



STEWARDSHIP OUTREACH

November 2021

Forward Looking Statements

This presentation, as well as other statements made by Aptiv 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 include, but are not limited to, the following: global and regional economic conditions, including conditions affecting the credit market and resulting from the United Kingdom’s exit from the European Union, commonly referred to as “Brexit”; uncertainties posed by the novel coronavirus (COVID-19) pandemic and the difficulty in predicting its future course and its impact on the global economy and the Company’s future operations; fluctuations in interest rates and foreign currency exchange rates; the cyclical nature of global automotive sales and production; the potential disruptions in the supply of and changes in the competitive environment for raw material and other components integral to the Company’s products, including the current semiconductor supply shortage; the Company’s ability to maintain contracts that are critical to its operations; potential changes to beneficial free trade laws and regulations such as the United States-Mexico-Canada Agreement; the ability of the Company to integrate and realize the expected benefits of recent transactions; the ability of the Company to attract, motivate and/or retain key executives; the ability of the Company to avoid or continue to operate during a strike, or partial work stoppage or slow down by any of its unionized employees or those of its principal customers; and the ability of the Company to attract and retain customers. Additional factors 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.

Aptiv Overview

LEADING PORTFOLIO ALIGNED WITH INDUSTRY MEGATRENDS...



SAFE

A FUTURE WITH ZERO ACCIDENTS



GREEN

A FUTURE WITH ZERO EMISSIONS



CONNECTED

A FUTURE WITH SEAMLESS CONNECTIVITY

...ENABLING THE FUTURE OF MOBILITY



LEADING ADAS SUPPLIER



TOP HV SIGNAL AND POWER SUPPLIER



LEADING AUTO SW PLAYER



TOP OEMS ADOPTING SVA™



SHIFTING TO NEW BUSINESS MODELS



EXPANSION IN MARKETS OUTSIDE OF AUTO

...MORE SUSTAINABLY



PEOPLE

FOSTER HEALTHY, INCLUSIVE WORKPLACES AND COMMUNITIES



PRODUCT

DESIGN AND DELIVER SOLUTIONS THAT TRANSFORM SOCIETY



PLANET

MINIMIZE OUR ENVIRONMENTAL FOOTPRINT



PLATFORM

DOING THE RIGHT THING, THE RIGHT WAY

Aptiv Evolution

BUILDING A MORE SUSTAINABLE BUSINESS
RESULTING IN **SUSTAINABLE VALUE CREATION**

> +\$40B

SHAREHOLDER
VALUE CREATED
SINCE IPO

+25%

ANNUAL
SHAREHOLDER
RETURN SINCE IPO¹

+950%

TOTAL
SHAREHOLDER
RETURN SINCE IPO

2011
IPO

2012

2013

2014

2015

2016

2017

2018

2019

2020

2021

STRENGTHENING POSITION IN
AUTOMOTIVE CONNECTORS MARKET

EXITED LOW GROWTH
COMMODITY BUSINESSES

ENHANCING AUTOMATED DRIVING
& DATA MANAGEMENT CAPABILITIES

M&A TRANSACTIONS

- **15** ACQUISITIONS
- **4** DIVESTITURES
- **1** AD JOINT VENTURE
- **1** SPIN-OFF

POWERTRAIN
SEGMENT SPIN-OFF

INCREASING SCALE AND LEVERAGE IN ENGINEERED
COMPONENTS AND PRESENCE IN ADJACENT MARKETS

ESTABLISHED MOTIONAL AUTONOMOUS
DRIVING JOINT VENTURE WITH HYUNDAI

PORTFOLIO ALIGNED WITH
MEGATRENDS ENABLING
THE FUTURE OF MOBILITY



SAFE

75%+ OF VEHICLES WILL HAVE SOME
LEVEL OF AUTONOMY BY 2030²



GREEN

OEMS COMMITTED TO INTRODUCING
400+ BEV/PHEV OFFERINGS BY 2025³



CONNECTED

CONNECTED VEHICLES ON THE ROAD
PROJECTED TO GROW 3X TO 600M⁴

Note: Since IPO (As of close on November 17, 2011 to October 29, 2021)

1. Annually compounded shareholder return from IPO to 2020

2. Internal estimates (based on IHS, SBD, and BCG estimates)

3. Boston Consulting Group analysis

4. Wejo market estimates (based on Gartner, PTOLEMUS Consulting, and Wejo internal estimates)

Improving Our Sustainability Performance and Reporting On It

RECENT RECOGNITIONS



Ethisphere Institute: 2021 World's Most Ethical Companies for the ninth year in a row.



Included in the FTSE4Good Index Series demonstrating strong ESG practices measured against globally recognized standards



In 2021, Aptiv received a rating of AA (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment.



Included in the Corporate Knights CLEAN200 listing highlighting the world's top green companies



Included in the S&P Global ESG index family and Dow Jones Sustainability Indices (DJSI)



72/100, Gold rating placing Aptiv among the top 5% of companies assessed by EcoVadis.



Low Risk ESG Risk Rating. Ranked No. 5 in the Auto Parts industry category



Ranked #4 in the Autos & Parts industry category and included in the JUST U.S. Large Cap Equity ETF



Volunteer respondent to the climate investor carbon and water reporting since 2012. CDP Score: B.



Recognized by Financial Times as a 2021 Diversity Leader

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Sustainability in Motion

2021 Sustainability Report

People

FOSTER HEALTHY, INCLUSIVE WORKPLACES AND COMMUNITIES

STRATEGIC COMMITMENTS

HEALTH & SAFETY

Promote employee health and safety through our strong safety culture & training

DIVERSITY & INCLUSION

Advance a culture of diversity and inclusion, improving access to opportunities and ensuring equal pay for equal work within markets

ATTRACTING & RETAINING THE BEST TALENT

Enhancing mentoring, development and living our values

2021 ACHIEVEMENTS

40% OF APTIV SITES
ISO45001 CERTIFIED

3.7 HRS OF SAFETY TRAINING
HOURS PER EMPLOYEE

49% FEMALE IN GLOBAL WORKFORCE¹
(22% IN MANAGEMENT; 19% IN TECHNICAL ROLES)

40% MINORITY IN U.S. WORKFORCE¹
(21% IN MANAGEMENT; 44% IN TECHNICAL ROLES)

1. Data as of 12/31/2020

100% OF MANAGERS PARTICIPATED IN
CULTURE WORKSHOPS AND ACTIVITIES

100% OF SALARIED EMPLOYEES PARTICIPATED
IN PERFORMANCE FEEDBACK DIALOGS

2025 TARGETS

- ISO 45001 certification for 100% of Aptiv sites
- Reach >25% of gender diversity in executive and management roles by 2025



Product



DESIGN AND DELIVER SOLUTIONS THAT TRANSFORM SOCIETY

STRATEGIC COMMITMENTS

○ SAFE, GREEN & CONNECTED TECHNOLOGY SOLUTIONS

Transform mobility with solutions that are safer, greener and more connected as our customers' partner of choice

○ HIGH-QUALITY PRODUCTS

Design, manufacture and deliver high-quality products using Lean principles that eliminate waste

2025 TARGETS

- Enable customers access to active safety solutions that help save lives and prevent accidents.
- Deliver optimized solutions to customers that minimize the environmental impact of vehicles.
- Develop solutions that enable passenger safety and seamless connectivity

2021 ACHIEVEMENTS

9

ADVANCED DEVELOPMENT PROGRAMS

DEMONSTRATING PROGRESS AGAINST SMART VEHICLE ARCHITECTURE™ ROADMAP

LEAN 2.0 PRINCIPLES

IMPLEMENTED AT ALL SITES, UNDERPINNING A CULTURE OF CONTINUOUS IMPROVEMENT



Planet



MINIMIZE OUR ENVIRONMENTAL FOOTPRINT

STRATEGIC COMMITMENTS

CARBON FOOTPRINT

Decrease Aptiv's carbon footprint by 2025

2021 ACHIEVEMENTS

LIFE CYCLE ASSESSMENT

COMPLETED LCA TO IDENTIFY IMPACT OF OUR MAJOR PRODUCTS AND PROCESSES IN ALL STAGES

SCOPE 2 EMISSIONS

DEVELOPED APTIV'S ROADMAP TO SOURCE 25% RENEWABLE ENERGY BY 2025

ISO50001 CERTIFICATION

AT TOP 2 MOST ENERGY-INTENSIVE SITES TO BE COMPLETED BY YEAR-END

2025 TARGETS

- 25% reduction (Scope 1&2) CO₂e emissions between 2019 / 2025
- Power our operations with 25% of renewable electricity
- Reduce electricity consumption at the top 10 most energy-intensive sites by certifying them for ISO50001

ZERO
CARBON
204

2025

REDUCE CARBON EMISSIONS BY 25%

Decrease Scope 1 & 2 CO₂ Emissions



2030

CARBON NEUTRAL OPERATIONS

Source 100% Renewable Energy Globally



2039

CARBON NEUTRAL PRODUCTS

From Sourcing to Disposal



2040

CARBON NEUTRAL COMPANY



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Platform

+ ETHICS + GOOD GOVERNANCE + ECONOMIC PERFORMANCE
+ DOING THE RIGHT THING, THE RIGHT WAY

STRATEGIC COMMITMENTS

○ ETHICS & ANTI-CORRUPTION

Adhere to the most rigorous ethical standards

○ COMPLIANCE & REGULATION

Conduct annual and ongoing holistic assessment of risks to the company

○ HUMAN RIGHTS IN THE SUPPLY CHAIN

Champion compliance with human rights in the supply chain

2025 TARGETS

- Provide Code of Ethical Business Conduct training to 95% of salaried employees
- Conduct annual risk assessment across all sites globally
- Provide Aptiv sustainability training to strategic suppliers

2021 ACHIEVEMENTS

95%

OF SALARIED EMPLOYEES COMPLETED THE CODE OF ETHICS TRAINING IN 2020 *

* 2021 training launched in October

100%

OF APTIV SITES INCLUDED IN ANNUAL AUDIT PLAN ASSESSED FOR LABOR LAW COMPLIANCE

100%

OF KEY SUPPLIERS AFFIRMED THEIR ALIGNMENT WITH APTIV'S CODE OF CONDUCT FOR BUSINESS PARTNERS



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ESG Governance & Oversight

STRONG CORPORATE GOVERNANCE: EVALUATING SYSTEMS, MITIGATING RISK, ENHANCING RETURNS



- **Board of Directors** provides oversight on Aptiv's Sustainability Strategy
 - The Board delegated oversight of Aptiv's ESG programs to the **Nominating and Governance Committee**
 - **Other Committees** receive updates/provide oversight on specific ESG topics that otherwise fall within their charters
-
- **Executive Leadership Team:** Champion sustainability initiatives and guide business leads and functional teams.
 - **Steering Committee** meets regularly to provide oversight to Aptiv's sustainability efforts and is responsible for championing key initiatives,
 - **Business / Functional Owners** responsible for operationalizing Aptiv's sustainability commitments and report on progress against sustainability commitments to executive leadership team
 - **Team Members** create robust processes to ensure high-confidence content and quality data to support reporting initiatives.
-
- Ongoing dialogue with key **stakeholders**, including customers, suppliers, employees and shareholders

Board Of Directors Overview & Engagement

STRONG PARTNERSHIP BETWEEN BOARD OF DIRECTORS AND LEADERSHIP
ON STRATEGY AND RISK MANAGEMENT

KEY CHARACTERISTICS



DIVERSITY

- 12 members; 42% diversity (3 gender, 2 ethnic/race)



LEADERSHIP

- Proven management track record
- Decades of diverse industry expertise



BOARD TENURE

- Average board tenure ~5 years
- Elections held annually



PERFORMANCE EVALUATIONS

- Annual assessments of Board and committees; evaluations of individual and peer performance



BOARD PARTICIPATION

- No member participates on more than 4 public boards

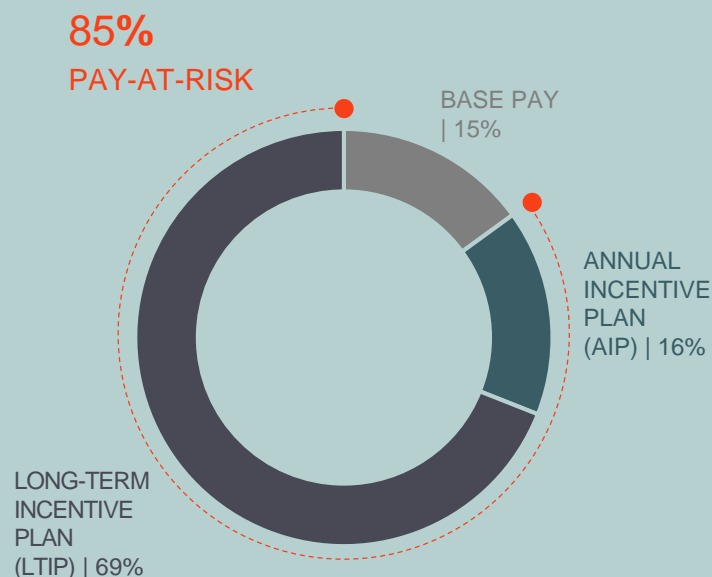


Incentives Aligned to Long-Term Value

LONG-TERM FOCUSED AND PERFORMANCE BASED INCENTIVES ALIGNED TO CREATING SHAREHOLDER VALUE

PERFORMANCE BASED

Named Executive Officer Pay Mix



LONG-TERM VALUE FOCUSED

Long-term Incentive Plan

33.3% <i>Previously 25%</i>	NET INCOME 3-year average	60% Performance & 40% Time Based ³ <i>Previously 75% Performance & 25% Time Based</i>
33.3% <i>Previously 25%</i>	TSR¹ 3-year Total Shareholder Return percentile	
33.3% <i>Previously 50%</i>	RONA 3-year average	

Annual Incentive Plan

50%	NET INCOME² Measure of underlying earnings, indicator of overall financial performance
40%	CASH (CFBF)² Generating cash required to gain scale in current platforms and pursue future platforms
10% <i>Previously Bookings</i>	GROWTH OVER MARKET Supports long-term growth strategy above vehicle production and conversion of bookings to revenue

ACHIEVED THE RIGHT WAY

Strategic Results Modifier (SRM) Component of AIP



10% SRM STRATEGIC RESULTS MODIFIER

Adjustment to payout based on performance against Aptiv's Sustainability targets

ALIGNED WITH APTIV'S SUSTAINABILITY COMMITMENTS



PEOPLE

Fostering healthy, inclusive workplaces and communities



PRODUCT

Designing and delivering solutions that transform society



PLANET

Minimizing environmental impact



PLATFORM

Doing the right things in the right way

Note: Reflects 2021 Plan year

1. TSR performance relative to Russel 3000 Auto Index peers
2. Segment performance metrics based on Operating Income and Simplified Operating Cash Flow
3. For Executive Officers

Compensation Principles and Recent Actions

2021 SAY-ON-PAY BELOW STRONG HISTORICAL AVERAGE DUE TO 2020 PLAN CHANGES IN LIGHT OF COVID

GUIDING PRINCIPLES



Preserve **value** for our **shareholders**

2020 PLAN ACTIONS

- Management's actions generated strong returns following the restart of operations, including 10% GoM and achieving 49.6% TSR¹ over 2018-2020



Consider the welfare of our **employees first**

- Provided cash recognition/restitution to ~15K employees
- Implemented previously-approved salary increases
- Reinstated Aptiv's retirement plan contributions



Reduce pay opportunity in conjunction with adjusted goals

- Reduced upside potential in the 2020 short-term incentive award cycle and in the 2019 and 2020 long-term incentive award cycles



Cap long-term payouts at target if we do not outperform our peers

- Capped payouts at target if relative TSR is below median of TSR peer group¹ for the 2019 and 2020 long term incentive cycles.

IMPACT OF 2020 PLAN ACTIONS



PROACTIVE OUTREACH

Shareholder outreach informed and reinforced management and BoD decisions



PRESERVED PAY-FOR-PERFORMANCE

Comprehensive approach to plan adjustments restored intended motivational and retentive value



TIMELY PLAN ADJUSTMENTS

Right adjustments to address plan design flaws and to adapt to a more volatile environment



2021 PLAN REMAINS UNCHANGED

No plan adjustments to be made in 2021

1. TSR Peer group reflects the Russell 3000 Auto Parts Index.

Summary

STRATEGY FOCUSED ON PORTFOLIO OF ADVANCED TECHNOLOGIES AND OPERATING EXECUTION
CREATES A MORE SUSTAINABLE BUSINESS, AND DELIVERS EXCEPTIONAL VALUE FOR SHAREHOLDERS



○ **STRATEGY** of developing safer, greener and more connected platform solutions accelerating revenue growth and optimizing cost structure increases earnings and cash flow growth

○ **PORTFOLIO** of advanced technologies across brain and nervous system of the vehicle solving customers toughest challenges

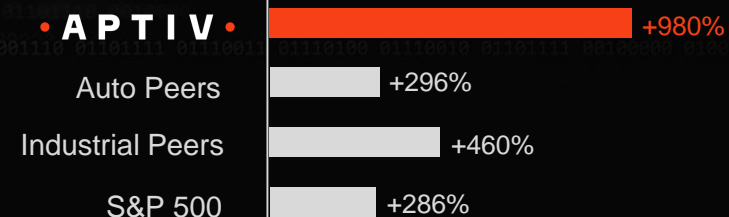
○ **EXECUTION** track record has created significant value for all stakeholders, disciplined capital deployment provides lever for additional value creation

TOTAL SHAREHOLDER RETURN

YEAR-TO-DATE



SINCE IPO



Data sourced from S&P Capital IQ, updated through 11/5/21.
Industrial Peers include market cap weighted index of: TEL, ST, APH, LFUS
Auto Peers include market cap weighted index of: CON, LEA, VNE, Valeo, VC, Denso, MGA

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