May Investor Meetings

May 2019

Improving the experience of a world in motion

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 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 impact of tax reform legislation through the Tax Cuts and Jobs Act, uncertainties in U.S. administrative policy regarding trade agreements, tariffs and other international trade relations, the ability of Adient to execute its SS&M turnaround plan, the ability of Adient to identify, recruit and retain key leadership, the ability of Adient to meet debt service requirements, 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, the ability of Adient to effectively integrate the Futuris business, 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, 2018 filed with the SEC on November 29, 2018 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 are included in the appendix. Reconciliations of non-GAAP measures related to FY2019 guidance have not been provided due to the unreasonable efforts it would take to provide such reconciliations.

Executive summary

Leading competitive position in a strong and vital market

> Adient maintains one of the largest market shares (~33%) in a concentrated segment with few global competitors
> Well diversified customer mix - no customer is greater than 12% of total consolidated sales
> High barriers to entry; replacement business typically won at a high rate (>90%) as switching costs for customers are high

Opportunity to materially increase earnings and free cash flow

> Bridging the margin gap versus key competitors represents enormous opportunity
> Cash flow for 1H2019 better than 1H2018 despite lower earnings
> Right-sizing SS&M expected to have positive impact over the next several years

New team and plan being deployed

> New CEO and essentially full overhaul of structure and operating team
> Back-to-basics approach implemented to simplify structure, enhance accountability and speed up decision making
> Initiatives to improve profitabilty expected to gain momentum through second half 2019 and beyond

Joint venture structure a significant and underappreciated asset

> Highly profitable network of JVs that have consistently grown faster than underlying industry, generating significant cash flow
> Approximately 45% share of China's passenger Seating market driven by strategic customer partnerships
> Approximately 70% of annual equity income converts into cash dividends
> Underlying balance sheets of Chinese JVs very strong (approximately $1.3B of net cash as December 31, 2018)

Adient today

Adient is the global market share leader in automotive seating, estimated to be supplying approximately one out of every three automotive seats worldwide**

NYSE: ADNT

FY18 Revenue

~$17.4B
Consolidated revenue

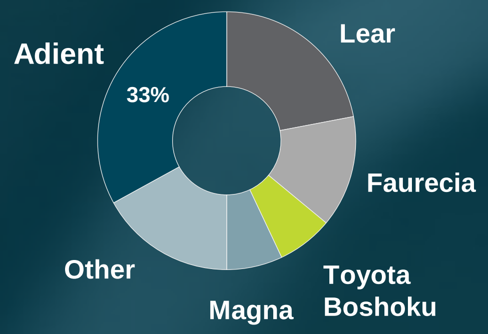
Strong and diversified revenue mix:

Passenger car	~39%
Truck	~23%
CUV / SUV	~38%

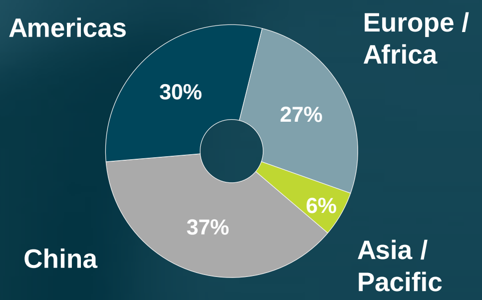
~$9.4B
Unconsolidated seating revenue

~$8.8B
Unconsolidated interiors revenue

Global market share (2018 market $60B)



Revenue by geography*



We supply one out of every three automotive seats worldwide**

25M+
seat systems per year

*Adient share includes non-consolidated revenue. Revenue by geography based on FY2018 (consolidated and non-consolidated). Source: External and management estimates. **Source: external and management estimates.

We are located right where our customers need us most

Global locations

214 manufacturing facilities

32 countries

* Does not include China joint ventures

Global employees

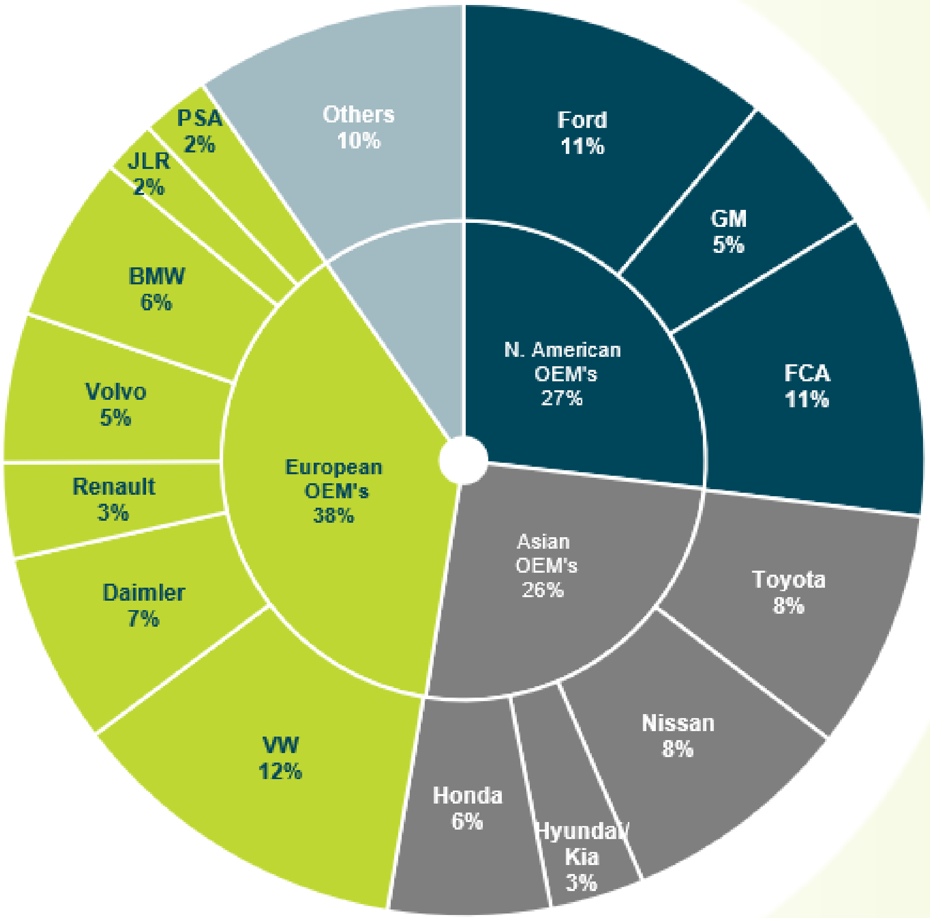
84,000

Strong customer diversification

We work with the

world's largest automotive manufacturers

across the globe



> **Industry leading diversification**
> > **By customer**
> > No customer is greater than 12% of total consolidated sales
> > **By platform**
> > No platform is greater than ~5% of total consolidated sales

> **Ability to leverage products across customers and regions**

> **Scale provides leverage to optimize cost structure**

Based on ADNT's FY18 consolidated sales

Our Seating Joint Venture partnerships in China enable us to enjoy a clear leadership position in China

We generated

$9.2B

sales revenue in FY2018

We employ

33,000

highly engaged employees including **>1,400** engineers

We have

21

seating joint ventures*

with

45%

combined share of the passenger vehicle market

We have

~80

manufacturing locations

4

global tech centers

in **30** cities

Note: Sales revenue and all other data on slide exclude YFAI

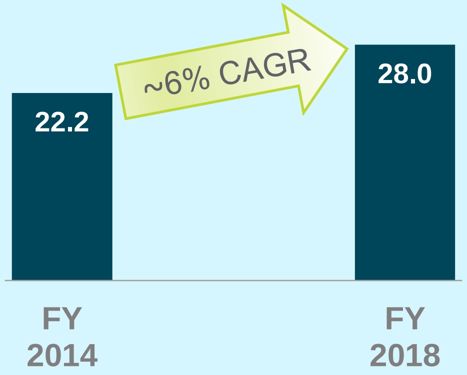
** Includes five consolidated JVs*

China's unconsolidated financial strength [1]
FY2014 – FY2018

Industry

Units, Millions

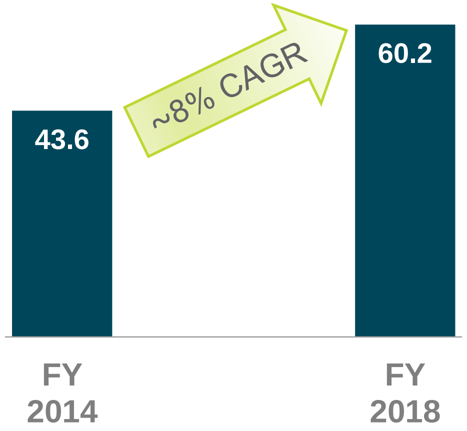
China Light Vehicle Production [2]



CNY in billions

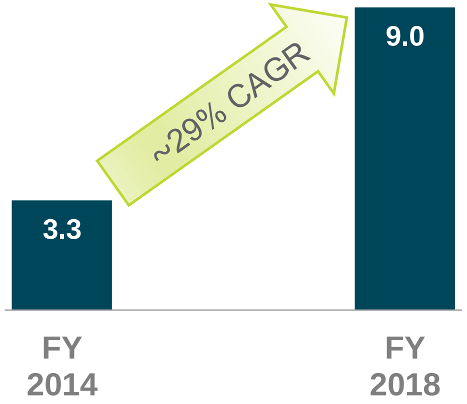
Adient Results

Sales



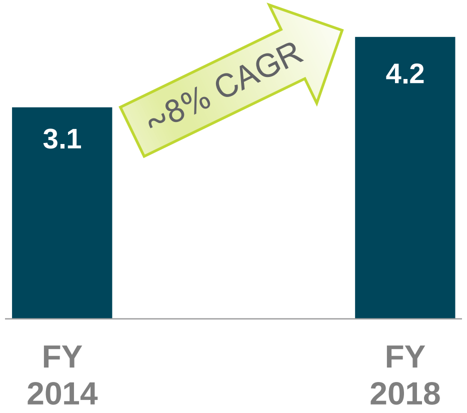
> Top-line growth in excess of industry growth

Net Cash [3]



> Well capitalized balance sheets across the various joint ventures

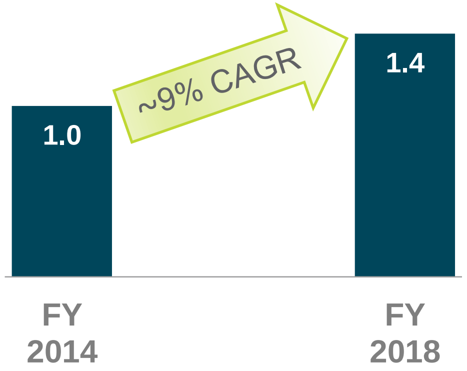
Net Income



> NI supported by strong operating performance (~9% EBITDA growth, and margins between 10-11%)

> Expect to sustain strong margin performance

Dividends to Adient



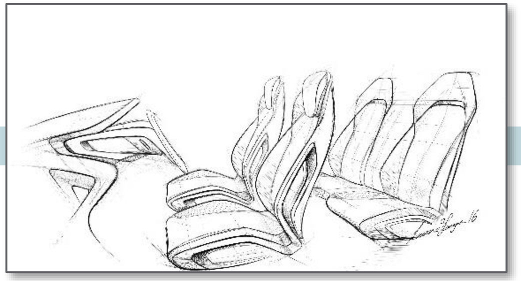
> Solid history of transparent and growing dividends

1 – Excludes YFAI; includes SJJ and BJJ Interiors prior to July 2015
2 – Based on IHS volumes
3 - Net cash at 12/31/18 was ~$1.3B

Well positioned innovation and product portfolio

Global Industry trends

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



Implications for seating

- **Changes in vehicle architecture & power managment**
  - 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)

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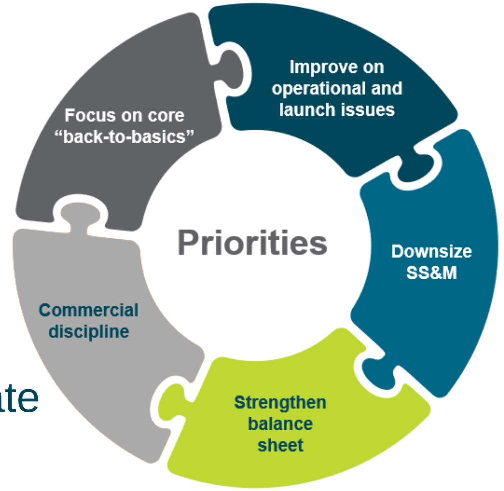
Business update

Priorities to successfully drive performance

Focused priorities expected to drive future success

- Increased focus on operational execution and commercial discipline
- Turn around troubled plants; continue to consolidate production facilities to improve cost structure
- Prioritize business targets to maximize return on CapEx and engineering development costs
- Renewed focus on change management and VA/VE to drive margin expansion
- Limit pursuit of low volume programs to improve profitability and reduce investment
- Revisit strategies for non-core business: grow, milk, exit, sell
- Flex headcount and costs to improve profitability



Main root causes impacting Americas, EMEA and Asia

Business profitability:

> Launch challenges distracting business from continuous improvement
> Poor commercial discipline on change management
> Lower profitability of roll-on business

Customers:

> Struggling customers
> Unstable production schedules

Macroeconomics:

> Softening end-markets
> Labor economics
> Tariff and trade discussions

New team / organizational structure to drive turnaround

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CEO
Doug Del Grosso

Three Fully Integrated Regions

Americas Jerome Dorlack	EMEA Michel Berthelin	Asia James Huang
Seating SS&M Engineering Commercial RECARO	Seating SS&M Engineering Commercial RECARO Fabrics	Seating SS&M Engineering Commercial RECARO

In addition to front-line leadership changes, increased ADNT's bench strength with several external hires to accelerate the turnaround

- Finance – Jeff Stafeil
- Legal – Cathy Ebacher
- HR – Renee McLeod
- Purchasing – Kelli Carney
- Corporate Development – Paul Van Hoof

Driving responsibility into the regions; pivoted to profitability & cash flow vs. backlog growth for incentive compensation structure

Focus on commercial excellence

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Early successes:

> CEO-level direct customer interactions to align product economics with the high quality of seating solutions being delivered

> Resolving backlog of open pricing issues – expected to generate significant run-rate EBITDA savings

> Continue to see strength in new and replacement business conversion (~60% new business and ~90% replacement conversion rates for FY19 through Q2)

> Seating Americas and Seating Europe have road-mapped material Values Add / Value Engineering (VA/VE) initiatives, realizable in the next two years

Increased commercial focus through product lifecycle

- Initiate face-to-face dialogue with customers in strained relationships
- Disciplined bidding approach – focus on EBITDA, ROI and cash flow
- Turn around underperforming plants; consolidate production facilities to improve competitiveness
- Change management – ensure adequate pricing for customer changes
- Re-establish VA/VE activities to drive material costs down; expand margins

While launch activity remains heightened, lessons learned are contributing to success in FY19

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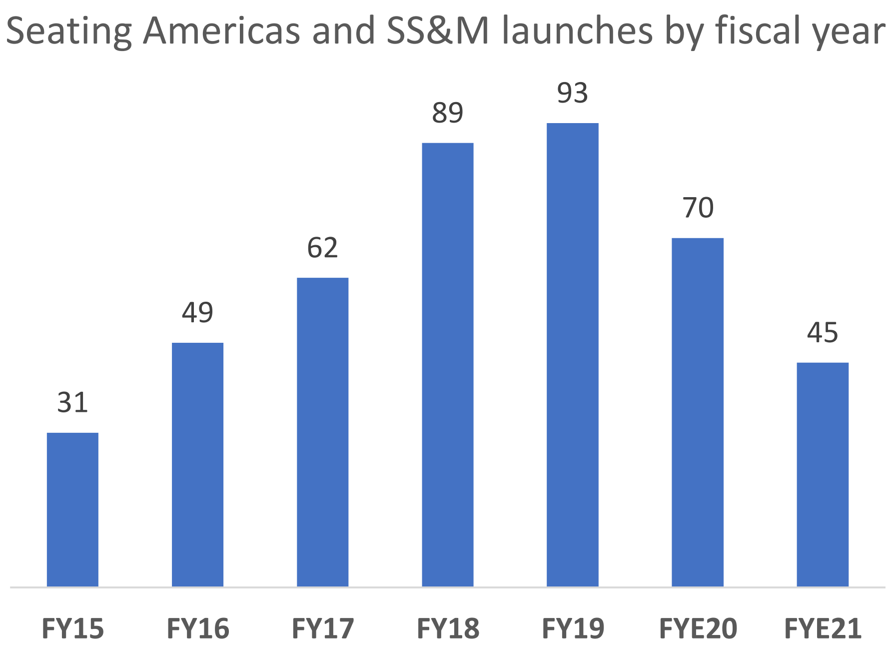
2019 Launch Outlook

Seating Americas (28 launches in FY19)

- On track to achieve 76% successful launch target in FY19
- Maintaining rate of successful launches YTD in FY19
- 38% drop in number of programs deemed to be in "critical" care for LTM
  - 5 / 111 programs currently tracking in critical care (5%)

SS&M (65 launches in FY19)

- On track to achieve 70% successful launch target in FY19
- 12% improvement in rate of successful launches YTD for FY19
- 37% drop in number of programs deemed to be in critical care for LTM
  - 17 / 124 global programs currently tracking in critical care (14%)



Significant launch activity will remain present through FY19; focusing on core business and rightsizing SS&M is expected to reduce launch volume and complexity moving forward

Disciplined Approach Toward Underperforming Plants

Plant Launch Monitor Process

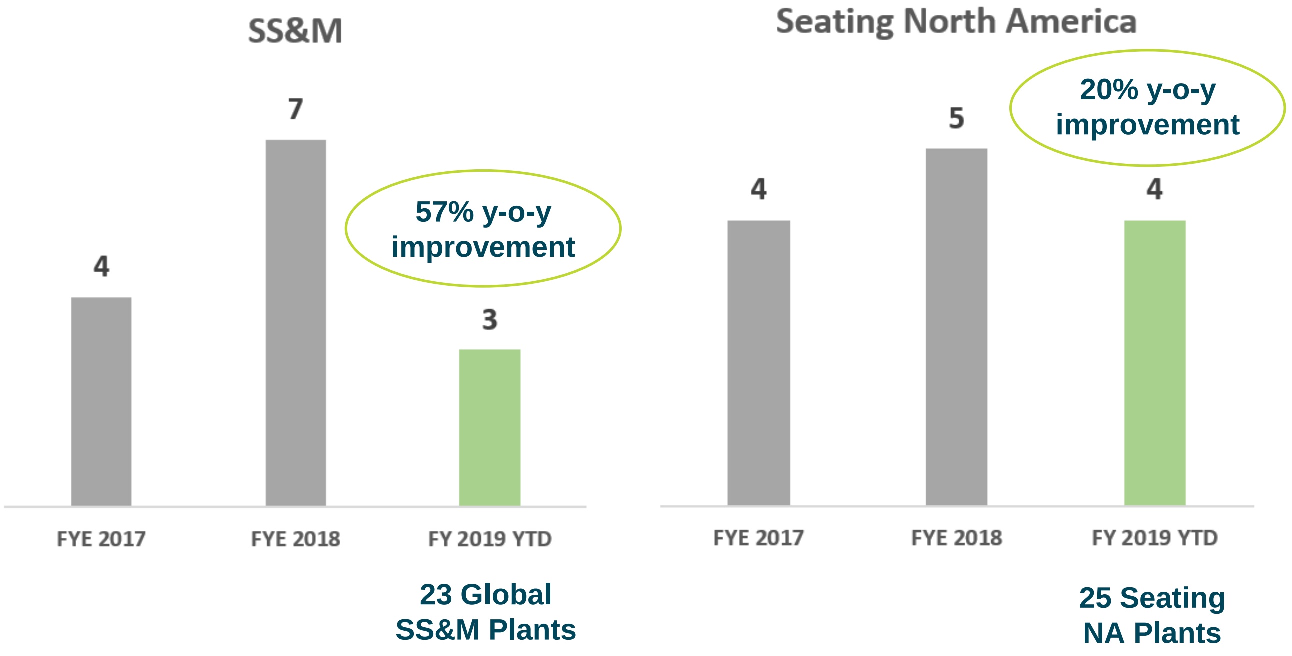
Weekly – Targeted Business List
- New business opportunities
- Current business changes (lifetime ext., volume increase, and etc.)
- Global leadership attendance

Monthly – Executive Program Reviews
- Programs with upcoming gates
- Adhoc follow-ons as needed
- Regional leadership attendance

Monthly – Launch Readiness Reviews
- All launches covered
- Conducted in plant
- Regional leadership attendance

Quarterly – Executive Launch Readiness Reviews
- All launches covered
- Conducted in plant
- Global leadership attendance

Progression on Underperforming Plants (FYE17 – FY19 YTD)



Reduction in underperforming SS&M and Seating North America plants driving EBITDA improvements

Driving to a stable, leaner and focused SS&M business

VISION | **Return to industry leading profitability through *selective participation*, focusing only on business where SS&M is clearly advantaged or supports JIT**

	SS&M today	SS&M future
Products	• Aim to have top performing and engineered product in all categories	• Better pivot design towards fit for purpose ... emphasizing design for cost and design manufacturability
Platforms	• Pursue platforms with primary focus on revenue growth vs. profitability potential	• Set strict thresholds for platform profitability • Be willing to proactively engage OEMs early on with concerns and walk away if need be
OEMs	• Actively meet needs of all OEMs • Accept design / engineering changes typically at Adient's risk	• Focus on those OEMs shown to be good partners and for which Adient is best positioned to serve • Set clear expectations for cost recovery with OEMs • Be more proactive and diligent in managing change
Complete Seat coordination	• View each opportunity as a standalone opportunity	• Leverage SS&M to support Adient's JIT business, while still meeting standalone profitability requirements
Plants / Overhead	• Aim for full vertical integration • Decisions driven by legacy network structure, fear of restructuring costs	• Pursue selective outsourcing for non-core processes • Strategically align footprint/overhead with business needs; actively manage network to avoid hold up risk

Significantly reduced ongoing capital expenditure needs with a more focused, vertically integrated global footprint

SS&M program lifecycle and expected progression

Illustrative program lifecycle

T-1 P.O.
- Commercial
- Engineering

P.O.

~ 2 year development
- Engineering
- Tooling
- Capex

SOP

Launch activity (90 day period)

~ 6 year production run
- Product stabilization (milk time)
- Continuous improvement opportunity
- VA/VE opportunity
- Cash generation

Expected progression (Rightsizing) of SS&M

Stabilization (FY19)
- Selective participation
- Leverage SS&M to support ADNT's JIT business
- Downsize engineering team
- Reduced engineering cost

Improvement (FY20-22)
- Selective participation
- Continued operational execution
- Reduced launch activity
- Lower launch costs and Capex
- Benefits from commercial negotiation and discipline

Significant opportunity to improve cash flow

Optimization (FY23+)
- Continuation of SS&M rightsizing
- Expanded focus on VA/VE
- Roll on of new business developed under commercial discipline
- Roll off of underperforming product lines

Smaller, profitable business

Expected progression

Fiscal 2019 (stabilization)

> **Focused "back-to-basics" priorities are the building blocks to achieve peer margins while significantly improving cash generation (with a focus on deleveraging)**

> **ADNT's Q2 results demonstrate actions taken to improve the company's operational and financial performance are taking hold**

> **Adj. EBITDA and margin expected to improve in H2FY19 compared with H1FY19 as recently executed and additional actions gain traction. Key drivers include:**

- Further benefits associated with the new organization structure (engineering rightsizing and integrating operating groups into the regions)
- Resolving backlog of open pricing issues
- Operational focus continuing to drive down launch costs (reduction in containment costs, premium freight)
- China vehicle production stabilization [exact timing uncertain]

Successful execution of the turnaround will be a multi-year journey

Fiscal 2020 - 2022 (improvement)

> **Continue operational execution**

- Improve utilization
- Reduce scrap / waste / premium freight

> **Commercial discipline**

- Customer negotiations
- Focus on returns throughout product lifecycle (bidding, change management, launch)
- Re-establish focus on VA/VE

> **Reduced number of launches**

- Expected to drive down launch costs by ~50%

> **Rightsizing SS&M (expected to improve FCF >$425M)**

Significant improvement in free cash flow

Fiscal 2023 and beyond (optimization)

> **Continuation of SS&M rightsizing**

> **Expanded focus on VA/VE**

> **Roll on of new business developed under disciplined commercial approach**

> **Roll off of underperforming product lines**

Expected margin gap closure to peers, additional free cash flow generation

Uncertain macro influences

China / Asia Pacific

- The passenger vehicle market in China remains challenged with no immediate signs of stabilization
- Despite the positive impact of VAT reduction (effective April 1st), wholesale volumes declined ~17% y-o-y in April
- Several near-term factors could have a significant influence on the auto market in the coming months:
  - Tax reductions (VAT, PIT)
  - Auto consumption stimulus packages
  - China / U.S. trade war
  - Early adoption of GB VI emission standard

Trade / Tariffs

- Trade tensions between the United States and China remain heightened with both sides recently announcing an escalation in duties / tariffs
  - The May 10th increase in Sec 301 China duties from 10% to 25% is expected to have a limited impact on ADNT's FY19 (< $400,000)
  - The intent (not in effect yet) to impose a 25% tariffs on an additional $300B in Chinese origin goods could result in an addition headwind of $1M / month (potentially effective August 1st)
- Impact of Sec 232 national security investigation / findings into imported auto sales and auto parts remains uncertain

Financial update

FY 2019 second quarter financial highlights

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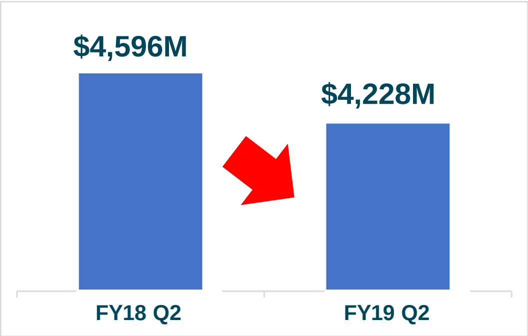
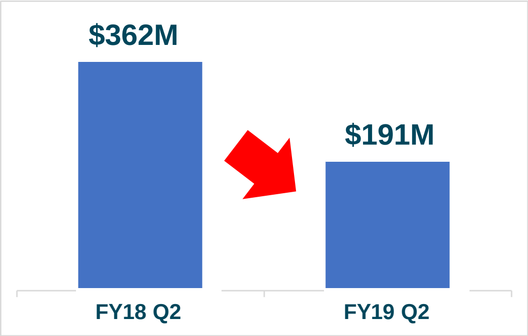
Sales



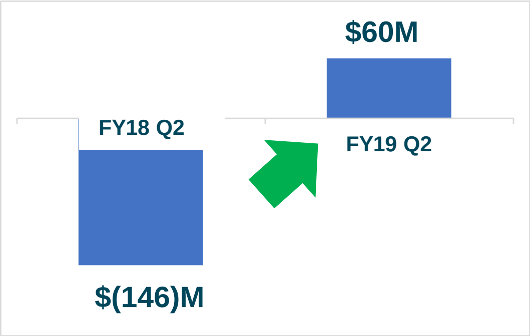
- In line with internal / external expectations
- Down $368M y-o-y

Adjusted EBITDA[1]



- Slightly better vs. external expectation
- Down $171M y-o-y

Free cash flow



- Significantly better vs. external expectation
- Up $206M y-o-y

Despite being down y-o-y, the sequential improvement in Q2FY19 results compared with Q1FY19 demonstrates that the actions taken to improve ADNT's operating and financial performance are taking hold

1 – See appendix for detail and reconciliation to U.S. GAAP

> **Sales significantly impacted by FX ($200M) and lower volume / mix ($168M), primarily in Europe and Asia**

> **Negative business performance, unfavorable mix in Americas and EMEA, and reduction in equity income led to the y-o-y earnings decline**

> **Increased focus on working capital, lower capital expenditure and benefits associated with quarter close timing differences helped drive y-o-y improvement in free cash flow**

Cash flow & debt [1]

Free Cash Flow (1)

(in $ millions)	FY19 Q2 FY19	FY19 YTD	FY18 Q2 FY18	FY18 YTD
Adjusted-EBITDA	$ 191	$ 367	$ 362	$ 628
(+/-) Net Equity in Earnings	(37)	(119)	(21)	(124)
(-) Restructuring	(67)	(90)	(59)	(100)
(-) Becoming ADNT	-	-	(13)	(27)
(+/-) Net Customer Tooling	(3)	30	1	(7)
(+/-) Past Due Receivables	20	2	(2)	(50)
(+/-) Trade Working Capital (Net AR/AP + Inventory)	71	(73)	(202)	(173)
(+/-) Accrued Compensation	74	38	32	(85)
(-) Interest paid	(58)	(70)	(58)	(70)
(-) Taxes paid	(27)	(48)	(45)	(88)
(+/-) Other	4	3	(18)	(54)
Operating Cash flow	$ 168	$ 40	$ (23)	$ (150)
(-) CapEx [2]	(108)	(252)	(123)	(266)
Free Cash flow	$ 60	$ (212)	$ (146)	$ (416)

Highly sensitive to quarter end dates

1 – See appendix for detail and reconciliation to U.S. GAAP
2 - Capex by segment for the quarter: Americas $52M, EMEA $46M, Asia $10M

Debt (1)

- Cash and cash equivalents of $491M at March 31, 2019
- Post Q2, increased the strength and flexibility of the capital structure through a successful debt refinancing:
  - Refinanced the company's $1.2B TLA with a $800M TLB due 2024 and $800M senior secured notes due 2026
  - Refinanced the company's $1.5B revolving credit facility with a $1.25B asset-based revolving credit facility

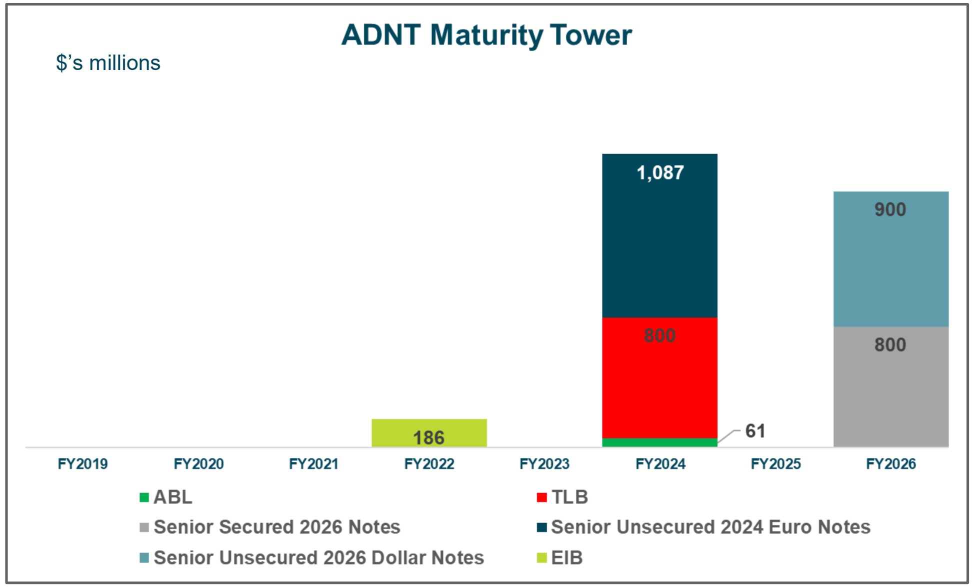
Net Debt and Net Leverage

(in $ millions)	March 31 2019	September 30 2018
Cash	$ 491	$ 687
Total Debt	3,383	3,430
Net Debt	$ 2,892	$ 2,743
Adjusted-EBITDA (last twelve months)	$ 935	$ 1,196
Net Leverage	3.09x	2.29x

Capital structure summary

> Increased the strength and flexibility of ADNT's capital structure with a successful debt refinancing

- $800M TLB, $800M secured notes, $1.25B asset-based revolver
- Eliminates restrictive maintenance covenants
- Provides strong liquidity (pro forma ~ $2.1B)
- Extends debt maturity (no near-term maturities)



	As of 03/31/2018		Pro-rata Refinancing Proforma (05/06/2019 closing)	
($ in millions)	$ Amount	Coupon	$ Amount	Coupon
Cash & cash equivalents	$491		$920	
Capital lease obligations	10		10	
Revolving credit facility ($1.5B) due 2021	–	LIBOR+150/250		
Asset based revolving facility ($1.25B) due 2024 [1,2]			61	LIBOR + 150/200
Term Loan A due 2021	1,200	LIBOR+150/250		
Term Loan B due 2024 [2]			800	LIBOR + 400/425
Senior secured notes (USD) due 2026			800	7.0%
Senior unsecured notes (EUR) due 2024	1,087	3.500%	1,087	3.500%
Senior unsecured notes (USD) due 2026	900	4.875%	900	4.875%
European Investment Bank	186		186	
Total debt	**$3,383**		**$3,844**	
Net debt – SEC Reporting	$2,892		$2,924	

(1) Initially $61M drawn to support loan feature that expands the borrowing base (FILO)
(2) Rate step downs of up to 50 bps on the ABL and 25 bps on the Term Loan, for low utilization and net secured leverage < 1.5X, respectively.

ADNT to reevaluate its internal financing structure as a result of the refinancing; outcome may conclude a material portion of deferred tax assets will not be realized, resulting in a material increase to tax expense

Significant opportunity going forward

Downsize SS&M

ADNT 2018 free cash flow (FCF) [a]	~$0

SS&M performance:

2018 Adjusted EBITDA	$(168)M
2018 SS&M CapEx	$(255)M
Approximate SS&M FCF	$(423)M

Downsizing business while improving operating performance provides significant opportunity to improve FCF

Close margin gap to peers

ADNT 2018 Adj. EBITDA [b]	$1.2B
ADNT 2018 Adj. EBITDA margin [c]	~4.7%

Gap to peer ~400bps or $700M

Executing a comprehensive turnaround plan to drive margin and cash flow improvement

Business priority and opportunity to significantly deleverage the balance sheet

a – Excludes $142M benefit associated with an accounts receivable financing facility initiated in Q3FY18
b – For non-GAAP and adjusted results, see appendix
c – Excluding equity income

Reasons to invest in ADNT

Focused on the core business + **Leveraging our leading position in China** = **Increased shareholder value**

Focused on the core business	Leveraging our leading position in China
Critical supplier in the automotive seating business, with a leading market position	Unique and longstanding position in China through our joint venture structure
New management team in place executing a comprehensive turnaround plan	Market leader with ~45% market share
Significant opportunity to improve earnings and cash flow	Strong operating performance with significant and stable cash position

APPENDIX AND FINANCIAL RECONCILIATIONS

FY 2019 Second Quarter

Non-GAAP financial measurements

- 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 free cash flow, Net debt and Net leverage 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.
- 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 free cash flow, Net debt and Net leverage are measures used by management to evaluate the operating performance of the company and its business segments to forecast future periods.
  - 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, expenses associated with becoming an independent company, 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 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.
  - Free cash flow is defined as cash from operating activities less capital expenditures.
  - Adjusted free cash flow is defined as free cash flow adjusted for cash transferred from the former Parent post separation.
  - Management uses these measures to evaluate the performance of ongoing operations separate from items that may have a disproportionate impact on any particular period. These measures are also used by securities analysts, institutional investors and other interested parties in the evaluation of companies in our industry
- Net debt is calculated as gross debt less cash and cash equivalents.
- Net leverage is calculated as net debt divided by the last twelve months of adjusted EBITDA.
- Twelve months ended March 31, 2019 reconciliation between net income (loss) attributable to Adient to adjusted EBITDA is a non-GAAP financial presentation.

Non-GAAP reconciliations - EBIT, Adjusted EBIT, Adjusted EBITDA
(see footnotes on slide 23)

	FY16 Actual	FY17 Actual	FY18 Actual					FY19 Actual		Last Twelve Months Ended Actual	
(in $ millions)	Full FY16	Full FY17	Q1 FY18	Q2 FY18	Q3 FY18	Q4 FY18	Full FY18	Q1 FY19	Q2 FY19	Dec '18	Mar '19
Net income attributable to Adient	$ (1,546)	$ 877	$ (216)	$ (168)	$ 54	$ (1,355)	$ (1,685)	$ (17)	$ (149)	$ (1,486)	$ (1,467)
Income attributable to noncontrolling interests	84	85	20	25	19	20	84	28	23	92	90
Income Tax Provision (1)	1,839	99	265	(28)	(13)	256	480	10	64	225	317
Financing Charges	22	132	33	37	39	35	144	35	40	146	149
Pension mark-to-market (7)	110	(45)	-	-	-	(24)	(24)	-	-	(24)	(24)
Other pension expense (income) (13)	(6)	(4)	(1)	(7)	(10)	(1)	(19)	(2)	-	(20)	(13)
Earnings before interest and income taxes	$ 503	$ 1,144	$ 101	$ (141)	$ 89	$ (1,069)	$ (1,020)	$ 54	$ (22)	$ (1,067)	$ (948)
Separation costs (2)	369	10	-	-	-	-	-	-	-	-	-
Becoming Adient (2)	-	95	19	19	12	12	62	-	-	43	24
Purchase accounting amortization (3)	37	43	17	18	17	17	69	10	10	62	54
Restructuring related charges (4)	14	37	11	12	20	18	61	9	14	59	61
Other items (5)	(79)	16	14	28	10	3	55	1	2	42	16
Restructuring and impariment costs (6)	332	46	-	315	57	809	1,181	31	113	1,212	1,010
Gain on previously held interest (11)	-	(151)	-	-	-	-	-	-	-	-	-
Impairment on YFAI investment (8)	-	-	-	-	-	358	358	-	-	358	358
Adjusted EBIT	$ 1,176	$ 1,240	$ 162	$ 251	$ 205	$ 148	$ 766	$ 105	$ 117	$ 709	$ 575
Pro-forma IT dis-synergies (12)	(26)	-	-	-	-	-	-	-	-		-
Pro-forma Adjusted EBIT	$ 1,150	$ 1,240	$ 162	$ 251	$ 205	$ 148	$ 766	$ 105	$ 117	$ 709	$ 575
Stock based compensation (9)	28	29	10	12	12	3	37	6	2	33	23
Depreciation (10)	327	332	94	99	101	99	393	65	72	364	337
Adjusted EBITDA	$ 1,505	$ 1,601	$ 266	$ 362	$ 318	$ 250	$ 1,196	$ 176	$ 191	$ 1,106	$ 935

Non-GAAP reconciliations - EBIT, Adjusted EBIT, Adjusted EBITDA

1. The income tax provision for the three and twelve months ended September 30, 2018 includes a non-cash tax charge of $439 million to establish valuation allowances against net deferred tax assets in certain jurisdictions because of the on-going performance issues and the associated decline in profits in those jurisdictions. Also included in the income tax provision for the three months ended September 30, 2018 is a non-cash tax benefit of $48 million related to the impact of US tax reform. The impact of US tax reform on the income tax provision for the twelve months ended September 30, 2018 is a non-cash tax charge of $210 million. The income tax provision for the three months ended March 31, 2019 includes a net tax charge of $43 million ($45 million valuation allowance expense offset by a $2 million impairment benefit) to record a valuation allowance on net deferred tax assets in Poland.
2. Reflects incremental expenses associated with becoming an independent company and expenses associated with the separation from JCI.
3. Reflects amortization of intangible assets including those related to partially owned affiliates recorded within equity income. Of the $10 million in the three months ended March 31, 2019, $1 million is included within cost of sales and $9 million is included within selling, general and administrative expenses. Of the $18 million in the three months ended March 31, 2018, $1 million is included within cost of sales, $11 million is included within selling, general and administrative expenses and $6 million is included within equity income. Of the $54 million in the twelve months ended March 31, 2019, $1 million is included within cost of sales, $42 million is included within selling, general and administrative expenses, and $11 million is included within equity income. Of the $69 million in the twelve months ended September 30, 2018, $1 million is included within cost of sales, $46 million is included within selling, general and administrative expenses, and $22 million is included within equity income. As a result of the fiscal year 2018 YFAI impairment, amortization of intangible assets related to YFAI has ceased starting in the first quarter of fiscal 2019.
4. 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.
5. Fourth quarter of 2018 reflects $3 million of integration costs associated with the acquisition of Futuris, Third quarter of 2018 reflects $6 million of integration costs associated with the acquisition of Futuris, $9 million of OPEB income related to the termination of a retiree medical plan, and $4 million of non-recurring consulting fees related to SS&M. Second quarter of 2018 primarily reflects $7 million of integration costs associated with the acquisition of Futuris, $8 million of prior period adjustments, and $7 million of non-recurring consulting fees related to SS&M. First quarter of 2018 reflects $6 million of integration costs associated with the acquisition of Futuris and $8 million related to the impact of the U.S. tax reform legislation at YFAI. Second quarter of 2019 includes $2 million of Futuris integration costs which is included within cost of sales. Second quarter of 2018 includes $7 million of Futuris integration costs ($5 million is included within cost of sales and $2 million is included within selling, general and administrative expenses), $8 million of prior period adjustments ($11 million is included within cost of sales partially offset by $3 million included within selling, general and administrative expenses), $7 million of non-recurring consulting fees related to SS&M (included within selling, general and administrative expenses). In addition, the three months ended March 31, 2018 includes $6 million of other non-recurring income that was reclassified to other pension income upon adoption of ASU 2017-07.
6. Reflects qualified restructuring charges for costs that are directly attributable to restructuring activities and meet the definition of restructuring under ASC 420. Also incudes a non-cash pre-tax impairment charge of $787 million (post-tax charge of $718 million) during the three months ended September 30, 2018 related to SS&M long-lived assets that were in use as of September 30, 2018 in support of current programs. On-going performance issues on the current programs within the North American and European regions led to an impairment assessment of each region and resulted in the recognition of such impairment charge. The twelve months ended September 30, 2018 also includes a non-cash goodwill impairment charge of $299 million associated with SS&M and a $49 million non-cash impairment charge related to assets held for sale. The three months ended March 31, 2019 also includes a non-cash pre-tax impairment charge of $66 million (post-tax charge of $64 million) during the three months ended March 31, 2019 related to the seats structures and mechanisms ("SS&M") long-lived assets that were in use as of March 31, 2019 in support of current programs. The three months ended March 31, 2018 also includes a non-cash pre-tax impairment charge of $299 million (post-tax charge of $279 million) related to SS&M goodwill.
7. Reflects net mark-to-market adjustments on pension and postretirement plans
8. During the three months ended September 30, 2018, the Company recorded a non-cash pre-tax impairment charge related to its YFAI investment balance of $358 million (post-tax charge of $322 million). On-going performance issues within the YFAI business led Adient to perform an impairment analysis of its YFAI investment and resulted in the recognition of such impairment charge, which has been recorded within equity income.
9. Stock based compensation excludes $6 million, $2 million, $1 million and $1 million of expense in the first, second, third and fourth quarters of 2018, respectively, and $2 million, $5 million, $3 million and $6 million of expense in the first, second, third and fourth quarters of 2017, respectively. These costs are included in Becoming Adient costs discussed above.
10. Depreciation excludes $2 million, $2 million, $2 million and $1 million of expense in the first, second, third and fourth quarters of 2018, respectively, which is included in restructuring related charges discussed above. Depreciation excludes $3 million, $1 million and $1 million of expense in the second, third and fourth quarters of 2017, respectively. These costs are included in Becoming Adient costs discussed above.
11. Adient amended the agreement with a seating joint venture in China, giving Adient control of the previously non-consolidated JV. Adient began consolidating this JV in July 2017 and was required to apply purchase accounting, including recognizing a gain on our previously held interest, which has been recorded in equity income.
12. Pro-forma amounts include IT dis-synergies as a result of higher stand-alone IT costs as compared to allocated IT costs under JCI, interest expense that Adient would have incurred had it been a stand-alone company and the impact of the tax rate had Adient been operating as a stand-alone company domiciled in its current jurisdiction.
13. On October 1, 2018, Adient adopted ASU No. 2017-07, Compensation-Retirement Benefits (Topic 715): Improving the Presentation of Net Periodic Pension Cost and Net Periodic Postretirement Benefit Cost. ASU 2017-07 requires the service cost component of the net periodic costs for pension and postretirement plans to be presented in the same line item in the statement of income as other employee-related compensation costs. The non-service related costs are now required to be presented separately from the service cost component and outside of operating income/EBIT. This presentation change to the income statement has been reflected on a retrospective basis and had no effect on income (loss) before income taxes. For the three months ended, December 31, 2017, this change resulted in a $1 million increase to cost of sales, a $1 million decrease to gross profit, a $1 million decrease to earnings (loss) before interest and income taxes and a $1 million increase to other pension expense (income) line items in the condensed consolidated statements of income. As a result of presenting certain pension costs as non-operating items, consolidated adjusted EBITDA decreased by $1 million and $4 million in the Seating segment for the three months ended December 31, 2017 and twelve months ended September 30, 2018, respectively.

Non-GAAP reconciliations
Free Cash Flow

Free Cash Flow

(in $ millions)	Three Months Ended March 31 2019	Three Months Ended March 31 2018
Operating cash flow	$ 168	$ (23)
Less: Capital expenditures	(108)	(123)
Free cash flow	$ 60	$ (146)

(in $ millions)	FY19 Q2 FY19	FY19 YTD	FY18 Q2 FY18	FY18 YTD
Adjusted-EBITDA	$ 191	$ 367	$ 362	$ 628
(+/-) Net Equity in Earnings	(37)	(119)	(21)	(124)
(-) Restructuring	(67)	(90)	(59)	(100)
(-) Becoming ADNT	-	-	(13)	(27)
(+/-) Net Customer Tooling	(3)	30	1	(7)
(+/-) Past Due Receivables	20	2	(2)	(50)
(+/-) Trade Working Capital (Net AR/AP + Inventory)	71	(73)	(202)	(173)
(+/-) Accrued Compensation	74	38	32	(85)
(-) Interest paid	(58)	(70)	(58)	(70)
(-) Taxes paid	(27)	(48)	(45)	(88)
(+/-) Other	4	3	(18)	(54)
Operating Cash flow	$ 168	$ 40	$ (23)	$ (150)
(-) CapEx (2)	(108)	(252)	(123)	(266)
Free Cash flow	$ 60	$ (212)	$ (146)	$ (416)

2 - Capex by segment for the quarter: Americas $52M, EMEA $46M, Asia $10M

Non-GAAP reconciliations
Net Debt

Net Debt and Net Leverage

(in $ millions)	**March 31 2019**	**September 30 2018**
Cash	$ 491	$ 687
Total Debt	3,383	3,430
Net Debt	$ 2,892	$ 2,743
Adjusted-EBITDA (last twelve months)	$ 935	$ 1,196
Net Leverage	3.09x	2.29x

Segment Performance

(in $ millions)

Segment Performance

Q1 2018	Americas	EMEA	Asia	Corporate / Recon Items	Consolidated
Net sales	$ 1,786	$ 1,853	$ 648	$ (83)	$ 4,204
Adjusted EBITDA	35	82	176	(27)	266
Adjusted EBITDA margin	2.0%	4.4%	27.2%	N/A	6.3%
Adjusted Equity Income	1	3	105	-	109
Depreciation	34	48	11	3	96
Capex	62	80	1	-	143

Q1 2019	Americas	EMEA	Asia	Corporate / Recon Items	Consolidated
Net sales	$ 1,935	$ 1,640	$ 650	$ (67)	$ 4,158
Adjusted EBITDA	43	2	154	(23)	176
Adjusted EBITDA margin	2.2%	0.1%	23.7%	N/A	4.2%
Adjusted Equity Income	1	2	80	-	83
Depreciation	24	29	12	-	65
Capex	48	84	12	-	144

Q2 2018	Americas	EMEA	Asia	Corporate / Recon Items	Consolidated
Net sales	$ 1,941	$ 2,056	$ 690	$ (91)	$ 4,596
Adjusted EBITDA	98	130	157	(23)	362
Adjusted EBITDA margin	5.0%	6.3%	22.8%	N/A	7.9%
Adjusted Equity Income	2	3	88	-	93
Depreciation	36	51	11	3	101
Capex	42	67	14	-	123

Q2 2019	Americas	EMEA	Asia	Corporate / Recon Items	Consolidated
Net sales	$ 1,915	$ 1,778	$ 599	$ (64)	$ 4,228
Adjusted EBITDA	34	59	123	(25)	191
Adjusted EBITDA margin	1.8%	3.3%	20.5%	N/A	4.5%
Adjusted Equity Income	-	3	60	-	63
Depreciation	27	34	11	-	72
Capex	52	46	10	-	108

Q3 2018	Americas	EMEA	Asia	Corporate / Recon Items	Consolidated
Net sales	$ 1,946	$ 1,945	$ 672	$ (69)	$ 4,494
Adjusted EBITDA	99	97	146	(24)	318
Adjusted EBITDA margin	5.1%	5.0%	21.7%	N/A	7.1%
Adjusted Equity Income	6	4	84	-	94
Depreciation	35	52	12	4	103
Capex	60	69	9	-	138

Q4 2018	Americas	EMEA	Asia	Corporate / Recon Items	Consolidated
Net sales	$ 1,991	$ 1,582	$ 649	$ (77)	$ 4,145
Adjusted EBITDA	70	55	146	(21)	250
Adjusted EBITDA margin	3.5%	3.5%	22.5%	N/A	6.0%
Adjusted Equity Income	1	2	86	-	89
Depreciation	36	53	11	-	100
Capex	69	51	12	-	132

Supplementary - Seat Structures & Mechanisms (SS&M) progression

Memo: Seat Structures & Mechanisms

	Q1 2018	Q2 2018	Q3 2018	Q4 2018	FY 2018
Net sales	$ 718	$ 797	$ 783	$ 705	$ 3,003
Adjusted EBITDA	(82)	(34)	(18)	(34)	(168)
Adjusted EBITDA margin	-11.4%	-4.3%	-2.3%	-4.8%	-5.6%
Adjusted Equity Income	12	9	8	15	44
Depreciation	41	45	46	47	179
Capex	71	65	63	56	255

	Q1 2019	Q2 2019*
Net sales	$ 727	$ 770
Adjusted EBITDA	(72)	(51)
Adjusted EBITDA margin	-9.9%	-6.6%
Adjusted Equity Income	9	9
Depreciation	12	14
Capex	71	46

* Note: Beginning Q2 2019 reportable segments realigned to Americas, EMEA, Asia. Performance of SS&M business shown for illustrative purposes. Adj EBITDA beginning Q2 FY19 assumes a constant corporate allocation with prior year period.

Prior Period Results

	FY16 Actual	FY17 Actual	FY18 Actual					FY19 Actual	
	Full FY16	Full FY17	Q1 FY18	Q2 FY18	Q3 FY18	Q4 FY18	Full FY18	Q1 FY19	Q2 FY19
Sales ($Mils.)	$ 16,790	$ 16,213	$ 4,204	$ 4,596	$ 4,494	$ 4,145	$ 17,439	$ 4,158	$ 4,228
Adjusted EBIT	1,150	1,240	162	251	205	148	766	105	117
% of Sales	6.85%	7.65%	3.85%	5.46%	4.56%	3.57%	4.39%	2.53%	2.77%
Adjusted EBITDA	1,505	1,601	266	362	318	250	1,196	176	191
% of Sales	8.96%	9.87%	6.33%	7.88%	7.08%	6.03%	6.86%	4.23%	4.52%
Adj Equity Income	364	394	109	93	94	89	385	83	63
Adj EBIT Excl Equity	786	846	53	158	111	59	381	22	54
% of Sales	4.68%	5.22%	1.26%	3.44%	2.47%	1.42%	2.18%	0.53%	1.28%
Adj EBITDA Excl Equity	1,141	1,207	157	269	224	161	811	93	128
% of Sales	6.80%	7.44%	3.73%	5.85%	4.98%	3.88%	4.65%	2.24%	3.03%