February 14, 2023*

APTIV

2023 Investor Conference

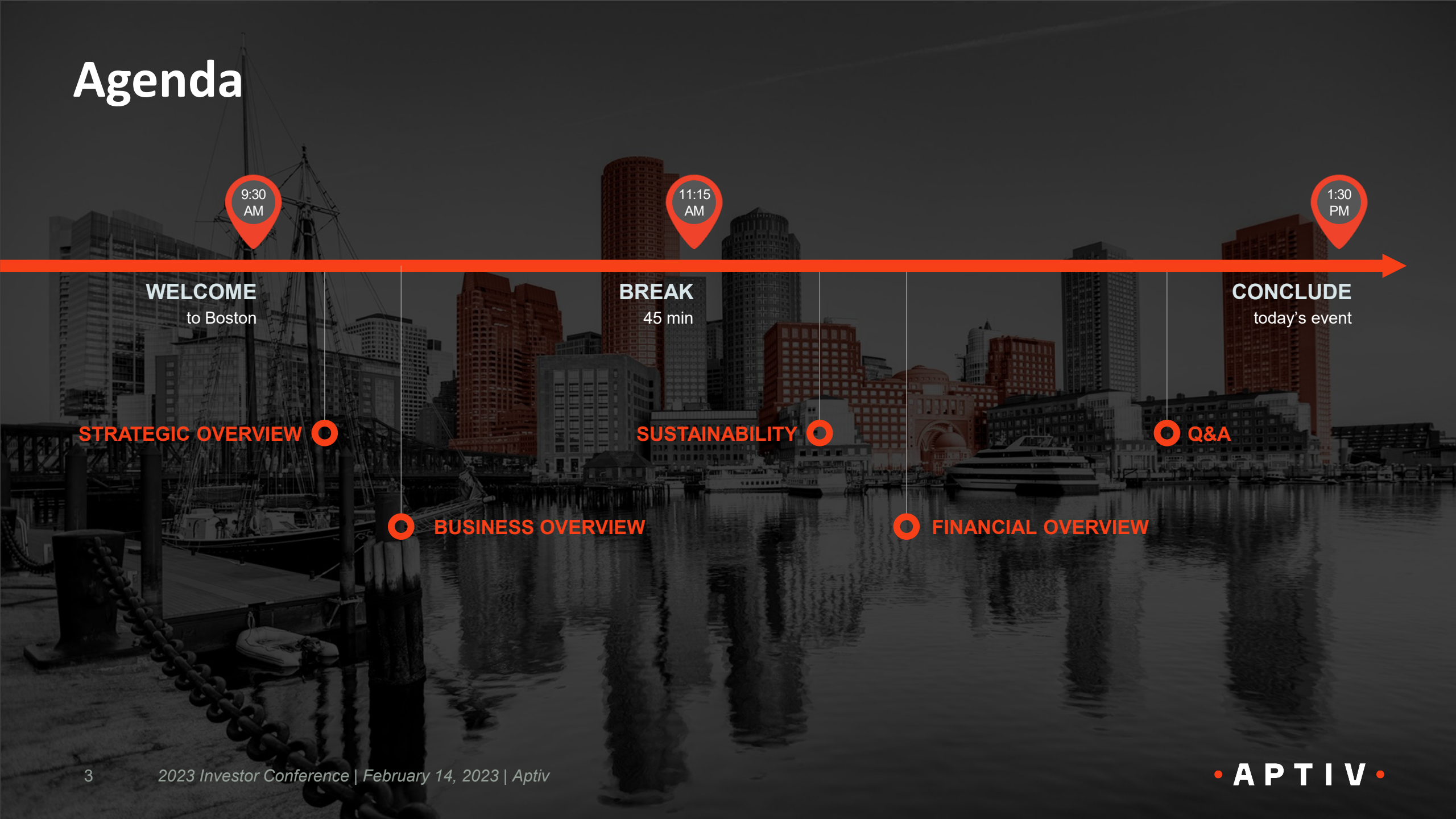


* Updated as of March 3, 2023 to make certain immaterial clarifying edits in footnotes.

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 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.

Agenda



APTIV

INVESTING IN THE FUTURE

DOING THE RIGHT THING, THE RIGHT WAY

FIRST® inspires young people to be science and technology leaders and innovators by engaging them in exciting mentor-based programs that build science, engineering, and technology skills, that inspire innovation, and that foster well-rounded life capabilities including self-confidence, communication, and leadership.

APTIV

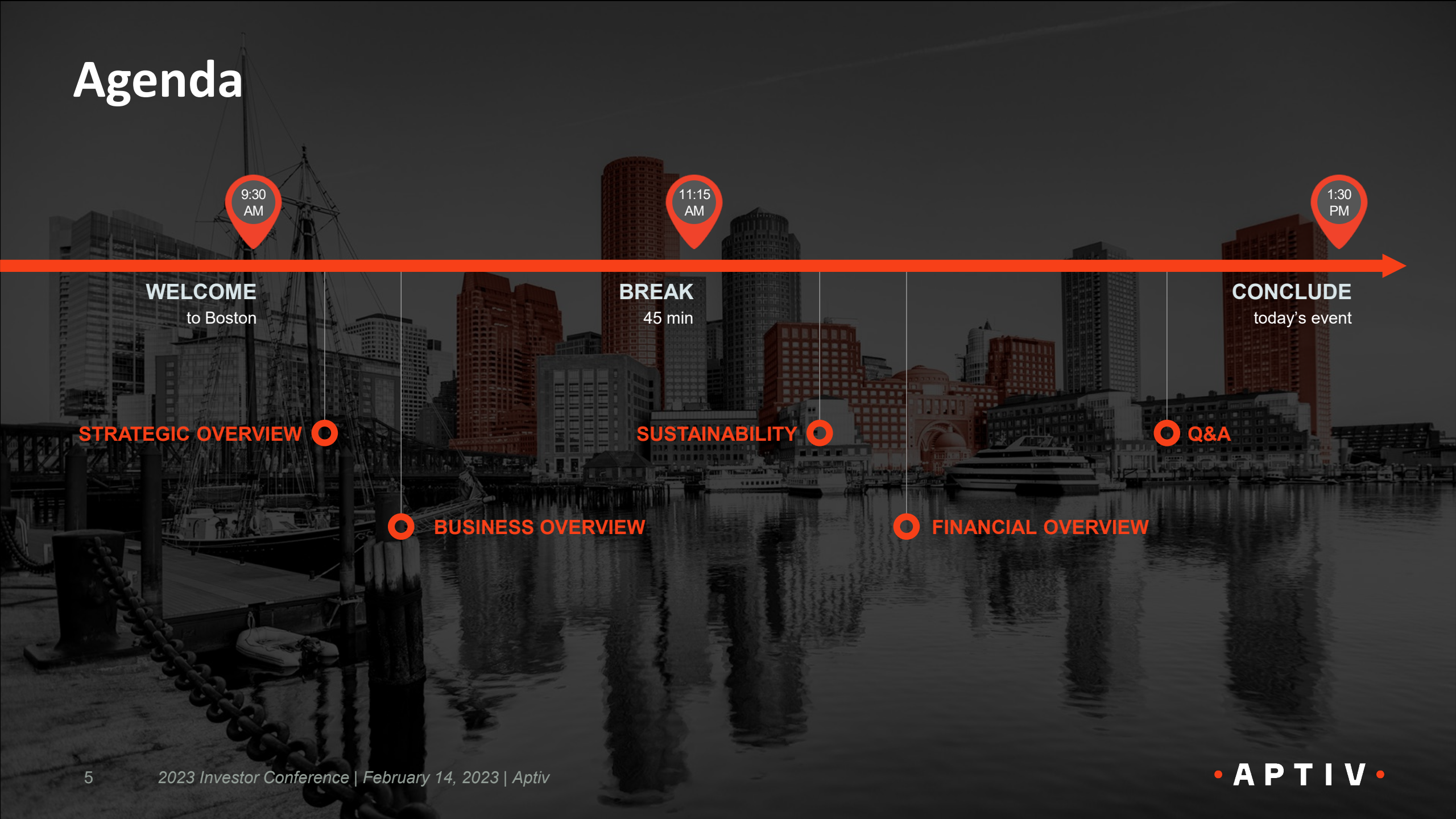
$10,000 *Donation*

Aptiv creating a world where science and technology are celebrated and where young people dream of becoming science and technology leaders



INVESTING IN THE NEXT GENERATION IS NOT JUST A RESPONSIBILITY, IT IS AN INVESTMENT IN OUR OWN FUTURE

Agenda



APTIV

February 14, 2023

STRATEGIC OVERVIEW

Kevin Clark

Chairman and Chief Executive Officer

APTIV

Uniquely Positioned To Create Long-Term Value

UNIQUE PORTFOLIO AND EXECUTION FOCUS DELIVERING A TRACK RECORD OF OUTPERFORMANCE



MEGATRENDS ACCELERATING

Consumer expectations and regulatory requirements continue to accelerate **safe**, **green** and **connected** megatrends

RIGHT STRATEGY, RIGHT PORTFOLIO

Optimizing our **business foundation** while executing on the deployment of **current platforms** and investing in the development of **future platforms**

UNIQUE FULL SYSTEM SOLUTIONS

Increasing need for full system optimization through **next-gen hardware architectures**, **cloud-native software architectures** and **edge-to-cloud platforms**

EXPANDING COMPETITIVE MOAT

Investing to solve our customers' toughest challenges and unlock the **software-defined vehicle** while expanding into relevant **adjacent markets**

POSITIONED FOR OUTPERFORMANCE

Market outgrowth and **margin expansion** will accelerate through the end of the decade, creating long-term **shareholder value**

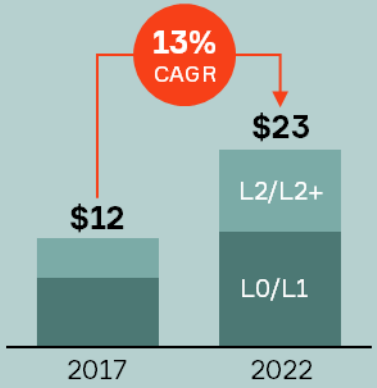
Significant Tailwind From Megatrends To Date

THE PACE OF TRANSITION TO SAFE, GREEN AND CONNECTED VEHICLES HAS OUTPACED EXPECTATIONS

ACTIVE SAFETY

DEMOCRATIZATION OF SAFETY AND VEHICLE AUTOMATION

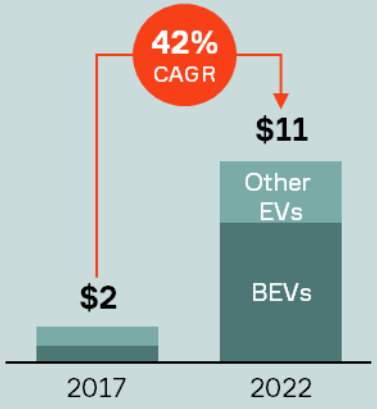
Total Addressable Market, Billions



18% L2 AND ABOVE ADAS PENETRATION IN 2022

HIGH VOLTAGE

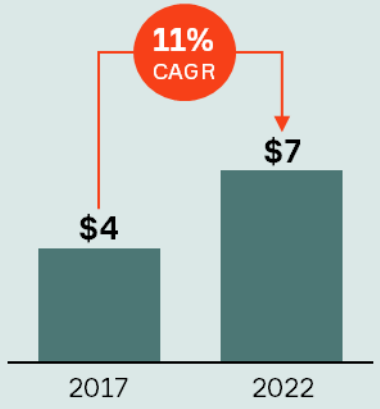
ACCELERATION IN HIGH VOLTAGE ELECTRIFICATION



10% BEV SHARE OF TOTAL PRODUCTION IN 2022

SOFTWARE APPLICATIONS & BUILDING BLOCKS

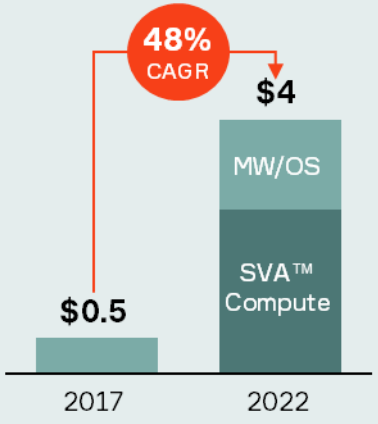
INCREASINGLY CONNECTED, SOFTWARE-DEFINED VEHICLES



$84 ADDRESSABLE SW CPV IN 2022

SMART VEHICLE COMPUTE & SOFTWARE

EMERGENCE OF NEXT-GEN ARCHITECTURES



7+ OEMS ADOPTING NEXT-GEN E/E ARCHITECTURES

Set The Right Strategy, Rigorously Executed

FOCUSED ON STRENGTHENING OUR FOUNDATION WHILE DRIVING CURRENT AND LONG-TERM GROWTH

Recall: Represents Aptiv's strategic drivers as of 2017 / 2018

FUTURE PLATFORMS

Seeding the next wave of growth, while diversifying business models and end markets

CURRENT PLATFORMS

Leveraging pan-Aptiv capabilities to increase scale and relevance in fast-growing product areas

BUSINESS FOUNDATION

Optimizing global execution capabilities, which give Aptiv the right to play across current and future platforms



- Built top-tier automated mobility technology capabilities and commercialization ecosystem
- Launched data monetization platform
- Further diversifying into industrial and CV markets

- Strengthened Aptiv capabilities across software stack to offer broad and market leading solutions
- Commercializing next-gen architecture with top OEMs
- Expanded AI/ML capabilities across the ADAS stack
- Invested in differentiated HV offerings to position Aptiv as a partner of choice for system level EVs

- Optimized execution for program delivery and efficiency
- Investing in product-centric capabilities focused on solving customer challenges in advance of demand
- Enhanced supply chain process, analytics and visibility

Anticipated Adoption Of Advanced Architectures

UNDERSTOOD MARKET AND CUSTOMER NEEDS; EXECUTION DROVE COMMERCIAL SUCCESS

"Hardware-Defined" *"Software-Defined"*

FUNCTION (LEGACY)

Incremental mechatronic approach to features not sustainable

DOMAIN

Support for significant new functionality through domain up-integration

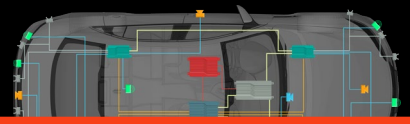
ZONE

Reduce physical complexity through intelligent zone control

SERVERIZATION (FULL SVA™)

Enable complex, continuously updatable features and fail-operational support for higher levels of autonomy







2017 — *Initial introductions into production*

2022

2026

INCREASING DEMAND FOR ELECTRONIC FEATURES & FUNCTIONS

100+ Individual ECUs on a premium vehicle of which…

25-30 … readily addressable by Aptiv today

ESTABLISHED LEADERSHIP IN ADVANCED COMPUTE ACROSS ALL DOMAINS

20+ Domain controller programs with 15 OEM customers

6 Active safety Satellite Architecture programs

1st To market solution on zone control

3 OEMs zone controller program awards

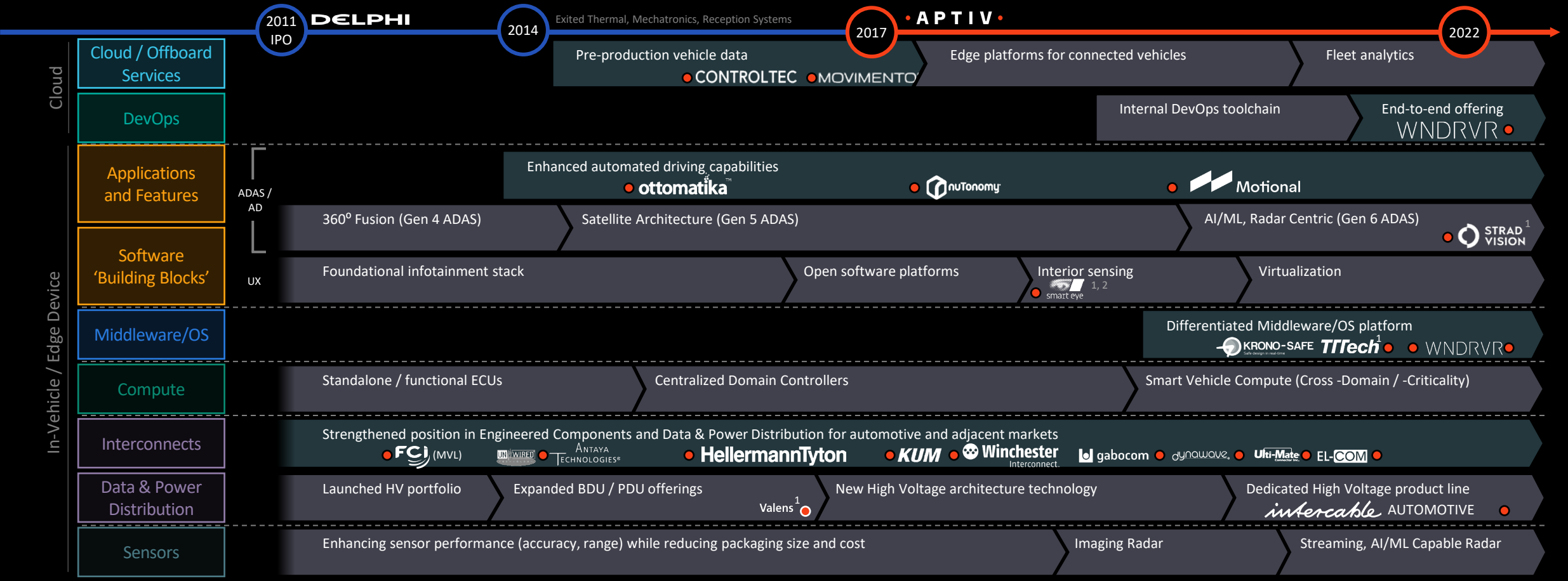
STRONG EXECUTION POSITIONED APTIV AS A LEADER AT THE POINT OF CONTENT AGGREGATION

$5B SVA™ new business awards to date with 7 OEM customers

*CVC (*Central Vehicle Controller*), PDC (*Power Data Center / Zone Control*) and associated content*

Built The Right Portfolio

INTELLIGENT CAPITAL DEPLOYMENT LEVERAGING ORGANIC AND INORGANIC INVESTMENTS



1. Strategic investment
2. Original investment in Affectiva, later acquired by SmartEye

Built The Right Capabilities

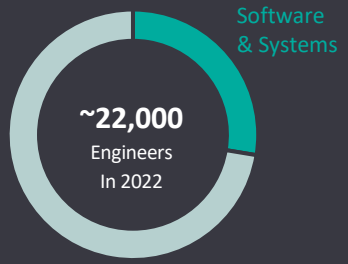
MORE RESILIENT BUSINESS, LEVERAGING GLOBAL WORKFORCE AND HIGH-PERFORMANCE CULTURE

THE RIGHT TALENT IN THE RIGHT LOCATIONS

Hourly Workforce



Engineering Capabilities



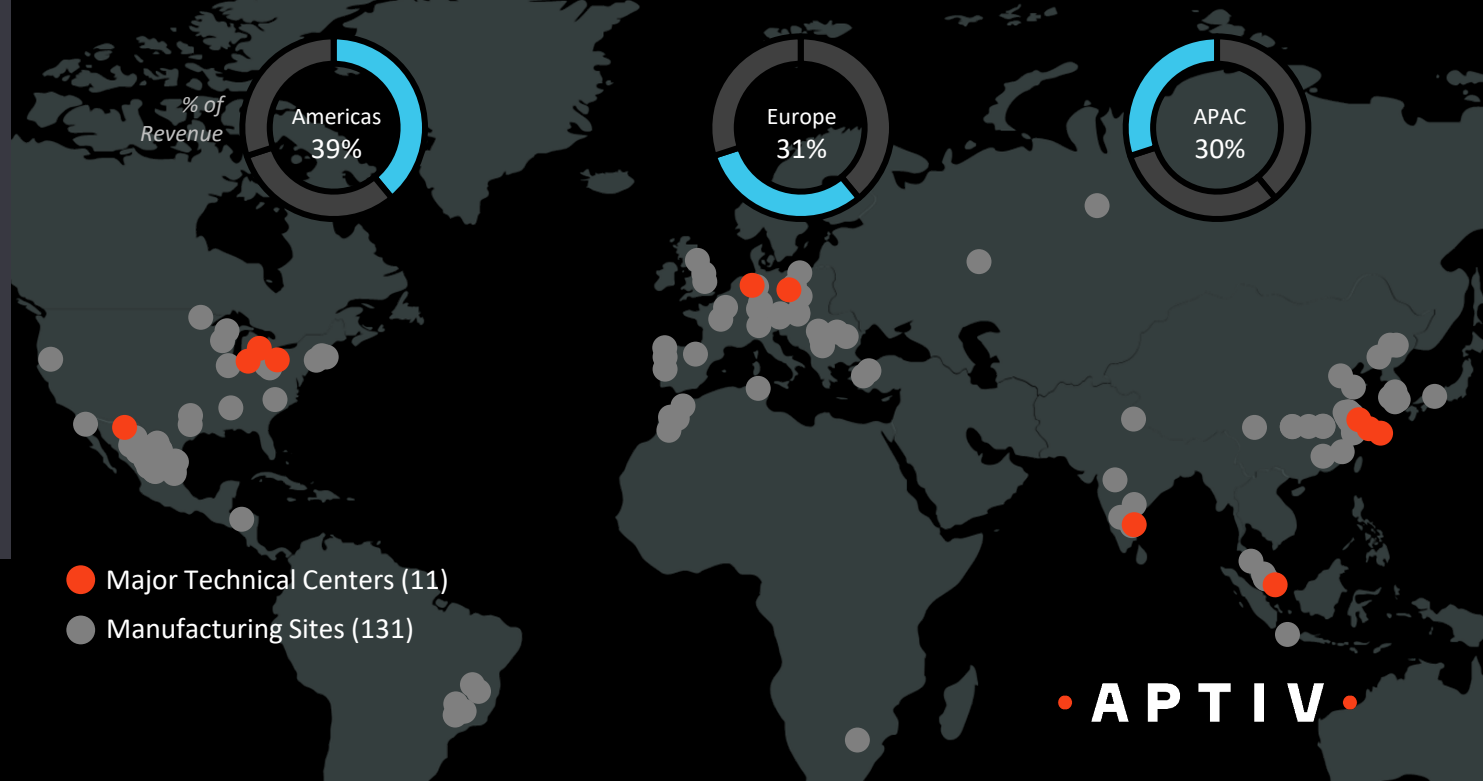
STRATEGIC FOOTPRINT CLOSE TO CUSTOMERS enables regular and close collaboration during development and launch

SCALE AT COMPETITIVE COSTS from non-customer facing roles in best cost countries, with the ability to work across platforms and product lines to enable design reuse

** Includes contingent workforce of ~42,000*

GLOBAL FOOTPRINT AND CAPABILITIES

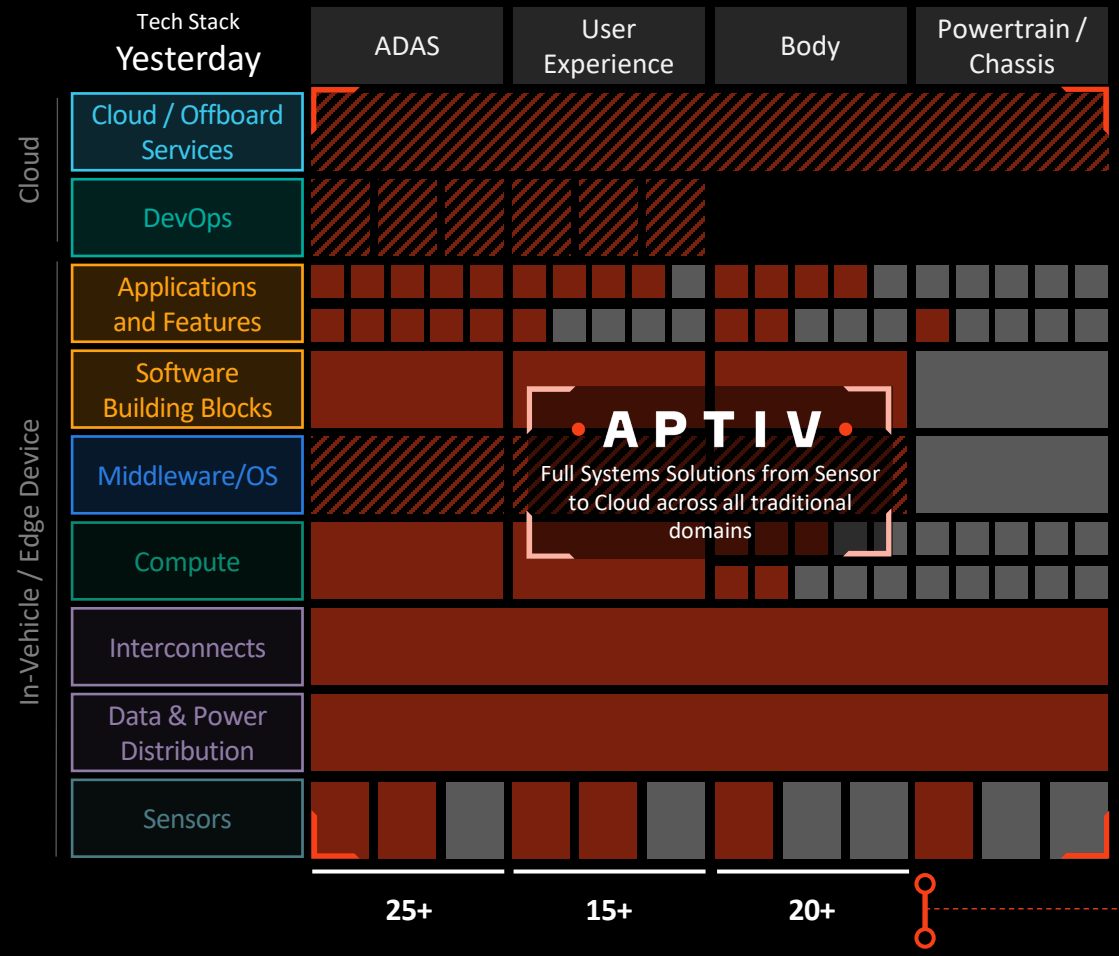
- 131 manufacturing facilities supporting in-region, for-region production and supply chain
- 11 major tech centers worldwide, including 70%+ of engineers in best cost countries
- ~1,800 new programs successfully launched in 2022; up from ~1,500 in 2017
- 1,350+ new suppliers qualified since 2018; expanded local capabilities, enhanced resiliency



APTIV

Created The Only Full Systems Solution Partner

UNIQUELY POSITIONED WITH SOLUTIONS ACROSS ALL DOMAINS



Select Customer / Program Highlights

Providing full-stack, scalable ADAS platform supporting L0-L2+ (hands-free) systems

LARGE GLOBAL OEM

State-of-the-art driver monitoring system and software for regulatory and L2+ applications

Enabling a more connected user experience with Android-based infotainment including OTA software updates and enhancements

200+ OEM HV programs

Partner of choice for high-voltage and low-voltage wiring and interconnects, integrated power electronics, devices

60+ OEM software programs

Aptiv Capability (ex Wind River)

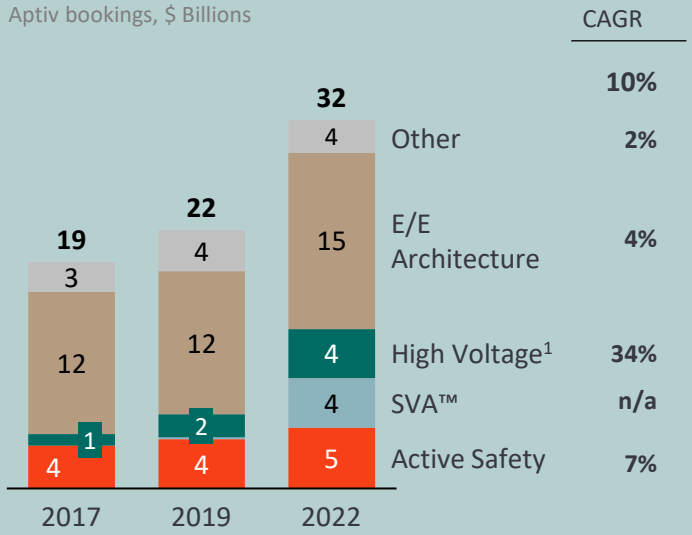
Other 3rd Party

Execution Of Strategy Created Value

APTIV HAS OUTPERFORMED COMPETITORS THROUGHOUT THE CYCLE AND UNPRECEDENTED DISRUPTION

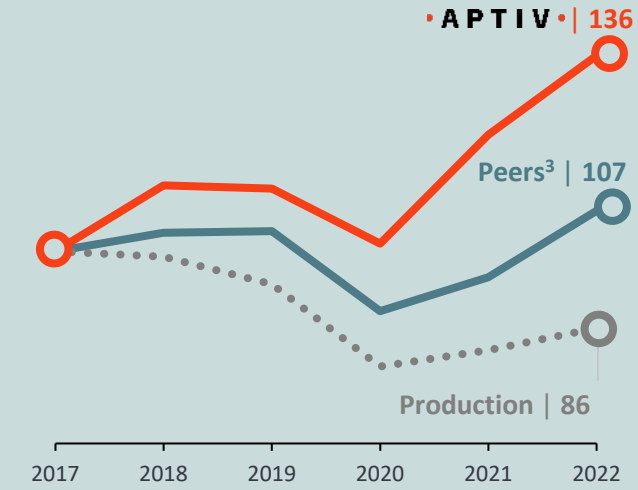
RECORD BOOKINGS

Reflects **expanding competitive moat** and **industry leading execution** capabilities



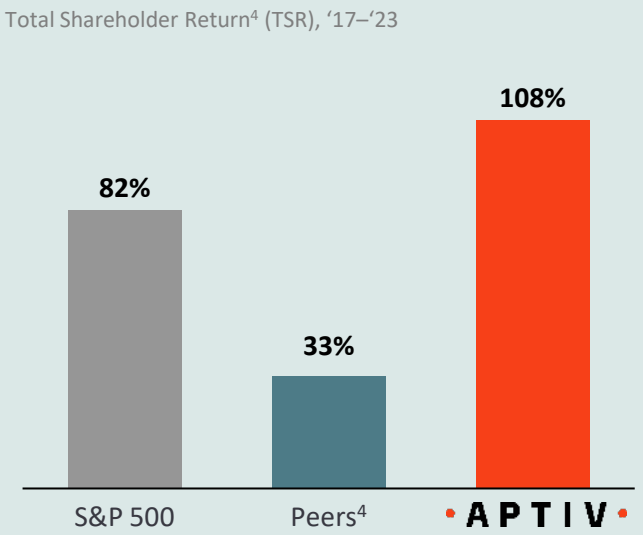
CONTINUED STRONG GROWTH

Portfolio of **advanced technologies** launched on industry leading platforms driving strong **growth over market and peers**



SHAREHOLDER VALUE

Execution of our strategy has resulted in **significant shareholder value creation**

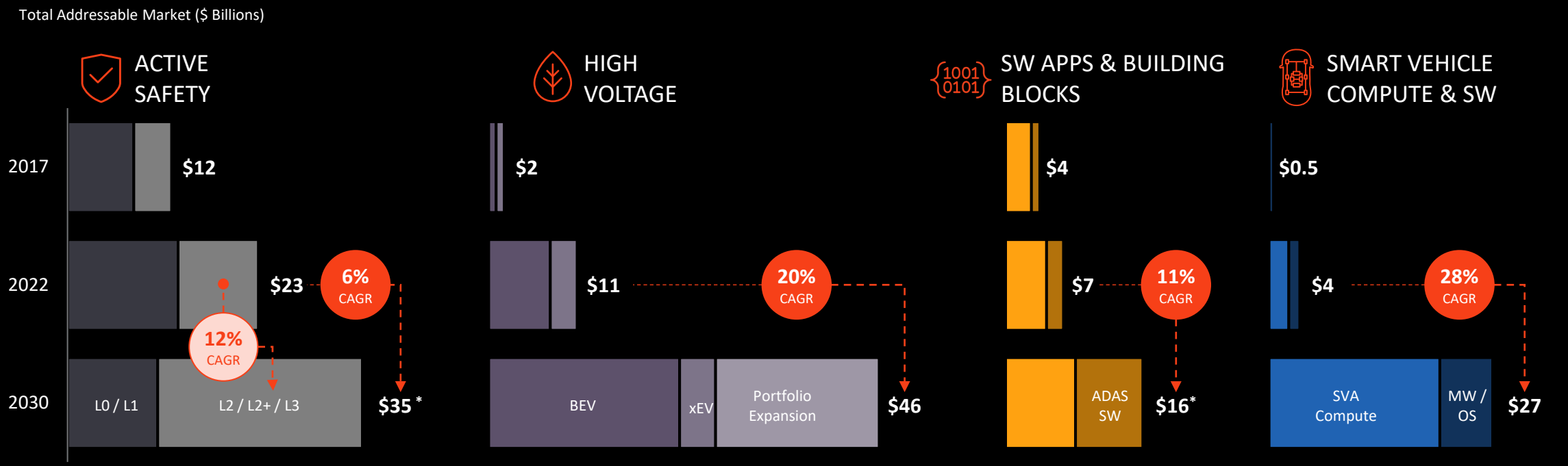


1. High Voltage bookings do not include Intercable Automotive; 2. Revenue in local currency per Capital IQ as reported or per consensus estimates as of 02/06/2023 (Index, 2017 = 100); 3. Median across Peer Group: Continental, Denso, Gentex, Hella, Hyundai Mobis, Lear, Magna, Sumitomo, Valeo, and Visteon; 4. TSR data from 01/01/2017 to 01/31/2023; Source: Capital IQ, Factset, IHS

APTIV

Megatrends Will Continue To Accelerate

NEW TECH REQUIREMENTS RESULT IN $75B TAM EXPANSION FROM FAST-GROWING PRODUCT LINES



** Includes ADAS software*

APTIV

Strategy Supports Path To 2030

DRIVING SUSTAINABLE OUTPERFORMANCE TODAY AND IN THE FUTURE

STRATEGY STAYS THE SAME

Executing on current platforms and strengthening our business foundation to drive sustainable growth and margin expansion today, while investing for the future

FUTURE PLATFORMS

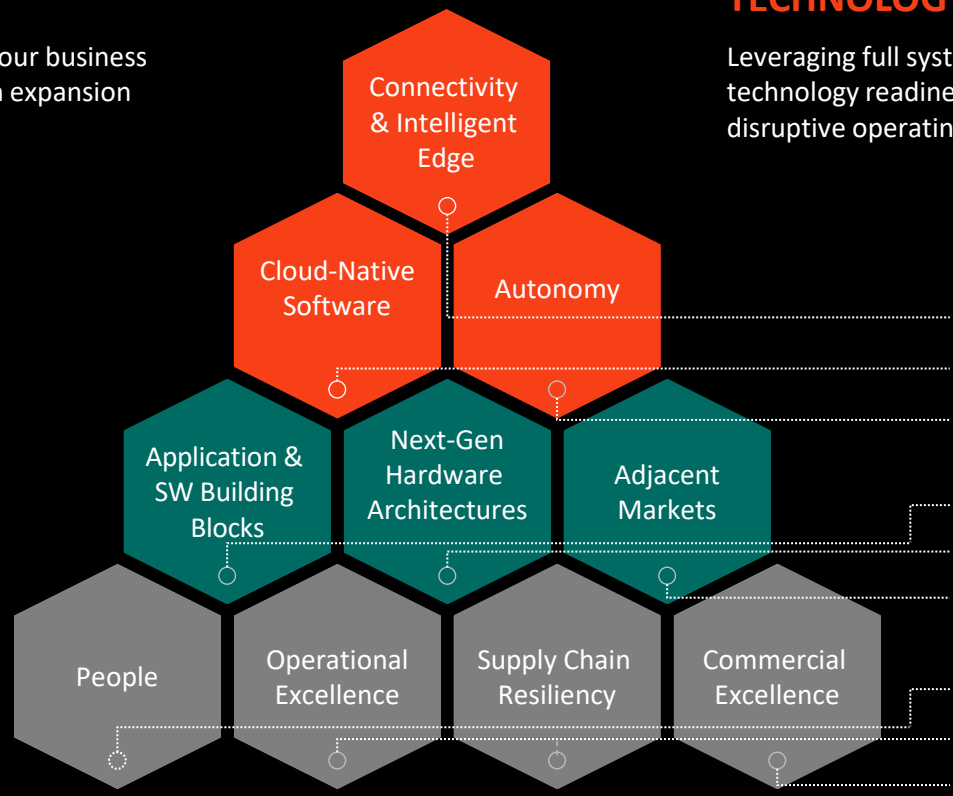
Seeding the next wave of growth, while diversifying business models and end markets

CURRENT PLATFORMS

Leveraging pan-Aptiv capabilities to increase scale and relevance in fast-growing product areas

BUSINESS FOUNDATION

Optimizing global execution capabilities, which give Aptiv the right to play across current and future platforms



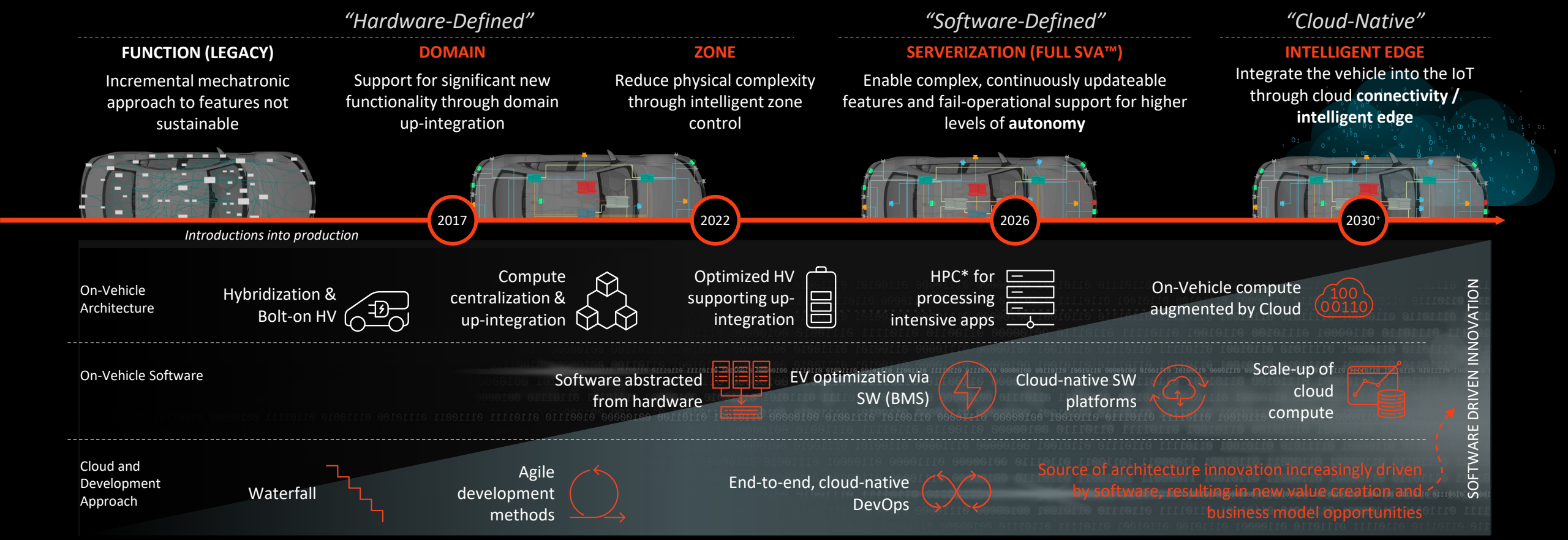
TECHNOLOGY & CAPABILITY AREAS EVOLVE

Leveraging full system capabilities and investments to capitalize on market and technology readiness, while enhancing execution capabilities required for a more disruptive operating environment

- Safe, secure and reliable intelligent edge solutions
- Bringing the flexibility of the cloud to the vehicle
- Enabling greater levels of control for things that move
- Modular, flexible and scalable approach to vehicle software
- Optimized compute and high voltage system-level offerings
- Applying proven solutions to new markets
- Balancing quality, flexibility and affordability with the right skill-sets
- Flawless execution in a disruptive environment
- Deepening Aptiv's role as a trusted technology partner

Vehicle Architecture Evolution To 2030 Car

SVA™ HARDWARE BEING COMMERCIALIZED; INDUSTRY DISRUPTION AROUND SOFTWARE ACCELERATING



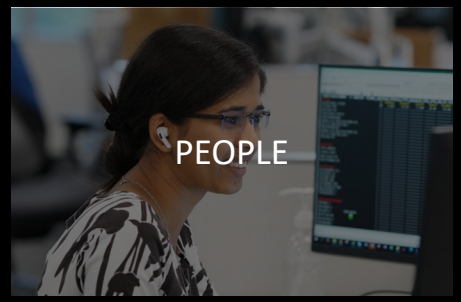
* HPC: High Performance Compute such as Aptiv's Open Server Platform

APTIV

Strengthening Operating Model

RIGHT PEOPLE EMPOWERED WITH THE RIGHT PROCESSES & TOOLS TO BEST SERVE OUR CUSTOMERS

Enhancing Aptiv's Operating Model creates value for our customers and best-in-class experiences for our employees

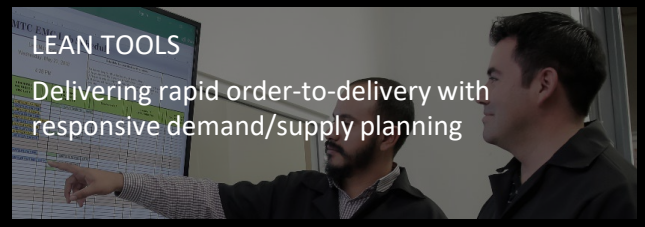
	ORGANIZATION Design of Team Structure, Internal Networks and Footprint	PROCESSES Ways of Working, End-to-End Value Chains and Performance Measurement	TOOLS Data Platforms, Collaboration Resources and Competencies
	SCALE-UP IN CRITICAL SKILL-SETS • Software, semiconductor, cloud, AI/ML • Strengthening best cost engineering centers (e.g. India and Krakow)	PRODUCT-CENTRIC ROADMAPS • Productized, easy-to-tailor solutions in advance of customer needs • Improved linkages between product roadmaps and resource roll on/off	TALENT MANAGEMENT & UP-SKILLING • Modernizing job architecture/taxonomy aligned to new skill, capability needs • Expanding internal recruiting to better leverage cross-functional talent
	E2E IN-REGION PROGRAM OWNERSHIP • Strengthened local leadership and tech sales specialists to enhance customer intimacy, accelerate decision-making and reduce disruption	ACCOUNT-BASED ENGAGEMENT • "One Aptiv" account lead per OEM and expanded account-based approach to capture "full systems solution" value	NPS UTILIZATION & FEEDBACK • Relationship NPS across 12+ OEMs, 1,000+ customers and episode NPS on key launches driving actionable insights

Operational Excellence & Resiliency

TRACK RECORD OF EXECUTION

Flawless quality & delivery on a global basis while supporting ongoing manufacturing, material and engineering performance







DISRUPTION THE NEW NORMAL; RESILIENCY INCREASINGLY A COMPETITIVE ADVANTAGE

Supported by a combination of proactive initiatives and risk mitigation activities

REAL-TIME DEMAND PLANNING
Full visibility from customers through supply chain, enabling risk identification and mitigation

BILL OF MATERIAL HEALTH CHECKS
BoM reviews early in development and periodically post launch to ensure leverage, reuse, identify risks

MANUFACTURING DIGITALIZATION
Real-time data analytics with AI/ML to reduce cost, improve resource allocation

RISK CONTROL TOWER
Real-time monitoring, identification and mitigation of supply/demand mismatches



DIGITAL TWIN / SCENARIO MODELING
End-to-end network model for stress tests, scenario modeling across commodities

FLEXIBLE NETWORK DESIGN
Localization of supply chain to lower logistics costs, minimize risks and improve traceability

MULTI-SOURCING AND VALIDATION
Vendor-agnostic approach to component inputs improves flexibility

APTIV

Application Software & Building Blocks

MODULAR, ABSTRACTED SW ENABLING ADVANCED FEATURES WITH WELL-DEFINED SDKs AND APIs







Cloud / Offboard Services	Automated simulation, validation and testing	User satisfaction analysis and developer feedback loop	Remote battery health monitoring / alerts, lifecycle insights and feedback loop
	• Analytics • Predictive maintenance		• ML model training • Vehicle / fleet mgmt.
DevOps	Wind River Studio		
Applications and Features	L2+ Hwy; L2+ Urban; L3 Hwy; L3 Urban; Parking; …	DMS; Obj Left Behind; Child Detection; Video Call; Gest Rec; …	Cell Balancing; State of Charge; State of Health; Capacity; Anomaly Reporting; …
Software Building Blocks	Adv Radar Tracker w/ AI/ML; Radar-Based Localization; Motion Planning for Vehicle Contr; …	Image Processing; Sound Processing; Android OS; FaceID; …	Thermal Est; Ion Diffusion; Electro Decomp.; Lithium Plating; OCV Est; …
Middleware/OS	Wind River Software Platform		
SVA™ Hardware			

Select offerings from Aptiv portfolio; not all offerings shown

Thanks to a product-centric approach, customers can flexibly select just the portions of the stack they require

Optimized Next-Gen Hardware Architectures

CORE CAPABILITIES IN POWER, DATA AND COMPUTE POSITION APTIV AT THE POINT OF CONTENT AGGREGATION

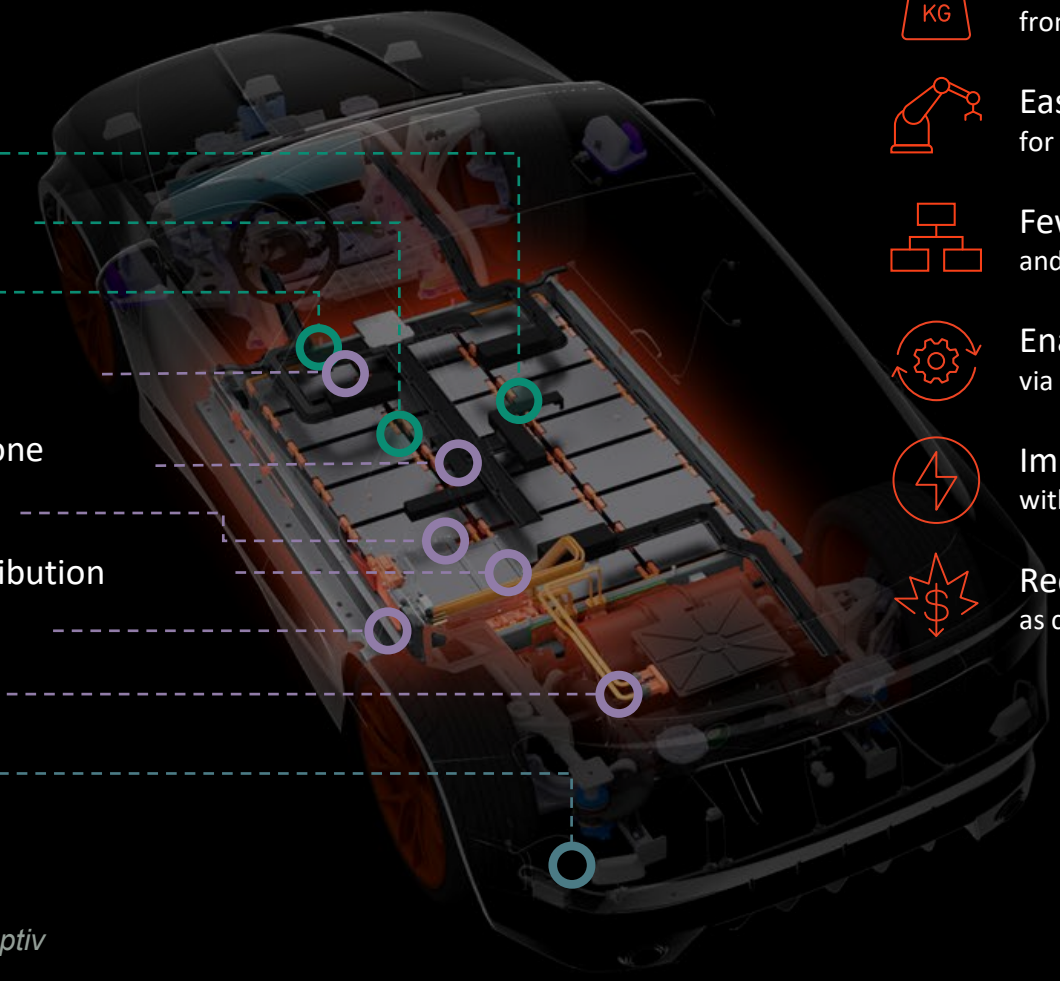
Software, Apps and Services

Compute
- Central Vehicle Controller
- Open Server Platform (AD/UX)
- Zone Controllers

Interconnects
- Dock & Lock™ Connection System

Data & Power Distribution
- Automatable Power & Data Backbone
- Integrated Power Electronics
- High Voltage Modular Busbar Distribution
- High Voltage Chargers & Inlets
- High Voltage Connectors

Sensors
- Radars and Cameras



Reduced Weight & Mass
from eliminated component overhead

Easier to Assemble
for lower labor and factory floor usage

Fewer Component SKUs
and lower supply chain complexity

Enables Post-SOP Upgrades
via Dock & Lock™ or Cartridges / Blades

Improved BEV Perf / Cost
with faster charging and better range

Reduced Repair Cost
as compute no longer in crumple zones

Continued Expansion Into Adjacent Markets

APPLICATION OF EXISTING SOLUTIONS TO ADDITIONAL MARKETS WITH SIMILAR NEEDS TO DRIVE GROWTH

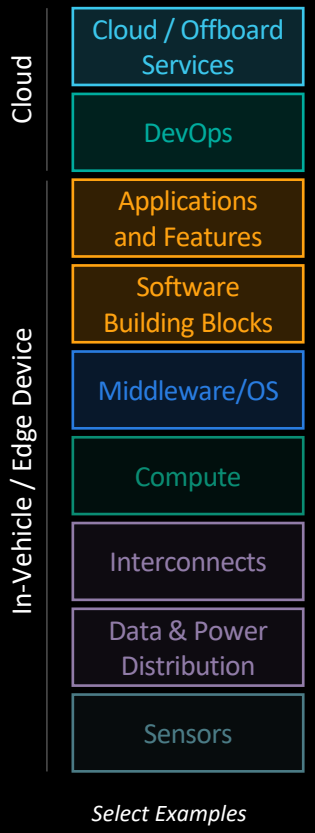
Other markets with similar needs and technology trends

MISSION CRITICAL
Required solutions with high cost of failure

HARSH ENVIRONMENTS
Ruggedized performance competencies

CONNECTIVITY
Demand for real-time data analytics and control of intelligent edge

ELECTRIFICATION
Increasing power management, distribution and consumption



Select Examples

DEVOPS TOOLCHAIN FOR TELECOM
- Wind River Studio Gallery
- Wind River Conductor

COMMERCIAL VEHICLE USER EXPERIENCE
- Integrated Cockpit Controllers and Feature Framework
- Driver / Cabin State Sensing
- Consumer Ecosystems

SAFETY CRITICAL SOFTWARE PLATFORMS FOR AEROSPACE & DEFENSE
- VxWorks Real-Time Operating System
- Wind River Linux
- Helix Virtualization Platform

SIGNAL & POWER DISTRIBUTION FOR SPACE AND SOLAR
- Wire harness solutions for rockets and satellites
- Shielded cables for high power solar transmission

RADARS FOR INDUSTRIAL APPLICATIONS
- Perception and environmental modeling for aerospace, defense and other logistics (last mile delivery, shipping, etc.)

Commercializing Autonomy At All Levels

ALIGNING APTIV MODULAR ARCHITECTURE TO SCALE ACROSS ALL LEVELS OF AUTONOMY

Automated Driving on Continuum of Adv Safety

Aptiv's portfolio enables efficient investment in scalable ADAS solutions while monetizing L4/5 investments

ACTIVE SAFETY

Scalable solutions helping OEMs develop autonomous systems across all levels

APTIV

- Monetization path for Policy & Planning, Vision Software
- Insights into future market needs

- Lead customer for advanced imaging radar and vehicle positioning solutions

Motional

AUTOMATED DRIVING

Aptiv content already serves L0 to L2+ systems today with plans to scale up to L3 to L5

APTIV + Motional

Level 0	Level 1/2	Level 2+	Level 3	Level 4/5
DRIVER Driver responsible for all driving	Driver responsible for driving and overseeing system Lateral and/or longitudinal assistance	Driver supervises system for take-over Lateral and longitudinal automation	Driver aware for take over System responsible with driver fall-back	No driver interaction in ODD SYSTEM
TIMING	In Production Today		2025	2023 Initial L4 deployment
CUSTOMERS	VOLVO, GAC MOTOR, GM, Great Wall, Audi, BMW, Ford, Jeep, Uber, Lyft, Land Rover, Jaguar, Geely, Nissan, Scania, Wabco, Hyundai Motor Group, Volvo, Stellantis, Daimler Truck			
ADDITIONAL APPLICATIONS	Across All Levels of Automation: COMMERCIAL VEHICLES, AGRICULTURE, MINING, LAST MILE DELIVERY, AGV/AMRs			

Cloud-Native Software Portfolio

ACCELERATING THE TRANSFORMATION TO SOFTWARE-DEFINED VEHICLES WITH WIND RIVER

WNDRVR

GLOBAL LEADER IN INTELLIGENT CONNECTED SYSTEMS with strong expertise in deploying safe, secure and reliable IoT systems

TRACK RECORD FOR MISSION CRITICAL SYSTEMS across industries, including aerospace & defense where highest level of safety is required

DEEP KNOWLEDGE OF CI/CD AND FUNCTIONAL SAFETY to shorten safety certification from years to weeks

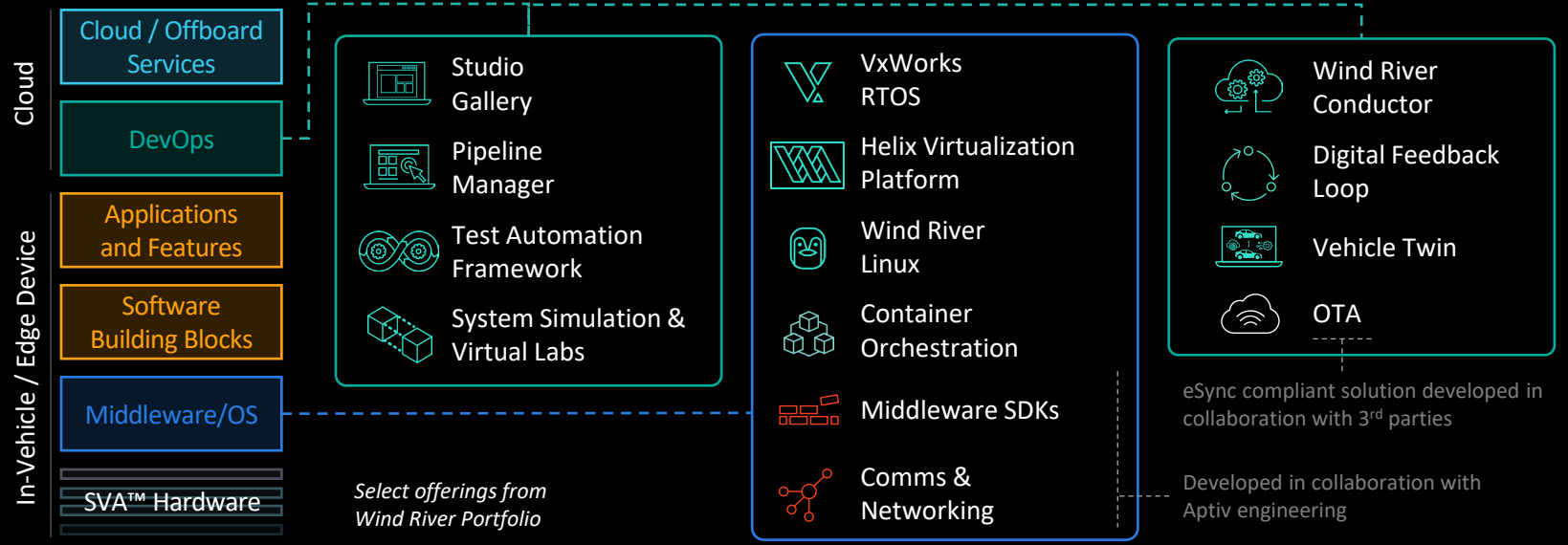
WORLD CLASS MANAGEMENT TEAM that enables next generation of software solutions

DEVELOP → **DEPLOY** → **OPERATE**

Industry's first **highly-automated software build & test environment**, with a suite of development tools natively integrated

RTOS, hypervisor and middleware solutions to enable **containerization and mixed criticality** at **all levels of safety** (up to ASIL-D)

Vehicles virtualized in the cloud to enable **real-time analytics, monitoring and orchestration**



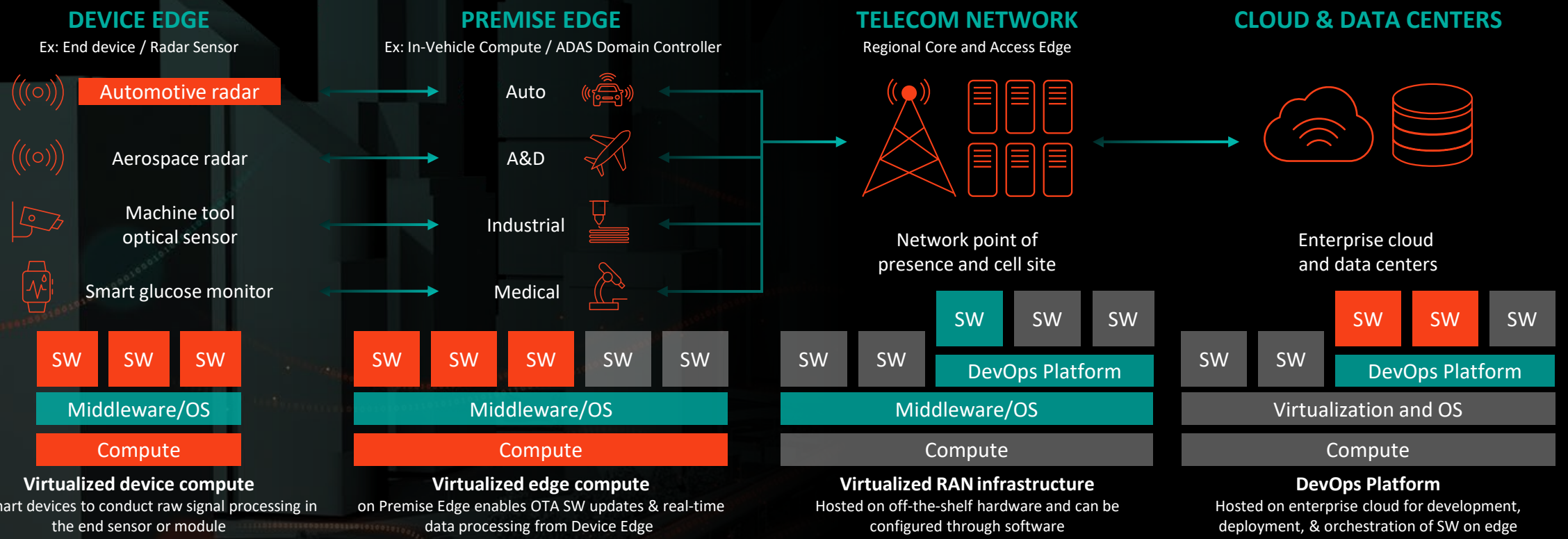
Select offerings from Wind River Portfolio

eSync compliant solution developed in collaboration with 3rd parties

Developed in collaboration with Aptiv engineering

Positioned For Emerging Intelligent Edge

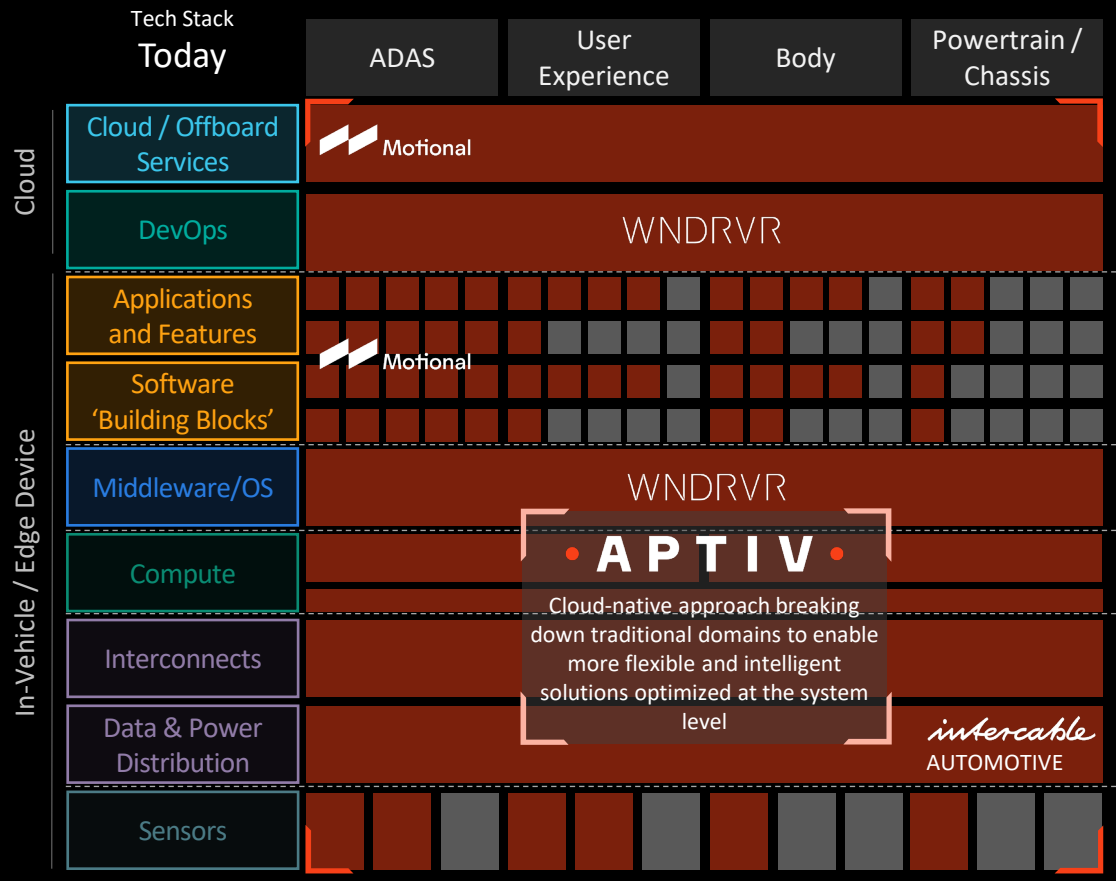
UNIQUE EDGE-TO-CLOUD PORTFOLIO AS VEHICLE BECOMES PART OF IOT ECOSYSTEM



APTIV

Full System Portfolio Increasingly Valuable

LEVERAGING BRAIN & NERVOUS SYSTEM CAPABILITIES TO DELIVER MODULAR AND OPTIMIZED SOLUTIONS



Wind River Studio
Industry's first end-to-end, cloud-native DevOps platform with real-time feedback and analytics

Gen 6 ADAS Platform
Advanced features with greater availability, robustness and efficiency

In-Cabin User Experience Platform
More connected user experience by uniting sensing driver information and other domains

Wind River Software Platform
Cloud-native software architecture for full vehicle lifecycle

Aptiv SVA™ Hardware Platform
Reduced physical complexity, weight and mass, while improving scalability

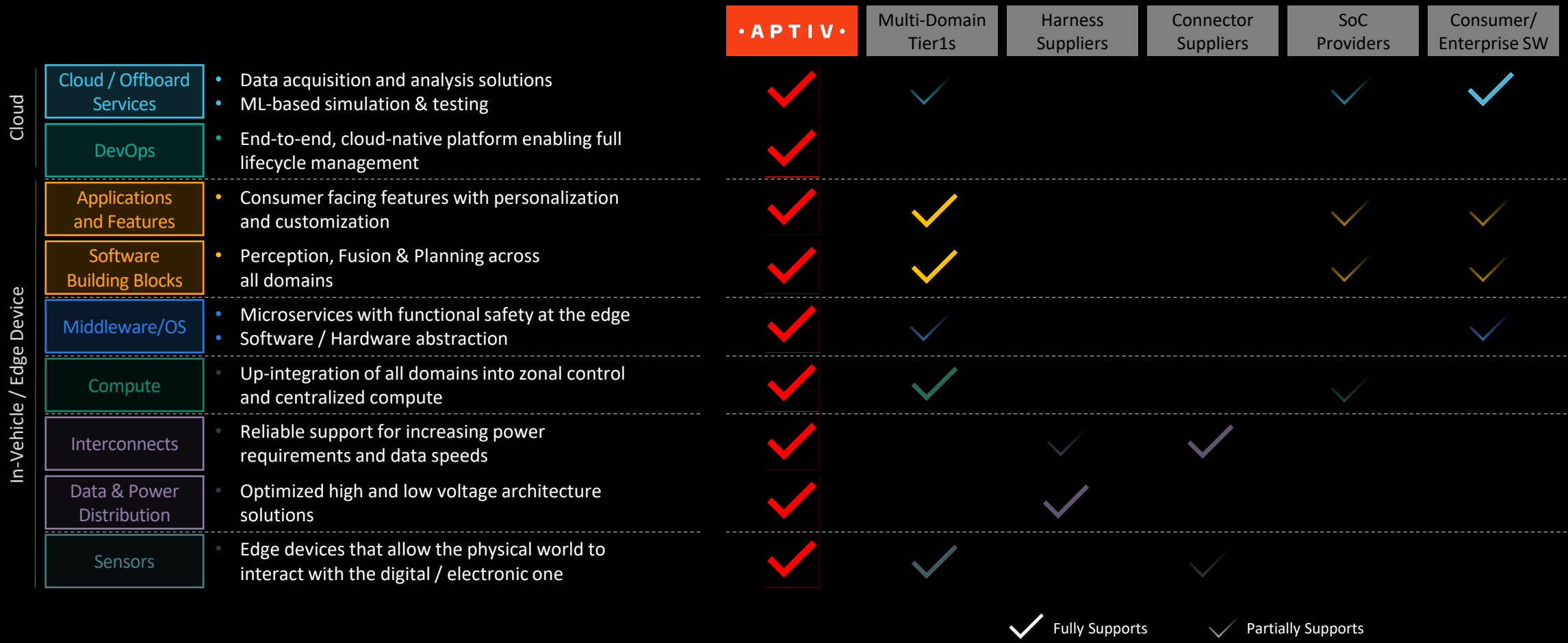
Automation of Manufacturing and Assembly
Addressing quality, complexity, miniaturization, cost and localization challenges

High Voltage Electrification Solutions
Full portfolio of HV components including Integrated Power Electronics and busbars

Scalable Perception Solutions
Satellite and stand-alone radars and cameras enhanced through AI/ML

Aptiv: The Only Full System Solutions Provider

UNMATCHED CAPABILITIES FROM EDGE-TO-CLOUD AND ACROSS ALL DOMAINS



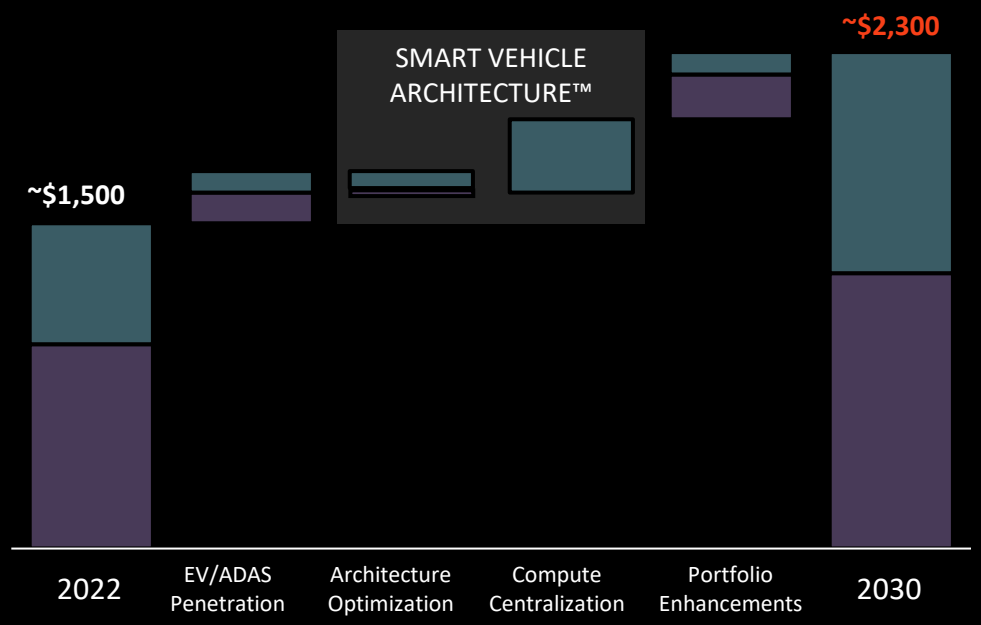
APTIV

Positions Aptiv For Significant Content Growth

BEST POSITIONED PORTFOLIO TO ADDRESS GROWING MARKET OPPORTUNITIES

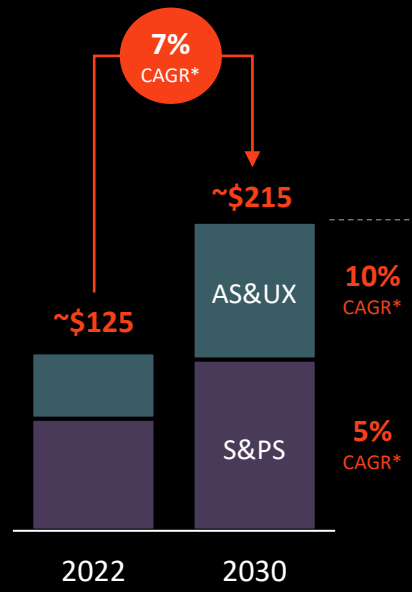
PORTFOLIO ALIGNED WITH KEY INDUSTRY TRENDS DRIVING ~50% CONTENT INCREASE

Aptiv Total Content Per Average Vehicle ($)



CORE ADDRESSABLE MARKET INCREASES 70% BY 2030…

Aptiv Total Addressable Market ($B)



… AND ADDITIONAL UPSIDE BEYOND CORE MARKETS



MIDDLEWARE / DEVOPS
Telecom, Aero & Defense, Industrial, Medical

L4/L5 AUTONOMY
Robotaxi, Consumer AV

HARNESS & CONNECTION SYS
Commercial Vehicles, Agriculture & Mining Equipment, Heavy Machinery, Space, A&D, etc.

INDUSTRIAL PERCEP, COMP & SW
Commercial Vehicles, Construction, Agricultural & Mining Equipment, A&D, etc.

** Note: Vs. 2% CAGR Vehicle Production*

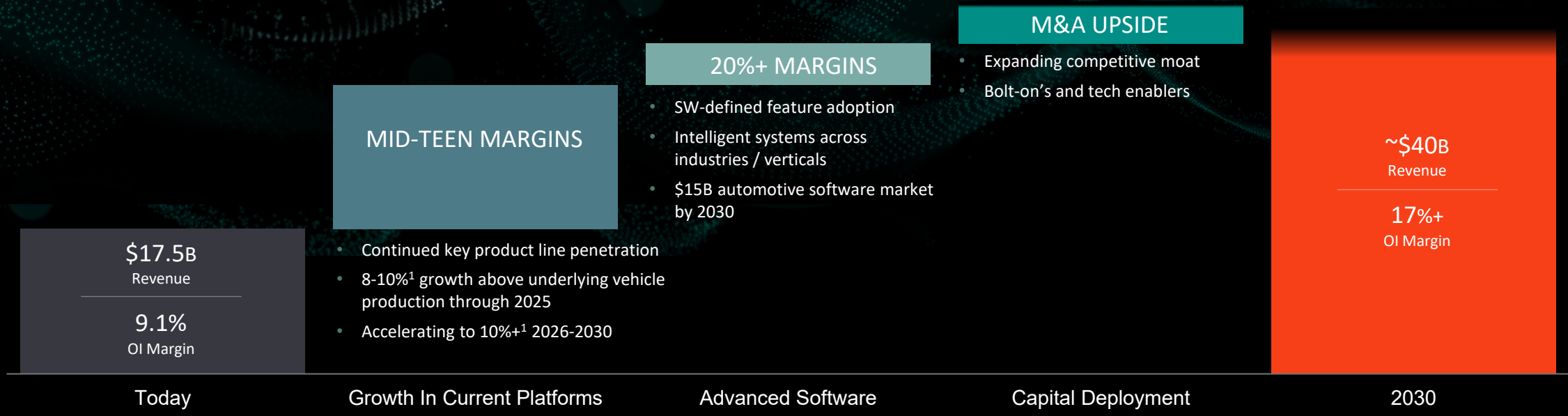
Aptiv 2030 Vision: Sustainable Value Creation

EXECUTION OF STRATEGY LEADS TO A MORE RESILIENT, FASTER GROWING, MORE PROFITABLE BUSINESS

Strategy & portfolio aligned to the safe, green and connected **megatrends** has resulted in an unmatched competitive position and track record of outperformance

Disruption creating demand for optimized, **full system solutions**, resulting in increased opportunities and **expanding competitive moat**

Continued execution with the right strategy, right portfolio and right people **positions Aptiv for outperformance**



Note: Revenue growth pro forma for full year results of acquisitions in 2022A and excluding impact of foreign exchange and commodities. Operating Income adjusted for restructuring and other special items

1. *Adjusted Growth over Aptiv weighted market*

Who You Will Hear From Today



Matthew Cole
Senior Vice President, Advanced Safety & User Experience



Glen De Vos
Senior Vice President, Transformation and Special Programs



Obed Louissaint
Senior Vice President and Chief People Officer



Bill Presley
Senior Vice President and Chief Operating Officer, and President, Signal & Power Solutions



Avijit Sinha
Chief Product Officer, Wind River



Kate Ramundo
Senior Vice President, Chief Legal Officer, Chief Compliance Officer and Secretary



Christian Schäfer
Vice President, Advanced Vehicle Architecture



Josie Archer
Senior Vice President, Global Sales



Joe Massaro
Chief Financial Officer and Senior Vice President, Business Operations

February 14, 2023

ADVANCED SAFETY & USER EXPERIENCE: ADVANCING THE BRAIN

Matthew Cole

Senior Vice President Advanced Safety & User Experience

APTIV

Advanced Safety & User Experience

MEGATRENDS ACCELERATING



RIGHT STRATEGY, RIGHT PORTFOLIO

High Performance Compute Solutions

- Industry leader across all major domains (ADAS, UX, Body)
- Leading the industry in hardware up-integration

Aptiv Gen 6 ADAS Platform

- Leveraging radar, AI/ML and deep system expertise
- SW unlocking new features with greater availability, robustness and efficiency on today's hardware

In-Cabin User Experience

- Connected, open platforms supporting Interior Sensing and Integrated Cockpit Solutions

UNIQUE FULL SYSTEMS SOLUTIONS

EXPANDING COMPETITIVE MOAT

Leader In AI/ML For Mobility

- Deep experience with embedded applications for interior and exterior sensing, training and cloud-based analytics

Cloud-Native Approach

- Investing in modular, containerized software applications with well defined APIs

DRIVING PROFITABLE GROWTH

Productized Solutions

- Well defined, configurable offerings with increased software content

Engineering Efficiency

- Investing in new tools, up-skilling, BCC Engineering

Supply Chain Resiliency

- Product redesigns, vendor-agnostic approach

Industry In Transition

TAILWIND FROM BOTH HARDWARE AND SOFTWARE ADDRESSABLE MARKET GROWTH

COMPUTE UP-INTEGRATION

- Up-integration of components
- Zonal control accelerating
- High Performance Compute supporting multiple domains

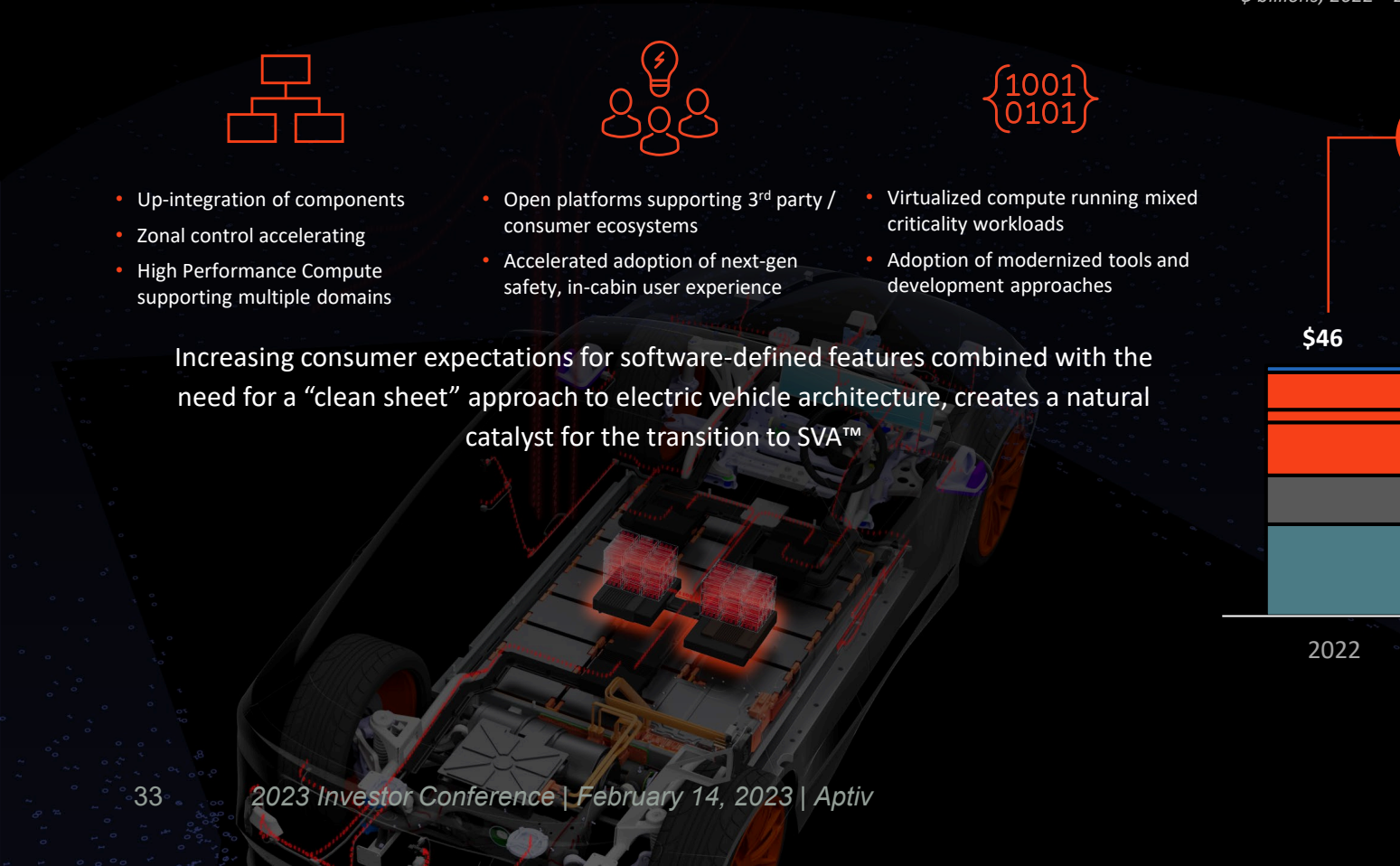
DEMOCRATIZATION OF ADVANCED TECH

- Open platforms supporting 3rd party / consumer ecosystems
- Accelerated adoption of next-gen safety, in-cabin user experience

TRANSITION TO SW-DEFINED

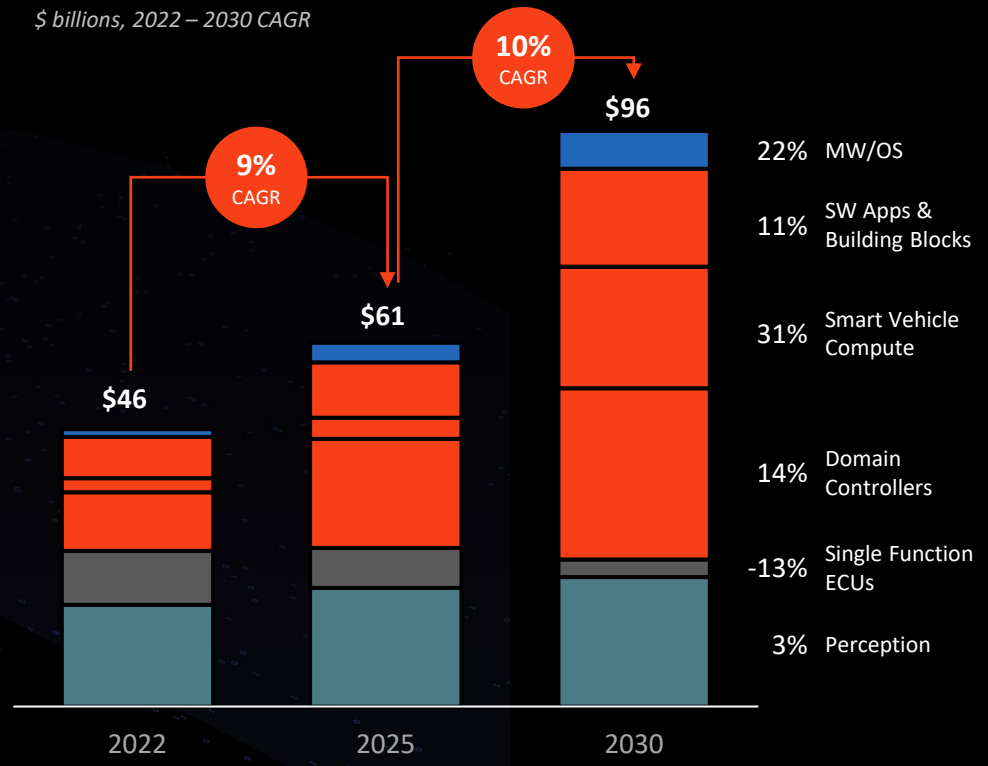
- Virtualized compute running mixed criticality workloads
- Adoption of modernized tools and development approaches

Increasing consumer expectations for software-defined features combined with the need for a “clean sheet” approach to electric vehicle architecture, creates a natural catalyst for the transition to SVA™



AS&UX TOTAL ADDRESSABLE MARKET

$ billions, 2022 – 2030 CAGR



APTIV

Business Foundation

GLOBAL SCALE AND DEEP EXPERTISE COMPLEMENTED BY ENHANCED OPERATING MODEL

PEOPLE



NEW INDIA TECH CENTER

Expanding engineering capabilities and capacity in best cost locations



SOFTWARE UP-SKILLING

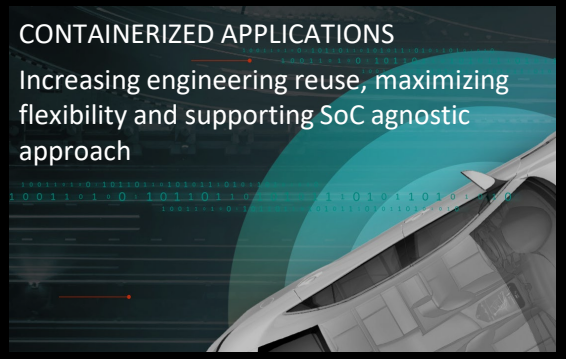
Ongoing education opportunities for our engineering workforce, such as customized curriculums with university partners

OPERATIONAL EXCELLENCE



ADOPTING WIND RIVER TOOLS

Integrating existing CI/CD toolchain into Wind River cloud-native DevOps to improve engineering productivity



CONTAINERIZED APPLICATIONS

Increasing engineering reuse, maximizing flexibility and supporting SoC agnostic approach

SUPPLY CHAIN RESILIENCY



PRODUCT REDESIGNS

Supporting multi-sourcing strategy to improve flexibility and mitigate supply chain risks



PLANT DIGITALIZATION

AI/ML insights to reduce costs, improving resource allocation and employee training

COMMERCIAL EXCELLENCE



STRENGTHENING CAPABILITIES

Expanding software and technical sales specialists in regions / OEM locations



ACCOUNT-BASED MARKETING

Driving thought leadership on next-gen solutions with tailored, account-based approach tied to deep understanding of customer needs

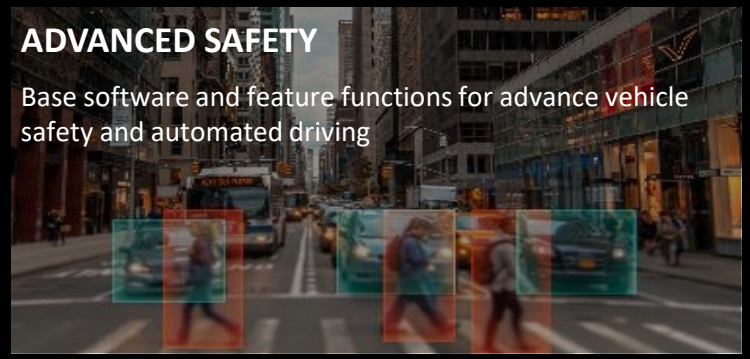
AS&UX Product Portfolio

DEEP EXPERTISE IN SOFTWARE, PERCEPTION AND CENTRALIZED COMPUTING PLATFORMS

ACTIVE SAFETY

ADVANCED SAFETY

Base software and feature functions for advance vehicle safety and automated driving



PERCEPTION

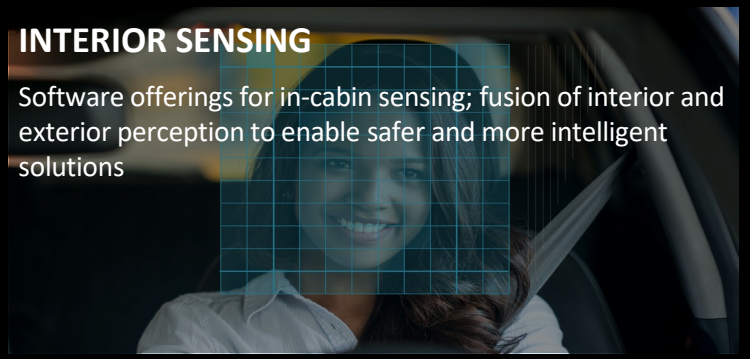
Hardware for exterior and interior sensing which enables vehicles to see the environment



USER EXPERIENCE

INTERIOR SENSING

Software offerings for in-cabin sensing; fusion of interior and exterior perception to enable safer and more intelligent solutions



COCKPIT SOLUTIONS

Software building blocks and applications for next-gen cockpit solutions; first to market with integrated Cockpit Controllers and native Android Auto solutions



SMART VEHICLE COMPUTE & SOFTWARE

HIGH PERFORMANCE COMPUTE

On-vehicle hardware including zonal control and centralized compute



MIDDLEWARE & DEVOPS

Cloud-native toolchain and middleware offerings spanning the entire vehicle lifecycle



Enabling Optimized And More Reliable ADAS

ENABLING ADVANCED FEATURES WITH GREATER AVAILABILITY, ROBUSTNESS AND EFFICIENCY

Integration of advanced software and hardware delivers equal or better system performance at as much as 25% lower cost than an equivalent vision-based system

L2/L2+/L3 Feature Functions Highway & Urban

Advanced **Radar Tracker** with **Machine Learning**

Motion Planning for "Human-like" Vehicle Control

High precision **Radar Based Localization**

Automated Simulation, Validation & Testing

Forward-Facing Vision-Agnostic Camera

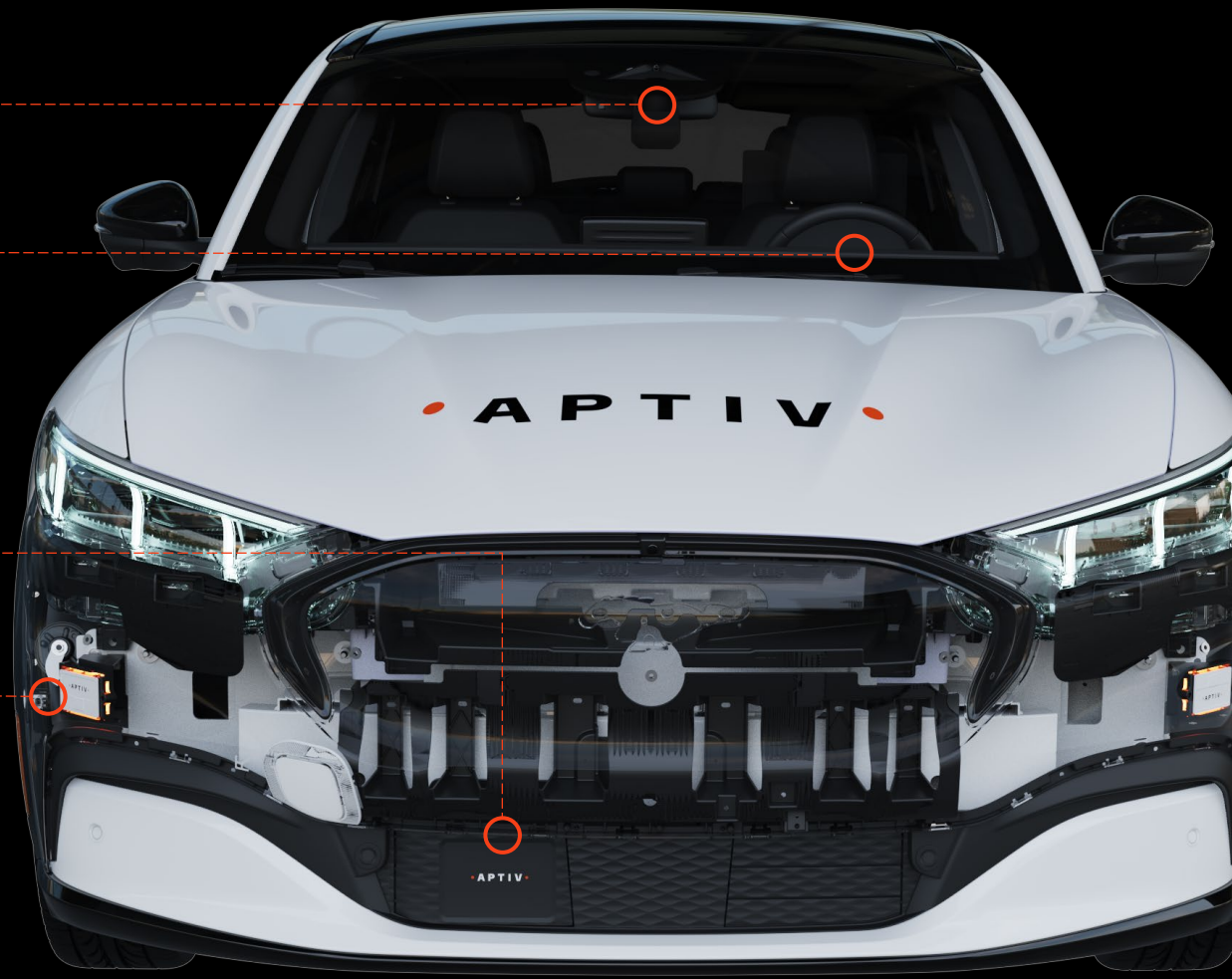
Driver Monitoring System Supporting Hands Free Driving

Positioning System and Host State Estimation

AI/ML Forward Facing Radar

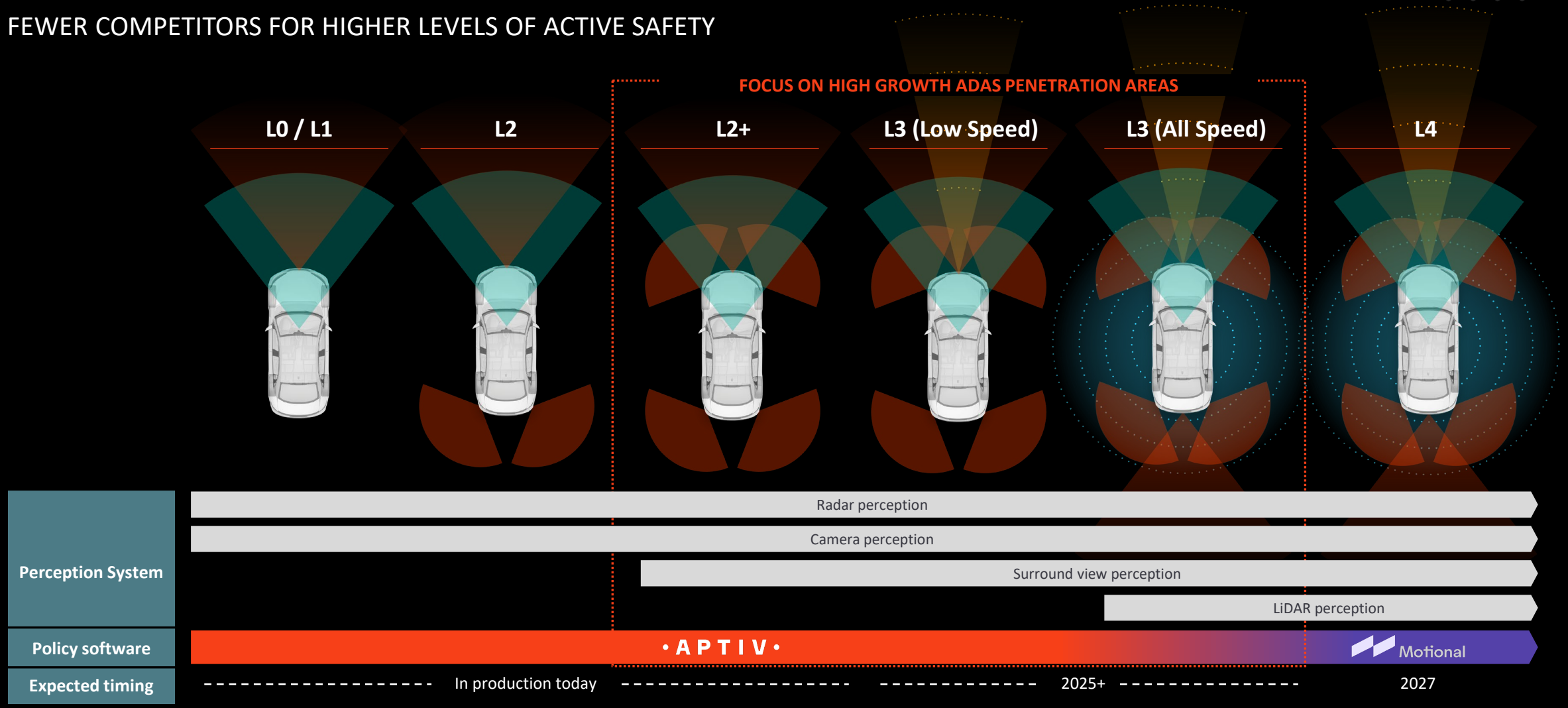
AI/ML Corner Radar (4x)

APTIV GEN 6 ADAS



Scalable ADAS Across All Levels Of Autonomy

FEWER COMPETITORS FOR HIGHER LEVELS OF ACTIVE SAFETY



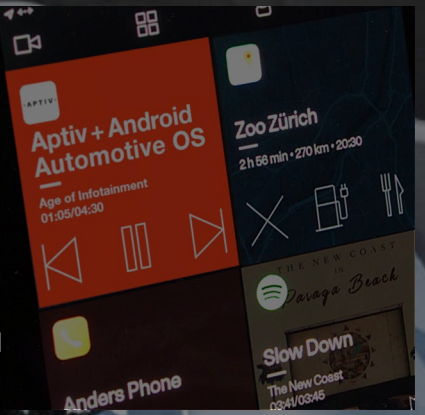
APTIV

Continued Innovation In User Experience

SENSING, COMPUTE AND SOFTWARE CAPABILITIES THAT ENABLE FEATURE-RICH AND OPEN PLATFORMS

COCKPIT SOLUTIONS

- First-to-market with Integrated Cockpit Controllers
- First-to-market with native Android Auto solutions
- Industry leader in SW building blocks and applications, utilizing open platforms and enabling centralization of functionality
- Leveraging DevOps approach to accelerate delivery of key features and reduce risk during development



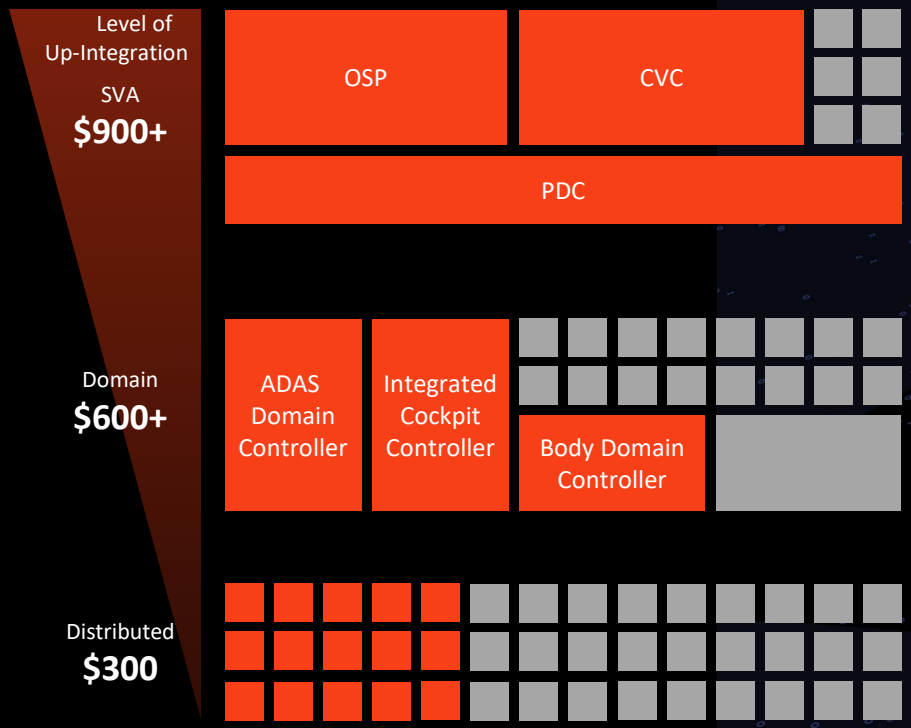
INTERIOR SENSING

- Market leaders in driver monitoring systems
- First-to-market in-cabin sensing features such as gesture and hand pose recognition
- In-house ML algorithms: seat occupancy, seat belt detection, body key points and more
- Ability to fuse interior and exterior perception to enable safer, more intelligent solutions

High Performance Compute

UP-INTEGRATION INTO ZONAL & CENTRALIZED COMPUTE; APTIV AT THE POINT OF CONTENT AGGREGATION

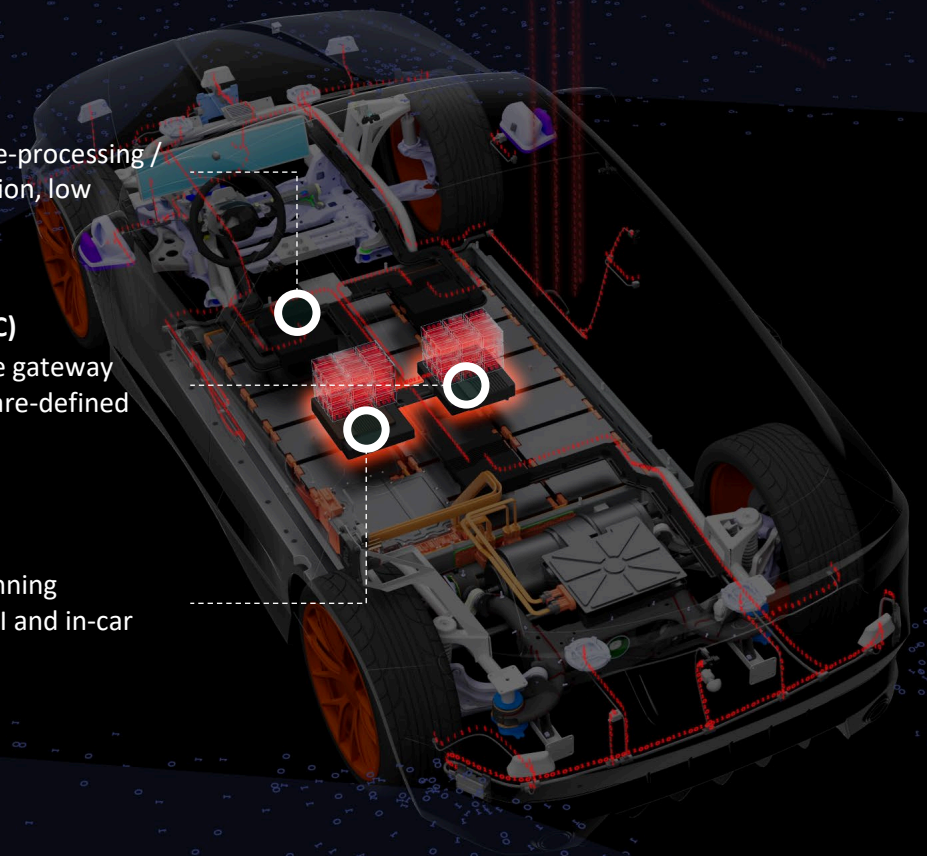
Aptiv Compute, CPV



POWER DATA CENTER (PDC)
Power / Body control, sensor data pre-processing / concentration, ADAS camera perception, low latency sound and amplifier

CENTRAL VEHICLE CONTROLLER (CVC)
Power & Body control master, vehicle gateway and firewall, SOTA master and software-defined network vehicle management

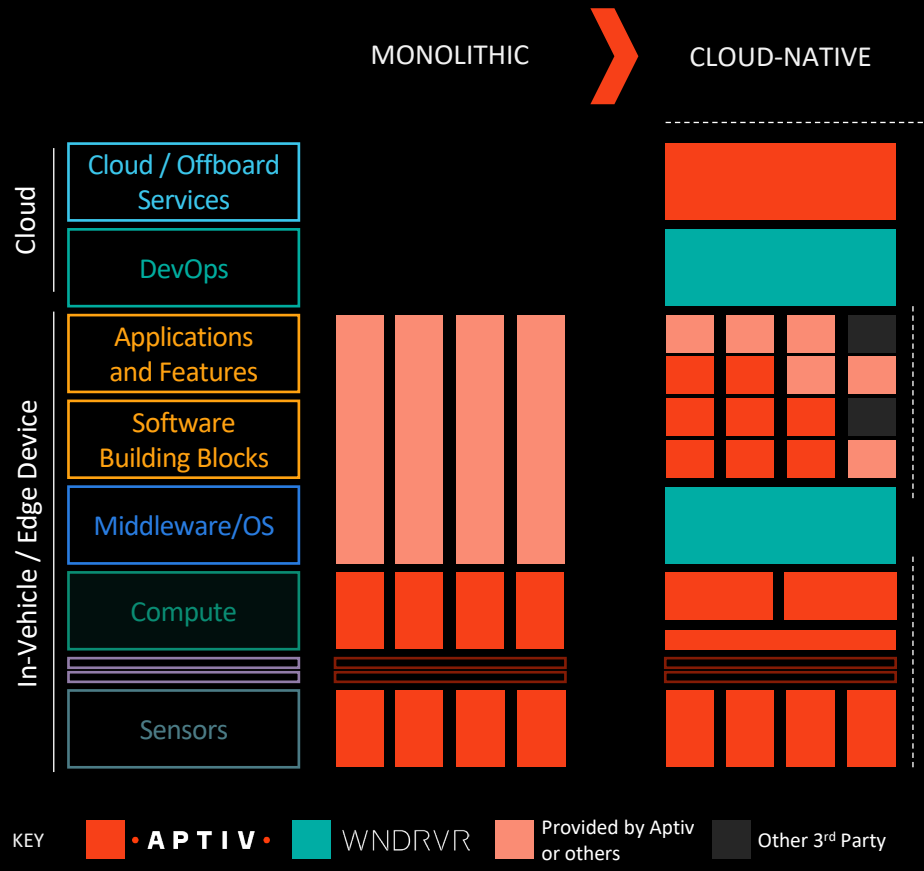
OPEN SERVER PLATFORM (OSP)
High performance compute (HPC) running ADAS/AD stack, User Experience, HMI and in-car sensing



APTIV

Smart Vehicle Compute Requires Full Stack Capabilities

DELIVERING OPEN SCALABLE PLATFORMS FOR INCREASINGLY COMPLEX SOFTWARE-DEFINED SOLUTIONS



CROSS-DOMAIN EXPERTISE

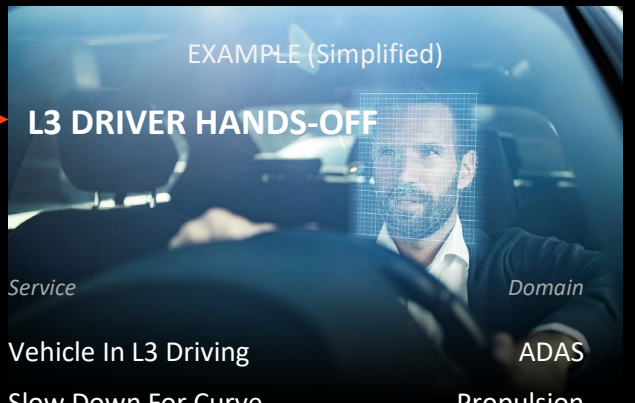
Uniting diverse applications across the full vehicle lifecycle, supported by sensing, compute and software capabilities

OPEN, SCALABLE PLATFORM

Enabling increased efficiencies across platforms and desired functionality, while empowering OEMs to define and enhance the user experience

HARDWARE / SoC AGNOSTIC

Providing customers greater flexibility and enhancing supply chain resiliency

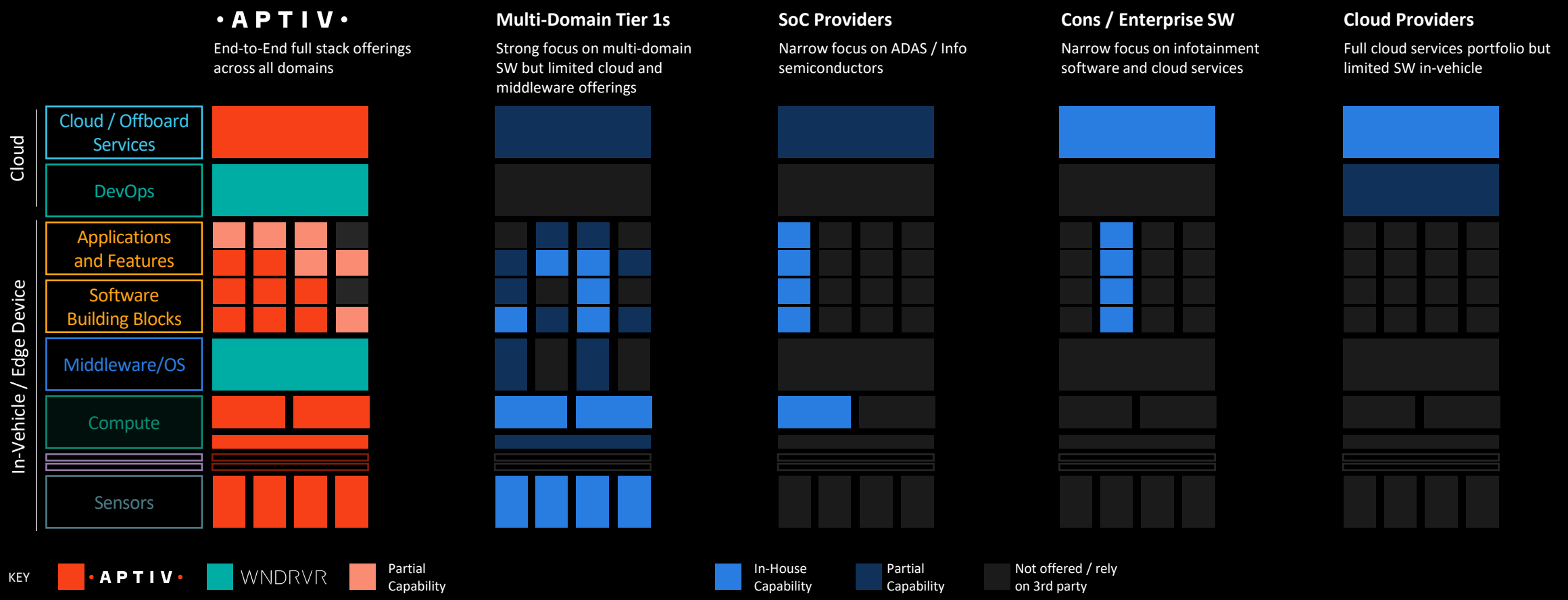


Service	*Domain*
Vehicle In L3 Driving	ADAS
Slow Down For Curve	Propulsion
Route Requires Re-Engage	Navigation
Notify Driver	Infotainment
Driver Ready? No.	Int Sensing
Safety Seat	Body
Driver Ready? Yes.	Int Sensing
Hand Back Control	ADAS

Simplifying the interface between services helps enable advanced applications

Uniquely Positioned Within The Industry

APTIV THE ONLY PROVIDER CAPABLE OF COMPREHENSIVELY SUPPORTING FULL STACK SOLUTIONS



Advanced Safety & User Experience Summary

EFFICIENTLY SUPPORTING DOUBLE-DIGIT GROWTH; PATH TO 13%+ OI MARGINS BY 2025

LONG TERM TARGETS

Revenue ($ billions), OI Margin



CONTINUED STRONG GROWTH WITH HIGHER MIX OF SOFTWARE SALES

- Highly relevant portfolio in centralized compute, advanced safety and in-cabin user experience
- Investing in productized, easy to tailor solutions that accelerate speed-to-market, better capture IP/value
- Enhanced Tools support SW/services offerings (simulation & test, integration, lifecycle mgmt, etc.)
- Account-based approach supporting earlier customer engagement with greater intimacy and accountability

ENHANCED OPERATING MODEL SUPPORTS GREATER LEVERAGE

- Modular, well-defined offerings with clear standards / APIs support greater reuse and lower execution risk
- Up-skilling of workforce helping merge deep domain knowledge and experience with cloud-native development
- Increasing engineering and scale in best cost countries with improved linkages between roadmaps, resourcing
- Product design and strategic initiatives supporting multi-sourcing of SoC's, key components

1. Adjusted growth over Aptiv weighted market; Revenue growth pro forma for full year results of acquisitions in 2022A and excluding impact of foreign exchange and commodities

February 14, 2023

SIGNAL & POWER SOLUTIONS: OPTIMIZING THE NERVOUS SYSTEM

Bill Presley

Senior Vice President and Chief Operating Officer, and President, Signal & Power Solutions

APTIV

Signal & Power Solutions

MEGATRENDS ACCELERATING

RIGHT STRATEGY, RIGHT PORTFOLIO

UNIQUE FULL SYSTEMS SOLUTIONS

EXPANDING COMPETITIVE MOAT

DRIVING PROFITABLE GROWTH



Optimized Architectures Aligned To SVA™

- Supporting feature rich, highly automated vehicles
- Reducing weight, mass, complexity and cost
- Innovative designs for manufacturing and assembly addressing quality, complexity, miniaturization and cost

Integrated Power Electronics & Battery Mgmt Systems

- Leveraging deep electrical architecture capabilities, combined with compute and software expertise

High Voltage Busbar Solutions

- Busbars solutions for HV architectures further enhanced with Intercable Automotive Solutions

Increasing Data / Power

- Innovative solutions for high-speed / -fidelity data, increasing power needs

Enabling Automation

- Modular connectors to support up-integrated compute with high I/O

Adjacent Markets

- Applying mission-critical, harsh environment expertise to other markets with similar requirements

Balanced OEM/Platform Mix

- Content on 1 out of every 3.5 vehicles produced and 1 out of every 2 BEVs

Global Scale

- Expansive BCC footprint with consistent product and service offerings

Vertical Integration

- Supports architecture optimization and accelerates development

Industry In Transition

GLOBAL ELECTRIC VEHICLE PENETRATION INCREASING FASTER THAN PREVIOUSLY EXPECTED

ACCELERATING ELECTRIFICATION

- Up-integration of components
- Faster charging speeds and increased range through software and analytics

MINIATURIZATION & AUTOMATION

- Component miniaturization and increased wire density
- Design for easier / automated manufacturing and installation

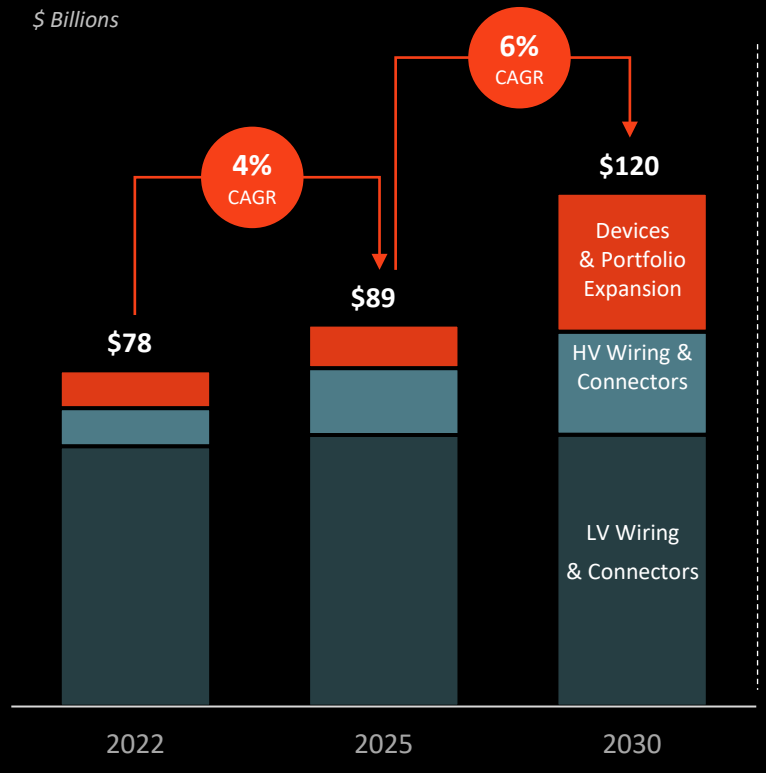
RESILIENCY & SUSTAINABILITY

- Global labor cost increases and lack of labor availability
- Proactive supply chain mgmt
- Transition to carbon neutrality

Increasing consumer expectations for software-defined features combined with the need for a "clean sheet" approach to electric vehicle architecture, creates a natural catalyst for the transition to SVA™



S&PS TOTAL ADDRESSABLE MARKET



2030 Global Penetration Rates[1]

	Aptiv	IHS	
	50%	62%	
BEV	*35%*	*43%*	High Voltage
PHEV	*5%*	*6%*	High Voltage
HEV	*10%*	*13%*	High Voltage
MHEV	*15%*	*11%*	
ICE	*35%*	*27%*	

1. Internal vs. IHS Powertrain Forecast (Jan 2023 Release)

Business Foundation

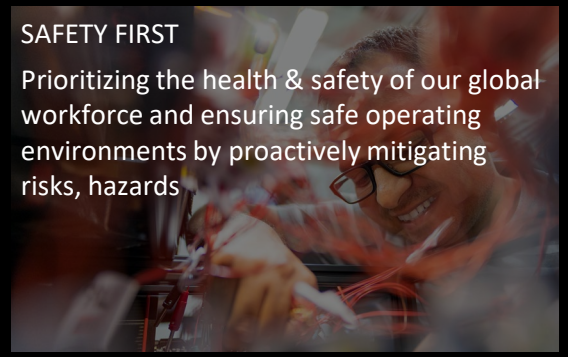
STRONG AND FLEXIBLE OPERATING MODEL WITH GLOBAL SCALE

PEOPLE



EXPERTISE UP-SKILLING

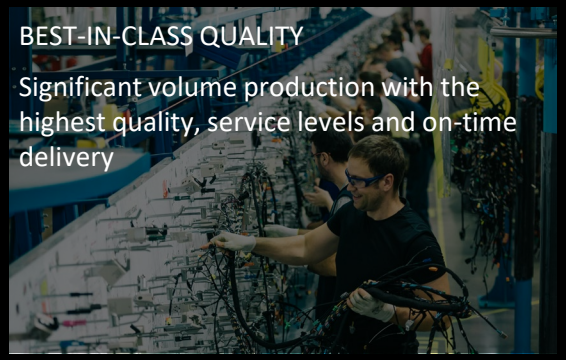
Expanding workforce expertise to address customer needs and continue to develop a portfolio of innovative High Voltage solutions



SAFETY FIRST

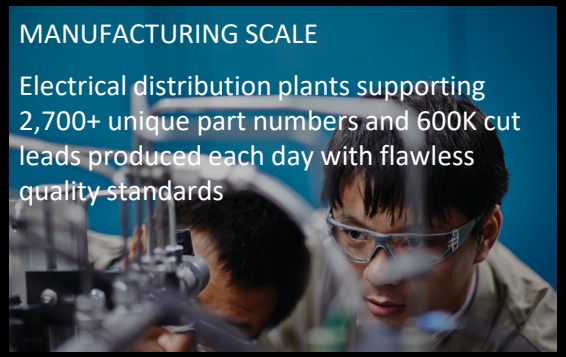
Prioritizing the health & safety of our global workforce and ensuring safe operating environments by proactively mitigating risks, hazards

OPERATIONAL EXCELLENCE



BEST-IN-CLASS QUALITY

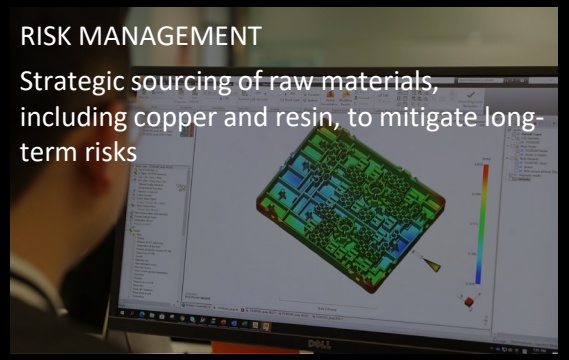
Significant volume production with the highest quality, service levels and on-time delivery



MANUFACTURING SCALE

Electrical distribution plants supporting 2,700+ unique part numbers and 600K cut leads produced each day with flawless quality standards

SUPPLY CHAIN RESILIENCY



RISK MANAGEMENT

Strategic sourcing of raw materials, including copper and resin, to mitigate long-term risks



SUPPLY CHAIN SCALE

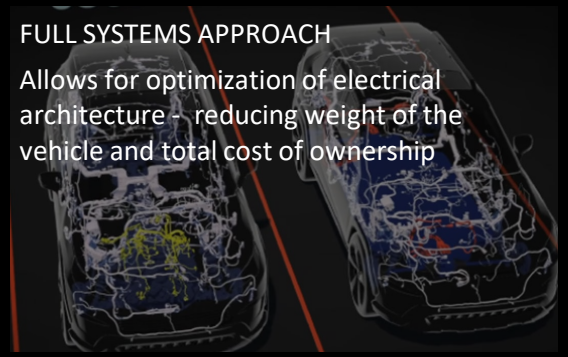
Production supports order to shipment within 5 days at a VIN-specific level requiring deep collaboration and management

COMMERCIAL EXCELLENCE



PARTNER-OF-CHOICE

Leveraging global scale and capabilities to increase OEM customer share of wallet



FULL SYSTEMS APPROACH

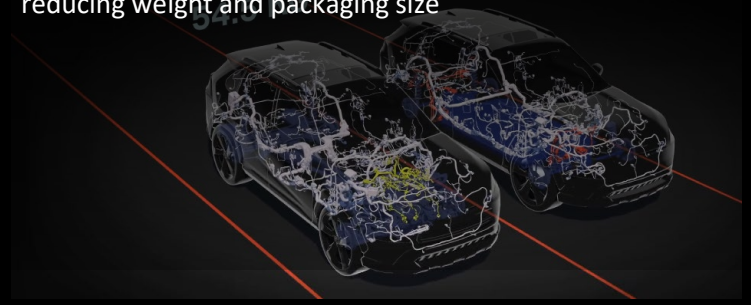
Allows for optimization of electrical architecture - reducing weight of the vehicle and total cost of ownership

Broadest Portfolio Of Architecture Solutions

GLOBAL LEADER IN OPTIMIZED, NEXT GENERATION ARCHITECTURE SOLUTIONS

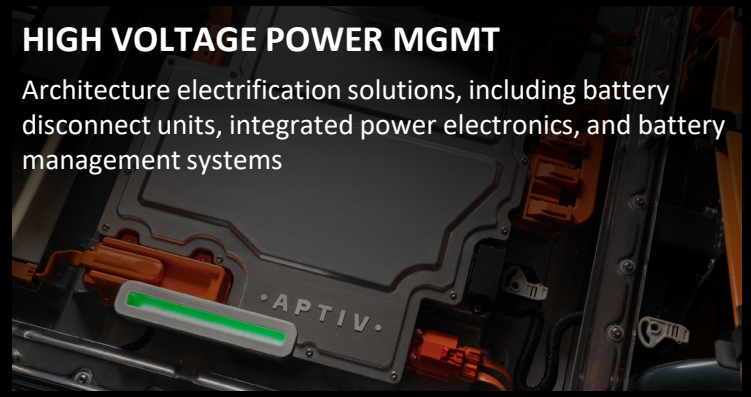
ARCHITECTURE OPTIMIZATION

Full system capabilities enable more functionality while reducing weight and packaging size



HIGH VOLTAGE POWER MGMT

Architecture electrification solutions, including battery disconnect units, integrated power electronics, and battery management systems



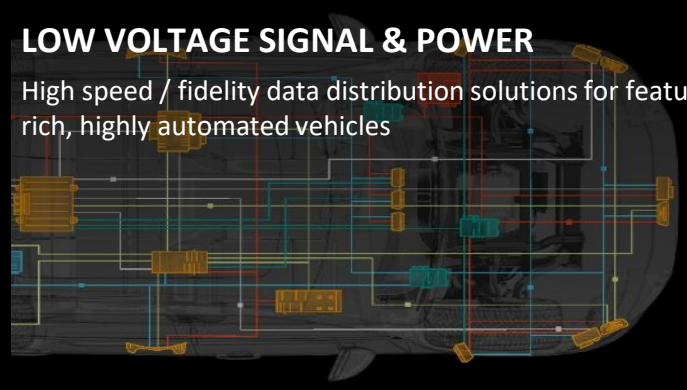
INTERCONNECTS

Comprehensive portfolio of automotive grade solutions, including high and low voltage connectors and electrical centers



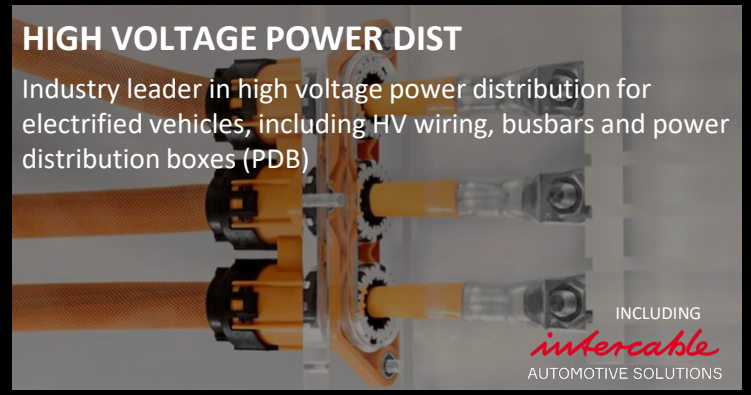
LOW VOLTAGE SIGNAL & POWER

High speed / fidelity data distribution solutions for feature rich, highly automated vehicles



HIGH VOLTAGE POWER DIST

Industry leader in high voltage power distribution for electrified vehicles, including HV wiring, busbars and power distribution boxes (PDB)



CABLE MANAGEMENT

Leading global manufacturer of high-performance and innovative cable management solutions



High Voltage Busbars

EFFICIENT PACKAGING FOR HIGH POWER APPLICATIONS INSIDE AND OUTSIDE THE BATTERY PACK

HIGHLY EFFICIENT

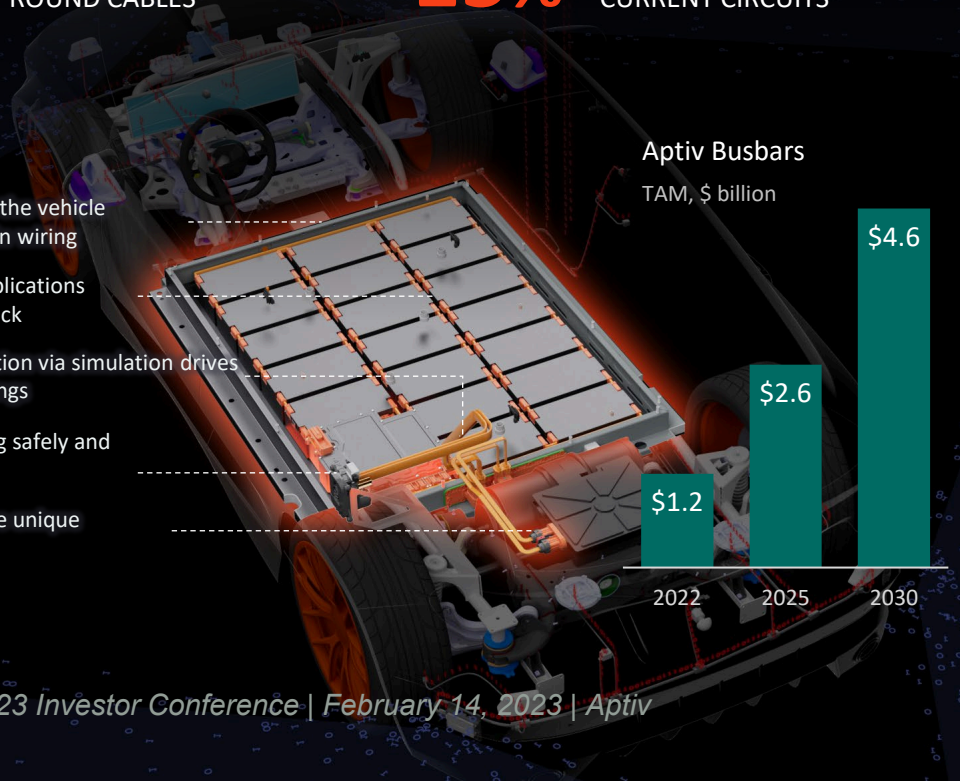
Lower profile design can be formed at tighter angles, more precisely, for easier packaging and routing

70% LESS HEIGHT THAN ROUND CABLES

GREATER CAPACITY

Significant heat dissipation capability enables busbars to support higher currents for faster charging

15% MORE POWER FOR HIGH CURRENT CIRCUITS

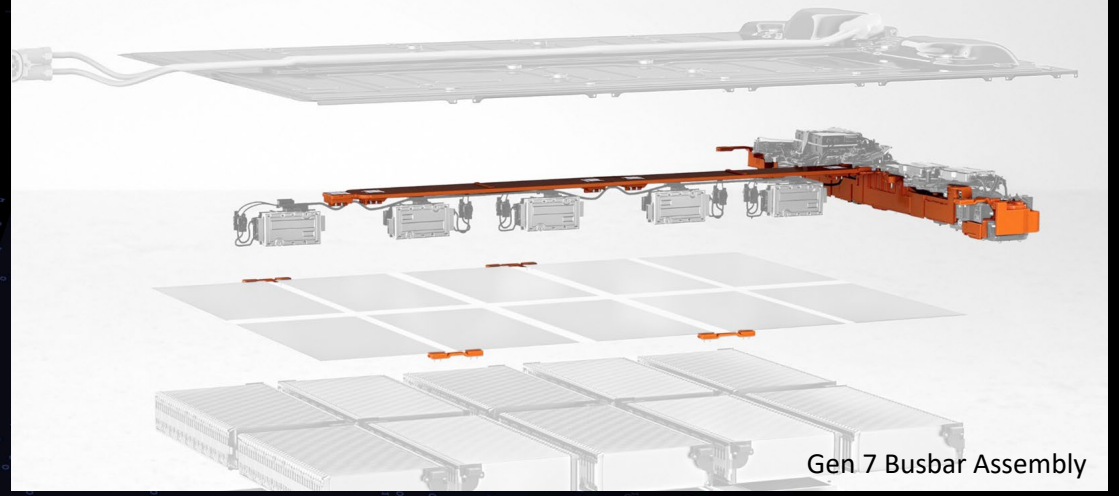


- Lack of space within the vehicle requiring reduction in wiring
- Ideally suited for applications inside the battery pack
- Optimized cross-section via simulation drives weight and cost savings
- Support fast charging safely and efficiently
- Ability to incorporate unique connection systems

intercable

AUTOMOTIVE SOLUTIONS

Industry-leading busbar technology expands High Voltage capabilities

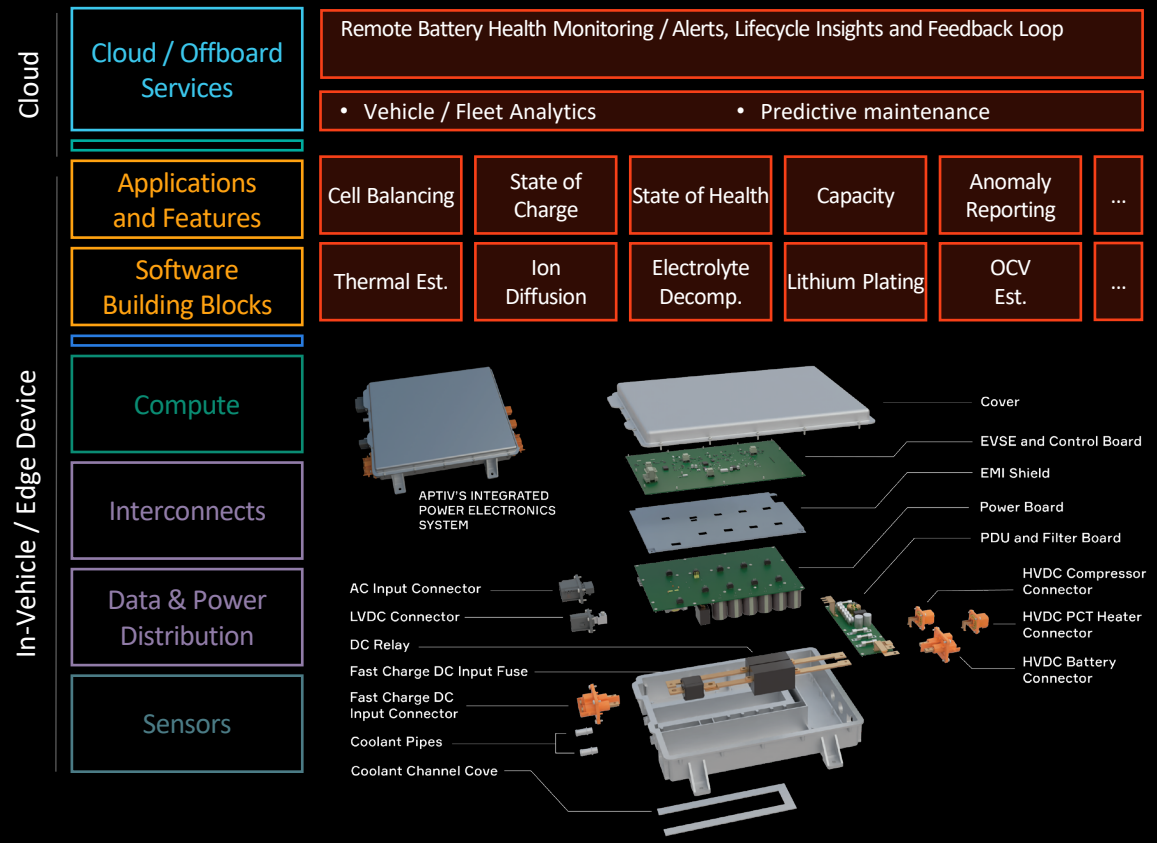


Gen 7 Busbar Assembly

APTIV

Integrated Power Electronics & BMS

LEVERAGES COMPUTE AND SOFTWARE EXPERTISE TO STRENGTHEN INDUSTRY LEADING PORTFOLIO



BMS

Battery Management System

RESULTING IN NEW VALUE CREATION

MORE ACCURATE STATE ESTIMATION / METRICS
from higher fidelity information on battery state

IMPROVED BATTERY SAFETY
with early issue identification, leading to fewer incidents

FASTER CHARGING SPEEDS
without additional battery degradation

REDUCED BATTERY DEGRADATION
to increase range or enable reduced pack size, while increasing cycle life to reduce warranty costs

UP-INTEGRATION REDUCING COST & COMPLEXITY
as six unique functions consolidated into single device: PDU, BDU, EVSE Controller, DC/DC Converter, OBC, BMS

Optimized Architectures Aligned To SVA™

ENABLING A SYSTEM THAT IS SMALLER, LIGHTER, MORE ECONOMICAL AND FASTER TO MARKET

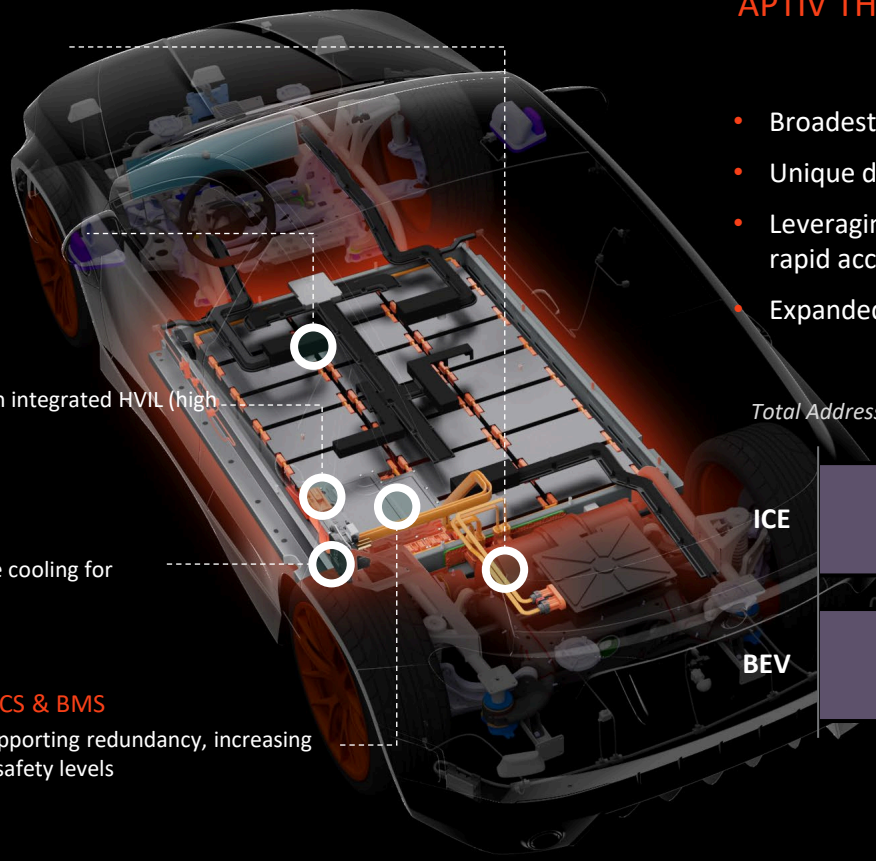
HV MODULAR BUSBARS
Optimized and automatable busbar technology in its 7th generation

DOCK & LOCK™ CONNECTION SYSTEMS
Enabling automated connections for high-performance compute

HIGH VOLTAGE INTERCONNECTS
Rated for up to 250A and 1000V with integrated HVIL (high voltage interlock loop) functionality

HV CHARGERS & INLETS
Modular inlets with active or passive cooling for higher voltages and faster charging

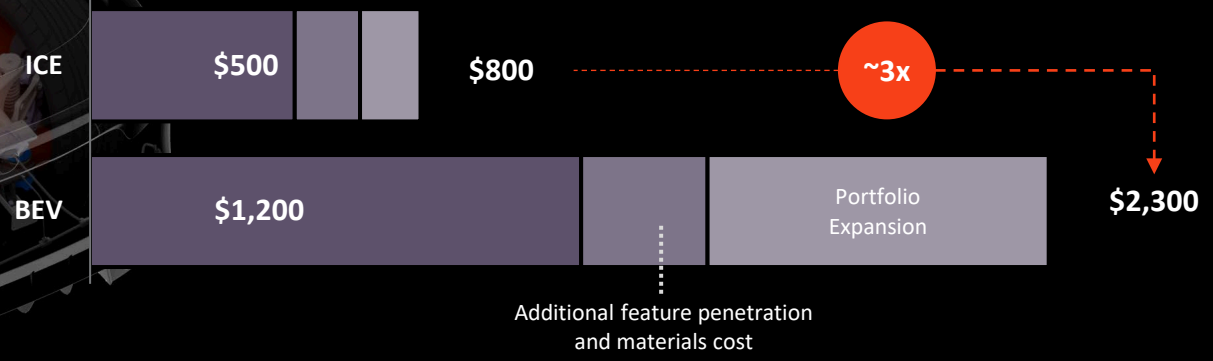
INTEGRATED POWER ELECTRONICS & BMS
Up-integrated functionality while supporting redundancy, increasing power density, maintaining highest safety levels



APTIV THE ONLY ARCHITECTURE PROVIDER CAPABLE OF OPTIMIZING AT A FULL SYSTEM LEVEL

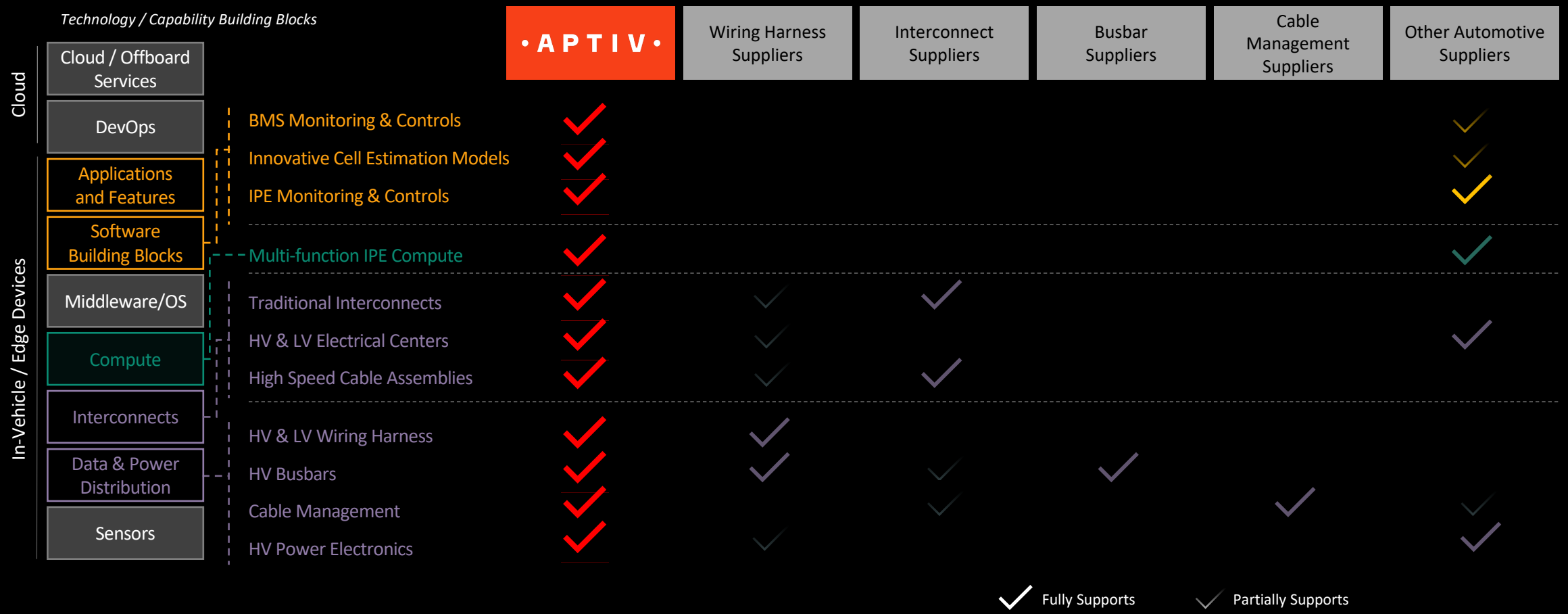
- Broadest portfolio of architecture solutions; spanning from grid to battery
- Unique design, systems integration, and optimization capabilities
- Leveraging our global scale and capabilities in low voltage to meet increasing customer needs and rapid acceleration of EV launches
- Expanded TAM in high-growth areas including busbars, IPE and BMS

Total Addressable S&PS Content Per Vehicle ($)



Aptiv: The Only Full Systems Solutions Provider

UNMATCHED CAPABILITIES ACROSS HV AND LV INTERCONNECTS AND WIRING SYSTEM SOLUTIONS



APTIV

Signal & Power Solutions Summary

OPTIMIZED SOLUTIONS SUPPORT INDUSTRY TRANSFORMATION AND CONTINUED PROFITABLE GROWTH

LONG TERM TARGETS

Revenue ($ billions), OI Margin



FEATURE-RICH, ELECTRIFIED VEHICLES PROVIDE TAILWIND FOR GROWTH

- Optimized, full system High Voltage solutions enabling faster charging and greater range at lower cost
- Accelerating EV adoption, automation supported by busbars, power/data backbone and innovative fastening solutions
- Integrated Power Electronics and BMS portfolio expansion supported by Aptiv compute and software capabilities
- Engineered Components supporting data/connectivity for mobility and adjacent “harsh environment” end markets

INDUSTRY LEADING PORTFOLIO, GLOBAL FOOTPRINT ENABLE VOLUME LEVERAGE

- Vertical integration enables rapid prototyping, speed to market and maximum design efficiency
- Global footprint supports design and manufacturing close to customers while maintaining a consistent experience
- Further digitization of manufacturing processes and tools with data-driven insights enhancing productivity
- Higher levels of automation supports quality, productivity and miniaturization required for next-gen architectures

1. Adjusted growth over Aptiv weighted market; Revenue growth pro forma for full year results of acquisitions in 2022A and excluding impact of foreign exchange and commodities

February 14, 2023

SMART VEHICLE ARCHITECTURE™ HARDWARE

Christian Schäefer

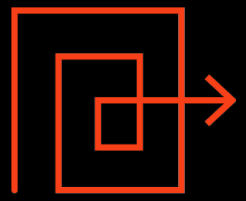
Vice President, Advanced Vehicle Architecture

APTIV

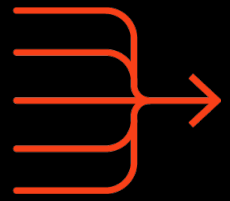
SVA™ Objectives

CREATING VALUE THROUGH DIFFERENTIATED SOLUTION ADDRESSING THREE KEY OBJECTIVES

SVA™: A FLEXIBLE AND SCALABLE PLATFORM DESIGNED TO



SIMPLIFY
Vehicle System,
Function Complexity and
Interdependence



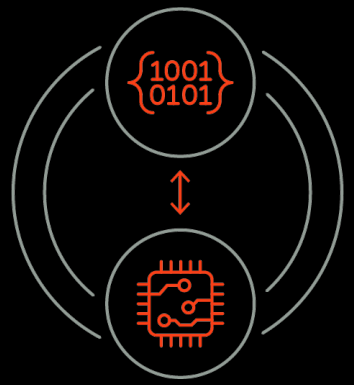
UNITE
Diverse Applications
Across the Full Vehicle Lifecycle



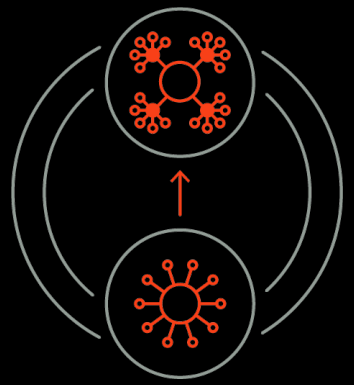
EMPOWER
OEMs to Fully Control
the User Experience of
Their Vehicles

SVA™ Design Philosophy

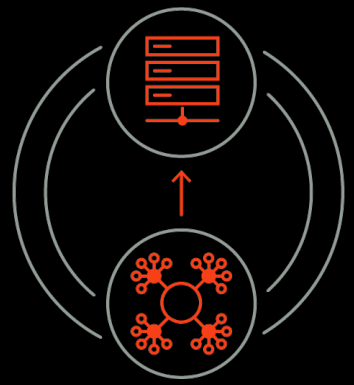
THREE FUNDAMENTAL PRINCIPLES DIFFERENTIATE SVA™



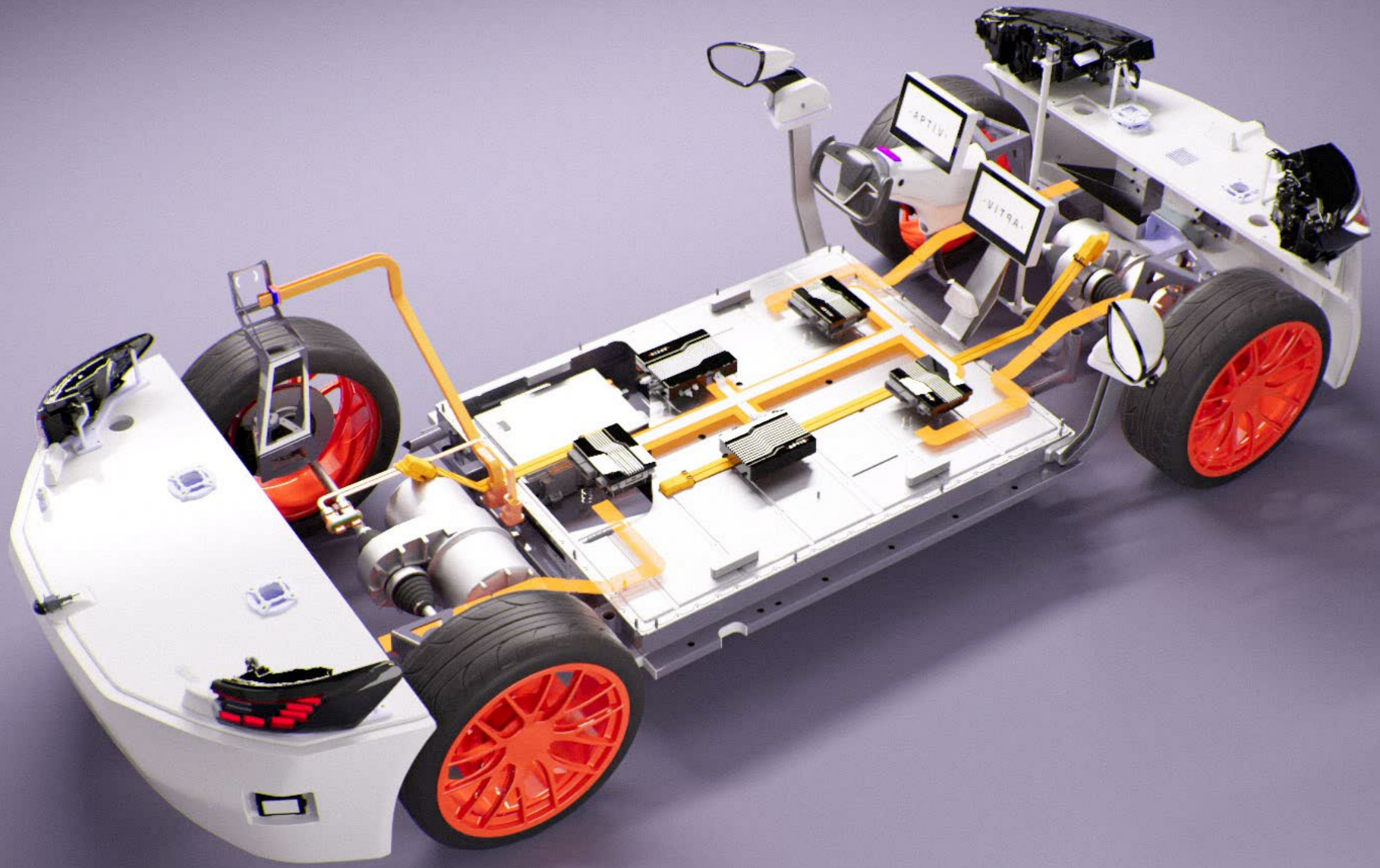
ABSTRACT
Software From Hardware



SEPARATE
Input / Output From Compute



ENABLE
“Serverization” of Compute

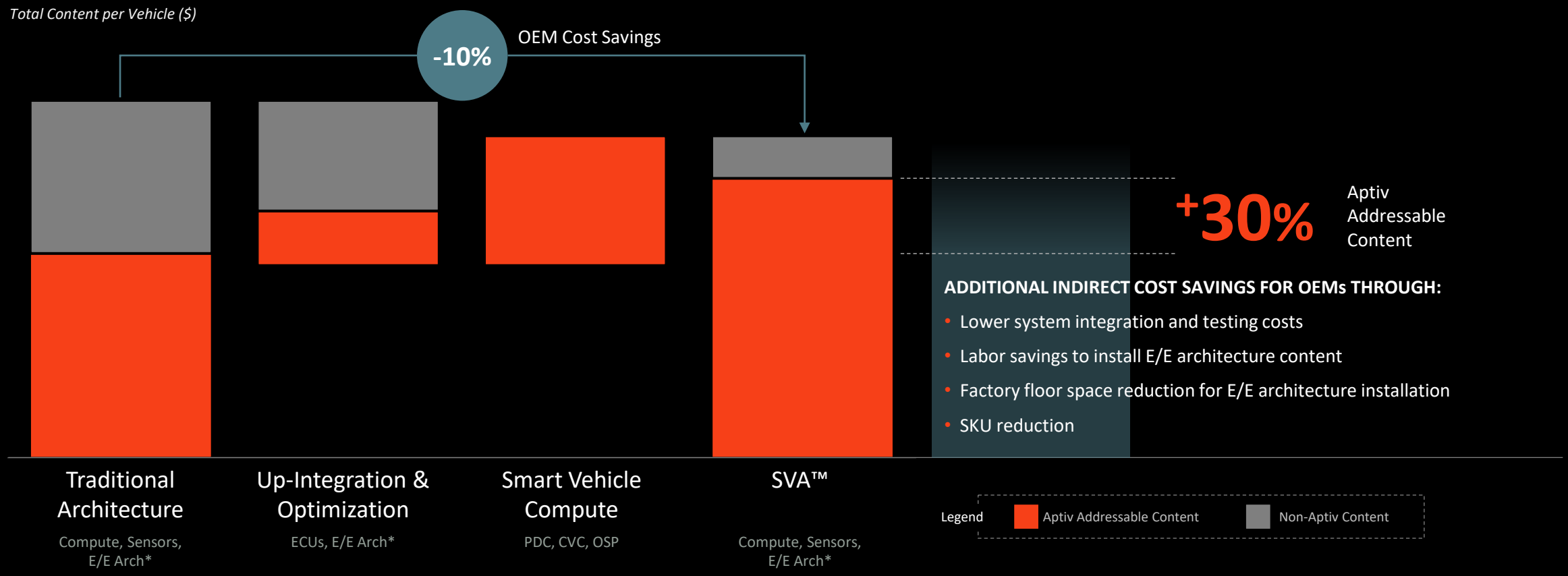


Want to see more? Explore our **augmented reality SVA skateboard**.

APTIV

Lowering Hardware Total Cost Of Ownership

SVA™ LOWERS COSTS FOR OEMS WHILE INCREASING APTIV CONTENT



** Electrical / Electronic Architecture*

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FUTURE PLATFORMS

Glen De Vos

Senior Vice President, Transformation and Special Programs

APTIV

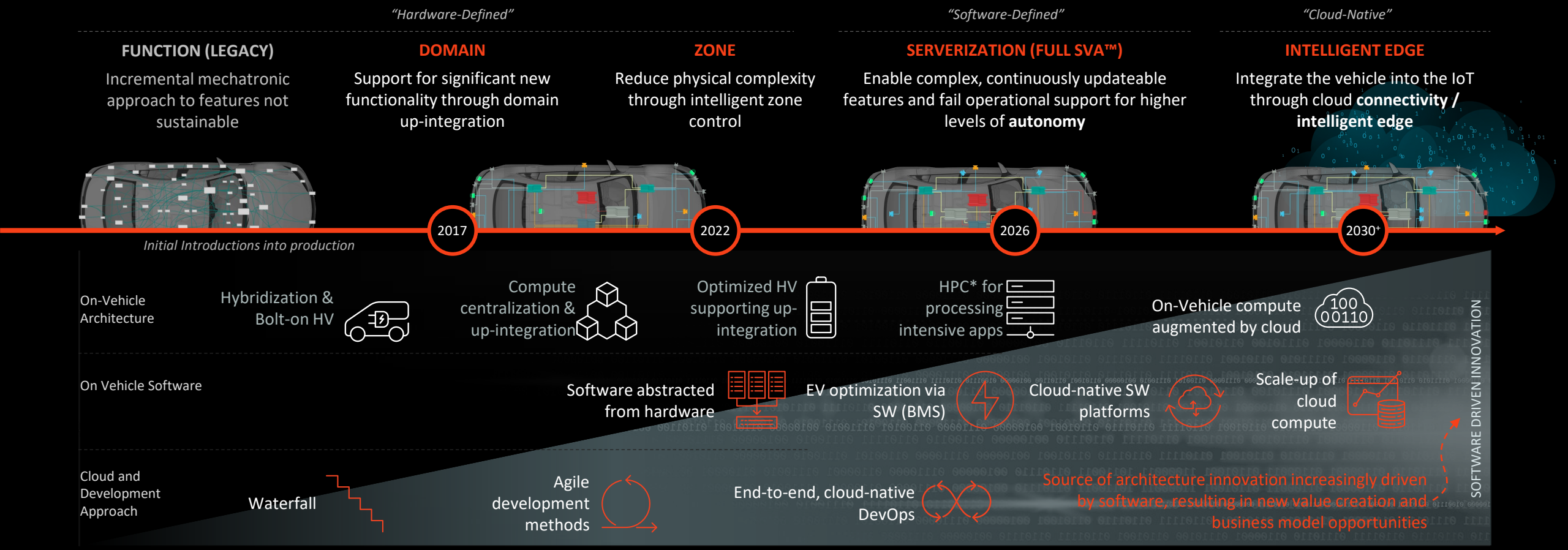
Future Of Mobility Is Safe, Green, Connected

VEHICLE EVOLUTION BEYOND 2025

	SAFE	GREEN	CONNECTED
STRONG TECHNOLOGY ADOPTION	**Highly Automated** L3 or higher, on path to full autonomy	**Fully Electrified** 100% Battery Electric Vehicle with extended range, fast charging speeds	**Software-Defined, Cloud-Native** Features and functions from SW, with updates throughout vehicle lifecycle
	Aiming to commercialize advanced ADAS with subscription revenues	**Targeting near-term BEV costs to reach parity with ICE vehicles**	**Forecasting significant long-term software and services revenue**
KEY TO FUTURE OEM BUSINESS MODELS	Ford BlueCruise: **$600** for three-year subscription GM Super Cruise: **$25** per month Tesla FSD: **$199** per month ($99/mo. for vehicles w/ Enhanced Autopilot)	**Targeting EV Profitability by 2025** Volvo, GM, VW, BMW	Stellantis: **€20B** by 2030 GM Ultifi: **$20-25B** by 2030 Ford: **$20B** by 2030

Vehicle Architecture Evolution To 2030 Car

SVA™ HARDWARE BEING COMMERCIALIZED; INDUSTRY DISRUPTION AROUND SOFTWARE ACCELERATING

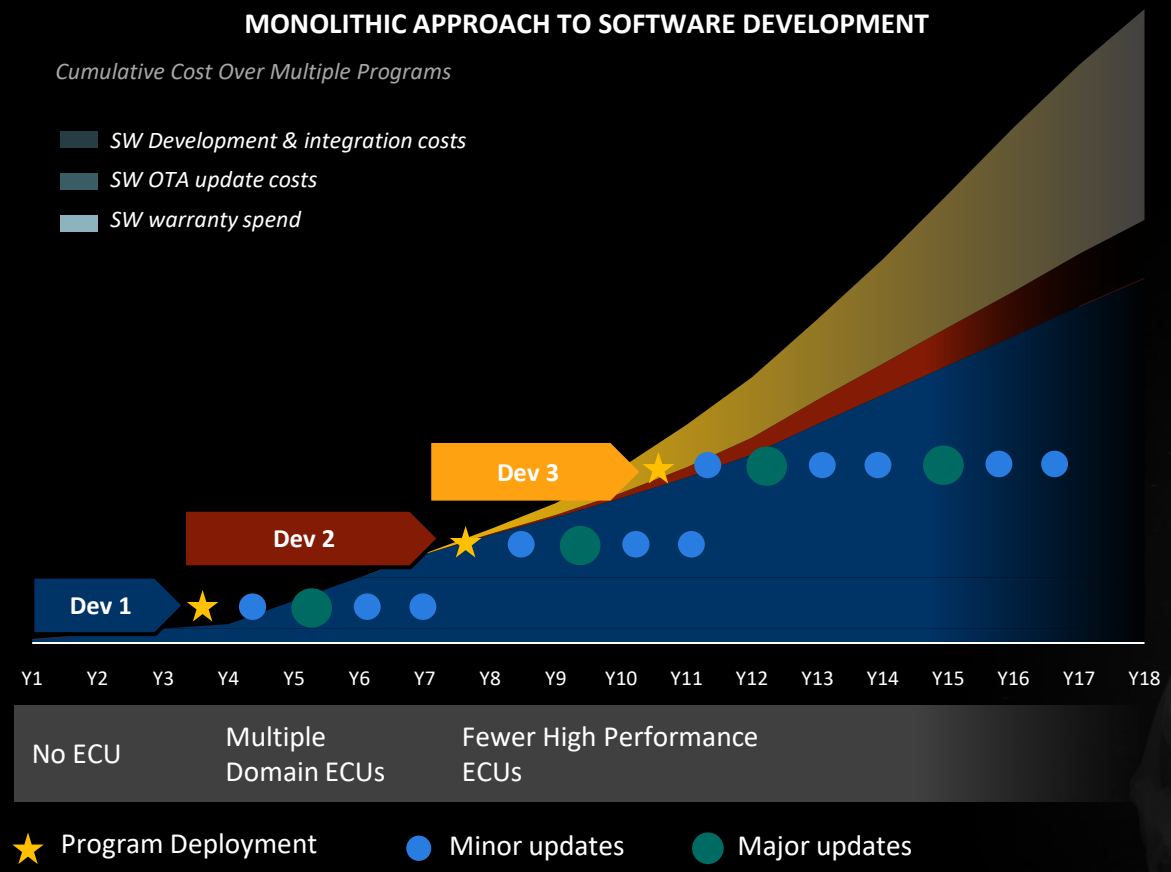


* HPC: High Performance Compute such as Aptiv's Open Server Platform

APTIV

The Case For Change

CURRENT APPROACH IS UNSUSTAINABLE AND WILL NOT UNLOCK THE SOFTWARE DEFINED VEHICLE



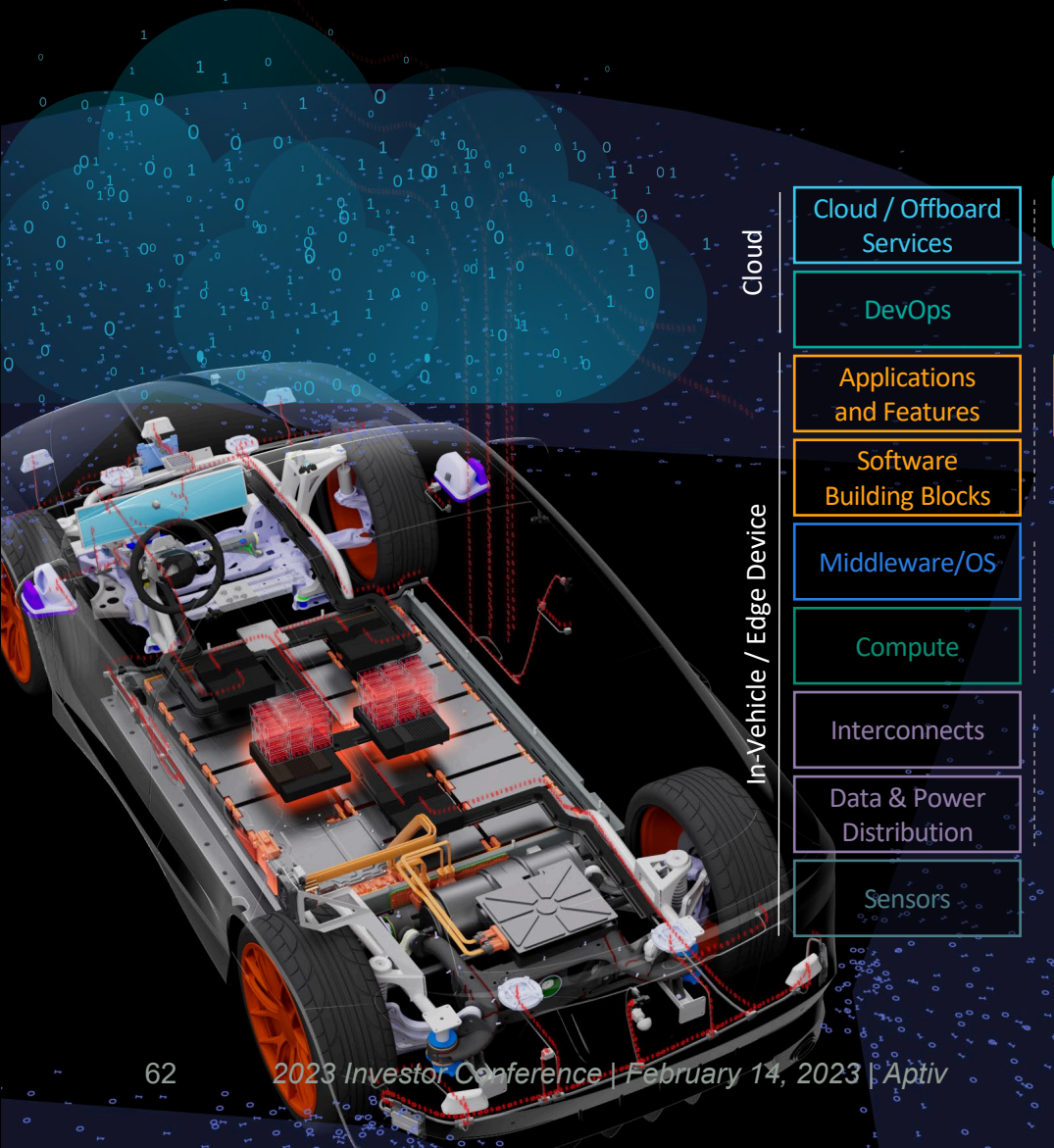
- Traditional monolithic architecture and DevOps environments lead to increasing cost and complexity
- Not a viable approach to build long-term recurring revenue models, too fragile and complex
- Impedes ability of our customers to innovate and execute



APTIV

The 2030 Electrified, Cloud-Native Car

INNOVATIONS TO UNLOCK CUSTOMER BENEFITS



Cloud

- Cloud / Offboard Services
- DevOps

In-Vehicle / Edge Device

- Applications and Features
- Software Building Blocks
- Middleware/OS
- Compute
- Interconnects
- Data & Power Distribution
- Sensors

Edge-To-Cloud DevOps Platform

- Faster speed to market and lower development, testing and validation costs
- Scales and streamlines management of deployed software
- Simulates and identifies field anomalies with real-time vehicle insights

Modular Containerized Software Applications

- Makes software portable by reducing complexity and interdependencies
- Allows for managing, scaling and updating software across vehicle lifecycle
- Accelerates software development, testing and integration

Serverized Compute & Microservices

- Allows for advanced processing and resource optimization of shared compute
- Breaks dependency on the underlying silicon/hardware
- Enables standardization of software components and interfaces for system flexibility

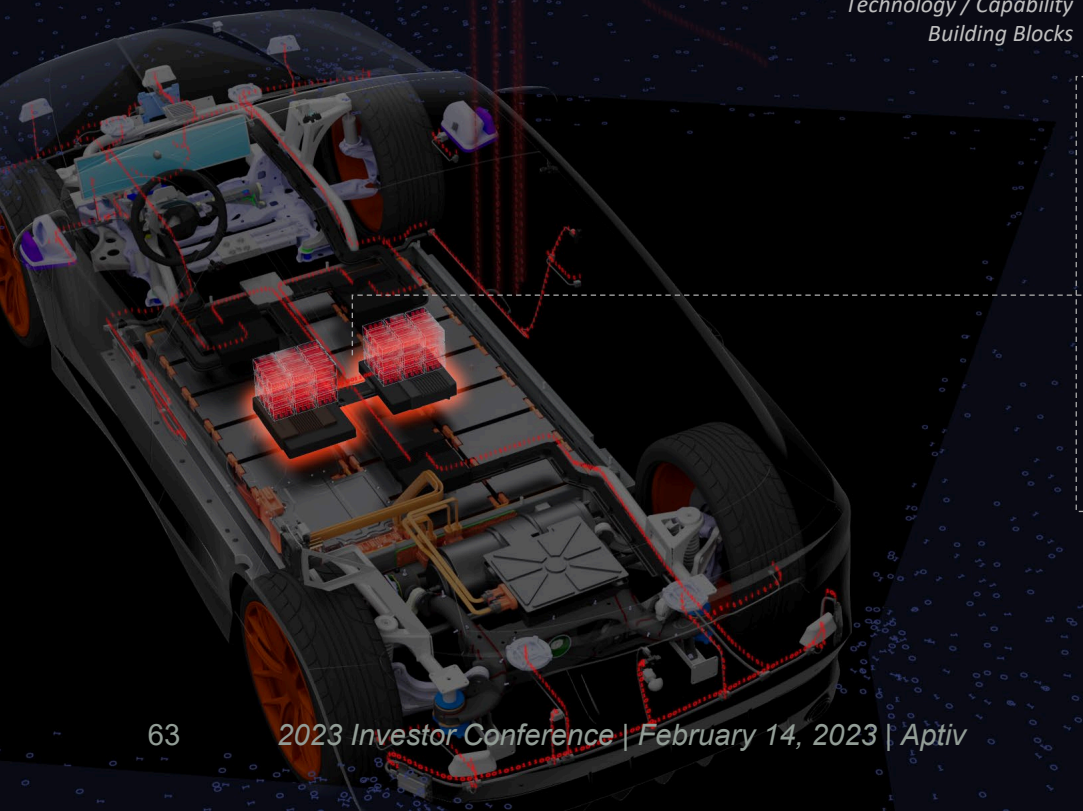
Advanced Electrification Solutions

- Reduces size, weight and cost to improve profitability and ongoing productivity of BEVs
- Maximizes battery life by enabling frequent fast charging and unlocking grace capacity
- Improves reliability, simplified maintenance and serviceability

APTIV

Serverized Compute And Microservices

HW VIRTUALIZED INTO SHAREABLE COMPUTING RESOURCES, DECOUPLING SW FROM HW SPECIFICATIONS



Market Precedent

Telecom move to 5G accelerating virtualization of network infrastructure, driving transformation from closed, hardware-defined systems to open, software-defined, cloud-native architectures leveraging microservices

Technology / Capability Building Blocks

Virtualization

Create a virtual computing environment fully abstracted from underlying hardware which can be shared between workloads of mixed criticality

Fusion of Domains

Centralize diverse functions into high performance compute while ensuring functional safety and optimal performance

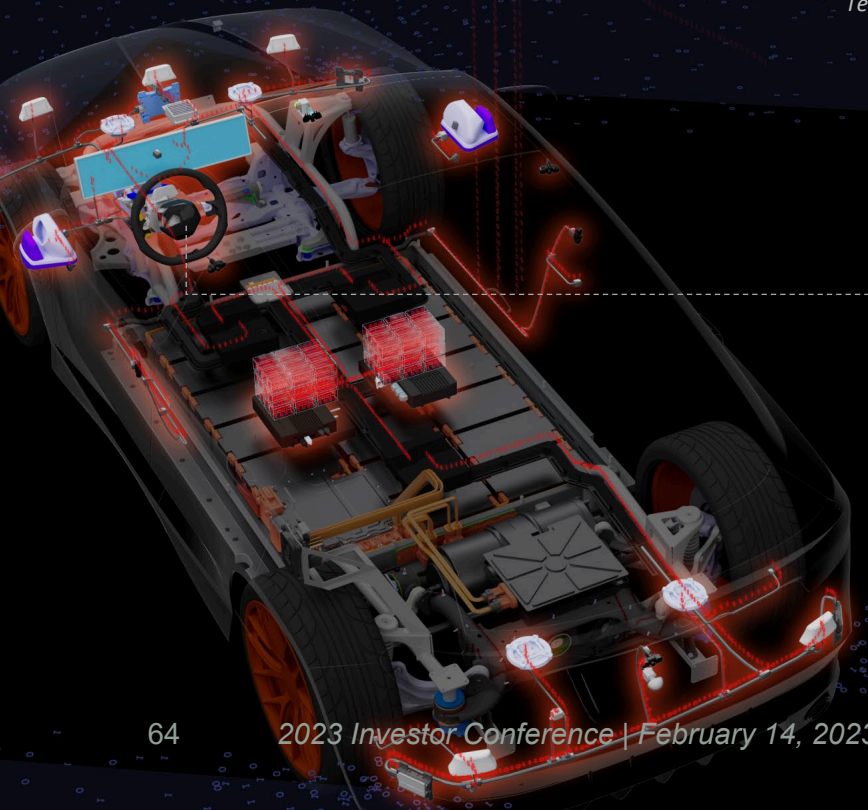
Microservices (All Safety Levels)

OS and middleware that enable microservices at the edge while guaranteeing real time behavior for functional safety

APTIV

Modular, Containerized Software Applications

“SOFTWARE FIRST” APPROACH WITH FLEXIBILITY AND SCALABILITY



Market Precedent

Technology / Capability Building Blocks

Over 60% of backend developers across multiple industries use containers to build and deploy software applications today*

Modularized

Break apart monolithic software applications into smaller, discrete modules with standardized interfaces

Containerized

Deploy applications using scalable, lightweight containers that run reliably across different computing environments the same, standardized way

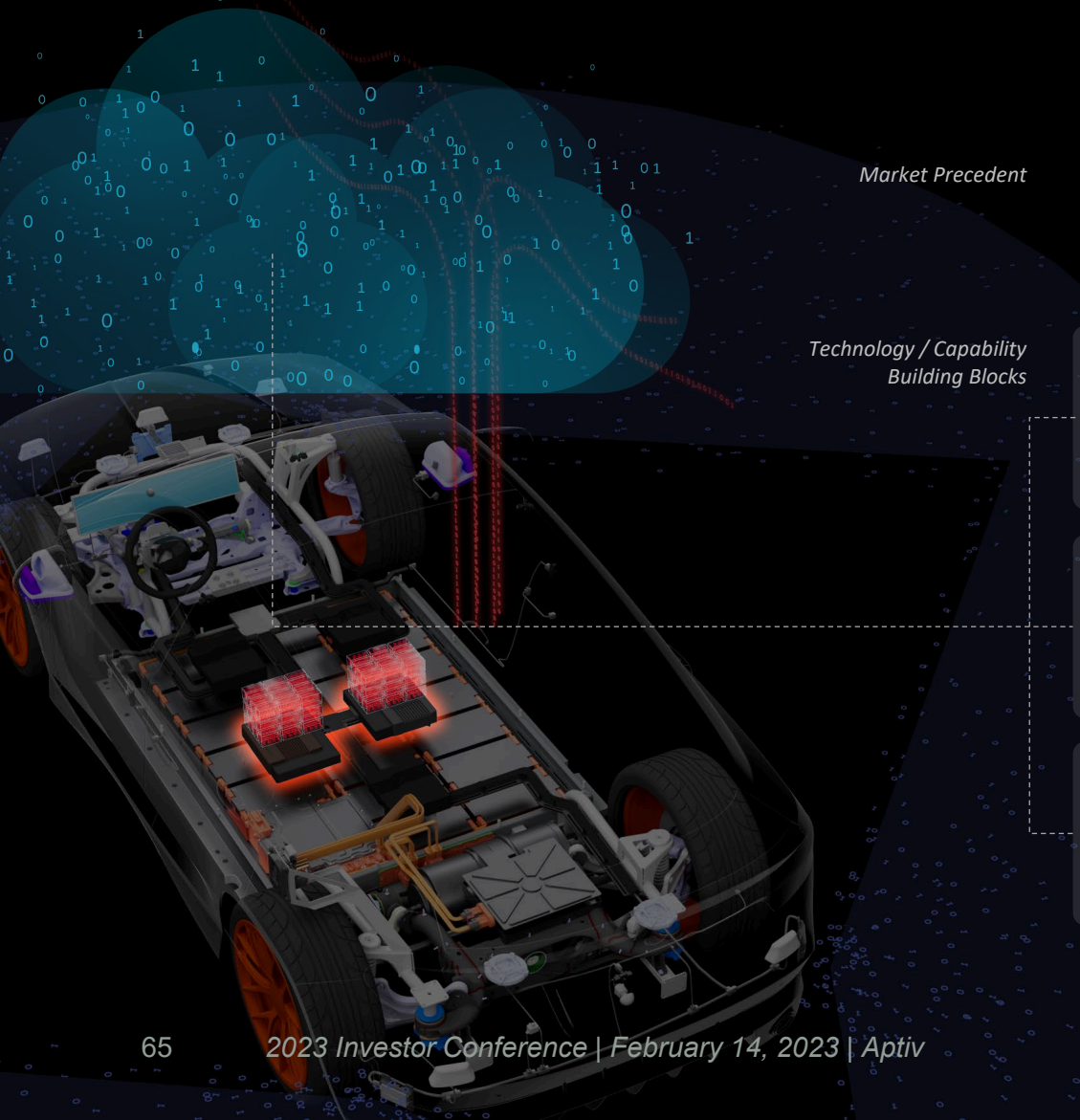
Kubernetes-ready

Configure and package software applications to be deployed and orchestrated at the edge with Kubernetes

** Source: Cloud-Native Computing Foundation, "The State Of Cloud Native Development" (May 2022)*

Edge-To-Cloud DevOps Platform

END-TO-END SW PLATFORM THAT MODERNIZES AND ACCELERATES SW DEVELOPMENT AND DEPLOYMENT



Market Precedent

Technology / Capability Building Blocks

Aerospace & Defense DOD JADC2* initiative connected all sensors into a single network with an end-to-end cloud-native platform with Kubernetes orchestration

Kubernetes Orchestration

Automated deployment, scaling, and management of containerized applications

Digital Feedback Loop

Real-time insights into the performance of software deployed in the field that informs subsequent development

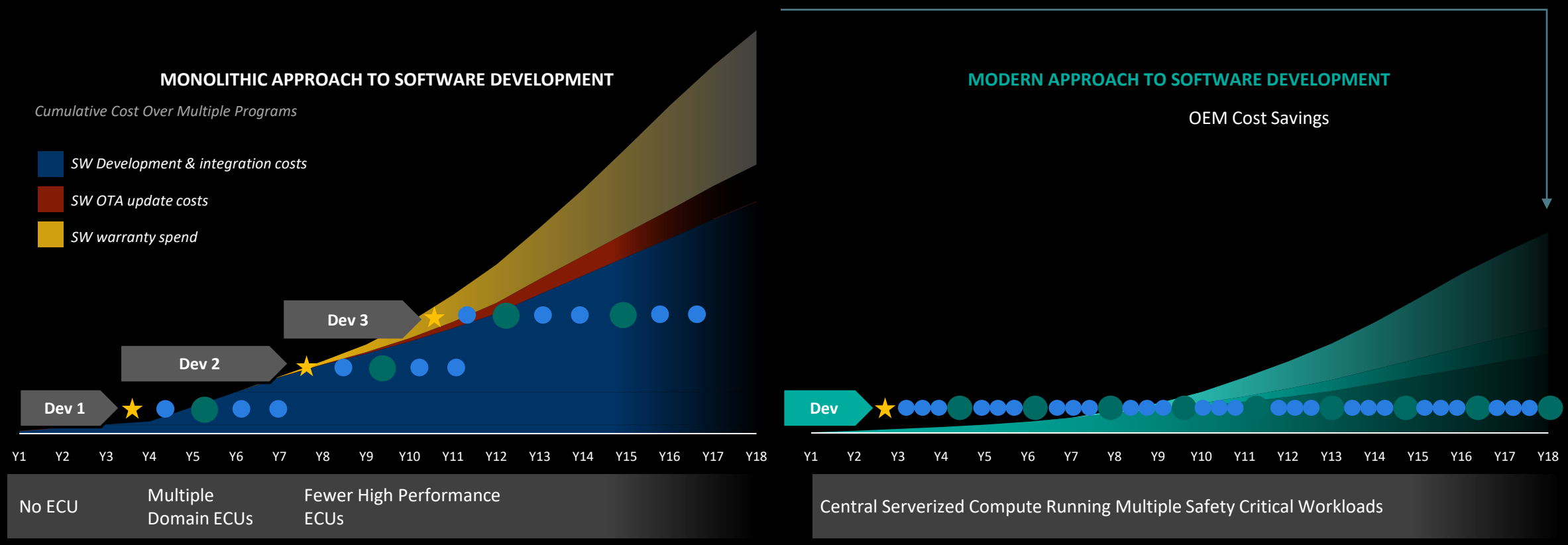
Single Pane of Glass

All phases of SW development (CI/CD), deployment, and operation managed in a single, unified, cloud-native platform

APTIV

The Value Of A Modern Architecture

50%+ COST SAVINGS OVER THE LIFECYCLE OF THE VEHICLE



APTIV

Aptiv Uniquely Positioned To Enable Evolution

NO OTHER COMPANY HAS ALL THE NECESSARY CAPABILITIES REQUIRED TO REALIZE 2030 VISION



APTIV

Aptiv Will Enable The 2030 Car

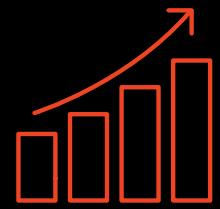
TRUSTED TECHNOLOGY PARTNER WITH THE NECESSARY CAPABILITIES AT EVERY LAYER OF THE STACK



THE FUTURE OF MOBILITY IS FULLY ELECTRIFIED AND CLOUD-NATIVE



TECHNOLOGY AND CAPABILITY READINESS IS REQUIRED TO ENABLE NEW VALUE CREATION AND BUSINESS MODELS



APTIV IS UNIQUELY POSITIONED TO LEAD THIS TRANSITION, RESULTING IN ATTRACTIVE GROWTH AND MARGINS

February 14, 2023

NEXT-GEN SOFTWARE ARCHITECTURE & TOOLS

Avijit Sinha

Chief Product Officer, Wind River

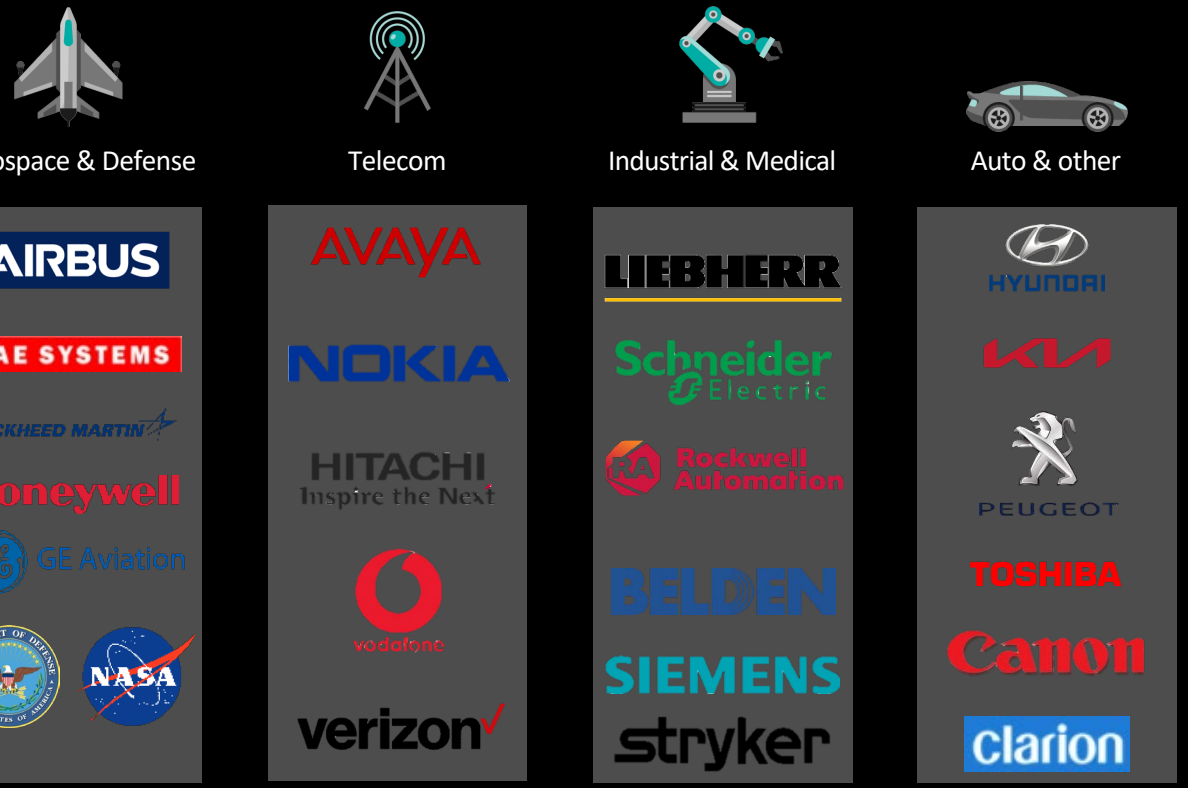
WNDRVR

Wind River Introduction

LEADING SOFTWARE PROVIDER FOR MISSION-CRITICAL INTELLIGENT CONNECTED SYSTEMS

GLOBAL LEADER IN DELIVERING SOFTWARE FOR INTELLIGENT CONNECTED SYSTEMS, OFFERING A COMPREHENSIVE, EDGE-TO-CLOUD SOFTWARE PORTFOLIO

- Technology and expertise that enable the development, deployment, operations, and servicing of mission-critical intelligent systems
- Wind River has 1,700+ global customers and its technology is deployed on 2+ billion edge devices
- Award-winning customer support, a broad partner ecosystem, and world-class professional services
- Headquartered in Alameda, CA, with ~1,550 employees and $400M+ in revenue in 2022



WNDRVR

Wind River Studio

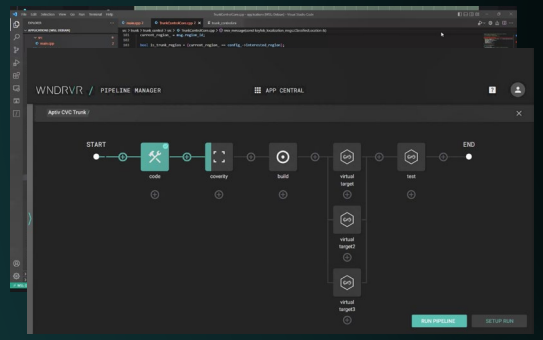
FIRST END-TO-END SOLUTION SPANNING ENTIRE DEVOPS CYCLE, COVERING BOTH VEHICLE AND CLOUD

WNDRVR Studio

Data and digital twin leveraged to improve software

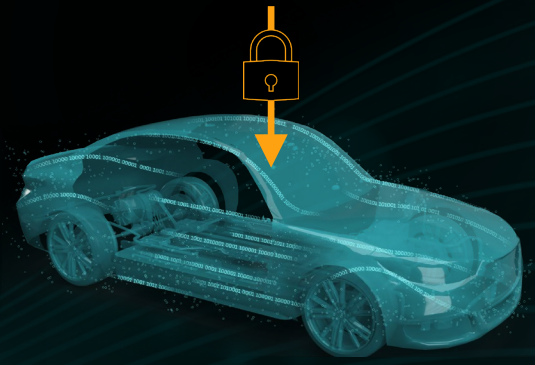
DEVELOP

Fast and secure development and testing of software in the cloud



DEPLOY

Seamless and secure deployment of containerized software



Wind River Software Platform

OPERATE

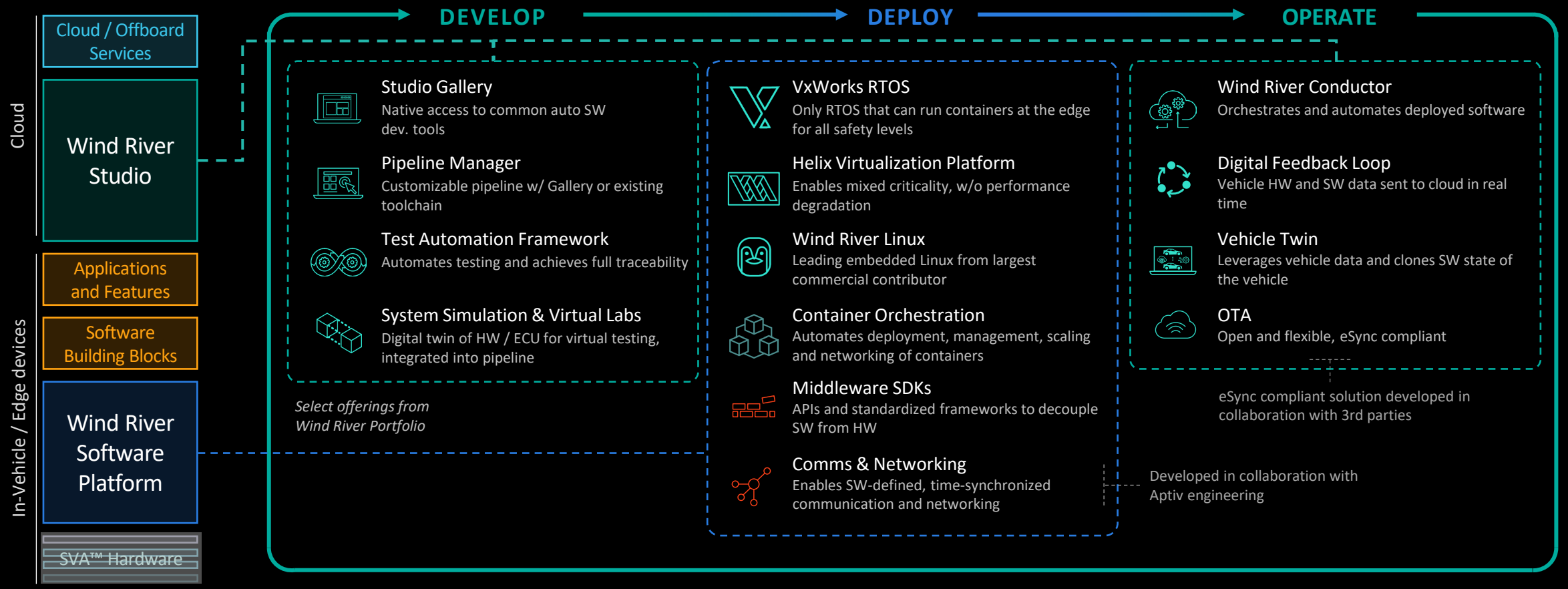
Vehicle data sent to the cloud to build digital twin



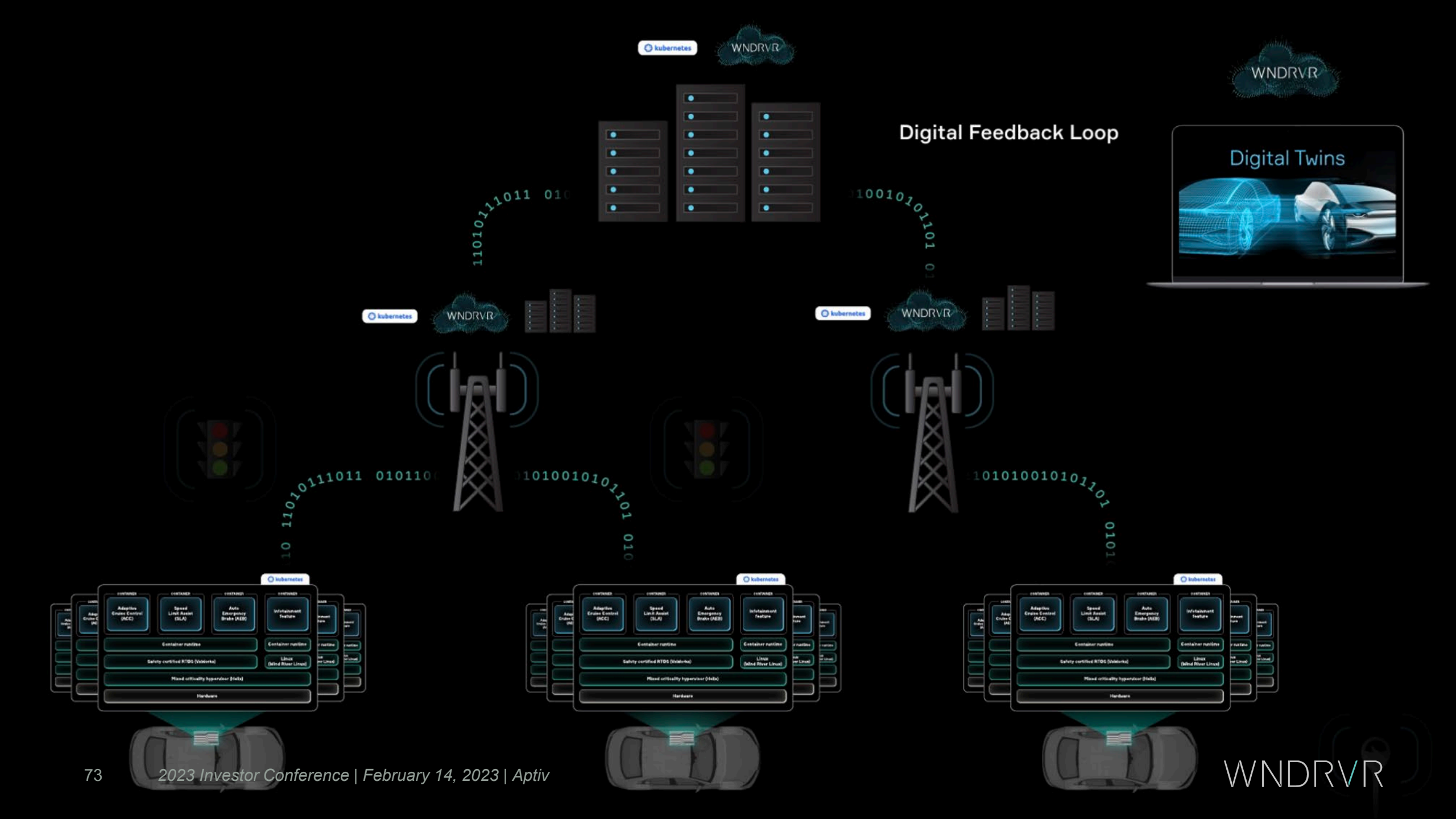
LIFECYCLE MANAGEMENT VIA A **SINGLE PANE OF GLASS**

Next-Gen Software Architecture & Tools

CLOUD-NATIVE MIDDLEWARE AND END-TO-END DEVOPS PLATFORM TO ENABLE SW-DEFINED VEHICLES



WNDRVR

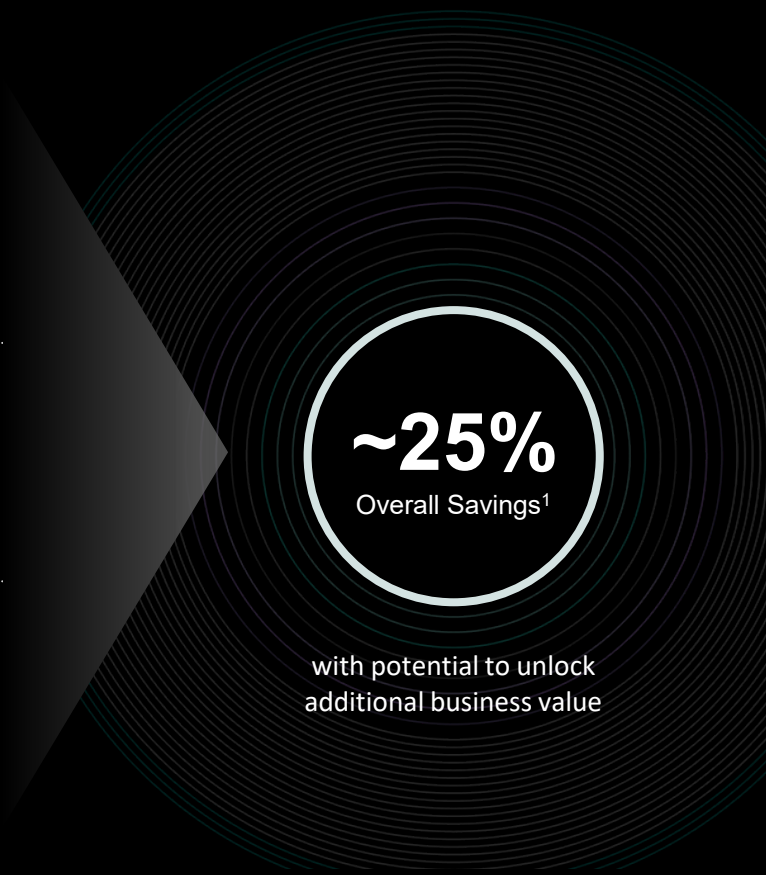

kubernetes
WNDRVR
Digital Feedback Loop
Digital Twins
Adaptive Cruise Control (ACC)
Speed Limit Assist (SLA)
Auto Emergency Brake (AEB)
Infotainment feature
Container runtime
Safety certified RTOS (Vxworks)
Linux (Wind River Linux)
Mixed criticality hypervisor (Helix)
Hardware

WNDRVR

Significant Software Savings Potential

BENCHMARKING BASED ON LARGE OEM SOFTWARE PROGRAM SUGGESTS ~25% TOTAL SAVINGS

	BENEFITS OF WIND RIVER SOLUTIONS	EXPECTED COST SAVINGS
DEVELOP Software development costs	☑ Containerization isolates software components, increasing SW re-use and lowering development & testing costs	~20%
DEPLOY Cost of OTA updates	☑ Modularization reduces file sizes during OTA updates, lowering data transmission/storage costs	~35%
OPERATE Software-related warranty	☑ Digital Feedback Loop and Digital Twin offer real-time visibility into vehicle data and enable early remedy of SW defects, reducing warranty	~25%



1. Overall saving estimated as the weighted average of savings from develop, deploy and operate.

Benefits Across Industries

SIGNIFICANT ADOPTION AND BENEFITS ACROSS DIFFERENT INDUSTRIES FOR SOFTWARE DEFINED FUTURE

Customers are seeking **flexibility** and **modularity** across the stack…

… Studio offers this to enable Software Defined Future

TELECOMMUNICATIONS

verizon — First fully virtualized network for 5G rollout

elisa — First fully automated far edge cloud for 5G

DELL — Simplified RAN integration

vodafone — Europe's first commercial ORAN network

AEROSPACE & DEFENSE

Platform One — DevSecOps and Kubernetes platform

#1 — Market leader in safety certified embedded software for mission critical systems

AUTOMOTIVE

CHINESE OEM — Leading Chinese OEM adopts Wind River Software for L2+ ADAS

TODAY

ADOPTION ACROSS INDUSTRIES

NEAR TERM

CONTINUED INNOVATION AND SUCCESS WITH CUSTOMERS

NEAR FUTURE

CUSTOMERS TO REALIZE FULL BENEFITS

WNDRVR

WNDRVR

February 14, 2023

PARTNER OF CHOICE

Josie Archer

Senior Vice President, Global Sales

APTIV

Aptiv: A Trusted Technology Partner

ROBUST CAPABILITIES TO SUPPORT DEEP CUSTOMER COLLABORATION - TODAY AND THE FUTURE

Industry / Technology Trends

ACCELERATED UP-INTEGRATION

Larger scale sourcing opportunities spanning global programs

GREATER SOFTWARE INNOVATION

Software compatible with many types of platforms and operating systems with the ability to evolve and improve over time

SUPPLY CHAIN RESILIENCY

Multi-sourcing of critical components, localization of supply chains and increased visibility

NEW DEVELOPMENT APPROACHES

Faster development using cloud-native approach, edge analytics and AI/ML

Building on Aptiv Strengths Today

FULL SYSTEM INSIGHTS

Unique portfolio with full Brain and Nervous System capabilities ensures optimized solutions for performance / cost and reduces execution risks

EXECUTION TRACK RECORD FOR COMPLEX SW

Experience with 60+ complex, software driven programs across all major domains; flexible business model and open platform approach

IN-REGION, FOR-REGION SALES AND MFG

Strategic, global footprint close to customers enables local sales engagement/support, production and supply chains

INSIGHTS DRIVING CUSTOMER VALUE

Extensive edge analytics, test & integration expertise and AI/ML enabled insights enable the continuous improvement and ongoing optimization

Areas of Emphasis For The Future

PRODUCTIZED SOLUTION SALES

- Product development organizations with clear delineation between SW / HW, supported by customer facing specialists with deep expertise
- Developing modular products which are easily configurable and reusable
- Early engagement and collaboration with customers to drive mindshare, roadmaps

CROSS-APTIV ACCOUNT-BASED APPROACH

- Deeper, cross-functional engagement with empowered in-region program ownership
- Flexible, vendor-agnostic approach and supply chain insights making resiliency a differentiator
- Leveraging new business models and tools to support ongoing value creation post-launch

Account-Based Approach

TAILORED, CUSTOMER SPECIFIC ENGAGEMENT AT ALL PHASES OF THE PROGRAM LIFECYCLE



EARLY & ONGOING ENGAGEMENT

Regular contact at all levels of the organization, across both technical and commercial contacts to develop deep understanding of needs



CROSS-FUNCTIONAL APPROACH

Software offerings for in-cabin sensing; fusion of interior and exterior perception to enable safer and more intelligent solutions



SUPPLY CHAIN RESILIENCY

Leveraging global footprint, advanced tools / analytics, deep understanding of supplier network and product redesigns to keep OEMs connected



DIFFERENTIATED TECH ROADMAPS

Focused strategy on areas where Aptiv's unique portfolio and capabilities provide a strong right to play and support outsized value creation



THOUGHT LEADERSHIP

Leveraging integrated campaigns to communicate a compelling vision for Aptiv's solutions and value creation aligned to industry and customer trends



ACTIONABLE INSIGHTS WITH NPS

Leveraging Net Promotor System (NPS) to build customer intimacy, identify opportunities for improvement and support data-driven approach

Customer Engagement Model

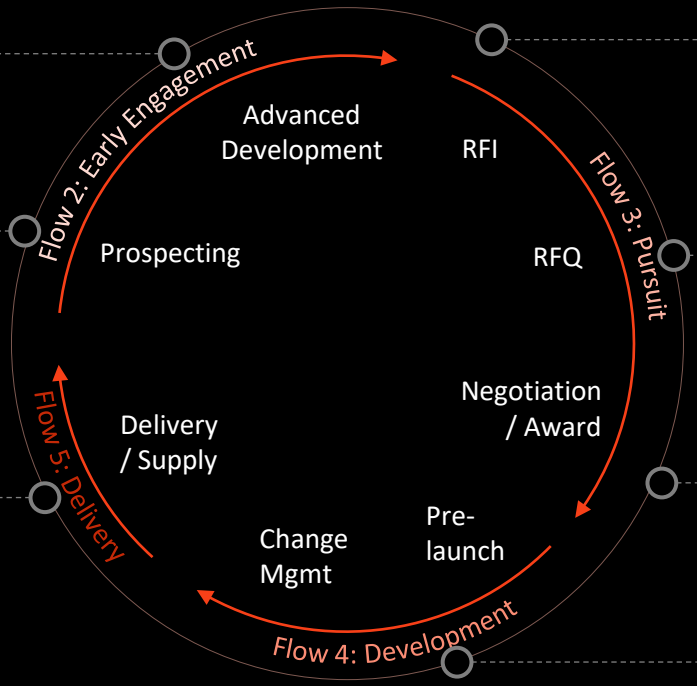
EARLY ENGAGEMENT AND FREQUENT CUSTOMER INTERACTIONS CREATING MORE OPPORTUNITIES

ACCOUNT-BASED APPROACH

RELATIONSHIP NPS (Aptiv Overall)
- Account-level NPS to enhance customer intimacy

ADVANCED DEVELOPMENT
- Dedicated "One Aptiv" Chief Engineer per OEM
- Tailored, digital-first distribution of thought leadership
- Direct engagement at Tech Shows and conferences

ONGOING ENGAGEMENT
- Real-time demand planning to ensure flawless execution
- Ongoing design enhancements / productivity
- Relationship building with key stakeholders



LEVERAGING PRODUCTIZED SOLUTIONS

EARLY ENGAGEMENT
- Dedicated "One Aptiv" Global Account Director
- Develop deep understanding of needs/requirements
- Mapping of OEM needs to productized offerings

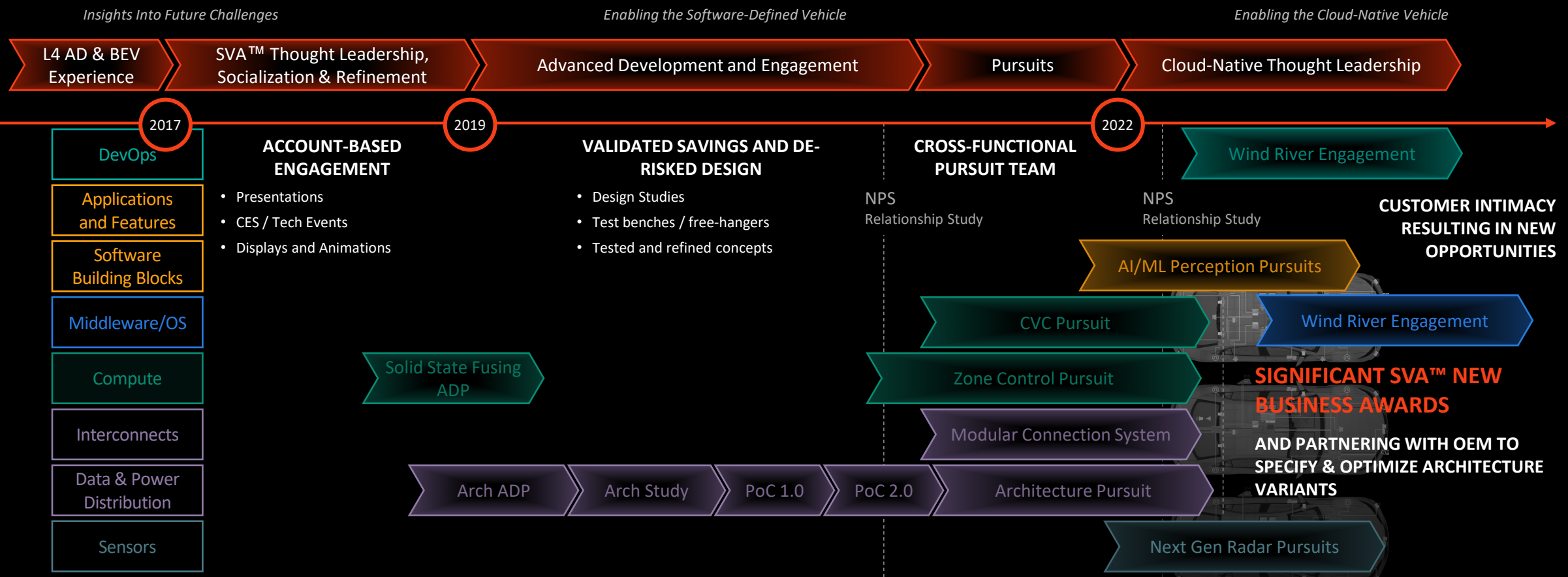
TAILORING OF PRODUCTIZED SOLUTIONS
- Configuration and customization as needed
- Evaluation of cost to serve and willingness to pay
- Selling on value relative to next best alternative

END-TO-END IN REGION ACCOUNTABILITY
- Empowered, local leadership accelerate decision making and own on-time, on-budget execution

EPISODE NPS (Program Specific)
- Measuring execution and drive continuous improvement for high profile programs

“One Aptiv” Model In Action

CREATING EXCEPTIONAL VALUE FOR CUSTOMERS AND APTIV



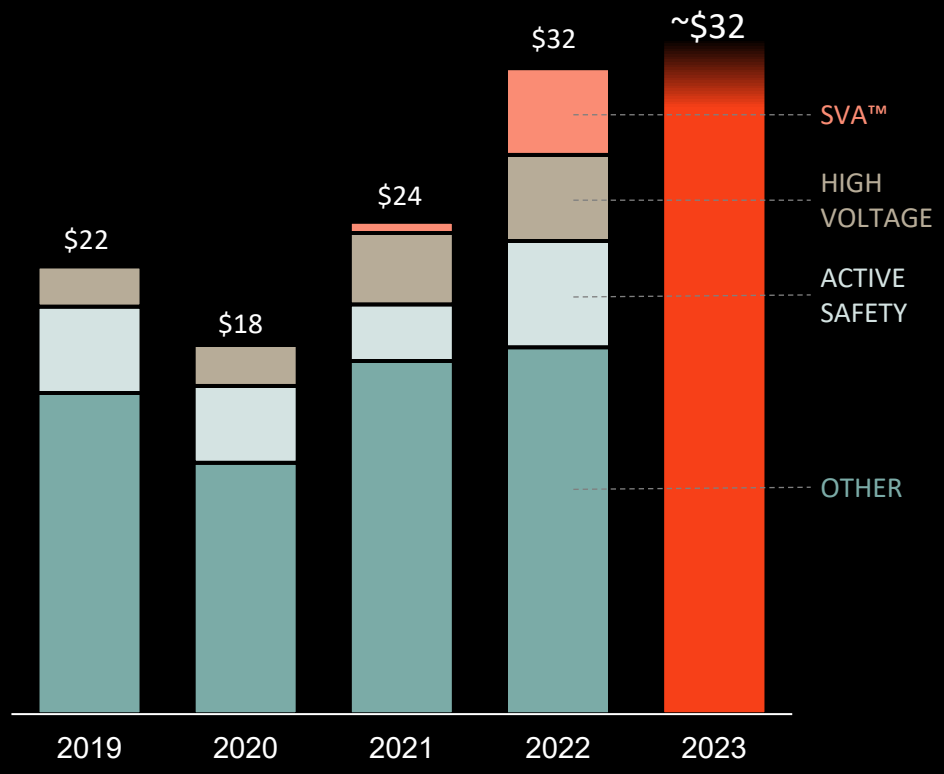
APTIV

Commercial Excellence Driving Future Success

MONETIZING THE VALUE CREATED BY APTIV'S UNIQUE SOLUTIONS

BOOKINGS

Lifetime Gross Program Revenues, $ billions



TRUSTED TECH PARTNER FOR INDUSTRY LEADING SOLUTIONS

- FULL SYSTEM SOLUTIONS
- FLEXIBLE BUSINESS MODEL
- IN-REGION, FOR-REGION
- OPEN PLATFORMS

SUPPORTING SOFTWARE-DEFINED, CLOUD-NATIVE VEHICLES

- PRODUCTIZED SOLUTIONS
- MODULAR OFFERINGS
- END-TO-END REGION OWNERS
- NEW BUSINESS MODELS & TOOLS

February 14, 2023

SUSTAINABILITY IN MOTION

Obed Louissaint
Senior Vice President & Chief People Officer

Kate Ramundo
Senior Vice President, Chief Legal Officer,
Chief Compliance Officer & Secretary

APTIV

Aptiv Sustainability Strategy

SUSTAINABILITY AT THE VERY CORE OF DELIVERING LONG-TERM PERFORMANCE AND COMPETITIVE DIFFERENTIATION

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 safer, more inclusive and high-performing workplaces



PRODUCTS
Design and deliver solutions that transform society



PLANET
Make the world greener



PLATFORM
Do the right things in the right way



IMPACT
Our effect on the world

- PARTNER OF CHOICE
- ENGAGED EMPLOYEES
- STRONGER COMMUNITIES
- SAFER VEHICLES
- GREENER WORLD
- CONNECTED MOBILITY
- CREATE STAKEHOLDER VALUE



200,000+ TOTAL WORKFORCE

- **155,000** MANUFACTURING
- **22,000** ENGINEERS & SCIENTISTS
- **17,000** QUALITY & SUPPLY CHAIN MGMT
- **8,000** ENABLEMENT FUNCTIONS

PEOPLE

Foster safer, more inclusive and high performing workplaces

ATTRACT, DEVELOP & RETAIN THE BEST TALENT

Anticipate and build the right skills at right the time

DIVERSITY, EQUITY & INCLUSION

Cultivate an inclusive workforce that fuels innovation

HEALTH & SAFETY

Take care of our people so they take care of the business

COMMUNITY ENGAGEMENT & WELLBEING

Encourage meaningful employee participation in community outreach

The Right Capabilities In The Right Places

PEOPLE

ATTRACTING, DEVELOPING AND RETAINING THE BEST TALENT TO DELIVER OUR 2030 VISION

STRENGTHENING TECHNICAL CAPABILITIES THROUGH BROADENDING APTIV'S SOFTWARE TALENT BASE

aws · Microsoft · Apple · Cruise · Google · IBM · NVIDIA · Qualcomm · intel

AROUND THE WORLD WE FOCUS ON UNIVERSITY ENGAGEMENT & RECRUITMENT



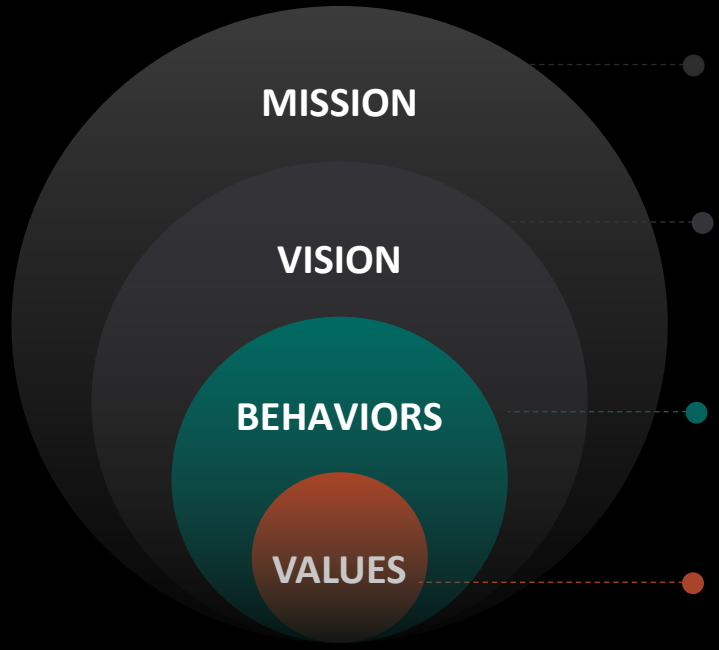
Photo: Aptiv India Technical Center Grand Opening

Culture Highly Aligned To Business Strategy

PEOPLE

APTIV

STRATEGY ALIGNS WITH
OUR ORGANIZATION



Deliver safe, green and connected technologies that enable the future of mobility

The right people organized in the right way to create sustainable long-term value

Empowered to deliver innovation, continuous improvement, leveraging diverse people with different experiences, philosophies and mindsets

The guiding principles to everything we do; always do the right things the right way

Valuing Diversity, Equity & Inclusion

IN OUR WORKFORCE, MARKETS AND COMMUNITIES

OUR APPROACH

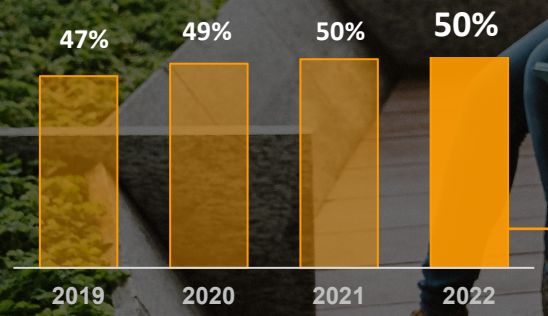
REPRESENTATION
Attract and retain world-class talent that looks to thrive in a culture of excellence and innovation

ENGAGEMENT
Foster a safe and healthy environment where background, perspectives and experiences are valued

MARKETS
Build a reputation as a partner of choice and encourage diversity in the supply chain

COMMUNITY
Take care of our communities and elevate the next generation

GENDER DIVERSITY
% women of total workforce



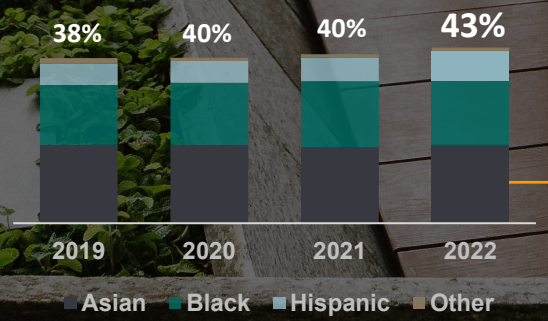
2022 PROGRESS

50%

WOMEN IN TOTAL WORKFORCE

24% WOMEN IN MANAGEMENT

RACIAL / ETHNIC DIVERSITY
% minority of total US workforce



2022 PROGRESS

43%

MINORITY[1] IN US WORKFORCE

34% MINORITY IN MANAGEMENT

1. Minority as defined by the U.S. Equal Employment Opportunity Commission

APTIV

Employee Well-Being Drives Engagement & Productivity

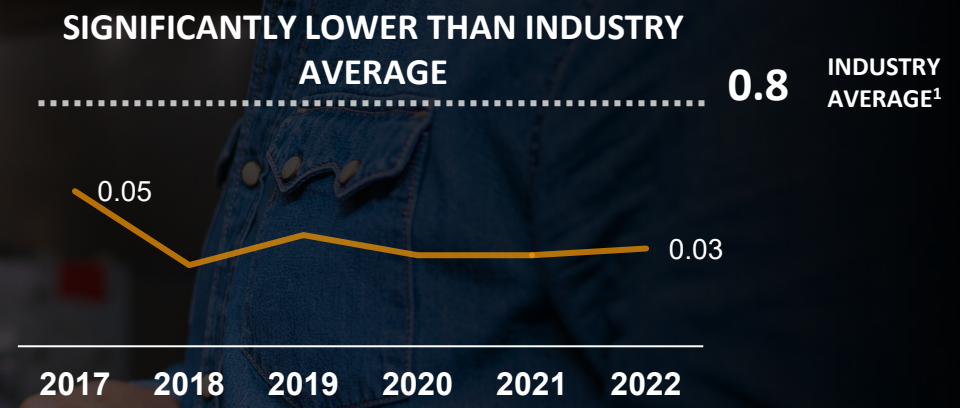
PEOPLE

INITIATIVES	2022 PROGRESS
LOOK-ACROSS PROCESS Evaluation and preventive action of safety incidents in Aptiv locations at a global level	100% ENGAGEMENT RATE ON PREVENTIVE ACTIONS FOR RELEVANT INCIDENTS
SAFETY OBSERVATION TOURS Conduct safety observation tours by site-leaders to support site efforts to prevent safety incidents	6,500+ TOURS CONDUCTED ANNUALLY ACROSS ALL MAJOR SITES
EARLY ADOPTER OF ISO45001 Certification of occupational health and safety management system across all global sites	51% OF MANUFACTURING SITES CERTIFIED; ON TRACK TO 100% BY 2025

LOST WORK DAY CASES

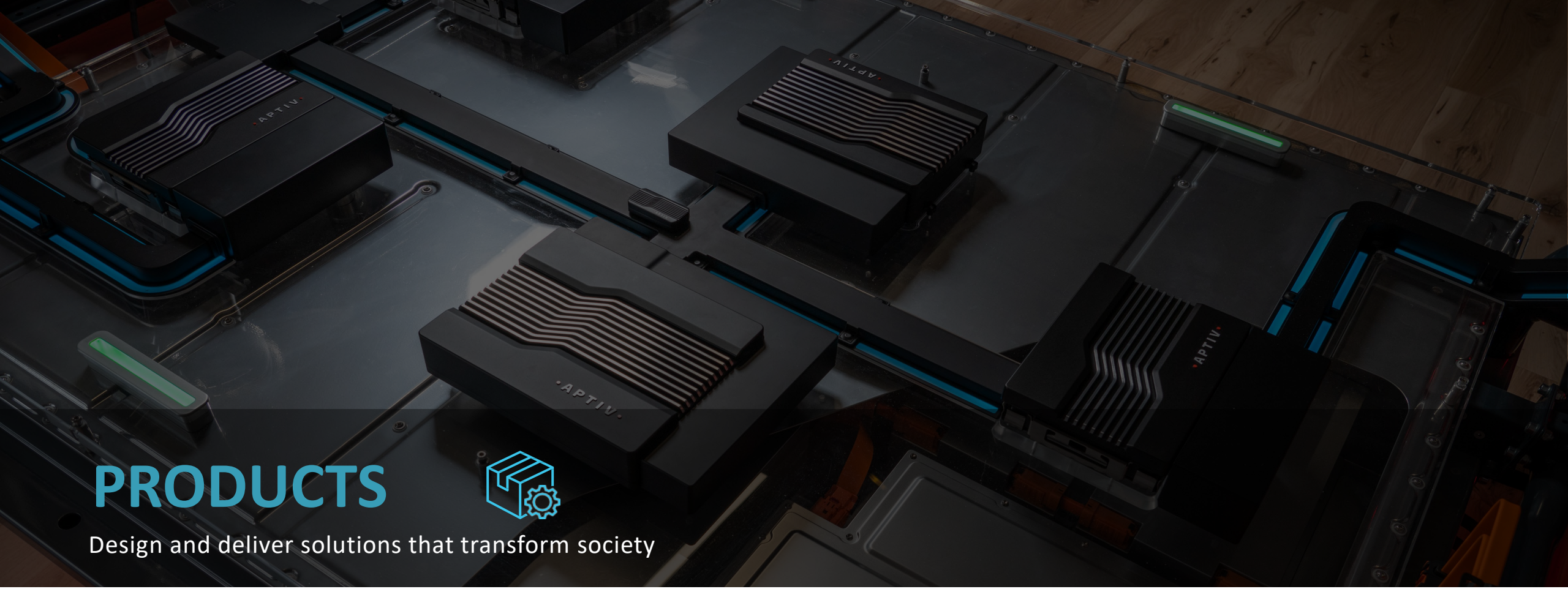
Aptiv has consistently been in the top quartile of Lost Work Day Cases (LWDC) of our peers

LWDC per 100 employees



1. *U.S. Bureau of Labor: LWDC industry performance for manufacturing sites*

APTIV



PRODUCTS

Design and deliver solutions that transform society

SAFE, GREEN & CONNECTED MOBILITY

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

PRODUCT QUALITY

Continuously refining our processes to improve efficiency and ensure quality

CUSTOMER SATISFACTION

Proactively engaging customers to ensure satisfaction

DATA SECURITY

Fostering a culture of security excellence

Safe, Green & Connected Mobility

PRODUCT

SAFE

Preventing accidents through superior ADAS technologies

40M+ VEHICLES ON THE ROAD TODAY EQUIPPED WITH APTIV ACTIVE SAFETY PRODUCTS

GREEN

Enabling high voltage electrification and fast charging

100M+ TONS OF CARBON EMISSIONS SAVED FROM VEHICLES WITH APTIV PRODUCTS SOLD SINCE 2015

CONNECTED

Driving OTA capabilities with SVA™

100% OF APPLICABLE APTIV SOLUTIONS EMBEDDED WITH OTA CONNECTIVITY

Product Quality Driving Customer Satisfaction

CONTINUE TO EXCEED CUSTOMER QUALITY AND SERVICE REQUIREMENTS

EVERY
DAY
AT APTIV

RECEIVE **375 MILLION PARTS** FROM 5,500 SUPPLIER LOCATIONS

SHIP **90+ MILLION COMPONENTS** TO 5,200 CUSTOMER LOCATIONS

WITH **99% ON-TIME DELIVERY** AND **<1 REJECTED PARTS** PER MILLION SHIPPED

2021-2022 AWARDS & RECOGNITIONS

STELLANTIS
Best Supplier of the Year

HYUNDAI
Supplier of the Year

TOYOTA
Excellence Quality Supplier Award

NISSAN
Good Delivery Award

GENERAL MOTORS
Supplier Quality Excellence Award

AUTOMOTIVE NEWS
Pace Award Winner For CVC

Data Security

PRODUCT

FOSTERING A CULTURE OF SECURITY EXCELLENCE

ZERO
reportable incidents that compromised IT systems or resulted in loss of data or breach of privacy

100%
alignment to the highest industry standards

97%
salaried employees completed mandatory IT security training

A RANKING
of Aptiv's cybersecurity strength through cyber threat intelligence signals

Trusted Information Security Assessment Exchange (TISAX) A security standard to ensure a base level of information & cyber security in the European auto industry

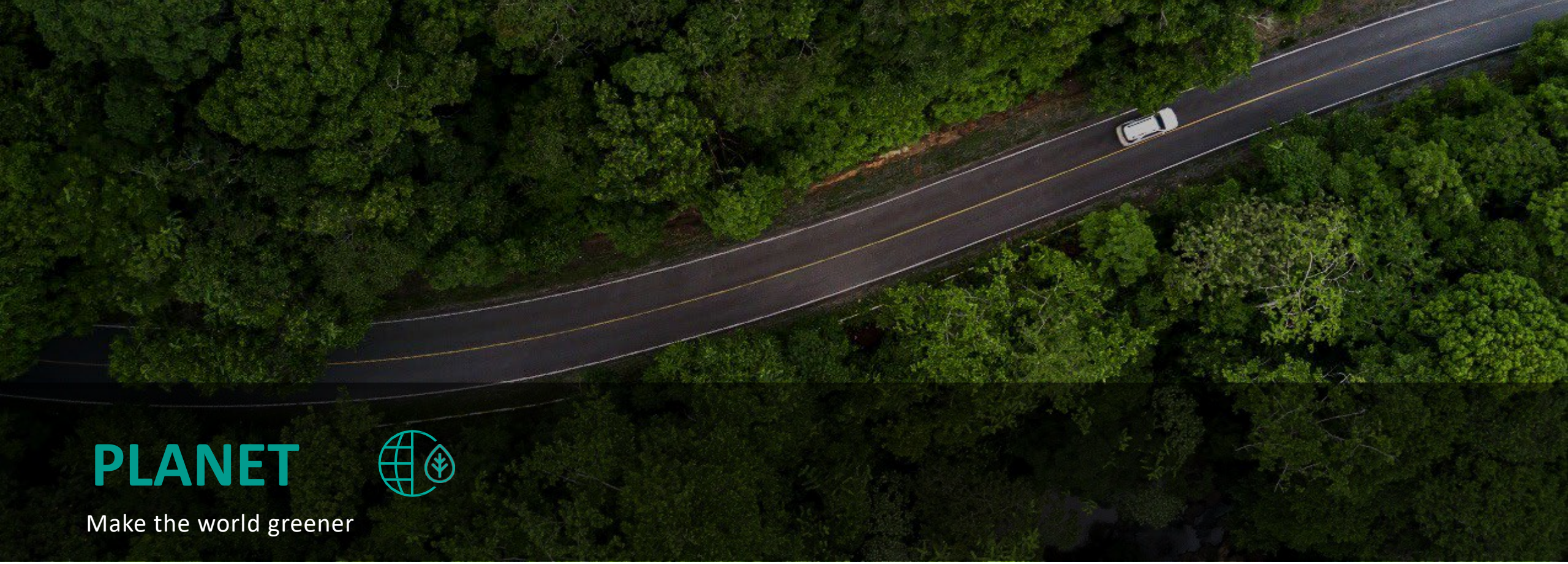
General Data Protection Regulation (GDPR)
European Union's certification of data processing activities and data privacy and security standards

International Organization of Standardization (ISO)
ISO/SAE 21434 specifies engineering requirements for cybersecurity risk management

International Automotive Task Force (IATF)
IATF 16949 certification is the industry standard for automotive quality management, including IT systems

Sarbanes-Oxley Compliance (SOX)
Certification of IT governance, including safeguarding data, tracking attempted breaches and logging electronic records for auditing





PLANET

Make the world greener

CARBON FOOTPRINT

Develop innovative solutions to reduce carbon emissions and improve energy efficiency

RESOURCE MANAGEMENT

Increase recyclability with a circular economy approach and address needs of water-scarce regions

Roadmap To Carbon Neutrality

2022 ACHIEVEMENTS

REDUCE SCOPE 1 & 2 EMISSIONS

↓ 27%

REDUCTION OF SCOPE 1 & 2 CO_2 EMISSIONS *(2019 vs 2022)*

- Improved machine efficiency
- Sustainable building investments
- Employee energy management training

CARBON NEUTRAL OPERATIONS

10%

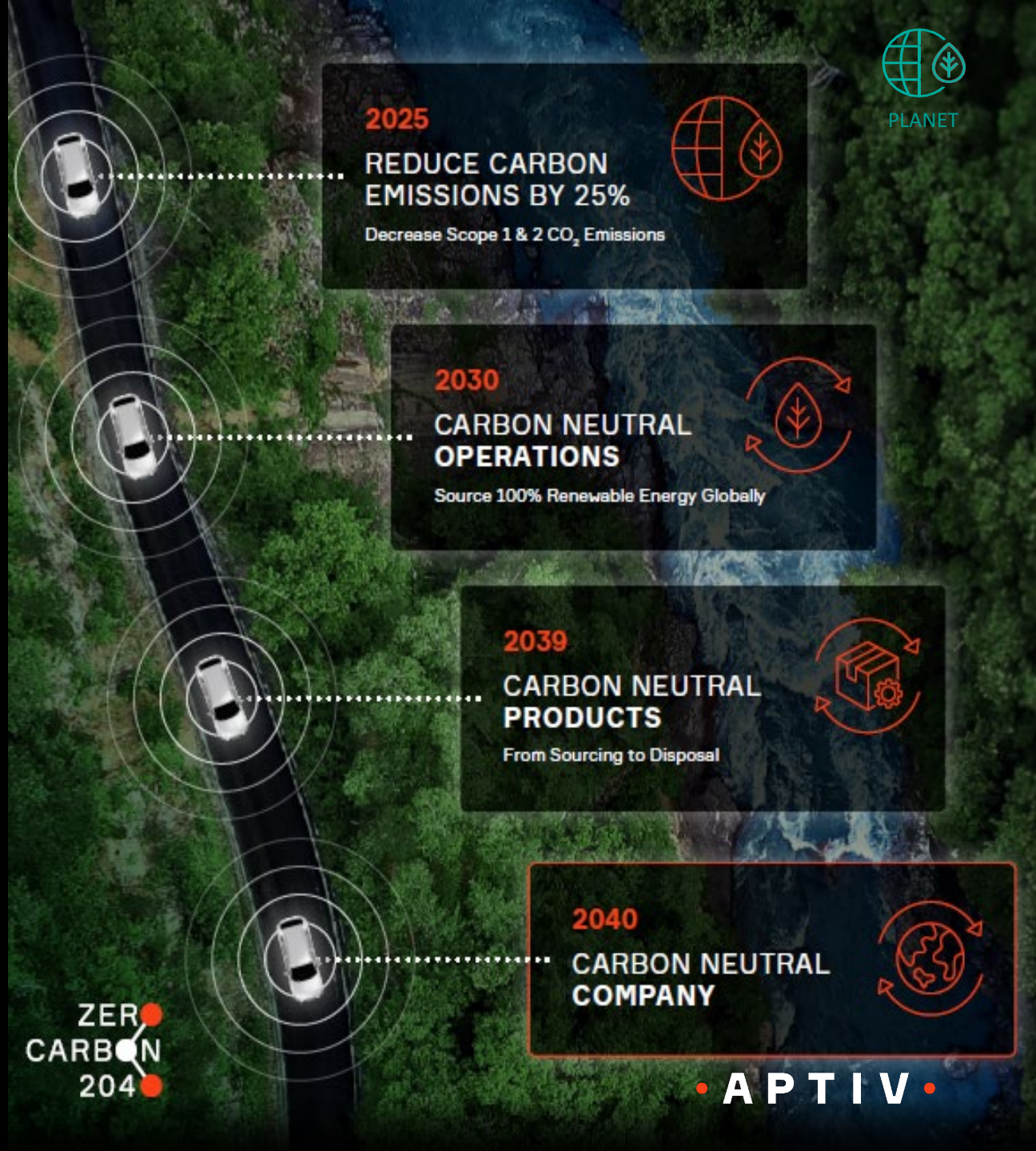
RENEWABLE ELECTRICITY SOURCED

- Powering sites in Ireland and Germany with 100% renewable electricity
- Installed solar panels at 10+ sites globally

CARBON NEUTRAL PRODUCTS

SUSTAINABLE MATERIALS

- Completion of recycled copper quality testing, which validated performance levels meet or exceed required standards

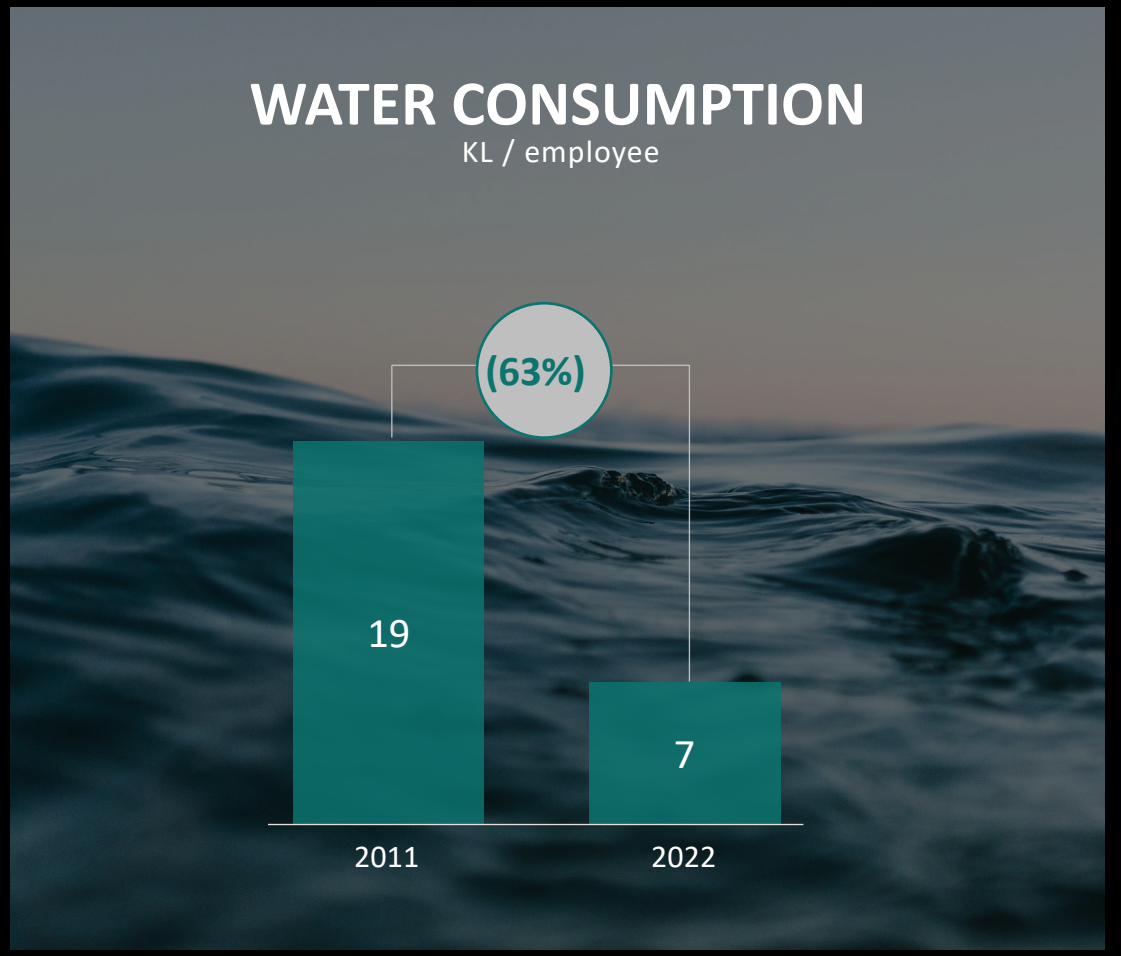


Resource Management

INCREASING RECYCLABILITY AND IMPROVING WATER USAGE

PLANET







PLATFORM

Do the right things in the right way

ETHICS & COMPLIANCE

Foster a culture rooted in ethics and compliance

SUSTAINABLE SUPPLY CHAIN

Engage with suppliers to establish a sustainable supply chain

Ethics & Compliance

PLATFORM

APTIV NAMED ONE OF ETHISPHERE'S WORLD'S MOST ETHICAL COMPANIES FOR THE 10TH YEAR IN A ROW

2022 WORLD'S MOST ETHICAL COMPANIES® WWW.ETHISPHERE.COM



TRAINING

- Targeted risk and role-based training
- Monthly newsletter highlighting key compliance messages
- 90%+ completion for all required training for all salaried employees, including Aptiv's Code of Ethical Business Conduct training

ENGAGEMENT

- Open dialogue across all levels
- Podcasts and live webchat featuring senior executives
- Multiple channels to speak up and raise potential questions or concerns, including the Aptiv Drive Line – our Ethics Helpline

RISK ASSESSMENT

- Assessment of each global site at least every four years
- Continuous review of risks driving compliance program prioritization
- Deployment of annual ethical business conduct questionnaire

Supply Chain Compliance

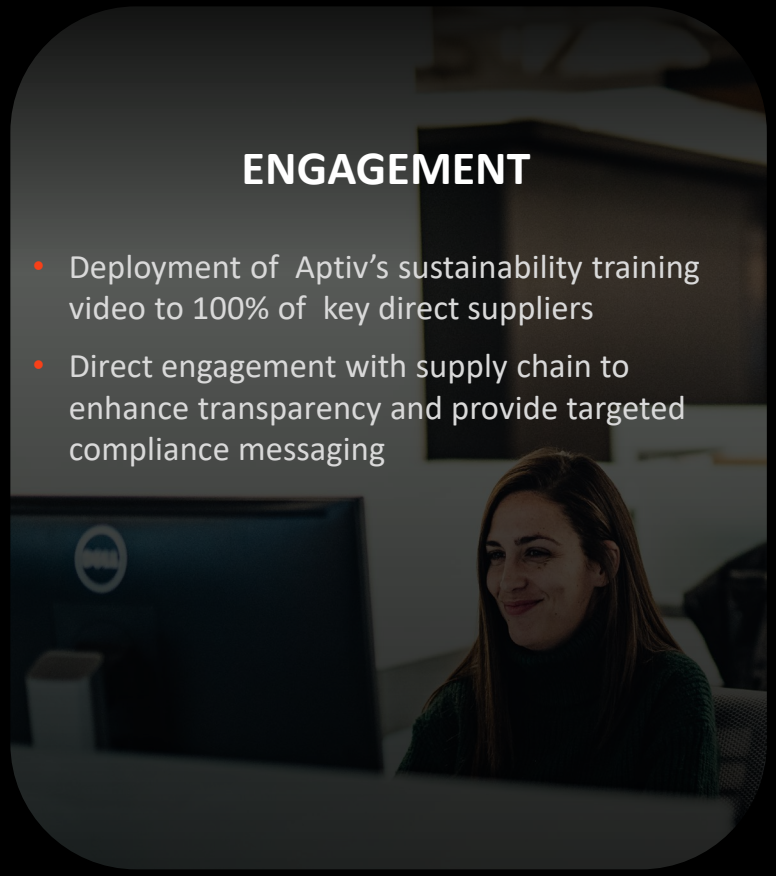
PLATFORM

A PROACTIVE APPROACH TO SUPPLY CHAIN MANAGEMENT AND RESPONSIBLE SOURCING



CODE OF CONDUCT FOR BUSINESS PARTNERS

- Affirmation by 100% of our key suppliers of their alignment with Aptiv's Code of Conduct for Business Partners or their own similar code
- Standard-setting for Aptiv's supply chain on fundamental ESG principles



ENGAGEMENT

- Deployment of Aptiv's sustainability training video to 100% of key direct suppliers
- Direct engagement with supply chain to enhance transparency and provide targeted compliance messaging



SCREENING & MONITORING

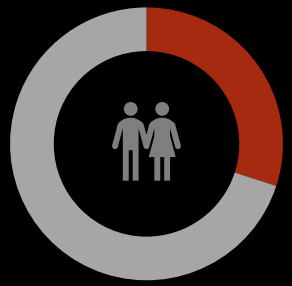
- At selection and throughout relationship, real-time screening and monitoring of supply chain risks, including regulatory, compliance, reputational and financial risks
- Continuous evaluation of changing laws and regulations to ensure up-to-date risk assessment of suppliers

Aptiv Board Of Directors

PLATFORM

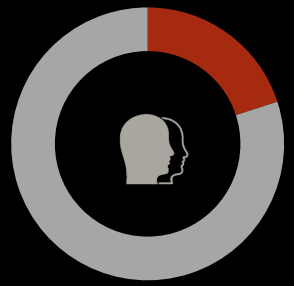
DIVERSE SKILLS AND BREADTH AND DEPTH OF EXPERIENCES CONTRIBUTING TO AN EFFECTIVE BOARD

INCREASED DIVERSITY OF OUR BOARD TO BETTER REFLECT THE WORLD WE SERVE



Gender Diversity

30% Women



Racial/Ethnic Diversity

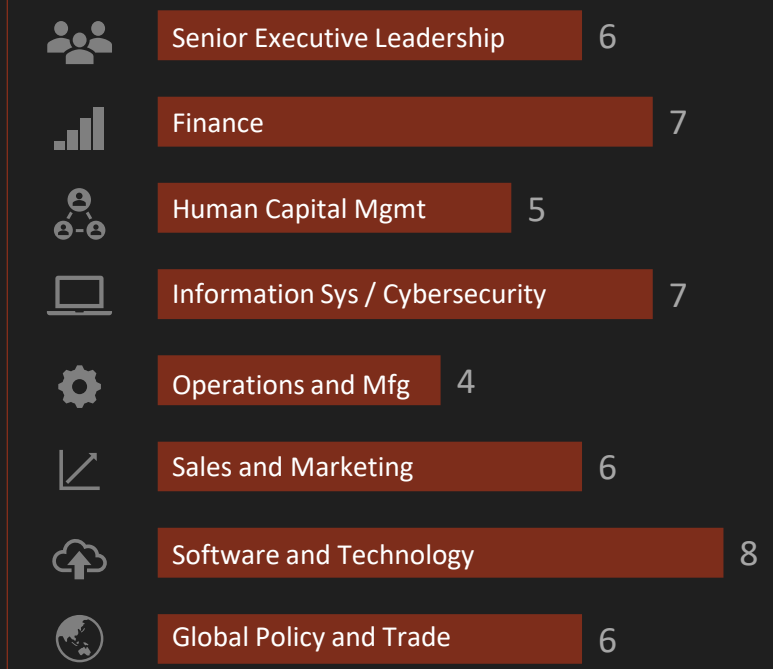
20% Diverse



Board Tenure

50% 0-4 Years

PROVEN MANAGEMENT TRACK RECORD
DECADES OF DIVERSE INDUSTRY EXPERTISE



Governance Structure

NAVIGATING A SUSTAINABLE FUTURE

PLATFORM

Our **SUSTAINABILITY** future starts with **LEADERSHIP** …

COMMITMENT FORMALIZED THROUGH A CENTRALIZED ESG FUNCTION WITH EXECUTIVE AND BOARD OVERSIGHT

BOARD OF DIRECTORS

NOMINATING AND GOVERNANCE COMMITTEE

COMPENSATION	INNOVATION	FINANCE	AUDIT
PEOPLE	PRODUCT	PLANET	PLATFORM

EXECUTIVE LEADERSHIP TEAM

SUSTAINABILITY LEADERSHIP & CONTROLLERSHIP

- STEERING COMMITTEE
- PILLAR OWNERS
- COMMITMENT OWNERS

STAKEHOLDERS



APTIV

CREATING A MORE SUSTAINABLE BUSINESS AND DELIVERING LONG-TERM VALUE FOR ALL STAKEHOLDERS

2022 RECENT RECOGNITIONS

2022 WORLD'S MOST ETHICAL COMPANIES WWW.ETHISPHERE.COM 10-TIME HONOREE

Ethisphere Institute: 2022 World's Most Ethical Companies for the tenth year in a row

MSCI ESG RATINGS AA (CCC B BB BBB A AA AAA)

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

S&P Global

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

SUSTAINALYTICS

Low Risk ESG Risk Rating. Ranked in the Top 3% in the Auto Parts industry category

CDP

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

ecovadis

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

JUST capital

Ranked #1 in the Autos Parts Supplier industry category and included in the JUST U.S. Large Cap Equity ETF

FT LEADER IN DIVERSITY 2022

Recognized by Financial Times as a 2022 Leader in Diversity

CLEAN200

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

February 14, 2023

FINANCIAL OVERVIEW

Joe Massaro
Chief Financial Officer and
Senior Vice President, Business Operations

APTIV

Aptiv Performance: 2020 - 2022

RESILIENT GROWTH IN A CHALLENGING ENVIRONMENT

GROWTH ABOVE MARKET

12%GoM[1]

ABOVE 6-8% GROWTH OVER MARKET TARGET

- Strong growth despite ~8M lower units of vehicle production versus 2019
- Driven by Active Safety growth of ~15% and High Voltage growth of ~50%
- Validation of industry-leading portfolio of advanced technologies

EARNINGS

10%+ Avg Op Income

3-YEAR AVERAGE ADJ OI MARGIN EX. COVID & SUPPLY CHAIN COSTS

- Margin impacted by COVID / supply chain disruption costs
- 2022 Impact:
  - **$315M** COVID & supply chain costs
  - **$520M** Material cost recoveries; offsetting material inflation
- Supporting customers with strong operational execution in challenging environment

POSITIONING FOR THE FUTURE

~$74B

CUMULATIVE BOOKINGS 2020-2022

- Record new business awards
- Well-positioned to benefit from accelerating industry megatrends
- Continued investments in high growth product lines, such as Active Safety, High Voltage and SVA™

CAPITAL DEPLOYMENT

$24B

TOTAL CAPITAL DEPLOYMENT SINCE IPO[2]

- Optimized cost structure enabling continued investments for growth
- Strategic acquisitions strengthening competitive positioning in software and electrification
- Maintained 2019 investment grade rating across all rating agencies

Note: Revenue growth excludes impact of foreign exchange, commodities and acquisitions; Operating Income adjusted for restructuring and other special items

1. *Adjusted growth over Aptiv-weighted market*
2. *Capital deployment includes share repurchases, dividends, M&A and Capex; excludes capital deployment related to divestitures*

Aptiv Financial Outlook: 2023 - 2025

UNIQUELY POSITIONED FOR SUSTAINABLE VALUE CREATION

POSITIONING FOR THE FUTURE

RIGHT STRATEGY
RIGHT PORTFOLIO
RIGHT PEOPLE

TRENDS ACCELERATING
Safe, Green and Connected more relevant than ever

STRATEGIC FRAMEWORK
Investing in current, future platforms while optimizing business foundation

DRIVING OUTPERFORMANCE

Expanding our competitive moat and key capabilities to win

GROWTH ABOVE MARKET

8-10% GoM[1]

~2% CAGR FOR GLOBAL VEHICLE PRODUCTION ASSUMED OVER THREE-YEAR PERIOD

- ✓ Capitalizing on accelerating megatrends
- ✓ Continued strong growth in Active Safety, High Voltage and adjacent markets
- ✓ SVA™ revenues beginning in 2024

EARNINGS GROWTH

14.0% – 14.5% 2025 Op Income

- ✓ 2025T Op Income **~2X** 2022 levels
- ✓ **25%+** Op Income CAGR
- ✓ **25%+** EPS growth CAGR ex. Motional
- ✓ **30%+** EPS growth CAGR in. Motional

CAPITAL DEPLOYMENT

BALANCED USE OF CAPITAL

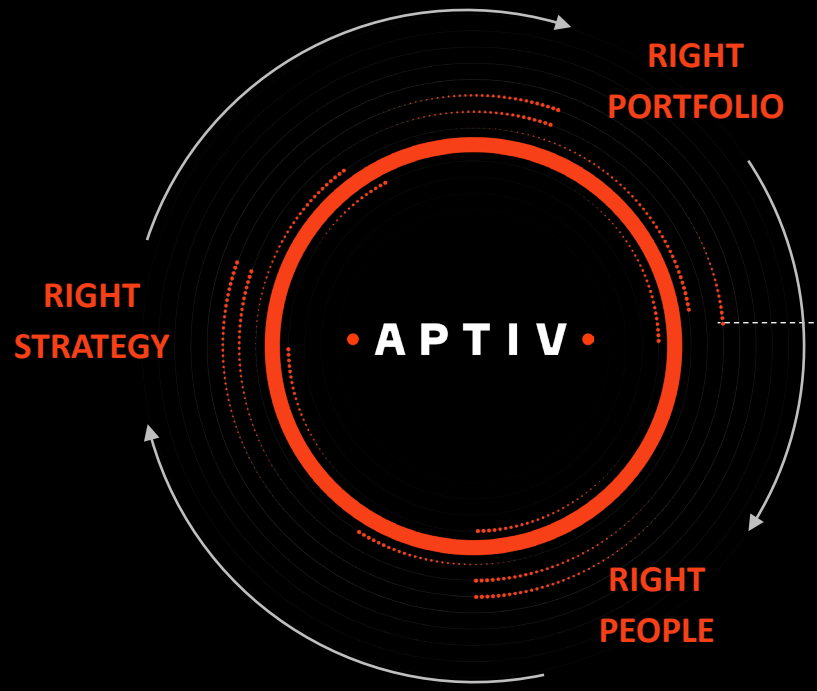
- ✓ Targeting $2.8-$3.0B Operating Cash Flow in 2025; cumulative OCF generation of $7B+
- ✓ Expect capex of 4%-5% of sales
- ✓ Building off proven track record of strategic M&A
- ✓ Remain committed to long-term capital return to shareholders

Note: Revenue growth pro forma for full year results of acquisitions in 2022A and excluding impact of foreign exchange and commodities. Operating Income adjusted for restructuring and other special items

1. *Adjusted Growth over Aptiv weighted market*

Right Strategy, Rigorously Executed

FINANCIAL FRAMEWORK DRIVES LONG-TERM OUTPERFORMANCE



INDUSTRY LEADING GROWTH PORTFOLIO
Current and future product lines driving record new business awards and sustained growth-over-market

DISCIPLINED REVENUE GROWTH
Balanced growth across regions, end markets and technologies

MARGIN EXPANSION
Strong flow through on incremental volume and relentless focus on operating performance and cost structure

INVESTMENTS FOR GROWTH AND RESILIENCY
Reinvestment to fund development and expand capabilities

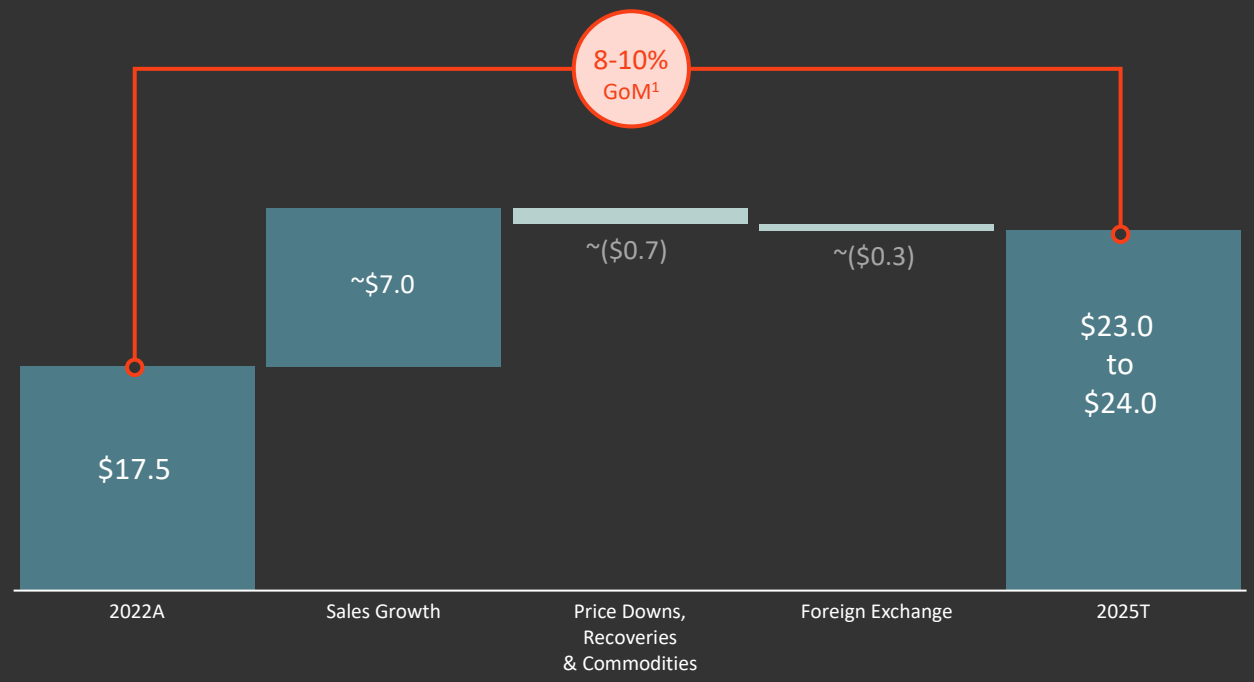
DISCIPLINED CAPITAL DEPLOYMENT
Strong cash flow generation with no shortage of attractive deployment opportunities

2025 Revenue Outlook

ACCELERATING OUTGROWTH DRIVEN BY KEY TECHNOLOGIES ALIGNED TO MOBILITY MEGATRENDS

REVENUE GROWTH DRIVERS

($ billions)



COMMENTS

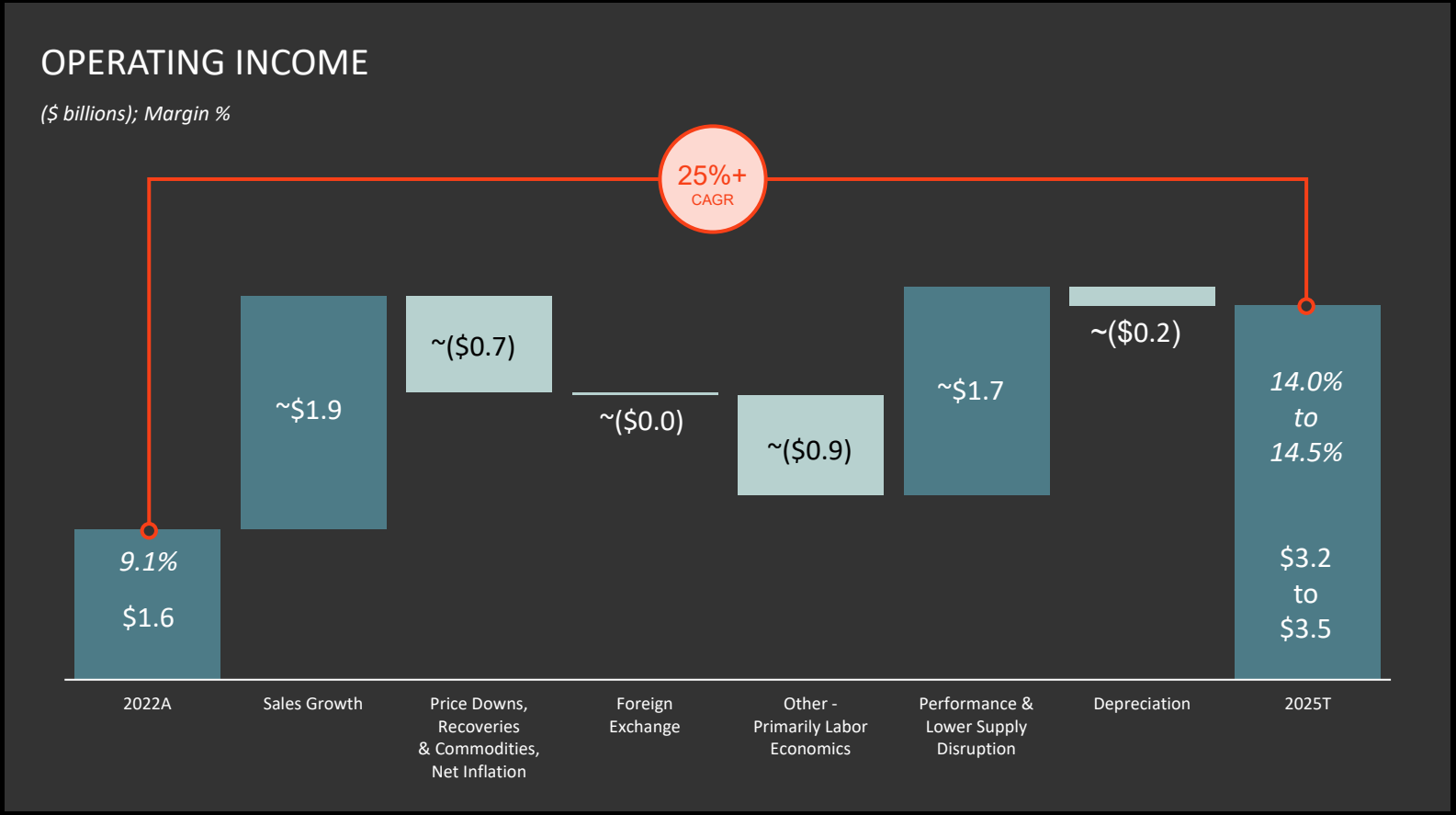
- Global vehicle production CAGR of 2%[2]
- Growth over Market of 8-10%[1]
- Return to normalized price downs of 1.5% to 1.8%
- Continued strong growth in Active Safety and High Voltage
- Smart Vehicle Compute and Software revenues growing 30% per year

Note: Revenue growth pro forma for full year results of acquisitions in 2022A and excluding impact of foreign exchange and commodities

1. *Adjusted growth over Aptiv-weighted market*
2. *Aptiv-weighted global vehicle production*

2025 Operating Income Outlook

REVENUE GROWTH, SCALABLE COST STRUCTURE DRIVING MARGIN EXPANSION



Note: Operating income adjusted for restructuring and other special items.

COMMENTS

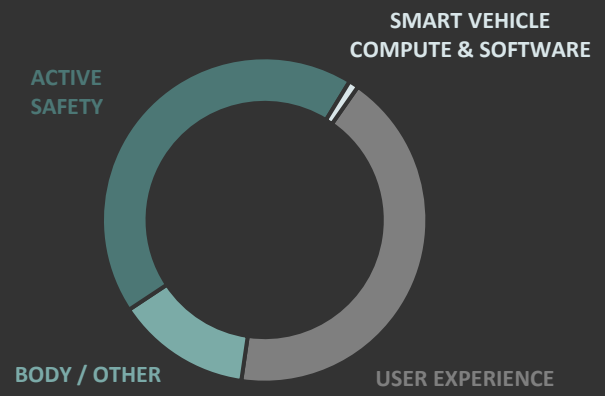
- Strong flow-through on sales growth
- Return to historical levels of annual price downs
- Leveling off of direct material inflation
- Labor economics of $900M
- Margin expansion of approximately 500 bps

Advanced Safety & User Experience | Brain

DEEP DOMAIN EXPERTISE ENABLING THE TRANSITION TO SOFTWARE-DEFINED VEHICLES

ADVANCED SAFETY & USER EXPERIENCE

2022A Revenue

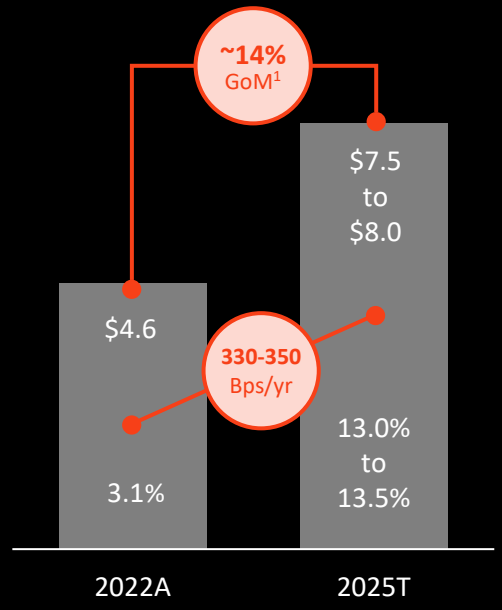


CENTRAL COMPUTE AND SOFTWARE CAPABILITIES ENABLING ADVANCED FUNCTIONALITY

- Software & systems integration enabling leadership position in active safety
- Centralization and up-integration of features and functions into high performance compute
- Software tools enabling the secure development, deployment, operations and servicing of mission-critical intelligent systems

LONG-TERM TARGETS

Revenue ($ billions), OI Adj Margin



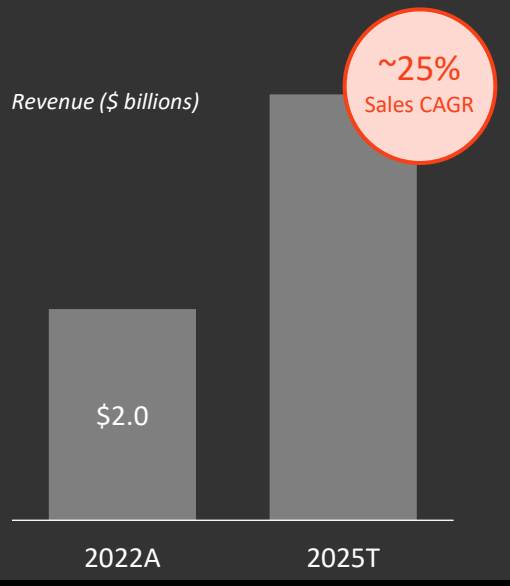
1. Adjusted Growth over Aptiv weighted market; Revenue growth pro forma for full year results of acquisitions in 2022A and excluding impact of foreign exchange and commodities

AS&UX Growth Drivers

DRIVING PROFITABLE GROWTH THROUGH INDUSTRY-LEADING INNOVATION

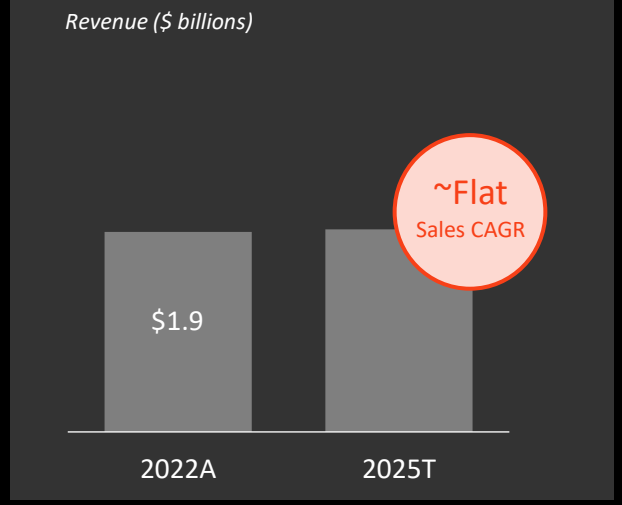
ACTIVE SAFETY

- L2++ full systems including hardware, software and integration
- Supporting L0 to L3 functionality



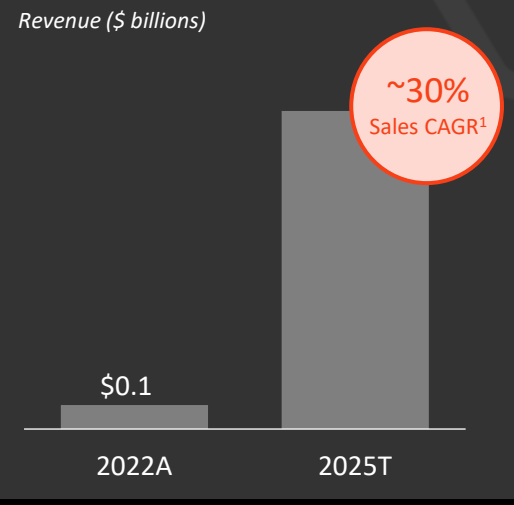
USER EXPERIENCE

- Integrated cockpit controllers
- In-cabin sensing and driver monitoring
- Re-acceleration beyond 2025



SMART VEHICLE COMPUTE & SOFTWARE

- Zone control and central computing platforms
- Wind River Studio and SVA™ Software Platform



Note: Revenue growth excluding impact of foreign exchange and commodities

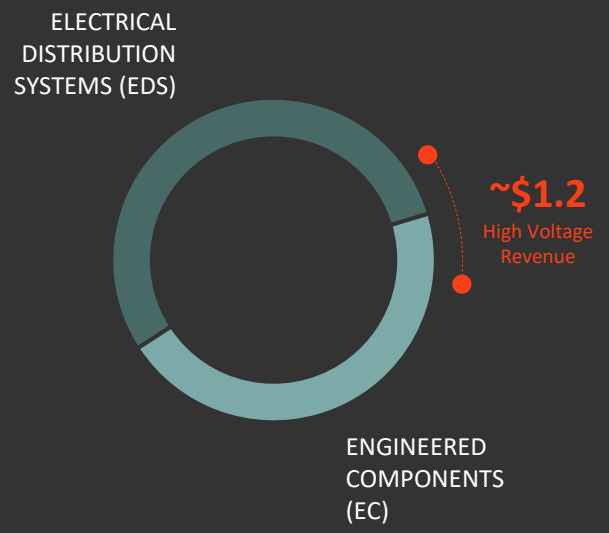
1. Sales CAGR based on 2022A pro forma for $0.4B of full year revenue from Wind River acquisition

Signal & Power Solutions | Nervous System

ONLY ARCHITECTURE PROVIDER CAPABLE OF OPTIMIZING AT A FULL SYSTEM LEVEL

SIGNAL & POWER SOLUTIONS

2022A Revenue ($ billions)



GLOBAL LEADER IN OPTIMIZED, NEXT-GEN ARCHITECTURE SOLUTIONS

- Reducing cost and complexity through up-integration and systems optimization
- Full system-level capabilities providing high voltage solutions from grid to battery
- Multi-voltage electrical distribution and highly engineered interconnect and fastening solutions

LONG-TERM TARGETS

Revenue ($ billions), OI Adj Margin



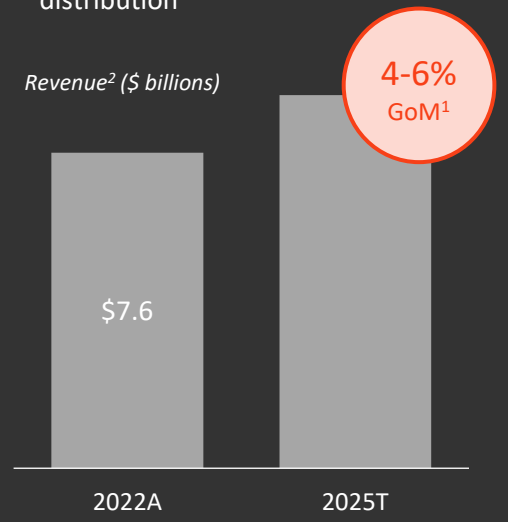
1. *Adjusted Growth over Aptiv weighted market; Revenue growth pro forma for full year results of acquisitions in 2022A and excluding impact of foreign exchange and commodities*

S&PS Growth Drivers

UNMATCHED CAPABILITIES ACROSS HV AND LV INTERCONNECT AND WIRING SYSTEM SOLUTIONS

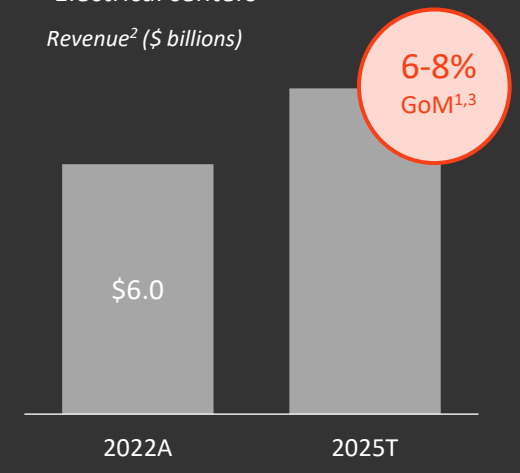
ELECTRICAL DISTRIBUTION SYSTEMS

- Low and high voltage power distribution
- High speed, high fidelity data distribution



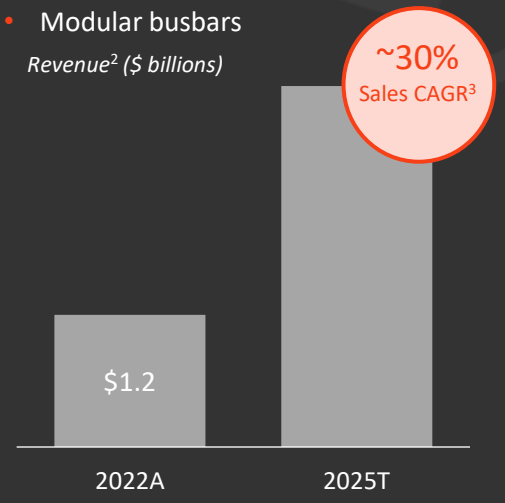
ENGINEERED COMPONENTS

- Automotive and industrial-grade interconnects
- Cable management and fastening solutions
- Electrical centers



HIGH VOLTAGE ELECTRIFICATION

- High voltage connectors and shielded cables
- Integrated power electronics and battery management systems
- Modular busbars



Note: Revenue excluding impact of foreign exchange and commodities

1. *Adjusted growth over Aptiv-weighted market*
2. *Includes intercompany sales*
3. *Sales CAGR based on 2022A pro forma for $0.2B of full year revenue from Intercable Automotive Solution acquisition*

Accelerating Adjacent Market Expansion

RELEVANT CAPABILITIES PROVIDING ADDITIONAL GROWTH OPPORTUNITIES

ACCELERATING MEGATRENDS

Increasing demand for safety, higher levels of electrification and connected and intelligent systems across markets

EXPANDING CAPABILITIES

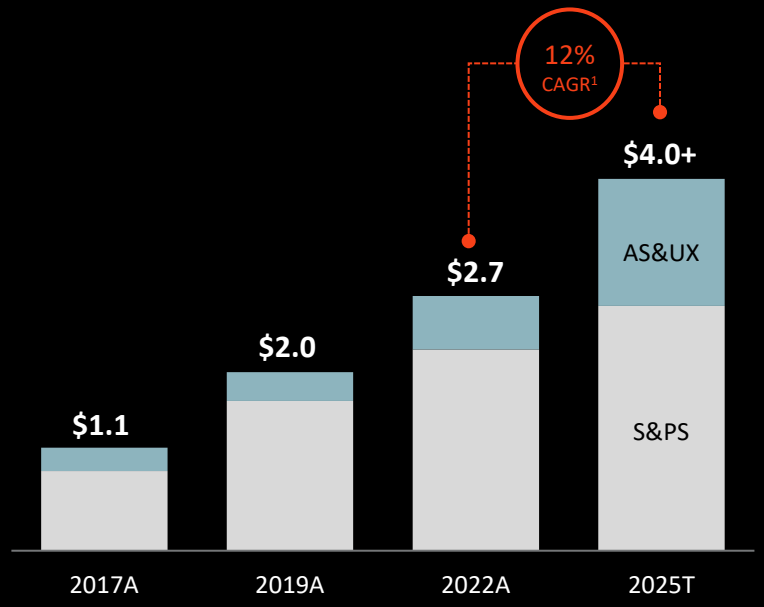
Expanding existing mission-critical, advanced technology solutions

NEW OPPORTUNITIES

Applying hardware and software expertise to adjacent markets with similar challenges

ADJACENT MARKETS

Revenue ($ billions)



BY END MARKET

% of 2022 Adjacent Markets Revenue

55% COMMERCIAL VEHICLE

31% INDUSTRIAL, OTHER

8% TELECOM

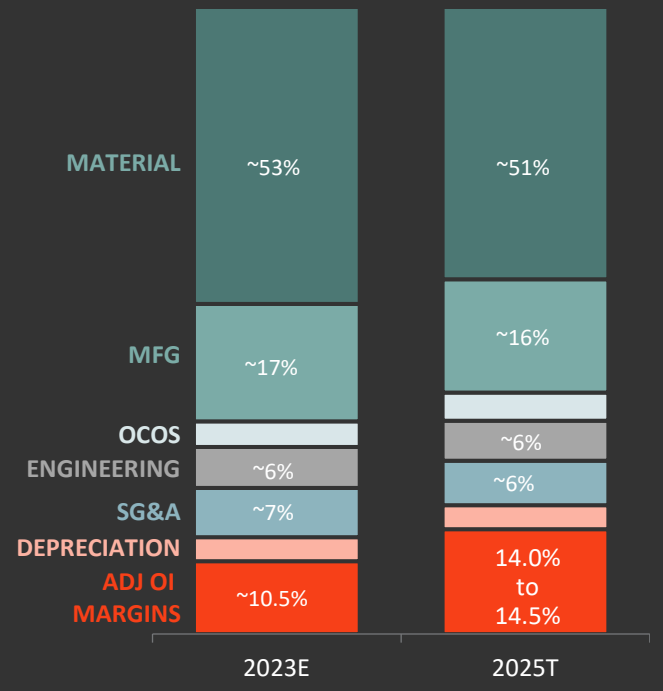
6% AEROSPACE & DEFENSE

1. *Revenue growth pro forma for full year results of acquisitions in 2022A and excluding impact of foreign exchange and commodities*

Investments for Growth and Resiliency

RELENTLESS FOCUS ON OPERATING PERFORMANCE AND COST STRUCTURE

OPTIMIZING COST STRUCTURE



OPERATIONAL RESILIENCY

DIVERSE GLOBAL OPERATIONS
Improving efficiency, flexibility and agility of global operations

IN REGION, FOR REGION
Alignment of our manufacturing footprint and supply chain to customers' regional footprint

STRATEGIC SOURCING
Reassessment of direct material multi-sourcing and strategic inventory sizing and fulfillment

RESILIENCY STRESS TESTING
Digital twin mapping of end-to-end supply chain

INVESTMENTS FOR GROWTH

Business model allows us to continue organic and inorganic investments in the business foundations as well as current and future platforms



Increasing human capital investment in software and next-gen architecture capabilities, with a focus on best cost engineering centers

Note: SG&A, engineering and manufacturing excluding depreciation

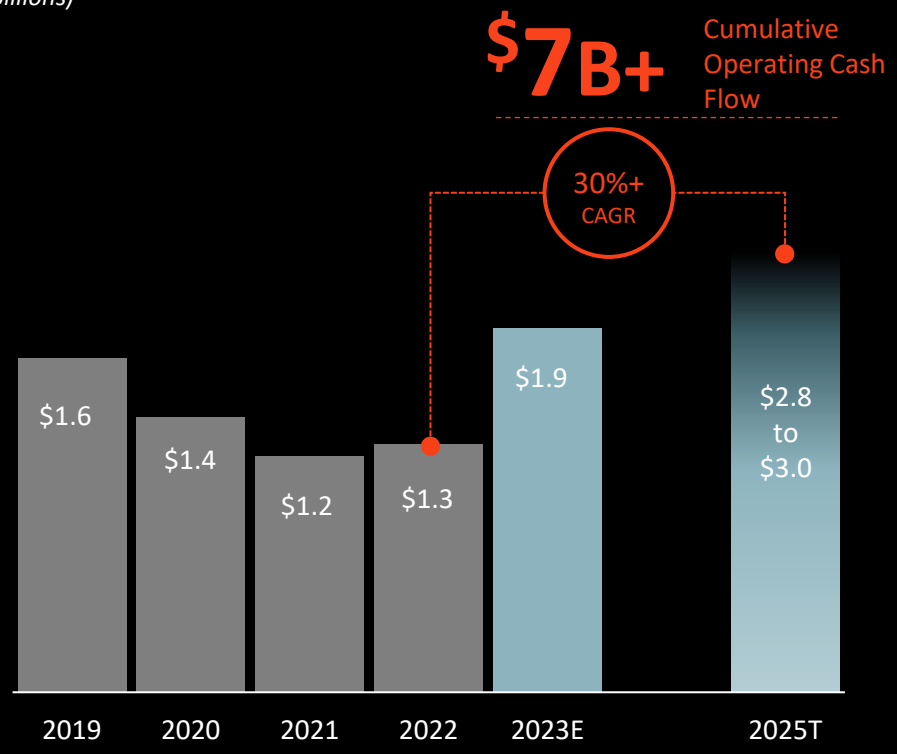
APTIV

Disciplined Capital Deployment

STRONG CASH FLOW GENERATION PROVIDES MULTIPLE DEPLOYMENT OPPORTUNITIES

OPERATING CASH FLOW

($ billions)



OPPORTUNITIES TO DEPLOY CASH

- Prioritize organic investments to support portfolio of advanced technologies and record new business awards
- M&A that enhances scalability across Brain & Nervous System, accelerates speed to market and provides access to new markets
- Maintain current financial policy
- Opportunistic return of capital to shareholders

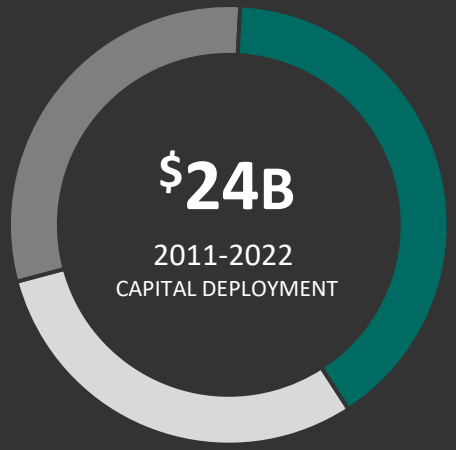
Capital Deployment Track Record

CASH DEPLOYMENT FOCUSED ON VALUE ENHANCING ORGANIC AND INORGANIC INVESTMENT OPPORTUNITIES

DISCIPLINED CAPITAL DEPLOYMENT TRACK RECORD

CASH RETURNED TO SHAREHOLDERS
~30%

MERGERS & ACQUISITIONS
~40%



CAPITAL EXPENDITURES
~30%

M&A TRACK RECORD

($ millions)

2022 DEALS

	PURCHASE PRICE	REVENUE AT THE TIME OF ACQUISITION	SYNERGY TARGETS[1]
WNDRVR	$3,484	$430	$125+
intercable AUTOMOTIVE SOLUTIONS	$606	$230	$45+

PAST TRANSACTIONS

	PURCHASE PRICE	REVENUE AT THE TIME OF ACQUISITION	SYNERGIES ACHIEVEMENT
HellermannTyton	$1,792	$750	1.5x
KUM	$526	$250	1.4x
Winchester Interconnect.	$680	$300	1.4x
gabocom	$311	$100	1.0x

1. *Annual Aptiv incremental earnings run rate by year 4 post acquisition*

Long-Term Outlook Beyond 2025

ACCELERATING MEGATRENDS THROUGH 2030

STRATEGIC FRAMEWORK DRIVING GROWTH



RIGHT STRATEGY, RIGHT PORTFOLIO, RIGHT PEOPLE

Anticipation of key market trends and relentless focus on optimizing our business foundation

10%+
GOM[1] POST 2025

ACCELERATED GROWTH

Future platforms drive accelerated GoM beyond 2025; Opportunities in next-gen architectures, recurring software and services revenue

17%+
OPERATING INCOME BY 2030

HIGHER MARGIN PROFILE

Product mix and competitive positioning drive margin expansion

MACRO CONSIDERATIONS



GLOBAL VEHICLE PRODUCTION

Delivering outperformance on modest vehicle production growth assumption



SUPPLY CHAIN RESILIENCY

Next generation products to leverage latest technologies



CONTINUED FOCUS ON PERFORMANCE

Continued optimization of footprint and processes

Note: Operating Income adjusted for restructuring and other special items

1. *Adjusted growth over Aptiv-weighted market*

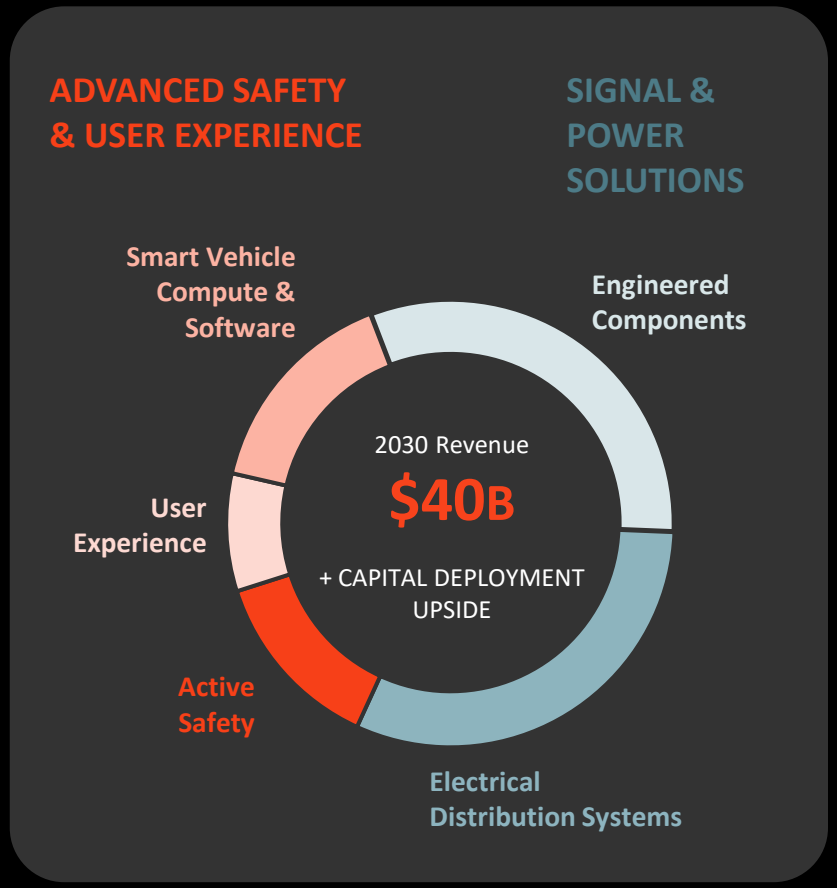
Aptiv 2030 Vision

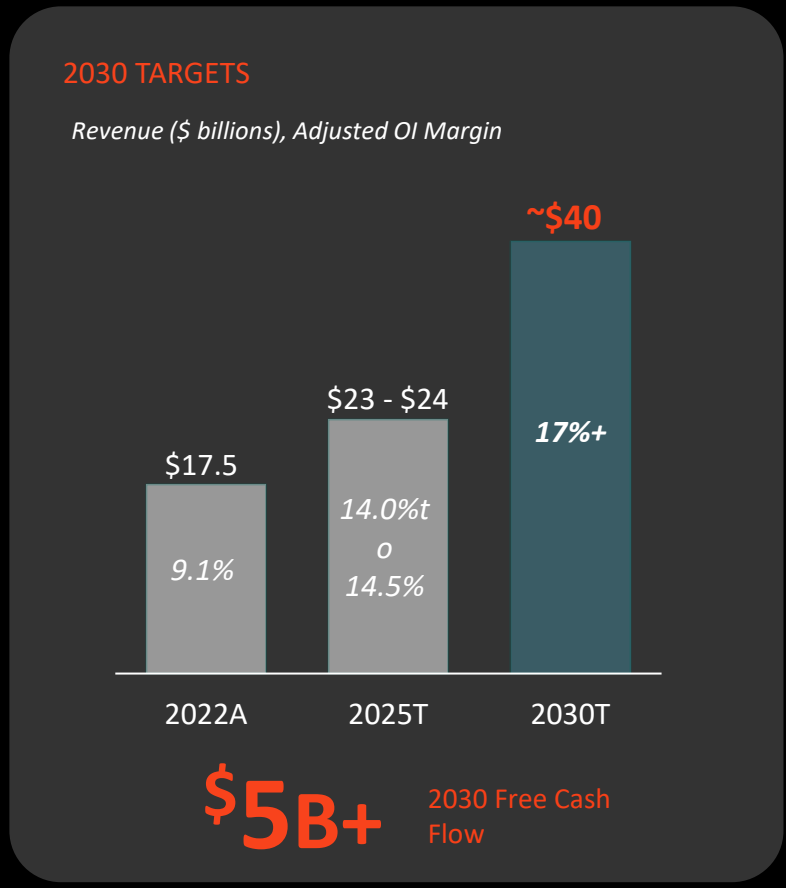
EXECUTION OF STRATEGY LEADS TO A MORE RESILIENT, FASTER GROWING, MORE PROFITABLE BUSINESS

FUTURE PLATFORMS
Seeding the next wave of growth, while diversifying business models and end markets

CURRENT PLATFORMS
Leveraging pan-Aptiv capabilities to increase scale and relevance in fast-growing product areas

BUSINESS FOUNDATION
Optimizing global execution capabilities, which give Aptiv the right to play across current and future platforms





Note: Operating Income adjusted for restructuring and other special items

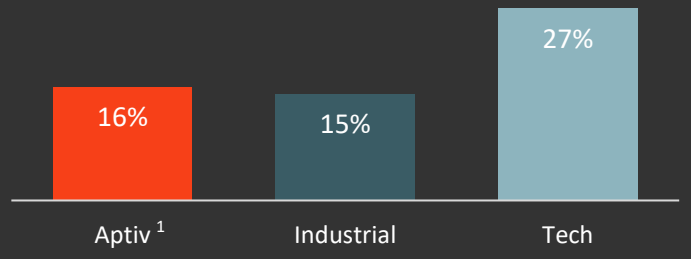
APTIV

Aptiv Investment Thesis

UNIQUELY POSITIONED TO CREATE LONG-TERM VALUE

ATTRACTIVE GROWTH WITH POTENTIAL TO ACCELERATE

REVENUE GROWTH
2020 – 2022 CAGR

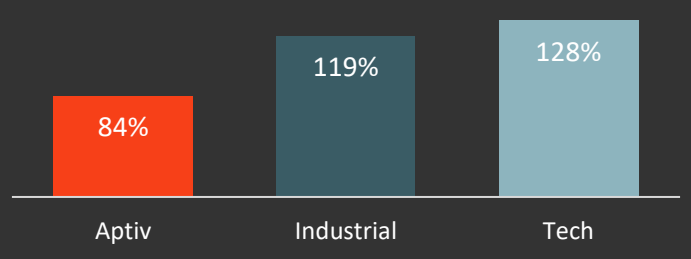


REVENUE UPSIDE
Strategy and portfolio aligned to key global megatrends, with multiple organic and M&A paths to drive further growth and TAM expansion

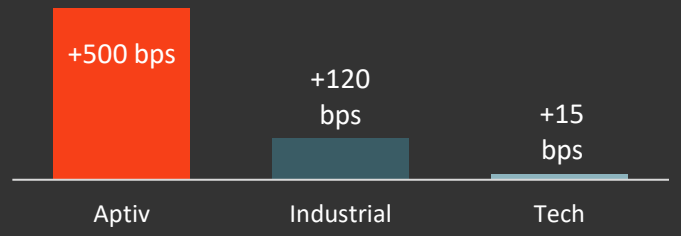


ROBUST CASH FLOW WITH MARGIN UPSIDE

FCF CONVERSION[2]
2023E

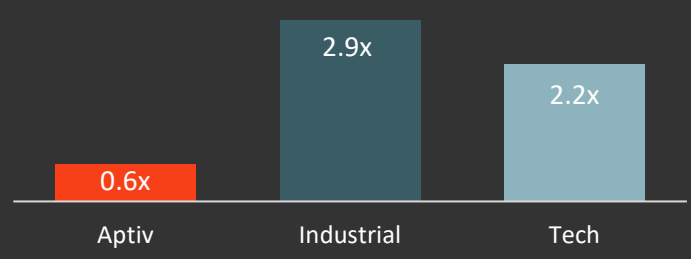


OI MARGIN EXPANSION
Δ from 2022 to 2025E

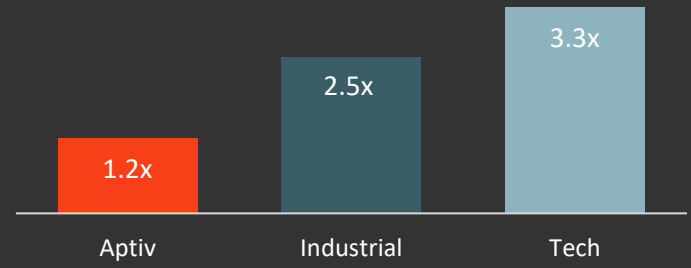


STILL UNDERVALUED RELATIVE TO OPPORTUNITY

GROWTH ADJ. EV/EBITDA
2023E EV/EBITDA to LT Growth



PEG
2023E P/E to LT Growth



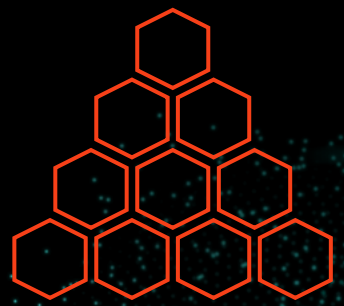
Source: FactSet as of 2/6/2023.
Note: Industrial peers include Ametek, Amphenol, Fortive, Honeywell, Littelfuse, Sensata Technologies and TE Connectivity. Tech peers include Mobileye, NVIDIA, QUALCOMM, and Roper Technologies.
1. *Revenue growth excluding impact of foreign exchange, commodities and acquisitions.*
2. *2. (Operating Cash Flow – Capex) / GAAP Net Income. Aptiv Net Income excludes the impact of the Motional joint venture.*


APTIV

Sustainable Value Creation

PORTFOLIO AND RIGOROUS FOCUS ON EXECUTION MAKE APTIV A MORE SUSTAINABLE BUSINESS, AND CREATES EXCEPTIONAL VALUE FOR INVESTORS

RIGHT STRATEGY



STRONG EXECUTION ON COMMITMENTS

RIGHT PORTFOLIO



INDUSTRY LEADING TECHNOLOGY AND CONTINUOUS INNOVATION

RIGHT PEOPLE



DEEP EXPERTISE AND ESTABLISHED CREDIBILITY


APTIV

Presenters



Kevin Clark
Chairman and Chief Executive Officer

Kevin P. Clark is Chairman and Chief Executive Officer of Aptiv. Mr. Clark has been a director since March 2015, when he became Aptiv's President and Chief Executive Officer, and Chairman since April 2022.

In 2014, Mr. Clark was appointed Chief Operating Officer responsible for Delphi's business divisions, as well as the Global Supply Management function. Mr. Clark joined Delphi in 2010 as Chief Financial Officer, responsible for all financial activities including strategic planning, corporate development, financial planning and analysis, treasury, accounting and tax.

Before coming to Delphi, he was a founding partner of Liberty Lane Partners, LLC, a private-equity investment firm focused on investing in and building and improving middle-market companies.

Mr. Clark also served as Chief Financial Officer of Fisher Scientific International Inc., a manufacturer, distributor and service provider to the global healthcare market from the company's Initial Public Offering in 2001 through the completion of its merger with Thermo Electron Corporation in 2006. He also held a number of senior management positions at Fisher Scientific International.

Mr. Clark began his career in the financial organization of Chrysler Corporation. He has both a bachelor's degree in financial administration and a master's degree in finance from Michigan State University.

Presenters



Joe Massaro

Chief Financial Officer and Senior Vice President, Business Operations

Joseph R. Massaro is Chief Financial Officer and Senior Vice President, business operations of Aptiv. Mr. Massaro is responsible for Aptiv's finance and accounting, supply chain management, information systems, global business services and program management office.

Mr. Massaro joined Delphi in 2013 as Vice President, Internal Audit, and was appointed to the position of Vice President, Corporate Controller in 2014. In March 2016, he was named senior Vice President and Chief Financial Officer and in September 2020, also assumed the role of Senior Vice President, Business Operations.

Prior to Liberty Lane, Mr. Massaro served in a variety of finance and operational roles at Thermo Fisher Scientific from 2002 to 2007, including Senior Vice President of Global Business Services where his responsibilities included global sourcing and information technology.

Prior to the merger with Thermo Electron, Mr. Massaro also served as Vice President and Corporate Controller of Fisher Scientific as well as several other senior finance positions.

Mr. Massaro began his career at PricewaterhouseCoopers in 1992 where he served as a managing director in the firm's Transaction Services practice. He received a bachelor's degree in finance and economics from Bentley University, and a Master of Business Administration and master's in accounting from Northeastern University.

Presenters



Matthew Cole
Senior Vice President, Advanced Safety & User Experience

Matthew Cole joined Aptiv in January 2023 as Senior Vice President and President of the Advanced Safety & User Experience (AS&UX) Business Unit.

In this role, Mr. Cole is responsible for creating and executing the AS&UX strategy and operating plans for each of the AS&UX regions, as well as the Global Engineering Services organization, which includes 8,500 technologists located in eight major technical centers across the globe.

Mr. Cole has worked in the automotive industry since 1992 when he started his engineering career at Ford Motor Company. He has held a series of increasingly responsible leadership roles at Tier One OEM automotive suppliers, including Visteon and Johnson Controls.

During his 21-year career at Visteon, Mr. Cole held various positions including Senior Vice President, Product Development, Global Electronics; general manager, Yanfeng, Visteon Automotive Electronics; director, Electronics Product Development; joint venture Chief Executive Officer; business planning and strategy manager; and Powertrain project supervisor. He has extensive global experience leading product development, engineering and program management organizations.

Most recently, Mr. Cole served as president of Tech Transformations, an automotive consulting firm focused on helping global automotive electronics companies establish agility strategies and implement technology-focused transformation initiatives.

Mr. Cole graduated from the University of Michigan with a Master of Science in Engineering Management and also holds a Bachelor of Science in Manufacturing Engineering from Miami University.

Presenters



Bill Presley

Senior Vice President and Chief Operating Officer, and President, Signal & Power Solutions

Bill Presley is Senior Vice President and Chief Operating Officer of Aptiv, a position he has held since December 2022 and continues as President, Signal & Power Solutions.

Mr. Presley is responsible for commercial performance and operating excellence in the Signal & Power Solutions (S&PS) and Advanced Safety & User Experience (AS&UX) segments to enable better cross-segment collaboration that will accelerate our path to delivering Smart Vehicle Architecture™ (SVA™) and leverage our unique portfolio of advanced “brain” and “nervous system” solutions spanning both hardware and software.

Mr. Presley joined Aptiv in January 2019 as President of the Electrical Distribution Systems business unit. In September 2020, he was appointed Senior Vice President and President, Signal & Power Solutions.

Bill has worked in the automotive industry since 1994, when he started his engineering career at Chrysler Corporation. Throughout his 14 years at Chrysler Corporation, he worked in many functional areas, including EMC Testing Labs, Electronics, Product Design Studios and Vehicle Development.

In 2008, Bill joined Lear Corporation as the North American General Motors Electrical Program Management leader. Between 2008 and 2019, he held various positions at Lear Corporation, including Vice President of the Wire Harness and Component Business Unit, Director of Core Engineering and Global Director of Engineering for Electrical Distribution Systems.

Bill also served in the U.S. Army and the Michigan Army National Guard for 13 years which included 10 years as a Field Artillery Officer.

He graduated from Norwich Military University with a Bachelor of Science degree in Electrical Engineering. In addition, Bill holds a Master of Engineering degree with a concentration in Electromagnetic Physics from the University of Detroit and an MBA with a concentration in Finance from Oakland University.

Presenters



Christian Schäfer
Vice President, Advanced Vehicle Architecture

Christian Schäfer joined Aptiv in 2000. He brings over 23 years of Advanced Vehicle Architecture experience to his role. During this time, he has held roles of increasing responsibility in developing Advanced Electrical Architecture Solutions, including network communications for vehicle control, body and security, infotainment, active safety, and connectivity, as well as development of cable materials and other electronics hardware.

In this role, Mr. Schäfer is responsible to ensure Aptiv leverages the full breadth of our portfolio to deliver optimized solutions for our customers.

Mr. Schäfer graduated from Ruhr-University Bochum with a Diplom-Ingenieur master's degree of Electrical/Electronic Engineering.

Presenters



Glen De Vos
Senior Vice President, Transformation and Special Programs

Glen De Vos is Senior Vice President, Transformation and Special Programs of Aptiv, a position he has held since December 2022.

In this role, Mr. De Vos is responsible for delivering high-quality and innovative programs to our customers and working across the organization to provide solutions that support Aptiv's mission to deliver safer, greener, and more connected solutions to enable a sustainable future of mobility.

Most recently, Mr. De Vos served as Aptiv's Senior Vice President and Chief Technology Officer and President, Advanced Safety and User Experience. While serving as Aptiv's Chief Technology Officer, Mr. De Vos was responsible for leading the company's innovation strategies and development of advanced technologies. In addition, Mr. De Vos led the global engineering organization.

Previously, Mr. De Vos was President, Mobility & Services group and Vice President, Software & Services, Delphi Electronics & Safety (E&S). He began his Delphi career with E&S in 1992 and following several progressive engineering and managerial roles in infotainment and user experience, was named vice president, Global Engineering for Delphi E&S in 2012.

Mr. De Vos has extensive business, engineering, and manufacturing experience, including time at General Electric and ITT Power Systems.

Mr. De Vos received a Bachelor of Science in Engineering from Calvin College in 1982, a Bachelor of Science in Mechanical Engineering from the University of Michigan in 1983, and a Master of Business Administration from Ball State University in 1994.

Presenters



Avijit Sinha
Chief Product Officer, Wind River

Avijit Sinha is responsible for driving product strategy, product management, commercial partnerships, and industry solutions with a focus on further expanding the company's industry-leading Wind River Studio offering.

He joined Wind River from Microsoft where he most recently served as General Manager for Azure Mobility enabling the digital transformation of automotive OEMs towards building connected and autonomous driving vehicles. Prior to that he was Senior Director of Corporate Business Development for IoT and Intelligent Edge. His team was responsible for strategy, partnerships, investments and acquisitions in Intelligent Edge, IoT, automotive, manufacturing, energy, smart buildings & cities, and autonomous systems (vehicles, robotics and drones).

Over his 20+ year Microsoft career, he served in a range of leadership roles responsible for product development in Azure, Office, Windows, and Microsoft Research across personal, mobile and cloud computing. He holds several patents for productivity and platform software.

He has a Bachelor's degree from Indian Institute of Technology - Madras, Master's in Mechanical Engineering from Clemson University and an MBA from Seattle University.

Presenters



Josie Archer
Senior Vice President, Global Sales

Josie Archer is Senior Vice President of Global Sales at Aptiv, a position she has held since November 2022. Essential to Ms. Archer's role is her responsibility for leading the sales operations team, overseeing Aptiv's training and development salesforce program, and generating successful relationships between our customers in all regions.

Ms. Archer joined Aptiv in 2017 and served as Vice President, sales Electrical Distribution Systems, where she was responsible for the business unit's global commercial strategy. Due to her successful ability to build customer relationships, in 2021, she was promoted again to Vice President, Sales Advanced Safety & User Experience (AS&UX). Under Ms. Archer's leadership, the AS&UX segment secured record bookings in customer awards with Aptiv's groundbreaking technology solutions that address our customer's toughest challenges. Ms. Archer is also the Troy Technical Center champion for Aptiv's Women's Network, where she creates an inclusive and enriching space for women in all departments of the company to come together to connect, develop, and grow.

Prior to Aptiv, Ms. Archer was the Chief Sales Officer and Global Sales Director of TI Automotive. Before TI Automotive, she served in commercial roles with TRW, Continental Automotive Systems, Motorola, Panasonic Automotive, and Robert Bosch GmbH.

Ms. Archer has a Bachelor of Arts in Supply Chain management from Michigan State University.

Presenters



Obed Louissaint
Senior Vice President and Chief People Officer

Obed Louissaint is Senior Vice President and Chief People Officer, a position he has held at Aptiv since January 2023.

In this role, Mr. Louissaint will harness the power of our people resources to enable Aptiv to accelerate its transformation into a leading global technology company that develops safer, greener and more connected solutions to enable the future of mobility.

Most recently, Mr. Louissaint was Senior Vice President of transformation and culture at IBM. In this role, he focused on creating a growth & inclusive culture through leadership, learning, diversity & inclusion, talent acquisition, talent management, employee experience and transformation for IBM.

Mr. Louissaint brings over 21 years of experience working at IBM across multiple geographies, senior-level positions, and business units to Aptiv in the areas of workforce management, diversity, talent management, and delivery.

Mr. Louissaint received a Bachelor's in Industrial and Labor relations from Cornell University.

He serves as the Chair of the National Action Council for Minorities in Engineering (NACME) and the U.S. Department of Labor Advisory Committee on Apprenticeship. Mr. Louissaint is a member of the Executive Leadership Council (ELC) and works closely with numerous public and private organizations to expand pathways for underserved constituencies into family-sustaining careers.

Presenters



Kate Ramundo

Senior Vice President, Chief Legal Officer, Chief Compliance Officer and Secretary

Katherine H. Ramundo, is Senior Vice President, Chief Legal Officer, Chief Compliance Officer and Secretary of Aptiv, effective March 2021. Prior to joining Aptiv, Ms. Ramundo was executive Vice President, Chief Legal Officer and Secretary of Howmet Aerospace Inc. (formerly Arconic Inc.), a leading global provider of advanced engineered solutions for the aerospace and transportation industries, a role she held from November 2016 to February 2021. Prior to joining Howmet Aerospace, Ms. Ramundo was executive Vice President, General Counsel and Secretary of ANN, Inc., the owner of the Ann Taylor and LOFT brands.

Previously, Ms. Ramundo served as Vice President, Deputy General Counsel and Assistant Secretary of Colgate-Palmolive. Among her other positions during her 15-year tenure at Colgate, she served as General Counsel of the Europe/South Pacific division, and later managed global specialty legal activities. She began her career as a litigator, practicing at major New York-based law firms, including Cravath, Swaine & Moore, and Sidley Austin.

Presenters



Jessica Kourakos

VP, Investor Relations and Environment, Social, and Governance

Jessica Kourakos is Vice President, Investor Relations and Environmental, Social, and Governance (ESG). In this role, Jessica provides leadership and strategic direction for Aptiv's Investor Relations and ESG initiatives. She is responsible for the continued development of our world-class investor relations program. Essential to Jessica's role is her responsibility for the coordination of all ESG and related activities across Aptiv to ensure the achievement of our ESG goals, which include having a more diverse workforce and being carbon neutral by 2040.

Prior to joining Aptiv, Jessica was Vice President, Investor Relations & Market Strategy at Rockwell Automation, providing leadership and strategic direction for the company's investor relations initiatives.

Jessica brings over 20 years of unique experience, spanning Wall Street and corporate investor relations. In addition to serving as Vice President of Investor Relations at Rockwell Automation, ITT Inc., and CBS Corporation, Jessica also served as a Senior Equity Analyst at companies, including Goldman Sachs and UBS, where she researched and offered investment recommendations for industrial and security software companies including PTC, Autodesk, and Dassault Systemes.

Jessica holds a BA in English and Latin from Colgate University of Hamilton, New York.

Glossary

AD
Automated Driving

ADAS
Advanced Driver Assistance Systems: systems developed to automate, adapt, and enhance vehicle functionality to help / back-up the driver. Some examples include adaptive cruise control, lane departure warning, blind spot detection, autonomous emergency braking, etc.

AEB
Autonomous Emergency Braking

AI
Artificial Intelligence: The theory and development of computer systems able to perform tasks that normally require human intelligence, such as visual perception, speech recognition and decision-making.

AMoD
Autonomous Mobility on Demand

AS&UX
Advanced Safety & User Experience: One of Aptiv's segments. It consists of the following product lines: Active Safety, User Experience, Smart Vehicle Compute and Software

ASIL / ASIL-D
Automotive Safety Integrity Level. ASIL is a risk classification of functional safety for road vehicles. There are four ASIL levels, with ASIL-D being the most stringent and difficult to achieve.

AV
Automated / Autonomous Vehicle: vehicles that have a range of automated functions that are controlled by the vehicle, without the need for a driver to be in the loop.

BEV
Battery Electric Vehicle: a vehicle with an electrified powertrain where propulsion is fully powered by the battery.

BOM
Bill Of Materials

CAGR
Compound Annual Growth Rate

CPV
Content per Vehicle

CV
Commercial Vehicle: vehicles used for business needs, both on- and off-highway.

DSRC
Dedicated Short Range Communications: A short to mid-range wireless communication protocol common in automotive and vehicle related applications.

EC
Engineered Components: Develops products such as connectors, terminals and fastening systems for automotive applications, as well as commercial vehicle and industrial markets.

ECU
Electronic Control Unit: an embedded system in automotive electronics that controls one or more of the electrical systems or subsystems.

Edge Processing
Processing data on the vehicle (or as close to the source of data generation as possible) to reduce bandwidth usage and cost by uploading only the necessary information to the cloud to enable insights.

EDS
Electrical Distribution Systems: Develops products such as wire harnesses and advanced vehicle cabling that enable data and power distribution throughout the vehicle.

EV
Electric Vehicle

Functional Safety
In automotive products, the absence of unreasonable risk due to hazards caused by malfunctioning behavior of the systems.

GoM
Growth Over Market: Adjusted revenue growth over Aptiv-weighted production growth.

HMI
Human Machine Interface: a user interface or dashboard that connects a person to the system or device they want to interact with.

Hypervisor
A resource manager that manages allocation of hardware resources (memory, CPU, GPU) to software domains.

IoT
Internet of things

IP
Intellectual property

Glossary

L2+
A vehicle with advanced safety automation, but that still requires a driver in the loop to monitor vehicle performance at all times. L2+ is not an official level of autonomous driving according to the SAE.

M&A
Mergers & Acquisitions

MSP
Mobility Services Platform: Aptiv's scalable cloud-based solution enabling mobility applications and new business models.

Multi-Domain Controller
A powerful compute platform, typically used to manage software intensive domain applications such as active safety or user experience.

ODD
Operational Design Domain: A description of the specific operating domain(s) in which an automated function or system is designed to properly and safely operate.

OEM
Original Equipment Manufacturer – in the automotive industry this refers to the automakers.

OTA
Over-the-air: the ability of a vehicle / system to remotely receive software updates without the need to manually connect to diagnostic equipment.

PDC
Power Data Center: A vehicle zone compute platform that separates I/O (including sensor and other peripheral inputs) from compute, much like a laptop docking station.

Perception System
Refers to any type of sensing (ex: radar, vision, lidar) system the vehicle uses to detect the environment, and determine its surroundings.

PHEV
Plug-in hybrid electric vehicle

S&PS
Signal & Power Solutions: One of Aptiv's segments consisting of two product lines - Electrical Distribution Systems (EDS) and Engineered Components (EC).

SaaS
Software as a Service

SAE International
Society of Automotive Engineers: SAE International is a global association of more than 128,000 engineers and related technical experts in the aerospace, automotive and commercial vehicle industries.

Sensor Fusion
The fusing of data from 2 or more types of sensors (radar, lidar, camera) into a single view that allows the system to balance the tradeoffs of each individual sensing modality, improving accuracy.

SIOP
Sales Inventory & Operations Planning

SoC
System on Chip

SVA™
Smart Vehicle Architecture: Aptiv's clean-sheet approach to redesigning vehicle architectures to address the complexity challenges of today while delivering the feature rich, highly automated vehicles of the future.

TNC
Transportation Network Companies: organizations that provide transportation services as a business.

TaaS
Transportation as a Service

TSR
Total Shareholder Return

V2X / V2I
Vehicle to Everything / Vehicle to Infrastructure: the ability of the vehicle to connect seamlessly with its environment (ex: traffic lights, other vehicles, parking garages) to make smarter, more integrated decisions.

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APPENDIX



APTIV

Adjusted Revenue Growth

	2022	2021	2020
Reported net sales % change	12%	20%	(9%)
Less: foreign currency exchange and commodities	(4%)	5%	- %
Adjusted revenue growth	**16%**	**15%**	**(9%)**

Non-US GAAP Financial Metrics: Adjusted OI

($ millions)	2022	2021	2020
Net income attributable to Aptiv	594	590	1,804
Interest expense	219	150	164
Other expense, net	54	129	-
Income tax expense	121	101	49
Equity loss, net of tax	279	200	83
Net (loss) income attributable to noncontrolling interest	(3)	19	18
Net loss attributable to redeemable noncontrolling interest	(1)	-	-
Operating income	**1,263**	**1,189**	**2,118**
Amortization	149	148	144
Restructuring	85	24	136
Other acquisition and portfolio project costs	26	15	23
Asset impairments	8	2	10
Other charges related to Ukraine/Russia conflict	54	-	-
Deferred compensation related to acquisitions	-	-	14
Gain on business divestitures and other transactions	-	-	(1,434)
Adjusted operating income	**1,585**	**1,378**	**1,011**

Non-US GAAP Financial Metrics: Adjusted EBITDA

($ millions)	2022	2021	2020
Net income attributable to Aptiv	594	590	1,804
Interest expense	219	150	164
Income tax expense	121	101	49
Net (loss) income attributable to noncontrolling interest	(3)	19	18
Net loss attributable to redeemable noncontrolling interest	(1)	-	-
Depreciation and amortization	762	773	764
EBITDA	**1,692**	**1,633**	**2,799**
Other expense, net	54	129	-
Equity loss, net of tax	279	200	83
Restructuring	85	24	136
Other acquisition and portfolio project costs	26	15	23
Other charges related to Ukraine/Russia conflict	54	-	-
Deferred compensation related to acquisitions	-	-	14
Gain on business divestitures and other transactions	-	-	(1,434)
Adjusted EBITDA	**2,190**	**2,001**	**1,621**

Non-US GAAP Financial Metrics: Adj. NI Per Share

($ millions, except per share amounts)	2022	2021	2020
Net income attributable to ordinary shareholders	531	527	1,769
Mandatory convertible preferred share dividends	63	63	35
Net income attributable to Aptiv	**594**	**590**	**1,804**
Adjusting items:			
Amortization	149	148	144
Restructuring	85	24	136
Other acquisition and portfolio project costs	26	15	23
Asset impairments	8	2	10
Other charges related to Ukraine/Russia conflict (a)	29	-	-
Costs associated with acquisitions and other transactions	61	-	-
Debt modification costs	-	1	4
Debt extinguishment costs	-	126	-
Deferred compensation related to acquisitions	-	-	14
Gain on business divestitures and other transactions	-	-	(1,434)
Loss on change in fair value of publicly traded equity securities	52	-	-
Gain on changes in fair value of equity investments without readily determinable fair value	-	(9)	(10)
Tax impact of adjusting items (b)	(37)	(29)	(45)
Adjusted net income attributable to Aptiv	**967**	**868**	**646**
Adjusted weighted average number of diluted shares outstanding (c)	283.55	283.59	270.70
Diluted net income per share attributable to ordinary shareholders	1.96	1.94	6.66
Adjusted net income per share	**3.41**	**3.06**	**2.39**
Less: Impact of Motional equity loss	*1.03*	*0.76*	*0.36*
Pro forma - Adjusted net income per share	*4.44*	*3.82*	*2.75*

(a) Adjustment is reduced by the portion of charges attributable to noncontrolling interest for our majority owned Russian subsidiary.

(b) Represents the income tax impacts of the adjustments made for amortization, restructuring and other special items by calculating the income tax impact of these items using the appropriate tax rate for the jurisdiction where the charges were incurred.

(c) In June 2020, the Company issued $1,150 million in aggregate liquidation preference of 5.50% Mandatory Convertible Preferred Shares (the "MCPS") and received proceeds of $1,115 million, after deducting expenses and the underwriters' discount of $35 million. Dividends on the MCPS are payable on a cumulative basis at an annual rate of 5.50% on the liquidation preference of $100 per share. Unless earlier converted, each share of MCPS will automatically convert on June 15, 2023 into between 1.0754 and 1.3173 shares of Aptiv's ordinary shares, subject to further anti-dilution adjustments. For purposes of calculating Adjusted Net Income Per Share, the Company has excluded the anticipated MCPS cash dividends and assumed the "if-converted" method of share dilution (the incremental ordinary shares deemed outstanding applying the "if-converted" method of calculating share dilution are referred to as the "Weighted average MCPS Converted Shares" on the next slide). The Adjusted Weighted Average Number of Diluted Shares Outstanding assumes the conversion of all 11.5 million MCPS and issuance of the underlying ordinary shares applying the "if-converted" method (method already applied for U.S. GAAP purposes of calculating the weighted average number of diluted shares outstanding for the year ended December 31, 2020) on a weighted average outstanding basis for all periods subsequent to issuance of the MCPS. We believe that using the "if-converted" method provides additional insight to investors on the potential impact of the MCPS once they are converted into ordinary shares no later than June 15, 2023.

Shares Outstanding

(millions)	2022	2021	2020
Weighted average ordinary shares outstanding, basic	270.90	270.46	263.43
Dilutive shares related to RSUs	0.28	0.76	0.44
Weighted average MCPS Converted Shares	-	-	6.83
Weighted average ordinary shares outstanding, including dilutive shares	**271.18**	**271.22**	**270.70**
Weighted average MCPS Converted Shares (a)	12.37	12.37	-
Adjusted weighted average ordinary shares outstanding, including dilutive shares	**283.55**	**283.59**	**270.70**

(a) The Adjusted Weighted Average Number of Diluted Shares Outstanding assumes the conversion of all 11.5 million MCPS and issuance of the underlying ordinary shares applying the "if-converted" method (method already applied for U.S. GAAP purposes of calculating the weighted average number of diluted shares outstanding for the year ended December 31, 2020) on a weighted average outstanding basis for all periods subsequent to issuance of the MCPS.

Non-US GAAP Financial Guidance Metrics: Adjusted Operating Income

($ millions)	2023[1]
Net income attributable to Aptiv	830
Interest expense	235
Other income, net	(15)
Income tax expense	195
Equity loss, net of tax	300
Net income attributable to noncontrolling interest (a)	15
Operating income	**1,560**
Amortization	230
Restructuring	110
Other acquisition and portfolio project costs	65
Compensation expense related to acquisitions	35
Adjusted operating income	**2,000**

1. Prepared at the estimated mid-point of the Company's financial guidance range.

(a) Includes portion attributable to redeemable noncontrolling interest.

Non-US GAAP Financial Guidance Metrics: Adjusted EBITDA

($ millions)	2023[1]
Net income attributable to Aptiv	830
Interest expense	235
Income tax expense	195
Net income attributable to noncontrolling interest (a)	15
Depreciation and amortization	895
EBITDA	**2,170**
Other income, net	(15)
Equity loss, net of tax	300
Restructuring	110
Other acquisition and portfolio project costs	65
Compensation expense related to acquisitions	35
Adjusted EBITDA	**2,665**

1. Prepared at the estimated mid-point of the Company's financial guidance range.

(a) Includes portion attributable to redeemable noncontrolling interest.

Non-US GAAP Financial Guidance Metrics: Adj. NI Per Share

($ millions, except per share amounts)	2023[1]
Net income attributable to ordinary shareholders	800
Mandatory convertible preferred share dividends	30
Net income attributable to Aptiv	**830**
Adjusting items:	
Amortization	230
Restructuring	110
Other acquisition and portfolio project costs	65
Compensation expense related to acquisitions	35
Tax impact of adjusting items	(60)
Adjusted net income attributable to Aptiv	**1,210**
Adjusted weighted average number of diluted shares outstanding	284.28
Diluted net income per share attributable to ordinary shareholders	2.81
Adjusted net income per share	**4.25**
Less: Impact of Motional equity loss	*1.10*
Pro forma - Adjusted net income per share	*5.35*

1. Prepared at the estimated mid-point of the Company's financial guidance range.


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