Forward-looking statements

This presentation, as well as other statements made by Delphi Automotive PLC (the “Company”), contain 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 “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. 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.
Macro trends create challenges for our customers…

- Regulated Active Safety growing with increased consumer awareness
- Best-value electrification required to meet step function change in regulation
- IoT driving connected car to new levels & creating new challenges

**More safe**

![NHTSA and Euro NCAP](image)

- Passive
- Active
- Active – regulated and incentivized

**More green**

![CO₂ emissions chart](image)

- EU 95
- US 90
- CH 117

**More connected**

- Connectivity
  - Validating 5.9GHz standard for Dedicated Short-Range Radio Communication (DSRC)
- Cybersecurity
  - Auto Information Sharing and Analysis Center (ISAC) developing process to share & fix vulnerabilities
- Big Data
  - OEMs enabled to collect but not personalize information

... And growth opportunities for Delphi
Strategic priorities

Disciplined revenue growth
- Enhance portfolio of market relevant products
- Balanced regional growth
- Further diversify customer base and platform mix

Cost structure optimization
- Continue footprint rotation to best cost countries
- Further integrate EOS across the enterprise
- Increase leverage in operating model

Increase cash flow
- Maintain investment grade ratings
- Continue investment in organic and acquisition growth
- Return cash to shareholders

Focused on delivering increased shareholder value
Safe, green and connected technology trends

China Emissions: 117 CO₂ g/km – 2020

EU Emissions: 95 CO₂ g/km – 2021

US Fuel economy: 54.5 mpg – 2025

2010
Assisted automation

2015
ADAS expansion

2020
Semi automated

2025
Fully automated

Increasing levels of electrification

Electrical architecture is an enabler

Increasing levels of software and connectivity

Brought-in connectivity

Smartphone integration

Full cloud connectivity

Vehicle as a device

More…

Safe, Green and Connected solutions are converging
### Key auto growth trends

<table>
<thead>
<tr>
<th>Automated driving</th>
<th>Electrification/fuel efficiency</th>
<th>Connectivity</th>
<th>Software</th>
<th>Big data and analytics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sensors: radar, vision, LiDAR</td>
<td>Control algorithms</td>
<td>Telematics</td>
<td>Modular design</td>
<td>Data-driven business models</td>
</tr>
<tr>
<td>Driving algorithms</td>
<td>Power Electronics</td>
<td>Service offerings</td>
<td>New business models</td>
<td>Operational improvements</td>
</tr>
</tbody>
</table>

### Vehicle nervous system

**Vehicle brain**
- Infotainment / display, automated driving
- Safety hardware & software
- Control hardware & software
- Data analytics
- Fuel & air management

**Vehicle nerve center**
- Sensors
- V2X / telematics
- Wiring
- Connectors
- Cable management

---

**Electrical architecture is the nervous system of the vehicle**

Enables the integration of vehicle systems
Vehicle complexity increasing

2015

- Primarily 12V powering the vehicle systems
- Exchanges ~15,000 different pieces of data in the blink of an eye
- 280 connections to manage power, diagnostics and signal communication
- 1.5 miles of cabling per vehicle

2020+

- Increase in Electrification – up to 600V
- Will exchange ~100,000 different pieces of data in the blink of an eye
- 25% increase in connections – up to 350
- 67% increase in cabling – up to 2.5 miles
- 233% increase in diagnostics – up to 1000
- 25% increase in connections
- 300 diagnostic parameters, monitoring system performance
- 280 connections to manage power, diagnostics and signal communication

Future solutions require increased content per vehicle
Active safety evolving to include more automation

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Safety Benefit</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>No automation</td>
<td>100%</td>
<td>1x</td>
</tr>
<tr>
<td>1</td>
<td>Function-specific automation</td>
<td>10x</td>
<td>10x</td>
</tr>
<tr>
<td>2</td>
<td>Combined function automation</td>
<td>10x</td>
<td>10x</td>
</tr>
<tr>
<td>3</td>
<td>Limited self-driving automation</td>
<td>10x</td>
<td>10x</td>
</tr>
<tr>
<td>4</td>
<td>Full self-driving automation</td>
<td>10x</td>
<td>10x</td>
</tr>
</tbody>
</table>

Driver is in complete control of vehicle
Automation of one or more control functions
Automation of two or more control functions
Driver able to cede full control of all safety-critical functions under certain conditions
Driver able to cede full control of all safety-critical functions for an entire trip

Level 2 automation delivers 80% of the benefit for 20% of the cost of level 4

Note: Levels of vehicle automation as defined by NHTSA
Automated Mobility on Demand (AMoD)

Key accelerators driving early adoption of commercial Automated Mobility solutions

- **Market driver**
  - Motivated by economics rather than safety or convenience

- **Governance**
  - Simplified regulatory and legal environment at the local level vs. federal/state

- **Mobility profile**
  - Limited use cases in commercial applications in contrast with the consumer market

AMoD accelerating adoption
Singapore Automated Mobility Pilot

Delphi integrates active safety and automated features

Delphi Cloud provides key data and service connections to MoD ecosystem

Leveraging our automated driving platform solutions
Regulations becoming increasingly stringent

### NO\textsubscript{x} emissions regulations

<table>
<thead>
<tr>
<th>Year</th>
<th>EU</th>
<th>US</th>
<th>China</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>0.6</td>
<td>0.6</td>
<td>0.6</td>
</tr>
<tr>
<td>2010</td>
<td>0.4</td>
<td>0.4</td>
<td>0.4</td>
</tr>
<tr>
<td>2020</td>
<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
</tr>
<tr>
<td>2030</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>

**Improvement '05 to '21**
- EU: 84%
- US: 72%
- China: 84%
- India: 64%

### CO\textsubscript{2} regulations

- **EU**: ~27% reduction '15 to '21
- **US**: ~39% reduction '15 to '25
- **China**: ~28% reduction '15 to '20

### Innovative solutions to reduce CO\textsubscript{2}

- Baseline: 4-cyl. turbo GDi with dual cam phasing
- Full hybrid + turbo GDi + VVA (Initial entry)
- Full hybrid + turbo diesel (Initial entry)
- Turbo GDi + VVA
- Turbo GDi + VVA + 48V mild hybrid
- Turbo diesel + 48V mild hybrid
- Turbo diesel

Note: EU emissions – 95 CO\textsubscript{2} g/km by 2021
US fuel economy – 54.5 mpg by 2025

Delphi’s Powertrain technologies solving more stringent demands
Electrification expected to grow…

Hybrids increase in the next 10 years: ~22M by 2025

- 48V mild hybrids
- Full hybrids
- Electric vehicles
- Alternative fuels
- Diesel
- GDi gasoline
- PFI gasoline

... Adding power to internal combustion engines

Source: IHS July 2016
Select electrification customer awards

Delivering improved functionality, better performance, greater efficiency

<table>
<thead>
<tr>
<th>Company</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>TESLA</td>
<td>Electrical architecture wins on all current production models</td>
</tr>
<tr>
<td>FORD</td>
<td>Gen-4 global platform ... Battery pack wiring system</td>
</tr>
<tr>
<td>CHEVROLET</td>
<td>Volt &amp; Bolt … A broad portfolio of electrical architecture</td>
</tr>
<tr>
<td>Leading European OEM Hybrid</td>
<td>Leading European OEM Hybrid ... 48V electrical system</td>
</tr>
</tbody>
</table>

Electrification ... CAGR ~ 50%¹

¹ 2015-2018; adjusted for FX and commodities
Creating intelligent electrification with Delphi’s 48V solution

<table>
<thead>
<tr>
<th>48V electrification</th>
<th>Enabling intelligent electrification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimized electrical architecture is the foundation</td>
<td>Improved functionality, better performance, greater efficiency</td>
</tr>
<tr>
<td><strong>Builds on electrical solution competency</strong></td>
<td><strong>Software, software, software...</strong></td>
</tr>
<tr>
<td>• Includes electrical architecture, power electronics and management</td>
<td></td>
</tr>
<tr>
<td><strong>Designs a custom vehicle architecture</strong></td>
<td><strong>Optimized electrification architecture</strong></td>
</tr>
</tbody>
</table>
| • Maximizes the use of power, moving high load components to 48V & incorporating all desired comfort, convenience & functional features | Fuel injection systems  
Engine control  
Valve Train & engine sensors  
DC/DC converter  
Connected Infotainment  
Active Safety |
| **Incorporates Delphi’s suite of products** | |

48V solution solving customers challenges
Electrification increases Delphi content per vehicle (CPV)

Powertrain Management
- Supervisory controller
- Supervisory software
- Inverter
- Combined inverter/converter
- 48V Driver module

Electrical System
- 48V fusing & distribution
- High power & voltage connectors
- High voltage shielded cable
- DC/DC converter

Battery Management
- Charging inlets and cables
- Internal battery connections
- 12V battery monitor
- Battery pack controller
- On-board charger

Increasing levels of electrification:
- Gasoline ICE
  - 1x CPV$
- 48V Mild Hybrid (System Integration)
  - 4x CPV$
- Full Hybrid (HEV)
  - 5x CPV$
- Plug-in Hybrid (PHEV)
  - 7-8x CPV$
- Electric Vehicle (EV)
  - 7-8x CPV$

Comprehensive portfolio enables vehicle electrification

Source: Content per vehicle Delphi estimate, 2015
More safe, more green, more connected...

Influence of Silicon Valley

...Requires more advanced software capabilities
## Strengthening technology portfolio

### Areas of focus

<table>
<thead>
<tr>
<th>Strategic</th>
<th>Operating</th>
<th>Financial</th>
</tr>
</thead>
</table>
| • Enhance competitive position  
• Strengthen product portfolio  
• Diversify customer and regional mix | • Solid operating systems  
• Strong management team and cultural fit  
• High confidence integration plan | • Enhance growth and return profile  
• Accretive to earnings and return profile  
• Improve cash flow characteristics |

Continue to pursue strategic transactions that enhance value
Financial strategy remains unchanged

**Disciplined revenue growth**
- Enhance portfolio of market relevant products
- Continue rotation to high growth regions
- Further diversify customer base and platform mix

**Cost structure optimization**
- Continue footprint rotation to best cost countries
- Maintain flexibility of workforce
- Increase engineering investment to support growth

**Increase cash flow**
- Maintain investment grade credit ratings
- Increase investment in organic and acquisition growth
- Return cash to shareholders

*Deliver industry-leading shareholder returns*
## Performance highlights 2010-2016

### Revenue

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2016E</th>
</tr>
</thead>
<tbody>
<tr>
<td>($ billions)</td>
<td>$12.3</td>
<td>$16.4</td>
</tr>
</tbody>
</table>

**CAGR\(^1\) = 5%**

### Operating income\(^2\)

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2016E</th>
</tr>
</thead>
<tbody>
<tr>
<td>($ billions)</td>
<td>$1.1</td>
<td>$2.2</td>
</tr>
</tbody>
</table>

**CAGR = 12%**

### EPS\(^3\)

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2016E</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0.84</td>
<td>$6.00</td>
</tr>
</tbody>
</table>

**CAGR = 39%**

---

1. Adjusted for FX, commodities, the E&S divestiture and significant historical acquisitions
2. Adjusted for restructuring and other special items; see appendix for detail
3. 2016E adjusted for restructuring and other special items; see appendix for detail

Note: All financial results contained within this presentation exclude Thermal
2011-2015 capital allocation

- ~$750 in dividends
- ~$2,000 in Capex
- ~$2,500 in Share repurchases
- ~$1,300 in M&A

Capital deployment drives shareholder returns

- **Capital Expenditures 35-40%**
  - Supporting customer launches
  - Technology tools for increasing business efficiency
  - Further optimizing global footprint

- **Dividends 10-15%**
  - Increased dividend payout to ~15% of operating cash flow
  - Increased annual dividend to $1.16

- **M&A and share repurchases 45-55%**
  - Portfolio modifications strengthen competitive position
  - Pursue strategic transactions that enhance value
  - $1.5B share repurchase authorization

~$4.6B cash returned to shareholders 2011 – 2016YTD

Capital deployment
Value enhancing portfolio modifications

Transactions have increased shareholder value

Acquisition □ Divestiture □ Investment

2014
- Expanded connectivity products portfolio

2015
- Software for dynamic cylinder deactivation
- Enhanced position in electrical architecture
- Solid state LiDAR startup
- Software-as-a-service for data management
- ControlTEC

2016
- Multi-layer 3D display technology
- Thermal divestiture China JV
- Refocused core portfolio

2014
- Unwired

2012
- Strengthened leading position in connectors

2015
- Reception Systems divestiture
- Thermal divestitures Wholly owned and Korean JV
- Refocused core portfolio
## Portfolio realignment

<table>
<thead>
<tr>
<th>Company</th>
<th>Acquisition/divestiture date</th>
<th>2015-2018 revenue CAGR</th>
<th>2015-2018 EBITDA Margins</th>
<th>Synergy achievement</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>MVL</td>
<td>Q4 2012</td>
<td>~5%</td>
<td>~30%</td>
<td>1.5x</td>
<td>EBITDA margins over plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Synergies in excess of plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q4 2014</td>
<td>~30%</td>
<td>~20%</td>
<td>1.5x</td>
<td>Bookings ahead of plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Revenue growth well over plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Synergies in excess of plan</td>
</tr>
<tr>
<td></td>
<td>Q4 2014</td>
<td>~20%</td>
<td>~40%</td>
<td>1.0x</td>
<td>Bookings ahead of plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Synergies in line with plan</td>
</tr>
<tr>
<td>Thermal¹</td>
<td>Q2 2015</td>
<td>~10%</td>
<td>~10%</td>
<td>N/A</td>
<td>Non-core divestiture to focus on higher margin segments</td>
</tr>
<tr>
<td>Reception Systems¹</td>
<td>Q3 2015</td>
<td>~(25%)</td>
<td>~5%</td>
<td>N/A</td>
<td>Divestiture refocuses E&amp;S portfolio</td>
</tr>
<tr>
<td>CONTROLTEC</td>
<td>Q4 2015</td>
<td>~40%</td>
<td>~45%</td>
<td>N/A²</td>
<td>Penetrating new customers and expanding into new lines of business</td>
</tr>
<tr>
<td>HellermannTyton</td>
<td>Q4 2015</td>
<td>~10%</td>
<td>~20%</td>
<td>1.0x</td>
<td>Bookings ahead of plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Revenue growth over plan</td>
</tr>
</tbody>
</table>

**Note:** MVL includes Connection Systems product line results

1. Thermal and Reception Systems represent projection estimates prior to divestiture
2. Cost synergies not included in investment thesis; revenue synergies not quantified at time of transaction

---

**Delivering incremental value through seamless execution**
## HellermannTyton

### Highlights

<table>
<thead>
<tr>
<th>Rationale</th>
<th>Future opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Worldwide leader in cable management solutions</td>
<td>• Broad portfolio of highly engineered solutions</td>
</tr>
<tr>
<td>• Strengthens leadership in electrical architecture</td>
<td>• Market leader with worldwide brand</td>
</tr>
<tr>
<td>• End-market expansion opportunity</td>
<td>• Diversified regional, customer and end-market revenues</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Integration</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Integration progressing ahead of plan</td>
<td>• Strong track record of revenue and earnings growth</td>
</tr>
<tr>
<td>• Synergies tracking ahead of plan</td>
<td></td>
</tr>
<tr>
<td>• $0.15 accretive to 2016 EPS</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financials</th>
<th>Sales growth$^1$ (2015-18 CAGR)</th>
<th>EBITDA multiple with synergies</th>
<th>Synergies (full run rate)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>~10%</td>
<td>9x</td>
<td>~$50M</td>
</tr>
</tbody>
</table>

**Strengthening our leadership in electrical architectures**

---

1. Adjusted for FX and commodities; includes synergies
2. Management estimates of served market for plastic fixings & fasteners
## Control-Tec

<table>
<thead>
<tr>
<th>Highlights</th>
<th>Future opportunities</th>
</tr>
</thead>
</table>
| **Rationale** | • Expanding usage with global OEMs  
                      • One system servicing multi-domains simultaneously |
| • Broadens our “Big Data” capabilities  
  • Leverages real-time data and the cloud  
  • Accelerating Powertrain development cycle | |
| **Integration** | |
| • Penetrating new customers  
  • Expanding into new lines of business  
  • Enhancing analytics for critical AD data | |
| **Financials** | |
| Sales 2016 | ~$40M |
| Growth (CAGR) | 40% |
| EBITDA Margins | 45% |

---

**Strengthening our software and “Big Data” capabilities**
Delphi investment thesis

Portfolio management
- Portfolio aligned to megatrends
- Increasing exposure to key technologies
- Global scale and reach for key markets

Organic growth acceleration
- Targeted market penetration
- Well positioned for key customers in region
- Track record of growing >2x the market

Margin expansion
- Optimized cost structure
- Enterprise operating system advancements
- Flexible global footprint adaptation

Capital allocation
- Balanced, predictable cash deployment
- Laser-focused on shareholder return
- Essential, accretive portfolio enhancements

Delivering value is at the core of what we do
Making it possible.
Appendix
## Non-US GAAP financial metrics

<table>
<thead>
<tr>
<th>($ millions)</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income attributable to Delphi</td>
<td>$631</td>
</tr>
<tr>
<td>Income tax expense</td>
<td>$226</td>
</tr>
<tr>
<td>Interest expense</td>
<td>$30</td>
</tr>
<tr>
<td>Other (income) expense, net</td>
<td>($35)</td>
</tr>
<tr>
<td>Noncontrolling interest</td>
<td>$72</td>
</tr>
<tr>
<td>Equity income, net of tax</td>
<td>($6)</td>
</tr>
<tr>
<td>Income from discontinued operations, net of tax</td>
<td>($64)</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>$854</td>
</tr>
<tr>
<td>Restructuring</td>
<td>$173</td>
</tr>
<tr>
<td>Other acquisition and portfolio project costs</td>
<td>-</td>
</tr>
<tr>
<td>Asset impairments</td>
<td>$9</td>
</tr>
<tr>
<td>(Gain) loss on business divestitures, net</td>
<td>-</td>
</tr>
<tr>
<td>Other transformation and rationalization costs</td>
<td>$48</td>
</tr>
<tr>
<td><strong>Adjusted operating income</strong></td>
<td>$1,084</td>
</tr>
</tbody>
</table>

The company’s guidance was determined using a consistent manner and methodology.
## Non-US GAAP financial metrics

<table>
<thead>
<tr>
<th>($ millions)</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income attributable to Delphi</td>
<td>$1,450</td>
</tr>
<tr>
<td>Income from discontinued operations attributable to Delphi, net of tax</td>
<td>($262)</td>
</tr>
<tr>
<td><strong>Income from continuing operations attributable to Delphi</strong></td>
<td>$1,188</td>
</tr>
<tr>
<td>Adjusting items:</td>
<td></td>
</tr>
<tr>
<td>Restructuring</td>
<td>$177</td>
</tr>
<tr>
<td>Other acquisition and portfolio project costs</td>
<td>$47</td>
</tr>
<tr>
<td>Asset impairments</td>
<td>$16</td>
</tr>
<tr>
<td>(Gain) loss on business divestitures, net</td>
<td>$8</td>
</tr>
<tr>
<td>Debt extinguishment costs</td>
<td>$58</td>
</tr>
<tr>
<td>Transaction and related costs associated with acquisitions</td>
<td>$43</td>
</tr>
<tr>
<td>Contingent consideration liability fair value adjustment</td>
<td>($7)</td>
</tr>
<tr>
<td>Tax impact of adjusting items (a)</td>
<td>($35)</td>
</tr>
<tr>
<td><strong>Adjusted net income attributable to Delphi</strong></td>
<td>$1,495</td>
</tr>
<tr>
<td>Weighted average number of diluted shares outstanding</td>
<td>286.64</td>
</tr>
<tr>
<td>Diluted net income per share from continuing operations attributable to Delphi</td>
<td>$4.14</td>
</tr>
<tr>
<td><strong>Adjusted net income per share</strong></td>
<td>$5.22</td>
</tr>
</tbody>
</table>

(a) Represents the income tax impacts of the adjustments made for restructuring and other special items, as well as the elimination of the net impact of deferred tax asset valuation allowance changes in estimates of $12 million.

The company’s guidance was determined using a consistent manner and methodology.