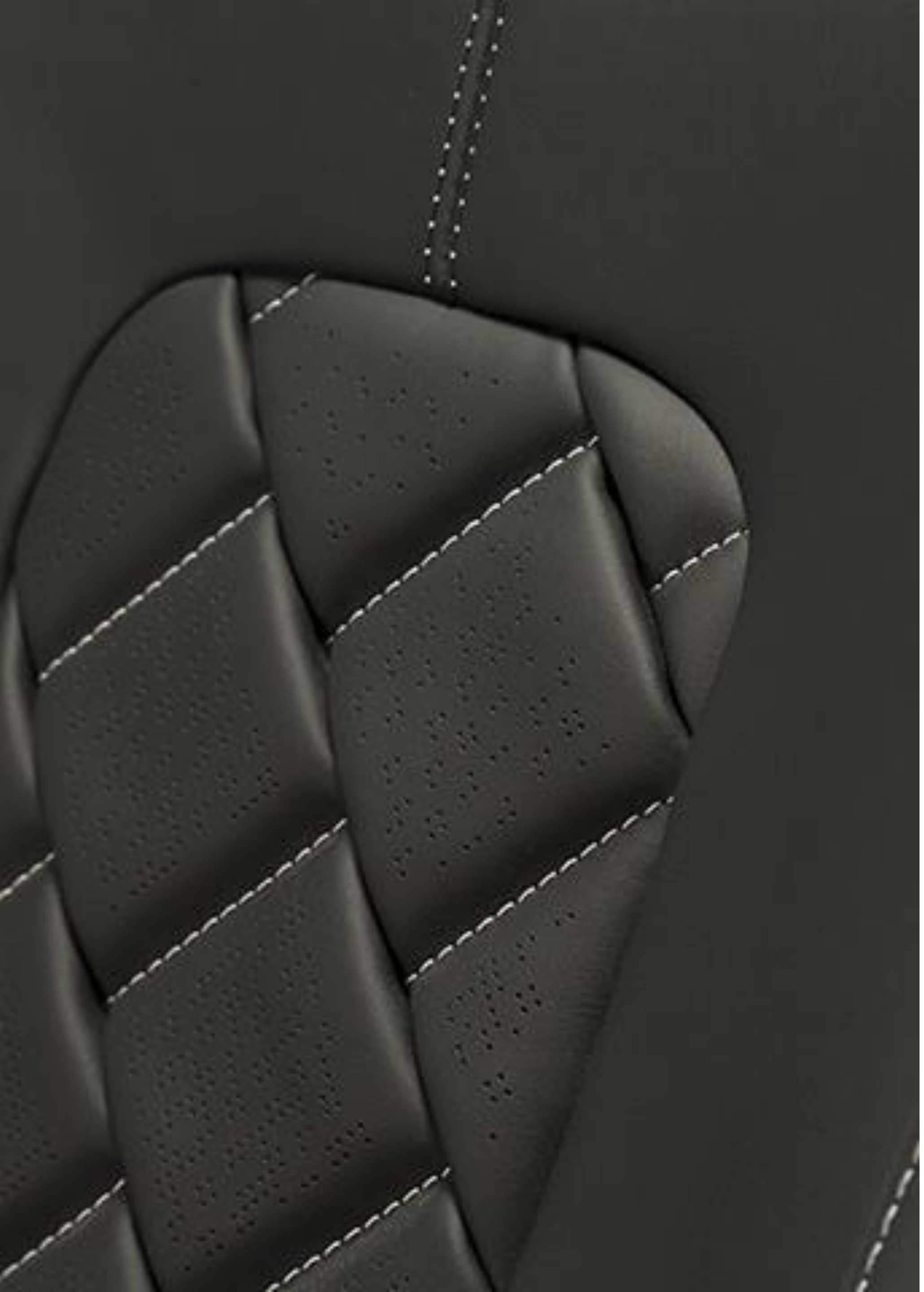


ADIENT

FY 2022 Fourth Quarter Earnings Call

November 4, 2022

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 Ukraine conflict and COVID lockdowns in China and their impact on regional, global economies and additional pressure on supply chains and vehicle production, the effects of local and national economic, credit and capital market conditions on the economy in general, and other risks and uncertainties, the continued financial and operational impacts of and uncertainties relating to the COVID-19 pandemic on Adient and its customers, suppliers, joint venture partners and other parties, work stoppages, including due to supply chain disruptions and similar events, energy and commodity prices, the company'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 (i.e., semiconductors)), whether deleveraging activities may yield additional value for shareholders at all or on the same or different terms as those described herein, the ability of Adient to execute its turnaround plan, 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, the terms of future financing, the impact of tax reform legislation, uncertainties in U.S. administrative policy regarding trade agreements, tariffs and other international trade relations, general economic and business conditions, the strength of the U.S. or other economies, 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, currency exchange rates and 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, 2021 filed with the U.S. Securities and Exchange Commission (the "SEC") on November 23, 2021, Quarterly Report on Form 10-Q for the Quarterly Period ended December 31, 2021, filed with the SEC on February 4, 2022, Quarterly Report on Form 10-Q for the Quarterly Period ended March 31, 2022, filed with the SEC on May 5, 2022, Quarterly Report on From 10-Q for the Quarterly Period ended June 30, 2022, filed with the SEC on August 5, 2022 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 FY2023 guidance have not been provided due to the unreasonable efforts it would take to provide such reconciliations.

Agenda

- > **Introduction**
  Mark Oswald
  VP, Treasurer & Investor Relations
- > **Business Update**
  Doug Del Grosso
  President and CEO
- > **Financial Review**
  Jeff Stafeil
  Executive VP and CFO
- > **Q&A**

Navigating through the current operating environment

External factors

A volatile and significantly reduced vehicle production environment (resulting from continued supply chain disruptions) as well as rising energy and input costs continue to have a significant impact on the industry and Adient's near-term results:

> Q4FY22 results were impacted by roughly ~$65M in lost volume and operating inefficiencies (including <$10M of temporary savings); for FY22, the company estimates these external factors impacted revenue and Adj. EBITDA by ~$2.2B and ~$600M, respectively

> Although certain external pressures are progressing in a positive direction (i.e., modestly improving customer production schedules, lower ocean freight, etc.), other headwinds remain a risk / headwind entering FY23 (i.e., European energy, labor inflation, FX, rising interest rates, supply chains that have not fully recovered)

Remaining focused

Remaining focused and executing our strategy has enabled the company to navigate through the current environment – positioning Adient for sustained success:

> Flawless execution of the day-to-day processes (launch execution, cost/operational improvement, and customer profitability management)

> Implementing actions to mitigate the impact of prolonged supply chain disruptions and rising input costs including, but not limited to, reducing structural costs, collaborating with customers to reduce material / input costs and opportunistically using alternative ports to reduce ocean freight costs

> An expected y-o-y improvement in the operating environment, combined with additional "self-help" initiatives, are expected to underpin earnings, margin and FCF growth in FY23 vs. FY22 (see slides 20 - 21 for FY23 planning assumptions and company guidance)

> Adient's strong operational performance, transformed balance sheet and confidence in achieving its long-term plan underpinned the Board of Directors decision to approve a $600M share repurchase program

Key Q4FY22 Financial Metrics

Numerous external pressures continue to influence Adient's near-term results.

Consolidated Revenue	**~$3.7B** **(up 32% y-o-y; up 24% vs. Q4FY21 pro forma) [1]**
Adj. EBITDA	**$227M [2]** **(up $109m y-o-y; up $157m vs. Q4FY21 pro forma) [1]**
Cash Balance	**$947M** **(at September 30, 2022)**
Gross Debt and Net Debt	**~$2.6B and ~$1.6B, respectively** **(repaid $92M 9% notes principal during the quarter)**

1 – Pro forma adjusted for portfolio actions executed in FY21, see appendix for detail
2 – For Non-GAAP and adjusted results, see appendix for detail and reconciliation to U.S. GAAP

Focused strategy driving forward progress

Leading supplier focused on automotive seating

- Global reach and scale
- Vertically integrated to supply complete seating systems as well as foam, trim and metal components
- Integrated, in-house capabilities allow Adient to take products from research and design to engineering and manufacturing

Driving operational and financial improvements

- Intense focus on launch management, execution, quality, further solidifying “supplier of choice” status
- Significant progress on balance sheet transformation (~$1.9B debt repayments since Q4FY20)
- Executed actions to reduce Adient’s FCF breakeven to ~80M units globally

Strengthening our leading position

- Significant EV wins across the globe (new entrants and legacy)
- Strategic transformation in China now enables Adient to grow independently
- Partnering with customers to develop seats for the future (ES3 initiatives, sustainable solutions, green steel, venture capital alliances)

Creating a sustainable future together

- Committed to positive environmental, social and governance-related business practices
- Increased commitments to ESG initiatives throughout 2022 -- including publication of our Deforestation Policy, Human Rights Policy Statement and DE&I Commitment Statement

**Driving value to all of Adient’s stakeholders –
investors, customers, employees and the communities in which we operate**

Enhancing Adient's capital allocation plan

- The ability to drive the business forward despite the challenging operating environment has enabled the company to enhance its capital allocation plan
- Adient's capital allocation plan has prioritized deleveraging; on track and progressing towards the company's target leverage threshold (~1.5x - 2.0x net debt / adj.-EBITDA)
  - FY23 Plan suggests net leverage will settle within the target threshold due to:
    - Significant progress made on voluntary debt repayments over the past 2-years
      - ~$1.9B of debt repaid since Q4FY20 (remaining stub of 9% notes repaid in September bringing FY22 debt repayment to ~$960M)
    - Adient's outlook for the business in FY23 and beyond
- Given the significant progress made on transforming the balance sheet and management's confidence in its near and long-term outlook, Adient's Board of Directors has approved a $600M share repurchase program
  - Adient expects to take a "measured" approach to the timing and amount of buybacks to be executed (underpinned by cash needs and market conditions)
  - Based on current pricing, repurchasing shares is expected to increase shareholder value

Adient's capital allocation plan is expected to balance future FCF between internal growth projects, share repurchases and potential / opportunistic inorganic growth opportunities

Strengthening our leading position and solidifying supplier of choice status

- Adient is successfully balancing significant commercial discussions (recoveries) with customers while winning new and replacement business across the customer base, including legacy makers and new entrants
- Business sourced in FY22 broadly included a high level of vertical integration, including deepening levels of vertical integration on existing business
  - 99+% win rate on replacement business (100% Americas, 98% EMEA, 100% APAC)
  - Greater than 85% of awarded business includes vertically integrated foam, trim, and/or metals, allowing improved margin as business rolls on
  - Adient was sourced the replacement Toyota Rav4 in the Americas, as well as adding front and rear structures business to the existing JIT, foam and trim -- a testament to customers recognizing strong execution
- Winning EVs: As customers progress towards an electric vehicle future, Adient continues to be a valuable supplier with nearly half of awarded business in FY22 on EV platforms

Toyota Rav4
Complete Seat
Foam, Trim, Metals

Volvo V60 / XC60
Complete Seat
Foam, Trim

JLR SUV series
Complete Seat
Foam, Trim

NIO ET7
Complete Seat
Foam

In process and upcoming launches

- Launch execution continues to underpin supplier of choice status; intense focus on launch process is laying the foundation for Adient's success
  - ~90% of FY22 launches passed stringent "flawless" launch execution metric
- Launch activity is expected to trend lower in N. America and Europe and slightly higher in China, the complexity of the launches are expected to be greater vs. FY22
  - Complexity is up slightly in the Americas and in China; Adient's focus on process discipline around launch readiness is expected to drive similar or better results vs. 2022

Launch volume and complexity FY23 vs. FY22

	Volume	Complexity
Americas	↓	↑
EMEA	↓	↓
China [1]	↑	↑
Asia (excl. China)	↓	--

1 - Consolidated business

NIO ET5
APAC

Stellantis B-Segment
EMEA

Honda Pilot
Americas

Kia Telluride
Americas

Looking ahead…

> The accomplishments achieved in FY22, which include but are not limited to, significant program wins, high quality launches, actions to further reduce costs, and just under $1B of debt paydown enables Adient to enter FY23 from a position of strength

> That said, FY23 will likely contain a unique set of challenges and obstacles that will need to be navigated. The biggest risk / unknown today relates to energy supply in Europe

- Some countries have already announced that shortages in energy supplies, especially gas, may occur in the coming months

> Similar to prior obstacles such as COVID and supply chain issues, Adient has developed risk assessment and contingency plans to address the company's exposure in order to lessen any potential impact

> Certain risk mitigation action plans include, but are not limited to:

- **Recuperation**: use heat recovery from production processes and air compressors
- **Increased inventory** (safety stock) of products that require gas for their manufacture
- **Optimizing process parameters and advance maintenance** of systems to optimize gas consumption
- **Decreased temperature** in buildings, increased insulation of buildings
- Installation of **local gas tanks and electric boilers**
- Replacement of gas burners with **dual burners (gas – oil)** in painting lines, replacement of gas heating in hardening process with **electrified ovens**

Confidence in a bright future

- > Adient operations are performing well outside of temporary operating inefficiencies
- > The company is focused and executing its strategy which is expected to position Adient for sustained, long-term success
- > The accomplishments achieved in FY22 enable Adient to enter FY23 from a position of strength
- > Although Adient expects the operating environment to improve in FY23 compared to FY22, several challenges and obstacles will need to be addressed
- > The team has a proven track record of successfully navigating through various external obstacles
- > We remain confident that the successful execution of Adient's focused strategy will continue to create value to all of Adient's stakeholders – investors, customers, employees
- > Adient's enhanced capital allocation plan demonstrates confidence in the company's future

FY23 expected headwinds and tailwinds

Although Adient expects the operating environment to improve in FY23 vs. FY22, several challenges and obstacles will need to be addressed to be successful in driving higher earnings, margin and FCF in the new fiscal year

Financial Review

FY2022 Fourth Quarter

"Fine tuning" China operations

- Adient's Q4FY22 and future financial results (equity income and consolidated income) impacted by a change to a shareholder's agreement at Adient's Keiper joint venture
- As a reminder, over last several years, Adient has transformed China in several facets – the most significant change was the monetization of several joint ventures (JVs) which enables Adient to:
  - Drive its strategy in China independently while remaining in a market leader position
  - Capture growth in profitable and expanding segments
  - Improve the integration of the company's China operations
  - Provide for a more certain value realization
- At the same time, we have continued to improve and optimize our global capability in metals and mechanisms. One of our remaining significant JV's in China is Keiper (previously named AYM). Benefits of the JV include:
  - Provides Adient access to world class mechanisms capability
  - Enables the company to reduce our own internal investment in mechanisms
  - JV is profitable
- To further strengthen the utility of our Keiper interest, Adient recently restructured our shareholders agreement with our partner, YF.

Key outcome and benefits of restructured shareholders agreement at Keiper:

- Reduction of prices charged by Keiper to Adient and YF (equity income loss from this move expected to be approximately offset by higher consolidated income within Adient). Over time, we expect increased earnings as we are better able to utilize Keiper mechanisms across our business.
- In addition, Adient agreed that Keiper would expand its operations to include Mexico (resulting in expected annualized savings to Adient plus additional working capital pickup).
- Finally, this restructured relationship is also expected to save Adient significant future capital spending needs in its mechanism platforms.

Q4 FY2022 Key Financials

$ millions, except per share data	As Reported				As Adjusted [1]				
	Q4 FY22		Q4 FY21		Q4 FY22		Q4 FY21		B/(W)
Consolidated Revenue	$	3,650	$	2,771	$	3,650	$	2,771	32%
EBIT	$	138	$	1,170	$	144	$	43	NM
Margin		3.8%		NM		3.9%		1.5%	
EBITDA		N/A		N/A	$	227	$	118	92%
Margin						6.2%		4.3%	
Memo: Equity Income [2]	$	19	$	1,264	$	21	$	85	(75)%
Tax Expense	$	29	$	159	$	29	$	5	
Net Income (Loss)	$	45	$	960	$	51	$	(23)	NM
EPS Diluted	$	0.47	$	10.02	$	0.53	$	(0.24)	NM

$2,950 Q4FY21 pro forma adjusted for strategic/footprint actions

$70 Q4FY21 pro forma adjusted for strategic/footprint actions

Q4FY22 equity income impacted by Keiper price realignment (~$17M); Q4FY21 pro forma equity income of $23M

1-On an adjusted basis, see appendix for detail and reconciliation to U.S. GAAP
2-Equity income included in EBIT and EBITDA
NM-Measure not meaningful metric or comparison

FY2022 Full Year Key Financials

$ millions, except per share data	As Reported				As Adjusted [1]				
	FY22		FY21		FY22		FY21		B/(W)
Consolidated Revenue	$	14,121	$	13,680	$	14,121	$	13,680	*3%*
EBIT	$	259	$	1,726	$	348	$	596	*(42)%*
Margin		*1.8%*		*12.6%*		*2.5%*		*4.4%*	
EBITDA		N/A		N/A	$	675	$	917	*(26)%*
Margin						*4.8%*		*6.7%*	
Memo: Equity Income [2]	$	75	$	1,484	$	88	$	271	*(68)%*
Tax Expense	$	94	$	249	$	91	$	99	
Net Income (Loss)	$	(120)	$	1,108	$	11	$	199	*(94)%*
EPS Diluted	$	(1.27)	$	11.58	$	0.11	$	2.08	*(95)%*

$14,300 pro forma adjusted for strategic/footprint actions

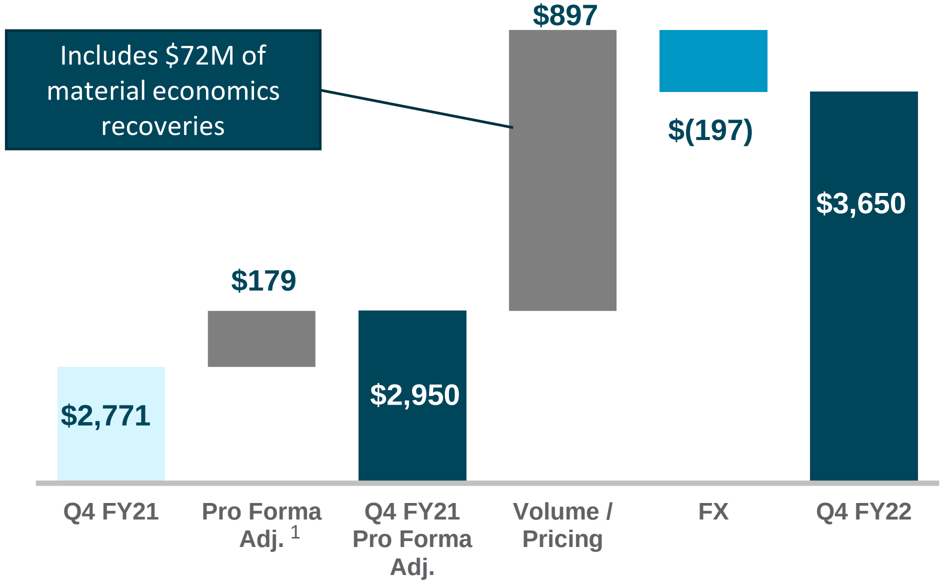
$810 pro forma adjusted for strategic/footprint actions

FY21 pro forma equity income of $109; FY22 equity income impacted by Keiper price realignment (~$17M)

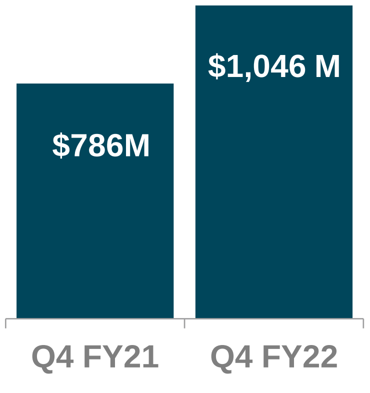
1-On an adjusted basis, see appendix for detail and reconciliation to U.S. GAAP
2-Equity income included in EBIT and EBITDA
NM-Measure not meaningful metric or comparison

Q4 FY2022 Revenue: Consolidated and Unconsolidated Sales

Consolidated sales



Unconsolidated seating sales [1]



Year-over-year increase of ~33% (adjusted for fx and pro forma strategic/footprint actions)

1 - See Appendix for pro forma adjustment details

Regional Performance

(consolidated sales y-o-y growth (vs. Q4 FY21 pro forma) by region) [1, 2, 3]

	Q4	Q4 S&P Production
Americas	**33.3%**	**25.8%**
EMEA	**35.9%**	**30.9%**
Asia	**28.1%**	**29.9%**
Note: China	13.0%	31.2%
Note: Asia excl. China	44.9%	28.1%

consolidated

- Americas growth over market was primarily driven by improved production performance of certain platforms that were supply chain impacted in Q4FY21 and commodity recoveries
- Customer recoveries also benefited sales growth in EMEA. Performance in Europe was in line with the market when adjusting for material economics recovery
- Adient Korea benefited from new business roll on and improved mix related to certain export business.

2 – Growth rates at constant foreign exchange, and adjusted for pro forma strategic actions (Asia - $213M, EMEA - $(34)M, Americas - $(1)M)
3 – Excludes Russian market production

unconsolidated

- Unconsolidated sales slightly outpaced the market as our joint ventures benefited from customer mix. Certain commercial settlements also contributed to the outperformance.

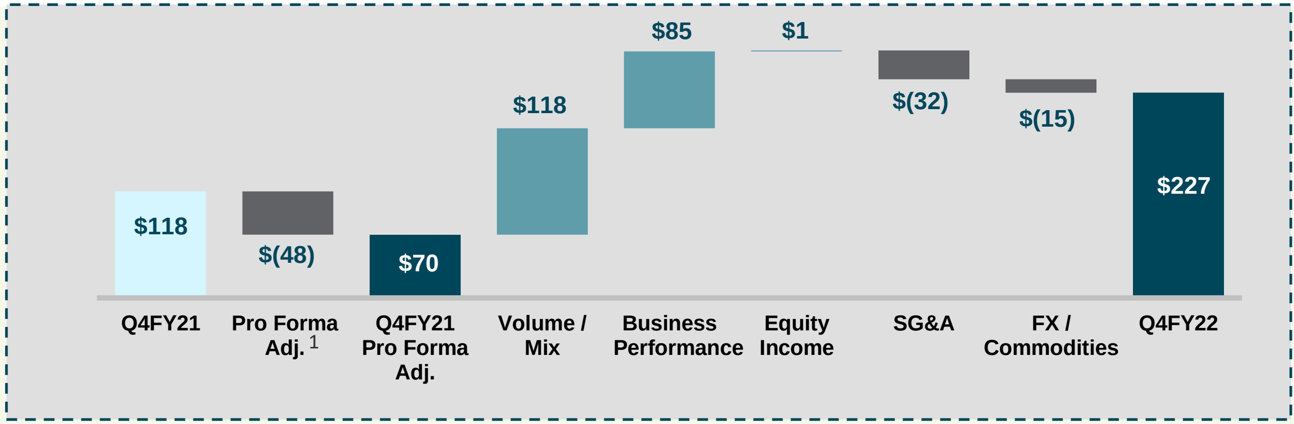
Q4 FY22 Adjusted-EBITDA

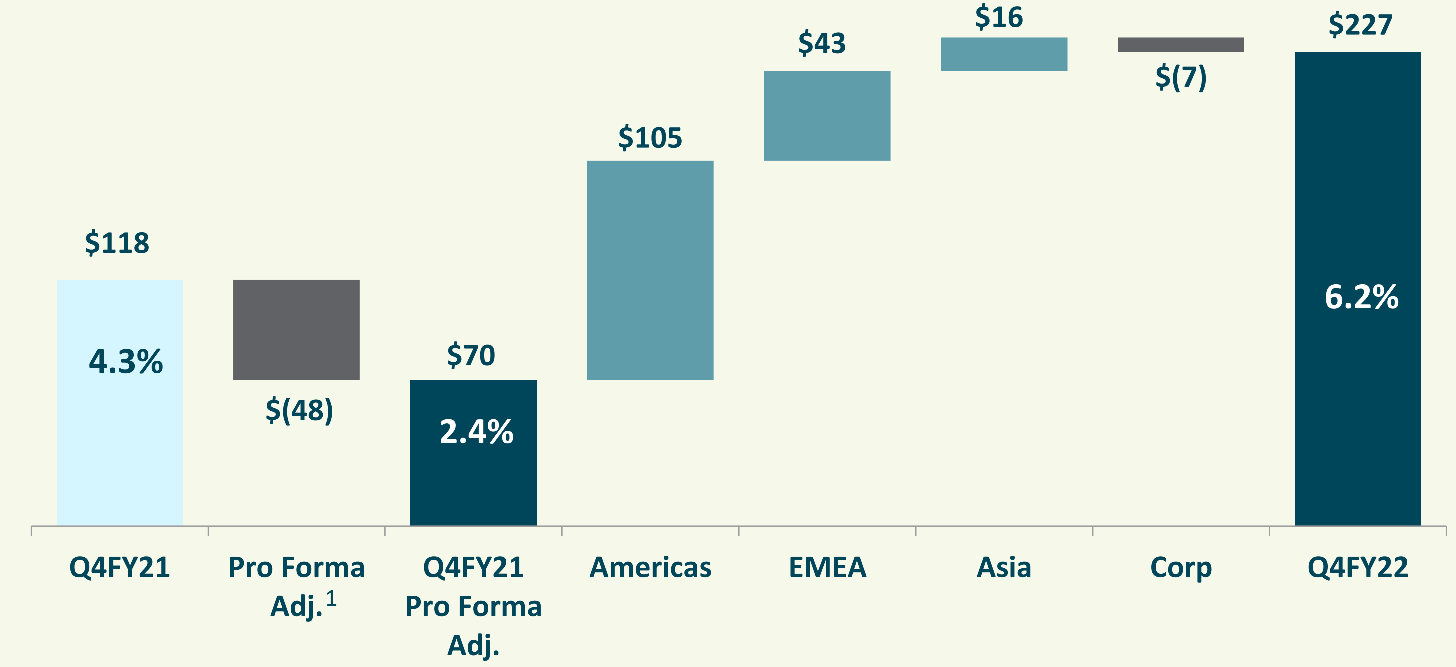
Q4FY22 adjusted EBITDA of $227M, up $157M y-o-y (adjusting for portfolio actions executed in FY21)

Key drivers of the y-o-y comparison:

- Volume and mix was an approximately ~$118M tailwind in the quarter as production improved, as expected
- Improved business performance of ~$85M, driven by:
  - Improved net material margin of ~$62M, in part supported by ~$15M in improvement from the restructured pricing agreement within our Keiper joint venture
  - Improved labor & overhead performance of ~$29M, driven by lessened temporary operating inefficiencies and cost reduction efforts
  - Improved launch / ops waste / tooling of ~$8M
  - The improvements in business performance were partially offset by ~$14M of increased freight costs
- Equity income was higher by ~$1M y-o-y, as improved performance and higher volume were primarily offset by the restructured pricing agreement within our Keiper joint venture
- SG&A performance was a ~$32M headwind in the quarter, primarily driven by performance related compensation and increased engineering spend
- Commodities were a net headwind of ~$9M, while FX weighed on the quarter by ~$6M

$ in millions





1 - See Appendix for pro forma adjustment details

Note: Corporate includes central costs that are not allocated back to the operations, currently including executive offices, communications, finance, corporate development, and legal

Cash flow

ADIENT

Free Cash Flow [1]

(in $ millions)	FY22 Q4 FY22	FY22 YTD	FY21 Q4 FY21	FY21 YTD
Adjusted-EBITDA (Excl. Equity income)	$ 206	$ 587	$ 33	$ 646
(+) Dividend	62	89	22	315
(-) Restructuring	(9)	(57)	(17)	(144)
(+/-) Net Customer Tooling	32	(4)	-	10
(+/-) Trade Working Capital (Net AR/AP + Inventory)	(15)	(21)	(78)	(41)
(+/-) Accrued Compensation	2	(43)	(15)	20
(-) Interest paid	(58)	(192)	(55)	(239)
(-) Taxes paid	(14)	(77)	(26)	(78)
(-) Non-income related taxes (VAT)	-	33	(19)	(92)
(-) Commercial settlements	31	(35)	12	(75)
(-) Capitalized Engineering	(4)	29	(7)	4
(-) Prepaids	22	15	13	(18)
(+/-) Other	(19)	(50)	35	(48)
Operating Cash flow	$ 236	$ 274	$ (102)	$ 260
(-) CapEx [2]	(57)	(227)	(74)	(260)
Free Cash flow	$ 179	$ 47	$ (176)	$ -

1 - Free cash flow defined as operating cash flow less CapEx
2 - CapEx by segment for the quarter: Americas $32M, EMEA $14M, Asia $11M

Key drivers impacting FY22 FCF:

- (-) Lower consolidated y-o-y earnings (driven by lower volumes -- primarily supply chain related)
- (-) Lower cash dividend resulting from portfolio actions executed
- (+) Typical month-to-month working capital movements
- (+) Lower restructuring (trending to normalized levels)
- (+) Lower level of interest paid resulting from deleveraging activities
- (+) Timing and level of commercial settlements
- (+) Timing of VAT deferred payments and refunds

Memo: At Sept. 30, 2022, ~$269M of factored receivables (vs. ~$126M at Sept 30, 2021). Factoring programs provided an approximate $143M benefit to operating cash flow in FY22. Adient uses various global factoring programs as a low-cost source of liquidity.

Debt and capital structure

($ in millions) Cash & Debt Profile		9/30/2022 Amount
Cash & Cash Equivalents	$	947
ABL Revolver, incl. FILO due 2024 (1)		-
Term Loan B due 2028		988
9.00% Secured Notes due 2025		-
Total Secured Debt		**988**
European Investment Bank Loan		-
3.50% Notes (€823mm) due 2024		809
4.875% Notes due 2026		795
Other LT debt		1
Other Bank Borrowings		3
Deferred issuance costs		(18)
Total Debt		**2,578**

(1) Subject to ABL borrowing base availability. As of September 30, 2022, there were no draws outstanding and approximately $899 million was available under the ABL Credit Agreement.

Net Debt

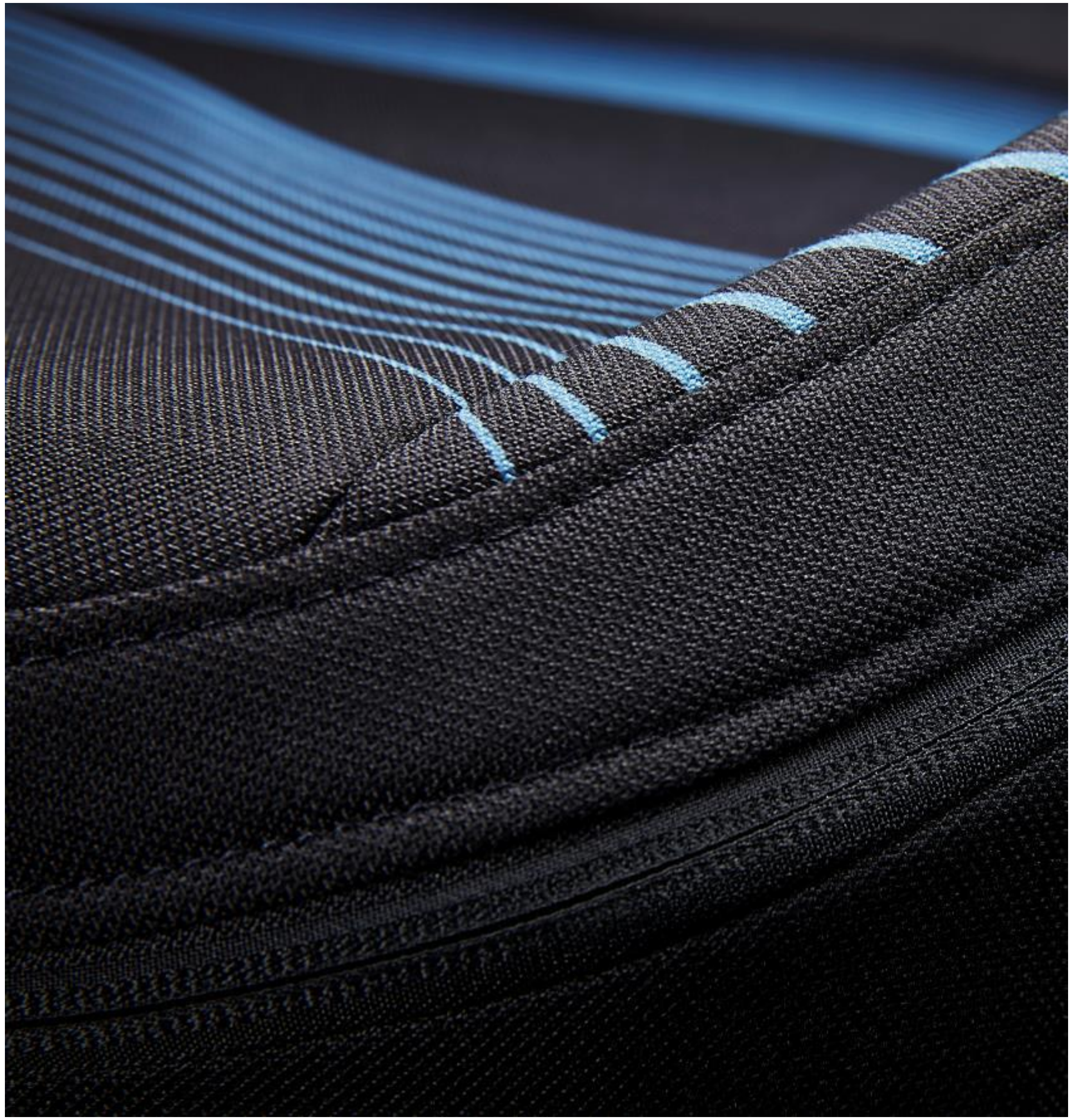
(in $ millions)	September 30 2022	September 30 2021
Cash	$ 947	$ 1,521
Total Debt	2,578	3,696
Net Debt	$ 1,631	$ 2,175

- Total liquidity of ~$1.8B at September 30, 2022 (cash on hand of ~$947M and ~$899M of undrawn capacity under the revolving line of credit)
- During the quarter, the company repaid the final outstanding $92M of 9.00% secured notes using cash on hand
- ~$960M of principal debt repayment was executed in FY22
- Subsequent to the quarter, successfully refinanced the company's ABL revolver ($1.25B, maturity extended to 2027, SOFR + 150-200bps)

Adient is successfully balancing its commitment to strengthen the company's balance sheet while maintaining ample liquidity to navigate through the challenging operating environment

Financial Outlook

FY 2023



Likely factors expected to influence FY23 results

Sales / Volume: Sales and volume projections are generally underpinned by October S&P estimates

Adj. EBITDA: Despite certain negative influences on the horizon heading into next year, Adient will continue to execute actions within its control and leverage numerous positive influences to drive the business forward in FY23 and beyond

Actions taken to lower FCF breakeven combined with an expected improved operating environment in 2023 should translate into improved earnings (margin) and FCF vs. FY22

Key production assumptions

(October S&P Global estimates)

(units in millions)	FY23 Plan	FY22 S&P actual	y-o-y Δ	FY23 Sales y-o-y % *(FX adj.)*
N. America	15.3	14.1	8.5%	10.1% *10.1%*
Europe	15.6	14.3	9.1%	-4.4% *6.8%*
China	26.5	26.7	(0.8)%	12.9% *22.1%*
Memo: Global Note: PC only	*84.6*	*81.4*	*4.0%*	4.1% *10.1%*

FX

Key currencies	FY23 Forecast	FY22 Average	y-o-y Δ
Euro	€1.02 / $	€0.92 / $	(11)%
Chinese RMB	¥7.10 / $	¥6.56 / $	(8)%

FY23 Outlook – key financial metrics

Consolidated sales	~$14.7B
Adj.-EBITDA	~$850M
Equity income Incl. in Adj.-EBITDA	~$90M
Interest expense	~$160M
Cash taxes	~$90M
CapEx	~$300M
Free cash flow	~$200M

> FY23 guidance reflects current market conditions (i.e., Oct. S&P production estimates, current FX rates, etc.)

> Consolidated sales of ~$14.7B (up 4.1% y-o-y or 10.1% FX adjusted); represents ~600 bps growth over market

> Adj.-EBITDA reflects positive impact from continued “self-help” initiatives, increase in vehicle production, and continued improvement in customer production schedules, partially offset by the negative impact of translational FX (y-o-y impact estimated at ~$55M)

> Interest expense forecast at ~$160M (based on expected debt and cash balances)

> Cash taxes forecast at ~$90M

> Capital expenditures primarily driven by customer launch plans and intense focus on reusability where appropriate

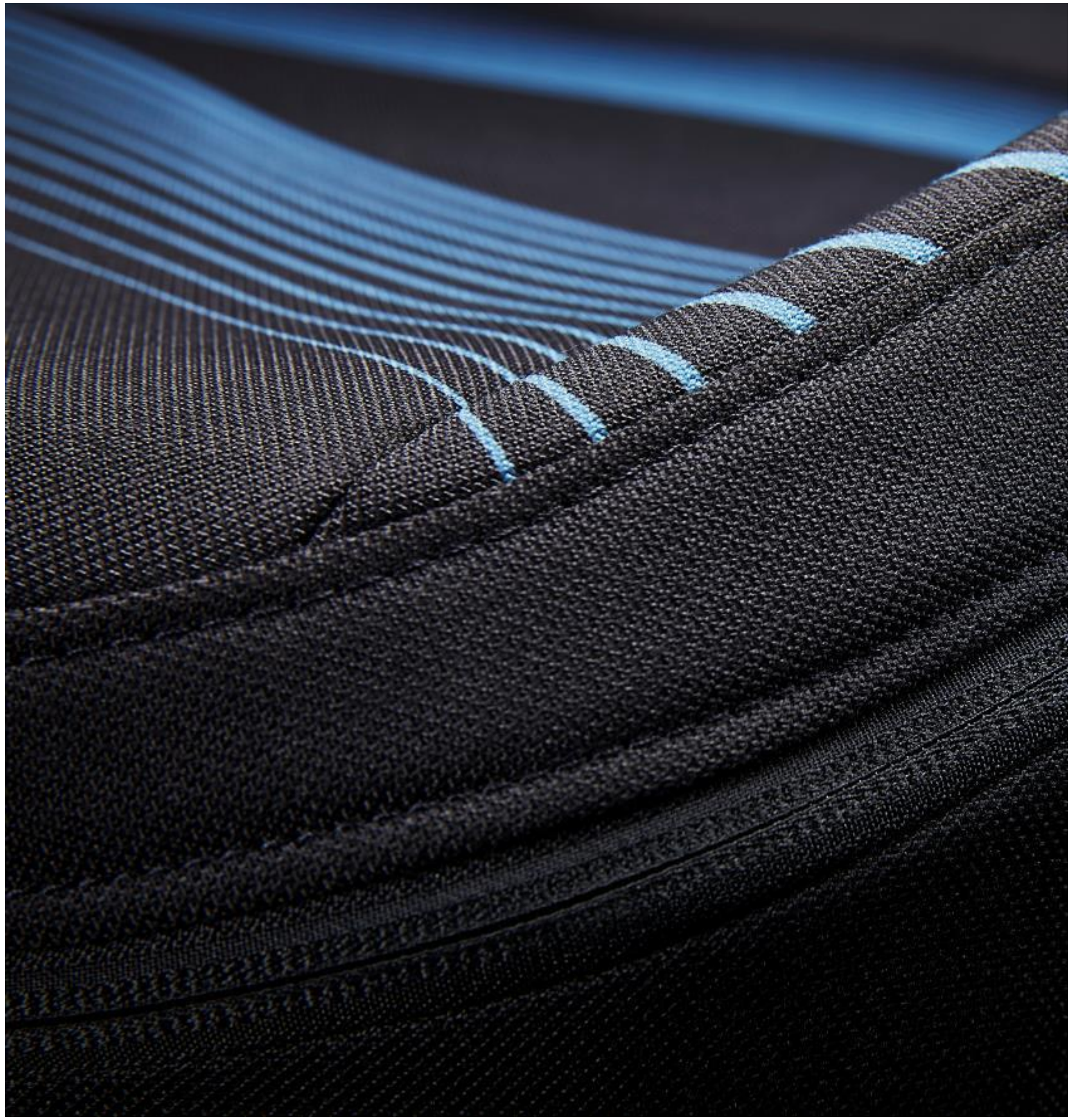
> Free cash flow forecast at ~$200M

An expected y-o-y improvement in the operating environment, combined with additional “self-help” initiatives, are expected to underpin earnings, margin and FCF growth in FY23 vs. FY22. That said, FY23 will likely contain a unique set of challenges and obstacles that will need to be navigated. The biggest unknown and risk today relates to external factors that have the potential to impact Adient’s operations in Europe (energy cost and availability, labor inflation, consumer demand, vehicle production, and the company’s ability to recover increased input costs from our customers). Adient will provide updates as appropriate as FY23 progresses.

Reconciliations of non-GAAP measures related to FY2023 guidance have not been provided due to the unreasonable efforts it would take to provide such reconciliations

Appendix and financial reconciliations

FY 2022 Fourth Quarter

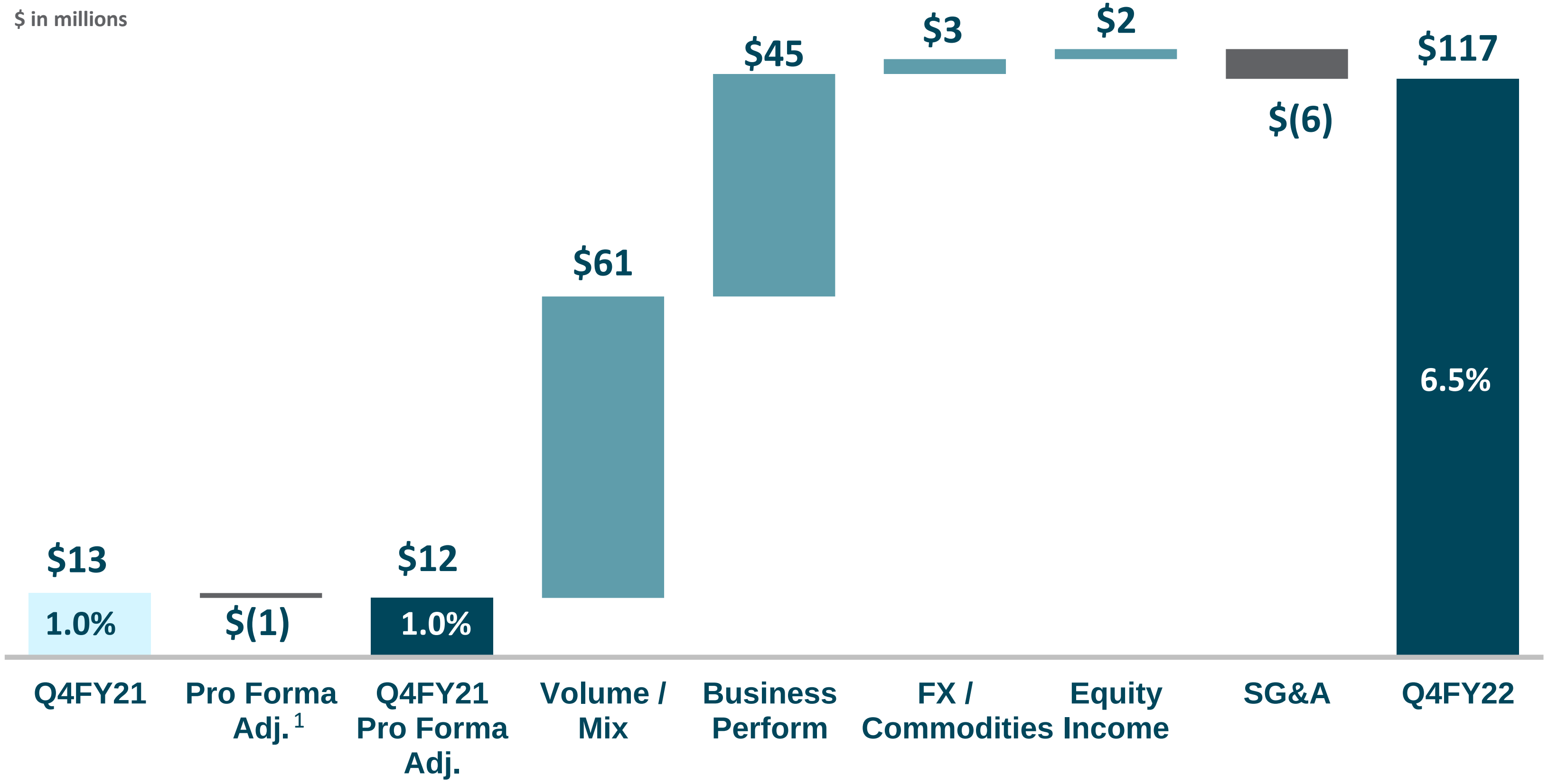


Q4 FY22 Adjusted-EBITDA: Americas

Q4FY22 of $117M, up $105M y-o-y (adjusting for portfolio actions executed in FY21)

Key drivers of the y-o-y comparison:

- Improved volume and mix of ~$61M resulting from modestly improving customer production
- Improved business performance of ~$45M driven by:
  - Increased net material margin performance of ~$20M, aided by the restructured pricing agreement within our Keiper joint venture
  - Improved launch / ops waste / tooling of ~$11M, as well as labor and overhead of ~$22M (improved customer production schedules resulting in lessening temporary operating inefficiencies)
  - Increased freight costs of about ~$8M were a partial offset to business performance
- FX and commodities combined to provide a ~$3M benefit to the quarter
- Equity income improved by ~$2M, a result of y-o-y business performance and volume increases within our unconsolidated joint ventures
- SG&A was a ~$6M headwind in the quarter, primarily driven by performance related compensation and increased engineering spend



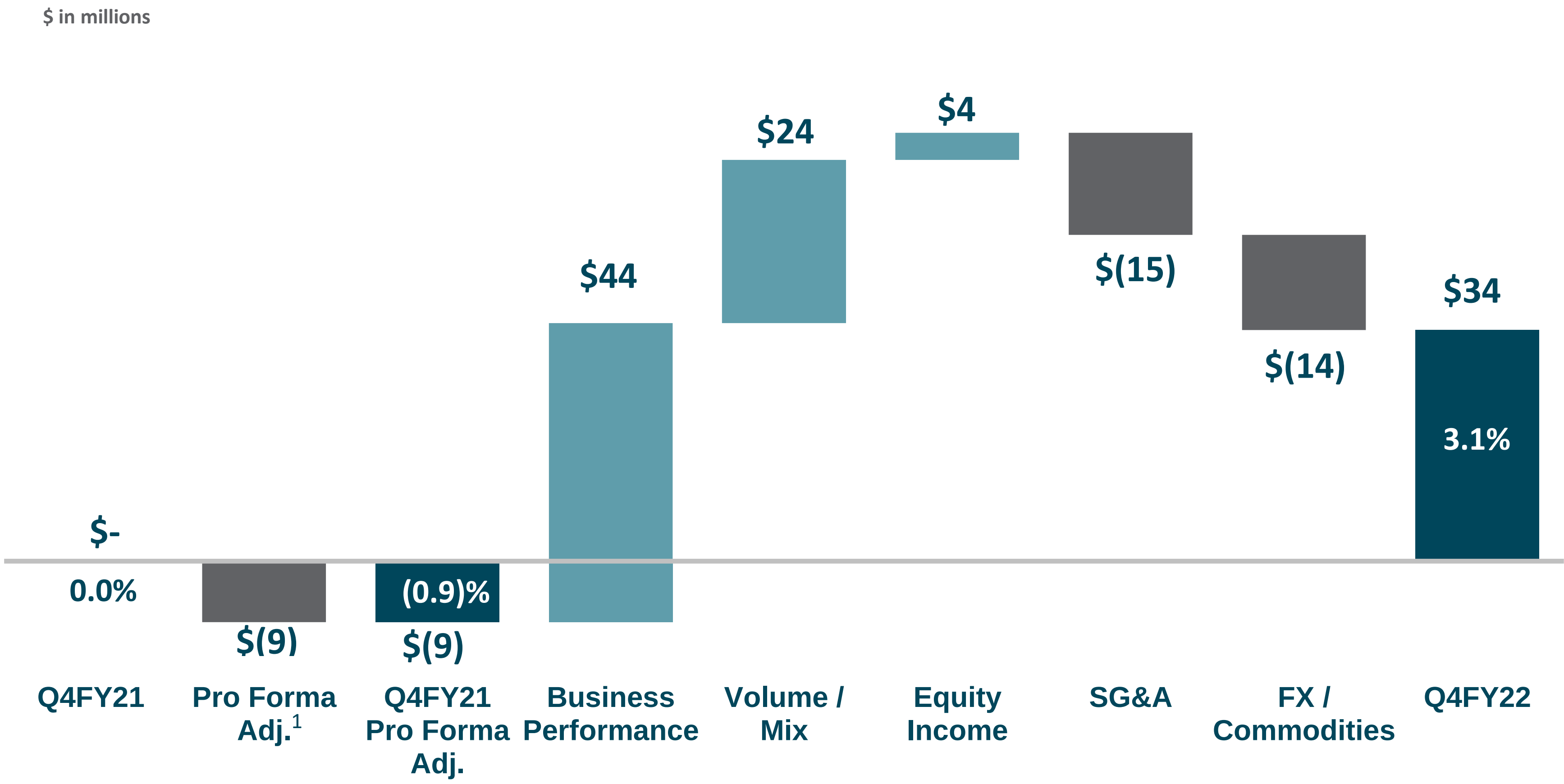
1 - See Appendix for pro forma adjustment details

Q4 FY22 Adjusted-EBITDA: EMEA

Q4FY22 of $34M, up $43M y-o-y (adjusting for portfolio actions executed in FY21)

Key drivers of the y-o-y comparison:

- Improved business performance of ~$44M, driven by:
  - Net material margin performance improvement of ~$44M primarily driven by commercial recoveries and ~$5M of improved launch / ops waste / tooling
  - Improved labor and overhead performance driven by lessening temporary operating inefficiencies were primarily offset by ~$9M in increased utility costs
  - In addition, freight costs increased by ~$5M y-o-y
- Increased volume and mix of ~$24M driven primarily by sequentially improving production, as expected
- SG&A was an approximately ~$15M headwind in the quarter, driven by performance related compensation and increased engineering spend
- Commodities were approximately a ~$10M headwind, while FX weighed on the quarter by ~$4M



1 - See Appendix for pro forma adjustment details

Q4 FY22 Adjusted-EBITDA: Asia

Q4FY22 of $100M, up $16M y-o-y (adjusting for portfolio actions executed in FY21)

Key drivers of the y-o-y comparison:

> Favorable volume and mix impact of ~$33M, driven primarily by the improved production environment

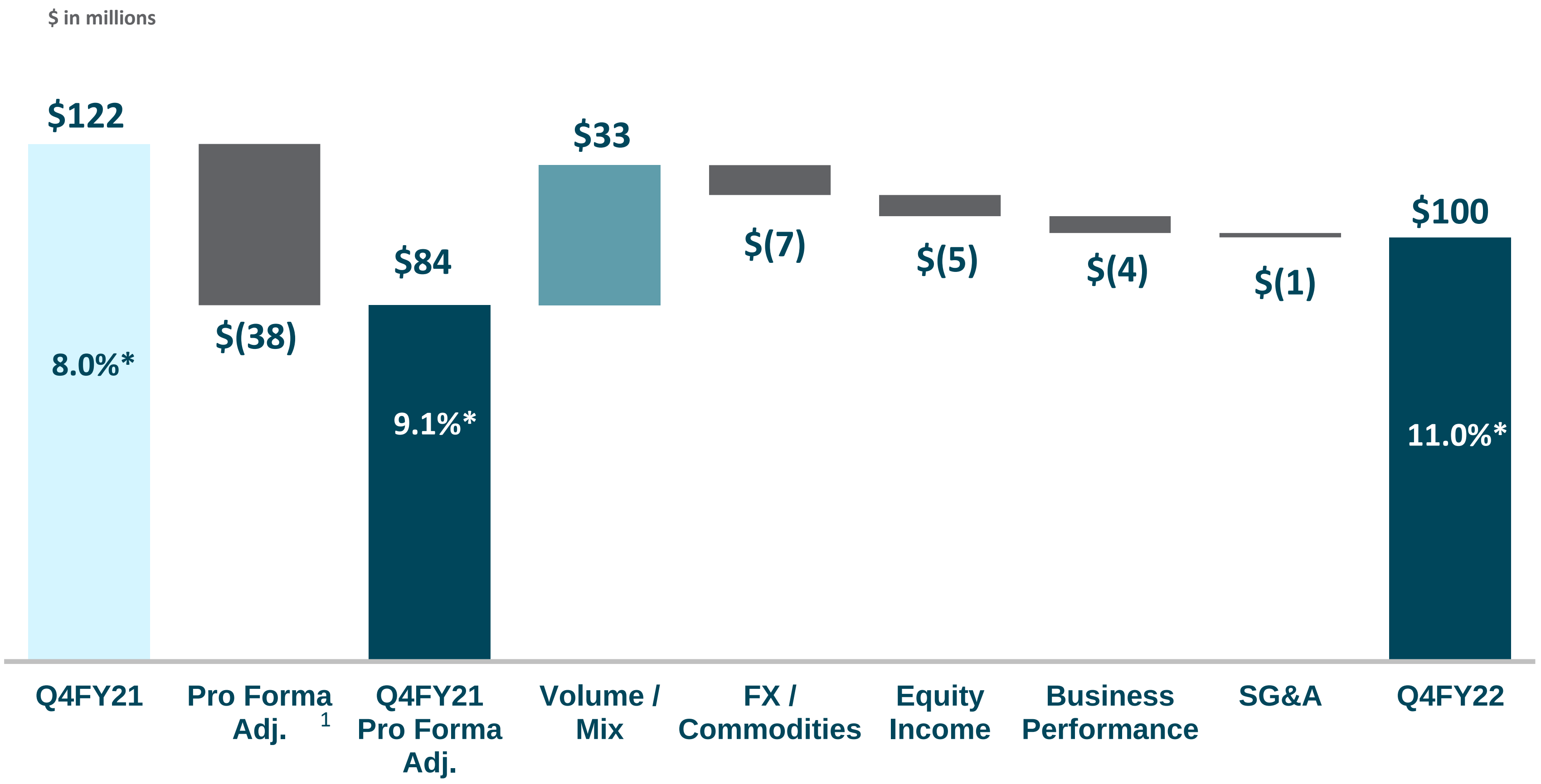
> FX was an approximately ~$8M headwind, offset partially by ~$1M of commodities cost improvement

> Equity income was down ~$5M y-o-y; improved performance within our unconsolidated joint ventures was more than offset by our restructured shareholder agreement impacting our Keiper joint venture (i.e., lower equity income approximately offset by higher consolidated income globally)

> Negative business performance of ~$4M was driven by

> > ~$8M of lower launch / ops waste / tooling performance, ~$2M of lower net material margin, and ~$1M of increased freight.

> > Offsets to these headwinds were ~$7M of labor and overhead efficiencies



* Excluding equity income. Including equity income, margins of 26.2%, 12.3% and 12.6% for Q4FY21, Q4FY21 pro forma adjusted and Q4FY22, respectively

1 - See Appendix for pro forma adjustment details

Non-GAAP financial measurements and pro-forma reconciliations

Adjusted EBIT, Adjusted EBIT margin, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted net income attributable to Adient, Adjusted effective tax rate, Adjusted earnings per share, Adjusted equity income, Adjusted interest expense, Free cash flow and Net debt as well as other measures presented on an adjusted basis are not recognized terms under U.S. GAAP and do not purport to be alternatives to the most comparable U.S. GAAP amounts. Since all companies do not use identical calculations, our definition and presentation of these measures may not be comparable to similarly titled measures reported by other companies. Management uses the identified non-GAAP measures to evaluate the operating performance of the Company and its business segments and to forecast future periods. Management believes these non-GAAP measures assist investors and other interested parties in evaluating Adient's on-going operations and 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. Reconciliations of non-GAAP measures to their closest U.S. GAAP equivalent are presented below. Reconciliations of non-GAAP measures related to guidance for any future period have not been provided due to the unreasonable efforts it would take to provide such reconciliations.

Adjusted EBIT is defined as income before income taxes and noncontrolling interests excluding net financing charges, restructuring, impairment and related costs, purchase accounting amortization, transaction gains/losses, other significant non-recurring items, and net mark-to-market adjustments on pension and postretirement plans. Adjusted EBIT margin is adjusted EBIT as a percentage of net sales.

Adjusted EBITDA is defined as adjusted EBIT excluding depreciation and stock based compensation. Certain corporate-related costs are not allocated to the business segments in determining Adjusted EBITDA. Adjusted EBITDA margin is adjusted EBITDA as a percentage of net sales. Adjusted EBITDA excluding adjusted equity income, each as defined herein, is also presented.

Adjusted net income attributable to Adient is defined as net income attributable to Adient excluding restructuring, impairment and related costs, purchase accounting amortization, transaction gains/losses, expenses associated with becoming an independent company, other significant non-recurring items, net mark-to-market adjustments on pension and postretirement plans, the tax impact of these items and other discrete tax charges/benefits.

Adjusted effective tax rate is defined as adjusted income tax provision as a percentage of adjusted income before income taxes.

Adjusted earnings per share is defined as Adjusted net income attributable to Adient divided by diluted weighted average shares.

Adjusted equity income is defined as equity income excluding amortization of Adient's intangible assets related to its non-consolidated joint ventures and other unusual or one-time items impacting equity income.

Adjusted interest expense is defined as net financing charges excluding unusual or one-time items impacting interest expense.

Free cash flow is defined as cash provided by operating activities less capital expenditures.

Net debt is calculated as gross debt (short-term and long-term) less cash and cash equivalents.

Adient is also making pro forma adjustments to fiscal 2021 financial information to reflect the impacts of certain transactions (collectively, “portfolio actions”) as described below. Adient believes these pro forma adjustments provide helpful comparisons between the current year and prior year results by adjusting the prior year to be on a consistent basis with the current year.

"Americas footprint actions" and "EMEA footprint actions" refer to miscellaneous closures / roll off of business.

"EMEA deconsolidation" refers to sale of a metals business in Turkey effective October 1, 2021 to a nonconsolidated JV in which Adient retains a noncontrolling interest.

"China strategic transaction" refers to the disposition of the YFAS JV and consolidation of CQADNT and LFADNT, all of which were effective on September 30,2021.

"China footprint actions" refers to divestitures of smaller, non-core businesses (i.e., remaining fabrics business and Futuris entity).

Non-GAAP Reconciliations - EBIT, Adj.-EBIT, Adj.-EBITDA, and Adj.-Equity Income

(in $ millions)	Three months ended September 30						Twelve months ended September 30					
	2022			2021			2022			2021		
	GAAP	Adj.	Adjusted	GAAP	Adj.	Adjusted	GAAP	Adj.	Adjusted	GAAP	Adj.	Adjusted
Net sales	$ 3,650	$ -	$ 3,650	$ 2,771	$ -	$ 2,771	$ 14,121	$ -	$ 14,121	$ 13,680	$ -	$ 13,680
Cost of sales (1)	3,367	29	3,396	2,734	(5)	2,729	13,314	26	13,340	12,854	27	12,881
Gross profit	283	(29)	254	37	5	42	807	(26)	781	826	(27)	799
Selling, general and administrative expenses (2)	159	(28)	131	104	(20)	84	598	(77)	521	537	(63)	474
(Gain) loss on business divestitures - net (3)	-	-	-	26	(26)	-	-	-	-	26	(26)	-
Restructuring and impairment costs (4)	5	(5)	-	1	(1)	-	25	(25)	-	21	(21)	-
Equity income (loss) (5)	19	2	21	1,264	(1,179)	85	75	13	88	1,484	(1,213)	271
Earnings (loss) before interest and income taxes (EBIT)	$ 138	$ 6	$ 144	$ 1,170	$ (1,127)	$ 43	$ 259	$ 89	$ 348	$ 1,726	$ (1,130)	$ 596
Ebit margin:	*3.78%*		*3.95%*	*NM*		*1.55%*	*1.83%*		*2.46%*	*12.62%*		*4.36%*
Ebit margin excluding Equity Income:	*3.26%*		*3.37%*	*NM*		*-1.52%*	*1.30%*		*1.84%*	*1.77%*		*2.38%*
NM = Not Meaningful												
Memo accounts:												
Depreciation			75			75			298			285
Stock based compensation costs			8			-			29			36
Adjusted EBITDA			$ 227			$ 118			$ 675			$ 917
Adjusted EBITDA margin:			*6.22%*			*4.26%*			*4.78%*			*6.70%*
Adjusted EBITDA margin excluding Equity Income:			*5.64%*			*1.19%*			*4.16%*			*4.72%*

	Three months ended Sept 30		Twelve months ended September 30	
	2022	2021	2022	2021
Purchase accounting amortization	$ -	$ (1)	(1)	(1)
Restructuring related charges	-	(4)	(4)	(8)
Brazil indirect tax recoveries	29	-	32	36
Other	-	-	(1)	-
1 Cost of sales adjustment	$ 29	$ (5)	$ 26	$ 27
Purchase accounting amortization	$ (12)	$ (15)	$ (51)	$ (44)
Restructuring related charges	(1)	1	(1)	-
Transaction costs	(1)	(6)	(8)	(19)
Non-recurring contract related settlement	(14)	-	(14)	-
Other	-	-	(3)	-
2 Selling, general and administrative adjustment	$ (28)	$ (20)	$ (77)	$ (63)
Sale of certain non-core China business	$ -	$ (5)	$ -	$ (5)
Loss associated with the 2021 Yanfeng Transaction	-	(21)	-	(21)
3 (Gain) loss on business divestitures	$ -	$ (26)	$ -	$ (26)
Restructuring charges	$ (3)	$ (1)	$ (15)	$ (13)
Held for sale and other adjustments	-	-	(6)	(8)
Impairment charge associated with Russian operations	(2)	-	(4)	-
4 Restructuring and impairment costs	$ (5)	$ (1)	$ (25)	$ (21)
Purchase accounting amortization	$ 1	$ 2	$ 2	$ 5
Gain on previously held interest at YFAS in an affiliate	-	-	-	(5)
Restrucuting related charges	-	-	1	1
(Gain) on sale / impairment of nonconsolidated partially-owned affiliates	1	(1,181)	10	(1,214)
Customer termination charge	7	-	7	-
Gain on sale of land use rights at an affiliate in China	(7)	-	(7)	-
5 Equity income adjustment	$ 2	$ (1,179)	$ 13	$ (1,213)

Non-GAAP Reconciliations - Adjusted Net Income and Adjusted EPS

Adjusted Net Income

(in $ millions)	Three Months Ended September 30 2022	Three Months Ended September 30 2021	Twelve Months Ended September 30 2022	Twelve Months Ended September 30 2021
Net income (loss) attributable to Adient	$ 45	$ 960	$ (120)	$ 1,108
Restructuring and impairment costs (1)	5	1	25	21
Purchase accounting amortization (2)	13	18	54	50
Restructuring related charges (3)	1	3	6	9
(Gain) loss on business divestitures - net (4)	-	26	-	26
Pension mark-to-market and settlement (gain)/loss (5)	(3)	(14)	(6)	(15)
(Gain) loss on sale / impairment of nonconsolidated partially-owned affiliates (6)	1	(1,181)	10	(1,214)
Interest accretion on long-term receivable (7)	-	-	-	(6)
Write off of deferred financing charges upon repurchase of debt (7)	1	-	8	-
Derivative loss on China transactions (7)	-	-	3	20
Foreign exchange loss on intercompany loan in Russia (7)	-	6	3	30
Premium paid on repurchase of debt (7)	4	-	38	49
Other items (8)	(14)	6	(6)	(22)
Impact of adjustments on noncontrolling interests (9)	(2)	(2)	(7)	(7)
Tax impact of above adjustments and other tax items (10)	-	154	3	150
Adjusted net income (loss) attributable to Adient	$ 51	$ (23)	$ 11	$ 199

Adjusted Diluted EPS

	Three Months Ended September 30 2022	Three Months Ended September 30 2021	Twelve Months Ended September 30 2022	Twelve Months Ended September 30 2021
Diluted earnings (loss) per share as reported	$ 0.47	$ 10.02	$ (1.27)	$ 11.58
Restructuring and impairment costs (1)	0.05	0.01	0.26	0.22
Purchase accounting amortization (2)	0.14	0.19	0.57	0.52
Restructuring related charges (3)	0.01	0.03	0.06	0.09
(Gain) loss on business divestitures - net (4)	-	0.27	-	0.27
Pension mark-to-market and settlement (gain)/loss (5)	(0.03)	(0.15)	(0.06)	(0.16)
(Gain) on sale / impairment of nonconsolidated partially-owned affiliates (6)	0.01	(12.32)	0.11	(12.68)
Interest accretion on long-term receivable (7)	-	-	-	(0.06)
Write off of deferred financing charges upon repurchase of debt (7)	0.01	-	0.08	-
Derivative loss on China transactions (7)	-	-	0.03	0.21
Foreign exchange (gain) loss on intercompany loan in Russia (7)	-	0.06	0.03	0.31
Premium paid on repurchase of debt (7)	0.04	-	0.40	0.51
Other items (8)	(0.15)	0.06	(0.06)	(0.23)
Impact of adjustments on noncontrolling interests (9)	(0.02)	(0.02)	(0.07)	(0.07)
Tax impact of above adjustments and other tax items (10)	-	1.61	0.03	1.57
Adjusted diluted earnings (loss) per share	$ 0.53	$ (0.24)	$ 0.11	$ 2.08

	Three Months Ended September 30 2022	Three Months Ended September 30 2021	Twelve Months Ended September 30 2022	Twelve Months Ended September 30 2021
1 Reflects qualified restructuring charges for costs that are directly attributable to restructuring activities and meet the definition of restructuring under ASC 420 and one-time asset impairments, as follows:				
Restructuring charges	$ (3)	$ (1)	$ (15)	$ (13)
Held for sale and other asset adjustments	-	-	(6)	(8)
Futuris China intangible assets impairment	(2)	-	(4)	-
Restructuring and other impairment costs adjustment	$ (5)	$ (1)	$ (25)	$ (21)
2 Reflects amortization of intangible assets including those related to partially owned affiliates recorded within equity income.				
3 Reflects non-qualified restructuring charges for costs that are directly attributable to restructuring activities, but do not meet the definition of restructuring under ASC 420 along with restructuring costs at partially owned affiliates recorded within equity income.				
Sale of certain non-core China business	$ -	$ (5)	$ -	$ (5)
Loss associated with the 2021 Yanfeng Transaction	-	(21)	-	(21)
4 (Gain) loss on business divestitures adjustment	$ -	$ (26)	$ -	$ (26)
Mark-to-market adjustments	$ 3	$ 14	$ 7	$ 15
One-time settlement and curtailment gain (loss)	-	-	(1)	-
5 Pension expense (income) adjustment	$ 3	$ 14	$ 6	$ 15
Purchase accounting amortization	$ 1	$ 2	$ 2	$ 5
Gain on previously held interest at YFAS in an affiliate	-	-	-	(5)
Restructuring related charges	-	-	1	1
(Gain) on sale / impairment on nonconsolidated partially-owned affiliates	1	(1,181)	10	(1,214)
Customer termination charge	7	-	7	-
Gain on sale of land use rights at an affiliate in China	(7)	-	(7)	-
6 Equity income adjustment	$ 2	$ (1,179)	$ 13	$ (1,213)

	Three Months Ended September 30 2022	Three Months Ended September 30 2021	Twelve Months Ended September 30 2022	Twelve Months Ended September 30 2021
Interest accretion on long-term receivable	$ -	$ -	$ -	$ 6
Premium paid on repurchase of debt	(4)	-	(38)	(49)
Write off of deferred financing charges upon repurchase of debt	(1)	-	(8)	(20)
Derivative loss on China transactions	-	(6)	(3)	(30)
Foreign exchange loss on intercompany loan in Russia	-	-	(3)	-
7 Net financing charges adjustment	$ (5)	$ (6)	$ (52)	$ (93)
Transaction costs	$ (1)	$ (6)	$ (8)	$ (19)
Brazil indirect tax recoveries	29	-	32	36
Gain on previously held interest at YFAS in an affiliate	-	-	-	-
Non-recurring contract related settlement	(14)	-	(14)	5
Other	-	-	(4)	-
8 Other adjustments	$ 14	$ (6)	$ 10	$ 22
9 Reflects the impacts of adjustments, primarily purchase accounting amortization and changes in income tax rates, on noncontrolling interests.				
Tax rate change	$ -	$ -	$ 4	$ -
Brazil indirect tax recoveries	(7)	-	(4)	(12)
Valuation allowances	8	(22)	(4)	(22)
Withholding tax allowances	-	2	-	13
Amortization	1	2	7	4
(Gain) on sale / (impairment) of nonconsolidated partially-owned affiliates	-	(133)	-	(138)
Other reconciling items	(2)	(3)	(6)	5
10 Tax provision (benefit) adjustment	$ -	$ (154)	$ (3)	$ (150)

Non-GAAP Reconciliations - Adjusted Income before Income Taxes and Effective Tax Rate

ADIENT

Adjusted Income before Income Taxes

(in $ millions)	Three Months Ended September 30						Twelve Months Ended September 30					
	2022			2021			2022			2021		
	Income (loss) before Income Taxes	Tax impact	Effective tax rate	Income (loss) before Income Taxes	Tax impact	Effective tax rate	Income before Income Taxes	Tax impact	Effective tax rate	Income before Income Taxes	Tax impact	Effective tax rate
As reported	$ 99	$ 29	29.3%	$ 1,131	$ 159	14.1%	$ 54	$ 94	NM	$ 1,439	$ 249	-17.3%
Adjustments [(1)]	8	-	0.0%	(1,135)	(154)	13.6%	135	(3)	-2.2%	(1,052)	(150)	14.3%
As adjusted	$ 107	$ 29	27.1%	$ (4)	$ 5	NM	$ 189	$ 91	48.1%	$ 387	$ 99	25.6%

	Three Months Ended September 30		Twelve Months Ended September 30	
	2022	2021	2022	2021
Tax rate change	$ -	$ -	$ 4	$ -
Brazil indirect tax recoveries	(7)	-	(4)	(12)
Valuation allowances	8	(22)	(4)	(22)
Withholding tax allowances	-	2	-	13
Amortization	1	-	7	-
(Gain) on sale / (impairment) of nonconsolidated partially-owned affiliates	-	(133)	-	(138)
Benefits associated with restructuring and impairment charges	-	-	-	-
Other reconciling items	(2)	(1)	(6)	9
[1] **Tax provision (benefit) adjustment**	$ -	$ (154)	$ (3)	$ (150)

Non-GAAP Reconciliations - Pro forma fiscal year 2021 reconciliations

(in $ millions)

Net Sales	Q1	Q2	Q3	Q4	FY2021
Americas - as reported:	$ 1,737	$ 1,644	$ 1,440	$ 1,343	$ 6,164
Americas footprint actions	(20)	-	-	(1)	(21)
Americas - pro forma	1,717	1,644	1,440	1,342	6,143
EMEA - as reported:	1,604	1,636	1,328	996	5,564
EMEA JV deconsolidation	(25)	(28)	(11)	(35)	(99)
EMEA footprint actions	(18)	(7)	(6)	1	(30)
EMEA - pro forma	1,561	1,601	1,311	962	5,435
Asia - as reported:	554	588	516	465	2,123
China strategic transactions	234	199	231	227	891
China footprint actions	(44)	(33)	(31)	(13)	(121)
Asia - pro forma	744	754	716	679	2,893
Elimination/corporate:	(47)	(49)	(42)	(33)	(171)
Total Adient - as reported	3,848	3,819	3,242	2,771	13,680
Total Adient - pro forma	3,975	3,950	3,425	2,950	14,300

Adjusted EBITDA	Q1	Q2	Q3	Q4	FY2021
Americas - as reported:	$ 132	$ 64	$ 23	$ 13	$ 232
Americas footprint actions	(5)	1	-	(1)	(5)
Americas - pro forma	127	65	23	12	227
EMEA - as reported:	114	141	22	-	277
EMEA JV deconsolidation	(4)	(5)	-	(8)	(17)
EMEA footprint actions	(6)	(2)	(1)	(1)	(10)
EMEA - pro forma	104	134	21	(9)	250
Asia - as reported:	151	121	92	122	486
China strategic transactions	(31)	(2)	10	(38)	(61)
China footprint actions	(7)	(5)	(2)	-	(14)
Asia - pro forma	113	114	100	84	411
Elimination/corporate:	(19)	(23)	(19)	(17)	(78)
Total Adient - as reported	378	303	118	118	917
Total Adient - pro forma	325	290	125	70	810

Pro Forma Unconsolidated Sales (FX adjusted)

(in $ millions)

Unconsolidated Net Sales	Q1	Q2	Q3	Q4	FY2021
As reported	$ 2,634	$ 2,194	$ 1,966	$ 2,015	$ 8,809
Portfolio actions and FX	(1,511)	(1,242)	(1,057)	(1,229)	$ (5,039)
Pro forma	1,123	952	909	786	3,770

Segment Performance

Q1 2021	Americas	EMEA	AP	Corporate/ Eliminations	Consolidated
Net Sales	1,737	1,604	554	(47)	3,848
Adjusted EBITDA	132	114	151	(19)	378
Adjusted Equity Income	-	3	91	-	94
Depreciation	28	33	9	-	70
Capex	36	31	4	-	71

Q1 2022	Americas	EMEA	AP	Corporate/ Eliminations	Consolidated
Net Sales	1,498	1,230	784	(32)	3,480
Adjusted EBITDA	9	43	114	(20)	146
Adjusted Equity Income	(1)	(1)	36	-	34
Depreciation	31	31	13	-	75
Capex	23	24	13	-	60

Q2 2021	Americas	EMEA	AP	Corporate/ Eliminations	Consolidated
Net Sales	1,644	1,636	588	(49)	3,819
Adjusted EBITDA	64	141	121	(23)	303
Adjusted Equity Income	-	2	51	-	53
Depreciation	28	32	9	-	69
Capex	29	20	6	-	55

Q2 2022	Americas	EMEA	AP	Corporate/ Eliminations	Consolidated
Net Sales	1,596	1,218	723	(31)	3,506
Adjusted EBITDA	46	30	105	(22)	159
Adjusted Equity Income	1	-	16	-	17
Depreciation	32	31	13	-	76
Capex	27	18	12	-	57

Q3 2021	Americas	EMEA	AP	Corporate/ Eliminations	Consolidated
Net Sales	1,440	1,328	516	(42)	3,242
Adjusted EBITDA	23	22	92	(19)	118
Adjusted Equity Income	-	1	38	-	39
Depreciation	32	33	6	-	71
Capex	32	20	8	-	60

Q3 2022	Americas	EMEA	AP	Corporate/ Eliminations	Consolidated
Net Sales	1,673	1,215	627	(30)	3,485
Adjusted EBITDA	70	31	64	(22)	143
Adjusted Equity Income	(1)	6	11	-	16
Depreciation	32	27	13	-	72
Capex	22	17	14	-	53

Q4 2021	Americas	EMEA	AP	Corporate/ Eliminations	Consolidated
Net Sales	1,343	996	465	(33)	2,771
Adjusted EBITDA	13	-	122	(17)	118
Adjusted Equity Income	(1)	1	85	-	85
Depreciation	33	34	8	-	75
Capex	34	32	8	-	74

Q4 2022	Americas	EMEA	AP	Corporate/ Eliminations	Consolidated
Net Sales	1,790	1,101	792	(33)	3,650
Adjusted EBITDA	117	34	100	(24)	227
Adjusted Equity Income	1	7	13	-	21
Depreciation	35	27	13	-	75
Capex	32	14	11	-	57

YTD 2021	Americas	EMEA	AP	Corporate/ Eliminations	Consolidated
Net Sales	6,164	5,564	2,123	(171)	13,680
Adjusted EBITDA	232	277	486	(78)	917
Adjusted Equity Income	(1)	7	265	-	271
Depreciation	121	132	32	-	285
Capex	131	103	26	-	260

YTD 2022	Americas	EMEA	AP	Corporate/ Eliminations	Consolidated
Net Sales	6,557	4,764	2,926	(126)	14,121
Adjusted EBITDA	242	138	383	(88)	675
Adjusted Equity Income	-	12	76	-	88
Depreciation	130	116	52	-	298
Capex	104	73	50	-	227