



Wolfe Research Global Auto and Auto Tech Conference

February 15, 2024



Important Information



Adient has made statements in this document that are forward-looking and, therefore, are subject to risks and uncertainties. All statements in this document other than statements of historical fact are statements that are, or could be, deemed “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. In this document, statements regarding Adient’s expectations for its deleveraging activities, the timing, benefits and outcomes of those activities, as well as its future financial position, sales, costs, earnings, cash flows, other measures of results of operations, capital expenditures or debt levels and plans, objectives, market position, outlook, targets, guidance or goals are forward-looking statements. Words such as “may,” “will,” “expect,” “intend,” “estimate,” “anticipate,” “believe,” “should,” “forecast,” “project” or “plan” or terms of similar meaning are also generally intended to identify forward-looking statements. Adient cautions that these statements are subject to numerous important risks, uncertainties, assumptions and other factors, some of which are beyond Adient’s control, that could cause Adient’s actual results to differ materially from those expressed or implied by such forward-looking statements, including, among others, risks related to: the effects of local and national economic, credit and capital market conditions (including the persistence of high interest rates and volatile currency exchange rates) on the global economy, work stoppages, including due to strikes, supply chain disruptions and similar events, wage inflationary pressures due to labor shortages and new labor negotiations, volatile energy markets, Adient’s ability and timing of customer recoveries for increased input costs, the availability of raw materials and component products (including components required by our customers for the manufacture of vehicles), geopolitical uncertainties such as the Ukraine and Middle East conflicts and the impact on the regional and global economies and additional pressure on supply chain and vehicle production, the ability of Adient to execute its restructuring plans and achieve the desired benefit, automotive vehicle production levels, mix and schedules, as well as our concentration of exposure to certain automotive manufacturers, the ability of Adient to effectively launch new business at forecast and profitable levels, the ability of Adient to meet debt service requirements and, terms of future financing, the impact of global tax reform legislation, uncertainties in U.S. administrative policy regarding trade agreements, tariffs and other international trade relations, shifts in market shares among vehicles, vehicle segments or away from vehicles on which Adient has significant content, changes in consumer demand, global climate change and related emphasis on ESG matters by various stakeholders, and the ability of Adient to achieve its ESG-related goals, cancellation of or changes to commercial arrangements, and the ability of Adient to identify, recruit and retain key leadership. A detailed discussion of risks related to Adient’s business is included in the section entitled “Risk Factors” in Adient’s Annual Report on Form 10-K for the fiscal year ended September 30, 2023 filed with the U.S. Securities and Exchange Commission (the “SEC”) on November 17, 2023, and in subsequent reports filed with or furnished to the SEC, available at www.sec.gov. Potential investors and others should consider these factors in evaluating the forward-looking statements and should not place undue reliance on such statements. The forward-looking statements included in this document are made only as of the date of this document, unless otherwise specified, and, except as required by law, Adient assumes no obligation, and disclaims any obligation, to update such statements to reflect events or circumstances occurring after the date of this document.

In addition, this document includes certain projections provided by Adient with respect to the anticipated future performance of Adient’s businesses. Such projections reflect various assumptions of Adient’s management concerning the future performance of Adient’s businesses, which may or may not prove to be correct. The actual results may vary from the anticipated results and such variations may be material. Adient does not undertake any obligation to update the projections to reflect events or circumstances or changes in expectations after the date of this document or to reflect the occurrence of subsequent events. No representations or warranties are made as to the accuracy or reasonableness of such assumptions, or the projections based thereon.

This document also contains non-GAAP financial information because Adient’s management believes it may assist investors in evaluating Adient’s on-going operations. Adient believes these non-GAAP disclosures provide important supplemental information to management and investors regarding financial and business trends relating to Adient’s financial condition and results of operations. Investors should not consider these non-GAAP measures as alternatives to the related GAAP measures. A reconciliation of non-GAAP measures to their closest GAAP equivalent are included in the appendix. Reconciliations of non-GAAP measures related to FY2024 guidance have not been provided due to the unreasonable efforts it would take to provide such reconciliations.

Driving value with various innovative features



Sustainable surface materials

Energy-efficient high-end climate solutions incl neck-warmer

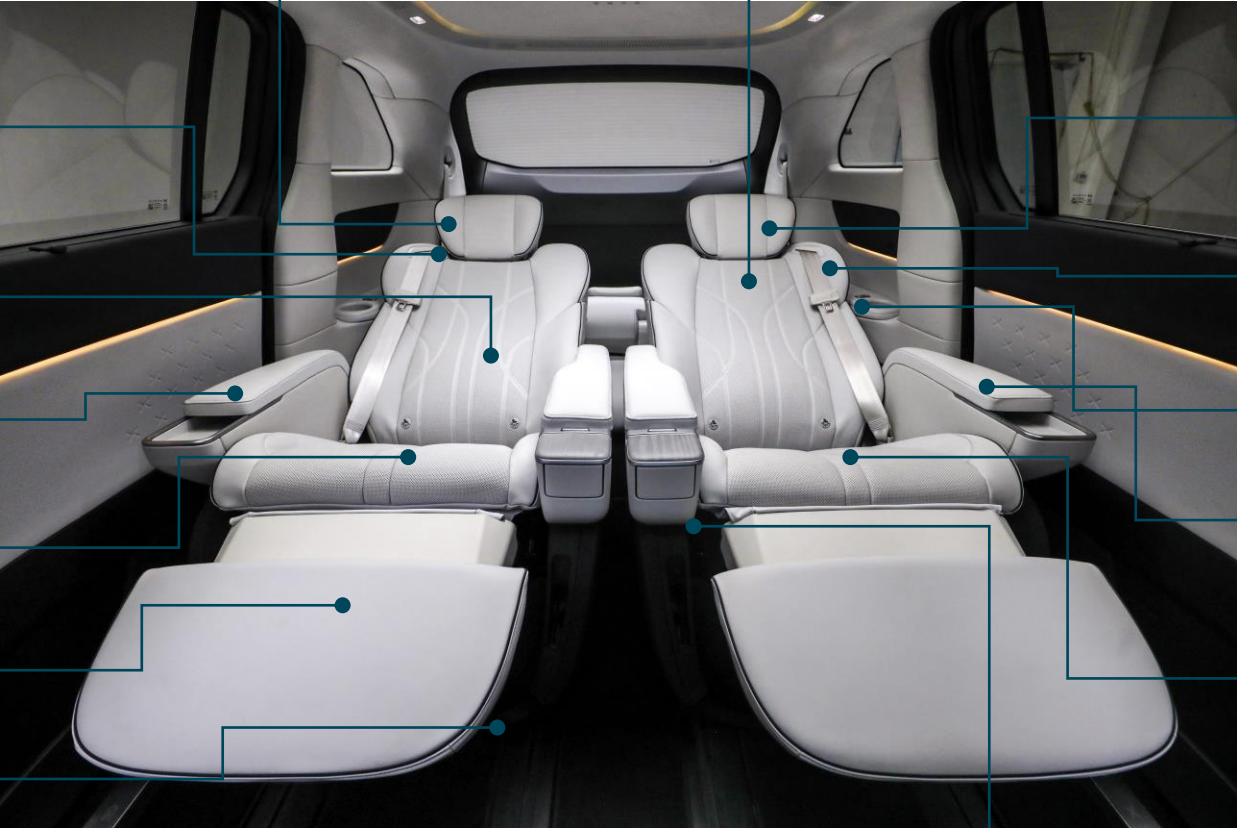
Innovative massage concept

Smart arm support

Crash system / pelvis mgmt

Calf-rest, rolling cushion extension

Long tracks



Seat ECU

Sound in Seat w/ noise cancellation

Belt integration, additional airbags

Shoulder adjustment

Hidden pull down

Deep recline with new, ergonomic, recliner-less kinematic and closed bite-line

Fast, silent power adjusters

Seat content increases by up to 2x -- potentially even more

Modular seat assembly leverages Adient's vertical integration



Historical assembly process

Seat back frame, cushion pan and components (including wire harness, motors, memory modules, fasteners) were shipped to JIT assembly individually

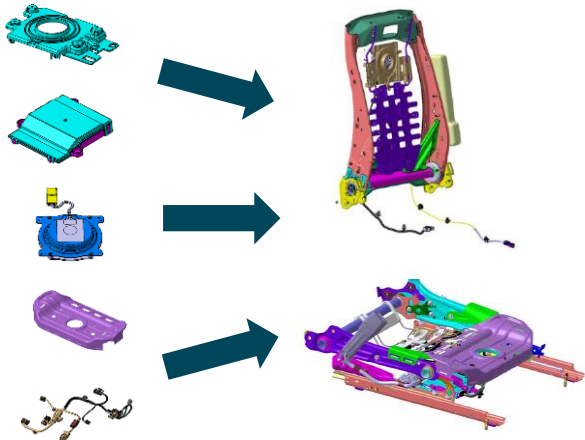


Adient's global metals capabilities enable streamlined cost and processes vs. traditional assembly



Integrated & Optimized Modular Assembly

Adient Partner Components shipped to metals stamping facility and assembled using low-cost labor



Adient Back Frame Assembly Module

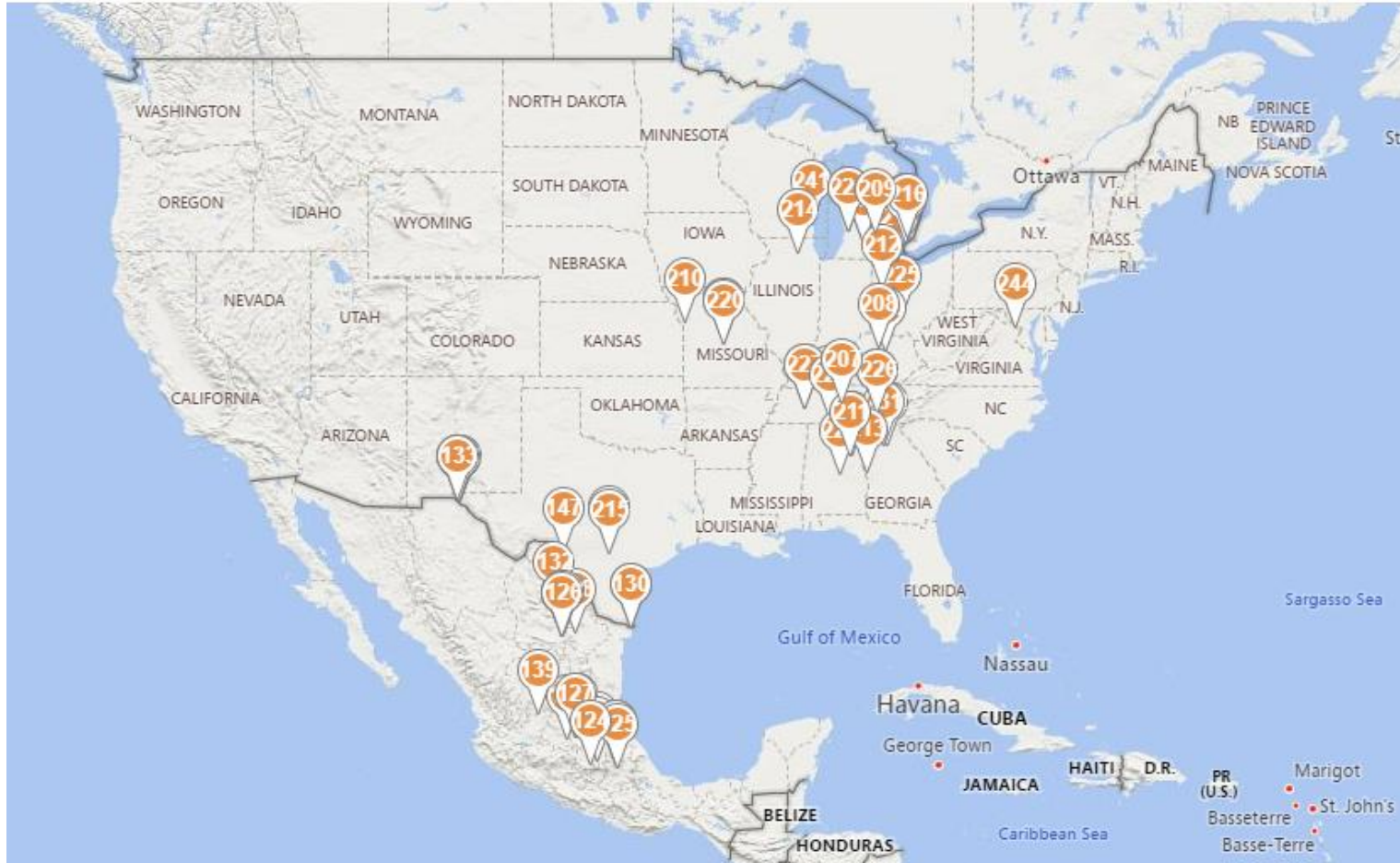
Adient Cushion Assembly Module

JIT assembly facility receives fully assembled seat cushion and back frame modules, minimizing JIT labor utilized on module assembly



- > **30% reduction in JIT Direct Labor**
- > Freight reduction
- > Inventory optimized
- > **In production in FY24**

Americas footprint overview



United States

- Avanzar – JIT/Components
- Bridgewater Detroit – JIT
- Bridgewater Warren – JIT
- Bridgewater Estaboga – JIT
- Bridgewater Lansing – JIT
- Columbia – JIT
- El Paso – Warehouse
- Georgetown – JIT/Foam
- Greenfield – JIT/Foam
- Madison Heights – Small Parts
- Murfreesboro – JIT
- Northwood – JIT
- Pulaski – Foam
- Riverside – JIT
- Setex – JIT
- Sycamore – JIT
- West Point – JIT
- Winchester – Service
- Athens – SS&M
- Battle Creek – SS&M
- Clanton – SS&M
- Eldon – SS&M
- Lakewood – SS&M
- Lexington – SS&M

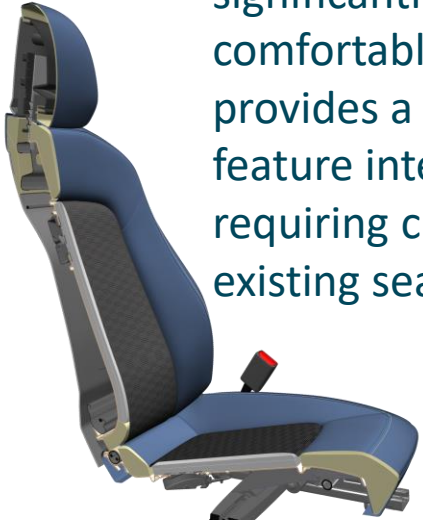
Mexico

- Acuna – Trim
- Aguacalientes – JIT
- Avanzar – JIT
- Derramadero – JIT
- Adient Juarez 1 – Trim
- Adient Juarez 3 – Trim
- Adient Juarez 4 – Trim
- Adient Juarez 6 – Trim
- Lerma Sequencing Center – JIT/ Trim
- Puebla – JIT/Trim
- Queretaro – Foam
- Technotrim Monclova – Trim
- Technotrim Saltillo – Foam/Trim
- Matamoros Metals – SS&M
- Ramos Metals – SS&M
- Ramos Stamping –SS&M
- Tlaxcala – SS&M

UltraThin combines improved content with hyper-efficiency




- > Adient, in conjunction with our thermal comfort system partners, is developing a unique approach to integrated thermal comfort
- > The smart integration of these comfort systems will precede an in-depth system to intelligently deliver comfort to EV occupants
- > Adient's award-winning UltraThin seat, integrated with thermal comfort system systems, offers a next-generation seat solution to customers
- > Modular Build by Design – Value Stream Mapping components and assembly to optimize cost



Adient's UltraThin is a significantly thin, yet highly comfortable seat that provides a high level of feature integration without requiring changes to an existing seat structure



Thermal comfort systems are integrated to produce microclimates that create personalized comfort while reducing vehicle energy consumption by up to 85%



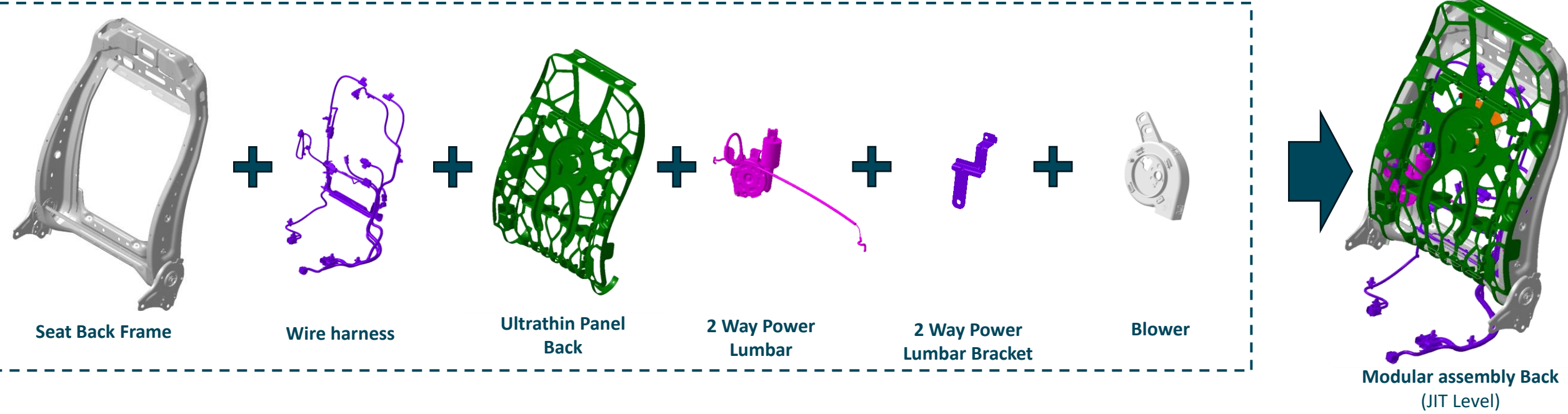
Highlights of the innovative seat solution

- > Provides individualized climate comfort through Adient seats
- > UltraThin enables OEMs the flexibility to increase battery size by up to 10%, allowing for more BEV range
- > Reduces power draw from EV batteries to enable better range without compromising comfort
- > Reduces need to flood the vehicle cabin with temperature-controlled air by delivering comfort in a more direct manner

Next Gen Ultrathin modular back assembly



Back frame subassembly built in low-cost metals footprint



Value stream mapping combined with technology advancements result in thin, comfortable product with simple JIT assembly