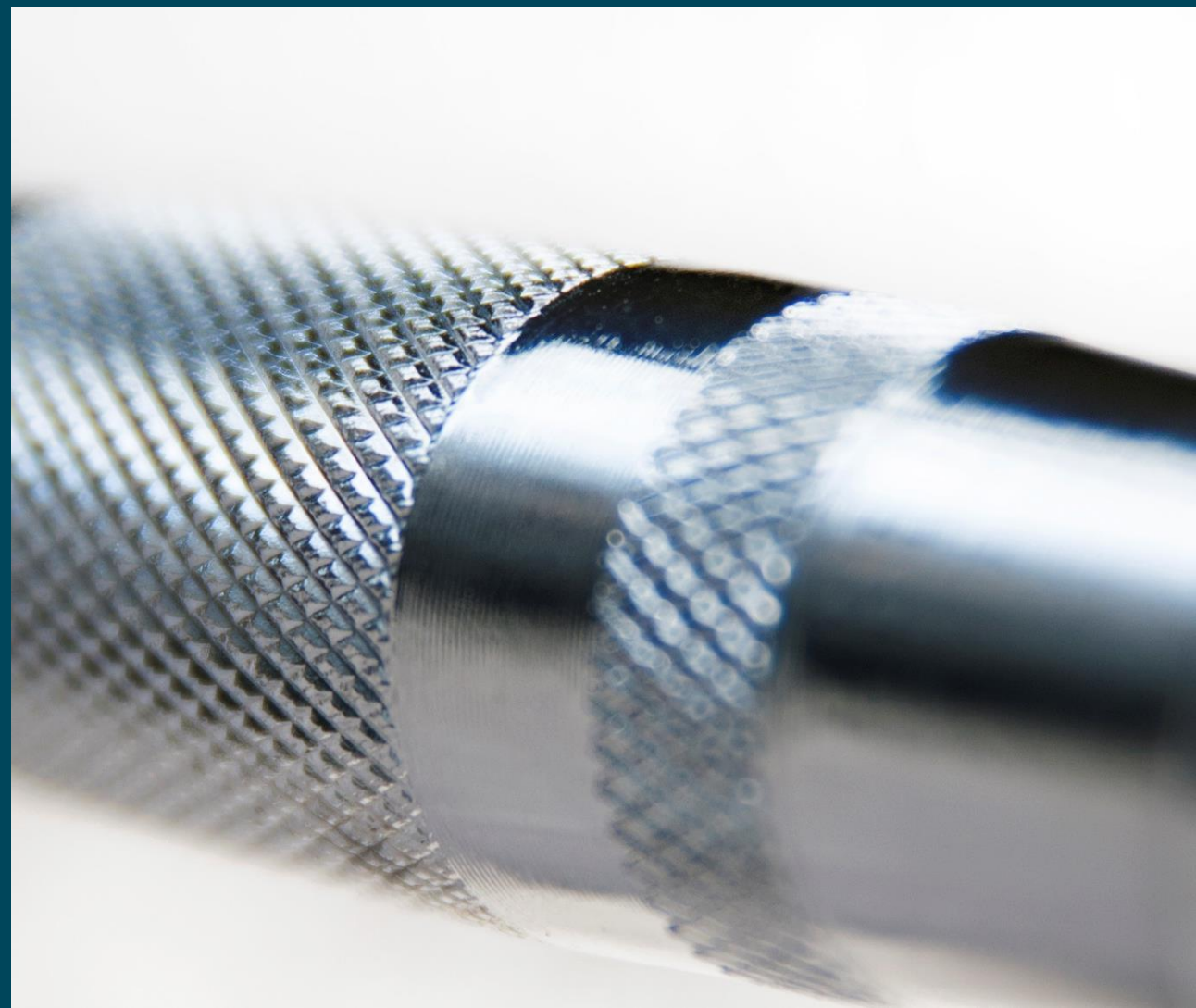




Adient Investor Meeting

September 15, 2016



Forward looking statements



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: uncertainties as to the timing of the spin-off and whether it will be completed, the possibility that various closing conditions for the spin-off may not be satisfied or waived, the expected tax treatment of the spin-off, the impact of the spin-off on the businesses of Adient, the ability of Adient to meet debt service requirements, the availability and terms of financing, the risk that disruptions from the spin-off will harm Adient’s business, competitive responses to the spin-off, general economic and business conditions that affect Adient following the spin-off, 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 Registration Statement on Form 10 filed with the U.S. Securities and Exchange Commission on April 27, 2016, as amended most recently on August 16, 2016, and 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.

Meeting agenda



Bruce McDonald
Chairman & CEO, Adient

> Introduction to Adient



Byron Foster
EVP, Adient

> Business
overview



Eric Mitchell
EVP, Adient

> China / JV
overview



Detlef Juerss
**VP & GM Global
Engineering, Adient**

> Product /
Technology /
Innovation



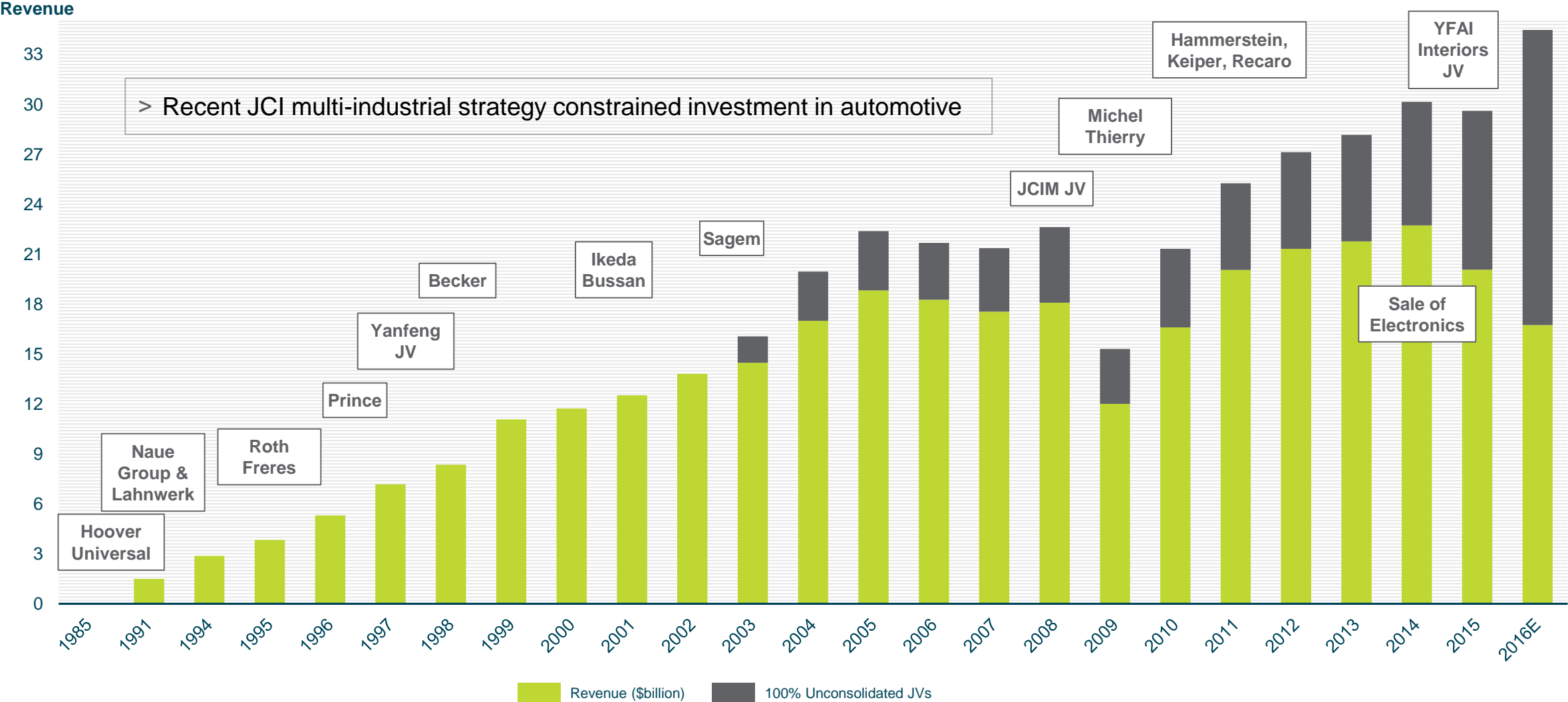
Jeffrey Stafeil
EVP & CFO, Adient

> Financial
overview



Q&A
> All

For many years Automotive was the growth engine of Johnson Controls



Automotive spin-off



Principles

- > Establish Automotive to be successful
 - Leverage below JCI
 - Limited pension liabilities
 - Automotive not burdened with stranded corporate costs

Minimize TSA's

- > Cost of separation largely incurred by JCI
- > Minimal separation investment in 2017+



Introducing Adient

Key changes going forward



Today

- > Part of a global multi-industry company
- > Improving business performance
- > Capital allocated to support multi-industry transformation



Future

- > Focus on automotive seating
 - **Leaner cost structure**
- > Expect **200 bps of margin improvement** with **double-digit EPS growth** over the mid-term
- > **Strong cash flow** provides flexibility and ability to de-lever
- > **Targeted capital allocation strategy**
- > **Smart reinvestment**
 - Growth capex, capital return and opportunistic M&A

Focus on Increasing Value for Shareholders and Customers

Timeline of key events



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



FY 2016 estimate

~\$17 billion
Consolidated revenue

~\$7 billion
Unconsolidated seating revenue

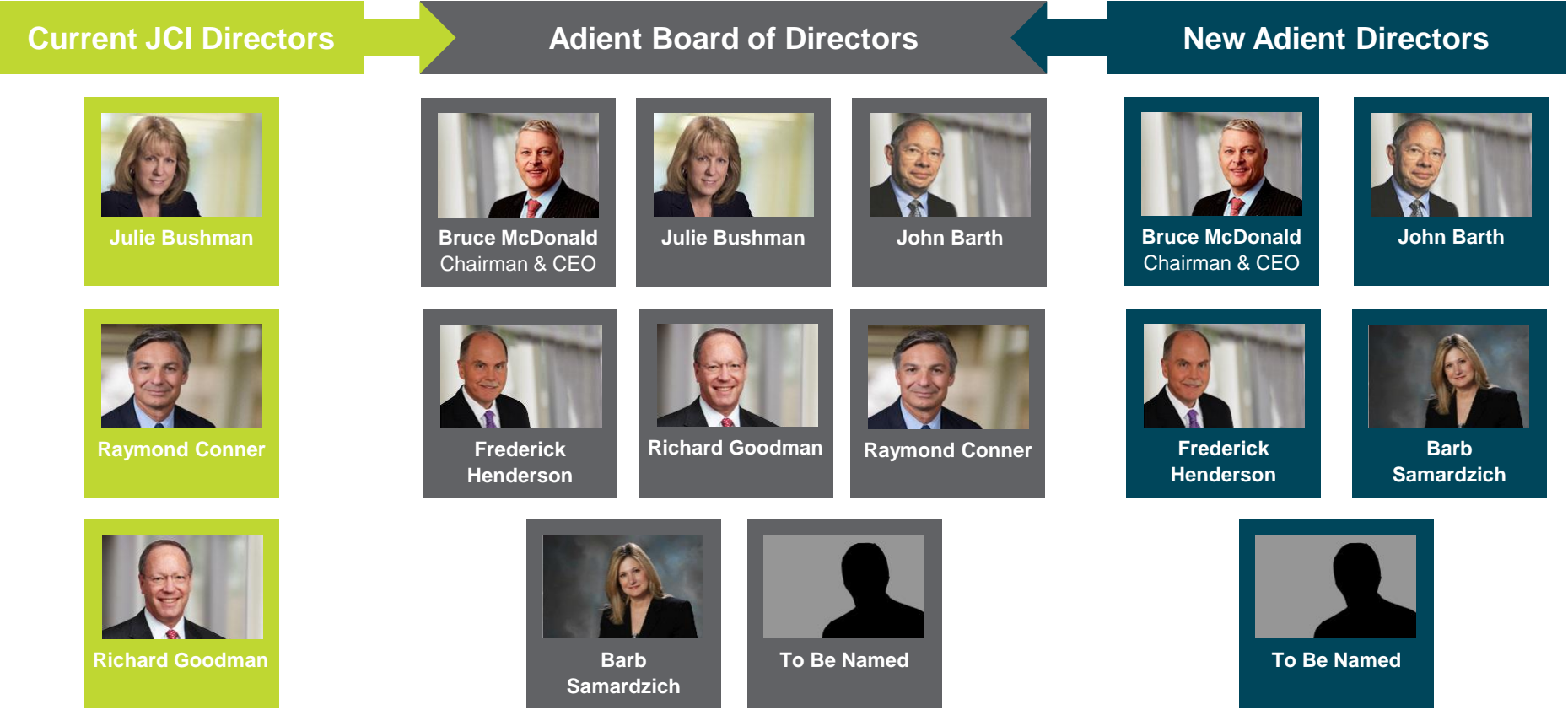
~\$8 billion
Unconsolidated interiors revenue

230+
locations globally

25+
million seat
systems a year

75,000
highly engaged
employees

Adient board of directors



Adient leadership team



Paul Van Hoof,
Vice President,
Corporate Development



Cathleen A. Ebacher,
Vice President,
General Counsel &
Secretary



John Moulton,
Vice President,
Operational Excellence



Glen Ponczak,
Vice President,
Communications
and Investor Relations



Bruce McDonald,
Chairman and
CEO



Byron Foster,
Executive Vice
President



Neil Marchuk,
Executive Vice
President and
Chief Human
Resources
Officer



Sheryl Haislet,
Vice President
and Chief
Information
Officer



Jeff Stafeil,
Executive Vice
President and
Chief Financial
Officer



Eric Mitchell,
Executive
Vice President



Adient's vision and mission bring focus to our success



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.



Our values



Behavior Statement	
Do it the right way	We always act ethically, with integrity, and in a socially responsible manner.
Play to win	We meet our commitments, no excuses.
Get it right the first time	We deliver best-in-class performance in all that we do.
Pick up the pace	We make timely decisions and act with a sense of urgency.
“We” before “I”	We foster teamwork, think broadly, act inclusively, and communicate open and honestly.
Empower the best people	We attract, develop, and reward the best people.

Adient 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

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.

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 embrace the globalization of the automotive industry and through our global footprint and joint venture partners will be uniquely positioned to win. **We will be global market share leaders 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.

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.

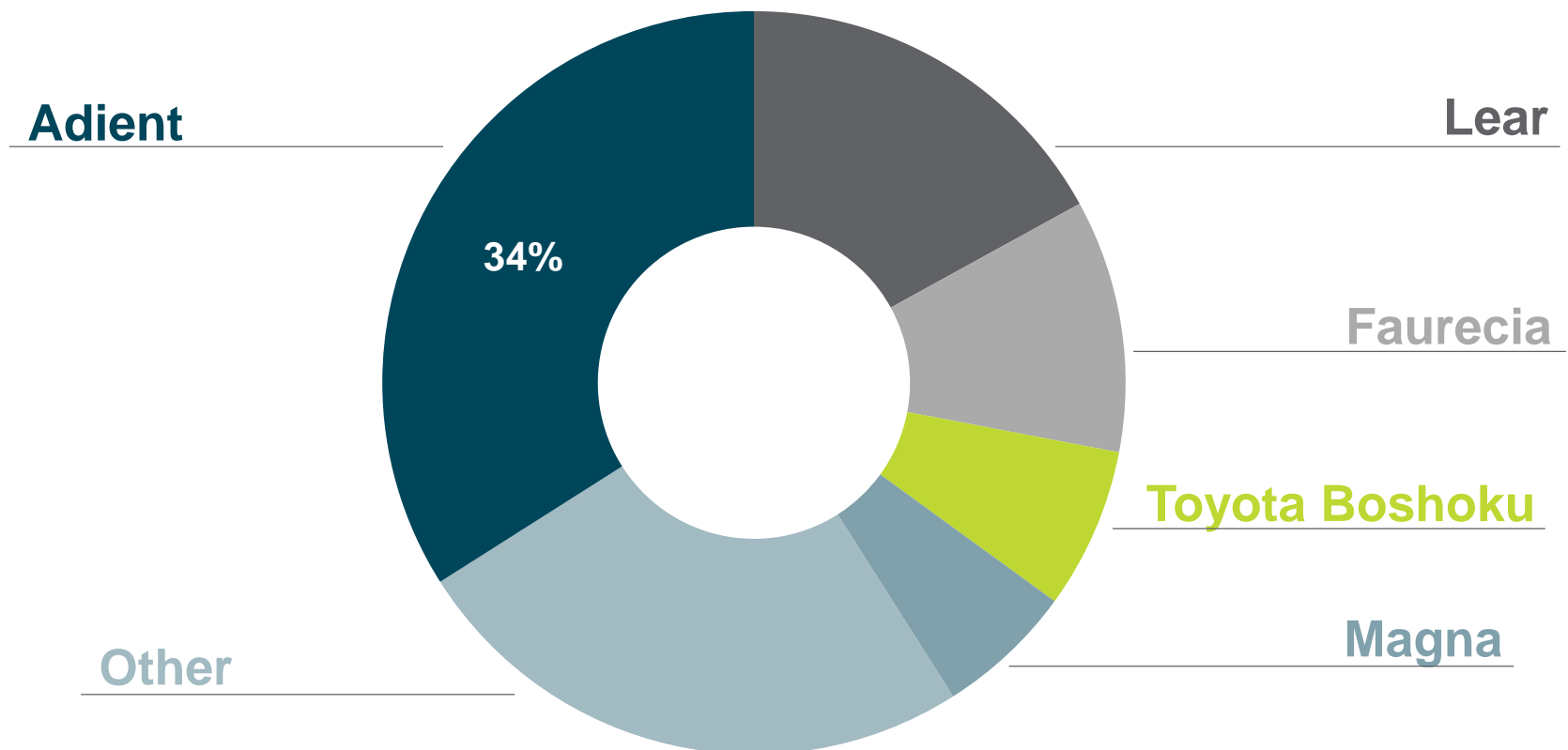
People and Leadership

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.

Shareholder Value

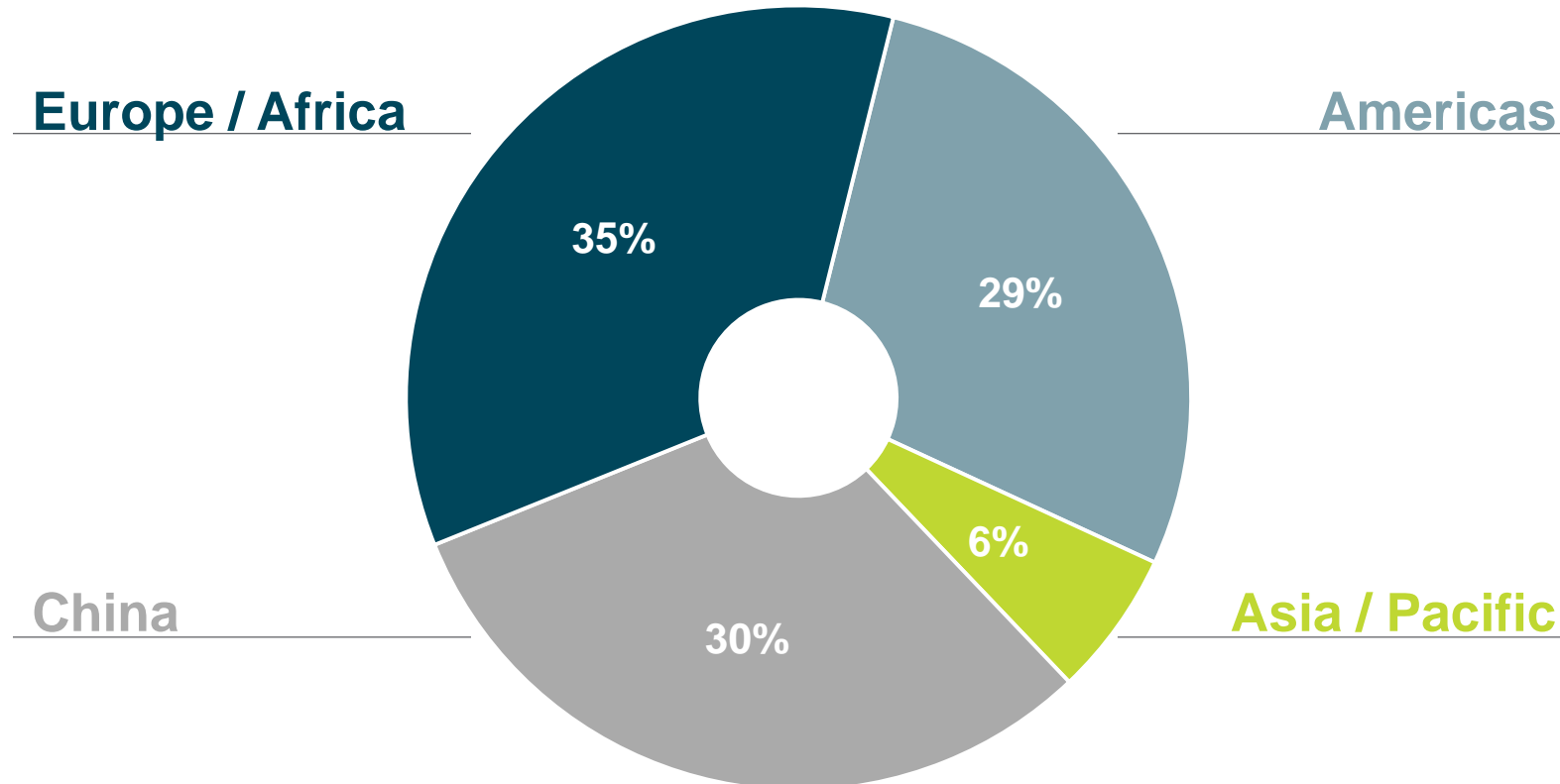
We will deliver top quartile shareholder returns within our industry through market share growth, margin expansion, revenue diversification and strong free cash flow generation. We will pursue acquisitions to accelerate our growth. **We will have a strong balance sheet that affords financial flexibility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

Global market leader



Adient share Includes non-consolidated revenue
Source: IHS Automotive and management estimates

Revenue by geography



Source: IHS Automotive and management estimates; consolidated and unconsolidated revenue

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



Key Takeaways

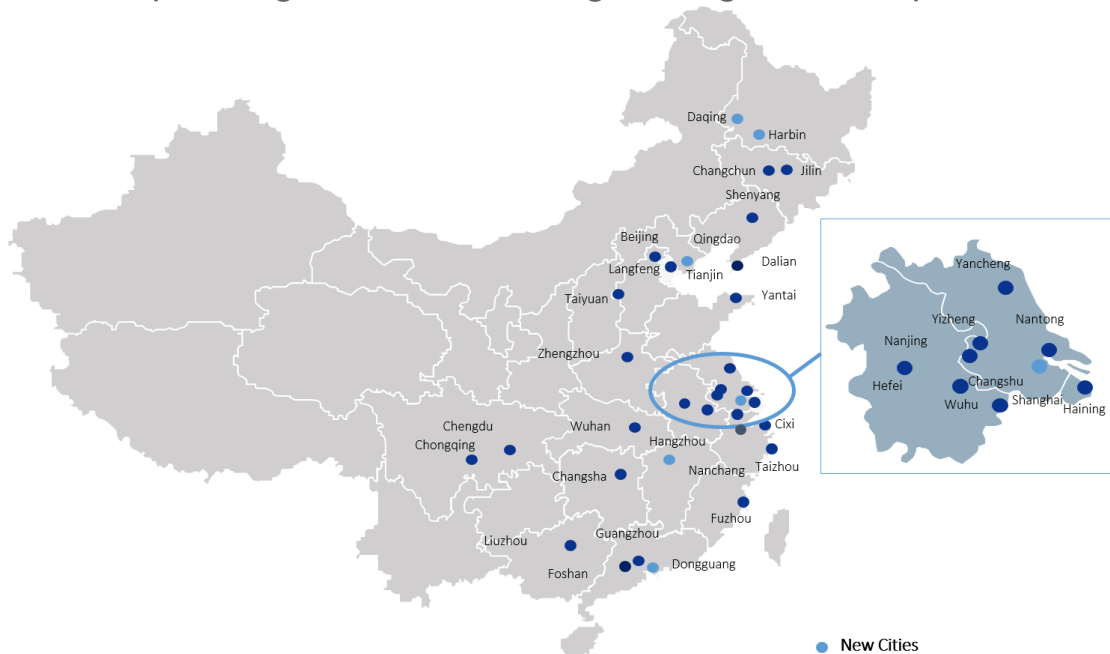
- > Industry leading diversification
- > By customer -- largest customer accounts for 14% of total consolidated sales
- > By platform -- largest platform accounts for ~5% of total consolidated sales
- > Ability to leverage products across customers and regions
- > Scale provides leverage to optimize cost structure

Based on consolidated sales nine months ended June 30, 2016

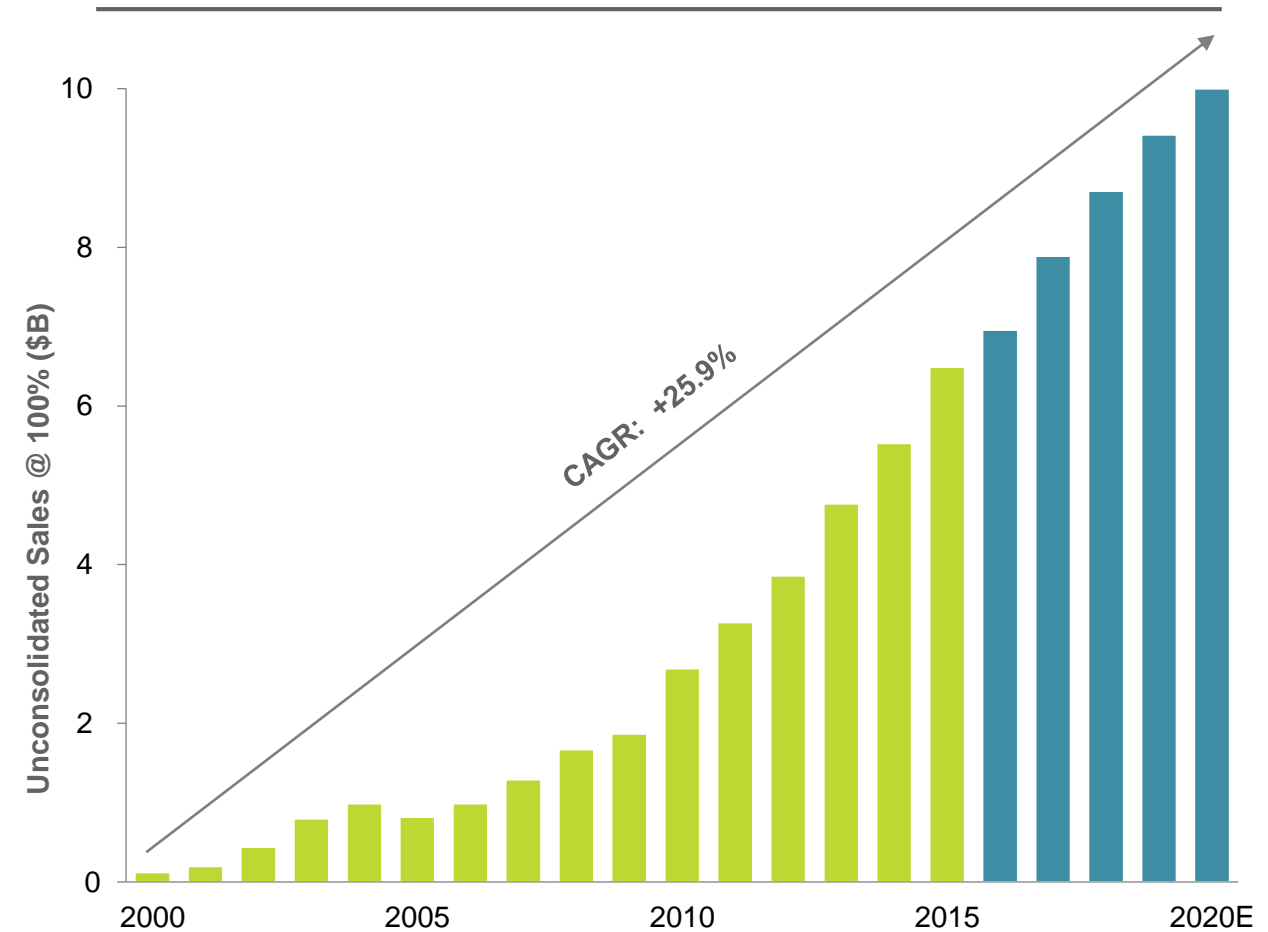
China



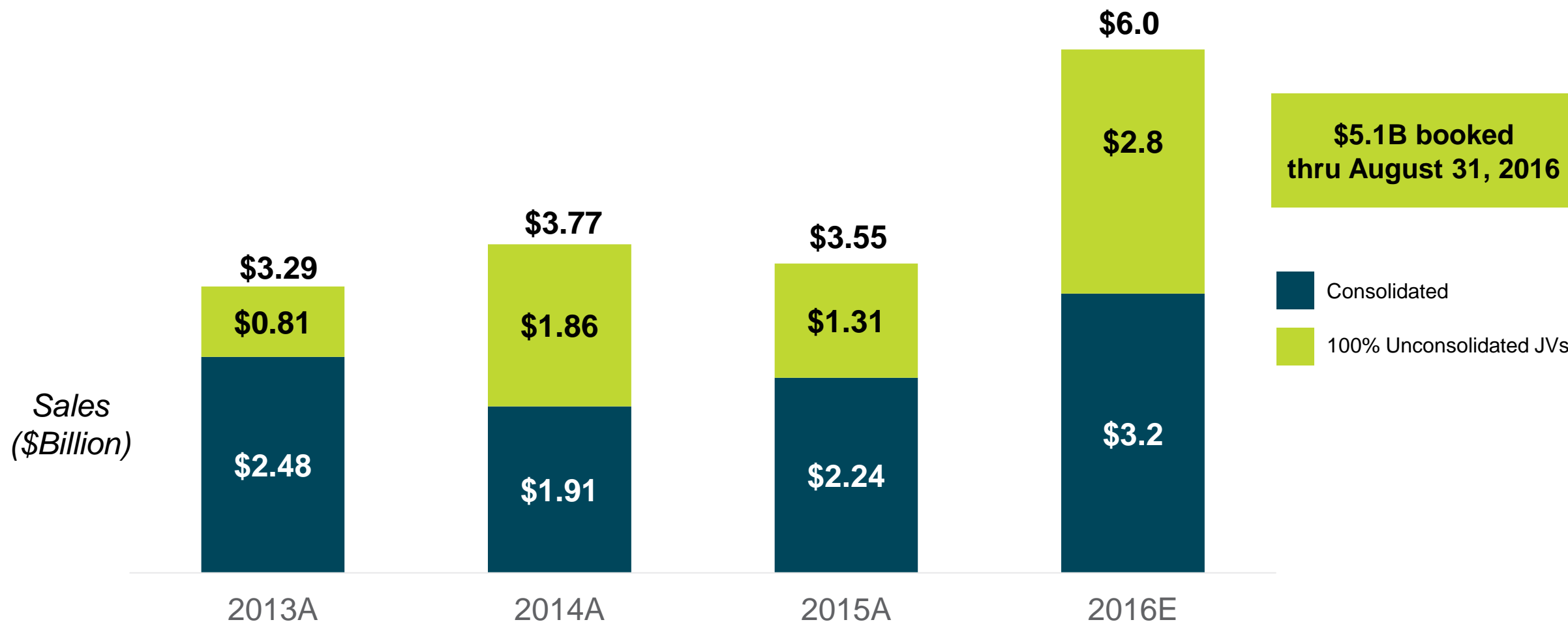
- > Early market entrant advantaged position in China through strategic partnerships
- > Adient is largest supplier of just-in-time seating in China
- > Operates through 17 joint ventures and 60 manufacturing locations in 32 cities
- > Partnerships with all major auto groups in China, resulting in broad market penetration relative to seating competitors
- > Leverage leading position to outpace market, further expanding share and strengthening leadership



Adient Seating China



Winning with our customers

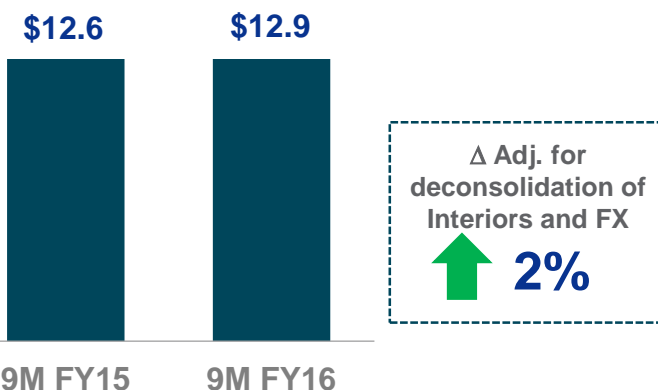


Source: Management estimates

Profitability on an upward trajectory

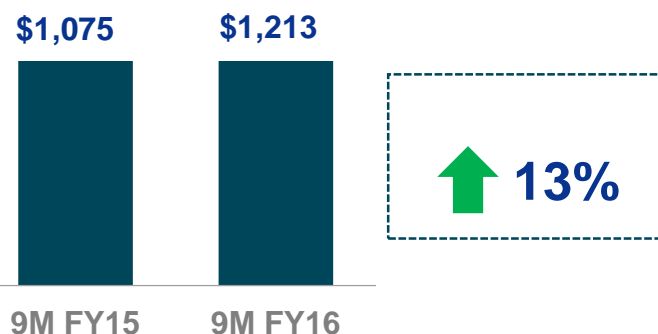
9 Months FY16

Net Revenues⁽¹⁾ (\$ in billions)



- > Excluding the impact of the Interiors deconsolidation and foreign exchange, sales increased 2% vs. the first nine months FY15
- > Chinese revenues (primarily unconsolidated) increased 53% to \$9.1 billion for the first nine months FY16
 - Increased 10% excluding the impact of the deconsolidation of Interiors and foreign exchange

Pro Forma Adjusted EBITDA⁽²⁾ (\$ in millions)



- > Increase driven by operational efficiencies, cost savings generated from restructuring programs, and other cost reduction initiatives
- > Adj. EBITDA margin increased to 9.4% in the first nine months FY16 from 8.6% in the first nine months FY15

1. Net revenues for the 9 months ended FY15 have been adjusted for the impact of deconsolidating YFAI (\$2.9M) and foreign currency translation (\$0.4M).
2. Refer to appendix for management's rationale for using these metrics and reconciliation to US GAAP.

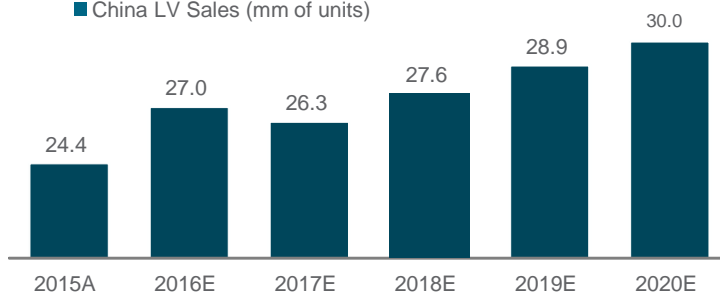
Seating – growth market

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 (4.2% 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 SUV's / MPV's globally
- > Increase in luxury / comfort features



Growth Drivers

3

Content Growth

- > 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.

Takeaway – numerous reasons Adient is a solid investment



✓ **Market Position**

- > Broadest and most complete range of seating products
- > Unparalleled customer diversity– market leadership in North America, Europe and China (unique and longstanding position in China through JV structure); support all major automakers (190+ active platforms)

✓ **Earnings Growth**

- > Lean and improving cost structure (targeting restructuring actions in process)
- > Upward trend in profitability expected to continue; ~200 bps margin improvement expected over the mid-term

✓ **Cash Generation**

- > Proven record of generating substantial cash flow
- > Cash generation will enable Adient to transition from a levered company to an investment grade company while enhancing shareholder value through a competitive dividend
- > Cash generation will support Adient's profitable growth strategy (organic & inorganic)

Meeting agenda



Bruce McDonald
Chairman & CEO, Adient

> Introduction to Adient



Byron Foster
EVP, Adient

> Business
overview



Eric Mitchell
EVP, Adient

> China / JV
overview



Detlef Juerss
**VP & GM Global
Engineering, Adient**

> Product /
Technology /
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Jeffrey Stafeil
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> Financial
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Q&A
> All

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



FY 2016 estimate

~\$17 billion
Consolidated revenue

~\$7 billion
Unconsolidated seating revenue

~\$8 billion
Unconsolidated interiors revenue

230+
locations globally

25+
million seat
systems a year

75,000
highly engaged
employees

Complete Seat / JIT



- > Complete Seat systems capabilities including complex logistics and supply chain management, Just-In-Time in sequence delivery, quality, craftsmanship and change management
- > 108 Manufacturing plants: (19) Americas, (28) Europe, (21) Japan/Korea/Southeast Asia and (40) in China



Trim: cut & sew and fabric



- > Market leader in integrated trim through global vertical integration of fabrics and Cut & Sew
- > Best-in-class design capabilities bringing differentiation to customer vehicle platforms
- > Full fabric processing expertise
- > 42 Manufacturing plants:
(9) Americas, (15) Europe,
(6) Korea/Southeast Asia and (12) in China



Foam: cushions & backs, head restraints, armrests



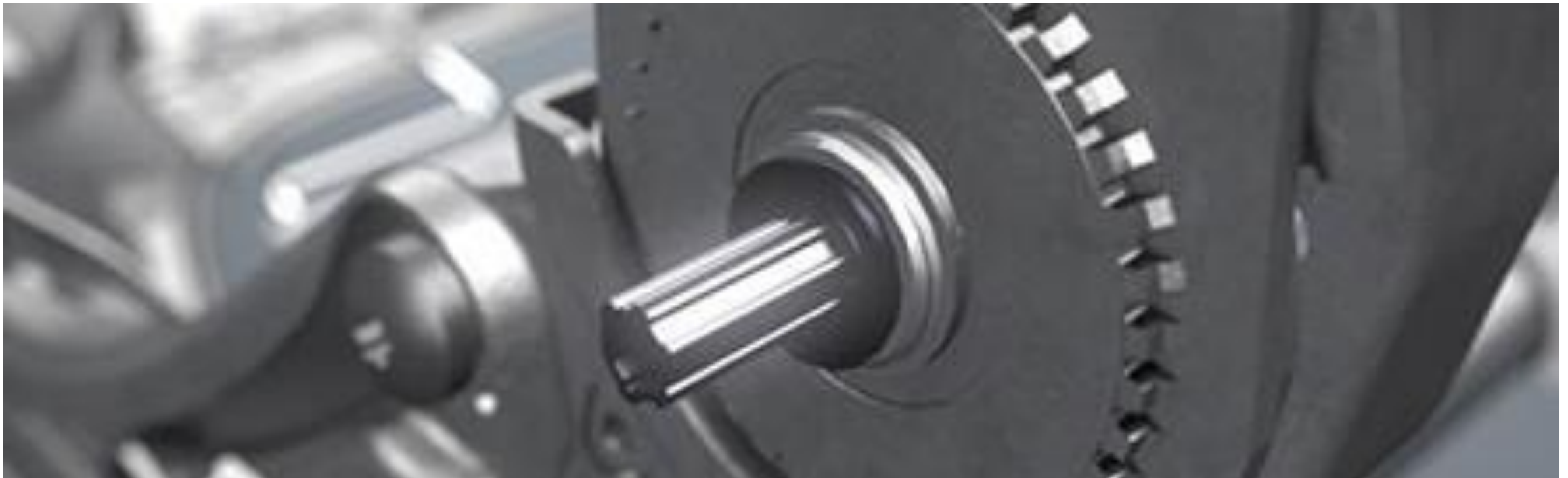
- > World leader in manufacturing seating foam, head restraints, armrests and other foam products
- > Innovator with Pour-In-Place foam, resulting in design freedom, reduced cost and mass and high comfort levels
- > 44 Manufacturing plants: (11) Americas, (9) Europe, (9) Japan/Korea/Southeast Asia and (15) in China



Metals & mechanisms



- > Industry leading mechanisms solutions
- > Offering modular solutions which result in fewer parts and standardized global technologies
- > Unique value proposition in the complex rear seat structures segment by using simple mechanisms to achieve “Wow” functionality
- > 55 Manufacturing plants: (10) Americas, (18) Europe, (5) Japan/Southeast Asia and (22) in China



Specialty seating, a niche growth market - RECARO

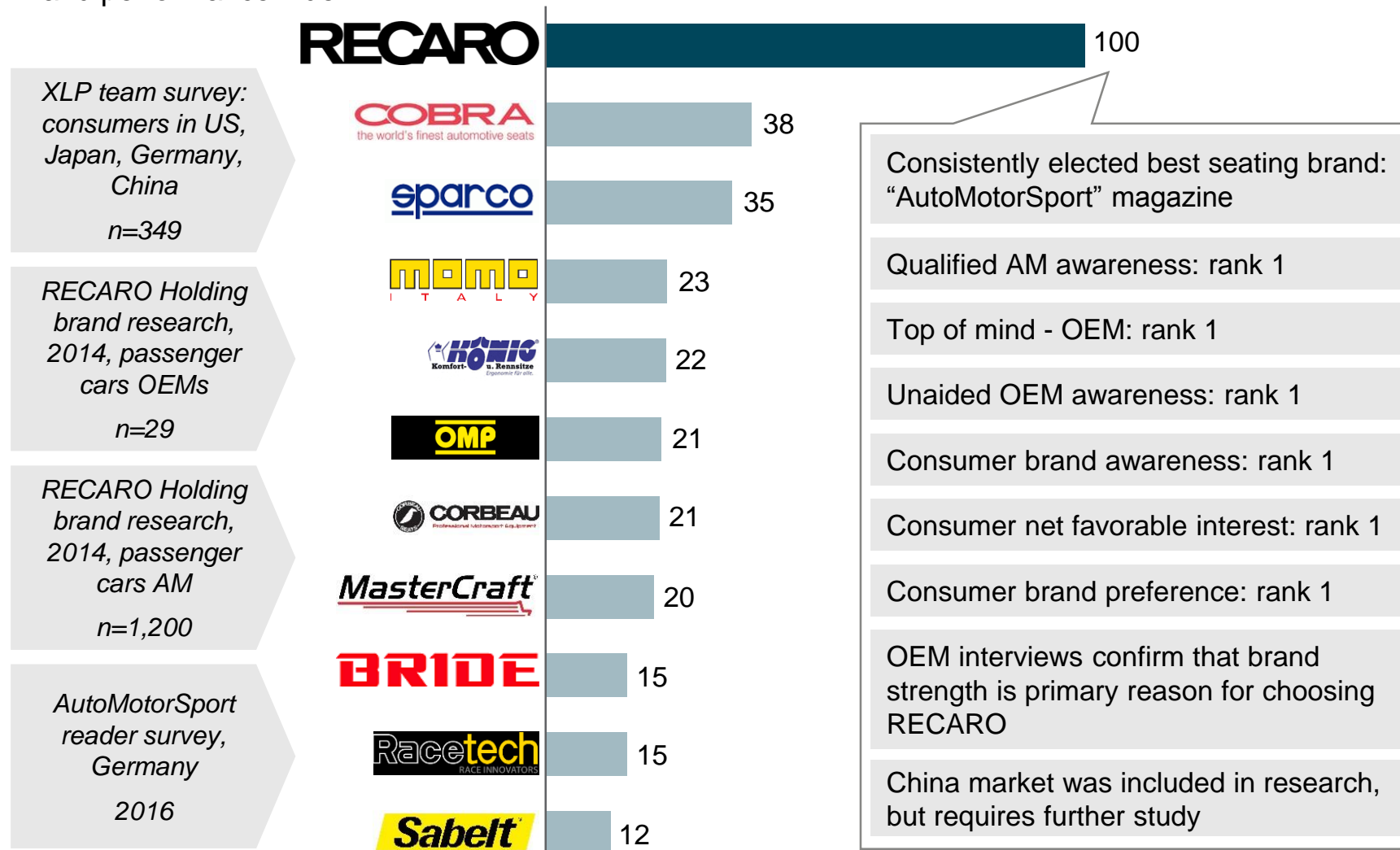


- > Premium OEM and aftermarket car seats
- > Market leading design, ergonomics quality and craftsmanship, and lightweight construction for passenger cars and commercial vehicles
- > Renowned brand RECARO for the automotive business



RECARO's® brand performance leads among competitors

Brand performance index*



* Source: RECARO Holding; Normalized, strongest brand in each dimension = 100, average across all dimensions

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

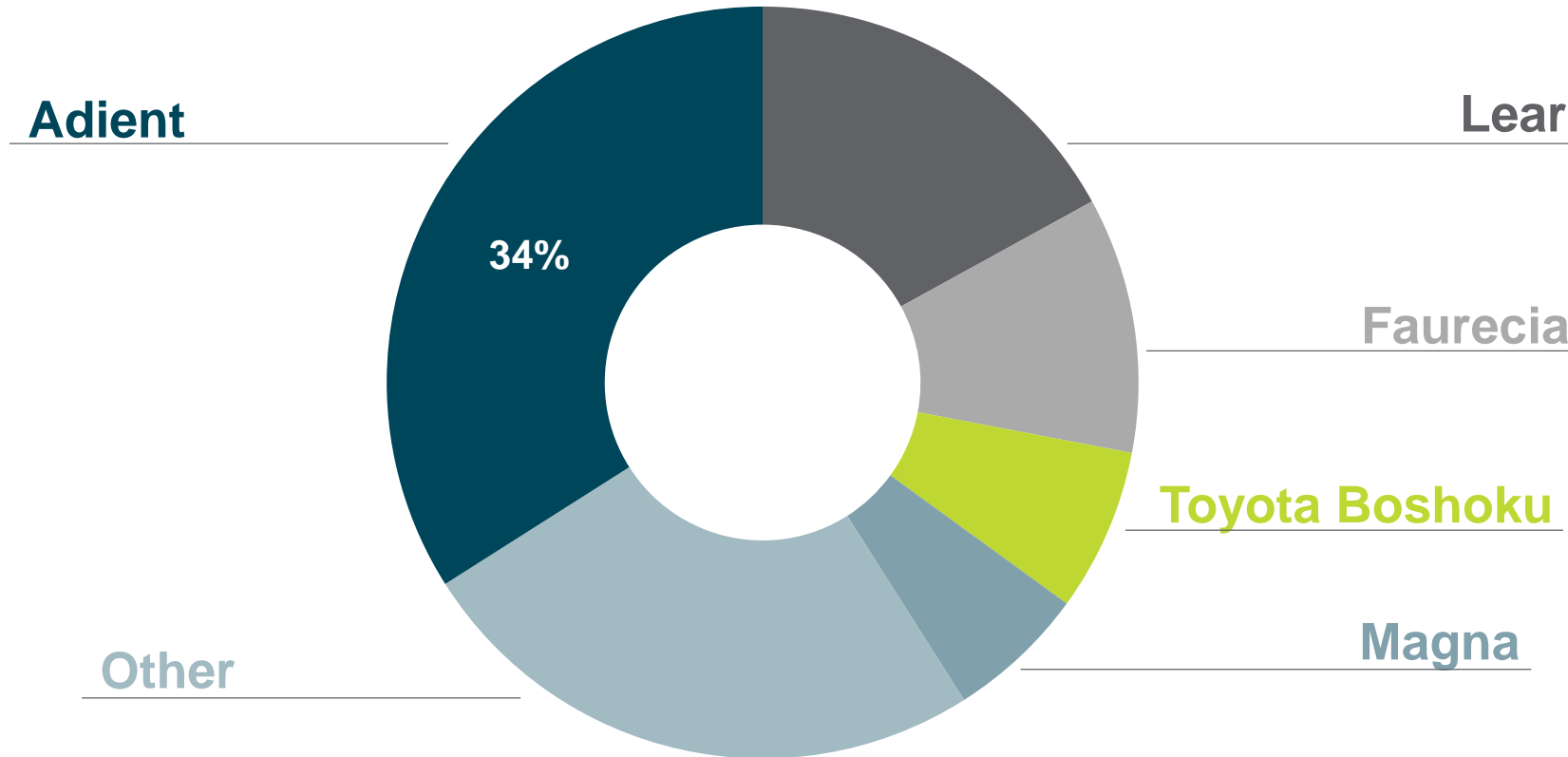


Yanfeng Global Automotive Interiors

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



Adient enjoys a strong market position with twice the share of our nearest competitor



Adient share Includes non-consolidated revenue
Source: IHS Automotive and management estimates

Global competitive market position



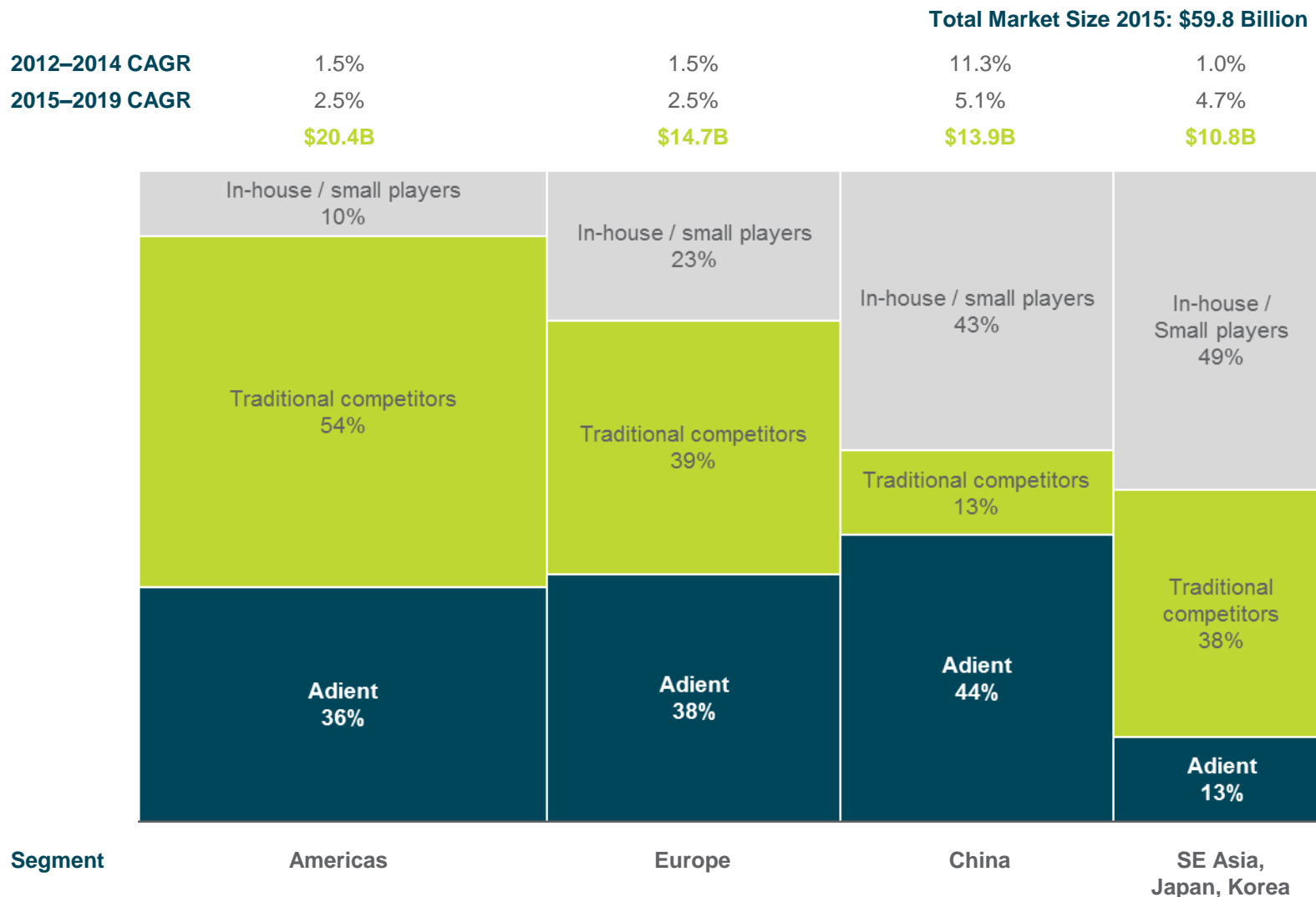
> Adient is the leading player globally and in every major region worldwide

- Leading automotive seating market share in North America and Europe

- Leadership position in China, the world's largest and one of the fastest growing automotive markets

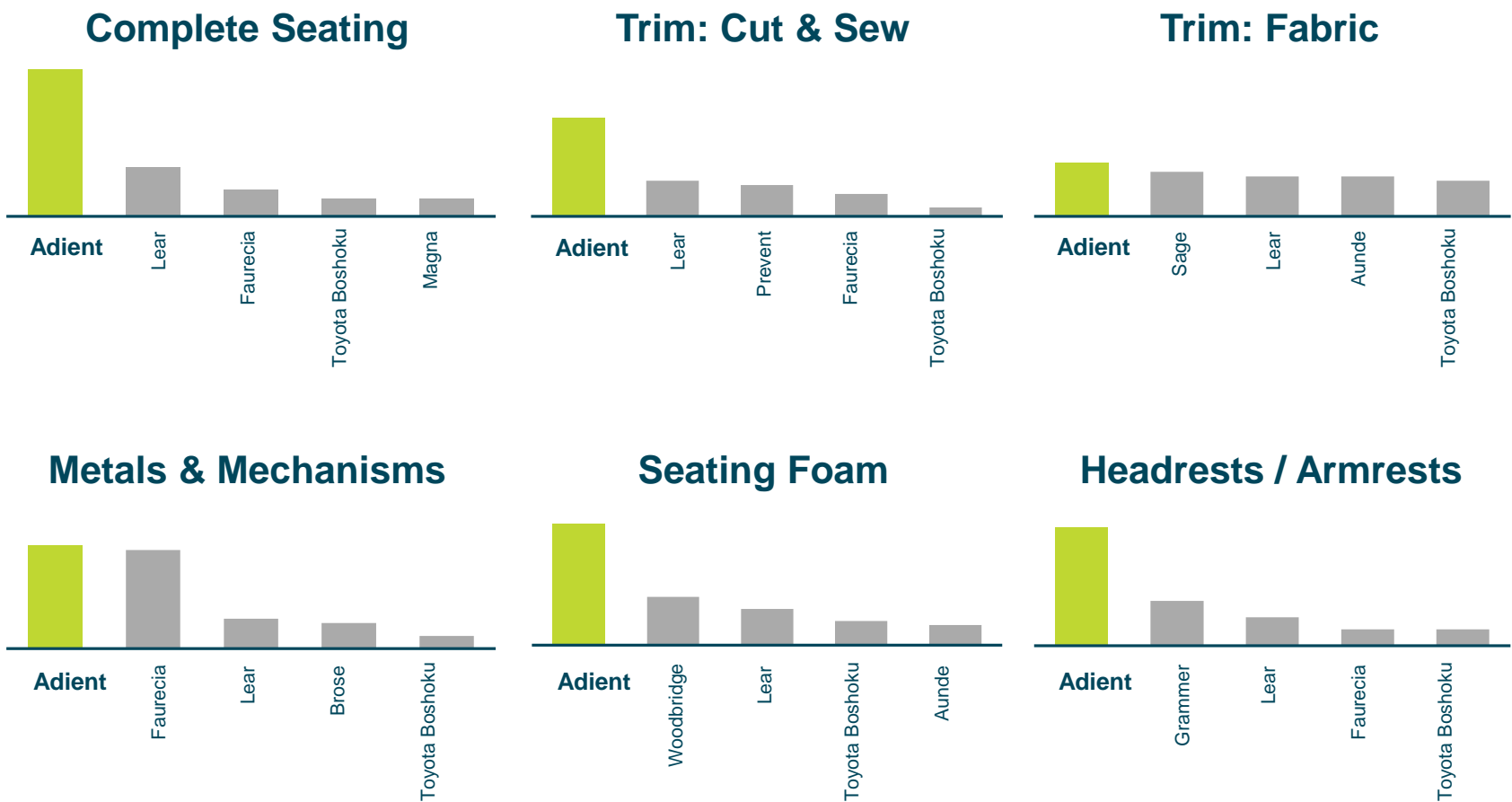
> Through our JVs, we plan to invest >\$1bn in the Asia region

- Primarily to drive continued growth in China



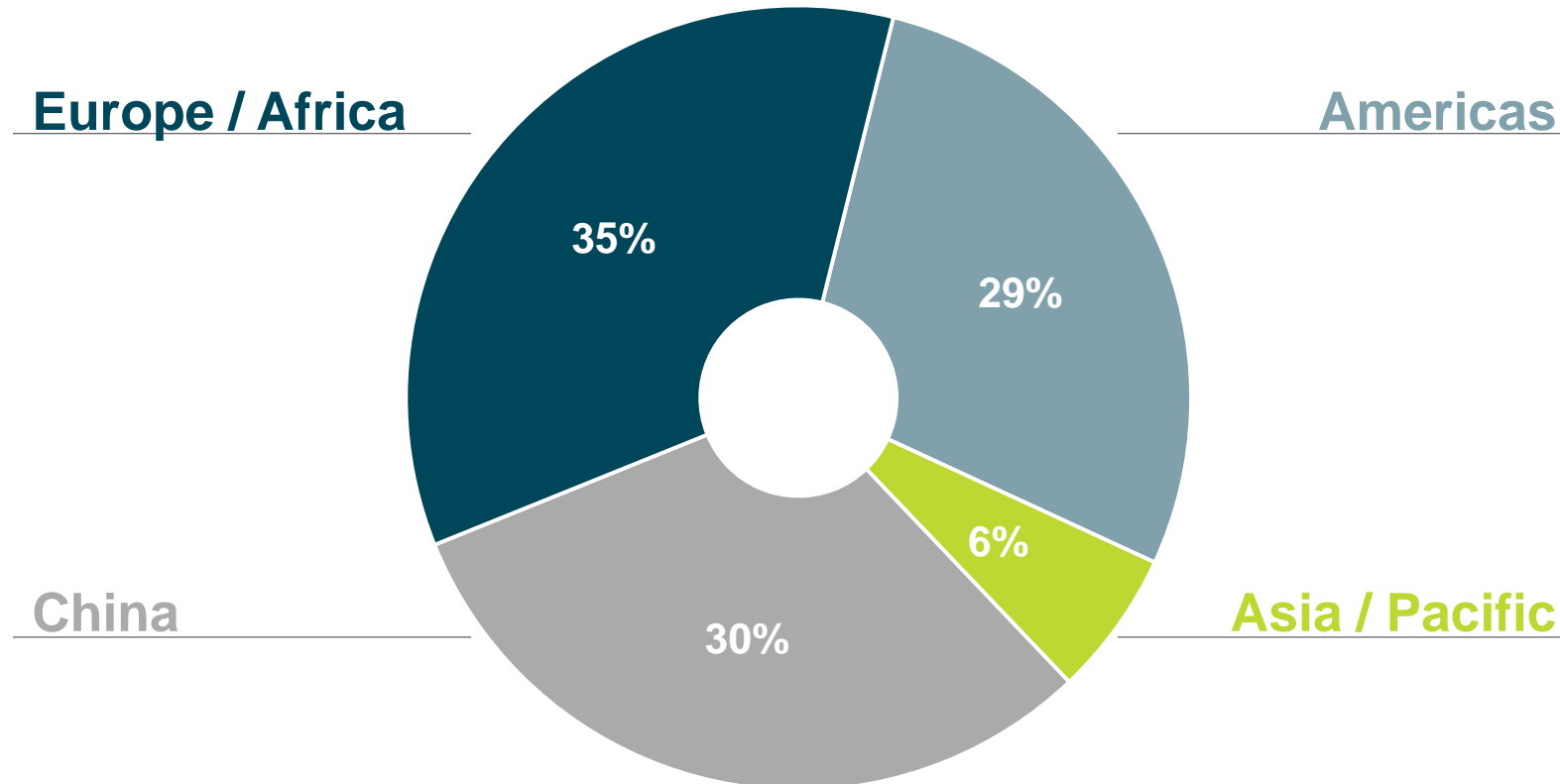
Source: IHS Automotive with management adjustments. Adjustments are based on management's knowledge of customer schedule details and participation in the global automotive seating market, and include identification of the seating provider for certain vehicle models unidentified by IHS Automotive, among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

We are the market leader across all of the major seating components and systems



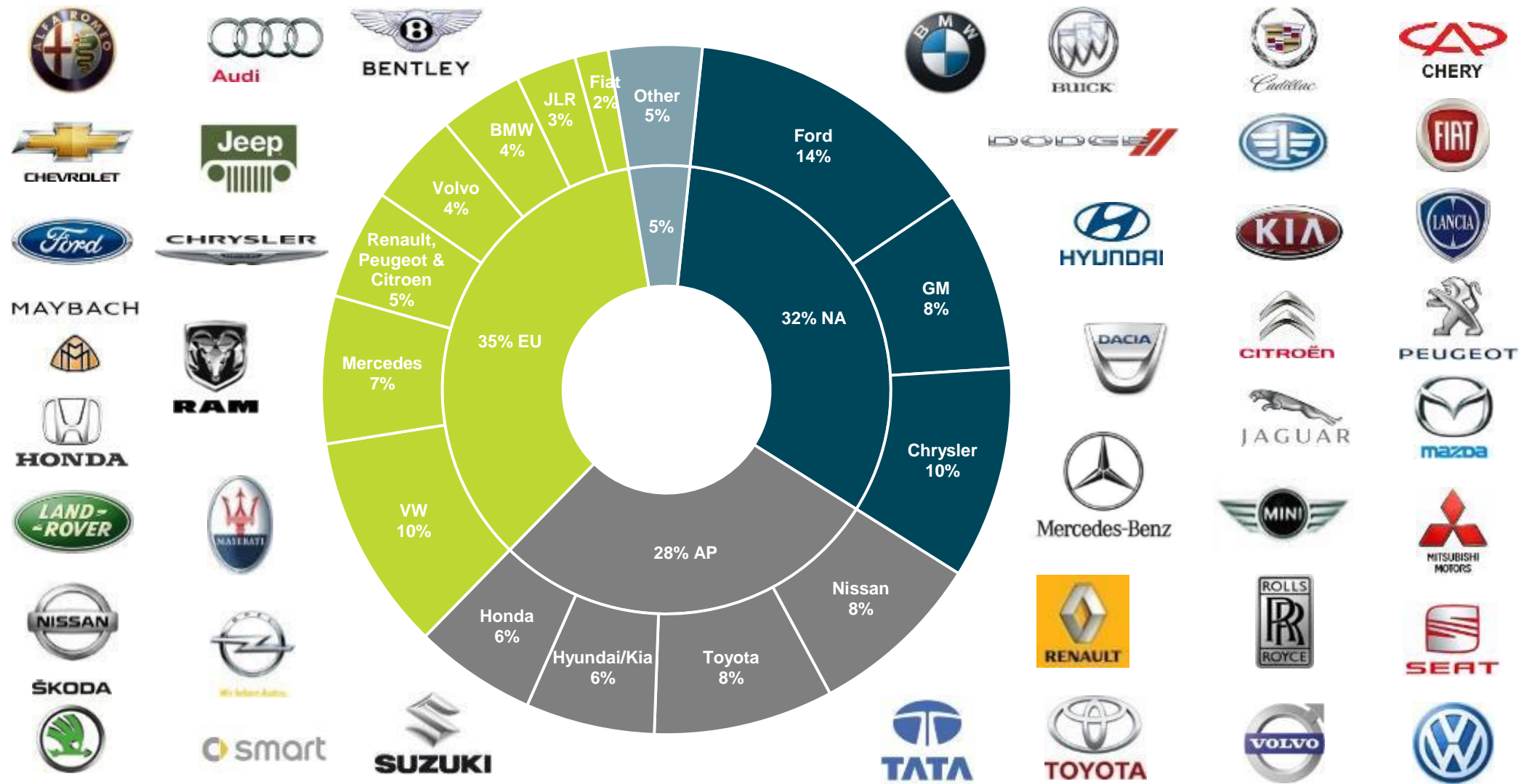
Source: GPS Global as of FY2015.
Note: Relative bar heights based on global market share.

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



Source: IHS Automotive and management estimates; consolidated and unconsolidated revenue

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



Based on consolidated sales nine months ended June 30, 2016

We deliver a full suite of design and engineering capabilities...



- > Product Planning
- > Benchmarking
- > Consumer Research
- > Design Studio
- > Advanced Engineering

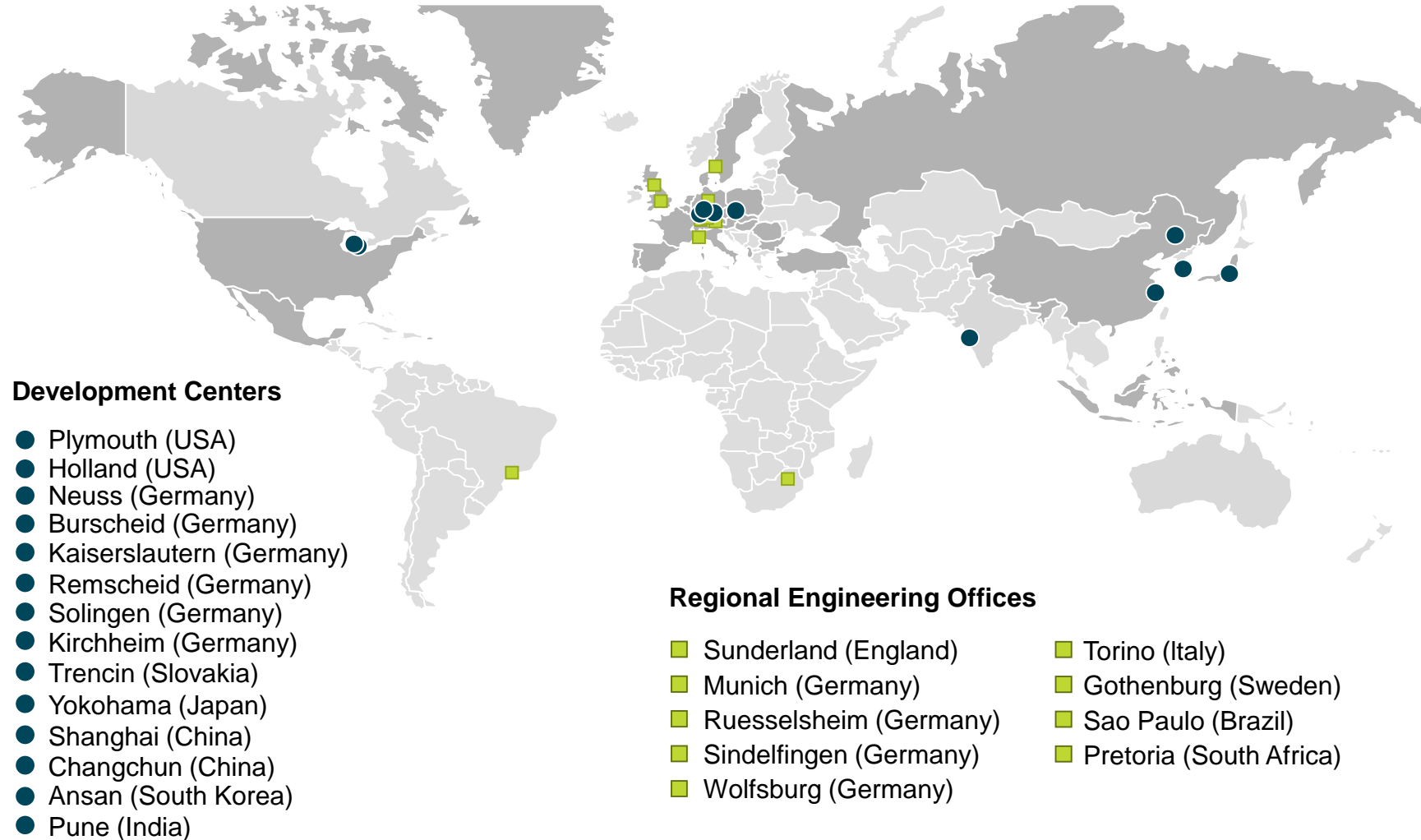


- > Structural Analysis
- > Project Management
- > Quality Systems
- > Purchasing
- > Product Development



- > Prototype Shop
- > Comfort and Acoustic Lab
- > Testing incl. Sled Test
- > Production Process /
Prove out

...through a network of world class global development centers



Building on our strong foundation toward a bright future



- > **Global market leadership** in North America, Europe and China
- > **Unique and longstanding position in China** through JV structure
- > **Longstanding customer relationships** with all major, global OEMs
- > **Global manufacturing footprint and expertise** – approximately 230 manufacturing plants in 33 countries
- > **Global development network** – worldwide engineering network, including 10 core development centers
- > **Seating and Interior products** – broadest and most complete range
- > **Positioned to capture full range of OEM seat sourcing strategies**
- > **Market share and margin growth** through customer focus, stable operating environment, zero tolerance for waste and purpose driven action



Meeting agenda



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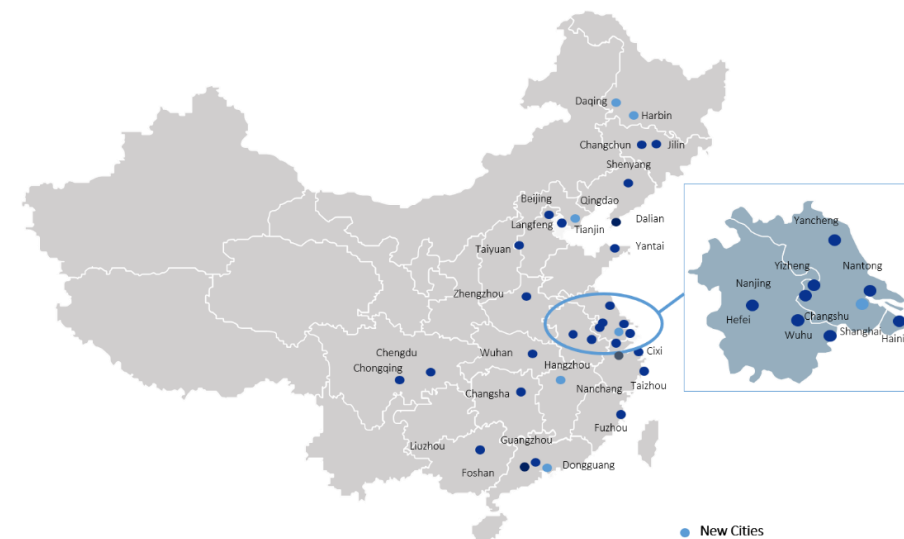


Q&A
> All

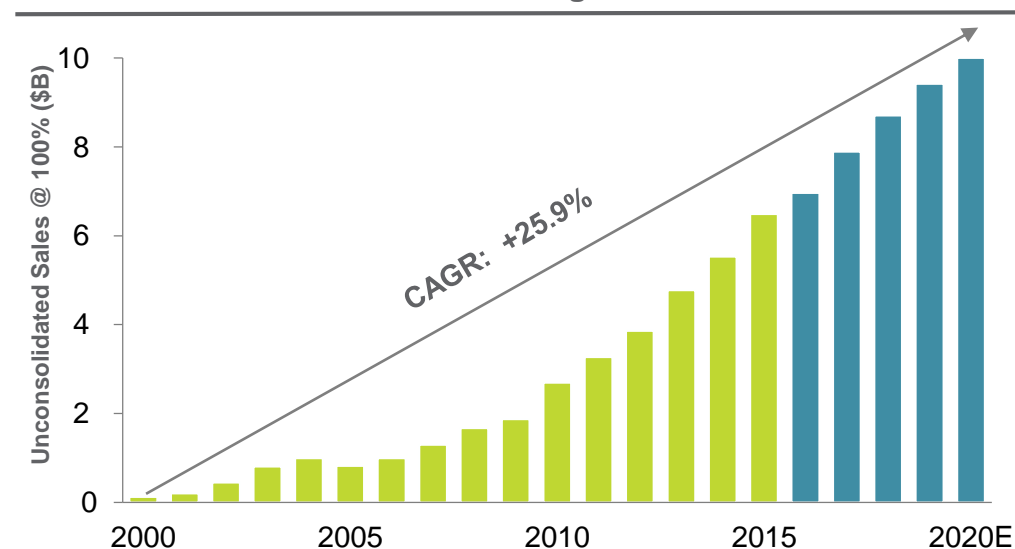
Adient – Winning in China



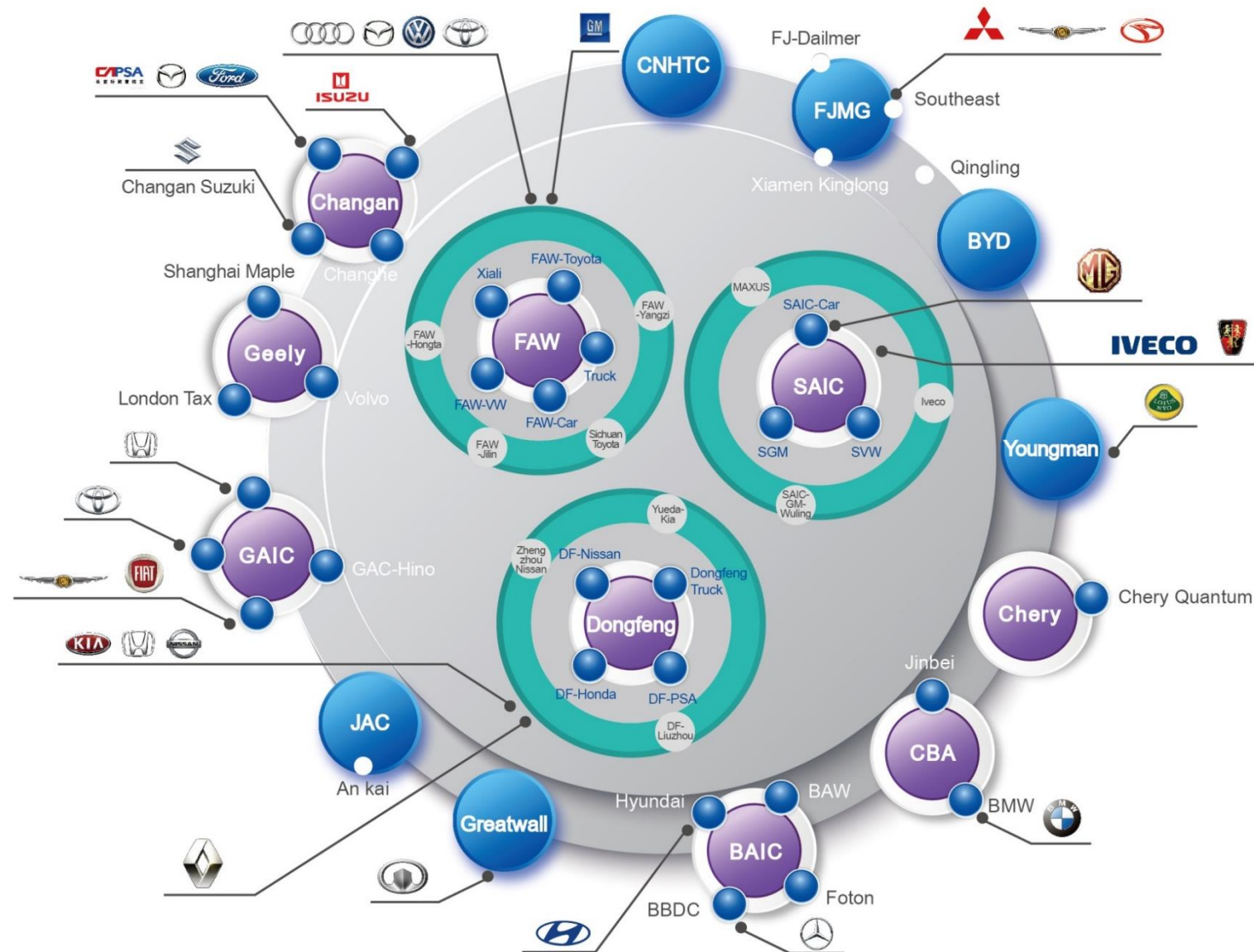
- > We have nearly 45 percent market share of the seating business in China, making us the industry leader
- > By leveraging our market position, we expect to outpace the market, further expanding our share and strengthening our leadership
- > Seating in China (incl. joint ventures) highlights:
 - \$6.6 billion revenue in FY2015
 - 17 joint ventures
 - 3 tech centers
 - 1,300 engineers
 - 60 manufacturing plants in 32 cities
 - 31,000 employees



Adient Seating China



Unique position in China through JV structure



Mutually beneficial China JV partnerships



Why we were able to win:

- I. Right Business Model
- II. Right Timing
- III. And - a Win-Win Spirit –we run JVs for the benefit of the JVs






JCI Brings:

- > Technology
- > Products
- > Mgmt Systems & processes
- > Global business

Chinese Partner Brings:


























- > Market access
- > Local knowledge
- > Local connection
- > Commercial support
- > Resource

Global competitors have been trying to replicate our model after doing wholly-owned approach in the beginning

Auto Group Suppliers	SAIC	Dongfeng	FAW	Changan	BAIC	GAC	Brilliance
	1997	2005	2001	2003	2003	2008	2000
		2004	2011	1998	2007	2015	
				2015			
		2014	2001				
		2004					

Joint venture structure



	Tailored Strategy for Each JV				Equity Share	
	Strategic Plan	Joint Venture	Chinese Group Partner	OEM partnered with Chinese Auto Group	JCI	Partner
Seating	<ul style="list-style-type: none"> > Components for China & Asia Pacific > Regional growth > Low cost engineering and innovation 	YFJC	SAIC 	    	49.99%	50.01%
			Sub-partners			
			Chang'An  Dongfeng 			
	<ul style="list-style-type: none"> > Operational Efficiency > Leverage current relationship 	FJC	FAW 	  	50.0%	50.0%
	<ul style="list-style-type: none"> > Separate seating & interior business > Growth focus on luxury segment 	BJC	BAIC 	 	51.0%	49.0%
		GAJC CGJC	GAC 	   	52.0%	48.0%
		SJJ	Brilliance 		50.0%	50.0%
Components	> Grow market share	JCYM	SAIC 	Supply all non-FAW customers	50.0%	50.0%
		FFJC	FAW 	Supply all FAW customers	50.0%	50.0%
	> Fabrics capabilities	WFJC	Wanfang	Focus on global OEMs	50.0%	50.0%
		NNGJC	NNG	Focus on local OEMs	30.0%	70.0%
Interiors	Yanfeng Automotive Interiors (YFAI) 				30.0%	70.0%

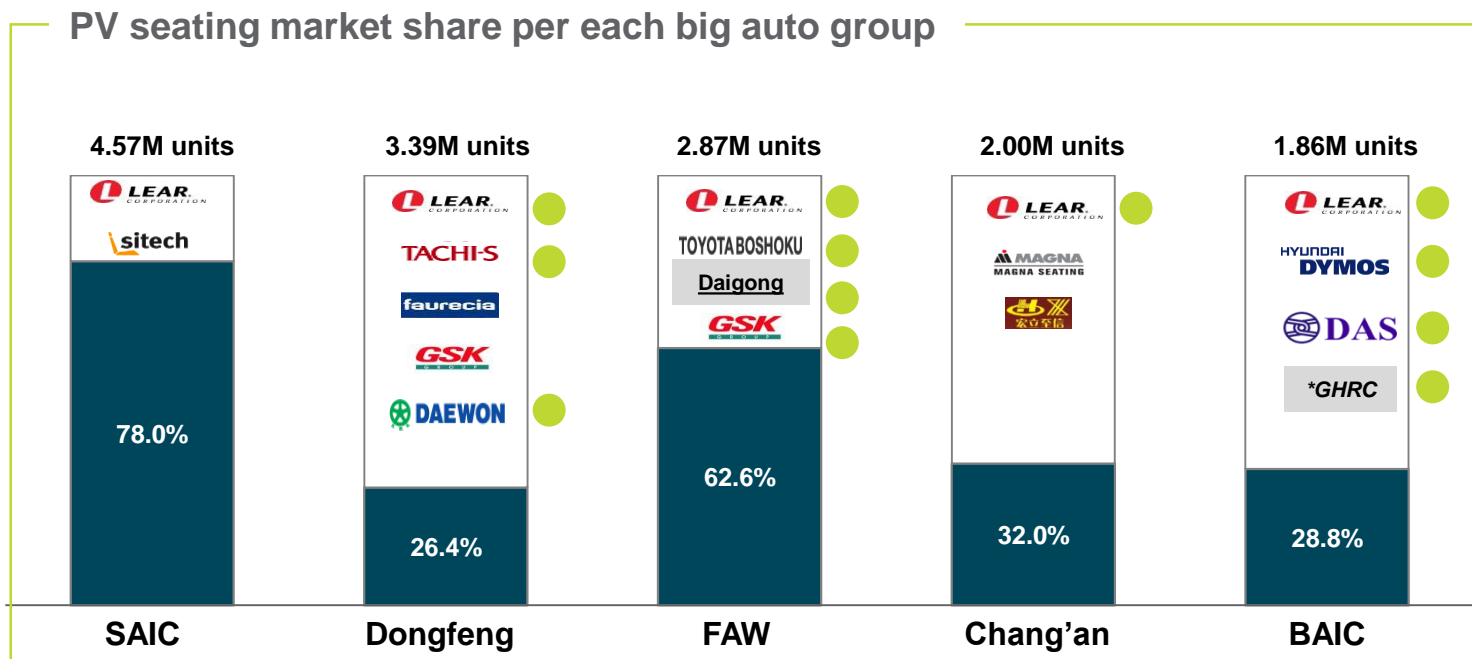
2015A Equity Income: \$295mm & Cash Dividends: \$193mm

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



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

- Where competitors have alliance with the auto group



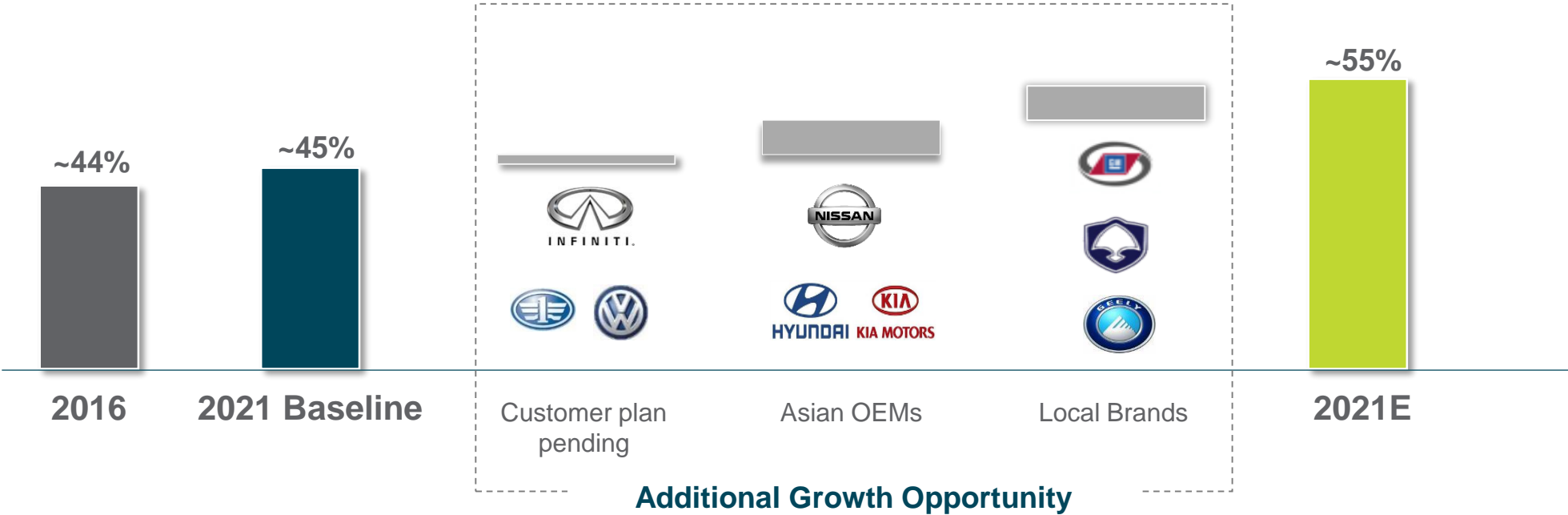
- Since 1997, JV model has advantaged us in each main auto group
- Both global & local competitors are gradually applying this business model in China, we are no longer the exclusive partner everywhere – thus value proposition and partnership management become more important for future success

Source : IHS 201606 Forecast, traditional passenger vehicle (2016 total market size:20.4million)

Market share information: JCI internal information

*GHRC =Beijing Guanghua Rongchang

China seating market share growth potential



New awards & backlog enable us to attain ~45% of share by 2021
Additional market share growth opportunity w/ Chinese and Asian OEMs

Source: IHS Automotive and management estimates

Adient JV equity income and cash dividend summary



Sources	Equity Income	Cash Dividends Paid	% Conversion
2011A	\$201	\$156	77.6%
2012A	\$211	\$143 ₁	67.8
2013A	\$302	\$148 ₁	49.0
2014A	\$284	\$176	62.0
2015A	\$295	\$193	65.4
FY11A – FY15A CAGR	10.1%	5.5%	
FY11A – FY15A Median			65.4%

Great return on investment
Since 1997, invested \$150M cash, received dividends back in excess of \$1B

Note: Yanfeng Automotive Interiors (YFAI) JV formed on July 2, 2015, and did not generate a cash dividend to Adient in FY2015.

1. Includes \$106 million and \$3 million of non-cash gains related to fair value adjustments of Adient's existing cash equity investments in FY2013 and FY2012, respectively. No such gains existed in FY2015, FY2014 or FY2011.

Market trends strengthening our leading position

> Increasing growth to non-Tier 1 cities

- Well positioned to grow through our JV structure with all OEMs
- Foreign OEMs adding competitive products in non-Tier 1 & 2 cities
- Local manufacturers recognize Adient's value proposition

> Premium segment remains robust

- Strong and growing position with Daimler, BMW, Audi, and Volvo
- Significant driver of content growth

> Shift to SUV / MPV segment

- New business wins with both domestic and global manufacturers' JV programs will grow our share in segment
- Increased content on SUV / MPV vehicles vs. sedans / wagons

> Ability to offset “price downs”

- Scale advantage
- Mature business processes / proven capability
- High level of localization
- Leveraging Adient's customer / JV relationships

Yanfeng Johnson Controls (YFJC) company overview

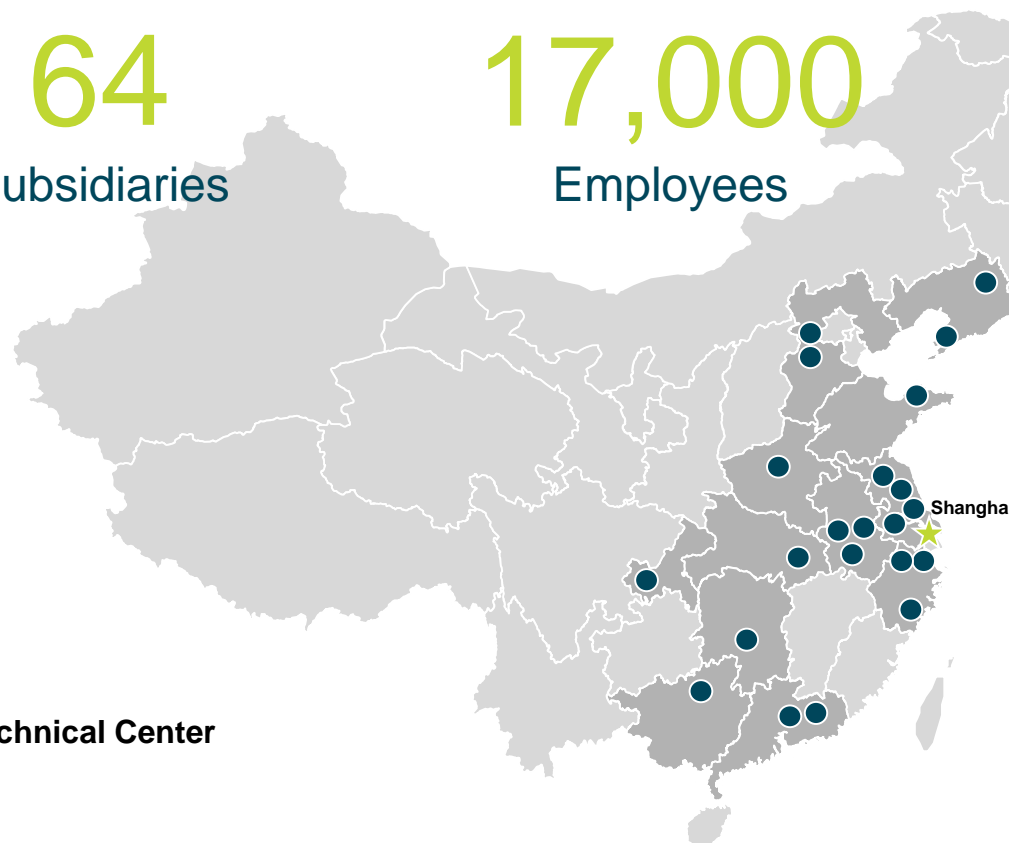


YFJC's products
are sold in **15
countries**
including China

64
Subsidiaries

17,000
Employees

31%
Share of China's
complete seat market



Headquarters & Technical Center



Plants

\$4.0 B Global sales

Established in 1997 and has become the industry leader in China's automotive seating market

Yanfeng Automotive Interiors (YFAI) company overview



Global footprint of
YFAI's **100 facilities**
strategically
overlaps with
customers around
the world

All new business
booked since
establishment:
\$10.9B*



\$8.5 B Global sales

Established in 2015 as the world's largest automotive interiors supplier

* YTD booked business from Oct. 1, 2015- August 31, 2016

Progression of Chinese business model



China 3.0 strategy

- > Growth (market share & equity income)
- > Reinvent value propositions to our shareholders, customers and partners
- > China emerging leadership in automotive industry
- > Adjacent markets

Trends:

1. Grow outside of China

- > SAIC: considering building own brand (MG) SAIC in India after “withdrew” in 2012
- > SGM-Wuling: to start production in 2017 / Indonesia to be its hub in SEA region
- > Changan: to build up local manufacturing capacity in India; local tech-center for other Asian countries

2. More global programs homeroom in China:

- > GM – GEM platform
- > Ford – B500
- > Volvo – CMA

Implications:

1. China market is evolving - China is not only “China” anymore
2. China will bring us great synergies (customer relationship, engineering, manufacturing, investment etc) for growth
3. The key question is how we leverage China to enlarge our value propositions both externally and internally ...



Key takeaways



> Proven history

- Great return on prior investments; confident in a bright future

> Strong growth

- Market expected to grow 3-5% annually for the next decade
- Adient is well positioned to capture the market's growth given its leading position and JV structure
- Leveraging China as a platform for regional and global growth

> High profitability and cash flow generation

- ~65% - 70% of annual JV equity income paid as cash dividends
- Dividend plans / ability to pool cash allows Adient to access foreign cash

> Strong balance sheet profile

- Cash rich / low leverage
- Allows for significant disbursement of earnings after reinvestment

Source: IHS and management estimates

Meeting agenda



Bruce McDonald
Chairman & CEO, Adient

> Introduction to Adient



Byron Foster
EVP, Adient

> Business overview



Eric Mitchell
EVP, Adient

> China / JV overview



Detlef Juerss
VP & GM Global Engineering, Adient

> Product / Technology / Innovation



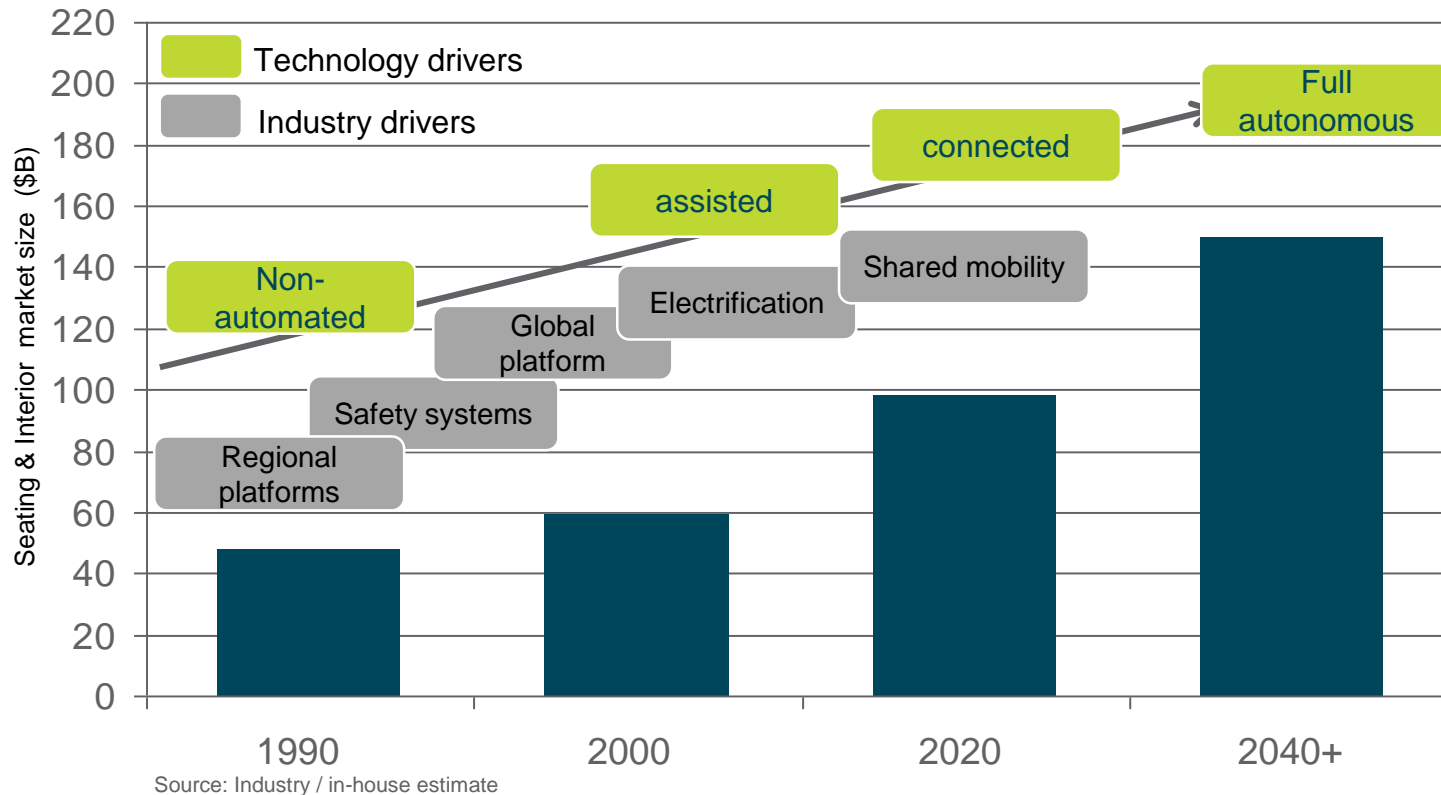
Jeffrey Stafeil
EVP & CFO, Adient

> Financial overview



Q&A
> All

Improving the experience of a world in motion



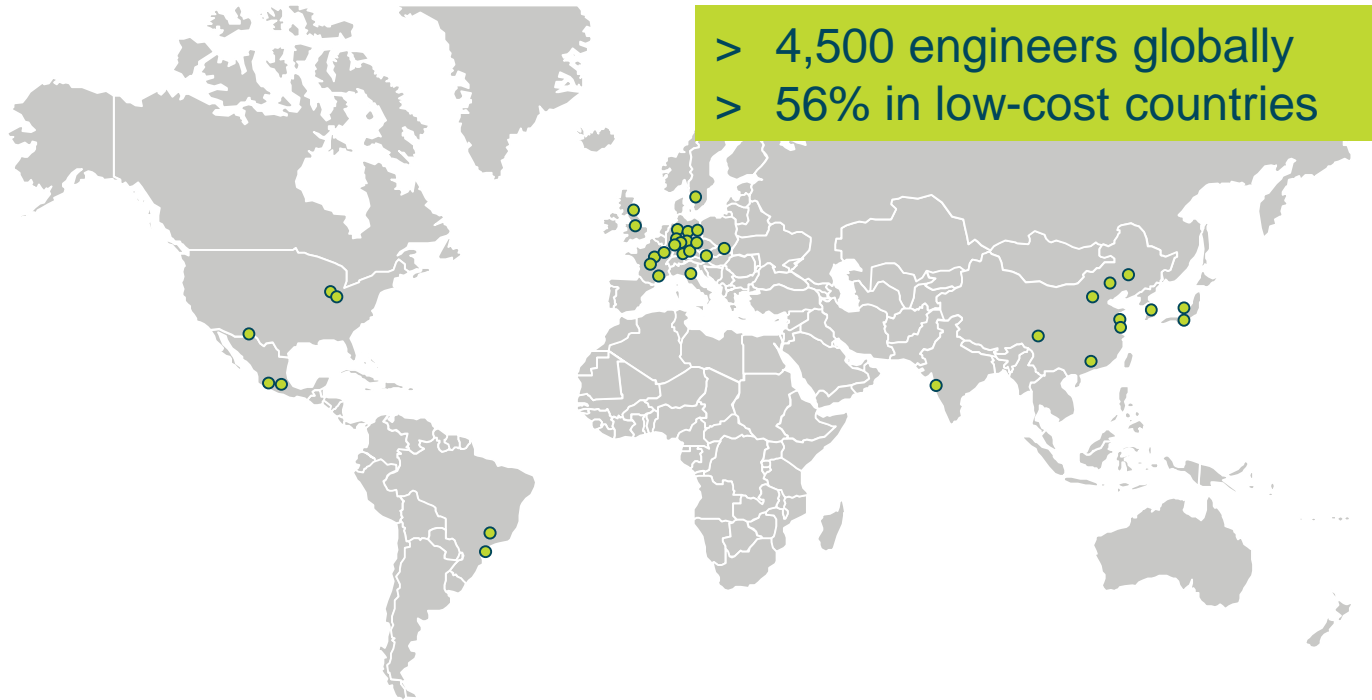
Content growth drivers in seating & interiors

- > Feature penetration into mass segments
- > Increase of functionality, comfort and safety features
- > Individualization
- > Light-weight
- > Electrification
- > Autonomous (passenger experience)

Our global seating & interiors portfolio provides solutions for our customers' requirements today and tomorrow.

Our global engineering and manufacturing setup

We deliver scale



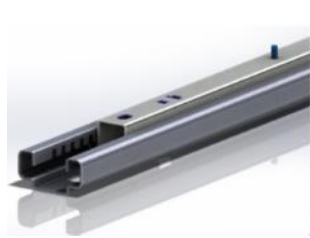
Global capabilities to develop & manufacture our products at consistent quality and to customer specifications anywhere around the globe – while understanding regional market requirements.

- > Global advanced development, engineering and execution
- > Customer front offices
- > Global platform capabilities
- > Low-cost country and growth regions focus
- > Modular core product portfolio
- > Standardized processes and equipment
- > World-class IT-systems
- > Global Supply Chain management

Lightweight solutions

How we contribute to fuel-efficient vehicles today ...

Steel



- > The light-weight race for steel is still on
- > Ultra-high-strength steel and unique steel treatment

Engineered integration



- > Deep expertise in integrated complete seat engineering
- > Direct integration enables significant weight savings

Hybrid



- > New material mix with aluminum, magnesium, and fiber reinforced composites
- > Glueing and other smart assembly technologies

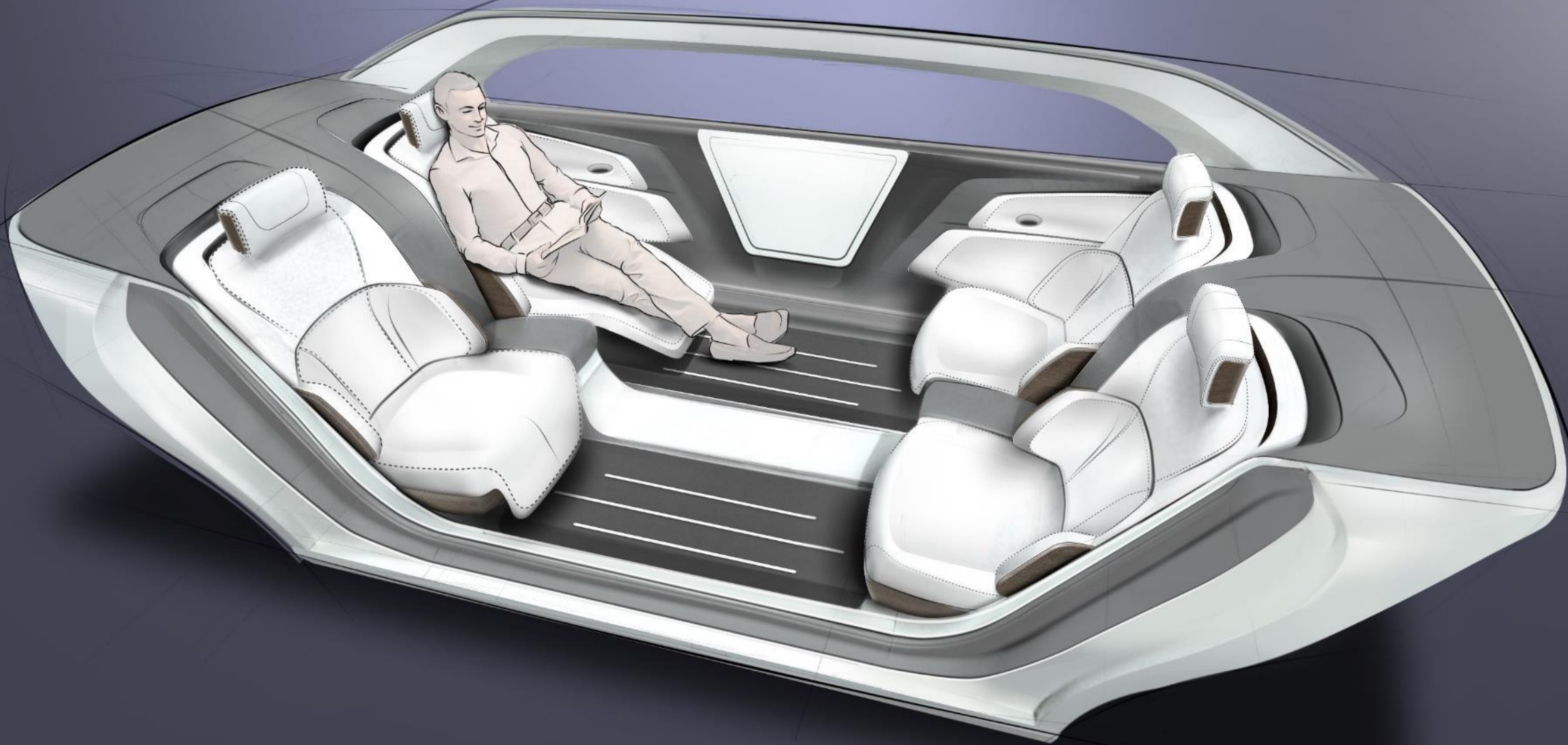
... and are ready for the next generation

- > CAMISMA composite structure for seat back frame
- > **Weight reduction:** 40 percent lighter than conventional back frames
- > **Environmental and cost advantage:**
Efficient carbon processing reduces waste from 50 percent to less than 5 percent
- > **Innovative industrial manufacturing process** enables mass production of 200,000 units annually per production line

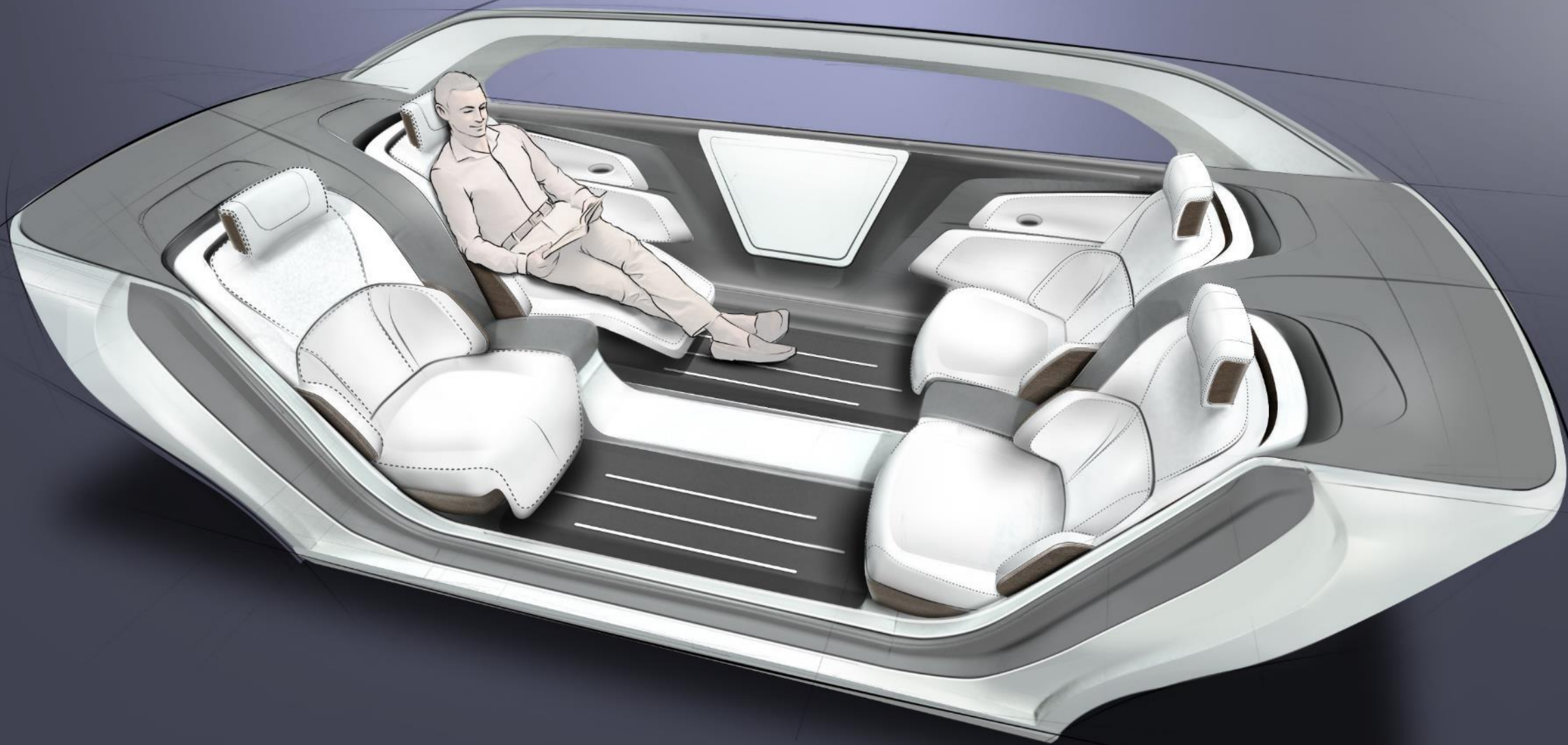
Lightweight is imperative for our customers' fuel-efficiency and CO₂ reduction goals.
We understand all materials – from steel to carbon fiber.

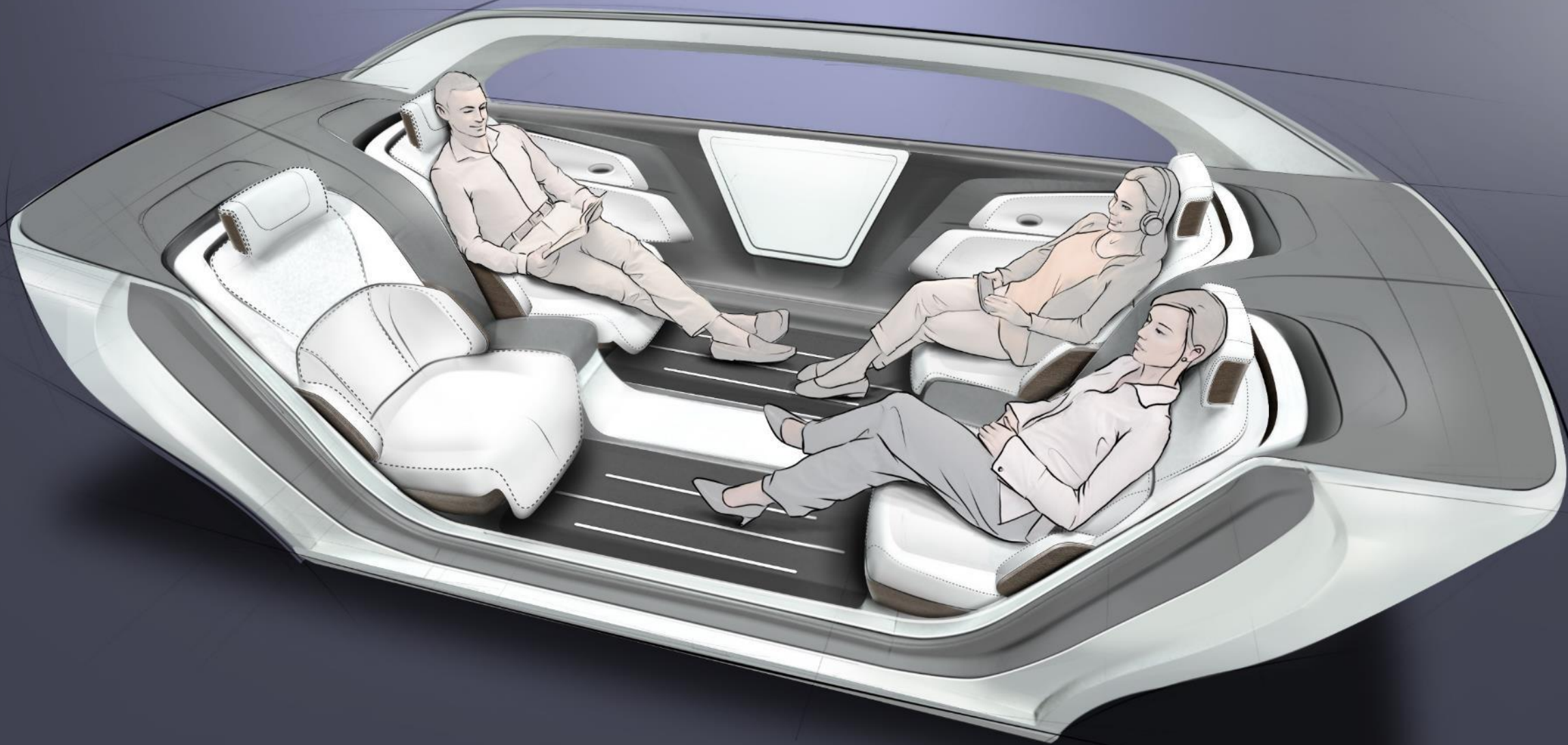


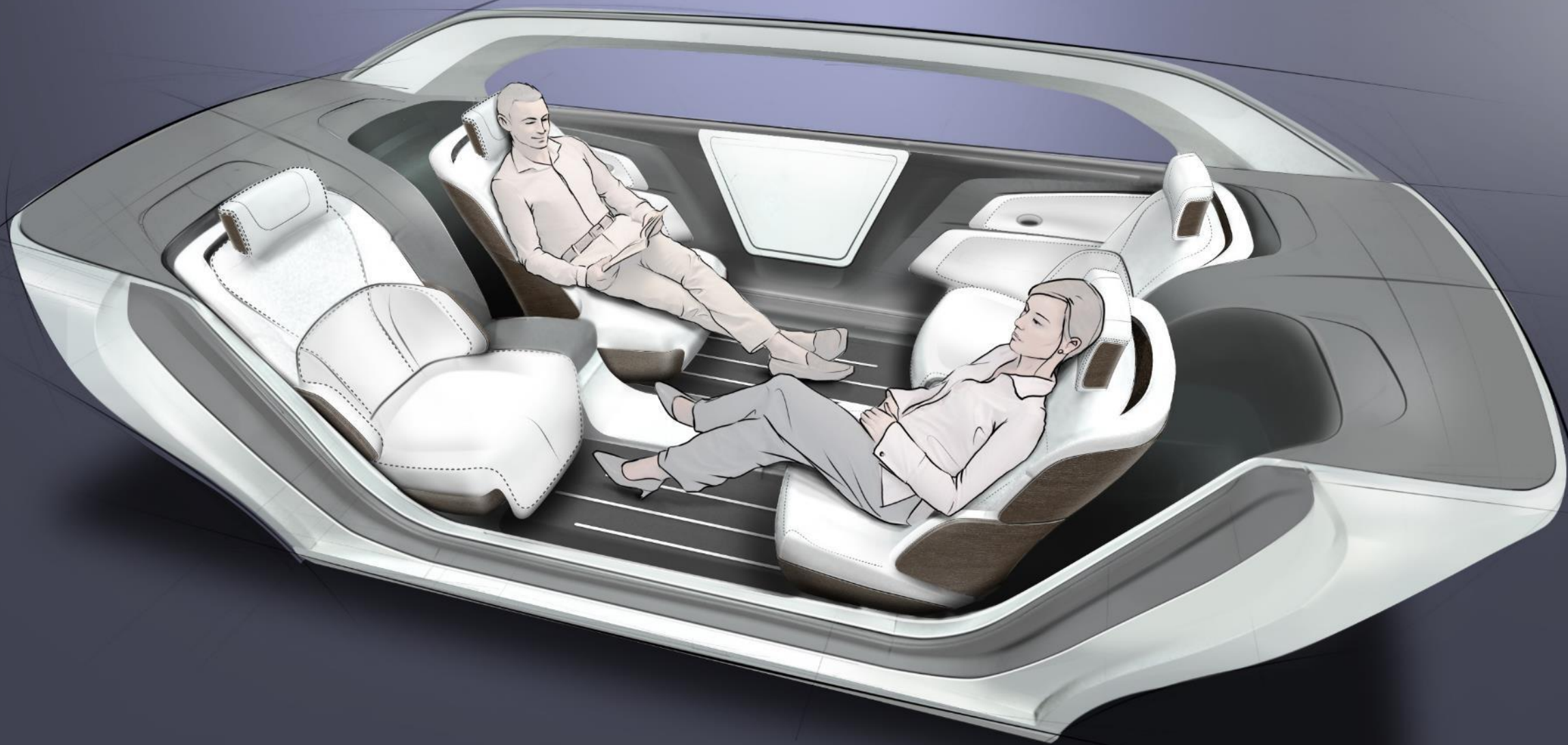
Composite Front Seat Back Panel

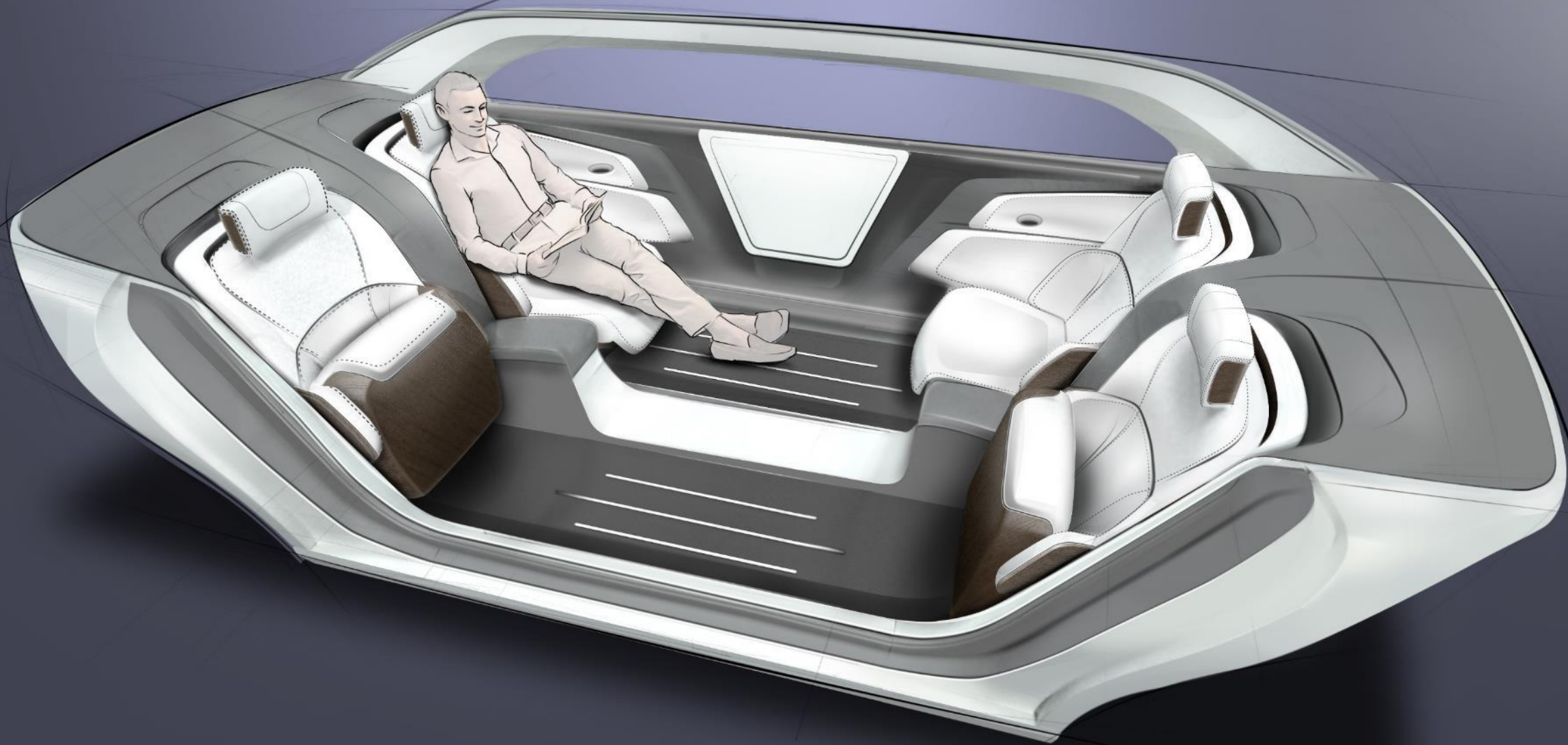


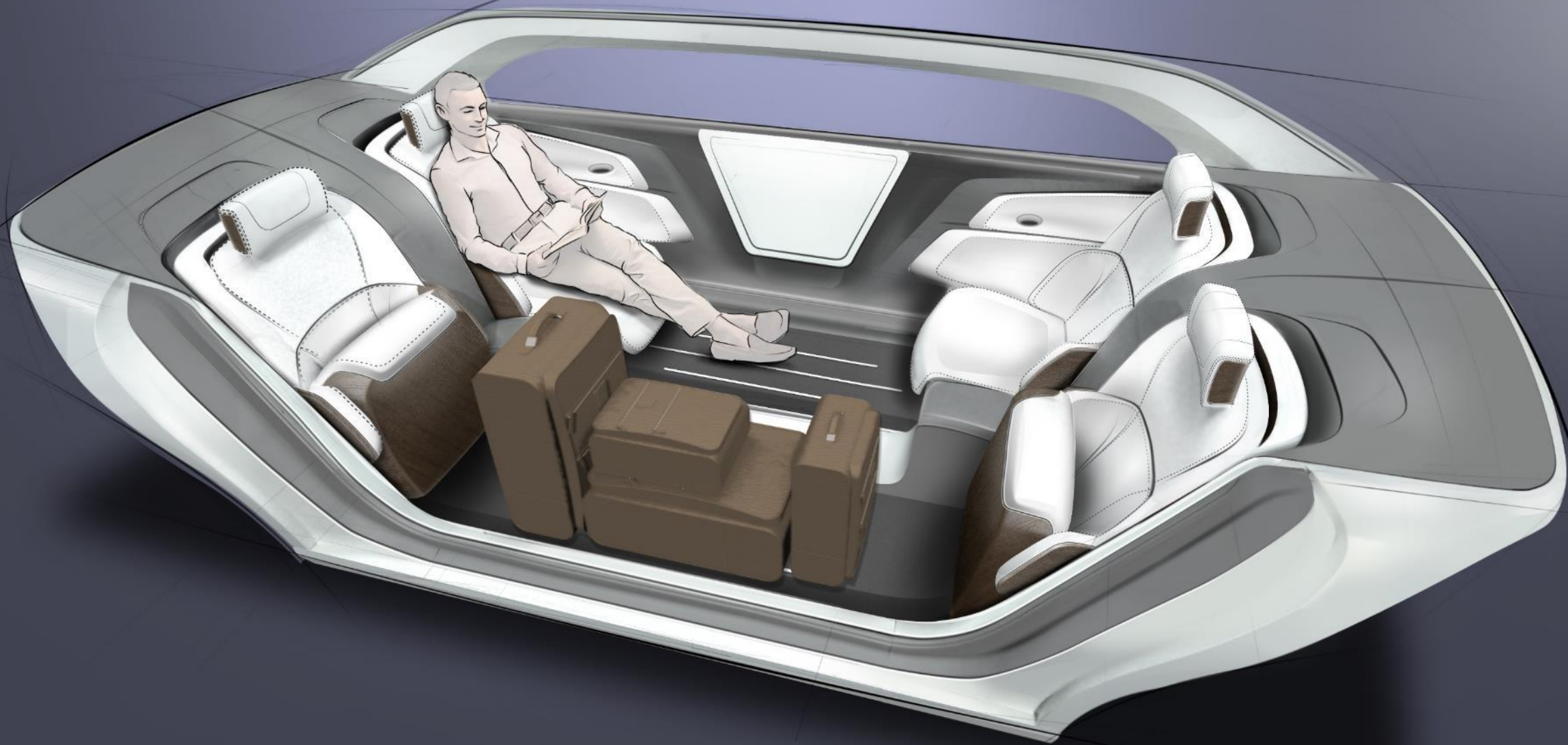
Where we are heading...

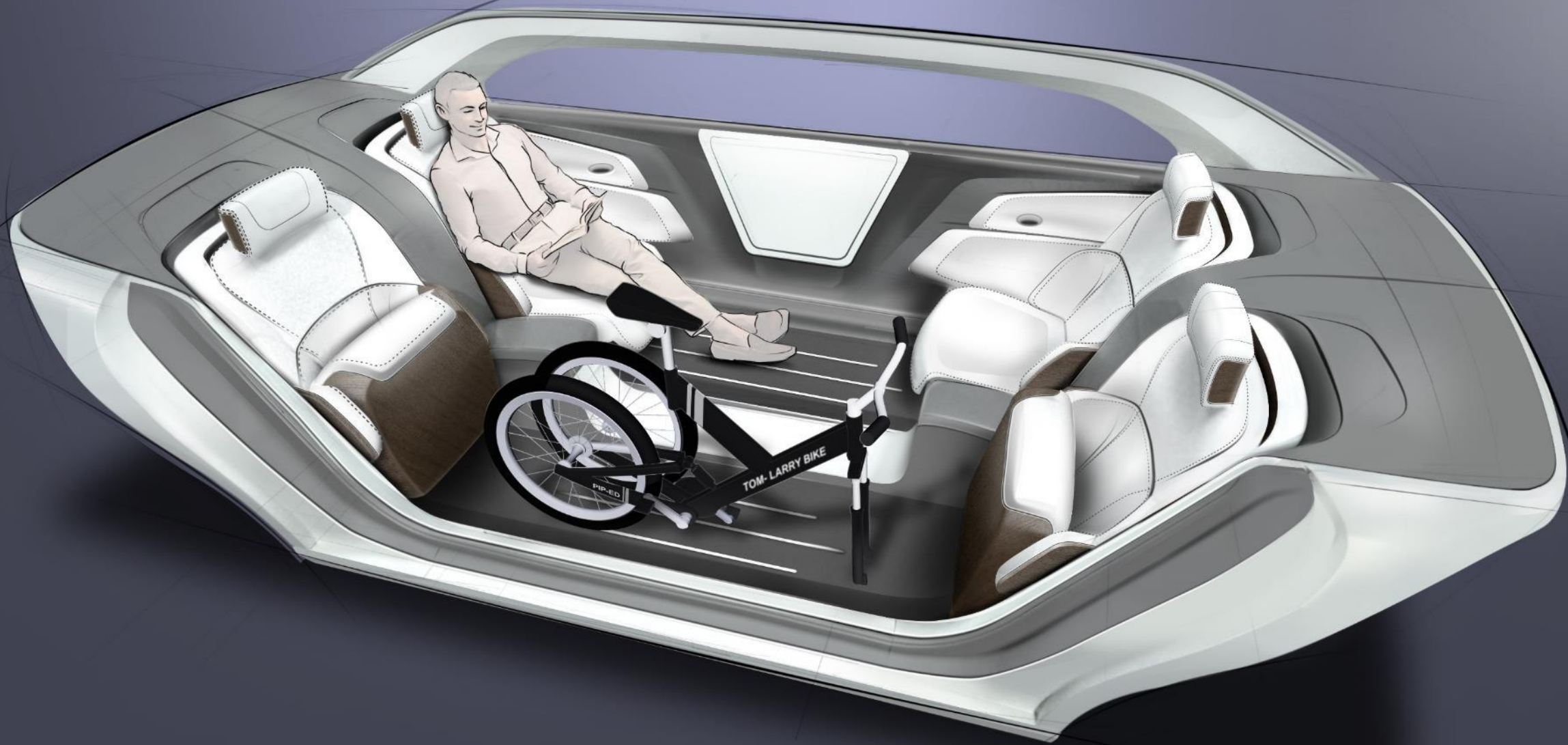












The industry is shifting

Trends & key questions 2020 and beyond

Traditional manufacturers ...



Examples

... and the new players

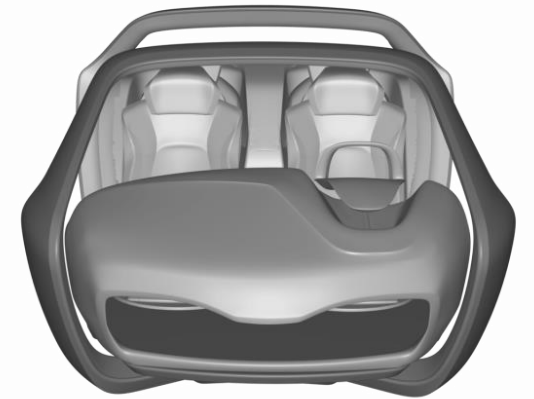
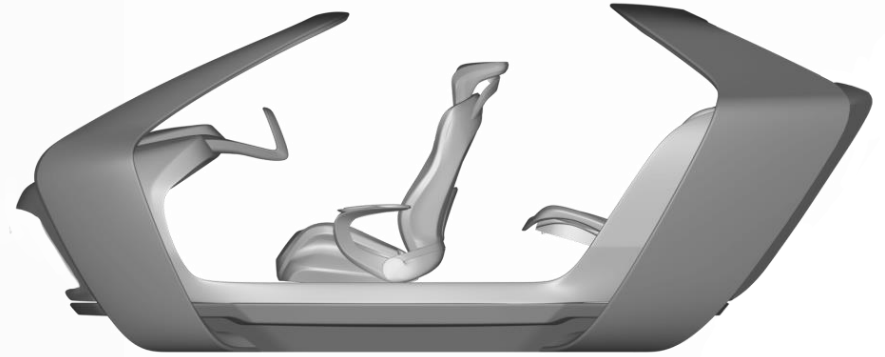
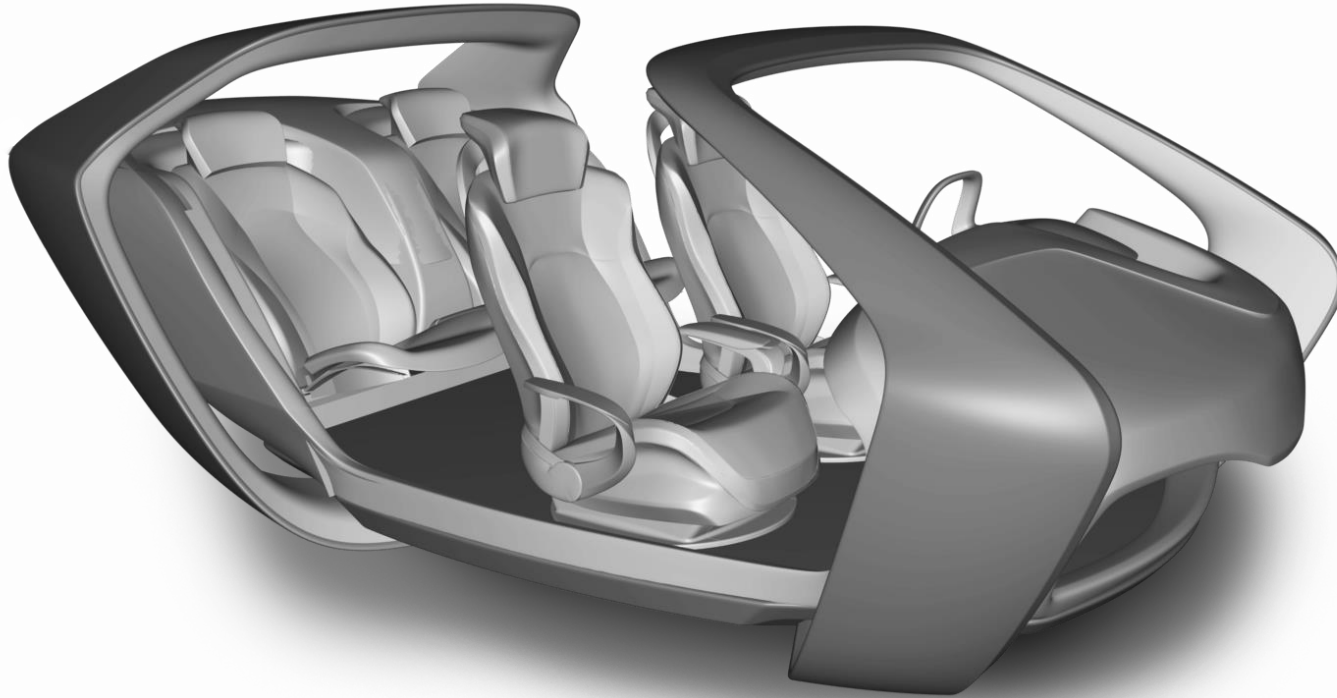


Industry trends

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

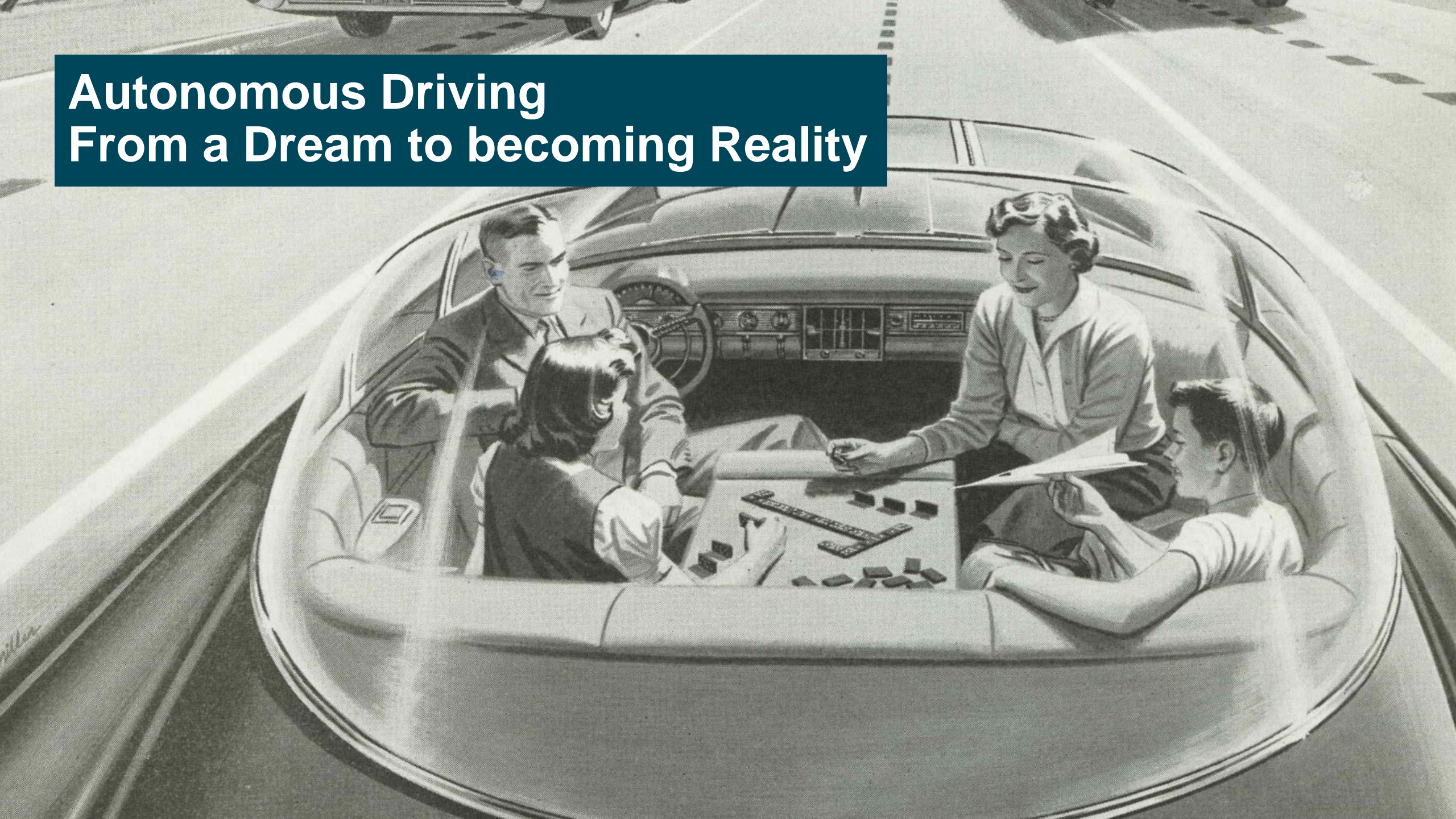
We address the questions of the traditional OEMs and the new players who accelerate industry trends.

Electrification will change the industry



Electrification will drive changes in vehicle architecture and power management: advanced heating & cooling utilizing interiors surfaces, next generation of light-weight, seat-integrated drive-by-wire controls.

Autonomous Driving From a Dream to becoming Reality



Autonomous driving

From conceptual design to realization - we are ready



New players will accelerate Total Interior Sourcing

Shaping the future of automotive seating and interiors

- > Globally leading mechanisms capabilities for multi-functional seat concepts
- > R&D into advanced materials for next-generation light-weight products
- > Advanced safety and comfort feature integration
- > Individualized look-and-feel for the consumer, combined with full standardization under the surface



360° swivel mechanisms



Integrated controls and convenience features (SD 15 Demonstrator)

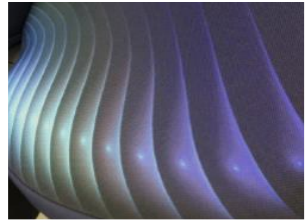


Belt integrated Front Seat Structure



High-end comfort adjustment for second row (photo: Mercedes)

New business models will demand for individualized differentiators

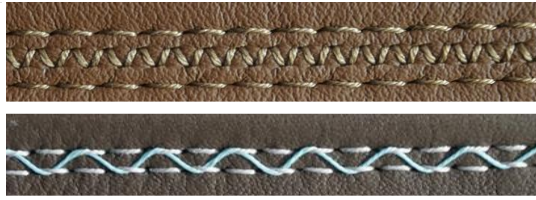
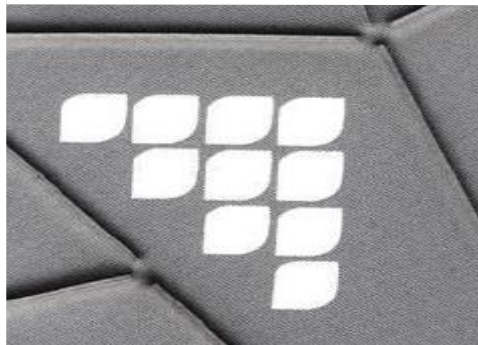


Lighting

Ink-jet
Printing



Screen Printing



Stitching
Sewing



Embossing
HF Welding

Opportunities in new markets

Growing outside traditional auto markets



**West Coast
New Players**



**Commercial
Vehicle Seating**

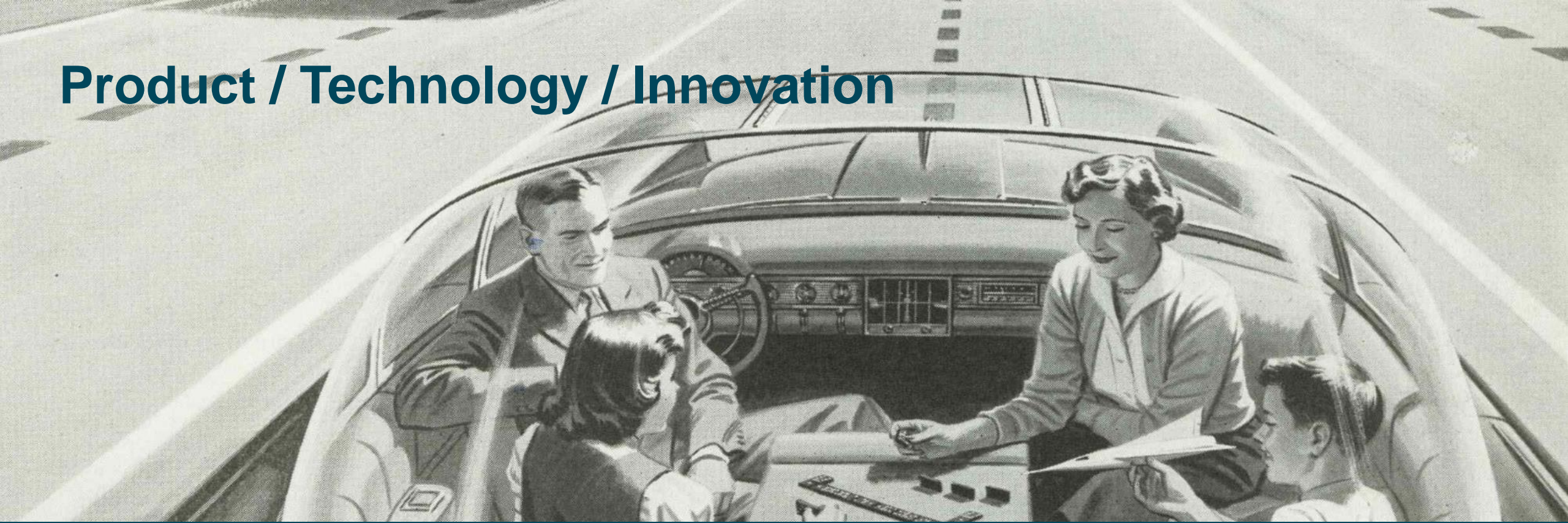


**Railway
Seating**



**Aircraft
Seating**

Product / Technology / Innovation



- ✓ Strong, global product development network
- ✓ World-class capabilities
- ✓ The industry game is shifting – we are ready
- ✓ Shaping the future of Automotive Seating & Interiors
- ✓ Growing outside the traditional auto markets

Meeting agenda



Bruce McDonald
Chairman & CEO, Adient

> Introduction to Adient



Byron Foster
EVP, Adient

> Business
overview



Eric Mitchell
EVP, Adient

> China / JV
overview



Detlef Juerss
**VP & GM Global
Engineering, Adient**

> Product /
Technology /
Innovation



Jeffrey Stafeil
EVP & CFO, Adient

> Financial
overview



Q&A
> All

Adient financial overview



> Financial profile

- ~\$17bn consolidated net sales

> Consolidated seating

- ~200 bps margin improvement expected in mid-term
 - Lower SG&A
 - Improved performance in metals business
 - Wind down of remaining interiors business
- Strong cash generation

> China

- Continued unconsolidated top-line growth
- Increasing equity income
- Increasing cash dividends

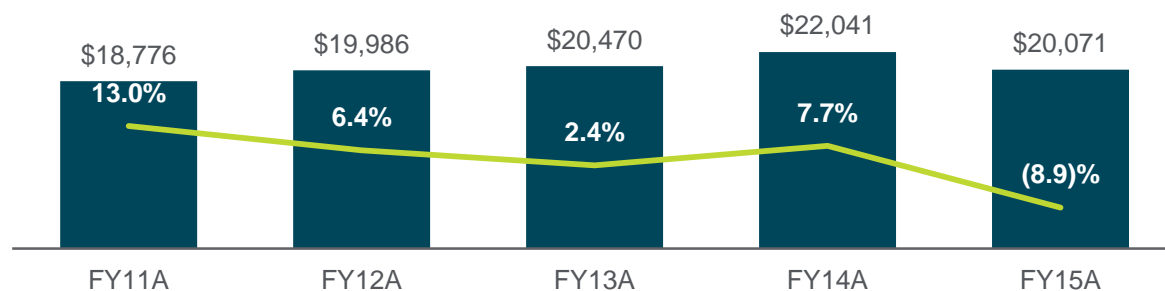
Key Metrics	Expected Range
Net Leverage ¹	1.9x
Cash on Balance Sheet	\$610mm
Tax Rate	Irish Domicile ~10–12%
Capital Expenditures	Higher to Support Growth Initiatives
Dividends	In-line with Auto Supplier Peers

1.Refer to appendix for management's rationale for using these metrics and reconciliation to US GAAP.

Historical financial performance

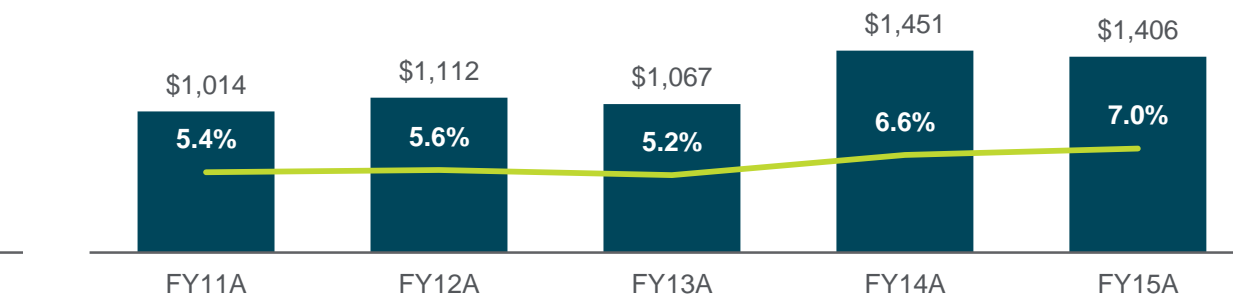


Consolidated Revenue & YoY % Growth



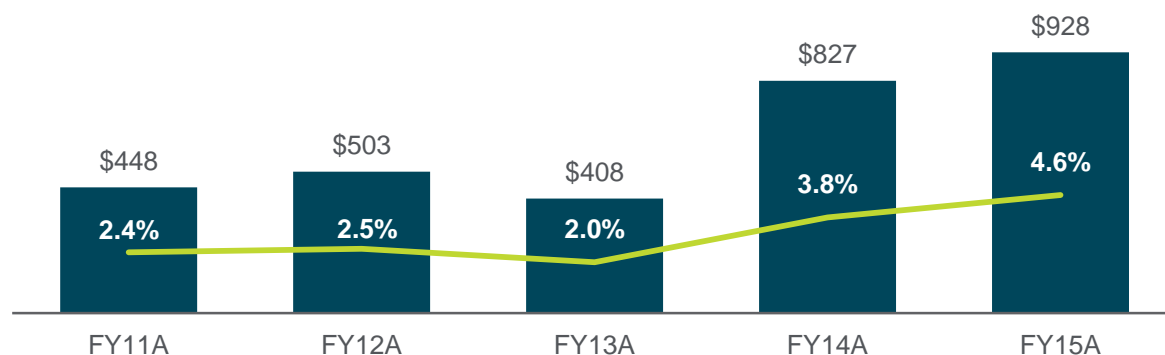
Decline in 2015 Sales Due to Deconsolidation of Consolidated Interiors Business and Subsequent Formation of YFAI Non-consolidated JV in July 2015¹

Adj. EBITDA² & % Margin

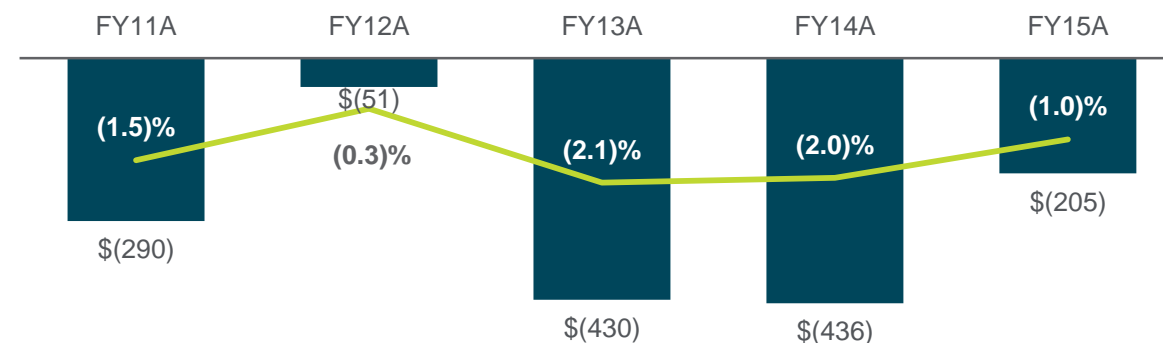


Restruct. Exp.	\$ 0	\$ 143	\$ 280	\$ 158	\$ 182
----------------	------	--------	--------	--------	--------

(Adj. EBITDA – Capex)² & % Margin



Working Capital³ & % of Sales



Note: Historical financials exclude expenses related to restructuring. Values shown in millions.

1. Net sales for the year ended Sept. 30, 2015 were unfavorably impacted by FX currency translation (\$1.6 bn) and by the impact of the YFAI joint venture (\$924 mm). Excluding such items, net sales increased by \$563 mm, approximately 3%.

2. Refer to appendix for management's rationale for using these metrics and reconciliation to US GAAP.

3. Working capital is defined as current assets less current liabilities.

Profitability on an upward trajectory

9 Months FY16

Net Revenues⁽¹⁾ (\$ in billions)

\$12.6

\$12.9

9M FY15

9M FY16

Δ Adj. for
deconsolidation of
Interiors and FX
↑ 2%

- > Excluding the impact of the Interiors deconsolidation and foreign exchange, sales increased 2% vs. the first nine months FY15
- > Chinese revenues (primarily unconsolidated) increased 53% to \$9.1 billion for the first nine months FY16
 - Increased 10% excluding the impact of the deconsolidation of Interiors and foreign exchange

Pro Forma Adjusted EBITDA⁽²⁾ (\$ in millions)

\$1,075

\$1,213

9M FY15

9M FY16

↑ 13%

- > Increase driven by operational efficiencies, cost savings generated from restructuring programs, and other cost reduction initiatives
- > Adj. EBITDA margin increased to 9.4% in the first nine months FY16 from 8.6% in the first nine months FY15

1. Net revenues for the 9 months ended FY15 have been adjusted for the impact of deconsolidating YFAI (\$2.9M) and foreign currency translation (\$0.4M).
2. Refer to appendix for management's rationale for using these metrics and reconciliation to US GAAP.

Drivers of future earnings growth

- > **Positive volume trends and backlog**
- > **Well positioned to capture growth in China through equity income from market leading JV**
- > **Improved operational efficiencies driven by:**
 - Implementation of world-class operating system
 - G&A reduction
 - Metals and Mechanisms improvement
 - Increased use of low-cost footprint (Mexico, Eastern Europe and China)
 - Improved product mix (complete seat / JIT sourcing)
- > **Significant restructuring program expected to deliver ~\$100mm net earnings benefit**
- > **Leaner cost structure expected to result in ~200bps margin improvement**

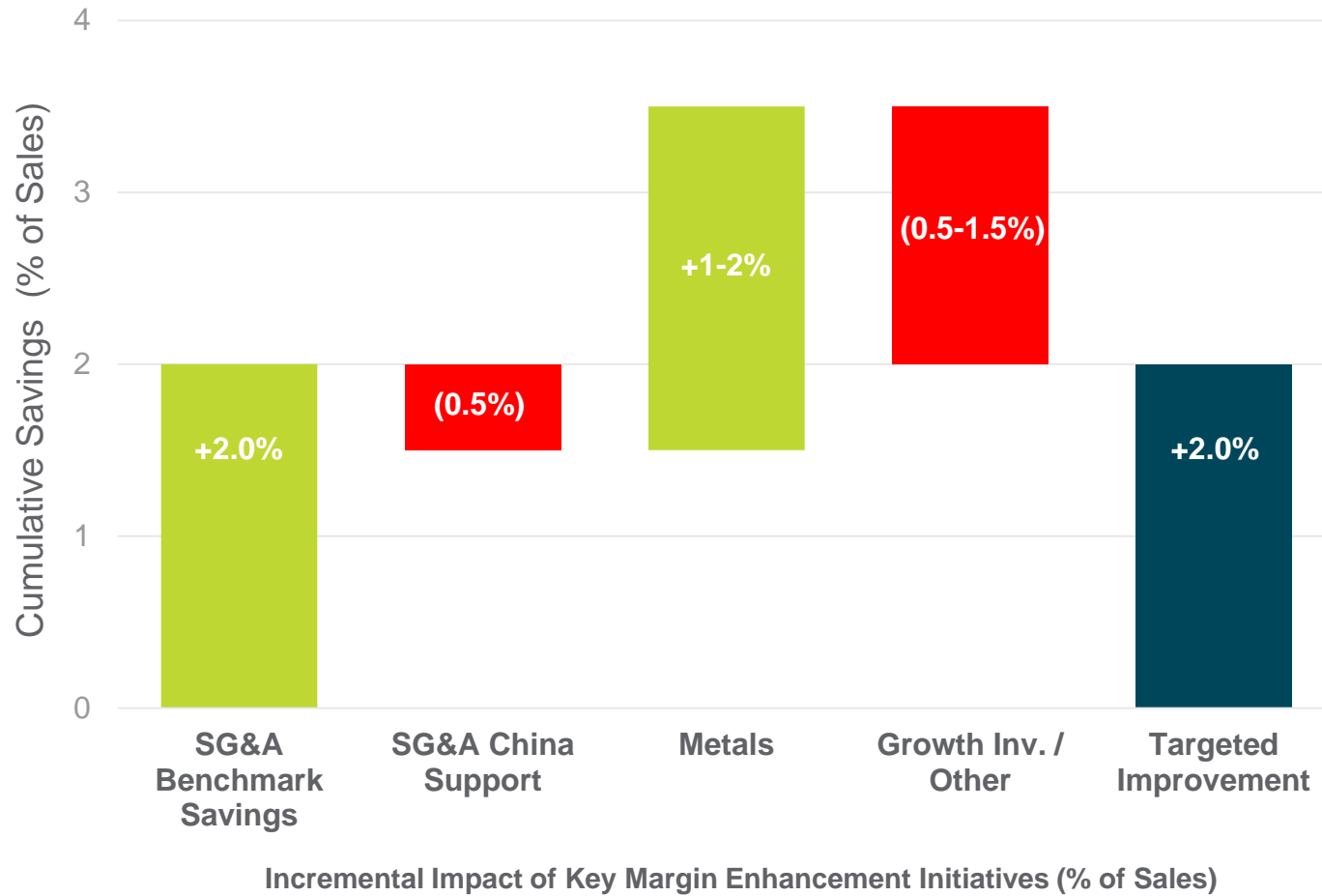
A large, solid yellow arrow points from the list of drivers on the left towards the three outcome boxes on the right.

Increased Profitability

Increased Cash Flow

Increased Value to Shareholders

Earnings growth bridge

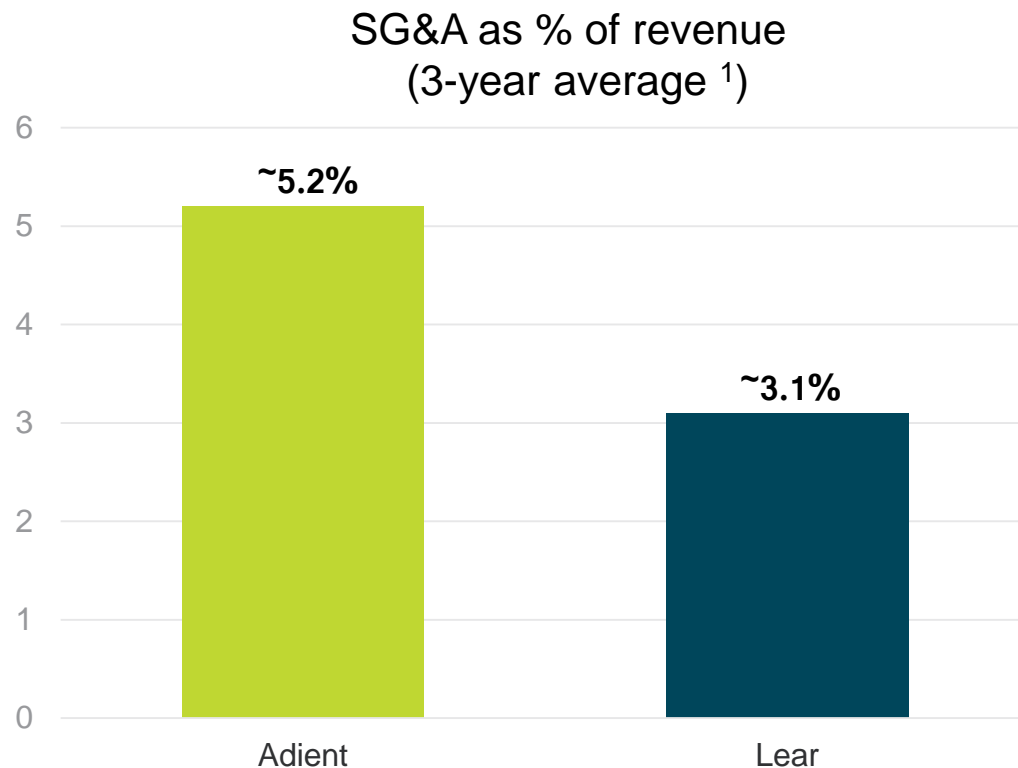


Key Takeaways

- > 200 bps margin improvement identified
- > Key drivers:
 - Leaner cost structure
 - Metals integration & recovery opportunity
- > Improvement expected over the mid-term
 - Immediate near-term impact from corporate SG&A opportunities
 - Longer dated impact for integration & restructuring associated with the metals business

Margin improvement roadmap

SG&A reduction



Issue(s):

- > Benchmark analysis indicates that Adient's SG&A infrastructure is significantly higher than our closest competitor, Lear
- > Costs associated with support of China business limits ability to fully close gap

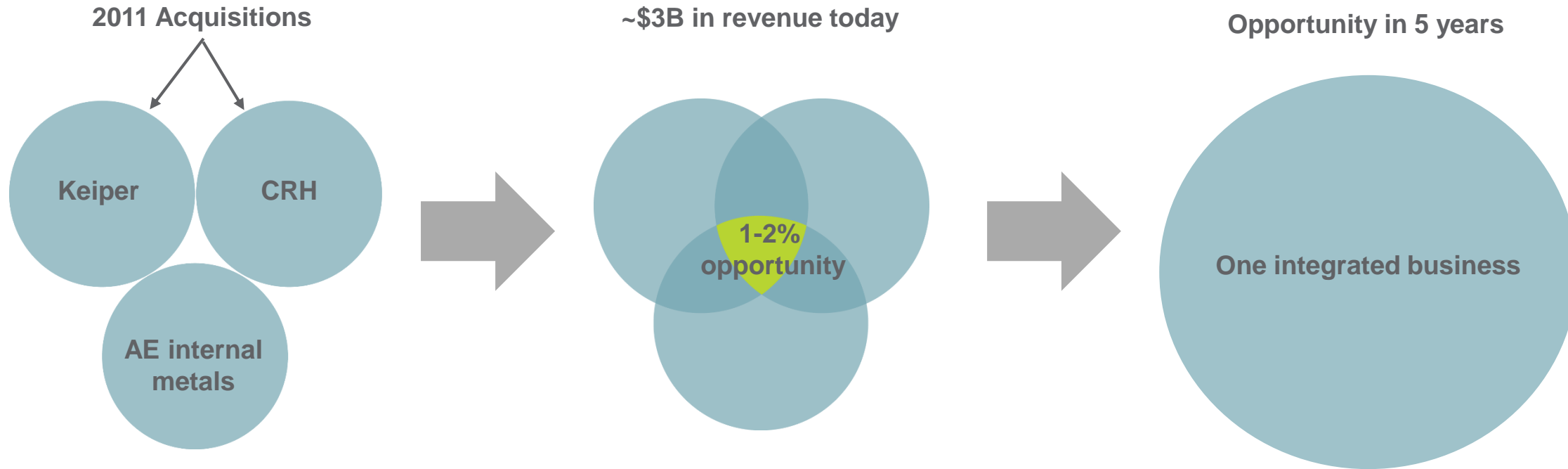
Key Initiatives:

- > Corporate / standalone cost reduction (approx. 25 bps)
- > We are driving towards 125 BPS savings in key SG&A functions (i.e. Finance, Legal, IT, HR, etc.) via:
 - More efficient systems and processes
 - Leaner and focused organization structure
 - Better equalization between NA and Europe on staffing

¹ – Calculated based on average for most recent 3-years reported

Margin improvement roadmap

Metals business



Issues today:

- > Three businesses not fully integrated
- > Excess capacity is preventing Adient from realizing full strategic benefits
- > Higher near-term engineering & launch costs associated with metals trend of “global architectures”

Unconsolidated joint venture financial strength



Unconsolidated joint venture results - nine months ended June 30, 2016

(\$ in millions)	China Seating	China Interiors	All Other	Total
Revenue	\$ 5,285	\$ 6,295	\$ 578	\$ 12,158
Operating income	\$ 535	\$ 255	\$ 45	\$ 835
<i>% Margin</i>	10.1 %	4.1 %	7.8 %	6.9 %
Depreciation & Amortization	\$ 87	\$ 131		
EBITDA	\$ 622	\$ 386		
<i>% Margin</i>	11.8 %	6.1 %		

- China's JVs drive Adient's unconsolidated results
- Double digit operating margins for China seating demonstrate the strength of the business
- Mid-single digit margins for China's Interiors business expected to improve

Adient cash flow profile



- > **Strong initial free cash flow ¹**
 - Low tax rate (Irish domicile ~10-12%)
 - Minimal working capital needs
 - Smart reinvestment / capital expenditures (maintenance & growth)
- > **Growing opportunity**
 - Margin / earnings growth
 - Increasing equity income and cash dividends
 - Lower cash restructuring over time
- > **Strong cash flow profile will enable rapid de-leveraging post-spin**
 - Will allow Adient to transition towards investment grade credit metrics

1. Refer to appendix for management's rationale for using these metrics

FCF Growth



1. Excludes equity income from unconsolidated joint ventures

Key Takeaways

> FY17 includes:

- A heightened level of cash outflows (~\$280M) related to restructuring initiatives
- Anticipated one-time expenses (~\$100M) associated with “Becoming Adient”
- Elevated CapEx of ~\$75M related to IT and facility capital associated with stand up costs
- ~\$20M – 30M lower dividends at YFAI (not reflective of full year run rate)

> Significant improvement in FCF driven by:

- Lower cash restructuring
- Margin growth (SG&A improvement and metals performance)
- Increasing dividend growth from China JVs

Adient JV equity income and cash dividend summary



YFJC represents ~57% of Adient Seating JV equity income and ~52% of total equity income

“Cash rich / low debt”
balance sheets (i.e. YFJC at 12/31/15 \$600mm cash and \$14mm debt)
→ maximum disbursement of earnings after reinvestment

Dividends paid in arrears based on prior year retained earnings
→ certainty of distribution in the current year

Sources	Equity Income	Cash Dividends Paid	% Conversion
2011A	\$201	\$156	77.6%
2012A	\$211 ¹	\$143	67.8
2013A	\$302 ¹	\$148	49.0
2014A	\$284	\$176	62.0
2015A	\$295	\$193	65.4
FY11A – FY15A CAGR	10.1%	5.5%	
FY11A – FY15A Median			65.4%

Note: Yanfeng Automotive Interiors (YFAI) JV formed on July 2, 2015, and did not generate a cash dividend to Adient in FY2015.

1. Includes \$106 million and \$3 million of non-cash gains related to fair value adjustments of Adient's existing cash equity investments in FY2013 and FY2012, respectively. No such gains existed in FY2015, FY2014 or FY2011.

Adient debt and maturity profile



Pro Forma Capitalization Detail

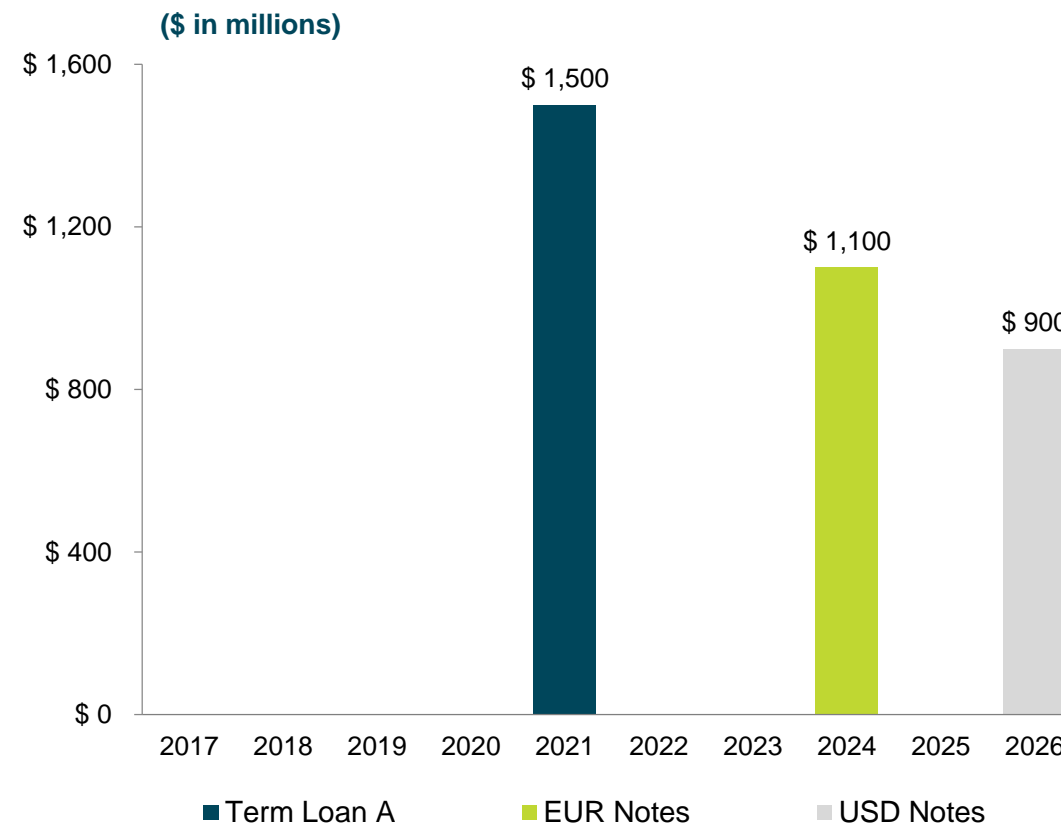
(\$ in millions)	\$ Amount	Coupon
Pro Forma Cash	\$ 610	
Revolving Credit Facility (\$1.5bn) due 2021	-	
New Term Loan A due 2021	1,500	LIBOR +175
Senior Unsecured Notes (EUR) due 2024 ¹	1,100	3.500 %
Senior Unsecured Notes (USD) due 2026	900	4.875 %
Other Debt	58	
Total Debt	\$ 3,558	
<i>Net Debt</i> ²	<i>\$ 2,948</i>	

Source: Management estimates

1 - USD/EUR exchange rate at time of issuance of 1.10 USD/EUR

2 - Refer to appendix for management's rationale for using these metrics and reconciliation to US GAAP

No Near Term Maturities



Limited pension and OPEB exposure

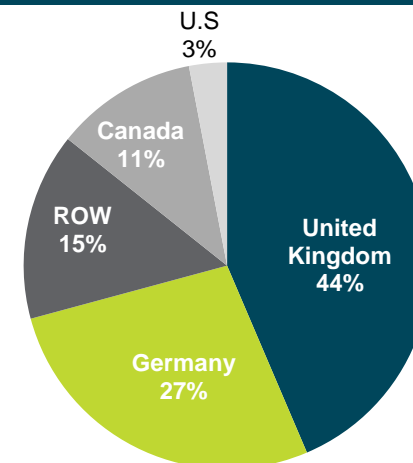
As of September 30, 2015 (\$ in millions)



Pension Plan Status by Country

Region	# of Plans	Assets	Liabilities	Status
Canada	7	\$ 68.0	\$ 61.2	\$ 6.8
France	5	\$ 0.7	\$ 13.8	\$(13.1)
Germany	12	\$ 101.9	\$ 147.5	\$(45.6)
Mexico	4	\$ 0.0	\$ 19.7	\$(19.7)
UK	2	\$ 224.5	\$ 236.2	\$(11.7)
US	3	\$ 15.6	\$ 16.3	\$(0.7)
US OPEB	1	\$ 12.5	\$ 14.7	\$(2.2)
Other	24	\$ 9.8	\$ 32.6	\$(22.8)
Total	58	\$ 433.0	\$ 542.0	\$(109.0)
September 2015 Status ¹				\$(109.0)

Liabilities by Country



Key Takeaways

- > Limited exposure to interest rate risk given relatively small amount of liabilities outstanding
- > The estimate of unfunded status for fiscal year end is unchanged after factoring in plan contributions and mark to market adjustment

Source: Management estimates, Form 10
(1) Measured as of September 30, 2015

Financial policy planning



> Initial leverage

- Net leverage of ~1.9x at spin (expected to decline materially)

> Leverage target

- Net leverage consistent with top performers in peer group

> Cash balance / liquidity

- Target minimum cash balance of ~\$500mm / maintaining a committed credit facility (\$1.5bn)

> Capex funding

- Invest in the business and return to normal/sustainable levels to support organic growth
- Low capex requirements (~3% of sales)

> Dividend / share repurchase spend

- Pay a competitive dividend in line with auto supplier peers
- Modest share repurchase plan

> Debt service

- Strong and improving cash flow profile will support debt reduction

> Pension / OPEB

- Relatively small, global unfunded liability (~\$100mm) versus key automotive peers

> M&A

- Opportunistic / bolt-on M&A

Looking forward: FY2017 guidance



Revenue	\$16.8 to \$17.0 billion
Adj. EBIT (Incl. ~\$380 million of E.I.)	\$1.15 to \$1.2 billion
Depreciation & Amortization	\$400 million
Interest Expense	\$145 million
Effective Tax Rate	10 to 12%
Adj. Net Income	\$850 to \$900 million
Capital Expenditures	\$545 to \$575 million (includes ~\$75 million IT and facility capital associated with stand-up costs)
Free Cash Flow	\$250 million (includes elevated level of restructuring and capital expenditures)

Framework for valuing Adient



Overview

Primary - P/E Multiple Methodology



Considerations

- ✓ 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)

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

Adient's key investment thesis



✓ **Market Position**

- > Broadest and most complete range of seating products
- > Unparalleled customer diversity— market leadership in North America, Europe and China (unique and longstanding position in China through JV structure); support all major automakers (190+ active platforms)

✓ **Earnings Growth**

- > Lean and improving cost structure (targeting restructuring actions in process)
- > Upward trend in profitability expected to continue; ~200 bps margin improvement expected over the mid-term

✓ **Cash Generation**

- > Proven record of generating substantial cash flow
- > Cash generation will enable Adient to transition from a levered company to an investment grade company while enhancing shareholder value through a competitive dividend
- > Cash generation will support Adient's profitable growth strategy (organic & inorganic)

Q&A

Appendix and Financial Reconciliations

Non-GAAP financial measurements



- > SINC, EBITDA, Adjusted EBITDA, Pro Forma Adjusted EBITDA, Free Cash Flow, EBITDA Less Capex, Net Debt and Net Leverage are not recognized terms under GAAP and do not purport to be alternatives to the most comparable GAAP amounts. Further, 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
- > Segment income ("SINC"), earnings before income tax expense, interest expense and depreciation and amortization ("EBITDA"), free cash flow ("FCF") and EBITDA less capital expenditures ("EBITDA Less Capex"), are measures used by management to evaluate the operating performance of the company and its business segments and to forecast future periods
 - Segment income is defined as income before income taxes and non-controlling interests excluding net financing charges, restructuring and impairment costs in accordance with U.S. GAAP, and net mark-to-market adjustments on pension and postretirement plans
 - Adjusted EBITDA is defined as EBITDA excluding restructuring charges, asset impairments, stock-based compensation, net mark-to-market adjustments on pension and postretirement plans, purchase accounting adjustments, transaction (gains) losses, and other significant special items
 - Pro Forma Adjusted EBITDA is defined as Adjusted EBITDA excluding expenses associated with the anticipated separation and multi-employer pension plan credits
 - Free cash flow is defined as cash from operating activities less capital expenditures
 - 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 Pro Forma Adjusted EBITDA

Non-GAAP reconciliations

Segment income, EBITDA, adjusted EBITDA, pro-forma adjusted EBITDA



	Three months ended Jun. 30,		Nine months ended Jun. 30,		Twelve months ended Jun. 30,	Fiscal year ended Sep. 30,				
(in \$ millions)	2016	2015	2016	2015	2016	2015	2014	2013	2012	2011
Net Income (loss) attributable to Adient	(\$14)	\$208	(\$656)	\$591	(\$772)	\$475	\$307	\$187	\$267	\$368
Income attributable to non-controlling interests	21	16	61	53	74	66	67	58	70	76
Income tax provision	136	98	1,027	134	1,311	418	296	168	131	172
Net financing charges	2	4	8	11	9	12	15	10	22	16
Restructuring and impairment costs	75	--	244	--	426	182	158	280	143	--
Pension mark-to-market ³	--	--	--	--	6	6	50	13	37	1
Segment income	\$220	\$326	\$684	\$789	\$1,054	\$1,159	\$893	\$716	\$670	\$633
Net Income (loss) attributable to Adient	(\$14)	\$208	(\$656)	\$591	(\$772)	\$475	\$307	\$187	\$267	\$368
Income attributable to non-control interests	21	16	61	53	74	66	67	58	70	76
Income tax provision	136	98	1,027	134	1,311	418	296	168	131	172
Net financing charges	2	4	8	11	9	12	15	10	22	16
Depreciation and amortization	81	88	253	266	334	347	437	450	416	366
EBITDA	\$226	\$414	\$693	\$1,055	\$956	\$1,318	\$1,122	\$873	\$906	\$998
Restructuring and impairment costs ¹	\$77	\$4	254	12	\$440	198	174	288	154	11
Stock-based compensation ²	14	4	20	20	16	16	19	28	18	4
Pension mark-to-market ³	--	--	--	--	6	6	50	13	37	1
Purchase accounting adjustments ⁴	5	--	15	--	20	5	--	--	--	--
Transaction (gains) losses ⁵	--	--	--	--	(137)	(137)	86	(135)	(3)	--
Adjusted EBITDA	\$322	\$422	\$982	\$1,087	\$1,301	\$1,406	\$1,451	\$1,067	\$1,112	\$1,014
Separation costs ⁶	122	--	254	--	254	--	--	--	--	--
Multi-employer pension plan credits ⁷	(8)	(4)	(23)	(\$12)	(30)	(\$19)	--	--	--	--
Pro Forma Adjusted EBITDA	\$436	\$418	\$1,213	\$1,075	\$1,525	\$1,387	--	--	--	--

1. Restructuring and impairment costs includes \$75 million, \$169 million, \$182 million, \$158 million, \$280 million and \$143 million of U.S. GAAP restructuring and impairment costs in the three months ended June 30, 2016, nine months ended June 30, 2016 and fiscal year 2015, 2014, 2013 and 2012, respectively. It also includes \$2 million and \$4 million of other restructuring-related costs in the three months ended June 30, 2016 and 2015, respectively, \$10 million and \$12 million of other restructuring-related costs in the nine months ended June 30, 2016 and 2015, respectively, and \$16 million, \$16 million, \$8 million, \$11 million and \$11 million of restructuring-related costs in fiscal year 2015, 2014, 2013, 2012 and 2011, respectively. LTM restructuring and impairment costs includes \$182 million and \$244 million of U.S. GAAP restructuring and impairment costs in the three months ended September 30, 2015 and in the nine months ended June 30, 2016, respectively. It also includes \$4 million and \$10 million of other restructuring-related costs in the three months ended September 30, 2015 and in nine months ended June 30, 2016, respectively.

2. Reflects non-cash stock based compensation charges.

3. Reflects net mark to market adjustments on pension and postretirement plans.

4. Reflects amortization of intangible assets related to the YFAI joint venture recorded within equity income.

5. Reflects transactional (gains) losses related to acquisitions and divestitures completed by Adient. Acquisitions result in gains when an existing interest is already had in the acquired company. During the fourth quarter of fiscal 2015, Adient completed its global automotive interiors joint venture with Yanfeng Automotive Trim Systems and recorded a gain of \$127 million. Also during the fourth quarter of fiscal 2015, Adient completed a divestiture in the Seating segment and recorded a gain of \$10 million.

6. Reflects expenses associated with the separation and distribution.

7. Reflects the removal of multi-employer pension plan credits incurred during the historical period for pension plans that will remain with Johnson Controls as a direct result of Adient separating from Johnson Controls. LTM multi-employer pension plan credits includes \$23 million for the nine months ended June 30, 2016 and \$7 million for the three months ended September 15, 2015.

Non-GAAP reconciliations

Total leverage and net leverage ratios



(in \$ millions)

	<u>June 30, 2016</u>	
Cash	\$ 610	
Total debt	<u>3,558</u>	
Net debt	\$ 2,948	
LTM pro forma adjusted EBITDA	<u>\$ 1,525</u>	
Total Leverage:	2.3	x
Net Leverage:	1.9	x

Source: Capitalization table, Amendment #3 Form 10 for Net Debt amounts; pg 22 for LTM pro forma adjusted EBITDA