



2022 Sustainability Report

on Environmental, Social
and Governance (ESG)



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ESG at Adient



A Message from Our President and CEO

At Adient, we are committed to a long-term, sustainable transformation that not only limits the impact our business has on the planet, but also focuses on social and economic change to create a better environment for everyone. Stating this commitment is admirable, but putting those words into action is what's important if we wish to enact real change.

In fiscal year 2022, Adient did just that, undertaking many initiatives that continued to further our ESG journey. This included the publication of three important documents: Adient's Deforestation Policy, Human Rights Policy Statement and DE&I Commitment Statement. The [Deforestation Policy](#) reiterates our commitment to procuring forest commodities from more sustainable sources to reduce our potential impact on deforestation and climate change. Our [Human Rights Policy](#) provides an overview of our priorities and commitments in the area of human rights, and our [DE&I Commitment Statement](#) recognizes the importance of diversity in enhancing our culture and business performance.

In addition, we have taken concrete steps to enact change through alliances such as [our agreement with H2 Green Steel](#) to supply fossil-free steel with a low carbon footprint from 2026 on for use in Adient's world-class metals products.

On the product front, our engineers and designers continue to focus on developing more sustainable products, such as [Adient's UltraThin™ seat](#), recently recognized with a Future of Lightweighting award at the 2022 Altair Enlighten Awards. This sustainable

seat technology does not exist anywhere else in the automotive industry.

We have established three regional DE&I Councils as well as nearly two dozen employee-run business resource groups (BRGs) globally that further our grassroots efforts in diversity, equity and inclusion. These BRGs focus on professional development, community outreach and



education to create an inclusive culture. In addition, we leverage our high-potential employee development program, Adient Accelerate, to tackle key business challenges through action-learning projects. In fiscal year 2022, three of these projects were aligned to ESG topics — Renewable Energy, New Start Electrical Vehicle Business Strategy and Employee Development (Social Sustainability).

All these efforts are significant steps in our continuing ESG journey. They demonstrate that Adient has firmly integrated sustainability into the core of our business to become the foremost sustainable automotive seating supplier. We have dedicated talent, technology and sustainable processes globally to enrich our sustainability program. We have implemented robust policies and procedures to enhance our ESG governance structure and responsibilities. Additionally, we have improved our ability to gather quality data to track our progress in a systematic and reliable manner.

Adient continues to receive support from our Board of Directors, leadership team and managers to drive our success at all levels of the organization and within our supply base.

I join the entire global Adient team in sharing this year's accomplishments and goals in our 2022 Sustainability Report as we continue to do our part to lessen our environmental impact on the world and create a more sustainable future.

Doug Del Grosso
Adient President and CEO

Company Overview

At Adient, we are always innovating and continually improving the experience of a world in motion. We are at the forefront of sustainable automotive seating, providing cutting-edge solutions to our customers as they work toward their vehicle electrification and sustainability goals.

We recognize the influence we have as a large company with operations around the globe, and we take this responsibility seriously.

As a [participant in the United Nations \(UN\) Global Compact](#), we're committed to operating our business in accordance with the Compact's 10 principles in the areas of human rights, labor, environment and anti-corruption. In 2022, we filed our first Communication on Progress detailing how we're working to incorporate these principles in our day-to-day business. Keeping these principles at heart, we are engaging in activities that help advance the UN's broader [Sustainable Development Goals](#).

We also actively participate in ESG surveys and questionnaires from our customers, rating agencies, investors, non-governmental organizations (NGOs) and others. We believe transparency into our sustainability policies and practices is essential as we work toward meeting our sustainability goals.



“At Adient, we strive to embed sustainability into our core business culture. We have advanced these efforts through key programs and initiatives that positively impact our ESG program, our people and our planet.”



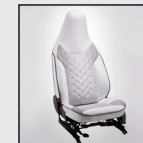
Tammi S. Dukes
Vice President
of Global
Sustainability

We are supporting the following UN Sustainable Development Goals:

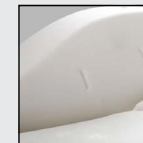


Who We Are

With 70,000+ employees in 30 countries, we operate more than 200 manufacturing or assembly plants worldwide.



We're a **leader in automotive seating** serving **every major automaker** in the world.



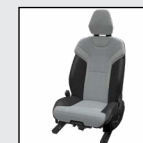
We produce **foam** for automotive cushions, backrests, head restraints and more.



Our modular designs and expertise make our **structures and mechanisms** simpler and stronger.



Technology and craftsmanship combine in our complete, just-in-time **trim solutions**.



For more than 30 years, we've approached product design with a **sustainability mindset**.



Our Company

As a Tier 1 automotive supplier and a global leader in automotive seating, we are a significant market player in the Americas, Europe and APAC (Asia Pacific) regions and have longstanding relationships with the largest global automotive original equipment manufacturers (OEMs). Headquartered in Plymouth, Michigan, U.S., we are a publicly traded company (NYSE: ADNT) with a truly global presence.

Our proprietary technologies extend into virtually every area of automotive seating, including complete seating systems, structures, mechanisms, foam, head restraints, armrests and trim covers. Our integrated, in-house skills allow us to take our products from research and design to engineering and manufacturing — and into millions of vehicles every year. You can find our full range of seating systems and components in passenger cars, commercial vehicles and light trucks, including vans, pick-up trucks, and sport and crossover utility vehicles.



Learn more about sustainable product design at Adient

In addition to our wholly and majority-owned manufacturing facilities, our strategic network of partially owned affiliates in China, Asia, Europe and North America ensure we can produce and deliver automotive seating solutions to all major OEMs globally. By collaborating with our strategic partners around the world — including in China, where we have approximately eight joint ventures (with 35 manufacturing locations in 22 cities, which are supported by additional technical centers) — we can efficiently develop the industry-leading seating solutions our customers need. Through this global footprint, we leverage our capabilities to drive growth in the automotive seating industry.

About this Report

Read more about the scope of this report, including data collection timeframes and other important disclosures, in the [Appendix](#).

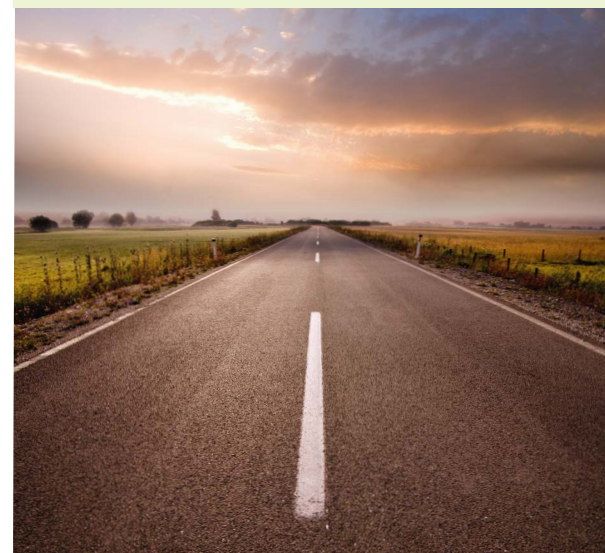


SUSTAINABILITY IN MOTION

DISCLOSING FOR TRANSPARENCY

Adient participates in multiple ESG disclosure programs to bring transparency to our policies and practices. Programs in which we participate include, but are not limited to:

- > Carbon Disclosure Project (CDP)
- > Science Based Target initiative (SBTi)
- > SAQ 5.0
- > Manufacture 2030
- > Forest 500
- > Institutional Shareholder Services (ISS)
- > EcoVadis



Our ESG Strategy

We conducted a materiality assessment in 2021 and are using the results to develop and drive our ESG strategy. Our strategic priorities remain aligned to this materiality assessment, and we continue to make progress toward our ESG goals.

In this report, you'll see how we've worked to reduce energy consumption in our operations through activities such as targeted energy-efficiency exercises (sustainability hunts), investing in facilities updates, and running employee awareness campaigns. You'll read about how we're implementing cutting-edge materials and processes to offer award-winning sustainable products that reduce our product carbon footprint. You'll learn about the steps we're taking to ensure we protect the health, safety, well-being and human rights of our people, all around the world. Furthermore, you'll see how our culture of integrity influences our actions, every day.

While our strategic priorities may evolve over time, what does not change is our vision of improving the experience of a world in motion — for our people, for our customers, and for our planet.

Our Strategic Priorities

At Adient, we aspire to:

Climate Action and Natural Resources: Improve energy efficiency in our operations, reduce the carbon footprint of our finished products, and develop processes that protect our planet's natural resources.



Diversity, Equity and Inclusion: Promote a culture of inclusion that celebrates the diversity of our employees, suppliers and customers, and empowers them to always act with integrity.

Sustainable Materials and Circular Economy: Identify materials and manufacturing methods that minimize our environmental impact and promote a circular approach to product development.



Health and Safety at Work: Protect the mental and physical health, safety and overall well-being of our employees, customers, suppliers and any other individuals using our premises.

Human Rights: Uphold human rights, eliminate harassment and discrimination in all its forms, and ensure our suppliers abide by these same values.



Corporate Governance: Implement and oversee robust corporate ESG policies, practices and processes, and operate our business ethically and in accordance with applicable laws and regulations.

What Guides Us

We strongly believe in empowering our workforce, and we recognize people are the foundation of any successful business. We are committed to maintaining a culture of integrity that values and respects our employees, suppliers, customers and the surrounding communities.

As a participant in the [UN Global Compact](#), we are committed to applying the Compact's 10 Principles to our business strategy, culture and operations. Additionally, our guiding principles identify areas that will drive us forward while focusing on what's most important:

- > We deliver win-win solutions to our **customers**.
- > We approach our work with a **quality** mindset, driving operational excellence.
- > We respect and empower our people, always acting with **integrity**.
- > We support the **communities** in which we work, including being environmentally conscious globally.
- > We proactively manage costs, profitability and cash generation through our **financial discipline**.

These drivers guide and inform our business strategy and our culture and provide the basis on which we evaluate employee performance.



Our Sustainability Vision

Our sustainability vision — “Together, we are committed to creating a sustainable future for our employees, customers, and communities” — concisely conveys our pledge to be a good steward for our stakeholders.



Creating
a sustainable future
together

Our Sustainability Mission

Our sustainability mission statement focuses on three areas — our products, processes and people:



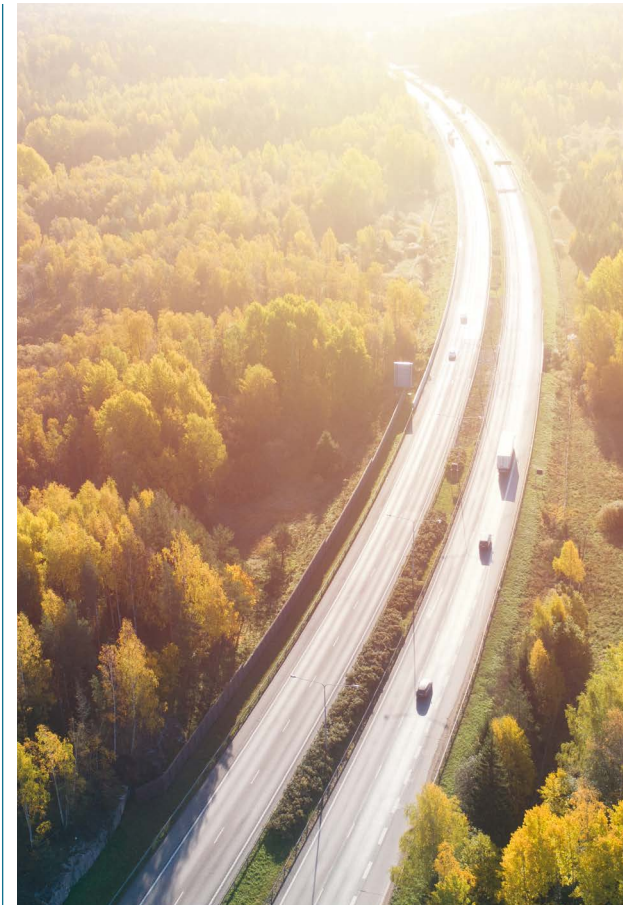
Products: Our ambition is to be the leading supplier of sustainable seating products that meet the expectations of our customers while improving our environmental and social impact.



Processes: We will drive continuous improvement in sustainability in our operating processes with a deliberate and focused partnership with our suppliers and customers.



People: We value a collaborative and inclusive culture where our people and partners feel empowered to be the change they want to see.



Culture of Integrity

We believe our culture of integrity makes us a better employer, business partner and environmental steward, and we are committed to maintaining an environment where our employees are always empowered to do what's right.

I Ethics Policy

Our Ethics Policy is our foundational document that sets the standard for how we operate and provides the ethical framework for our organization. We know we can only achieve our goals by gaining and keeping the trust of our customers, suppliers and communities, and doing business with integrity is the only way we do business.

Our Ethics Policy applies to everyone at Adient — including the Board of Directors, officers, employees, agents, suppliers, consolidated joint venture employees, and contract workers — and is publicly available at ethics.adient.com. Additional policies that help guide our stakeholders include, among others, a Competitive Behavior Standard and an Anti-Bribery and Anti-Corruption Standard.

I Our Speak-up Culture

We recognize a strong speak-up culture helps us identify and address potential issues, so we make it easy to raise ethics and compliance concerns. We strongly encourage and promote this speak-up culture through trainings, communications, transparency in our processes, easy access to the Integrity Helpline, an open-door culture from managers, and our strict no-retaliation policy.

Our 24-hour [Integrity Helpline](#) is available in 27 languages, is operated by an independent third-party company, and allows reporters to submit concerns or ask questions anonymously.

Anyone — employees, suppliers, customers and third parties — can report concerns or ask questions either by phone, by visiting adient.ethicspoint.com, or by scanning this QR code with a mobile device. To encourage reporting, we enforce a strict no-retaliation policy for employees who report concerns in good faith.



Learn more about our focus on ethics and our Integrity Helpline in the Governance and Compliance section of this report.





Protecting the Environment

Overview

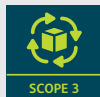
We are committed to operating our business in an environmentally responsible manner, including the way we source materials and services, manufacture products, consume energy and natural resources, and monitor waste and air pollutants.

We recognize climate change is real and acknowledge it threatens air and water quality, harms biodiversity, and, if left unchecked, has the potential to drastically affect human life on Earth. We understand the way we run our business can help avert the disastrous effects of rapidly accelerating climate change.

Using 2019 as our base year, we set ambitious greenhouse gas reduction targets through the Science Based Targets initiative (SBTi) to limit global warming to 1.5 degrees Celsius. In 2021, we presented our roadmap to SBTi, and in October 2022, SBTi validated our scope 1, 2 and 3¹ reduction targets:



75% Scope 1 and 2 emissions reduction at our manufacturing plants by 2030



35% Scope 3 emissions reduction by 2030

We've reduced our global scope 1 and 2 absolute CO₂e² emissions 25% — and our scope 3 absolute emissions³ by 12% — as of Sept. 30, 2022.⁴

In 2022, we continued to monitor our environmental risks and impacts using our internal data-management platform. Data from our manufacturing plants, offices and technical centers is collected, validated and uploaded into the platform every month. The tool allows us to calculate our Scope 1 and 2 carbon and hazardous air pollutant emissions, and our energy managers use the platform to view trends, monitor our impact, and make decisions with sustainability in mind. This report also marks the first year we have obtained independent verification of our sustainability data and disclosures.

In fiscal year 2023, we plan to:

- > Perform **supply chain mapping** on key controlled forest commodities
- > Assess key first-tier forest commodity suppliers for **sustainable product certifications**
- > Internally release a company **water management procedure** with requirements for high-risk plants
- > Execute our **renewable electricity** action plan
- > Implement our **supplier due diligence** process, which will include **carbon-related data** collection and provide insight into the maturity of our supply chain



2022 CONTINUOUS IMPROVEMENT PROJECT SAVINGS

In fiscal year 2022, we completed 1,174 continuous improvement projects at our locations globally — up from 728 projects in fiscal year 2021 — and calculated the annual savings these projects generate.

Combined, this year's completed continuous improvement projects annually conserve:

- 6,092 metric tons** of CO₂e
- 16 million liters** of water
- 25 million kWh-equivalent** of fuel
- 5,363 metric tons** of waste
- 42 million kWh** of electricity

¹ Scope 1 emissions are our own direct greenhouse gas emissions; scope 2 refers to our indirect greenhouse gas emissions associated with the purchase of electricity, steam, heat, or cooling; and scope 3 emissions are our value chain emissions.

² Carbon dioxide equivalent, or CO₂e, means the number of metric tons of CO₂ emissions with the same global warming potential as one metric ton of another greenhouse gas. (Source: [U.S. Environmental Protection Agency](#))

³ Adient's scope 3 emissions data disclosure is calculated using the [GHG Protocol Technical Guidance for Calculating Scope 3 Emissions \(version 1.0\)](#), which is an industry standard, using Accenture's methodology and relying on/using actual consumption and spend data to calculate scope 3 emissions.

⁴ Using 2019 as a base year.



Adient's 4 Pillars of Sustainability

To advance environmental sustainability at Adient, we have created four cross-functional teams to shape our processes and mindset.



Sustainable Manufacturing: We are working to increase efficiency in our production processes at all our manufacturing locations.



Sustainable Product Design: We use innovative materials and design processes to decrease the environmental impact of our products.



Sustainable Supply Chain: We work with our suppliers to increase transparency into their environmental practices and enhance sustainability across the value chain.



Employee Engagement: We engage our employees to help us reach our company's sustainability goals.

Supporting Our Customers

As our customers work to make their operations and products more efficient and environmentally friendly, we support them by offering products and services in line with their sustainability goals. Specifically, it is our policy to:

- > Implement global tools that help our facilities track, monitor and improve their environmental performance.
- > Minimize material usage, energy consumption and waste generation in the manufacturing of our products for the good of the environment and to minimize overall production costs.
- > Research and identify materials and manufacturing methods that minimize environmental impact.
- > Offer advanced seating solutions that have a higher percentage of recycled content, weigh less, integrate technology, and help minimize the lifetime environmental footprint of our customers' vehicles.

Carbon Disclosure Project

Adient is once again a proud supporter of the Carbon Disclosure Project. In 2022, we earned the following scores in our CDP assessment:

- > Climate Change: **B**
- > Forests⁵: **C**
- > Water Security: **B**



"Disclosure is the first key step in addressing current and future environmental risks. Adient has demonstrated its commitment to transparency around its environmental impacts and strategies for action by disclosing its environmental data through CDP in 2022," said Dexter Galvin, CDP Global Director, Corporations and Supply Chains. "Disclosure not only provides the foundation for environmental action, but brings tangible business benefits for shareholders, customers and employees alike."



Read more about our annual CDP submission

⁵ Includes cattle products, palm oil, soy and timber

I Sustainable Operations

The Adient Manufacturing System (AMS) supports our policy objectives and ensures we have consistency in our efforts across the globe. Through our regional manufacturing leaders, we engage employees to drive world-class manufacturing and operational excellence to grow our business. Additionally:

- > We established regional environmental targets for energy conservation, waste minimization and CO₂e reductions and reduced energy intensity annually through continuous improvement activities focused on energy savings. For example, in the APAC region, we set a goal to reduce energy consumption intensity by 5 % in fiscal year 2023 compared to fiscal year 2022.
- > We collect data from all our continuous improvement initiatives around the globe using our internal CI Trac software, and we mandate that our locations track their sustainability metrics.
- > We have dedicated continuous improvement managers in each plant who are responsible for achieving annual continuous improvement targets. We highlight the most successful and unique projects on our internal employee portal to recognize sustainability wins and spark ideas — and for the projects with the highest impact, such as the Sunderland Sustainability Hub (right), our teams

collaborate across all three regions to share best practices and implement projects at other Adient locations around the world.

- > Adient's facilities work within the legal compliance parameters set forth by each country, and facilities are audited both internally and externally as evidence of compliance. Potential non-compliances are corrected and reviewed regularly.
- > If any country agency finds a facility potentially in non-compliance, the finding is reviewed by top regional leadership and corrective actions are quickly imposed.

It is also a company priority to ensure each location has an environmental management system. All our wholly owned operational facilities are ISO 14001 (Environmental Management Systems standard)-certified within 18 months from the start of production. Currently, 100 % of our manufacturing facilities are internally audited and compliant with ISO 14001; 98 % are third-party audited and certified to the standard, and the remaining 2 % plan to be certified in 2023.

With respect to ISO 50001 (Energy Management standard), currently, 58 % of our locations are either internally audited and compliant or are third-party audited and certified. We are developing an action plan to achieve 100 % certification at our facilities.



Climate Change

We are working to curb our greenhouse gas emissions and have developed emissions-reduction targets in line with the Science Based Targets initiative to limit global warming to 1.5 degrees Celsius. SBTi validated these targets in October 2022.

I Our Approach

To meet our scope 1 and 2 emissions-reduction targets and help mitigate the dangerous effects of climate change, we're focused on improving energy efficiency in our operations, transitioning to renewable energy, and reducing the carbon footprint of our finished products. We track and monitor environmental key performance indicators (KPIs) at all our locations as we work to reach these targets.

To decrease our scope 3 emissions, we began performing supply chain mapping and monitoring our suppliers' environmental status and overall ESG actions in 2022. In fiscal year 2023, we plan to implement a new supplier due diligence tool, which will help us assess our suppliers' sustainability activities.

I Disclosing our Performance

To maintain transparency and accountability, we report our environmental performance to the CDP each year — this detailed submission provides part of the framework for our company sustainability report. In our CDP disclosure, we provide information about our data and strategy for addressing climate change, water security and forests, and in 2022, we provided our most comprehensive set of reports to CDP to date.



Climate Action and Natural Resources: Improve energy efficiency in our operations, reduce the carbon footprint of our finished products, and develop processes that protect our planet's natural resources.

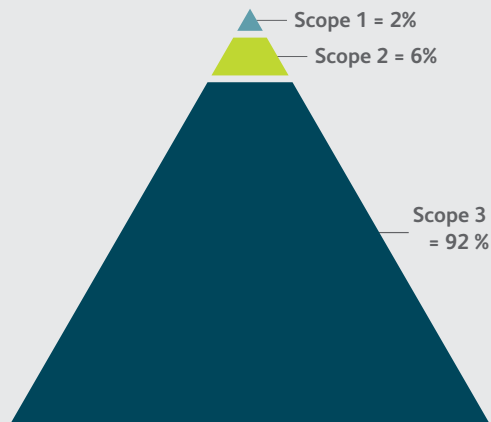


Sustainable Materials and Circular Economy: Identify materials and manufacturing methods that minimize our environmental impact and promote a circular approach to product development.

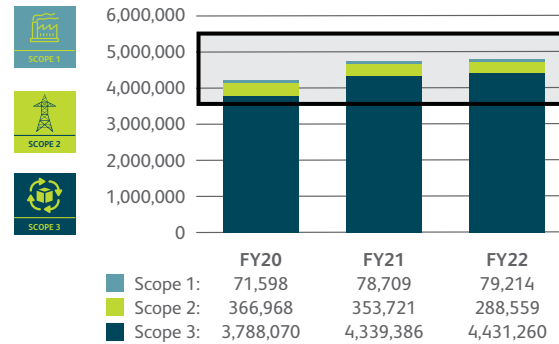


I Total CO₂e Emissions

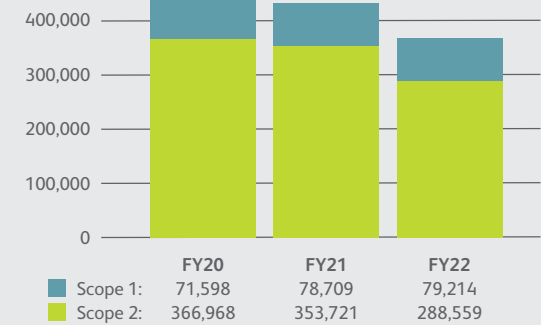
Total CO₂e Emissions Makeup by Scope Fiscal Year 2022



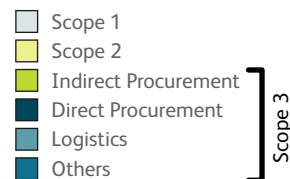
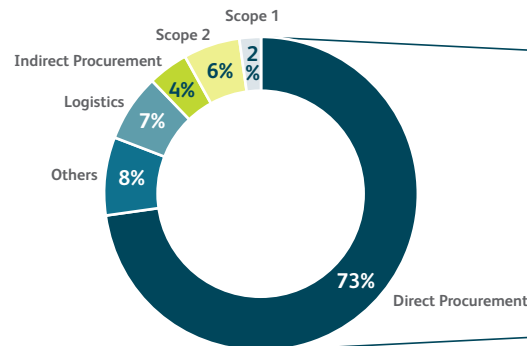
Total Emissions (tCO₂e)



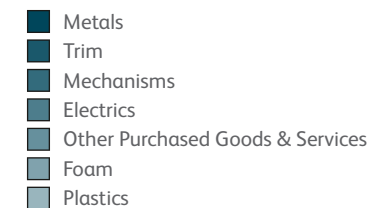
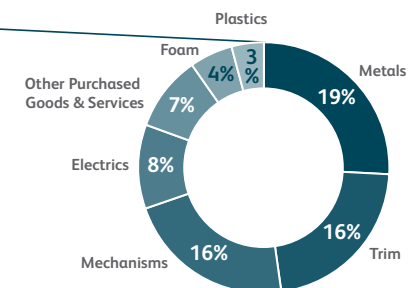
Scope 1 and 2 Emissions (tCO₂e)



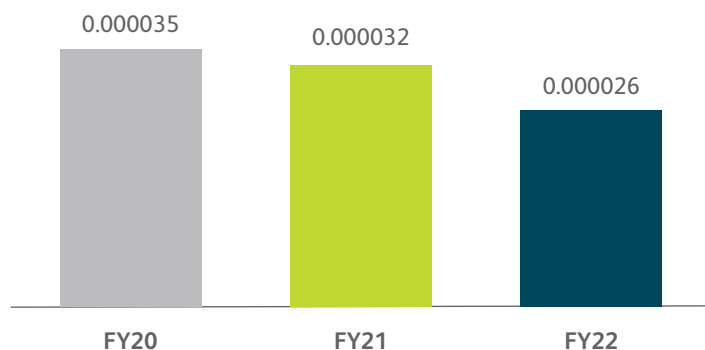
Fiscal Year 2022 Total Emissions: 4.8 million tCO₂e



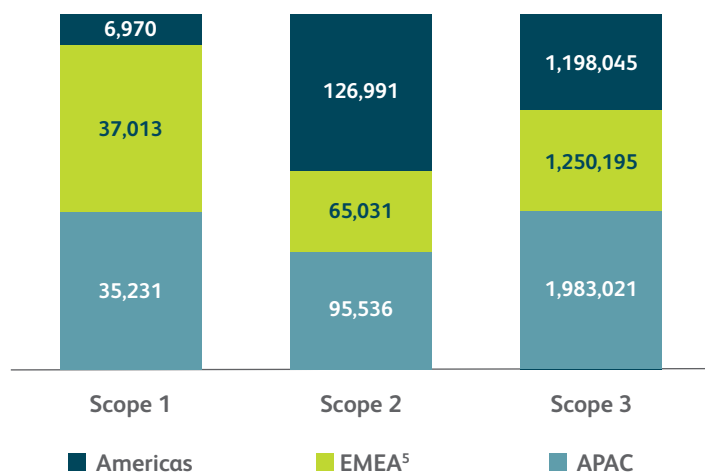
Fiscal Year 2022 Direct Procurement Emissions: 3.5 million tCO₂e



Scope 1 and 2 CO₂e Emission Intensity (in Metric Tons / Unit of Total Revenue)



Emissions by Region in Fiscal Year 2022 (in tCO₂e)



⁵ Europe, the Middle East and Africa

Greenhouse Gas Emissions

Key Performance Indicator	Units	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Scope 1	Metric Tons CO₂e	71,598	78,709	79,214
Natural Gas	Metric Tons CO ₂ e	65,495	68,569	65,398
Company Vehicles	Metric Tons CO ₂ e	4,350	4,116	7,176
Other Fuels	Metric Tons CO ₂ e	1,753	6,024	5,989
Refrigerants	Metric Tons CO ₂ e	No Data Collected	No Data Collected	651
Scope 2	Metric Tons CO₂e	366,968	353,721	288,559
Electricity (Market Based)	Metric Tons CO ₂ e	365,829	352,909	286,500
Purchased Heat/Steam	Metric Tons CO ₂ e	1,139	812	2,059
Scope 3	Metric Tons CO₂e	3,788,070	4,339,386	4,431,260
1. Purchased goods and services	Metric Tons CO ₂ e	3,387,458	3,898,550	3,716,368
2. Capital goods	Metric Tons CO ₂ e	25	37	6
3. Fuel- and energy-related activities	Metric Tons CO ₂ e	91,375	94,070	124,788
4. Upstream transport & distribution	Metric Tons CO ₂ e	208,006	242,664	346,210
5. Waste generated in operations	Metric Tons CO ₂ e	20,210	22,609	11,622
6. Business travel	Metric Tons CO ₂ e	5,682	2,145	6,855
7. Employee commuting	Metric Tons CO ₂ e	36,171	38,481	185,527
9. Downstream transport & distribution	Metric Tons CO ₂ e	814	1,227	2,092
12. End of life treatment of sold products	Metric Tons CO ₂ e	25,611	27,063	17,761
15. Investments (non-consolidated sites)	Metric Tons CO ₂ e	12,718	12,540	20,031
Intensity Values	Consumption / unit total revenue			
Emission Intensity (Scope 1 and 2)	Consumption / unit total revenue	0.000035	0.000032	0.000026

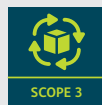
Supply Chain Emissions

We recognize the relevance and importance of our wider supply chain's environmental risks and impacts and are working with our suppliers to achieve our SBTi scope 3 (value chain) emissions-reduction target of 35% by 2030.⁶

We expect our suppliers to conduct their operations in an environmentally responsible manner and require them to commit to our global supplier standards. We also encourage them to adopt business values and practices aligned with the UN Global Compact's principles for environmental responsibility.

I Roadmap to 2030

In 2022, we worked with the CDP team to determine that 33 % of our top suppliers responded to the CDP's climate change questionnaire, 15 % responded to the water security questionnaire, and 8 % responded to the forests questionnaire. We will continue working with CDP in 2023 to evaluate our supply chain's sustainability. We are also working with a third-party sustainability consultant to develop a supplier due diligence tool that calculates supplier sustainability maturity. The tool integrates an ESG assessment into our existing supplier scoring tool and helps us assess sustainability risks (e.g., environment, business ethics, human rights, health and safety, etc.) within our supply chain. We look forward to implementing our supplier due diligence tool in fiscal year 2023, which will allow us to drive impactful change within our supply chain. Using this tool — which, in part, calculates greenhouse gas emissions by commodity — we are working in fiscal year 2023 to fine-tune our road map for reaching our SBTi scope 3 emissions-reduction target.



We have decreased our scope 3 (value chain) absolute emissions by 12% and are on our way to reaching our goal of reducing our scope 3 emissions 35% by 2030.⁶

Also in fiscal year 2022, we began a supply-base deforestation mapping initiative to better understand our value chain's potential impact on deforestation. To help us achieve our scope 3 emissions-reduction target, we plan to:

- > Conduct supply chain mapping of Adient-controlled leather products (100 %), timber-based packaging (75 %) and soy and palm oil products (100 %) by 2025
- > Work with 75 % of our global timber-based packaging supply chain to understand the status of sustainable certifications on supplied products in 2023
- > Work with 100 % of our soy and palm oil suppliers to understand the status of their sustainable product certifications in 2023
- > Increase recycled content and deforestation-free alternatives within our products and packaging
- > Complete supply chain mapping of 75 Tier 1 suppliers of packaging, leather, soy and palm oil in fiscal year 2023

⁶ Using 2019 as a base year



Climate Action and Natural Resources: Improve energy efficiency in our operations, reduce the carbon footprint of our finished products, and develop processes that protect our planet's natural resources.



Sustainable Materials and Circular Economy: Identify materials and manufacturing methods that minimize our environmental impact and promote a circular approach to product development.



SUSTAINABILITY IN MOTION

RETHINKING PACKAGING

We sometimes receive parts, store inventory, and ship our products in cardboard boxes. Through our plant recycling programs and other continuous improvement initiatives, we're working to ensure cardboard that can't be reused is baled, stored and recycled. This helps us reduce our scope 3 emissions, protect our natural resources, and limit the amount of waste we send to the landfill.





SUSTAINABILITY IN MOTION

SOURCING GREENER STEEL

The metal in our seat structures and components is often the most carbon-intensive material in our products, which means it presents one of the most significant opportunities for improvement. That's why we are actively working to decarbonize our metal structures using green steel.

When we signed a cooperation agreement with H2 Green Steel in 2022, we committed to shifting parts of our steel volume sourced for production to fossil-free steel starting in 2026. H2 Green Steel produces steel with a carbon footprint up to 95 % smaller than conventional steel by using hydrogen and green electricity sources — rather than coal or other fossil fuels — to produce steel.



“As a company, we are committed to the Science Based Targets initiative, a collaboration between leading global institutions to set a science-based climate target. We also support the Carbon Disclosure Project, which helps companies and cities to understand and disclose their environmental impacts. The decision [to sign a cooperation agreement with H2 Green Steel] to shift parts of the steel volume sourced for our production to a steel with low carbon footprint is part of our sustainability strategy. It is our goal to reduce emissions at our production sites that are caused directly by our own sources or indirectly by our energy suppliers by 75 % by 2030. In parallel, we aim to reduce emissions along our supply chains by 35 % over the same period. In doing so, Adient actively fosters the industry's transformation toward a more responsible use of natural resources.”

Michel Berthelin
Executive Vice President, EMEA

Decarbonizing and Reducing Energy Consumption

Energy consumption is a considerable contributor to our scope 2 carbon emissions, and we are committed to reducing our energy consumption and transitioning to renewable electricity sources in order to minimize our carbon footprint and mitigate our impact on climate change.

In fiscal year 2022, our locations completed more than 450 electricity- and fuel-saving projects globally through our continuous improvement initiatives. In our plants, we have made numerous energy-saving improvements such as investing in ceiling fans to better distribute air and cut heating costs and emissions, purchasing more efficient variable-speed compressors to replace old single-speed versions, performing energy treasure hunts, and investing in ultrasonic air leak detectors to find and repair air leaks on the production line.

To ensure we have robust processes in place, all our global manufacturing locations have established facility-specific energy management programs and metrics. Currently, 58 % are either internally audited and compliant or are third-party audited and certified to the ISO 50001 Energy Management standard.

Additionally, we aim to acquire an increasing percentage of our electricity from renewable resources such as wind and solar, either by attributing our electricity usage to renewable sources through local utility companies or by generating renewable electricity on-site. It is our continued belief that the price of energy should reflect

the environmental costs of its consumption, which would make green energy sources more affordable and allow market economics to lead the shift to cleaner alternatives and new technologies.

Transitioning to Renewable Electricity

In our 2021 Sustainability Report, we shared our goal to be 100 % reliant on renewable electricity by 2025. While making significant progress toward achieving that



Climate Action and Natural Resources: Improve energy efficiency in our operations, reduce the carbon footprint of our finished products, and develop processes that protect our planet's natural resources.

goal in 2022, certain macro-economic factors outside of Adient's control have changed. At the same time, we have gained a more material understanding of the renewable electricity resources available in each regional market. Given the complexity within certain markets, we determined that our previous goal needs to be reviewed and are currently re-evaluating it. We are developing a revised renewable electricity goal and strategy that we will execute to achieve our recently validated SBTi scope 1 and 2 greenhouse gas emissions-reduction targets.

As of Oct. 1, 2022, 36 of our 200+ locations attribute 100 % of their electricity consumption to renewable sources, representing 14 % of our total electricity consumed. As we execute our renewable electricity action plan in fiscal year 2023, we will continue investigating and transitioning to fossil-free electricity (e.g., wind, solar, geothermal, hydroelectric, etc.) to further decarbonize our operations.

In fiscal year 2022, we completed:



340+ energy-saving projects

that conserve a total of



42 million kWh

of electricity annually⁷



120+ fuel-saving projects

that conserve a total of



25 million kWh equivalent

of electricity annually⁸

% of electricity usage attributable to renewable sources:

FY20	FY21	FY22
0%	3%	14%

⁷ Compared to 29 million kWh in fiscal year 2021

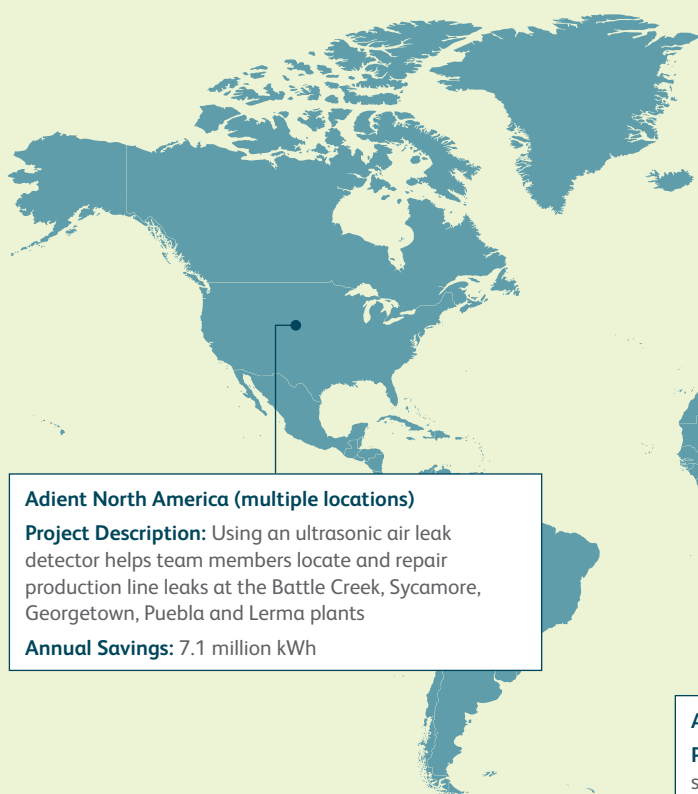
⁸ Compared to just under 7 million kWh equivalent in fiscal year 2021



SUSTAINABILITY IN MOTION

RAMPING UP OUR CONSERVATION EFFORTS

These are just a few of the hundreds of continuous improvement projects our teams completed globally in fiscal year 2022.



Adient North America (multiple locations)

Project Description: Using an ultrasonic air leak detector helps team members locate and repair production line leaks at the Battle Creek, Sycamore, Georgetown, Puebla and Lerma plants

Annual Savings: 7.1 million kWh

Adient Hilchenbach, Germany

Project Description: Conducting a compressed air audit and reducing laser welding system energy consumption in standby mode together garner big savings

Annual Savings: 417,596 kWh of energy, 0.13 tons of CO₂e and 0.27 tons of waste

Adient Novo Mesto, Slovenia

Project Description: Installing ceiling fans in this JIT (Just In Time) plant's high-ceilinged production area circulates air and reduces heating needs

Annual Savings: 14 % reduction in energy loss

Adient Chongqing, Yuzui, China

Project Description: Replacing one set of old single-speed air compressors (292 kW) with new variable-speed air compressors (160 kW) cuts plant energy consumption

Annual Savings: 648,000 kWh and 399.4 tons of CO₂e

Adient Chongqing, Zhaoqing, China

Project Description: Replacing an old 45kW air compressor with an 8.5 kW variable-speed unit slashes plant energy consumption

Annual Savings: 273,550 kWh and 168.6 tons of CO₂e

Adient TAAP, Thailand

Project Description: Adding a rack allows the team to stack a second layer of components without crushing the parts below when transferring items from the warehouse to the plant

Annual Savings: 2 metric tons of CO₂e

Adient Rayong, Thailand

Project Description: Rearranging and adding shipping racks increases packing density and improves transportation logistics

Annual Savings: 1,700+ trips and 22.6 metric tons of CO₂e

Hunting for Conservation Opportunities

Throughout the year, our plants around the world conduct sustainability hunts, or “go and see” exercises where the plant’s cross-functional teams comb through the building and grounds looking for opportunities to conserve energy, reduce waste, save water and more. Each sustainability hunt generates a list of action items, which the team then prioritizes and executes.

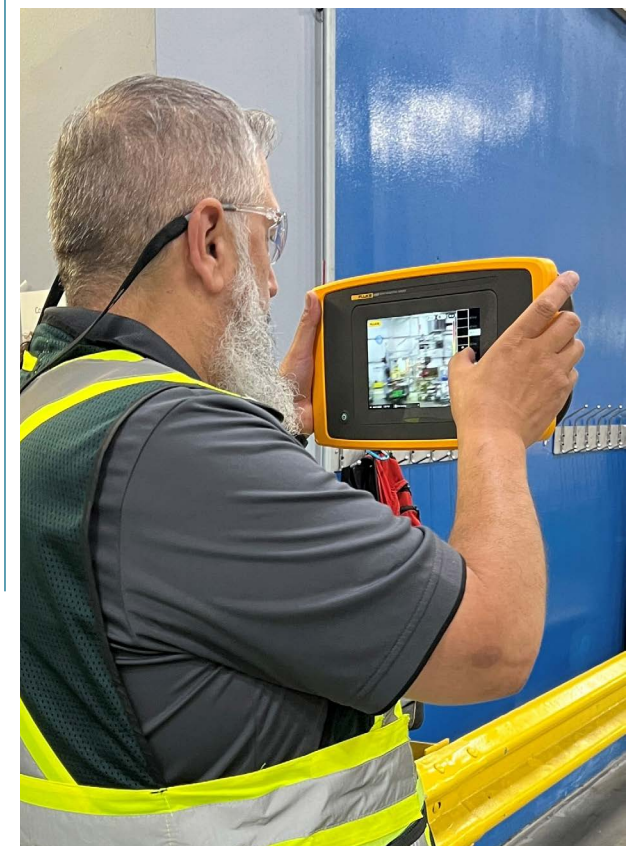
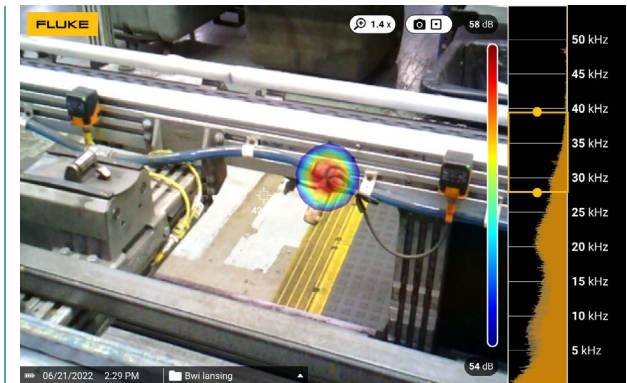
As just one example, our health and safety team conducted a sustainability hunt in June 2022 at our Bridgewater Interiors joint venture in Lansing, Michigan, that generated more than 80 actionable items to improve sustainability in a single morning. Opportunities the team identified included:

- > Repairing leaky faucets in several restrooms to save water
- > Installing motion sensors to save electricity in bathrooms, locker areas and other infrequently used areas where lights are often left on
- > Repairing air leaks on the production line to save energy
- > Adding more recycling receptacles on the production line to encourage recycling and reduce waste
- > Programming or installing timers on TVs and other screens in break areas to shut them off between scheduled breaks

Globally, we conducted 135 sustainability hunts in fiscal year 2022, conserving a total of 8.4 million kWh of electricity, keeping 10,044 metric tons of CO₂e from entering the atmosphere, preventing 5,504 metric tons of waste from entering the landfill, and conserving more than 16 million liters of water.

Our teams across our locations globally also conduct awareness initiatives such as “Turn It Off” campaigns to remind employees to switch off unused equipment and devices, and we continue to raise awareness through various internal campaigns, including an ongoing campaign in EMEA to conserve energy and fuel as the cost of these resources continues to rise as a result of the Russia-Ukraine War.

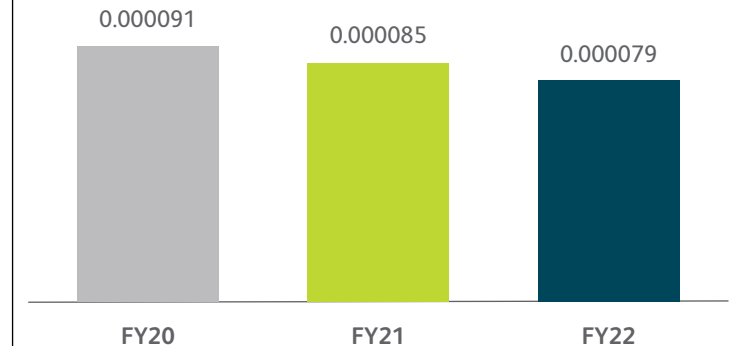
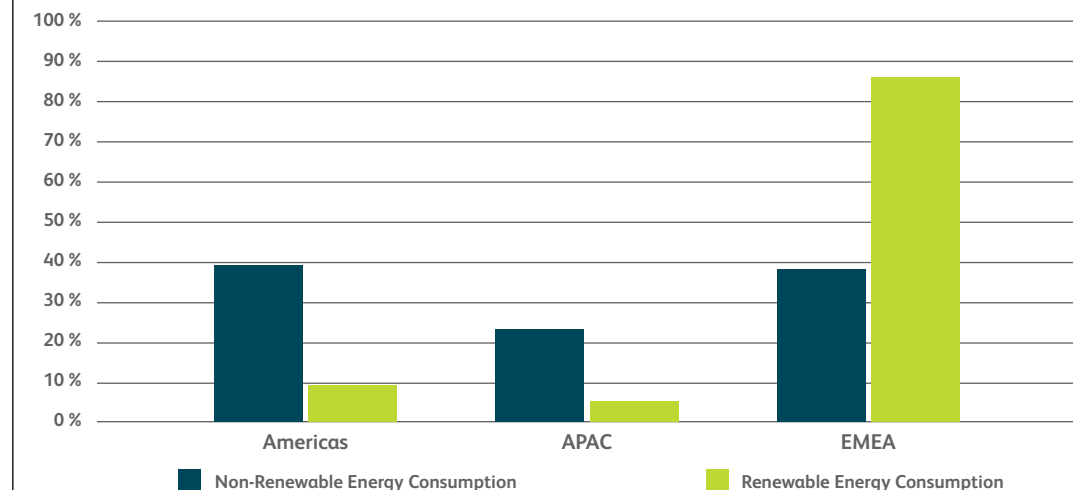
As part of a sustainability hunt, an Adient employee uses an ultrasonic air leak detector to locate air leaks along the plant’s pneumatic production line. Repairing these leaks helps us reduce our energy consumption.



Total Energy Consumption by Fiscal Year

Key Performance Indicator	Units	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Energy Consumption Total	Megawatt Hour	1,155,751	1,170,007	1,113,485
Purchased Fuel	Megawatt Hour	362,755	399,262	385,944
Renewable Purchased or Acquired Electricity	Megawatt Hour	23,108	29,903	158,598
Non-Renewable Purchased or Acquired Electricity	Megawatt Hour	763,290	736,084	556,886
Purchased or Acquired Heat/Cooling or Steam	Megawatt Hour	6,598	4,758	12,057
Grid Electricity Share	Percent	100	97	86
Intensity Values	MWh / Unit Total Revenue			
Energy Intensity (Scope 1 and 2)	MWh / Unit Total Revenue	0.000091	0.000085	0.000079

Energy Consumption

Scope 1 and 2 Energy Intensity
(in MWh / Unit of Total Revenue)Energy Consumption Share by Region
(Non-Renewable vs. Renewable) Fiscal Year 2022

Fiscal Year 2022 Energy Consumption by Region

Region	Unit	Energy Consumption	% of Total
Americas	MWh	436,933	39.24 %
APAC	MWh	258,340	23.19 %
EMEA	MWh	418,212	37.56 %
Total	MWh	1,113,485	100.00 %
Region	Unit	Renewable Energy Consumption	% of Total
Americas	MWh	14,935	9.42 %
APAC	MWh	7,641	4.82 %
EMEA	MWh	136,021	85.77 %
Total	MWh	158,597	100.00 %

Air Quality

Air pollution poses a significant threat to human health and is accelerating climate change. As a company, we seek to reduce the amount of air pollutants we generate in our operations.

As the standards governing the release of air pollutants become increasingly stringent, we proactively work to curb our VOC (volatile organic compound), nitrogen oxide, carbon monoxide and particulate matter emissions in our operations. We continue to explore and implement manufacturing methods to lower our emissions and reduce waste.

Due to the calendar-year reporting cycle for air contaminants at Adient's locations, data for calendar year 2022 was not available at the time of this report. In fiscal year 2022, we updated our reported emissions, based on the U.S. Environmental Protection Agency's AP-42 and eGRID standards, with an emission factor improvement and with the addition of estimated process-related emissions from our operations in China.

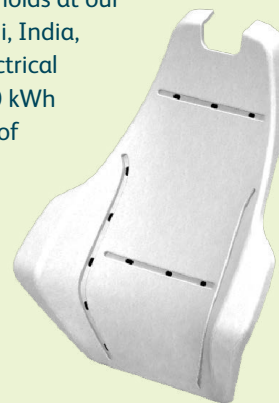


SUSTAINABILITY IN MOTION

CUTTING VOC EMISSIONS

At our North American foam plants, reducing our solvent-based mold-release usage by 5.2 % in fiscal year 2022 (compared to fiscal year 2021) reduced our material usage by 69 tons and lowered our VOC generation by 66 tons.

Switching out four of our double-cavity molds for triple-cavity molds at our foam plant in Hinjewadi, India, reduced the plant's electrical consumption by 41,000 kWh and prevented 30 tons of CO₂e from entering the atmosphere in fiscal year 2022. As an added bonus, the plant's foam production increased by 5.4 % in fiscal year 2022.

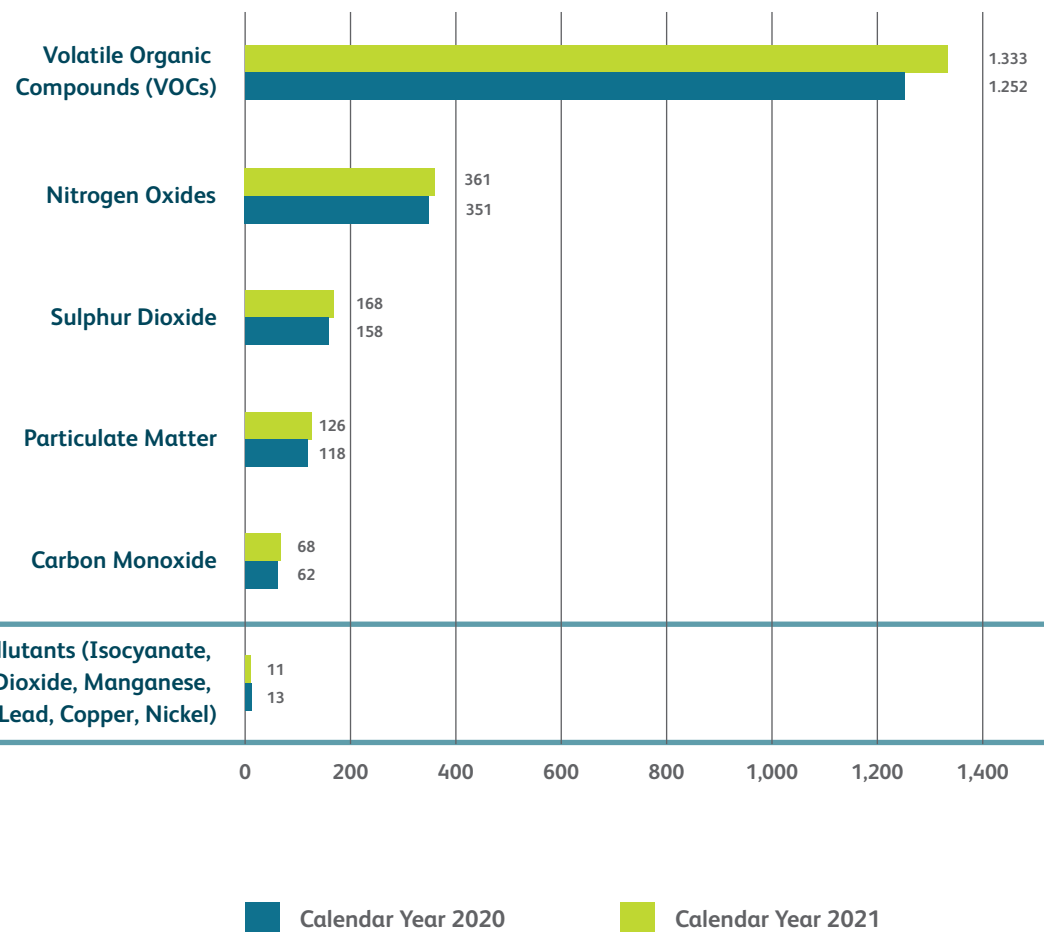


Climate Action and Natural Resources: Improve energy efficiency in our operations, reduce the carbon footprint of our finished products, and develop processes that protect our planet's natural resources.



Air Pollutants (in Metric Tons)		
	Calendar Year 2020	Calendar Year 2021
Volatile Organic Compounds (VOCs)	1.252	1.333
Nitrogen Oxides	351	361
Carbon Monoxide	62	68
Particulate Matter	118	126
Sulphur Dioxide	158	168
Isocyanate	0.97	0.93
Nitrogen Dioxide	4	4.2
Manganese	7.75	6
Chromium	0.0012	0.0068
Lead	0	0.0126
Copper	0.038	0.0047
Nickel	0	0.28

Air Pollutants (in Metric Tons)



Sustainable Product Design

Sustainable product development has been a prime focus at Adient for more than 30 years. We are committed to designing solutions that use fewer resources to manufacture, send less waste to the landfill, and reduce our scope 1, 2 and 3 greenhouse gas emissions.

Vehicle electrification is transforming the automotive industry and creating significant demand for lightweight, sustainable, comfortable, high-quality seating solutions. Through our Evolution of Seating Systems Sustainability (ES³) approach to product design, we identify materials and manufacturing methods that minimize our environmental impact through a more circular approach to product design, development and production — all while offering the same level of safety, functionality, comfort and proven quality our customers require.



We collaborate with our customers to fully understand and align with their sustainability strategies and goals, and we closely monitor environmental legislation and regulations at the regional and global levels that may impact our products. Our proactive approach means we are already phasing out materials that do not align with upcoming or proposed regulations.

By identifying materials and manufacturing methods that minimize our environmental impact, and through integrating the four R's (recycling, remanufacturing, repairing and reusing) of designing for a circular economy, we drive automotive seating sustainability from cradle to grave.

Complete Seat

Our holistic approach to product development seamlessly integrates sustainability by reducing design complexity and limiting operational waste while utilizing sustainable materials and processes. ES³ draws on input from quality surveys, market research, VA/VE (value analysis/value engineering) workshops, innovation portfolios, warranty analyses, benchmarking, and safety and insurance ratings to engineer or re-imagine products that reduce cost while maintaining or increasing value.

In fiscal year 2022, Adient:

- > Established a workstream to investigate how to design complete seats for end-of-life disassembly and recycling
- > Simplified seat design using design elements such as our Soft Back Panel and Soft Side Valance, which are



Sustainable Materials and Circular Economy: Identify materials and manufacturing methods that minimize our environmental impact and promote a circular approach to product development.



Climate Action and Natural Resources: Improve energy efficiency in our operations, reduce the carbon footprint of our finished products, and develop processes that protect our planet's natural resources.

made from recycled PET (polyethylene terephthalate) fibers and can be combined with a wide variety of materials, including recycled PET cover material

- > Created a cross-functional workgroup to map our supply chain and understand our products' potential impacts on deforestation (see our [Deforestation Policy](#) for more information)
- > Began conducting life cycle assessments (LCAs) using our proprietary Product Carbon Footprint Tool, beginning in the product development phase

We continue to collaborate and innovate to bring market-leading sustainable complete seat solutions to our customers.



Calculating Our Product Carbon Footprint

With our proprietary Product Carbon Footprint Tool, we are able to monitor the environmental impact of our existing and new products — including our award-winning UltraThin™ seat (right) — as we are developing them. The tool is built following guidance from the World Resources Institute (WRI) and calculates the cradle-to-gate greenhouse gas emissions associated with the product — from the extraction of natural resources to its delivery to the customer. CO₂e removals and offsets are not included.



WATCH: Adient's UltraThin™ seat receives 2022 Altair Enlighten award for lightweighting



“UltraThin™ is the culmination of thousands of hours of research and development and encompasses a great many innovations. UltraThin™ is a major paradigm shift from traditional foam and trim seat construction to cushion and back comfort panels made of recyclable thermoplastic elastomers. It potentially redefines driver-to-metal criteria in seat design with thinner seat sections and improved comfort and safety through engineered deflection and concave contours.”

Tom Gould

Director of Design and Innovation



SUSTAINABILITY IN MOTION

ULTRATHIN™ SEAT BLENDS SUSTAINABILITY, STYLE, COMFORT AND SAFETY

Adient's **UltraThin™ seat** brings together some of our most innovative products and was a winner in the Future of Lightweighting category at the 2022 Altair Enlighten Awards. UltraThin™'s unique thermoplastic elastomer (TPE) panel seat construction offers improved comfort and support, saves space in the vehicle, reduces the number of parts in the seat, and decreases the seat's overall weight. This unique technology does not exist anywhere else in the auto industry.

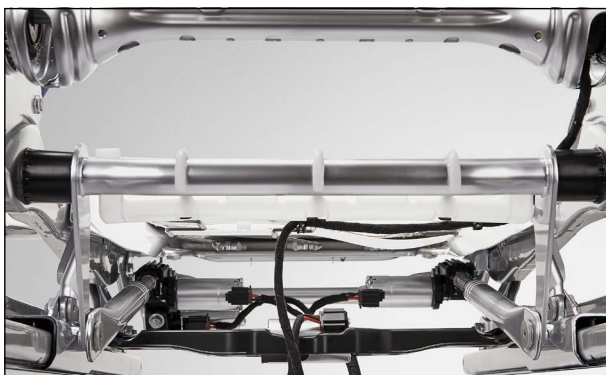
Our UltraThin™ seats can be used in all vehicle segments and all seating rows, and we're partnering with our customers to co-develop this technology across their existing seat structures. The range of adaptations include front and rear rows for multiple segments and a wide variety of content levels, allowing its use from base models to fully contented luxury seating.

The supportive UltraThin™ panel conforms to the occupant's posture, size and weight to comfortably accommodate different occupants. The thinner seat back will save roughly 40 mm of knee room for second row occupants. The thin supportive cushion can reduce block height up to 45 mm, freeing up room under the floor for battery packs. The technology will save 44 mm of space per row,

reducing the overall weight of the vehicle. Benefits of the UltraThin™ seat include:

- > Significantly thinner cushion and back, which creates room for electric vehicle (EV) batteries and other opportunities in smaller vehicles
- > Reduced overall mass through the use of lightweight components
- > Simplified assembly and reduced part count compared to traditional seat construction
- > Premium comfort in a thin package
- > Improved carbon footprint, which we are able to calculate using our proprietary Product Carbon Footprint Tool





Metals

The process of extracting and processing metals can be extremely carbon-intensive. By integrating recycled content, designing innovative solutions that reduce the amount of metal required, or a combination of both, we reduce our product carbon footprint and help our customers meet their electrification and sustainability goals.

As a leader in lightweighting, we engage in topology-optimizing activities and take a hybrid-materials approach to reduce the amount of metal in our seat structures and components without compromising strength or safety. Our composite backrest, for example, combines high-strength steel and fiberglass-reinforced thermoplastic material to create a backrest structure that is sleek, strong and comfortable — and roughly 50 % lighter than a typical metal backrest.

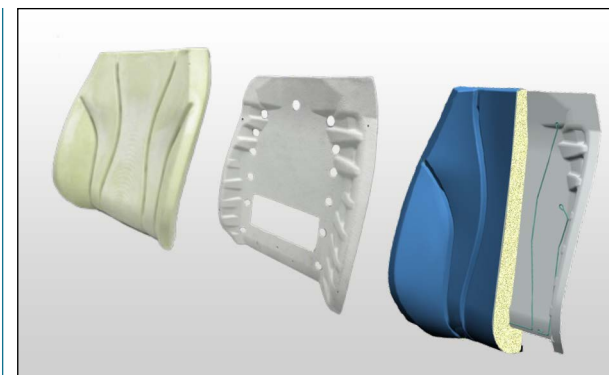
We also closely track our customers' sustainability targets for metals — including their requirements for recycled content, CO₂e emission intensities, green steel and more — to ensure our efforts align with their needs and goals.



Plastics

Recycling plastics helps keep waste out of landfills and saves energy and precious natural resources by not having to extract and refine raw materials. Many of the plastic components in Adient's seats are already made with recycled materials — we are currently achieving ratios of up to 55 % recycled content in visible seat components and as much as 70 % recycled content in non-visible parts — and we are researching new materials and processes to increase recycled content.

From our recycled Soft Back Panel and Soft Side Valance components to our sustainable trim covers, our focus is on integrating recycled and recyclable plastic content into our products. In addition, we are exploring materials made from recycled ocean plastics, bio plastics, composites with natural fibers and more.



Foam

For more than two decades, we have pioneered the creation of low-emission foam by using renewable resources and natural oil polyols, and we have globally reduced odor-generating impurities in our foam processes by 90 % ([read more about how we're reducing VOC emissions](#)). A few of the ways we are improving the sustainability of our foam products include:

- > Integrating waste from end-of-life vehicles into foam products
- > Incorporating polyols containing carbon dioxide captured from the atmosphere
- > Recycling components for use in our foam products
- > Using soy and palm oil products as plant-based substitutes for polyols in certain foam products

Products like our lightweight Shell Foam™ help our customers create more fuel-efficient and eco-friendly vehicles as they work to meet their vehicle electrification and sustainability goals. Shell Foam™ is up to 50 % thinner than traditional foam and is more rigid, which allows for smaller, lighter seats without compromising comfort, quality, or appearance.

We engage with our suppliers to increase circularity in our polyurethane (PUR) foam products by recycling content and/or integrating bio content, and we are researching PUR alternatives. As we note in our [Deforestation Policy](#), we are working, and will continue to work, with our soy and palm oil suppliers to ensure the products we purchase are sustainable.

I Trim

The process of producing leather uses large amounts of water, generates significant greenhouse gas emissions, and contributes to deforestation. While our customers directly control the sourcing of the vast majority of our seat cover materials, we are proud to offer a wide selection of alternative sustainable trim and backing materials that are durable, comfortable and stylish. Our Sculpted Soft Trim Cover, pictured at right, leverages our 70 % recycled PET Soft Back Panel technology as a base layer upon which we can apply different trim materials, including recycled fabrics.

We actively investigate and test a variety of sustainable leather and textile alternatives, including plant-based leather and recycled composite leather. While we originally identified 20 leather alternatives that could be used in automotive seating, we have since narrowed it down to roughly half a dozen materials that potentially meet our stringent requirements for appearance, workability, comfort and cost. We work closely with our customers to test these materials in real-



world applications, including developing sample seats using some of the most promising sustainable leather alternatives.

As we note in our [Deforestation Policy](#), for the leather sourcing we control, we are working to map our supply chain by 2025 to understand how our suppliers are working to decarbonize materials.



SUSTAINABILITY IN MOTION

REIMAGINING THE SEAT BACK PANEL

Traditional seat back panels are often hard, space-consuming and, if large enough, heavy. Adient's innovative Soft Back Panel is a unique solution made from 70 % recycled PET and designed to replace injection-molded plastic back panels. It improves knee clearance, enhances comfort, optimizes cost, creates greater design flexibility through its compatibility with a wide variety of surface materials (including many sustainable materials), and improves packaging — all while reducing the weight of each seat by as much as 2 kg. We have also extended this sustainable technology to our Soft Side Valances, which helps further reduce overall seat weight by as much as 1 kg per seat.

It is innovations like our Soft Back Panel and Soft Side Valance that will help us — and our customers — achieve our carbon-reduction targets.



Deforestation and Natural Resources

Our natural resources are precious and increasingly scarce due to growing global demand and the worsening effects of climate change. We understand we have a responsibility to ensure we are using these resources sustainably.

I Water Security

We believe access to clean water is a fundamental human right and also recognize it is vital to our own operations. In 2021, we conducted a water security risk assessment to identify our locations that exist in regions of high water stress, and in 2022, we released our company Water Management Policy. With this as our guide, we endeavor to conduct our operations in a way that minimizes water withdrawals and wastewater produced to the greatest extent possible and safely discharges wastewater according to applicable local legal requirements.

Our Water Management Policy requires, among other things, that our locations monitor water-management KPIs, and it subjects high-consumption locations and locations in areas of high water stress to more stringent requirements for water conservation. Adient's Operations leaders monitor these KPIs via a centralized system with input from team members at our locations globally.

We work to conserve water in our own operations, and we invest in initiatives that preserve and protect our freshwater supply globally. Over the last two years, Adient has donated to the Clean Ganga Fund to help rejuvenate the National Ganga River in India, and in

fiscal year 2022, our facilities globally conserved a total of more than 16 million liters of water through various continuous improvement projects.

I Our Deforestation Strategy

We recognize forests play a vital role in preserving biodiversity, providing habitats for wildlife, mitigating climate change, and supporting human life. Loss of our forests and rainforests through human-driven deforestation harms the health of our global ecosystem.

As part of our commitment to understanding our potential impact on deforestation, we joined forces with the World Wildlife Fund, Global Canopy, Leather Working Group and Roundtables for Responsible Soy and Palm Oil as a trusted team of on-the-ground resources while also collaborating with other stakeholders to find potential solutions and alternatives. For the past three years, we have provided data to the CDP regarding our management of timber, soy, palm oil and leather products.

In 2022, we conducted our first deforestation risk assessment, which included mapping the first tier of our supply chain. Based on what we learned, we identified four key commodities:



Climate Action and Natural Resources: Improve energy efficiency in our operations, reduce the carbon footprint of our finished products, and develop processes that protect our planet's natural resources.

- > **Timber:** We receive timber-based packaging from our suppliers and ship some of our products to customers with similar products.
- > **Leather:** We cut and sew leather into automotive seat covers, armrests and head restraints at our trim plants. However, as our customers direct the overwhelming majority of the leather used in our products, we do not have a significant influence in sourcing this commodity.
- > **Soy and palm oil:** We use these products to substitute a percentage of traditional oil-based polyols in some of our foam products.

Fiscal year 2022 continuous improvement project total annual water savings:



16 million
liters of water

Purchased Volumes of Forest Commodities



Cattle Products (Leather)⁹
Controlled: 486,925 m²
Directed: 9,251,587 m²



Soy Products:
264 metric tons



Palm Oil Products:
186 metric tons



Timber-based Packaging:
275,597 metric tons⁹

⁹ Fiscal Year 2021 Estimated

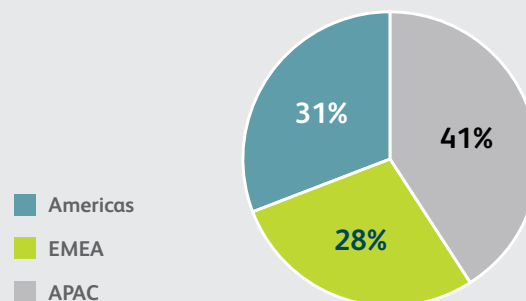
We will continue to map our supply chain beyond the first tier in fiscal year 2023 to increase transparency into how these key forest commodity products are sourced, and we will investigate the status of sustainable certifications in our supply base. We will also implement our new supplier due diligence tool, which helps assess our suppliers' sustainability activities, and we plan to calculate carbon emissions related to our deforestation impact using a newly released set of guidance from SBTi for FLAG (forest, land, agriculture) emissions. These are all key steps in enhancing our sustainable procurement practices.

[Read more about the actions we're taking to mitigate deforestation](#)

Better Data, Better Visibility

Our new energy- and water-management platform improves visibility into the quantity and quality of our water withdrawals, water consumption and water discharges through more granular data tracking. In previous years, this data was estimated, but today, we track 90 % of water withdrawals and 75 % of water discharges with plans to continuously improve upon these values in fiscal year 2023. We also distribute an annual water management survey to all our locations globally to keep our teams in each region updated on water security issues and statistics.

Water Withdrawal Makeup by Region Fiscal Year 2022



Water Management

Key Performance Indicator	Units	FY 2020	FY 2021	FY 2022
Total Water Withdrawals	Megaliters	1,722	1,882	1,800
Third-Party Water	Megaliters	1,461	1,637	1,560
Groundwater Withdrawal – On Site	Megaliters	261	245	240
Waste Water Discharges	Megaliters	805	771	789
Water Intensity	U.S. Gallons/Unit Total Revenue	0.035	0.035	0.034



SUSTAINABILITY IN MOTION

CONSERVING OUR NATURAL RESOURCES

Adient employees and community members in Indonesia planted roughly 1,000 mangrove trees on the Blanakan shore in the fall of 2022. Participants from Purwakarta also learned about the benefits of reforestation and how the trees will help protect the shoreline from erosion while rebuilding habitats for local wildlife.

At our Liverpool, U.K., plant, team members noticed water usage remained high even during extended shutdowns. After ruling out an underground leak, the team discovered the urinal auto-flush was cycling too frequently (at 9 liters per flush). Project leads reduced flush frequency to every 15 minutes and reduced the fill level to its minimum volume. In just four months,

the project conserved 4.7 million liters of water — enough to nearly fill two Olympic swimming pools.

In Mexico, the team at our Juarez III plant installed a system to collect and hold the water that has been rejected from our filtration and softening systems, which is then used in toilet flushing and sanitation, saving up to 600 liters of water per year. At our Aguascalientes plant, the team identified and repaired water leaks found during a sustainability hunt, conserving 500 liters of water per year. And at our Rosario plant, team members removed old faucets and installed new motion-activated faucets, conserving 500 liters of water per year.

Waste Reduction and Handling

Keeping waste out of the landfill helps decrease our carbon footprint and limit our negative impact on the environment. We are working to reduce, reuse, recycle and renew materials whenever possible across all our operations.

Our goal is to operate as efficiently as possible while generating the least amount of waste we can. In 2022, we implemented our company Waste Policy to govern how we measure, track and ultimately decrease the amount of waste we send to landfills. Under this policy, Adient locations monitor waste KPIs, which helps us track waste-minimization efforts, reduce the amount of waste sent to landfills, and increase waste recycling content. The policy also includes a requirement for plants to implement waste-saving projects and share best practices and initiatives.

Additionally, through our ES³ approach to product design, our product development teams around the world are finding new and innovative ways to incorporate recycled and sustainable content into our seat systems to promote a circular economy while simultaneously reducing design complexity and limiting operational waste.



Learn more about how we're promoting a circular economy through our sustainable product development initiatives

Fiscal year 2022
continuous improvement
project total annual
waste savings:



5,363
metric tons

Adient's manufacturing plants utilize the waste-management framework in ISO 14001 (Environmental Management Systems standard) when handling waste, and we engage with our suppliers to monitor and support their waste-saving efforts. We also track the greenhouse gas emissions from our waste generation to help quantify and mitigate our impact.



Sustainable Materials and Circular Economy: Identify materials and manufacturing methods that minimize our environmental impact and promote a circular approach to product development.



SUSTAINABILITY IN MOTION

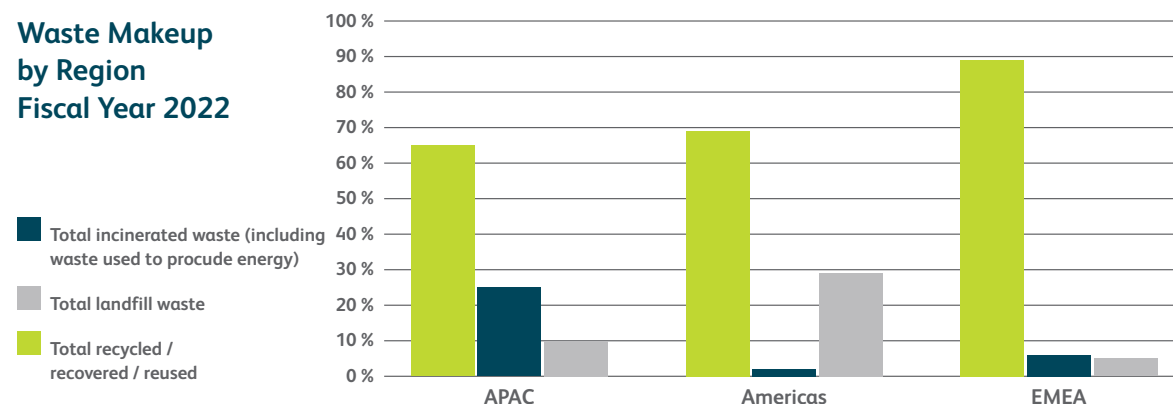
SENDING LESS WASTE TO LANDFILL

Globally, we logged more than **260 waste-reduction projects** in fiscal year 2022 that kept a total of **5,363 metric tons of waste** from entering the landfill.

Our global complete seat and metals plants are working to reduce packaging waste by replacing cardboard with returnable packaging. At our plant in Battle Creek, Michigan, U.S., the team reduced the amount of waste sent to the landfill by 240 metric tons in fiscal year 2022. Similar projects are underway or recently completed at some of our other facilities in North America, Thailand, the U.K., Poland and Hungary.

The production team at our Banpho, Thailand, plant reduced leather defects by improving control of the heat guns used to smooth leather on the production line. The team implemented guards and stopper controls to improve control distance and timing, reducing the likelihood of burning the leather. As a result, the plant conserves roughly 893 m² of leather trim per year. And at our trim and foam plants around the world, we have implemented programs where our material waste is reused in other industries — or processed and converted to energy — rather than being sent to the landfill.

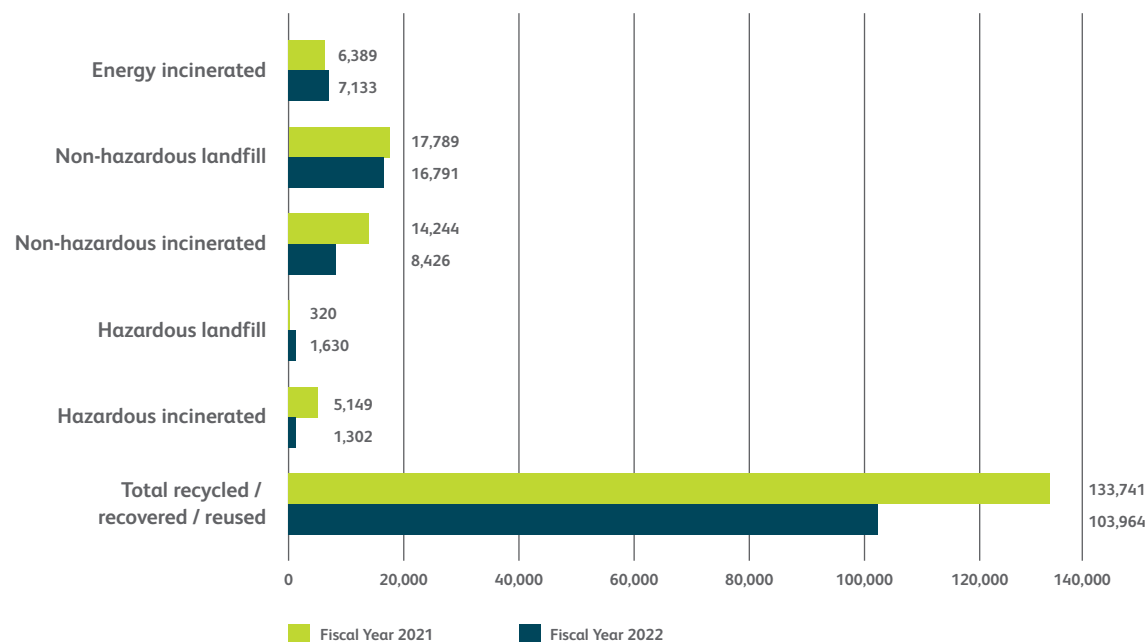
Waste Makeup by Region Fiscal Year 2022



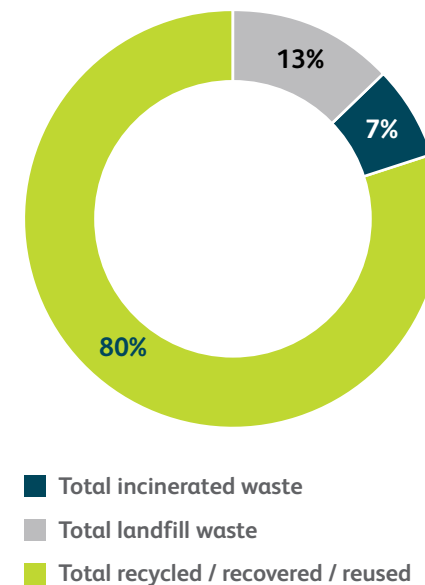
Waste Management¹⁰

Key Performance Indicator	Units	FY 2021	FY 2022
Total recycled / recovered / reused	Metric Tons	133,741	103,964
Hazardous incinerated	Metric Tons	5,149	1,302
Hazardous landfill	Metric Tons	320	1,630
Non-hazardous incinerated	Metric Tons	14,244	8,426
Non-hazardous landfill	Metric Tons	17,789	16,791
Energy incinerated	Metric Tons	6,389	7,133
Total	Metric Tons	177,632	139,246

Global Waste Generation (in Metric Tons)



Waste Makeup by Type Fiscal Year 2022



¹⁰ Includes joint venture waste data values

Chemicals Management

Some chemicals used in the automotive industry may impact health and the environment. Handling these chemicals properly is vital to keeping workers and the environment safe.

The IMDS (International Material Data System) is the global standard material data system for the automotive industry. It provides information on the presence of legally declarable, restricted or prohibited substances in our products. Our IMDS team in Trenčín, Slovakia, uses the IMDS to ensure we're meeting our legal obligations for managing hazardous chemicals and other materials.

I Hazardous Chemicals

We internally screen our serial and spare parts production regularly for the presence of hazardous chemicals — as listed in the publicly available Global Automotive Declarable Substance List (GADSL) — as one of our core processes to manage hazardous substances in our products. Our suppliers are also required to submit IMDS data sheets for their products in order to ensure they are complying with international and national chemical legislation.

We perform periodic internal and external audits of our chemicals management system following the ISO 14001 standard. Our internal processes define clear responsibilities for chemicals management, including the responsibilities for top management. The IMDS is also part of our internal Engineering Approval Process, which

includes defined deliverables at specific steps during the product development process.

With our internal processes, we are compliant with the GADSL and EU REACH regulations to improve the protection of human health and the environment from the risks that can be posed by chemicals.

I Eye on Regulations

We monitor legislation related to chemicals (REACH and REACH-like legislation, U.S. TSCA, California Proposition 65 and similar) to identify and manage our chemical



Health and Safety at Work: Protect the mental and physical health, safety and overall well-being of our employees, customers, suppliers and any other individuals using our premises.



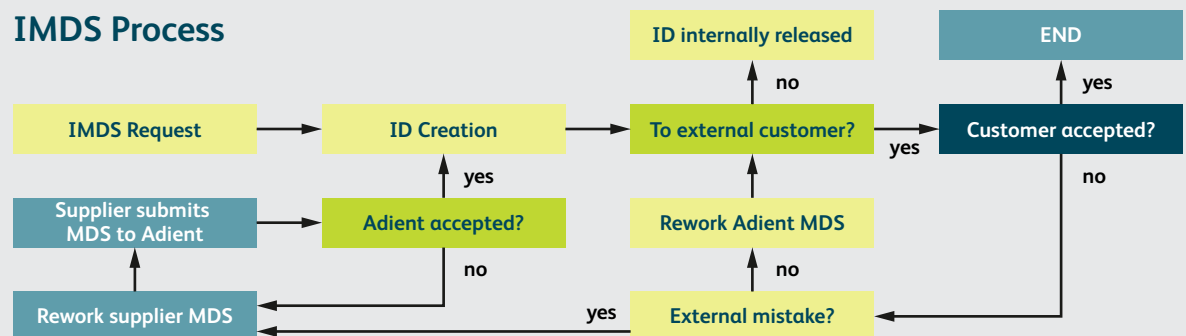
Human Rights: Uphold human rights, eliminate harassment and discrimination in all its forms, and ensure our suppliers abide by these same values.

landscape. We work to phase out hazardous substances six months before the official phaseout date.

If parts are found to contain certain substances, our team reports it to the EU SCIP (Substances of Concern in Products) database. This became a legal obligation in January 2021.

Adient is also a member of the European Association of Automotive Suppliers (CLEPA), the foremost lobbyist group for automotive suppliers in Europe. In this role we are supporting CLEPA's efforts to provide industry input to the chemicals strategy of the EU, mainly regarding the use and substitution of hazardous substances in automotive products.

IMDS Process



MDS: Material Data Sheet | ID: Unique IMDS number of datasheet

People and Communities



Overview

Our people are our top priority. That includes our employees, suppliers and customers — and the communities in which they live and work. We will continue to work to protect the human rights, health and safety of our people while fostering an inclusive culture that values diversity.

We are committed to respecting the UN Global Compact's 10 principles, including the six principles on human rights and labor, and we understand that our excellence as a company depends on creating and sustaining a work environment where our employees feel valued and respected for who they are.

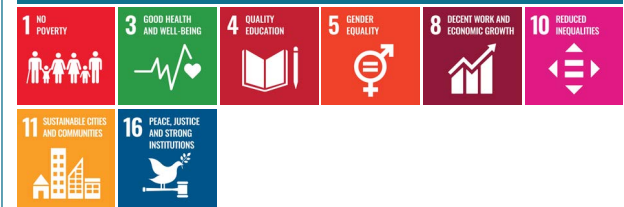
I Our People-first Approach

We are a global leader in automotive seating because of our people — a team of 70,000+ unique individuals who make it all possible.

Our senior leaders — including and especially our President and CEO — are committed to advancing DE&I and career development opportunities through inclusive leadership and talent-management processes. Our Chief Legal and Human Resources Officer, who reports to our President and CEO, oversees our global talent processes to attract, develop and retain Adient's most valuable asset: our employees. Our Chief Legal and Human Resources Officer regularly updates our Board of Directors on our progress by providing key people metrics.

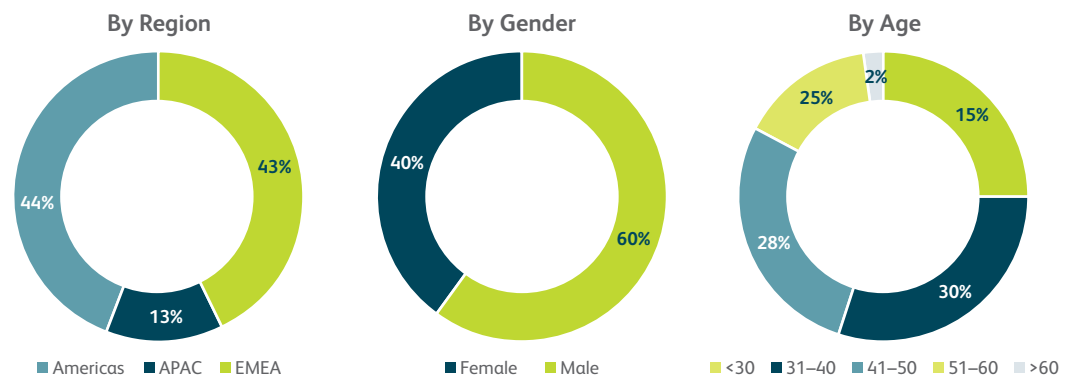
While our global talent-management practices apply to all regions in which we operate, we recognize different locations have different needs, and we empower each region to implement their own programs to drive performance and employee-development activities in line with our business needs and the local labor market. This localized approach helps us attract and retain engaged employees who work collaboratively to achieve the company's goals.

We are supporting the following UN Sustainable Development Goals:



We also attract and retain engaged employees through positive employee-relations activities that focus on our people and their families. Employees also have numerous opportunities to communicate directly with leadership to ask questions, make suggestions, or provide input. These lines of communication include global and regional town hall meetings, informal [Let's Talk Sessions with our President and CEO and other senior leaders](#), open-door policies, [high-performance work teams](#), local and global recognition programs, and Adient's [Integrity Helpline](#).

Our Global Workforce



Data as of Sept. 30, 2022. Includes Adient employees and consolidated joint venture employees.

Human Rights

Human rights are fundamental to society and imperative to the success of our business. We believe it's our responsibility as a multinational company to assert our influence to make a positive impact.

 [Read more in our Human Rights Policy Statement](#)

As a participant in the [UN Global Compact](#), we're committed to incorporating the Compact's core principles into our strategy, culture and operations, and to engage in collaborative projects that advance the broader development goals of the United Nations — particularly the [Sustainable Development Goals](#).

Our Policies in Action

Our human rights policies and practices include, among other things, the following requirements:

- > The use of forced, bonded, indentured, child or involuntary prison labor is prohibited
- > Compliance is required with regard to minimum legal working age requirements
- > Work hours must comply with local law

- > Compliance is required with regard to applicable wage laws, regulations, and relevant collective bargaining agreements — including those relating to minimum wages, overtime hours and legally mandated benefits
- > Workplaces must be free of unlawful discrimination and harassment in all its forms, including discrimination and harassment related to race, gender, or any other factors protected by law
- > Respect for employees' voluntary freedom of association, including the right to organize and bargain collectively, is required

Adient employees are [trained on our Ethics Policy](#) and educated on how to report potential ethics violations or claims of harassment or discrimination without fear



Human Rights: Uphold human rights, eliminate harassment and discrimination in all its forms, and ensure our suppliers abide by these same values.



Diversity, Equity and Inclusion: Promote a culture of inclusion that celebrates the diversity of our employees, suppliers and customers, and empowers them to always act with integrity.



Health and Safety at Work: Protect the mental and physical health, safety and overall well-being of our employees, customers, suppliers and any other individuals using our premises.

of retaliation. All complaints of alleged human rights violations, ethical concerns or claims of harassment or discrimination are investigated, and appropriate disciplinary action is taken. Workers' representatives must be given the access necessary to carry out their required functions, and we will not tolerate discrimination against workers' representatives.


Responsible Supply Chain

We expect our suppliers to treat workers with dignity and follow our global supplier standards and Ethics Policy (or their own equivalent policy). Suppliers are encouraged to adopt business values and practices that align with the 10 principles of the UN Global Compact and help advance the UN's broader Sustainable Development Goals.

We support the principles behind the U.K.'s Modern Slavery Act of 2015 and the California Transparency in Supply Chains Act; the most recently available disclosures supporting these principles are available on our Supplier Portal. We train our global purchasing employees and senior management to identify potential red flags for forced labor in the supply chain.

I Conflict Mineral Management


We are committed to responsibly sourcing conflict minerals and critical raw materials (CRM) and, since 2012, report on the use of Conflict Minerals (Tin, Tantalum, Tungsten and Gold — 3TG). We conduct annual supply chain reviews based on the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected Areas and High Risk Areas, and we are a member of the [Responsible Minerals Initiative](#) (RMI). Our cross-functional conflict minerals steering committee meets quarterly to review and evaluate our policies and procedures.

 [Visit our Supplier Portal for more information](#)

We require our first-tier suppliers to conduct conflict-free sourcing from RMI-certified smelters per the guidelines in our [Global Supplier Standards Manual](#). As part of our supplier due diligence processes, which conform to the OECD's Due Diligence Guidance, we communicate

regularly with our suppliers to understand their supply chain and, if necessary, clarify their answers on the [Conflict Minerals Reporting Template](#) (Adient uses the RMI's CMRT template). Based on their CMRT responses, we identify suppliers who potentially use or source conflict minerals, assign them a risk level, and work with them to ensure they comply with our guidelines. We provide our suppliers with online conflict minerals training and support.

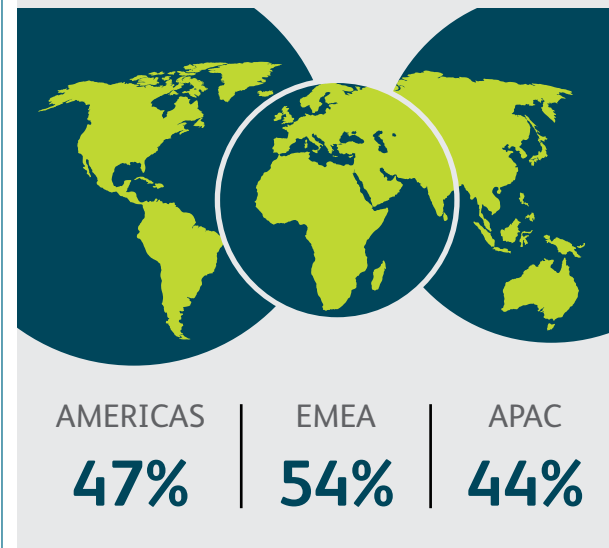
Every year, we disclose any potential use of conflict minerals in the products we manufacture or contract to manufacture in compliance with the Securities and Exchange Commission's disclosure rules.

 [Read our most recent Conflict Minerals Policy Statement](#)

 [Read our most recent Conflict Minerals Report](#)

We also support the U.S. and EU critical raw materials initiatives to sustain resilient, diverse and secure supply chains by providing usage data to determine the CRMs that are important for the automotive industry. For example, in the EU, Adient is actively engaged in the CLEPA CRM subgroup of the Materials and Substances Working Group to identify upcoming CRM topics and support the phase-out and substitution of CRMs in automotive products.

Employees Subject to a Collective Bargaining Arrangement:



I The Right to Organize

Adient respects the rights of our employees to organize. In locations that are represented by a labor union, Adient will bargain in good faith with a goal of reaching a collective agreement that meets the needs of our employees while allowing our business to grow and prosper.

Diversity, Equity and Inclusion

We're committed to fostering a culture of inclusion that celebrates diversity and empowers our people. Because when we bring our authentic selves to work every day — with all our unique characteristics, experiences and perspectives — we all win.

Our Culture

We recognize DE&I is essential to the success of our business and that living these values encourages different perspectives, ignites innovation and creativity, increases employee engagement, and strengthens partnerships with our customers, suppliers and stakeholders. We promote a diverse and inclusive culture by:

- > Hiring and developing the best and brightest talent to ensure diverse representation at all levels of the organization, including senior management
- > Creating an environment where employees can be their authentic and best selves
- > Building an inclusive supply chain that fosters innovation and economic development through greater supplier choice
- > Investing in the communities in which we operate



Read our [Diversity, Equity and Inclusion Commitment Statement](#) to learn more about Adient's DE&I commitments and actions

DE&I Vision: To be a premier employer that champions an inclusive and equitable work culture enriched by our diversity, where all employees are valued and respected.



Diversity Equity Inclusion

DE&I Mission: Adient is committed to driving an inclusive culture that celebrates our differences and empowers our people. Through progressive programs and initiatives, we will enrich our company's culture through recruitment, retention and development of diverse talent throughout the organization. By integrating the values of diversity, equity and inclusion into the way we do business, we are a better partner to our employees, suppliers, customers and communities.



In 2022, our Adient China team received a Best Company X Best Practice in DE&I Silver Award from sHero.



Diversity, Equity and Inclusion: Promote a culture of inclusion that celebrates the diversity of our employees, suppliers and customers, and empowers them to always act with integrity.

From the Top Down

Having enthusiastic support from Adient leadership has been vital to the success of our DE&I initiatives. Our President and CEO Doug Del Grosso has shown his support by signing the [CEO Action for Diversity and Inclusion pledge](#) to advance diversity and inclusion in the workplace, and he and our executive leadership team drive our inclusion and belonging strategy. Their firm support, along with Adient's membership in organizations such as the Center for Automotive Diversity, Inclusion and Advancement (CADIA), provide the guidance we need to achieve our DE&I goals.

Since advancing DE&I requires listening to diverse voices, our executive leadership team formed regional DE&I Councils in 2021 in all three of our business regions — Americas, EMEA and APAC — to identify barriers, raise awareness, and drive organizational change. These councils support and drive progress toward our strategic goals in talent acquisition and retention, communications and employee feedback, training and education, metrics and KPIs, and our employee-run BRGs. The councils communicate and collaborate across regions to ensure they're aligned and making shared progress toward our enterprisewide DE&I goals.

Adient President and CEO Doug Del Grosso hosts quarterly virtual 'Let's Talk' sessions with 15-25 employees, rotating regions and participants quarterly and adding face-to-face sessions as travel permits. These small, informal roundtable discussions encourage open communication between leadership and employees and give participants an opportunity to speak directly with our President and CEO.

I Respectful Workplace Training

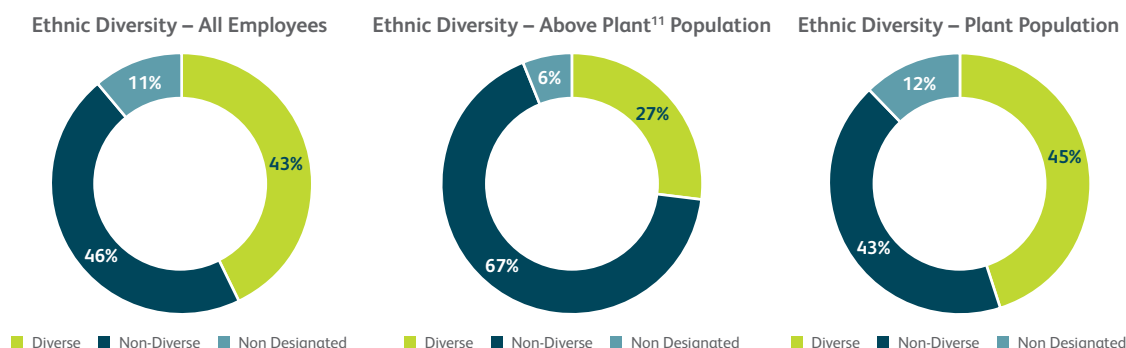
Adient is committed to providing a workplace that is free from harassment, discrimination and any other behavior that diminishes a person's integrity and self-esteem, and we do not tolerate physical or psychological harassment or abuse. We recognize it is up to all our employees to create a respectful, safe workplace and require management at all our locations to implement equal-opportunity and no-harassment policies in accordance with their national, state or provincial law.

To help meet our goals, we offer a respectful workplace virtual training for all salaried employees globally, supplementing our existing local and in-person trainings in this area. In fiscal year 2022, more than 10,000 of our salaried employees voluntarily completed this respectful workplace and unconscious bias training, helping to create an inclusive and equitable work culture.

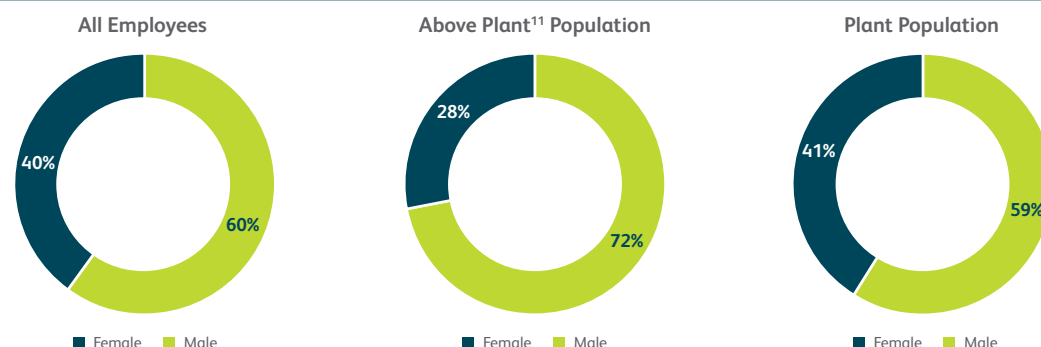
We encourage all our employees, contractors, temporary employees, visitors, interns and other non-employees to immediately report situations of harassment perpetrated by anyone — including visitors and other non-employees — to their department manager, plant/facility manager, local human resources manager, Legal Compliance, or Adient's Integrity Helpline. Employees who are found to have violated our policies following an investigation

have faced dismissal, disciplinary actions and warnings, employee counseling, leadership training, and equal employment/anti-harassment training. We also expect our suppliers to treat their employees with dignity and to maintain workplaces free from discrimination and harassment in all forms, and we may terminate a supplier that does not comply with these expectations.

Ethnic Diversity at Our U.S. Locations (Fiscal Year 2022)



Gender Diversity at Our U.S. Locations (Fiscal Year 2022)



Data as of Sept. 30, 2022. Includes Adient employees and consolidated joint venture employees.

¹¹ Above Plant population is professional/corporate staff comprised of technical and support function roles.

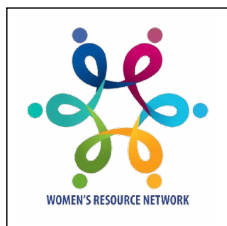
I Our Business Resource Groups

Adient's nearly two dozen BRGs globally are organized by employees, for employees, and focus on professional development, community outreach, education and awareness to build an inclusive culture. Globally, we are establishing and expanding our BRGs, creating local inclusion opportunities by country and location. In the Americas region, we're proud to have four growing BRGs and plan to expand to include additional under-represented groups in the near future.

Fiscal year 2022 activities for Adient's Americas BRGs included:



Black History Month: The African Ancestry BRG (AABRG) celebrated by sharing a new profile of an outstanding Adient employee of African descent each weekday in February. The AABRG also hosted a weekly speaker series throughout the month.



Women's History Month: In celebration of Women's History Month and International Women's Day in March, the Women's Resource Network (WRN) created a [video message featuring employees from around the world](#), highlighted employees' stories, and hosted a number of virtual events throughout the month.



Cinco de Mayo: HOLA! (Hispanic Origins • Latino Ancestry), the newest Americas BRG, hosted a Cinco de Mayo scavenger hunt at our Plymouth, Michigan, U.S. headquarters building, highlighting facts about the holiday along the way.



Pride Month: The True Colors Network (TCN) celebrated Pride Month in June by raising money for a local LGBTQIA+ charity, holding virtual events to create awareness, and participating in Detroit's Motor City Pride Parade.



SUSTAINABILITY IN MOTION

LIFTING UP THE NEXT GENERATION

Detroit Cristo Rey High School. For more than 10 years, Adient has partnered with Detroit Cristo Rey, a high school in southwest Detroit that provides a high-quality college preparatory education to local students who may not otherwise be able to afford it. Part of the curriculum is a work study program that exposes students a professional work environment. During the 2021-2022 school year, Adient sponsored four students who each spent four to five days per month during the school year at our corporate headquarters in Plymouth. Students are assigned managers and mentors to guide them as they gain real-world experience and knowledge working in our Engineering, IT and VA/VE departments. We are very proud to mentor these bright students and give them exposure to the automotive industry and STEM careers.

Atlanta University Center Consortium (AUCC). Adient's AABRG has partnered with Atlanta University Center Consortium, the world's oldest and largest consortium of historically Black colleges and universities. The Consortium is comprised of four member institutions — Clark Atlanta University, Morehouse College, Morehouse School of Medicine, and Spelman College. The AABRG offered four summer internships to select students in 2022.

Supporting Diverse Suppliers

We recognize the importance of diversity — in both our own workforce and our supply base — in driving strong business performance. We are committed to buying from diverse suppliers and growing their capacity, and we expect our suppliers to implement their own supplier diversity best practices.

This approach further strengthens our supplier networks and helps grow certified diverse-owned businesses.

I \$1 Billion — Every Year

We have been committed to and engaged in numerous supplier diversity initiatives for 29 years and spend more than \$1 billion with diverse-owned suppliers every year. This commitment starts with our President and CEO and cascades throughout the organization. We continue to achieve our customers' supplier diversity targets and collaborate on initiatives that drive opportunities for diverse-owned suppliers.

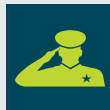
Since becoming Adient in October 2016,
we have spent **\$7.5 billion** with



minority-owned
businesses



women-owned
businesses



veteran-owned
businesses

I Empowering Every Tier

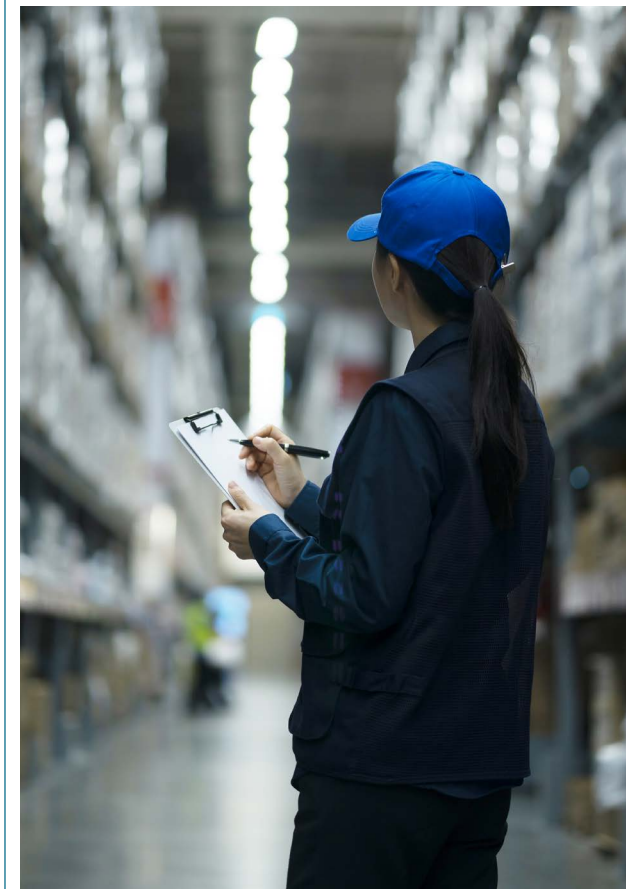
We encourage our supplier partners to execute supplier diversity initiatives — not just buy products and services from diverse suppliers — through our Tier 2 initiative. We measure suppliers enrolled in this initiative in two areas:

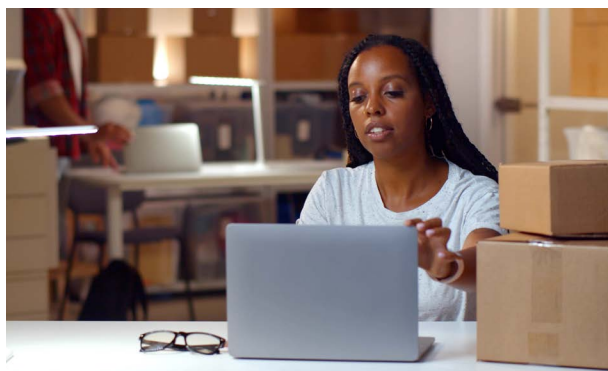
1. The number of key Diverse Business Initiatives (DBIs) steps, as outlined in our Global Supplier Standards Manual, they complete; and
2. Their reported purchases with certified diverse-owned businesses.

As a result of our unique approach to driving supplier diversity across the tiers, our suppliers reported making more than \$180 million in purchases with diverse-owned businesses in fiscal year 2022 and demonstrated a significant improvement in executing DBIs compared to fiscal year 2021. In fact, 40 % of our enrolled suppliers attained “Emerging” or “Achieving” status for their supplier diversity initiatives in fiscal year 2022 (compared to 16 % in fiscal year 2021).



Diversity, Equity and Inclusion: Promote a culture of inclusion that celebrates the diversity of our employees, suppliers and customers, and empowers them to always act with integrity.





I Advocating for Change

Not only do we maintain organization-level memberships with global, national and regional advocacy groups, but we back our membership with training, sponsorships and participation in corporate committees that help promote the growth and development of corporate supplier diversity initiatives while increasing opportunities for certified diverse-owned businesses. Adient is a proud member of the following councils:

- > Women's Business Enterprise National Council ([WBENC](#))
- > National Minority Supplier Development Council ([NMSDC](#))
- > National Veterans Business Development Council ([NVBDC](#))
- > Michigan Minority Supplier Development Council ([MMSDC](#))
- > Great Lakes Women's Business Council ([Great Lakes WBC](#))
- > [WEConnect International](#)
- > [Billion Dollar Roundtable](#)



SUSTAINABILITY IN MOTION

AWARDS AND RECOGNITION

Receiving external recognition for our supplier diversity achievements validates our team's dedication and commitment to developing and sourcing from certified-diverse suppliers. We are pleased to celebrate the following recognition in fiscal year 2022:

- > **Superior Supplier Diversity Award** from Toyota
- > **2022 Top Global Champions for Supplier Diversity & Inclusion (SD&I)**, Platinum level, from WEConnect International
- > **Top 100 Corporations for WBE Success** from WE USA
- > **Americas Top Corporations: Resiliency Edition** from WBENC
- > **Excellence in Supplier Diversity Award**, in the Best in Class category, from the Great Lakes Women's Business Council
- > **Corporate Buyer of the Year** from WE USA 2022 recognizing Adient commodity managers Tim Fleming, Bob Healy, Miguel Martinez, Angelica De La Orta and Petra Pleidelová

Adient's Razzaaq McConner (center), Vice President of Purchasing, accepts the Excellence in Supplier Diversity Award from the Great Lakes Women's Business Council.

> **Notable Champion of Diversity**

award from Automotive News recognizing Sherry Diccion, Adient's director of supplier diversity

At every event we attend, we execute a strategy to ensure certified diverse-owned businesses have an opportunity to meet our buying team, learn about opportunities, and receive feedback on next steps. Events included in our annual plans, among others, are:

- > OEM Customer events
- > WBENC Conference
- > WEConnect International
- > NMSDC Automotive Industry Group
- > MMSDC Conference
- > NMSDC Conference
- > NVBDC Conference





SUSTAINABILITY IN MOTION

WALKING THE WALK

We recognize the important role our partners have in creating an inclusive work environment and helping us reach our highest potential as a company.

For more than two decades, Adient has been involved in a successful joint venture with Detroit-based Bridgewater Interiors, a diverse-owned business founded in 1998 as a joint venture between Epsilon Technologies and Johnson Controls Inc. (whose automotive division became Adient in 2016). Bridgewater was created to manufacture automotive seating systems for General Motors (GM) and quickly established relevance in the automotive supplier space, as its initial five-year GM contract was the largest an automaker had ever awarded a minority-owned business.

BRIDGEWATER



I N T E R I O R S

President and CEO Ronald E. Hall Sr. led the brand-new organization after a successful career in corporate management, entrepreneurship and economic development, including heading the Michigan Minority Supplier Development Council. Today, his son, Ronald E. Hall Jr., leads the company, which has since expanded from its original Detroit location (below) to four facilities in two states with 2,400 employees. Its customer list has also grown — from one automaker to four, supporting 11 different vehicle models.

“At Adient, we are particularly proud that this forward-thinking, unique joint venture has stood the test of time, continues to grow, and remains a very viable venture for our customers,” said Doug Del Grosso, Adient president and CEO.



Listen as Del Grosso and Hall Jr. discuss the joint venture’s success on “The Michigan Opportunity” podcast



Adient is also proud of its joint venture with Avanzar Interior Technologies. Heriberto “Berto” Guerra established Avanzar

— which means to “advance” or “move forward” in Spanish — in 2005 after he learned Toyota executives were seeking Hispanic-American supplier partners. Guerra and Johnson Controls (now Adient) agreed to form a joint venture to supply interiors for Toyota’s Tundra truck.

In founding the company, Guerra, who serves as Avanzar’s CEO and chairman, followed his key principles of success: Changing the lives of others in a positive way, giving back to the community, and remembering where he came from. Having grown up among very modest surroundings, where he shined shoes to financially help his family, he saw Avanzar as an opportunity to give back to a supportive community. He concentrated on fostering an environment of mentorship and family-like support that endures to this day, even as Avanzar has grown into a successful international Tier 1 automotive supplier.

The seats, door panels and overhead systems Avanzar now supplies to Toyota Texas, Toyota Baja California and Toyota Guanajuato are vital supply chain components to Toyota North American truck manufacturing. As part of Toyota’s JIT operations, Avanzar products go from order to delivery in less than two hours, making Avanzar one of Toyota’s most complex and integral suppliers. Avanzar’s vision — “Moving towards perfection to become the most successful and respected supplier of auto parts” — articulates the company’s focus on continuously exceeding customers’ expectations.

Community Engagement



Human Rights: Uphold human rights, eliminate harassment and discrimination in all its forms, and ensure our suppliers abide by these same values.

We strive to have a positive impact on the communities in which we operate. Our global presence allows us to support communities around the world, and we strongly encourage our employees to engage in community outreach and charitable giving activities.

Our sustainability vision — “Together, we are committed to creating a sustainable future for our employees, customers, and communities” — concisely conveys our pledge to be a good steward for our stakeholders. Through our employees and the Adient Foundation, which provides financial support to soundly managed and operated U.S.-based not-for-profit organizations that are recognized by the Internal Revenue Service as tax-exempt, the Adient Foundation and the company have contributed to numerous organizations that support health and social services, education, culture and the arts, and civic activities, including organizations that are dedicated to supporting under-represented populations.



Learn more about
the Adient Foundation

Employees at our many locations globally also get involved at the local level by donating time and resources to the communities in which they live, work and play.





SUSTAINABILITY IN MOTION

AIDING REFUGEES IN EUROPE

Burscheid, Germany

Employees collected and donated almost €10,000 to relief efforts through the local works council and continue to support Adient's location in Siemianowice, Poland, which is working closely with a local crisis center.

Rockenhausen, Germany

More than 100 employees helped renovate a vacant eight-bedroom house on the company's premises to provide temporary housing for refugee families. Also, local suppliers donated labor and materials to the "House of Welcome."

Kaiserslautern, Germany

Employees collected and transported aid products to the Poland-Ukraine border, where they handed them over to a Ukrainian charity. They also made donations to a local charity in Kaiserslautern that supports refugees.

Świebodzin, Poland

Employees transported and housed refugee family members of Adient employees and donated goods and medical supplies to relief efforts.

Skarbimierz, Poland

Employees donated money, food and other needed items to refugees through a local NGO.

Bieruń, Poland

Employees collected food and donated materials to help renovate accommodations for refugees. The plant also participated in a charity event with other automotive companies in the region.

Siemianowice, Poland

The plant team helped evacuate, transport and house refugee family members of Adient employees.

Bezděčín, Czech Republic

The plant provided accommodations for refugees, coordinators and interpreters.

Ploiești, Romania

Employees donated sanitary products, water and money to a local charity, which used the monetary donation to buy food.

Pitești, Romania

Employees collected personal care items and sanitary products and donated them to the Red Cross.

Zaragoza, Spain

Employees donated various relief supplies such as warm clothing, blankets, diapers, medicine and first aid kits.

Trenčín, Slovakia, and Mór, Hungary

Employees collected personal care items and sanitary products and donated them to charities assisting refugees.

There is tremendous willingness at Adient to help those affected by the Russia-Ukraine War. These are just a few examples of our employees' contributions.



SUSTAINABILITY IN MOTION

SUPPORTING OUR COMMUNITIES AROUND THE WORLD

Adient Shah Alam, Malaysia. When a tropical storm severely flooded parts of Malaysia in December 2021, it displaced 87 Adient employees and their families and damaged our Adient Shah Alam plant in Selangor. Adient employees quickly established a rehabilitation fund to help provide aid to our colleagues and worked with NGOs to initiate rescue, cleanup and repair activities. Our affected employees received temporary housing, additional time off and a cash subsidy from Adient to help repair their homes, and we are taking precautionary measures to help mitigate damage from any future flooding at our Shah Alam plant.

Adient Kaiserslautern, Germany. After a severe storm badly flooded a local daycare near our Kaiserslautern, Germany, location, trainees and students organized a lemonade stand and bake sale that raised more than €1,000 to help repair the daycare center.

Adient Japan. At our Torihama, Oppama, Toyota and Kinryo locations, employees organized a fundraiser in March 2022 to benefit the Public Interest Incorporated Foundation of Japan Guide Dog Association (JGDA). In less than a month, Adient Japan employees raised JPY 100,000 for the organization. “It is Adient Japan’s pleasure to be able to take part in the great efforts done by JDGA,” Adient

Japan Country Manager Akihisa Kikuchi said, “and we are proud that our employees also see the importance and actually acted to support this activity.”

Adient South America. Employees at our São Bernardo, Pouso Alegre and Rosario plants in South America supported their local communities in December 2021 by preparing lunchboxes to deliver to individuals in need. In total, Adient volunteers purchased, prepared and delivered more than 600 meals to the community.

Adient Plymouth CTU, U.S. Adient’s business resource groups at our headquarters in Plymouth, Michigan, U.S., conducted numerous community outreach initiatives in fiscal year 2022. The True Colors Network collected and donated gently used clothing and money to the Ruth Ellis Center, a local NGO that supports LGBTQ+ youth and young adults; at its annual ‘Driving Fore a Cure’ golf outing, the Women’s Resource Network raised \$26,812 for breast cancer research at the University of Michigan Rogel Cancer Center; and the African Ancestry Business Resource Group mowed, trimmed overgrown brush and weeds, and provided free lawn care services to help beautify Detroit’s Cooley community as part of the 2022 Life Remodeled Six Day Project.



Employee Development

At Adient, we believe that attracting, developing, motivating and retaining employees is vital to our sustainable and profitable growth.

We understand that, like our customers, our employees and potential employees have choices of where to work, and we must compete for the best talent.

Continuously Improving

We have a global performance-management process through which employees provide a self-assessment and managers provide evaluation and feedback on annual performance. To encourage continuous feedback and augment the annual review process, we conduct check-ins throughout the year to ensure that employees understand their priorities and are progressing as expected. This process informs employee development goals and development plans.

Our Leadership Talent Review (LTR) is Adient's annual process for identifying and evaluating talent for the purposes of aligning individual aspirations and development plans with the organization's needs and building a diverse pipeline of leaders to mitigate leadership vacancy risk. LTR is designed to be an inclusive process that promotes visibility of talent, increases the validity of succession plans, and ensures development efforts are applied efficiently.

The LTR process consists of both potential assessment and succession planning. Managers assess and assign a potential rating that is reflective of employees predicted

future performance and confirmed career aspirations. In addition, managers identify talent to succeed critical positions within Adient. Both potential assessments and succession plans are calibrated with broader groups of leaders to drive consistency, awareness and alignment on decisions and development actions.

Adient Accelerate

Adient also makes a substantial investment in employee development through its partnership with the University of Michigan's Ross School of Business. Through this partnership, Adient offers Adient Accelerate, a leadership development program.



SUSTAINABILITY IN MOTION

ADIENT ACCELERATE WELCOMES COHORT 2

The 25 participants in our second Adient Accelerate cohort:

- > were **44%** female
- > came from **10** different countries
- > had backgrounds in **10** separate disciplines



Diversity, Equity and Inclusion: Promote a culture of inclusion that celebrates the diversity of our employees, suppliers and customers, and empowers them to always act with integrity.

In its sophomore year, Adient brought together a diverse, global group of 25 employees from 10 different countries to participate in an intensive 16-week program. The program includes live virtual sessions with world-class Michigan Ross faculty as well as executive coaching. The program also includes an action learning project where cross-regional and cross-functional project teams were tasked with addressing strategic issues that Adient faces.

These teams were paired up with a Michigan Ross faculty member who is an expert in a respective area of the project to guide and counsel the project teams. The teams presented to senior executives, and two teams had the opportunity to present to Adient's Board of Directors.

In addition to Adient Accelerate, we continue to evaluate our formal development programs and assess the need for further programs within respective regions and functions, as appropriate.



I Learning in Motion

Adient's approach to learning focuses on reinforcing key principles that are designed to support an individual's effectiveness in his or her current job, and in future situations. At Adient, we live a "Learning in Motion" strategy: Learning by Doing, Learning by Others, and Learning by Training (with the majority — 70 % — being Learning by Doing activities). Throughout the world, Adient employees are encouraged to develop by doing, taking charge of their learning and growth while seeking support along the way.

I Always Advancing

In addition, Adient ensures managers and employees are equipped with the tools necessary to continue to learn, grow and develop throughout their careers by providing technical, soft-skill and leadership training locally and specific to their country and/or work location. Across the organization, our leaders partner with human resources to monitor our talent pipeline and identify career advancement opportunities. As Adient is still a relatively new and developing company, it continues to monitor, review and assess the outcomes of its policies on social and employee matters to ensure they are having the desired impact.



Employee Health, Safety and Well-being

We are committed to protecting the physical and mental well-being of our colleagues, customers, suppliers and anyone with whom we are in contact around the globe.

We maintain a health and safety management system that is certified to the ISO 45001 Occupational Health and Safety standard. Globally, 100 % of our facilities are internally audited and compliant, and 60 % are also third-party audited and certified. We plan to be 100 % certified by the end of fiscal year 2023.

Our Safety Record

We have achieved year-over-year decreases in both our global recordable rate as well as our global lost work days over the last several years, including in fiscal

year 2022. To achieve this, we work together across the globe, sharing best practice ideas, procedures and information regarding accidents and injuries. Our Adient Manufacturing System principles serve as the foundation upon which we create our procedures and define our expected behaviors, and we work to standardize how to work safely in our plants, offices and technical centers.



Health and Safety at Work: Protect the mental and physical health, safety and overall well-being of our employees, customers, suppliers and any other individuals using our premises.

Our Approach to Risk

Every change in machine, operation, building or workstation requires a safety risk assessment. When our employees come to work, they can know that where they work has undergone an extensive review to identify associated risks of injury or illness and that those risks are eliminated and/or minimized through our robust processes and controls. We review these risks using the most up-to-date technology and associated regulatory requirements within each country.

Managing and Utilizing Data

Over the past several years, we have invested in and embraced technology to assist us in centralizing our environmental, health and safety data collection through cloud-based software. At the click of a button, we can view metrics and data trends at the facility, country, regional or global level, which gives us greater transparency and the ability to create more thorough and efficient action plans. This has helped Adient move toward a more robust, leading-indicator-driven approach to risk management.

Global Safety Rate (Annually, per 100 Employees)

OSHA Recordable Rate

0.65



Fiscal Year 2021

0.57



Fiscal Year 2022

OSHA Lost Time Day Rate

24.50



Fiscal Year 2021

13.63



Fiscal Year 2022

Fatalities

0



Fiscal Year 2021

0



Fiscal Year 2022



SUSTAINABILITY IN MOTION

REDUCING RISK THROUGH ERGONOMICS

Adient operations globally use Kaizen, a continuous improvement philosophy, to enhance quality, improve ergonomics, and eliminate waste. During the pandemic, our health and safety team pioneered virtual “small bites” Kaizens aimed at reducing risk through targeted activities based on historical injury data.

In fiscal year 2021, our Americas health and safety teams completed four virtual ergonomics projects and improved 24 % of the 213 identified jobs. In fiscal year 2022, our teams completed an additional 11 ergonomics projects in our Americas complete seat, metals, foam and trim plants.

This resulted in ergonomic improvements in 61 % of the 204 identified jobs or areas — a significant improvement over fiscal year 2021.

For fiscal year 2023, the team is utilizing newly acquired motion-capture technology to augment and improve the efficiency and accuracy of the ergonomic risk-assessment process. This will help our teams spend less time on risk assessments and more time on making improvements to our manufacturing processes.

Protecting Potential

With new risks to health and safety emerging faster than ever before, we’re focused on enhancing our Emergency Management risk-reduction program to ensure we’re prepared to respond quickly and effectively in an emergency. The goal of this program is to:

- > Provide as much consistency and structure as possible to our emergency management response
- > Protect our employees and communities
- > Prevent property loss and interruptions to our business
- > Minimize the frequency and severity of any potential losses

ISO 45001 Status

100%



Compliant

60%



Certified

Early indicators show our Emergency Management Program has increased our focus on human element recommendations, which improved 46 % in fiscal year 2022. Human elements cover a variety of requirements and administrative measures to prevent and effectively respond to emergencies and manage recoveries. In fiscal year 2023, we plan to continue to spread this approach and drive toward increased controls around these risks to protect the potential of our teams, communities and operations.



Governance and Compliance

A photograph of a male worker in a factory setting. He is wearing a dark blue polo shirt, a bright yellow safety vest with reflective silver stripes, and clear safety glasses. He is also wearing black gloves. He is focused on working on a large, dark-colored car seat that is suspended by a metal frame. The background is a blurred industrial environment with bright lights and structural elements. The text 'Governance and Compliance' is overlaid on the left side of the image in a white serif font, with a dark teal triangular graphic element behind it.

Overview

We are committed to operating our business ethically and in accordance with applicable laws and regulations.

Board Oversight and Risk Management

Adient's Board of Directors, as a whole or through its committees, oversees an enterprisewide approach to risk management that is intended to achieve Adient's long-term strategic and organizational objectives and enhance shareholder value. Management is responsible for the day-to-day management of the risks Adient may face, while the Board, as a whole and through its committees, is responsible for the oversight of risk management. In this risk oversight role, the Board is responsible for ensuring that the risk management framework, and any supporting processes implemented by management, are adequate and functioning as designed. A summary of the primary areas of risk oversight of the Board and its committees can be found in [Adient's 2023 Proxy Statement](#).

The Board's risk management oversight includes responsibility for the full range of risks and opportunities related to the impact of environmental, social and governance matters on Adient's business and strategy. Adient's ESG Steering Committee — which is comprised of the President and CEO, Chief Financial Officer, Chief Legal and Human Resources Officer, Vice President of Global Sustainability, Vice President of Investor Relations, Executive Vice President EMEA, and the Executive

Director of Sustainability — meets quarterly to review key sustainability initiatives, activities and disclosures, and the Vice President of Global Sustainability reports monthly to the Board on its strategic short-term and longer-term initiatives and objectives in these areas.

In addition, the Board's Corporate Governance Committee is responsible for overseeing Adient's ESG strategies, initiatives, policies and practices, as well as the Company's public disclosures of ESG matters, including annually reviewing the Sustainability Report.

Board member Peter Carlin continues to provide Board-level ESG oversight to management and provides advisory input on our annual Sustainability Report.

Adient's Board of Directors is:



22%
Ethnically diverse

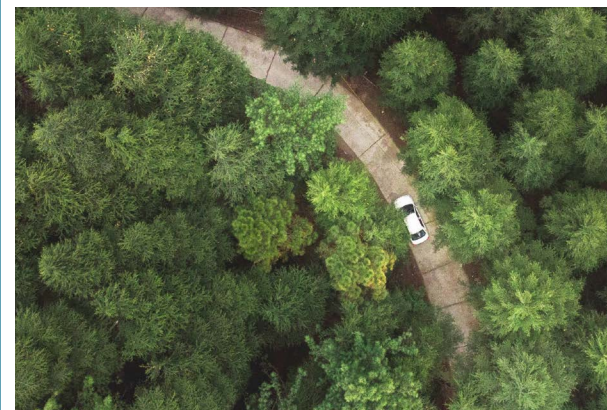


22%
Gender-diverse

We are supporting the following UN Sustainable Development Goals:



Similarly, the Human Capital and Compensation Committee is responsible for overseeing Adient's policies and strategies related to broad human capital matters. The Human Capital and Compensation Committee receives updates on key human capital trends and metrics, as well as key management observations regarding such trends and metrics, at least two times per year. These metrics include Leadership Workforce Profile, Executive Talent Pipeline, Voluntary Turnover, and Retention and Attraction.



Ethics and Integrity

Our Ethics Policy is our foundational document, and we are focused on maintaining a robust speak-up culture where all our people are empowered to act with integrity.



Corporate Governance: Implement and oversee robust corporate ESG policies, practices and processes, and operate our business ethically and in accordance with applicable laws and regulations.



Human Rights: Uphold human rights, eliminate harassment and discrimination in all its forms, and ensure our suppliers abide by these same values.

I Integrity Helpline

We encourage anyone who has ethics-related concerns or questions to report them via our 24-hour Integrity Helpline, and we enforce a strict no-retaliation policy for employees who report concerns in good faith.

Every question or concern submitted to the Integrity Helpline is triaged and routed to the appropriate team for handling, investigation and response. Our investigators follow the guidelines in our Investigation Protocol and receive periodic training on investigation best practices. Our Chief Legal Officer reviews our Integrity Helpline statistics regularly, our Audit Committee reviews them biannually, and our Regional Compliance Committees review them periodically.

But the Integrity Helpline is just one of several ways to ask questions or raise concerns. Employees often discuss questions or concerns directly with their supervisor; these managers may then escalate issues to Human Resources or Legal Compliance, if needed. We encourage our employees to speak up and raise concerns however they are most comfortable — whether through their supervisor, their Human Resources representative, our Legal Compliance department or the Integrity Helpline.



Annual Ethics Campaign

Each year, our salaried global workforce certifies compliance with our Ethics Policy. This year, 99 % + of these employees certified their compliance. We also run a similar annual Ethics Certification Campaign for our China joint ventures; 100 % of those employees certified their compliance with our Ethics Policy.

Compliance Training

We provide our employees with extensive compliance training on topics such as antitrust compliance, conflicts of interest, anti-bribery and anti-corruption, compliance awareness, speak-up culture, trade compliance, diversity and inclusion, data privacy and more. This training program includes a combination of classroom-style trainings and online training modules. Our training plan takes a risk-based approach and tailors training to particular functions based on the risk presented. We also modify our training plan throughout the year to incorporate lessons learned from internal investigations.

Governance and Board Oversight

Our Board of Directors and senior leadership team set the tone at the top with their collective commitment to integrity, ethics and compliance. Our Board's Corporate Governance Committee annually reviews and evaluates our Compliance Program and Ethics Policy. The Compliance Program's Charter defines key elements of the Program and how it's governed.

Our President and CEO and other senior leaders regularly communicate the importance of ethics and compliance to Adient employees through regular town hall meetings, staff meetings, messages cascaded through their direct reports, and email communications to employees.

Risk Assessment and Analysis

Adient and its Legal Compliance team evaluate risk on an ongoing basis. Each year, we conduct an Enterprise Risk survey, which the Legal Compliance team uses to help develop its training plan and other initiatives. Our Legal Compliance team also periodically reviews the design and effectiveness of its program, which may include internal audits, self-evaluations, gap analyses, surveys and other feedback channels.

Our Legal Compliance team regularly monitors legal and regulatory developments and informs management and leadership of those developments and their impact on the company.

Regional Compliance Committees

We have three active Regional Compliance Committees in EMEA, APAC and the Americas regions. The Committees contain cross-functional leaders from various areas — including Purchasing, Finance, Human Resources, Legal, Internal Audit, Operations, and Commercial — and meet quarterly. Our regional executive vice presidents chair these meetings where leaders are briefed on compliance initiatives, policies, procedures and lessons learned from recent internal investigations. These leaders also receive trainings and messages to cascade to their teams and to embed compliance initiatives and procedures in their areas of the business.



Bribery and Corruption

We do not tolerate any form of bribery with our business dealings and actively oppose corruption within our business. Our stance against bribery and corruption is a key statement of principle in our Ethics Policy.

As a global enterprise, we are subject to laws that govern our international operations, including laws that prohibit bribery and corruption and laws regarding international trade and sanctions. These laws include but are not limited to the U.S. Foreign Corrupt Practices Act (FCPA), the Irish Criminal Justice (Corruption Offences) Act, the U.K. Bribery Act, the U.S. Export Administration Act as well as international economic sanctions and money-laundering regulations.

We also utilize internal policies and procedures relating to compliance with such laws and regulations to protect Adient from risks associated with the improper acts of employees, agents, business partners, joint venture partners or representatives.

I Policies and Procedures

In addition to our Ethics Policy, our Anti-Bribery and Anti-Corruption Standard, Global Supplier Standards Manual, Terms and Conditions, and other compliance program elements (including training) provide detailed guidance to our employees, third parties and joint ventures regarding how to conduct business with integrity and make decisions that are legal, ethical, responsible, and minimize risks related to bribery and corruption.

The Anti-Bribery and Anti-Corruption Standard describes the types of prohibited conduct, such as bribes, kickbacks, facilitation payments and improper gifts, travel and entertainment; provides guidance on how to identify, address and mitigate third-party risk, including a due diligence review process for high-risk suppliers; requires that any pre-approved, appropriate government-related expenditures are properly listed in expense reports and in Adient's books and records; and provides a reporting mechanism for any potential misconduct.

I Acting to Minimize Risk

To help prevent bribery and corruption, we are:

- > Collaborating with our senior leaders to identify Adient employees whose job responsibilities have a higher corruption risk, which facilitates targeted anti-corruption training and guidance
- > Providing targeted anti-bribery and anti-corruption employee training globally
- > Embracing a speak-up culture where our no-retaliation policy strongly encourages reporting bribery, corruption and other ethical concerns
- > Managing corruption allegations via our allegation case management system, which provides alerts and priority ranking for corruption allegations



Corporate Governance: Implement and oversee robust corporate ESG policies, practices and processes, and operate our business ethically and in accordance with applicable laws and regulations.

- > Leveraging our internal investigation procedures for guidance on when and to whom high-risk allegations should be escalated

Additionally, we conduct thorough due diligence of our high-risk suppliers, such as government-facing consultants and customs brokers. These suppliers must complete a lengthy questionnaire, make certain representations and certifications, and undergo an extensive screening process at onboarding and are monitored on an ongoing basis. In addition, we offer online anti-bribery training to our high-risk suppliers.



Trade Compliance

We are committed to complying with applicable laws — including laws regarding the international trade of goods, services and technology — as noted in our Ethics Policy. Such laws include exports controls, sanctions, embargoes, import/export regulations, and supply chain security programs.

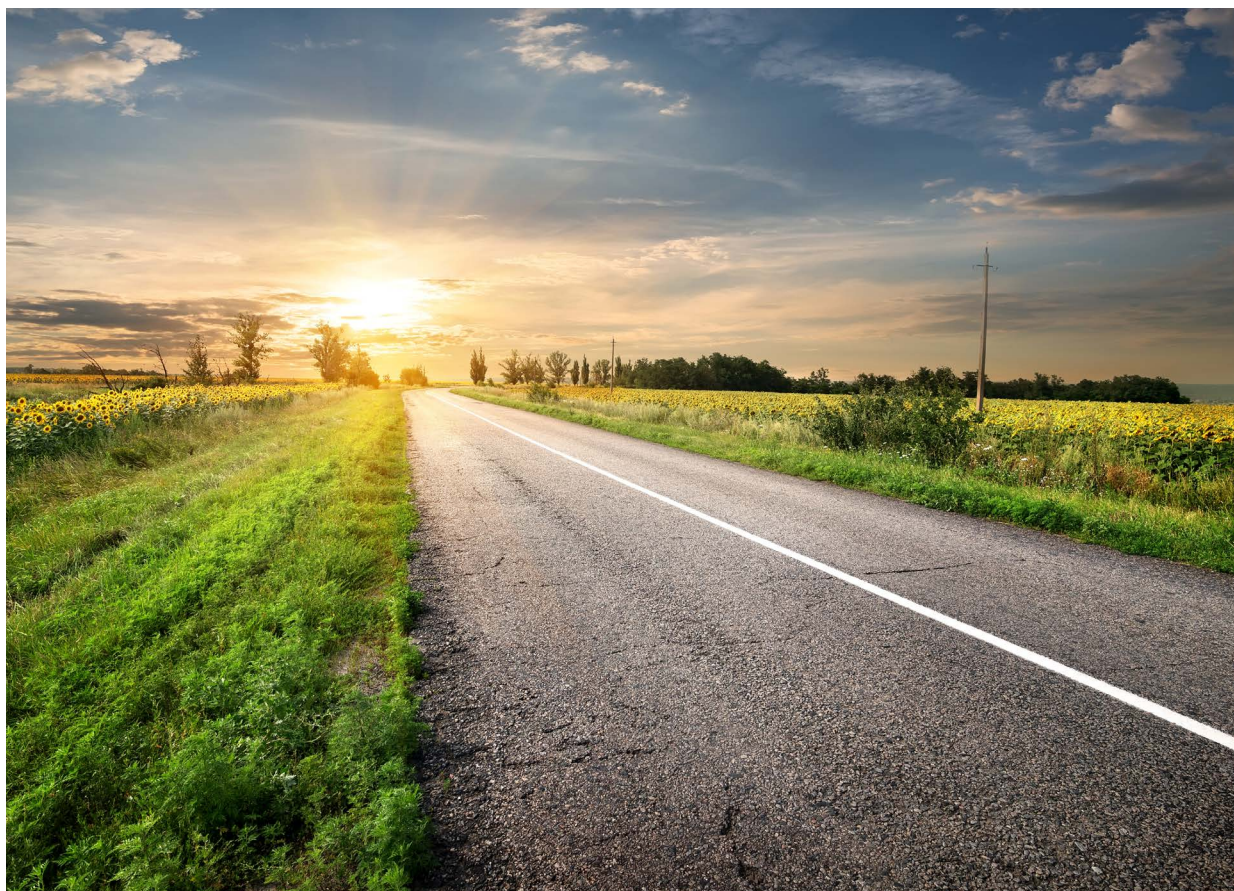
Our Trade Compliance policies and supporting processes provide a framework for managing and controlling the following:

- > Declaring to appropriate authorities the correct classification, origin, trade program eligibility and value of the goods, services and technology that Adient moves across international borders
- > Adient's activities at the border and with customs brokerages
- > Accurate and timely payment of customs duties
- > Customs aspects of Adient's free trade and investment zones that provide duty and tax benefits
- > Export controls and strategic trade restrictions
- > Screening of business partners against sanctions and embargo lists

In response to the Russia-Ukraine War, we updated our Sanctions Policy and related documents and performed additional risk-based screening in fiscal year 2022. We also regularly provide targeted awareness messaging addressing sanctions, embargoes, export controls and other trade compliance topics.



Corporate Governance: Implement and oversee robust corporate ESG policies, practices and processes, and operate our business ethically and in accordance with applicable laws and regulations.



Data Privacy

We have a responsibility to safeguard our employees' data as well as other personal data, and we follow applicable data and privacy laws.

We use personal data for specific purposes to support our operations and provide employee benefits. We inform individuals about the collection and processing of their data as well as their rights regarding their personal data, as required by applicable data and privacy laws.

Access to personal data is limited to those employees who need it for business purposes, and additional safeguards are in place to protect personal data. Our data privacy procedures govern how to review and document privacy requirements and impact, and we conduct data privacy training for our employees to ensure they understand their rights and obligations for securing personal information.

Our supplier due diligence process includes performing a privacy risk analysis and checking their compliance with applicable privacy laws, including cross-border data transfer requirements. We also incorporate privacy terms and conditions in applicable contracts. We follow local data protection and privacy laws and continuously monitor changes in this area. Adient has an internal network of local privacy coordinators that support Adient's Global Privacy office.



[Read more about our approach to data privacy in our Data Privacy Notice](#)



Corporate Governance: Implement and oversee robust corporate ESG policies, practices and processes, and operate our business ethically and in accordance with applicable laws and regulations.



Cybersecurity

We are focused on securing and preserving the confidentiality, integrity and continued availability of the information we own as well as the information of our customers, suppliers, employees and anyone else in our care.

Our cybersecurity program provides controls and procedures for timely and accurate cybersecurity incident reporting and adheres to applicable industry standards such as the Trusted Information Security Assessment Exchange (TISAX), as well as standards from the International Organization for Standardization (ISO) and the U.S. National Institute for Standards and Technology (NIST).

I A Proactive Approach

To ensure we are prepared to respond to cybersecurity threats, our IT security team routinely tests controls and procedures through independent third-party assessments. We also provide our employees with annual cybersecurity training, easy-to-use tools to report potential phishing emails, and frequent security updates, and we conduct periodic phishing tests to ensure our employees remain vigilant and compliant with our expectations.

Our Vice President and Chief Information Security Officer oversees our cybersecurity program. Adient's Board of Directors and its Audit Committee oversee Adient's cybersecurity risk and receive frequent updates that cover:

- > Threats to cybersecurity
- > The results of exercises and response-readiness assessments performed by external experts that provide a third-party independent assessment of our cybersecurity program
- > Internal response preparedness



Corporate Governance: Implement and oversee robust corporate ESG policies, practices and processes, and operate our business ethically and in accordance with applicable laws and regulations.



Product Safety

Our products often form an integral part of our customers' total vehicle system safety strategies. We take this responsibility seriously and have robust processes in place to identify, address, mitigate and prevent product safety issues.

We are committed to meeting our product safety responsibilities under the IATF 16949 requirements and VDA Product Integrity standards. This includes ensuring we have trained Product Safety and Conformity Representatives at the appropriate locations.

I Our Processes

Safety is top of mind as our products move from concept to prototype to deliverable on the manufacturing line. Through quality assurance and other processes, we monitor product safety and focus on preventing issues.

Where product safety issues arise, our Potential Product Safety Concern process defines the steps for investigating and resolving issues. Through this process, concerns are escalated as needed and addressed swiftly through the proper channels.

I Safety Culture

We promote a culture of safety at Adient where our employees are empowered to identify potential safety issues with our products. Employees receive annual product safety training, and certification requirements are in place to continuously reinforce expectations for all responsible employees. In fiscal year 2022, we expanded our product safety communications to include a presentation on the importance of product safety, which was shared with Adient plant employees.

Additionally, our internal network of subject matter experts and subject matter technical experts in Product Engineering, Industrial Engineering, Quality and Operations are active participants in ensuring product safety and work to capture learning and, where applicable, drive updates to standards and support their implementation across Adient.



Corporate Governance: Implement and oversee robust corporate ESG policies, practices and processes, and operate our business ethically and in accordance with applicable laws and regulations.



Supplier Management

We expect our suppliers to conduct their businesses safely, sustainably and in compliance with applicable regulatory guidelines.

To help ensure we are working with reliable, high-quality suppliers whose values align with ours, we have developed specific systems, processes and criteria for selecting suppliers. Our supplier selection process helps us choose businesses with proven financial and quality ratings and a track record for implementing the principles of the UN Global Compact. We are also implementing our new supplier due diligence tool, which will help assess our suppliers' sustainability activities.

I Our Expectations

Our [Ethics Policy](#) and [Global Supplier Standards Manual](#) outline the minimum set of expectations we have for our suppliers, including our expectation that they demonstrate their commitment to quality and creating a sustainable future for their employees, customers, communities and environment.

In October 2022, we updated the GSSM to reflect updated legal and ESG requirements for suppliers. All Adient suppliers are required to respond to information requests from Adient regarding sustainability activities and the sources and uses of conflict minerals in their products, including information about minerals that are recycled or scrap and as well requests related to the UN Global Compact.

Suppliers that do not accept and comply with our requirements could be restricted from receiving any new Adient business. We have also implemented a process to help prevent potential conflicts of interest as we are onboarding new suppliers.

To help us meet our own ESG commitments, we work to help our suppliers:

- > Follow applicable laws, regulations and our Ethics Policy (or the supplier's own equivalent code of conduct)



Corporate Governance: Implement and oversee robust corporate ESG policies, practices and processes, and operate our business ethically and in accordance with applicable laws and regulations.

- > Integrate environmental, occupational health and safety, human rights and labor policies into their business processes
- > Implement environmental sustainability programs focused on conserving natural resources, preserving biodiversity, reducing of water usage and waste, improving energy efficiency, reducing greenhouse gas emissions and carbon footprint, and limiting deforestation
- > Provide clear, accurate and appropriate reporting to Adient upon our request



Task Force on Climate-related Financial Disclosures

Climate-related risks pose serious threats to people and organizations all over the world. At Adient, we recognize the importance of communicating our climate-related risks and opportunities transparently and clearly to our stakeholders in order to support our vision to create a sustainable future together. To do so, we have aligned this Sustainability Report to the TCFD's recommendations on climate disclosures, and we encourage all our stakeholders to do the same.

I Governance

Our Board of Directors and senior managers ensure we operate our business ethically and in accordance with applicable laws and regulations, and they oversee our ESG policies and strategy with input from a cross-functional team of subject matter experts across our organization. Vice President of Global Sustainability Tammi Dukes reports to President and CEO Doug Del Grosso, and Board member Peter Carlin, who was appointed by the Corporate Governance Committee to oversee ESG opportunities, provides Board-level oversight of ESG topics at Adient, including climate-related risks. We manage climate-related issues through Adient's enterprise risk-management process.

I Strategy

Climate change both poses risks and creates opportunities for Adient. Climate-related risks may have both financial and strategic impacts. Monitoring these over the short, medium, and long-term is essential for effective strategic planning. In terms of opportunities, Adient recognizes that its transformation into a sustainable business will drive new revenue growth as well as cost savings.

Our approach is three-fold. First, we describe different scenarios, i.e., possible evolutions of the global economic, social, regulatory and environmental conditions. Second, we conduct an exhaustive screening of possible risks and opportunities. Last, we assess these risks and opportunities in each of our scenarios.

We are using three climate scenarios for our analysis: The underlying data used in modeling is based on climate scenarios used by the Network for Greening the Financial System (NGFS), the International Environmental Agency (IEA), and the International Panel on Climate Change (IPCC).

- > **1.5 degrees Celsius scenario:** Based on NGFS' "Net Zero 2050" scenario and the IPCC's "SSP1-1.9" scenario. The world is on track to keep global warming to 1.5 degree Celsius above pre-industrial levels by 2050. Both disorderly and orderly pathways are considered, and the outcome is averaged. In the orderly pathway, climate policies are introduced early



Corporate Governance: Implement and oversee robust corporate ESG policies, practices and processes, and operate our business ethically and in accordance with applicable laws and regulations.

and become gradually more stringent, allowing both physical and transition risks to be relatively subdued. In the disorderly pathway, the change is late, disruptive, sudden and unanticipated, and there are higher transition risks due to policies being delayed or divergent across countries and sectors.

- > **2 degrees Celsius scenario:** Based on the IEA's "Stated Policies" scenario and the IPCC's "SSP2-4.5" scenario. This scenario reflects the impact of existing policy frameworks and today's announced policy intentions, e.g., Nationally Determined Contributions. There is delayed policy response and reduced availability of CO₂e removal (CDR) technologies.
- > **3 degrees Celsius scenario:** Based on the IEA's "Current Policies" scenario and the IPCC's "SSP5-8.5" scenario. This scenario reflects how global energy markets would evolve if governments made no changes to their existing policies and measures. Nationally Determined Contributions are not met, and emissions grow until 2080, leading to severe physical risks.

The screening of the possible risks and opportunities is exhaustive: We consider transition risks (e.g., change in regulation, supply chain issues, change in stakeholders' expectations including investors, customers, end-users and staff) and physical risks (e.g., acute and chronic risks for Adient's assets, activities and staff), as well as revenue, cost and asset opportunities. Four risks and two opportunities were identified for Adient:

Climate-related Risks and Opportunities				
Type	Description	Short (0-1)	Med (2-5)	Long (6+)
Risk: Customer Behavior	OEMs have started to impose targets on their Tier 1 suppliers (e.g., requiring them to switch to renewable electricity). Failure to meet customer expectations may result in the loss of business, diluted market valuation and an inability to attract customers.			
Risk: Investor Behavior	Not meeting investors' increasing expectations on ESG performance could make it more difficult for Adient to access capital or increase the cost of such capital and may result in a diluted market evaluation.			
Risk: Carbon Tax	Rising carbon tax may impact profit through increased taxes (on direct emissions from operations) and costs (suppliers may reflect their own carbon tax increase in selling prices for all the products and services used in operations).			
Risk: Physical	Adient's assets may be damaged by extreme weather events like hurricanes or heat waves, incurring repair or replacement costs. Operations may also be interrupted (e.g., due to heat waves, storms, floods, etc.), incurring delays in production and delivery.			
Opportunity: Cost Savings	Cost savings from more effective management of energy, water and transport. For example, water management initiatives, such as leak management, reduce water consumption.			
Opportunity: Customer Contracts	Being a first mover on sustainability issues could give a competitive advantage, as Adient would become a trusted partner to OEMs. This would enable an increase in revenue through winning additional OEM contracts.			

Finally, we analyze each of these risks and opportunities in the context of our three scenarios.

Scenario Analysis												
Scenario	1.5°C scenario				2°C scenario				3°C scenario			
Timeline	Now	2030	2040	2050	Now	2030	2040	2050	Now	2030	2040	2050
Risk: Customer Behavior												
Risk: Investor Behavior												
Risk: Carbon Tax												

Key

Risk Level	Impact
Low	Low <\$10M impact on profit or assets
Medium	\$10M-\$100M impact on profit or assets
High	\$100M-\$500M impact on profit or assets
Very High	\$500M+ impact on profit or assets

Risk Management

At Adient, senior leadership identifies, assesses and manages key risks that may impact the ability to achieve strategic objectives through the annual enterprise risk-management process. An executive management sponsor is responsible for monitoring each key risk with risk owners, including mitigating actions. The Board of Directors oversees management actions through ongoing financial and operational reporting, including strategic planning and risk-management activities.

Metrics and Targets

We define our sustainability-related KPIs in line with guidance from international standards (e.g., WRI, GRI and SASB). Our KPIs reflect the areas of sustainability that are relevant and material to our business, and we calculate them in an accurate and consistent way, and disclose them transparently and consistently. We are reporting on the impact of our operations and supply chain above using these KPIs and following these principles: see pages [16](#) and [23](#).

A woman with brown hair tied back, wearing safety glasses and a dark blue long-sleeved shirt with the 'ADIENT' logo, is working on a car chassis in a factory. She is wearing grey gloves and has a blue cord around her ear. The background is a blurred industrial setting with various metal parts and machinery.

Appendix

About this Report

The content of this report covers our most recent fiscal year — Oct. 1, 2021, to Sept. 30, 2022 — and includes data from prior years where available and relevant.

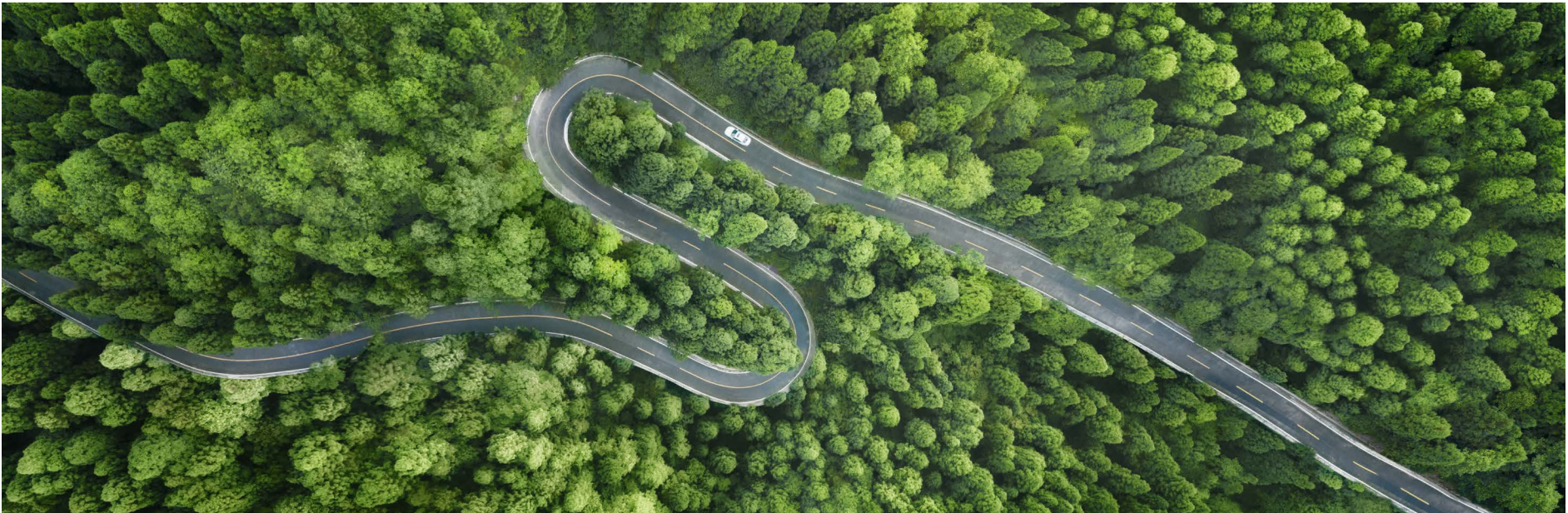
Adient (NYSE: ADNT) is a global leader in automotive seating. The data represented in this report encompasses our manufacturing facilities, offices and technical centers, including our consolidated joint venture operations and unconsolidated data from our operations in China. As we update and refine our data, we may restate information from prior years within the report. Unless otherwise noted, the data represented in this report was captured Nov. 1, 2022. This report was made available Jan. 24, 2023; scope 3 values referenced in the Climate Change section of this report were revised in April 2022 for fiscal year 2021; air pollution emission values were revised for all years with improved emission factors and accounting for new data from our China operations.

This report contains forward-looking statements, within the meaning of the Private Securities Litigation Reform Act of 1995, that involve risks and uncertainties. Forward-looking statements provide current expectations of future events based on certain assumptions and include any statement that does not directly relate to any historical or current fact. Forward-looking statements can also be identified by words such as “future,” “anticipates,” “believes,” “estimates,” “expects,” “intends,” “plans,” “predicts,” “will,” “would,” “could,” “can,” “may,” or similar terms. Forward-looking statements are not guarantees of future performance and Adient’s actual results may differ significantly from the results discussed

in the 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 Ukraine conflict and COVID lockdowns in China and their impact on regional and global economies and additional pressure on supply chains and vehicle production, the effects of local and national economic, credit and capital market conditions on the economy in general, and other risks and uncertainties, the continued financial and operational impacts of and uncertainties relating to the COVID-19 pandemic on Adient and its customers, suppliers, joint venture partners and other parties, work stoppages, including due to supply chain disruptions and similar events, energy and commodity availability and prices, the Company’s ability and timing of customer recoveries for increased input costs, the availability of raw materials and component products (including components required by our customers for the manufacture of vehicles (i.e., semiconductors)), whether deleveraging activities may yield additional value for shareholders at all or on the same or different terms as those described herein, the ability of Adient to execute its turnaround plan, automotive vehicle production levels, mix and schedules, as well as our concentration of exposure to certain automotive manufacturers, the

We are supporting the following UN Sustainable Development Goals:





ability of Adient to effectively launch new business at forecast and profitable levels, the ability of Adient to meet debt service requirements, the terms of future financing, the impact of tax reform legislation, uncertainties in U.S. administrative policy regarding trade agreements, tariffs and other international trade relations, general economic and business conditions, the strength of the U.S. or other economies, shifts in market shares among vehicles, vehicle segments or away from vehicles on which Adient has significant content, changes in consumer demand, global climate change and related emphasis on ESG matters by various stakeholders, the ability of Adient to achieve its ESG-related goals, currency exchange rates and 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, 2022, filed with the U.S. Securities and Exchange Commission (the "SEC") on November 22, 2022, 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.

For further clarification on any topic within this report, please contact Mark Oswald, Vice President of Investor Relations, Treasury and Communications, at mark.a.oswald@adient.com.

Greenhouse Gas Protocol Reporting

The Greenhouse Gas (GHG) Protocol has created a comprehensive, global, standardized framework for measuring and managing emissions from private and public sector operations. Adient's carbon footprint has been calculated in line with the WRI's internationally recognized reporting standards:

- > Greenhouse Gas (GHG) Protocol — A Corporate Accounting and Reporting Standard (2015 revised edition)
- > GHG Protocol: Scope 2 Guidance (amendment to GHG Protocol) (2015), GHG Protocol Corporate Value Chain (Scope 3) Accounting (2011)
- > GHG Protocol Technical Guidance for Calculating Scope 3 Emissions (version 1.0)

Categories excluded from Adient's carbon footprint report are listed in the table at right.

Category	Justification for exclusion
Scope 3 Emissions	
8. Upstream leased assets	Adient does not have any Scope 3 upstream leased assets. Adient does lease offices and manufacturing buildings; however, these emissions fall under Scope 1 and 2 emissions.
9. Downstream transport and distribution	Transportation from Adient's operating buildings to direct customers (automotive OEMs) is already accounted for in Scope 3 category 4. Transportation from OEM customers to end users is excluded on the grounds of lack of influence, limited risk (not core to business operations), and lack of reliable data to base the analysis on.
10. Processing of sold products	All emissions associated with the processing of car seats in the OEMs' operations are excluded on the grounds of lack of influence, limited risk (not core to business operations), and lack of reliable data to base the analysis on.
11. Use of sold products	Emissions from the use of car seats sold are excluded on the grounds of lack of influence, limited risk (not core to business operations), and lack of reliable data to base the analysis on.
12. End of life treatment of sold products	Adient has no operational control over the end-of-life treatment of sold products and would not be able to get reliable data to calculate these emissions.
13. Downstream leased assets	Adient does not have any leased downstream assets.
14. Franchises	Adient does not own any franchises.
15. Investments	Adient's strategic joint venture network includes both consolidated and unconsolidated operations; the unconsolidated joint ventures are not included in the scope of this report.

GRI Index

Adient has referenced Global Reporting Initiative (GRI) Standards in the preparation of this Sustainability Report. This GRI Content Index references the location of disclosure where the information can be found. In some cases, the referenced information partially satisfies the referenced disclosure standard.

GRI Standard	Disclosure	Page number(s) and/or URL(s)
GRI 101: Foundation 2016 General Disclosures		
Organizational profile		
GRI 102: General Disclosures 2016	102-1 Name of the organization	6 , 65
	102-2 Activities, brands, products, and services	6
	102-3 Location of headquarters	6
	102-4 Location of operations	6
	102-5 Ownership and legal form	6 , 65
	102-6 Markets served	6
	102-7 Scale of the organization	6
	102-8 Information on employees and other workers	35
	102-9 Supply chain	18 , 37 , 42 , 61 (https://www.adient.com/suppliers/corporate-responsibility)
	102-10 Significant changes to the organization and its supply chain	6 , 65
	102-11 Precautionary Principle or approach	63
	102-12 External initiatives	5 , 36 , 41 , 43 , 45
	102-13 Membership of associations	5 , 41 , 43
Strategy		
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	4
	102-15 Key impacts, risks, and opportunities	3 , 12 , 13 , 15 , 18 , 30 , 62
Ethics and integrity		
GRI 102: General Disclosures 2016	102-16 Values, principles, standards, and norms of behavior	10 , 36 , 37 , 39
	102-17 Mechanisms for advice and concerns about ethics	10
Governance		
GRI 102: General Disclosures 2016	102-18 Governance structure	52
	102-19 Delegating authority	52

GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
Governance		
GRI 102: General Disclosures 2016	102-20 Executive-level responsibility for economic, environmental, and social topics	52
	102-21 Consulting stakeholders on economic, environmental, and social topics	52
	102-22 Composition of the highest governance body and its committees	52
	102-23 Chair of the highest governance body	52
	102-25 Conflicts of interest	55, 61
	102-26 Role of highest governance body in setting purpose, values, and strategy	52
	102-27 Collective knowledge of highest governance body	52
	102-28 Evaluating the highest governance body's performance	https://investors.adient.com/corporate-governance/governance-documents
	102-29 Identifying and managing economic, environmental, and social impacts	62, 65
	102-32 Highest governance body's role in sustainability reporting	52
Stakeholder engagement		
GRI 102: General Disclosures 2016	102-41 Collective bargaining agreements	37, 38
	102-43 Approach to stakeholder engagement	52, 62, 65
Reporting practice		
GRI 102: General Disclosures 2016	102-46 Defining report content and topic Boundaries	6, 65
	102-47 List of material topics	7, 9, 13
	102-48 Restatements of information	65
	102-49 Changes in reporting	17, 24
	102-50 Reporting period	65
	102-51 Date of most recent report	65
	102-52 Reporting cycle	65
	102-53 Contact point for questions regarding the report	66
	102-54 Claims of reporting in accordance with the GRI Standards	68
	102-55 GRI content index	68

GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
Material Topics		
200 series (Economic topics)		
Economic Performance		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	https://investors.adient.com/financial-information/sec-filings
	201-2 Financial implications and other risks and opportunities due to climate change	15 , 20 , 62 , 63
Anti-corruption		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	55 , 56
	103-2 The management approach and its components	55 , 56
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	55 , 56
	205-2 Communication and training about anti-corruption policies and procedures	55
Anti-competitive Behavior		
	103-2 The management approach and its components	10 , 63
300 series (Environmental topics)		
Materials		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	16 , 17 , 18 (https://www.adient.com/about-us/sustainability/)
	103-2 The management approach and its components	42
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	26-29
	103-2 The management approach and its components	15 , 52
GRI 302: Energy 2016	302-1 Energy consumption within the organization	23
	302-2 Energy consumption outside of the organization	16 , 18
	302-3 Energy intensity	23
	302-4 Reduction of energy consumption	Pages 12 , 22
Water		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	30
	103-2 The management approach and its components	30 , 52
	303-2 Management of water discharge-related impacts	30
	303-3 Water withdrawal	31
	303-4 Water discharge	31
	303-5 Water consumption	31

GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
Emissions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	15
	103-2 The management approach and its components	15 , 52
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	16-18
	305-2 Energy indirect (Scope 2) GHG emissions	16-18
	305-3 Other indirect (Scope 3) GHG emissions	16-18
	305-4 GHG emissions intensity	16-18
	305-5 Reduction of GHG emissions	20 , 22
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	24
Effluents and Waste		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	32
	103-2 The management approach and its components	32 , 52
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	33
	306-2 Management of significant waste-related impacts	33
	306-3 Waste generated	33
	306-4 Waste diverted from disposal	33
	306-5 Waste directed to disposal	33
Environmental Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary Page 15	14 , 52 , 55
	103-2 The management approach and its components	52 , 55
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	14 , 52 , 55
Supplier Environmental Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	18
	103-2 The management approach and its components	18 , 52 , 61
400 series (Social topics)		
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	36 , 48 , 50
	103-2 The management approach and its components	36 , 52

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GRI Standard	Disclosure	Page number(s) and/or URL(s)
Labor/Management Relations		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	36
	103-2 The management approach and its components	36, 52
Occupational Health and Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	50
	103-2 The management approach and its components	50
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	50
	403-2 Hazard identification, risk assessment, and incident investigation	50
	403-3 Occupational health services	50
	403-4 Worker participation, consultation, and communication on occupational health and safety	50
	403-5 Worker training on occupational health and safety	50
	403-6 Promotion of worker health	50
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	50
	403-8 Workers covered by an occupational health and safety management system	50
	403-9 Work-related injuries	50
	403-10 Work-related ill health	50
Training and Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	48
	103-2 The management approach and its components	48, 52
	404-2 Programs for upgrading employee skills and transition assistance programs	48
Diversity and Equal Opportunity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	39
	103-2 The management approach and its components	37, 39, 52
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	40

GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
Non-discrimination		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	37, 40
	103-2 The management approach and its components	37, 40, 52
Freedom of Association and Collective Bargaining		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	37
	103-2 The management approach and its components	37, 52
Child Labor		
	103-2 The management approach and its components	37
Forced or Compulsory Labor		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	37, 38
	103-2 The management approach and its components	37, 38, 52
Security Practices		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	57, 59
	103-2 The management approach and its components	52, 57, 59
Human Rights Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	37
	103-2 The management approach and its components	37, 52
	412-2 Employee training on human rights policies or procedures	37, 54
Local Communities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	45
	103-2 The management approach and its components	45, 52
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	46, 47
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary Page 45	58
	103-2 The management approach and its components	52, 58

SASB Index

This index references Adient's voluntary reporting against the Sustainability Accounting Standards Board (SASB) standards. All metrics in this table are referring to fiscal year 2022. .

Topic	Code	Accounting Metric	Page Number(s)
Labor Practices	TR-AU-310a.1	Percentage of active workforce covered under collective bargaining agreements	38
Materials Sourcing	TR-AU-440a.1	Description of the management of risks associated with the use of critical materials	38
Waste Management	TR-AP-150a.1	Total amount of waste from manufacturing	33
	TR-AP-150a.1	Percentage hazardous	33
	TR-AP-150a.1	Percentage recycled	33
Energy Management	TR-AP-130a.1 / TC-SI-130a.1	Total energy consumed	23
	TR-AP-130a.1 / TC-SI-130a.1	Percentage grid electricity	23
	TR-AP-130a.1 / TC-SI-130a.1	Percentage renewable electricity	20
Employee Diversity & Inclusion	C-HW-330a.1 / TC-SI-330a.3	Percentage of gender representation for Board of Directors	53
	TC-HW-330a.1 / TC-SI-330a.3	Percentage of gender representation global workforce	36
Percentage of racial/ethnic group representation	TC-HW-330a.1 / TC-SI-330a.3	Percentage of racial/ethnic group representation for Board of Directors	53
	TC-HW-330a.1 / TC-SI-330a.3	Percentage of racial/ethnic group representation for other employees in the U.S. workforce	40

TCFD Index

This index references Adient's voluntary reporting against the Task Force on Climate-Related Financial Disclosures (TCFD) and is our second report to these guidelines.

TCFD core elements	Required information	CDP questionnaire 2022 reference	Page Number(s)
Governance Disclosure of the organization's governance around climate-related risks and opportunities	A. Executive Board's oversight of climate-related risks and opportunities	C1.1b	53 , 55
	B. Management's role in assessing and managing climate-related risks and opportunities	C1.2, C1.2a	55 , 63
Strategy Disclosure of the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material	A. Description of climate-related opportunities and risks	C2.1, C2.1a, C2.2, C2.3, C2.3a, C2.4, C2.4a	7 , 62 , 63
	B. Impact of climate-related risks on the organization's businesses, strategy, and financial planning	C2.3, C2.3a, C2.4, C2.4a, C3.1	63
	C. Resilience of the organizational strategy	C3.1, 3.2, 3.3	63
Risk Management Disclosure of how the organization identifies, assesses, and manages climate-related risks	A. Organization's processes for identifying and assessing climate-related risks	C2.2	62 , 63
	B. Organization's processes for managing climate-related risks	C2.2	62 , 63
	C. Integration of processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	C2.2	62 , 63
Metrics & Targets Disclosure the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	A. Metrics used by the organization to assess climate-related risks and opportunities	C4.1, C4.1a, C4.2, C4.2a, C4.2b	17 , 23 , 33
	B. Disclosure of Scope 1, Scope 2, and Scope 3 greenhouse gas (GHG) emissions	C6.1, C6.2, 6.3, C6.5, C6.10	16
	C. Targets used by the organization to manage climate-related risks and opportunities	C4.1, C4.1a, C4.2, C4.2a, C4.2b, C4.4, C4.3a, C4.3b, C4.3c	12

TCFD Index

Climate-Related Metrics	Unit	Page Number(s)
GHG emissions (Absolute Scope 1, Scope 2, and relevant, material categories of Scope 3 emissions, as well as carbon intensity)	MT of CO ₂ e	16

Key Performance Indicator	Unit	Page Number(s)
Energy Intensity*	kWh/unit revenue	23
Share of Renewable Electricity	Percentage	20
CO ₂ e Intensity*	MT of CO ₂ e/unit revenue	17
Water Intensity*	U.S. gallons/unit revenue	31
Total Waste Recycled, Recovered, Reused	Percentage	33

* Adient follows all intensity KPIs at the regional, country, business group and plant levels.