

Adient overview

January 2026



Adient remains a leader in automotive seating, providing innovative seat solutions to meet the needs of auto manufacturers across all regions

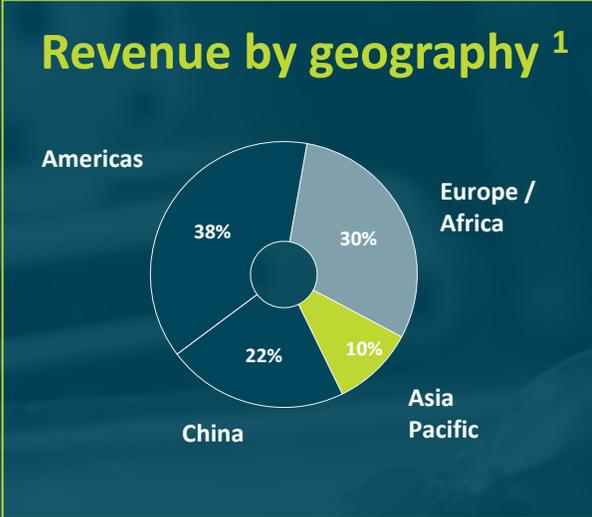
NYSE: ADNT

FY25 Revenue
~\$14.5B
Consolidated revenue

~\$3.5B
Unconsolidated revenue

Strong and diversified revenue mix:

| | |
|---------------|------------|
| Passenger car | 19% |
| Truck / Van | 24% |
| CUV / SUV | 56% |
| Other | 1% |



1 - Inclusive of consolidated and unconsolidated revenues, based on management estimates

Adient global footprint: located where our customers need us



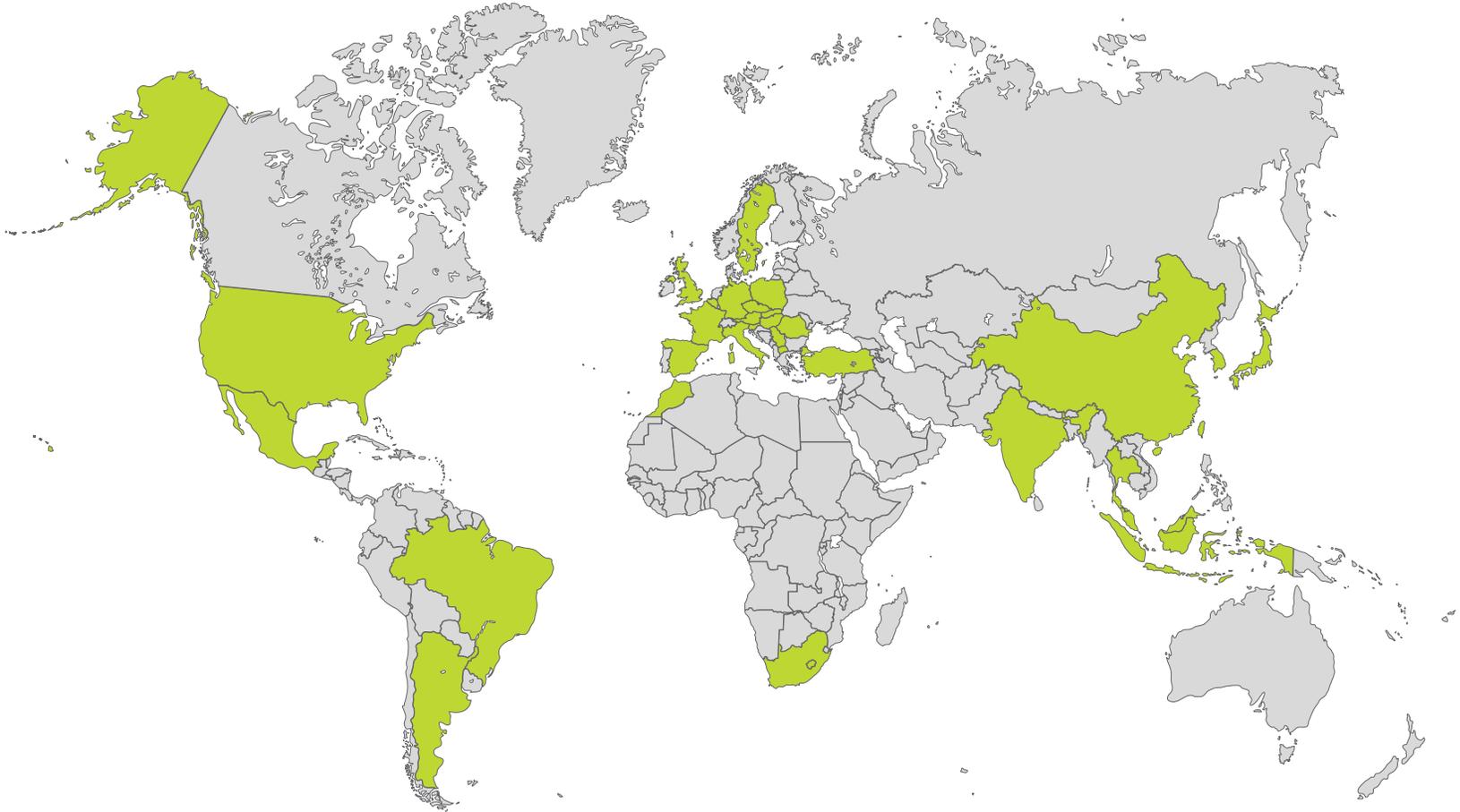
Global locations

29 countries

~ 200 manufacturing facilities

Global employees

>65,000



Adient is a market leader in China



\$4B+

sales revenue in FY2025 ¹

~18,000

highly engaged employees including **~1,130** engineers

38

manufacturing locations in 24 cities

3

global tech centers (Adient Chongqing, CFAA & Keiper)

2

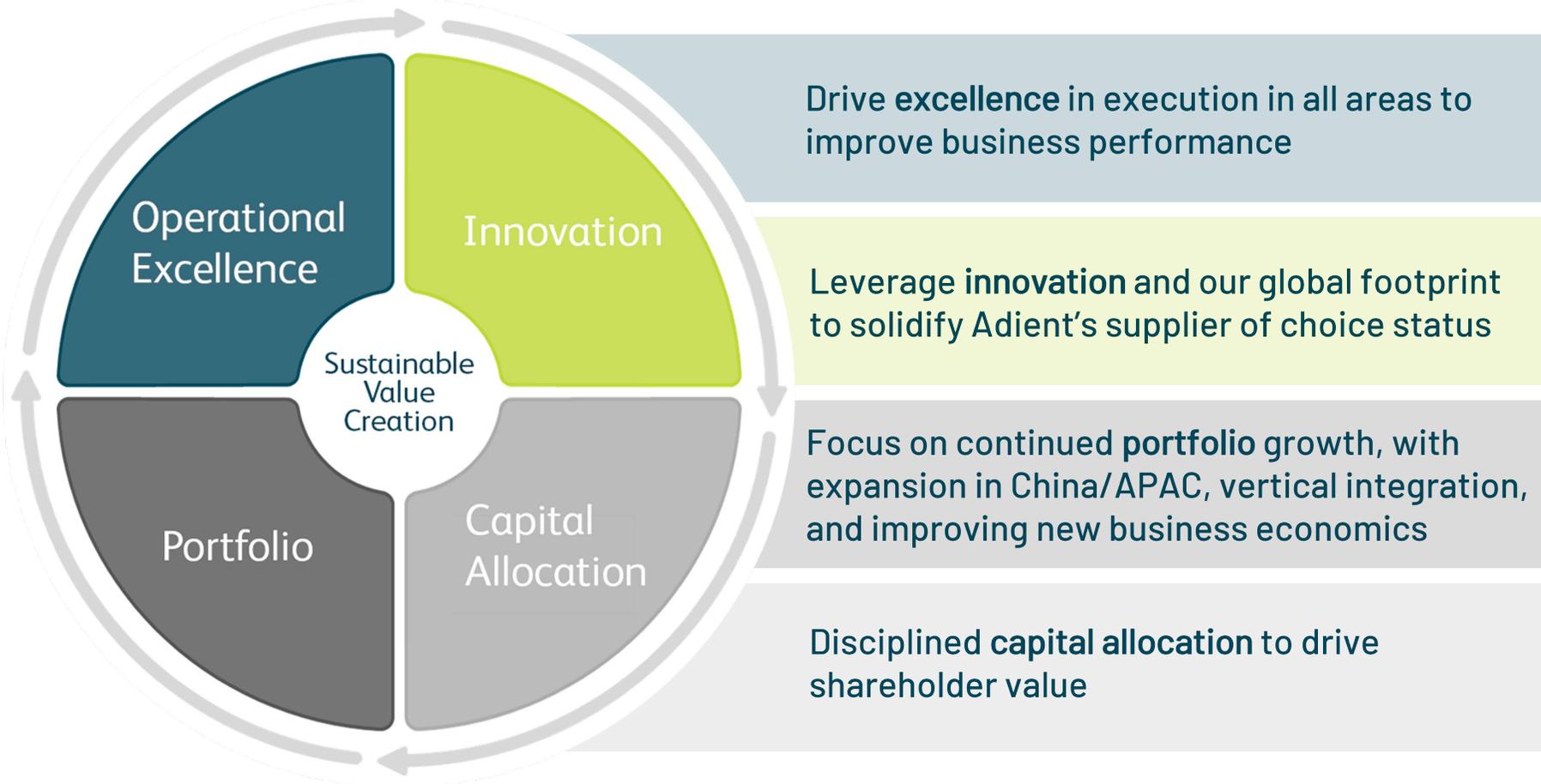
wholly-owned entities

7

joint ventures

1 - Includes consolidated and unconsolidated sales

Creating sustainable value for our employees, customers and other stakeholders



All are contributing factors to driving long-term sustainable growth and margin expansion

Adient's four pillars of sustainability



Sustainable Manufacturing
We are working to increase efficiency in our production processes at all our manufacturing sites.

Sustainable Supply Chain
We work with our suppliers to increase transparency into their environmental practices and enhance sustainability across the value chain.

Employee Engagement
We engage our employees to help us reach our company's sustainability goals.

Sustainable Product Design
We use innovative materials and design processes to decrease the environmental impact of our products.

Adient's executive leadership team



Jerome Dorlack
President and
Chief Executive Officer



Heather Stark
Executive Assistant



Jim Conklin
Executive Vice President,
Americas



Dr. David Herberg
Executive Vice President,
EMEA



James Huang
Executive Vice President,
APAC



Stephanie Marianos
Executive Vice President,
Global IT & Business Services
and Sustainability



Mark Oswald
Executive Vice President and
Chief Financial Officer



Heather Tiltmann
Executive Vice President,
Chief Legal and HR Officer,
and Corporate Secretary

Products

Adient provides world-class seat systems and components that offer safety, functionality and comfort with proven quality



Adient delivers a diverse range of seating products and solutions



COMPLETE SEATS

We are one of the market leaders for complete seat systems, serving every major automaker around the globe, offering smart solutions that provide safety, sustainability, comfort and style.



FOAM

We produce foam for automotive cushions, backrests, head restraints and more.

Our expert teams deliver high-quality foam formulations that provide passenger comfort and safety.

SEAT STRUCTURES AND MECHANISMS

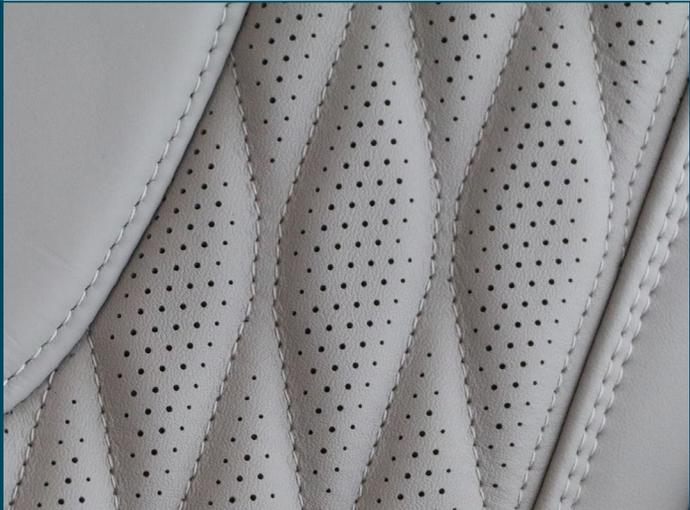
From front and rear seat structures to tracks, recliners, height adjusters, and locks, our products are based on standardized, modular designs, making them compatible with a majority of vehicle makes and models.



TRIM

We deliver complete cut-and-sew solutions for seats, armrests and head restraint covers on a just-in-time basis.

Our state-of-the-art trim technology and craftsmanship deliver customized, perfectly shaped seat covers.



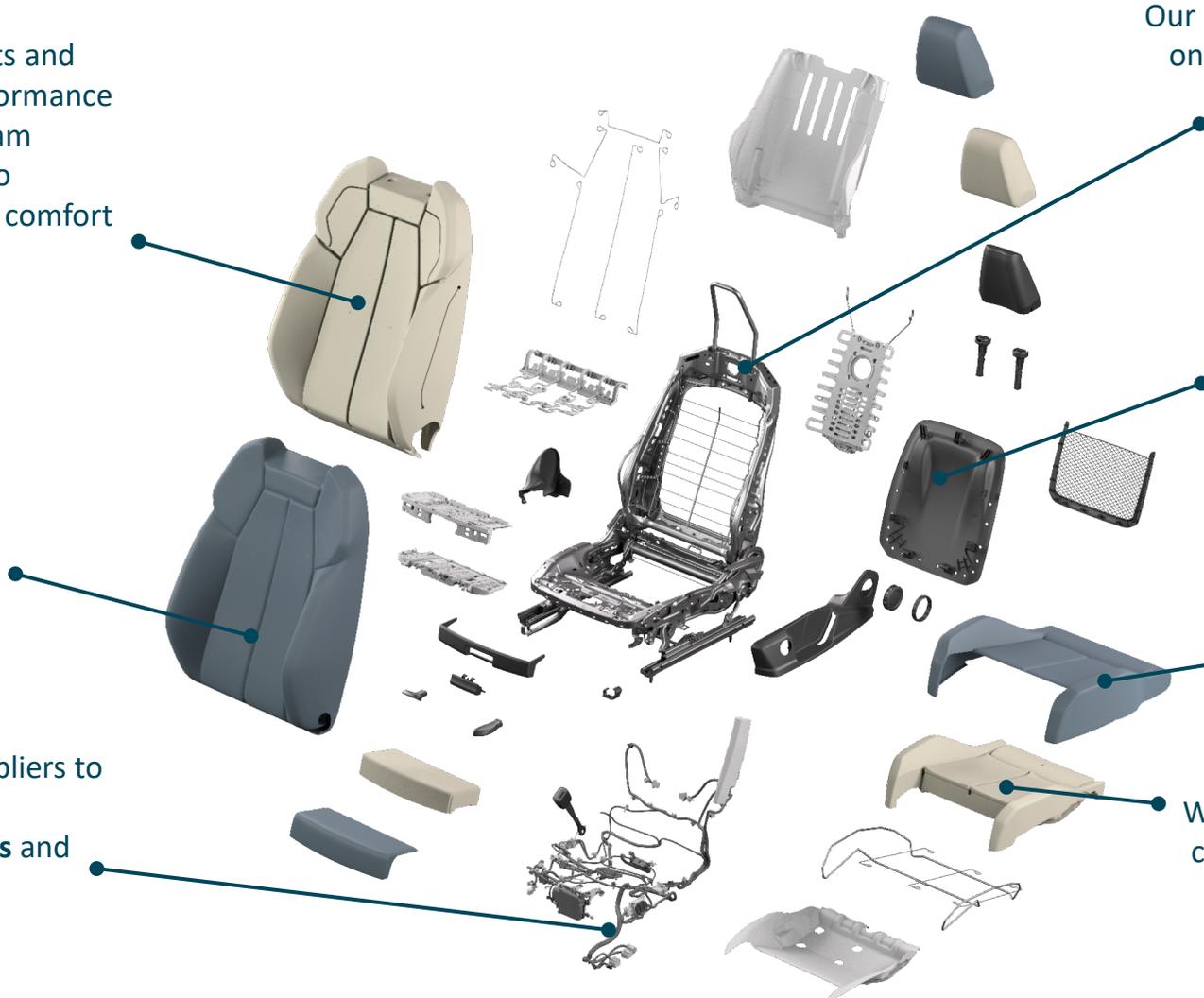
Anatomy of a seat: Precision in every part



We produce **foam** for automotive cushions, backrests, head restraints and more using high-quality, high-performance foam formulations — including foam products containing recycled or bio content — that provide passenger comfort and safety.

We deliver complete **cut-and-sew** solutions for seats, armrests and head restraint covers on a just-in-time basis.

We are collaborating with our suppliers to systematically decarbonize safety, comfort and electrical **components** and increase their circularity.



Our **seat structures and mechanisms** are based on standardized and modular designs, making them compatible with a majority of vehicle makes and models.

We are focused on integrating recycled and recyclable **plastics** into our products.

We are working on increasing the amount of recycled and recyclable materials in our **trim covers**.

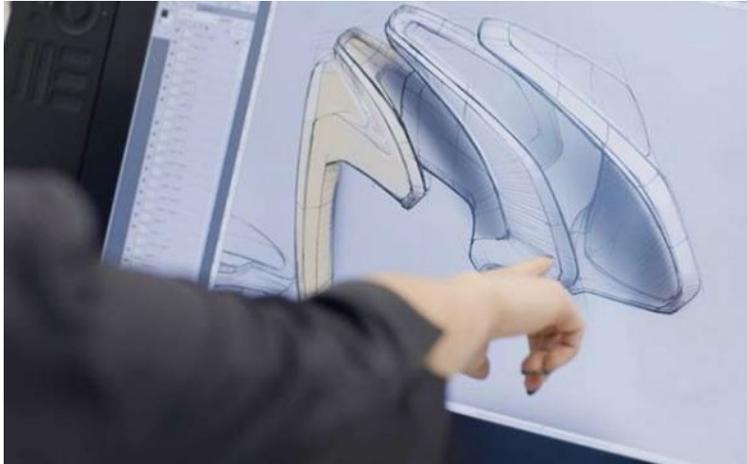
We manufacture **foam products** in our ISCC+ certified plants, integrating recycled content into polyurethane (PUR) foams through a mass-balance approach.

Adient capabilities

Rooted in expertise, experience and excellence

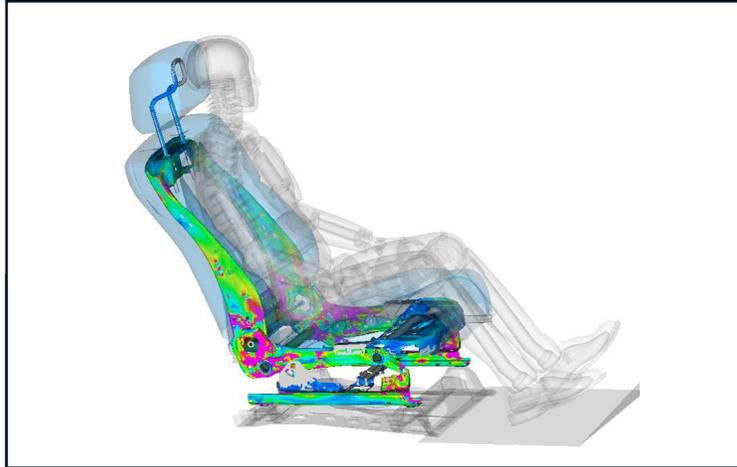


Adient offers a full range of design and engineering capabilities



Early product development

- > Product Planning
- > Benchmarking
- > Industrial Design
- > Advanced Development
- > Value Engineering / Value Analysis



Application development

- > Product Development
- > Project Management
- > Computer aided engineering including finite element analysis, optimization, robustness studies
- > Virtual and Augmented Reality / Artificial Intelligence
- > Quality Systems

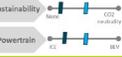
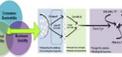


Prototyping/Testing

- > Prototyping (3D Studio, Additive)
- > Production Process / Prove out
- > Testing:
 - Airbag
 - Comfort
 - Foam Skiving
 - Mechanism Durability
 - Noise and Vibration
 - Sled
 - Strength and Safety
 - Thermal Comfort
 - Trim Durability

Our capabilities are informed by ES³: Evolution of Seating Systems Sustainability



-  Customer Roadshows
-  Scenario Analysis
-  Quality Surveys
-  Market Research
-  VAVE Workshops
-  Innovation Portfolio
-  Warranty Analysis
-  Benchmarking
-  ★★★★★ Safety/Insurance Ratings



Adient's ES³ process increases value to our customers by improving their content and sourcing decisions

End-to-end innovation in product and process



Automation by design

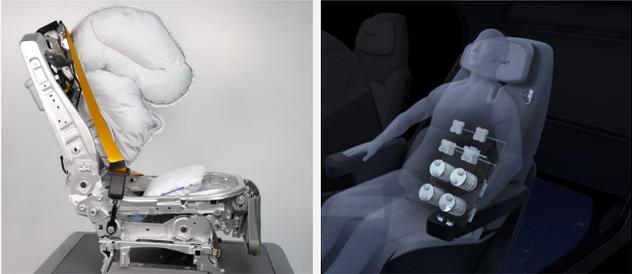
- > Increased use of automation and AI tools in manufacturing
- > Up-front customer collaboration on product design
- > More efficient automation by optimizing plant
- > Enabling long-distance JIT and modularity



Adient's AI weld inspection

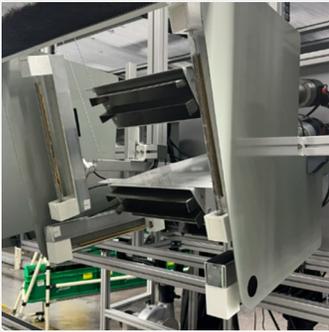
Product innovation

Innovative products such as Z-Guard, co-developed with Autoliv, and Adient's mechanical massage seat, lead the way in product comfort and safety



Process innovation

Smart manufacturing, such as the relax oven, leads to improved quality, energy efficiency and labor optimization



Design innovation

Sculpted trim, launching FY26, offers design flexibility, superior craftsmanship and labor optimization



Working together

Adient leverages partnerships in our metals, foam, trim and complete seat operations, utilizing industry-leading tools to discover new efficiencies



The logo for ADIANT features the word "ADIANT" in a bold, white, sans-serif font. Two bright yellow diagonal lines intersect at the top of the letter 'A', forming a stylized 'A' shape.

ADIANT

www.adiant.com

