

BorgWarner Inc.
Board of Directors Guidelines on Corporate Governance Issues

1) Selection of Chairman and CEO

The Board does not have a policy, one way or the other, on whether or not the role of the Chief Executive and Chairman should be separate and, if it is to be separate, whether the Chairman should be selected from the non-employee Directors or be an employee.

The Board should be free to make this choice any way that seems best for the Company at a given point in time.

2) Director Responsibilities / Committees

Directors are expected to use their best efforts to personally attend the annual meeting of stockholders, all Board and committee meetings on which they serve, to review advance materials distributed prior to such meetings and to otherwise be prepared to participate actively at such meetings. If a director cannot attend meetings in person due to travel issues, schedule conflicts or similar reasons, the director may attend by phone.

The Board has the following primary committees: Executive, Audit, Compensation and Corporate Governance. The Board has the flexibility to form a new committee or disband a current committee. It is required that only independent directors serve on the Audit, Compensation and Corporate Governance Committees.

The **Executive Committee** has authority to act for the Board on most matters during intervals between Board meetings but is expected to be used only when the arrangement of a telephonic meeting of the Board is not reasonably possible.

The **Audit Committee** is responsible for providing assistance to the Board of Directors in monitoring (i) the integrity of the financial statements of the Corporation, (ii) the independent auditor's qualifications and independence (iii) the performance of the Corporation's internal audit function and independent auditors, and (iv) compliance by the Corporation with legal and regulatory requirements.

The **Compensation Committee** determines cash remuneration arrangements for the highest paid executives, and supervises the administration of the Company's bonus, stock option and incentive

compensation plans.

The **Corporate Governance Committee** ensures that the Board of Directors and its Committees are structured to best serve the Corporation's practices and objectives; reviews and makes recommendations to the Board regarding Board and Committee composition and structure and presents qualified candidates to the Board for election as Directors; determines, subject to Board approval, Directors' fees and reimbursable expenses; and makes appropriate recommendations to the Board in light of Corporate governance developments.

3) **Board Compensation**

The Company's management monitors the status of the Board's compensation in relation to other public companies of similar size and/or complexity. Changes in compensation are recommended by the Corporate Governance Committee for action by the full Board. It is the Board's view that a compensation system should allow the Company to attract and retain competent and qualified directors. Currently, directors receive an annual retainer, meeting attendance fees, which are slightly greater for chairpeople attending their committee meetings, for each board and committee meeting attended. In addition, directors receive grants of shares of restricted stock at approximately the beginning of their three year terms. Restrictions expire over the course of the terms.

4) **Selection of Agenda Items for the Board Meetings**

The Chairman of the Board and the Chief Executive Officer (if the Chairman is not the Chief Executive Officer) will establish the agenda for each Board meeting.

At the beginning of the year, the Chairman and Chief Executive Officer will establish a schedule of agenda subjects to be discussed during the year.

Each Board member is free to suggest the inclusion of items on the agenda. Each Board member is free to raise at any Board meeting subjects that are not on the agenda for that meeting.

5) **Board Materials Distributed in Advance**

It is the sense of the Board that information and data that is important to the Board's understanding of the business should be distributed in writing to the Board before the Board meets. The Management will make every attempt to see that this material effectively furnishes the desired information.

6) **Presentations**

As a general rule, presentations on specific subjects should be sent to the Board members in advance so that Board meeting time may be conserved and discussion time focused on questions that the Board has about the material. On those occasions in which the subject matter is too sensitive to put on paper, the presentation will be discussed at the meeting.

7) **Attendance of Non-Directors at Board Meeting**

The Chairman and Chief Executive Officer may invite senior officers to regularly attend Board meetings or portions thereof for specific purposes.

8) **Executive Sessions of Independent Directors**

The independent directors will meet in executive session at least twice annually following regular meetings of the Board. The format of these meetings may include a discussion with the Chairman and the Chief Executive Officer on each occasion.

9) **Lead Director Concept**

It is the sense of the Board that a director should be selected by the independent directors to assume the responsibility of chairing the regularly scheduled executive sessions of the independent directors or other responsibilities which the independent directors as a whole might designate from time to time. The Chairperson of the Corporate Governance Committee shall serve in this capacity if no separate selection is made.

10) Board Access to Senior Management and Independent Advisors

Board members have complete access to the Company's Management, legal and internal audit staffs and at the Board's sole discretion, independent advisors.

It is assumed that Board members will use judgment to be sure that this contact is not distracting to the business operations of the Company and that such contact, if in writing, be copied to the Chairman and Chief Executive Officer.

The Board encourages the Management to, from time to time, bring managers into Board meetings who: (a) can provide additional insight into the items being discussed because of personal involvement in these areas, and/or (b) represent managers with future potential that the senior Management believes should be given exposure to the Board.

11) Size of the Board

It is the sense of the Board that a size of 8 to 12 members is about right for the Company in light of its size and the complexity of its businesses.

12) Mix of Inside and Independent Directors

The Board believes that as a matter of policy there should be a substantial majority of independent directors on the Company's Board. The Board is willing to have members of Management, in addition to the Chairman and the Chief Executive Officer, as Directors.

13) Board Definition of What Constitutes "Independence" of Outside Directors

The Board will not consider a director to be independent if the director;

- (a) has a material relationship with the Company;
- (b) is an employee or was within the last three years an employee of the Company or whose immediate family member is or was within the last three years an employee of the Company;
- (c) is or was an executive within the last three years or whose immediate family member is or was an executive within the last three years of an entity on whose compensation committee any

of the Company's executives served,

- (d) received or whose immediate family received more than \$100,000 per year in direct compensation from the Company, other than director and committee fees and pension or other forms of deferred compensation for prior service (provided such compensation is not contingent in any way on continued service) within the last three years;
- (e) is affiliated with or employed by, or whose immediate family member is affiliated with or employed in a professional capacity by, a present or former internal or external auditor of the Company within the last three years;
- (f) is an executive officer or an employee, or whose immediate family member is an executive officer, of a company that makes payments to, or receives payments from, the Company for property or services in an amount which, in any single fiscal year, exceeds the greater of \$1 million, or 2% of such other company's consolidated gross revenues within the last three years; or
- (g) is considered not to be an independent director by relevant statute or regulation. In those instances in which a non-employee director has a relationship with the Company or any of its subsidiaries (either directly or as a partner, shareholder or officer of an organization that has a relationship with the Company or any of its subsidiaries), the Board will determine whether the relationship is material such as to warrant a determination that the director should not be considered independent.

The ownership of stock in the Company by Directors is encouraged and the ownership of a substantial amount of stock by an individual director is not in itself a basis for director to be considered not independent.

14) Directors Who Change Their Present Job Responsibility

It is the sense of the Board that individual directors who change the responsibility they held when they were elected to the Board should volunteer to resign from the Board.

It is not the sense of the Board that the directors who retire or change from the position they held when they came on the board should necessarily leave the Board. There should, however, be an opportunity for the Board via the Corporate Governance Committee, to review the continued appropriateness of Board membership under these circumstances.

When the Chairman, Chief Executive Officer, Chief Operating Officer or other employee director is terminated for any reason or no longer holds their position, resignation from the Board must be offered at the same time. Such resignation may be accepted or rejected by the Board.

15) Succession Planning

There should be an annual report by the Chief Executive Officer to the Board on succession planning.

There should also be available, on a continuing basis, the Chief Executive Officer's recommendation of a successor should the Chief Executive Officer be unexpectedly disabled.

There should be an annual report to the Board by the Chief Executive Officer on the Company's program for Management development.

This report should be given to the Board at the same time as the Succession Planning report.

16) Board Interaction with Institutional Investors, The Press, Customers and Others

The Board believes that the Management speaks for the Company. Individual Board members may, from time to time, meet or otherwise communicate with various constituencies that are involved with the Company. It is expected that Board members would do this with the knowledge of the Management or the entire Board and, absent unusual circumstances, only at the request of Management or the entire Board.

17) Stock Ownership by Non-Employee Directors

Each non-employee director of the Corporation is expected to invest in the Corporation's stock an amount equal to 3 times the amount of annual cash retainer paid to directors, within 5 years of joining the Board of Directors of the Corporation. Directors are encouraged to increase their investment commensurate with any increase in the Annual Retainer. Investments in the Corporation's stock units made through the Directors' Deferred Compensation Plan are considered to be "investments" for purposes of this Item 17.

18) Term Limits

The Board does not believe it should establish term limits. Such limits hold the disadvantage of losing the contributions of directors who have developed, over a period of time, increasing insight into the Corporation, its operations and people. As an alternative to term limits, each director's continuation on the Board is formally reviewed by the Corporate Governance Committee and Chairman and CEO every three years prior to the expiration of the director's 3-year elected term.

19) Director Retirement

Directors who have achieved their 72nd birthday by the date of the annual shareholders' meeting at which they would stand for re-election, will not be eligible to stand for re-election. Directors are encouraged to complete any term begun before their 72nd birthday before retiring from the Corporation's Board of Directors.

20) Appointed Directors

It is the intention of the Board that a director who fills a vacancy in board membership will stand for re-election at the next stockholders' meeting.

21) Board Orientation and Continuing Education

An orientation presentation is provided to each new director to acquaint new directors with the business, to familiarize them with finance, audit and human resources, compliance and other policies, and to acquaint them with other issues relevant to directors. On a periodic basis, continuing education is provided on relevant topics at Board meetings. At a director's discretion, he or she may, with Corporate Governance Committee approval, attend certified continuing education programs at the Company's expense.

22) Evaluation

The Board shall conduct a self-evaluation, an evaluation of individual non-employee directors, an evaluation of each key committee and an evaluation of the CEO, at least annually to assess whether the board, its directors, its committees and CEO are functioning effectively.

The Corporate Governance Committee is responsible to report annually

to the Board an assessment of the Board's, the CEO's and each key committee's overall effectiveness.

23) Service on Other Public Company Boards

It is the sense of the Board that non-employee directors should limit the number of public companies on whose boards they serve to four or fewer. Membership on more than four public company boards by a director of BorgWarner for exceptional reasons requires prior approval by the Corporate Governance Committee or its chairperson.

Directors of BorgWarner are expected to notify the Corporate Governance Committee in writing before accepting election or appointment to any public company board on which they did not serve when appointed to the BorgWarner Board of Directors.

24) Loans to Directors and Executive Officers

It is the policy of the Corporation not to make any personal loans to its directors or executive officers.

25) Ethics and Conflicts of Interest

The Board expects all directors, as well as officers and employees, to act ethically at all times and to adhere to BorgWarner's Code of Ethical Conduct. If an actual or potential conflict of interest arises for a director, the director shall promptly inform the Chairman and the Lead Director. If a significant conflict exists and cannot be resolved, the director should resign. All directors will recuse themselves from any discussions or decisions affecting their personal business interests. Any waiver of the Code of Ethical conduct for a director or CEO, CFO, Treasurer or Controller may be made only by the Board of Directors or the Audit Committee of the Board of Directors.

26) Director Elections

In accordance with the Corporation's Amended and Restated By-Laws, if none of our stockholders provides the Corporation notice of an intention to nominate one or more candidates to compete with the Board's nominees in a Director election, or if our stockholders have withdrawn all such nominations by the tenth day before the Corporation mails its notice of meeting to our stockholders, a nominee must receive more votes cast for than against his or her election or re-election in

order to be elected or re-elected to the Board. The Board expects a Director to tender his or her resignation if he or she fails to receive the required number of votes for re-election. The Board shall nominate for election or re-election as Director only candidates who agree to tender, promptly following the annual meeting at which they are elected or re-elected as Director, irrevocable resignations that will be effective upon (i) the failure to receive the required vote at the next annual meeting at which they face re-election and (ii) Board acceptance of such resignation. In addition, the Board shall fill Director vacancies and new directorships only with candidates who agree to tender, promptly following their appointment to the Board, the same form of resignation tendered by other Directors in accordance with the Board Practice.

If an incumbent Director fails to receive the required vote for re-election, the Corporate Governance Committee will act on an expedited basis to determine whether to accept the Director's resignation and will submit such recommendation for prompt consideration by the Board. The Board expects the Director whose resignation is under consideration to abstain from participating in any decision regarding that resignation. The Corporate Governance Committee and the Board may consider any factors they deem relevant in deciding whether to accept a Director's resignation.