



ADIENT



2023 Sustainability Report

on Environmental, Social and Governance (ESG)

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ABOUT THIS REPORT

Adient's vision is "improving the experience of a world in motion" — for our people, our processes, our products and our planet. We are focusing on driving impactful sustainable actions that not only strengthen our business, but also help create a better world for all.

This report outlines our near- and longer-term sustainability commitments and goals and details our fiscal year 2023 actions, progress and key challenges related to those goals. The data represented in this report encompasses our owned and leased manufacturing sites, warehouses, technical centers, and office sites (collectively referred to as "sites") as well as mobile fleet vehicles (powered industrial vehicles and on-road) of Adient's wholly-owned subsidiaries and those entities in which Adient has a controlling interest. Read more in [Appendix 5.1](#).

PricewaterhouseCoopers LLP performed a limited assurance engagement over the scope 1 and scope 2 greenhouse gas emissions and total energy consumption metrics as disclosed in the Environmental Data Summary in [Appendix 5.5](#) of this report. The PricewaterhouseCoopers LLP limited assurance report and Adient management assertion are also provided in [Appendices 5.2 and 5.3](#), respectively.

Adient Fiscal Year 2023 Key Sustainability Metrics

Topic	Metric	FY22 Key Performance Indicator ¹	FY23 Key Performance Indicator
	Scope 1 and 2 (market-based) greenhouse gas emissions	291,024 tCO ₂ e	278,919 tCO ₂ e (34 % improvement over base year 2019)
	Scope 3 greenhouse gas emissions	N/M ²	5,743,099 tCO ₂ e
Continuous Improvement Project Savings	Greenhouse Gas Emissions	6,092 tCO ₂ e	7,394 tCO ₂ e
	Water	16 million liters	52 million liters
	Fuel	25 million kWh-equivalent	21 million kWh-equivalent
	Waste	5,363 metric tons	2,032 metric tons
	Energy	42 million mWh	70 million kWh
Energy	Total electricity consumption attributed to renewable sources	19 %	26 %
	Plants globally that are ISO 14001 audited and certified	98 %	96 %
	Total energy consumption	966,860,125 kWh	881,196,250 kWh
	Energy Intensity (Scope 1 and 2)	68,581 kWh / \$ million in sales	57,239 kWh / \$ million in sales
Water	Total water withdrawals	1,329 megaliters (ML)	1,346 megaliters (ML)
	Water Intensity	0.094 ML / \$ million in sales	0.087 ML / \$ million in sales
Waste	Total global waste generation	116,161 metric tons	127,958 metric tons
	% of waste that is hazardous	1 %	1 %
	% of waste incinerated	7 %	8 %
	% of waste recycled, recovered or reused	80 %	80 %
	% of waste sent to landfill	13 %	12 %
Health and Safety	OSHA Recordable Rate	0.63 recordable incidents per 100 employees annually	0.57 recordable incidents per 100 employees annually
Workforce Diversity	% of global employees who are female	41 %	41 %
	% of global leaders who are female	Not disclosed	19 %
	% of new hires who are female	Not disclosed	45 %
	% of employees in the U.S. who are ethnic minorities	Not disclosed	49 %
	% of leaders in the U.S. who are ethnic minorities	Not disclosed	27 %
	% of Adient Board who are female	22 %	33 %
	% of Adient Executive Team who are female	22 %	22 %

¹ Fiscal year 2021 and 2022 data was updated in fiscal year 2023 to reflect the removal of unconsolidated data from Adient's scope 1 and 2 emissions calculations.

² Not Meaningful. Prior year data is not available on a comparable basis due to scope 3 data process improvements.
Additional metrics are available in Appendix 5.5



1. ESG at Adient

1.1 CEO Letter

A MESSAGE FROM JEROME DORLACK

Since we began publishing our annual Sustainability Report four years ago, much has changed. Sustainability is a journey, and as we have progressed through various stages of ESG development, our goals have evolved over time.

One thing that hasn't changed is Adient's commitment to a long-term, sustainable transformation that limits the negative impact our business has on the planet and focuses on social and economic changes to create a better environment for everyone.

Sustainability isn't just a goal we "set and forget" at Adient; there is clear alignment between our sustainability strategy and our overarching business strategy. We continue to receive support from our Board of Directors, leadership team and managers to drive ESG progress at all levels of the organization and within our supply base.

Throughout fiscal year 2023, we continued to enact real change. This included:

- Supporting our customers' sustainability goals. Our engineers and designers continue to focus on developing more sustainable products, such as the ProX IsoDynamic Seat's back frame design – for which Adient, Toyota and Multimatic received a [2023 Altair Enlighten Award in the module lightweighting category](#). The award honors advancements that reduce carbon footprint, mitigate water and energy consumption, and leverage material reuse and recycling efforts. This is just one of many sustainable products we are bringing to market.
- Highlighting Adient's commitment to protecting Earth's natural resources by [launching a Natural Resources webpage](#) that features forest and water commodities purchased, progress toward our goals and much more.
- Making environmental improvements that foster a sustainable future by supporting the Paris Agreement of 2015. We have reaffirmed our near-term commitments, which include:
 - A 75 % reduction in absolute scope 1 and 2 greenhouse gas emissions at our manufacturing sites by 2030
 - A 35 % reduction in scope 3 greenhouse gas emissions by 2030
 - A 100 % conversion to renewable electricity at our manufacturing sites by 2035

- Setting a longer-term target of achieving carbon neutrality at our manufacturing sites for scope 1 and 2 greenhouse gas emissions by 2040.
- Issuing our updated Ethics Policy in the third quarter of fiscal year 2023 to address evolving laws and regulations, including those regarding ESG. The policy continues to be the foundation of how we conduct business and sets forth guiding principles for working in an ethical way.
- Advancing diversity, equity and inclusion (DE&I) through the grassroots efforts of our [employee-run business resource groups](#) (BRGs) around the globe.

All of these achievements are significant steps in our ongoing ESG journey. They demonstrate that Adient has firmly integrated sustainability into the core of our business in order to become the foremost sustainable automotive seating supplier. We have dedicated talent, technology and sustainable processes globally to enrich our sustainability program.

I invite you to read our 2023 Sustainability Report.



Jerome Dorlack
Adient President and CEO



#WeAreAdient: Our Company at a Glance

We produce **foam** for automotive cushions, backrests, head restraints and more using high-quality, high-performance foam formulations — including foam products containing recycled or bio content — that provide passenger comfort and safety

We deliver complete **cut-and-sew** solutions for seats, armrests and head restraint covers on a just-in-time basis

We're collaborating with our suppliers to systematically decarbonize safety, comfort and electrical **components** and increase their circularity

Our **seat structures and mechanisms** are based on standardized and modular designs, making them compatible with a majority of vehicle makes and models

We're focused on integrating recycled and recyclable **plastics** into our products

We're working on increasing the amount of recycled and recyclable materials in our **trim covers**

We manufacture **foam products** in our ISCC+ certified plants, integrating recycled content into polyurethane (PUR) foams through a mass-balance approach



1.2 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 and file an annual Communication on Progress expressing Adient's progress and ongoing commitment to the 10 principles. 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.

Through our actions outlined in this section, we are supporting the following UN Sustainable Development Goals:





Adient Global HQ
Plymouth, Michigan, USA

WHO WE ARE

With 70,000+ employees in 29 countries, Adient plc operates more than 200 sites worldwide. Our global teams deliver a diverse range of seating products to every major automaker in the world. We partner with these automakers to develop customized seating systems and components that excel in quality and cost efficiency. By using lightweight, innovative materials, we enhance the sustainability of our complete seats and foam, trim, and structures and mechanisms components. We have a unique and deep portfolio of seating products to provide solutions for many of the coming needs presented by EV platforms.

29
countries

200+
sites

70,000+
employees

EFFICIENT. ELEGANT. ESSENTIAL.

Adient is leading the way in delivering lightweight, visually stunning, sustainable automotive seating products that help Adient and its customers meet our collective sustainability goals. Our latest innovations include:

Smart Efficiency 2.0

The new Smart Efficiency 2.0 EV-ready complete seat is slim, lightweight, comfortable, sleek and cost-effective. This seat features sustainable innovations such as our Soft Back Panel and Soft Side Valance, which incorporate up to 70 % recycled PET (polyethylene terephthalate), as well as our Shell Foam™, which features a lower carbon footprint compared to standard foam through the use of recyclable polyol.



Autonomous Elegance

Ride in style and comfort in the Autonomous Elegance seat, which features EV-ready components, sustainable materials, premium entertainment options and luxurious comfort. Autonomous Elegance incorporates our Shell Foam™ technology, premium trim solutions such as our sustainable Soft Back Panel and Soft Side Valance components, and comfort options such as integrated smart arm support and lumbar support with massage.



Pure Essential

Our innovative, disruptive, EV-ready Pure Essential seat combines a high degree of comfort with a sleek appearance while reducing cost, complexity, weight and the seat's overall carbon footprint. The Pure Essential seat promotes product circularity by using just two primary eco-friendly material types: green steel for the seat structure and recyclable polyester for comfort features and trim covers.



BECOMING ADIENT

At Adient, we've established our position as a global leader in automotive seating, marking significant milestones of growth, innovation, and industry leadership.

1985

Johnson Controls (Adient's former parent company) acquires Hoover Universal, entering into the automotive seating business.

1996

Further expanding its interiors product line, Johnson Controls acquires Prince Corporation.

2011

Johnson Controls acquires Hammerstein Group and Keiper to enhance the company's metals portfolio, and performance vehicle seating specialist RECARO Automotive Seating.

2016

Adient legally separates from Johnson Controls to become an independent company, debuting on the New York Stock Exchange as ADNT.

2021

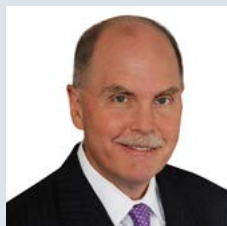
Adient completes its strategic transformation in China and remains a market leader there, with more than 30 manufacturing sites and three technical centers.

Company Overview | continued

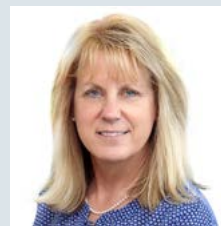
OUR LEADERSHIP

Adient's Board of Directors blends experience with passion to guide us in creating sustainable automotive seating solutions.

ADIENT'S BOARD OF DIRECTORS



Frederick A. Henderson
Non-Executive Chair of the Board; Chair and Chief Executive Officer (retired), SunCoke Energy Partners GP and SunCoke Energy



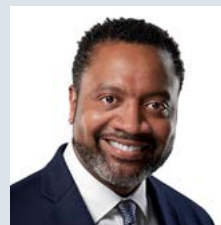
Julie L. Bushman
Executive Vice President (retired), International Operations, 3M Company



Peter H. Carlin
Senior Technical Advisor, GameStop



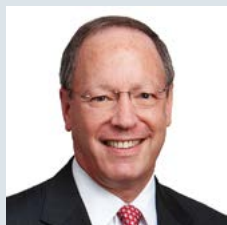
Jerome Dorlack
President and Chief Executive Officer, Adient



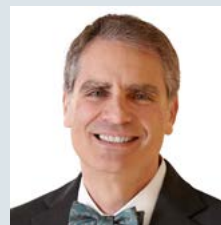
Rick T. Dillon
Executive Vice President and Chief Financial Officer, Vestis Corporation



Jodi Eddy
Senior Vice President and Chief Information and Digital Officer, Boston Scientific Corporation



Richard Goodman
Executive Vice President (retired), PepsiCo



José Gutiérrez
Senior Executive Vice President (retired), AT&T Services Inc.



Barb Samardzich
Vice President and Chief Operating Officer (retired), Ford of Europe

Company Overview | continued

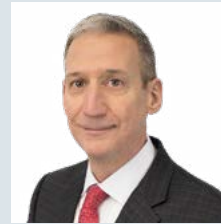
OUR LEADERSHIP

Adient's Executive Team is at the heart of our efforts to continuously improve — for our customers, our company and our planet.

ADIENT'S EXECUTIVE TEAM



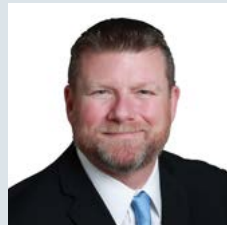
Jerome Dorlack
President and Chief Executive Officer



Mark Oswald
Executive Vice President
and Chief Financial Officer



Heather Tiltmann
Executive Vice President, Chief Legal and
Human Resources Officer, and Corporate
Secretary



Jim Conklin
Executive Vice President,
Americas



Michel Berthelin
Executive Vice President,
EMEA³



James Huang
Executive Vice President,
APAC⁴



Stephanie Marianos
Vice President,
Global Sustainability

³ Europe, the Middle East and Africa
⁴ The Asia Pacific region

A SEAT ABOVE THE REST

In 2023, Adient received numerous top accolades that underscore our unwavering commitment to sustainability, innovation and operational excellence. These select awards recognize the quality of our products and precision of our processes, but also acknowledge our dedication to our people.



OEM SUPPLIER AWARDS

Toyota
Superior Supplier
Diversity Award

GM Supplier
of the Year Award

RKM
Supplier
of the Year

Volvo
Excellent Supplier
Award

FAW-Toyota
Excellent Quality
Award

Renault
Korea Motors
Supplier
of the Year

Toyota
Best Performance
Supplier Award

GM
Supplier Excellence
Awards
(multiple sites)



DE&I AWARDS

WBENC
America's Top
Corporations
for Women-Owned
Businesses 2023

GLWBC
Excellence
in Supplier
Diversity Award –
Best in Class

sHero Best Company
x Best Practice DE&I
award

Minority Business
News USA &
Women's Enterprise
USA 2023
Best of the Decade
honoree

[DiversityPlus
Magazine 2023
Top 25 Women in
Power Impacting
Diversity](#)

[Automotive News
Champions
of Diversity](#)

[CADIA
Impact Awards
\(multiple\)](#)

[Automotive
Women's Alliance
Foundation Group
Achievement Award](#)



INDUSTRY EXCELLENCE AWARDS

JD Power awards
for seat satisfaction
– multiple awards

Supplier
to North American
Car, Truck & Utility
of the Year (NACTOY)
award winners

Supplier
to MotorTrend
Truck of the Year



SUSTAINABILITY AWARDS

Altair
Enlighten Award –
Roll Bar Assembly

Honda
Supplier
Sustainability
Award

CIO
100 Award

Gasgoo 2023
Best Low Carbon
Practices Enterprise
Award

1.3 Our ESG Strategy

Our strategic priorities align to our materiality assessment, and we continue to make progress toward our ESG goals.

We conducted an updated materiality assessment in 2023. We refreshed our materiality process and methodology to provide more granular insights considering both:

- > **Impact materiality** — an inside-out view, including positive and negative Adient impacts on the environment and society.
- > **Financial materiality** — an outside-in view, including risks and opportunities of environmental and social effects on Adient.

Sources included internal documents, standards and frameworks, peer research, ratings and rankings and industry reports, in addition to internal and external stakeholder engagement.

In this report, you'll see how we're increasing sustainability in our operations through activities such as [recovering compressor waste heat to warm buildings](#), [replacing our current gas-engine pool vehicles with electric vehicles \(EVs\)](#) as leases end, and [utilizing collected rainwater to flush toilets](#). You'll read about how we're leading the way in offering innovative, disruptive, award-winning [sustainable products](#) that reduce our

[product carbon footprint](#) and help our customers reach their sustainability goals. You'll discover the measures we're implementing to safeguard the [health, safety, well-being](#) and [human rights](#) of not only our employees but those with whom our business interacts globally. And you'll understand 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.



“Sustainability is, at its simplest, leaving our shared world a better place for the next generation. At Adient, embracing sustainability isn't just a responsibility, but an opportunity for us to continue to innovate and lead the way to a better tomorrow.”



Stephanie Marianos
VP Global Sustainability



Our ESG Strategy | continued

OUR STRATEGIC PRIORITIES

Our materiality assessment in 2023 reaffirmed we are focusing on the right priorities. Specifically, we aspire to progress in these six areas encompassing our top material topics.



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. Subtopics include:

- > Climate change
- > Land use change (including deforestation)
- > Pollution and chemicals management
- > Water resources
- > Animal welfare



Sustainable Materials, Products and Circular Economy

Identify materials and manufacturing methods that minimize our environmental impact and promote a circular approach to product development. Subtopics include:

- > Circular economy
- > Sustainable product design
- > Waste reduction and treatment



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.



Human Rights and Workforce

Uphold human rights, strive to eliminate harassment and discrimination in all its forms, and ensure our suppliers abide by these same values. Subtopics include:

- > Human rights
- > Workers' rights
- > Training
- > Consumers' and end users' personal safety
- > Workers in the value chain



Corporate Governance

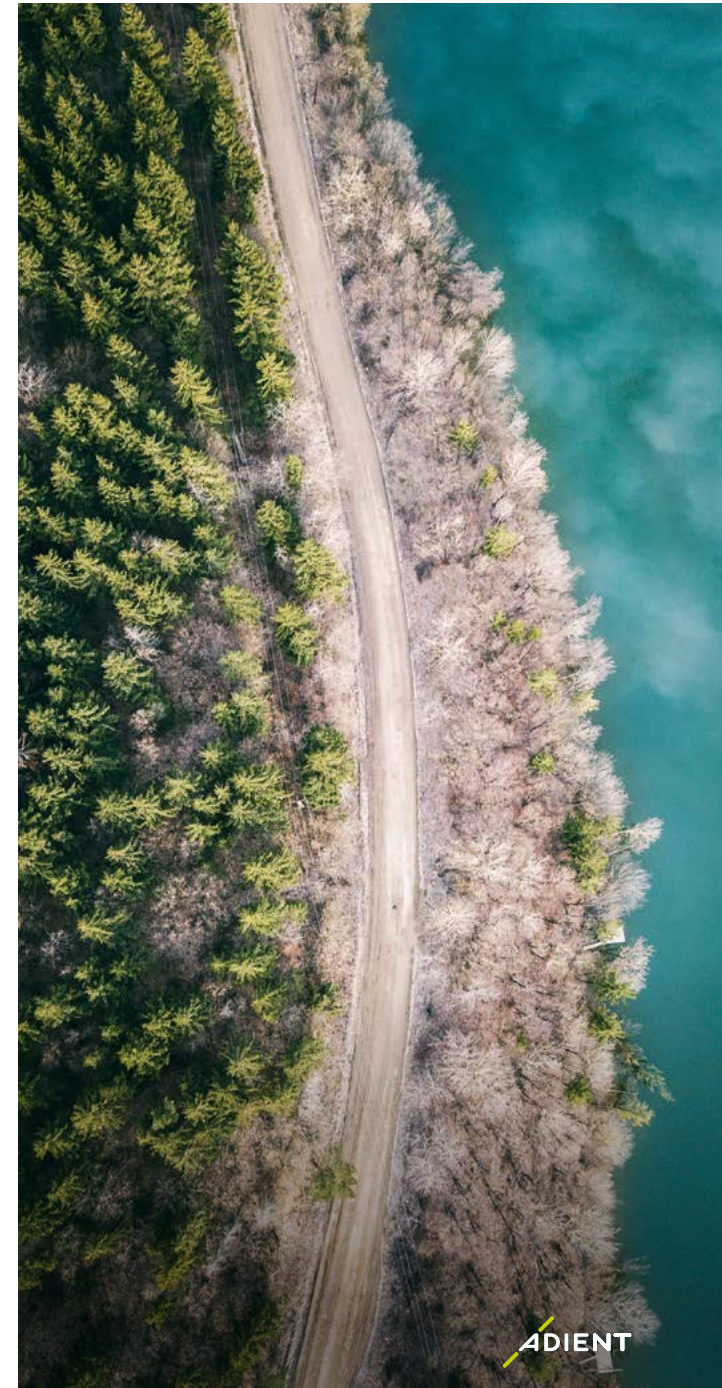
Implement and oversee robust corporate ESG policies, practices and processes, and operate our business ethically and in accordance with applicable laws and regulations. Subtopics include:

- > Business conduct
- > Cybersecurity
- > Sustainable value chain



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.



1.4 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.



What Guides Us | continued

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.

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.



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Adient is committed to doing its part to advance the United Nations' Sustainable Development Goals (SDGs), which are a call to action to end poverty and inequality, protect the planet, and ensure that all people enjoy health, justice and prosperity.

For more information on the SDGs, visit <https://sdgs.un.org/goals>.

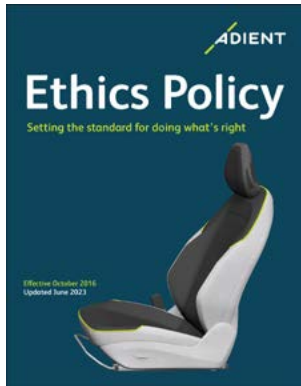


SUSTAINABLE DEVELOPMENT GOALS

1.5 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.

ETHICS POLICY UPDATE



Our [Ethics Policy](#) is our foundational document that sets the standard for how we operate and provides the ethical framework for our organization. This year, Adient updated its Ethics Policy and expanded its substantive content as described in the [Governance and Compliance section](#) of this

report. 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 [on Adient's website](#). Additional policies that help guide our stakeholders include, among others, a Competitive Behavior Standard, a Conflicts of Interest Standard, and an Anti-Bribery and Anti-Corruption Standard.

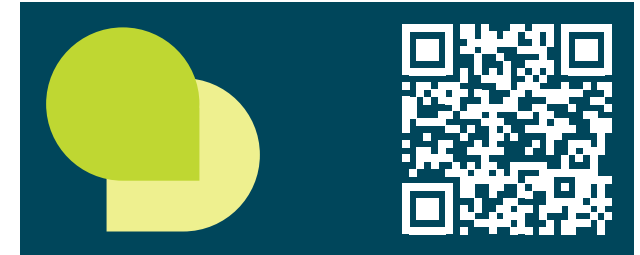
OUR SPEAK-UP CULTURE

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, former

employees, contractors, suppliers, customers and other 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.





2. Protecting the Environment

Adient's 4 Pillars of Environmental Sustainability

These four cross-functional teams shape our processes and mindset and help advance environmental sustainability at Adient.



Sustainable Product Design

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



Sustainable Manufacturing

We are working to increase efficiency in our production processes at all our manufacturing sites.



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.

**Environmental
Sustainability**

2.1 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.

Throughout fiscal year 2023, we continued to monitor our environmental risks and impacts using our internal data-management platform. Environmental data from our owned and leased manufacturing sites, warehouses, technical centers, and office sites (collectively referred to as “sites”) as well as mobile fleet vehicles (powered industrial vehicles and on-road) of Adient’s wholly-owned subsidiaries and those entities in which Adient has a controlling interest is collected, validated and uploaded into the platform every month.

The tool assists us in calculating our scope 1 and 2 greenhouse gas emissions from our utility use. Additionally, 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 limited assurance from an external third-party over our scope 1 and scope 2 greenhouse gas emissions and total energy consumption metrics.

DRIVING SUSTAINABLE SEATING EXCELLENCE

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 offer:

- > **The Right Products.** We offer advanced seating solutions that contain a higher percentage of recycled content, have a lower carbon footprint, weigh less, integrate technology, and help minimize the lifetime environmental footprint of our customers’ vehicles.
- > **The Right Approaches.** We minimize material usage, energy and water consumption, and waste generation in the manufacturing of our products for the good of the environment and to minimize overall production costs, and implement global tools that help our sites track, monitor and improve their environmental performance.
- > **The Right Advancements.** We research and identify innovative materials, technologies and manufacturing methods that minimize negative environmental impacts.

We are embedding sustainability into our core business processes of design, sourcing and manufacturing operations to meet the needs of our employees, customers and communities — both now and in the future.

Through our actions outlined in this section, we are supporting the following UN Sustainable Development Goals:



“Adient is focused on implementing policies and business practices globally that reduce our emissions, minimize our waste, help protect the environment and Earth’s natural resources, and enable our customers to reach their own sustainability goals.”

Brooke Bowers

Executive Director of Sustainability



Overview | continued

CARBON DISCLOSURE PROJECT

Adient is a proud supporter of the Carbon Disclosure Project. In 2023, we earned the following scores in our CDP assessment:

Climate Change

B

Forests

C

Water Security

B

You may view Adient's most current scores at www.cdp.net.

ECOVADIS

Adient annually receives a sustainability rating from EcoVadis, a premier provider of business sustainability ratings that maintains a global network of more than 100,000+ rated companies.

In 2022, Adient received the Silver rating, scoring in the top 25 % of rated companies globally. Additionally, Adient improved year-over-year in three categories: Environment, Ethics, and Sustainable Procurement.



Fiscal Year 2023 Continuous Improvement Projects

In fiscal year 2023, we completed 1,336 continuous improvement (CI) projects at our sites globally — up from roughly 1,200 projects in fiscal year 2022 — and calculated the approximate annual savings these projects generate. Combined, this year's completed continuous improvement projects annually conserve:



7,394
metric tons
of CO₂e



52 million
liters
of water



21 million
kWh-
equivalent
of fuel⁵



2,032 metric
tons
of waste



70 million
kWh
of energy

⁵ The amount of kilowatt hours (kWh) of electricity equivalent to a liter of fuel.

2.2 Climate Change

We recognize the importance of protecting our planet's air and water quality, preserving forests and biodiversity, and taking steps to reduce greenhouse gas emissions to help slow climate change.

We are working to curb our greenhouse gas emissions and have developed scope 1, 2 and 3 emissions-reduction targets in line with the Science Based Targets initiative (SBTi) to limit global warming to 1.5 degrees Celsius. In 2021, we presented our greenhouse gas reduction road map to SBTi using 2019 as our base year. In 2022, SBTi [validated our scope 1, 2 and 3 reduction targets](#).

75 %

reduction target for absolute scope 1 and 2 emissions by 2030

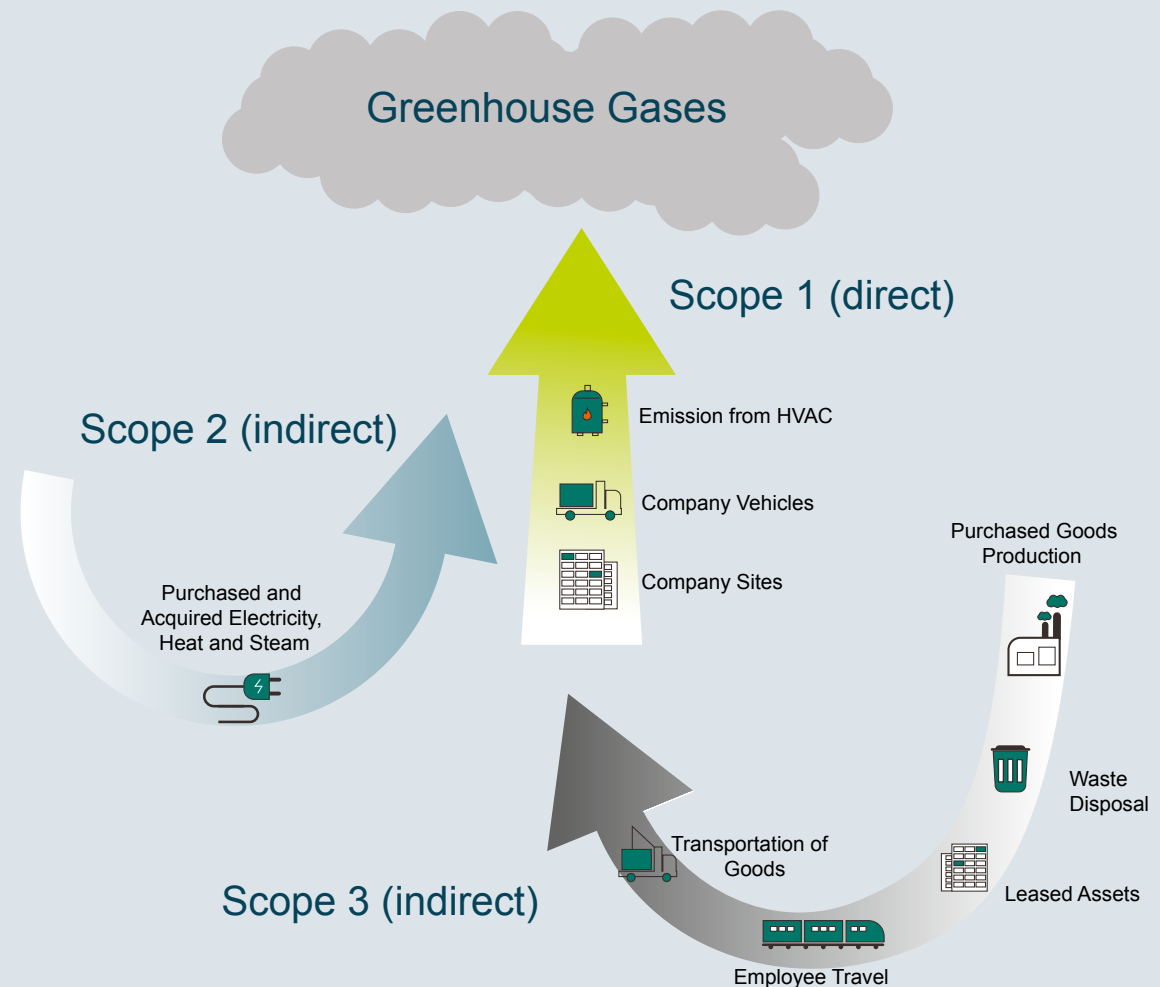
35 %

reduction target for scope 3 emissions by 2030

2040

target date to achieve carbon neutrality at our manufacturing sites for scope 1 and 2 greenhouse gas emissions⁶

⁶ Carbon neutrality target not validated by SBTi.



Climate Change | continued

OUR APPROACH

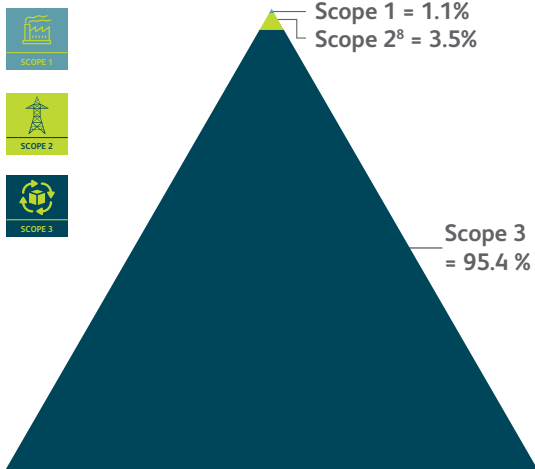
We recognize the importance of avoiding creating emissions in the first place and are working to design new sites with efficiency in mind. To meet our scope 1 and 2 emissions-reduction targets and help mitigate the dangerous effects of climate change, we're focused on [improving energy efficiency in 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 sites as we work to reach these targets.

To decrease our [scope 3 emissions](#), we began mapping our supply chain and monitoring our suppliers' environmental status and overall ESG actions starting in 2022 and continuing into 2023. Supplier diligence includes those directed by our customers as well as suppliers within our control.

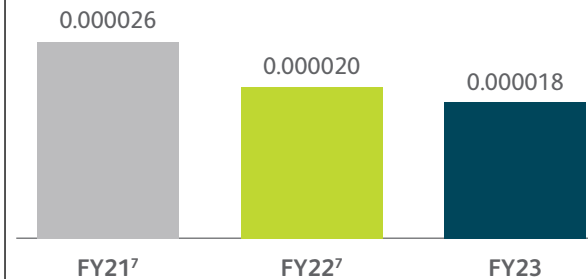
In fiscal year 2023, we also sent [ESG-related due diligence questionnaires](#) to more than 800 suppliers — representing more than 50 % of our total spend and more than 60 % of our total [supplier emissions](#) for fiscal year 2022 — to promote transparency in supply chain policies and practices. Also in fiscal year 2023, we expanded the use of Adient's proprietary [Product Carbon Footprint Tool](#) — data-based software that calculates the carbon footprint of a specific product based on its bill of materials.

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 2023, we provided our most comprehensive set of reports yet to CDP.

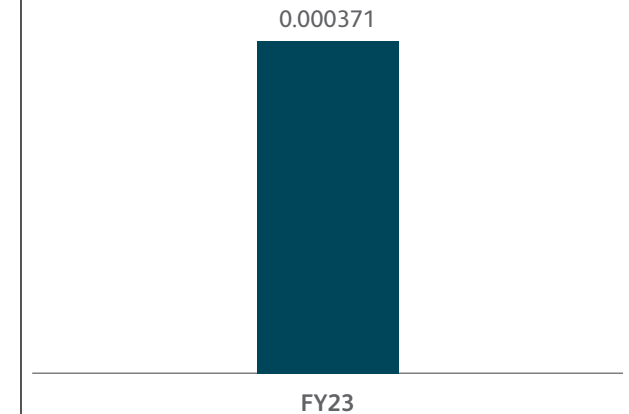
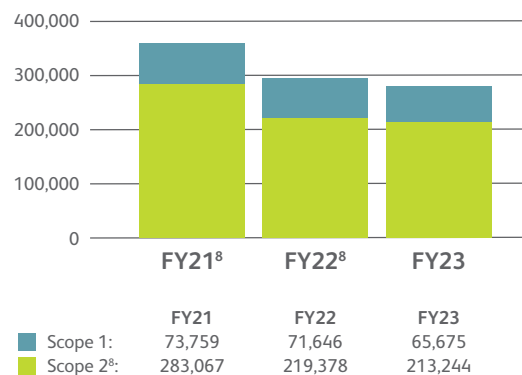
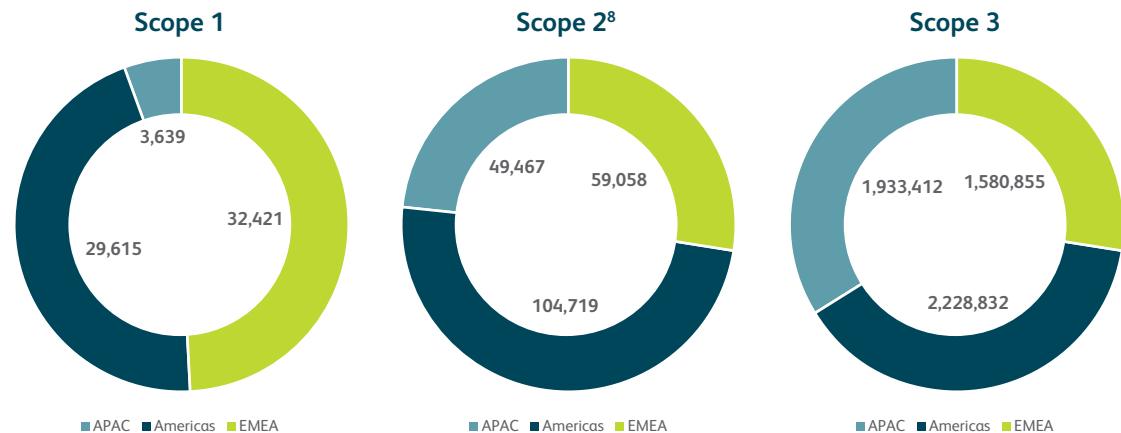
Climate Change | continued

TOTAL CO₂e EMISSIONSTOTAL CO₂e EMISSIONS MAKEUP
BY SCOPE (FISCAL YEAR 2023)SCOPE 1 AND 2 CO₂e
EMISSION INTENSITY

(in metric tons / \$ million in sales)

SCOPE 3 CO₂e
EMISSION INTENSITY

(in metric tons / \$ million in sales)

SCOPE 1 AND 2 EMISSIONS (tCO₂e)EMISSIONS BY REGION IN FISCAL YEAR 2023 (tCO₂e)⁷ Fiscal year 2021 and 2022 data was updated in fiscal year 2023 to reflect the removal of unconsolidated data from Adient's scope 1 and 2 emissions calculations.⁸ All scope 2 data is market-based.

2.3 Sustainable Operations

The emissions we generate in our manufacturing processes, and the energy we consume in our operations, make up the bulk of our scope 1 and 2 CO₂e emissions. We are committed to reducing our emissions and mitigating our negative impact on climate change.

OUR TARGETS AND PROGRESS

We are targeting a 75 % reduction in our absolute scope 1 and 2 CO₂e emissions at our sites by 2030. As of Sept. 30, 2023, we've reduced our global scope 1 and 2 CO₂e emissions⁹ 34 %.

In our fiscal year 2022 sustainability report, we stated we were developing a revised renewable electricity goal and strategy to help us achieve our targets. We are pleased to share that our updated goal is to be reliant on 100 % renewable electricity at our manufacturing sites globally by 2035.

Additionally, by 2040, we aspire to reach carbon neutrality at our manufacturing sites for scope 1 and 2 greenhouse gas emissions.

We aim to acquire an increasing percentage of our electricity from renewable resources such as wind, hydro 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.

As of Sept. 30, 2023, 52 of our 200+ sites are using electricity from renewable sources, representing 26 % of our total electricity consumption.

34 %

reduction in scope 1 and 2 emissions since 2019

52

Adient sites using renewable electricity

26 %

of total electricity consumption attributed to renewable sources

2035

target date to be reliant on 100 % renewable electricity at our manufacturing sites

% of electricity usage attributable to renewable sources:

FY21

3 %

FY22

19 %¹⁰

FY23

26 %



Sustainable Operations | continued

CONTINUOUSLY IMPROVING

In fiscal year 2023, our sites completed more than 640 energy-saving projects globally through our continuous improvement initiatives. In our operations, we have made numerous energy-saving improvements such as recovering and using waste heat from production line compressors, programming exhaust fans to turn on and off with the assembly line, installing solar panels to generate on-site renewable electricity, and trading in gas-engine company vehicles for all-electric vans and cars at lease-end.

To ensure we have robust processes in place, all our global manufacturing sites have established site-specific energy management programs and metrics. Currently, 36 % are third-party audited and certified to the ISO 50001 Energy Management standard.

In fiscal year 2023, there were:

449

electricity-saving projects completed

70 million

kWh of energy conserved

193

fuel-saving projects completed

21 million

kWh-equivalent of fuel conserved

ACHIEVING OPERATIONAL EXCELLENCE

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 establish 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 — and achieved — 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 sites track their sustainability metrics.
- > We have dedicated continuous improvement managers at each site 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, our teams collaborate across all three regions to share best practices and implement projects at other Adient sites around the world.
- > Adient's sites work within the legal compliance parameters set forth by each country, and sites are audited both internally and externally as evidence of compliance. Potential non-compliances are corrected and reviewed regularly.
- > If any country agency finds a site 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 site has an environmental management system. The majority of Adient manufacturing sites are ISO 14001 (Environmental Management Systems standard)-certified within 18 months from the start of production.

96 %

of our manufacturing sites globally are ISO 14001 audited and certified

Harnessing the Sun



750,000 kWh

expected generation annually

530 tCO₂e

estimated reduction in emissions annually

On Sept. 12, 2023, a new 600 kW solar installation came online and began generating power at Adient Automotive Strumica in North Macedonia. The installation covers 3,500 m² of the site's rooftop and will generate an estimated 750,000 kWh of electricity per year — enough to power roughly one-quarter of the site's total operations annually.

"We are pleased to announce the official launch of our photovoltaic (PV) panel installation at Adient Strumica," Adient Automotive Strumica Plant Manager Igor Zdraveski said. "The solar power we will generate will save energy costs, facilitate more environmentally friendly production, and promote sustainable growth as we work toward attaining our ambitious Adient environmental targets."

With more than 280 sunny days a year, Strumica is a prime location for a PV installation. Adient Strumica's Engineering team worked to "capture the sun" as part of the site's

sustainability activities to reduce the factory's CO₂e emissions and overall carbon footprint. The installed solar power system is expected to reduce emissions by 530 metric tons of CO₂e annually.

"This is one of the many initiatives we have taken at our site to become even more environmentally sustainable," Zdraveski said. "On our way to self sufficiency related to energy, we hope that soon we will be able to expand the project on the rest of the roof area and use 100 % renewable solar electricity to power our operations. This project will also help our site in building the image of responsible stakeholder in the local community and will encourage even more of our employees to think and act in a sustainable way. A huge 'thanks' goes to the team that participated in completing the project."

All-electric in 2029

Adient's Purchasing team in Europe recently developed a proposal to transition certain company vehicles throughout the region from ICE (internal combustion engine) vehicles to EVs by the end of 2029. The project is expected to save roughly 200 metric tons of vehicle emissions from entering the atmosphere each year.

Currently, Adient has 33 company vans throughout Europe that are used for shorter trips such as transporting parts and seats between nearby sites. As of Sept. 30, 2023, four vans have been exchanged for EVs at lease-end — one in the U.K., one in Germany, and two in Sweden. Meanwhile, Adient's 48 company cars, which employees use to visit suppliers and vendors, for example, will also be exchanged for EVs by the end of 2029.

To support the transition, Adient also plans to install additional EV charging points at its sites throughout Europe.



Conserving Energy and Reducing Emissions

ADIENT ASSENEDE, BELGIUM

The two air compressors powering the pneumatic production line produce excess waste heat at the Assenede site. Rather than routing the waste heat outside, the plant team renovated the site's air ducts to capture the waste heat and return it directly to the site, warming the building in the colder months. In the warmer season, the ducts are adjusted to release the heat outside.

Project Savings: 45,000 kWh-equivalent of natural gas per year



ADIENT CHONGQING, TAIZHOU, CHINA

The plant team noticed the foam line exhaust fan had to be turned on and off manually and was often left on during meals and other breaks. To help save energy, the team linked the fan's start-stop signal with the start-stop signal of the line so that when production began, the exhaust system also kicked on. Similarly, when the production line stopped, the exhaust system would shut down on a five-minute delay.

Project Savings: 92,850 kWh of electricity per year

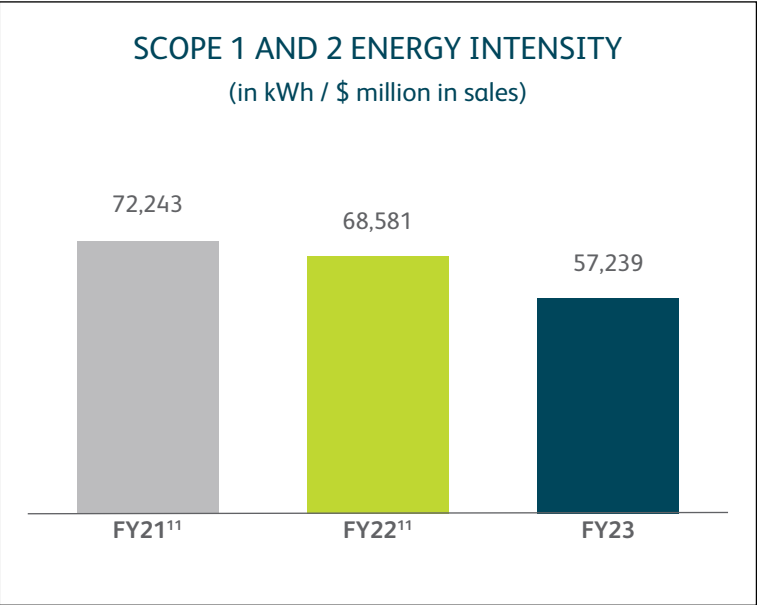
ADIENT CLANTON, ALABAMA, U.S.

Adient Clanton's E-Coat system was installed in 2003 as a rust-preventative coating operation. In 2023, the team completed a project that changed the pretreatment process from a Zinc-Phosphate (Zn-Ph) solution to Zirconium solution. Zn-Ph coating is employed during the pretreatment prior to E-Coating. The new pretreatment process increases corrosion protection and primes the part surface for E-Coating. The Zirconium pretreatment process has a reduced environmental risk, reduced regulatory burden, improved community perception, and financial cost savings.

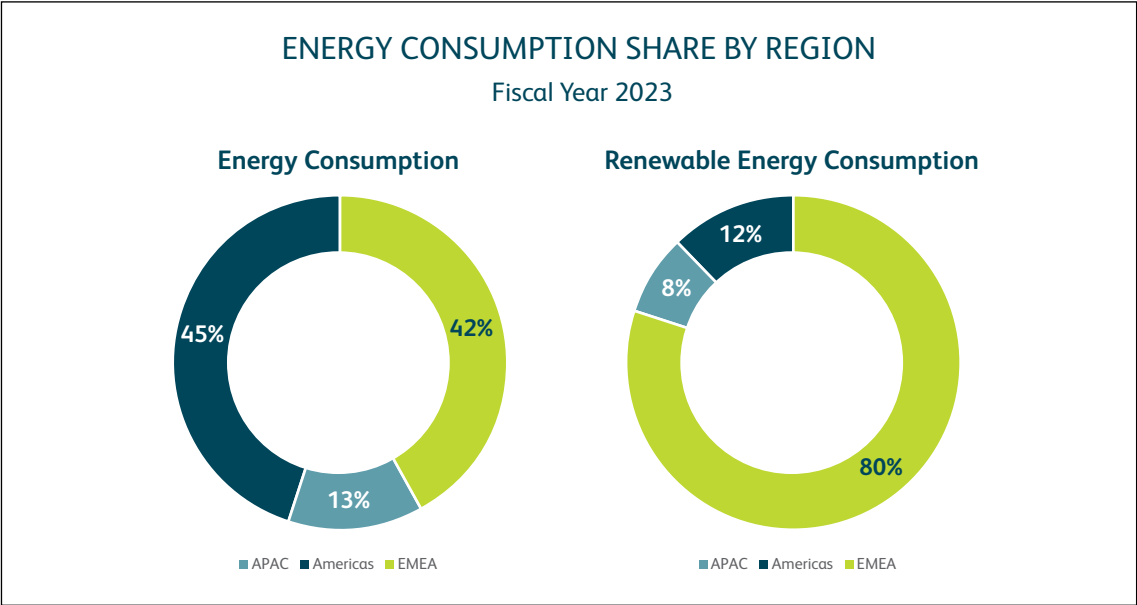
Project Savings: Zirconium will annually reduce the plant's overall water usage through the pretreatment system by nearly 30 %, reduce waste generation of the pretreatment plant by over 50 %, and eliminate energy required to heat the pretreatment stage in the Clanton system, reducing the total gas required by up to 50 %.

Supply Chain Emissions | continued

ENERGY CONSUMPTION



¹¹ Fiscal year 2021 and 2022 data was updated in fiscal year 2023 to reflect the removal of unconsolidated data from Adient's scope 1 and 2 emissions calculations.



2.4 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.

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

REDUCING SCOPE 3 EMISSIONS

Our scope 3 emissions account for 95 % of our total greenhouse gas emissions. As we work toward our SBTi target of a 35 % reduction in scope 3 emissions by 2030, we recognize the need to work with our supply base and other key stakeholders to reduce the emissions associated with our business relationships.

In fiscal year 2023, our scope 3 emissions increased, primarily attributable to Category 1, purchased goods and services, which comprise roughly 94 % of total scope 3 emissions.

SCOPE 3 DATA COLLECTION

During fiscal year 2022, we focused on improving the data accuracy and completeness in certain scope 3 emissions categories. In fiscal year 2023, we began replacing our spend-based approach to calculating certain scope 3 emissions with a process-based approach. This methodology change has helped us improve transparency for our fiscal year 2024 focus on transportation lane efficiencies.

In addition, we recognize our scope 3 Category 1 emissions have increased compared to fiscal year 2022, primarily due to higher production volumes, as we currently use a spend-based approach for our Category 1 emissions calculations. Our fiscal year 2024 priorities include adopting a process-based emissions-calculation approach for higher-emission commodities to measure the true impact and improvements we are making to reduce scope 3 emissions.

As greenhouse gas emission reporting will be impacted by ongoing data improvements, calculation methodology changes, and organizational structure changes, we will recalculate base year emissions or change our base year, for comparability and commitment tracking purposes.



Supply Chain Emissions | continued

WORKING WITH SUPPLIERS

To help reduce our scope 3 CO₂e emissions, we implemented a new supplier due diligence process in fiscal year 2023 that included an ESG-related due diligence questionnaire sent to more than 800 suppliers — representing more than 50 % of our total spend and more than 60 % of our total supplier emissions for fiscal year 2022. The questionnaire's goal was to gather information about our suppliers' sustainability priorities and practices, including their practices surrounding greenhouse gas emissions, deforestation, human rights and more. This process helps provide insight into the sustainability maturity of our supply chain. Read more in the [Supplier Management](#) section of this report.

Additionally, in fiscal year 2023, Adient formed a cross-functional Supplier Due Diligence Working Group to comply with, among other regulations, Germany's Supply Chain Due Diligence Act, which requires that certain companies adhere to specific human rights and environmental sustainability requirements in their supply chains.



[Learn more about our ESG questionnaire and Supplier Due Diligence actions in the Supplier Management section of this report.](#)

Trailer Cargo Project Reduces EMEA Freight Emissions



To help drive Adient’s supply chain management (SCM) sustainability strategy forward, Adient’s SCM team in EMEA worked in fiscal year 2023 to improve cargo transport in the region. The team, with help from a logistics provider, developed a trailer organization system that optimizes the amount of goods a single trailer can carry.

The team focused specifically on optimizing loads containing non-stackable goods — loads that, by their nature, tend to poorly utilize available trailer space. They developed a detailed analysis of the type and size of the different goods being loaded in the trailers, ensuring they were aligning with plants to understand their needs throughout the process. They also analyzed and identified seven routes — mostly long hauls — where it made sense to implement this new double-decker system.

Then, the team worked to identify the right equipment for the project. Their solution? A new “double decker” trailer system equipped with adjustable shelving that can be moved up and down to accommodate multiple levels of various-sized cargo. As of the end of fiscal year 2023, three of the seven routes were already in operation. Once fully implemented, the project is estimated to save roughly 200 metric tons of CO₂e emissions each year.

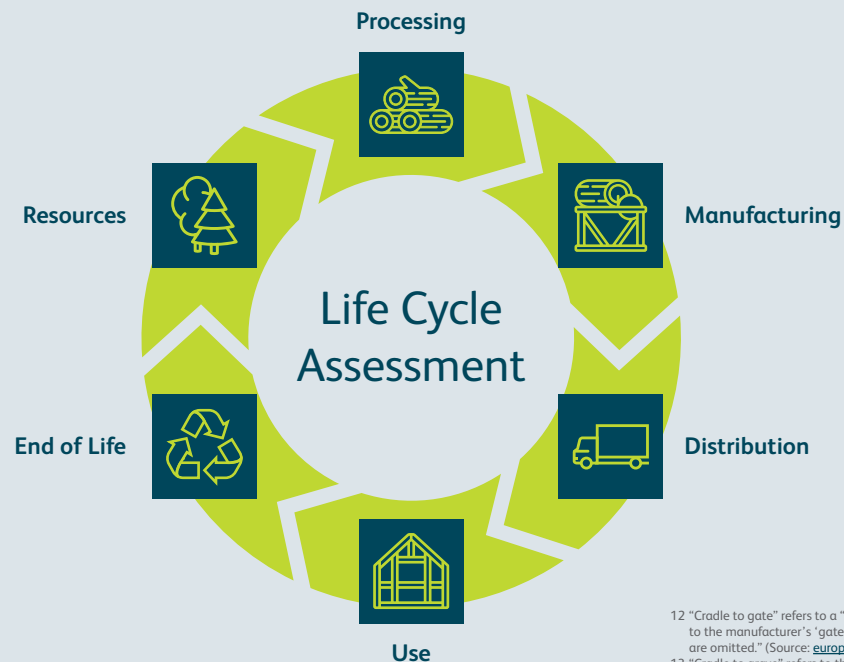
Performing Life Cycle Analyses

As part of our commitment to reducing our scope 3 emissions and providing transparency into the environmental footprint of our products, we leverage our proprietary Product Carbon Footprint (PCF) Tool to perform life cycle analyses (LCA). These analyses encompass material use, greenhouse gas emissions, energy use and waste generation and cover all relevant life cycle stages — from cradle to gate¹².

Additionally, we offer our PCF Tool to our customers, who often use its results in their own cradle-to-grave¹³ analyses. Detailed results of the LCA are available and provided to our OEM customers and Adient internal functions; results are broken down into life cycle stages, commodities, material groups and subassemblies. In fiscal year 2023, we established a team in Trenčín, Slovakia, dedicated to supporting our engineering community and customers as they use our tool to perform their CO₂e calculations.

We built our PCF Tool in accordance with the ISO 14040, ISO 14044 and ISO 14067 standards and following guidance from the [World Resources Institute](#) to calculate the cradle-to-gate greenhouse gas emissions associated with a product — from the extraction of natural resources to its delivery to the customer. CO₂e removals and offsets are not included.

We are continually improving our PCF Tool to ensure we keep the CO₂ values, source data, materials and processes up to date.



¹² "Cradle to gate" refers to a "partial product supply chain, from the extraction of raw materials (cradle) up to the manufacturer's 'gate'. The distribution, storage, use stage and end-of-life stages of the supply chain are omitted." (Source: [europa.eu](#))

¹³ "Cradle to grave" refers to the impact "at each stage of a product's life cycle, from the time natural resources are extracted from the ground and processed through each subsequent stage of manufacturing, transportation, product use, and ultimately, disposal." (Source: [europa.eu](#))

IN FISCAL YEAR 2023, OUR SUSTAINABLE PRODUCT DESIGN WORKING GROUP SET TWO MAIN GOALS FOR THE PCF TOOL.

Objective No. 1

Drive adoption of the PCF Tool across all product groups, especially for innovation projects with a sustainability value proposition, Phase 1 programs with sustainability requirements, and Phase 2-5 programs with sustainability requirements¹⁴.

Status: Achieved

The PCF tool is now being applied to relevant innovation projects — e.g., Soft Back Panel, Soft Side Valance, Shell Foam™, etc. — as well as to relevant Phase 1-5 programs with sustainability requirements.

Objective No. 2

Drive continuous improvement of the tool itself, including enhancing emission factors inventories for materials and processes, adding process emission factors based on Adient operations primary data, and developing and implementing solutions to improve template efficiency.

Status: Achieved

Bi-yearly emission factor reviews are scheduled and executed with all product groups for materials and processes; an enhanced emission factor inventory is now available; and processes are in place to support key users, super users and subject matter experts.

¹⁴ Phase 1: Proposal, Phase 2: Design & Development, Phase 3: Design Verification, Phase 4: Production Validation, Phase 5: Launch.

2.5 Sustainable Product Design

We've been focused on sustainable product design for more than 30 years and remain 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 and lightweighting continue to transform the automotive industry and create significant demand for sustainable, comfortable, reduced-weight, high-quality seating solutions that use less material and energy to manufacture. By identifying materials and processes that minimize our products' environmental impact, we are able to design innovative products that promote a circular economy and drive automotive seating sustainability.



OUR FISCAL YEAR 2023 ACTIVITIES

Our Sustainable Product Design Workgroup is a global network of more than 100 product engineers and sustainability experts at Adient who work together to keep us at the forefront of automotive seating innovation and sustainability. In fiscal year 2023, this highly specialized team:



Held regular team meetings to ensure the exchange of knowledge, initiatives, goals, progress, best practices and more.



Began tracking additional sustainability KPIs relating to our innovation projects, request for quotation (RFQ) projects, major technical centers, and active development projects in EMEA to monitor and control implementation and progress related to decarbonization and circularity.



Collaborated with various environmental and human rights associations and working groups such as [the European Association of Automotive Suppliers \(CLEPA\)](#), [Verband der Automobilindustrie \(VDA\)](#), the [Responsible Minerals Initiative \(RMI\)](#) and the [Leather Working Group](#) to share industry best practices relating to sustainable product design and manufacturing.



Partnered with entities such as the [BeBio2 Project](#) and [Parley for the Oceans](#) to explore how we can further integrate bioplastics and plastic waste into our products.



Joined or initiated several projects aimed at designing products for end-of-life disassembly and recycling, promoting a circular economy.

Sustainable Product Design | continued

THE EVOLUTION OF SEATING SYSTEMS SUSTAINABILITY

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.

Our holistic product-development process 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 value analysis/value engineering (VA/VE) 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 2023, our product design teams showcased our sustainable innovations at:

25

customer-facing tech shows in APAC

32

customer road shows in EMEA

53

customer-facing interactions in the Americas

SUSTAINABLE MATERIALS AND CIRCULAR ECONOMY

We are committed to identifying sustainable materials and manufacturing methods that promote a circular economy, and we are proud to collaborate with our customers and other stakeholders to reduce our product carbon footprint.

Metals

In our seat structures and mechanisms (SS&M) business, we are integrating increasing amounts of recycled content and “green” steel in our products to help mitigate the carbon-intensive processes of metal extraction and processing. Some of our fiscal year 2023 initiatives include:

- > Continuing our agreement with [H2 Green Steel](#), a company that provides steel produced with up to 95 % less CO₂e emissions compared to conventional steel production. So far, we have doubled our committed green steel volume to 50,000 tons per year — roughly 20-25 % of our steel demand in the EMEA region.



- > In the APAC region, partnering with Bao Steel to increase recycled steel content, and improving overall pre-cut sheet metal utilization to create less scrap waste.
- > Working with “mini mills” (small steel mills) to increase recycled steel content.
- > Partnering with two OEMs to secure enough green steel volume for future programs.
- > Collaborating with an OEM to secure electric arc furnace (EAF) steel, which can be made of up to 100 % scrap metal feedstock.
- > Validating the performance and properties, including structural integrity, of both green steel and steel made with scrap metal content.



“At Adient, we have the right blend of unparalleled experience and cutting-edge technology, including our proprietary Product Carbon Footprint Tool. This allows us to not just offer competitive seating solutions to our customers, but to truly work hand-in-hand with them to build a product from the ground up that meets their sustainability, comfort, safety and cost requirements.”

Frank Toenniges

Director of Sustainable Product Design and Business Process Improvements



Sustainable Product Design | continued

Foam

As pioneers in foam solutions, we offer a wide selection of options to our customers, including our lightweight Shell Foam, which is up to 50 % thinner than traditional foam and more rigid. This facilitates smaller, lighter seats that don't compromise on comfort, quality or appearance.

We are delivering polyurethane (PUR) foam parts that have a significantly lower product carbon footprint — and a high degree of circularity — for the premium vehicle segment. We achieve this by:

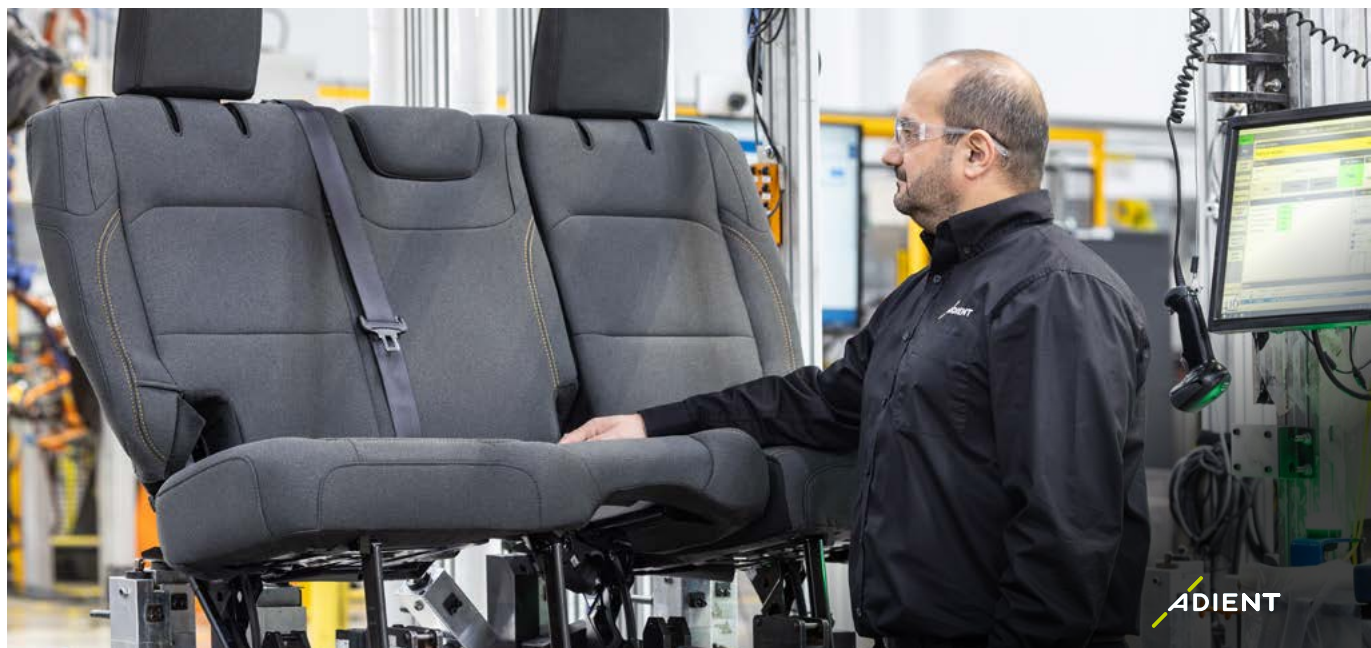
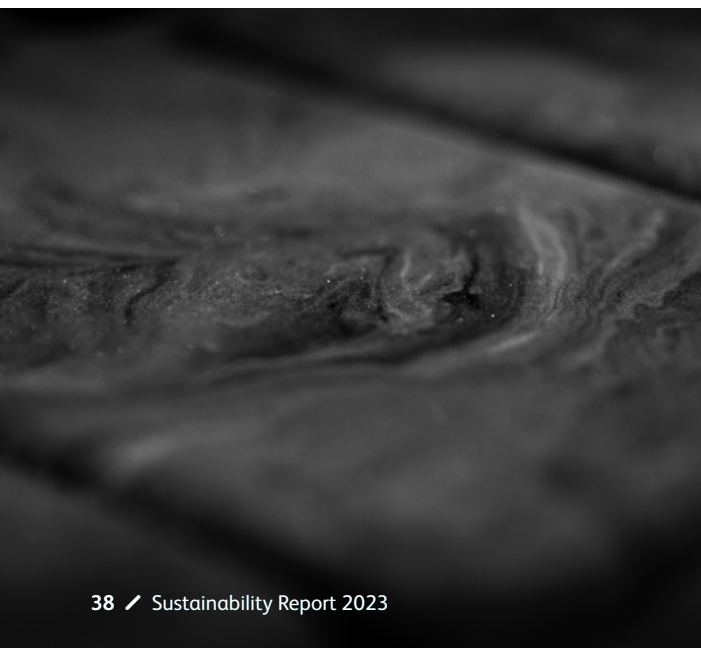
- Implementing circular polyol and bio-circular isocyanate in our relevant [ISCC + certified](#) foam plants.
- Investigating options for recycling post-industrial and post-consumer PUR foam waste — including from end-of-life vehicles — and integrating this recycled feedstock into polyol to produce new PUR foam.
- Selecting, assessing and developing sustainable bio-feedstock providers for our various foam blends.

Trim

In our trim business, our customers directly control the sourcing of the vast majority of our seat cover materials, including leather, though we are proud to offer a wide selection of alternative sustainable trim and backing materials that are durable, comfortable and stylish. Our fiscal year 2023 trim activities include:

- Investigating 100 % recyclable polyethylene terephthalate (PET) carpet for seatbacks and load floors.
- Investigating PET as a replacement for foam in multiple applications, including foam seating pads and foam laminates used in trim covers.
- Working to maximize recycled content in trim cover components such as extrusions, listings, retainers, zippers, loop tape and more.
- Implementing bio-based PUR and polyvinyl chloride (PVC) trim covering materials in several OEM programs.

- Continuing our ongoing investigation of various sustainable leather and textile alternatives, including plant-based leather alternatives and recycled leather composite.
- Engaging a premium car manufacturer in a project to develop and bring a fruit-waste-based leather alternative trim material to mass-production maturity level.
- Showcasing a new generation of innovative demonstrator seats that feature bio-attributed PUR and bio-attributed PVC faux leather containing high amounts of recycled content.
- Based on our Soft Back Panel, Adient is building a family of soft trim products that expands our portfolio into seating surfaces and small trim parts, utilizing recycled and recyclable PET.



Sustainable Product Design | continued



Plastics

Through intensive collaboration with our plastics suppliers around the world, we offer a variety of recycled and recyclable plastic materials — as well as bioplastics — that help meet our sustainability goals in collaboration with our customers. Currently, we can offer complete seat car sets averaging 50 % recycled plastic content. Additionally, products like our Soft Back Panel and Soft Side Valance are made from up to 70 % recycled PET and can be combined with a wide variety of trim materials.

Other global fiscal year 2023 activities to reduce plastic waste and increase recycled content include:

- Working with specific suppliers to identify opportunities to switch out more carbon-intensive plastic parts for less carbon-intensive solutions.
- Switching to biodegradable plastic bags when transporting products in APAC.
- Transitioning away from electrode discharge machining (EDM), which consumes more energy than the conventional machining process.

COLLABORATING WITH OUR STAKEHOLDERS

We work closely with our customers to fully understand and align with their sustainability strategies and goals, and our product menu offers a wide variety of sustainable materials and seating solutions to meet their requirements. We maintain a thorough database of current OEM sustainability goals, activities, supplier expectations and product sustainability requirements and developed numerous roadmaps for our customers to help them decarbonize their products and maximize product circularity.

Using our proprietary [Product Carbon Footprint Tool](#), we may perform life cycle assessments on new products beginning in the early design phase and even compare the product carbon footprints of different seating options available to our customers.

We also 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.



Altair Enlighten Award

Adient, along with Toyota and Multimatic, were jointly selected as 1st place winners of a 2023 Altair Enlighten Award in the “module lightweighting” category for the new ProX IsoDynamic Seat’s back frame design. The Altair Enlighten Award honors advancements that successfully reduce carbon footprint, mitigate water and energy consumption and leverage material reuse and recycling efforts.

The award-winning design is created through hot tube forming, which uses high temperatures to form tubular parts with complex geometries.

“It is an honor to represent the extended Adient team being recognized, along with our long-term partner Toyota and Multimatic, as the winner of the 2023 Altair Enlighten Award for the Tacoma Iso-Dynamic back frame,” said Adient Chief Engineer Darryl Noel. “This award demonstrates the power of collaboration and our joint commitment to achieving a more sustainable seating system.”

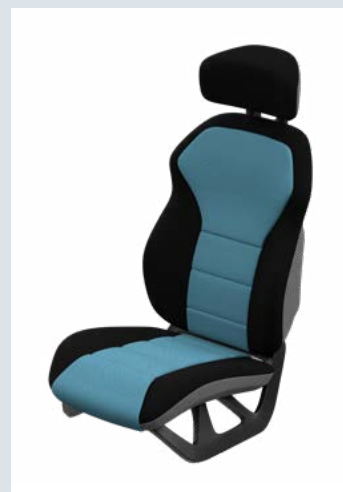
This is the second consecutive year an Adient product has been selected – our UltraThin seat was honored at the 2022 Altair Enlighten Awards.



Pure Essential

Our Pure Essential concept seat completely rethinks automotive seating design and brings together some of our latest sustainable innovations. It is:

- > **Disruptive.** Our team of product engineers created Pure Essential using just two main eco-friendly material types: green steel for the seat structure and recyclable polyester for comfort features and trim covers.
- > **Sustainable.** Designed from start to finish with sustainability in mind, Pure Essential incorporates products such as our recycled and recyclable trim covers, green steel that has a carbon footprint roughly 95 % smaller than conventional steel, and components such as our Soft Back Panel and Soft Side Valance that are made from up to 70 % recycled plastic materials.
- > **Lightweight.** Due to its simplicity and innovative comfort options, the Pure Essential drastically reduces the amount of material in the seat, making it significantly lighter and slimmer than traditional seats.
- > **Comfortable.** The seat’s thin, body-shaped, thermo-formed surface smoothly adapts to occupants’ bodies without the use of a thick foam layer; meanwhile, exchangeable pads may be used for individual comfort zones and to alter the appearance of the seat.



2.6 Forests and Water Management

We recognize the importance of the Earth's natural resources such as water and forests to the overall health of our shared planet, and we understand preserving natural resources helps to ensure biodiversity, protect nature and ecosystems, and mitigate climate change.

We also realize the importance of a healthy planet to our business continuity and are working to conserve these precious resources in our operations globally.

OUR TARGETS AND PROGRESS

In our fiscal year 2022 sustainability report, we set a goal of mapping 100 % of Adient-controlled leather suppliers as well as working with 75 % of our timber-based packaging supply chain and 100 % of our soy and palm supply chain to understand the status of their sustainable certifications by the end of 2023.

In 2023, we engaged 100 % of our strategic¹² directed and controlled leather suppliers; we also engaged with 100 % of our strategic suppliers of timber-based packaging as well as soy and palm oil to determine 26 % of our tier 1 packaging suppliers can provide sustainably certified product while 100 % of our tier 1 soy and palm oil suppliers can offer sustainably certified product.

We also stated a goal in our last report of releasing an internal water-management procedure with requirements for high-water-risk sites. We performed our second water security risk assessment in 2023, and in fiscal year 2024, we are planning to release this procedure, which will integrate some of the requirements in the upcoming European [Corporate Sustainability Reporting Directive \(CSRD\)](#). Learn more about how we're protecting our natural resources at www.adient.com/natural-resources.

ROADMAP TO 2030

In fiscal year 2023, we continued our supply-base deforestation mapping initiative to better understand our value chain's potential impact on deforestation.

Commitment	Status	Progress as of Sept. 30, 2023
Conduct supply chain mapping of Adient-controlled leather products (100 %) by 2025	In Progress	> 100 % of strategic¹⁵ leather suppliers (directed and controlled) were engaged in the mapping exercise > 42 % tier 1 response rate (58 % data gap filled via market research) > 70 % of sourcing regions identified > 19 % tier 2+ response rate
Conduct supply chain mapping of Adient-controlled timber-based products (75 %) by 2025	In Progress	> Engagement with 100 % of strategic packaging suppliers (directed and controlled) in the mapping exercise > 70 % tier 1 response rate (58 % data gap filled via market research) > 70 % of sourcing regions identified > 47 % tier 2+ response rate
Conduct supply chain mapping of Adient-controlled soy and palm products (100 %) by 2025	In Progress	> 100 % tier 1 response rate and sourcing regions identified > 75 % tier 2+ response rate

¹⁵ Strategic suppliers represent majority of Adient leather commodity spend, including customer directed and controlled suppliers.

Forests and Water Management | continued

WATER SECURITY

We believe access to clean water is a fundamental human right and recognize it is vital to our own operations. We ensure all our employees are provided access to water, sanitation, hygiene (WASH) services.

In 2021, we conducted our first water security risk assessment to identify our sites that exist in regions of high water stress, and in 2023, we repeated the assessment. Through the assessments, we identified 41 sites that reside in regions of high water stress. Among these 41 sites, we have identified four sites with water challenges relating to flood risk and/or water quality. Those four sites have equipment and procedures in place to mitigate the risks, and we will continue to monitor these challenges globally. We are focusing our efforts and resources on our sites facing challenges related to flood risk and water quality.

Looking ahead, we have completed a water scenario analysis using current data trends and have run projected analyses for 2030 and 2050 to help anticipate future challenges across seven countries where we do business concerning drought, flood risk and water quality. From the analysis, we plan to continue analyzing our risks, working with experts in water security, establishing and monitoring KPIs, and continuing to work with high-water-consumption sites to reduce their water usage.

We also track and monitor wastewater discharges from all global sites. All water is discharged within local effluent regulatory parameters. Sites are audited by third parties to ensure regulatory compliance.

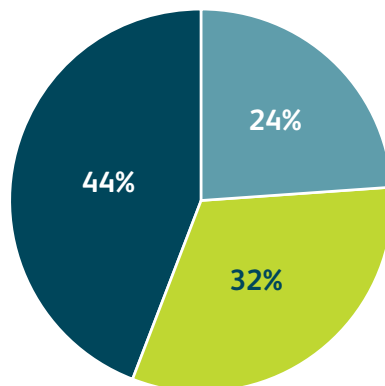
With our company Water Management Policy as our guide, we endeavor to conduct our operations in a way that minimizes water withdrawals and wastewater

produced to the greatest extent possible and always safely discharges wastewater according to applicable local legal requirements. The policy also requires that our sites monitor water-management KPIs. Adient's operations leaders monitor these KPIs via a centralized system with input from team members at our sites globally.

52 million liters

of water conserved through continuous improvement projects at our sites globally in fiscal year 2023

WATER WITHDRAWAL MAKEUP BY REGION FISCAL YEAR 2023



■ Americas

■ EMEA

■ APAC



Forests and Water Management | continued

FORESTS

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 and first supply chain mapping exercise by engaging with 100 % of our strategic forest commodity tier 1 suppliers to understand more about commodity sustainable certification status; mitigation actions in the supply chain to limit deforestation risk; location and status of tier 2+ suppliers; direct sourcing regions of supplied products; and risks and opportunities associated with supplied product.

Mapping supply chains is an ongoing effort. We will continue to prioritize transparency with annual supply chain questioning to our forest commodity suppliers.

We use the following forest commodities in our business processes:

Commodity	Description Use	Estimated Volume Purchased (2022)
Leather	Material covering for seating, armrests and headrests	5,561,000 square meters ¹⁶
Timber-based packaging	Incoming and outgoing product materials packaging	162,200 metric tons ¹⁷
Soy Product	Natural oil substitute component for some foam cushion products	851 metric tons
Palm Oil Product	Natural oil substitute component for some foam cushion products	486 metric tons

¹⁶ In 2023, Adient has refined its leather square meter calculation using factors provided by a third party to calculate Forestry, Land, Agriculture (FLAG) emissions. We estimate the square meters by using Adient's spend value and associated FLAG CO₂e calculated emissions as a factor combined into a calculation for leather kg CO₂e / square meter taken from the Leather Carbon Footprint EU Standard 16887:2017. We have also recalculated fiscal years 2021 and 2020 purchased leather square meters estimations using this same methodology.

¹⁷ Timber-based packaging estimate is calculated using Adient's spend values and average price using the U.S. Federal Reserve Pulp and Paper Pricing Index.

Our key actions with respect to forest commodities going into 2024 include:

-  Calculating our global **Forestry, Land, Agriculture (FLAG) carbon emissions** that are generated from our purchase of forest commodities.
-  Engaging with packaging suppliers to understand the percent of **sustainably certified product** currently being received in our manufacturing sites globally.
-  Continuing our supply chain mapping work fostered through more **engagement with our suppliers**.
-  Working with various stakeholders in defining our **future leather strategy** and taking proactive steps with suppliers to ensure they are working to **source responsibly**.
-  Understanding the impact and our role in the new **European Deforestation Free Regulation (EUDR)** and other similar regulations.

For more information about Adient's management of natural resources, please visit our [Natural Resources page](#).

Water-saving Projects

Globally in fiscal year 2023, Adient teams completed 81 continuous improvement projects — including these highlights — relating to water usage at our sites around the world. These projects saved a combined 52 million liters of water throughout the year.



ADIENT ASSENEDE, BELGIUM

To conserve water, the team utilized four existing underground water reservoirs to collect and store rainwater for flushing toilets. Equipment was also installed so that rainwater can be pumped up, filtered, and used for sanitary and cleaning purposes in the logistics building.

Project Savings: 400,000 L of water annually

ADIENT ROSARIO, ARGENTINA

To combat excessive water use in the site's bathrooms, team members decreased the volume of water being delivered by the automatic taps and reduced the volume of water used to flush toilets.

Project Savings: 110,000 L of water annually

ADIENT GRAVATAI, BRAZIL

To reduce the amount of water being used to flush toilets, the team employed a simple but clever trick: Placing a full 2 L sealed plastic bottle of water in each toilet tank to displace 2L of water per flush.

Project Savings: 184,000 L of water annually

ADIENT RAYONG, THAILAND

To reduce the amount of water lost during fire pump testing each week at our foam plant in Thailand, the team installed piping that returned the water to the tank, saving roughly 7,000 liters of water per week.

Project Savings: 363,400 L of water annually

2.7 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 sites 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 sites 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.

Adient's manufacturing sites utilize the waste-management framework in ISO 14001 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.

2,032
metric tons

less waste sent to
the landfill through



250

continuous improvement projects

in fiscal year 2023



Optimizing Packaging Solutions

ADIENT BURTON ON TRENT, U.K.

To increase packaging efficiency and reduce waste, the plant teams worked with our logistics provider to improve how our metal seat structures are arranged in shipping containers. After three successful trials, the team implemented the new system, which eliminates 13 cardboard inserts and increases the number of parts in each container from 12 to 14.

Project Savings: 210,000 pieces — roughly 210 metric tons — of cardboard per year



before



after

ADIENT LUČENEC, SLOVAKIA

Plant team members noticed parts from a supplier were arriving in one-time-use cardboard packaging that sat on wooden pallets. Working with the supplier, the team researched and implemented returnable packaging to replace both the cardboard packaging as well as the wooden pallets.

Project Savings: 4 metric tons of cardboard per year and 30 metric tons of wooden pallets

ADIENT ROUDNICE NAD LABEM, CZECH REPUBLIC

While packaging trim covers for transport, the plant team noticed an excessive amount of plastic sheeting was being used to cover the cargo. After some testing, the team determined removing the plastic did not impact product quality during transportation and permanently implemented the change.

Project Savings: 1.1 metric tons of plastic waste annually



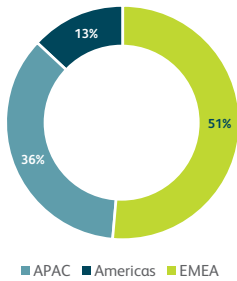
before



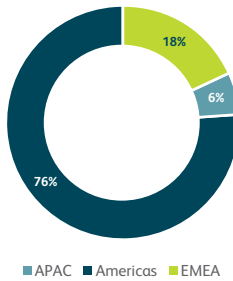
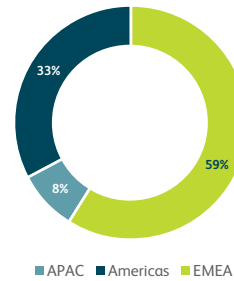
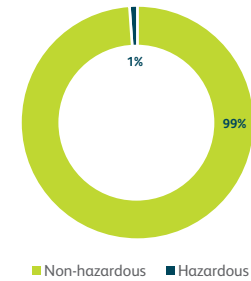
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Waste Reduction and Handling | continued

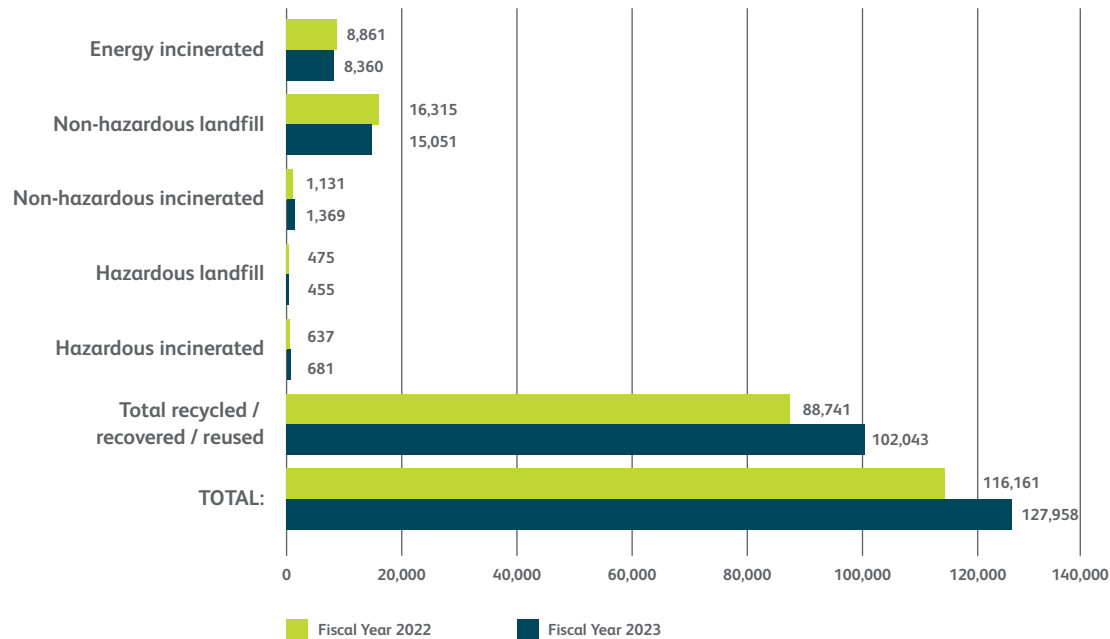
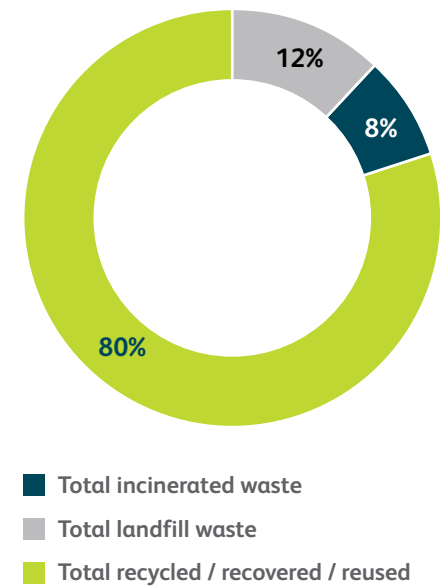
WASTE MAKEUP BY REGION — FISCAL YEAR 2023

Total Incinerated Waste
(Including Waste Used to Produce Energy)

Total Landfill Waste

Total Recycled /
Recovered / ReusedNON-HAZARDOUS VS. HAZARDOUS
WASTE — FISCAL YEAR 2023

GLOBAL WASTE GENERATION (IN METRIC TONS)

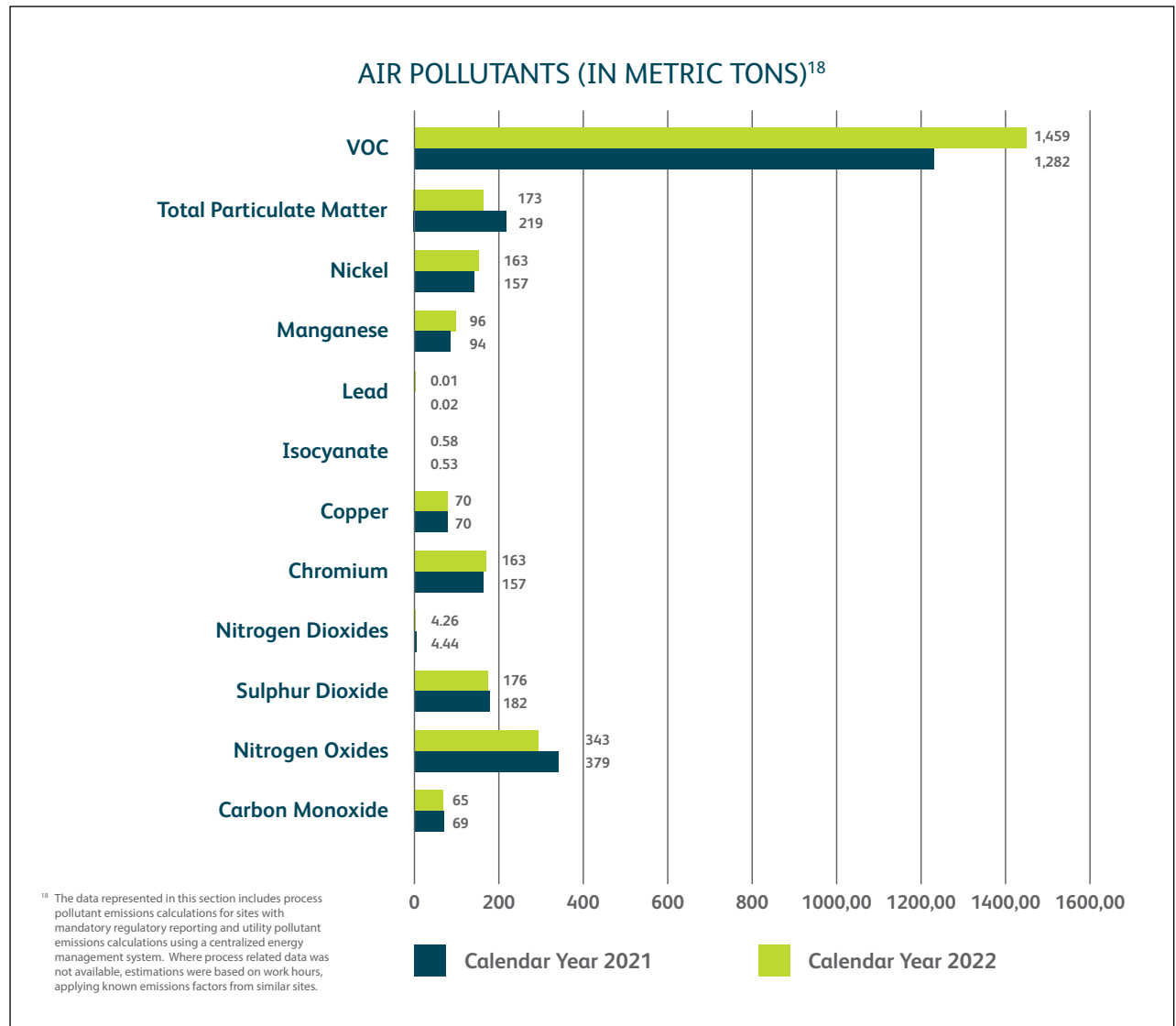
WASTE MAKEUP BY TYPE
FISCAL YEAR 2023

2.8 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 volatile organic compound (VOC), 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 sites, data for calendar year 2023 was not available at the time of this report. In fiscal year 2023, we updated our reported emissions based on the U.S. Environmental Protection Agency's AP-42 and eGRID standards.



2.9 Chemicals Management

Some chemicals used in the automotive industry may impact human health and the environment, and handling them properly is vital to keeping workers and the environment safe.

The International Material Data System (IMDS) 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.

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 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 datasheets for their products to ensure they are complying with international and national chemical legislation.

We perform periodic internal and external audits of our chemical management system following the ISO 14001 standard. Our internal processes define clear responsibilities for chemicals management, including the responsibilities of 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 GADSL to improve the protection of human health and the environment from the risks that can be posed by chemicals.

EYE ON REGULATIONS

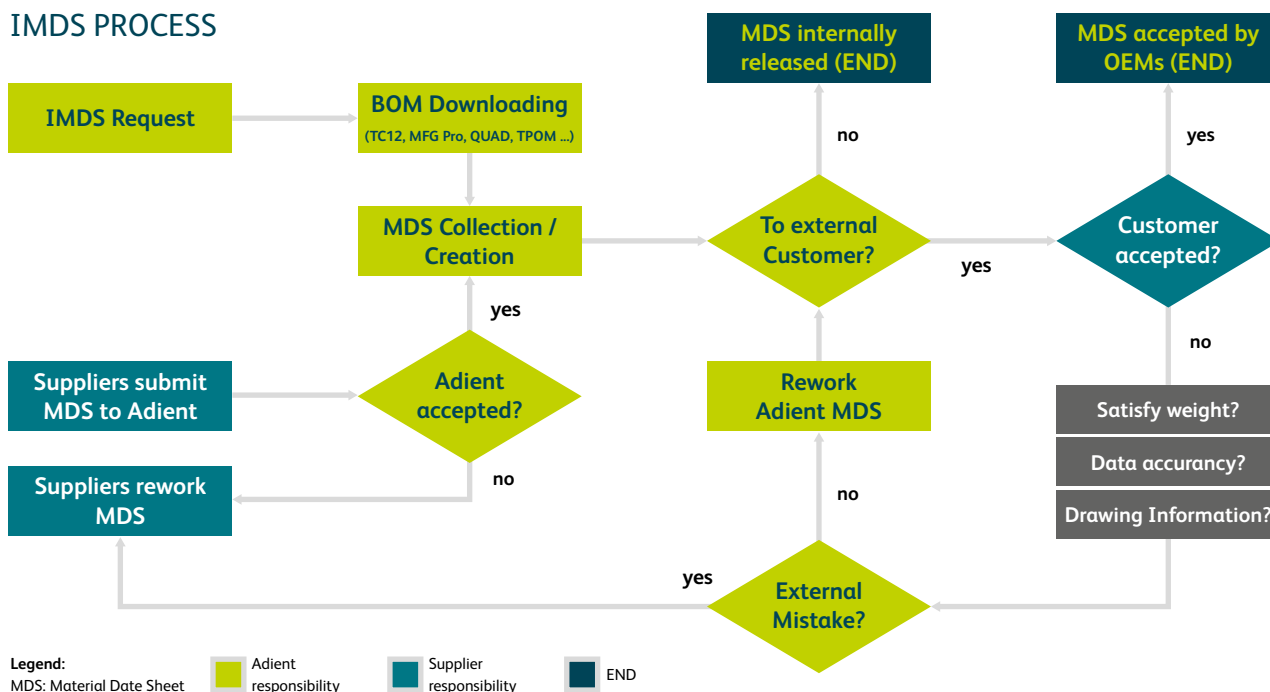
We monitor legislation related to chemicals on global and regional levels including Registration, Evaluation, Authorization and Restriction of Chemicals (REACH); the Stockholm Convention on Persistent Organic Pollutants (POPs); U.S. Toxic Substances Control Act (TSCA); California Proposition 65 and similar legislation. We work to phase out hazardous substances six months before the official phaseout date and report parts that contain hazardous substances listed on the REACH candidate list

into the EU Substances of Concern in Products (SCIP) database.

Over the last few years, the number of legally regulated substances has been steadily increasing, including the monitoring of POPs and their uses. We are actively working on reducing PFAS substances in our products to improve their environmental footprint.

Adient is also a member of 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 chemical strategy of the EU, mainly regarding the use and substitution of hazardous substances in automotive products.

IMDS PROCESS





3. People and Communities

3.1 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.

PUTTING OUR PEOPLE FIRST

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 diversity, equity and inclusion (DE&I) and career development opportunities through inclusive leadership and talent-management processes. Our processes are designed with the intent to expand access to opportunities for all by eliminating barriers, reducing bias, and expanding our potential candidate pool. 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.

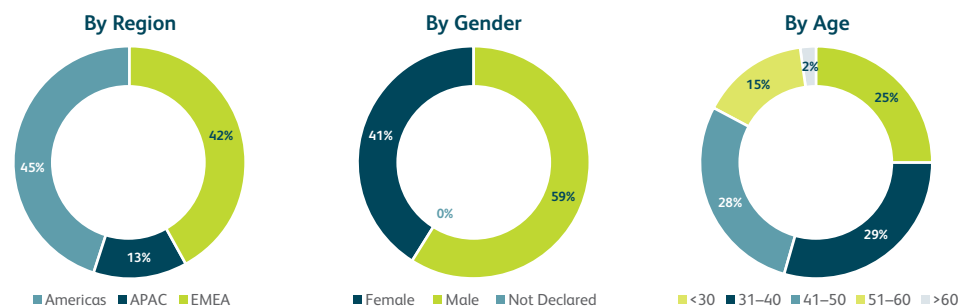
While our global talent-management practices apply to all regions in which we operate, we recognize different locations have different needs, and we empower each region to implement their own programs to drive performance and employee-development activities in line with our business needs and the local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

We also attract and retain engaged employees through positive employee-relations activities that focus on our people and their families. Employees 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, periodic informal Let's Talk Sessions hosted by leaders, open-door policies, high-performance work teams, local and global recognition programs, and Adient's Integrity Helpline.

Through our actions outlined in this section, we are supporting the following UN Sustainable Development Goals:



OUR GLOBAL WORKFORCE



Data as of Sept. 30, 2023. Includes Adient employees and consolidated joint venture employees.



3.2 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



Adient communicates its commitment to human rights and expectations of our stakeholders in a number of our policies and practices, including our [Human Rights Policy Statement](#), [Ethics Policy](#), and our [Global Supplier Standards Manual](#). Among other requirements, our human rights policies and practices:

- > Prohibit the use of forced, bonded, indentured, child or involuntary prison labor.
- > Require compliance with regard to minimum legal working age requirements.
- > Require compliance with regard to work hours and applicable local law.
- > Require compliance with regard to applicable wage laws, regulations, and relevant collective bargaining agreements — including those relating to minimum wages, overtime hours and legally mandated benefits.
- > Require workplaces 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.

- > Require respect for employees' voluntary freedom of association, including the right to organize and bargain collectively.

Adient trains our employees on its Ethics Policy and methods of reporting potential ethics violations or claims of harassment or discrimination without fear of retaliation. In addition, in November 2023, more than 93 % of salaried employees voluntarily participated in human rights training.

All good faith complaints of alleged human rights violations, ethical concerns, 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.

Adient works to identify human rights risks and takes action to mitigate and remediate these risks and potential impacts. For example, in 2023, Adient Legal Compliance and Human Resources partnered to proactively review our recruitment policies and practices to further strengthen procedures in regard to child labor and age requirements. We conducted [supply chain risk mapping](#) in certain regions relative to human rights risk. We expect our suppliers to identify and mitigate/ remediate these risks as well as conduct additional due diligence of their own supply chains. To this end, we conveyed expectations to and best practices with suppliers and sought certifications from labor suppliers.



Human Rights | continued

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 laws prohibiting forced and child labor. Adient's California Transparency in Supply Chains Act and UK Modern Slavery Act Disclosure can be found ([CTSCA and UKMSA Disclosure](#)) with most recently available disclosures supporting these principles made 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.

For more information about how Adient manages its supply chain risk, visit the [Supplier Management section](#).

CONFLICT MINERALS 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 Organization for Economic Co-operation and Development (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 on Conflict Minerals Management

We encourage 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. We follow our escalation processes for any suppliers not in compliance with conflict minerals requirements.

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's 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.

Human Rights | continued

FREEDOM OF ASSOCIATION

Adient respects the rights of our employees to form and join a trade union of their choice. In locations that are represented by a labor union, Adient facilitates the collective bargaining with the trade union representatives and bargain in good faith, including providing trade union representatives with information required for meaningful bargaining in the context of bona fide negotiations. We 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. We respect the rights of workers to submit grievances without reprisal.



EMPLOYEES SUBJECT TO A COLLECTIVE BARGAINING ARRANGEMENT



AMERICAS

47 %

EMEA

54 %

APAC

45 %

3.3 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 diversity, equity and inclusion (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.

Our DE&I processes and programs are designed with the intent to expand access to opportunities for all by eliminating barriers, reducing bias, and expanding our potential candidate pool. 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



Diversity **Equity** Inclusion



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.



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.

Guided by our DE&I vision and mission, Adient developed global DE&I focus areas, including:

- > Developing, engaging, and attracting diverse talent at all levels of the organization, including the leadership level, over the next three years.
- > Ensuring there is equity in our people and pay practices.
- > Enhancing our DE&I metrics, with a focus on leading indicators.



Diversity, Equity and Inclusion | continued

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 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.

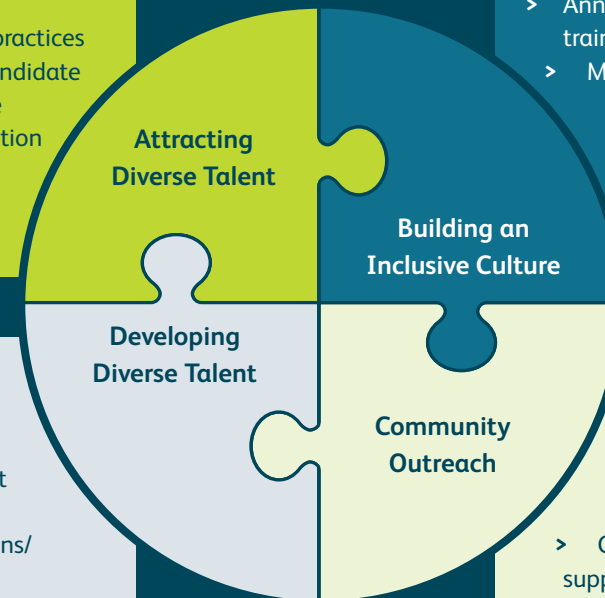
Since advancing DE&I requires listening to diverse voices, our executive leadership team formed regional DE&I Councils in 2021 in all three of our business regions — Americas, EMEA and APAC — to identify barriers, raise awareness, and drive organizational change. These councils support and drive progress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

Our executive leadership, including the CEO, hosts quarterly townhall meetings with employees to share critical business information, recognize employees, and provide an opportunity for Q&A. In addition, our senior leaders occasionally hold 'Let's Talk' sessions with targeted employee groups (such as our Adient Accelerate participants). These small, informal roundtable discussions encourage open communication between leadership and employees and give participants an opportunity to speak directly with our leadership.

DEVELOPING OUR DIVERSITY PIPELINE

- > Partnership with external organizations, such as Society of Women Engineers, Automotive Women's Alliance Foundation, and National Society of Black Engineers on events
- > Inclusive recruitment practices – increasing diverse candidate representation, diverse representation in selection process
- > Internship program with diversity lens

- > Succession planning process – identifying and developing high-potential diverse talent
- > Diversity panels and development discussions/ workshops
- > Development programs with diversity lens
- > EMEA pilot mentoring program



- > Global Business Resource Groups (BRGs), created and led by employee volunteers
- > Monthly speaker events, panel discussions, and development workshops hosted by BRGs
- > Annual diversity and inclusion training
- > Monthly recognition for BRG members (empowerU)

- > Partnerships with organizations such as Vista Maria and Detroit PAL, supporting under-represented youth
- > Golf outings and fundraisers supporting various local charities
- > Career coaching and workshops
- > Clothing drives to support under-represented populations

Diversity, Equity and Inclusion | continued

CREATING AN INCLUSIVE CULTURE

Adient is committed to providing an inclusive culture and 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 sites to implement equal-opportunity and no-harassment policies in accordance with their national, state or provincial law.

We strive for all salaried employees to be trained on discrimination and other related DE&I topics. To further cultivate an inclusive culture, we offered an inclusive workplace virtual training for all salaried employees globally, supplementing our existing local and in-person trainings in this area. In fiscal year 2023, 93 % of our salaried employees voluntarily completed this 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, site 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.

”

“Our people are our greatest asset, and we are working to create an environment where every individual feels seen and valued for who they are.”

Susan Jin

Executive Director IT BP,
DE&I Co-Chair APAC



Diversity, Equity and Inclusion | continued

FLEXIBILITY TO WORK YOUR WAY

Adient offers inclusive benefits that create a more supportive workplace and environment, offering a variety of social benefits to our employees globally, depending on their location. As the world around us changes, we continue to evaluate the need for modified benefits and/or programs. Adient has hybrid work programs in our EMEA and Americas non-plant offices. The programs align with Adient's focus on an ownership culture and promote empowerment and flexibility. If the individual job allows, managers and employees are encouraged to create a hybrid work arrangement (ideally a mix of remote and office days) that provides for flexibility and collaboration. We continue to monitor these programs for effectiveness and alignment with our evolving business landscape.

In February 2023, Adient US added a new parental leave benefit to its offerings in support of working parents. This benefit is part of a large portfolio of offerings focused on well-being, including 24/7 access to Employee Assistance Program (EAP) support for life's everyday challenges, financial planning assistance, and a well-being program that provides employees the tools and resources to lead to a healthier life.

U.S. ETHNIC MINORITY (FISCAL YEAR 2023)

All U.S. Employees



Minority
49 %



Caucasian
46 %



Not Declared
5 %

Above Plant¹⁹ U.S. Population



Minority
28 %



Caucasian
67 %



Not Declared
5 %

U.S. Plant Population



Minority
52 %



Caucasian
43 %



Not Declared
5 %

GLOBAL GENDER DIVERSITY (FISCAL YEAR 2023)

All Employees



Female
41 %



Male
59 %

Not Declared
0 %

Above Plant¹⁹ Population



Female
29 %



Male
71 %

Not Declared
0 %

Plant Population



Female
42 %



Male
58 %

Not Declared
0 %

¹⁹ Above Plant population is professional/corporate staff comprised of technical and support function roles.

Data as of Sept. 30, 2023. Includes Adient employees and consolidated joint venture employees.

Diversity in Motion: Fiscal Year 2023 Highlights



of employees hired
were **female**



of employees
hired in the U.S.
identify as a
U.S. ethnic minority



of leaders²⁰
globally are **female**



of leaders²⁰ in the U.S.
identify as **ethnic minorities**

²⁰ Leaders defined as manager and above (grade 175+); excludes China employees in Kayang.

Our Business Resource Groups

Adient's BRGs 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. We continuously look for opportunities to expand our BRGs globally to include additional under-represented groups.



Women's Resource Network
Americas, EMEA and Japan
Inspiring our people, Advocating for women and minorities, and Leading the way in corporate citizenship.



Young Professionals Network
EMEA
Empowering and developing young professionals at Adient and connecting employees across generations.



Young Generation Leaders
Thailand
Recognizing and supporting the next generation of leaders at Adient.



African Ancestry BRG
Americas
Improving the recruitment, retention, professional development and engagement of Adient employees of African descent.



Diversity, Equity & Inclusion (DE&I) Network
EMEA
Fostering diversity, equity and inclusion as a guiding principle for everything we do.



Green 360°
China
Improving the experience of a world in motion through sustainability and diversity, equity and inclusion.



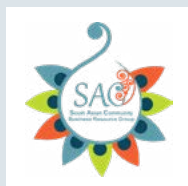
HOLA! (Hispanic Origins • Latino Ancestry)
Americas
Building bridges to attract, empower and retain talented Hispanics and Latinos within Adient.



Do-run
Korea
Fostering an inclusive culture that respects and embraces diversity.



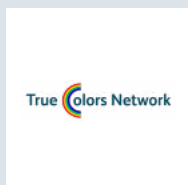
ADICARE
Indonesia
Fostering a culture of sharing and caring for our communities, the environment and humanity.



South Asian Community (SAC)
Americas
Supporting and empowering professionals of South Asian origin while facilitating cross-cultural interactions at Adient.



Jagruti
India
Giving back to our communities through economic empowerment, volunteering and educational opportunities.



True Colors Network
Americas
Developing and nurturing Adient's LGBTQ+ workforce and allies while cultivating an inclusive culture for all.



Eva Committee
India
Celebrating diversity and empowering the women of Adient India.

Adient EMEA and APAC Regions Celebrate Diversity Week

Adient's APAC region celebrated Diversity Week in March 2023 with the theme "Embrace Equity for a Sustainable Tomorrow." The week brought a series of activities and opportunities for the team to engage with peers, communities and external speakers. There were 33 events organized across seven countries, including a charity craft sale benefitting a primary school in Yunnan, China, and hosted by the Adient China Green 360° BRG.

The sale, which featured handicrafts made from leftover materials from Adient's seating products, allowed the BRG to provide computers to the school with the aim of narrowing the digital gap between urban and rural areas and promoting educational equity. In addition, volunteers from Adient China team also conducted a healthy lifestyle course for the students and collaborated with our WOFEs/JVs nationwide to donate books to the school, all with the goal of providing students with diverse tools for knowledge exploration.

Adient's EMEA DE&I Council and the EMEA BRGs joined forces to host Adient EMEA Diversity Week in May 2023. The event coincided with EU Diversity Month. Adient celebrated this week with several initiatives across its EMEA sites, starting with a live event featuring a global strategist for promoting diversity in the industry. Many EMEA sites participated in the week by organizing various activities by facilitating engagement in open dialogues, workshops and initiatives that deepened participants' understanding of the importance of DE&I and inspired others to join us on our DE&I journey.



Adient Sites Celebrate Women Throughout March

Adient held events and activities at our sites around the world to celebrate women and embrace equity for International Women's Day and Women's History Month during March.

In the Americas region, the Women's Resource Network led numerous activities such as a virtual "Allyship in Action" panel event featuring several Adient leaders, a clothing drive in partnership with HOLA! business resource group benefiting the Detroit Hispanic Development Corp., virtual networking opportunities and more.

The EMEA DE&I Council and EMEA Women's Resource Network partnered to host a virtual event on "Unlocking the Potential of Collaboration in Diverse Teams" and helped facilitate activities at the site level.

In the APAC region, the team produced a video to kick off DE&I week, hosted an meeting promoting collaboration across the region's business resource groups, and held a virtual live event on "Driving DE&I: Telling Stories of Sustainability."



Mentoring 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 to a professional work environment. During the 2022-2023 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, Michigan.

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. An annual end-of-year celebration is held to recognize the students and give them an opportunity to present what they have learned during their time at Adient. 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 African Ancestry Business Resource Group (AABRG) has partnered with Atlanta University Center Consortium (AUCC), 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.

Through the AABRG, Adient offered summer internships in 2023 to select students, including Clark Atlanta University rising senior Danlette Fully. Fully, who is majoring in business with a concentration in supply chain, said the AABRG's support has continued beyond her internship and has helped shape her career ambitions as she prepares to graduate.



“I’m a first-generation American, so it can be harder to build a foundation and have that support. ... Being involved with Adient’s AABRG during my internship showed me what it is to have a family in my work environment, and also outside my work environment. It showed me that not only do these people come to work every day, but they also have bonds with each other outside work that help build good working relationships.”

Danlette Fully, Adient 2023 summer intern

Adient Leaders Receive Industry DEI Awards



CHAMPIONS OF DIVERSITY

In 2023, Automotive News named Adient's [Brandi Walkowiak](#), Executive Director and Associate General Counsel, and [Razzaaq McConner](#), Vice President Purchasing, Americas, 2023 Notable Champions of Diversity for their dedication to advancing DE&I objectives in the automotive industry. The program recognizes executives in the U.S. auto industry who have demonstrated their commitment to improving diversity, equity and inclusion in the workplace and their communities.



MAKING AN IMPACT

In 2023, Adient employees received multiple [CADIA Impact Awards](#), which recognize and celebrate excellence in and commitment to diversity, equity, and inclusion in the automotive industry. The **Women's Resource Network's** leadership team received a first-place award in the Leadership Commitment Team category; **Wes Porter**, VP Stellantis Business Unit and executive sponsor of the AABRG, received a first-place award in the Systemic Change category; and **Lisa DeBone**, VP Human Resources and executive sponsor of the True Colors Network, received runner-up in the Leadership Commitment Individual category.

(Photo credit: CADIA / Nadir Ali)



A GROUP EFFORT

In 2023, Adient's Women's Resource Network received the [Automotive Women's Alliance Foundation \(AWAF\)](#) Group Achievement Award, which award honors a group of four to six women who have made an exceptional contribution to the automotive and mobility industry. The AWAF Awards are designed to celebrate and honor the achievements of the women and change champions who live the AWAF mission of advancing and empowering every woman in automotive and related industries.

3.4 Supporting Diverse Suppliers

For 30 years, we have recognized the importance of diversity and inclusion — in both our own workforce and our supply base — in fueling strong business performance. Driving supplier diversity and inclusion (SD&I) to mirror the consumers that sit in our seats reflects our commitment to inclusivity and our responsiveness to the changing demographics and needs of our customers and their diverse customer base.

Our commitment to supplier diversity is to foster a diverse and inclusive supply chain that benefits both Adient and our suppliers, while also promoting economic empowerment in underrepresented communities. Our supplier diversity activities support our DE&I commitments and demonstrate our commitment to inclusivity, which can be attractive to customers, employees, investors and other stakeholders.

OUR \$1 BILLION COMMITMENT

We have been committed to and engaged in numerous SD&I initiatives for 30 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.

EMPOWERING EVERY TIER

We persist in fostering the development and expansion of diverse-owned businesses, encouraging our supplier partners not only to purchase from diverse suppliers but also to actively implement supplier diversity initiatives, particularly through our tier 2 initiative. We assess suppliers participating in this initiative across two key areas:

1. Executing a number of key Diverse Business Initiatives (DBIs), as outlined in our Global Supplier Standards Manual; and
2. Reporting purchases with certified diverse-owned businesses.

Since becoming Adient
in October 2016 we have spent

\$8.7 billion

with



minority-owned
businesses



women-owned
businesses



veteran-owned
businesses

Fiscal Year 2023 Economic Impact



\$2.4 billion
economic
impact through
supplier
diversity
initiatives



15,500 jobs
supported
through small
and diverse
suppliers



\$700 million
in earnings
through jobs
created or
sustained



Supporting Diverse Suppliers | continued

ADVOCATING FOR CHANGE

We continue to advocate for change through our membership in several global, national and regional advocacy councils where we actively support and promote supplier diversity initiatives through training, sponsorships and participation in advocacy committees as well as customer-led initiatives. This multi-faceted approach drives a significant positive impact on supplier diversity and the growth of certified diverse-owned businesses in the automotive industry.



“Supplier diversity is where procurement and progress meet. By ensuring our supply chain includes a wide array of diverse voices, we are enriching not just our business but our entire value chain.”

Razzaaq McConner
Vice President
of Americas Purchasing



Adient is a proud member of:

- > 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](#)

We also engage a strategy to ensure that certified diverse-owned businesses have the opportunity to meet our buying teams, learn about opportunities, and receive feedback at every event we attend. This promotes a proactive and impactful approach to promote a diverse supply base. Events included in our annual plans, among others, are:

- > OEM Customer events
- > NMSDC Conference
- > NVBDC Conference
- > MMSDC Conference
- > WBENC Conference
- > WEConnect International in Mexico and Brazil
- > WBENC Automotive Industry Group

By taking a holistic approach that combines training, sponsorship, networking and participation in committees, we are able to create a larger and more significant impact on supplier diversity.



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. It further demonstrates that our commitment is not just internal but is acknowledged and respected by external experts and peers. This recognition also engages and motivates our stakeholders — including employees, customers, investors and partners — to feel a sense of pride and alignment with our values and efforts.

We are pleased to celebrate the following supplier diversity recognition in 2023:

- > Minority Business News USA (MBN USA) and Women's Enterprise USA (WE USA) 2023 [Best of the Decade honoree](#)
- > Women's Business Enterprise National Council (WBENC) 2023 [Top Corporation for Women-Owned Businesses](#)
- > WEConnect 2023 [Top Global Champions for Supplier Diversity & Inclusion \(SD&I\) — Gold Level](#)
- > Great Lakes Women's Business Council (Great Lakes WBC) 2023 [Excellence in Supplier Diversity "Best in Class" Category](#)
- > Toyota Supplier Diversity [Superior Performance Award](#)
- > National Veteran Business Development Council (NVBDC) 2023 [Corporation of the Year](#)
- > *DiversityPlus Magazine* 2023 [Top 25 Women in Power Impacting Diversity Award](#)

MINORITY BUSINESS NEWS USA (MBN USA) 2023 CORPORATE BUYERS OF THE YEAR



Johnna Mabbitt
Senior Commodity
Manager, Adient



Marcus Konja
Senior Commodity
Manager, Adient



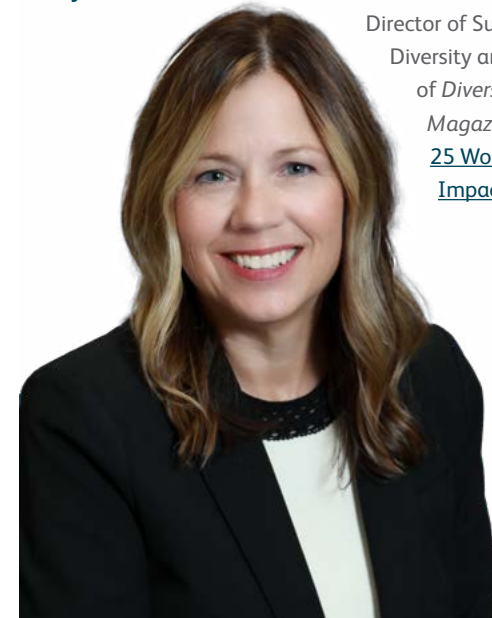
Chelsea Justice
Buyer, Adient

”

“Adient is a true leader in supplier diversity, and the programs we've developed over the years to help our own supply base promote diversity and inclusion have helped create real change in the automotive industry by lifting up diverse-owned businesses at all tiers.”

Sherry Diccion

Director of Supplier
Diversity and one
of *DiversityPlus*
Magazine's 2023 [Top 25 Women in Power Impacting Diversity](#)



Partnering for Success

We recognize the important role our partners have in creating an inclusive work environment and helping us reach our highest potential as a company, and we are proud of our successful joint ventures with two minority-owned businesses: Avanzar Interior Technologies and Bridgewater Interiors.



AVANZAR JOINT VENTURE

In 2005, Heriberto “Berto” Guerra established [Avanzar](#) — which means to “advance” or “move forward” in Spanish — and agreed to form a joint venture with Johnson Controls Inc. (whose automotive division became Adient in 2016) to supply interiors for a large OEM.



In founding the company, Guerra, who currently 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. 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.

Today, Avanzar products go from order to delivery in less than two hours. Avanzar’s vision — “Moving toward perfection to become the most successful and respected supplier of auto parts” — articulates the company’s focus on continuously exceeding customers’ expectations.



BRIDGEWATER INTERIORS JOINT VENTURE

For 25 years, 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. (now Adient). Bridgewater was created to manufacture automotive seating systems for a large OEM and quickly established relevance in the automotive supplier space, as its initial five-year contract was the largest an automaker had ever awarded a minority-owned business.



Bridgewater CEO Ronald E. Hall Jr. received the [Michigan Manufacturers Association’s Manufacturing Emerging Leader Award](#) in 2023.

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. His son, Ronald E. Hall Jr., now leads the company, which has since expanded from its original Detroit location to four sites in two states with 2,400 employees. Its customer list has also grown — from one automaker to four, supporting 11 different vehicle models.

In 2023, Bridgewater received the [Corporate Award](#) for its contributions to the Detroit community from First Step, a nonprofit organization that has been working to create peaceful families and safe communities in Wayne County, Michigan, since 1978.

3.5 Community Outreach and Engagement

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

As stewards of the organization, employees at Adient’s more than 200 sites support the communities we operate in by donating time and resources to positively impact local social, economic and environmental challenges.

To see some of Adient’s latest community outreach initiatives, follow us on:



[Facebook](#)



[X \(formerly Twitter\)](#)



[YouTube](#)



[LinkedIn](#)

Partnering for Success

Providing food security to those in need (Adient Plymouth, U.S.). In August 2023, Adient employees based at our global headquarters in Plymouth, Michigan, volunteered with Focus: HOPE, a Detroit-based civil and human rights organization. The Adient team, led by Adient’s Executive Vice President, Americas, packed 39 pallets (2,145 boxes) of food. The boxes were distributed to limited-income seniors in and around Detroit and will help increase food security for some of the city’s most vulnerable citizens.

Making a positive impact on health and the environment (Adient Kaiserslautern and Rockenhausen, Germany). In May 2023, 90 employees and trainees from our Kaiserslautern and Rockenhausen sites participated in the annual five kilometer B2Run in Kaiserslautern, Germany. The event promotes personal health and sustainability. Employees who are interested are invited to join a flexible running group prior to the event. In addition, trees are planted in various countries around the world for all registered teams. As a result, 7,130 trees have been planted to date.

Bridging the digital divide for students (Adient South Africa, Adient Ramos Arizpe, Mexico). The South African Head Office and IT Department donated laptops, desktops, monitors, keyboards and other computer equipment to establish a Computer Room at the SOS Children’s Village in Schauderville, Port Elizabeth. Employees at our plant in Ramos Arizpe, Mexico, donated computer equipment to the Center for Industrial Technological Studies and Services, a local school. The equipment was used by the students to reach 4th place in the First Robotics Competition. Local community initiatives such as these are aimed at providing students access to technology and promoting equity in education.

Assisting earthquake-affected area and survivors (Adient Cikampek and Cirebon plant, Indonesia). In November 2022, a 5.6 Richter scale earthquake struck the Cianjur region. The Adient Indonesia team immediately called on employees to donate funds and materials such as food, cooking oil, hygiene products, clothing and more to aid the affected regions. Volunteers overcame challenges such as landslide hazards and potential aftershocks to deliver essential supplies to the survivors. Adient’s Indonesian team also conducted trauma healing counseling and mini games for children and women in the impacted area, highlighting the team’s care of vulnerable groups and its positive impact on communities in need.

3.6 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 ensure that we maintain a laser focus on our talent management and development programs to continue to attract and retain 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.

BUILDING OUR LEADERSHIP PIPELINE

Adient's Leadership Talent Review (LTR) annual process identifies and evaluates 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. Designed to be an inclusive process, the LTR process 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.

DEVELOPMENT PROGRAMS

At Adient, we have a number of global and regional development programs, growing our employees at multiple stages in their career. The programs are investing in the long-term success of our employees, helping them develop skills and leadership acumen based on current needs and in anticipation of future needs. Examples of these programs include Adient Accelerate and the APAC Leading Excellence Acceleration Program (LEAP).

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, we offer Adient Accelerate, a leadership development program. The program includes live virtual sessions with world-class Michigan Ross faculty, executive coaching, and a team-based action learning project where cross-regional and cross-functional project teams are tasked with addressing strategic challenges that Adient faces.



Employee Development | continued

APAC LEAP

The LEAP program for emerging leaders in our APAC region is built upon the “3 E’s”: **Education** (classroom/online training), **Experience** (plant visits and best business practice sharing), and **Exposure** (action-learning/team projects). The program is designed to help participants enhance their strategic thinking ability, improve their operational know-how, and build leadership skills.

Adient continues to evaluate our development programs and assess the need for further programs within respective regions and functions, as appropriate. Just like our employees, we are continually learning and adapting our programs and offerings to align with the business strategy and talent needs. In 2023, the EMEA region piloted a mentorship program and are looking to expand the program in the upcoming year. In addition, all regions are looking to expand development program offerings.

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).

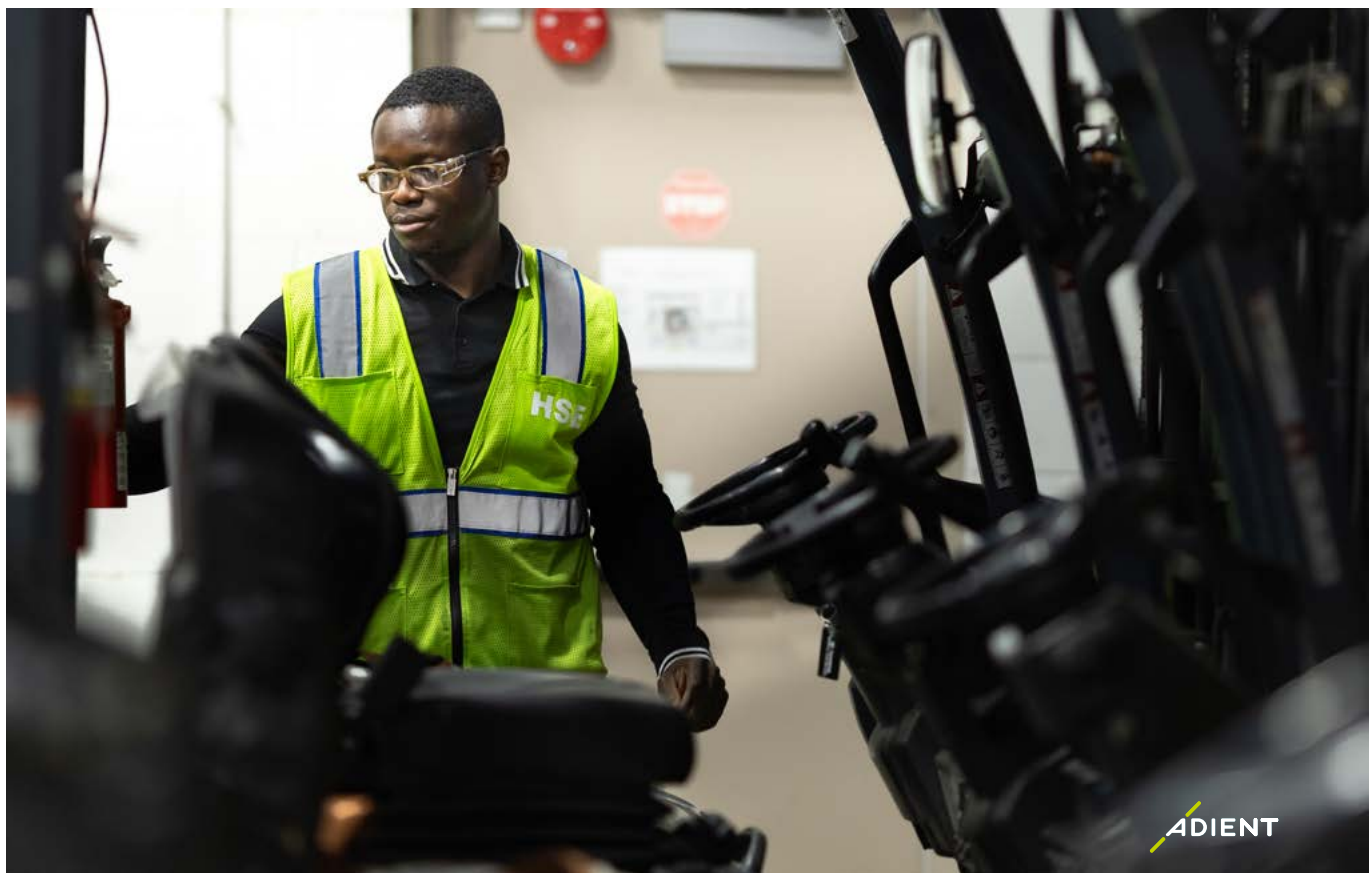
In fiscal year 2023, Adient employees completed:

- > **120,000+** e-Learning courses
- > **~850** instructor-led courses

Throughout the world, Adient employees are encouraged to develop by doing, taking charge of their learning and growth while seeking support along the way.

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.



Adient Accelerate Welcomes Cohort 3

The 25 participants in our third Adient Accelerate cohort:

- > were **44 %** female
- > came from **9** different countries
- > had backgrounds in **10** separate disciplines

In its third year, Adient brought together a diverse and global group of 25 director-level employees from nine 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 Adient Accelerate Program has truly been an exhilarating journey for me,” said Iris Zhang, executive director of strategy and marketing, APAC. “Taking part in the program from Shanghai has brought me into contact with amazing and brilliant colleagues around the world and granted me great insights into Adient’s global business landscape.”

For the first time in 2023, program participants gathered for an in-person event at Adient’s corporate headquarters in Plymouth, Michigan, U.S. While in Plymouth, participants had the opportunity to present their project findings and recommendations to Adient’s Board of

Directors and executive teams, visit local plant sites, network with leadership and program alumni, and attend a graduation ceremony at the Michigan Ross Business School in Ann Arbor, Michigan.

“The ability for the cohort to actively engage with Adient’s executive leadership, learn from world-class instructors, and network with our global colleagues was truly second to none,” said Kevin Razor, North America GM business director, commercial and program management. “I reflect on the Adient Accelerate program as an extremely positive and beneficial experience and am grateful to have been a part of the third cohort.”



3.7 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, 62 % of our manufacturing sites are third-party audited and certified to the standard.

OUR SAFETY RECORD

We have achieved year-over-year decreases in our OSHA Recordable Rate over the last several years, including in fiscal year 2023. 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.

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

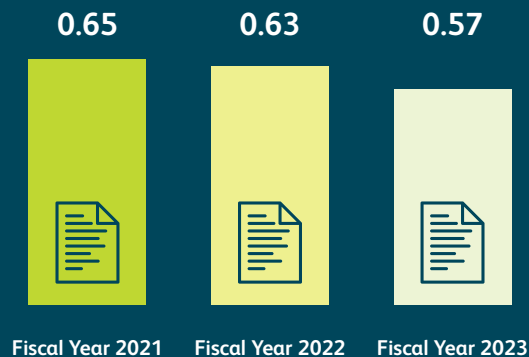
most up-to-date technology and associated regulatory requirements within each country.

MANAGING AND UTILIZING DATA

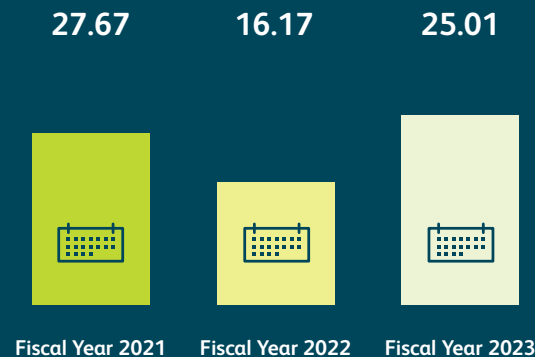
Over the past several years, we have invested in and embraced technology to assist us in centralizing our environmental, health and safety data collection through cloud-based software. At the click of a button, we can view metrics and data trends at the site, country, regional or global level, which 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)

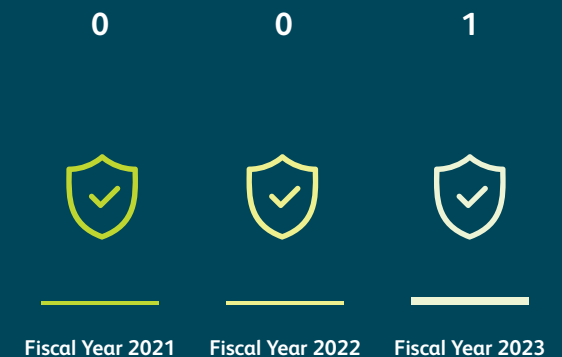
OSHA Recordable Rate



OSHA Lost Time Day Rate



Fatalities



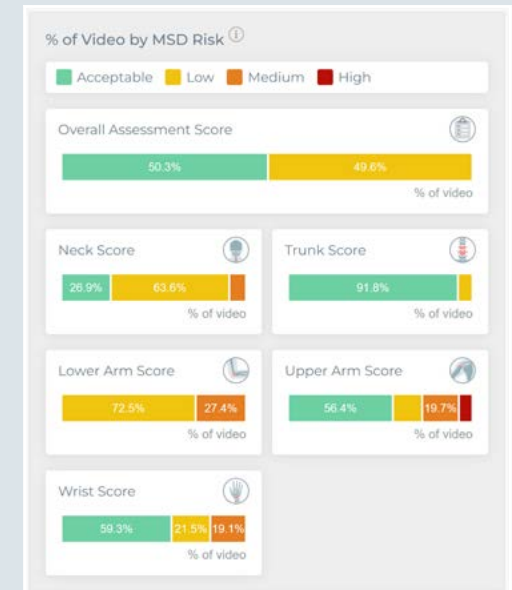
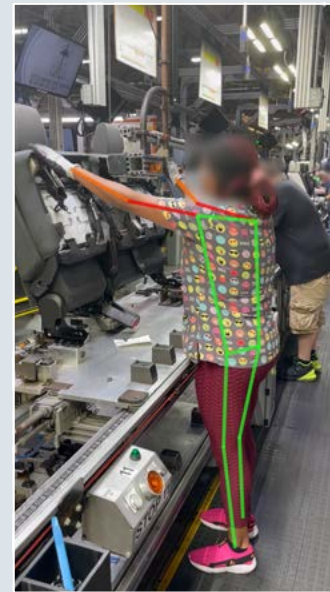
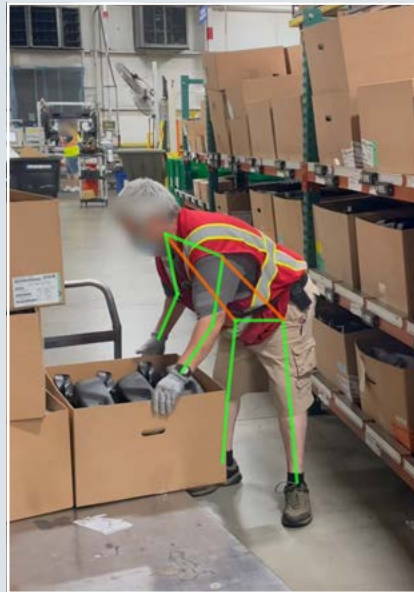
Leveraging Technology in Ergonomics

Adient has long leveraged the principles of ergonomics in our sites to help enhance our employees' safety, well-being and performance in the workplace. The traditional ergonomic risk-assessment process has been time consuming and required significant team member training. With the goal of improving the efficiency and accuracy of the process while minimizing training time, Adient's Americas team implemented new solution, TuMeke — an artificial-intelligence (AI) based technology. This tool allows users to spend less time training and doing assessments and more time on implementing solutions to reduce the risk of ergonomic injuries.

TuMeke allows users to record or upload a video of work being performed, and in minutes, it provides body joint angle information for every joint and point in time of the job. It then performs one of the several industry-standard risk assessments and gives a summary of ergonomic injury risk in minutes. The analyses are stored in a manner that enhances internal sharing of best practices through TuMeke's reporting tool.

In addition to its use for risk assessment, the team at Adient has also been using TuMeke to enhance on-the-job training. The quickly generated personalized assessments help to reinforce the benefits of specific techniques and work methods, which help promote behavior change in seasoned employees and/or improve adoption of the right behaviors among new hires — from day one.

Currently, there are more than 200 active users across 43 sites from Argentina, Brazil, Mexico, and the U.S. utilizing the TuMeke application. With the positive feedback and success from the initial stages of the TuMeke implementation in the Americas region, there are steps being taken to expand its usage to the EMEA region. This will help Adient further its mission of proactive ergonomics.



Prioritizing Forklift Safety

Forklift safety is a top priority in our sites. As part of our ongoing commitment to protecting the well-being of our employees, we have begun upgrading many of our forklifts to include Toyota SEnS and SEnS+ technology — an operator-assist system with pedestrian and object detection.

The Smart Environment Sensor Plus™ (SEnS+) camera is designed for forklifts to detect objects and pedestrians in the detection range. The system supports our operators by notifying them with a warning buzzer and warning lights when they encounter an obstacle; the audible notifications have three distinct levels based on the distance to the obstacle. Additionally, the SEnS+ technology can quickly apply the regenerative brakes to decelerate the forklift and help avoid a collision.

As we renew our forklift leases at our sites in North America, we are replacing them with Toyota forklifts equipped with SEnS and SEnS+ technology, and we plan to expand this activity to other countries and regions. In the next 3-5 years, more than 300 of our forklifts in North America alone will be upgraded to include this technology.



Watch this YouTube video
to learn more



Enhancing Safety while Reducing Waste

When reviewing fiscal year 2022 maintenance costs, employees at our plant in Mezőlak, Hungary, noticed that replacing faulty greasing valves was not only the top maintenance expense at the plant but also a potential environmental risk, as leaky valves can cause hazardous waste spills, operational problems, and a risk of slipping. Rather than replacing the entire valve when it begins to fail, however, the team performed a root-cause analysis in fiscal year 2023 to determine faulty seals were to blame. The team then created a process for renovating — rather than replacing — the valves, reducing maintenance costs by 50 % per year and cutting the number of related near-miss safety incidents from 4 to 0.



4. Governance and Compliance

4.1 Overview

We are committed to operating our business ethically and in accordance with Adient's policies, as well as applicable laws and regulations.

BOARD OVERSIGHT AND RISK MANAGEMENT

Adient's Board of Directors, as a whole or through its committees, oversees an enterprise-wide 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 2024 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 Chief Executive Officer, Chief Financial Officer, Executive Vice President and Chief Legal and Human Resources Officer; Executive Vice President Americas; Executive Vice President EMEA; Executive Vice President APAC; Senior Vice President and Chief Information Officer; Vice President of Global Sustainability; Vice President of Investor Relations; Executive Director and Associate General Counsel, Compliance; and the Executive Director of Sustainability — meets quarterly to review key sustainability initiatives, activities and disclosures, and the Vice President of Global Sustainability reports at least quarterly 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. 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.

ADIENT'S BOARD OF DIRECTORS IS:



33%
female

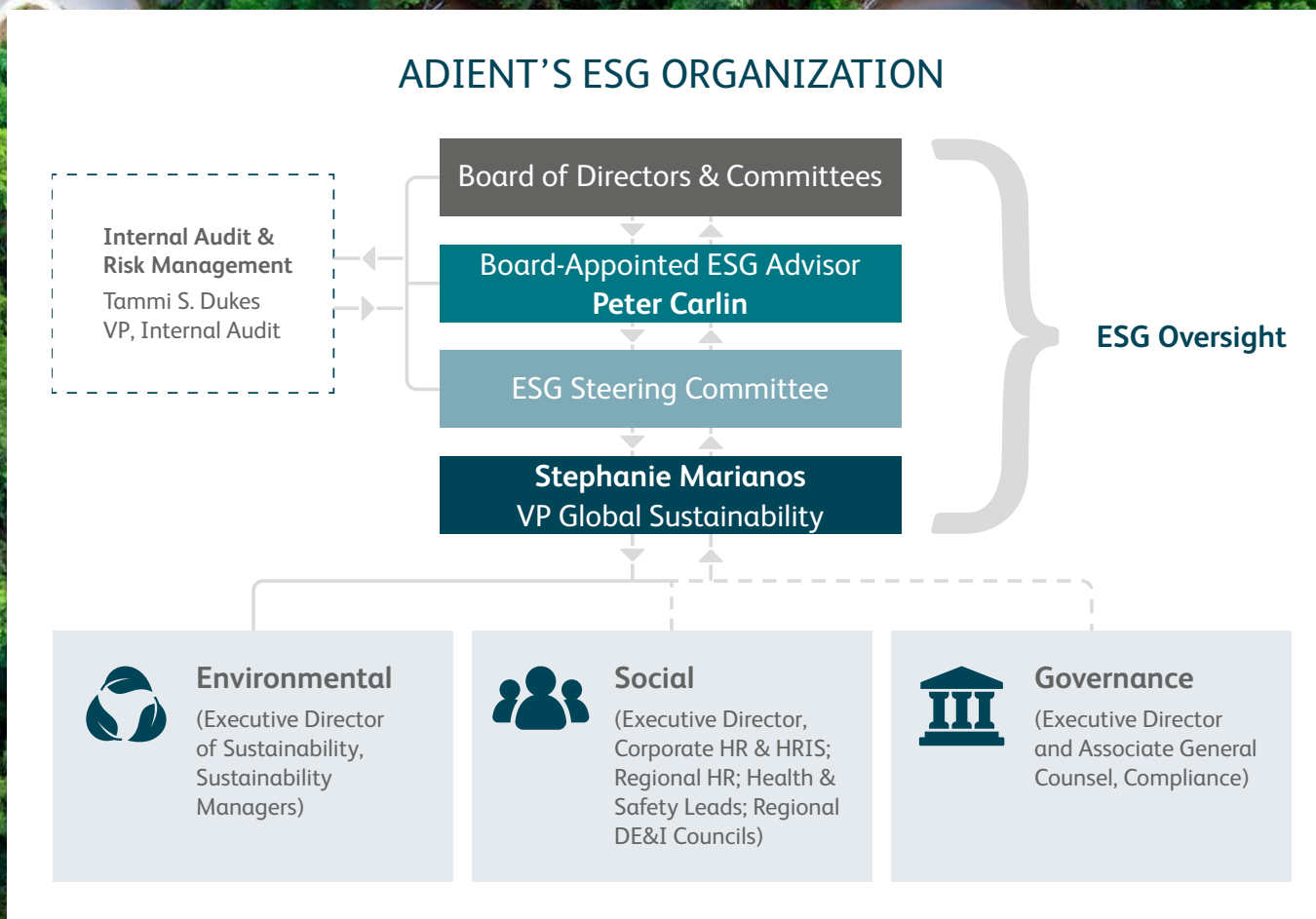


22%
**ethnic
minority**

Through our actions outlined in this section, we are supporting the following UN Sustainable Development Goals:



Overview | continued



4.2 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.

This year, Adient updated its [Ethics Policy](#) to further address evolving laws, regulations and risk, including in the areas of human rights, forced labor, sustainability, and DE&I, among others. The updated Ethics Policy — available in 27 languages — provides deepened and enhanced guidance to its employees, suppliers, and business partners. A robust communication plan drove awareness of the updated policy, including in our annual Ethics Certification Campaign, described below.

INTEGRITY HELPLINE

We encourage anyone who has ethics-related concerns or questions to report them via our 24-hour [Integrity Helpline](#); we enforce a strict no-retaliation policy for employees who report concerns in good faith. The Integrity Helpline is available to employees, former employees, suppliers, customers, and any third party. Reports may be made through the web, phone, or mobile device. On average, Adient receives approximately 400 reports a year through the Integrity Helpline.

Every question or concern submitted to the Integrity Helpline is triaged and routed to the appropriate team for handling. All good faith reports are thoroughly investigated and remediated as appropriate. Our investigators follow the guidelines in our Investigation Protocol and receive periodic training on investigation best practices. Investigation oversight is performed by Adient's Chief Legal Officer, as well as its Chief Accounting Officer and VP of Internal Audit. In addition, Integrity Helpline statistics are reviewed with Adient's Chief Legal Officer and external auditor quarterly and by the Board Audit Committee bi-annually. Key statistics and

metrics are also shared with Regional Compliance Committees periodically.

But the Integrity Helpline is just one of a number of ways to raise questions or 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.

”

“Integrity means being honest and acting with strong moral character, even when no one is watching. Our Ethics Policy guides all facets of Adient’s business, including sustainability, and ensures employees honor Adient’s Guiding Principles and act with integrity in everything they do for the company.”

Brandi Walkowiak

Executive Director and Associate General Counsel,
Compliance



Ethics and Integrity | continued

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 updated 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, human rights 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 and audits. Trainings are tracked and documented, and training statistics are reported quarterly to the Chief Legal Officer and periodically to the Regional Compliance Committees. On average, we offer approximately 50 classroom-style trainings per quarter that target smaller employee groups by function and risk. In addition, the compliance team offers two to three global online training campaigns annually. Furthermore, Adient provides periodic training to its suppliers during Supplier Days and other events.

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, our internal audit team conducts an Enterprise Risk Management assessment. The enterprise risk management process is a companywide, cross-functional assessment that identifies, assesses, manages and mitigates risks on an annual basis. Risks are evaluated based on significance and likelihood of a potential event occurring within the next five years. An executive leadership team member is accountable for each identified key risk, and involves subject matter experts. Executive management provides periodic updates on risk management mitigation strategies and actions to the Board of Directors.

The Legal Compliance team uses survey results 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 active Regional Compliance Committees in each of the three regions: EMEA, APAC and the Americas. 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.



4.3 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 and 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.

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 and responsible, and that 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.

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.
- > 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.



4.4 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

We update our Sanctions Policy and related documents and perform additional risk-based screenings as new sanctions go into effect. We also regularly provide targeted awareness messaging addressing sanctions, embargoes, export controls and other trade compliance topics.



4.5 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. We obtain the applicable employee consents.

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, including IT Access controls, ensuring users only have access to data necessary for their responsibilities. Our data privacy procedures govern how to review and document privacy requirements and impact. Additionally,

we conduct data privacy training for all global, salaried employees to ensure they understand their rights and obligations for securing personal information.

Adient's Privacy Office works closely with the IT team to evaluate any new internal or external IT business solutions as part of its internal Solutions Design Process to ensure that any potential data privacy impact is evaluated before new applications or software are implemented.

Our [supplier due diligence process](#) includes performing a privacy risk assessment 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.

Our Global Privacy Office and Legal team also work closely with IT on cybersecurity preparedness to ensure Adient personal data are protected from potential threats to our own systems and our vendors' systems.



Read more about our approach to data privacy in our Data Privacy Notice.



4.6 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).

Our Global Information Security Executive Director oversees our cybersecurity program. Adient's Board of Directors and 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

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. We conduct periodic phishing tests that emulate real-world phishing attempts to ensure our employees remain vigilant and compliant with our expectations, and the IT Security

team monitors the results of these internal phishing campaigns. Additionally, we conduct multiple cybersecurity tabletop exercises along with third-party penetration testing to ensure our cybersecurity teams are prepared for new events.

During fiscal year 2023, we launched several projects to further bolster our cybersecurity efforts. Our Operational Technology (OT) Visibility project aims to provide comprehensive oversight over our OT environments, ensuring early detection of vulnerabilities and minimizing potential risks. Complementing this is our Application Whitelisting initiative, which restricts unauthorized applications from running and mitigates malicious software threats. Our Certificate Lifecycle Management project is integral in maintaining the authenticity and trustworthiness of our digital certificates, enabling secure communications and safeguarding data integrity. Finally, our Identity Management project focuses on streamlining user access rights and roles, ensuring that the right personnel have the appropriate access — reducing the risk of internal breaches.

Adient leverages threat intelligence to monitor our customers, vendors and partners specifically around cyber and data breaches. Our team consists of multiple business owners who evaluate and provide remediation with the goal of limiting business impact and protecting Adient. Collectively, these initiatives underline Adient's commitment to cybersecurity, and to ensuring the sustainability of our digital assets and protection of our stakeholders' interests.



4.7 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 sites.

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 with a focus on preventing issues from arising.

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.

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 2023, 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.



4.8 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 evaluating and selecting suppliers.

We evaluate our business partners in numerous aspects of their risk profiles — including but not limited to [anti-bribery and anti-corruption](#), [data privacy](#), [trade compliance](#), [IT security](#), [financial and quality risk](#), [forced and child labor](#), and more — as outlined in our [Global Supplier Standards Manual](#). 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.

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 2023, we updated our Global Supplier Standards Manual to reflect revised requirements for our suppliers. Sections that were updated include:

- > General expectations
- > Responsibilities
- > Labor Requirements
- > Environmental Responsibility section
- > IMDS and CAMDS detailed under Environmental Responsibility
- > Conflict Minerals as a stand-alone section

- > Program Management and Engineering Requirements
- > Adient Data Exchange (AdientDX) and Taulia sections merged into Web Applications section

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 for 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).
- > 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.
- > Integrate sustainability (ESG) topics into business reviews with suppliers.



Supplier Management | continued

GERMAN SUPPLIER DUE DILIGENCE

In order to comply with Germany's Supply Chain Due Diligence Act — which requires that certain companies must ensure compliance with specific [human rights and environmental sustainability topics](#) in their supply chain — we formed a cross-functional Supplier Due Diligence Working Group that includes legal counsel, sustainability managers, regional environmental health and safety managers, purchasing risk managers, supply chain risk managers, engineering managers, and the director of supply chain risk management EMEA.

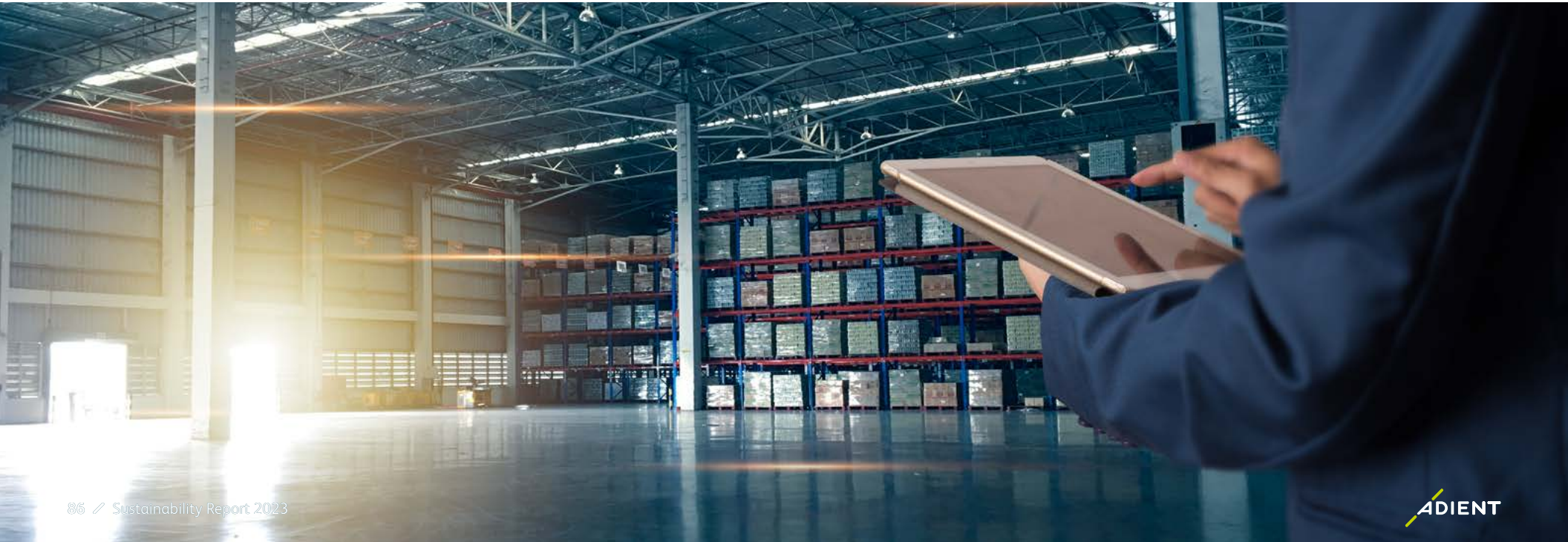
The Working Group launched and completed a supplier risk assessment project regarding the suppliers of Adient's German operations that are subject to the Act. As part of this project, the Working Group has involved a third-party provider that helped support the supplier-related risk

analysis, collecting relevant data from our target supplier group via an electronic survey. Adient has also contracted a third-party provider to help support the risk analysis within our supply chain and to collect relevant data from our 2023 Target Suppliers Group via a German Supplier Due Diligence survey. Approximately 200 suppliers were identified for the survey and a reasonable response rate was reached. The Working Group reviewed and evaluated the suppliers' responses and, in certain cases, held assessment calls with the suppliers to determine corrective actions if any gaps were identified.

The Working Group has provided training on the requirements of the Act to Adient's affected employees as well as to our suppliers.

ESG SURVEY RESPONDENTS

In fiscal year 2023, we sent our first supplier ESG questionnaire to our top carbon emitters and our top suppliers by spend, including over 800 suppliers from all regions. The goal of this questionnaire is to gather information about our suppliers' sustainability priorities and practices, which we will use to assess their sustainability maturity and form next steps as needed. The responses indicate that our supplier base is engaged and supports our sustainability initiatives. The purchasing team includes sustainability topics into regular reviews and conducts follow-up on questionnaire responses as necessary.



4.9 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.

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 Stephanie Marianos reports to the President and CEO Jerome Dorlack; 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](#).

STRATEGY

Climate change creates both risks and opportunities for Adient. Climate-related risks may have both financial and strategic impacts. Monitoring these over the shorter, medium, and longer 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 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. This scenario is aligned with the Paris Agreement, an international treaty on climate change, adopted by 196 parties at the United Nations Climate Change Conference in 2015.
- > **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. This scenario is aligned with the Paris Agreement of 2015.
- > **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.



Task Force on Climate-related Financial Disclosures | continued

The screening of the possible risks and opportunities is exhaustive: We consider transition risks (e.g., changes in regulations, supply chain issues, changes 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 (see table at right).

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., the [World Resources Institute](#), [Global Reporting Initiative](#) and [Sustainability Accounting Standards Board](#)). 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 the principles outlined in the [Sustainable Operations](#) and [Supply Chain Emissions](#) sections, respectively.

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												

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



5. Appendix

5.1 About this Report

The content of this report covers our most recent fiscal year — Oct. 1, 2022, to Sept. 30, 2023 — and includes data from prior years where available and relevant.

Adient (NYSE: ADNT) is a global leader in automotive seating with 70,000+ employees at more than 200 sites in 29 countries around the world. In fiscal year 2023, Adient manufactured approximately 11.8 million parts in roughly 2,157,000 square meters of manufacturing space globally. Adient uses the financial control approach to calculate sustainability metrics. The financial control approach is used to account for and report the sustainability metrics within this report. This includes owned and leased manufacturing sites, warehouses, technical centers, and office sites (collectively referred to as “sites”) as well as mobile fleet vehicles (powered industrial vehicles and on-road) of Adient’s wholly-owned subsidiaries and those entities in which Adient has a controlling interest.

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, 2023. This report was made available Feb. 6, 2024; scope 1 and 2 values referenced in the Climate Change section of this report were revised in 2023 for prior year data for boundary and renewable electricity updates.

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 effects of local and national economic, credit and capital market conditions (including the persistence of high interest rates and volatile currency exchange rates) on the global economy; work stoppages, including due to strikes; supply chain disruptions and similar events; wage inflationary pressures due to labor shortages and new labor negotiations; volatile energy markets; Adient’s ability and timing of customer recoveries for increased input costs; the availability of raw materials and component products (including components required by our customers for the manufacture of vehicles); geopolitical uncertainties such as the Ukraine and Middle East conflicts and the impact on the regional and global economies and additional



About this Report | continued

pressure on supply chain and vehicle production; the ability of Adient to execute its restructuring plans and achieve the desired benefit; automotive vehicle production levels, mix and schedules, as well as our concentration of exposure to certain automotive manufacturers; the ability of Adient to effectively launch new business at forecast and profitable levels; the ability of Adient to meet debt service requirements and terms of future financing; the impact of global tax reform legislation; uncertainties in U.S. administrative policy regarding trade agreements, tariffs and other international trade relations; shifts in market shares among vehicles or 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, and the ability of Adient to achieve its ESG-related goals; cancellation of or changes to commercial arrangements; and the ability of Adient to identify, recruit and retain key leadership. A detailed discussion of risks related to Adient's business is included in the section entitled "Risk Factors" in Adient's Annual Report on Form 10-K for the fiscal year that ended September 30, 2023, filed with the U.S. Securities and Exchange Commission (the "SEC") on November 17, 2023, 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 email investors@adient.com.



Report of Independent Accountants

To the Board of Directors of Adient plc

We have reviewed the accompanying management assertion of Adient plc that the Scope 1 and Scope 2 greenhouse gas (GHG) emissions and total energy consumption metrics (“sustainability metrics”) for the year ended September 30, 2023 in management’s assertion are presented in accordance with the assessment criteria set forth in management’s assertion. Adient plc’s management is responsible for its assertion and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the sustainability metrics. Our responsibility is to express a conclusion on management’s assertion based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) in AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C section 210, *Review Engagements*. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to management’s assertion in order for it to be fairly stated. The procedures performed in a review vary in nature and timing from, and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether management’s assertion is fairly stated, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements related to the engagement.

The firm applies the Statements on Quality Control Standards established by the AICPA.

The procedures we performed were based on our professional judgment. In performing our review, we performed inquiries, performed tests of mathematical accuracy of computations on a sample basis, read relevant policies, where available, to understand terms related to relevant information about the sustainability metrics, reviewed supporting documentation in regards to the completeness and accuracy of the data in the sustainability metrics on a sample basis, and performed analytical procedures.

GHG emissions quantification is subject to significant inherent measurement uncertainty because of such things as GHG emissions factors that are used in mathematical models to calculate GHG emissions, and the inability of these models, due to incomplete scientific knowledge and other factors, to accurately measure under all circumstances the relationship between various inputs and the resultant GHG emissions. Environmental and energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for measuring such data. The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics being reported.

The preparation of the total energy consumption metric requires management to establish the criteria, make determinations as to the relevancy of information to be included, and make assumptions that affect reported information. The selection by management of different but acceptable measurement techniques could have resulted in a materially different amounts or metrics being reported.

As discussed in management’s assertion, Adient plc has estimated GHG emissions for certain emissions sources and energy consumption for which no primary usage data is available.

Based on our review, we are not aware of any material modifications that should be made to Adient plc’s management assertion in order for it to be fairly stated.

Washington, D.C.
February 2, 2024

5.3 Adient Management Assertion

OVERVIEW

With respect to the Scope 1 and Scope 2 greenhouse gas (GHG) emissions and total energy consumption metrics (collectively, the “sustainability metrics”) for the year ended September 30, 2023 (fiscal year), presented in the table below, management of Adient plc (Adient) asserts that the sustainability metrics are presented in accordance with the assessment criteria set forth below. Management is responsible for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the sustainability metrics, and for the completeness, accuracy, and validity of the sustainability metrics.

ORGANIZATION BOUNDARIES

The financial control approach is used to account for and report the sustainability metrics within this assertion. This includes owned and leased manufacturing sites, warehouses, technical centers, and office sites (collectively referred to as “sites”) as well as mobile fleet vehicles (powered industrial vehicles and on-road) of Adient’s wholly-owned subsidiaries and those entities in which Adient has a controlling interest.

GHG EMISSIONS DISCLOSURES

Adient considers the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development’s (WBCSD) internationally recognized reporting standards:

- > *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2015 Revised Edition)*
- > *GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard (2015)*

GHG emissions quantification is subject to significant inherent measurement uncertainty because of such things as GHG emissions factors that are used in mathematical models to calculate GHG emissions, and the inability of these models, due to incomplete scientific knowledge and other factors, to accurately measure under all circumstances the relationship between various inputs and the resultant GHG emissions. Environmental and energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for measuring such data. The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics being reported.

The carbon footprint is measured in the standard unit of carbon dioxide equivalent (CO₂e). Adient’s emissions are comprised of four greenhouse gas emissions: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and hydrofluorocarbons (HFCs). The GHGs sulfur hexafluoride (SF₆), perfluorocarbons (PFCs), and nitrogen trifluoride (NF₃) are not emitted by Adient’s sites as part of its manufacturing processes or by Adient’s mobile fleet vehicles. These carbon dioxide equivalent emissions utilize Global Warming Potentials (GWPs) defined by the Intergovernmental Panel on Climate Change’s (IPCC) Fourth Assessment Report (AR4). Carbon dioxide equivalent emissions are calculated by multiplying actual

Sustainability Metrics	Quantity
Scope 1¹: Direct emissions occurring from stationary combustion, mobile combustion, refrigerants, and process emissions	65,675 metric tons of CO ₂ equivalent (tCO ₂ e)
Scope 2 (Location-based)²: Indirect emissions occurring from purchased or acquired electricity, purchased or acquired district heat and steam, and electric vehicles charged offsite	243,695 tCO ₂ e
Scope 2 (Market-based)²: Indirect emissions occurring from purchased or acquired electricity, purchased or acquired district heat and steam, and electric vehicles charged offsite	213,244 tCO ₂ e
Total energy consumption³: Direct and indirect energy consumed from fuel and energy consumption (natural gas, liquefied petroleum gas (LPG), diesel, fuel oil, gasoline, purchased or acquired electricity (renewable and non-renewable), purchased or acquired district heat and steam, onsite generated renewable electricity, and electric vehicles charged off-site)	881,196,250 kilowatt hour (kWh)

Adient Management Assertions | continued

or estimated energy and fuel usage or refrigerant gas loss by the relevant emission factor and/or GWP. All emission factors are updated annually where applicable.

1. Related to Scope 1 emissions:

- a. Stationary combustion (natural gas):
 - i. Combustion from stationary equipment and machinery at Adient's sites.
 - ii. Global natural gas usage data was collected from monthly utility invoices obtained from third-party providers, where available.
 - iii. If monthly usage data was not available, Adient estimated natural gas usage using the following hierarchy:
 1. Average value of the surrounding two months before and/or after when actual monthly usage data was available for those two months
 2. Average value from the previous three months when actual monthly usage data was available for those three months
 3. Last known value from within the previous four months
 4. Known value from the same month from within the two most recent fiscal years
 5. The square footage of a site multiplied against the Chartered Institution of Building Services Engineers (CIBSE) Guide F (2012) benchmark for the specific site type
 6. The headcount of a site multiplied against an intensity factor derived from a proxy site
 7. The square footage of a site multiplied against an intensity factor derived from a proxy site
 - iv. Emission factors source and GWPs: Department for Business, Energy & Industrial Strategy (BEIS) UK Government GHG Conversion Factors for Company Reporting (2022).

- b. Stationary and mobile combustion (LPG, diesel, fuel oil, and gasoline):
 - i. Combustion from emergency and portable generators, powered industrial vehicles (e.g., forklifts), temporary space heaters, and other portable equipment (e.g., landscaping equipment) at Adient's manufacturing sites.
 - ii. Global LPG, diesel, fuel oil, and gasoline usage data was collected from monthly utility invoices or fuel reports obtained from third-party providers, where available.
 - iii. If usage data was not available, Adient estimated LPG, diesel, fuel oil, and gasoline usage by calculating an average monthly usage value based upon manufacturing sites that had third-party monthly usage data.
 - iv. Emission factors source and GWPs: BEIS UK Government GHG Conversion Factors for Company Reporting (2022).
- c. Fleet mobile combustion (diesel and gasoline):
 - i. Combustion from the operation of Adient's on-road mobile fleet vehicles.
 - ii. Global diesel and gasoline usage was collected from fuel cards issued by Adient's fleet management partner or receipts, where available.
 - iii. If usage data was not available, Adient estimated diesel and gasoline usage using the following hierarchy:
 1. Actual average data from previous quarters as a proxy for missing data
 2. Spend data from employee expense reports to convert spend data to kilometers using a cost to consumption factor
 - iv. Emission factors source and GWPs: BEIS UK Government GHG Conversion Factors for Company Reporting (2022).

- d. Process emissions:
 - i. The Adient manufacturing process for foam results in the release of CO₂ due to the chemical reaction between toluene diisocyanate (TDI) and H₂O.
 - ii. The foam intensity factor was determined by calculating the CO₂ emissions for one month for one manufacturing site and dividing that by the number of foam pieces manufactured at that manufacturing site during the month obtained from Adient's internal systems. This foam intensity factor was then applied to the number of foam pieces manufactured at Adient's other foam manufacturing sites.
 - iii. The foam CO₂ emissions for the manufacturing site are calculated by applying the standard weight ratio of a mole of CO₂ relative to a mole of H₂O against the H₂O consumption during the month.
 - iv. H₂O consumption is comprised of two parts:
 1. H₂O utilized in the production of foam parts. This figure is calculated by taking the total number of foam parts manufactured during the month, which are obtained from Adient's internal systems, and multiplying this by the H₂O utilized in the production of the foam parts which is based upon the requirements in the bill of materials.
 2. H₂O contained within the chemical diethanolamine (DEOA) is 15 % H₂O by weight and is an ingredient used in the manufacture of foam. H₂O content is calculated by taking the DEOA consumed during the month obtained from Adient's internal systems and multiplying that value by 15 %.

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- e. Refrigerants:
 - i. Leakage of refrigerants from Adient's owned equipment and any top up (additional refrigerant added to the equipment during servicing/inspection).
 - ii. Global refrigerant leakage was collected from internally produced annual maintenance data.
 - iii. GWPs: BEIS UK Government GHG Conversion Factors for Company Reporting (2022).
- f. Excluded Scope 1 emissions: Adient excluded the following sources of emissions resulting from:
 - i. Stationary and mobile combustion of LPG, diesel, fuel oil, and gasoline at Adient warehouses, technical centers, and offices.
- g. Estimated emissions from the sources above account for approximately 19 % of reported Scope 1 emissions.

2. Related to Scope 2 emissions:

- a. Purchased or acquired electricity:
 - i. Global electricity usage data for all sites was collected from monthly utility invoices obtained from third-party providers, where available.
 - ii. If monthly usage data was not available, Adient estimated electricity usage using the following hierarchy:
 1. Average value of the surrounding two months before and/or after when actual monthly usage data was available for those two months
 2. Average value from the previous three months when actual monthly usage data was available for those three months
 3. Last known value from within the previous four months
 4. Known value from the same month from within the two most recent fiscal years

- 5. The square footage of a site multiplied against the CIBSE Guide F (2012) benchmark for the specific site type
- 6. The headcount of a site multiplied against an intensity factor derived from a proxy site
- 7. The square footage of a site multiplied against the United States Energy Information Administration Commercial Buildings Energy Consumption Survey (CBECS) 2018 (released 2022) benchmark for warehouses located in Thailand
- iii. Renewable Energy Certificates (RECs) / Guarantees of Origin (GOs)
 1. Electricity from renewable sources is provided through Renewable Energy Credits (RECs) and Guarantees of Origin (GOs) obtained via (i) power purchase agreements (PPAs), (ii) utility programs with suppliers, and (iii) the direct purchase of RECs (US) and were applied in calculating Scope 2 (market-based) emissions.
 2. For the Mandling site located in Austria, Adient has entered into a voluntary consumer purchasing program with the energy supplier. It is noted that these GOs did not meet all Scope 2 Quality Criteria, specifically, retirement certificates were not separately evidenced on behalf of the reporting entity, rather a detailed allocation is evidenced as part of the consumption certificate. In addition, it was noted that renewable energy was inclusive of biogenic CO₂ emissions that are considered to be renewable under the Association of Issuing Bodies (an organization that promotes the use of a standardized European Energy Certificate System (EECS)) but not under

- the Greenhouse Gas Protocol. The impact of these GOs is contributing to the reduction of our Scope 2 (market-based) emissions by 536 tCO₂e.
- 3. Other RECs and GOs follow the application and retirement guidelines on geography, vintage, certification and retirement established by the GHG Protocol.
- 4. Other RECs and GOs applied in calculating Scope 2 (market-based) emissions for fiscal year 2023 have been contracted and will be retired before August 15, 2024.
- 5. Emissions related to purchased or acquired electricity remaining after the application of RECs/GOs were calculated based on the market-based emission factors as described below.
- b. Purchased or acquired district heat and steam:
 - i. Purchased or acquired district heat and steam is used by certain Adient sites.
 - ii. Global purchased or acquired district heat and steam usage data was collected from monthly utility invoices obtained from third-party providers, where available.
 - iii. If monthly usage data was not available, Adient estimated purchased or acquired district heat and steam usage using the following hierarchy:
 1. Average value of the surrounding two months before and/or after when actual monthly usage data was available for those two months
 2. Average value from the previous three months when actual monthly usage data was available for those three months
 3. Last known value from within the previous four months
 4. Known value from the same month from within the two most recent fiscal years

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- c. Electric vehicles charged offsite:
 - i. Global electric vehicles charged offsite usage data for all sites was collected from Adient's employee expense system, where available.
 - ii. If usage data was not available, Adient estimated the average usage by taking actual quarterly mileage for one vehicle from other sites as a proxy and multiplying the mileage by the number of vehicles in use at the sites with missing mileage.
- d. Emission factor sources and GWPs (purchased or acquired electricity location-based):
 - i. UK sites: BEIS UK Government GHG Conversion Factors for Company Reporting (2022)
 - ii. International (except UK and US) sites: International Energy Agency (IEA) Emission Factors - 2020, (2022)
 - iii. United States (US) sites: United States Environmental Protection Agency (EPA) Emissions & Generated Resource Integrated Database (eGRID) 2021 for the US factors by sub-region (2023)
 - iv. Other sites: For international sites where IEA emission factors were not available, BEIS UK Government GHG Conversion Factors for Company Reporting (2022)

- e. Emission factor sources and GWPs (purchased or acquired electricity market-based):
 - i. The following hierarchy was applied in identifying the applied emission factor:
 - 1. Purchased or acquired electricity at European sites (CO₂): Association of Issuing Bodies (AIB) European Residual Mixes 2021 (2022)
 - 2. Where AIB European Residual Mixes were not available, location-based emission factors are used
- f. Emission factor sources and GWPs (purchased or acquired district heat and steam and electric vehicles charged offsite): BEIS UK Government GHG Conversion Factors for Company Reporting (2022).
- g. Estimated emissions from the sources above account for approximately 7 % of reported Scope 2 emissions (location-based) and approximately 6 % of the reported Scope 2 emissions (market-based).

ENERGY CONSUMPTION DISCLOSURES

- 3. Related to total energy consumption:
 - a. Direct and indirect energy consumed in kilowatt hour (kWh) from direct on-site renewable energy consumption from solar panels (onsite generated renewable electricity which is measured using data coming from meters), direct energy consumed from fuel consumption, which is comprised of natural gas, LPG, diesel, fuel oil, and gasoline, and indirect energy consumed from energy consumption, which is comprised of purchased or acquired electricity, purchased or acquired district heat and steam generated, as well as electric vehicles charged offsite.
 - b. The preparation of the total energy consumption metric requires management to establish the criteria, make determinations as to the relevancy of information to be included, and make assumptions that affect reported information. The selection by management of different but acceptable measurement techniques could have resulted in a materially different amount or metric being reported.
 - c. Energy consumption was calculated using the same usage data and estimation methodology described in footnotes 1 and 2.
 - d. Estimated energy consumption accounts for approximately 7 % of the reported total energy consumption.

5.4 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 consideration of the World Resources Institute and World Business Council for Sustainable Development's internationally recognized reporting standards:

- Greenhouse Gas (GHG) Protocol — A Corporate Accounting and Reporting Standard (2015 revised edition)
- GHG Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard
- Corporate Value Chain (Scope 3) Accounting and Reporting Standard: Supplement to the GHG Protocol Corporate Accounting and Reporting Standard
- 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 to the 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.
10. Processing of sold products	All emissions associated with the processing of vehicle 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 vehicle 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.
13. Downstream leased assets	Adient does not have any leased downstream assets.
14. Franchises	Adient does not own any franchises.

5.5 Environmental Data

Greenhouse Gas Emissions (in tCO ₂ e)			
	Fiscal Year 2021 ²¹	Fiscal Year 2022 ²¹	Fiscal Year 2023
Scope 1 and 2	356,826	291,024	278,919
Scope 1	73,759	71,646	65,675²²
Natural Gas	63,649	57,867	43,195
Company Vehicles	4,116	7,176	7,742
Other Fuels	5,994	5,952	7,731
Refrigerants	not available	651	82
Process Emissions	not available	not available	6,925
Scope 2 (market based)	283,067	219,378	213,244²²
Electricity (Market Based)	282,255	217,643	211,609
Company cars	not available	not available	40
Purchased or Acquired Heat and Steam	812	1,735	1,595
Scope 3	N/M²³	N/M²³	5,743,099
1. Purchased goods and services	—	—	5,127,278
2. Capital goods	—	—	3
3. Fuel- and energy-related activities	—	—	86,204
4. Upstream transport & distribution	—	—	246,168
5. Waste generated in operations	—	—	9,587
6. Business travel	—	—	16,130
7. Employee commuting	—	—	147,975
9. Downstream transport & distribution	—	—	858
12. End of life treatment of sold products	—	—	12,782
15. Investments (non-consolidated sites)	—	—	96,114

²¹ Fiscal year 2021 and 2022 data was updated in fiscal year 2023 to reflect the removal of unconsolidated data from Adient's scope 1 and 2 emissions calculations.

²² PricewaterhouseCoopers LLP performed a limited assurance engagement over scope 1 and scope 2 greenhouse gas emissions and total energy consumption.

The Report of Independent Accountants and Adient management assertion are also provided in the Appendix.

²³ Not Meaningful. Prior year data is not available on a comparable basis due to scope 3 data process improvements.

Total Energy Consumption by Fiscal Year				
Key Performance Indicator	Units	Fiscal Year 2021 ²¹	Fiscal Year 2022 ²¹	Fiscal Year 2023
Natural Gas	kWh	341,019,363	319,739,147	236,641,761
Purchased Fuel	kWh	24,748,628	24,703,707	31,860,278
Company Cars	kWh	17,567,205	30,637,353	33,387,460
Renewable Purchased or Acquired Electricity	kWh	15,950,798	112,792,536	148,592,208
Non-renewable Purchased or Acquired Electricity	kWh	584,245,834	467,554,309	419,845,136
Onsite Generated Renewable Electricity	kWh	0	1,272,998	1,527,916
Purchased or Acquired Heat and Steam	kWh	4,758,114	10,160,075	9,341,491
Grid Electricity Share, Including Heat and Steam	%	100 %	81 %	74 %
Total Energy Consumption	kWh	988,289,942	966,860,125	881,196,250²²
Energy Intensity (Scope 1 and 2)	Unit	FY21 ²¹	FY22 ²¹	FY23
Americas	kWh / \$ million in sales	59,060	67,016	55,416
EMEA	kWh / \$ million in sales	85,136	88,466	70,964
APAC	kWh / \$ million in sales	70,914	36,760	36,447
Global	kWh / \$ million in sales	72,243	68,581	57,239

Fiscal Year 2023 Energy Consumption by Region			
Region	Unit	Energy Consumption	% of Total
Americas	kWh	400,100,692	45 %
EMEA	kWh	368,656,709	42 %
APAC	kWh	112,438,849	13 %
Total	kWh	881,196,250²²	100%
Region	Unit	Renewable Electricity Consumption	% of Total
Americas	kWh	17,401,617	12 %
EMEA	kWh	121,040,367	80 %
APAC	kWh	11,678,140	8 %
Total	kWh	150,120,124	100%

Environmental Data | continued

Water Management			
Key Performance Indicator	Units	Fiscal Year 2022	Fiscal Year 2023
Total water withdrawal	Megaliters (ML)	1,329	1,346
Third-party water	Megaliters (ML)	1,209	1,252
Groundwater withdrawal -on site	Megaliters (ML)	120	93
Rainwater	Megaliters (ML)	0	0
Waste water discharges	Megaliters (ML)	924	962
Total water consumption	Megaliters (ML)	405	384
Water intensity	ML / \$ million in sales	0.094	0.087

Waste Management			
Key Performance Indicator	Units	Fiscal Year 2022	Fiscal Year 2023
Total recycled / recovered / reused	Metric Tons	88,741	102,043
Hazardous incinerated	Metric Tons	637	681
Hazardous landfill	Metric Tons	475	455
Non-hazardous incinerated	Metric Tons	1,131	1,369
Non-hazardous landfill	Metric Tons	16,315	15,051
Energy incinerated	Metric Tons	8,861	8,360
Total	Metric Tons	116,161	127,958

Air Pollutants (in Metric Tons)		
Pollutant	Calendar Year 2021	Calendar Year 2022
Carbon Monoxide	69.35	64.55
Nitrogen Oxides	379.07	343.24
Sulphur Dioxide	181.58	176.44
Nitrogen Dioxides	4.44	4.26
Chromium	157.30	163.10
Copper	70.23	70.18
Isocyanate	0.53	0.58
Lead	0.02	0.01
Manganese	93.59	96.34
Nickel	157.39	163.20
Total Particulate Matter	219.13	172.99
VOC	1,282.47	1,458.76

5.6 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	8 , 90
	102-2 Activities, brands, products, and services	8 , 90
	102-3 Location of headquarters	8
	102-4 Location of operations	8
	102-5 Ownership and legal form	8 , 90
	102-6 Markets served	8 , 90
	102-7 Scale of the organization	8
	102-8 Information on employees and other workers	8 , 51 , 54 , 58 , 59
	102-9 Supply chain	32 , 64 , 85
	102-10 Significant changes to the organization and its supply chain	90
	102-11 Precautionary Principle or approach	16 , 17
	102-12 External initiatives	62 , 68
	102-13 Membership of associations	13 , 36 , 65
Strategy		
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	5
	102-15 Key impacts, risks, and opportunities	15 , 88
Ethics and integrity		
GRI 102: General Disclosures 2016	102-16 Values, principles, standards, and norms of behavior	16 , 17 , 18
	102-17 Mechanisms for advice and concerns about ethics	18 , 78 , 79
Governance		
GRI 102: General Disclosures 2016	102-18 Governance structure	77
	102-19 Delegating authority	76

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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	76, 77
	102-21 Consulting stakeholders on economic, environmental, and social topics	18, 76
	102-22 Composition of the highest governance body and its committees	11, 12, 76
	102-23 Chair of the highest governance body	76
	102-25 Conflicts of interest	18, 79, 85
	102-26 Role of highest governance body in setting purpose, values, and strategy	76
	102-27 Collective knowledge of highest governance body	76
	102-28 Evaluating the highest governance body's performance	76
	102-29 Identifying and managing economic, environmental, and social impacts	76, 79
	102-32 Highest governance body's role in sustainability reporting	76
Stakeholder engagement		
GRI 102: General Disclosures 2016	102-41 Collective bargaining agreements	54
	102-43 Approach to stakeholder engagement	14, 18, 37, 39, 43, 52, 68
Reporting practice		
GRI 102: General Disclosures 2016	102-46 Defining report content and topic Boundaries	2, 90, 91
	102-47 List of material topics	15
	102-48 Restatements of information	90, 91
	102-49 Changes in reporting	90, 91
	102-50 Reporting period	90, 91
	102-51 Date of most recent report	90
	102-52 Reporting cycle	90
	102-53 Contact point for questions regarding the report	91
	102-54 Claims of reporting in accordance with the GRI Standards	100
	102-55 GRI content index	100, 101, 102, 103, 104, 105

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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	investors.adient.com for financial reports
	201-2 Financial implications and other risks and opportunities due to climate change	88
Anti-corruption		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	80
	103-2 The management approach and its components	80
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	80
	205-2 Communication and training about anti-corruption policies and procedures	80
Anti-competitive Behavior		
	103-2 The management approach and its components	80
300 series (Environmental topics)		
Materials		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	21
	103-2 The management approach and its components	21, 25
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	27, 28, 31
	103-2 The management approach and its components	27, 28, 31
GRI 302: Energy 2016	302-1 Energy consumption within the organization	31, 98
	302-2 Energy consumption outside of the organization	31, 98
	302-3 Energy intensity	31, 98
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Water		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	41, 42
	103-2 The management approach and its components	41, 42
	303-2 Management of water discharge-related impacts	42
	303-3 Water withdrawal	42, 99
	303-4 Water discharge	42, 99
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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	24, 25, 26
	103-2 The management approach and its components	24, 25, 26
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	26, 27, 28, 29, 30, 31, 98
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	305-3 Other indirect (Scope 3) GHG emissions	26, 32, 33, 34, 35, 98
	305-4 GHG emissions intensity	26, 98
	305-5 Reduction of GHG emissions	24, 26, 27
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	48
Effluents and Waste		
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
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	45
	306-2 Management of significant waste-related impacts	45
	306-3 Waste generated	45, 47, 99
	306-4 Waste diverted from disposal	47, 99
	306-5 Waste directed to disposal	47, 99
Environmental Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	76
	103-2 The management approach and its components	76
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	76
Supplier Environmental Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	85, 86
	103-2 The management approach and its components	85, 86
400 series (Social topics)		
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	51
	103-2 The management approach and its components	51

5.6 GRI Index

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	52 , 53 , 54
	103-2 The management approach and its components	52 , 53 , 54
Occupational Health and Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	72
	103-2 The management approach and its components	72
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	72
	403-2 Hazard identification, risk assessment, and incident investigation	72
	403-3 Occupational health services	72
	403-4 Worker participation, consultation, and communication on occupational health and safety	72
	403-5 Worker training on occupational health and safety	72
	403-6 Promotion of worker health	72
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	72
	403-8 Workers covered by an occupational health and safety management system	72
	403-9 Work-related injuries	72
	403-10 Work-related ill health	72
Training and Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	69
	103-2 The management approach and its components	69 , 70
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	69 , 70
Diversity and Equal Opportunity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	55 , 56 , 57 , 58 , 59 , 60 , 61 , 62 , 63
	103-2 The management approach and its components	55 , 56 , 57 , 58 , 59 , 60 , 61 , 62 , 63
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	51 , 58 , 59 , 76

5.6 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	51 , 52 , 57
	103-2 The management approach and its components	51 , 52 , 57
Freedom of Association and Collective Bargaining		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54
	103-2 The management approach and its components	54
Child Labor		
	103-2 The management approach and its components	52 , 53 , 85
Forced or Compulsory Labor		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	52 , 53 , 78 , 85
	103-2 The management approach and its components	52 , 53 , 78 , 85
Security Practices		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	76
	103-2 The management approach and its components	76
Human Rights Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	52 , 53 , 54
	103-2 The management approach and its components	52 , 53 , 54
	412-2 Employee training on human rights policies or procedures	52 , 53 , 54
Local Communities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	68
	103-2 The management approach and its components	68
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	68
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	82
	103-2 The management approach and its components	82

5.7 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 2023.

Topic	Code	Accounting Metric	Page Number(s)
Competitive Behavior	TR-AP-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	80
Materials Sourcing	TR-AU-440a.1	Description of the management of risks associated with the use of critical materials	53
Waste Management	TR-AP-150a.1	Total amount of waste from manufacturing	98
	TR-AP-150a.1	Percentage hazardous	47
	TR-AP-150a.1	Percentage recycled	47
Energy Management	TR-AP-130a.1 / TC-SI-130a.1	Total energy consumed	97
	TR-AP-130a.1 / TC-SI-130a.1	Percentage grid electricity	97
	TR-AP-130a.1 / TC-SI-130a.1	Percentage renewable electricity	27 , 98
Number of Parts Produced	TR-AP-000.A	Number	90
Area of Manufacturing Sites	TR-AP-000.C	Square meters (m ²)	90

5.8 TCFD Index

This index references Adient's voluntary reporting against the Task Force on Climate-Related Financial Disclosures (TCFD) and is our third 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	76
	B. Management's role in assessing and managing climate-related risks and opportunities	C1.2, C1.2a	76
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	87 , 88
	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	87 , 88
	C. Resilience of the organizational strategy	C3.1, 3.2, 3.3	87 , 88
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	76 , 87 , 88
	B. Organization's processes for managing climate-related risks	C2.2	76 , 87 , 88
	C. Integration of processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	C2.2	76 , 87 , 88
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	3
	B. Disclosure of Scope 1, Scope 2, and Scope 3 greenhouse gas (GHG) emissions	C6.1, C6.2, 6.3, C6.5, C6.10	98
	C. Targets used by the organization to manage climate-related risks and opportunities	C4.1, C4.1a	24 , 28 , 32 , 41

5.8 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	26 , 98

Key Performance Indicator	Unit	Page Number(s)
Energy Intensity ²⁰	kWh/unit revenue	31
Share of Renewable Electricity	Percentage	27 , 31
CO ₂ e Intensity ²⁰	MT of CO ₂ e/unit revenue	26 , 98
Water Intensity ²⁰	Megaliters/unit revenue	99
Total Waste Recycled, Recovered, Reused	Percentage	47

²⁰ Adient follows all intensity KPIs at the regional, country, business group and plant levels.