



J.P. Morgan Auto Group Investor Meeting Adient China Business Update

May 21, 2026



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, vehicle affordability and volatile currency exchange rates) on the global economy, increased competitive pressures in the EMEA and Asia regions from Chinese OEMs, uncertainties in U.S. administrative policy regarding trade agreements, tariffs and other international trade relations, automotive vehicle production levels, mix and schedules, as well as the concentration of exposure to certain automotive manufacturers particularly new entrants in the China market, shifts in market shares among vehicles, vehicle segments or away from vehicles on which Adient has significant content, changes in consumer demand, risks associated with Adient’s joint ventures, 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 Adient’s customers for the manufacture of vehicles), risks associated with warranty and product recall and product liability exposures, geopolitical uncertainties such as the Middle East and Ukraine conflicts and the impact on the regional and global economies and additional pressure on commodities, supply chain and vehicle production, the ability of Adient to effectively launch new business at forecast and profitable levels, the ability of Adient to successfully identify suitable opportunities for organic investment and/or acquisitions and to integrate such investments and/or acquisitions, work stoppages, including due to strikes, supply chain disruptions and similar events, wage inflationary pressures due to labor shortages and new labor negotiations, the ability of Adient to execute its restructuring plans and achieve the desired benefit, the ability of Adient to meet debt service requirements and terms of future financing, the impact of global tax reform legislation, the impact of more aggressive positions taken by tax authorities, potential adjustment of the value of deferred tax assets, global climate change and related emphasis on sustainability matters by various stakeholders, and the ability of Adient to achieve its sustainability-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, 2025 filed with the U.S. Securities and Exchange Commission (the “SEC”) on November 18, 2025, in Adient’s Quarterly Report on Form 10-Q for the fiscal quarter ended March 31, 2026, 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 the key performance indicator of business performance, which is defined as the difference in period-over-period Adjusted EBITDA excluding production volume/mix, equity income, foreign exchange and net commodity pricing. Management believes this key performance indicator encompasses the significant drivers of the performance of the business that are within management’s ability to influence and may assist investors in evaluating Adient’s on-going operations and provide important supplemental information regarding financial and business trends relating to Adient’s financial condition and results of operations. Investors should not consider this key performance indicator as an alternative to our GAAP financial results.

Agenda



> Introduction

> Adient China Business Update

James Huang

Executive VP APAC

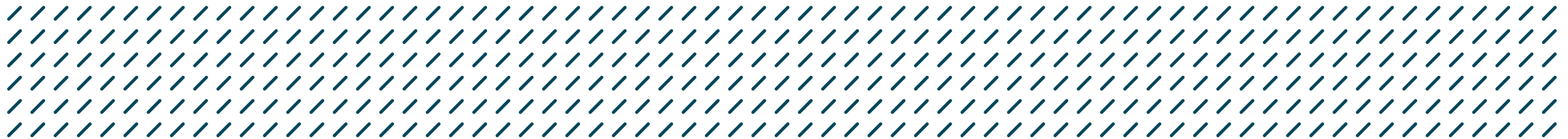
> Q&A



James Huang



Adient China Business Update



Adient APAC at a glance



We generated

~\$6B

sales revenue in FY2025 ¹



We employ

~26,000



highly engaged employees including **2,170** engineers

We have in China



39

Manufacturing locations



3

Global tech centers



2

Wholly-owned entities

7

Joint ventures

We have in Asia



25

Manufacturing locations



3

Global tech centers



in **6** countries

Adient is a top 3 seating supplier in APAC region (for both China and Asia)

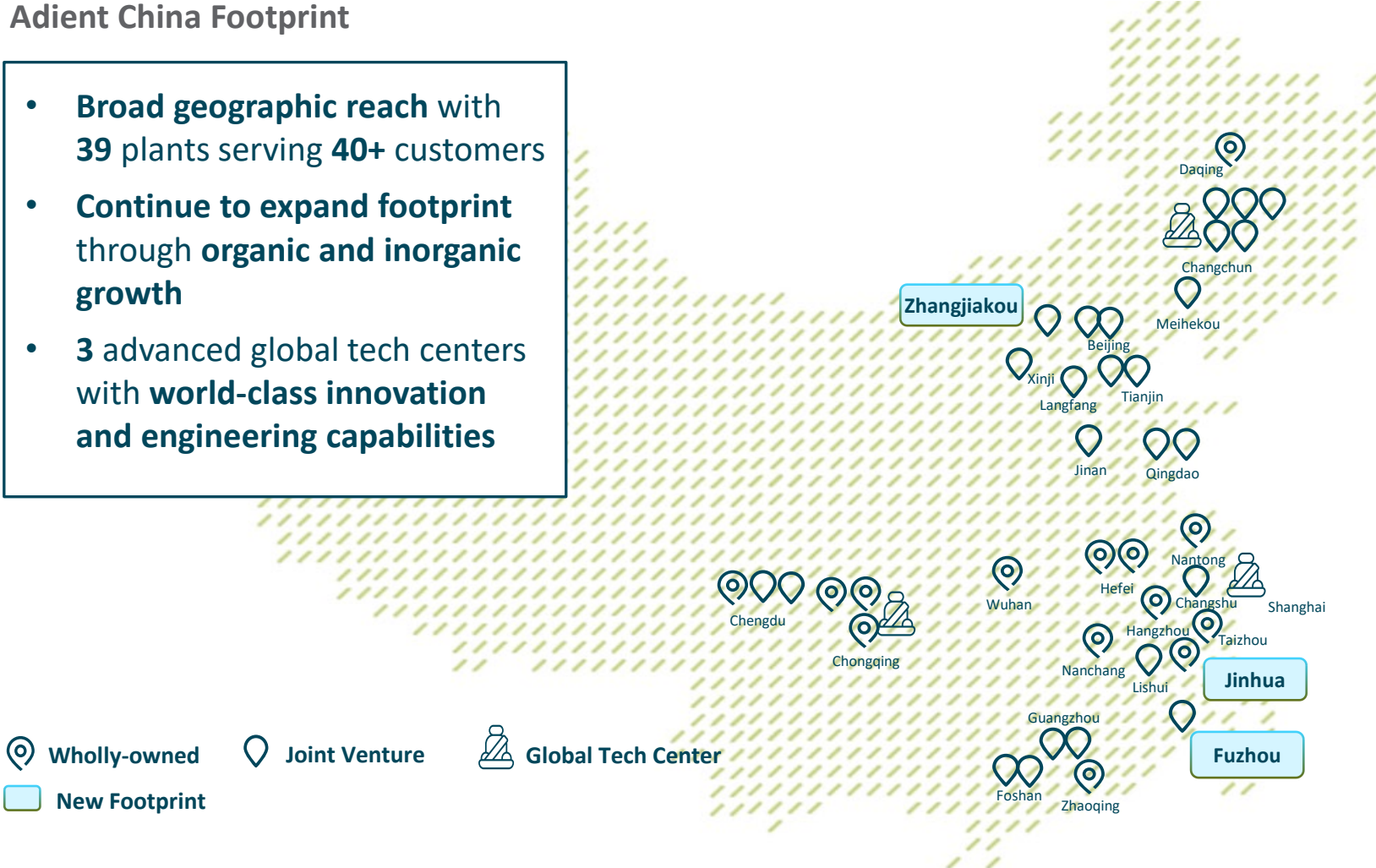
Note: ¹ Includes consolidated and unconsolidated sales

Unmatched footprint, capabilities, and scale in China



Adient China Footprint

- **Broad geographic reach with 39 plants serving 40+ customers**
- **Continue to expand footprint through organic and inorganic growth**
- **3 advanced global tech centers with world-class innovation and engineering capabilities**



Wholly-owned
 Joint Venture
 Global Tech Center
 New Footprint

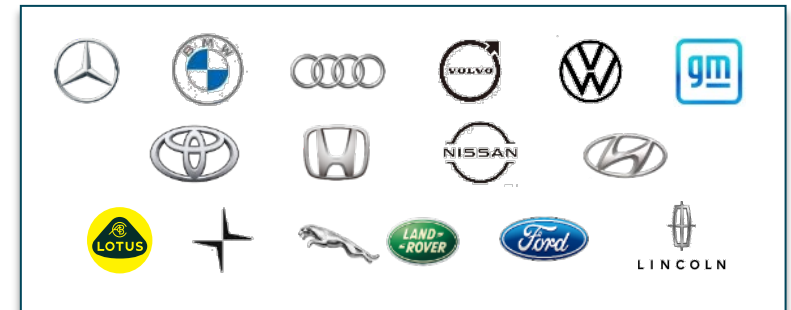
Adient China Customer Portfolio

Chinese OEMs

New Customer



Global OEMs



Established 3 new manufacturing sites to serve new customers

Wholly-owned and JV entities enabling growth across a diverse customer base

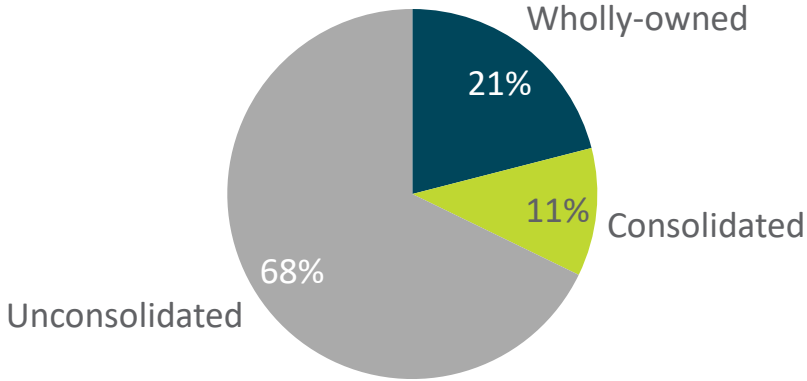


As a leading global seating supplier with highly localized operations in China, our wholly-owned and JV entities strengthen our access to and expansion across a diverse customer portfolio nationwide

Adient’s wholly-owned and JV structure in China

Wholly-owned	# of Plants	Major Products	Major Customers
ACQ	14	JIT/Foam/Trim/Metal	Volvo, Ford, Lincoln, Chang’an, Geely, BYD, NIO, Onvo, Xpeng, Leapmotor, Leading China EV maker, VOYAH, AITO, Nissan
Consolidated JVs	# of Plants	Major Products	Major Customers
BJA	4	JIT/Foam/Trim	Mercedes-Benz, Hyundai, BAIC, Stelato
GAAS	2	JIT/Metal	GAMC, Aion, Honda, Toyota
Unconsolidated JVs ¹	# of Plants	Major Products	Major Customers
CFAA	9	JIT/Foam/Trim	VW, Audi, Toyota, FAW-Hongqi, Chery
FAA	6	Metal/Mechanism	VW, Audi, Toyota, FAW-Hongqi, Chery
Keiper	2	Mechanism	Tesla, AITO, GM, VW, Geely, BYD, Chery
LF	1	Metal	Mercedes-Benz, Hyundai, BAIC, Stelato
SAA	1	JIT	Geely

China sales split in FY25



Note: ¹ With near-equal ownership, shared governance and strong partner alignment

Adient China business highlights since last year's J.P. Morgan Summit



- 1 Strong new business bookings fueling continued sales growth momentum**
 - > Won ~\$1.1B in annual business in FY25 and captured business from 4 new auto brands
 - > Sales in China continue to outperform the market: up 18% vs. market down 2% in FY26 1H, reflecting key program wins with C-OEMs
- 2 Strengthening OEM relationships through existing and new partnerships**
 - > Established a new strategic joint venture to further strengthen presence in China
 - > Continuing to explore inorganic opportunities across different dimensions to drive growth
- 3 Accelerating the commercialization of innovative solutions**
 - > 130 programs developed and 30+ innovative products commercialized in China since FY25
 - > Strong innovation-to-execution capability drives premium content and enabled new / conquest wins
- 4 Advancing operational excellence through automation and AI**
 - > 70+ new projects initiated in FY26 to invest and scale automation and AI-enabled plant digitalization, delivering cost savings and sustainable success in the region
- 5 Reinforcing supplier of choice status with execution and customer focus**
 - > Strong execution performance – 46 programs launched in FY26 and 158 active programs in launch
 - > YTD received 35+ awards recognizing our unique value to customers and the auto industry

1 Adient China organic growth accomplishments in the past year



Strong bookings and sales momentum

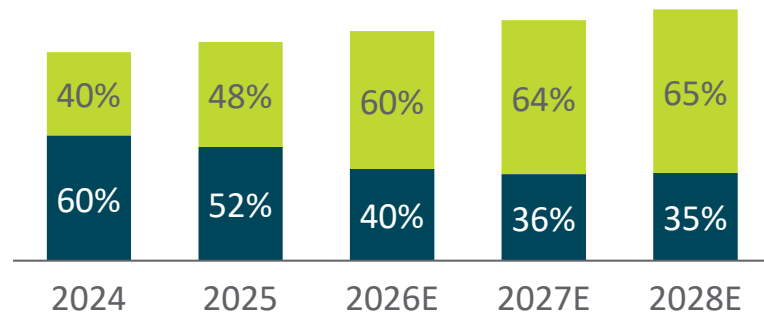
- > ~\$1.1B annual total business sourced in FY25
- > ~70% business wins in FY25 from C-OEMs, reflecting a strategic shift in customer mix aligned with market dynamics
- > Sales in China continues to outgrow the broader market: up 18% vs. market down 2% in FY26 1H

Growing new and existing customers

- > Successfully entered BYD and Chery supplier pools with new component / complete seat businesses
- > Re-established presence at Dongfeng via premium EV brand VOYAH
- > Captured a new EV customer Stelato under HIMA²
- > Adient now serves 8 of the top 10 OEM groups in China

Adient China customer mix¹ shift, FY24 – FY28E

C-OEM Global OEM



- > Leveraging high-content innovative products to drive growth with key customers, and conquer strategic programs from competitors



¹ Management estimates, including consolidated revenues

² Harmony Intelligent Mobility Alliance

1 Recent new and conquest business wins in China

Driving new and conquest business wins in China through Adiant's high-content innovations

New wins

DF-Voyah ★
H97N/H56N/H37N
Front-row
Complete Seat

BYD ★
Denza D9 & Seagull
Trim

Chery ★
Rely P3X Pick-up Truck
Complete Seat

BAIC-Stelato ★
BE22 Platform
3rd-row Complete Seat

Conquest wins

Xpeng
Mona M03
JIT and front-row
platform frame

Geely
Zeekr 9X / Lynk & Co. 900
2nd-row Frame &
Mechanism

FAW-VW
Audi PPE
Complete Seat

GAC-Toyota
V57
Rear-row Complete Seat

2 Strengthening relationship with C-OEMs through new joint venture

Adient continues to explore inorganic opportunities across different dimensions to drive growth

- > In December 2025, Adient **established a new strategic joint venture** through the acquisition of a 49% equity stake in SCI (Zhangjiakou) Co., Ltd., a local Chinese supplier under Zhejiang Yoening Technology Group
- > This collaboration aims to **strengthen relationship with key Chinese OEMs** and represents another strategic move for Adient in **strengthening its presence in China**



Key benefits and synergies:

- > New business opportunities to grow market share within the domestic China market
- > Expansion of our footprint to support new customers
- > Enhanced product development and innovation

Latest progress of the JV:

- > JV established as SCI Adient (ZJK) Automotive Components Co., Ltd.
- > First plant in operation
- > The JV **won its first new complete seat business from Geely**

3 Delivering sustainable value through industry leading engineering capabilities and product innovations



- > Adient China continues to **upgrade our engineering facilities and capabilities** to pioneer seating solutions for today and tomorrow
- > **Our industry-leading innovative products enable new & conquest business wins** through differentiated in-vehicle experience
- > China TCs are actively **applying AI-enabled technologies** across seating engineering design and development

3
Global Tech Centers

~1,200
Engineers

40+
Customers

China engineering highlights since FY25

~130
Complete seat programs
active

30+
Innovative products
commercialized



Innovative product portfolio driving better in-vehicle experience



Sled Test with latest configuration



New showroom in Shanghai




AI-driven engineering workflows

3 Accelerating the commercialization of Adient's innovative products



Examples of Recently Commercialized Innovations




Two new Chinese OEM models




NIO ES9

ProForce Massage *Flow*  


StepJoy Foot Massage  



**Trumpchi M8/S9
Hyptec A800**



Nissan NX8



Leapmotor D99

ProForce Massage *Focus*  

Adaptive Seat  

Power long track and swivel  


Ongoing Commercialization Discussion




ModuGo Seat



-  Modular design
-  Adaptive support
-  Improved JIT efficiency

C-Coupe



-  Zero-gravity frame
-  Forward folding
-  Height adjustment



TruMassage Seat

-  Shoulder massage
-  Calf rest massage

Z-Guard

-  Zero-gravity dynamic safety solution
- 

4 Reinforcing competitive advantages in operational excellence through automation and AI-enabled digitalization



Automation and AI-enabled digitalization are key enablers to drive positive business performance and margin expansion

> Adient China remains committed to **investing and scaling in automation and AI-enabled smart manufacturing technologies** to drive sustained success

- > **70+** automation projects initiated in FY26
- > **~400+ robots** and **~300 AGVs** already in place across all plants in China
- > Commenced early-stage use of **humanoid robots** and developing shopfloor applications
- > Ongoing investments for program launches and CI projects, with quick payback and significant cost reduction

Adient's focused areas in automation and digital technologies



JIT

- > Smart steaming
- > AI visual inspection
- > Auto marriage and EOL



Foam

- > Anti-squeak / mold release auto spray
- > Auto mold cleaning
- > Camera-based auto inspection



Trim

- > Humanoid robot for quilting and perforation
- > Auto sewing and monitoring systems



Metal



Mechanism

- > Welding seam AI inspection
- > Long rail track auto inspection
- > Automated long rail track marriage

- > Spreading the use of AGVs / AMRs / AGFs ¹ across all product groups

Automation equipment / technologies at Adient China facilities



Humanoid Robot for Quilting and Perforation



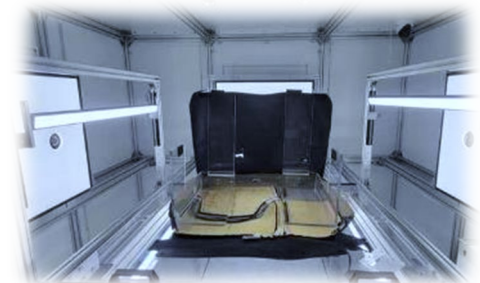
Auto Sewing



Smart Steaming



Welding Seam AI Inspection



AI Visual Inspection

Note: ¹ AGV: Automated Guided Vehicles; AMR: Autonomous Mobile Robots; AGF: Automated Guided Forklift

5 Program launch success rate continues to execute at a high level

- > 46 programs launched YTD in FY26, 45% of seating programs are high-content; in total 158 active programs in launch
- > Exceptional execution and high agility continues to enable complex high-content launches with short lead times
- > Adient's foot massage innovation StepJoy successfully launched on NIO ES9 model

Key FY26 program launches

GAC Hyptec A800

Complete seat

Zero Gravity / Proforce Massage / Push Tray Table



Leapmotor D19

2nd & 3rd row complete seat

Zero Gravity / One Touch Recliner



Nissan NX8

1st row JIT/foam/trim/headrest

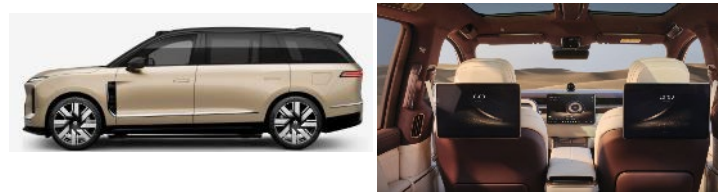
Adaptive Seat System / Zero Gravity



NIO ES9

1st row JIT/foam/trim

StepJoy / Long Rail Track / Adaptive Display



Toyota RAV4

JIT/foam/trim

Adient designed ANGS structure



Geely Galaxy L380

Complete seat

Long Rail Track / Music Headrest



Complete Seat System: JIT/Trim/Foam/Metals



Electric vehicle

5 Adient remains an industry leading global seating supplier in China



Adient China received 35+ recognition YTD in FY26

Adient China's unique value drivers for OEM customers



Adient's strategic priorities to drive shareholder values in China



Profitable Growth

- > Adient is well positioned to **outgrow the market** driven by strong business wins with C-OEMs, while **delivering robust EBITDA and cash flow** over the foreseeable future
- > Continuing to **explore inorganic growth opportunities** across multiple dimensions

Automation and AI-enabled Operational Excellence

- > Continue to drive **efficiency and cost optimization** through **automation** and **plant digitalization**
- > Remain focused on **execution excellence** and delivering value to OEM customers

Innovation Leadership and Speed to Market

- > Utilize world-class engineering capabilities to **develop and commercialize high-content innovations**, driving new and conquest business wins
- > Actively **applying AI-enabled technologies** across seating engineering design and development

Optimized Capital Allocation

- > Adient China will make maximum efforts to **expand market share** with existing footprint, common product platform, **minimized investment** and **disciplined capital allocation**



Q&A





Appendix



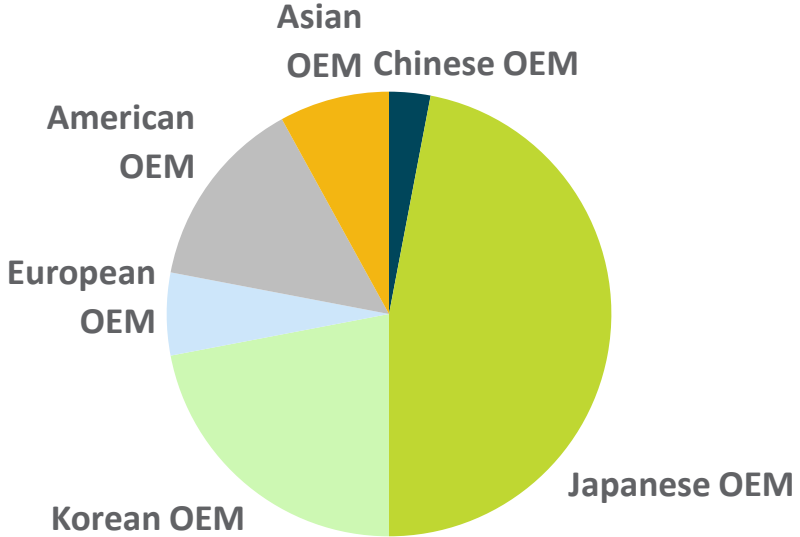
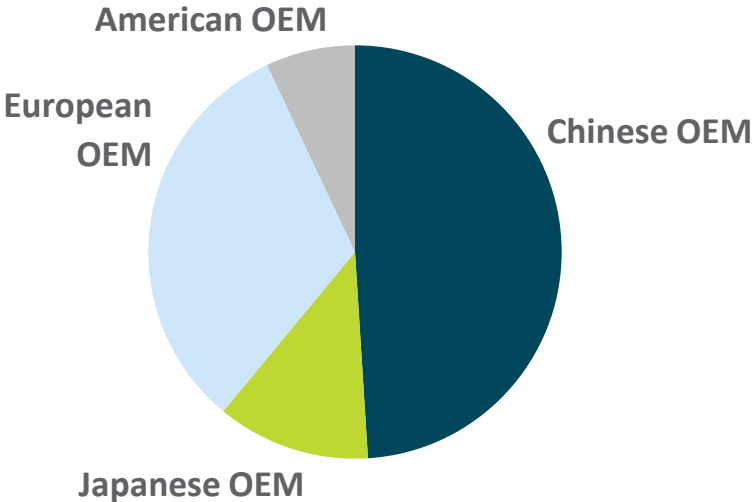
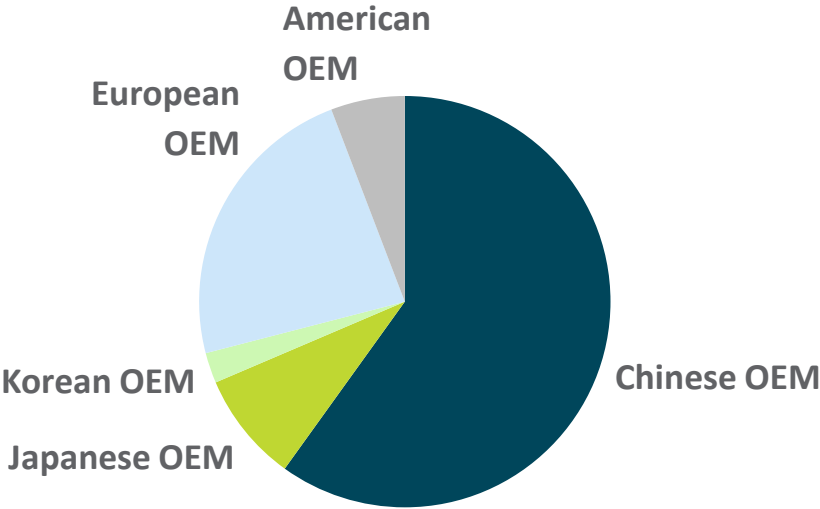
Adient APAC FY2026 customer mix by revenue



China Consolidated Business

China Non-consolidated Business ¹

Asia ex China Business



Our APAC business reflects a broad and well-balanced customer base throughout the region enhancing stability and long-term growth

Note: ¹ Includes third-party component sales