



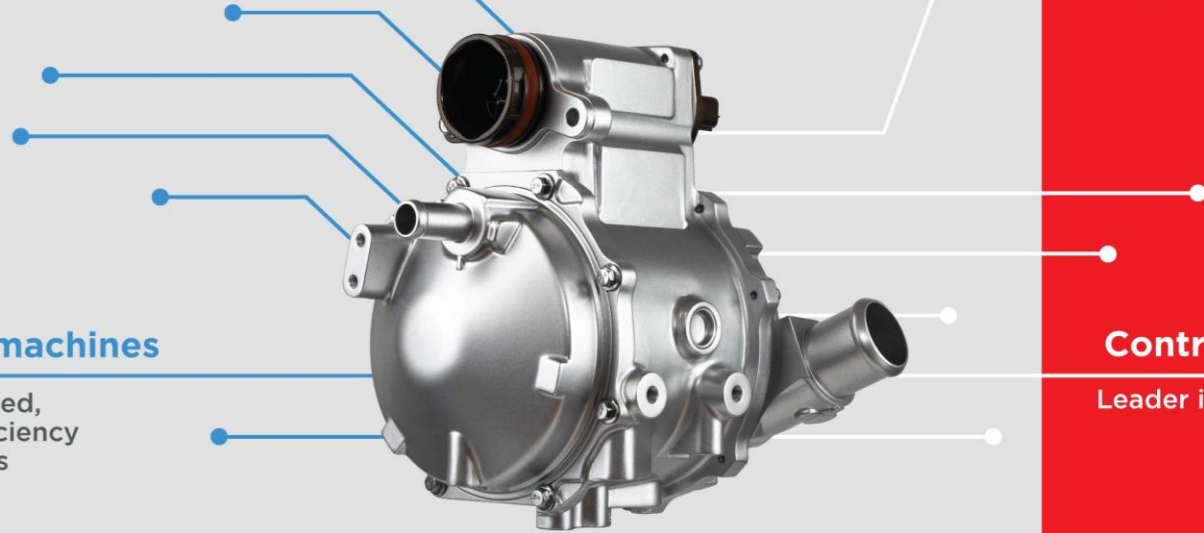
Garrett
ADVANCING MOTION

High speed e-motors
200,000 RPM motors

Turbomachines
High speed,
high efficiency
machines

Power electronics
400-800V electronics
at industry-leading
power density

Control software
Leader in model-based
controls



APRIL 24, 2023

Q1 2023 FINANCIAL RESULTS

Garrett
ADVANCING MOTION

Forward Looking Statements

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. All statements, other than statements of fact, that address activities, events or developments that we or our management intend, expect, project, believe or anticipate will or may occur in the future are forward-looking statements including without limitation our statements regarding inflationary pressures on Garrett's business and management's inflation mitigation strategies, financial results and financial conditions, industry trends and anticipated demand for our products, Garrett's strategy, anticipated supply constraints, including with respect to semiconductors, anticipated developments in emissions standards, trends including with respect to production volatility and volume, Garrett's capital structure, anticipated new product development and capital deployment plans for the future including expected R&D expenditures, anticipated impacts of partnerships with third parties, Garrett's outlook for 2023, macroeconomic conditions including those relating to supply chain, foreign exchange rates and COVID-19 restrictions particularly in China, Garrett's recently announced capital transformation transactions including statements regarding potential debt financing, and potential repurchases of shares of Common Stock and Series A Preferred Stock under Garrett's share repurchase program. Although we believe the forward-looking statements are based upon reasonable assumptions, such statements involve known and unknown risks, uncertainties, and other factors, which may cause the actual results or performance of Garrett to be materially different from any future results or performance expressed or implied by such forward-looking statements. Such risks and uncertainties include but are not limited to changes in macroeconomic conditions including with respect to supply chain, foreign exchange and COVID-19 restrictions particularly in China, unanticipated changes in industry conditions, unanticipated changes in the assumptions supporting the Company's outlook for 2023, risks associated with the Company's indebtedness, the Company's ability to complete its recently announced capital transformation transactions, including on the timelines the Company anticipates, the anticipated impacts to the Company of such transactions, including on the Company's stock price, cash flows and anticipated future investments, the availability of debt financing in connection with such transactions in an amount and on terms acceptable to, and on the timeline anticipated by, the Company, risks relating to potential purchases by the Company of shares of common stock and Series A preferred stock under the Company's share repurchase program, and risk factors described in our annual report on Form 10-K for the year ended December 31, 2022, as well as our other filings with the Securities and Exchange Commission, under the headings “Risk Factors” and “Cautionary Note Regarding Forward-Looking Statements.” You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this document. Forward-looking statements are not guarantees of future performance, and actual results, developments and business decisions may differ from those envisaged by our forward-looking statements.

Non-GAAP Financial Measures

This presentation 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 net sales growth, EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, Consolidated EBITDA, Adjusted Free Cash Flow, and Debt (gross and net, including and excluding Series B preferred stock) to Consolidated EBITDA. The Non-GAAP financial measures provided herein are adjusted for certain items as presented in the Appendix containing Non-GAAP Reconciliations and may not be directly comparable to similar measures used by other companies in our industry, as other companies may define such measures differently. Management believes that, when considered together with reported amounts, these measures are useful to investors and management in understanding our ongoing operations and analysis of ongoing operating trends. Garrett believes that the Non-GAAP measures presented herein are important indicators of operating performance because they exclude the effects of certain items, therefore making them more closely reflect our operational performance. These metrics should be considered in addition to, and not as replacements for, the most comparable GAAP measure. For additional information with respect to our Non-GAAP financial measures, see the Appendix to this presentation and our annual report on Form 10-K for the year ended December 31, 2022.

Q1 2023 Highlights

Strong Q1 2023 Performance

- Net Sales of \$970M; +8% reported; +13% at Constant Currency¹
 - Share of demand gains driven by new product ramp-up and launches
- Adjusted EBITDA¹ of \$168M vs \$146M in Q1 2022
- Adjusted EBITDA margin¹ of 17.3%, up 110 bps vs. 16.2% in 2022
- Adjusted Free Cash Flow¹ of \$88M In Q1 2023

Improving Macro Environment

- Successfully managed increased production and continued supply chain volatility in an inflationary environment
- OEM supply chain constraints starting to ease
- China economy recovery after COVID restrictions lifted
- Strengthening Euro to USD exchange rate

Simplifying Capital Structure

- Agreement reached to normalize capital structure in an orderly manner
- Launched syndication of a new 7-year, \$700M Term Loan B
 - \$570M intended to be used to repurchase Series A from Centerbridge and Oaktree prior to conversion
- Authorized an increase of share repurchase program to \$250M
- Strong liquidity position of \$766M² after cash payment of Q1 Series A Dividend

¹ Reconciliation of Non-GAAP financial measures are included in Appendix.

² See slide 10 for reconciliation

Innovation Shift Leveraging Core Competencies

Core Competencies Enabling Advanced Electrification Solutions

Turbomachines for Air Compression		<i>High precision design & assembly, high speed balancing, and ability to operate in harsh environments across multiple use cases</i>	Withstands temperatures up to 1,200 degrees Celsius
High-Speed Motors		<i>Best-in-class power density, producing the same amount of power in a smaller, more compact form</i>	Garrett E-Turbo e-motor can rotate in excess of 200,000 RPM, operating at 10x typical automotive speeds
Power Electronics		<i>Unique, compact design for high speed / high power motor control, operating in harsh environments (vibration, temperature)</i>	High voltage 400-800V electronics at industry-leading 30kHz switching frequency
Control Software		<i>Use on-board digital twins to optimize energy efficiency of all vehicle types in real-time</i>	Up to 30x smaller memory footprint and up to 6x faster execution time vs. closest competitor

400 Engineers Dedicated to Electrification Today

Overview of Electrification Hiring and Organization Headcount Over Time



>50%
Of Engineering Investment

\$90M+
Annual R&D Spent on Electrification

In-House Design
High-Speed Motors, Inverters, Software

Best-in-Class R&D Culture and Unique Capabilities in Electrical Machinery Attracting Industry-Leading Engineers in Electrification

Differentiated Zero Emission Technologies

Strong Zero Emission Vehicle Technology Pipeline and Active Customer Engagement

		Why Garrett Wins	Key Achievements
Fuel Cell		<ul style="list-style-type: none"> ✓ Best-in-class packaging and energy efficiency ✓ Leadership in power density and durability ✓ 3rd generation; technology more mature versus competitors ✓ In-house design 	<p>3 Series Production Contracts Won with OEMs in '22 (1 in NA, 1 in CN, 1 in EU)</p> <p>~200 Prototypes Delivered</p> <p>15+ Customers Engaged</p>
E-Powertrain		<ul style="list-style-type: none"> ✓ Best-in-class power density reduces product weight and use of rare minerals ✓ Small packaging leaves more room for battery and / or cabin space ✓ In-house design 	<p>1st Pre-development Contract Won</p> <p>10+ Customers Engaged</p>
E-Cooling		<ul style="list-style-type: none"> ✓ Step change in cooling and heating power for ZEV thermal management ✓ Reduced power consumption enables vehicle range increase / reduces battery size ✓ Reduced noise levels ✓ In-house design 	<p>Engaging Advanced Development Teams for Prototyping</p> <p>Early Customer Engagement</p>

Zero Emission Technology Targets

~\$350M

Already Awarded Lifetime Revenue of Zero Emission Vehicle Contracts



~\$1B

2030E Zero Emission Vehicle Revenue

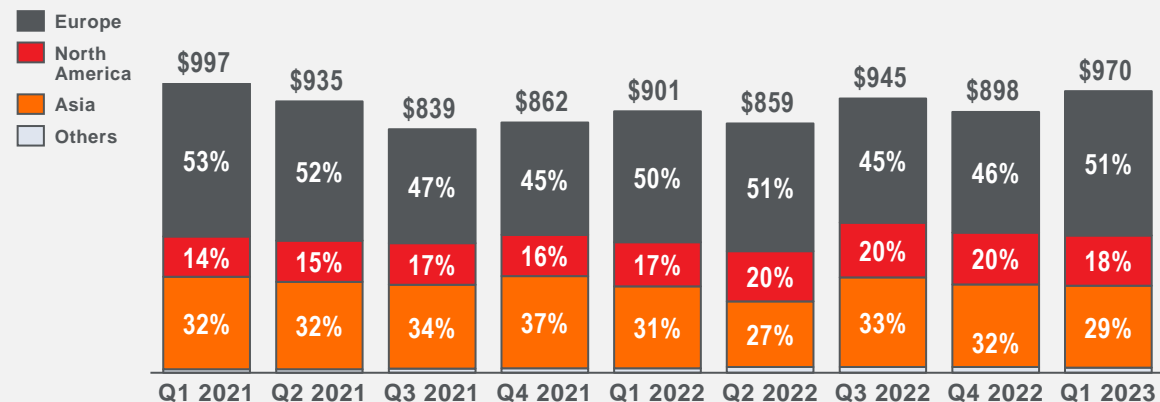
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Margin Impact of New Zero Emission Vehicle Contracts

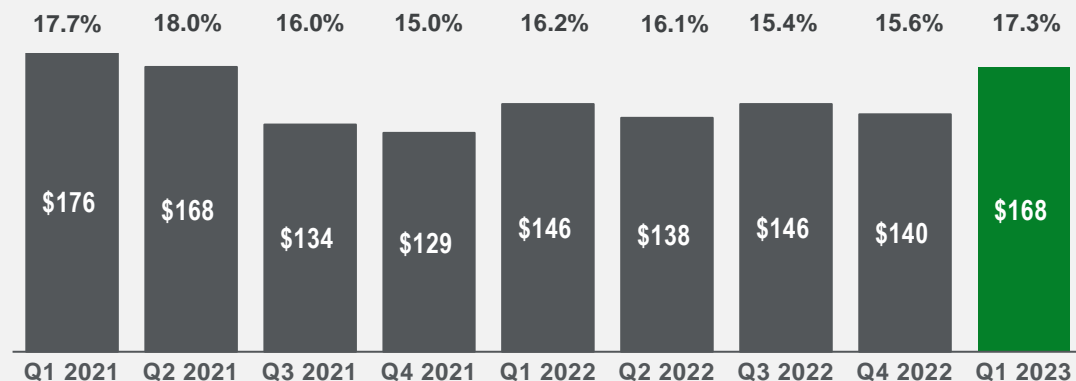
Zero Emission Technology gains relevance in portfolio, delivered with attractive profitability

Key financial metrics: Q1 2021 – Q1 2023

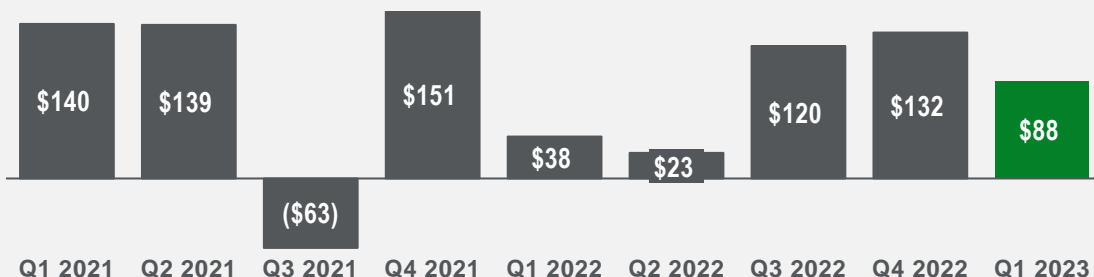
Reported Net Sales (\$M)



Adjusted EBITDA¹ (\$M)



Adjusted FCF¹ (\$M)

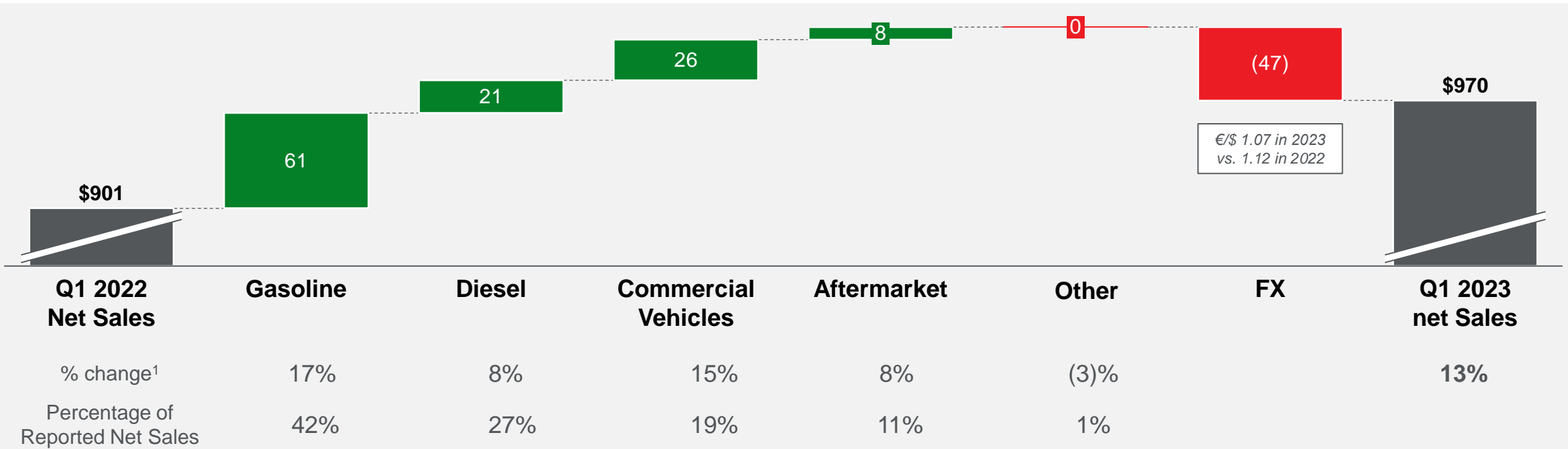


- Net Sales up 8% reported in Q1 2023 vs Q1 2022, 13% at constant currency¹ due to Industry stabilization and recovery combined with new product launches and ramp-up programs in gasoline and commercial vehicles
- Adjusted EBITDA increased by \$22M driven by net sales upside and productivity
- Robust Adjusted FCF¹ of \$88M, favorable impact from lower interest and compensation expense and timing of capital expenditures

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

Net Sales bridge: Q1 2022 – Q1 2023

(\$M)



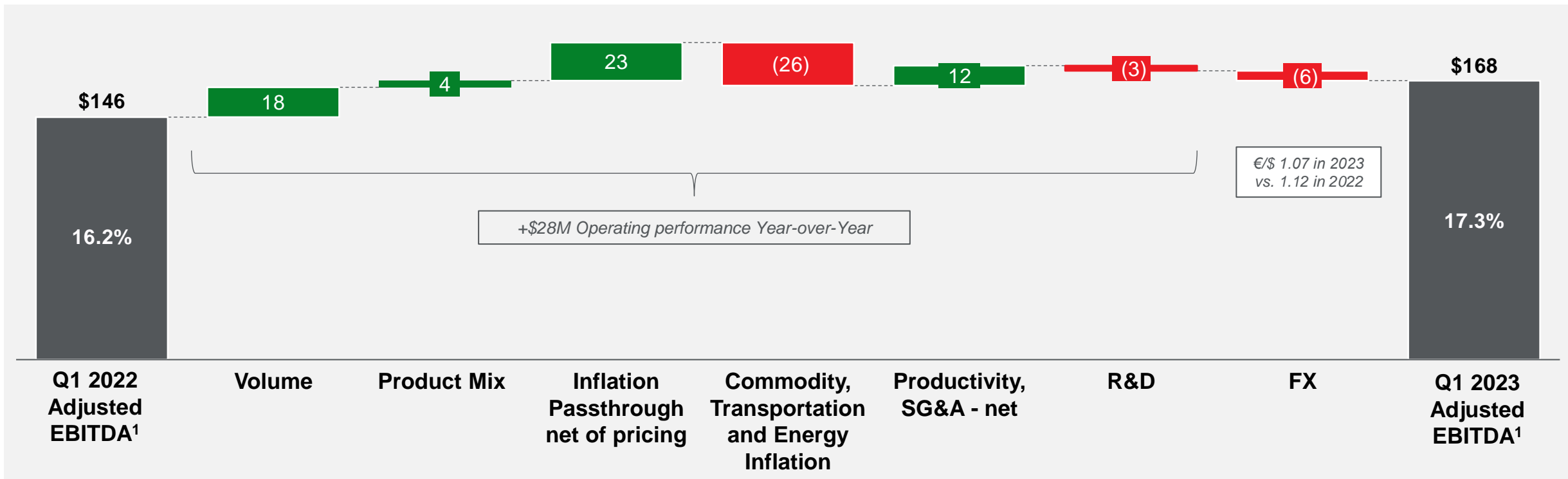
- Net sales up +8% reported, +13% at constant currency¹
- Double digit net sales growth driven by:
 - Industry stabilization and recovery
 - Sales improved across all verticals; growth from share of demand gains driven by new launches and ramp-up of programs in gasoline and commercial vehicle
 - Mix improvement primarily due to Commercial Vehicles and Aftermarket increase

¹All growth rates are at constant currency and are reconciled to the nearest GAAP measure in Appendix.

Strong sales growth following industry recovery and program launches partially offset by FX

Adjusted EBITDA¹ bridge: Q1 2022 – Q1 2023

(\$M)



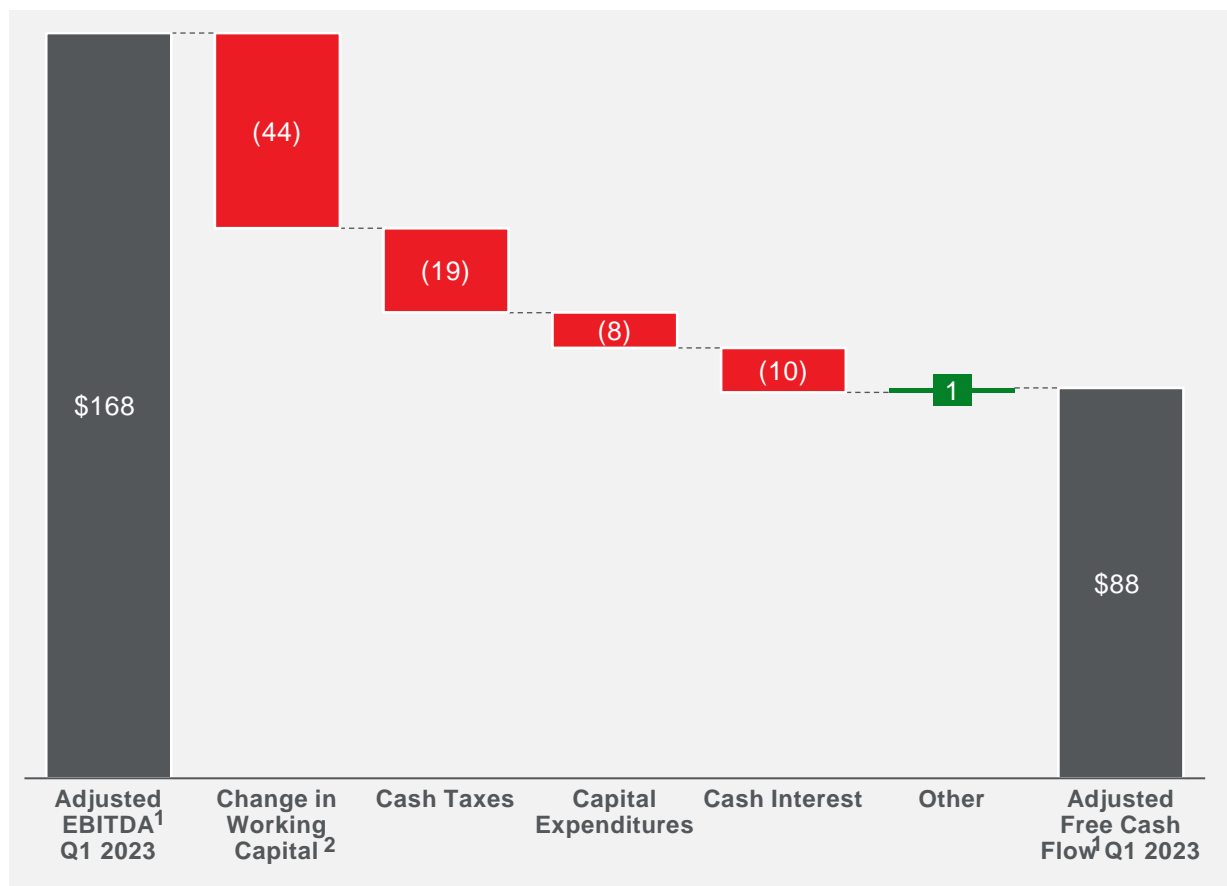
- Strong operating performance driven by increased demand, productivity and inflation passthrough
- Improved mix driven by strong aftermarket and program ramp-ups in commercial vehicle
- Adjusted EBITDA margin¹ 17.3% up from prior year with strong revenue conversion and productivity
- Continuing to increase investment in R&D focusing on electrification technologies

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

Strong operational execution converting increased sales into earnings

Adjusted EBITDA¹ to Adjusted Free Cash Flow¹ bridge

(\$M)



- Working capital usage driven by
 - Increased inventory due to increased volumes
 - Higher receivables due to timing of sales increase
- Cash tax and cash interest in line with expectations
- Timing on capital expenditures – full year in line with expectation

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

Solid Adjusted Free Cash Flow generation in a stabilising environment

Liquidity and Capital Resources

(\$M)

Liquidity	Q1 2022	Q4 2022	Q1 2023
Unrestricted Cash ¹	315	246	291
Undrawn Revolver Credit Facility	473	475	475
Total ¹	788	721	766

Debt	Q1 2022	Q4 2022	Q1 2023
Term Loan B ²	1,208	1,186	1,193
Series B	204	0	0
Total	1,412	1,186	1,193

Market Capitalization	Q1 2022	Q4 2022	Q1 2023
Common – 65M Q1 23 shares	464	494	498
Series A – 245M Q1 23 shares	2,032	2,132	2,178
Total	2,496	2,626	2,676

- Strong liquidity position of \$766M; paid \$42M in Series A dividend
- Unrestricted cash increased by \$45M Q1 23 vs. Q4 22
- Improved leverage ratio² vs prior year - LTM Net Debt to Consolidated EBITDA² decreased to 1.43x in Q1 23 from 1.59x in Q4 22
- Increase in Term Loan B in Q1 23 vs. Q4 22 due to FX rate change on EUR 450M tranche
- No significant maturities until 2028
- 80% long-term debt at fixed rates
- Launched \$700M new term loan B syndication in connection with announced capital structure transformation

¹ Excluding Restricted cash of \$5M in Q122, \$2M in Q422 and \$1M in Q123

² See slide 20 for reconciliation

Reaffirmed 2023 Guidance that was raised on April 17th

	Updated Outlook (April 17 th)	Prior Outlook (February 14 th)
Net Sales	\$3.79B to \$3.98B	\$3.55B to \$3.85B
Net Sales Growth at Constant Currency¹	+5% to +10%	+1% to +6%
Net Income	\$231M to \$268M	\$255M to \$300M
Adjusted EBITDA¹	\$585M to \$635M	\$555M to \$615M
Net Cash Provided By Operating Activities	\$392M to \$492M	\$390M to \$490M
Adjusted Free Cash Flow¹	\$315M to \$415M	\$300M to \$400M
Planning Assumptions	<ul style="list-style-type: none"> • 2023 light vehicle industry production at ~83Mu. 1% increase vs. 2022, from flat vs. 2022 in prior outlook • 2023 €/€ assumption of 1.07, from 1.05 in prior outlook • R&D investment at 4.4% of sales in 2023, >50% on electrification technologies • Capital expenditures at 2.3% of sales, 20% into electrification technologies • Net Income and Adjusted Free Cash Flow includes higher interest vs. prior outlook from incremental Term Loan B 	

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

Revised macro assumptions; Raised mid-point of Adjusted EBITDA

Q1 2023 summary

- Net sales of \$970M, +8% reported, +13% at constant currency¹
- Strong operating performance of \$168M in Adjusted EBITDA¹; Adjusted EBITDA margin¹ of 17.3%
- Adjusted Free Cash Flow¹ of \$88M
- Strong liquidity position of \$766M¹ after cash payment of Q1 Series A Dividend
- Agreements reached to normalize capital structure
- Share repurchase program increase to \$250M authorized
- Positioned to grow due to new launches and growing share-of-demand in 2023
- 2023 Mid-point outlook reaffirmed at \$610M Adjusted EBITDA¹ and \$365M Adjusted Free Cash Flow¹
- Positioned to achieve ~\$1B of revenue from zero emission technologies by 2030

¹ Reconciliation of Non-GAAP financial measures are included in Appendix.

Appendices



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Income Statement

<i>(\$ in millions)</i>	Q1 2023	Q1 2022
Net sales	\$970	\$901
Cost of goods sold	781	726
Gross profit	189	175
Selling, general and administrative expenses	56	53
Other expense, net	1	1
Interest expense	28	23
Loss on extinguishment of debt	0	0
Non-operating income	(4)	(28)
Reorganization items, net	0	1
Income before taxes	\$108	\$125
Tax expense/(benefit)	27	37
Net income	\$81	\$88
Less: preferred stock dividend	(\$40)	(\$38)
Net income available for distribution	\$41	\$50

Balance Sheet Summary

(\$ in millions)

Assets	March 31, 2023	December 31, 2022
Cash and cash equivalents	\$291	\$246
Restricted cash	1	2
Other	1,313	1,183
Total current assets	1,605	1,431
Property, plant and equipment-net	462	470
Deferred income taxes	240	232
Other	484	504
Total assets	\$2,791	\$2,637
Liabilities		
Total current liabilities	1,477	1,375
Long-term debt	1,157	1,148
Other	236	230
Total liabilities	\$2,870	\$2,753
Equity (deficit)		
Common stock, par value	0	0
Additional paid-in capital	1,336	1,333
Retained deficit	(1,447)	(1,485)
Accumulated other comprehensive income (loss)	32	36
Total deficit	(79)	(116)
Total liabilities and deficit	\$2,791	\$2,637

Summary of Cash Flows

<i>(\$ in millions)</i>	Q1 2023	Q1 2022
Net income	\$81	\$88
Net cash provided by operating activities	92	73
Net cash (used for) investing activities	(8)	(29)
Net cash (used for) financing activities	(44)	(196)
Effect of foreign exchange rate changes on cash, cash equivalents and restricted cash	4	8
Net increase / (decrease) in cash, cash equivalents and restricted cash	44	(144)
Cash, cash equivalents and restricted cash at beginning of the period	248	464
Cash, cash equivalents and restricted cash at the end of the period	\$292	\$320

Reconciliation of Constant Currency Sales % Change

Garrett	Q1 2023	Q1 2022
Reported sales % change	8%	(10%)
Less: Foreign currency translation	(5%)	(4%)
Constant Currency sales % change	13%	(6%)

Gasoline		
Reported sales % change	11%	(7%)
Less: Foreign currency translation	(6%)	(2%)
Constant Currency sales % change	17%	(5%)

Diesel		
Reported sales % change	3%	(19%)
Less: Foreign currency translation	(5%)	(5%)
Constant Currency sales % change	8%	(14%)

Commercial vehicles		
Reported sales % change	10%	(10%)
Less: Foreign currency translation	(5%)	(3%)
Constant Currency sales % change	15%	(7%)

Aftermarket		
Reported sales % change	5%	15%
Less: Foreign currency translation	(3%)	(4%)
Constant Currency sales % change	8%	19%

Other Sales		
Reported sales % change	(8%)	(24%)
Less: Foreign currency translation	(5%)	(5%)
Constant Currency sales % change	(3%)	(19%)

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 Net Income (Loss) to Adjusted EBITDA and Full Year Consolidated EBITDA¹

(\$ in millions)	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	LTM Q4 2022	LTM Q1 2023
Net income - GAAP	(\$105)	\$409	\$63	\$128	\$88	\$85	\$105	\$112	\$81	\$390	\$383
Interest expense, net of interest income	20	23	24	15	(4)	8	(9)	11	27	6	37
Tax expense (benefit)	24	30	28	(39)	37	20	26	23	27	106	96
Depreciation	23	24	23	22	22	21	21	20	21	84	83
EBITDA (Non-GAAP)	(\$38)	\$486	\$138	\$126	\$143	\$134	\$143	\$166	\$156	\$586	\$599
Reorganization items, net	174	(295)	(9)	5	1	1	0	1	0	3	2
Stock compensation expense	2	1	2	2	2	3	3	3	3	11	12
Repositioning costs	8	3	3	2	1	2	1	0	7	4	10
Foreign exchange loss on debt, net of related hedging loss	33	(24)	0	0	0	0	0	0	0	0	0
Loss on extinguishment of debt	0	0	0	0	0	5	0	0	0	5	5
Discounting costs on factoring	0	0	0	0	1	0	1	0	1	2	2
Other non-operating (income)/expense	(3)	(3)	(3)	(3)	(2)	(7)	(2)	(30)	(1)	(41)	(40)
Capital structure transformation costs	0	0	1	(1)	0	0	0	0	2	0	2
Capital tax expense	0	0	2	(2)	0	0	0	0	0	0	0
Adjusted EBITDA (Non-GAAP)	\$176	\$168	\$134	\$129	\$146	\$138	\$146	\$140	\$168	\$570	\$592
Unrealized Foreign exchange (gain) loss	(2)	2	3	(1)	(1)	(1)	1	(3)	7	(4)	4
Interest Income	1	1	1	1	2	3	1	2	1	8	7
Other expenses ²	0	0	0	0	3	4	6	5	11	18	26
Consolidated EBITDA¹	\$175	\$171	\$138	\$129	\$150	\$144	\$154	\$144	\$187	\$592	\$629
Net sales	\$997	\$935	\$839	\$862	\$901	\$859	\$945	\$898	\$970	\$3,603	\$3,672
Net income/(loss) margin	-10.5%	43.7%	7.5%	14.8%	9.8%	9.9%	11.1%	12.5%	8.4%	10.8%	10.4%
Adjusted EBITDA margin	17.7%	18.0%	16.0%	15.0%	16.2%	16.1%	15.4%	15.6%	17.3%	15.8%	16.1%

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 Cash Flow from Operations to Adjusted Free Cash Flow

(\$ in millions)	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023
Net cash provided by operating activities (GAAP)	\$32	(\$423)	(\$55)	\$136	\$73	\$104	\$61	\$137	\$92
Expenditures for property, plant and equipment	(18)	(22)	(34)	2	(29)	(23)	(26)	(13)	(8)
Net cash provided by operating activities less expenditures for property, plant and equipment (Non-GAAP)	\$14	(\$445)	(\$89)	\$138	\$44	\$81	\$35	\$124	\$84
Stalking horse termination reimbursement	79	0	0	0	0	0	0	0	0
Chapter 11 Professional service costs	66	146	0	8	2	1	1	1	0
Capital structure transformation costs	0	0	0	0	0	0	0	0	1
Honeywell Settlement as per Emergence Agreement	0	375	0	0	0	0	0	0	0
Chapter 11 related cash interests	3	38	0	0	0	0	0	0	0
Stock compensation cash	1	9	0	0	0	0	0	0	0
Cash payments for repositioning	2	2	3	7	2	1	1	0	2
Factoring and P-notes	(25)	14	23	(2)	(10)	(60)	83	7	1
Adjusted free cash flow (Non-GAAP)	\$140	\$139	(\$63)	\$151	\$38	\$23	\$120	\$132	\$88

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

<i>(\$ in millions)</i>	Q1 2023	Q4 2022
Long-term term debt	\$1,157	\$1,148
Short-term term debt	\$7	\$7
Deferred finance costs	\$29	\$31
Gross Debt	\$1,193	\$1,186
Cash and cash equivalents	\$291	\$246
Net Debt	\$902	\$940
Consolidated EBITDA LTM (Non-GAAP)	\$629	\$592
Gross Debt to Consolidated EBITDA LTM	1.9x	2.00x
Net Debt to Consolidated EBITDA LTM	1.43x	1.59x

Full Year 2023 Outlook Reconciliation of Net Sales Growth to Net Sales Growth at Constant Currency

	2023 Full Year Low End (Updated Outlook)	2023 Full Year High End (Updated Outlook)	2023 Full Year Low End (Prior Outlook)	2023 Full Year High End (Prior Outlook)
Net sales (% change)	5%	10%	(1%)	7%
Foreign currency translation	0%	0%	(2%)	1%
Full Year 2023 outlook Net Sales Growth at Constant Currency	5%	10%	1%	6%

Full Year 2023 Outlook Reconciliation of Net Income to Adjusted EBITDA

<i>(\$ in millions)</i>	2023 Full Year Low End (Updated Outlook)	2023 Full Year High End (Updated Outlook)	2023 Full year Low End (Prior Outlook)	2023 Full year High End (Prior Outlook)
Net income - GAAP	\$231	\$268	\$255	\$300
Net interest expense*	155	155	103	103
Tax expense	77	90	80	95
Depreciation	89	89	89	89
Full year 2023 outlook EBITDA (Non-GAAP)	\$552	\$602	\$527	\$587
Non-operating income	(1)	(1)	1	1
Stock compensation expense	20	20	19	19
Repositioning charges	9	9	8	8
Capital structure transformation costs	5	5	0	0
Full Year 2023 Outlook Adjusted EBITDA (Non-GAAP)	\$585	\$635	\$555	\$615

* IRS MTM fluctuations not forecasted in outlooks

Full Year 2023 Outlook Reconciliation of Cash Flow from Operations to Adjusted Free Cash Flow

<i>(\$ in millions)</i>	2023 Full Year Low End (Updated Outlook)	2023 Full Year High End (Updated Outlook)	2023 Full Year Low End (Prior Outlook)	2023 Full Year High End (Prior Outlook)
Net cash provided by operating activities (GAAP)	\$392	\$492	\$390	\$490
Expenditures for property, plant and equipment	(90)	(90)	(90)	(90)
Net cash provided by operating activities less expenditures for property, plant and equipment (Non-GAAP)	\$302	\$402	300	400
Cash payments for repositioning	\$8	\$8	0	0
Capital structure transformation costs	\$5	\$5	0	0
Full year 2023 outlook Adjusted Free Cash Flow (Non-GAAP)	\$315	\$415	\$300	\$400