



Adient **China Business Review**

June 28, 2017

Improving the experience of a world in motion

Forward looking statement



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 future financial position, sales, costs, earnings, cash flows, other measures of results of operations, capital expenditures or debt levels and plans, objectives, 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 ability of Adient to meet debt service requirements, the ability and terms of financing, general economic and business conditions, the strength of the U.S. or other economies, automotive vehicle production levels, mix and schedules, energy and commodity prices, the availability of raw materials and component products, currency exchange rates, and cancellation of or changes to commercial arrangements. 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, 2016 filed with the SEC on November 29, 2016 and quarterly reports on Form 10-Q filed with 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 is included in the appendix. Reconciliations of non-GAAP measures related to FY2017 guidance have not been provided due to the unreasonable efforts it would take to provide such reconciliations.

Meeting agenda



- > **Company & business overview**
- > **China market overview**
- > **Adient in China**
- > **Adient's unconsolidated financial strength**
- > **Innovation**
- > **JV overview**
- > **Panel discussion**



The largest global automotive seating supplier, supporting all major automakers in the differentiation of their vehicles through superior quality, technology and performance.



FY 2016

~\$17 billion
Consolidated revenue

~\$8 billion
Unconsolidated seating revenue

~\$8 billion
Unconsolidated interiors revenue

230+
locations globally

25+
million seat
systems a year

75,000
highly engaged
employees

Vision

*Improving the Experience
of a World in Motion*

Mission

We will be the world-class automotive seating supplier through leadership in cost, quality, launch execution, and customer satisfaction. We will leverage our capabilities to drive growth, both within and beyond the automotive industry.



Broadest and most complete range of Seating & Interior Products



Adient Automotive Seating

- > Complete Seat / Just-In-Time Manufacturing
- > Front & Rear Seat Structures
- > Track, Recliner, Manual Height Adjuster and Lock Mechanisms
- > Foam Cushions & Backs
- > Head Restraints & Armrests
- > Trim Covers & Fabrics
- > RECARO High Performance Seating
- > Commercial Vehicle Seating



Yanfeng Global Automotive Interiors

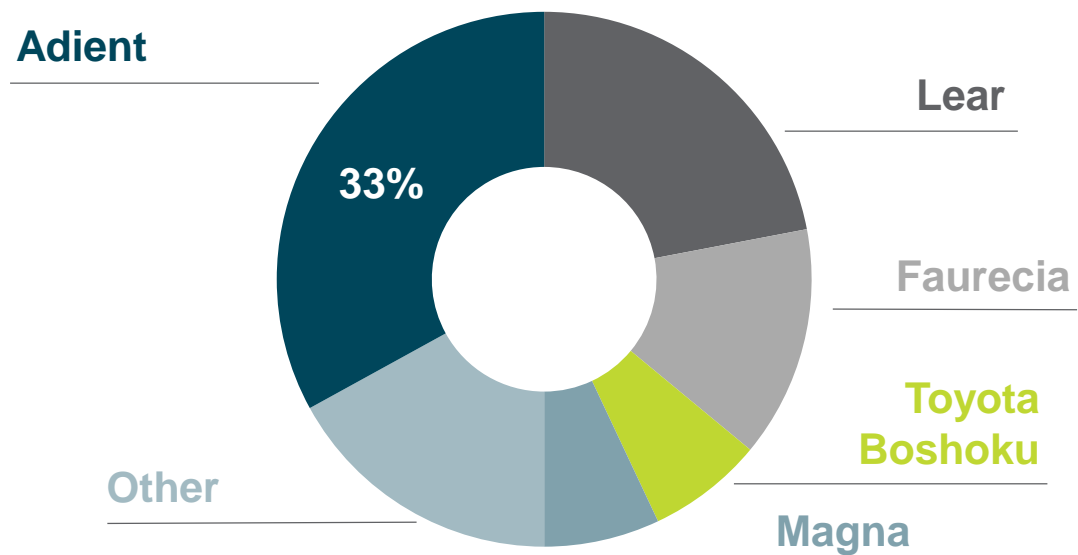
- > Instrument Panels
- > Floor Consoles
- > Door Panels
- > Overhead Consoles
- > Decorative Trim



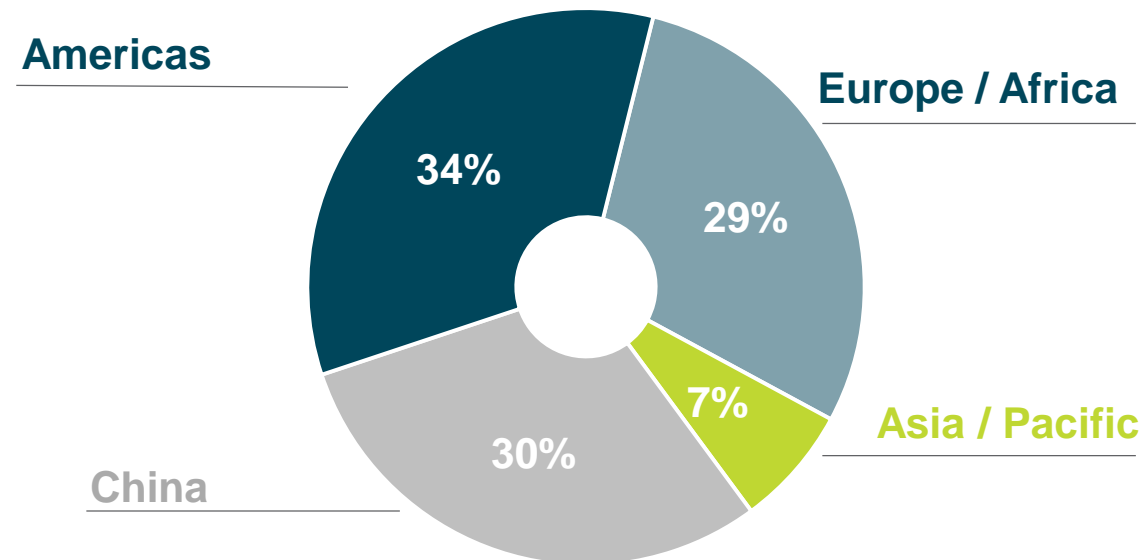
Global market leader with diversified geographic exposure



Global market share



Revenue by geography



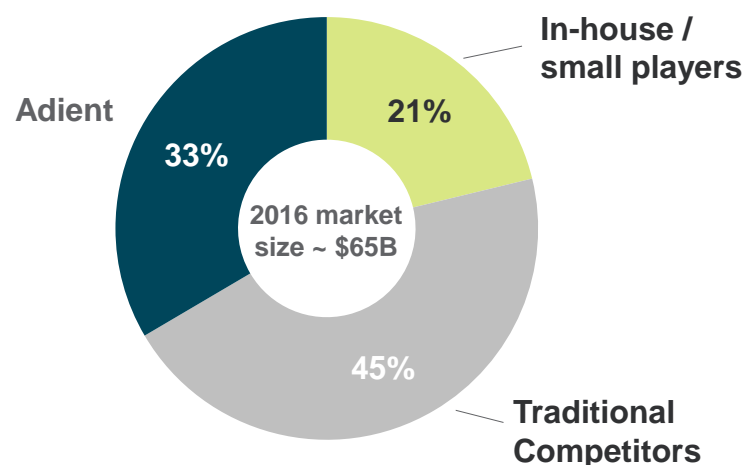
Early investment in emerging markets allowed Adient to take advantage of the globalization of the automotive industry

Adient share Includes non-consolidated revenue (mkt share based on FY16)
Revenue by geography based on FY2016 (consolidated and non-consolidated)
Source: IHS Automotive and management estimates

Global competitive market position



Global market share

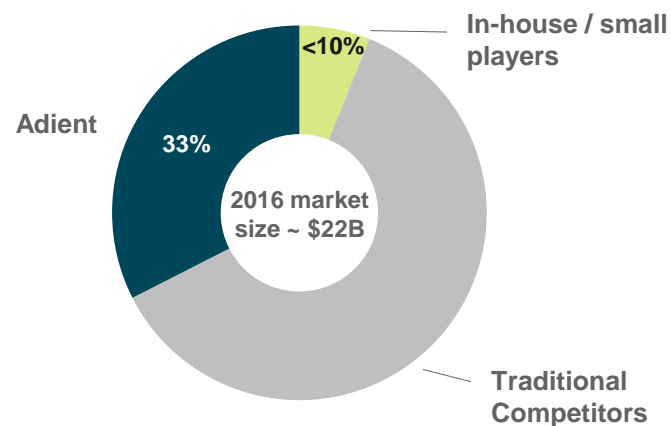


Content growth driving growth in the seating market > industry growth

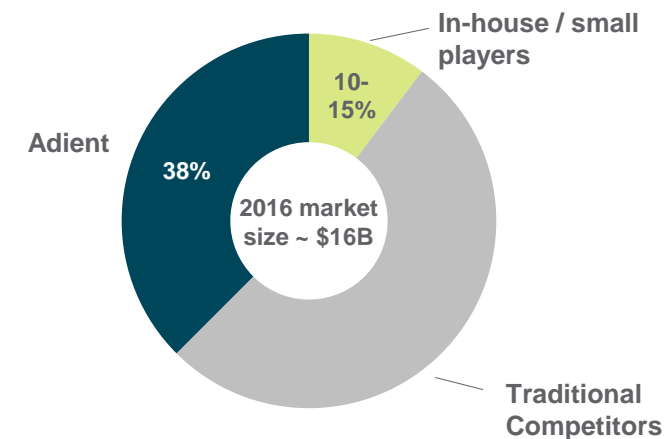
Adient Market Share:

- **Global:** Responsible for approximately one third of the global seating market; opportunity for continued growth
- **Americas / Europe:** Challenged near-term due to prior year capital constraints; growth expected in 2019 and beyond
- **China / SE Asia:** Opportunity for growth, primarily from in-house / small players

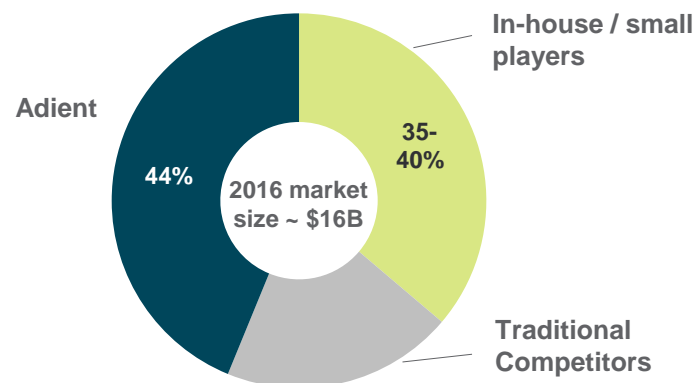
Americas



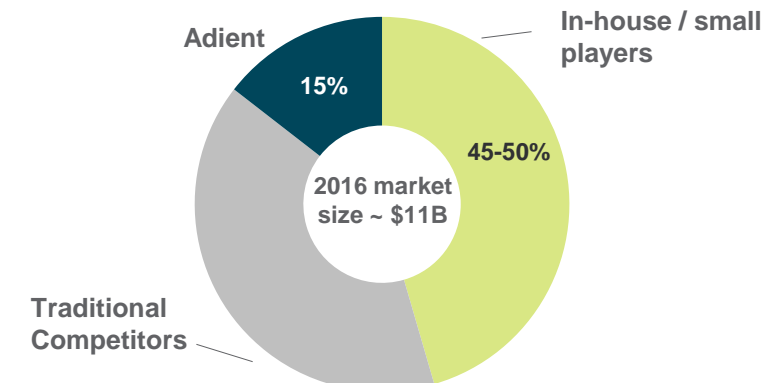
Europe



China

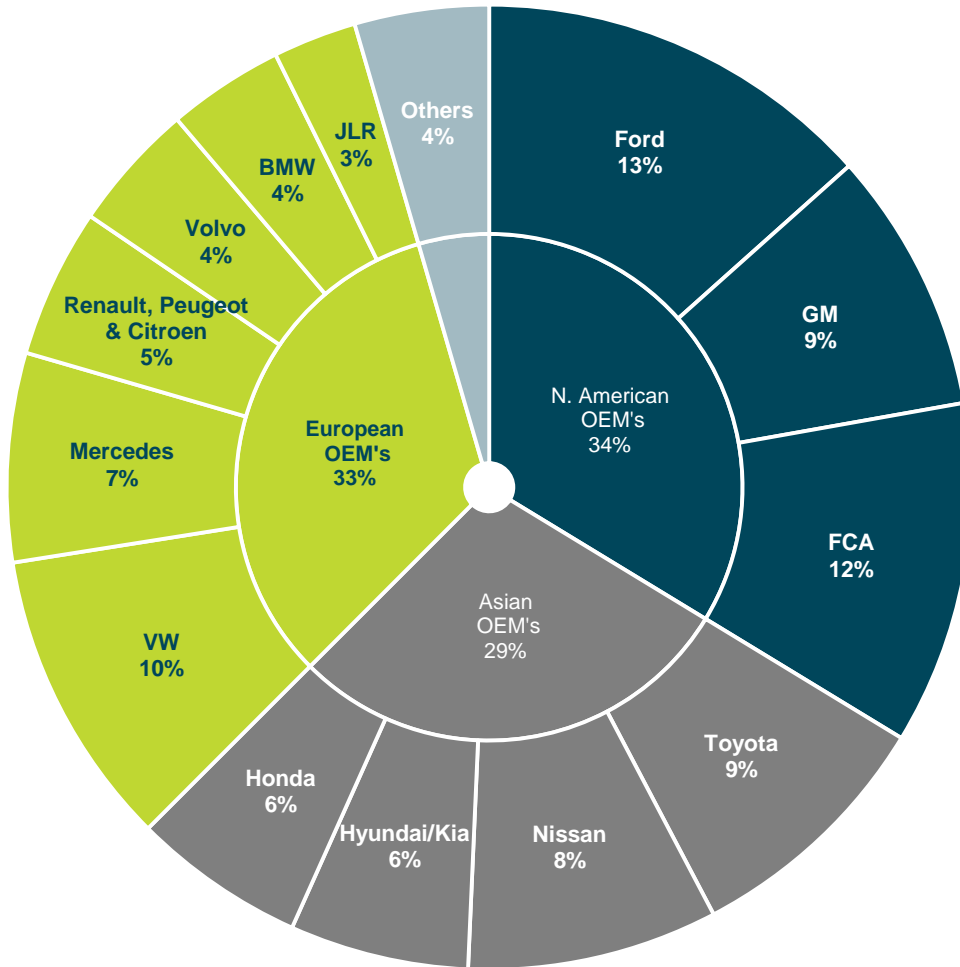


SE Asia, Japan, Korea



Source: IHS Automotive with management adjustments. Adjustments are based on management's knowledge of customer schedule details and participation in the global automotive seating market, and include identification of the seating provider for certain vehicle models unidentified by IHS Automotive, among others.

Our customer portfolio is the envy of the industry and closely mirrors our customer's global market share



Based on FY16 Consolidated Sales

Key Takeaways

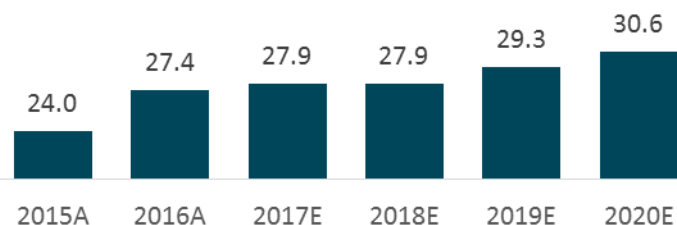
- > Industry leading diversification
- > By customer -- largest customer accounts for 13% of total consolidated sales
- > By platform -- largest platform accounts for ~5% of total consolidated sales
- > Ability to leverage products across customers and regions
- > Scale provides leverage to optimize cost structure

1

Industry Growth¹

- > **Global light vehicle production remains robust** and is expected to reach production levels of **101 million vehicles by 2020**
- > **China continues to grow more rapidly than other major markets (4.9% CAGR)**, albeit at a lower but more sustainable rate than in past years

■ China LV Sales (mm of units)



2

Mix

- > Mix of Foam/Trim/JIT sourcing and component sourcing
- > Continued shift towards SUVs / MPVs globally
- > Increase in luxury / comfort features



Growth Drivers

Content Growth

3

- > Increase in **passenger-focused technologies**:
 - Occupant sensing
 - Seat heating / cooling
 - Massage features
 - Passenger health and wellness
 - Advanced seat adjustability
- > **Connected car / autonomous driving** provide large potential for content growth
 - Adient offers complete interior solution to potential new entrants
 - Autonomous trend likely to have a significant impact on interior content

1. Source: IHS Automotive.

Adient is well positioned to capitalize on a shifting industry



Traditional manufacturers ...



... and the new players



Industry trends

- > Autonomous driving
- > Electrification
- > Internet of things
- > Connectivity
- > Urbanization
- > Alternative propulsion
- > Slim & lightweight
- > Smart materials
- > Individualization
- > New shapes
- > Safety
- > Shared ownership

We address the questions of the traditional OEMs and the new players who accelerate industry trends.

Opportunities in new markets

Growing outside traditional auto markets



**West Coast New
Players**



**Commercial
Vehicle Seating**



Railway Seating



Aircraft Seating

~55%
net earnings

**Consolidated
Results**

VALUE DRIVERS


- > Margin improvement of 200 bps vs. LTM June 2016 results
- > Strong order book in 2016, expected to drive top line growth in 2019 and beyond
- > Proven ability to generate substantial cash flow
- > Largest market share with most capable global production / delivery capability

~45%
net earnings

**Unconsolidated
Results**

VALUE DRIVERS

- > ~44% market share with high growth opportunity
 - Incremental content per vehicle driven by mix (CUV / SUV / luxury)
 - Shift away from local / in-house players as vehicles migrate to global platforms
- > Record of success (i.e. from 2012-2016)
 - ~14% CAGR in sales and EBITDA (stable and attractive margins)
 - ~34% CAGR in net cash despite ~16% CAGR in dividends



Focus of
today's
review

Unconsolidated results = higher quality earnings



ADNT's equity income	UNCONSOLIDATED RESULTS = HIGHER QUALITY EARNINGS ↓
~25% EBITDA	<ul style="list-style-type: none">> ~25% of Adient's EBITDA generated through <u>equity income</u><ul style="list-style-type: none">– Shown as EBITDA for accounting purposes, should be treated as <u>net income</u> for valuation purposes (already reflects growth investments and taxes)
~65% cash conversion	<ul style="list-style-type: none">> ~65% of Adient's equity income converts into <u>cash dividends</u><ul style="list-style-type: none">– Cash conversion rate significantly higher vs. peer EBITDA conversion rate of ~37% ¹– Adient conversion rate expected to increase if growth in China slows

Adient's joint venture income model makes us structurally unique

1. Represents peer median 5-year average; Peers include Autoliv, Faurecia, Lear, Magna, Tenneco.



Dissecting Adient's 2017E earnings

(\$ in millions)



Base Business

2017E Consolidated Business EBITDA (Including Equity Income)	\$1,625
(-) 2017E Equity Income	(400)
2017E Base Business EBITDA	\$1,225

← Valued at Industry
EV / EBITDA Multiple

China Joint Ventures

2017E Equity Income	\$400
(+) Illustrative Taxes (@ 18%) ¹	83
(+) Illustrative Interest Expense ²	-
(+) Illustrative Depreciation & Amortization ³	96
2017E Illustrative China Proportionate EBITDA	\$579

← Valued at Industry
China P / E Multiple

← >\$1B net cash at JV's

← Used for Consolidated
Leverage Purposes

Source: Management estimates

¹ Assumes 2017E unconsolidated sales of ~16bn and illustrative seating and interior operating income margins of ~10% and ~4%, respectively.

² Assumes no net interest expense as the JVs are in a consolidated net cash position.

³ Assumes D&A represents 1.5% of total unconsolidated sales.

Reconciliations of non-GAAP measures related to FY2017 guidance have not been provided due to the unreasonable efforts it would take to provide such reconciliations

Overview

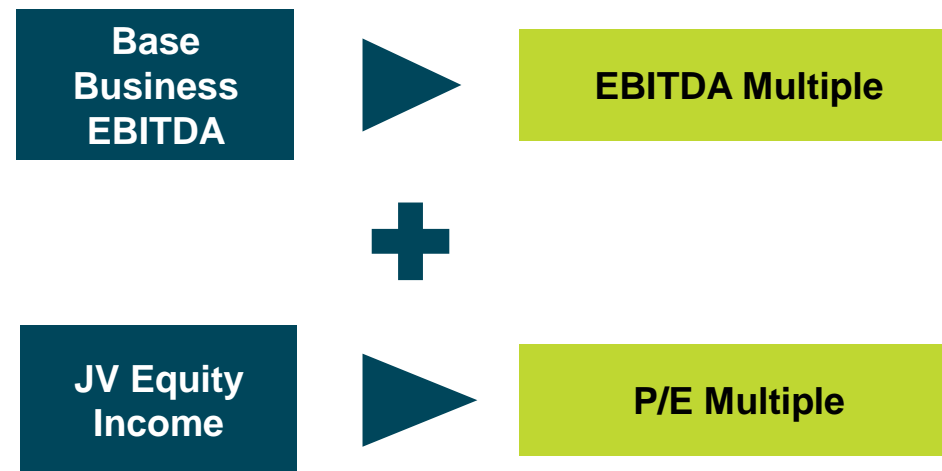
Primary - P/E Multiple Methodology



- ✓ Provides full value for JV equity income (key contributor to value and cash flow)
- ✓ Captures benefit from lower corporate tax rate
- ✓ Captures earnings impact from increased leverage at spin (as well as benefit from de-levering over time)

Considerations

Secondary - Blended Multiple Methodology



- ✓ Common method currently used by Wall Street research analysts
- ✓ Provides easier comparison to core auto peers who are primarily valued on an EV / EBITDA basis
- ✗ Does not provide proper credit for tax rate decline, leverage at spin or JV equity income

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- > Innovation
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The outlook for business environment in China remains promising



Stabilized economic growth “New Normal”

> Sustainable economic growth

China GDP Growth Forecast 2017-2021

	2016	2017F	2018F	2020F	2021F
WB	6.7	6.5	6.3	6.3	6.0
IMF		6.6	6.2	5.9	5.8
EIU		6.6	4.5	5.2	4.9

> Focus on a more “consumer led” sustainable growth

Strong government support “Made in China 2025”

- > Move China’s auto industry to the leading position globally, focusing on quality of growth
- > Strong push for NEVs and Chinese Brand
- > More focus on innovation

Potential in consumption

- > Continued urbanization
 - Target 60% by 2020 from ~56% in 2015
- > Middle-class explosion
- > Still low vehicle ownership

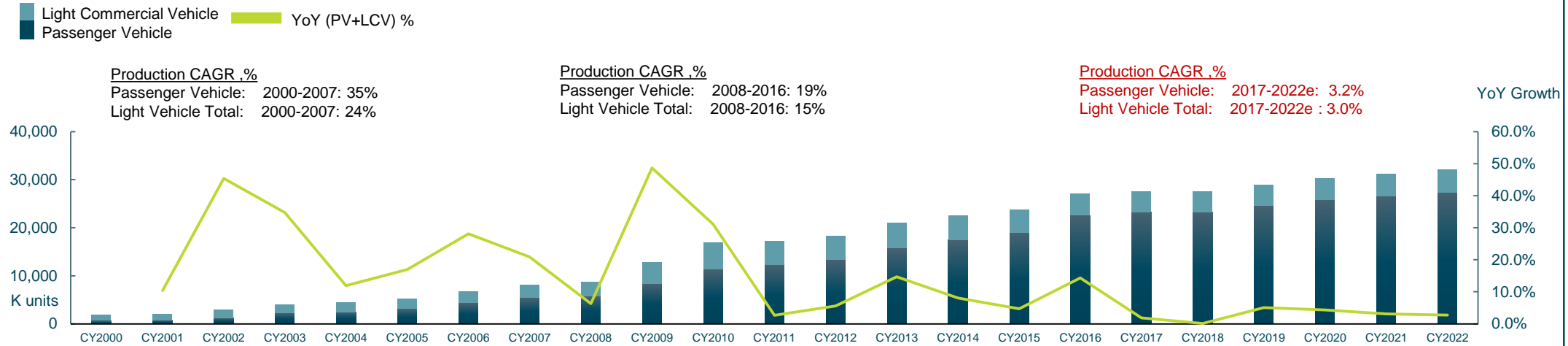
We have optimistic view on business environment in China in the next decade

Data source:
GDP Forecast : WB: World Bank; IMF: International Monetary Fund; EIU: Economist Intelligence Unit
Urbanization number : China National Development and Reform Commission

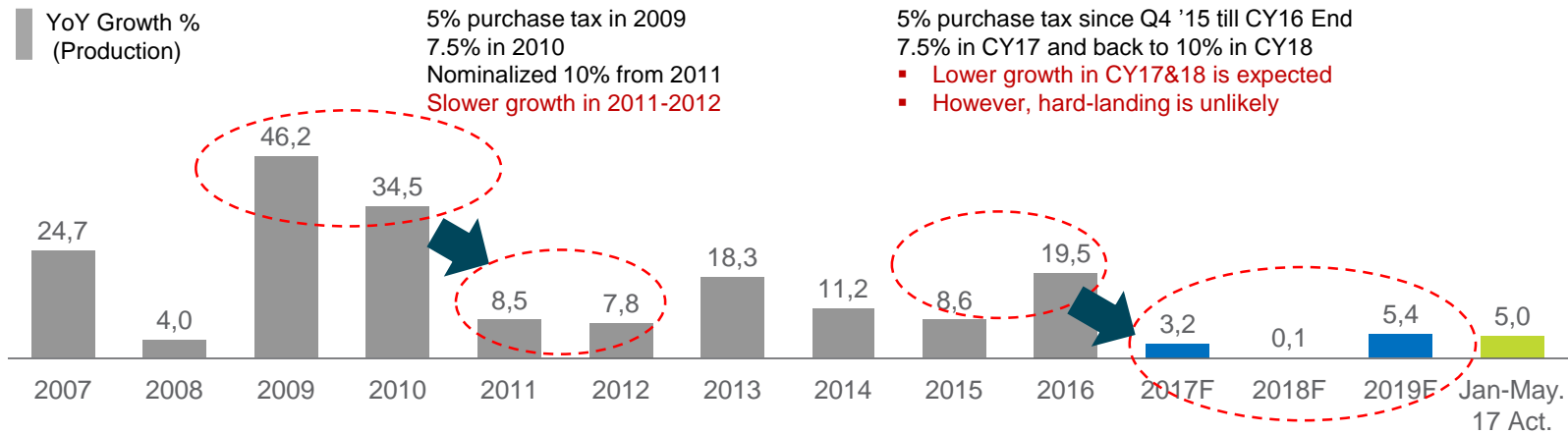
Market trends: China light vehicle production and short-term outlook



Light Vehicle Production Trend (units)



Short-Term slower down risks but not without opportunities



Brand	Production Jan-May 17	Growth 2017/2016
BMW	150,000	+51%
Daimler	164,000	+36%
Volvo	32,000	+28%
Geely	458,000	+78%
GAMC	202,000	+58%
Hyundai	298,000	-30%
Kia	138,000	-42%
BYD	151,000	-14%
Brilliance	51,700	-47%

Data source – Light vehicle production volume forecast : IHS Forecast April 2017; Jan-May China PV Production data: CPCA (China Passenger Car Associations)

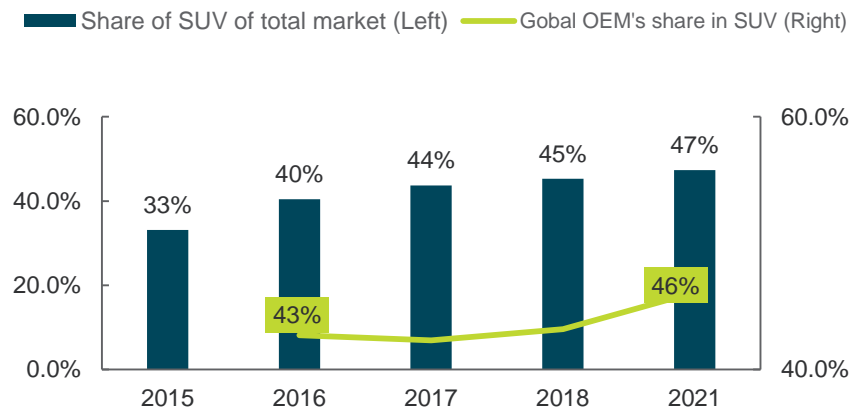
Market is witnessing uneven growth

- > Growth to slow down in 2017&2018, but hard landing is not likely
- > Competition will increase and price headwind will continue
- > We are capable of dealing with the market headwinds through:
 1. Operational excellence (AMS; Industry 4.0)
 2. Supply chain management / vertical integration / economies of scale
 3. JV partnerships and global customer relationships
 4. Flexibility in manufacturing
 5. Product mix
 6. Innovation

SUV trends are beneficial to Adient's growth



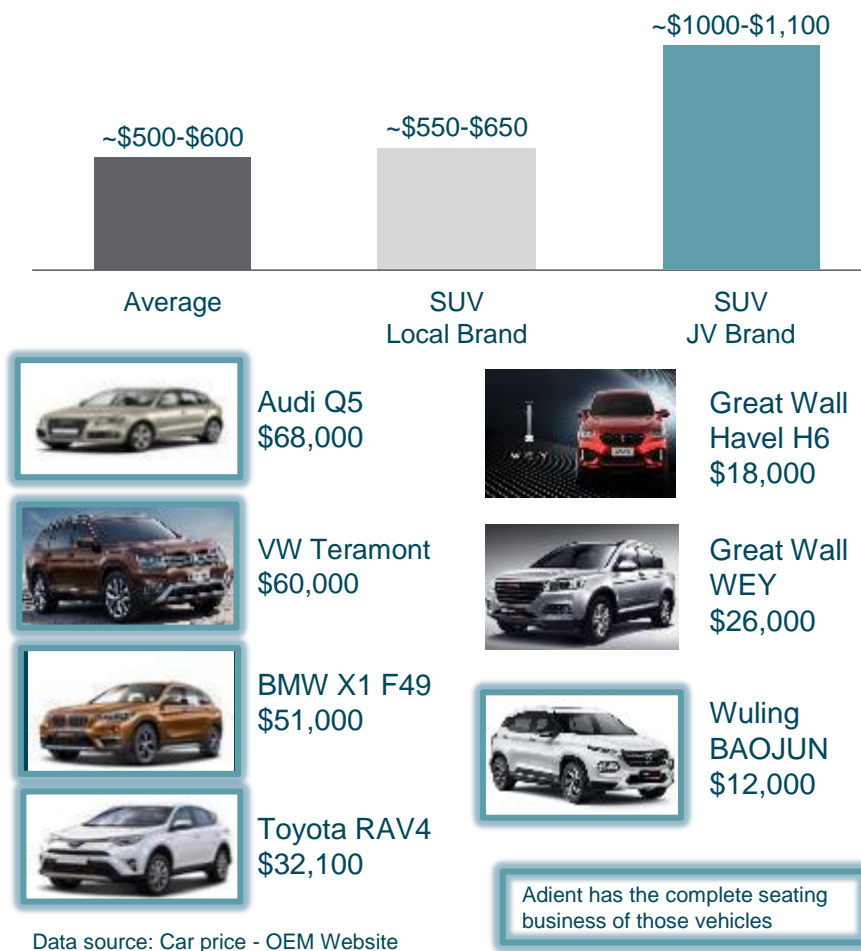
China SUV Development Trend % share based on production volume



1. Penetration of SUV in total PV market will continue to increase from 40% today to 47% by 2021
2. Global OEM's share in SUV segment is expected to increase by ~3% in the next 5 years
3. Competition will intensify in this segment

Data source: IHS Forecast

Seating content per vehicle:

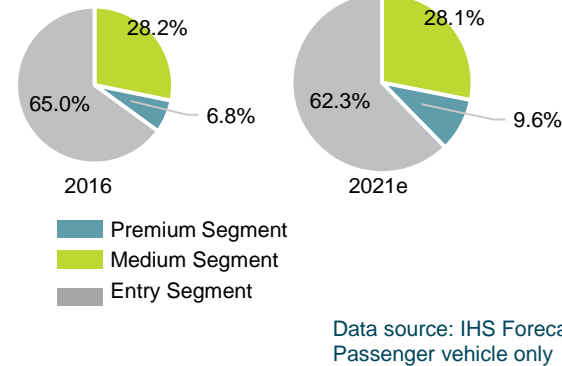
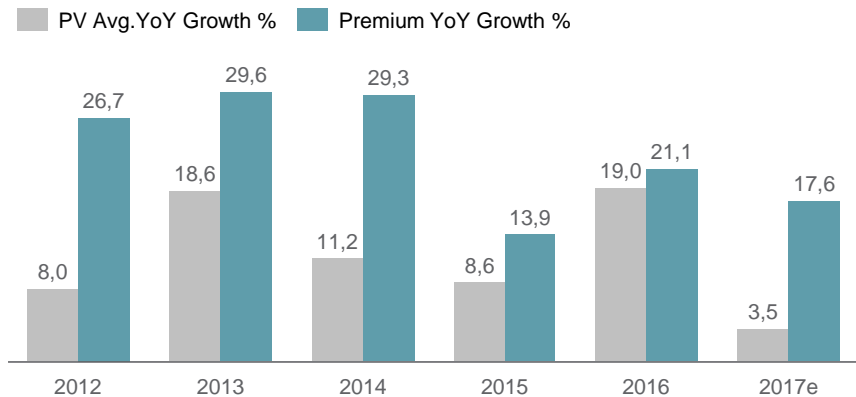


New business wins enable us to further gain growth in China from the SUV trend

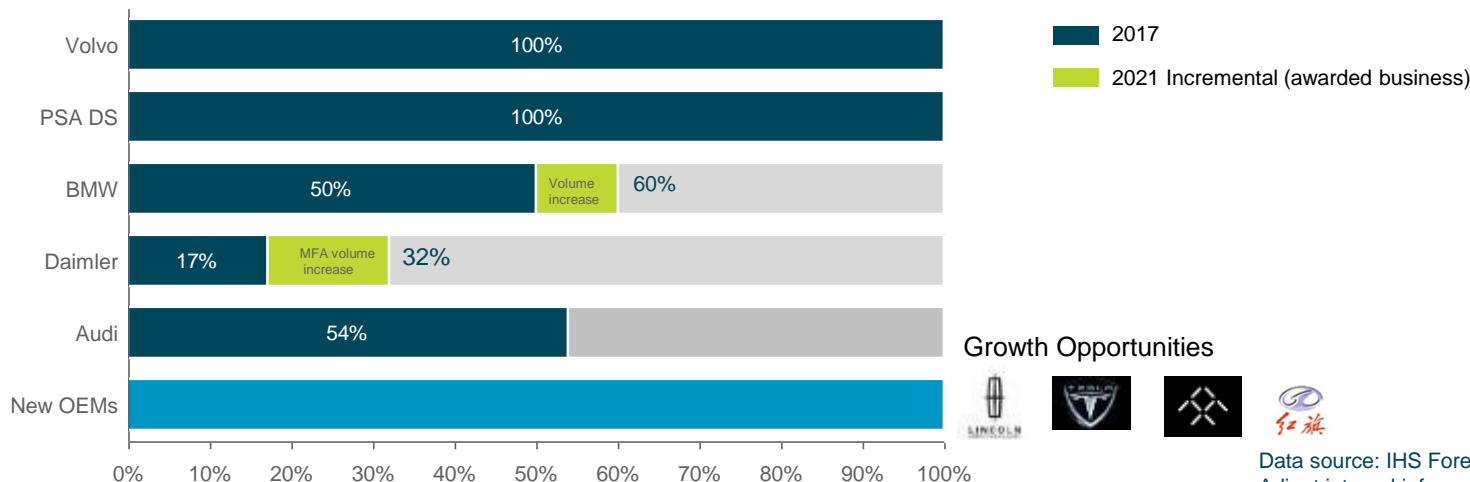
Premium market will continue to outpace the volume market in China

China PV Production YoY Growth (Average market vs. Premium)

Segment share 2016 vs. 2021e



Adient market share in each main premium brands



- > Premium segment will continue to outpace the mass market in the next 10 years, powered by the growing middle class as their disposable income increases
- > Our backlog ensures our leading position in this segment
- > Growth opportunities with those later comers and new OEMs

Importance of Chinese market will continue to increase

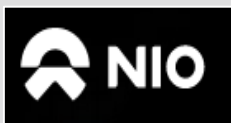


Global Platforms



Evolving of the Chinese OEM

New OEMs



Leading Market Of Electrification

Technology roadmap 2025:

World's biggest electric
vehicle market with
aggressive growth plans

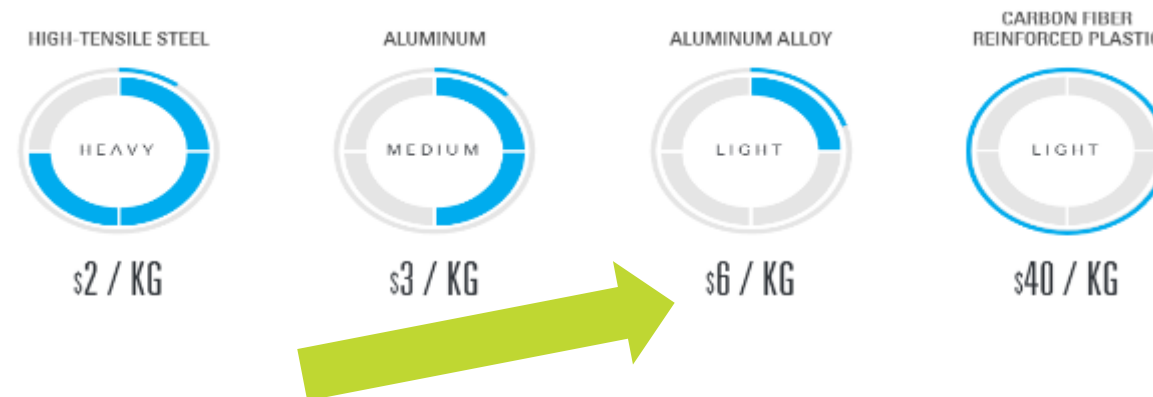
Market trends:

China technology roadmap 2025: focus on the development of lightweight materials



Light-Weight	Categories	2020 Objectives	2025 Objectives	2030 Objectives
	Vehicle weight reduction rate (In comparison to 2015)	By 10% ↓	By 20% ↓	By 35% ↓
	High Tensile Strength Steel	50% use of AHSS w/ a strength of 600mpa or more	30% use of 3-generation HTS for body in white	Use of steel w/ a strength of 2000mpa or above at a fixed ratio
	Aluminum Alloy (Usage per vehicle)	190KG AL used	250KG AL used	350KG AL used
	Magnesium Alloy (Usage per vehicle)	15KG Mg used	25KG Mg used	45KG Mg used
	Carbon fiber-reinforced composite material	-	Carbon fiber will account for 2% of the vehicle body weight	Carbon fiber will account for 5% of the vehicle body weight

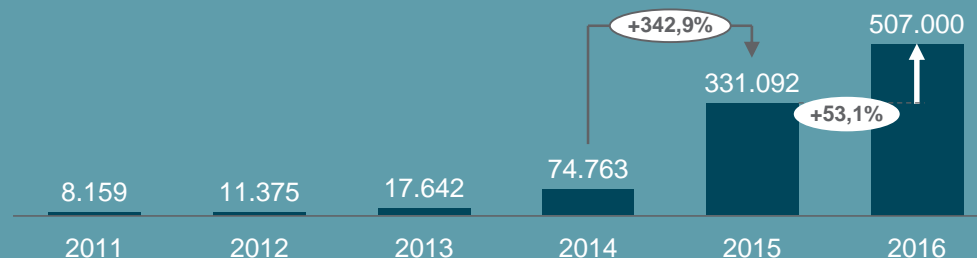
The weight of seating structures will have to reduce significantly - which presents challenges but also opportunities



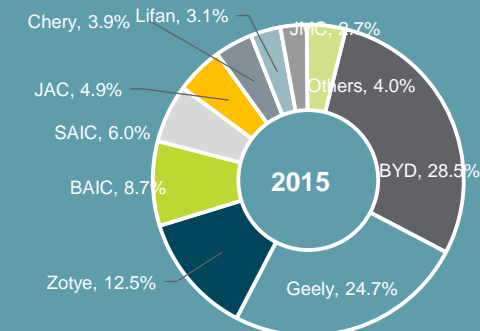
Data source: Marklines; "China technology roadmap 2025" was issued by SAE (Chinese Society of Automotive Engineers)

- > **NEV market in China was surging since 2014**
- > **Local brands supplying >90%**
- > **Government incentives play a large role in today's market**

Sales of New Energy Vehicle in China
Data source: China Association of Automobile Manufacture (CAAM)



China's NEV Brand Market Share in 2015



Outlook:

- > Government will continue to push the development of NEV
- > Subsidies will be gradually receding
- > Global OEMs will enter the market
- > Consolidation will likely to happen in the coming years

Data source: China Industry Plan; Marklines etc.

Global OEMs accelerate EV plan in China			Production plan by 2020	Production plan by 2025
	EV JV Agreement confirmed		400,000 units	1.5million units
	Enhance collaboration on developing NEV			
			10 new EV models 150,000 units (EV+HEV)	500,000 units
				70% of all Ford nameplates sold in China will be electrified

- > The entire automotive industry is on the brink of a major transformation, technology is driving this shift, shaped by demographic, regulatory and environmental pressures.
- > China's auto industry will also evolve thus bring profound impact both domestically and globally.
- > We are equipped to capitalize on the trends and continue to outpace the market growth over the next decade.

VEHICLE

- > The car will become **smarter** and **greener** with high-efficiency engines, lighter materials and autonomous driving systems.
- > The driver will look at cars differently – **sharing cars** and using them as space to consumer media and make calls.

SEATING

- > Seating will become an integral component of connectivity and autonomous – which requires increased features such as: **safety; health; comfort and entertainment.**
- > Seating structure is one of the key elements to weight reduction of the vehicle.
- > The usage of seat will increase as a consequence of ride-sharing.

CONSUMER

- > Younger generations.
- > New mobility concepts.
- > Consumers become more **sophisticated** and expect more value in product with a more competitive price.
- > Expanding of **upper/middle class** will continue to power the consumption.

Meeting agenda



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- > Adient's unconsolidated financial strength
- > Innovation
- > JV overview
- > Panel discussion



Adient is the largest automotive seating supplier in China

We enjoy a clear leadership position in China

We generated

\$7.5B

sales revenue in FY2016



We employ

31,000

highly engaged employees
including >1,300 engineers



We have

17

seating joint ventures



We have

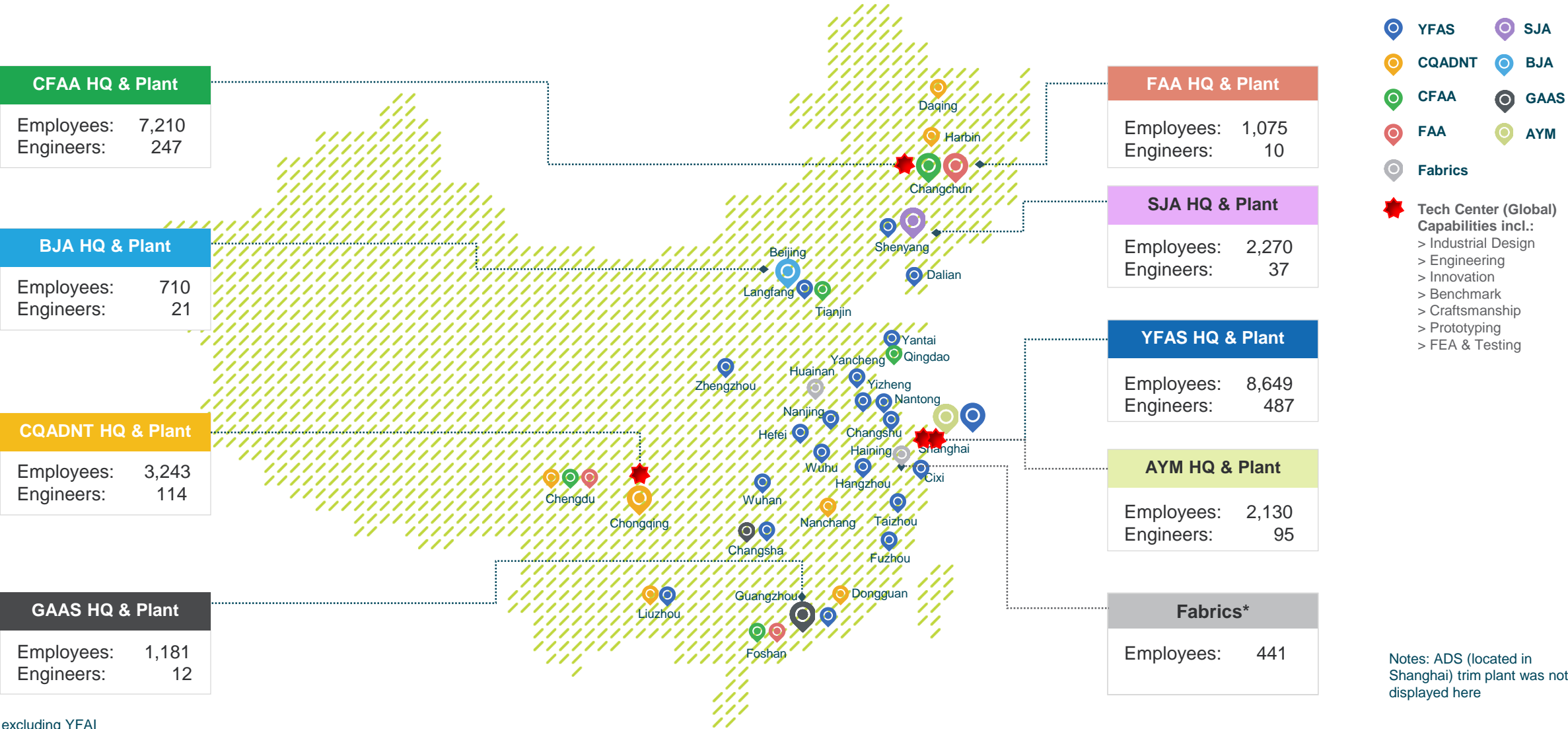
45%

PV market share



Note: excluding YFAI

We operate through 17 joint ventures, 67 manufacturing plants and 4 global tech centers in 37 locations



Note: excluding YFAI

We partner with all major auto groups in China



Complete Seat

Components

China Joint Ventures		
Joint Venture Name	Chinese Group Partner	Joint Ventures' Customers
YFAS	SAIC	
CFAA	FAW	
CQADNT	Changan	
BJA	BAIC	
SJA	Brilliance	
GAAS & CAA	GAC	
GZDFAS	Dongfeng	
AYM	SAIC	Serving all major OEM customers
FAA	FAW	
WFAD	Wanfang	
ADNNG	NNG	

Note: excluding YFAI Where Adient has an exclusive partnership with customer Individual OEM (no alliance with those big auto groups)

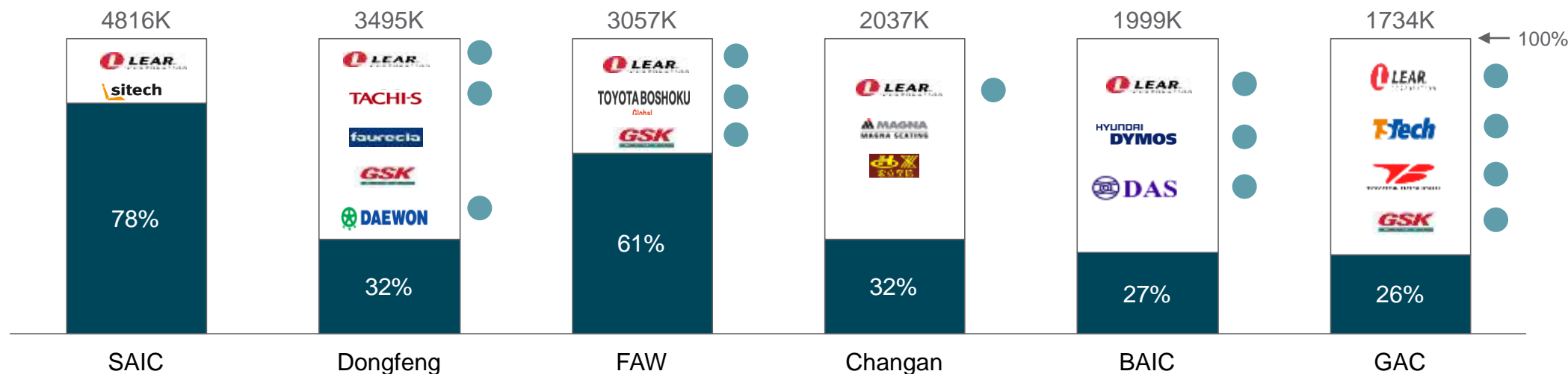
Adient China's current seating market share in each big auto group



■ % Adient's JIT market share in each big auto group, based on 2016 production volume (PV)

● Where competitors have alliance with the auto group

PV seating market share per each major auto group



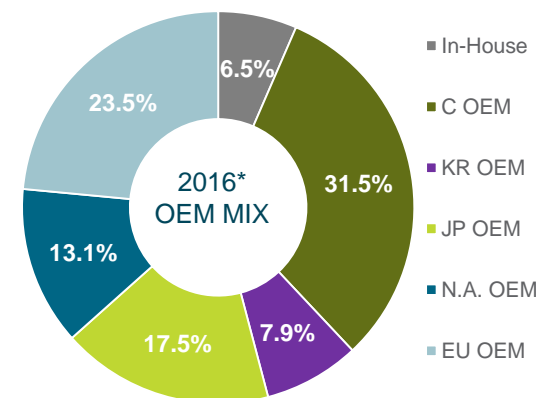
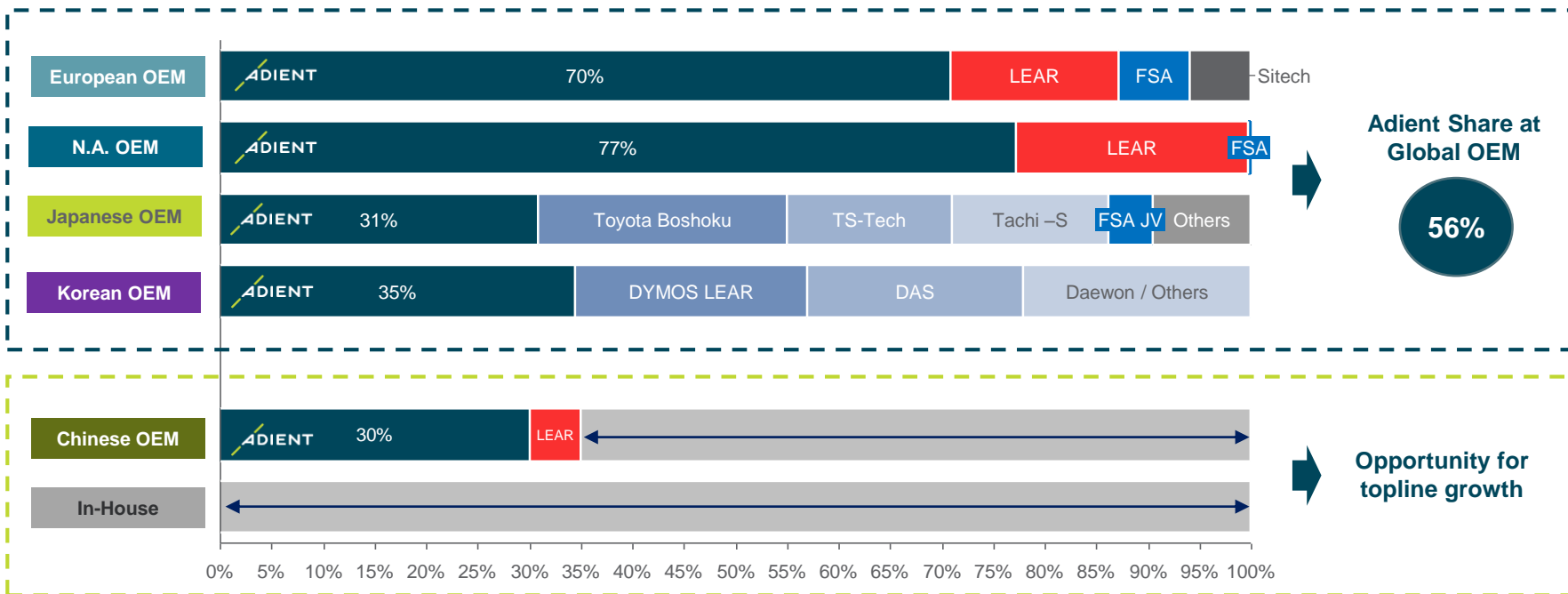
- > Since 1997, JV model has advantaged us in each main auto group
- > Our partner relationship has worked well and we expect to maintain our position

Source : IHS Forecast, traditional passenger vehicle
Market share information: Adient internal information

Leading position with western OEMs with opportunities with Asian and Local OEMs



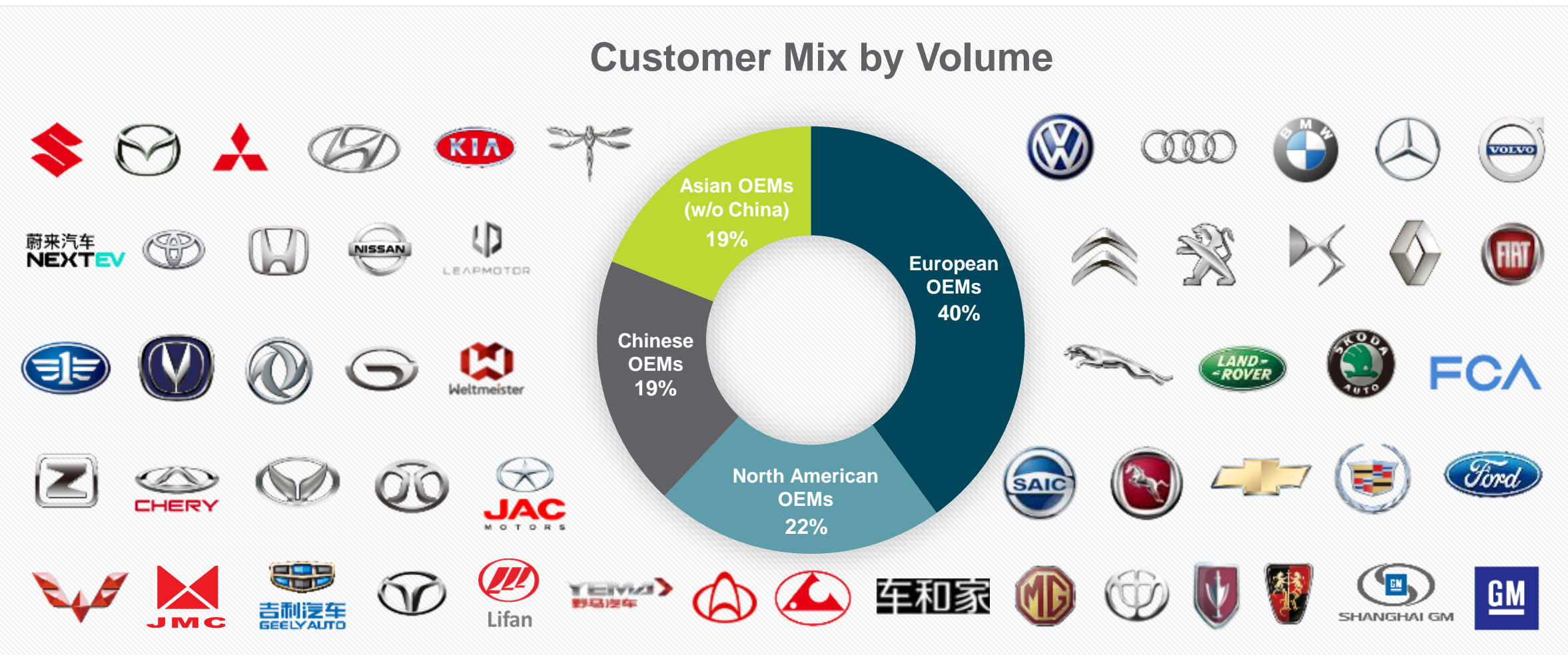
Seating* market share among each OEM Group



- > Leading position with European and U.S. based OEM groups
- > Opportunity to grow share w/ Asian OEMs through strategic initiatives aligned w/ Adient global CGs
- > White space with local Chinese OEMs

*All Market share data is calculated based on 2016 actual PV production volume – total market size = ~22million; “In-House OEM” refers to BYD and Great Wall Motor

Customer Mix by Volume



Customer awards and recognition

2016: 24 awards in total

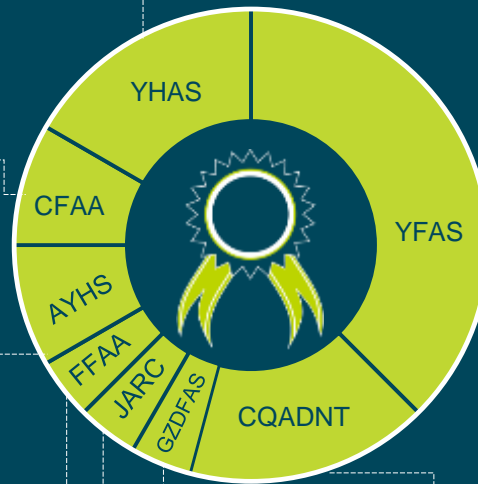
No	JV	Customer	Award
1	YHAS	JAC	New Model SOP Contribution Award 2016
2	YHAS	JAC	Excellent Supplier Award 2016
3	YHAS	JAC	Excellent Supplier of M4 Project
4	YHAS	JAC	Excellent Supplier of S7 Project

No	JV	Customer	Award
1	CFAA	FAW-VW	2016 IAQ Improvement Award *IAQ: Indoor Air Quality
2	CFAA-Chengdu	FAW-VW	2016 Excellence Quality Award

No	JV	Customer	Award
1	AYHS	Chery	Excellence Performance of Development Award 2016
2	AYHS	Chery	First Prize of Quality Performance (Seating System) 2016

No	JV	Customer	Award
1	FFAA	Delta-CFAA	Award for the Best Performance in Quality Month

No	JV	Customer	Award
1	JARC-Shenyang	SGM	Quality Award



No	JV	Customer	Award
1	YFAS-Shanghai	SGM	Best Supplier
2	YFAS-Yantai	SGM	Gold Partner Award
3	YFAS-Shenyang	SGM	Best Supplier
4	YFAS-Wuhan	SGM	Best Supplier
5	YFAS-Yantai	SGM	PC&L Award for "Powerful Support"
6	YFAS-Yantai	SGM	Excellent Supplier
7	YFAS-Changshu	CJLR	CJLR Excellent SQT Award
8	YFAS-Changshu	CJLR	Excellent Supplier
9	YFAS-TC	Honda	Supplier Award for 2TW

No	JV	Customer	Award
1	CQADNT	Changan Suzuki	2016 R&D Contribution Award
2	CQADNT	Volvo	2016 Excellent Supplier
3	CQADNT	Volvo	Volvo Cars Quality Excellence Award (VQE Award)
4	CQADNT	Lifan	2016 Special Contribution Award

No	JV	Customer	Award
1	GZDFAS-Wuhan	Dongfeng-Renault	2016 Annual Excellent Supplier

Key Takeaways

We have been successful in China over the past 20 years making us the industry leader, because we do things right:

- > Unique and longstanding position in China through Joint Venture structure
- > Unparalleled customer diversity and relationships driving growth
- > Unmatched manufacturing footprint and presence in China making us a true partner for our customers
- > Vertical integration enhancing competitiveness
- > Global tech centers offering world-class capabilities and solutions
- > Standardized operating systems ensuring best-in-class cost, quality and on-time delivery

Our goal is to continue to outpace the market, further expanding our share and strengthening our leadership.



- > We will continue to focus on growth, building on our strengths
 - > Customer Focus
 - > Partnerships and Global Team
 - > Products / Technology / Innovation
 - > Operational Excellence
- > We will be nimble and influence market changes
- > We will leverage our strength in China to grow in the rest of the world

Meeting agenda



- > Company & business overview
- > China market overview
- > Adient in China
- > **Adient's unconsolidated financial strength**
- > Innovation
- > JV overview
- > Panel discussion



Adient China's unconsolidated financial strength ¹

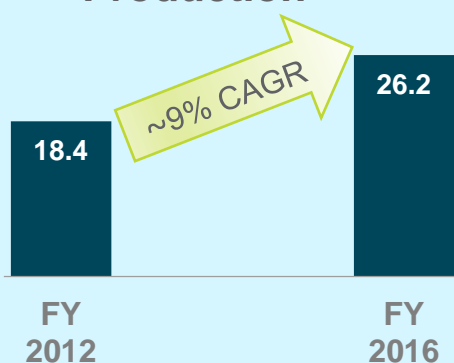
FY2012 – FY2016



Industry

Units, Millions

China Light Vehicle Production ²



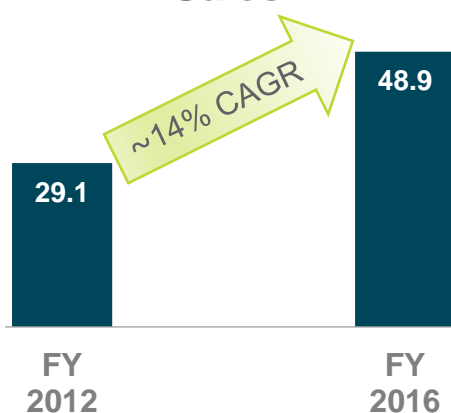
¹ – Excludes YFAI; includes SJJ and BJC Interiors prior to July 2015

² – Based on IHS volumes

³ - Net cash at 12/31/16 was approximately \$1.1B

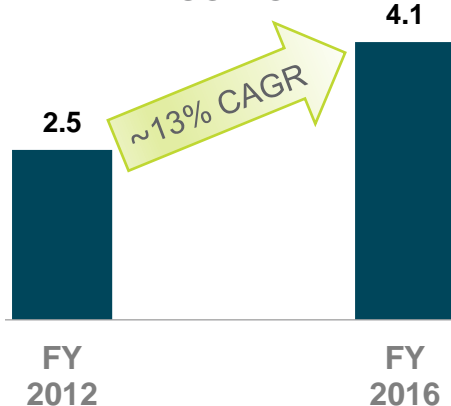
CNY in billions

Sales



> Top-line growth in excess of industry growth expected to continue

Net Income

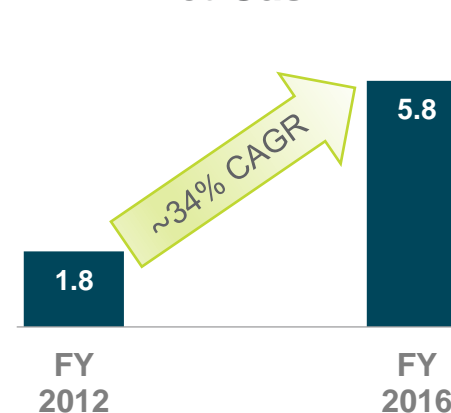


> NI supported by strong operating performance (14% EBITDA growth, and margins between 11-12%)

> Expect to sustain strong margin performance

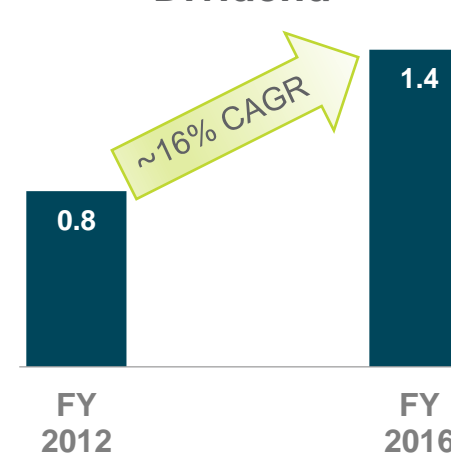
Adient Results

Net Cash ³



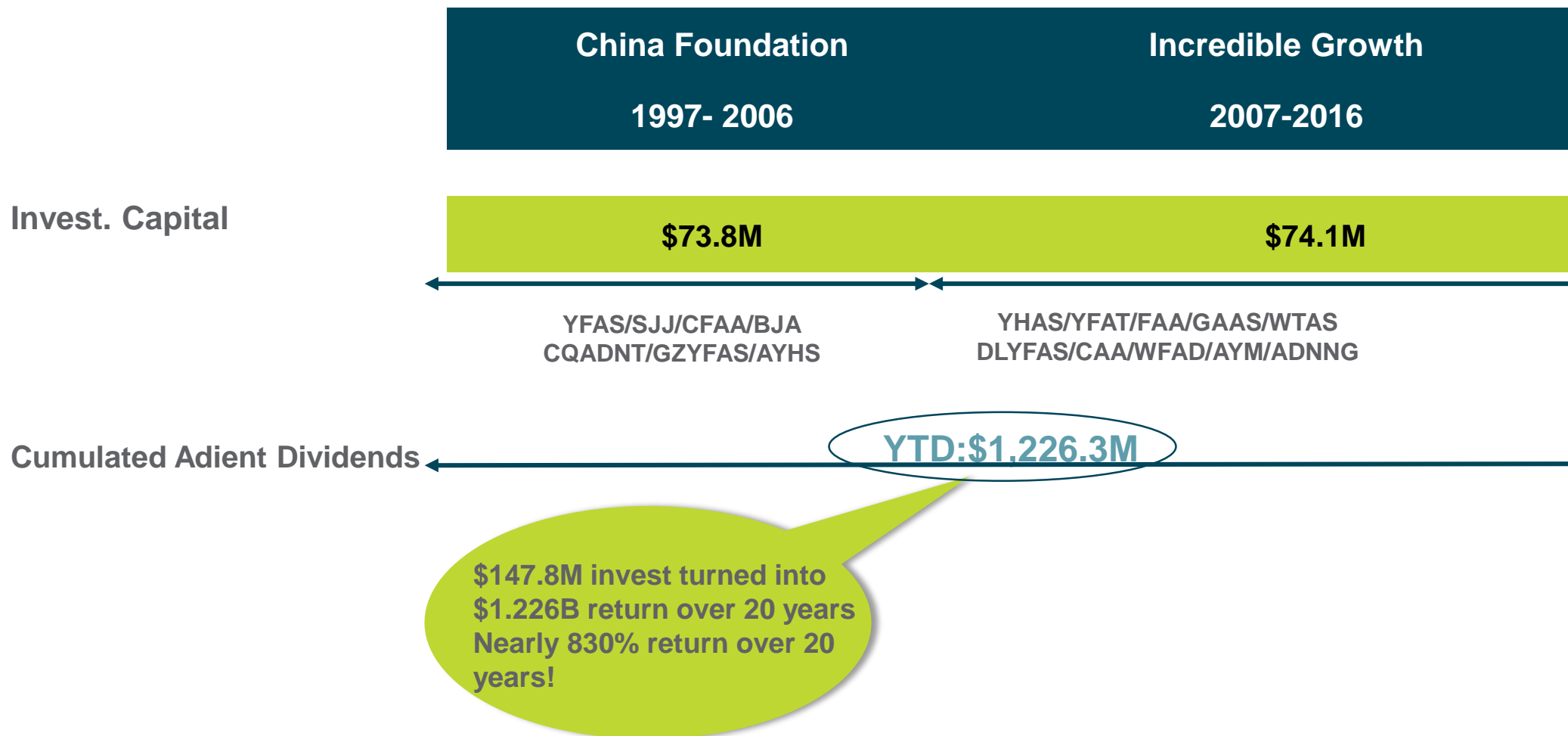
> Well capitalized balance sheets across the various joint ventures

Dividend



> Dividend growth expected to continue

Financial Returns from China JVs



Adient is expected to continue realize sales growth in China

- > **China automotive industry slows down but is expected to continue to grow**
- > **Adient's future growth is expected to continue outpace industry growth**
 - *Adient has high and increasing market share with premium brands*
 - *Adient has very good coverage with SUV / CUV segment*
 - *Seating content per vehicle is expected to increase*
 - *Adient has manufacturing plants close to all OEMs' plants in China*
- > **Opportunity to grow market share with Chinese OEMs, in-house OEMs and Asian OEMs**
- > **Strong business booked in FY16: unconsolidated seating backlog 2017-2019 >\$2B**
- > **Growth in China has not be impacted by prior year capital constraints**
 - *Adient as an independent company*
 - *Strong cash positions at Adient JVs*

Adient is expected to continue maintain sustainable margin with sales growth

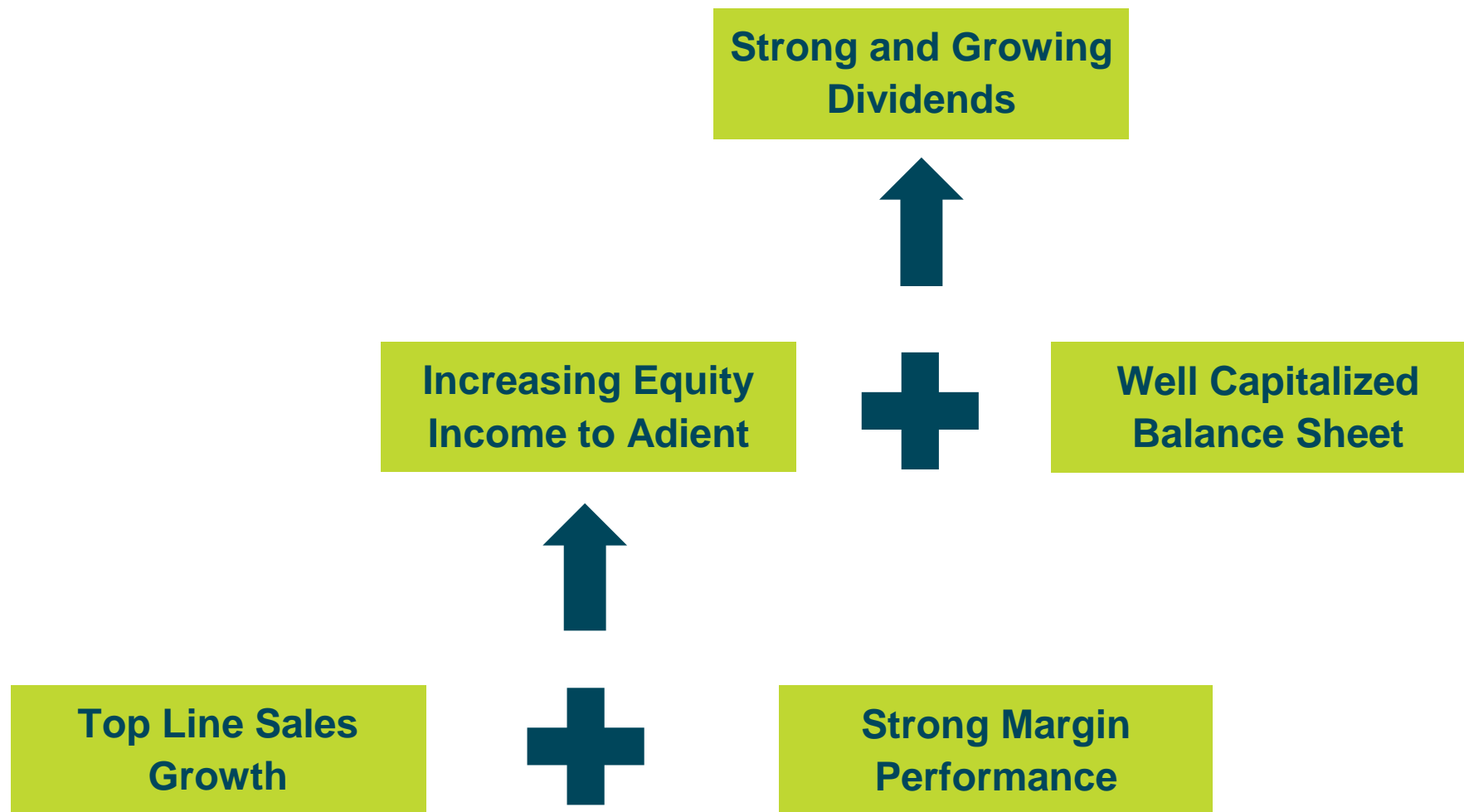
- > Advanced & standardized operating systems in place to drive operational improvements



- > Operational flexibility with 67 manufacturing plants in China
- > Strong engineering supports with 4 global tech centers in the region
- > Strong partnerships with all major auto groups in China
- > Supply base localization / vertical integration – cost advantage vs. peers



Financial Strength Expected to Be Continued – Dividends



Meeting agenda

- > Company & business overview
- > China market overview
- > Adient in China
- > Adient's unconsolidated financial strength
- > Innovation
- > JV overview
- > Panel discussion



Agenda: Driving Technology & Innovation in China

- > The Race for Autonomous & Electric is on
- > Industry Trends and how Adient is ahead of the game
 - Short-term
 - Mid-term
 - Long-term
- > Adjacent markets

ADIENT



Innovation will be a significant driver of our global growth. We will surprise and delight our customers globally, introducing our innovative products at the world's major automotive shows.

Five Year Marker

INTEGRITY

We have a passion for winning but at all times will act with unquestioned integrity. We will always do the right thing. We will treat one another honestly and with respect and consistently meet our commitments.

OPERATIONAL EXCELLENCE

We will be the cost leader in our industry. We will be operationally excellent at everything we do through a focus on continuous improvement. Our Operating System will be fully deployed and we will be the most operationally capable company in our industry with recognized industry leadership in cost, quality, launch execution, and customer satisfaction. We will have globally consistent, lean business processes centralized in low cost countries and supported by world class information technology systems. We will leverage our global footprint, scale and Materials Best Business Practices to be the benchmark in operations, supply chain management and supplier development.

GLOBAL GROWTH

We will make the globalization of the automotive industry and through our global footprint and joint venture partners will be uniquely positioned to win. We will be the global market share leader and leverage our leading position and capabilities in China. We will leverage our world class capabilities to grow beyond the automotive industry with at least \$1 billion annual revenues derived from non automotive markets.

PEOPLE AND LEADERSHIP

Our people are our greatest asset, there is nothing more important than their safety. We expect to be held accountable. Our culture of employee engagement and leadership development will be the benchmark in our industry. We will promote from within and will celebrate and recognize excellence. Our diversity will mirror our markets. Our company embraces strong corporate citizenship and our people are expected to be active in their communities. Leaders are the stewards of our performance culture.

PRODUCT DEVELOPMENT AND INNOVATION

Our engineering and product development process will be world class. Our engineering footprint will be globally capable and focused in low cost countries. Innovation will be a significant driver of our global growth. We will surprise and delight our customers globally, introducing our innovative products at the world's major automotive shows.

CUSTOMER SATISFACTION

We will be known for customer satisfaction. Our leaders are expected to be advocates for the customer and we will work collaboratively with customers to gain global market share. We will be easy to do business with, a flawless program management and launch execution will be a hallmark of our organizations.

SHAREHOLDER VALUE

We will deliver top quartile shareholder returns within our industry through market share growth, margin expansion, revenue diversification and strong free cash flow generation. We will pursue acquisitions to accelerate our growth. We will have a strong balance sheet that affords financial flexibility to sustain the company through business cycles.

The race for electric and autonomous is on ... and the paradigm shift is already underway



GM to start autonomous vehicle manufacturing
and testing in Michigan

China pushes for homegrown driverless cars

Tesla Is Testing Self-Driving Cars on California Roads

**Autonomous car startup NIO unveiled its
self-driving concept vehicle**

**Bosch and Baidu join forces to accelerate
autonomous driving breakthroughs in China**

Ford moves straight to Level 5
for its autonomous vehicles

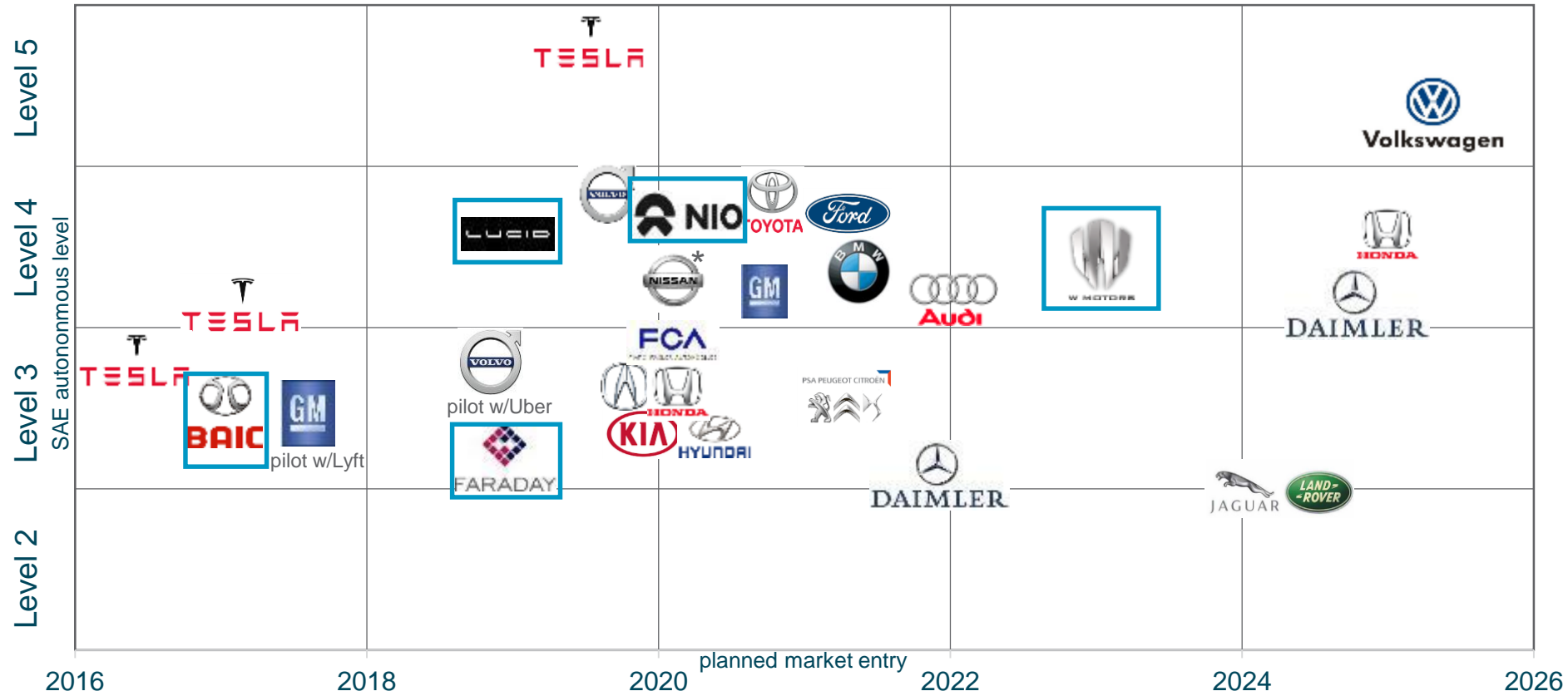
Nissan trials new driverless car in London

**Chinese car maker Haval working on
driverless technology**

Uber's first self-driving fleet arrives
in Pittsburgh

BMW is creating an autonomous
vehicle test center in Munich

OEMs start announcing market entry dates for autonomous vehicle models ... with increasing dynamics



Other autonomous driving projects
Timing / level not identified:



Other Chinese OEM working on
AV technology_



Source: research/inhouse estimate

Mid-term, requirements will focus on new seat functionalities and convenience content for passenger seating



Mid-term Trends:

(Start-of-production 2022-2025)

- > **Autonomous level 3** (partial automation)
- > Increase of **full electric** with increasing **mileage range**
- > Seating functionality in 1st, 2nd and 3rd row passenger seats expands to **sleep, work, relax modes features**
- > Significant **content increase** in 1st, 2nd and 3rd row **passenger seats** (tray tables, vents, heating, cooling, controls, lights, storage, phone charging, phone support, ...)
- > **Shared mobility** models with customized **interior solutions**
- > Full scope of **seating integrated safety** devices



Long-term, autonomous mobility will open a vast spectrum of new opportunities for the seating and interiors business



Long-term Trends: (Start-of-production 2025-2030)

- > **Autonomous level 4 & level 5**
- > **Full electric** vehicles, fast charging, high mileage range
- > Range of **sophisticated seating functionality** in all rows (sleep, work, relax, lounge, cargo etc.)
- > **Massive increase of content features** (tray tables, vents, heating, cooling, controls, lights, storage, phone charging, phone support, ...)
- > Drive by wire **controls for driver seat**
- > **Shared mobility** with specific vehicle architecture, and vast range of customized seating offering as well as new **Service and Maintenance** business models
- > Full scope of **seating integrated safety** devices



Global Industry Trends

- **Safety**
- **Electrification**
- Slim & lightweight
- Connectivity
- **Urbanization**
- **Shared ownership/ride**
- Internet of Things
- Smart materials
- **Autonomous driving**
- Individualization
- New Shapes



Implications on seating

Changes in vehicle architecture & power management

- Light-weight
- Low block height
- Smart, individualized heating & cooling

Changes in vehicle features

- Passenger health & safety status sensor
- Pre-adjustment of seat for shared mobility

Changes in seating functionality & safety

- Multi-purpose swivel structure
- “Business-class” type comfort seats
- New safety standards (crash requirements)

Adient innovation domains are aligned to the customers' needs



Safety

Seamlessly integrate our products within vehicle safety systems to meet or exceed all government and OEM standards for crashworthiness



Emotional, sensorial experience

Pursue excellence in the execution of design theme, harmony, craftsmanship (sensorial experience), and intuitiveness within the vehicle interior

Comfort and well-being

Improve the seat-to-occupant interface through refinements in postural support, climate, and intuitive control interfaces



Function and flexibility

Develop unique, multi-functional seat solutions to enable easy re-configurability, improved storage, and interior spaciousness

Being driven

Support new seated behaviors enabled by increasing levels of driving automation and other connected mobility options



Sustainability

Develop products that have minimal negative impact on the global or local environment, society, economy, or wellness; positions Adient as socially responsible leading company.

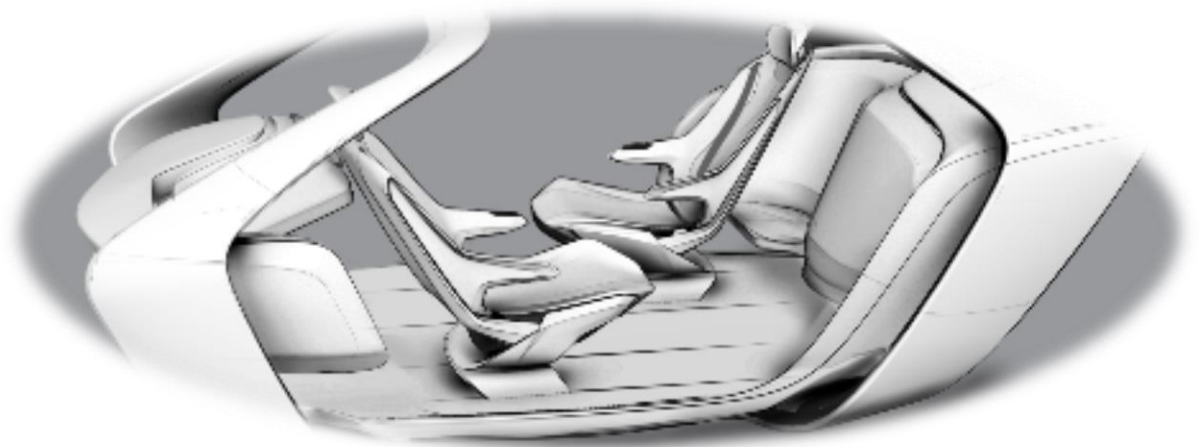
Foundation

Best Value: Cost / Mass / Function

Our concept design proposals outline innovative functionalities with multiple integration capabilities for EV and AV technology



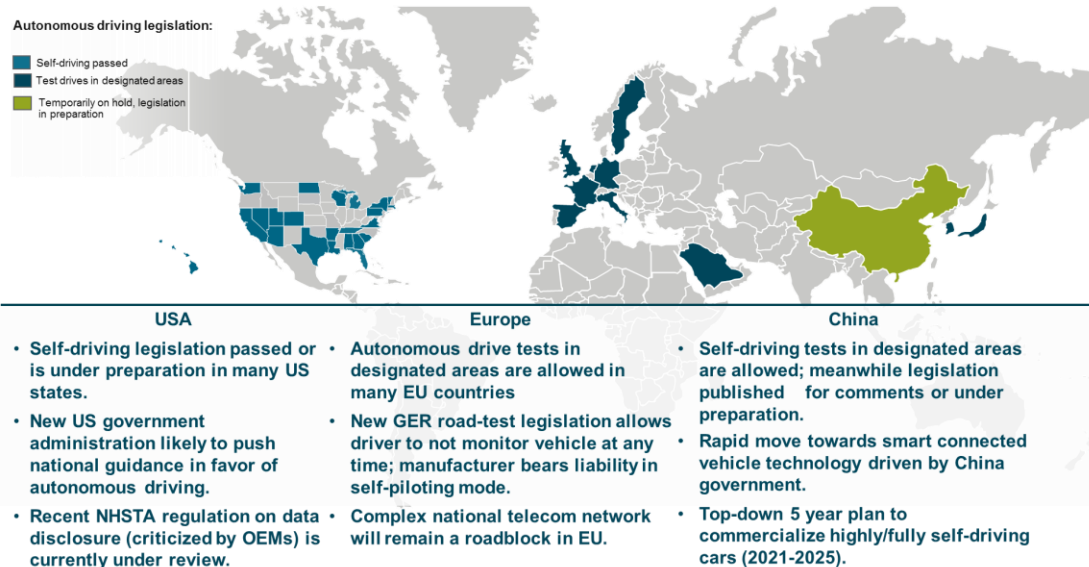
- > Low block (H point) dimension for electric vehicles
- > Baseline belt integrated seat
- > Powered seats with multi-function adjustment
- > New generation of power adjuster/transmissions, capable of comfort adjustment and „safety“ adjustment
- > Integration of multimedia in seat



- > Flexible seats
- > Swivel Seats with roll movement
- > Slouch function
- > Full relax position
- > Adjustable foot rest

Globally, the technology is (almost) ready

- > Sensors
- > Motors / Actuators
- > Seating Functionality & Convenience
- > Advanced Safety Systems are WIP



Autonomous & Electric technology enablers ...

... and road blocks:

- > Legislation / regulations
- > Legal liability / warranty
- > Technical standards
- > Connectivity strategy & standards / cyber security
- > Infrastructure investments
- > Consumer adoption

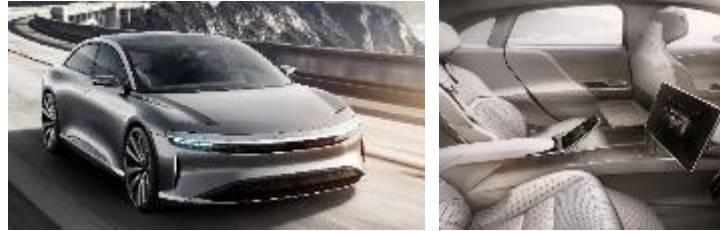
New technologies and changing consumer behaviors will converge to drive the adoption of three major mobility models

China

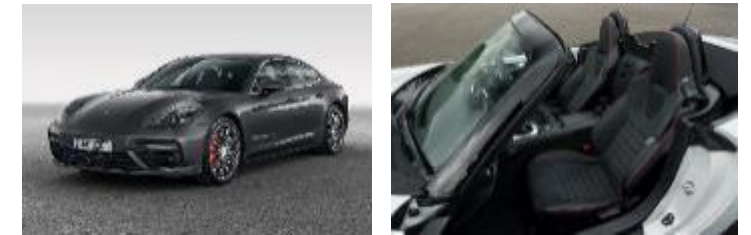
1. Shared autonomous



2. Owned autonomous



3. „Traditional/vintage“ autonomous



Where > Mega cities (China) / congested areas

Motivation > **High utilization**
> Urban space efficiency
> Increased safety

Enablers > Fast maintenance / service fleet
> Seating & Interior refitting / durability

> Medium cities / long-distance driving

> **Increased comfort / convenience**
> Increased functionality
> Increased safety

> Work / sleep / relax / social mode functionality

> Outside of Mega / large cities

> **„Driving experience“**
> Driving comfort / ease of operation
> Increased safety

> Brand / Look & feel
> Craftsmanship

How Adient will win:



Light-weight (hybrid/carbon structure / thin foam,...)

Safety (belt-integrated seats...)

Removable components / smart surfaces

Full-scale „business-class“ seat functionality

RECARO brand value

Adient has the right product portfolio, engineering and execution footprint to support the new mobility concepts globally.

Adient's global Product Development network -with industry leading capabilities in China- delivers excellence in product design



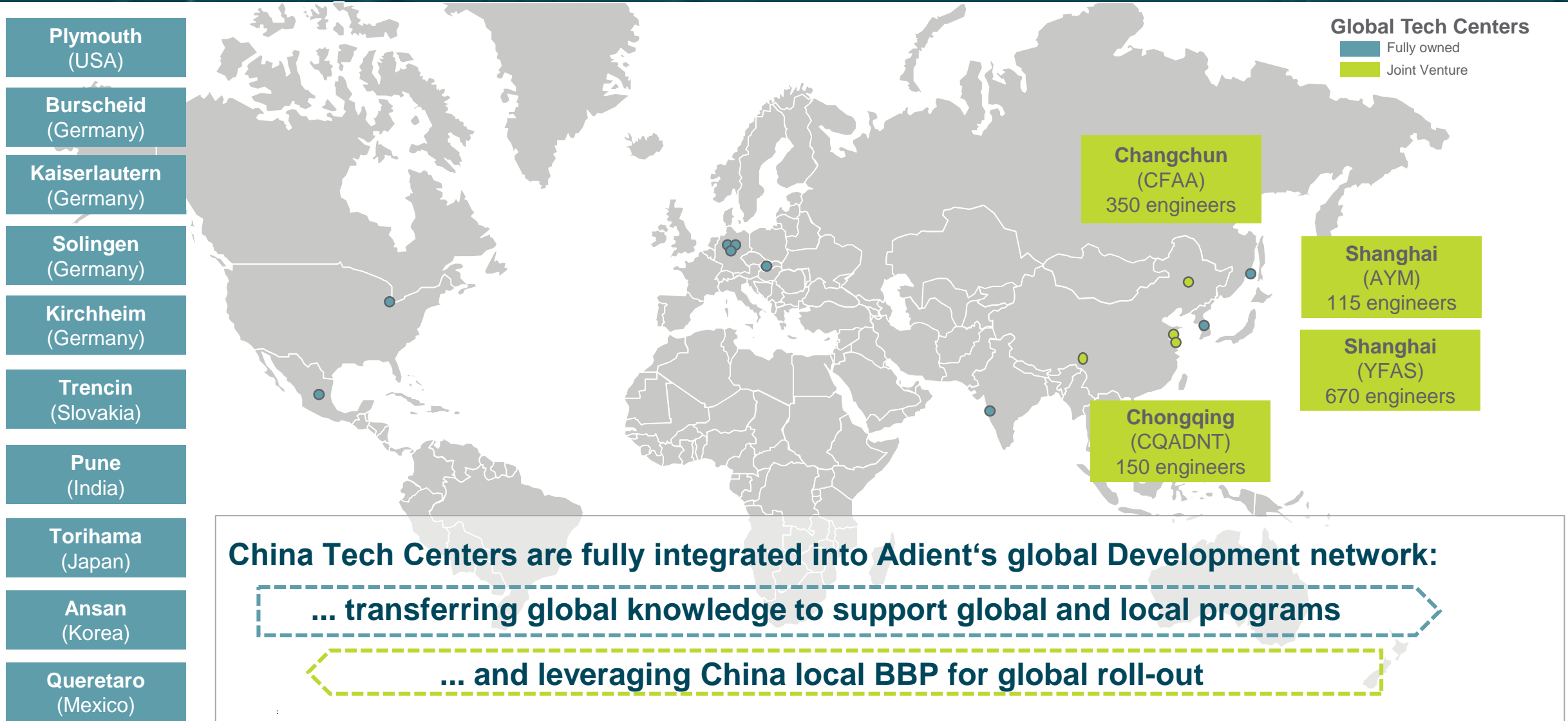
Global capabilities to deliver excellence in product design – while understanding regional market requirements.
Around the globe as well as in China



Adient / Hong Kong meeting / April 7th, 2016



Our Global Tech Centers drive technology leadership in China market by integrating our JV partners deeply into the global network



At the Shanghai Auto Show, we showcased our capabilities to win in China's growing content market – in the short/mid, and long-term



Unveiled:
Adient AI-17 Concept



Modular:
Rear Seat Structures

Adaptable:
Composite Backrest

Lightweight:
Magnesium Front Seat
Structure



Comfort:
Integrated Luxury Seat

China's short-term & mid-term trends translate into significant growth opportunities for Adient

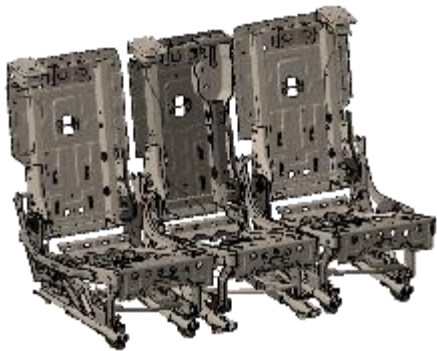


1.

SUV segment content growth



- > Functionality with mechatronics
- > Comfort features
- > Power actuation



Complex Rear Seat Structure
Easy Package 2

2.

Increasing safety standards in China



- > Local brands with global safety requirements
- > Technology development drives vehicle product safety standards



Recliner Taumel 3000®



Power Z headrest

3.

Electrification EV / Plug-in



- > Light-weight / hybrid structures
- > New vehicle architecture requires complete seat design adaptation



Carbon fibre composite

RECARO's renowned and innovative portfolio drives content penetration in China from three angles



Light-weight:

Innovative composite structures, e.g. carbon fibre



RECARO brand :

"China Luxury" ultimate comfort experience



RECARO aftermarket:

High-performance sports seats solutions for large variety of vehicles



In the China CV market, we will capture share with our heavy & medium duty truck seating capabilities



Adient is well positioned to capture share in heavy truck seating

- > Rapidly growing in Europe
- > Low-cost experience based on India (Tata)
- > Unique capabilities in China

Entering the HC market in China:

- > Investing into **Asia-focussed CV seat platform** with CFAA JV
- > **CV lead organization** to coordinate activities within China and connect globally
- > **CV demonstrator at SHIAS** with very positive customer feedback
- > **First China truck seat SOP** this calendar year



In adjacent markets, our strong competencies translate into competitive advantage for the Aerospace industry



By leveraging our global expertise in automotive seating and interiors, we will raise the bar on aviation passenger experience, and provide competitive advantage, in terms of

- > Comfort & craftsmanship
- > Operational excellence & quality
- > Global just-in-time, sequenced delivery
- > Complex supply chain management
- > World-class engineering & innovation

In the future, we are committed to expanding our aircraft seat activities to **China**, including manufacturing and validation.

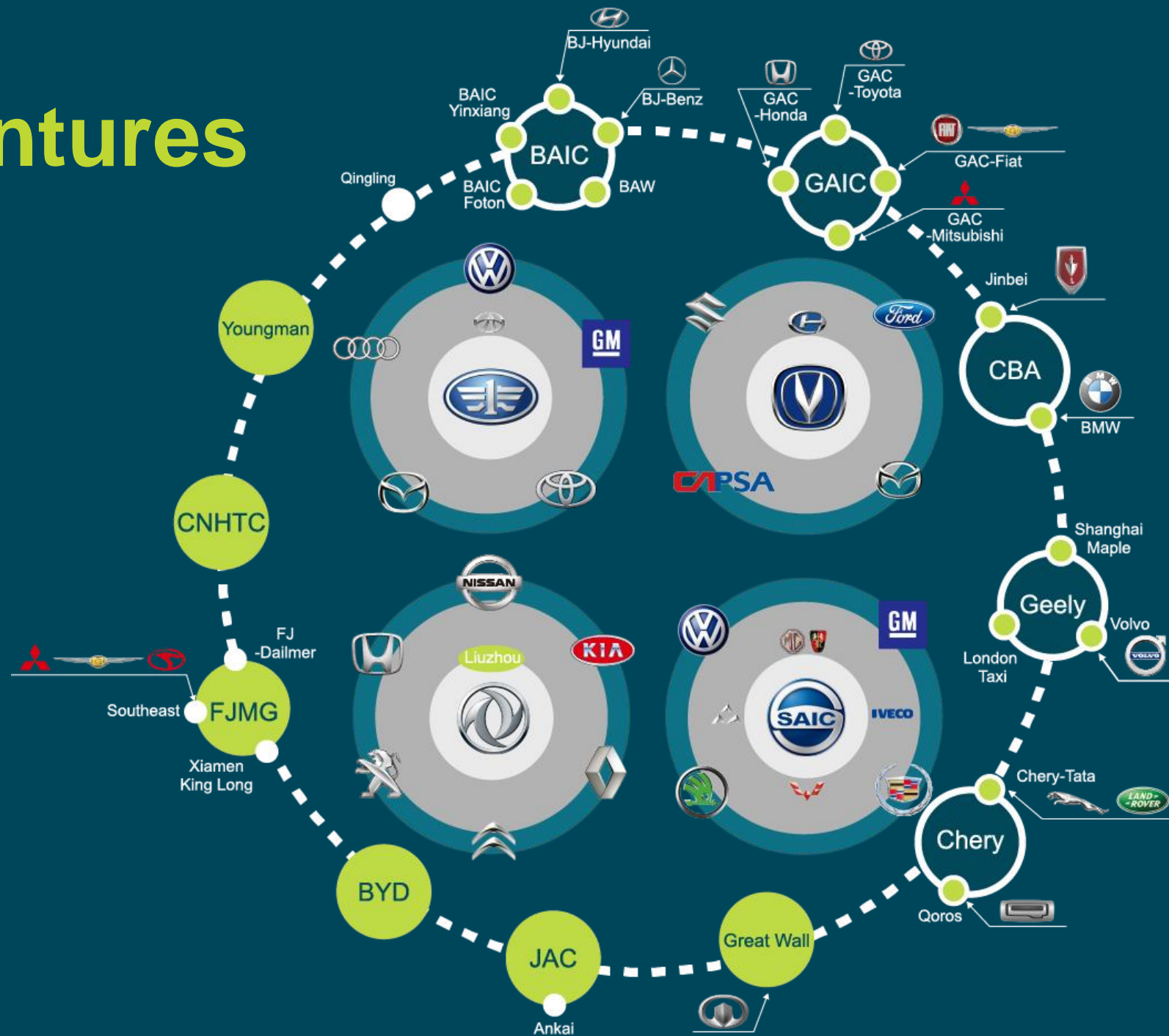


Innovation & Product Development - Summary

- > Adient's global Technology & Product Development capabilities drive our growth opportunities in China, while we execute on industry-leading product design for global and local customers, jointly with our Joint Venture partners.
- > Short-/mid-term, we will continue to grow in China by delivering increasing vehicle content to the passenger vehicle seating market – driven by ever stricter safety regulations and the desire for more convenience.
- > Mid-long-term, China will be a rapid driver of new mobility models and we are ready to execute on the industry trends of:
 - Electrification
 - Safety
 - Convenience
 - Autonomous mobility
 - Shared ownership
- > Furthermore, we will leverage our global Tech Center network and our China footprint to grow in adjacent markets outside of the passenger vehicle seating market , e.g. commercial vehicle, aircraft, railway and other specialty seating applications.

China Joint Ventures

1. YFAS
2. AYM
3. Global YFAI



Yanfeng Adient Seating (YFAS) Company Overview

2017



Equity Structure



Shanghai

Founded Time: 18th Dec. 1997
Registered Capital: 445 million RMB



Detroit*



*ADIENT Global HQ
Detroit, Michigan, USA
Renovation to be completed by late 2018 or early 2019

Business Performance

The largest automotive seating supplier in China, supporting almost all major automakers in differentiating their vehicles through superior quality, technology and performance.

29.1B

Sales revenue in CY2016

1.1B

Export Sales revenue in CY2016

Unit: RMB

18,000

Highly engaged employees, incl.

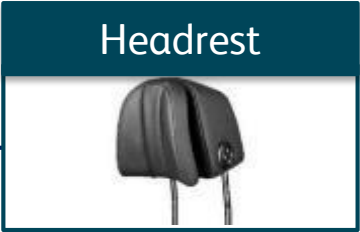
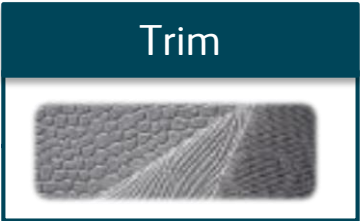
540

Engineers

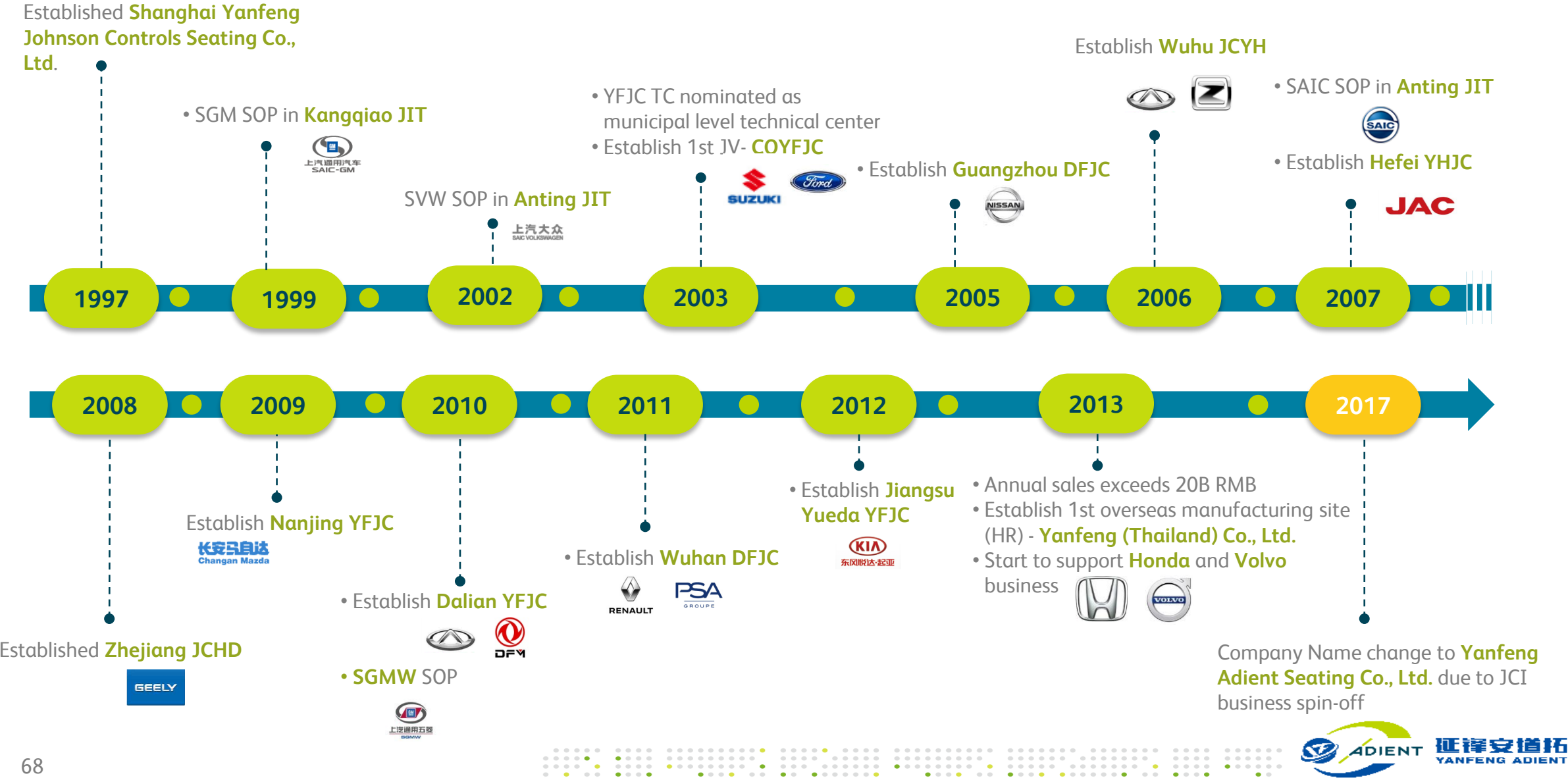
~31%

Market share in passenger vehicle complete seat business in China

Product Mix

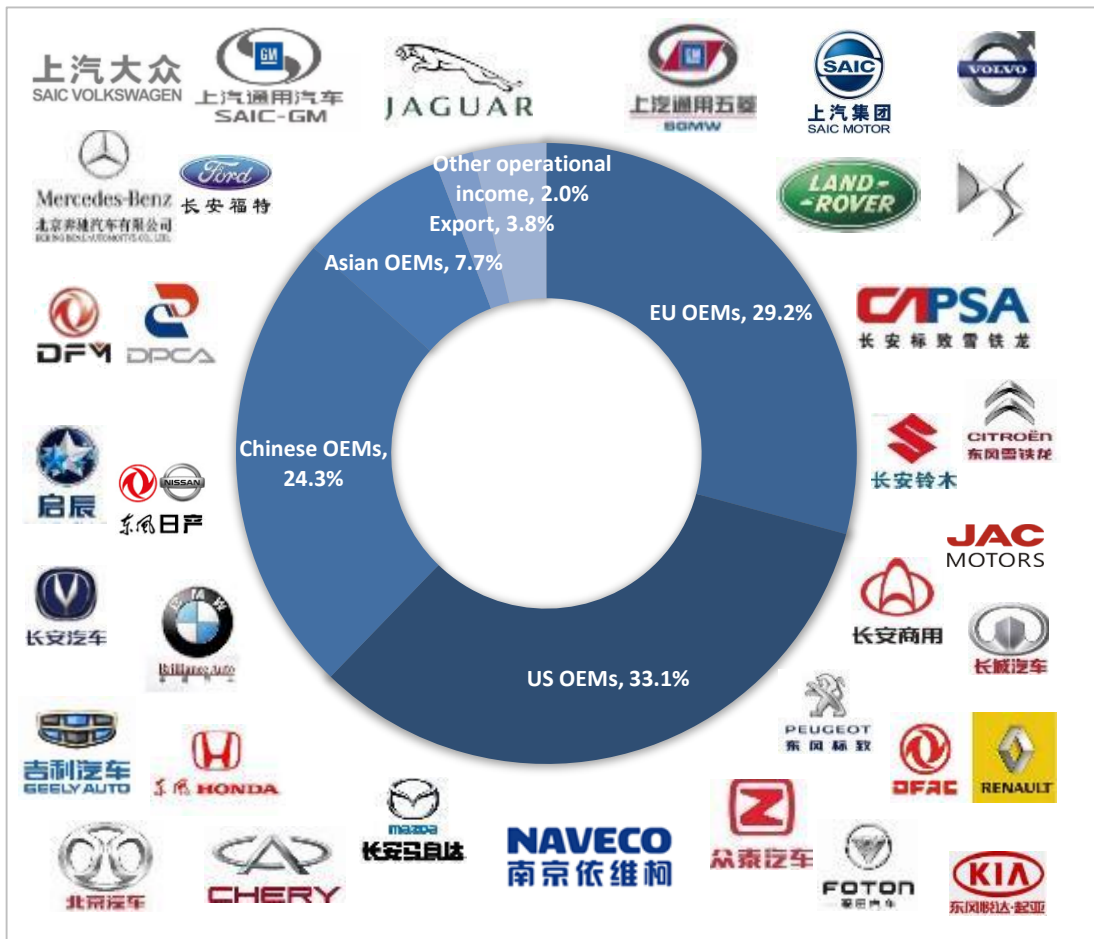


Milestone

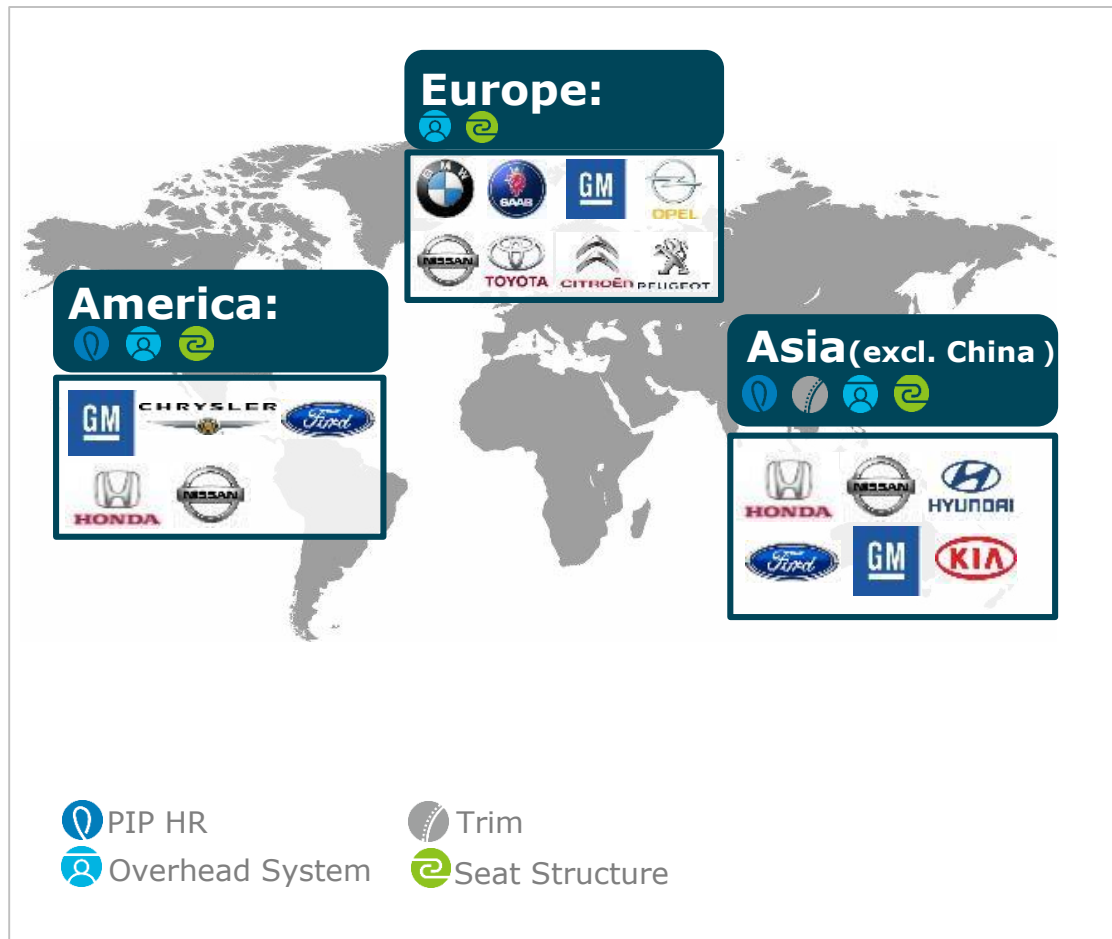


Customer Mix

Domestic Key Customers Complete Seat & Components



Overseas Customers Components



New SOP Model



Roewe i6



Roewe RX5



Peugeot 5008



Chevrolet Equinox



Buick NewGL8



SVW Teramont



DF Nissan New LIVINA



Skoda Kodiaq



Zhengzhou Nissan CEFIRO

Buick New GL8

YFAS

- 9 Patents Authorization & Applied
- 3 Patents in Process
- ABTS Seat
- Long Travel Floor Rail
- Full Size Power Leg Support
- Low Process Molding Back Panel
- Side Cup Holder
- ...

AYM

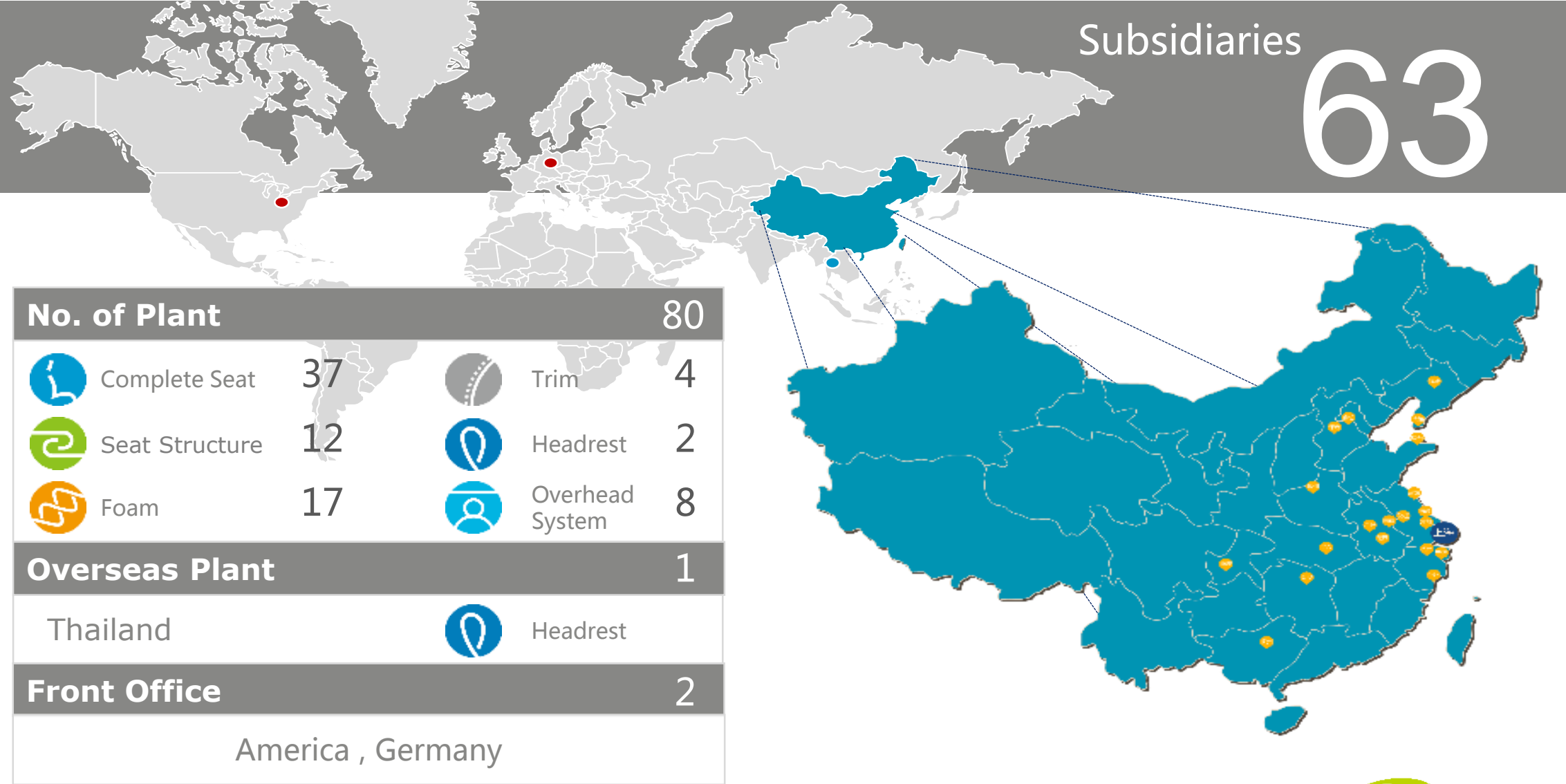
- Manual recliner: L3000
- Power recliner : T2000
- Manual/ Power height adjuster
- Leg support : Tilt 2000

YFAI

- 2 Patents Authorization & Applied
- EIPP for Front Door
- CNSL plastic sliding
- CNSL vacuum forming
- Double soft storage bin door
- ...

疏朗雅致 豪华内饰

Global Footprint



Manufacturing Capability



We have the manufacturing capability from seat components to complete seat, covering the entire automotive seating value chain



Manufacturing Capability - JIT



Match detection online



Robot automated unloading



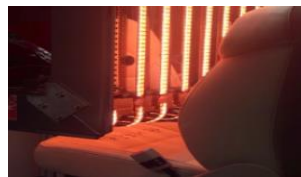
ASRS



Robot automated tightening



Backrest press machine online



Automated infrared heating



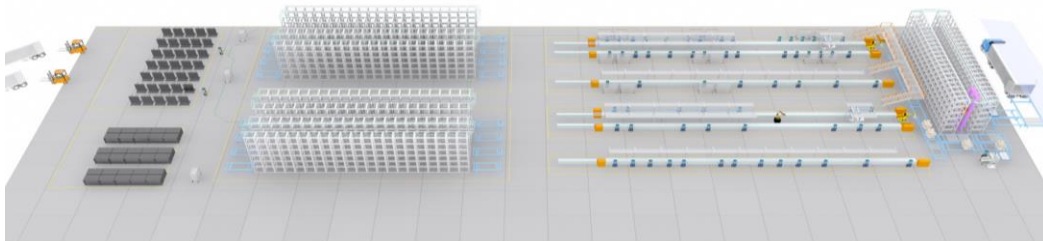
Automated receipt



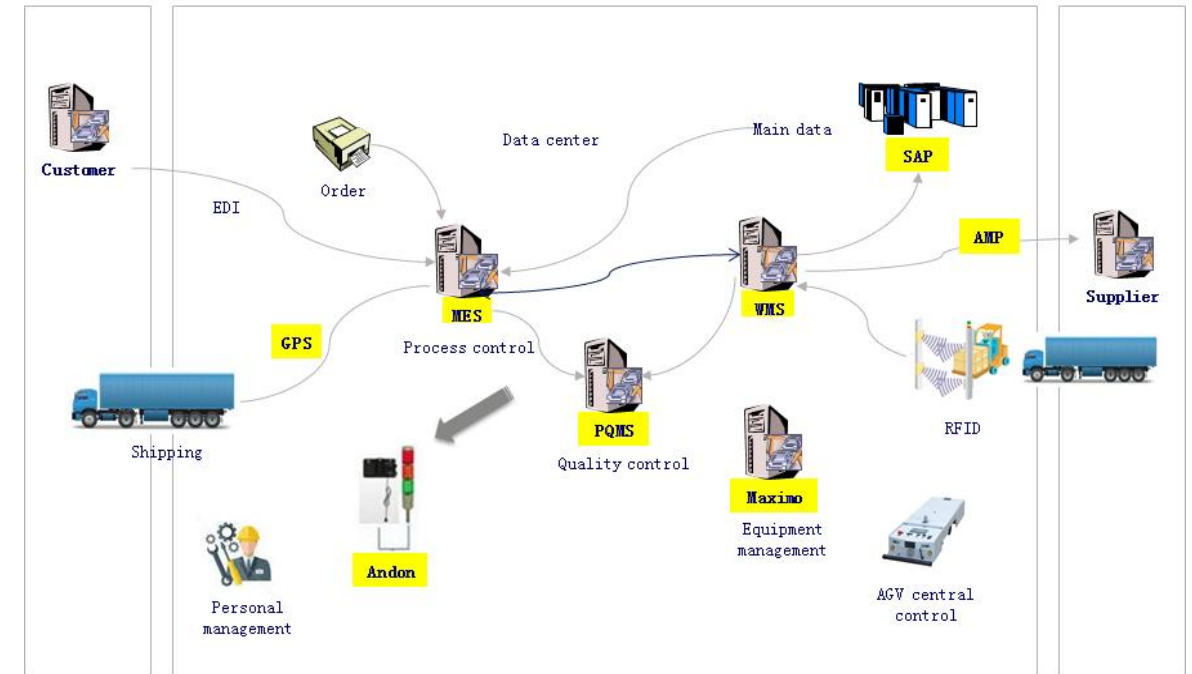
Automated select



Automated loading



Base on standard layout , simulation technique and automation application



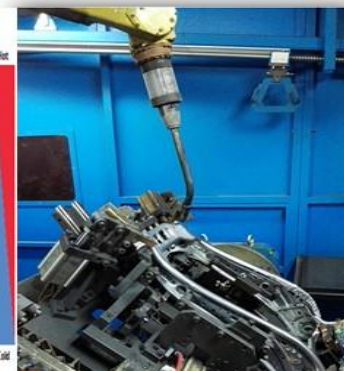
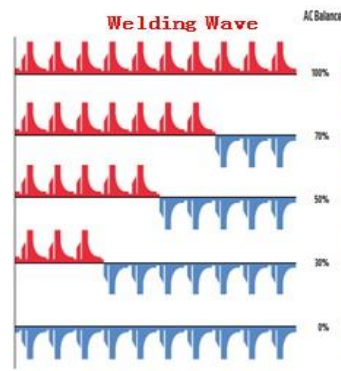
Information system

Process data information collection and control

Establishment and standardization of logistics information management structure

Based on automation construction and information construction, to achieve intelligent factory and intelligent manufacturing

Manufacturing Capability – Seat Structure



We have manufacturing capability with high automation, flexibility, modularization and systemization level to ensure our seat frame products competitiveness

Manufacturing Capability – Soft Trim



Three-Mould Foam Production Line



Chengdu 30 Station LF line home made



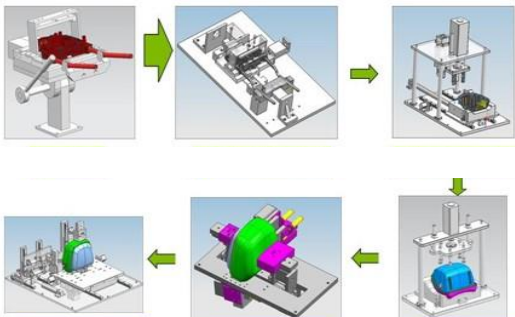
Automated Blending System



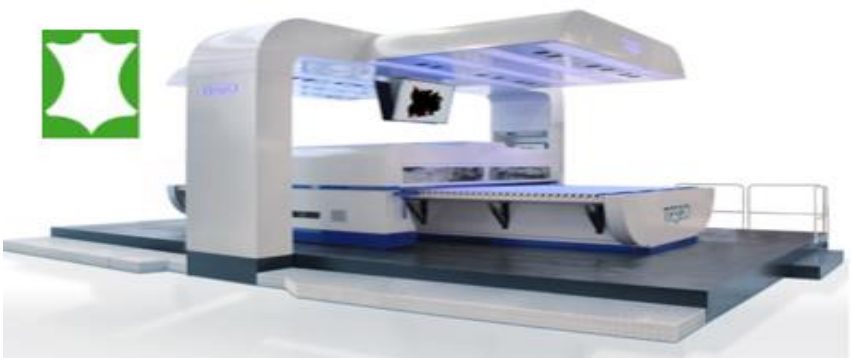
Preassemble headrest kitting in sequence



NON PIP Headrest Production Line

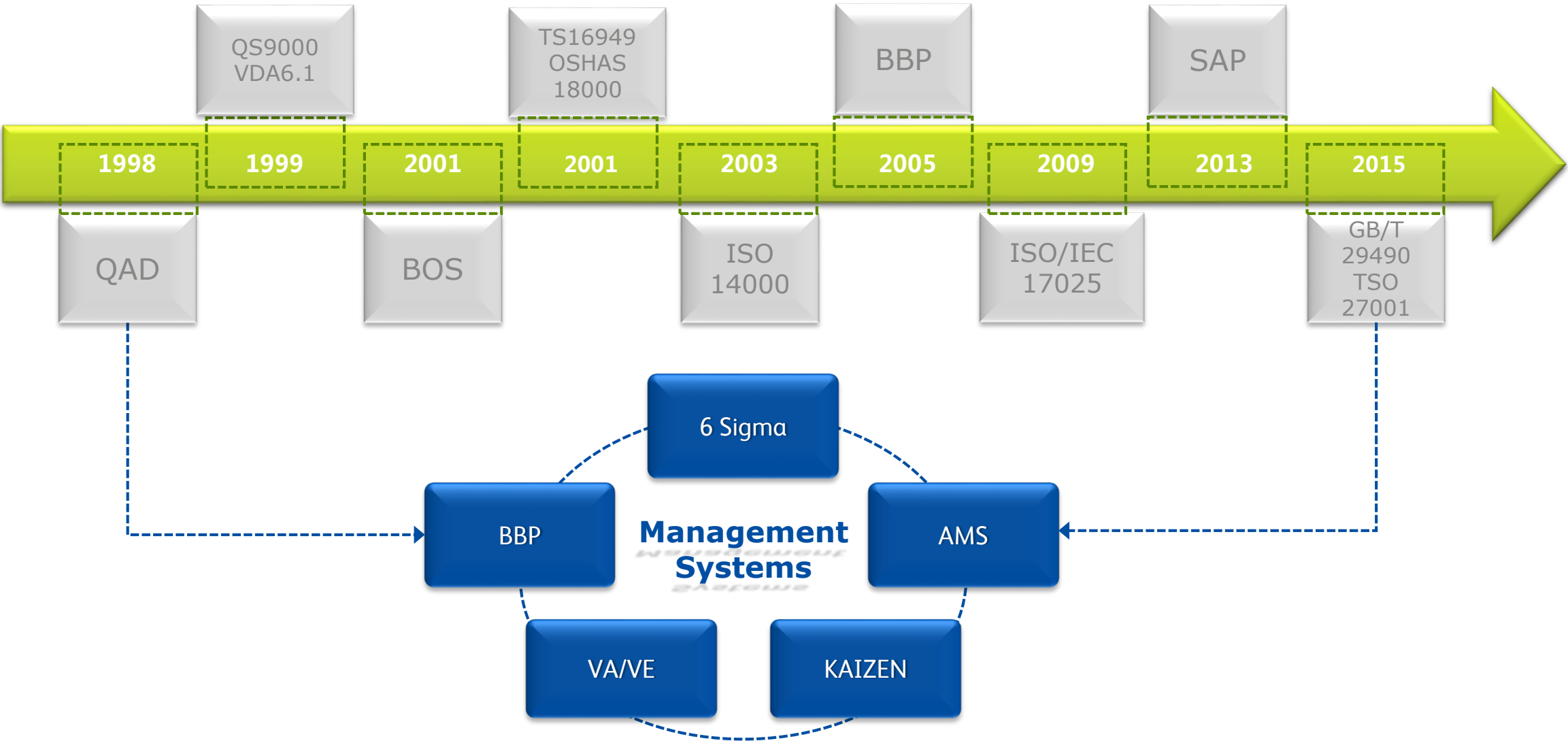


Riact Headrest Assembling Line



NC leather cutting machine with auto scan & auto nesting & three cutting head to improve leather usage.

Management System

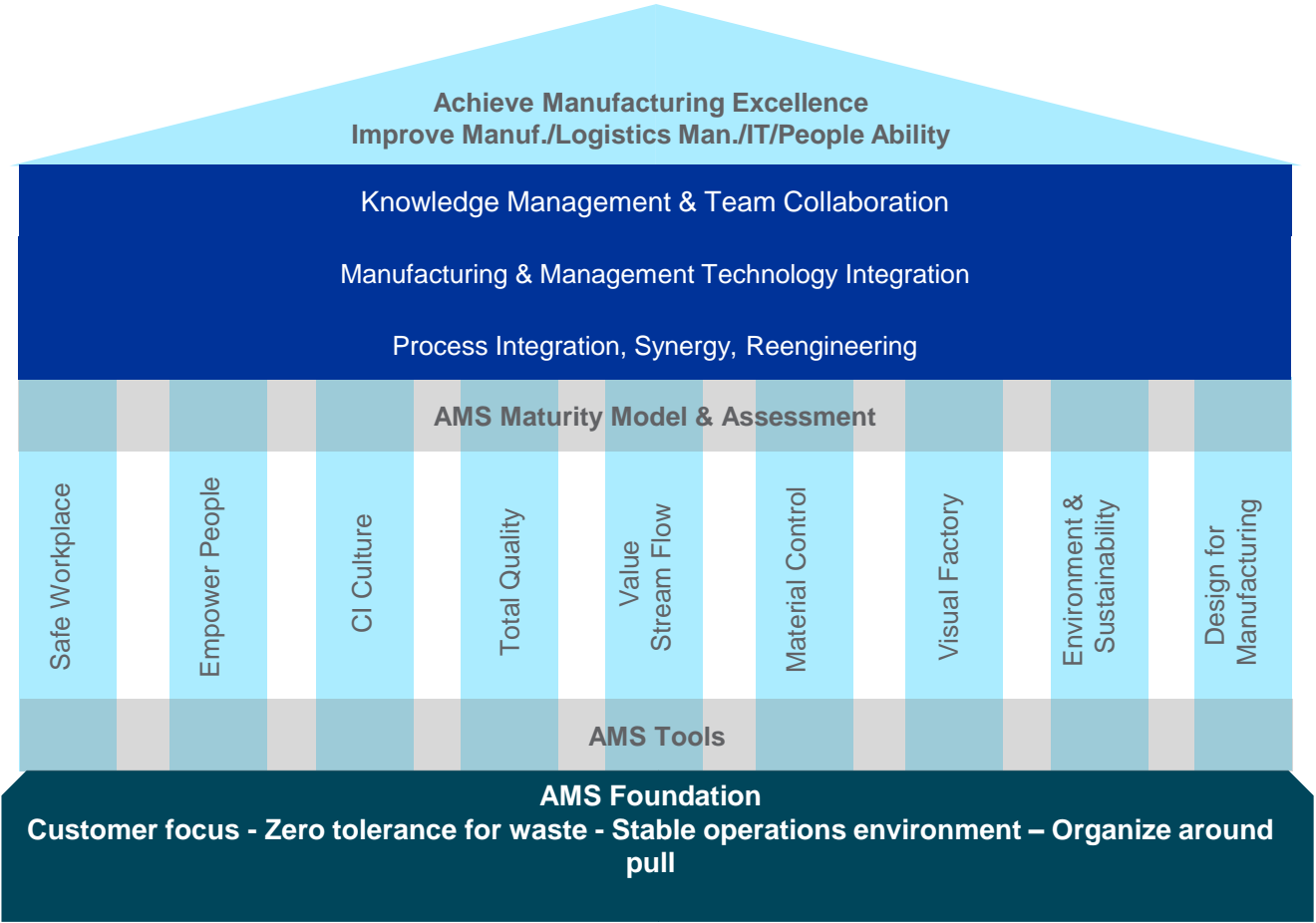


Our Mission

One Yanfeng Adient Way of manufacturing to attain world class performance. We are **engaging employees, driving manufacturing excellence** and **growing our business**.



YFAS ME Model



Quality Achievements - 2016

Adient

- Best Material Control
- FY17 MEBP Summit

FBAC

- Best Supplier

SAIC GM

- Best Supplier
- Best Support Award

SGM Beisheng

- Best Supplier

SVW

- Best Supplier

DPCA

- General Manager Award

DF Renault

- Great Supplier

CJLR

- Great Supplier

Chery

- Excellence Development Award

JAC

- Best Supplier
- New Model Production Commitment Award
- M4 Great Supplier
- S7 Great Supplier



YFAS Tech Center Footprint

Global Onsite Office



YFAS Tech Center

Shanghai – YFAS Established 1997

Headcount: 663

Avg. experience: 8 years

Seating Exp: 5 years

Engineers: 540

Expats: 6

SMTE: 22



Regional Tech Center

Shenyang

Test Lab Established 2016

Hefei

YHAS Established 2013

61 engineers

Wuhan

DFAS Established 2011

26 engineers

Chongqing

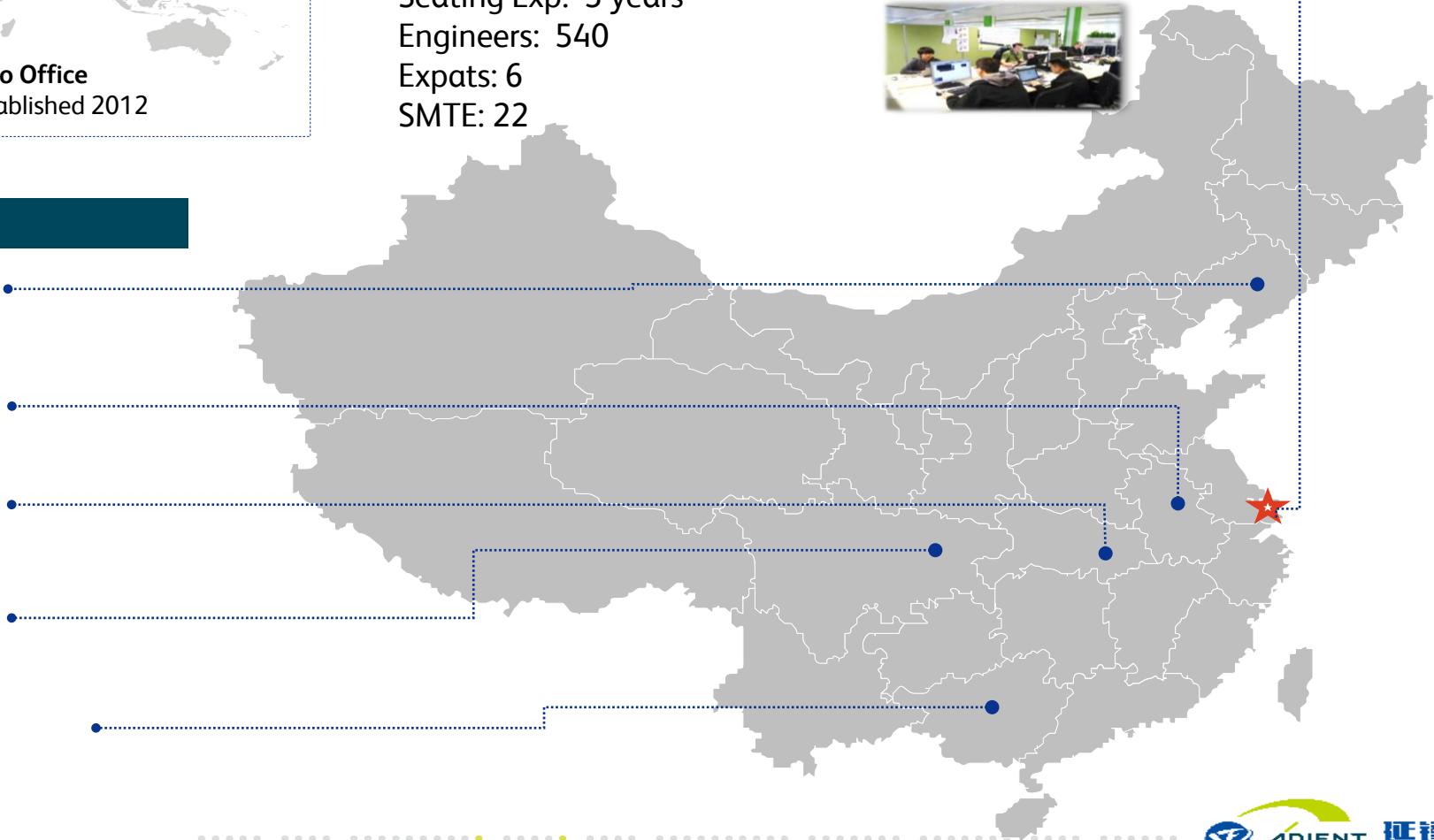
CQADNT Established 2003

88 engineers

Liuzhou

LZYFAS Established 2015

6 engineers



YFAS Tech Center H/Q - Capability

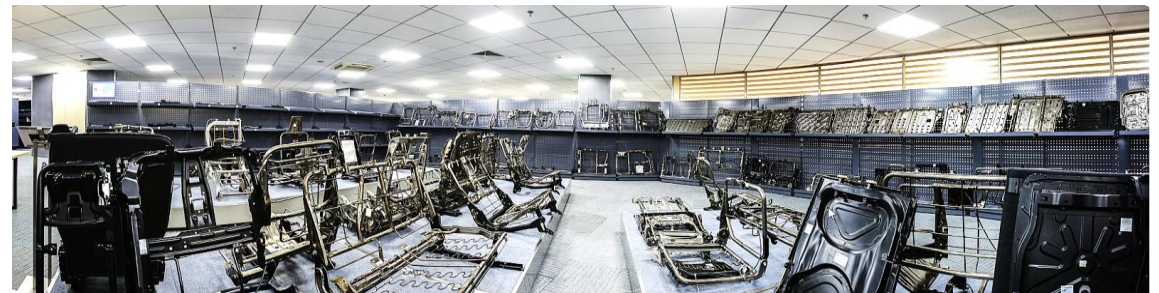
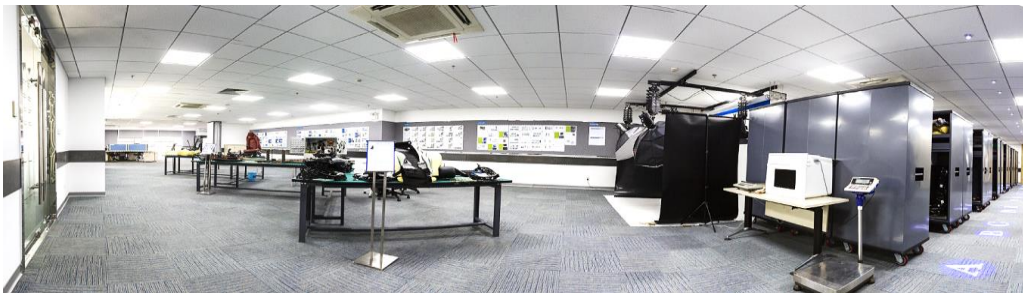


We have the full complete seat and component engineering capability: complete seat package; the design of component part, mechanism, soft trim...; Prototype Building / Mini JIT; Test Lab; Benchmarking; Advanced Engineering; Industrial Design; Comfort Simulation & Development; Craftsmanship Assessment ; CAE/FEA; Innovation Capability.



Technical Center – Bench Mark

- Go-Bench System
- Sample part library
- Tear down analysis
- Share data globally



Technical Center - Studio

- Customer oriented studio
- Creative styling design
- Craftsmanship process
- 3D CAD/CAID systems



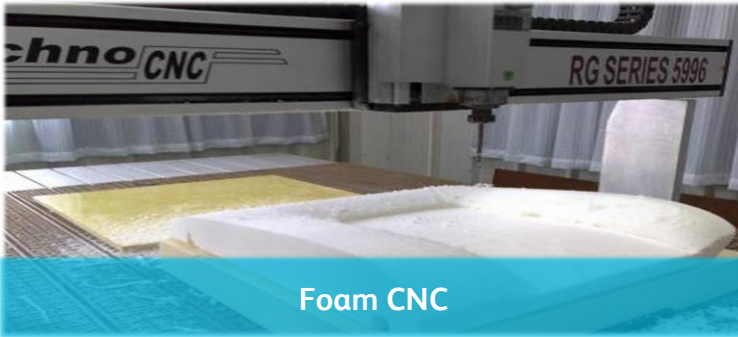
Technical Center - Testing

- 4,500 m2 Area
- 84 Staffs
- Got global OEM certification - GM / VW / PSA / DAIMLER...
- All CS & Component Test
- Regulation/Safety/Sled/Comfort/Material/NVH Test



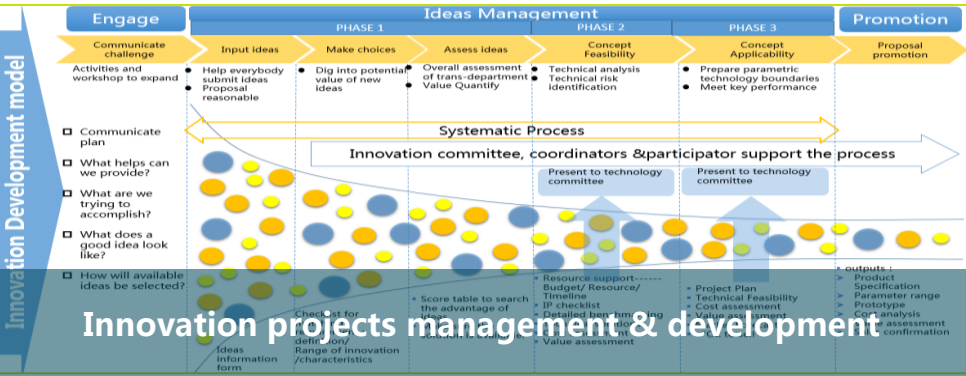
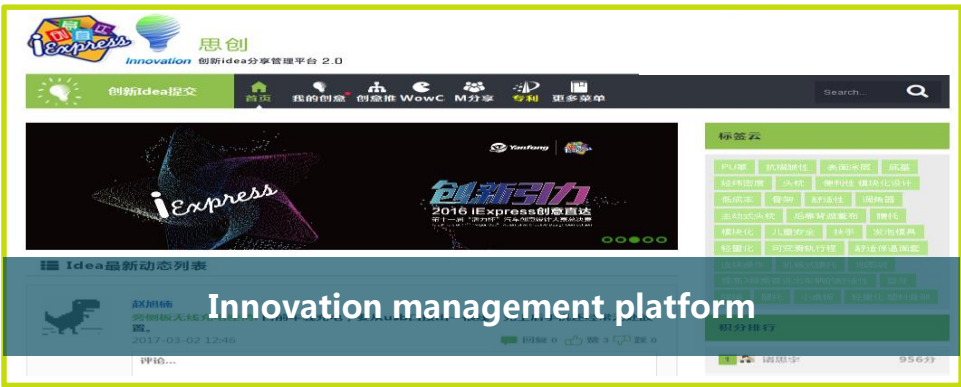
Technical Center – Mini JIT

- 3,500 m2 Area
- 70 Staffs
- Assembly/ Foam/ Trim/ Frame Prototype (ED&DV Capability)
- Quality Inspection
- Reverse Engineering



Innovation

- Innovation management Platform
- Standardize innovation project management
- Technology Development Trends& Roadmap
- Improve Innovation Culture



Global Program Sharing and Communication

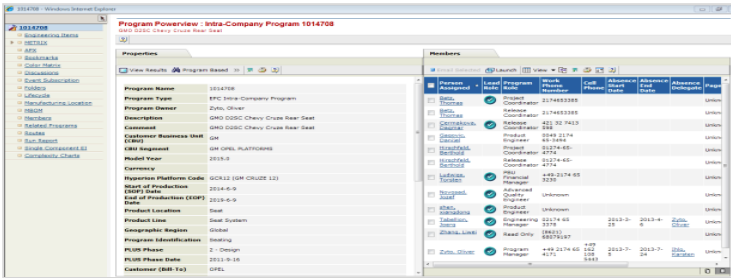
Smart Board



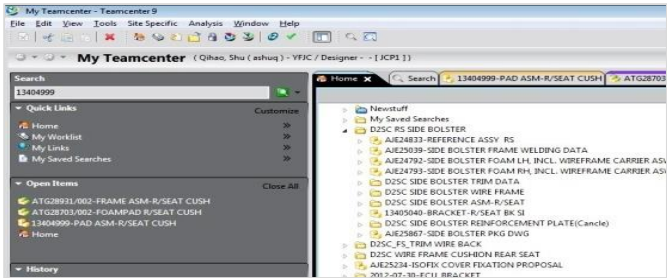
Obeya Room



Global EPIC/PLM/TcAE/EBP System



Load in YFAS Data Base/EBP



Engineer Onsite Support



Culture & Responsibility

Together with Adient program Blue Sky, YFAS encourage employees to support charities, for example, a book drive, environmental protection, helping poor students for further education etc. We hope to cultivate the sense of responsibility and leadership ability of employees by letting them plan and organize these activities and events without company control.





Vision:

To be the excellent supplier of automobile component in the world, to commit ourselves to a more comfortable, safe and sustainable world.

Mission:

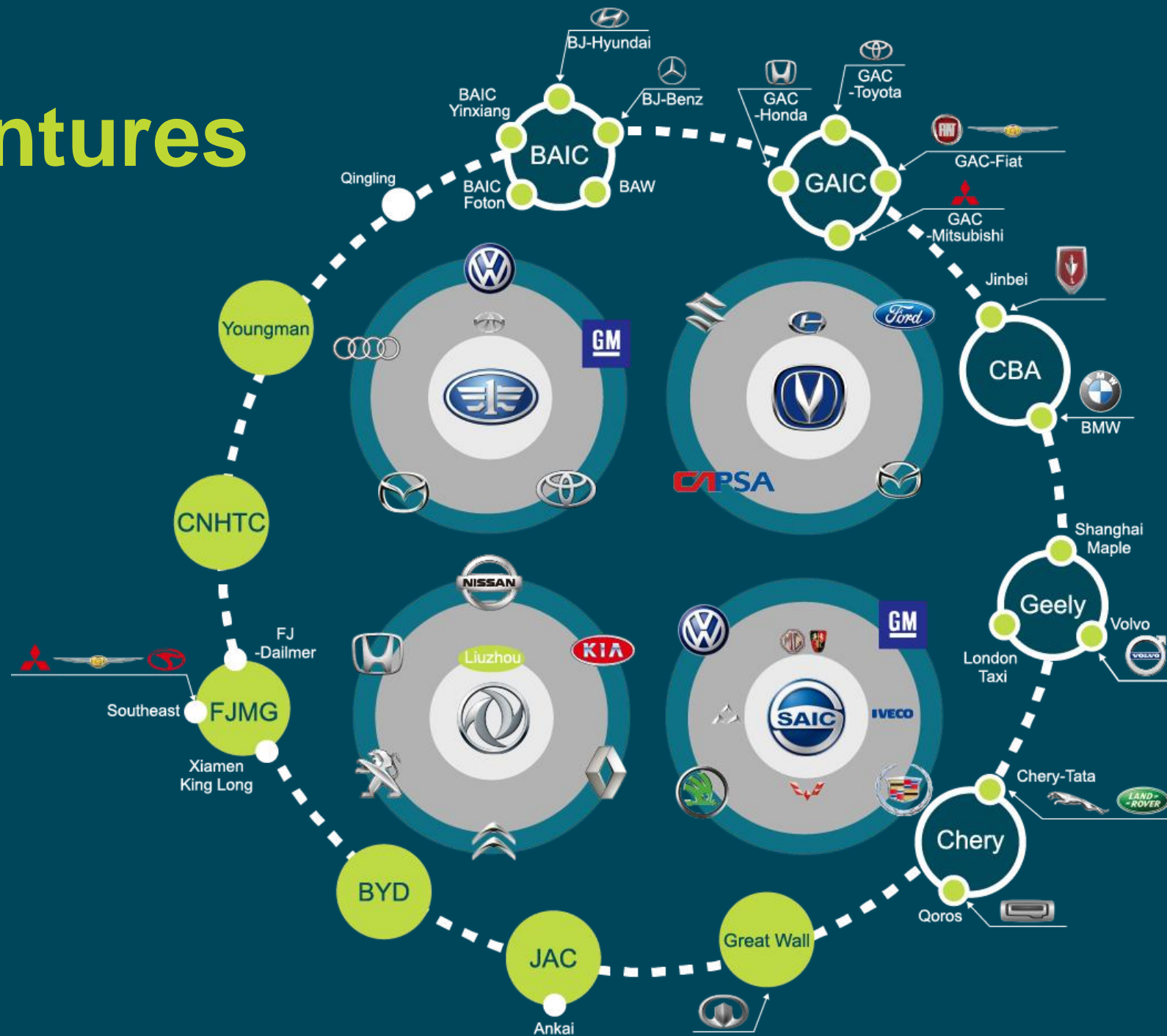
Continually exceed our customers' increasing expectations.

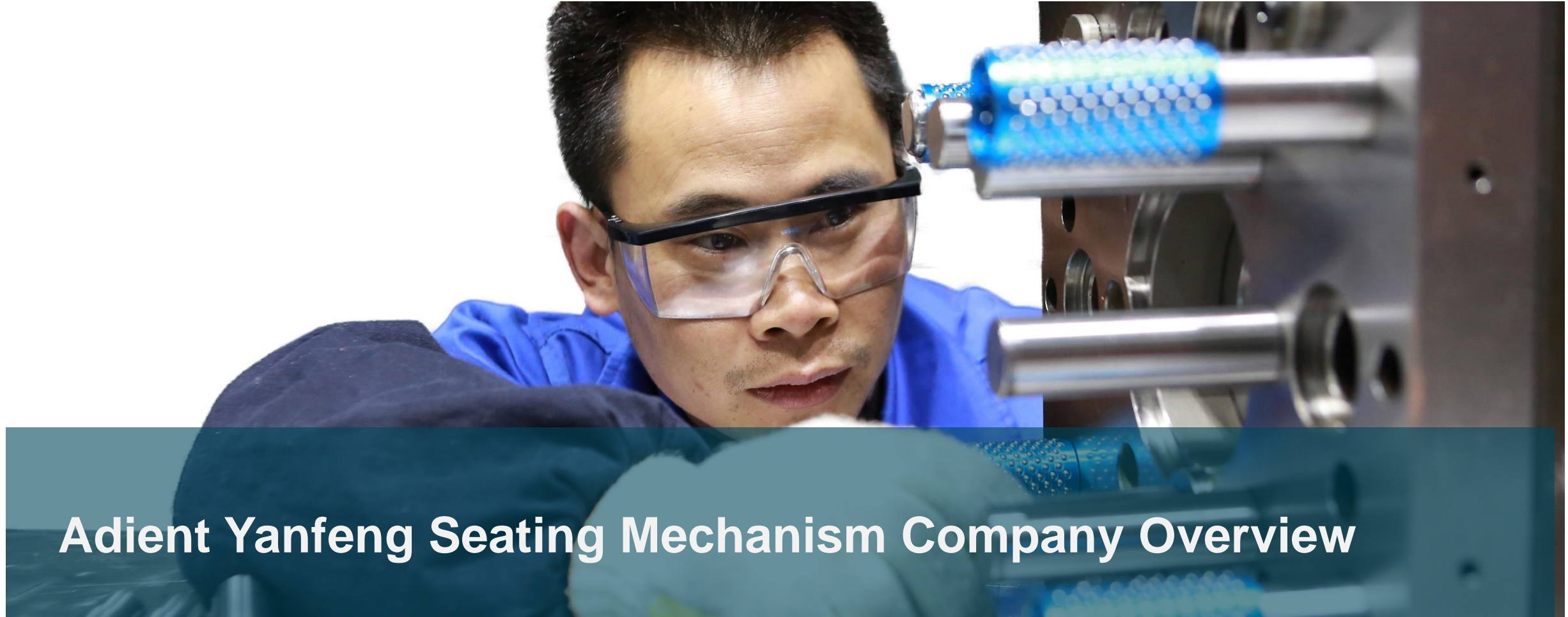
China Joint Ventures

1. YFAS

2. AYM

3. Global YFAI





Adient Yanfeng Seating Mechanism Company Overview





Company Name

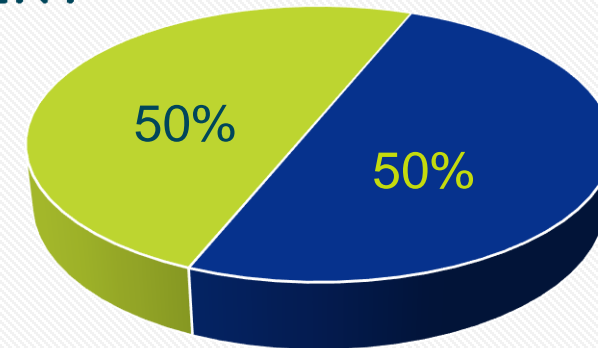
Adient Yanfeng Seating Mechanism Co., Ltd

Formation

JV Contract Signed:	9th.Sept 2013
Formation:	19th.Dec 2013
Headcount :	2,577



Partnership



Investment

Total Investment:	900M RMB (143M USD)
Registered Capital:	300M RMB (48M USD)

We will be the world-class automotive mechanisms supplier through leadership in cost, quality, launch execution, and customer satisfaction.

We will leverage our capabilities to drive growth, both within and beyond the automotive industry.





INTEGRITY

We have a passion for winning but at all times will act with unquestioned integrity.

We will always do the right thing.

We will treat one another honestly and with respect and consistently meet our commitments.

PRODUCT DEVELOPMENT AND INNOVATION

Launch new products including, Ensure SDT focus on core before customer launch.

Drive equipment / process standardization and automation.

Reduce product complexity.

OPERATIONAL EXCELLENCE

Enforce strong safety mindset
Industry 4.0

Operational excellence

Achieve financial plan

Excellent execution of programs and Launch

Enforce strong quality mindset and drive Quality fundamentals

Develop supplier partnerships to reduce cost, improve quality and delivery

GLOBAL GROWTH

Ensure Changshu Plant Building to fit the timing needs

Export growth to North America and SEA

CUSTOMER SATISFACTION

We will be known for customer satisfaction.

Our leaders are expected to be advocates for the customer and we will work collaboratively with customers to gain global market share.

We will be easy to do business with. Flawless program management and launch execution will be a hallmark of our organization.

PEOPLE AND LEADERSHIP

Increase knowhow in teams

Improve employee engagement and reduce employee turn over.

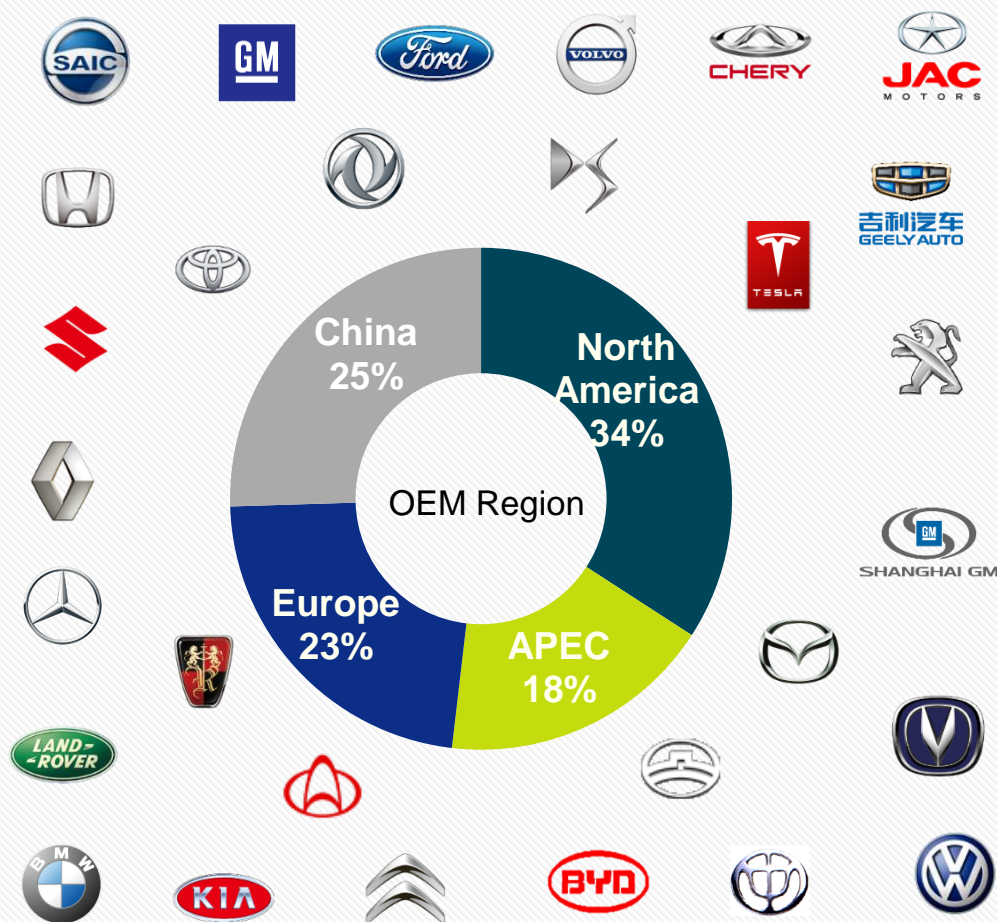
SHAREHOLDER VALUE

We will deliver top quartile shareholder returns within our industry through market share growth, margin expansion, revenue diversification and strong free cash flow generation.

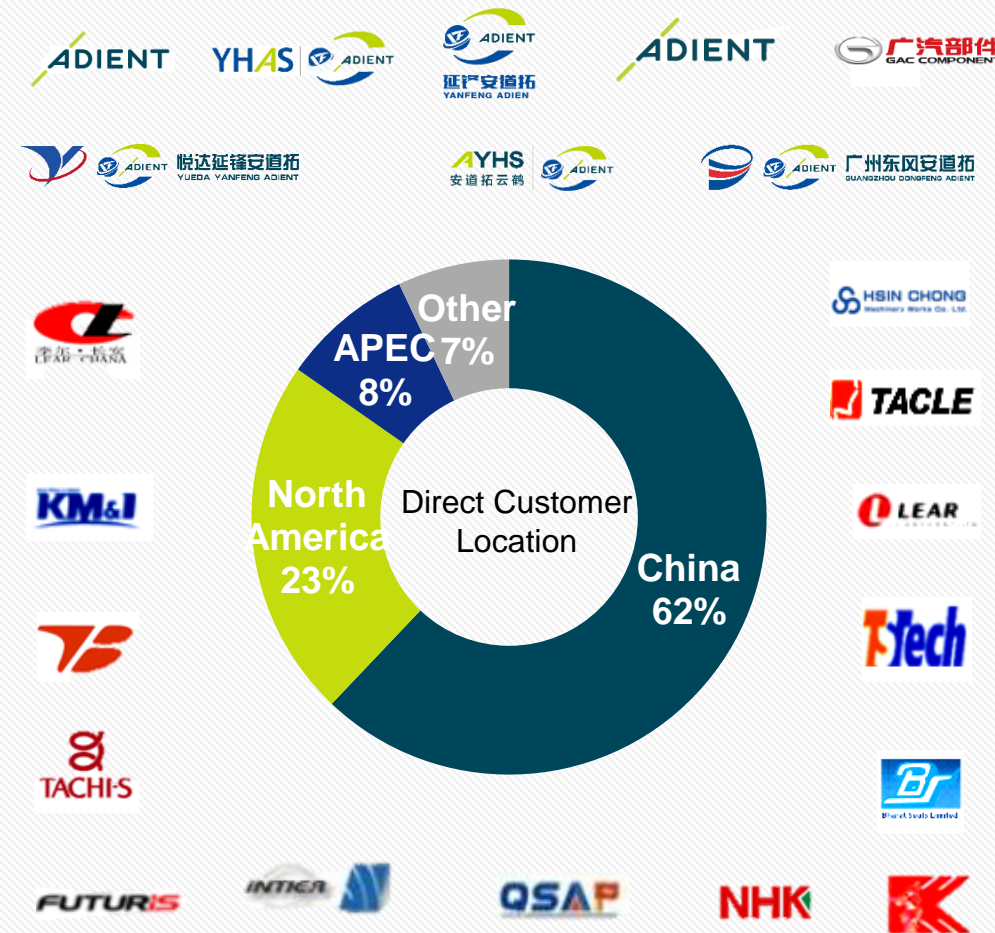
We will pursue acquisitions to accelerate our growth.

We will have a strong balance sheet that affords financial flexibility to sustain the company through business cycles.

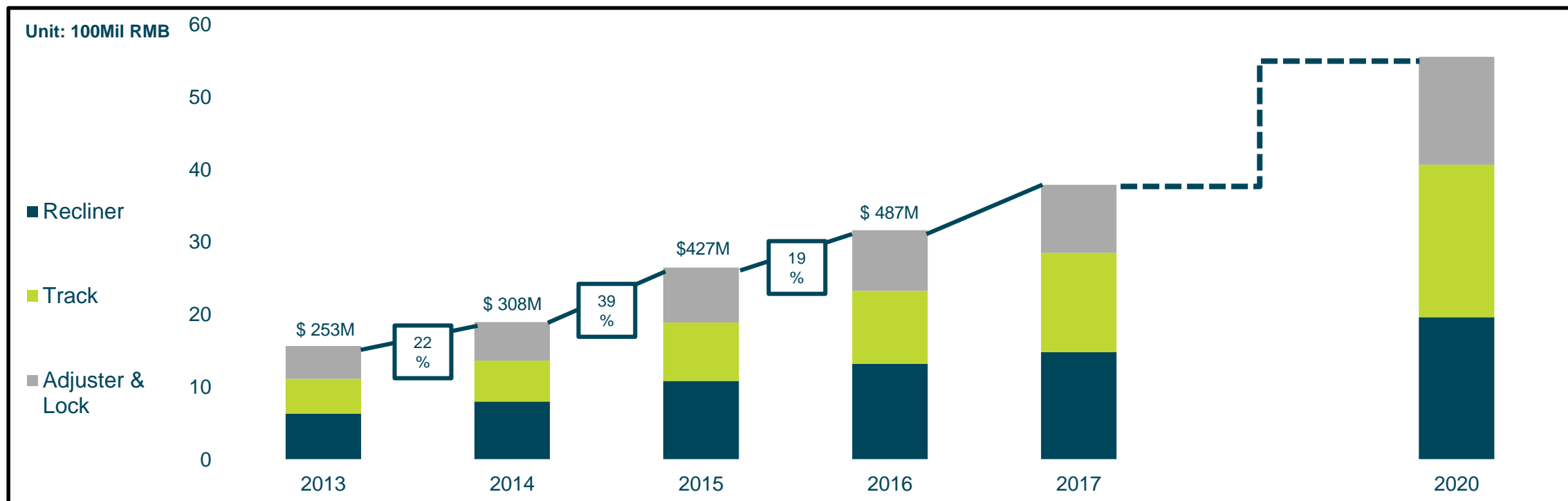
OEM Customers – Global/ Local Brands






Tier One – Local /Overseas



Sales Overview

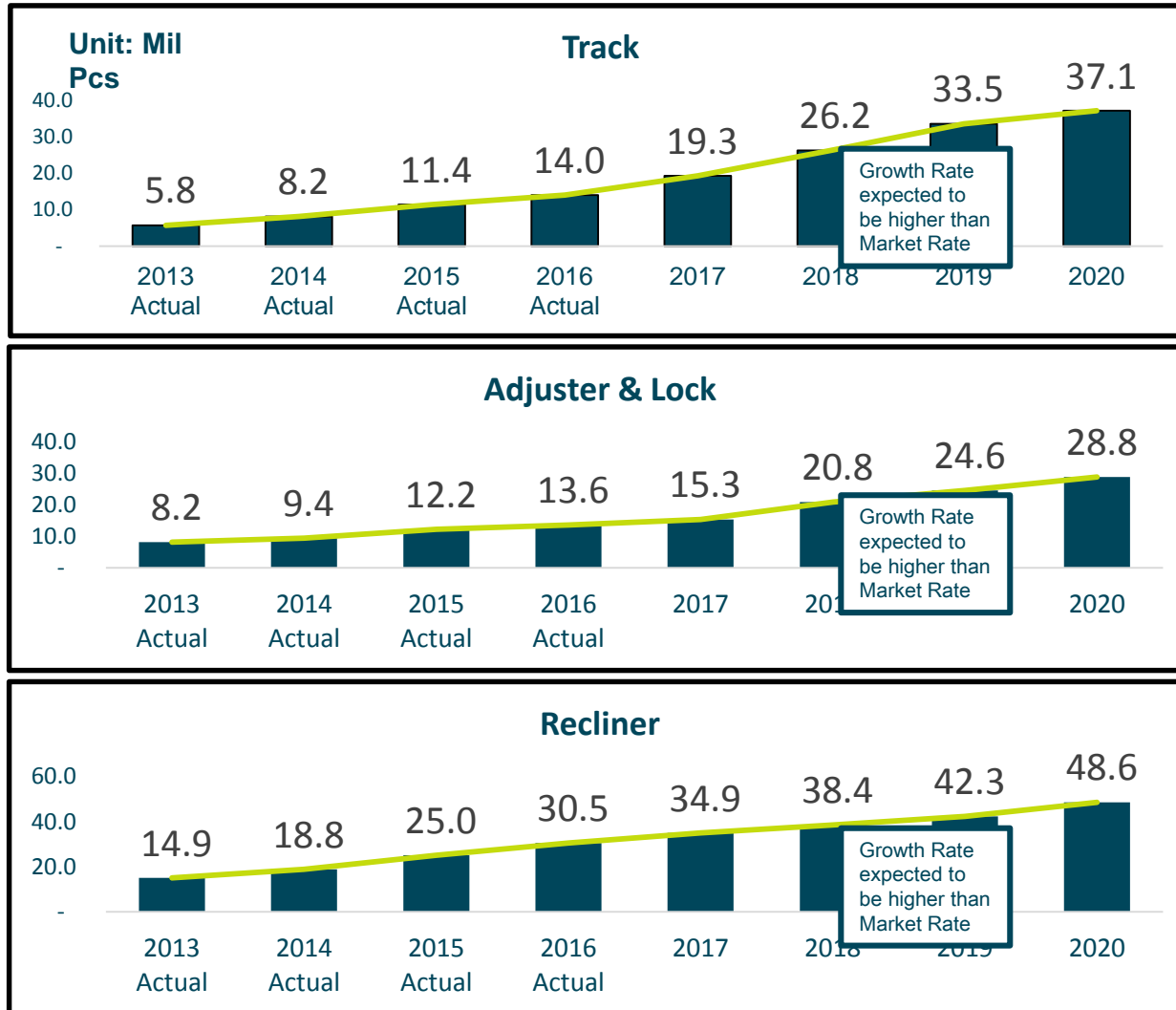


Sales by Product (%)	2013	2014	2015	2016	2017 Forecast
 Recliner	40%	42%	41%	39%	41%
 Track	31%	30%	31%	32%	33%
 Adjuster & Lock	29%	28%	28%	29%	27%
Sales Export (%)	66%	57%	43%	38%	30%

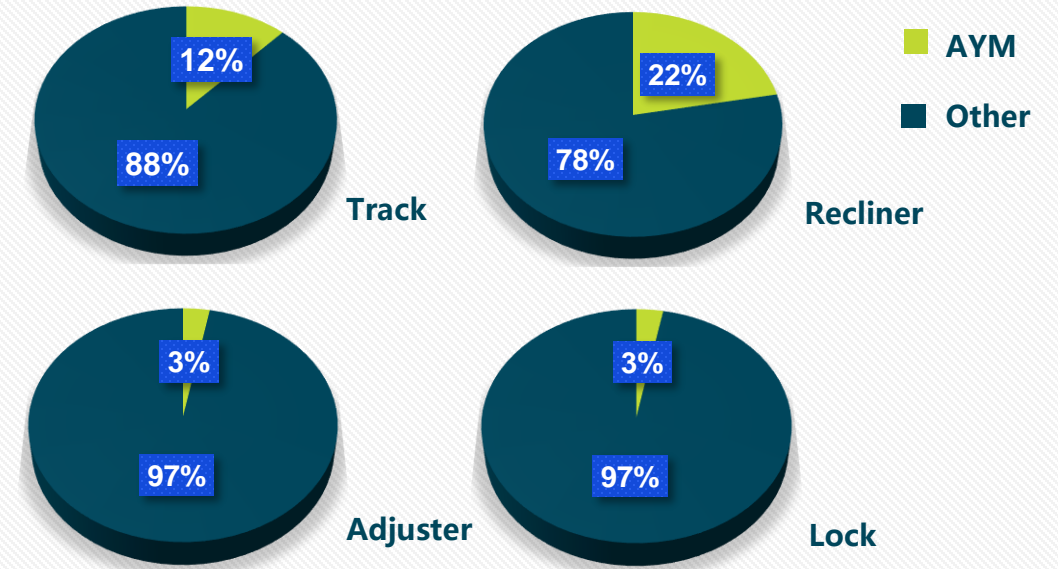
Sales growth rate expected to be higher than the market level

Volume & Market Share Overview

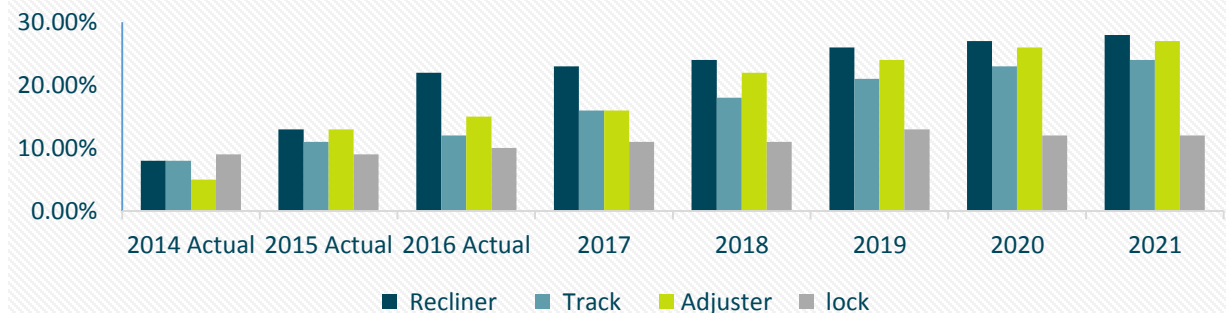
Volume Overview



Market Share 2016



Markershare Growth * Data from 2016 ABP



Organization Chart

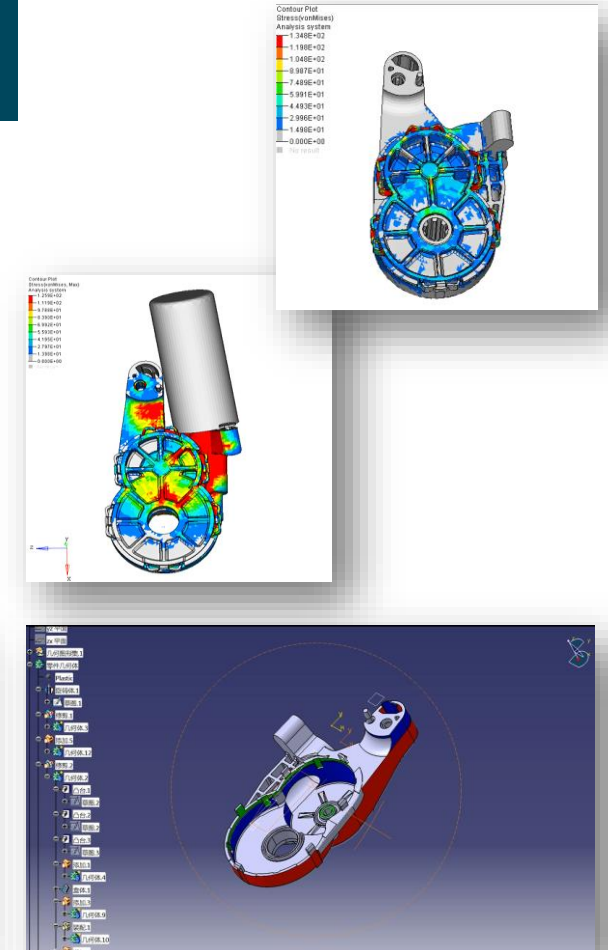
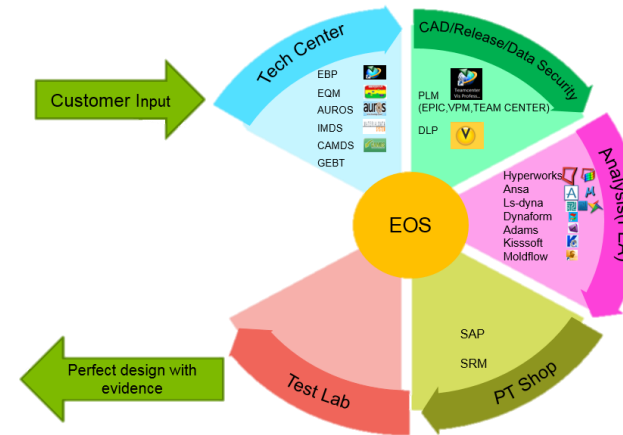


AYM Tech Center is one of Adient global Tech Centers with more than 150 employees.

Capability

- Core products development and support
- Mechanisms Application Support
- Series life support
- Full prototype capability
- Product Testing and FEA capability

AYM EOS system flow



AYM Function Lab is global test lab with full mechanism test capability with 25 employees.

Capability

- Test Equipment based on Adient Global Standard
- 11 Engineers, 14 Technicians
- Key employees trained in Adient Global Test Center
- Investment more than 15 million RMB
- 400 m² testing area



Strength Test
QTY 3



Life Cycle Test
QTY 21



Environment Test
QTY 4

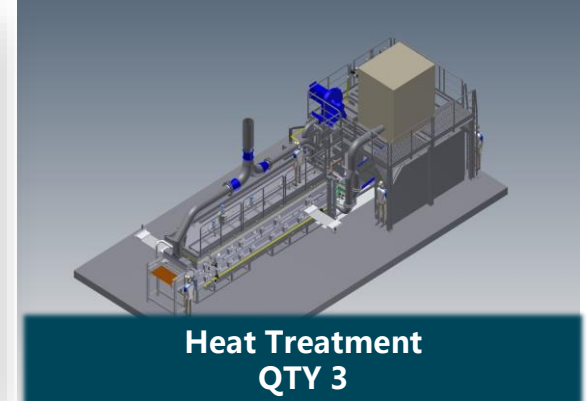


Function Test
QTY 10

AYM Manufacturing Engineering Dept. cover the process of fine blanking, heat treatment, stamping, E-coating, welding, assembly.

Capability

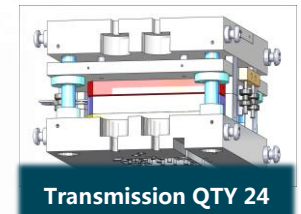
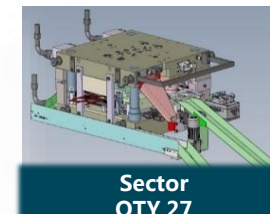
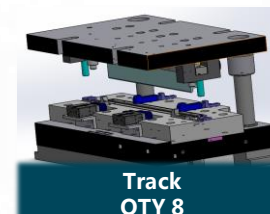
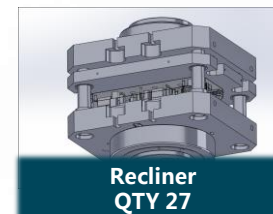
- Fine blanking and heat treating
- Track stamping
- E-coating painting
- Welding process experts including laser, CD, projection, MAG welding
- Track and recliner assembly and testing
- Tool room
- In house equipment and fixture build for “know how” processes



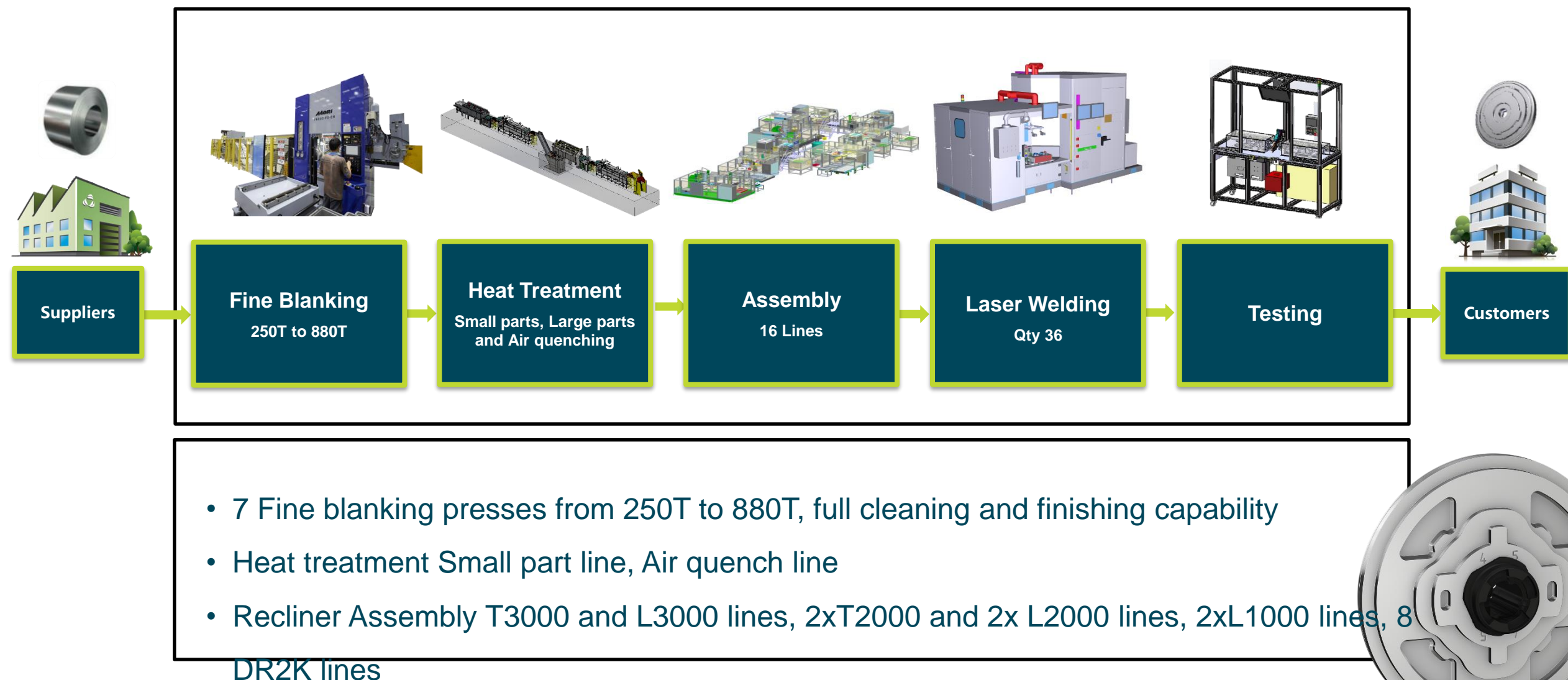
AYM Tool Shop specialized in fine blanking and high precision stamping tools.

Capability

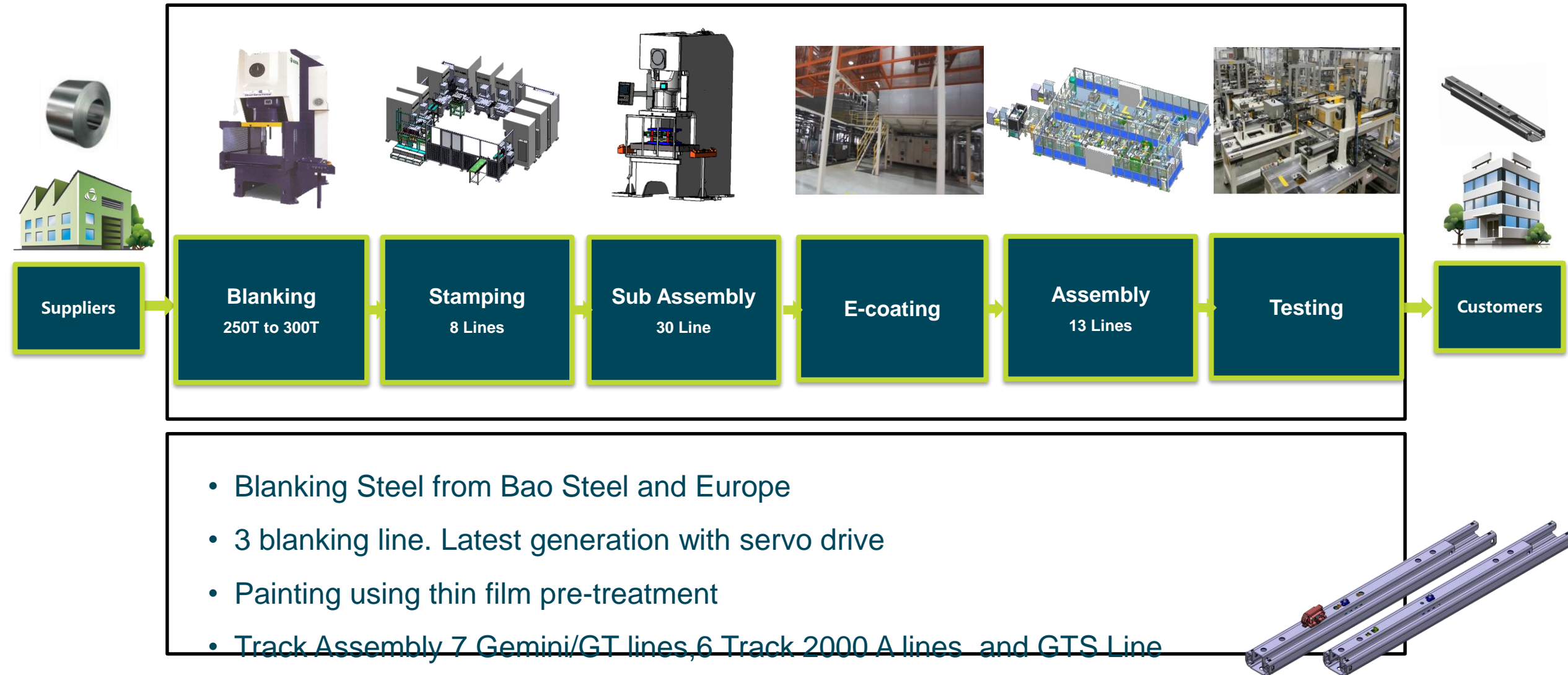
- 11 engineers, more than 60 technicians
- High precision machining capability
- Complete new fine blanking and track profile tool manufacturing
- Tooling trial and adjustment
- Tooling maintenance and TPM
- Tooling design and metal forming simulation



Recliner Value Stream Map (VSM)



Track Value Stream Map (VSM)



Design and Development of Applications



Business Management Systems



ISO/TS 16949



LEAN Direction — AMS



LEAN Logistics



AGV are operation for steel coil delivery with improvement in safety.



Small Train feed material from “supermarket” to the lines and to finish good area.

Recliner



Adjuster



Track



Lock



**Adient Latest
Products fully
localized in AYM**

L3000 series



T3000 series



3000 Series Recliner

- Light weight (-25% compared to the T2000 disc)
- Optimized package
- Superior load capability: best-in-class Strength/Weight Ratio
- Three load classes: $\geq 2000\text{Nm}$; $\geq 2500\text{Nm}$; $\geq 4000\text{Nm}$
- Transmission element as a push-through element (simple assembly process)

L1000 Recliner



RTA2000



Lever 1000 Recliner

- Smaller application layout, outstanding application capability
- Modular interface can significant decrease frame total weight
- Easy to assemble with synchronous bar design

RTA 2000 Power

- Optimize package and weight
- Optimize the cost
- Performance meet the spec.TL 211 for T3000 and TL200 for T2000

**AYM Developed
Products Targeting
Growth & Emerging
Market**

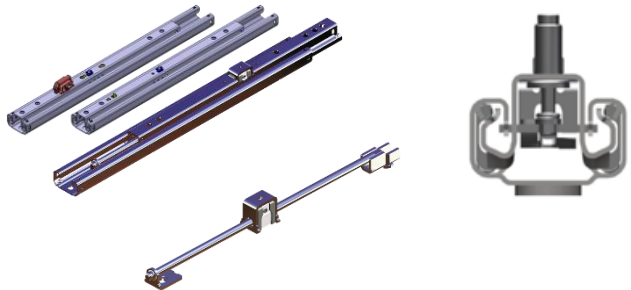
Joint Developed between Adient & AYM

Track 3000 Series

- Consistent manual and power profile
- Small package size with internal locking system
- Advanced stamping technology guarantees excellent stability
- Local high-strength raw material guarantees excellent performance with reduced weight

HTA 3000

- Increased strength capability, weight reduction, package optimization, bigger travel range and better acoustics performance



Adient Latest Products fully localized in AYM

Track 2000 A

- Consistent manual and power profile, including full comfort
- Manual version with 3-pin positive engagement locking system
- Flexible integration (direct or with adapters, bolt-through to BIW)
- Outstanding peel strength with minimized section height



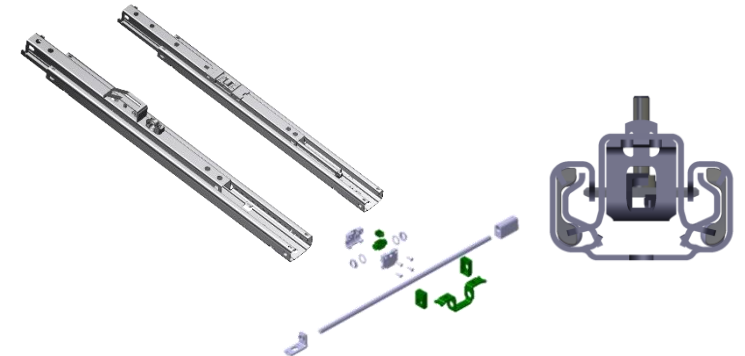
AYM Developed Products Targeting Growth & Emerging Market

GTS Track

- Consistent manual and power profile
- Small package size with internal locking system
- Advanced stamping technology guarantees excellent stability
- Flexible integration (direct or with adapters, bolt-through to BIW) allows lower structure package

HTA 2000

- Increased strength capability, weight reduction, package optimization, bigger travel range and better acoustics performance



**Adient Latest
Products fully
localized in AYM**

Power Height Adjuster HA3000



Power Height Adjuster PHA3000

- Consistent manual and power profile, including full comfort
- EMC capable 5+based on motor
- High performance with assistant spring

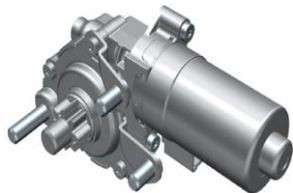
Manual Height Adjuster HA3000



Manual Height Adjuster MHA3000

- High crash strength:>180Nm static brake torque;
- Modular interface with lever
- Flexible attachment concept

Power Height Adjuster HA2000



Power Height Adjuster PHA2000

- High Static strength: $\geq 180\text{Nm}$
- Stable adjustment performance
- Excellent stability: $\leq 3^\circ @ 16\text{Nm}$
- Light Weight: 595g (depending on the application)
- High performance w/wo assistant spring
- Interchangeable with manual height adjuster

**AYM Developed
Product Targeting
Growth & Emerging
Market**

**Adient Latest
Products fully
localized in
AYM**

Lock 3000 Series



Lock 3000 Series

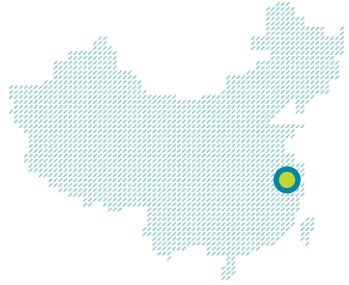
- Weight reduction compared to Lock 2000® : -25% (30 kN load class)
- Core mechanism package reduction compared to Lock 2000: -30% (30 kN load class)
- Integrated inversion of actuation direction (parallel actuation possible)
- Full standardized modularity for plug & play add-on features
- Flexible attachment concept

Lock Compact



Lock Compact

- Low weight: 170g
- Small package size : 70mm×60mm×25 mm
- Integrated inversion of actuation direction (parallel actuation possible)
- Modular for dia 7mm striker
- Load class: ≥15 KN
- Tolerance compensation: ±3.5 mm, Φ7 mm striker



Changshu, located in China Jiangsu Province, possess a unique geographical advantages. It takes **120 min's** drive from Changsu to Shanghai. And it is **130 Km** between two AYM plants.



1

AYM Kangwei Campus



- Headcount : 2,577
- Area : 43,346 m²

2

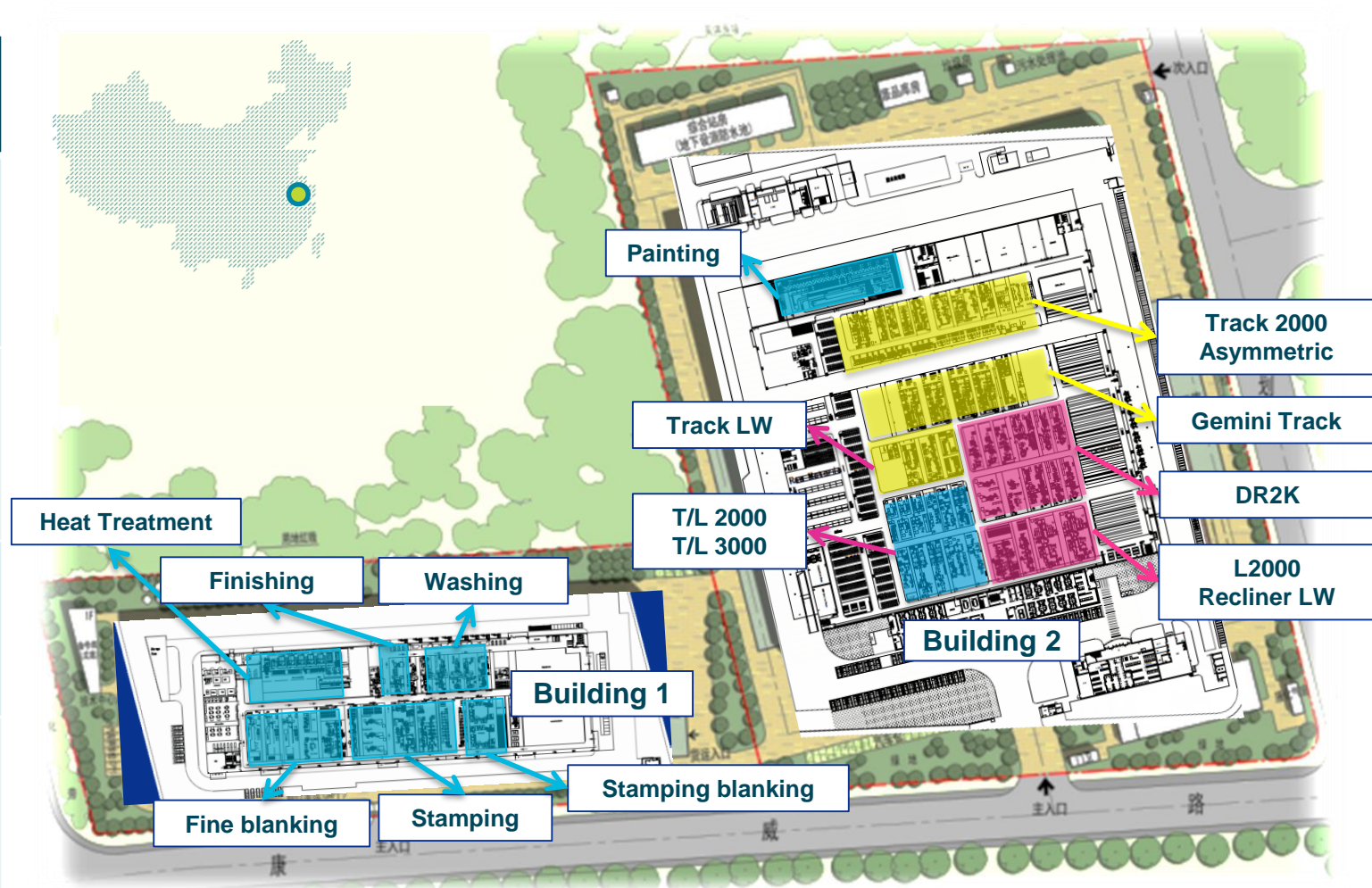
AYM Changshu Subsidiary



- Headcount : TBC
- Area : 129,200 m²

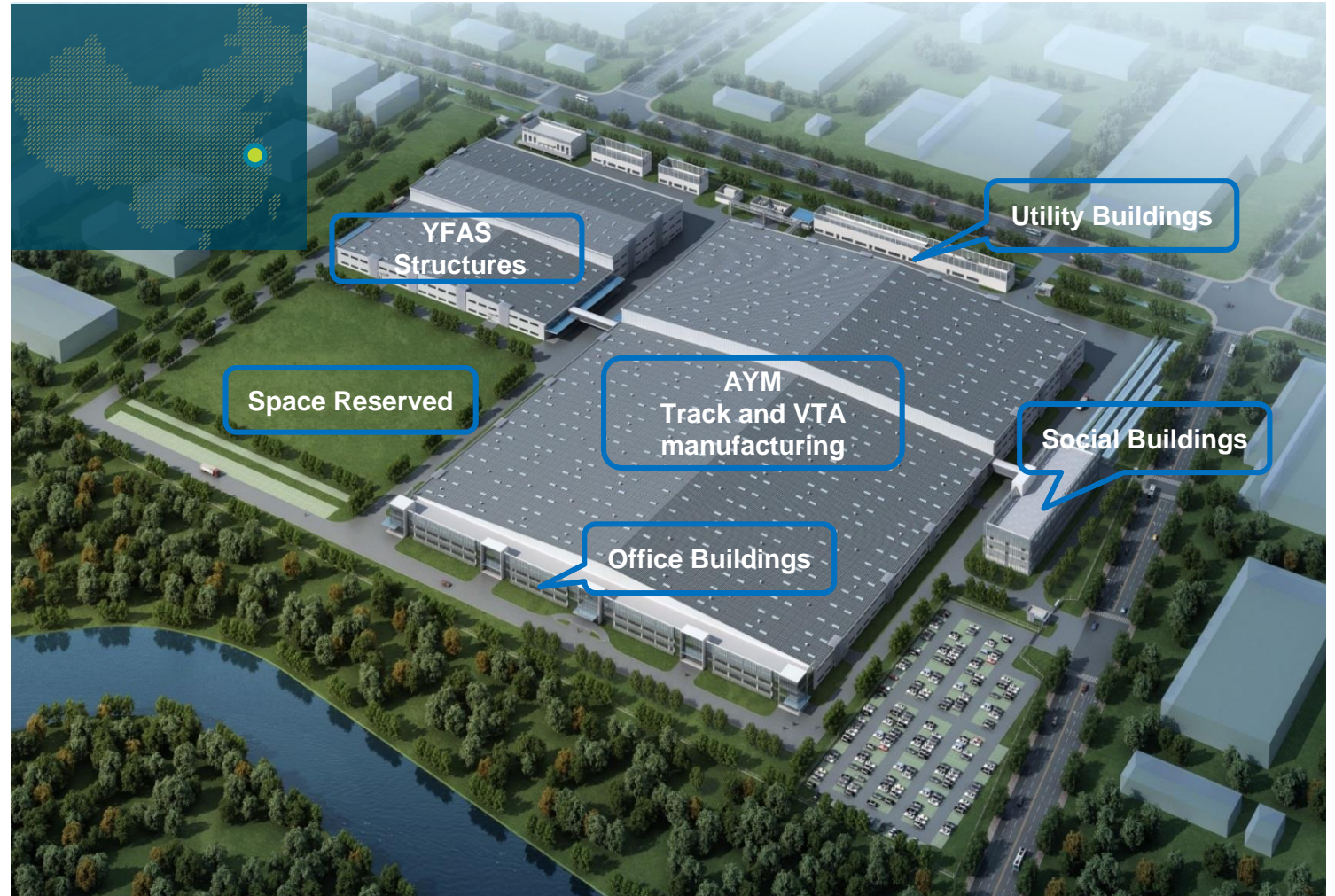
Plant Layout – Shanghai – Kang Wei Plant

Building	Products	Factory (M ²)	Land (M ²)
Building 1	Fine blanking Heat treatment Profile stamping	10,883	20,635
Building 2	Track Adjuster Recliner Painting	32,463	50,025
Total	All Lines	43,346	70,660
Headcount			2,577



Plant Layout – Changshu Campus

Building	Function	Space(M ²)
Building 1 (AYM)	Track/Transmission Stamping, Painting, Assembly	81,800
Building 2 (YFAS)	Metal Welding & Stamping	26,900
Office Building	Office (2 Floors)	7,700
Social Building	Canteen, Changing room... (3 Floors)	6,000
Utility Buildings	Transformer, Water Treatment, Chemical Storage...	6,800
	Subtotal	129,200
	Reserved Space	16,800
	Total	146,100

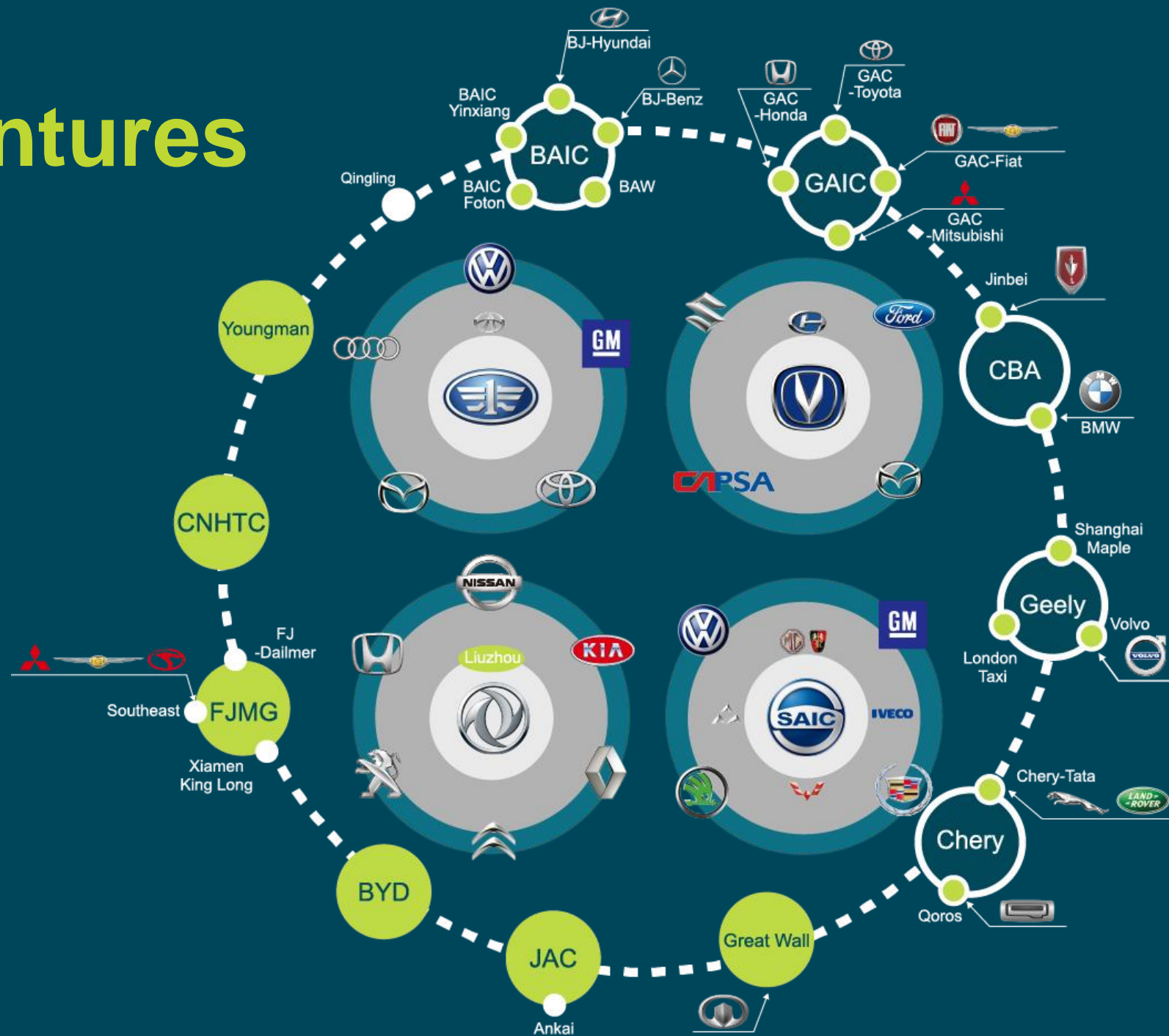


Thank you!



China Joint Ventures

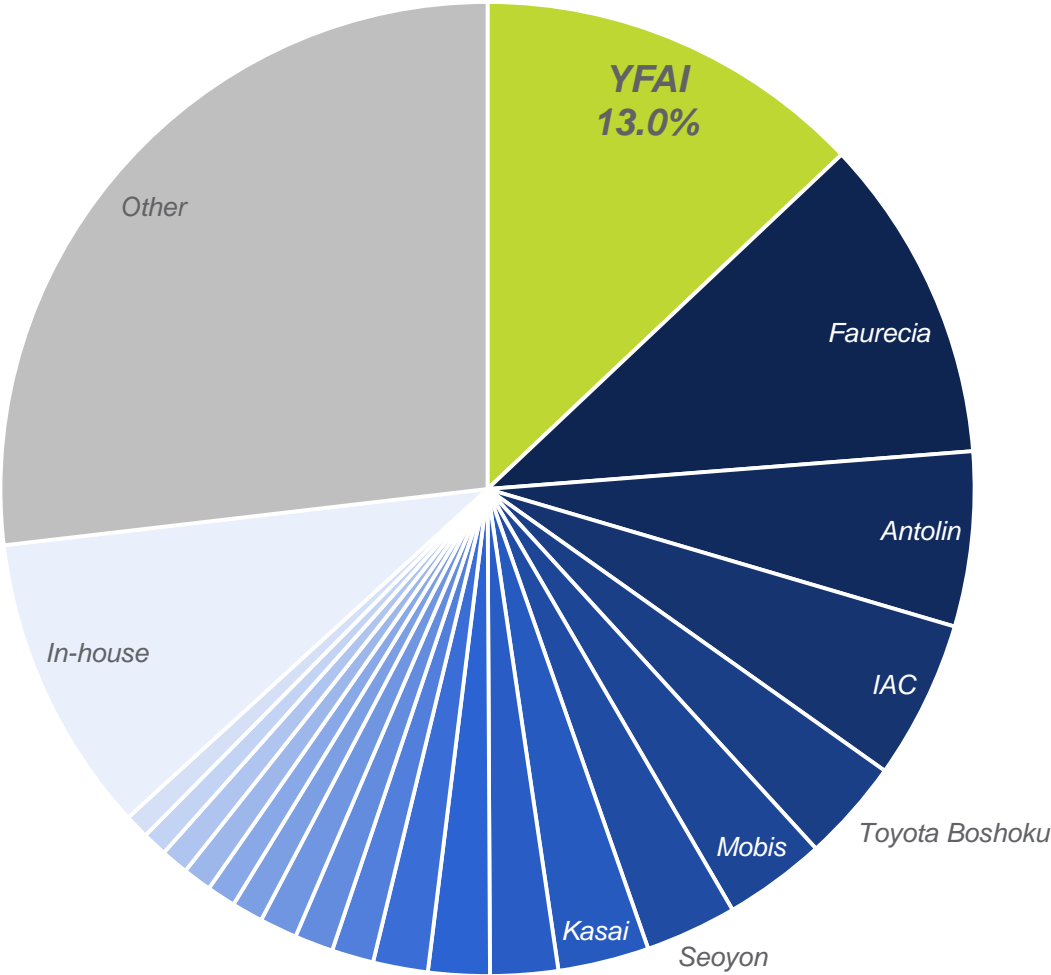
1. YFAS
2. AYM
3. Global YFAI



YFAI will continue to keep the leading position in the global automotive interior market with a share growth



Interior Market Share
2017



Source: YPS as of March 16, 2017

Diversified Customer Base, Matching Global Footprint

Top Customers by Region

APAC



N. America



Europe



No Customer
Lost Since
Establishment

113+ Global Locations

Footprint of the facilities highly matched with customers



18

Countries

33,000

Global employees

1

Seamless global network





Interior will become higher priority in terms of car consumers differentiations.

Smart surfaces and included core product functions, are under development with most customers.

New players from West Coast disrupts current car industry with approaches like E-car tech., self driving, connectivity...

Combination of traditional interior parts and smart intelligence will require supplier integration capabilities, creating new business model.

This megatrend will run in parallel with current industry approaches for the next decade.

- > YFAI will continue to deliver strong results and strengthen it's market position
- > Significant business wins driving top line growth
- > Strong backlog will result in revenue growth in excess of industry
- > Market share increasing +1-2% over 2016 levels and expected to increase over mid-term horizon
- > Higher margins expected going forward:
 - Investments in new product technologies
 - De-emphasis on low margin cockpit business
 - Continued synergies and operational improvements

Increased equity income and dividends expected for Adient

Questions?

Thank you