



# JP Morgan Auto Conference 2025

August 12, 2025





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In addition, this document includes certain projections provided by Adient with respect to the anticipated future performance of Adient’s businesses. Such projections reflect various assumptions of Adient’s management concerning the future performance of Adient’s businesses, which may or may not prove to be correct. The actual results may vary from the anticipated results and such variations may be material. Adient does not undertake any obligation to update the projections to reflect events or circumstances or changes in expectations after the date of this document or to reflect the occurrence of subsequent events. No representations or warranties are made as to the accuracy or reasonableness of such assumptions, or the projections based thereon.

This document also contains the key performance indicator of business performance, which is defined as the difference in period-over-period Adjusted EBITDA excluding production volume/mix, equity income, foreign exchange and net commodity pricing. Management believes this key performance indicator encompasses the significant drivers of the performance of the business that are within management’s ability to influence and may assist investors in evaluating Adient’s on-going operations and provide important supplemental information regarding financial and business trends relating to Adient’s financial condition and results of operations. Investors should not consider this key performance indicator as an alternative to our GAAP financial results.

# Agenda



## > Business Update

**Jerome Dorlack**

*President and CEO*

**Mark Oswald**

*Executive VP and CFO*

## > Q&A



# Strong first half momentum carried into Q3 as expected, driving continued improved business performance



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- > **Strong business performance** in Q3 drove improved earnings and margin vs. Q3FY24
  - > **Generated solid free cash flow**, supporting \$50M of additional share repurchases in Q3 (\$75M YTD)
  - > Based on current policies, **tariffs remain manageable**
  - > Adient footprint, capabilities and proactive approach enabling **growth as customers onshore in the U.S.**; well-positioned to be a net winner as onshoring is expected to continue
  - > **Winning diversified new business** in all regions:
    - EMEA had strongest quarter of new business in past 5 years, including conquest and replacement
    - Asia continues to grow with key C-OEM customers, including BYD
  - > Raised FY25 revenue and Adj.-EBITDA guidance with Q3 earnings announcement

**The Adient team is focused on finishing FY25 strong and executing in a dynamic environment**

## Americas

- > Continued strong execution driving improved business performance
- > Regional margins continue to expand through automation, innovation, continuous improvement actions, VAVE, etc.
- > Well-positioned to support customer onshoring
- > Tariff impacts largely mitigated, remain manageable

## EMEA

- > Multi-year restructuring plan on track; prudent use of capital
- > See signs of regional stabilization, expect improved margins in the out years
- > Several new business awards expected to improve top line performance in the out years

## Asia

- > Continued high level of execution
- > Winning new business with China OEMs
- > Accelerating growth outside of China
- > Regional rapid adoption of product innovations enables content growth
- > Remains a profitable, cash-generative business

**Adient continues to consistently execute while demonstrating agility to our customers; well-prepared to capitalize on emerging business opportunities**

# Onshoring growth opportunities in the US



Adient advantage from onshoring	
	Identified opportunities where Adient has existing facility close to where customers will onshore
	Proactively approached customers with solutions to support them as they onshore
	We estimate ~600K <sup>1</sup> annual units could be onshored to US. We expect to get at least our fair share of this opportunity with minimal incremental investment
	Adient maintains a competitive advantage with approximately 75% of its total North American production based in the United States, compared to our nearest competitor's production footprint of approximately 55%.

<sup>1</sup> Management estimates using customer press releases and July S&P volumes

**Adient is well-positioned to be a net beneficiary of customer onshoring**

# Adient operating model allows us to drive shareholder value



- Consistently strong execution, delivering on our operational and financial commitments
- Driving value to our customers, reinforcing supplier of choice status
- Well-positioned for growth
- Executing on our balanced capital allocation approach

**Remaining focused to ensure sustainable value for all Adient’s stakeholders**



**Q&A**

