

OCTOBER 23, 2025

Q3 2025 FINANCIAL RESULTS

Garrett
ADVANCING MOTION

Forward Looking Statements

This communication and related comments by management may include “forward-looking statements” within the meaning of the U.S. federal securities laws. Forward-looking statements are any statements other than statements of historical fact and can be identified by words such as “anticipate,” “intend,” “plan,” “goal,” “seek,” “believe,” “project,” “estimate,” “expect,” “strategy,” “future,” “likely,” “may,” “should,” “target,” “will,” and similar expressions. Forward-looking statements represent our current judgment about possible future activities, events, or developments that we intend, expect, project, believe, or anticipate will or may occur in the future. In making these statement, we rely upon assumptions and analysis based on our experience and perception of historical trends, current conditions, and expected future developments, as well as other factors we consider appropriate under the circumstances. We believe these judgments are reasonable, but these statements are not guarantees of any future performance, events, or results, and actual performance, events, or results may differ materially from those envisaged by our forward-looking statements due to a variety of important factors, many of which are described in our most recent Annual Report on Form 10-K and our other filings with the U.S. Securities and Exchange Commission, including risks related to the automotive industry, the competitive landscape and our ability to compete, and macroeconomic and geopolitical conditions, among others. You are cautioned not to place undue reliance on forward-looking statements, which speak only as of the date they are made, and we undertake no obligation to update publicly or otherwise revise any forward-looking statements, whether as a result of new information, future events, or other factors that affect the subject of these statement, except where we are expressly required to do so by law.

Non-GAAP Financial Measures

This communication includes the following non-GAAP financial measures, which are not calculated in accordance with generally accepted accounting principles in the United States (“GAAP”): constant currency sales growth, Adjusted EBITDA, Adjusted EBITDA margin, Consolidated EBITDA, Adjusted EBIT, Adjusted EBIT margin, Adjusted free cash flow, and Adjusted free cash flow conversion. We believe these measures are useful to investors and management in understanding our ongoing operations and analysis of ongoing operating trends and are important indicators of operating performance because they exclude the effects of certain non-operating items, therefore making them more closely reflect our operational performance. Our calculation of these non-GAAP measures, including a reconciliation of such measures to the most closely related GAAP measure, are set forth in the Appendix to this presentation. These non-GAAP measures may not be comparable to similarly titled measures of other companies due to potential differences between companies in the method of calculation. As a result, the use of these non-GAAP measures has limitations and should not be considered superior to, in isolation from, or as a substitute for, related GAAP measures. For additional information regarding our non-GAAP financial measures, see our most recent Annual Report on Form 10-K and our other filings with the U.S. Securities and Exchange Commission.

Key Business Highlights

Q3 2025 Financial Performance

Net Sales of \$902M

- +9% reported and +6% at constant currency¹ vs. Q3 2024, including tariff recoveries
- Light vehicle gasoline grew 10%, outperforming the industry, driven by share of demand gains

Adjusted EBIT¹ of \$133M, 14.7% Margin¹

- Up \$16M vs. Q3 2024 with strong volumes, operating performance & FX offsetting unfavorable mix
- +50 bps of margin rate expansion vs. Q3 2024 including (20) bps rate dilution from tariffs

Adjusted Free Cash Flow¹ of \$107M

Industry and Business Trends

Raising 2025 midpoint outlook

- Improved second half automotive industry outlook
- Productivity gains and volume growth more than offsetting unfavorable mix

Delivering strong financial performance

- Continued to mitigate tariff impact
- Sustained fixed and variable cost productivity execution

Returning capital to shareholders

- Repurchased \$84M of common stock in Q3, \$136M through Q3
- Declared Q4 dividend of \$0.08 per share on October 23, 2025, increased by \$0.02 per share

¹ Reconciliations of Non-GAAP financial measures are included in Appendix

Continued Success Across Differentiated Technologies

Turbo and Hybrid Technologies



Gasoline Turbo



Commercial Vehicle Turbo



Industrial Turbo

- **Increasing OEM focus on Plug-In Hybrid and Range Extended Electric Vehicles (REEV)**
 - Long-range hybrids and REEV's requiring turbos
 - E-Boosting enabling highly efficient powertrain
- **Secured new light vehicle turbo awards globally**
 - Major win with a leading OEM in the U.S.
 - Multiple wins in China, including one REEV program
 - Key awards in India and Brazil
- **Multiple commercial vehicle & industrial awards**
 - Large on-highway win in Europe
 - Off-highway wins across multiple regions
 - Over \$40M lifetime revenue awarded for Gensets

Zero Emission Technologies



3-in-1 E-Powertrain



E-Cooling Compressor

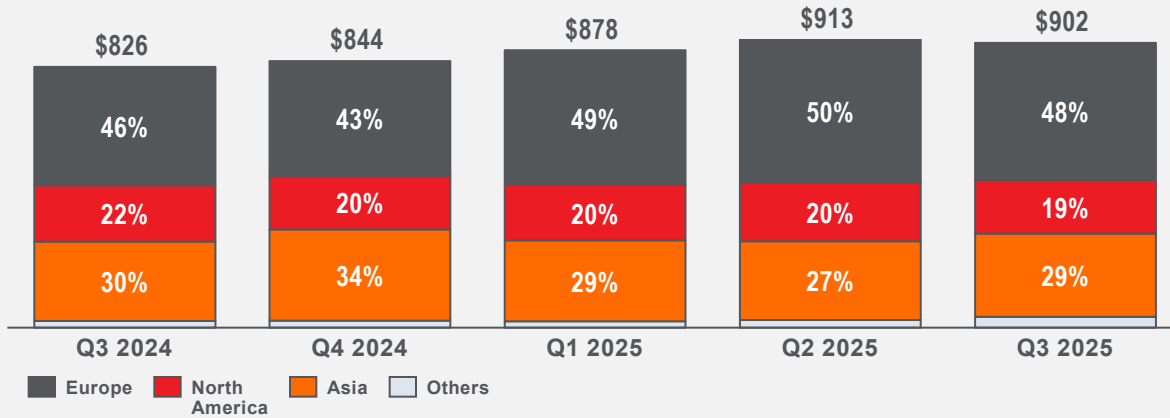


Fuel Cell Compressor

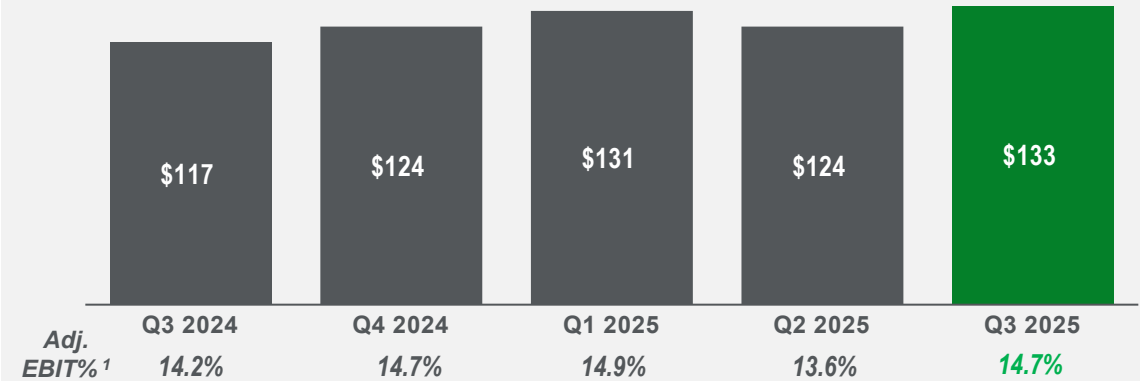
- **Interest continues to grow for our high-speed E-Powertrain with additional proof of concept contracts with OEMs in Japan and China**
- **E-Cooling oil free compressor tests with both mobility and industrial customers demonstrating major efficiency gains**
- **Industry-leading, broadest portfolio in Fuel Cell Compressors; ability to produce at scale**

Quarterly Financial Trends: Q3 2024 – Q3 2025

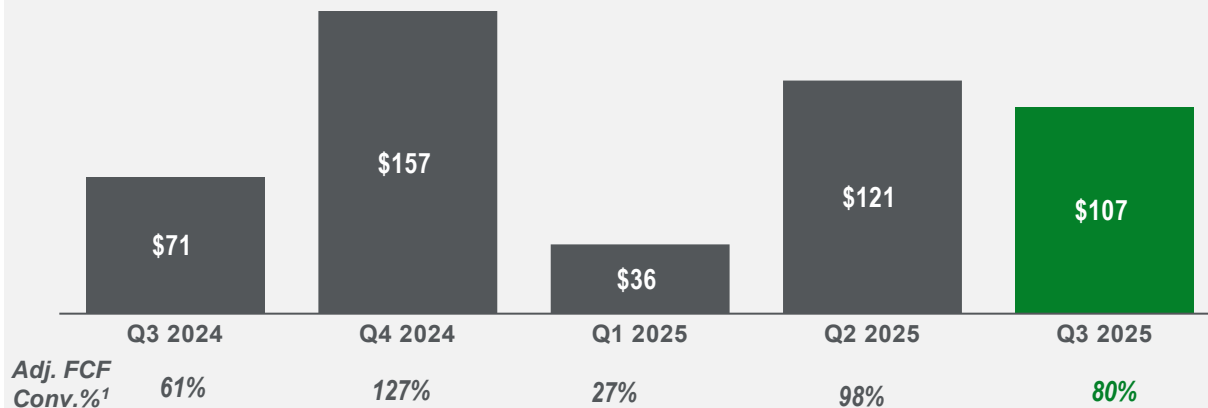
Reported Net Sales (\$M)



Adjusted EBIT¹ (\$M)



Adjusted FCF¹ (\$M)

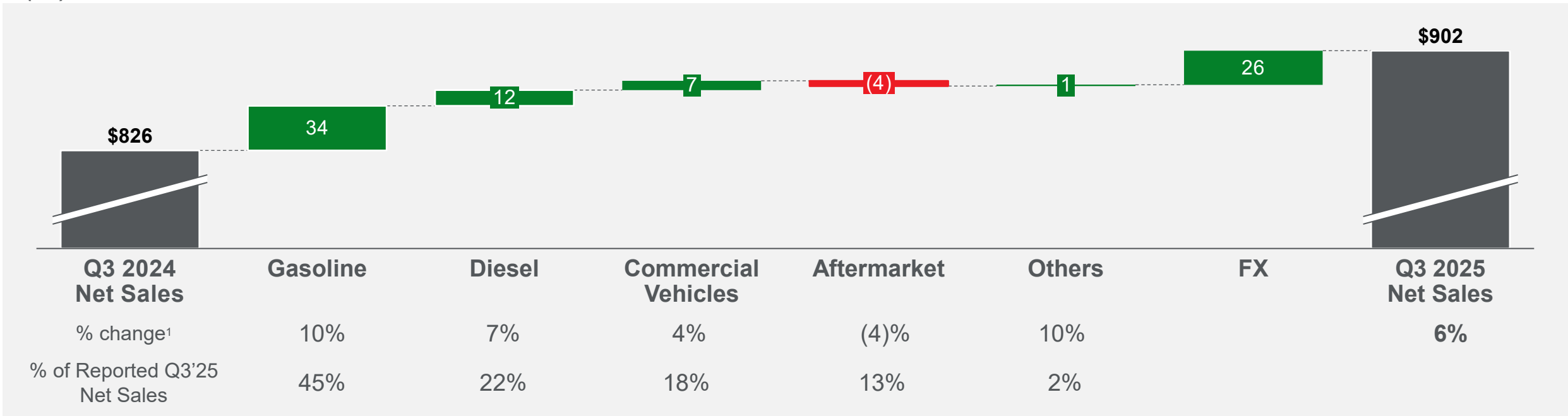


- **Net Sales strength** driven primarily by share of demand gains in gasoline, FX and continued tariff recoveries
- **Strong Adjusted EBIT¹ performance** from ongoing operational productivity gains and FX offsetting unfavorable product mix
- **Strong Adjusted Free Cash Flow¹** driven by continued sales strength

¹ Reconciliations of Non-GAAP financial measures are included in Appendix

Net Sales Bridge: Q3 2025

(\$M)

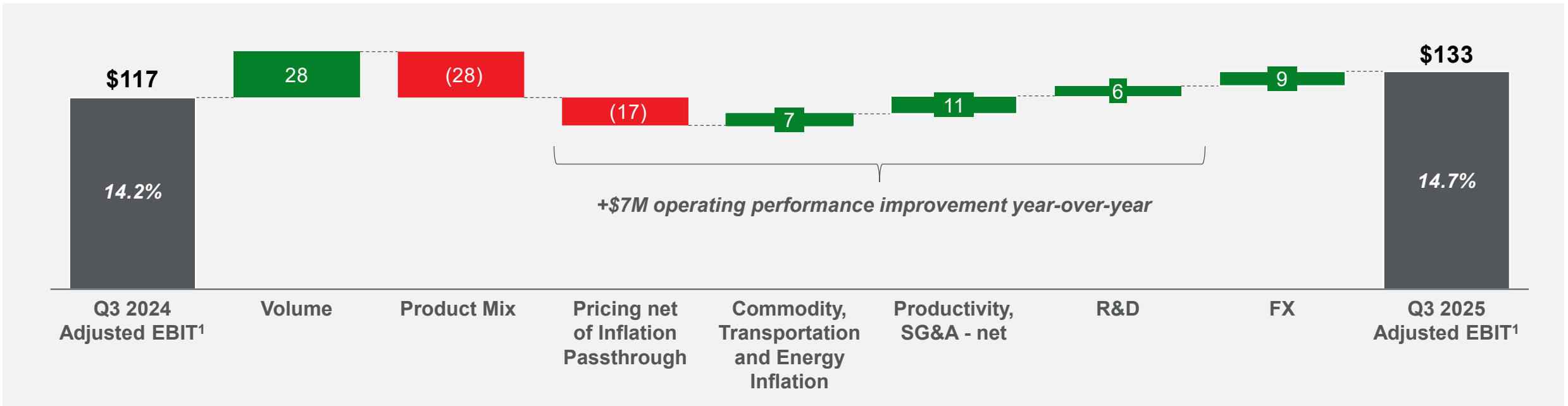


- **Q3 2025 Net Sales of \$902M, up \$76M or 9% on a reported basis, 6% at constant currency¹**
 - Strong gasoline growth from new application launches and ramp-ups in Europe, China, India and Brazil
 - Diesel expansion primarily in Europe and North America
 - Aftermarket off-highway applications down due to continued softness in North America
 - Tariff recoveries of \$12M in the quarter

¹ Reconciliations of Non-GAAP financial measures are included in Appendix

Adjusted EBIT¹ Bridge: Q3 2025

(\$M)

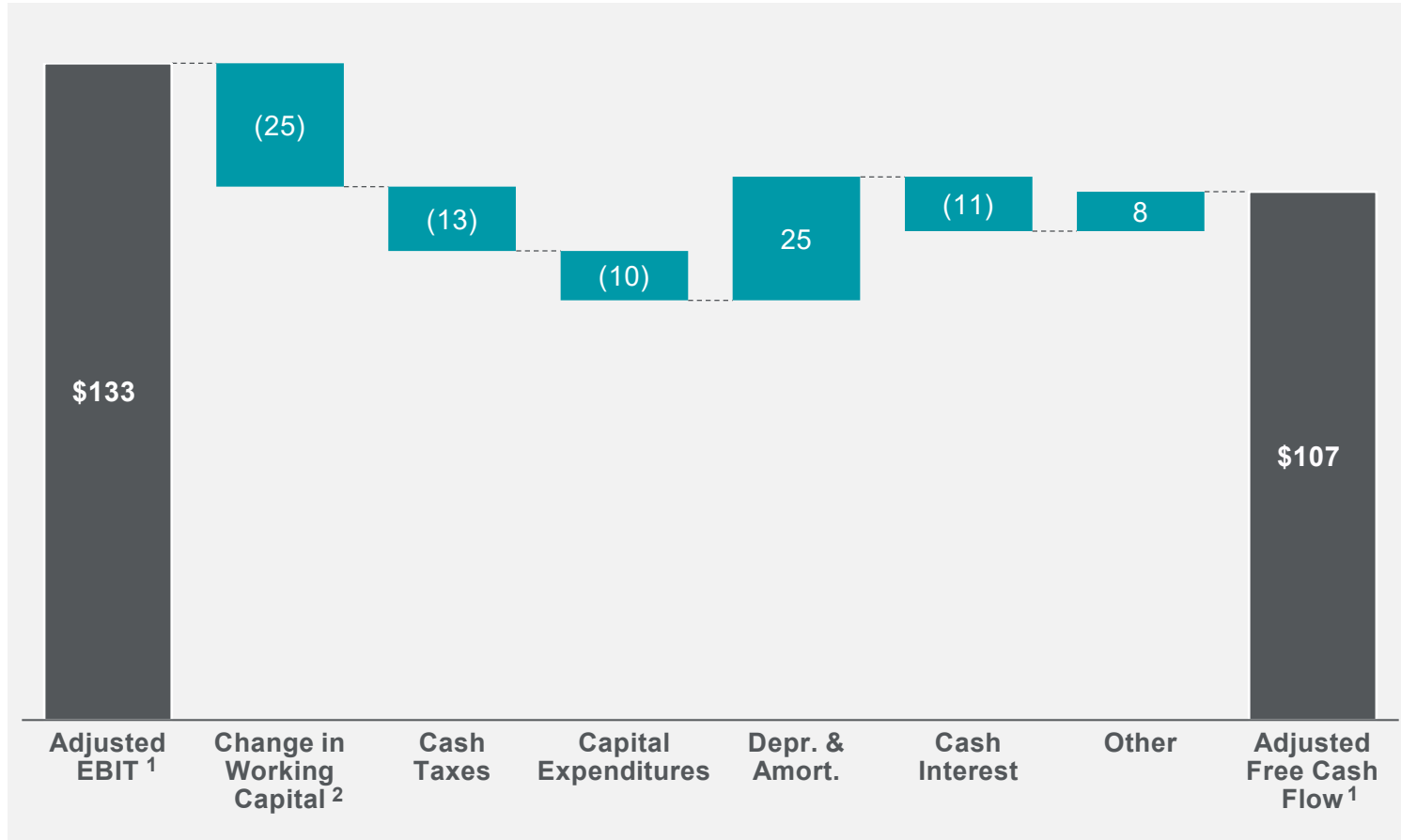


- **Q3 2025 Adjusted EBIT¹ of \$133M, up \$16M | Margin¹ of 14.7%, up 50bps**
 - Strong volume growth with unfavorable product mix from gasoline growth and Aftermarket softness
 - Continued operating performance strength through sustained fixed and variable cost productivity
 - Foreign currency driving 60 bps of margin improvement, partially offset by (20) bps of dilution from tariff recoveries

¹ Reconciliations of Non-GAAP financial measures are included in Appendix

Q3 2025 Adjusted EBIT¹ to Adjusted Free Cash Flow¹ Bridge

(\$M)



- Strong cash generation from continued net sales strength
- Change in working capital due to timing of accounts payable and increased inventory
- Cash taxes and interest in line with expectations; capital expenditures favorable to expectation due to timing
- Other includes cross-currency swaps and stock-based compensation

¹ Reconciliations of Non-GAAP financial measures are included in Appendix
² Change in Working Capital excludes the impact of \$5M Factoring and p-notes

Ample liquidity with no near-term debt maturities

(\$M)	Liquidity and Net Debt ²	
	Q2 2025	Q3 2025
Unrestricted Cash ¹	232	230
Undrawn Revolver Credit Facility	630	630
Total Liquidity	862	860
2032 7Y Term Loan	690	688
2032 8Y Senior Unsecured Notes	800	800
Other	1	2
Gross Debt²	1,491	1,490
Net Debt² (Gross Debt – Unrestricted Cash)	1,259	1,260

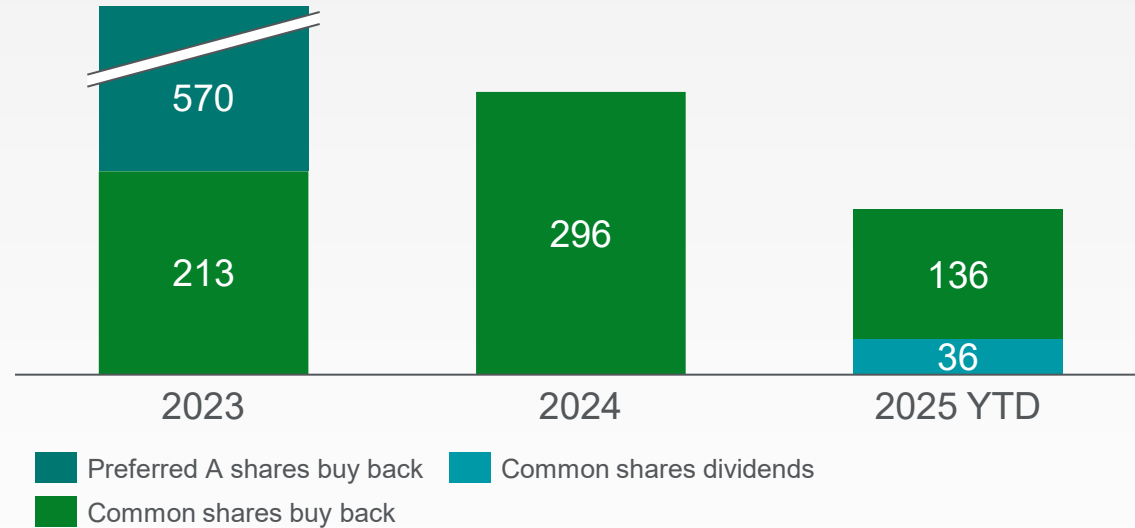
- Term Loan and Unsecured Notes maturing in 2032
- Net leverage ratio² at 1.96x
- Corporate rating upgrades from BB- to BB for both Fitch and S&P, reflecting net deleveraging over time, strong cash flows and substantial reduction of private equity ownership
- \$50M voluntary early Term Loan repayment on Oct. 23, 2025

¹ Excluding Restricted Cash of \$1M in Q2 2025 and \$2M in Q3 2025

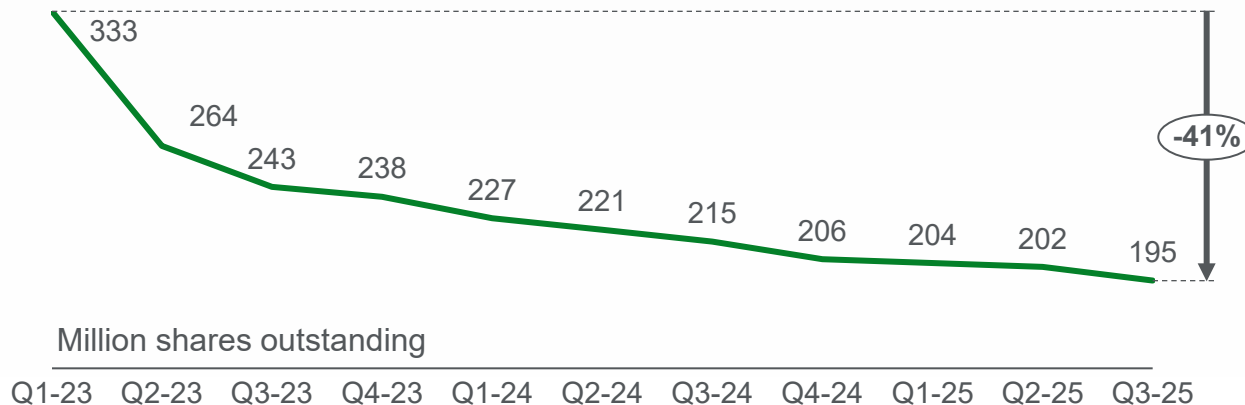
² Reconciliations of Non-GAAP financial measures are included in Appendix

Targeting to return 75%¹ of Adjusted FCF² to shareholders over time

Shareholder returns (\$M)



Continuous share count reduction³



- Repurchased \$84M of common stock in Q3, \$136M through Q3 under our \$250M repurchase program
- 195 million shares outstanding as of September 30, 2025, down 41% since Jan 2023
- Increased Q4 dividend by 33% to \$0.08 per share

¹ Actual amount and pace of repurchases will vary over time and will depend on various factors including macro-economic and industry conditions

² Reconciliations of Non-GAAP financial measures are included in Appendix

³ Includes Preferred A shares on an as-converted basis for periods prior to conversion

2025 Midpoint Outlook Raised

	Outlook	Prior Outlook
Net Sales	\$3.5B to \$3.6B	\$3.4B to \$3.6B
Net Sales Growth at Constant Currency ¹	-1% to +2%	-3% to +2%
Net Income	\$265M to \$295M	\$233M to \$278M
Adjusted EBITDA ¹	\$610M to \$650M	\$590M to \$650M
Adjusted EBIT ¹	\$490M to \$530M	\$470M to \$530M
Net Cash Provided By Operating Activities	\$380M to \$450M	\$370M to \$450M
Adjusted Free Cash Flow ¹	\$350M to \$420M	\$330M to \$410M

Key Planning Assumptions

- **Improved Industry outlook for stronger second half:** LV flat to 2% (vs -3% to flat), LV BEV penetration ~16%; Commercial Vehicle industry (including on- and off-highway) consistent with prior outlook
- **Tariff impact fully mitigated with 100% recovery** (~\$45M in 2025)
- **Price and operating productivity** continues to be a source of margin improvement (up vs. prior outlook)
- **RD&E investment | Capital expenditures | FX €/\$ 1.13 for 2025 (2H 1.16)**— consistent with prior outlook

¹ Reconciliations of Non-GAAP financial measures are included in Appendix

We Remain Focused on Value Creation

Industry Leadership

Continue to be **#1 Turbo player**¹ and leader in a technology-driven industry; still investing in new Turbo technologies especially for hybrids; expanding into industrial applications

Cash Generation

Proven performance through business cycles with target of 60% Adjusted Free Cash Flow conversion² for the next 5 years while funding R&D and target return of 75% or more of adjusted free cash flow² to shareholders over time through share repurchases and dividends

Focused Zero Emission³ Strategy

Focused investments on differentiated technology solutions for our E-Powertrain, E-Cooling Compressor, and Fuel Cell Compressor

Tech Differentiation

New **zero-emission** offerings, addressing unmet customer needs; sustaining **high margins** through **differentiated technology** that is difficult for competitors to replicate

Talent & Culture


Experienced team, proven performance, strong culture of innovation centered on creating and delivering **breakthrough technology** at scale

¹ Turbo ranking based on 2025 outlook

² See Appendix for reconciliations of the Non-GAAP measures

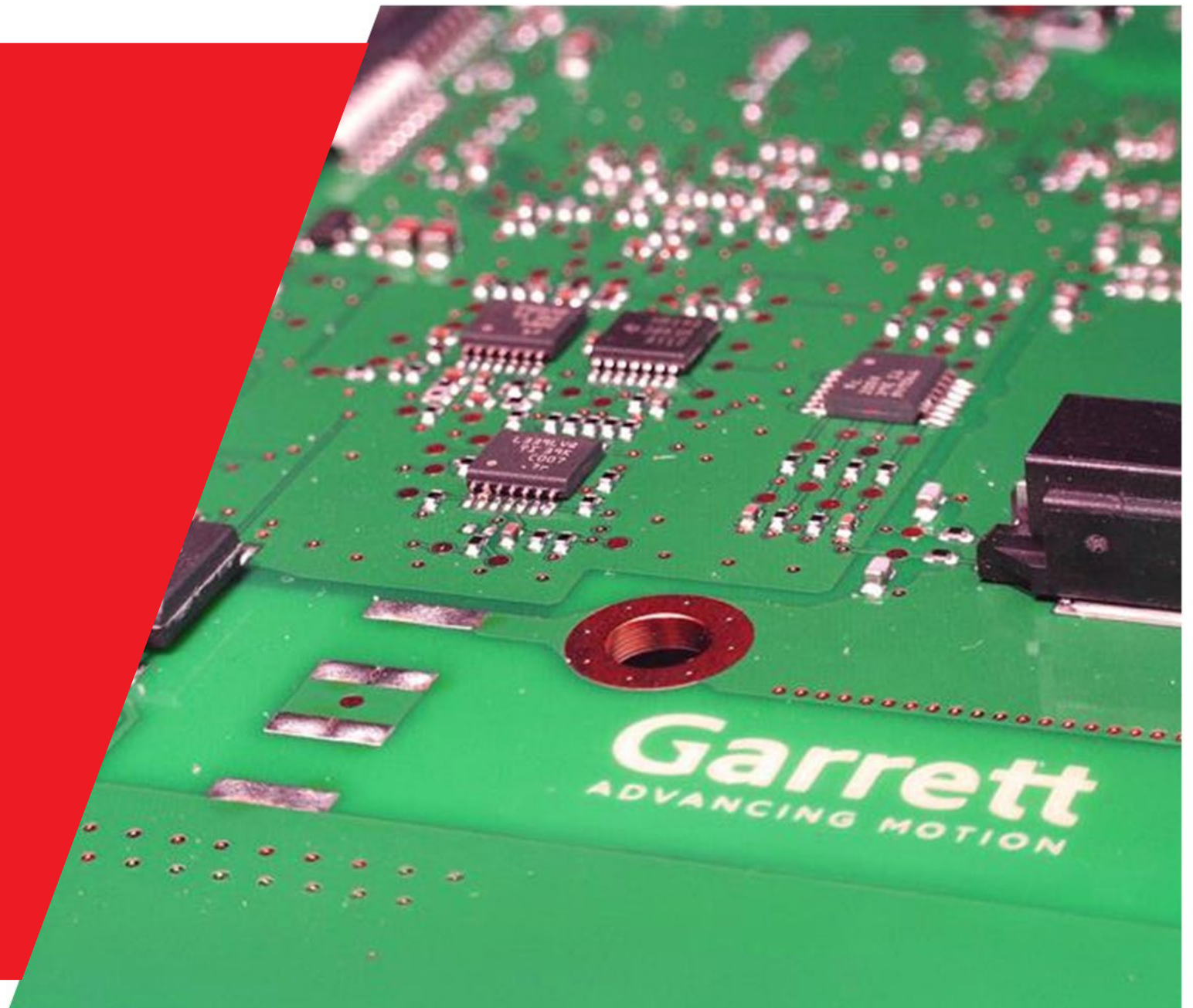
³ Zero Emission includes Battery Electric and Fuel Cell Vehicles

Strong Q3 | Capital Allocation Update

-  **Delivered Adjusted EBIT¹ of \$133M, 14.7% Margin¹ in Q3 | Raising 2025 midpoint outlook**
 - Grow the business**
 - Winning >50% of new turbo business over the last 5 years, including awards for hybrids and REEVs
 - Growing our industrial portfolio, with expected 2025 sales >\$100M | First deliveries of Garrett MEG
 - First high-speed E-Powertrain series production award | multiple prototypes successfully delivered and tested by global OEMs
 - High-speed oil free centrifugal E-Cooling compressor tests with both mobility and industrial customers demonstrating major efficiency gains
 - Build and maintain flexible balance sheet**
 - Refinanced and repriced Term Loan in 2025, reducing spread by 75 bps | Ratings upgraded by S&P and Fitch
 - Repaid \$50M Term Loan in Q4, reducing gross debt
 - Returning value to shareholders**
 - Initiated \$0.06 quarterly dividend in Q1, increased to \$0.08 in Q4 | Repurchased \$136M of common shares
 - Ownership concentration reduced with rotation into institutional owners
 - Russell 2000 inclusion and coverage initiation by 3 new sell-side analysts

¹ See Appendix for reconciliations of the Non-GAAP measures

APPENDICES



Income Statement

<i>(\$ in millions)</i>	Q3 2025	Q3 2024	YTD Q3 2025	YTD Q3 2024
Net sales	\$902	\$826	\$2,693	\$2,631
Cost of goods sold	716	660	2147	2108
Gross profit	186	166	546	523
Selling, general and administrative expenses	57	53	175	178
Other expense, net	1	1	9	5
Interest expense	29	37	83	130
Gain on sale of equity investment	0	0	0	(27)
Non-operating income	(3)	(1)	(10)	(7)
Income before taxes	\$102	\$76	\$289	\$244
Tax expense	25	24	63	62
Net income	\$77	\$52	\$226	\$182

Balance Sheet Summary

(\$ in millions)

	September 30, 2025	December 31, 2024
Assets		
Cash and cash equivalents	\$230	\$125
Restricted cash	2	1
Other	1,148	1,067
Total current assets	1,380	1,193
Property, plant and equipment-net	452	449
Deferred income taxes	247	207
Other	357	427
Total assets	\$2,436	\$2,276
Liabilities		
Total current liabilities	1,359	1,278
Long-term debt	1,460	1,464
Other	430	207
Total liabilities	\$3,249	\$2,949
Equity (deficit)		
Common stock, par value	0	0
Additional paid-in capital	1,232	1,213
Retained deficit	(1,452)	(1,653)
Treasury Stock	(447)	(306)
Accumulated other comprehensive income (loss)	(146)	73
Total deficit	(813)	(673)
Total liabilities and deficit	\$2,436	\$2,276

Summary of Cash Flows

<i>(\$ in millions)</i>	Q3 2025	Q3 2024	YTD Q3 2025	YTD Q3 2024
Net income	\$77	\$52	\$226	\$182
Net cash provided by operating activities	100	67	314	277
Net cash (used for) provided by investing activities	(1)	(\$17)	(27)	\$1
Net cash used for financing activities	(98)	(55)	(187)	(\$439)
Effect of foreign exchange rate changes on cash, cash equivalents and restricted cash	(2)	3	6	(2)
Net (decrease) / increase in cash, cash equivalents and restricted cash	(1)	(2)	106	(163)
Cash, cash equivalents and restricted cash at beginning of the period	233	99	126	260
Cash, cash equivalents and restricted cash at the end of the period	\$232	\$97	\$232	\$97

Reconciliation of Constant Currency Sales % Change

Garrett	Q3 2025	Q3 2024	YTD Q3 2025	YTD Q3 2024
Reported sales % change	9%	(14%)	2%	(11%)
Less: Foreign currency translation	3%	0%	1%	(1%)
Constant Currency sales % change	6%	(14%)	1%	(10%)
Gasoline				
Reported sales % change	13%	(19%)	7%	(14%)
Less: Foreign currency translation	3%	0%	0%	(1%)
Constant Currency sales % change	10%	(19%)	7%	(13%)
Diesel				
Reported sales % change	12%	(21%)	(2%)	(15%)
Less: Foreign currency translation	5%	1%	2%	(1%)
Constant Currency sales % change	7%	(22%)	(4%)	(14%)
Commercial vehicles				
Reported sales % change	6%	0%	3%	(6%)
Less: Foreign currency translation	2%	0%	1%	(1%)
Constant Currency sales % change	4%	0%	2%	(5%)
Aftermarket				
Reported sales % change	(1%)	(1%)	(7%)	2%
Less: Foreign currency translation	3%	0%	1%	(1%)
Constant Currency sales % change	(4%)	(1%)	(8%)	3%
Other Sales				
Reported sales % change	14%	(13%)	18%	(5%)
Less: Foreign currency translation	4%	(1%)	2%	(2%)
Constant Currency sales % change	10%	(12%)	16%	(3%)

We define constant currency sales growth as the year-over-year change in reported sales relative to the comparable period, excluding the impact on sales from foreign currency translation. This is the same definition we previously used for “organic sales growth”. We believe this measure is useful to investors and management in understanding our ongoing operations and in analysis of ongoing operating trends.

Reconciliation of Cash Flow from Operations to Adjusted Free Cash Flow and Adjusted Free Cash Flow Conversion

<i>(\$ in millions)</i>	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025
Net cash provided by operating activities	\$84	\$126	\$67	\$131	\$56	\$158	\$100
Expenditures for property, plant and equipment	(32)	(17)	(20)	(22)	(26)	(15)	(10)
Net cash provided by operating activities less expenditures for property, plant and equipment	\$52	\$109	\$47	\$109	\$30	\$143	\$90
Capital structure transformation costs	1	0	0	0	0	0	0
Acquisition and divestiture expenses	0	1	0	0	1	4	1
Cash payments for repositioning	9	4	2	3	3	3	4
Cash proceeds from cross currency swap	4	4	3	6	4	11	6
Debt refinancing costs	0	0	0	0	6	0	1
Factoring and P-notes	2	(56)	19	39	(8)	(40)	5
Adjusted free cash flow	\$68	\$62	\$71	\$157	\$36	\$121	\$107
Net income	66	64	52	100	62	87	77
Adjusted EBITDA	151	150	144	153	159	154	164
Operating cash flow conversion %	127%	197%	129%	131%	90%	182%	130%
Adjusted free cash flow Conversion %	45%	41%	49%	103%	23%	79%	65%
Adjusted EBIT	121	123	117	124	131	124	133
Adjusted free cash flow Conversion %	56%	50%	61%	127%	27%	98%	80%

Reconciliation of Net Income to Adjusted EBIT, Adjusted EBITDA and Consolidated EBITDA¹

(\$ in millions)	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	LTM Q2 2025	LTM Q3 2025
Net income - GAAP	\$52	\$100	\$62	\$87	\$77	\$301	\$326
Interest expense, net of interest income	37	26	29	23	28	115	106
Tax expense (benefit)	24	(1)	23	15	25	61	62
Repositioning costs	4	5	7	(2)	3	14	13
Foreign exchange gain on debt, net of related hedging gain	0	0	1	(1)	0	0	0
Discounting costs on factoring	1	1	1	1	0	4	3
Gain on sale of equity investment	0	0	0	0	0	0	0
Other non-operating income	(1)	(8)	(1)	(2)	(1)	(12)	(12)
Acquisition and divestiture expenses	0	1	3	3	0	7	7
Debt refinancing and redemption costs	0	0	6	0	1	6	7
Adjusted EBIT	117	124	131	124	133	496	512
Depreciation	23	23	22	23	25	91	93
Stock compensation expense	4	6	6	7	6	23	25
Adjusted EBITDA	\$144	\$153	\$159	\$154	\$164	\$610	\$630
Unrealized Foreign exchange gain	5	(8)	10	5	(6)	12	1
Interest Income	0	0	0	0	2	0	2
Other expenses	3	7	0	0	3	10	10
Consolidated EBITDA	\$152	\$152	\$169	\$159	\$163	\$632	\$643
Net Sales	\$826	\$844	\$878	\$913	\$902	\$3,461	\$3,537
Net income margin	6.3%	11.8%	7.1%	9.5%	8.5%	8.7%	9.2%
Adjusted EBIT margin	14.2%	14.7%	14.9%	13.6%	14.7%	14.3%	14.5%
Adjusted EBITDA margin	17.4%	18.1%	18.1%	16.9%	18.2%	17.6%	17.8%

¹ As defined in our credit agreement

² Relates to qualifying expenses such as costs of public company registration, listing and compliance, facility start-up and transition costs and other non-recurring expenses as defined under our credit agreement.

Reconciliation of Long-Term Debt to Net Debt and Related Ratios

<i>(\$ in millions)</i>	Q3 2025	Q2 2025	Q3 2024
Long-term term debt	\$1,460	\$1,460	\$1,464
Short-term term debt	\$7	\$7	\$7
Bank overdraft	\$0	\$0	\$0
Deferred finance costs	\$23	\$24	\$24
Gross Debt	\$1,490	\$1,491	\$1,495
Cash and cash equivalents	\$230	\$232	\$96
Net Debt	\$1,260	\$1,259	\$1,399
Consolidated EBITDA LTM (Non-GAAP)	\$643	\$632	\$618
Gross Debt to Consolidated EBITDA LTM	2.32x	2.36x	2.42x
Net Debt to Consolidated EBITDA LTM	1.96x	1.99x	2.26x

¹ Net leverage ratio defined as Net Debt divided by Consolidated EBITDA

Full Year 2025 Outlook Reconciliation of Net Sales Growth to Net Sales Growth at Constant Currency

	2025 Full Year Low End	2025 Full Year High End
Net sales (% change)	1%	4%
Foreign currency translation	2%	2%
Full Year 2025 outlook Net Sales Growth at Constant Currency	(1%)	2%

Full Year 2025 Outlook Reconciliation of Net Income to Adjusted EBIT to Adjusted EBITDA

<i>(\$ in millions)</i>	2025 Full Year Low End	2025 Full Year High End
Net income - GAAP	\$265	\$295
Interest expense, net of interest income	104	104
Tax expense	92	102
Repositioning costs	18	18
Factoring and notes receivables discount fees	2	2
Other non-operating income	(4)	(4)
Debt refinancing and redemption costs	7	7
Acquisition and divestiture expenses	6	6
Full Year 2025 Outlook Adjusted EBIT (Non-GAAP)	\$490	\$530
Depreciation	95	95
Stock compensation expense	25	25
Full Year 2025 Outlook Adjusted EBITDA (Non-GAAP)	\$610	\$650

* Excludes the effects of marked-to-market fluctuations from our interest rate swap contracts

Full Year 2025 Outlook Reconciliation of Cash Flow from Operations to Adjusted Free Cash Flow

	2025 Full Year Low End	2025 Full Year High End
<i>(\$ in millions)</i>		
Net cash provided by operating activities (GAAP)	\$380	\$450
Expenditures for property, plant and equipment	(\$89)	(\$89)
Net cash provided by operating activities less expenditures for property, plant and equipment (Non-GAAP)	\$291	\$361
Cash payments for restructuring	\$17	\$17
Cash proceeds from cross currency swaps	\$26	\$26
Acquisition and divestiture expenses	\$9	\$9
Cash payments for debt refinancing costs	\$7	\$7
Full year 2025 outlook Adjusted Free Cash Flow (Non-GAAP)	\$350	\$420



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