

January 2026



## Annual Stewardship Outreach

# 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; global inflationary pressures; uncertainties created by the conflict between Ukraine and Russia, and its impacts to the European and global economies and our operations in each country; uncertainties created by the conflicts in the Middle East and their impacts on global economies; 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 ongoing 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 effects of significant increases in trade tariffs, import quotas and other trade restrictions or actions, including retaliatory responses to such actions; changes to tax laws; future significant public health crises; the ability of the Company to integrate and realize the expected benefits of recent transactions; the ability of the Company to achieve the intended benefits from, or to complete, the proposed separation of its Electrical Distribution Systems business; 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. Aptiv 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 Sustainability

OUR FRAMEWORK FOR DELIVERING ON OUR MISSION

MISSION

Why we do what we do

SAFE

A future with zero accidents

GREEN

A future with zero emissions

CONNECTED

A future with seamless connectivity



APPROACH

How we do business

PEOPLE

Foster high-performing and engaged teams with safe, dynamic and inclusive workplaces

PRODUCTS

Design and deliver solutions that make the world safer, greener and more connected

PLANET

Increase operational efficiency and reduce our impact on the environment

PLATFORM

Do the right thing, the right way



IMPACT

Our effect on the world

STAKEHOLDER VALUE CREATION

PARTNER OF CHOICE

ENGAGED EMPLOYEES

STRONGER COMMUNITIES

SAFER, GREENER, MORE CONNECTED WORLD

## Sustainability in Action

2025 SUSTAINABILITY REPORT



# People

FOSTER HIGH-PERFORMING AND ENGAGED TEAMS WITH SAFE, DYNAMIC AND INCLUSIVE WORKPLACES

## PREPARING OUR PEOPLE FOR THE FUTURE

### STRATEGIC COMMITMENTS

#### HEALTH & SAFETY

Proactively mitigate risks and implement health and safety best practices

#### INCLUSIVE CULTURE

Cultivate an inclusive workforce that engages and attracts the best talent to fuel innovation

#### ATTRACT, DEVELOP & RETAIN THE BEST TALENT

Ensure we have engaged teams with the right skills

### 2024 ACHIEVEMENTS

**89%**

of Aptiv sites ISO45001 certified

**0.08**

lost workday case rate per 100 employees

**AT PARITY**

gender pay equity

**26%**

gender diversity in management roles

**32%**

racial diversity in U.S. management roles

**61%**

internal fill rate on open positions

**83%**

employee engagement (*participation rate in engagement survey for salaried employees*)

# Product

DESIGN AND DELIVER SOLUTIONS THAT MAKE THE WORLD SAFER, GREENER AND MORE CONNECTED

PEOPLE

PRODUCTS

PLANET

PLATFORM

## DESIGNING FOR A SMARTER, MORE SUSTAINABLE FUTURE

### STRATEGIC COMMITMENTS

#### SAFE, GREEN & CONNECTED SOLUTIONS

Develop advanced technologies that save lives, reduce emissions and enable seamless connectivity

#### PRODUCT QUALITY

Develop and deliver reliable products and solutions with expected levels of performance

#### CUSTOMER SATISFACTION

Continue to be our customers' partner of choice by delivering industry-leading products and solutions

### 2024 ACHIEVEMENTS

70M+

vehicles with Aptiv's active safety products; 4M+ ADAS L2+ systems shipped to date<sup>1</sup>

330M+

tons of CO2 emissions saved through Aptiv-enabled electric vehicles to date

95%

of manufacturing & tech sites recertified to IATF 16949

1,170+

customer contacts included in Voice of Customer survey

1. As of Nov 2025 (Source: 2025 Investor Day)



# Planet

INCREASE OPERATIONAL EFFICIENCY AND REDUCE OUR IMPACT ON THE ENVIRONMENT

## BUILDING A CULTURE OF SUSTAINABLE INNOVATION

### STRATEGIC COMMITMENTS

#### CLIMATE CHANGE

Develop innovative solutions that reduce carbon emissions and improve energy efficiency

#### WATER

Reduce water usage in the integrated supply chain

#### WASTE & PACKAGING

Reduce generation of waste and increase recycling

### 2024 ACHIEVEMENTS

↓ **31%**  
(2024 vs 2019)

reduction in Scope 1 & 2 CO<sub>2</sub> emissions, exceeding 2025 target of 25%

**43%**

renewable energy sourced

↓ **3%**  
(2024 vs 2023)

reduction in water consumption intensity  
(thousands of liters per employee)

**84%**

waste recycled at manufacturing and technical centers



# Platform

DO THE RIGHT THING, THE RIGHT WAY

PEOPLE

PRODUCTS

PLANET

PLATFORM



## A SHARED COMMITMENT TO ETHICAL BEHAVIOR

### STRATEGIC COMMITMENTS

#### ETHICS & COMPLIANCE

Foster a culture of adhering to the highest standards of conduct

#### SUSTAINABLE SUPPLY CHAIN

Champion an ethical supply chain through a robust Code of Conduct and due diligence process

#### DATA SECURITY

Adhere to rigorous cybersecurity, privacy and data governance standards

### 2024 ACHIEVEMENTS

97%

of salaried employees trained on the Code of Conduct

100%  
OPERATE WITH  
RESPECT

of key direct suppliers agreeing to the Aptiv Code of Conduct or affirming adherence to a comparable code

Zero

reportable security and privacy incidents

THINK AND ACT  
LIKE OWNERS

ACT WITH  
URGENCY

# Board of Directors Overview

DIVERSE SKILLS AND EXPERIENCES CONTRIBUTING TO AN EFFECTIVE BOARD

## KEY CHARACTERISTICS

### DIVERSITY & EXPERIENCE

- Diversity of experience spanning broad range of industries
- Broad array of attributes and skills directly relevant to Aptiv
- 45% diversity (4 gender, 3 ethnic/race)

### BOARD TENURE

- Average board tenure ~7 years
- Annual elections of all directors

### PERFORMANCE EVALUATIONS

- Annual Board and Committee self-evaluation process
- Annual director performance evaluations
- Ongoing assessment of corporate governance best practices appropriate for Aptiv

### BOARD PARTICIPATION

- No member participates on more than 4 public boards

## APTIV BOARD OF DIRECTORS



**Kevin P. Clark**  
*Chair and  
Chief Executive Officer*



**Paul M. Meister**  
*Lead Independent Director*

- Compensation and HR
- Finance
- Nominating and Governance\*



**Håkan Agnevall**  
*(Director since Dec 2025)*



**Nancy E. Cooper**

- Audit\*
- Nominating and Governance



**Joseph L. Hooley**

- Audit
- Compensation and HR\*



**Vasumati P. Jakkal**

- Innovation and Technology



**Merit E. Janow**

- Compensation and HR
- Nominating and Governance



**Sean O. Mahoney**

- Finance\*
- Nominating and Governance



**Robert K. Ortberg**

- Audit
- Innovation and Technology



**Colin J. Parris**

- Audit
- Innovation and Technology\*



**Ana G. Pinczuk**

- Finance
- Innovation and Technology

\* Committee Chairperson

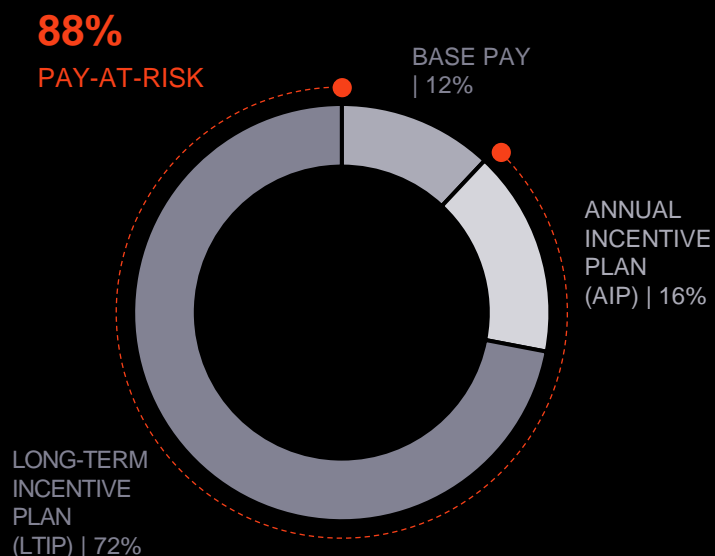


# Incentives Aligned to Long-Term Value

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

## PERFORMANCE-BASED

Pay Mix for Named Executive Officers<sup>1</sup>



## LONG-TERM VALUE FOCUSED

Long-Term Incentive Plan

### ROIC

3-year Return on Invested Capital

### REVENUE

3-year Software and Adjacent Market Revenue

### SHAREHOLDER RETURN<sup>2</sup>

3-year Total Shareholder Return percentile; Modifier

60%  
Performance  
& 40%  
Time Based<sup>3</sup>

Annual Incentive Plan

### REVENUE

Measure of total income generated from the sale of products, software, and related tools and services

### OPERATING INCOME

Measure of income realized from business operations, indicator of overall financial performance

### STRATEGIC RESULTS METRIC

Performance against Aptiv's strategic goals & objectives

## ACHIEVED THE RIGHT WAY



### FUTURE PLATFORMS

- Enable connectivity & intelligent edge
- Enhance software architecture & business model

### CURRENT PLATFORMS

- Enhance electrification portfolio
- Commercialize next-generation hardware architectures

### BUSINESS FOUNDATIONS

- Enhance supply chain resiliency
- Strengthen human capital

IN ALIGNMENT WITH SUSTAINABILITY COMMITMENTS



PEOPLE



PRODUCTS



PLANET



PLATFORM

1. Reflects 2024 Plan year

2. TSR performance relative to Russel 3000 Auto Index peers

3. For Executive Officers

# Sustainability 2026 & Beyond

## PRE-SPIN AND POST-SPIN TARGETS AND REPORTING

• APTIV •

### New Aptiv

Leading provider of hardware and software solutions from sensor to cloud

### Electrical Distribution Systems (EDS)

Leading provider of low- and high-voltage power, signal, and data distribution solutions

### PRE-SPIN

#### FINAL APTIV SUSTAINABILITY REPORT

- Aptiv will issue a streamlined report before the spin-off
- Includes consolidated 2025 metrics and final progress on 2025 targets

### POST-SPIN

#### INDEPENDENT REPORTING FOR NEW APTIV AND EDS

- New Aptiv and EDS will each set new sustainability targets and baseline KPIs
- Each will publish its own report, with cadence and scope defined independently



• **APTIV** •