Third Quarter 2019 Results
This presentation, as well as other statements made by Delphi Technologies PLC (the “Company”), contains forward-looking statements that reflect, when made, the Company’s current views with respect to current events, certain investments and acquisitions and financial performance. Such forward-looking statements are subject to many risks, uncertainties and factors relating to the Company’s operations and business environment, which may cause the actual results of the Company to be materially different from any future results.

All statements that address future operating, financial or business performance or the Company’s strategies or expectations are forward-looking statements. Factors that could cause actual results to differ materially from these forward-looking statements are discussed under the captions “Forward-Looking Statements”, “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in the Company’s filings with the Securities and Exchange Commission, including in the Company’s Current Report on Form 8-K filed on October 31, 2019. New risks and uncertainties arise from time to time, and it is impossible for us to predict these events or how they may affect the Company. It should be remembered that the price of the ordinary shares and any income from them can go down as well as up. The Company disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events and/or otherwise, except as may be required by law.

In addition, this presentation includes a description of the Company’s intention to restructure its global technical center footprint and reduce salaried and contract staff. These actions are subject to consultation with employee works councils and other employee representatives.
Q3 2019 highlights

Results impacted by incremental FX/industry challenges, $200m cost transformation plan announced

**Revenue**

$1.0 b  
(-8.0% YoY)

**Adj. Operating income**

$71 m  
(6.9%, down 240bps YoY)

**Adjusted EPS**

$0.56

**Operating cash flow**

$59 m

1. At constant foreign exchange rates, calculated by translating current period net sales in local currency to the U.S. dollar amount by using the currency conversion rate for the prior comparative period
2. Adjusted for restructuring and other special items; see appendix for detail and reconciliation to US GAAP
Market dynamics remain challenging

Global production now expected to decline by approximately 7% in 2019

Shorter-term headwinds and uncertainty continue

**China**
- Q3 production declined by 7% YoY
- Near-term Power Electronics growth impacted by change in NEV credits, ongoing trade/tariff uncertainty, local OEM performance
- ~3% weakening of CNY versus US$ since early August
- Expect Q4 production to decline by ~9% YoY

**Europe**
- Accelerating transition from PC diesel to GDi, Aftermarket softness, focus on regulations
- Softer GDP forecasts in a number of key economies (e.g. Germany)
- Continued Brexit uncertainty
- Expect Q4 production to decline by ~5% YoY (vs prior expectation of ~1% decline)

**North America**
- Weakening CV market – decline expected to accelerate into 2020 (esp. Class 8)
- GM strike impact in Q3 and Q4

 Longer-term outlook remains strong

- More stringent government regulations
- Accelerating shift from PC diesel to GDi
- Accelerating OEM commitment to electrified vehicles, market tipping point expected in 2023-24
- Tremendous long-term CPV and growth opportunity

Source: IHS and internal estimates
Pioneers in electrification

~$3.5 billion in Power Electronics gross bookings YTD in 2019, industry-leading technologies and facilities

New Electronics & Electrification site
(Blonie, Poland)

“Revolutionary inverter technology to double EV range and cut charging times in half”

In partnership with:

Delphi Technologies inverters will utilize Wolfspeed® silicon carbide-based MOSFETs
Transformation plan highlights

Three-year, $200 million restructuring plan to accelerate long-term profitable growth

- Targeting **more than $150m** in cost savings in 2022, **payback close to 1 year**

- Exiting **9 R&D sites**, **more than 2,000 headcount reduction** expected by 2022 (>10% of total company)

- **Combination of engineering footprint consolidation** and overall **SG&A reductions**.

- **Realignment of regional footprint** and cost structure, aligned with **customer and company needs** to support **future growth**

- Expected to support **long-term margin expansion**, with **continued investment in key technologies**

- Expected to deliver **significant long-term free cash flow** and **ROIC improvements**
Transforming our engineering footprint

6 global Centers of Excellence and 8 regional Application Centers, focused on growth technologies

Initial tech center count 23
Exiting sites (4 in EU, 2 in NA, 2 in APAC, 1 in SA) (9)
Remaining sites 14

Center of Excellence (COE) 6
Application Center 8

Key:
FIS = Fuel Injection Systems
E&E = Electronics & Electrification
PTP = Powertrain Products
Center of Excellence (COE) = Core product development
Application Center = Applies core designs in regional applications
Executing on key operational initiatives

Focused on consistent execution to support cash performance and future growth opportunities

- On track to complete full transition to standalone company by Q1 2020, key milestones hit in Q3
- Consistent improvement in GDi profitability throughout 2019, focus on readiness for 2020-21 launches
- Continue to invest in pioneering technology in key areas of the portfolio (e.g. next gen inverters, 500 bar GDi)
- Leveraging progress of Aftermarket team for accelerated global growth
- New talent, transition to common processes & systems (LEAN, IT) focused on cashflow improvements
- Ahead of schedule to complete initial SG&A restructuring (~200 positions)
The pioneers in propulsion

Our vision
To be the pioneers in propulsion technologies, solutions and services.

Our mission
To make vehicles drive cleaner, better and further while being the partner of choice for all stakeholders.

Our values
Transparency  Inclusion  Excellence  Respect

Our vision, mission and values guide our strategic direction
# Q3 2019 vs Q3 2018

<table>
<thead>
<tr>
<th>$ millions except per share amounts</th>
<th>Q3 2019</th>
<th>Q3 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>$1,033</td>
<td>$1,159</td>
</tr>
<tr>
<td>Adjusted growth %(^1)</td>
<td>(8.0)%</td>
<td>(0.8)%</td>
</tr>
<tr>
<td><strong>Adjusted operating income</strong>(^2)</td>
<td>$71</td>
<td>$108</td>
</tr>
<tr>
<td>Adjusted operating margin %(^2)</td>
<td>6.9%</td>
<td>9.3%</td>
</tr>
<tr>
<td><strong>Adjusted earnings per share</strong>(^2)</td>
<td>$0.56</td>
<td>$0.72</td>
</tr>
<tr>
<td><strong>Operating cash flow</strong></td>
<td>$59</td>
<td>$54</td>
</tr>
</tbody>
</table>

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## Q3 financial highlights

**Year-on-year adj. revenue decline**

- Global vehicle production down ~4%
- Growth in GDi and Aftermarket
- Offset by lower PC diesel
- PE decline due to transitional headwinds and overall market weakness in China

**Year-on-year adj. operating margin decline**

- Unfavorable product mix
- Lower global production
- Higher D&A, commodity and tariff-related costs
- Partially offset by lower engineering and ongoing SG&A cost initiatives

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1. At constant foreign exchange rates
2. Adjusted for restructuring and other special items; see appendix for detail and reconciliation to US GAAP
Q3 2019 revenue performance

Year-on-year decline driven primarily by lower global production and program mix

Revenue
$ millions

Q3 2018 | Price | Volume | FX | Adjusted Year-over-Year Growth | Q3 2019
--- | --- | --- | --- | --- | ---
$1,159 | $(9) | $(84) | $(33) | $(6)% | $1,033

Regional growth
Adjusted year-on-year growth

N. America
28% of revenue
(7)% Adj,
(7)% GoM
Europe
44% of revenue
(6)% Adj,
(6)% GoM
S. America
3% of revenue
(7)% Adj,
(3)% GoM
China
18% of revenue
(15)% Adj,
(8)% GoM

1. At constant foreign exchange rates
2. GoM – growth over market
3. Percent of revenue as of FY 2018
Q3 2019 adj. operating income performance

Year-on-year decline primarily due to unfavorable mix and lower volume

Adjusted operating income\(^1\)

$ millions

Q3 2018  
$108  
9.3%

Price  
$(9)

Performance/Vol/Mix  
$(13)

FX/Commodities  
$1

D&A/other  
$(14)

Q3 2019  
$71  
6.9%

\(^{(240)}\) bps\(^1\)

Financial highlights

Year-on-year decline driven by:

- Unfavorable mix (primarily GDi versus PC diesel)
- Lower global industry production, particularly in China
- Higher D&A
- Higher commodity and tariff-related costs
- Partially offset by:
  - Operational performance
  - Lower engineering spend
  - Ongoing cost control initiatives

1. Adjusted for restructuring and other special items; see appendix for detail and reconciliation to US GAAP
Powertrain Systems segment highlights

Revenue growth in GDi, offset by lower passenger car diesel and China sales

Revenue $ millions
- $1,017 (Q3 2018)
- $888 (Q3 2019)

Adjusted operating income $ millions
- $92 (Q3 2018)
- $49 (Q3 2019)

Q3 financial highlights

Revenue
- GDi growth of ~8%
- Passenger car diesel decline of ~35%
- Power Electronics decline of ~15%
- Commercial Vehicle decline of ~1%

Adjusted operating margin
- Year-on-year decline due to:
  - Unfavorable mix and lower volumes
  - Higher D&A
  - Higher commodity and tariff-related costs
  - Partially offset by operational performance, lower engineering spend and ongoing cost control initiatives

1. At constant foreign exchange rates
2. Adjusted for restructuring and other special items; see appendix for detail and reconciliation
Aftermarket segment highlights

Consistent focused strategy delivering strong margin improvement

Q3 financial highlights

Revenue
✓ ~2% year-on-year adjusted growth
  ▪ Higher sales to independent aftermarket customers
  ▪ Offset partially by lower OES sales, consistent with focused strategy, and a softening within Europe

Adjusted operating margin
✓ 290 bps year-on-year margin expansion
  ▪ Improvements from ongoing operational initiatives
  ▪ Partially offset by higher tariff-related costs

Revenue
$ millions
Q3 2018: $217
Q3 2019: $214

Adjusted operating income
$ millions
Q3 2018: $16
Q3 2019: $22

1. At constant foreign exchange rates
2. Adjusted for restructuring and other special items; see appendix for detail and reconciliation
## Updated FY 2019 outlook

Adjusting for lower industry production, incremental diesel and GM strike headwinds

### $ millions except per share amounts

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 outlook</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Updated</td>
<td>Prior</td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>$4,300 - $4,325</td>
<td>$4,425 - $4,475</td>
<td></td>
</tr>
<tr>
<td>Adjusted growth&lt;sup&gt;1&lt;/sup&gt;</td>
<td>(8)% – (7.5)%</td>
<td>(6)% – (5)%</td>
<td></td>
</tr>
<tr>
<td>Adjusted operating income margin&lt;sup&gt;2&lt;/sup&gt;</td>
<td>7.0% – 7.2%</td>
<td>~8%</td>
<td></td>
</tr>
<tr>
<td>Adjusted earnings per share&lt;sup&gt;2&lt;/sup&gt;</td>
<td>$2.25 - $2.35</td>
<td>$2.65 - $2.85</td>
<td></td>
</tr>
<tr>
<td>Operating cash flow</td>
<td>$235 - $250</td>
<td>$280 - $310</td>
<td></td>
</tr>
<tr>
<td>Restructuring cash</td>
<td>$60 - $70</td>
<td>$30 - $35</td>
<td></td>
</tr>
</tbody>
</table>

### Other outlook metrics

- Restructuring charges $110-$140m (prior $35-$45m)
- One-time separation costs ~$45m (prior $45-$50m)
- Capital expenditures $350-$360m (prior $315-$325m)
- Adjusted tax rate ~19% (prior ~18%)

### Select macro assumptions

- Global production down ~7% (prior down ~5%)
  - China down ~11% (prior down ~12%)
  - Europe down ~4% (prior down ~3%)
  - North America down ~4% (prior down ~2%)
- EUR/USD $1.12 (unchanged)
- USD/CNY $6.90 (prior $6.85)
- GBP/USD $1.25 (unchanged)

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1. At constant foreign exchange rates
2. Adjusted for restructuring and other special items; see appendix for detail and reconciliation to US GAAP. FY2019 EPS outlook does not reflect any potential impact from share repurchases

We do not provide forward-looking operating income, net income per share or effective tax rate on a U.S. GAAP basis, or a quantitative reconciliation of these forward-looking non-GAAP financial measures to the most directly comparable U.S. GAAP financial measures, due to the difficulty in predicting with a reasonable degree of certainty extraordinary expenses that we may incur, or extraordinary benefits that we may realize, during the financial outlook period presented. These items are uncertain, depend on various factors, and could have a material impact on U.S. GAAP reported results during the financial outlook period presented.
Updated H2 2019 vs H1 2019 adj. margin profile

Delphi Technologies specific initiatives on track, offset by incremental external pressures

H2 2019 adj. margin¹ walk

Adjusted margin performance drivers

Delphi Technologies initiatives
- Expected dollar value consistent with prior outlook
  - ~1/3 from H2 reduction in engineering spend
  - ~1/3 from lower spin costs (e.g. duplicate costs) and other ongoing SG&A initiatives
  - ~1/3 from material and manufacturing improvements, offset partially by higher D&A

Market/macro headwinds
- ~200 bps of additional pressures versus prior outlook
  - 50% from lower commercial vehicle in Europe, North America and India
  - 25% from lower PC diesel primarily in India
  - 25% related to GM strike and FX

1. Adjusted for restructuring and other special items
Transformation plan timeline

Targeting >$150m in cost savings in 2022, cash flow benefit of ~$300m through 2023

Estimated restructuring cost and savings

$ millions

<table>
<thead>
<tr>
<th>Year</th>
<th>Restructuring cash</th>
<th>Incremental savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>~$35</td>
<td>&lt;$5</td>
</tr>
<tr>
<td>2020</td>
<td>~$75</td>
<td>~$50</td>
</tr>
<tr>
<td>2021-22</td>
<td>~$90</td>
<td>~&gt;100</td>
</tr>
<tr>
<td>Total</td>
<td>~$200</td>
<td>~&gt;150</td>
</tr>
</tbody>
</table>

Overhead cost reduction details

Restructuring plan details

✓ ~$200m cost through 2022
✓ Funding supported by suspension of share repurchase program
✓ Average payback close to 1 year
✓ >2,000 total headcount reduction

Total cost savings >$150m

✓ ~$50m adjusted operating income benefit in 2020
✓ >$150m of cost savings in 2022
  ▪ ~80% in Engineering
  ▪ ~10% in SG&A
  ▪ ~10% operations
Initial FY2020 outlook

Continued macro headwinds, net restructuring benefits, significantly improved cash generation

Key factors impacting 2020 outlook relative to 2019 outlook

Versus 2019 outlook

2020 adj. revenue
- LV production
- CV production
- PC diesel
- Other powertrain parts

2020 adj. op. margin
- Lower industry production
- Incremental mix headwind
- Higher D&A
- Annualized tariff costs

2020 free cash flow
- Market/macro softness

1. Not to scale
2. At constant foreign exchange rates
3. Adjusted for restructuring and other special items
FY2020 free cash flow opportunities

Expect year-on-year improvement in FCF from company-specific initiatives

Estimated YoY cash contribution from Delphi Technologies initiatives
$ millions

- Capex: $90 – $100
- Net restructuring benefit: $40 – $45
- Separation costs: $35 – $40
- Pension contribution/other: $10 – $15
- Total: $175 – $200

2020 free cash flow drivers

Delphi Technologies initiatives detached from market/macro
- Reduction in capex spend
- Net benefit from restructuring actions
- Absence of one-time separation costs
- Lower pension cash contribution
- LEAN manufacturing initiatives

Other drivers influenced by market/macro
- Working capital
- Volume/mix
- FX
Q&A
Appendix
Non-GAAP reconciliation: Net income to Adj. op. income

($ millions)

<table>
<thead>
<tr>
<th>Delphi Technologies</th>
<th>Q3 2019</th>
<th>Q3 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income attributable to Delphi Technologies</td>
<td>$14</td>
<td>$39</td>
</tr>
<tr>
<td>Net income attributable to noncontrolling interest</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td><strong>$17</strong></td>
<td><strong>$43</strong></td>
</tr>
<tr>
<td>Equity income, net of tax</td>
<td>(1)</td>
<td>-</td>
</tr>
<tr>
<td>Income tax expense</td>
<td>21</td>
<td>12</td>
</tr>
<tr>
<td>Other (income) expense, net</td>
<td>(8)</td>
<td>6</td>
</tr>
<tr>
<td>Interest expense</td>
<td>16</td>
<td>20</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td><strong>$45</strong></td>
<td><strong>$81</strong></td>
</tr>
<tr>
<td>Restructuring</td>
<td>13</td>
<td>5</td>
</tr>
<tr>
<td>Separation costs(^1)</td>
<td>10</td>
<td>22</td>
</tr>
<tr>
<td>Asset impairments</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Pension charges(^2)</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted operating income</strong></td>
<td><strong>$71</strong></td>
<td><strong>$108</strong></td>
</tr>
</tbody>
</table>

1 Separation costs include one-time incremental expenses associated with becoming a stand-alone publicly-traded company.
2 Pension charges include additional contributions to defined contribution plans, other payments to impacted employees and other related expenses resulting from the freeze of future accruals for nearly all U.K. defined benefit pension plans.

Adjusted Operating Income is presented as a supplemental measure of the Company's financial performance which management believes is useful to investors in assessing the Company's ongoing financial performance that, when reconciled to the corresponding U.S. GAAP measure, provides improved comparability between periods through the exclusion of certain items that management believes are not indicative of the Company's core operating performance and which may obscure underlying business results and trends. Our management utilizes Adjusted Operating Income in its financial decision making process to evaluate performance of the Company and for internal reporting, planning and forecasting purposes. Management also utilizes Adjusted Operating Income as the key performance measure of segment income or loss and for planning and forecasting purposes to allocate resources to our segments, as management also believes this measure is most reflective of the operational profitability or loss of our operating segments. Adjusted Operating Income is defined as net income before interest expense, other (income) expense, net, income tax expense, equity income, net of tax, restructuring, separation costs, asset impairments and pension charges. Not all companies use identical calculations of Adjusted Operating Income, therefore this presentation may not be comparable to other similarly titled measures of other companies. The Company’s outlook was determined using a consistent manner and methodology.
Reconciliation: Segment adjusted operating income

($ millions)

### Powertrain Segment

<table>
<thead>
<tr>
<th></th>
<th>Q3 2019</th>
<th>Q3 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>$26</td>
<td>$66</td>
</tr>
<tr>
<td>Restructuring</td>
<td>12</td>
<td>9</td>
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<tr>
<td>Separation costs¹</td>
<td>8</td>
<td>17</td>
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<tr>
<td>Asset impairments</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Pension charges²</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted operating income</strong></td>
<td><strong>$49</strong></td>
<td><strong>$92</strong></td>
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### Aftermarket Segment

<table>
<thead>
<tr>
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<th>Q3 2018</th>
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<tbody>
<tr>
<td>Operating income</td>
<td>$19</td>
<td>$15</td>
</tr>
<tr>
<td>Restructuring</td>
<td>1</td>
<td>(4)</td>
</tr>
<tr>
<td>Separation costs¹</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Asset impairments</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Adjusted operating income</strong></td>
<td><strong>$22</strong></td>
<td><strong>$16</strong></td>
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### Non-GAAP reconciliation: Adjusted net income

($ millions, except per share amounts)

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<tbody>
<tr>
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<td>$39</td>
</tr>
<tr>
<td>Adjusting items:</td>
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<tr>
<td>Restructuring</td>
<td>13</td>
<td>5</td>
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<tr>
<td>Separation costs(^1)</td>
<td>10</td>
<td>22</td>
</tr>
<tr>
<td>Asset impairments</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Pension charges(^2)</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>Tax adjustments(^3)</td>
<td>9</td>
<td>(2)</td>
</tr>
<tr>
<td>Adjusted net income attributable to Delphi Technologies</td>
<td>$49</td>
<td>$64</td>
</tr>
<tr>
<td>Weighted average number of diluted shares outstanding</td>
<td>86.91</td>
<td>88.97</td>
</tr>
<tr>
<td>Diluted net income per share attributable to Delphi Technologies</td>
<td>$0.16</td>
<td>$0.44</td>
</tr>
<tr>
<td>Adjusted net income per share</td>
<td>$0.56</td>
<td>$0.72</td>
</tr>
</tbody>
</table>

\(^1\) Separation costs include one-time incremental expenses associated with becoming a stand-alone publicly-traded company.

\(^2\) Pension charges include a one-time plan curtailment charge, additional contributions to defined contribution plans, other payments to impacted employees and other related expenses resulting from the freeze of future accruals for nearly all U.K. defined benefit pension plans.

\(^3\) Represents an adjustment to income tax expense related to the tax impact of a one-time intercompany transaction, changes in tax law recognized at the date of enactment, adjustments to provisional amounts recorded in 2017 related to the U.S. Tax Cuts and Jobs Act and the income tax impacts of the adjustments made for restructuring and other special items by calculating the anticipated income tax impact of these items using the appropriate tax rate for the jurisdiction where the charges were incurred.

Adjusted Net Income and Adjusted Net Income Per Share, which are non-GAAP measures, are presented as supplemental measures of the Company’s financial performance which management believes are useful to investors in assessing the Company’s ongoing financial performance that, when reconciled to the corresponding U.S. GAAP measure, provide improved comparability between periods through the exclusion of certain items that management believes are not indicative of the Company’s core operating performance and which may obscure underlying business results and trends. Management utilizes Adjusted Net Income and Adjusted Net Income Per Share in its financial decision making process to evaluate performance of the Company and for internal reporting, planning and forecasting purposes. Adjusted Net Income is defined as net income attributable to Delphi Technologies before restructuring and other special items, including the tax impact thereon. Adjusted Net Income Per Share is defined as Adjusted Net Income divided by the weighted average number of diluted shares outstanding for the period. Not all companies use identical calculations of Adjusted Net Income and Adjusted Net Income Per Share, therefore this presentation may not be comparable to other similarly titled measures of other companies. The Company’s outlook was determined using a consistent manner and methodology.