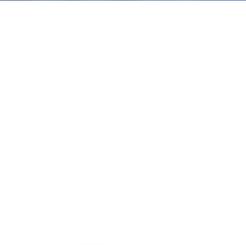




**DELPHI**

Innovation for the Real World





## A more focused Delphi. Nurturing innovation and collaboration.

More than ever, we at Delphi are listening to and learning from our customers.

We're collaboratively applying our experience,  
intelligence and diligence to help solve their technical,  
engineering and logistical business challenges.





We have clarified our emphasis on technically advanced products to deliver real-world solutions. Together with our customers, we're concentrating on projects with high electronic content. Projects that take full advantage of our core competencies in systems integration and precision manufacturing processes.

We will continue to build our technical prowess and nurture the innovative and collaborative spirit of our people, to keep the pipeline full of exciting technologies and products to meet the challenges facing our customers.

At Delphi, we believe strong teamwork can produce a very different kind of innovation.

Not innovation for its own sake. But rather the kind of innovation that conquers challenges, creates efficiencies and speeds technological evolution.

The kind of innovation that finds and fulfills practical needs among industries as diverse as automotive and medical systems. Or commercial vehicles and aviation.

Above all, the kind of innovation that will help preserve our planet, and help keep its occupants safer and more connected. We call it –

Innovation for the Real World.

And we believe it's going to make a valuable difference for our future and the future of our customers.



## The markets we serve.

**Automotive.** It's by far the most demanding proving ground for innovation. From safety to fuel economy. From controls to electronics. From performance to emissions reduction. We are continuing our more than 100-year legacy of creating innovations that advance the automotive industry. Working with our customers, we can offer solutions that are safe, green and will help keep everyone more connected to the world around them.

**Medical Systems.** And this is the most exacting environment for proven quality performance. Leveraging our expertise with sensors, miniaturization, connection systems and other technologies, our specialized group of medical device professionals is working with our customers to create innovative, game-changing products and concepts for the healthcare market. Today our real-world solutions can be witnessed in the areas of infusion, dialysis, respiratory care, vital signs monitoring, power mobility and in-vitro diagnostics.

**Aviation & Defense.** Our advanced interconnect components, fiber optics and flexible circuitry provide the rugged reliability required by the aviation and military markets. That's why Delphi is a

preferred electrical/electronics partner for many manufacturers of land, sea and air equipment.

**Commercial Vehicles.** Driven by fleet cost management, Delphi innovations offer commercial vehicle manufacturers and fleet managers many competitive advantages, helping to make commercial vehicles run more efficiently, cleaner and safer than ever. With everything from high-performance, high-power connections to engine management technologies to headway alert, forward collision warning and side alert systems to electronic injection systems for diesel engines. And Delphi's solid oxide fuel cell auxiliary power unit can help the transportation industry by providing clean, reliable electrical power while reducing idle-related fuel consumption.

**And Beyond.** At Delphi, we're always looking for new markets where our innovative spirit, core competencies and especially our collaborative mindset would be of benefit. So, along with the major markets listed above, today we also have initiatives in markets as diverse as personal transportation, solar energy, marine power and consumer accessories.



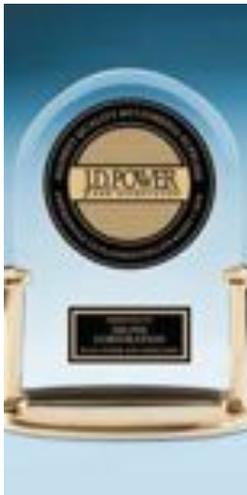


## Our market-driven product portfolio: Electronics & Safety.



All around the world, vehicles are rapidly evolving into incredibly complex and sophisticated devices. They can inform, entertain, protect and empower their occupants in ways the auto pioneers could never have imagined. Delphi is a leader in this evolution — with innovative products that make a real-world difference for manufacturers, drivers and their passengers.

**Entertainment & Communications.** Whether navigating roads or entertainment options, Delphi offers information and entertainment choices for everyone. From satellite radio and video, DVD, CD and MP3 playback to GPS navigation, TV reception, premium audio and USB connectivity to safety, security and convenience telematics, Delphi delivers — with products that are intuitive and easy to use anytime and anywhere. All helping to keep drivers informed, entertained and connected. Making a difference in the driving experience has not been overlooked. Delphi was awarded “Highest Quality among AM/FM/Single CD Player/Satellite Radio Suppliers” by J.D. Power and Associates.\*



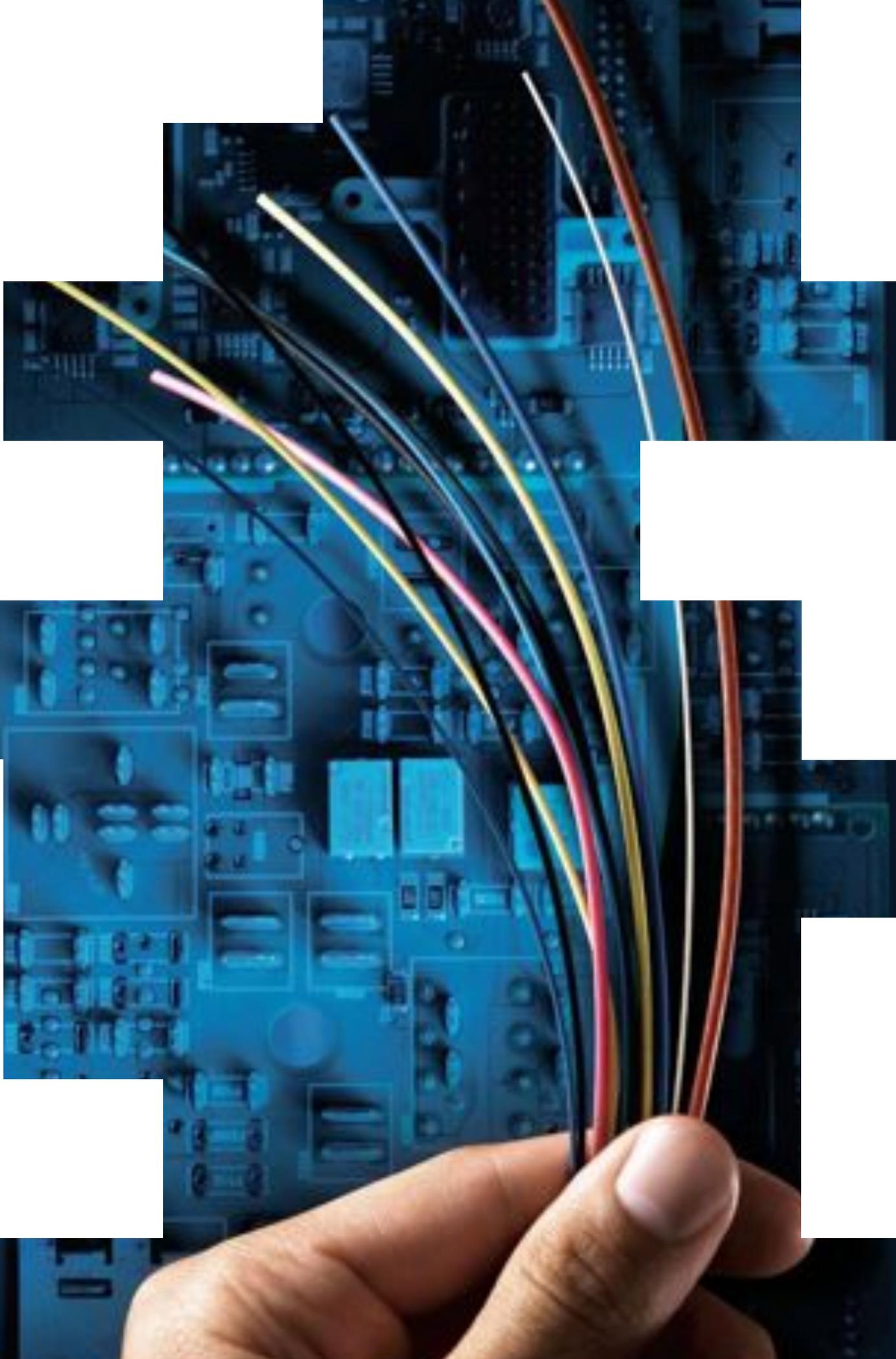
**Safety Systems.** Safety is a priority at Delphi. We've worked closely with our customers to develop one of the industry's most complete portfolios of passive and active safety technologies. From seat

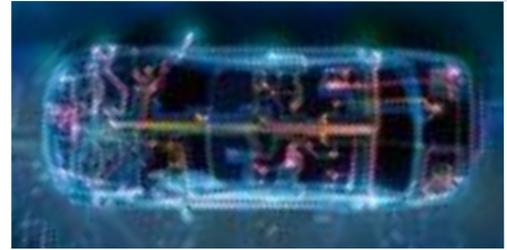
belts and airbags to precrash sensing and collision warning, we can help before, during and after a crash. And because we're experts at integrating components and systems, we can also help reduce the cost of all that protection. We're even working on ways to help prevent accidents from occurring in the first place.

**Power Electronics.** At Delphi we use our systems knowledge, innovative automotive electronics and integration skills to produce high-value products. Our hybrid and electric vehicle controllers, DC/DC converters, inverters, battery management and energy storage systems help reduce costs and provide peak performance while offering the flexibility required for the hybrid electric vehicles to come.

**Controls & Security.** Delphi creates controls and displays that help harness the complexity of information in a convenient, easy-to-use way. They interact with drivers to help keep them connected and give them the information they need to know about their vehicle and their world. Delphi also produces body and security electronics that help protect drivers against theft. And our body computers can tie all of these systems together so they can communicate and offer manufacturers more value.

\*Delphi Corporation received the highest numerical score among AM/FM/single CD player/satellite radio suppliers in the proprietary J.D. Power and Associates 2008 Multimedia Quality and Satisfaction Study.<sup>SM</sup> Study based on responses from 81,530 new-vehicle owners who purchased a 2008 model-year vehicle, measuring six suppliers. Proprietary study results are based on experiences and perceptions of consumers surveyed in February–April 2008. Your experiences may vary. Visit [jdpower.com](http://jdpower.com).





## Our market-driven product portfolio: **Electrical/Electronic Architecture.**

Every day, customers are demanding more from their vehicles. More features. More functionality. The real-world challenge is to incorporate all those features and functions while reducing cost. The E/E architecture of a vehicle makes all the difference. It defines the overall design of the electrical and electronic system, including the partitioning and the physical layout of all the vehicle subsystems. Vehicle manufacturers need a master architect on their projects, and we can help in any stage of development.

**Distribution Systems.** In the last 20 years, the amount of wiring and cable in vehicles has more than doubled, while the packaging space has been reduced. So a vehicle's architecture must be optimized. Delphi's power, signal and data distribution systems are designed for the most effective routing, packaging and insulation materials — while reducing cost, mass and copper content. They're prime examples of how we're continually innovating to put more functionality in less space and reduce environmental impact.

**Connection Systems.** The road is a proving ground where connection technology must endure brutal extremes in temperature, pressure, wind and water. At Delphi, we can confidently fulfill our customer's connection system needs — from the end of the wire to inside the box — with a complete portfolio that delivers superior sealing, terminal retention and quality to all business segments including next-generation automotive, hybrid and commercial vehicles.

**Electrical Centers.** As more and more electrical content is added to vehicles, Delphi engineers are working with our customers to devise new, innovative electrical centers designed to route signals to wherever they need to go. We can work with any architecture, from the most traditional to the most complex or customized.



## Our market-driven product portfolio: Powertrain Systems.

We all want a pristine world for the next generation. With blue skies, clear waters and green forests. The vehicles of tomorrow will make an important contribution toward that goal. And Delphi's advanced engine management systems can help by precisely controlling the delivery of air and fuel, initiating efficient combustion, and reducing emissions in innovative ways. Working together, we can make a difference.

**Diesel Engine Management.** Delphi is proud to be a world leader in diesel fuel injection technology. Our Multec® common rail diesel fuel injection system is widely used throughout the industry. By managing the precise timing and fuel quantity required for each cylinder, this intelligent injection system provides rapid response for a superior driving experience, lower emissions and improved fuel economy. With our new direct acting system, we are producing an innovative diesel technology with unbeatable accuracy and flexibility. It takes the advantages of the Delphi system performance to the next level. The technology completes Delphi's light-duty product range. And for commercial vehicles, our electronically controlled, high-pressure systems can help everyone breathe a little easier.

**Gasoline Engine Management.** Nothing beats our direct approach. Delphi's new gasoline direct injection for homogeneous mode systems bests the others. Its Multec®10 injector offers more efficient combustion, low noise signature, superior resistance to deposits, ethanol compatibility and improved linear range. Our game-changing GDi spray stratified

system with Multec®20 injector has all the needed performance at a significantly lower cost than piezo servo injectors. Both systems are designed to improve fuel economy and reduce emissions.

**Small Engine Management.** Finally, engine management custom-tailored for small engines. Our Multec® electronic fuel injection system offers an easy way for manufacturers of small engines for motorcycles, lawn equipment and recreational vehicles to implement a complete engine management system. It will help meet emissions standards, while helping enhance performance and reduce fuel consumption with the ability to switch between gasoline and ethanol-blended fuels. And it will help end users reduce their carbon footprint.

**Fuel Handling & Evaporative Emissions.** Delphi fuel handling systems help our customers around the world meet fuel delivery requirements as well as performance objectives. We offer advanced fuel pump and module technology, packaging expertise and flexible program support. In evaporative emissions systems, we're among the industry leaders in PZEV technology and innovative solutions for hybrid powertrains and electric vehicles. Delphi fuel handling and evaporative emissions products are biofuel compatible.

**Transmission Management.** Delphi has a wide range of technologies that work with engine advancements to deliver powertrain solutions. They help manufacturers meet the competing needs of higher performance, lower emissions and better fuel economy.









## Our market-driven product portfolio: Thermal Systems.

Our real-world innovation and superior service come from listening, understanding and collaborating with our customers. We provide enhanced energy efficiency with technologies that are smaller and lighter, and can help reduce the impact on the environment, while providing world-class comfort for heating and cooling needs across a range of different industries. Delivering technologically advanced, value-added products, Delphi is dedicated to providing energy-efficient and environmentally friendly thermal solutions to its customers globally.

**Automotive Climate Control.** We have been helping our customers manage air, liquids and temperatures longer than any automotive supplier in the world. We know energy-efficient powertrain cooling relies on a carefully orchestrated system. So each Delphi air cooler, oil cooler, radiator, condenser and fan/radiator/condenser module is specifically designed for optimum performance and minimum size. Achieving vehicle cabin comfort can be a real engineering challenge. That's where Delphi's experience really benefits our customers. In 1954, we pioneered under-hood air conditioning and we've been innovating ever since. We were the first to integrate electronics, sensors and special algorithms into climate control systems to make them smarter, faster and more efficient. We're proud of our collaborative history, which has resulted in manufacturing more than 1 billion heat exchangers for motor vehicles to date.

**Beyond Automotive.** Delphi also provides cooling solutions across a broad spectrum of new markets including air conditioning systems for residential and commercial customers. The highly efficient Delphi Micro Channel Condenser is a brazed aluminum product suitable for outdoor residential units. We've also produced micro channel heat exchangers for use in the commercial truck industry and vending machine bottle cooling applications. Other variants of our brazed heat exchangers are being developed for evaporator and heat pump systems. So whatever the need, our micro channel technology can help address the most challenging cooling needs, while at the same time provide more efficient and environmentally friendly products.

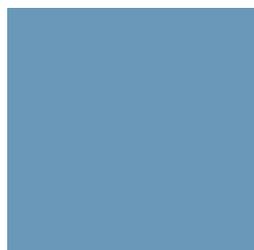
## Our market-driven product portfolio: Product and Service Solutions.

At Delphi, we work closely with each and every customer across a diverse number of industries. Listening, understanding and collaborating to devise unique solutions so they can succeed and grow their business in today's global marketplace.

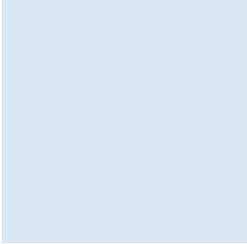
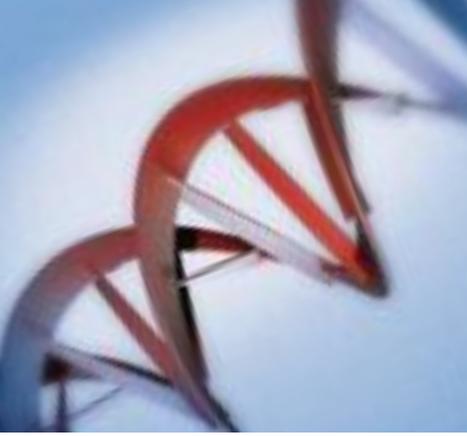
**Automotive Aftermarket.** As a trusted supplier to the world's largest vehicle manufacturers, Delphi brings to the aftermarket innovative products, diagnostic tools and training made for the real world. Our Original Equipment (OE) engineering, design and quality standards are backed by more than 100 years of industry firsts across all vehicle systems. This means our customers get replacement parts that perform as originally designed, plus tools and training that advance at the same pace as the technology under the hood. By becoming a member of the Delphi Service Center network, shops can select flexible product, tool and training packages to help them more easily diagnose and repair today's growing electronic systems.

**Original Equipment Service & Accessories.** At Delphi, the innovation doesn't stop once new technologies are introduced. It continues for as long as the vehicle is on the road. From the first owner to the last, Delphi provides our OE customers with the parts, accessories, services and support they need to deliver a positive service experience throughout the life of the vehicle.

**Medical Systems.** At Delphi, we are committed to delivering innovative medical products that help make the lives of patients, clinicians, physicians and administrators easier. With access to 167 manufacturing sites and 33 technical centers around the world, we're able to leverage forces and facilities to create innovative, game-changing products and concepts for the healthcare market and contract manufacturing. Through our advanced telematics, we're helping connect doctors to their patients from remote locations, allowing vital information to be transferred, processed and responded to. This technology has also been utilized in a diverse range of applications including racecar driving – where it's used to deliver real-time engine and chassis data from the vehicle to pit-crew engineers.







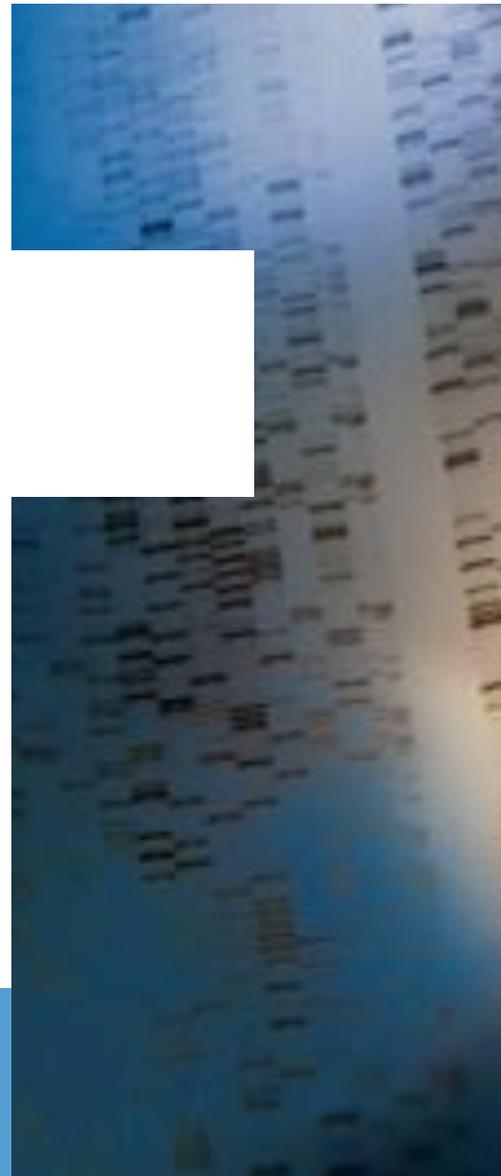
## Mapping our innovation genome.

Deep down, companies have the corporate equivalent of a double helix — the place where the immutable characteristics of the organization are encoded. Among the most significant traits one would find on Delphi's helix would be these: Quality. Innovation. Collaboration. And a profound respect for our people.

We know that innovation doesn't come from a new organization chart, or a new logo, or a memo decreeing it. We know innovation comes from people. Bright, gifted people with a passion for discovery. People who can take blue-sky brilliance and translate it into real-world relevance. People who love to work together, with their team members and with their customers, to refine and hone and polish ideas and products until they're the very best they can be.

It is these people who define us. Who make a difference. Who have, since our very beginnings, provided the ideas that have made us a world leader in innovation. And whose talent and teamwork will carry us into the future.

So you see, innovation is nothing new at Delphi. It's deep down in our DNA.





## The quest never ends.

Delphi is committed to always being one of the world's most visionary organizations — collaborating with our customers to deliver pragmatically innovative thinking across a wide range of technical, engineering and logistical challenges. We know how to do it. We're doing it every single day. In fact, on a global basis, Delphi has averaged over 1,500 patent applications annually in the last five years. And has introduced hundreds of new products and technologies every year. And it continues.

The intent is to put our very best thinking in the hands of our customers. And, eventually, at the fingertips of consumers all across the world.





## Our global perspective.

Virtually anywhere there's an opportunity for innovation, Delphi is there. We have manufacturing facilities in 35 countries. Our state-of-the-art Technical Centers are strategically located in Europe, Asia, the Pacific Rim, South America and North America.

Because of that broad global footprint, we are now able to handle much of the technical development of our products right in the same region in which they'll be used. So our understanding of local cultural and marketing issues can be more thorough, and collaboration with our customers can be easier and more frequent.

After all the years we've had a presence all over the world, it should come as no surprise that our workforce is just as culturally and geographically diverse as our bricks and mortar. Maybe even more so. At Delphi, we don't just respect diversity — we embrace it and live it every day. We understand the richness it brings to our discussions. The fresh perspectives it brings to our research and development. And the added value it brings to our products. We believe diversity makes us better allies for our customers. And better citizens of our planet.



## Envisioning the possibilities.

Change is occurring at an ever-increasing rate in all the markets we serve. Delphi has the ability to anticipate, recognize and quickly respond to the evolving demands of our customers' businesses. We have the ability to move with the megatrends.

For example, consumers are increasingly concerned about keeping their families safe. About ensuring a bright future for the planet they live on. And about always staying connected to the world around them.

Combined, we call these three megatrends "Safe, Green and Connected." And Delphi is generating the products now that will answer future needs in these areas.

Like new active safety features that, beyond simply helping to reduce the effects of a crash, are designed to help prevent the accident from happening in the first place.

Like helping consumers minimize their carbon footprint with new components for electric and hybrid vehicles, and powertrain components for conventionally powered vehicles that help lower emissions and help increase fuel economy.

Like making it safe and easy to stream information both into and out of a vehicle in a system that integrates both existing and future technologies into a single structure that fulfills the desire for information, entertainment and communication on the road.

And those are just a few of the megatrends we're responding to right now.







## We sense a bright future ahead.

There will undoubtedly be many challenges to face in all the markets we serve. But with those challenges will come many exciting opportunities as well. Opportunities to collaborate with our customers and together harness pure science to work for the benefit of humankind. Innovation for the real world. At Delphi, it's making the future look very bright indeed.

# DELPHI

Innovation for the Real World

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