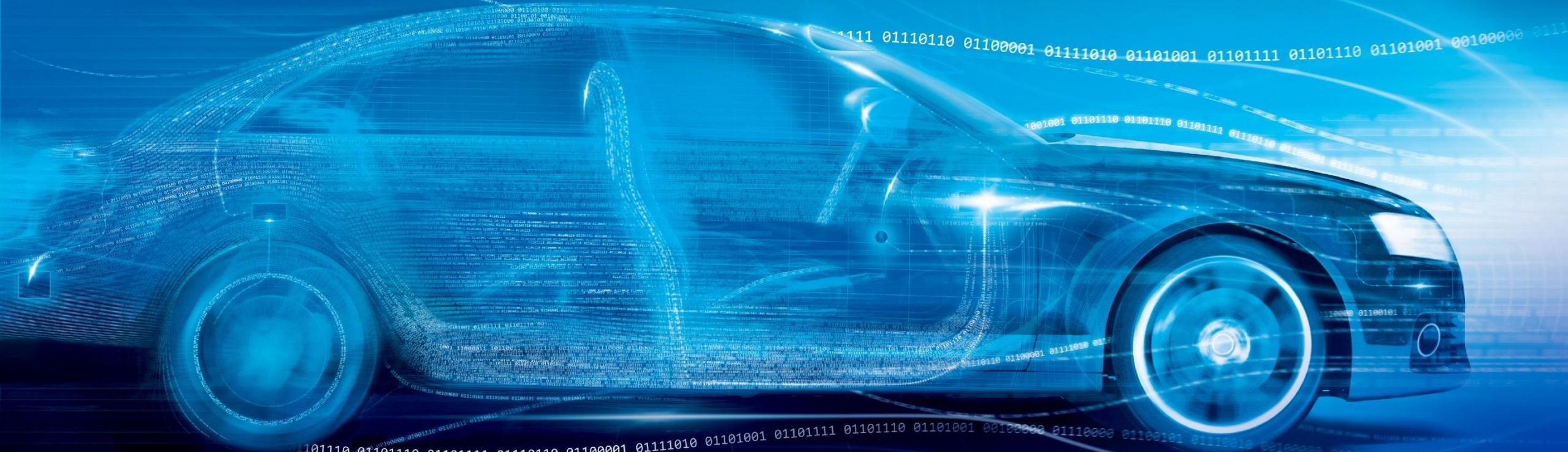


# CECP CEO Investor Forum

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Kevin Clark

President and Chief Executive Officer



**DELPHI**

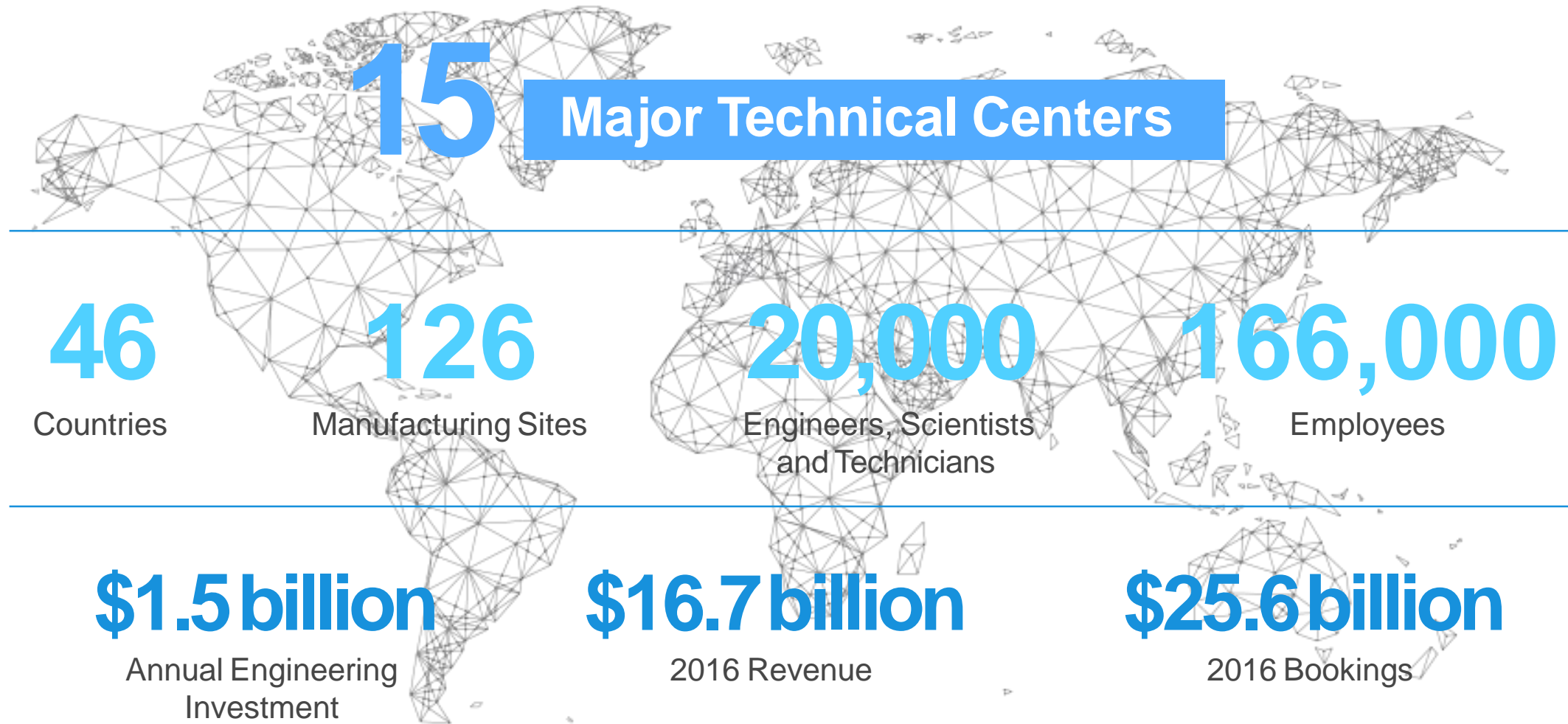
Innovation for the Real World

# Forward-looking statements

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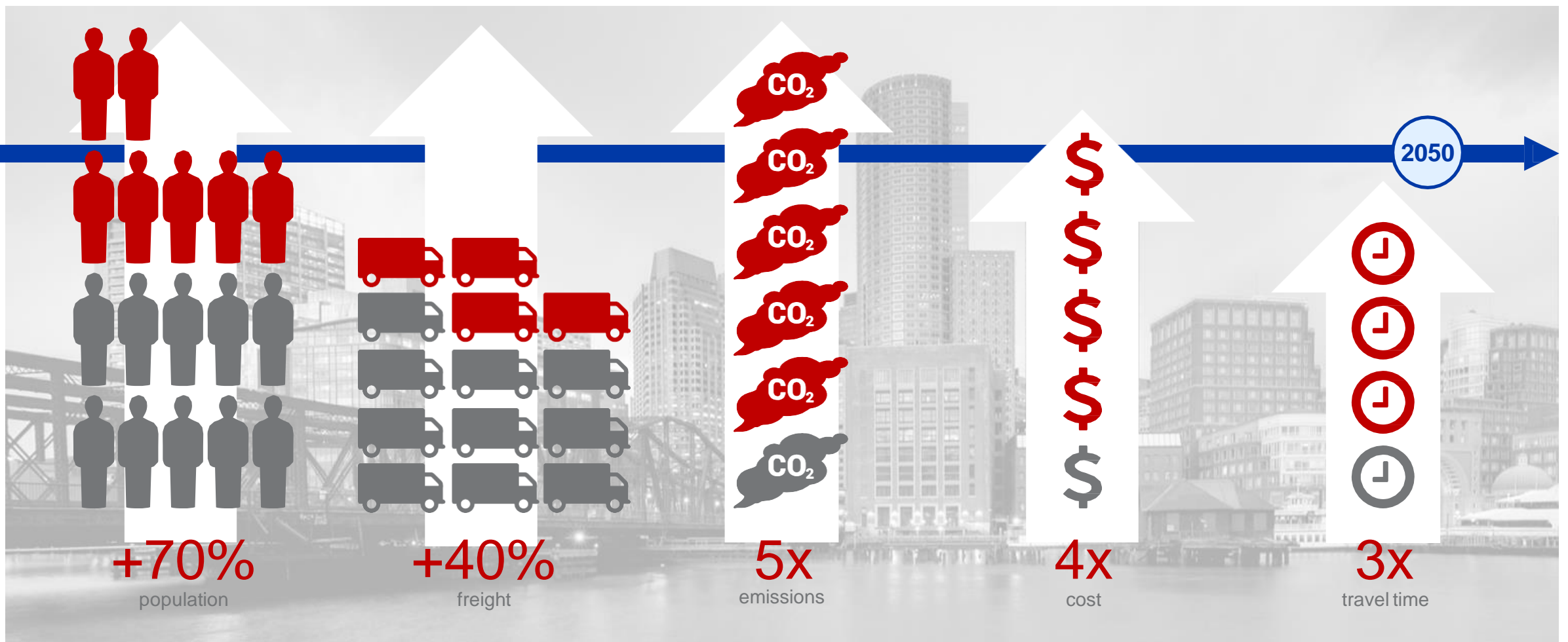
This presentation, as well as other statements made by Delphi Automotive PLC (the “Company”), contain forward-looking statements that reflect, when made, the Company’s current views with respect to current events, certain investments and acquisitions and financial performance. Such forward-looking statements 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.

# Delphi Overview





# Challenges Increasing



**Megatrends create new challenges for urban mobility**

Source: "Autonomous Vehicles and Cities: Document for Discussion" by The Boston Consulting Group

# Delphi's Strong, Consistent Vision And Strategy

## Identity

Technology company focused on mobility solutions

## Vision

Be the partner of choice by providing our customers with intelligent mobility solutions

## Strategy

Develop advanced technologies that make the world more safe, green, and connected, and that drive top quartile shareholder returns

## Long-Term Strategic Objectives



## Strategic Action Plan

### Strengthen the business foundation

- Optimize cost structure
- Increase operating efficiency
- Diversify revenue mix
- Enhance operating capabilities

### Gain scale in current platforms

- Optimize product portfolio
- Increase scale and relevance
- Leverage enterprise capabilities

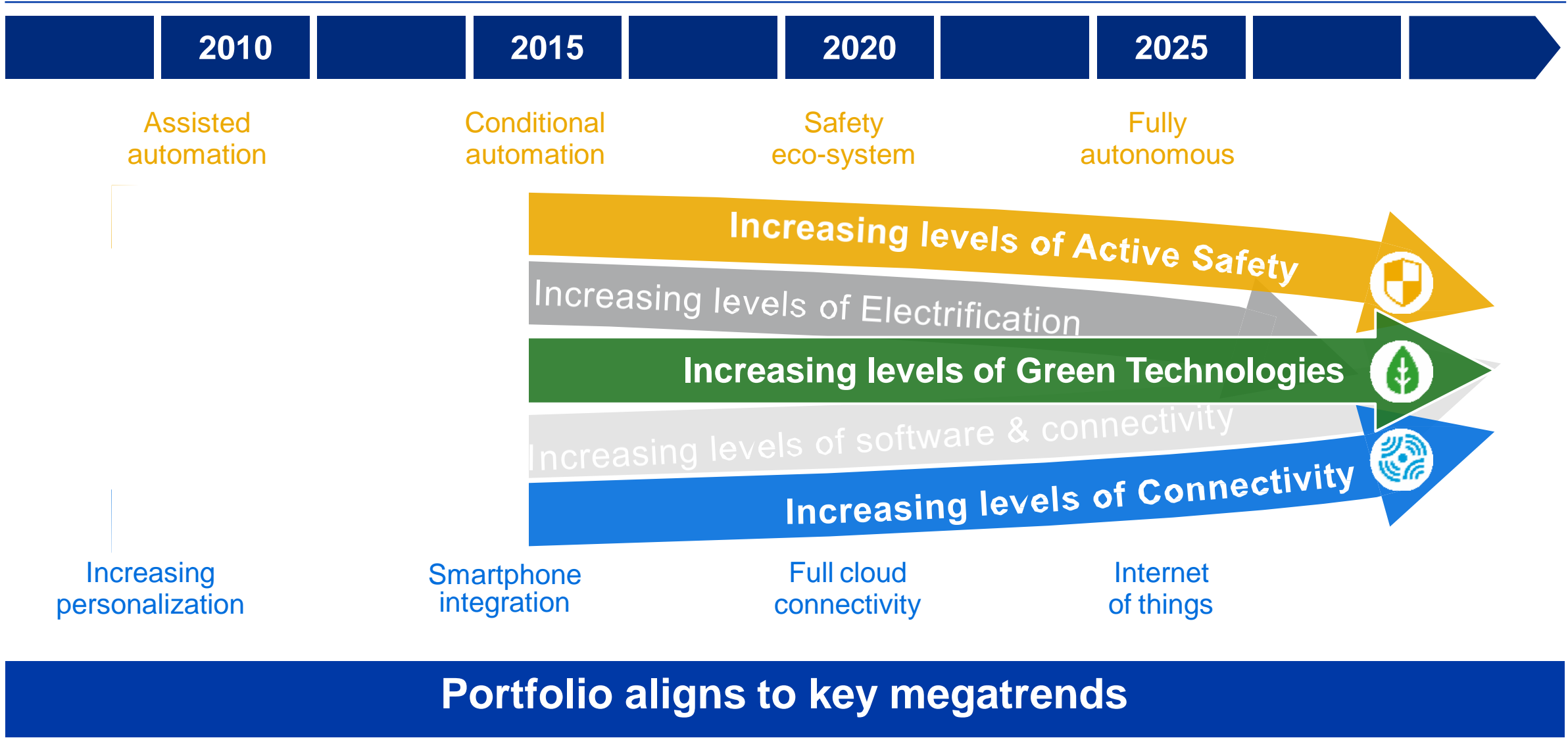
### Pursue future platforms

- Grow engineered components
- Penetrate adjacent markets
- Develop new business models
- Enhance software capabilities

## Leading and living Delphi values

Ethics & Compliance – Health & Safety – Respect – Corporate Social Responsibility

# Aligned To Safe, Green And Connected Megatrends





# Safety Vision

## Mission

Employ state-of-the-art technologies to enable the safest and most accessible mobility experience possible

## Technology

Utilizing advanced technology and software and systems integration capabilities, Delphi develops innovative Active Safety and Autonomous Driving systems

## Goal

A society that sees ZERO fatalities, ZERO injuries and ZERO accidents



**DELPHI**



# Green Vision

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## Mission

Ensure the world of tomorrow is even better than today; blue skies, clean air and water, healthy cities and green forests

## Technology

Employ advanced combustion and electrification technologies and systems optimization knowledge to enable advanced propulsion systems

## Goal

ZERO emissions: minimize the vehicle's total lifecycle impact on the environment





# Connected Vision

## Mission

Build on Delphi's heritage of telematics, navigation, infotainment and user experience to enable safe, productive and enjoyable journeys

## Technology

Apply ubiquitous connectivity, software and data management solutions to effortlessly connect passengers to the vehicle and the environment around them

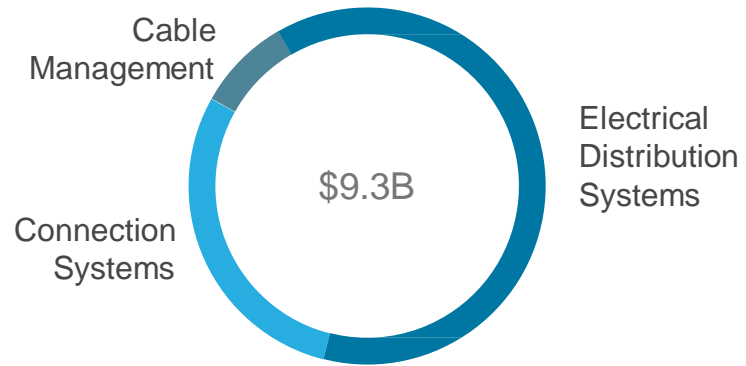
## Goal

Seamless integration between the car, its environment and its passengers

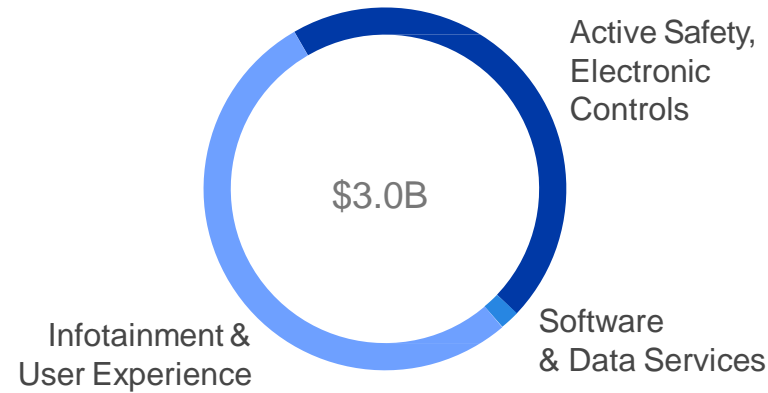


# Business Segments

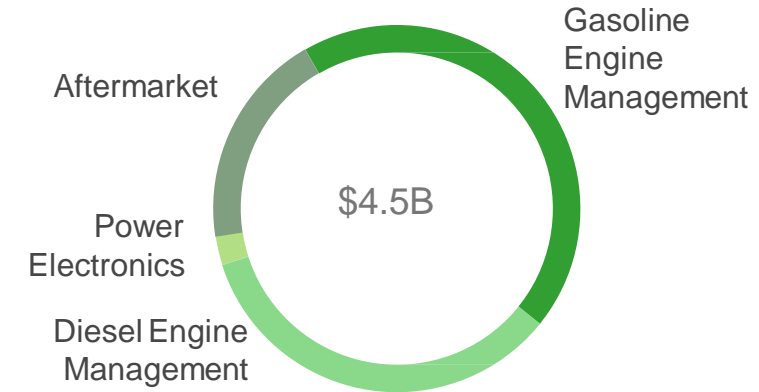
## Electrical/Electronic Architecture



## Electronics & Safety



## Powertrain



Industry-leading portfolio of advanced technologies

# Performance Based Executive Compensation

## Commitment to Pay-For-Performance

## Measurement Criteria

Aligning with shareholder interests

### Annual Compensation

- 90% of CEO target comp performance based
- 78% of NEO target comp performance based
- Review pay-for-performance alignment annually
- 98% voted in favor at 2016 Annual Meeting

#### 2016 CEO Targets

Net Income = 50%  
Cash Flow = 40%  
Revenue = 10%

#### 2016 NEO Targets

RONA = 50%  
Net Income = 25%  
Relative TSR = 25%

### Long-Term Incentives

- Designed to attract, retain and motivate leaders
- 100% RSU based
- Targets executive comp at peer group median

#### 2011

CEO's LTI = 60%  
NEO's LTI = 49%

#### 2016

CEO's LTI = 75%  
NEO's LTI = 60%

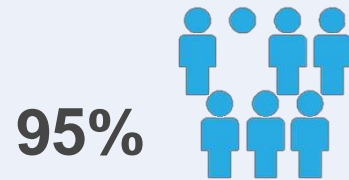
**Incentives align to generating long term value**



# Corporate Social Responsibility



## People

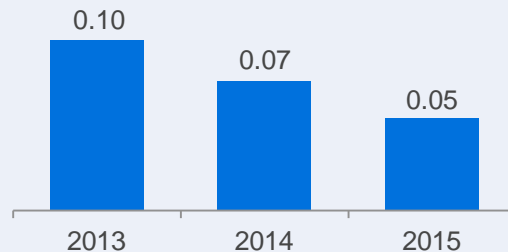


of Delphi employees completed online ethics training in 2015

Goal: **100%** completion

Lost work day case rate per 100 employees

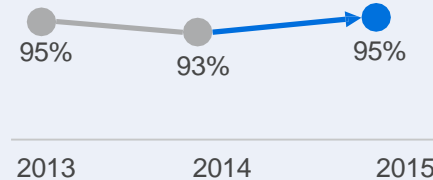
Ultimate goal: **Zero**



## Product

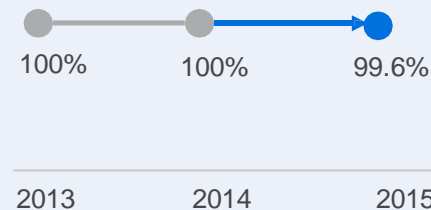
Strategic suppliers certified by ISO 14001

Goal: **100%** certified required for all new suppliers



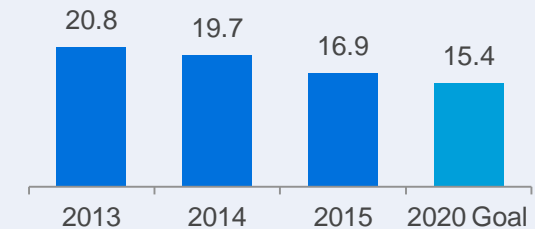
Supplier code of conduct

Goal maintained: **100%** signatories required for all new suppliers

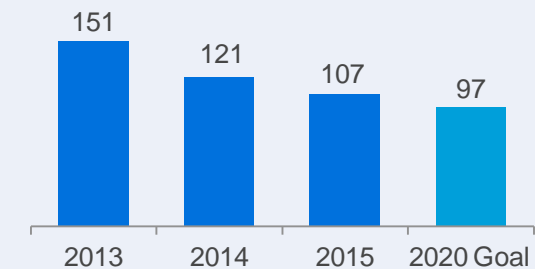


## Planet

Global water consumption  
Kiloliters per person

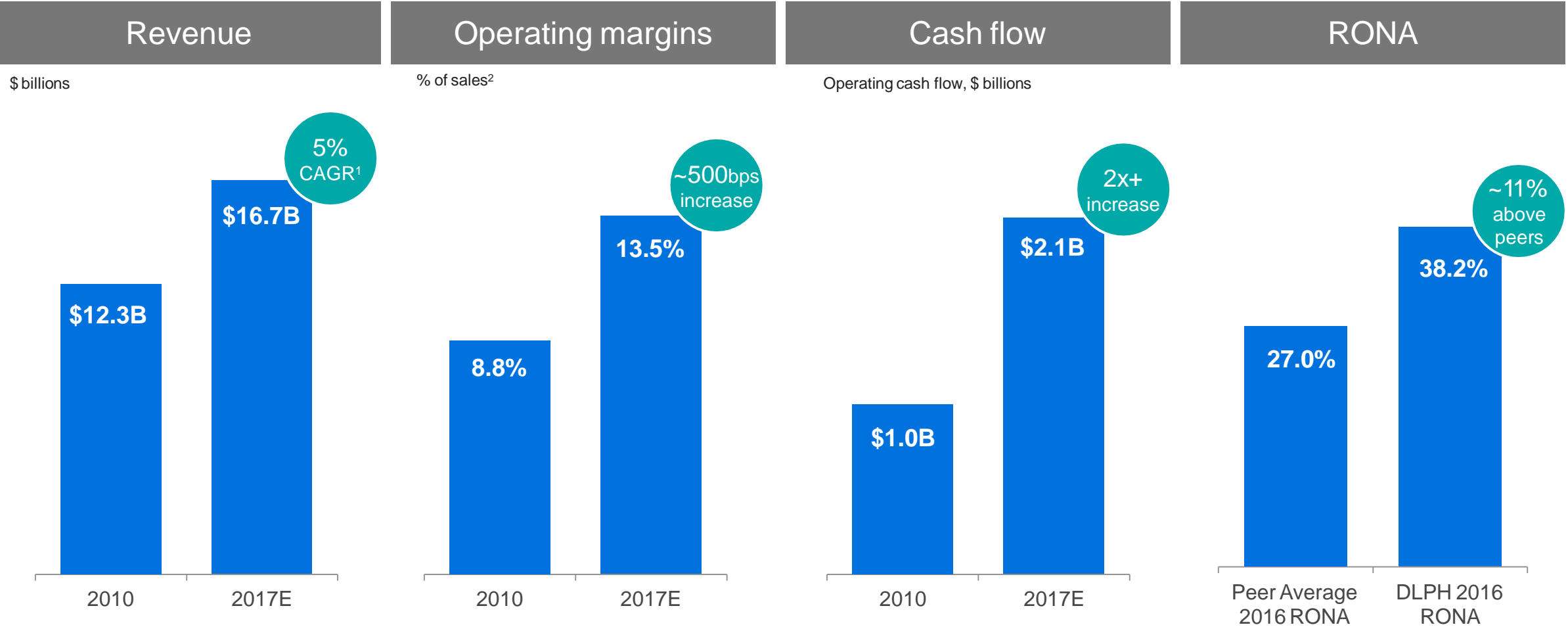


Global waste disposal  
Kilograms per person



**Delphi embodies its values**

# Strong Execution Track Record



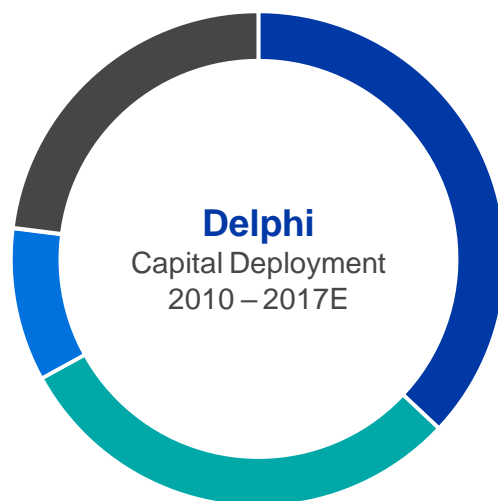
**Solid financial performance**

<sup>1</sup> At constant foreign exchange and commodity rates; excludes impact of acquisitions and divestitures

<sup>2</sup> Adjusted for restructuring and other special items

# Execution Track Record: Capital Deployment

**DELPHI**



## 37% | CAPITAL EXPENDITURES

- Supporting continued organic growth, new programs
- Consistent spend at ~5% of sales

## 30% | Mergers & Acquisitions

- Disciplined reinvestment in business to drive growth and increase returns
- Strategic acquisitions accretive to shareholder value

## 10% | DIVIDENDS

- Paid a competitive dividend

## 23% | SHARE REPURCHASES

- Maintained investment grade ratings
- Approximately \$1B of share repurchase authorization remaining

**Smart allocation generates strong financial returns**

**DELPHI**



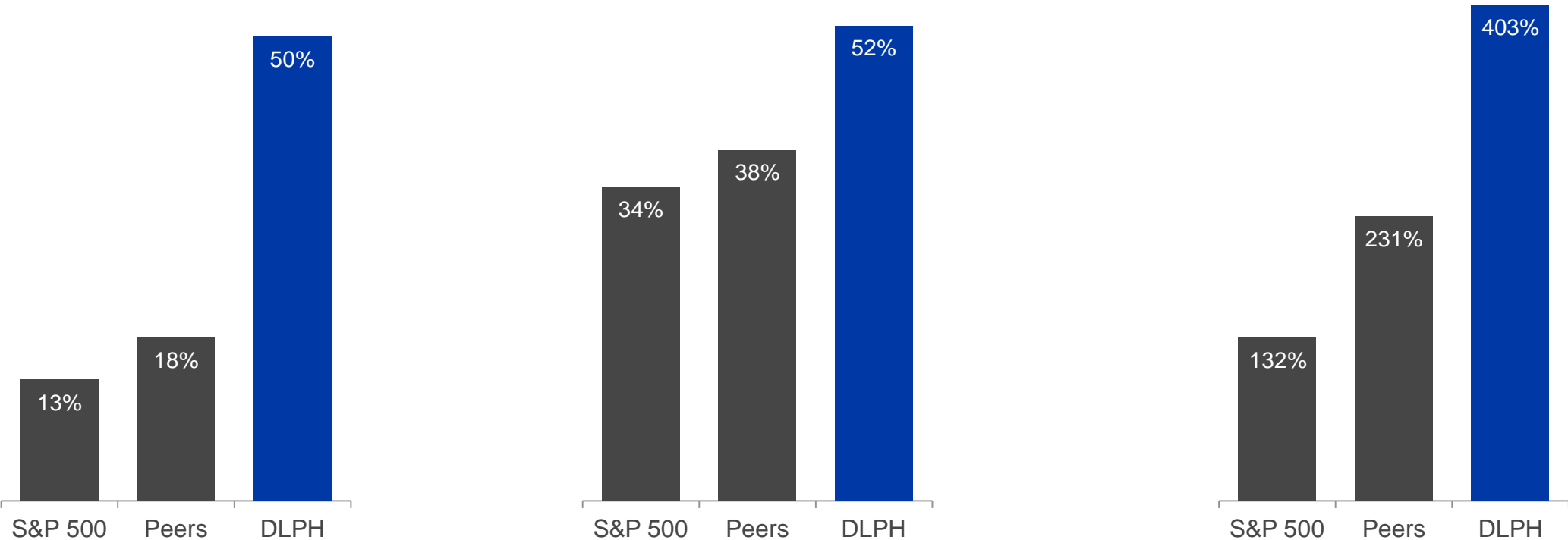
# Shareholder Return Outperformance

YTD

3 Year

Since IPO

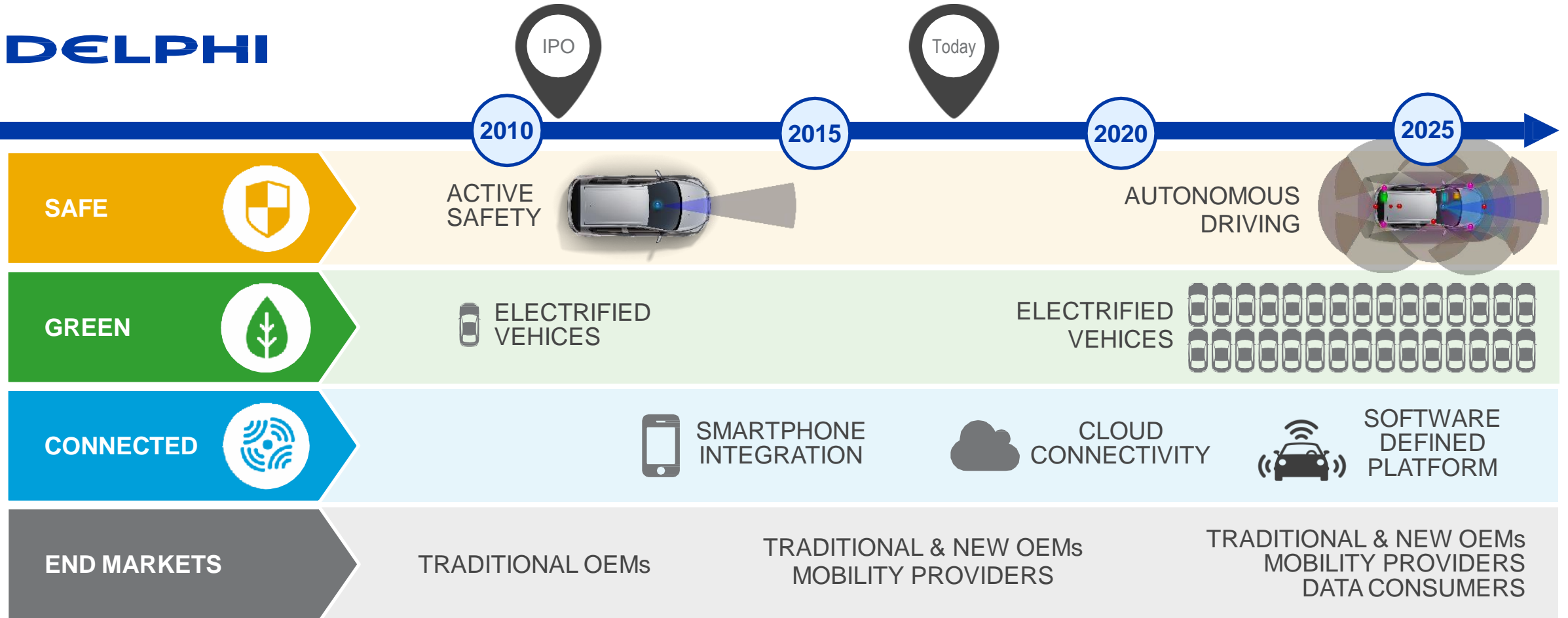
Total Shareholder Return



Delphi outperforms market and peers

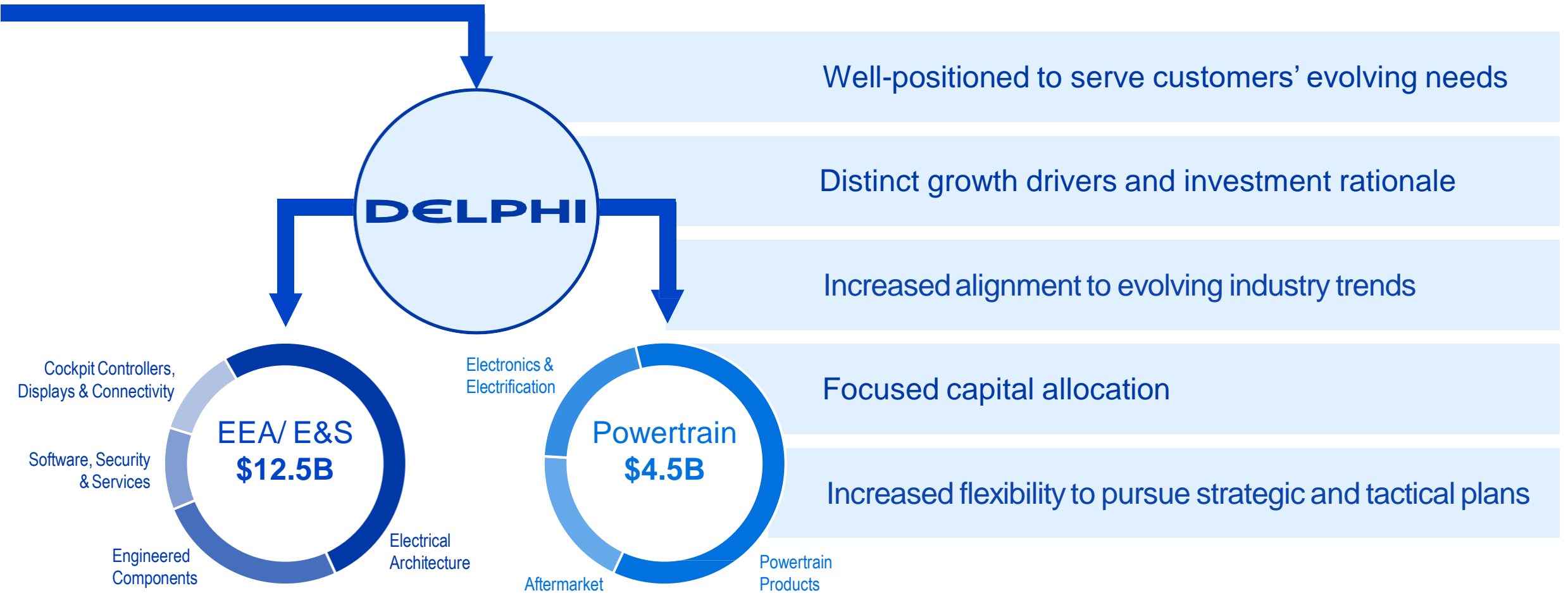
# Pace Of Change Accelerating

**DELPHI**



**Disruption in automotive end markets increasing exponentially**

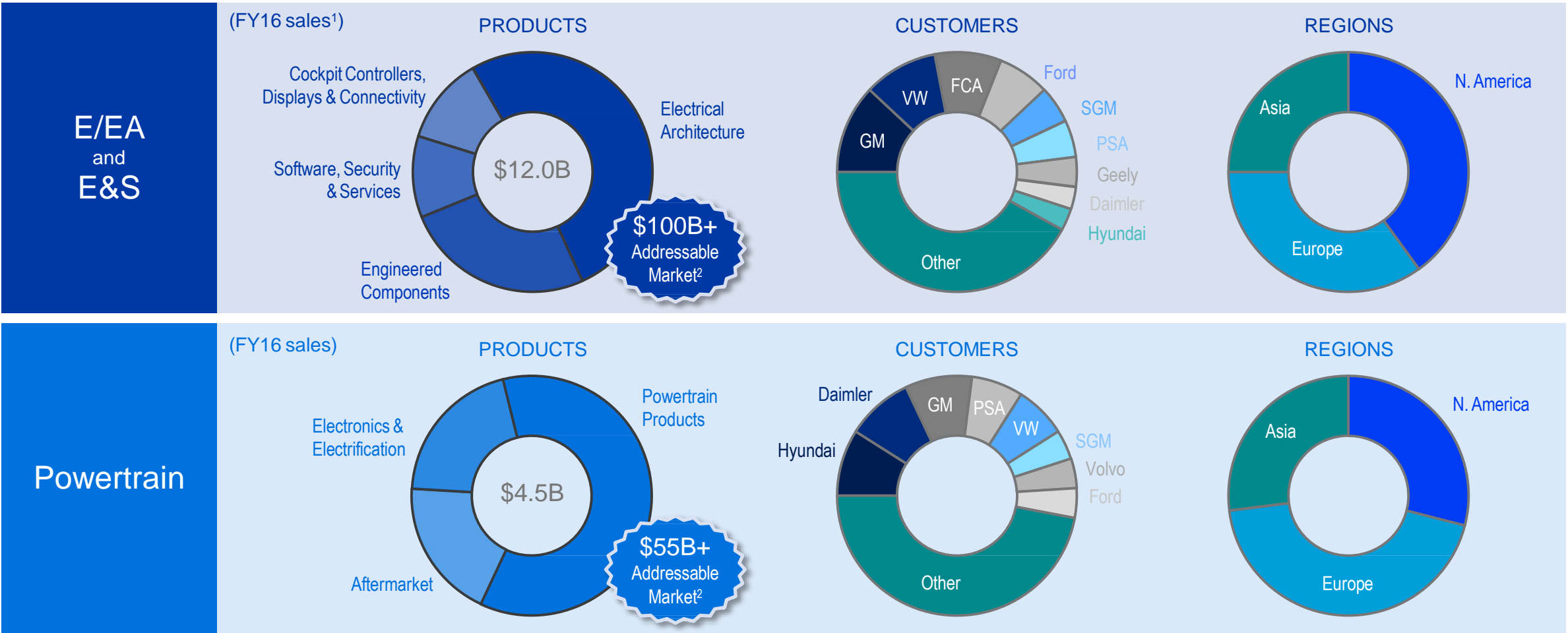
# Powertrain Spin: Adapting To Changing Environment



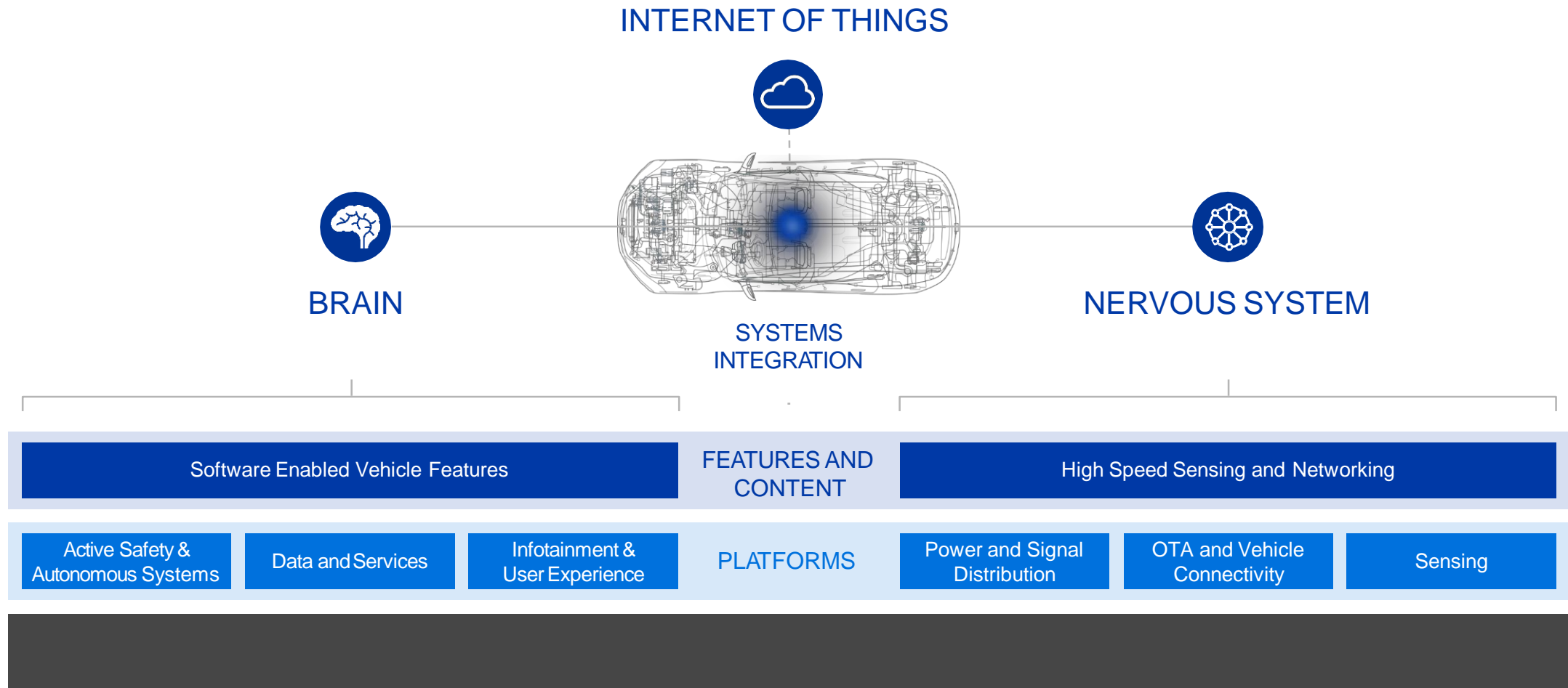
**Two focused companies well-positioned to win in changing environment**



# Two Well-balanced Portfolios...

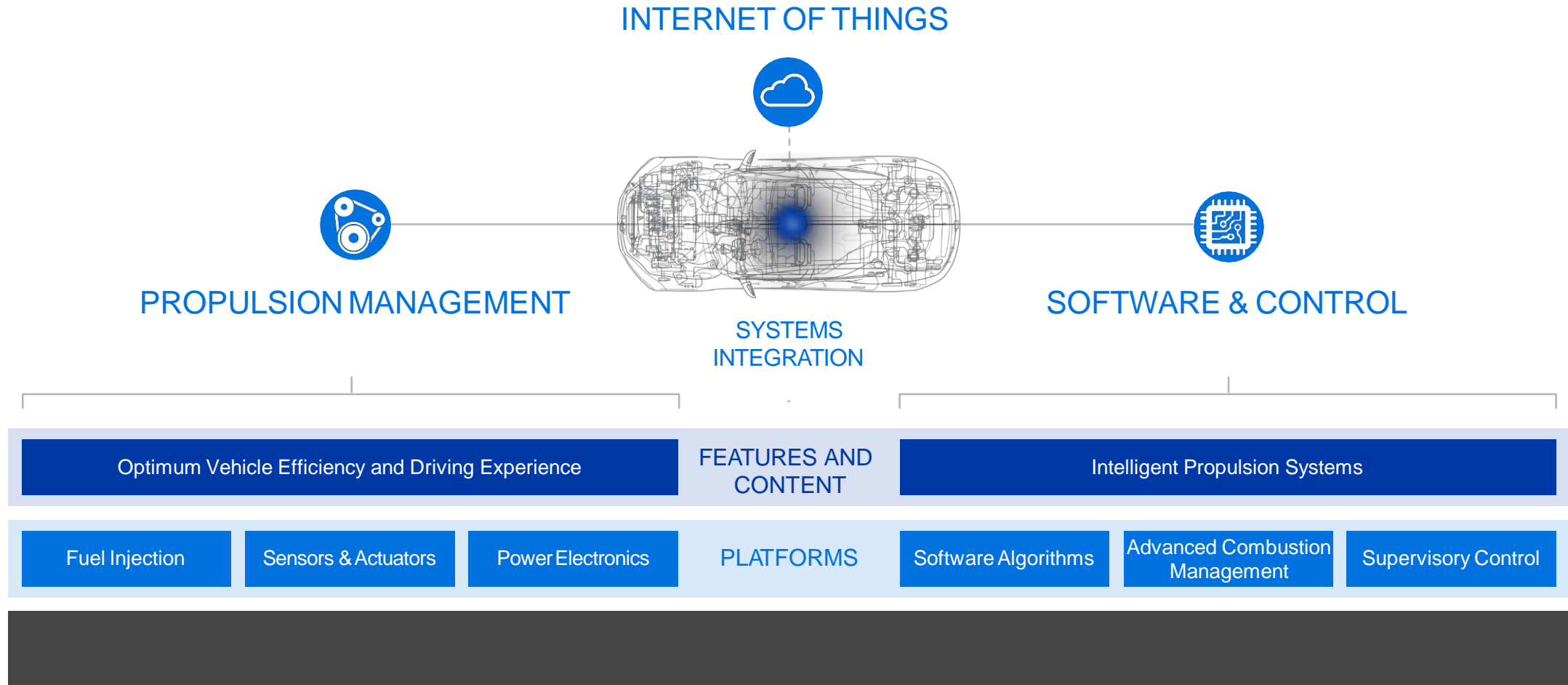


# RemainCo Vision: Enabling Smart Vehicle Architectures



**Uniquely positioned to support smart mobility solutions**

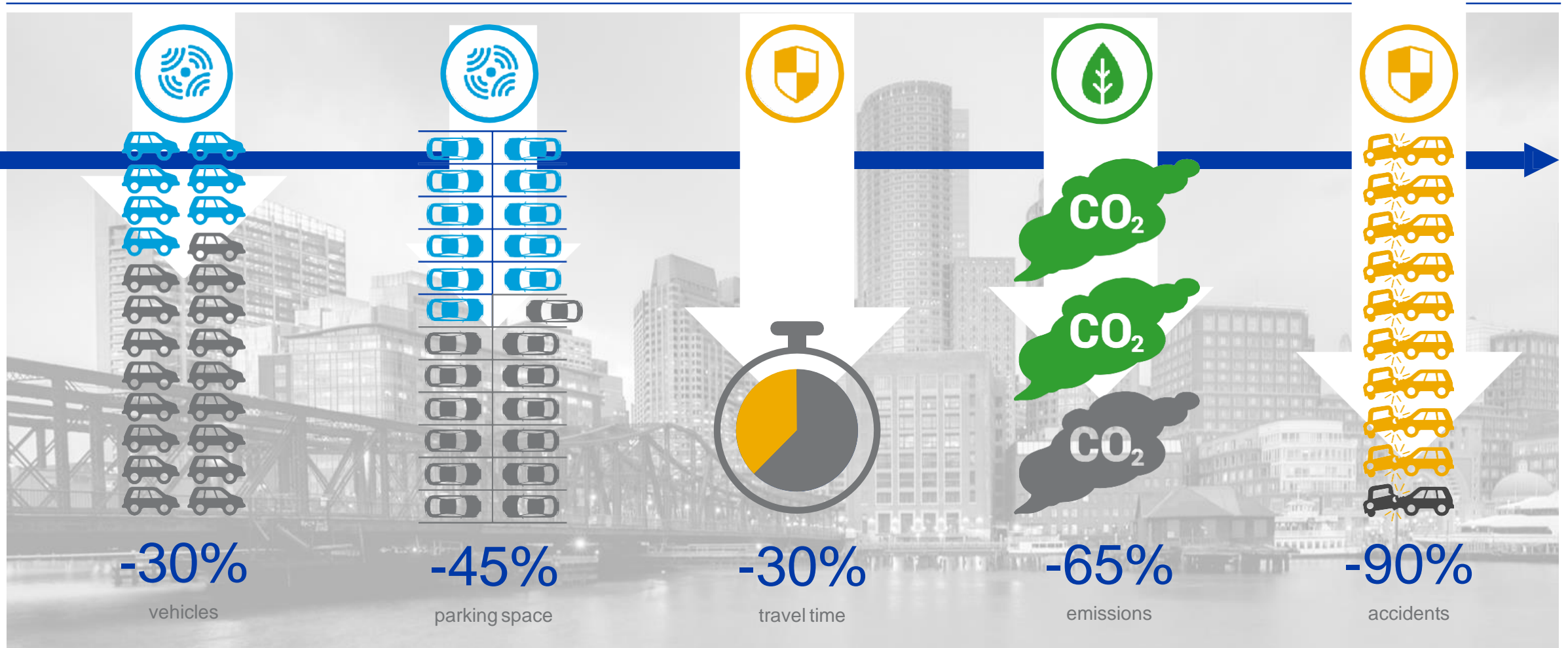
# Powertrain Vision: Enabling Advanced Vehicle Propulsion



**Uniquely positioned to deliver most efficient propulsion solution**



# Results Delphi Is Working Towards

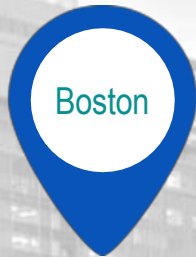
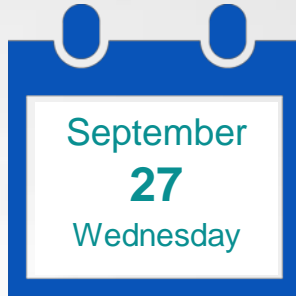


**Smart mobility critical to addressing safe, green and connected megatrends**

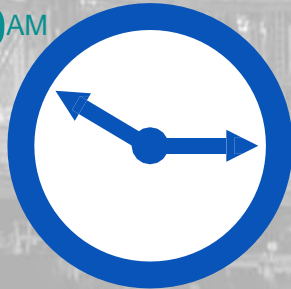
Source: "Autonomous vehicles and cities: Document for discussion" by The Boston Consulting Group

# Delphi 2017 Investor Day

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10AM



3PM

We look forward to  
sharing more about  
Delphi at our upcoming  
2017 Investor Day

# **DELPHI**

Innovation for the Real World

# Senior Leadership



**Kevin P. Clark**

President and Chief Executive Officer



**Majdi B. Abulaban**

Senior Vice President and President, Delphi EEA Segment, and Engineered Components Group, and President Delphi Asia Pac



**Alex Ashmore**

President, Delphi Product & Service Solutions



**Liam Butterworth**

Senior Vice President and President, Powertrain Systems and Delphi Product & Service Solutions



**Glen De Vos**

Senior Vice President and Chief Technology Officer



**Jerome Dorlack**

Senior Vice President, President of Delphi Electrical Electronic Distribution Systems and President, South America



**Michael Gassen**

Vice President, Sales and President, Europe, Middle East, Africa and Russia



**William H. Guggina**

Vice President, Global Operations and President, Delphi Mexico



**Sidney Johnson**

Senior Vice President, Supply Chain Management



**Joseph R. Massaro**

Senior Vice President and Chief Financial Officer



**David Paja**

Senior Vice President and President Electronics & Safety



**J. Christopher Preuss**

Senior Vice President, Marketing and Communications



**Elena Doom Rosman**

Vice President, Investor Relations



**David M. Sherbin**

Senior Vice President, General Counsel, Secretary and Chief Compliance Officer



**Susan M. Suver**

Senior Vice President and Chief Human Resources Officer



# Board Of Directors



## Rajiv L. Gupta

*Chairman of the Board*

- Former Chairman and CEO of Rohm and Haas Company
- Other Directorships: Arconic, Hewlett Packard and The Vanguard Group, Inc. and Tyco International plc (2005-2016)



## Joseph S. Cantie

- Executive Vice President and Chief Financial Officer of ZF TRW; Former Vice President and Controller of LucasVarity Plc
- Other Directorships: Summit Materials, Inc. and TopBuild Corp.



## Kevin P. Clark

*President & Chief Executive Officer*

- Founding partner of Liberty Lane Partners, LLC
- Former Chief Financial Officer of Fisher Scientific International Inc.



## Gary L. Cowger

- Chairman and CEO of GLC Ventures, LLC and Former Group Vice President of Global Manufacturing and Labor Relations for General Motors
- Other Directorships: Titan International, Inc. and Tecumseh Products Company (2013-2015)



## Nicholas M. Donofrio

- Former Executive Vice president, Innovation & Technology, International Business Machine Corporation
- Other Directorships: Advanced Micro Devices, Inc. and Bank of New York Mellon



## Mark P. Frissora

- CEO of Caesars Entertainment Corporation
- Other Directorships: Caesars Entertainment Corporation, Hertz Global Holdings (2006-2014) and Walgreens Boots Alliance, Inc. (2009-2015)



## Sean O. Mahoney

- Former Partner and head of Financial Sponsors Group at Goldman Sachs & Co
- Other directorships: Arconic, Post-bankruptcy Board of Lehman Brothers Holdings Inc, Cooper-Standard Holdings Inc. and Formula One Holdings, and Alcoa (2016)



## Timothy M. Manganello

- Former Chief Executive Officer and Executive Chairman of the Board of BorgWarner Inc.
- Other Directorships: Bemis Company, Zep Inc. (2011-2015), and Borg Warner (2002-2013)



## Ana G. Pinczuk

- Senior Vice President of Hewlett Packard Enterprise's Pointnext technology services organization
- Former Executive Vice President and Chief Product Officer of Veritas Technologies LLC



## Thomas W. Sidlik

- Former Member, Board of Management, DaimlerChrysler AG
- Other Directorships: Cooper-Standard Holdings Inc.



## Bernd Wiedemann

- Senior Advisor at IAV GmbH, a leading provider of engineering services to the automotive industry
- Former Chief Executive Officer, Volkswagen Commercial Vehicles and Truck Division



## Lawrence A. Zimmerman

- Former Vice Chairman and Chief Financial Officer of Xerox Corporation
- Other Directorships: Flextronics International Ltd., Brunswick Corporation (2006-2015), Computer Sciences Corporation (2012-2014) and Stanley Black & Decker, Inc. (2005-2011)