Welcome

Jessica Holscott
Vice President, Investor Relations
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 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.
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00</td>
<td>Welcome</td>
<td>Jessica Holscott - Vice President, Investor Relations</td>
</tr>
<tr>
<td>10:05</td>
<td>Opening remarks</td>
<td>Rodney O’Neal - Chief Executive Officer and President</td>
</tr>
<tr>
<td>10:15</td>
<td>Technology overview</td>
<td>Jeff Owens - Chief Technology Officer and Executive Vice President</td>
</tr>
<tr>
<td>10:45</td>
<td>Go-to-market strategy</td>
<td>Jim Spencer - Executive Vice President of Operations</td>
</tr>
<tr>
<td>11:05</td>
<td>China overview</td>
<td>Majdi Abulaban - President, Electrical/Electronic Architecture and Asia Pacific</td>
</tr>
<tr>
<td>11:25</td>
<td>Coffee break</td>
<td></td>
</tr>
<tr>
<td>11:40</td>
<td>Financial review</td>
<td>Kevin Clark - Chief Financial Officer and Executive Vice President</td>
</tr>
<tr>
<td>12:00</td>
<td>Closing remarks / Q&amp;A</td>
<td>Rodney O’Neal, Majdi Abulaban, Kevin Clark, Jeff Owens and Jim Spencer</td>
</tr>
<tr>
<td>12:30</td>
<td>Strolling buffet lunch</td>
<td></td>
</tr>
</tbody>
</table>
What you’ll hear today

• Continued pursuit of disciplined top-line expansion
  ▪ Robust backlog creates line of sight to future growth
  ▪ Global footprint remains a competitive advantage

• Focused on the technologies that matter
  ▪ Investments in new products will drive market outperformance

• Continued margin expansion and earnings growth
  ▪ Further rotation and optimization of industry-leading cost structure

• Balanced and disciplined capital allocation plan
  ▪ Investing for future growth while returning cash to shareholders

Well positioned to drive value
Opening remarks

Rodney O’Neal
Chief Executive Officer and President
Macro trends

- Vehicle production
  - North America
  - Europe
  - China
  - South America

- Regulatory trends
  - Continued pressure to reduce emissions
  - Euro NCAP driving demand for Active Safety

- Consumer trends
  - Increased demand for Connectivity
  - Slow demand for electric vehicles

Macro environment improving
## Strategic imperatives

### Disciplined revenue growth
- Accelerate introduction of market relevant products
- Continue rotation to high growth regions
- Further diversify customer base and platform mix

### Expand margins
- Continue footprint rotation to best cost countries
- Increase flexibility of workforce
- Increased operating leverage

### Increased returns
- Maintain fortress balance sheet and liquidity
- Further investment in organic and acquisition growth
- Return cash to shareholders

**Increasing shareholder value**
**Significant revenue growth across segments**

<table>
<thead>
<tr>
<th>Segment</th>
<th>Revenue growth (2013 vs. 2016)</th>
<th>Key growth drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electrical Architecture</td>
<td>~$1.5B</td>
<td>• Vehicle content growth</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Market share gains in North America and China</td>
</tr>
<tr>
<td>Powertrain</td>
<td>~$2.0B</td>
<td>• Increased penetration of GDi</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• China localization of Medium and Heavy Duty Diesel</td>
</tr>
<tr>
<td>Electronics &amp; Safety</td>
<td>~$0.7B</td>
<td>• Increased penetration of Active Safety</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Growth in Infotainment</td>
</tr>
<tr>
<td>Thermal</td>
<td>~$0.5B</td>
<td>• Expanding customer base with German and Japanese OEMs</td>
</tr>
</tbody>
</table>

**Disciplined revenue growth**
### High growth advanced technologies

Advances in technology represent 20% of total revenue growth.

<table>
<thead>
<tr>
<th>Technology</th>
<th>Revenue Growth (2013 vs. 2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diesel Common Rail</td>
<td>$0.6</td>
</tr>
<tr>
<td>GDi</td>
<td>$0.5</td>
</tr>
<tr>
<td>Infotainment</td>
<td>$0.4</td>
</tr>
<tr>
<td>Vehicle Electrification</td>
<td>$0.4</td>
</tr>
<tr>
<td>Active Safety</td>
<td>$0.2</td>
</tr>
<tr>
<td>Variable Valve Train</td>
<td>$0.2</td>
</tr>
</tbody>
</table>

**Advanced technology is a key driver of growth**
Continued rotation to high growth markets

Regional mix 2013
- Europe: 39%
- Asia: 22%
- North America: 33%
- South America: 6%

Regional mix 2016
- Europe: 35%
- Asia: 27%
- North America: 32%
- South America: 6%

2013 revenue: $16.5B
2016 revenue: ~$21B

Balanced regional mix
Continued diversification of customer base

Customer mix 2013

- GM: 17%
- VW: 10%
- Daimler: 6%
- Ford: 6%
- SGM: 5%
- PSA: 4%
- Hyundai: 3%
- Fiat: 3%
- Toyota: 3%
- Geely: 3%
- Chrysler: 2%
- Renault: 2%
- Volvo Truck: 2%
- Other: 34%

2013 revenue: $16.5B

Customer mix 2016

- GM: 16%
- VW: 10%
- Ford: 6%
- SGM: 5%
- PSA: 5%
- Daimler: 4%
- Chrysler: 2%
- Fiat: 4%
- Hyundai: 3%
- Geely: 3%
- Volvo Truck: 2%
- Renault: 2%
- BMW: 2%
- Toyota: 2%
- Other: 32%

2016 revenue: ~$21B

Broadly distributed customer mix
Rotating manufacturing and engineering footprint

Furthering rotation to optimize cost structure
Optimize capital deployment

- Maintain strong balance sheet to execute priorities
- Continue to reinvest in business to generate growth
- Grow dividend roughly in-line with earnings
- Pursue M&A that is accretive to value
- Execute on opportunistic buyback program

Balanced and disciplined capital allocation plan
What makes Delphi unique

Delphi’s competitive advantages

- Advanced technologies
- Global footprint
- Diversified business model
- Flawless operating execution
- Industry-leading cost structure
Technology overview

Jeff Owens
Chief Technology Officer and Executive Vice President
Technology on a global scale

Significant investment in technology development with more than…

- $1.7B invested annually in research, development & engineering
- 19,000 scientists, engineers and technicians worldwide

USA, Mexico, Brazil
7,000 engineering employees

France, Poland, Germany, Luxembourg
7,000 engineering employees

China, India, S. Korea
5,000 engineering employees
Light duty market rotates to Gas Direct injection

Driven by emissions and fuel economy regulations

GDi market grows at 17% CAGR to $5B by 2020

Source: IHS Jan 2014
Flawless execution is Engineering’s mission

Every project must be delivered on-target and on-time

- 4,000 projects in pipeline
- 1,000 will launch this year
- Globally, an average of 4 launches per day

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Launch ID</th>
<th>Risk</th>
<th>WFCC</th>
<th>PPAP</th>
<th>FTQ</th>
<th>OE</th>
<th>DHC</th>
<th>Financial</th>
<th>SOP (Mo/Yr)</th>
<th>Launch Stage</th>
<th>Program Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAW-VW XXX</td>
<td>C</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>10/13</td>
<td>&lt;90 days</td>
<td>SS</td>
</tr>
<tr>
<td>Toyota XXX</td>
<td>C</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>12/13</td>
<td>&lt;90 days</td>
<td>AL</td>
</tr>
<tr>
<td>GM XXX</td>
<td>C</td>
<td>G</td>
<td>Y</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>01/14</td>
<td>&lt;90 days</td>
<td>AL</td>
</tr>
<tr>
<td>Chrysler XXX</td>
<td>T</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>01/14</td>
<td>&lt;90 days</td>
<td>BJ</td>
</tr>
<tr>
<td>Skoda XXX</td>
<td>NP</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>02/14</td>
<td>pre-SOP</td>
<td>RC</td>
</tr>
<tr>
<td>Honda XXX</td>
<td>NC</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>05/14</td>
<td>pre-SOP</td>
<td>LM</td>
</tr>
<tr>
<td>Ford XXX</td>
<td>NP</td>
<td>G</td>
<td>R</td>
<td>G</td>
<td>Y</td>
<td>G</td>
<td>Y</td>
<td>G</td>
<td>06/14</td>
<td>pre-SOP</td>
<td>FM</td>
</tr>
<tr>
<td>Ford XXX</td>
<td>C</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>07/14</td>
<td>pre-SOP</td>
<td>AC</td>
</tr>
<tr>
<td>Fiat XXX</td>
<td>T</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>07/14</td>
<td>pre-SOP</td>
<td>GP</td>
</tr>
<tr>
<td>Ford XXX</td>
<td>C</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>08/14</td>
<td>pre-SOP</td>
<td>GB</td>
</tr>
<tr>
<td>JLR XXX</td>
<td>T</td>
<td>G</td>
<td>Y</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>10/14</td>
<td>pre-SOP</td>
<td>IT</td>
</tr>
<tr>
<td>Ford XXX</td>
<td>C</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td>12/14</td>
<td>pre-SOP</td>
<td>AD</td>
</tr>
</tbody>
</table>
High growth advanced technologies

Advanced technology is a key driver of growth

### Revenue growth

<table>
<thead>
<tr>
<th>Technology</th>
<th>Revenue Growth (2013 vs. 2016)</th>
<th>($ billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diesel Common Rail</td>
<td></td>
<td>$0.6</td>
</tr>
<tr>
<td>GDi</td>
<td></td>
<td>$0.5</td>
</tr>
<tr>
<td>Infotainment</td>
<td></td>
<td>$0.4</td>
</tr>
<tr>
<td>Vehicle Electrification</td>
<td></td>
<td>$0.4</td>
</tr>
<tr>
<td>Active Safety</td>
<td></td>
<td>$0.2</td>
</tr>
<tr>
<td>Variable Valve Train</td>
<td></td>
<td>$0.2</td>
</tr>
</tbody>
</table>

Leverage technology shifts

Execute flawlessly
Flawless launches require disciplined execution
Leverages ICE engine transition from PFI to GDi

Cumulative launches

2012 2
2013 6
...
2016 24

For 11 customers

Asia
Europe
N. America

Gasoline Direct injection System

$0.5B incremental revenue

ICE = Internal Combustion Engine
Leverages emissions/efficiency with Variable Valve Train

Cumulative launches

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>4</td>
</tr>
<tr>
<td>2013</td>
<td>7</td>
</tr>
<tr>
<td>2016</td>
<td>14</td>
</tr>
</tbody>
</table>

For 14 customers

Asia
Europe
N. America
S. America

Two-Step Variable Valve Lift

Electric Cam Phaser

$0.2B incremental revenue
Leverages transition from pure ICE to hybrid ICE

Cumulative launches

<table>
<thead>
<tr>
<th>Year</th>
<th>Launches</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>17</td>
</tr>
<tr>
<td>2013</td>
<td>23</td>
</tr>
<tr>
<td>...</td>
<td>96</td>
</tr>
<tr>
<td>2016</td>
<td>96</td>
</tr>
</tbody>
</table>

$0.4B incremental revenue

For broad base of customers

Asia
Europe
N. America

DC/DC Converter
Battery Pack Controller
High Voltage Electrical Architecture

ICE = Internal Combustion Engine
MD/HD diesel segments rotate to Common Rail

Global on-highway diesel Engine production (millions)

MD/HD Common Rail market grows to $4B at 14% CAGR
Leverages MD/HD shift from rotary to Common Rail

Cumulative launches

- 3 launches in 2012
- 10 launches in 2013
- 19 launches in 2016

For 15 customers

- Asia
- Europe
- N. America

Diesel Injection System

$0.6B incremental revenue
Safe

Innovation for the Real World
Active Safety past the tipping point

Global safety electronics market ($ billions)

Active Safety segment growing at 35% CAGR to $14B
Leverages transition from passive to Active Safety

Cumulative launches

- 2012: 5
- 2013: 16
- 2016: 74

For 16 customers

Asia
Europe
N. America

RACam
Short Range Radar
Mid Range Radar
Camera Systems

$0.2B incremental revenue
Connected

Innovation for the Real World
Connectivity and computing drives Infotainment

$14B market growing at ~25% CAGR
Leverages transition from entertainment to Connected Infotainment

Cumulative launches

1 3 22
2012 2013 2016

For 10 customers

Asia
Europe
N. America
S. America

Connected Infotainment Head Unit

$0.4B incremental revenue
Electronic content growth drives Electrical Architecture complexity

<table>
<thead>
<tr>
<th>Feature</th>
<th>2012</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cable</td>
<td>1.0</td>
<td>1.5</td>
</tr>
<tr>
<td>High voltage</td>
<td>12V</td>
<td>300V 600V</td>
</tr>
<tr>
<td>Copper content</td>
<td>7.5 kg</td>
<td>15.0 kg</td>
</tr>
</tbody>
</table>

- Cut leads
  - 2012: 260
  - 2017: 320
  - Growth: 25%

- Connectors
  - 2012: 1,000
  - 2017: 1,250
  - Growth: 25%
# High growth advanced technologies

## Revenue growth (2013 vs. 2016)

<table>
<thead>
<tr>
<th>Technology</th>
<th>2013</th>
<th>2016</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diesel Common Rail</td>
<td>$0.2</td>
<td>$0.6</td>
<td>$0.4</td>
</tr>
<tr>
<td>GDi</td>
<td>$0.2</td>
<td>$0.5</td>
<td>$0.3</td>
</tr>
<tr>
<td>Infotainment</td>
<td>$0.4</td>
<td></td>
<td>$0.4</td>
</tr>
<tr>
<td>Vehicle Electrification</td>
<td>$0.4</td>
<td></td>
<td>$0.4</td>
</tr>
<tr>
<td>Active Safety</td>
<td>$0.2</td>
<td></td>
<td>$0.2</td>
</tr>
<tr>
<td>Variable Valve Train</td>
<td>$0.2</td>
<td></td>
<td>$0.2</td>
</tr>
</tbody>
</table>

- **163 product launches**
- **19 major customers**
- **4 continents**
- **$2.3B incremental revenue**

**Advanced technology is a key driver of growth**
Investing in tomorrow’s technologies
Working to expand range of fuel economy solutions

Retail $ per MPG improvement

Most economical
Optimum performance at an incremental price point

GDCI – Gasoline Direct-Injection Compression Ignition

- Low fuel consumption
- Equivalent performance
- Low emissions
- Competitive cost

Significantly better fuel economy (up to 25%)

Match the best of diesel & gas

Strong partnerships: HYUNDAI, KIA, WERC, ENGINE RESEARCH CENTER, DEPARTMENT OF ENERGY
Optimum performance at an incremental price point

GDCI – Gasoline Direct-Injection Compression Ignition

- Low fuel consumption
- Equivalent performance
- Low emissions
- Competitive cost

Significantly better fuel economy (up to 25%)

Match the best of diesel & gas

Strong partnerships: HYUNDAI, KIA, ENGINE RESEARCH CENTER, U.S. DEPARTMENT OF ENERGY
Industry encouraged by GDCI potential

**Automotive News**

“The technology is very promising, and we believe it will be a game changer.”

-- John Juriga
Director of Powertrain Engineering at the Hyundai tech center (HATCI)

**Car and Driver**

“Strides like this will keep the internal-combustion engine eligible for stand-alone or hybrid-propulsion duties for years to come.”

-- Don Sherman
Car and Driver
Convergence provides opportunities

- Increasing power, data, and computing architectures
- Increasing vehicle content
- Increasing levels of Active Safety
- Increasing levels of Infotainment

- 2010: Assisted automation
- 2015: Conditional automation
- 2020: Safety eco-system
- 2025: Fully autonomous

- Increasing personalization
- Smartphone integration
- Full cloud connectivity
- Internet of things
Automated driving is topic of the day

Delphi is uniquely positioned to deliver
- Sensors and Perception
- Computing Platforms and Control Systems
- Electrical Architecture and Network Management
- Vehicle Connectivity
- User Experience
- Off Board (Cloud) Support and Services
- Functional Safety and Security
Sensors and Perception
Computing Platforms and Control Systems
Electrical Architecture and Network Management
Vehicle Connectivity
User Experience
Off Board (Cloud) Support and Services
Functional Safety and Security
Convergence starts with Active Sensing

Sensors and Perception
Power to manage and act on data

- Sensors and Perception
- Computing Platforms and Control Systems
Capability to link systems and move data

- Sensors and Perception
- Computing Platforms and Control Systems
- Electrical Architecture and Network Management
Tap into a broader spectrum of information

- Sensors and Perception
- Computing Platforms and Control Systems
- Electrical Architecture and Network Management
- Vehicle Connectivity
Enhance the mobility experience

- Sensors and Perception
- Computing Platforms and Control Systems
- Electrical Architecture and Network Management
- Vehicle Connectivity

User Experience
Provide gateway to a range of opportunities

- Sensors and Perception
- Computing Platforms and Control Systems
- Electrical Architecture and Network Management
- Vehicle Connectivity
- User Experience
- Off Board (Cloud) Support and Services
Delivering the benefits without the risk
Technology that matters

PACE Awards

- Friction Stir Welding for Electronics
- Heated Tip Injector Cold Start System
- ErgoMate Connector Mechanical Assist

Top 100 Global Innovators

THOMSON REUTERS

TOP 100 GLOBAL INNOVATORS
Leveraging technology shifts for growth

• Best award is $96B in booked business in 4 years
• Flawless execution of booked business
• Innovative solutions to customer problems
  ▪ Anticipate technology shifts
  ▪ Safe, Green and Connected
Go-to-market strategy for disciplined revenue growth

James A. Spencer
Executive Vice President of Operations
Disciplined revenue growth

- Delphi Enterprise Operating System drives the disciplined pursuit of sales
- Intimate knowledge of our customers’ needs
- Solutions with our industry-leading safe, green and connected technology
- Proactive management of the industry commercial and revenue dynamics

Leads to solid booking performance and revenue growth above market
Delphi’s Enterprise Operating System (EOS)

Flow 1
Managing stakeholders’ requirements
Rodney O’Neal
Set requirements

Flow 2
Developing strategies & capabilities
Kevin Clark
Develop business plan

Flow 3
Pursuing business
Jim Spencer
Sell products

Flow 4
Developing products & processes
Jeff Owens
Launch products

Flow 5
Providing goods & services
Bill Guggina
Build and ship products

Continuous improvement

Drives performance across the enterprise
Flow 3: Pursuing business

- Flow 1: Managing stakeholders’ requirements
- Flow 2: Developing strategies & capabilities
- Flow 3: Pursuing business
- Flow 4: Developing products & processes
- Flow 5: Providing goods & services

Commercial dynamics:
- Pursuit strategy
- Customer requirements
- Design verification
- Quote
- Negotiate
- Confirm booking

Revenue dynamics:

Disciplined process yields profitable growth
Commercial dynamics

Robust pursuit strategies driven by deep knowledge of commercial dynamics

- Market intelligence
- Right programs
- Customer intimacy
### Commercial dynamics – Market intelligence

#### Megatrends
- Customer pursuit plans
- Strategies to win
- Volume projections
- Competitor strategies
- Government regulations

#### Market intelligence provides a solid view of the pursuit landscape

<table>
<thead>
<tr>
<th>Product Category Annual Spend</th>
<th>Product Type</th>
<th>Delphi Share of Wallet</th>
</tr>
</thead>
<tbody>
<tr>
<td>($ millions)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>2018</td>
<td>2013</td>
</tr>
<tr>
<td>Customer A</td>
<td>440</td>
<td>460</td>
</tr>
<tr>
<td>Customer B</td>
<td>400</td>
<td>410</td>
</tr>
<tr>
<td>Customer C</td>
<td>290</td>
<td>310</td>
</tr>
<tr>
<td>Customer D</td>
<td>250</td>
<td>270</td>
</tr>
<tr>
<td>Customer E</td>
<td>170</td>
<td>210</td>
</tr>
<tr>
<td>Customer F</td>
<td>120</td>
<td>190</td>
</tr>
<tr>
<td>Customer G</td>
<td>90</td>
<td>140</td>
</tr>
</tbody>
</table>
Commercial dynamics – Targeting the right programs

- Customer diversity
- Regional diversity
- Market relevant
- Technology-driven
- Financially attractive

Achieving regional and customer diversity
Commercial dynamics – Customer intimacy

- **CEO**
  - CEO to CEO relationship
  - Strategic direction

- **Officer Point of Contact (OPOC)**
  - Senior level customer relationships
  - Customer champion within Delphi

- **Customer Executive (CE)**
  - Expert on customer programs & practices
  - Enables divisions to be successful

- **E/EA Sales Manager**
  - Understands customer product needs
  - Sells value and wins new profitable business

- **E&S Sales Manager**
- **PT Sales Manager**
- **T Sales Manager**

Develops strategy for coordinated approach with customers

- Develop customer relationship
- Understand customer’s strategy
- Implement cross-divisional best practices
- Develop Delphi-wide strategy

Customer expert teams guide the commercial process with 33 key multi-divisional customers
Intentional pause:
information not for broadcast
Revenue dynamics

Proactively managing a multitude of dynamics to achieve revenue targets
Revenue dynamics – Bookings to revenue

Peak revenue is realized from years 5 to 6
## Revenue dynamics – Market changes

<table>
<thead>
<tr>
<th>Variables</th>
<th>Examples</th>
<th>Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Global economic conditions</td>
<td>• Recession</td>
<td>• European production down</td>
</tr>
<tr>
<td>• Currencies</td>
<td>• FX</td>
<td>• Brazilian Real weaker</td>
</tr>
<tr>
<td>• Commodities</td>
<td>• Copper prices</td>
<td>• Copper prices lower</td>
</tr>
<tr>
<td>• Volume</td>
<td>• Global production</td>
<td>• Global production decrease</td>
</tr>
<tr>
<td>• Product segment shift</td>
<td>• Hybrid vehicle demand</td>
<td>• Hybrid &amp; EV vehicle demand softened</td>
</tr>
<tr>
<td>• Engine mix</td>
<td>• Gas/diesel engine mix</td>
<td>• Diesel engine volume down</td>
</tr>
<tr>
<td>• Platform delay/cancellation</td>
<td>• New vehicle launch delay</td>
<td>• Three major program delays</td>
</tr>
<tr>
<td>• Product content changes</td>
<td>• Growth of Active Safety</td>
<td>• Increased penetration</td>
</tr>
<tr>
<td>• Vehicle mix changes</td>
<td>• Passenger car/truck mix</td>
<td>• Passenger car percentage down</td>
</tr>
</tbody>
</table>

We effectively manage change
Use strength of operating system to protect the enterprise

Stretch
the team to book more than the plan

Flow 1
Managing stakeholders' requirements

Flow 2
Developing strategies & capabilities

Flow 3
Pursuing business

Flow 4
Developing products & processes

Flow 5
Providing goods & services

Flex Spending
• Time capital spending
• Redeploy engineering
• Flex hourly workforce

Cost Recoveries
• Price
• Cost recovery
• Investments

Ensuring targets are achieved
Achieving booking results

Over $96B of bookings in last four years

2010–2013 CAGR = 10.2%

$19.9 $23.5 $26.3 $26.6
2010 2011 2012 2013

2013 booking highlights
• Record win rate of 63%
• All PBUs booked at least $2B
• $6.5B in bookings for China
• Booked over $1B with eight different OEMS

($ billions)
Intentional pause:
information not for broadcast
2013 - 2016 revenue

Vehicle content growth and market share gains

2010-2013 Bookings

<table>
<thead>
<tr>
<th>Year</th>
<th>Booking ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>19.9</td>
</tr>
<tr>
<td>2011</td>
<td>23.5</td>
</tr>
<tr>
<td>2012</td>
<td>26.3</td>
</tr>
<tr>
<td>2013</td>
<td>26.6</td>
</tr>
</tbody>
</table>

2013-2016 Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>16.5</td>
</tr>
<tr>
<td>2014</td>
<td>17.4</td>
</tr>
<tr>
<td>2016</td>
<td>~21</td>
</tr>
</tbody>
</table>

2010–2013 CAGR = 10.2%

2013-2016 CAGR ~9%
Being recognized by the customer

More than 75 customer awards received in 2013
Summary

- A solid path to continued growth
- Exceptionally strong, intimate customer relationships
- Quality bookings with top OEMs
- High confidence in the process to manage dynamics
- Excited about the future
China overview

Majdi Abulaban
President, Asia Pacific
Delphi in China…overview

- $2.7 Billion in revenue
- 22 localized product lines\(^1\)
- 3 tech centers / 2,950 engineers
- 22 manufacturing facilities\(^2\)
- 26,800 employees
- Management control of all operations

1. Represents products produced in 2012
2. Includes Yantai and shared facilities
China’s scale and GDP growth...#2 global economy

China’s population presents massive growth opportunity

Source: World Bank; Global Insight
World’s #2 economic powerhouse...poised for #1

China GDP growing 2x global growth
($ trillions)

CAGR = 16%

<table>
<thead>
<tr>
<th></th>
<th>GDP ($ trillions)</th>
<th>% of global</th>
<th>13-20 CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>16.8</td>
<td>22.6%</td>
<td>4.6%</td>
</tr>
<tr>
<td>China</td>
<td>9.3</td>
<td>12.5%</td>
<td>12.9%</td>
</tr>
<tr>
<td>Japan</td>
<td>5.0</td>
<td>6.7%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Germany</td>
<td>3.6</td>
<td>4.9%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Brazil</td>
<td>2.2</td>
<td>3.0%</td>
<td>6.2%</td>
</tr>
<tr>
<td>Russia</td>
<td>2.1</td>
<td>2.9%</td>
<td>7.9%</td>
</tr>
<tr>
<td>India</td>
<td>1.9</td>
<td>2.6%</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

World’s largest growth opportunity

Source: Global Insight
Massive urbanization...consumption based economy

Urban growth and consumption are linked
China cities with >1.5M people

- 2009: 83
- 2025: 138

U.S. 2012
6 cities >1.5M

Per capita consumption urban vs. rural 3x

Driving explosive middle class growth
Higher income households >$16K disposable income

CAGR = 26%

- 2010 – 2020
- 8%
- 57%

The rise of the consumer through urbanization

Source: McKinsey
The outcome…unprecedented automotive opportunity

China vehicle production
(Millions of units)

- 2007: 9
- 2013: 22
- 2018: 30

% of Global: 12% in 2007, 25% in 2013, 29% in 2018

CAGR = 12%

Vehicles / 1,000 people

- China: 89 (Equal to U.S. car parc if doubled to 178)
- Brazil: 267
- Russia: 328
- S. Korea: 395
- U.K.: 524
- Japan: 587
- Germany: 590
- U.S.: 788

World’s largest and fastest growing auto market

Source: January 2014 IHS Automotive; Business Monitor International
Volume and content...drives growth

2013–2020 share of unit production growth

- China: 45%
- Brazil: 5%
- North America: 10%
- India: 15%
- All others: 25%

China nearly half of global growth

Premium / midsize vehicle production
(Millions of units)

- 2007: 1
- 2013: 5
- 2020: 8

CAGR = 15%

% of China: 16% in 2007, 22% in 2013, 25% in 2020

- Consumers moving upscale
- Government focus “Safe and Green”

World’s largest and fastest growing auto market

Source: January 2014 IHS Automotive
<table>
<thead>
<tr>
<th>Company</th>
<th>Key Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volkswagen</td>
<td>May 2013 – February 2014: $2B investment for first plant in Changsha with 300K annual vehicle capacity. $1.31B building for 5th plant in Wuhan with annual capacity of 600K</td>
</tr>
<tr>
<td>Kia Motors</td>
<td>May 2013: To build the 4th plant in West China with annual capacity of 300K units</td>
</tr>
<tr>
<td>BAIC Group</td>
<td>August 2013: $2.46B investment in its new production hub in Zhenjiang with annual capacity of 300K</td>
</tr>
<tr>
<td>GM</td>
<td>June 2013: $1.3B investment in a new plant in Shanghai dedicated for Cadillac brand with annual capacity of 160K units</td>
</tr>
<tr>
<td>DFSN</td>
<td>December 2013: $1.27B investment in a new plant in Wuhan with annual capacity of 300K units</td>
</tr>
<tr>
<td>BMW</td>
<td>August 2013: Opening a research center of 7,800m²; R&amp;D staff in China to reach 500 by end of 2013</td>
</tr>
</tbody>
</table>

**Voice of the industry…investing in future growth**

Nearly 60 percent of global annual automotive investments go to China
Delphi: well positioned in an evolving market

- Local design & development capabilities
  - ...globals going local

- Global footprint & local engineering support
  - ...locals going global

- Localized product portfolio
  - ...premium segment localizing

- Local capabilities & global technology presence
  - ...China designed global platforms

- Local design capability & localized product portfolio
  - ...locals moving upscale

- Local new energy technologies GDi / EV / Hybrid
  - ...government driving new energy policy

Emerging trends support further share gains
Delphi growing faster than explosive Chinese market

China vehicle production
(Millions of units)

- 2013: 22.0
- 2016: 27.8

CAGR = 8%

Delphi China revenue
($ billions)

- 2013: $2.7
- 2016: $4.2

CAGR = 16%

Positioned to continue outperforming the market

Source: January 2014 IHS Automotive
Delphi China...a total systems solutions provider

Systems architecture solutions...

Engine management solutions...

Connectivity and safety solutions...

Systems expertise in demand in China

- Control: Air, Fuel, Spark
- Optimize: Efficient, Clean, Fun

Optimizing the combustion process

Delphi best positioned in the market

Local capabilities, local supply base, local partnerships
China overview

Majdi Abulaban
President, Asia Pacific
Significant investment...drive share gains

Technology
- New EMS Beijing technical center increases design capabilities

Portfolio
- New Diesel plant in Yantai
- Acquisition of MVL

Footprint
- Investment in western China
- Two new plants (Chongqing, Chengdu)

Investment to accelerate growth in China
<table>
<thead>
<tr>
<th>Delphi share</th>
<th>Management control</th>
<th>Delphi entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>E&amp;S</td>
<td>100%</td>
<td>Electronics Suzhou Co., Ltd.</td>
</tr>
<tr>
<td>E/EA</td>
<td>100% 80%</td>
<td>Delphi Electrical Centers Co., Ltd. Delphi Packard Electric Systems Co., Ltd.</td>
</tr>
<tr>
<td>Powertrain</td>
<td>100% 51%</td>
<td>Delphi Shanghai Dynamics &amp; Propulsions Co., Ltd. Beijing Delphi Wanyuan EMS Co., Ltd.</td>
</tr>
<tr>
<td>Thermal</td>
<td>50%</td>
<td>Shanghai Delphi Auto A/C Systems Co., Ltd.</td>
</tr>
<tr>
<td>Technology development</td>
<td>100% 100%</td>
<td>Delphi Auto Systems (China) Holding Co., Ltd. Delphi China Technical Center Co., Ltd.</td>
</tr>
</tbody>
</table>

No competitors are joint venture partners
Delphi in China…strategy

- China: a massive growth opportunity
- Well positioned with global and local OEMs
- Global presence with local capabilities

Investing in China market for long-term opportunities
Financial review

Kevin Clark
Chief Financial Officer and Executive Vice President
Financial strategy remains unchanged

- **Disciplined revenue growth**
  - Accelerate introduction of market relevant products
  - Diversify customer base and grow share of market
  - Continue rotation to high growth China

- **Optimize cost structure**
  - Continue footprint rotation to best cost countries
  - Increase flexibility of workforce
  - Continue manufacturing and material cost reductions

- **Increase cash flow**
  - Increase operating leverage to enhance cash flow conversion
  - Continue balanced and disciplined capital deployment

**Deliver industry-leading shareholder returns**
Strong performance in face of macro headwinds

Delphi revenue ($ billions)
- 2010: $13.8
- 2013: $16.5
- CAGR = −6%

Delphi EBITDA1 ($ billions)
- 2010: $1.6
- 2013: $2.4
- −15% CAGR

Highlights
- Booked $96 billion of business
- Developed and launched advanced technologies
- Acquired and successfully integrated MVL
- Rotated footprint to best cost countries
- Further improved cost structure

Track record of strong revenue growth and margin expansion

1. EBITDA adjusted for restructuring and acquisition-related integration costs
Continued to transform operations

**Floor space**
- 2010: 28 Million sq ft
- 2013: 26 Million sq ft
- Decrease: ~5%

**Best cost hourly workforce**
- 2010: ~92%
- 2013: ~94%
- Increase: +2 pts

**Temporary % of hourly workforce**
- 2010: ~30%
- 2013: ~32%
- Increase: +2 pts

**Average hourly wage rate**
- 2010: ~$7
- 2013: ~$6
- Decrease: -~10%

Increasing efficiency and flexibility of business model
Further improved industry’s leanest cost structure

**Manufacturing expense % of revenue**
- 2010: 20.5%
- 2013: 20.4%

**Material cost % of revenue**
- 2010: 53.3%
- 2013: 50.8%

**SG&A % of revenue**
- 2010: 5.9%
- 2013: 5.8%

**Engineering % of revenue**
- 2010: 10.2%
- 2013: 10.3%

**Solid foundation for further margin expansion and cash flow generation**
Growth drivers: next three years

**Revenue**
- Continued introduction of advanced technologies
- Increased penetration of high growth China markets
- Market share gains driven by global platforms

**Earnings**
- Flow-through on volume growth
- Aggressive cost control
- Increased engineering investment to drive growth

**Cash flow**
- Increased earnings
- Working capital efficiencies
- Disciplined capital spending

Well positioned for strong growth
Bookings continue at record levels

($ billions)

2010-2013 CAGR = 10.2%

2010-2013 bookings by region

Asia 30%
North America 30%
Europe 35%
South America 5%

Consistent strong bookings momentum

Note: Bookings = lifetime gross program revenues awarded, based upon expected volumes and pricing
Accelerating net new business

2014-2016 net new business by segment

- Powertrain: 40%
- Electronics & Safety: 20%
- Electrical Architecture: 35%
- Thermal: 5%

2014-2016 net new business by region

- Asia: 35%
- North America: 35%
- Europe: 25%
- South America: 5%

$3.6 billion of cumulative net new business
Resulting in strong revenue growth

Driven by market share gains and vehicle content growth

($ billions)

2010–2013 CAGR = 6%

2013–2016 CAGR = ~9%

$13.8

$16.5

2010

2013

~2 pts above market

~5 pts above market

~$21

2013

2016
### Geographic growth

<table>
<thead>
<tr>
<th>Region</th>
<th>'13–'16 production CAGR</th>
<th>'13–'16 Delphi revenue CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>3%</td>
<td>~7%</td>
</tr>
<tr>
<td>Europe</td>
<td>3%</td>
<td>~5%</td>
</tr>
<tr>
<td>Asia</td>
<td>5%</td>
<td>~17%</td>
</tr>
<tr>
<td>South America</td>
<td>4%</td>
<td>~6%</td>
</tr>
<tr>
<td>Global</td>
<td>4%</td>
<td>~9%</td>
</tr>
</tbody>
</table>

#### 2016 revenue by geography

- **Asia**: 27%
- **Europe**: 35%
- **North America**: 32%
- **South America**: 6%

**Growing above market in all regions**

Source: January 2014 IHS Automotive forecast and management estimates
Further improvement of cost structure

Manufacturing expense % of revenue

- 90 bps

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2013</th>
<th>~19.5%</th>
</tr>
</thead>
</table>

Material cost % of revenue

- 30 bps

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2013</th>
<th>~50.5%</th>
</tr>
</thead>
</table>

SG&A % of revenue

- 30 bps

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2013</th>
<th>~5.5%</th>
</tr>
</thead>
</table>

Engineering % of revenue

10.3% Gross Net

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
</table>

Further improving cost structure
Continued EBITDA margin expansion

Note: Margins adjusted to exclude restructuring and acquisition-related integration costs
## Revenue and EBITDA outlook by segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>2016 revenue ($ billions)</th>
<th>2016 EBITDA margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electrical Architecture</td>
<td>~$9.5</td>
<td>~16%</td>
</tr>
<tr>
<td>Powertrain</td>
<td>~$6.5</td>
<td>~17%</td>
</tr>
<tr>
<td>Electronics &amp; Safety</td>
<td>~$3.5</td>
<td>~16%</td>
</tr>
<tr>
<td>Thermal</td>
<td>~$2.0</td>
<td>~10%</td>
</tr>
</tbody>
</table>

**Strong revenue growth and margin expansion across all segments**

*Note: Margins adjusted to exclude restructuring costs. Revenue will not add to total due to eliminations and rounding.*
Balanced and disciplined capital allocation strategy

- Maintain investment grade ratings
- Disciplined re-investment in business to drive growth and increase returns
- Pursue strategic bolt-on acquisitions that are accretive to shareholder value
- Continue to return cash to shareholders
  - Increase dividend roughly in-line with earnings
  - Balance sizing of stock repurchases with availability of M&A opportunities

Provides additional lever for value creation
Solid capital structure

<table>
<thead>
<tr>
<th></th>
<th>Dec 31, 2012</th>
<th>Dec 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$1,113</td>
<td>$1,393</td>
</tr>
<tr>
<td>Debt</td>
<td>$2,464</td>
<td>$2,412</td>
</tr>
<tr>
<td>Net debt</td>
<td>$1,351</td>
<td>$1,019</td>
</tr>
<tr>
<td>Debt-to-EBITDA</td>
<td>1.2x</td>
<td>1.0x</td>
</tr>
<tr>
<td>Net debt-to-EBITDA</td>
<td>0.6x</td>
<td>0.4x</td>
</tr>
<tr>
<td>Total liquidity</td>
<td>$2,397</td>
<td>$2,883</td>
</tr>
</tbody>
</table>

1. Includes restricted cash of $8M and $4M for 12/31/12 and 12/31/13, respectively
2. Adjusted for restructuring and acquisition-related integration costs
3. Total liquidity is defined as cash plus revolver availability less outstanding letters of credit
4. Refinanced with 4.15% senior notes issued in March 2014

Provides significant financial flexibility
Cash flow conversion and capital allocation

2014-2016 cumulative cash flow ($ billions)

EBITDA\(^1\) and growth R&D ~$10
Taxes
Interest expense
Other
OCF and growth R&D $8

80% conversion rate

2014-2016 capital deployment

% of OCF and growth R&D

M&A and share repurchases ~35-40%
Dividends ~10-15%
Growth R&D ~15-20%
Capital expenditures ~30-35%

$ billions

Allocation of capital

M&A and share repurchases ~$3.25B
Dividends ~$1.00B
Growth R&D ~$1.25B
Capital expenditures ~$2.50B

Capital deployment drives shareholder returns

1. Adjusted for restructuring and acquisition-related integration costs
### Disciplined capital spending

**Capital spending ($ billions)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Capital spending</th>
<th>Capital spending % of revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$0.5</td>
<td>3.6%</td>
</tr>
<tr>
<td>2011</td>
<td>$0.6</td>
<td>3.9%</td>
</tr>
<tr>
<td>2012</td>
<td>$0.7</td>
<td>4.5%</td>
</tr>
<tr>
<td>2013</td>
<td>$0.7</td>
<td>4.1%</td>
</tr>
<tr>
<td>2014</td>
<td>$0.8</td>
<td>4.6%</td>
</tr>
<tr>
<td>2016</td>
<td>~$0.9</td>
<td>~4%</td>
</tr>
</tbody>
</table>

**Major program spending**

- China (Yantai) Diesel facility
- GDi systems capacity
- Diesel Euro 6 programs
- ERP systems enhancement
- Global infrastructure hosting and networks

**Capital projects that drive growth and increase returns**

1. Company guidance
Engineering investment drives growth

Net engineering spend ($ billions)

- 2010: $1.0
- 2011: $1.2
- 2012: $1.2
- 2013: $1.3
- 2014: $1.3
- ... (estimated)
- 2016: ~$1.6

Major growth projects

- Safety algorithms
- Engine electronics
- Electrical Architecture mass reduction
- High pressure fuel injection
- Infotainment / Safety convergence
- Hybrid / electric driveline

Accelerating investment in advanced technologies
### M&A strategy focused on driving shareholder value

#### Acquisition guidelines

**Strategic**
- Strengthen product portfolio
- Diversify customer base
- Diversify geographic mix

**Operating**
- Strong management team
- Solid operating systems
- High confidence integration plan

**Financial**
- Expand margins
- Enhance returns
- Increase earnings growth

#### Areas of focus

**Electrical Architecture**
- Connectors
- Highly engineered electrical components

**Electronics & Safety**
- Infotainment and driver interface
- Active Safety
- Software and services

**Powertrain**
- Fuel injection
- Alternative fuels

---

**Additional leverage to increase shareholder value**
Financial metrics comparison

<table>
<thead>
<tr>
<th>Year</th>
<th>Metric</th>
<th>Peer range</th>
<th>Peer average</th>
<th>Delphi consensus</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>EBITDA margin</td>
<td>16.7%</td>
<td>10.6%</td>
<td>14.9%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>EBIT margin</td>
<td>12.8%</td>
<td>4.9%</td>
<td>7.7%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>11.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>FCF% to EBITDA</td>
<td>43.3%</td>
<td>29.6%</td>
<td>42.9%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>19.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>ROIC</td>
<td>22.0%</td>
<td>12.0%</td>
<td>18.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>34.0%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Industry-leading financial metrics

Note: Range and averages are for a peer group consisting of: ALV, BWA, HAR, JCI, LEA, TEN, TRW and VC (excludes outliers); data represents Capital IQ consensus estimates and J.P. Morgan Equity Research.
Update on 2014 – remain confident in guidance

• Outlook for vehicle production remains intact
  ▪ 2014 global production ~3% increase
• Revenue growth in excess of the market
• Restructuring initiatives remain on track
• Confident in 18% full year tax rate
• Delivering double-digit EPS growth
• Continuing to return cash to shareholders

Further increasing shareholder value
Why invest in Delphi

- Well positioned in a transformed and growing industry
- Significant global scale
- Industry-leading cost structure
- Significant margin expansion and cash flow generation
- Balanced and disciplined capital allocation
- Industry-leading shareholder returns
## Non-US GAAP financial metrics

($ millions)

<table>
<thead>
<tr>
<th>Description</th>
<th>2010</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income attributable to Delphi</td>
<td>$631</td>
<td>$1,212</td>
</tr>
<tr>
<td>Income tax expense (benefit)</td>
<td>$258</td>
<td>$256</td>
</tr>
<tr>
<td>Interest expense</td>
<td>$30</td>
<td>$143</td>
</tr>
<tr>
<td>Other (income) expense, net</td>
<td>($34)</td>
<td>$18</td>
</tr>
<tr>
<td>Noncontrolling interest</td>
<td>$72</td>
<td>$89</td>
</tr>
<tr>
<td>Equity income, net of tax</td>
<td>($17)</td>
<td>($34)</td>
</tr>
<tr>
<td>Operating income</td>
<td>$940</td>
<td>$1,684</td>
</tr>
<tr>
<td>Depreciation &amp; amortization</td>
<td>$421</td>
<td>$540</td>
</tr>
<tr>
<td>EBITDA</td>
<td>$1,361</td>
<td>$2,224</td>
</tr>
<tr>
<td>Restructuring</td>
<td>$224</td>
<td>$145</td>
</tr>
<tr>
<td>Other acquisition-related costs</td>
<td>-</td>
<td>$15</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>$1,585</td>
<td>$2,384</td>
</tr>
</tbody>
</table>

The company's 2016 outlook was determined using a consistent manner and methodology.