

Seating and electric vehicles

August 2021



Improving the experience of a world in motion

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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, Quarterly Report on Form 10-Q for the Quarterly Period ended June 30, 2021, filed with the SEC on August 5, 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. 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Today's agenda and presenters



Doug Del Grosso
President and CEO



Jeff Stafeil
Executive VP and CFO

- Acceleration of electric vehicles (EVs)
- Seating attributes & trends related to EV market
- Adient's readiness & enabling technology
- Disciplined approach to customer & platform selection

➤ Electric vehicle adoption rates are accelerating

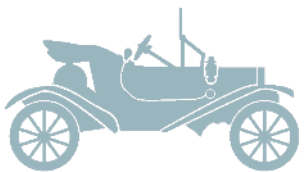
Adoption of EVs is accelerating, driven by:

- Numerous product offerings from legacy manufacturers and new entrants
- Government incentives
- Consumer acceptance (fun to drive, range anxiety lessening)

While seating isn't largely impacted by the shift to EVs, key attributes of seat design are evolving as the market pivots toward BEVs (vs. ICE). EV acceleration should provide Adient with a unique opportunity to:

- Provide “value add” to existing customers through the company's Evolution of Seating Systems Sustainability (ES³) process
- Capture market share with new entrants based on Adient's leading market position (scale, global reach, tech centers, engineering resources, etc.)

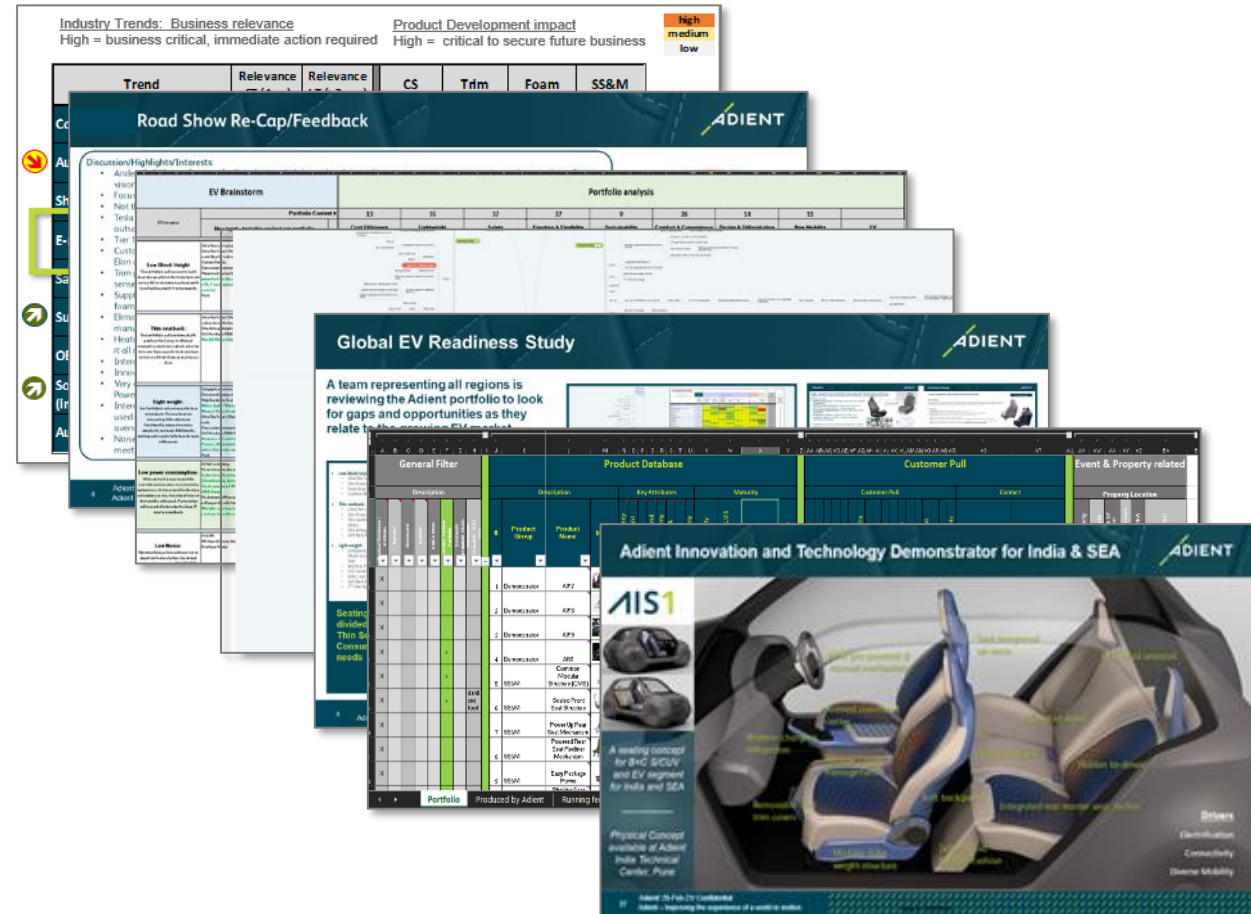
Adient is well-positioned to provide our customers with seat solutions to address the challenging landscape.



Adient is well-positioned to support accelerating EV adoption

Several activities are utilized on an ongoing basis to ensure Adient is well-positioned to take on new challenges posed by the EV market.

- > Trend Analysis
- > Market Research
- > Industry Trends Studies
- > Customer Interface and Feedback
- > Portfolio Analysis (Pugh, SWOT, Gaps)
- > Brainstorm & Survey
- > Customer Presentations
- > Global Coordination



Seating attributes & trends related to EV market



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 (e.g., light weighting and composite recycling)
- Sustainable leather materials



C.A.S.E.: Conected, 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

> Seating attributes key to EVs



Low Block Height

- Distance between H-Point and floor, measured in design position can be an important characteristic for EV seating, as it allows better vehicle packaging of battery packs in the floor



Package

- EVs require better overall vehicle and interior component packaging, allowing vehicles to be smaller while offering the same occupant package space
- Smaller vehicles tend to correlate to lighter vehicles. This attribute must be coordinated up front with the vehicle packaging team for related products or features (e.g., thin seat back)



Light Weight

- Direct impact on an EVs range/charge



Low Power Consumption

- Lower power draw to improve overall performance and satisfaction
- Functional integration of products that draw power (e.g., HVAC/heating cooling, sound, sensors)



Low Noise/Noise Vibration Harshness (NVH)

- EVs are inherently quieter than ICE vehicles, drawing attention to other noise creators (seat motor noise, buzz, squeaks, rattles, etc.)

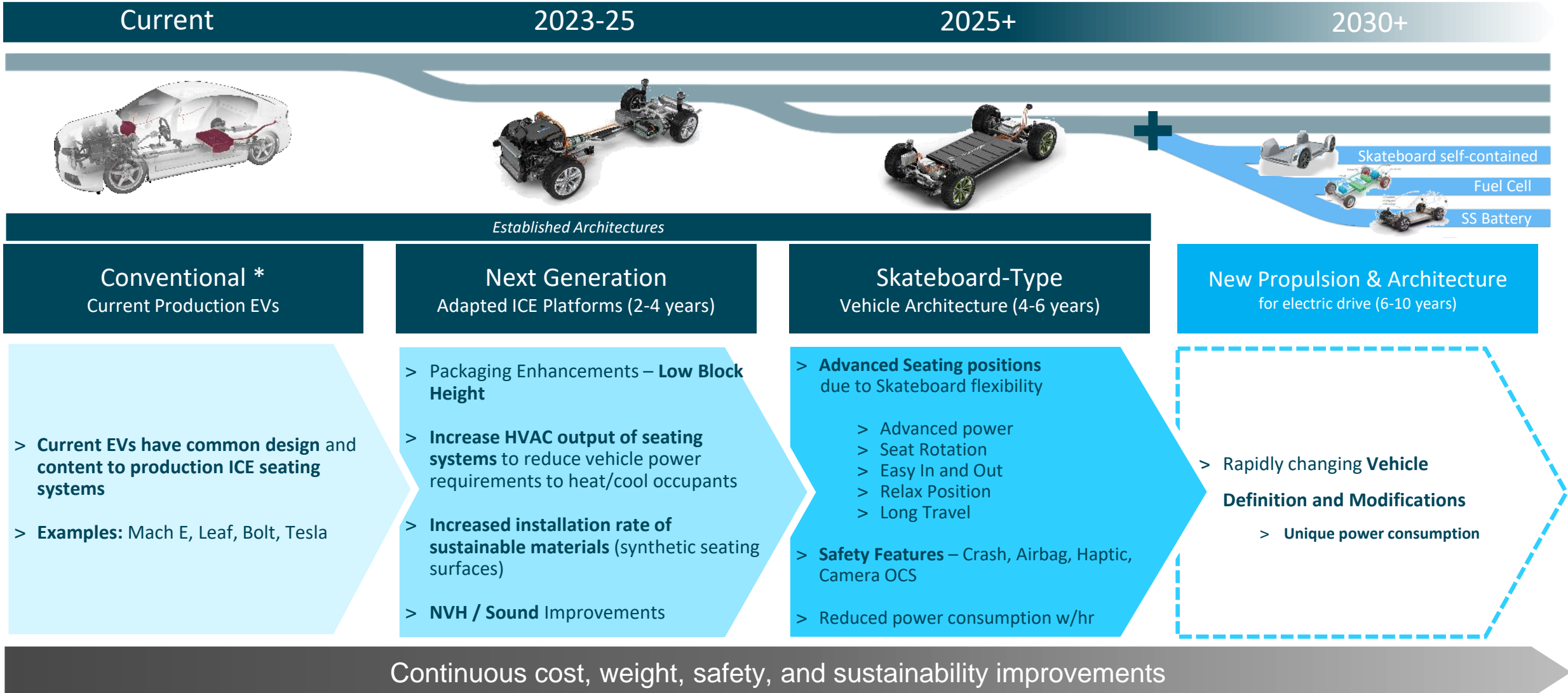


Safety

- Due to the unique architecture of EVs, it is assumed that the crash pulse will be different; the seat may need to be adjusted to accommodate these new or different requirements

Future electric vehicles (2025+)

Impact on seating – key attributes



* Impact may vary depending on type of EV. Currently included – BEV (partially PHEV & FCEV)

Anatomy of an EV seat (skateboard architecture)

Adient has a unique and deep portfolio of seat products that are expected to provide solutions for many of the coming needs presented by EV platforms.



➤ Disciplined approach to customer & platform selection

- Adient's global scale, engineering capabilities and relentless focus to provide value to its customers has underpinned the company's success at capturing EV program wins
- Newly secured EV business includes both high-quality legacy OEMs such as GM, Ford, VW, and Mercedes, as well as new entrants such as NIO and Xpeng in China
- Not all customer or programs are created equal – Adient is taking a disciplined approach when bidding for new business. Considerations include, but are not limited to:
 - Financial stability of the customer
 - Vision to industrialize
 - Engineering and development costs (upfront payment vs. recovered in piece price)
 - Volume assumptions
- In addition to providing customers (potential customers) with complete seat solutions ranging from design to manufacturing, Adient also assists with design/development only options for smaller niche players where Adient perceives "volume" risk



> Summary

- Adoption of EVs accelerating – driven by numerous product offerings, government incentives and consumer acceptance
- While seating isn't largely impacted by the shift to EV's, key attributes of seat design are evolving – which should offer Adient unique opportunities to:
 - Provide “value add” to existing customers through the company's ES³ process
 - Capture market share with new entrants based on Adient's leading market position
- Adient's global scale, engineering capabilities and relentless focus to provide value to its customers has underpinned the company's success at capturing EV program wins
- Adient is taking a disciplined approach when bidding for new business – program profitability is a key driver when selecting customers and programs with which to partner

