ADIENT

FY2025 Second Quarter Earnings Call

May 7, 2025

Important Information

Adient has made statements in this document that are forward-looking and, therefore, are subject to risks and uncertainties. All statements in this document other than statements of historical fact are statements that are, or could be, deemed “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. In this document, statements regarding Adient’s expectations for its deleveraging activities, the timing, benefits and outcomes of those activities, as well as its future financial position, sales, costs, earnings, cash flows, other measures of results of operations, capital expenditures or debt levels and plans, objectives, market position, outlook, targets, guidance or goals are forward-looking statements. Words such as “may,” “will,” “expect,” “intend,” “estimate,” “anticipate,” “believe,” “should,” “forecast,” “project” or “plan” or terms of similar meaning are also generally intended to identify forward-looking statements. Adient cautions that these statements are subject to numerous important risks, uncertainties, assumptions and other factors, some of which are beyond Adient’s control, that could cause Adient’s actual results to differ materially from those expressed or implied by such forward-looking statements, including, among others, risks related to the effects of local and national economic, credit and capital market conditions (including the persistence of high interest rates, vehicle affordability and volatile currency exchange rates) on the global economy, uncertainties in U.S. administrative policy regarding trade agreements, tariffs and other international trade relations, automotive vehicle production levels, mix and schedules, as well as the concentration of exposure to certain automotive manufacturers, shifts in market shares among vehicles, vehicle segments or away from vehicles on which Adient has significant content, changes in consumer demand, risks associated with Adient’s joint ventures, volatile energy markets, Adient’s ability and timing of customer recoveries for increased input costs, the availability of raw materials and component products (including components required by Adient’s customers for the manufacture of vehicles), geopolitical uncertainties such as the Ukraine and Middle East conflicts and the impact on the regional and global economies and additional pressure on supply chain and vehicle production, the ability of Adient to effectively launch new business at forecast and profitable levels, the ability of Adient to successfully identify suitable opportunities for organic investment and/or acquisitions and to integrate such investments and/or acquisitions; work stoppages, including due to strikes, supply chain disruptions and similar events, wage inflationary pressures due to labor shortages and new labor negotiations, the ability of Adient to execute its restructuring plans and achieve the desired benefit, the ability of Adient to meet debt service requirements and, terms of future financing, the impact of global tax reform legislation, potential adjustment of the value of deferred tax assets, global climate change and related emphasis on sustainability matters by various stakeholders, and the ability of Adient to achieve its sustainability-related goals, cancellation of or changes to commercial arrangements, and the ability of Adient to identify, recruit and retain key leadership. A detailed discussion of risks related to Adient’s business is included in the section entitled “Risk Factors” in Adient’s Annual Report on Form 10-K for the fiscal year ended September 30, 2024 filed with the U.S. Securities and Exchange Commission (the “SEC”) on November 18, 2024, and in subsequent reports filed with or furnished to the SEC, available at www.sec.gov. Potential investors and others should consider these factors in evaluating the forward-looking statements and should not place undue reliance on such statements. The forward-looking statements included in this document are made only as of the date of this document, unless otherwise specified, and, except as required by law, Adient assumes no obligation, and disclaims any obligation, to update such statements to reflect events or circumstances occurring after the date of this document.

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

This document also contains non-GAAP financial information because Adient’s management believes it may assist investors in evaluating Adient’s on-going operations. Adient believes these non-GAAP disclosures provide important supplemental information to management and investors regarding financial and business trends relating to Adient’s financial condition and results of operations. Investors should not consider these non-GAAP measures as alternatives to the related GAAP measures. A reconciliation of non-GAAP measures to their closest GAAP equivalent are included in the appendix. Reconciliations of non-GAAP measures related to FY2025 guidance have not been provided due to the unreasonable efforts it would take to provide such reconciliations.

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

> **Introduction**

Michael Heifler

VP, Investor Relations and Strategy

> **Business Update**

Jerome Dorlack

President and CEO

> **Financial Review**

Mark Oswald

Executive VP and CFO

> **Q&A**

Delivered strong Q2 operating results, driven by further improvement in business performance

- Strong business performance in Q2 drove y-o-y improvement in Adj. EBITDA; Q2 adj. EBITDA margin up 40 bps y-o-y despite lower customer volumes
- Demonstrated ongoing operational excellence and solid execution, reinforcing our resilience during times of volume pressure and macro volatility
- Free cash flow was in-line with internal expectations and normal seasonality; strong quarter end cash balance and liquidity
- The company's consistent track record for delivering high quality, innovative seating solutions for our customers is driving new business wins across the regions
- Received outstanding broad-based customer recognition, notably earning our 4th consecutive GM Supplier of the Year award
- The company maintains FY25 revenue and Adj. EBITDA outlook with H1 positive momentum expected to carry forward into H2, excluding potential tariff-related volume impacts

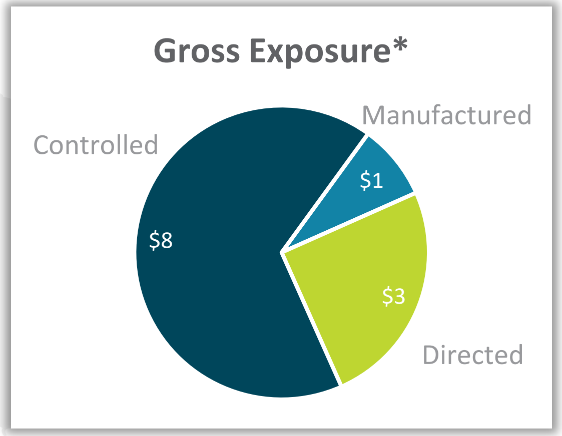
Key Q2 FY25 Financial Metrics

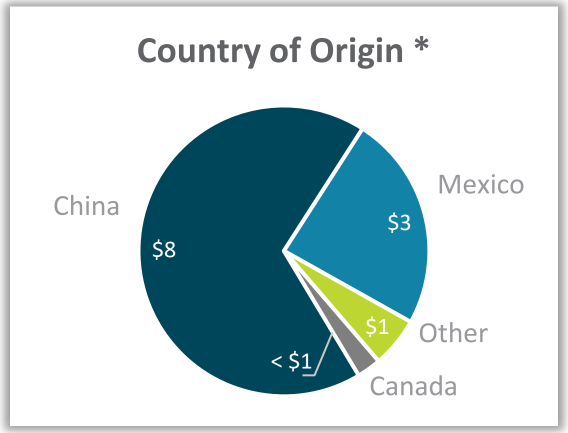
Consolidated Revenue	**~$3.6B**
Adj.-EBITDA	**$233M**
Free Cash Flow	**($90M)**
Cash Balance	**$754M** (at March 31, 2025)
Gross Debt and Net Debt	**~$2.4B and ~$1.6B, respectively**

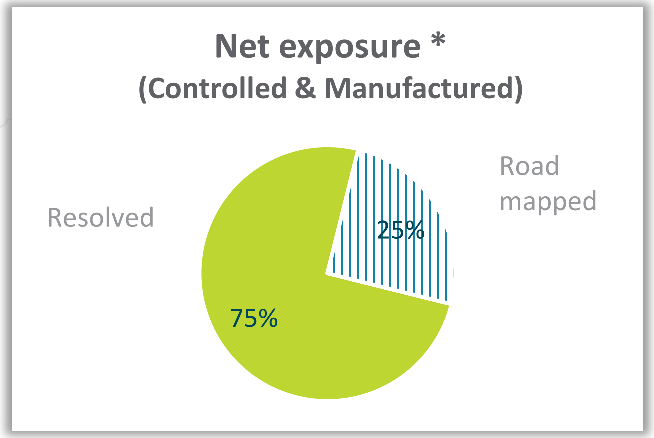
Tariff landscape

- > Adient is successfully executing actions to reduce the direct impact of tariffs (resourcing components, customer negotiations, etc.) – target is 100% recovery/cost offsets with all customers
- > Largest exposure concentrated from goods coming from China
- > Tariff rules and values continue to be fluid, our interpretation as of today is that Adient has degrees of freedom to mitigate impacts
  - ~95% of Adient's parts produced in Mexico and Canada and shipped to U.S. are USMCA compliant (~$100M monthly imports from MX & CN, of which 85% non-directed / 15% directed)
  - Nearly all of Adient's parts are not listed in Annex 1, and therefore are not subject to tariffs based on the executive order effective May 3rd; full 145% tariff still applies to China
- > Adient possesses an unmatched global footprint, providing an advantage for our customers as we are able to quickly re-source these products to significantly reduce tariff exposure

Adient approx. monthly tariff exposure ($ Millions)







* Apr-Sep 2025 estimated exposure, based on S&P Mar volumes
* Breakdown assumes flat 10% reciprocal tariffs, China exposure 145%

Adient team has mitigated >75% of tariff risk, and aggressively working with customers to close gap

Adient's action plan for U.S. tariffs

- Engaged with all customers to identify and execute actions to mitigate/reduce exposure
  - 100% resolution targeted
- Adient's resourcefulness and world-class global footprint enables localization, increased USMCA content, and value-add opportunities for our customers
- Examples:
  - Headrest localization
  - Resourcing recliner mechanisms from China
- Opportunities arise from challenges
  - Certain of Adient's Japan-based OEM customers are localizing production in the U.S. – we are uniquely positioned to capitalize on the opportunity
  - Adient working with a domestic OEM to resource headrests currently sourced from a competitor in China

Adient's tariff exposure appears manageable - impact on volumes is uncertain

Regional update

Americas

- Continuing margin expansion
- Navigating tariff dynamics, driving value for our customers by mitigating impacts
- Seeing pockets of opportunities from customers onshoring production
- Realizing benefits from low margin business rolling off

EMEA

- Restructuring actions yielding benefits
- Region winning key programs
- Developing opportunities as China-based OEMs localize
- Cross-currency FX headwinds
- Lower production volumes in the quarter
- Recorded a non-cash goodwill impairment this quarter of $333M

Asia

- Strong footprint and outstanding Asia-based customer relationships enabling growth
- Accelerating growth with China OEMs, both domestically and abroad
- Near-term China revenue decline expected to be temporary as new business wins with locals drive growth

Strong business performance mitigating volume/mix headwinds and macro uncertainty

New business wins and launches

New business wins

NEW!

FAW Hongqi
H5
Complete Seat *

Repl

Kia
K5, mid-size
Sedan
Complete Seat *

Repl

Stellantis
Ram 1500
Metals and Foam

NEW!

Dongfeng Honda
Ye S GT
Front row seat

NEW!

Fujian-Benz
VAN.EA
3rd row power
bench

NEW!

Volkswagen
Udara
JIT and Trim

Recent and upcoming launches

Kia TK
Asia

Nissan SV Infinity
Asia

Honda Passport
Americas

Ford Transit
EMEA

Renault 4EVER
EMEA

Electric vehicle

* Complete Seat includes JIT/Trim/Foam/Metals

Adient continues to win key customer programs

Leveraging innovation and automation to grow with China OEMs globally

Ongoing global emphasis on product innovation and automation to support our customers

> Recent completion of Adient China Technical Center expansion in Chongqing
  - Investment reinforces company's leadership in electrification and smartification, driving development of innovative automotive seating solutions

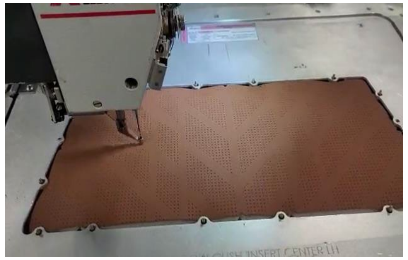
> Industry-leading automation equipment and processes utilized in Adient operations around the world

> Adient is supporting local China OEMs as they expand their footprint outside of China
  - Significant BYD and export growth through Keiper JV
  - Leveraging strong relationships with China OEMs to win business in Southeast Asia and European markets
  - On track to achieve target 60% mix with China OEMs by FY27 exit

Adient continues to drive manufacturing automation globally, and has been a pioneer in smart manufacturing

Automated co-bots

Precise defect identification (Visual inspection "+ AI" link)



Automated sewing

Mechanical massage

CLICK HERE to see it in action!

Key takeaways

1. Strong second quarter, and we are seeing positive momentum, though uncertainty around volumes in H2
2. Tariff headwinds appear to be manageable – comprehensive action plans in place to mitigate, >75% already mitigated
3. Executing plans to drive value to our customers and capitalizing on opportunities
4. Management team remains committed to driving higher levels of business performance to mitigate macro headwinds
5. History of successfully managing through turbulent times – strong balance sheet and liquidity with no near-term maturities

Financial Review

FY2025 Second Quarter

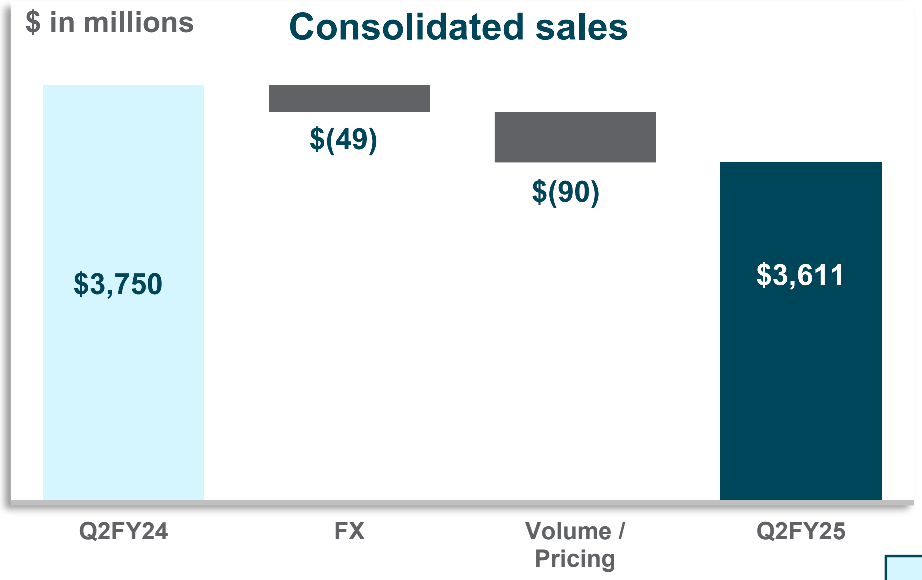
Q2 FY25 key financials

$ millions, except per share data	As Reported Q2 FY25 [3]	As Reported Q2 FY24	As Adjusted [1] Q2 FY25	As Adjusted [1] Q2 FY24	As Adjusted [1] B/(W)
Consolidated Revenue	$ 3,611	$ 3,750	$ 3,611	$ 3,750	*(4%)*
EBIT	$ (216)	$ 8	$ 161	$ 147	*10%*
Margin	*-6.0%*	*0.2%*	*4.5%*	*3.9%*	
EBITDA	N/A	N/A	$ 233	$ 227	*3%*
Margin			*6.5%*	*6.1%*	
Memo: Equity Income [2]	$ 18	$ 18	$ 19	$ 19	*0%*
Net Financing Charges	$ 48	$ 47	$ 46	$ 46	*0%*
Tax Expense	$ 48	$ 8	$ 33	$ 28	*(18%)*
Net Income (Loss)	$ (335)	$ (70)	$ 58	$ 49	*18%*
EPS Diluted	$ (3.99)	$ (0.77)	$ 0.69	$ 0.54	*28%*

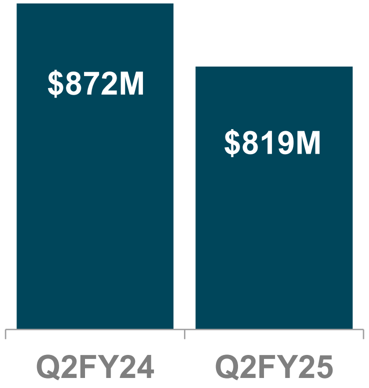
[1] On an adjusted basis, see appendix for detail and reconciliation to U.S. GAAP
[2] Equity income included in EBIT and EBITDA
[3] Earnings inclusive of $333M non-cash goodwill impairment charge in quarter
NM-Measure not meaningful metric or comparison

Q2 FY25 revenue: consolidated and unconsolidated sales

Consolidated sales



Unconsolidated sales [1]



Year-over-year decrease of ~6%

Regional Performance

(consolidated sales y-o-y growth vs. Q2FY24 by region) [1]

	Q2	Q2 S&P Production
Americas	**3%**	**-4%**
EMEA [2]	**-8%**	**-7%**
Asia	**-4%**	**7%**
Note: China	-14%	11%
Note: Asia excl. China	6%	3%
Global Total	**-2%**	**1%**

[1] FX adjusted
[2] Excludes Russia

Consolidated

- Americas sales outperformed the market by 700bps, due to favorable volume/mix and slow ramping launches on high-volume customer programs last year which created a favorable y-o-y comparison (i.e., GM Traverse/Enclave/Acadia, Toyota Tacoma)
- EMEA sales were mostly in line with the broader market
- Sales in China underperformed industry production primarily due to production declines from our traditional luxury OEMs, including Volvo and GAC high-end models
- Growth in the rest of Asia outpaced the broader market by 300bps, driven by new customer launches in H2FY24 reaching full production volumes (i.e., Nissan 61QR, Renault Korea Aurora, Tata mid-size SUV)

Unconsol.

- Americas sales were down y-o-y, driven by JV portfolio rationalization actions
- EMEA sales realized growth in our Diniz JV in Turkey
- Sales in China were up y-o-y, mainly due to growth with BYD and exports through our Keiper JV, as well as increased sales with CFAA JV

Q2 FY25 adjusted EBITDA

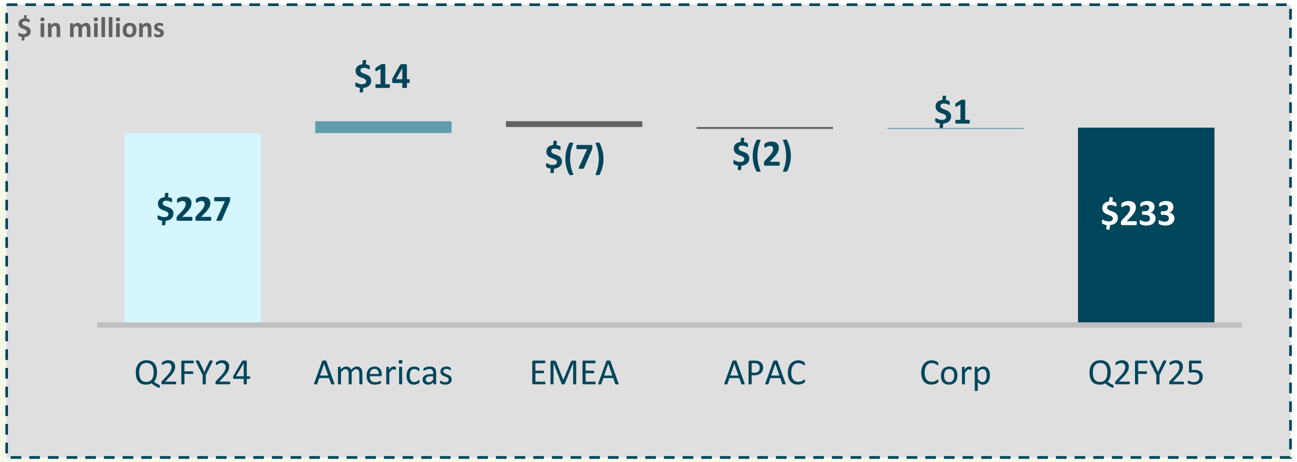
Q2 FY25 adjusted EBITDA of $233M, up $6M y-o-y, was primarily driven by:

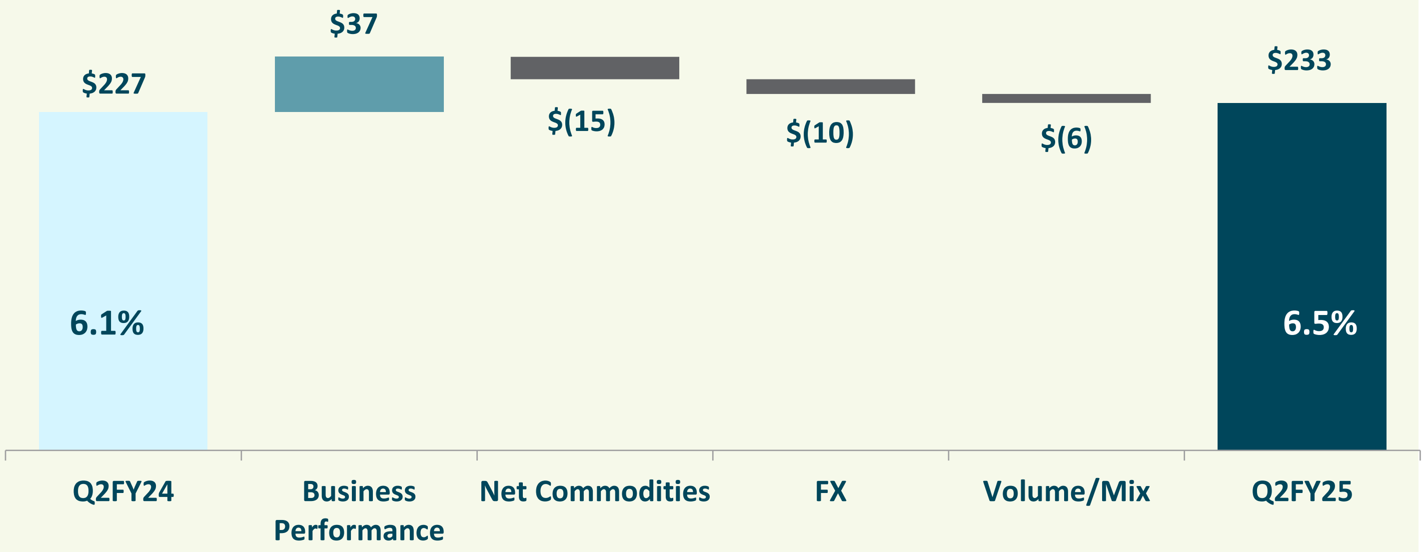
> Improved business performance of $37M, primarily resulting from better net material margin and reduced operating costs including lower launch costs

> Net commodity headwind of $15M due to the timing of recoveries

> FX was a $10M headwind, mainly due to transactional impacts in the Americas and EMEA

> Volume and mix negatively impacted the quarter by $6M, due to lower customer vehicle production in EMEA and China; unfavorable mix in Asia was more than offset by favorable mix in Americas and Europe





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

Q2 FY25 cash flow

Free Cash Flow

Adjusted EBITDA to Free Cash Flow	Q2		YTD	
(in $ millions)	2025	2024	2025	2024
Adjusted-EBITDA	$ 233	$ 227	$ 429	$ 443
Adjusted Equity Income	(18)	(19)	(39)	(44)
Dividend	46	5	52	21
Restructuring	(33)	(11)	(67)	(21)
Net Customer Tooling	(2)	19	(18)	2
Trade Working Capital (Net AR/AP + Inventory)	(226)	(76)	8	35
Accrued Compensation	47	14	(31)	(50)
Interest paid	(33)	(37)	(87)	(97)
Taxes paid	(24)	(28)	(39)	(52)
Non-income related taxes (VAT)	4	7	(18)	(21)
Commercial settlements	(19)	(24)	(28)	(8)
Net Capitalized Engineering	(17)	6	(12)	(11)
Other	(3)	(2)	(86)	(75)
Operating Cash flow	$ (45)	$ 81	$ 64	$ 122
(-) CapEx [1]	(45)	(69)	(109)	(124)
Free Cash flow	$ (90)	$ 12	$ (45)	$ (2)

[1] - CapEx by segment for the quarter: Americas $15M, EMEA $20M, Asia $10M

Key drivers impacting YTD FY25 FCF:

(+) Dividend payment timing (reflects a delayed payment from a joint venture)

(+) Accrued compensation due to timing of payroll

(+) Timing and level of income tax payments/refunds

(-) Increased levels of restructuring spend, primarily in Europe

(-) Typical month-to-month working capital movements (note timing benefit in Q1 as certain customer payments were received in Q1 vs Q2)

(-) Net customer tooling, driven by timing of customer launches mainly in Europe

Memo: At Mar. 31, 2025, ~$170M of factored receivables (vs. ~$170M at Sep. 30, 2024). Adient uses various global factoring programs as a low-cost source of liquidity.

Taking into account EMEA restructuring, H1 2025 FCF consistent with last year

Debt and capital structure

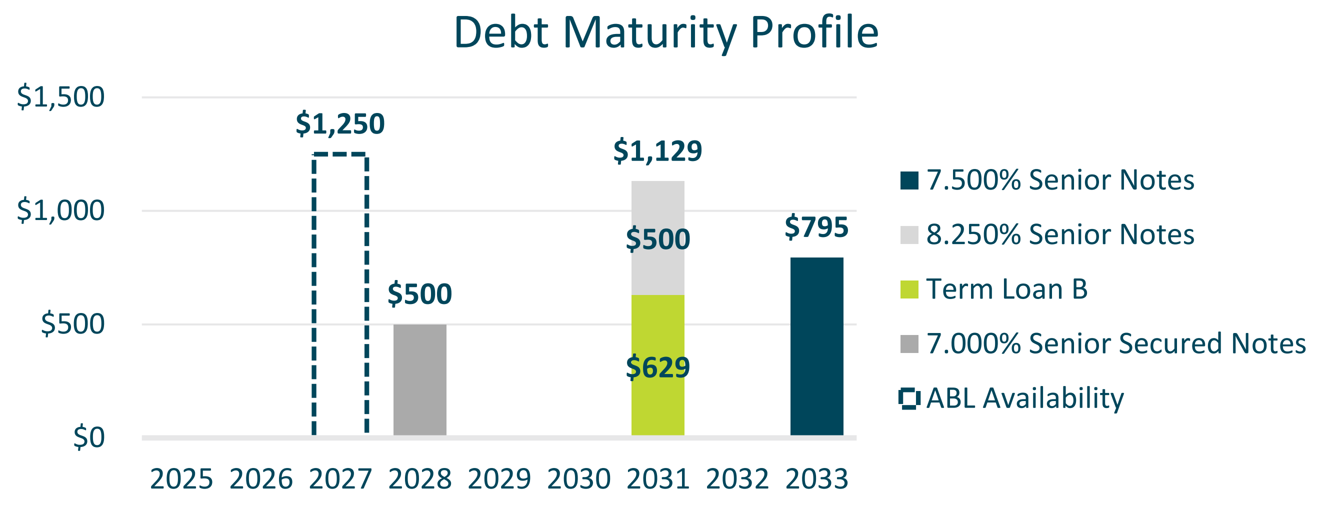
($ in millions) Cash & Debt Profile		3/31/2025 Amount
Cash & Cash Equivalents		754
ABL Revolver, incl. FILO due 2027 [1]	$	-
Term Loan B due 2031		629
7.000% Secured Notes due 2028		500
Total Secured Debt		**1,129**
8.250% Notes due 2031		500
7.500% Notes due 2033		795
Other LT debt		5
Other Bank Borrowings		2
Deferred issuance costs		(35)
Total Debt		**2,396**

[1] Subject to ABL borrowing base availability. As of March 31, 2025, there were no draws outstanding and approximately $843 million was available under the ABL Credit Agreement.

Net Debt

(in $ millions)	March 31 2025	September 30 2024
Cash	$ 754	$ 945
Total Debt	2,396	2,405
Net Debt	$ 1,642	$ 1,460

Adient continues to proactively manage its debt maturity profile: successfully refinanced $795M senior unsecured notes due 2026 during the quarter; no near-term maturities



- Total liquidity of ~$1.6B at March 31, 2025 (cash on hand of ~$754M and ~$843M of undrawn capacity under the revolving line of credit)
- Adient's net leverage ratio on a TTM basis is 1.9x, within the targeted range of 1.5x-2.0x [1]
- Extended average maturity profile from 4.0 years to 6.1 years after successful refinance of senior unsecured notes now due in 2033

[1] See appendix for reconciliation to non-GAAP metrics

H1 vs H2 expectations

H1 FY2025

- Strong momentum in H1, only 5% decremental margin
- Market volumes have been lower, but more stable
- At onset of tariffs, incurred $9M gross expense, much of which we expect to recover in H2

Strong business performance significantly offset ongoing volume headwinds, resulting in solid H1 performance in line with internal expectations

H2 FY2025

- Expect similar performance to H1
- Volume headwinds mitigated by ongoing business performance/efficiencies
- Mitigation of tariff expense through actions we are taking with our customers

Expectations in H2:
while market volumes remain uncertain, company is committed to strong business performance and has solid momentum

FY25 Outlook update

Consolidated sales	**~$13.9B**
Adj.-EBITDA	**~$850M**
Equity income **Incl. in Adj.-EBITDA**	**~$80M**
Interest expense	**~$190M** *(previous ~$185M)*
Cash taxes	**~$105M**
Capex	**~$285M**
Free cash flow	**~$150M-$170M** *(previous ~$180M)*

> Guidance assumes no change to current tariff policies; most tariff costs are resolved and no meaningful decline in previously forecasted volumes from tariffs

> Based on ADNT's solid performance through the first half of FY25, the company is on-track to achieve its previously provided guidance for revenue and Adj. EBITDA
- Adj.-EBITDA unchanged as upside in H2 may be offset by timing of customer recoveries
- Business performance to mitigate macro headwinds and offset decremental margin on lower volume
- Change in interest expense reflects recent refinancing/maturity extension (interest expense forecast based on the company's debt and cash position; cash interest expected at ~$190M)
- Given free cash flow will be significantly influenced by the timing of customer recoveries, and potential for acceleration of European restructuring cash costs, ADNT now forecast FCF between $150M-$170M

While there is elevated uncertainty around tariff related volume impacts, positive momentum achieved in H1 is expected to carry forward into H2; Adient expects continued strong business performance

Reconciliations of non-GAAP measures related to FY2025 guidance have not been provided due to the unreasonable efforts it would take to provide such reconciliations

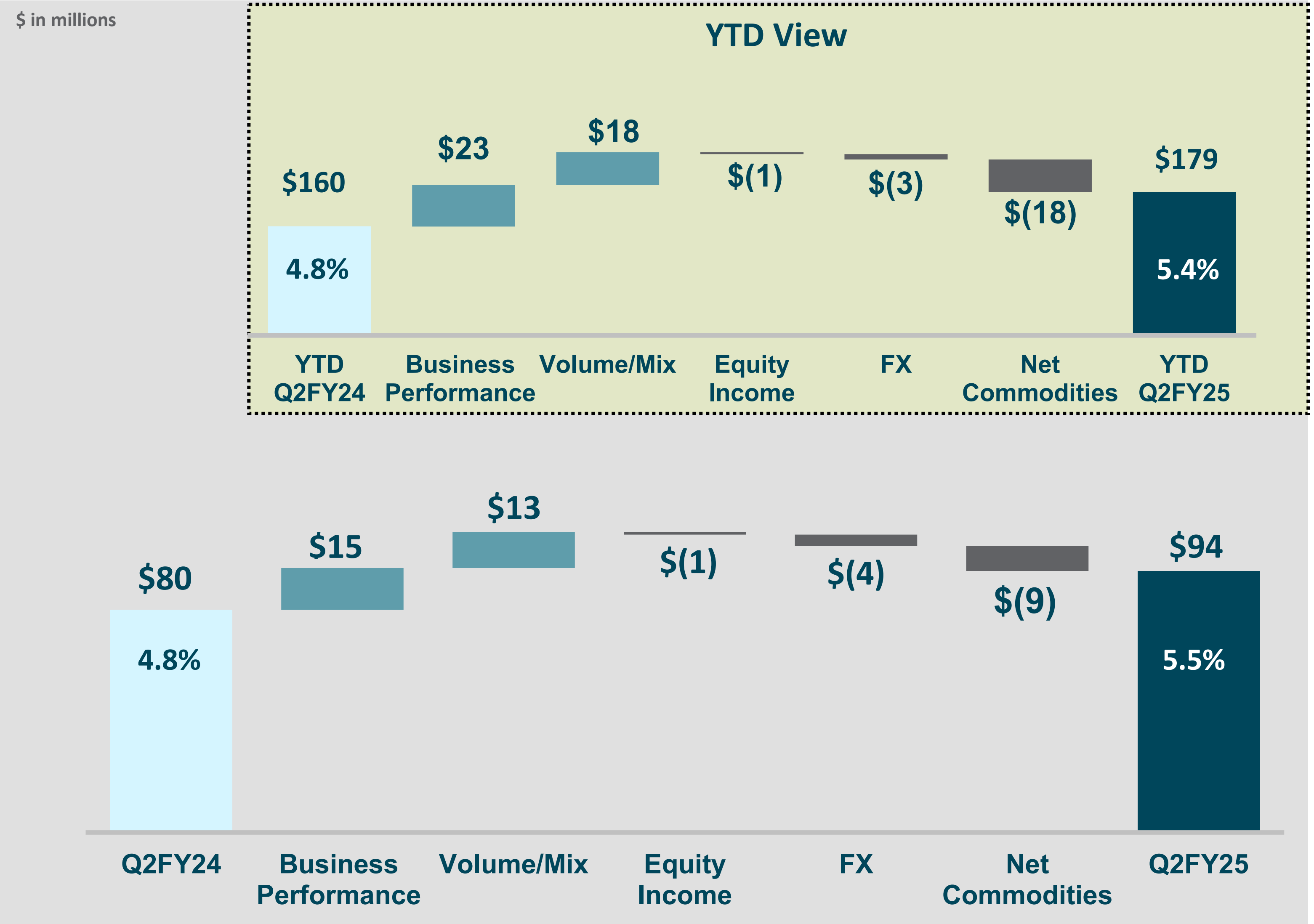
Appendix and financial reconciliations

FY2025 Second Quarter

Q2 FY25 Adjusted-EBITDA: Americas

Q2 FY25 of $94M, up $14M y-o-y, driven by:

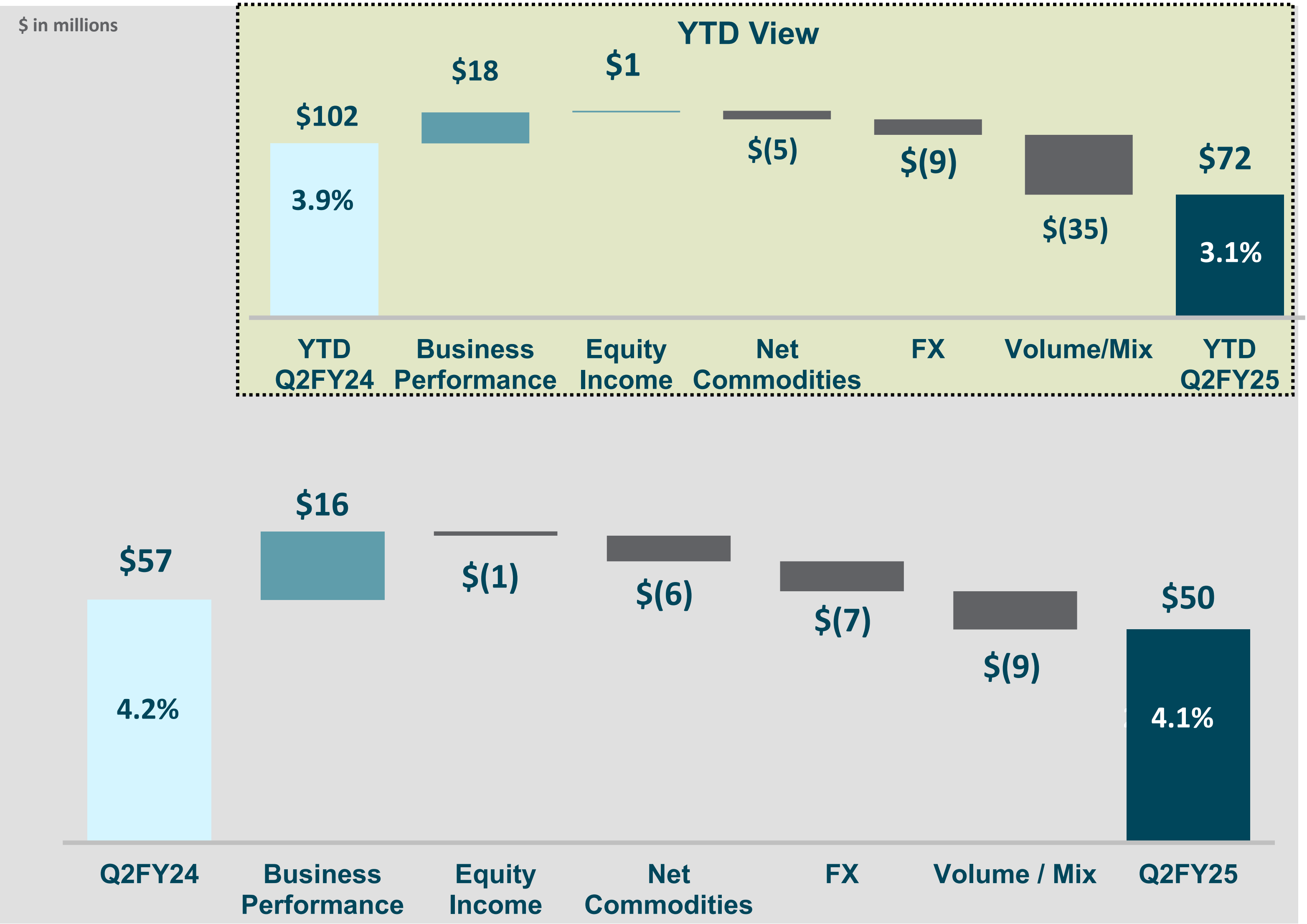
- Improved business performance of $15M, primarily driven by favorable commercial actions, lower input costs, and lower launch costs, partially offset by a tariff impact of $9M during the quarter (we expect recovery in H2), as well as a non-recurrence of certain discretionary compensation measures in FY24
- Favorable volume/mix impact of $13M mainly due to slow ramping launches on high content, high-volume customer programs last year reaching full production volumes
- Transactional FX was a $4M headwind y-o-y
- Commodities were a headwind of $9M during the quarter, primarily due to the timing of contractual true-ups



Q2 FY25 Adjusted-EBITDA: EMEA

Q2 FY25 of $50M, down $7M y-o-y, driven by:

- Business performance was a $16M tailwind in the quarter, mainly due to improved net material margin and operating performance
- Commodities were a headwind of $6M during the quarter, primarily due to the timing of contractual true-ups
- FX was a headwind of $7M y-o-y, primarily driven by transactional exposure from the zloty
- Volume and mix was down $9M y-o-y resulting from lower customer production volumes



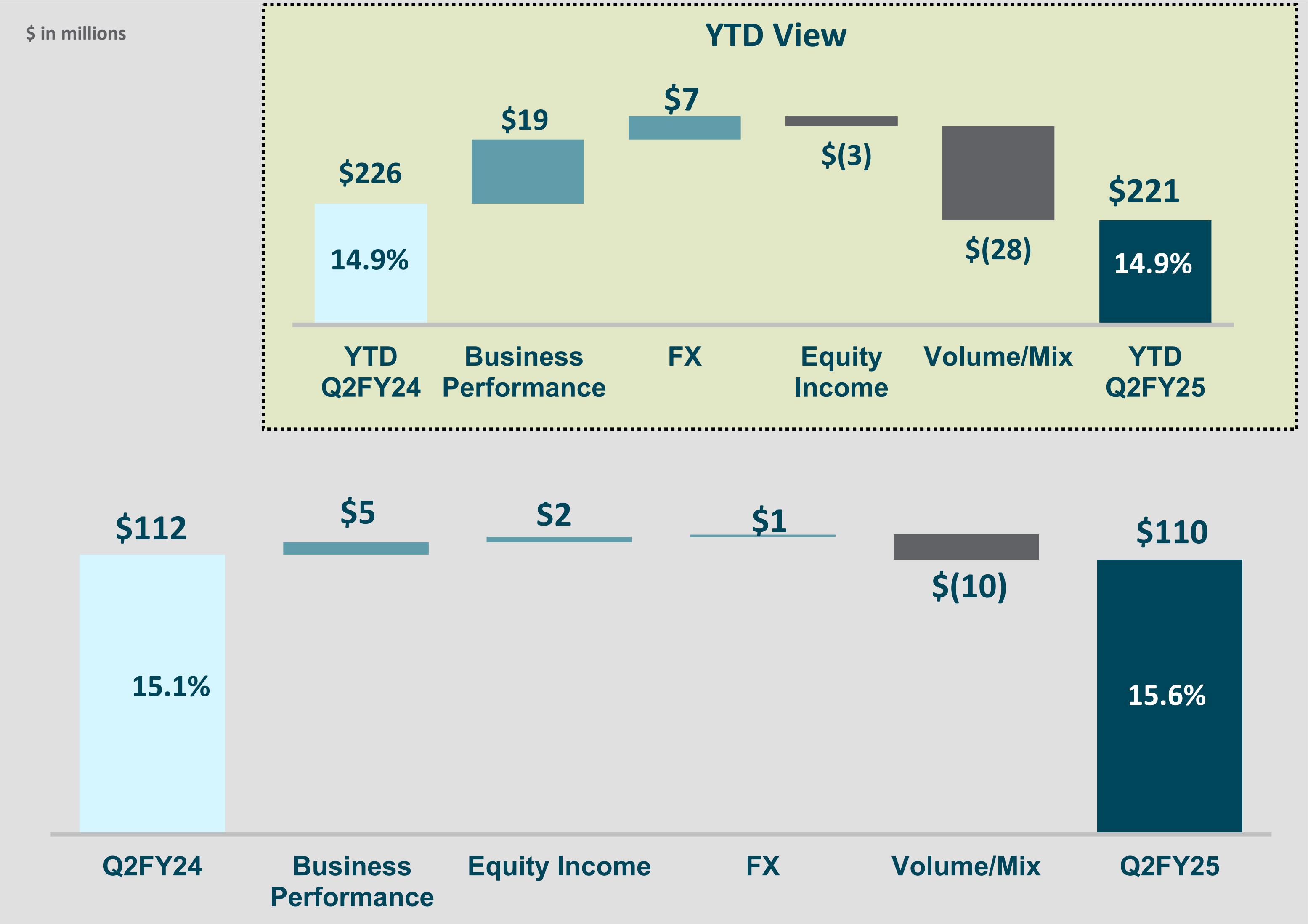
Q2 FY25 Adjusted-EBITDA: Asia

Q2 FY25 of $110M, down $2M y-o-y, driven by:

> Improved business performance of $5M, mainly due to improved net material margin and operational efficiencies

> Equity income was slightly higher by $2M due to improved sales within the company's joint ventures, partially offset by unfavorable impact of our Keiper supply agreement modifications

> Volume and mix was a $10M headwind within the quarter, driven by lower sales in China



Non-GAAP financial measurements and pro-forma reconciliations

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

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

(b) Adjusted EBITDA is defined as adjusted EBIT excluding depreciation and equity-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.

(c) Adjusted net income (loss) attributable to Adient is defined as net income (loss) attributable to Adient excluding restructuring, impairment and related costs, purchase accounting amortization, transaction gains/losses, 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.

(d) Adjusted income tax expense is defined as income tax expense adjusted for the tax effect of the adjustments to income before income taxes and other discrete tax changes/benefits. Adjusted effective tax rate is defined as adjusted income tax provision as a percentage of adjusted income before income taxes.

(e) Adjusted diluted earnings (loss) per share is defined as adjusted net income (loss) attributable to Adient divided by diluted weighted average shares.

(f) 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 non-recurring items impacting equity income.

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

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

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

(j) Net leverage ratio is calculated as net debt divided by adjusted EBITDA for the last four quarters.

(k) FX adjusted sales is defined as Adient’s prior year sales adjusted for the impact of foreign exchange rate fluctuations.

Non-GAAP reconciliations – EBIT, adj.-EBIT, adj.-EBITDA, and adj.-net income

Reconciliations of non-GAAP measures to their closest US GAAP equivalent:

(a) & (b) Adjusted EBIT and Adjusted EBITDA

The following table reconciles net loss to EBIT, adjusted EBIT and adjusted EBITDA:

	Three Months Ended March 31,	
(in millions)	**2025**	**2024**
Net loss	$ (313)	$ (49)
Net financing charges	48	47
Other pension expense	1	2
Income tax expense	48	8
Earnings (loss) before interest and income taxes (EBIT)	$ (216)	$ 8
EBIT adjustments:		
Restructuring and impairment costs [2]	351	125
Purchase accounting amortization [3]	12	13
Restructuring related activities [4]	5	2
Other items [5]	9	(1)
EBIT adjustments total	377	139
Adjusted EBIT	$ 161	$ 147
EBITDA adjustments:		
Depreciation	67	70
Equity based compensation	5	10
Adjusted EBITDA	$ 233	$ 227
Net sales	$ 3,611	$ 3,750
Net loss as % of net sales	(8.7)%	(1.3)%
EBIT as % of net sales	(6.0)%	0.2 %
Adjusted EBIT as % of net sales	4.5 %	3.9 %
Adjusted EBITDA as % of net sales	6.5 %	6.1 %

Refer to the Footnote Addendum for footnote explanations.

(c) Adjusted net income attributable to Adient

The following table reconciles net loss attributable to Adient to adjusted net income attributable to Adient:

	Three Months Ended March 31,	
(in millions)	**2025**	**2024**
Net loss attributable to Adient	$ (335)	$ (70)
Net income adjustments:		
EBIT adjustments total - see table (a) & (b)	377	139
Tax impact of EBIT adjustments and other tax items - see table (d)	15	(20)
Fees paid on Term Loan B modifications	—	1
Write off of deferred financing costs upon repurchase of debt	2	—
Impact of adjustments on noncontrolling interests [6]	(1)	(1)
Net income adjustments total	393	119
Adjusted net income attributable to Adient	$ 58	$ 49

Refer to the Footnote Addendum for footnote explanations.

Non-GAAP reconciliations – adj. income tax expense and effective tax rate

(d) Adjusted income tax expense and effective tax rate

The following table reconciles income before income taxes to adjusted income before income taxes, reconciles income tax expense (benefit) to adjusted income tax expense (benefit) and presents the related effective tax rate and adjusted effective tax rate:

	Three months ended March 31,					
	2025			2024		
(in millions, except effective tax rate)	Income before income taxes	Income tax expense (benefit)	Effective tax rate	Income before income taxes	Income tax expense (benefit)	Effective tax rate
As reported	$ (265)	$ 48	(18.1)%	$ (41)	$ 8	(19.5)%
Adjustments						
EBIT adjustments - see table (a) & (b)	377	16	4.2 %	139	3	2.2 %
NOL DTA adjustments	—	(19)	nm	—	—	nm
UTP establishments	—	(9)	nm	—	—	nm
Tax audit closures and statute expirations	—	—	nm	—	14	nm
Net financing charges	2	—	nm	1	—	nm
Other	—	(3)	nm	—	3	nm
Subtotal of adjustments	379	(15)	(4.0)%	140	20	14.3 %
As adjusted	$ 114	$ 33	28.9 %	$ 99	$ 28	28.3 %

nm - not meaningful

Non-GAAP reconciliations – adj. EPS and adj.-equity income

(e) Adjusted diluted earnings per share

The following table shows the calculation of diluted earnings per share on an adjusted basis:

	Three Months Ended March 31,	
(in millions, except per share data)	**2025**	**2024**
Numerator:		
Adjusted net income attributable to Adient - see table (c)	$ 58	$ 49
Denominator:		
Basic weighted average shares outstanding	84.0	90.5
Effect of dilutive securities:		
Unvested restricted stock and unvested performance share awards	0.1	0.7
Diluted weighted average shares outstanding	84.1	91.2
Adjusted diluted earnings per share	$ 0.69	$ 0.54

The following table reconciles diluted earnings per share as reported to adjusted diluted earnings per share (see table (c) for corresponding dollar amounts):

	Three Months Ended March 31,	
	2025	**2024**
Diluted loss per share as reported	$ (3.99)	$ (0.77)
EBIT adjustments total	4.49	1.54
Tax impact of EBIT adjustments and other tax items	0.18	(0.23)
Fees paid on Term Loan B modifications	—	0.01
Write off of deferred financing costs upon repurchase of debt	0.02	—
Impact of adjustments on noncontrolling interests	(0.01)	(0.01)
Adjusted diluted earnings per share	$ 0.69	$ 0.54

(f) Adjusted equity income

The following table reconciles equity income to adjusted equity income:

	Three Months Ended March 31,	
(in millions)	**2025**	**2024**
Equity income	$ 18	$ 18
Equity income adjustments:		
Non-recurring loss at affiliates	1	—
Purchase accounting amortization	—	1
Equity income adjustments total	1	1
Adjusted equity income	$ 19	$ 19

Non-GAAP reconciliations – adj. interest expense, free cash flow, net debt leverage ratio

(g) Adjusted interest expense

The following table reconciles net financing charges to adjusted net financing charges:

(in millions)	Three Months Ended March 31, 2025	Three Months Ended March 31, 2024
Net financing charges	$ 48	$ 47
Interest expense adjustments:		
Write off of deferred financing costs upon repurchase of debt	(2)	—
Fees paid on Term Loan B modifications	—	(1)
Interest expense adjustments total	(2)	(1)
Adjusted net financing charges	$ 46	$ 46

(i) & (j) Net debt and net leverage ratio

The following table presents calculations of net debt and net leverage ratio:

(in millions)	March 31, 2025	September 30, 2024
Numerator:		
Short-term debt	$ 2	$ 1
Current portion of long-term debt	8	8
Long-term debt	2,386	2,396
Total debt	2,396	2,405
Less: cash and cash equivalents	754	945
Net debt	$ 1,642	$ 1,460
Denominator:		
Adjusted EBITDA - last four quarters		
Q1 2024	na	$ 216
Q2 2024	na	227
Q3 2024	202	202
Q4 2024	235	235
Q1 2025	196	na
Q2 2025 - see table (a) & (b)	233	na
Last four quarters	$ 866	$ 880
Net leverage ratio	1.90	1.66

(h) Free cash flow

The following table reconciles cash from operating activities to free cash flow:

(in millions)	Three Months Ended March 31, 2025	Three Months Ended March 31, 2024	Six Months Ended March 31, 2025	Six Months Ended March 31, 2024
Operating cash flow	$ (45)	$ 81	$ 64	$ 122
Capital expenditures	(45)	(69)	(109)	(124)
Free cash flow	$ (90)	$ 12	$ (45)	$ (2)

The following table reconciles adjusted EBITDA to free cash flow:

(in millions)	Three Months Ended March 31, 2025	Three Months Ended March 31, 2024	Six Months Ended March 31, 2025	Six Months Ended March 31, 2024
Adjusted EBITDA	$ 233	$ 227	$ 429	$ 443
Adjusted equity income	(18)	(19)	(39)	(44)
Dividends from partially owned affiliates	46	5	52	21
Restructuring (cash)	(33)	(11)	(67)	(21)
Net customer tooling	(2)	19	(18)	2
Trade working capital (Net AR/AP + Inventory)	(226)	(76)	8	35
Accrued compensation	47	14	(31)	(50)
Interest paid	(33)	(37)	(87)	(97)
Tax refund/taxes paid	(24)	(28)	(39)	(52)
Non-income related taxes (VAT)	4	7	(18)	(21)
Commercial settlements	(19)	(24)	(28)	(8)
Net capitalized engineering	(17)	6	(12)	(11)
Other	(3)	(2)	(86)	(75)
Operating cash flow	(45)	81	64	122
Capital expenditures	(45)	(69)	(109)	(124)
Free cash flow	$ (90)	$ 12	$ (45)	$ (2)

Non-GAAP reconciliations – consolidated & unconsolidated sales (FX adj.)

(k) FX adj. sales

Consolidated Sales (FX adjusted)

(in $ millions)

Consolidated Net Sales	Q1	Q2	Q3	Q4	FY2024
As reported	$ 3,660	$ 3,750			$ 7,410
FX Impact	(5)	(49)			$ (54)
FX Adjusted	3,655	3,701	-	-	7,356

Unconsolidated Sales (FX adjusted)

(in $ millions)

Unconsolidated Net Sales	Q1	Q2	Q3	Q4	FY2024
As reported	$ 1,037	$ 901			$ 1,938
FX Impact	(15)	(29)	-	-	$ (44)
FX Adjusted	1,022	872			1,894

Segment Performance

	Q1 2024					Q1 2025				
	Americas	EMEA	Asia	Corporate/ Eliminations	Consolidated	Americas	EMEA	Asia	Corporate/ Eliminations	Consolidated
Net Sales	1,647	1,268	770	(25)	3,660	1,611	1,129	772	(17)	3,495
Adjusted EBITDA	80	45	114	(23)	216	85	22	111	(22)	196
Adjusted Equity Income	1	4	20	-	25	-	5	16	-	21
Depreciation	34	27	11	-	72	31	27	11	-	69
Capex	21	24	10	-	55	27	27	10	-	64

	Q2 2024					Q2 2025				
	Americas	EMEA	Asia	Corporate/ Eliminations	Consolidated	Americas	EMEA	Asia	Corporate/ Eliminations	Consolidated
Net Sales	1,660	1,370	742	(22)	3,750	1,699	1,231	707	(26)	3,611
Adjusted EBITDA	80	57	112	(22)	227	94	50	110	(21)	233
Adjusted Equity Income	1	4	14	-	19	-	3	16	-	19
Depreciation	30	28	12	-	70	30	26	11	-	67
Capex	26	23	20	-	69	15	20	10	-	45

	YTD 2024					YTD 2025				
	Americas	EMEA	Asia	Corporate/ Eliminations	Consolidated	Americas	EMEA	Asia	Corporate/ Eliminations	Consolidated
Net Sales	3,307	2,638	1,512	(47)	7,410	3,310	2,360	1,479	(43)	7,106
Adjusted EBITDA	160	102	226	(45)	443	179	72	221	(43)	429
Adjusted Equity Income	2	8	34	-	44	-	8	32	-	40
Depreciation	64	55	23	-	142	61	53	22	-	136
Capex	47	47	30	-	124	42	47	20	-	109

Non-GAAP reconciliation – footnote addendum

ADIENT

Footnote Addendum

(1) Corporate-related costs not allocated to the segments include executive office, communications, corporate development, legal and corporate finance.

(2) Reflects restructuring charges for costs that are probable and reasonably estimable and one-time asset impairments related to restructuring activities. During the three months ended March 31, 2025 a goodwill impairment charge of $333 million was recorded.

(3) Reflects amortization of intangible assets including those related to partially owned affiliates recorded within equity income.

(4) Reflects restructuring-related charges for costs that are recorded as incurred or as earned and other non-recurring impacts that are directly attributable to restructuring activities.

(5) Other items include:

	Three Months Ended March 31,	
(in millions)	**2025**	**2024**
Non-recurring loss at affiliates	$ (1)	$ —
Consulting costs associated with strategic planning	(8)	—
Brazil indirect tax recoveries	—	1
	$ (9)	$ 1

(6) Reflects the impact of adjustments, primarily purchase accounting amortization on noncontrolling interests.