



ES³ Development & Transformation

June 2021

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 expectation for the strategic transactions in China, its deleveraging transactions and the amendment and extension of Adient’s term loan credit agreement (collectively, the “Transactions”), timing, benefits and outcomes of the Transactions, as well as its future plans, objectives, market position, outlook, 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. 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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, 2020 filed with the U.S. Securities and Exchange Commission (the “SEC”) on November 30, 2020, Quarterly Report on Form 10-Q for the Quarterly Period ended December 31, 2020 filed with the SEC on February 5, 2021, Quarterly Report on Form 10-Q for the Quarterly Period ended March 31, 2021 filed with the SEC on May 6, 2021, 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.

Today's presenters



Doug Del Grosso
President and CEO



Jeff Stafeil
Executive VP and CFO



What is ES³?



	JD Power Results
	Market Research
	VAVE Workshops
	Innovation Portfolio
	Warranty Analysis
	Benchmarking
	IIHS Rating



Evolution of Seating Systems Sustainability

Leveraging the available knowledge to create opportunities and value for our customers to improve their market performance and increase Adient's overall value-add

Customer R&D Collaboration
Joint Development with customer on target vehicles

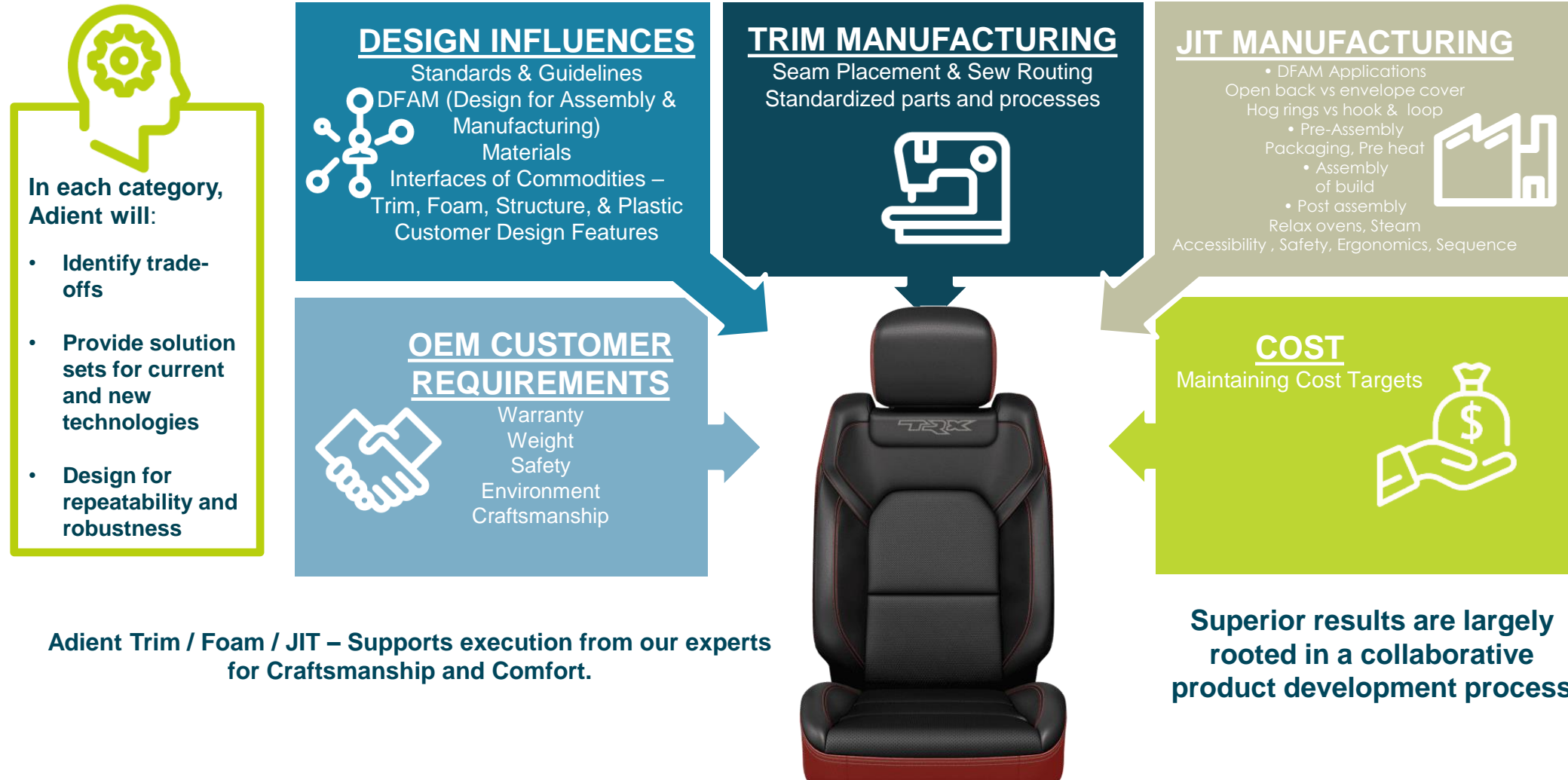
Phase 0-1 (RFI/RFQ)
Influence OEM content & sourcing decisions with market knowledge

Phase 2-3
VAVE Workshop at Development Start aiming to improve profitability

Post Job 1
Drive continuous improvement (VA)

Benefits of a JIT / Foam / Trim Package

5 key factors are applied to produce a quality seat



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Workstreams Impacted by ES³



Product & Process Optimization



Operational Waste

Volume & JPH Forecast Accuracy



Drives Operational Performance



Reduces Trapped Labor, Premiums & Obsolesces

Complexity Reduction



Drives Operational Requirements



Reduce sq. ft., part movement, Eng. \$, Obs. risks

Engineering Specification

Overspecification



Drives Development and Product Cost



Reduces cost, program timing risk

Testing and Samples



Drives EDD Cost



Reduce cost and timing

VAVE

Product Competitiveness



Drives Content Cost



Reduce cost by aligning content to market

Network Optimization

Supplier Performance & Competitiveness



Determines Overall Value



Align value with right Supplier

Logistics and Footprint



Density, Freight, and Value Chain Improvement



Reduce non-value-added cost

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ES³ – Design Complexity and Operational Waste

Schedule Stability

Customer	XXX	Customer 1	Customer 2	Customer 3
Schedule adherence - volume	92%	98%	95%	94%
Schedule adherence - mix	74%	95%	89%	89%

Trapped Labor



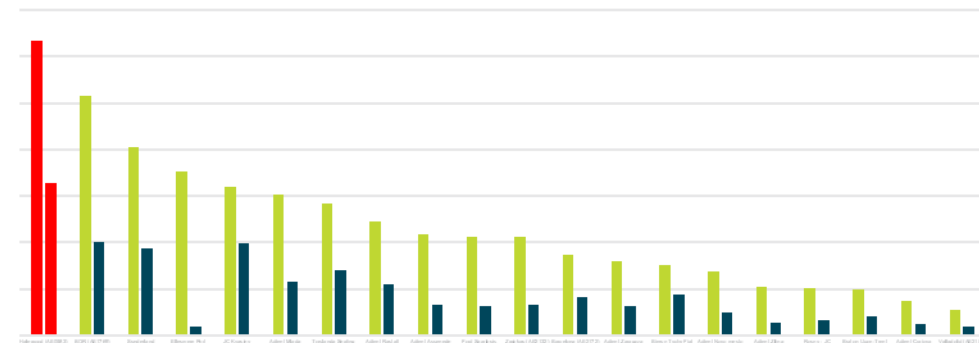
OEM Ordering Stability

- OEM actual order schedules drives trapped labor and operational inefficiencies when it significantly deviates from original business award

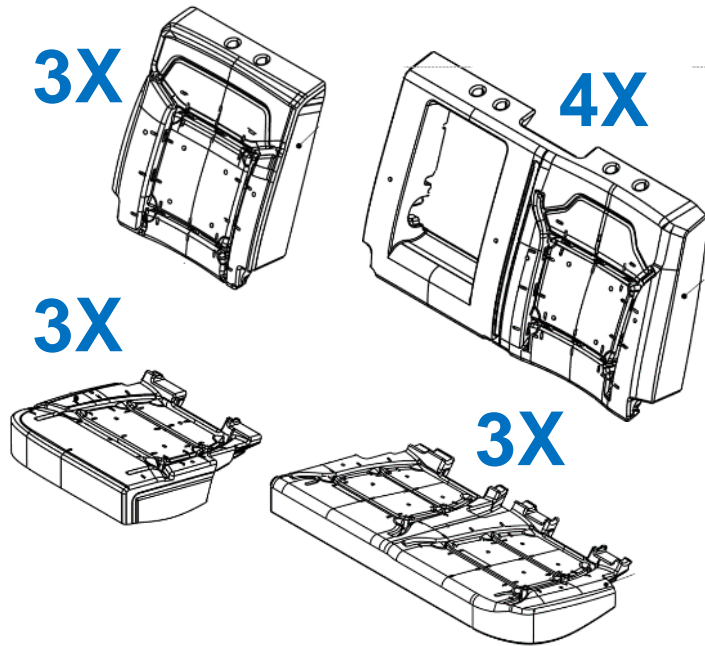
Critical Platform Characteristics

- Part Numbers / Volume Ratio are key complexity metrics
- 23 JIT plants benchmarked to create customer ranking
- Platforms that have the highest complexity ratio are highlighted for efficiency improvements

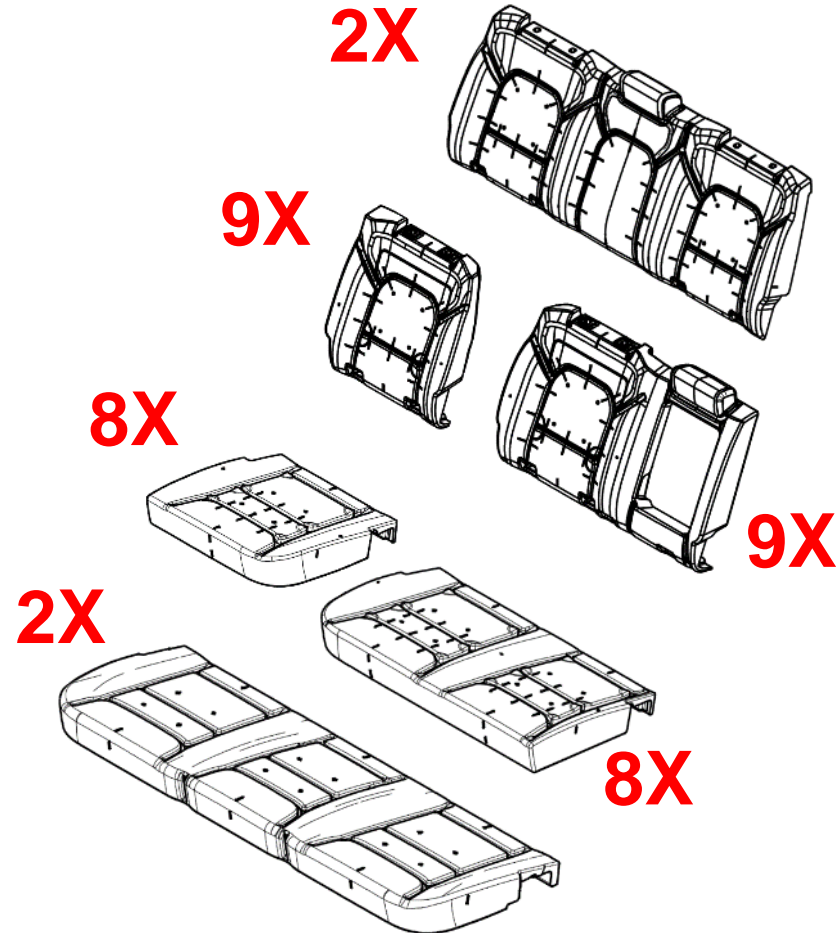
JIT BOM vs Volume Ratio (Complexity)



Competitor 13 total foam pads



OEM in Focus 38 total foam pads



Design Complexity Analysis

- For similar full-size pick-up truck applications, the seat complexity was evaluated
- The analysis of the complexity illustrated a significant part number proliferation due to feature set combinations
- The excessive complexity was reviewed with the customer to develop steps to reduce platform part numbers which drives cost reductions

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ES³ – Engineering Specifications

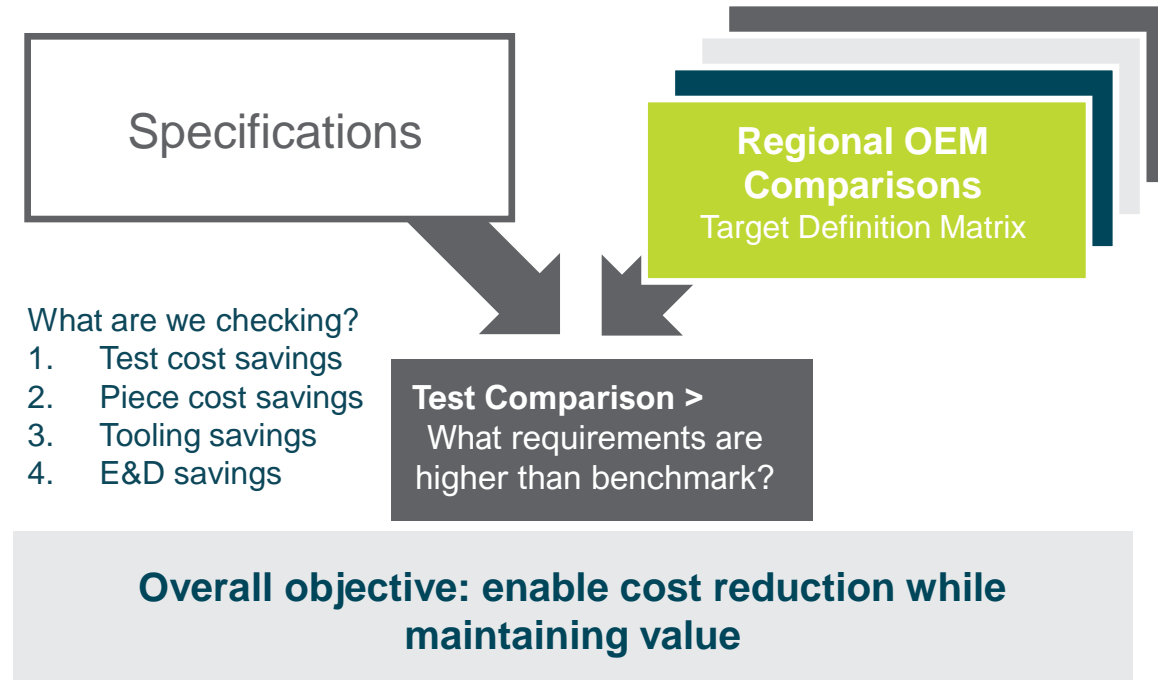
Summary:

- **With Adient's broad customer base and engineering knowledge, the customer requirements are consolidated and analyzed**
- **Specific customer requirements are compared with the total OEM population to determine gaps and opportunities to normalize the specifications and drive optimization**

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Result: ~100 specifications comparison

- Both internal comparison of customer and comparison to market
- Identify specs higher than industry
- Create proposals for further discussion and cost reduction



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ES³ – Market Research and Customer Feedback



Marketing Vehicle Content Comparison



Row 1			
Vehicle	Vehicle 1	Vehicle 2	Vehicle 3
Price Range	NA	\$32K - \$44K	\$30K - \$53K
Seat Material 1st Row Low	Cloth	Leatherette/Vinyl	Cloth
Seat Material 1st Row Mid	Cloth, Leather	Leatherette/Vinyl, Leather	Cloth, Leather
Seat Material 1st Row High	Leather	Leather	Leather
Seating Actuation	4W Manual, 6W Power	4W Manual, 6W Power	6W Power
Recline 1st Row Driver	Manual, Power	Manual, Power	Manual, Power
Lumbar 1st Row Driver	2W Manual, 2W Power	None, 2W Power	None, 2W Power
Seating Actuation	2W Manual, 2W Power	2W Manual, 6W Power	2W Manual, 4W Power
Recline 1st Row Pass	Manual, Power	Manual, Power	Manual, Power
Lumbar 1st Row Pass	None	None	None, 2W Power
1st Row Heated Seats	None, Standard	None, Standard	None, Optional Standard
1st Row Ventilated Seats	None, Standard	None, Standard	None, Standard
Additional Features	NA	Cushion Extender	NA
Driver Memory Seat	None, Standard	Standard	None, Standard
Map Pocket	Driver side only	Standard, Driver and Passenger	Standard, Driver and Passenger

Source: Autoknowledge VIC

Segment Differentiator

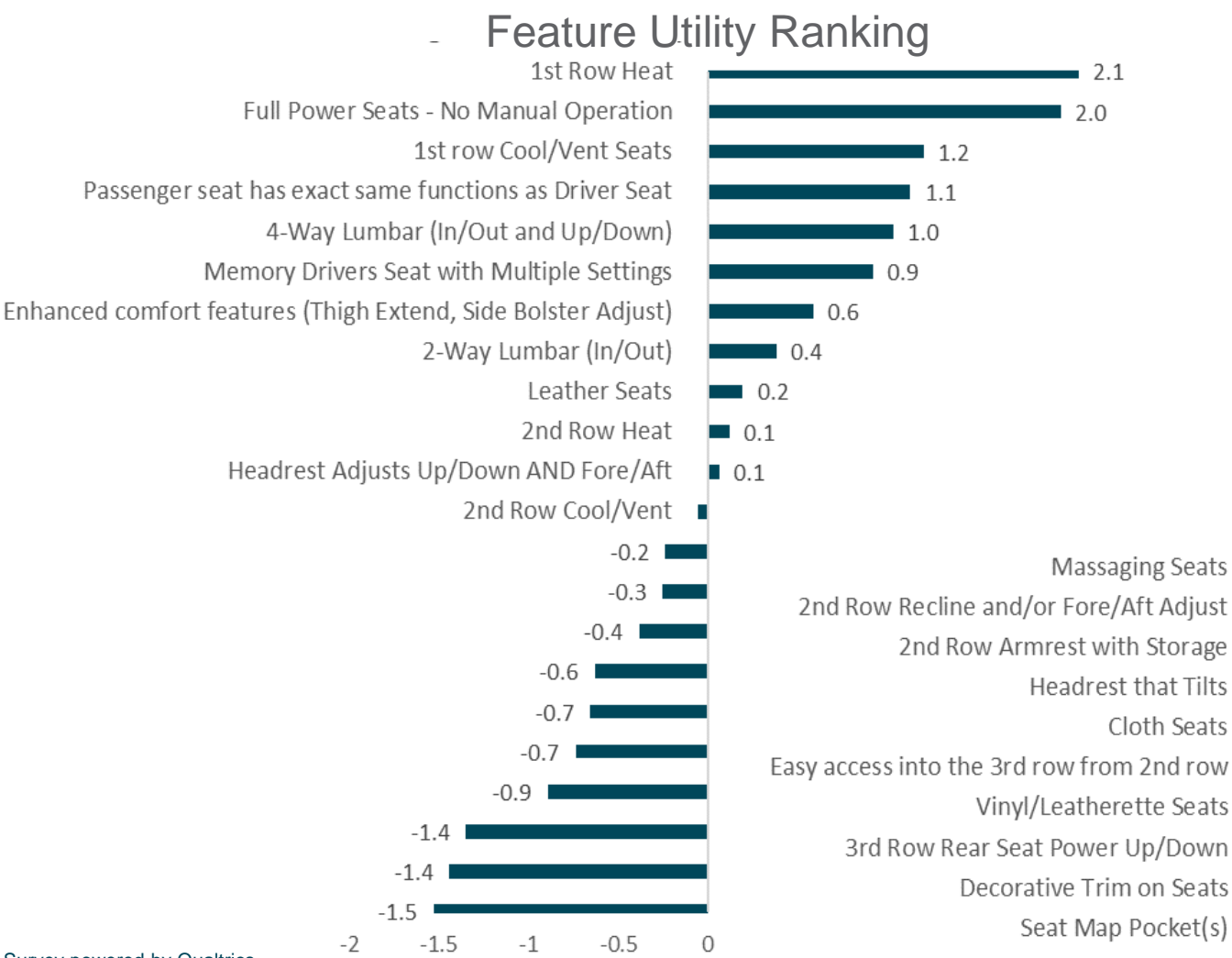
Under-Contented Feature

Over-Contented Feature

Marketing Analysis and Benchmarking

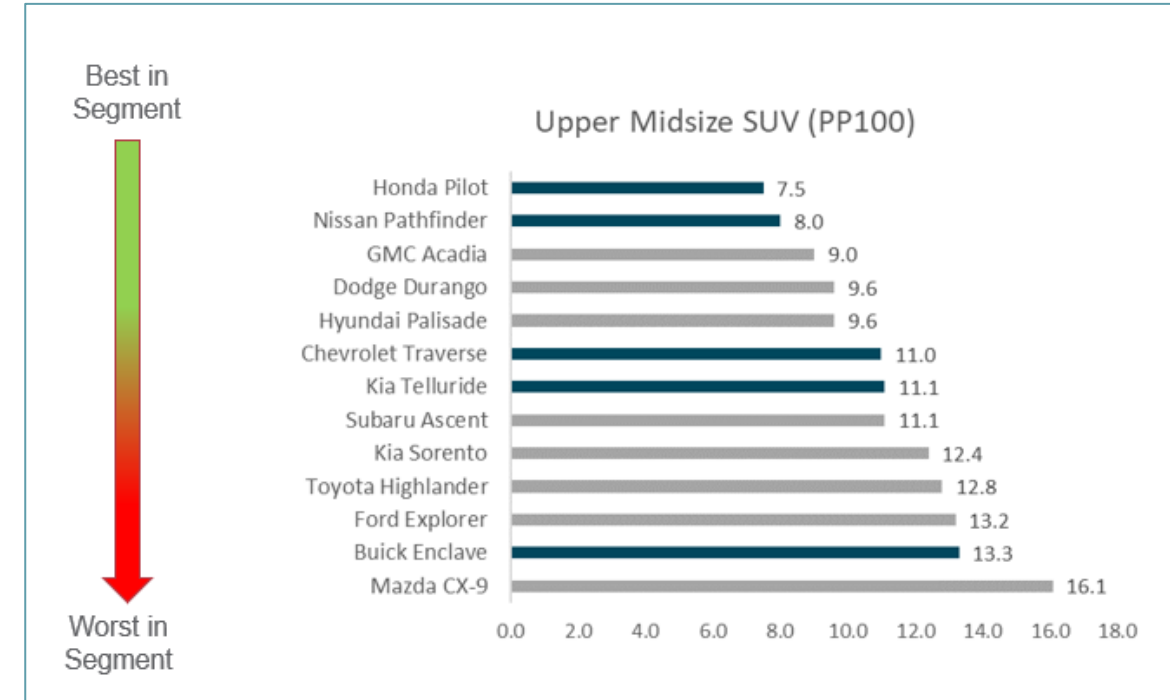
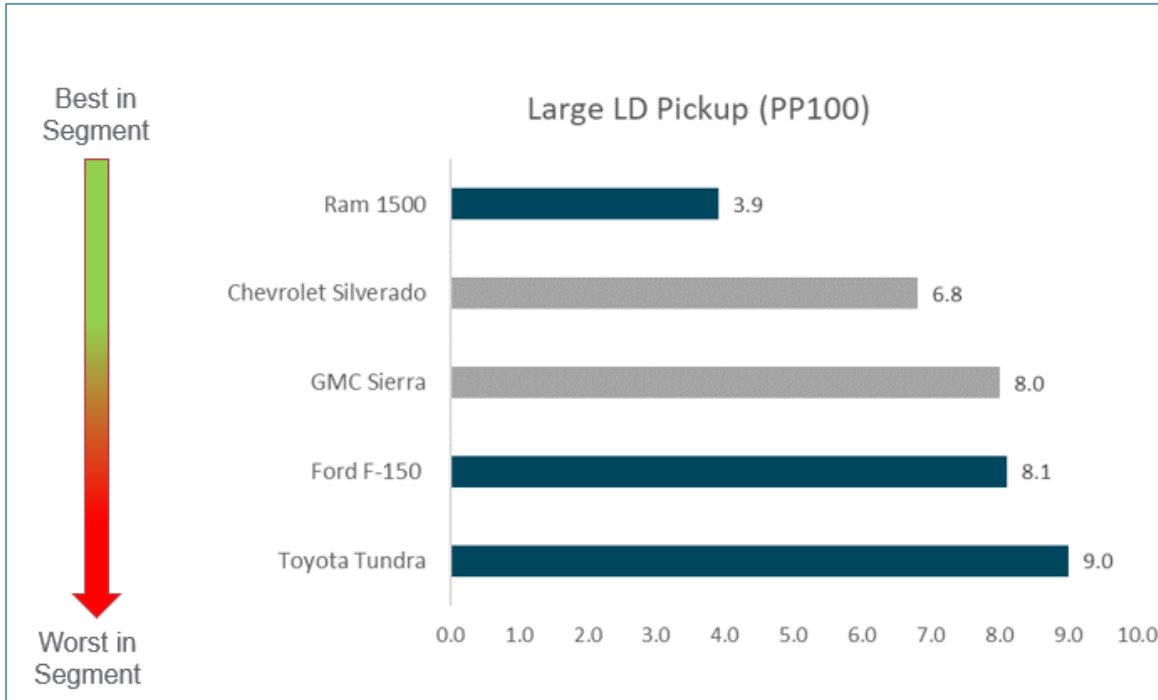
Comparing vehicle content vs. the competition outlines features that are outliers and can be modified to improve competitiveness of the vehicle

Output of the studies enables Adient to make recommendations to OEMs on cost reduction opportunities and feature set optimization



Survey powered by Qualtrics
Positive score means the feature selected was "most" preferred more often than "least".
Negative score means the feature selected was "least" preferred more often than "most"

- ### Independent Customer Research
- Custom surveys were sent to 500+ end users to investigate the perceived value of various seat features
 - Recipients selected most preferred features to provide a clear view of seat feature prioritization
 - Adient leverages information to influence customer future design content and improve customer satisfaction

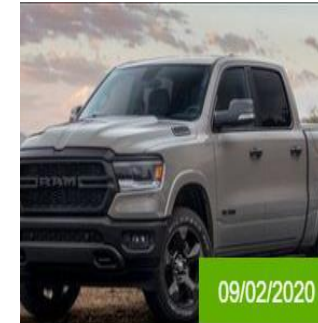


JD Power Analysis and Recommendations

- JD Power results are analyzed on an annual basis to improve our understanding of customer perceptions and satisfaction
- The data is leveraged to make design recommendations intended to improve the future seat content and increase overall customer satisfaction and competitiveness

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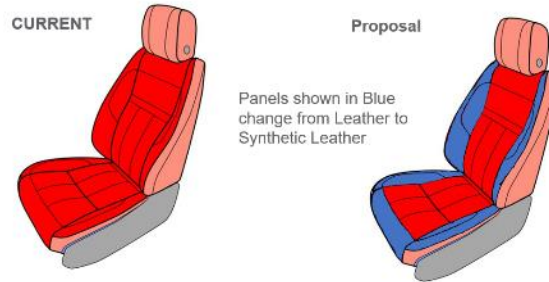
ES³ – VAVE Workshops & Design Changes



VAVE Workshops for Idea Generation

- Facilities available in each region to conduct detailed teardown and benchmarking studies
- Workshops held with engineering, suppliers and customers to identify opportunities to drive continual cost reduction activity through the global organization

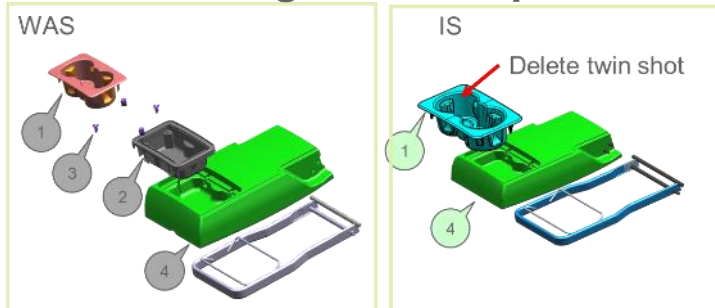
#1 – Leather Inserts / Synthetic Leather Bolsters



\$ 55 cost reduction

500g weight reduction

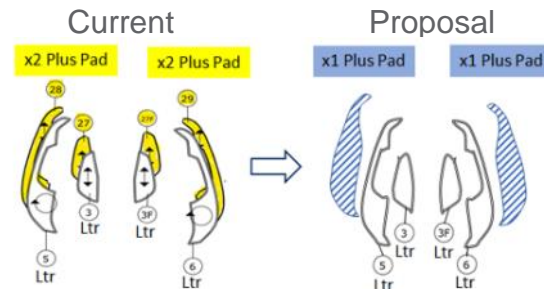
#2 - Row 2 - Armrest Single Shot Cup Holder & Direct Fitment



\$2.25 cost reduction

150g weight reduction

#3 – Combine Plus Pads Across Multiple Leather Panels

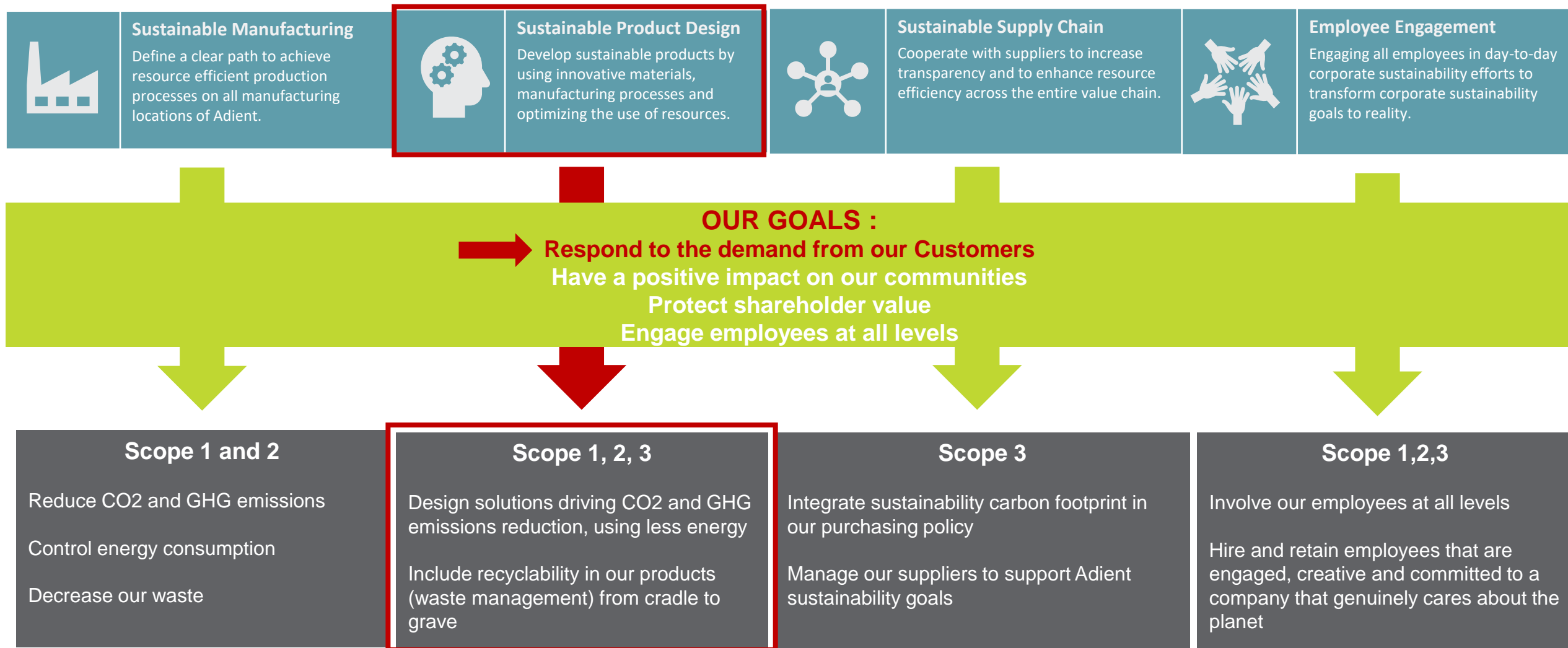


\$1.50 cost reduction

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Environmental Sustainability

Adient Environmental Sustainability Strategy



➤ Seat solutions to support electric vehicles (EVs)



Cost: To succeed in “Autos 2.0,” a significant amount of investment dollars are required by OEMs (especially with non-traditional engineering resources, such as software engineers)

- All things being equal, less expensive seat solutions will generally displace more costly products



Sustainability: Electrification is being driven by sustainable and carbon neutral approaches

- Sustainable seat solutions are becoming increasingly important
- Potential for conflicts between certain aspects of EV attributes and sustainability strategies (i.e., light weighting and composite recycling)



C.A.S.E.: Connected, Autonomous, Shared, Electrified requirements are intertwined with the EV market, especially with Autonomous Vehicles



Comfort: Some postures may be affected as block height and floor pan architectures change



Function & Convenience: Track design and battery access may also be elements that affect the design of the seat

ES³ driving solutions designed to accommodate changing seating attributes and trends related to EVs

> Summary

Adient's ES³ process is being deployed globally to drive quality seat solutions for our customers

Superior results are largely rooted in a collaborative product development process. Process optimization typically relates to the following elements:

- Operational waste reduction
- Engineering specifications
- Market research & customer feedback
- VAVE & design
- Network optimization

ES³ facilitates identification of environmentally “sustainable” seat solutions in the development process

Numerous benefits are being recognized by Adient and its customers (robust seat designs, improved margin performance, reduced weight, sustainable solutions, etc.)



ES³ is viewed as a key enabler for value creation and improved performance for Adient and its customers