate Governance Board of Directors

GRI INDEX

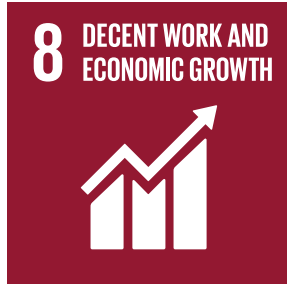
2-10	General Disclosures	Nomination and selection of the highest governance body	2026 Proxy Statement Corporate Governance Guidelines Corporate Governance Committee Charter
2-11	General Disclosures	Chair of the highest governance body	2026 Proxy Statement Board of Directors
2-12	General Disclosures	Role of the highest governance body in overseeing the management of impacts	Our Approach to Sustainability (page 11) 2026 Proxy Statement Corporate Governance Guidelines and Committee Charters
2-13	General Disclosures	Delegation of responsibility for managing impacts	Our Approach to Sustainability (page 11) 2026 Proxy Statement Corporate Governance
2-14	General Disclosures	Conflicts of Interest	Our Approach to Sustainability (page 11) 2026 Proxy Statement
2-15	General Disclosures	Communication of critical concerns	Code of Ethical Conduct 2026 Proxy Statement
2-16	General Disclosures	Collective knowledge of the highest governance body	Ethics, Integrity, and Compliance (page 64) Compliance Hotline and Procedures (page 68) Code of Ethical Conduct 2026 Proxy Statement
2-17	General Disclosures	Remuneration policies	2026 Proxy Statement
2-18	General Disclosures	Evaluation of the performance of the highest governance body	2026 Proxy Statement
2-19	General Disclosures	Remuneration policies	2026 Proxy Statement
2-20	General Disclosures	Process to determine remuneration	2026 Proxy Statement
2-21	General Disclosures	Annual total compensation ratio	2026 Proxy Statement

GRI INDEX

Strategy, Policies, and Practices			
2-22	General Disclosures	Statement on sustainable development strategy	Product Engineering (page 17)
2-23	General Disclosures	Policy commitments	Ethics, Integrity and Compliance Code of Ethical Conduct Supply Chain Responsibility Respect and Dignity Global Health and Safety Environmental
2-24	General Disclosures	Embedding policy commitments	Ethics, Integrity, and Compliance (page 64)
2-25	General Disclosures	Process to remediate negative impacts	Ethics, Integrity, and Compliance (page 64) Code of Ethical Conduct
2-26	General Disclosures	Mechanisms for seeking advice and raising concerns	Ethics, Integrity, and Compliance (page 64) Compliance Hotline and Procedures (page 68) Code of Ethical Conduct
2-27	General Disclosures	Compliance with laws and regulations	2025 Annual Report on Form 10-K
2-28	General Disclosures	Membership and Associations	Our Approach to Sustainability (page 11)
Stakeholder Engagement			
2-29	General Disclosures	Approach to stakeholder engagement	Our Approach to Sustainability (page 11) 2026 Proxy Statement
2-30	General Disclosures	Collective bargaining agreements	Our Employees (page 38)

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS PRIORITIES

PHINIA has identified five United Nations Sustainable Development Goals where we believe our strategy, operations, and workforce can make the greatest contribution. The table to the side summarizes our contribution, key activities, and the report sections where further detail can be found.

 SDG 3: GOOD HEALTH AND WELL-BEING Ensure healthy lives and promote well-being for all at all ages. PHINIA Contribution PHINIA's safety performance (TRIR of 0.19, and an LTIR of 0.13), comprehensive wellness initiatives, and products and solutions designed to reduce vehicle and industrial application emissions contribute directly to protecting employee and community health. Six facilities earned CEO Safety Awards in 2025 for achieving major milestones in safe work hours. Health and Safety (page 54)	 SDG 8: DECENT WORK AND ECONOMIC GROWTH Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. PHINIA Contribution PHINIA promotes decent work and economic growth through market-competitive compensation informed by comprehensive salary benchmarking, equal pay for equal work commitments supported by independent parity assessments, and a total rewards program that includes retirement plans with employer matching and income continuation. Financial well-being is a core pillar of PHINIA's employee well-being strategy, with financial literacy and wealth management resources expanding across key global markets. Our Employees (page 38)	 SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. PHINIA Contribution With more than 2,000 active patents in its portfolio, and 85% of its R&D investment dedicated to fuel efficiency and alternative fuel technologies, PHINIA's innovation directly advances resilient infrastructure and sustainable industrialization. The acquisition of SEM has further expanded capabilities in carbon-free and lower-carbon technologies. Product Engineering (page 17); Innovation for Fuel Efficiency and Alternative Fuels (page 19)	 SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns. PHINIA Contribution Through six dedicated remanufacturing facilities, DfE, and aftermarket solutions that extend vehicle life, PHINIA advances circular economy principles and reduces resource consumption across the value chain. In 2025, the Troy facility processed more than 450,000 pounds of used core, successfully reusing 63% of the core mass of manufactured material to return functional products back into service and 93% of the remaining material was recycled. Design for Environment (page 27) Remanufacturing (page 28)	 SDG 13: CLIMATE ACTION Take urgent action to combat climate change and its impacts. PHINIA Contribution PHINIA's products are helping support global decarbonization through improved efficiency in traditional and hybrid combustion systems and the development of alternative fuel technologies for use with lower-carbon and zero-carbon fuels. We also have a global target to reduce absolute Scope 1 and 2 GHG emissions by 50% by 2030, compared to a 2020 baseline. Product Engineering (page 17); Facilities and Operations (page 30); Greenhouse Gas Emissions (page 33)
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INDEPENDENT ACCOUNTANT’S REPORT

To the Board of Directors of PHINIA Inc.

We have reviewed management of PHINIA, Inc.’s (the “Company”) assertion that the Statement of Greenhouse Gas (GHG) Emissions for the year ended December 31, 2025 (the “2025 Statement of GHG Emissions”) included within the accompanying Appendix of the Company’s 2025 Sustainability Report is presented in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), published by the World Resources Institute/World Business Council for Sustainable Development (the “GHG Protocol”). The Company’s management is responsible for its assertion. Our responsibility is to express a conclusion on management’s assertion based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to the 2025 Statement of GHG Emissions in order for it to be presented in accordance with the GHG Protocol. The procedures performed in a review vary in

nature and timing from and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether the 2025 Statement of GHG Emissions is presented in accordance with the criteria, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements related to the engagement.

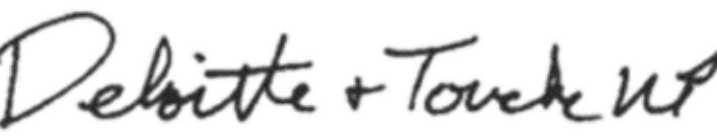
The procedures we performed were based on our professional judgment. In performing our review, we performed analytical procedures, inquiries, and other procedures as we considered necessary in the circumstances. For Scope 1, Scope 2, and Scope 3 Category 15 GHG emissions figures for the year ended December 31, 2025,

as presented within the GHG Emissions Report section of the 2025 Statement of GHG Emissions, we performed tests of mathematical accuracy of computations, compared amounts to underlying records, or observed the data collection process.

The preparation of the 2025 Statement of GHG Emissions requires management to interpret the GHG Protocol, make determinations as to the relevancy of information to be included, and make estimates and assumptions that affect reported information. Measurement of certain amounts, disclosures, and metrics may include estimates and assumptions that are subject to substantial inherent measurement uncertainty, for example, the accuracy and precision of conversion factors or estimation methodologies used by management. Obtaining sufficient appropriate review evidence to support our conclusion does not reduce the inherent uncertainty in the amounts, disclosures, and metrics. The selection by management of a different but acceptable measurement method, input data, or model assumptions, or a different point value within the range of reasonable values produced by the model, may have resulted in materially different amounts, disclosures, and metrics being reported.

Information outside of the 2025 Statement of GHG Emissions was not subject to our review and, accordingly, we do not express a conclusion or any form of assurance on such information. Further, any information relating to periods prior to the year ended December 31, 2025, or information relating to forward-looking statements, targets, goals, progress against goals, and linked information was not subject to our review and, accordingly, we do not express a conclusion or any form of assurance on such information.

Based on our review, we are not aware of any material modifications that should be made to the 2025 Statement of GHG Emissions in order for it to be presented in accordance with the GHG Protocol.



Detroit, Michigan
August 13, 2026

STATEMENT OF GREENHOUSE GAS EMISSIONS

APPENDIX

Management of PHINIA, Inc. ("PHINIA" or the "Company") is responsible for overseeing the preparation, completeness, accuracy, and validity of the Statement of Greenhouse Gas ("GHG") Emissions for the calendar year ended December 31, 2025 (this "Statement"). Management is also responsible for the collection, quantification, and presentation of the information included in this Statement and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting emissions.

This Statement is presented in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), published by the World Resources Institute/World Business Council for Sustainable Development.

Base Year

PHINIA measures progress toward our absolute Scope 1 and 2 GHG emissions reduction target ("GHG reduction target") against a 2020 base year. The 2020 base year was chosen because it represents the most recent year with comprehensive and representative emissions data. If PHINIA experiences a significant structural change or if significant emission changes are found to have a material impact on our footprint, the base year will be recalculated to reflect those changes. These changes may include, but are not limited to, transfers of ownership that necessitate the merging of reduction targets or emissions, structural changes in PHINIA's organization that may impact base year emissions, the outsourcing and insourcing of emitting activities, significant adjustment of calculation methodologies under U.S. EPA 40 CFR 98 or other relevant regulations, and the discovery of significant errors (individually or collectively) that PHINIA determines to have a material impact on the reported emissions footprint.

Targets

PHINIA uses the market-based method to measure its GHG reduction target. For a discussion of PHINIA's GHG Reduction Target and other emissions-related initiatives, see the [Facilities and Operations](#) section of the 2025 Sustainability Report.

Boundary and Standards

PHINIA's organizational GHG boundary includes emissions from facilities under PHINIA's operational control. PHINIA has prepared its reporting of Scope 1, Scope 2, and Scope 3 emissions in accordance with the GHG Protocol Corporate Standard. The GHG Protocol Scope 2 Guidance informs Scope 2 emissions calculations, and the Value Chain Scope 3 Standard is utilized to inform the company's Scope 3 emissions calculation methodology. However, the disclosures are not in accordance with the Scope 3 standard because PHINIA is not yet reporting a complete Scope 3 inventory, so far the Company is only reporting Category 15 "Investments."

Calculation Methodology and Emissions Factors

PHINIA calculates its GHG emissions in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, the globally recognized framework for emissions accounting and reporting.

Emissions are calculated using the following approach:

- **Activity Data Collection**
Relevant operational data is collected across sites, including energy consumption (e.g., electricity, natural gas), fuel use, and other emission-generating activities
- **Conversion to Emissions**
Activity data is converted into GHG emissions by applying appropriate emissions factors, which represent the quantity of GHG emissions per unit of activity

Scope Coverage:

- **Scope 1:** Direct emissions from owned or controlled sources
- **Scope 2:** Indirect emissions from the consumption of purchased energy, including electricity and heating
- **Scope 3:** Indirect value chain emissions (estimated using a combination of spend-based and activity-based methodology)

Emission Factors

Emission factors are sourced from recognized and reputable databases to ensure accuracy and consistency. For Scope 2 market-based emissions, emission factors are derived from contractual instruments that convey specific energy attributes, including but not limited to renewable energy certificates (RECs), guarantees of origin (GOs), power purchase agreements (PPAs), and supplier-specific factors where available.

ScopeEmission Factor Database

Scope 1	US EPA MRR Final Rule (40 CFR 98)- Industrial Sector 2013
	Department for Environment Food and Rural Affairs (DEFRA) 2025
	Manual- Supplier Specific EFs
	(IPCC) Intergovernmental Panel on Climate Change – GWP Sixth Assessment Report
Scope 2	Department for Environment Food and Rural Affairs (DEFRA) 2025
	RE-DISS Residual European Mix 2024
	US Residual Mix (Green-e Energy Emissions Rates) 2024
	International Energy Agency (IEA) 2023
Scope 3	Department for Environment Food and Rural Affairs (DEFRA) 2025
	USEEIO v.1.3 (2022 USD)

Global Warming Potential

PHINIA applies GWP values based on the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) using a 100-year time horizon across inventory. Certain emission factor sources used in Scope 1 and Scope 2 calculations embed GWPs from IPCC Fourth Assessment Report (AR4) and Fifth Assessment Report (AR5). In these cases, emission factors are expressed in CO₂ equivalent (CO₂e). The impact of using multiple ARs is not material to PHINIA’s reported GHG emissions. This ensures alignment with internationally recognized standards and supports transparent and comparable reporting.

Pollutants	AR4	AR5	AR6
CO ₂	1	1	1
CH ₄ - Generic	25	28	0
CH ₄ - Fossil	0	0	29.8
CH ₄ - Non-Fossil	0	0	27.0
N ₂ O	298	265	273
NF ₃	17200	16100	17400
HFC	1	1	1
PFC	1	1	1
SF ₆	22800	23500	24300

GHG EMISSIONS REPORT

Reported emissions are based on the calendar year ended December 31, 2025. The following emissions statement includes four of the seven GHG emissions covered under UNFCCC/Kyoto Protocol: carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O). PHINIA does not have emissions of perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), or nitrogen trifluoride (NF₃). Emissions are reported in metric tons of carbon dioxide equivalents (CO₂e).

tCO ₂ e	2025 Data	2020 Data (Base Year)
GHG Scope 1 emissions	7,812	7,270
GHG Scope 2 emissions, market-based	39,800	105,812
GHG Scope 2 emissions, location-based	84,952	105,576
Total GHG emissions, location-based	92,764	112,846
Total GHG emissions, market-based	47,612	113,081
GHG Scope 3 emissions, Category 15	28,545	N/A*

*PHINIA has not yet established a base year for Scope 3 Emissions.

Our Scope 1 and 2 greenhouse gas emissions inventory includes all Kyoto Protocol greenhouse gases applicable to PHINIA’s operations:

2025 Data			
GHG Emissions (Tonnes of CO ₂ e)	Scope 1	Scope 2 (market-based)	Scope 2 (location-based)
Carbon Dioxide (CO ₂)	6,762	39,666	84,565
Nitrous Oxide (N ₂ O)	20	108	304
Methane (CH ₄)	7	25	83
Hydrofluorocarbons (HFCs)	1,023	0	0
Total	7,812	39,800	84,952

GHG Emissions (Tonnes)	Scope 1	Scope 2 (market-based)	Scope 2 (location-based)
Carbon Dioxide (CO ₂)	6,762	39,666	84,565
Nitrous Oxide (N ₂ O)	0	0	1
Methane (CH ₄)	0	1	3
Hydrofluorocarbons (HFCs)	1	0	0



2025 Sustainability Report

PHINIA Inc.
3000 University Drive,
Auburn Hills, MI 48326

If you have any questions regarding
the Sustainability Report, please
contact the Sustainability Team at
sustainability@phinia.com.

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