



Improving the Experience of a World in Motion

We produce **25MM** Seat Systems per Year

We have **230** Global Locations

We employ **75,000** Highly Engaged Employees

We support all major automakers

### Who is Adient?

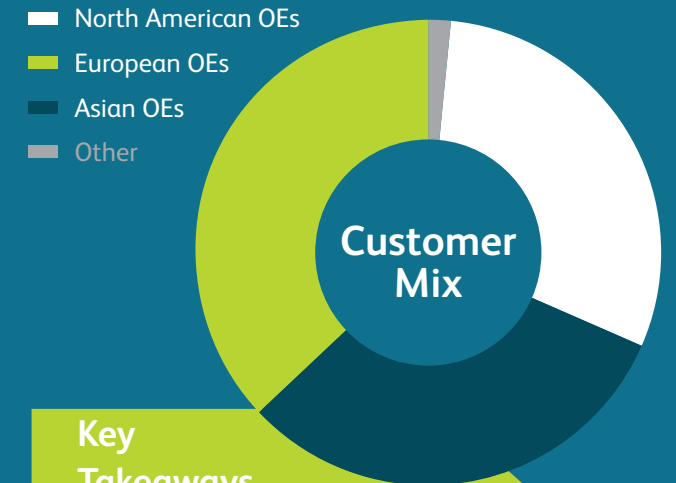
We are the largest global automotive seating supplier, supporting all major automakers in differentiating their vehicles through superior quality, technology and performance. We're driving a high-performance culture that inspires our employees and allows us to improve the experience of a world in motion – in automotive seating and beyond.

### Market Position

Adient's market position is unrivaled in the industry. We have a diverse customer mix with longstanding relationships across all major, global automotive manufacturers with unparalleled leadership in North America, Europe, and China

We have the broadest and most complete range of seating products in the world.

1. Complete Seating
2. Trim: Cut & Sew
3. Trim: Fabric
4. Metals & Mechanisms
5. Foam
6. Specialty Seating — RECARO Brand



### Key Takeaways

- > Industry leading diversification
- > Largest customer accounts for 14% of total consolidated sales
- > Largest platform accounts for ~5% of total consolidated sales

\* Based on consolidated sales nine months ended June 30, 2016

## Reasons to Invest in Adient

- Leading market position... which continues to strengthen
- Significant earnings growth expected in the mid-term
- Proven record of generating substantial cash flow

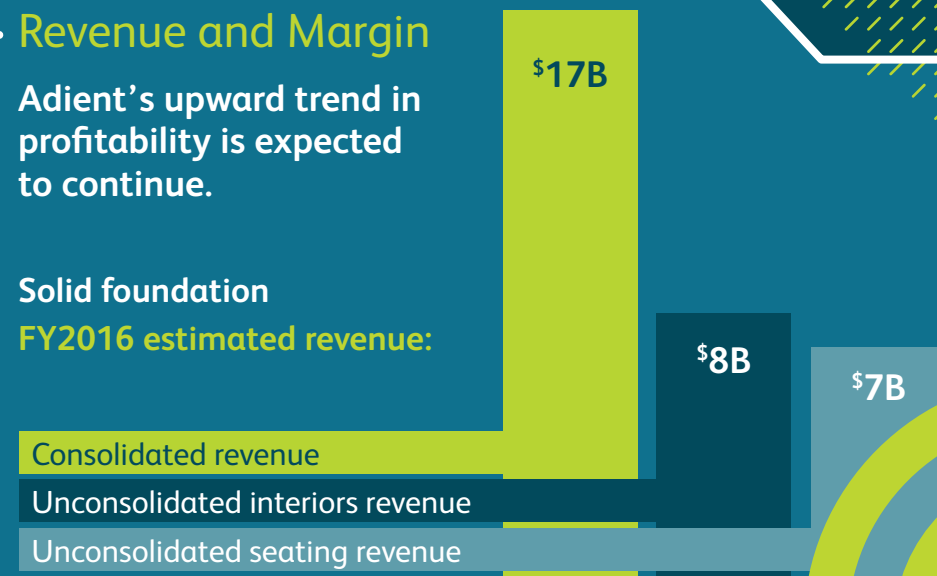
We have a unique and longstanding position in China through our Joint Venture structure

**~45%** market share in China

### Revenue and Margin

Adient's upward trend in profitability is expected to continue.

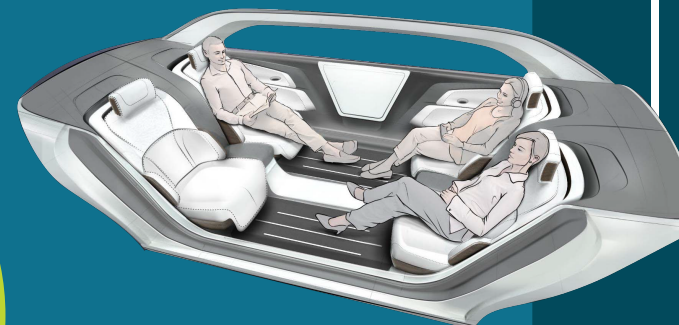
Solid foundation  
FY2016 estimated revenue:



Target

**200**  
BPS

of mid-term margin improvement



### Key Growth Drivers

- > Industry growth
- > Improving vehicle mix
- > Content growth
- > Growth in seating technology
- > Increase in passenger-focused technologies
- > Connected car / autonomous driving provides large potential for content growth