2025
Sustainability
Report

ADIENT

**Improving the experience
of a world in *motion*.**

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Reporting Framework and Scope

Adient's vision is "improving the experience of a world in motion." We are dedicated to advancing sustainable initiatives that strengthen our business and contribute to a better world for everyone. This report presents both our short-term and long-term sustainability commitments and objectives, as well as an overview of our actions, progress, and key challenges in fiscal year 2025 related to achieving these 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 the Appendix.

Adient will be subject to additional detailed disclosures on sustainability-related matters, including the Corporate Sustainability Reporting Directive (CSRD), which encompasses the European Sustainability Reporting Standards (ESRS) and the EU Taxonomy, starting in fiscal year 2028. Adient has started to incorporate expanded disclosures in preparation for ESRS, with further disclosures anticipated in future years.

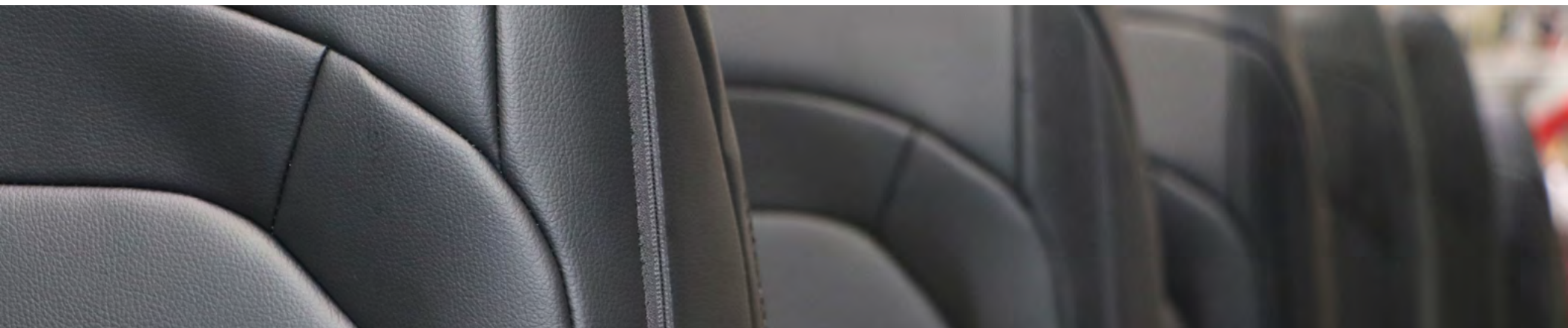PricewaterhouseCoopers LLP (PwC) performed a limited assurance engagement over the scope 1 and scope 2 greenhouse gas emissions and total energy consumption as disclosed in the data tables in the Appendix of this report. PwC's Report of Independent Accountants and Adient's management assertion are also provided in the Appendix.

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A Message from Jerome Dorlack

Adient's 2025 Sustainability Report describes the considerable progress the company has made in fiscal year 2025 to accomplish our environmental, social and governance goals. We continue our commitment to sustainability by adhering to Adient's four cornerstones — **sustainable manufacturing**, **sustainable supply chain**, **sustainable product design** and **employee engagement** — to help us reach our sustainability objectives. These four tenets shape our processes and mindset to further advance environmental sustainability at Adient.

In this report, you'll find updates on our many accomplishments last year, and highlights of hundreds of sustainability projects undertaken by Adient teams globally. I'm pleased to report that this year's **1,990 completed continuous improvement projects** annually conserve 5,689 metric tons of CO_2e, 67,559 m³ of water, 13.4 million kWh-equivalent of fuel, 4,671 metric tons of waste, and 72.6 million kWh of energy.

Our 65,000+ employees continue to integrate **sustainable processes** into the company's operations every day, driving **improved quality and operational excellence**. By doing this, we provide our customers with solutions that support their own sustainability goals as well.

We are pleased with the progress made in fiscal year 2025 and look forward to reporting more successes in the future. Thank you for taking the time to read Adient's 2025 Sustainability Report.

Thank you.

Jerome Dorlack
Adient President and CEO

Company Overview

**At Adient, we are committed to innovating and continually improving the experience of a world in motion. We also recognize the influence we have as a large company with operations around the globe, and we take this responsibility seriously.**

We are at the forefront of sustainable automotive seating, delivering advanced solutions that help our customers achieve their vehicle electrification and sustainability objectives. Our dedication to progress ensures that we remain responsive to evolving industry needs while maintaining high standards of quality and performance.

We are committed to operating our business in accordance with the United Nations (UN) Global Compact's 10 Principles in the areas of human rights, labor, environment and anti-corruption. 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 sustainability surveys and questionnaires from our customers, rating agencies, investors, non-governmental organizations (NGOs) and others. We believe transparency into our sustainability policies, practices and data is essential as we work toward meeting our sustainability goals.

Adient Global HQ
Plymouth, Michigan, USA
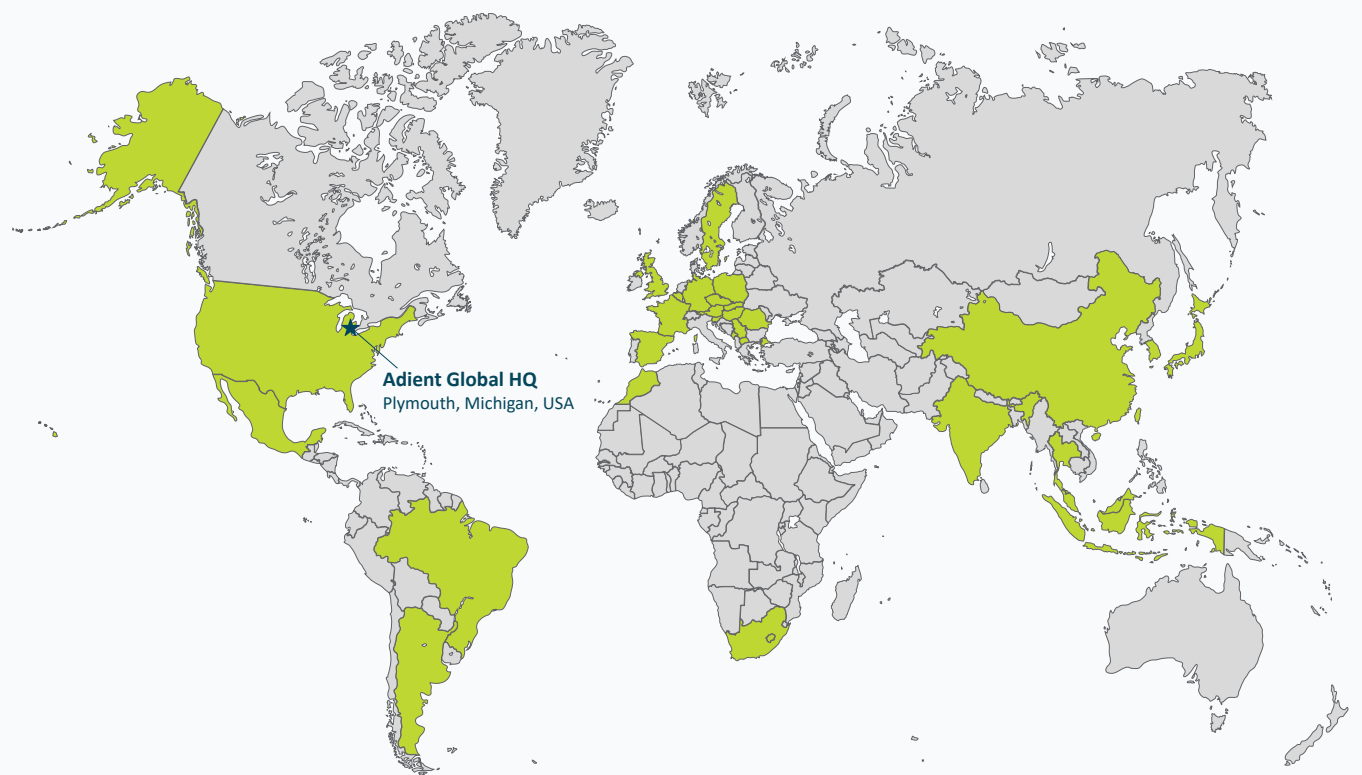
65,000+
employees

29
countries

~200
sites globally

Who We Are

With more than 65,000 employees in 29 countries, Adient operates ~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 electric-vehicle platforms.

Adient Key Sustainability Metrics

Topic	Metric	FY24 Key Performance Indicator	FY25 Key Performance Indicator
Greenhouse Gas Emissions	Scope 1 and 2 (market-based) greenhouse gas emissions[1]	263,330 mt CO_2e (38% improvement over base year 2019)	247,514 mt CO_2e (42% improvement over base year 2019)
	Scope 3 greenhouse gas emissions	5,537,171 mt CO_2e (4% improvement over FY23)	5,390,321 mt CO_2e (3% improvement over FY24)
Continuous Improvement Project Savings	Greenhouse Gas Emissions	7,391 mt CO_2e	5,689 mt CO_2e
	Water	53,669 m³	67,559 m³
	Fuel	8.8 million kWh-equivalent	13.4 million kWh-equivalent
	Waste	5,308 metric tons	4,671 metric tons
	Energy	62 million kWh	72.6 million kWh
Energy	Total electricity consumption attributed to renewable sources	29%	30%
	Plants globally that are ISO 14001 audited and certified[2]	100%	100%
	Total energy consumption	825,707,798 kWh	802,887,298 kWh
	Energy intensity (scope 1 and 2)[3]	55,863 kWh / $ million in sales	54,947 kWh / $ million in sales
Water	Total water withdrawal	1,258,962 m³	1,186,933 m³
	Water intensity[3]	85.2 m³ / $ million in sales	81.2 m³ / $ million in sales
Health & Safety	OSHA recordable rate[4]	0.51	0.48
Workforce	Employee Global Total Headcount	70,510 employees	66,865 employees
	Employee Headcount By Region	*Americas: 32,618 employees (46%)* *EMEA: 28,849 employees (41%)* *APAC: 9,043 employees (13%)*	*Americas: 31,490 employees (47%)* *EMEA: 26,844 employees (40%)* *APAC: 8,531 employees (13%)*
	Employee Headcount By Gender	*Female: 28,913 employees (41%)* *Male: 41,587 employees (59%)* *Not Declared: 10 employees (<1%)*	*Female: 27,419 employees (41%)* *Male: 39,436 employees (59%)* *Not Declared: 10 employees (<1%)*
	% of employees in the U.S. who identify as ethnic minorities	52%	54%
	% of leaders in the U.S. who identify as ethnic minorities	27%	27%
	% of Adient Board who are female	33%	37%
	% of Adient Executive Team who are female	28%	28%

[1] Within SBTi boundaries
[2] Total for manufacturing sites in serial production for 18+ months
[3] Intensity values calculated using the sum of net sales for all three regions before any corporate eliminations
[4] Recordable incidents per 100 employees annually

Additional metrics are available in the Appendix

COMMITMENTS AND TARGETS

Adient leverages a proprietary Product Carbon Footprint (PCF) Tool to measure the environmental impact of its products. Additionally, we have set the following sustainability targets related to our products and operations:

> Reduce absolute **scope 1 and 2** greenhouse gas emissions **75%** by **2030** (using 2019 baseline)
> Reduce **scope 3** greenhouse gas emissions **35%** by **2030** (using 2019 baseline)
> Convert **100%** of our manufacturing sites to **renewable electricity** by **2035**
> Achieve **carbon neutrality** at our manufacturing sites for scope 1 and 2 greenhouse gas emissions by **2040**

CORE VALUES

Our Guiding Principles inform our business strategy and our culture:

> 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**

SUSTAINABLE VALUE CREATION

To create value for our shareholders, we:

> Drive **excellence** in execution
> Leverage **innovation**
> Focus on continued **portfolio** growth
> Exercise disciplined **capital allocation**

Actions driving stakeholder value include:

> Implementing **modular assembly** in production
> Expanding **automation** and artificial-intelligence projects
> Developing **partnerships** to drive content growth, advance product innovation, and enhance in-house capabilities

PRODUCTS AND SOLUTIONS

Adient's Evolution of Seating Systems Sustainability (ES³) process addresses key trends to create value for our customers. Adient's product offerings include:

> Complete seats
> Seat structures and mechanisms
> Trim
> Foam
> Armrests and head restraints

FINANCIAL PERFORMANCE

Adient's strong and diversified revenue mix includes seating solutions for passenger cars, trucks and vans, and CUVs and SUVs. In fiscal year 2025, we generated:

> **$14.5 billion** in consolidated revenue
> **$3.5 billion** in unconsolidated revenue

Becoming Adient

At Adient, we have 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.

2023
Adient continues to develop new products with sustainability in mind, such as the Altair Enlighten Award-winning ProX IsoDynamic Seat (2023) and UltraThin seat (2022).

2024
Adient enhances its global testing network with the opening of a new sled test lab at the company's China Tech Center in Chongqing; Adient enters into a joint development agreement with automation company Paslin.

2025
Adient completes expansion of its China Technical Center to drive product innovation.

Anatomy of a Seat

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 are collaborating with our suppliers to systematically decarbonize safety, comfort, and electrical **components** and increase their circularity.
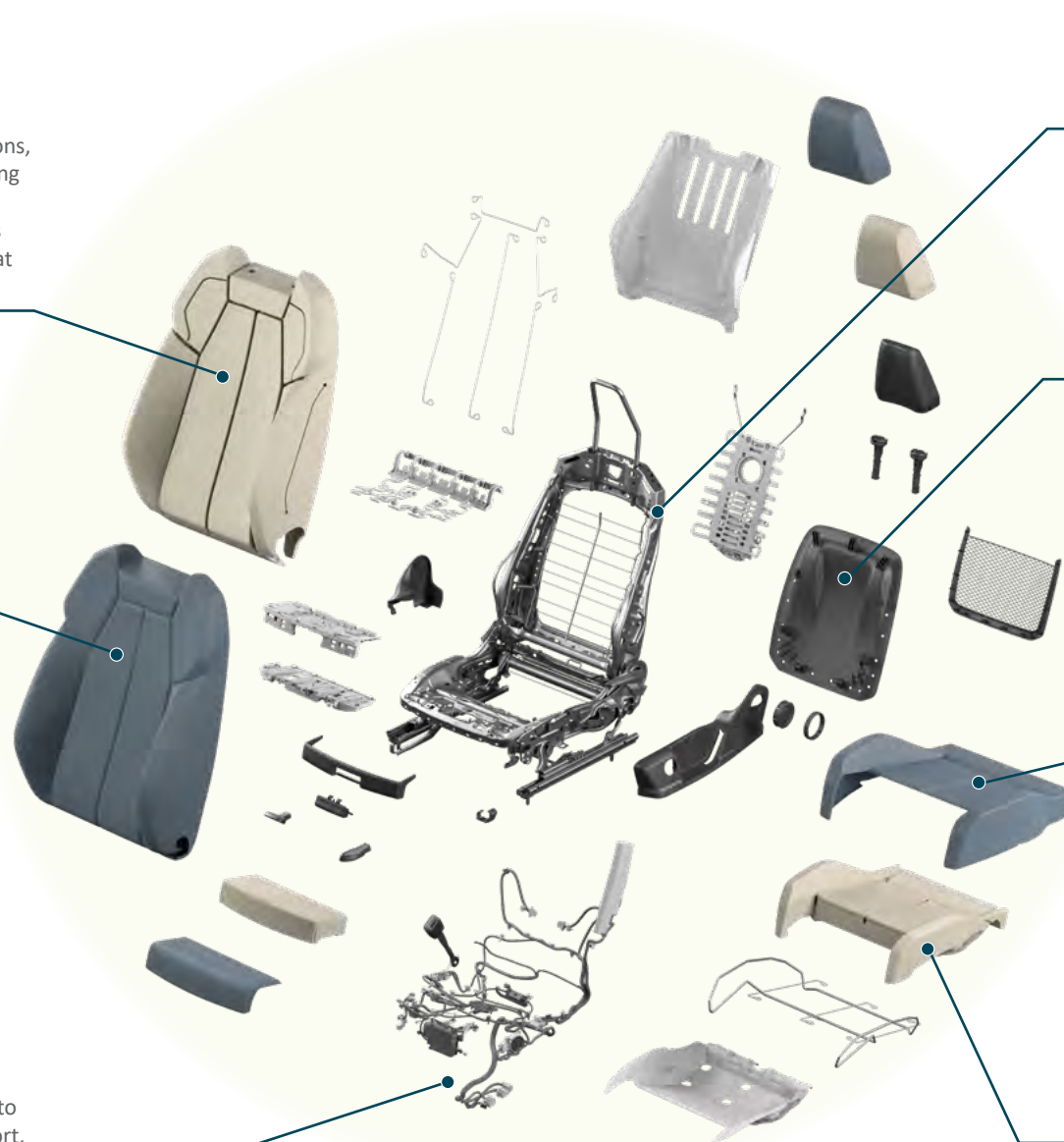
Our **seat structures and mechanisms** are based on standardized and modular designs, making them compatible with a majority of vehicle makes and models.

We are focused on integrating recycled and recyclable **plastics** into our products.

We are 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.

Recognized for Excellence

In fiscal year 2025, Adient earned a diverse set of awards that highlight our continued leadership in sustainability, innovation, and operational excellence. The below select recognitions not only affirm the quality of our products and the precision of our processes — they also reflect our deep commitment to our people and the values that guide our business.

OEM Awards

2024 Volvo Quality Award • Honda Challenging Spirit Award • GAC Trumpchi - Excellent Supplier • Geely - Excellent Supplier Award • Mercedes Benz - 2024 Excellent Performance Award • Honda - Good Quality and Delivery Supplier • FAW Toyota - Quality Excellence Award • Hyundai Motor Group - Best Supplier Award for ESG Management • Renault Korea - 2024 Logistic Best Supplier Award • GM Supplier of the Year • Nissan Quality Award • Toyota Outstanding Performance Award • Ford Supplier of the Year

Industry Awards

Multiple J.D. Power Initial Quality Study Awards in seating (VW Sagitar; Volvo XC60; Audi Q3; GAC Trumpchi M8; Volvo S90; Hyundai Elantra Seven; Mercedes-Benz A-Class; Xpeng G9; VW CC; VW Golf; VW ID.4 Crozz) • 2025 HR Asia Best Companies to Work For

Sustainability Awards

MMSDC Corp Of Year • 2024 Best Company X Best DE&I Practices Award • Adient Acuña Green Certification • Automotive News 100 Leading Women • RoSPA (EHS) Awards: Sunderland, Inspiring Women in Safety • GLWBC's Outstanding Supplier Development Award • Crain's Notable Sustainability Leader • American Chemistry Council External Collaboration Award (JLR, Adient, Dow) • JLR Impact Innovations Award

Our Sustainability Strategy

Adient's sustainability strategy is grounded in our double materiality assessment, which helps us identify and prioritize the environmental and social issues most relevant to our business and stakeholders. In fiscal year 2025, we continued to make meaningful progress toward our sustainability goals by embedding responsible practices into our operations, products, and culture.

Throughout this report, you will see how we are integrating sustainability into our daily operations through projects and initiatives that conserve energy, reduce water usage, decrease waste sent to the landfill, and reduce emissions from our manufacturing processes. You will also learn about our efforts to reduce our product carbon footprint through innovative design and materials, and how we collaborate with customers to help them meet their own sustainability targets.

Beyond environmental performance, we remain deeply committed to protecting the health, safety, well-being, and human rights of our employees and those across our global value chain. Our culture of integrity continues to guide our actions and decisions, every day.

Our double materiality analysis, conducted in 2023, remains a cornerstone of our strategy. It considers both impact materiality (how our operations affect the environment and society) and financial materiality (how environmental and social factors pose risks or opportunities to Adient). This analysis draws from internal documentation, global standards and frameworks, peer benchmarking, stakeholder engagement, and industry research. Risks are prioritized based on their potential significance and likelihood and reviewed by Adient's sustainability steering committee.

While our strategic priorities may evolve in response to emerging risks and opportunities, our vision remains constant: to improve the experience of a world in motion — for our shareholders, employees, customers, communities, and the planet.

"At Adient, we view sustainability as both a global responsibility and a strategic opportunity. We are committed to driving meaningful change — within our company and in partnership with our industry. By leading with purpose, fostering innovation, and focusing on long-term value, we aim to contribute to a more sustainable future for generations to come."

Stephanie Marianos
EVP, Global IT, Business
Services and Sustainability

Engaging Our Stakeholders

Adient engages with its key stakeholders on an ongoing basis, as summarized in the table below.

Stakeholder Groups	Communication Methods	Topics
Customers	> Engineering team meetings > Customer sales team meetings > Program Management, Quality and Plant team meetings	> Evolution of Seating Systems Sustainability (ES³) – sustainable materials and manufacturing > Product design and approvals > Product quality and safety > Program launch readiness
Suppliers	> Procurement team > Virtual training > Meetings > Supplier days > Company website > Questionnaires	> Company strategy, priorities, and performance, including sustainability > Training > Supplier contracts > Sustainability assessments
Employees	> Internal communications, including town halls, intranet, leadership meetings > Virtual training > Works councils > Global Engagement Survey	> Training > Career development > Safety > Critical topics such as cybersecurity, diversity and inclusion, ethics > Compensation and benefits
Investors	> Press releases and investor presentations > Conferences > Investor meetings > External reporting	> Financial and sustainability performance > Strategy > Forecasts

Our Strategic Sustainability Priorities

Our 2023 double materiality assessment reaffirmed we are focused on the right strategic priorities — those that matter most to our business and stakeholders. These six focus areas reflect our top material topics and guide our efforts to create long-term value through environmental stewardship, social responsibility, and sound governance. As the sustainability landscape continues to evolve, we remain committed to regularly updating our materiality assessment to account for emerging risks, opportunities, and stakeholder expectations.

Climate Action & 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

Strategy:
Improve energy efficiency in our operations • Transition to renewable energy • Reduce the carbon footprint of our finished products • Oversee water risks through assessments and procedures • Manage hazardous chemicals and other materials through screening, audit and reporting activities

Sustainable Materials, Products & 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

Strategy:
Apply our ES³ approach to product design, identifying materials and manufacturing methods that minimize our environmental impact through a more circular approach • Collaborate with customers to fully understand and align with their sustainability strategies and goals • Incorporate recycled and sustainable content into our seat systems • Follow policies and measure key performance indicators to promote operating efficiencies that generate the least amount of waste possible

Diversity & Inclusion

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

Strategy:
Hire and develop the best and brightest talent through people practices that expand opportunities for all qualified candidates • Create an inclusive environment where employees can be their authentic and best selves • Build an inclusive supply chain that fosters innovation and economic development through greater supplier choice

Human Rights & 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

Strategy:
Communicate our commitment to human rights and expectations of our stakeholders through our policies and practices • Train our employees on our Ethics Policy and methods of reporting potential ethics violations or claims of harassment or discrimination without fear of retaliation • Work to identify human rights risks and take action to mitigate and remediate these risks and potential impacts • Conduct due diligence within our supply chains by mapping risks in certain regions relative to human rights • Expect our suppliers to identify, mitigate, and remediate these risks

Corporate Governance

Implement and oversee robust corporate sustainability 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

Strategy:
Maintain an ethical culture through policies, procedures and training • Perform risk assessments and analysis • Ensure proper management and board oversight

Health & 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.

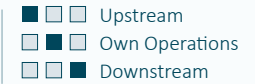**Strategy:**
Maintain management system certified to ISO 45001 Occupational Health and Safety Standard • Improve Occupational Safety and Health Association (OSHA) recordable rate by sharing best practices, procedures, and information • Perform safety risk assessments on machines, operations, buildings, and workstations • Centralize and maintain our environmental, health, and safety data collection

Primary Risks and Opportunities

Primary risks and opportunities identified are summarized below with references to the report section where processes, controls, and actions are described.

Key
- Short Term
- Medium Term
- Long Term
- Upstream ■ □ □
- Own Operations □ ■ □
- Downstream □ □ ■

Topic	Risk / Opportunity Type	Description	Impact or Risk	Value Chain	Time Horizon	Mitigation Strategies
Climate Change	Transition Risk	> Expanding customer and regulatory sustainability requirements may require increased Adient costs and resources, impacting profit margin. > Lack of sustainable innovative product solutions may result in reduced market share.	Incremental operating expenses due to expanded customer requirements Reduced revenues from market share related to sustainable product solutions	□ ■ ■	Medium Term	Sustainable product design
	Physical Risk	> Adient's upstream and downstream greenhouse gas (GHG) emissions contribute to a rise in the GHG concentration in the atmosphere, leading to changing climate patterns, including droughts, flooding and heatwaves, increase in average temperature and sea level rise. > Environmental impacts of climate change may lead to environmental destruction resulting in damage costs and/or increased adaptation costs. Adverse human health effects such as disease, malnutrition, and death due to decline in agricultural output.	Increased capital costs to mitigate effects of climate impacts Higher operating costs attributable to adaptation or damage mitigation	■ □ ■	Long Term	Climate change Sustainable operations Supply chain emissions
Sustainable Product Design and Circular Economy	Transition Opportunity	> Shifting our electricity use from high-carbon to low-carbon sources may allow for differentiation from competitors and related potential for market share expansion. > Through sustainable product design, products can be disassembled, recycled, or reused, reducing waste generation and lowering resource consumption.	Higher revenues from increased market share due to availability of sustainable product options	□ □ ■	Medium Term	Sustainable product design
Biodiversity — Forests and Water	Physical Risk	> Loss of biodiversity results in decreased access to products and services. > Adverse human health effects and reduced water quality may result from the loss of biodiversity in forests and water ecosystems.	Reduced revenues and limited access to capital from reputational damage	■ ■ □	Medium Term	Forests and water management
Pollution and Waste	Physical Risk	> Business activities may lead to negative environmental impacts such as reduced air quality, polluted water, and waste with the potential for adverse effects on human health.	Reduced revenues and limited access to capital from reputational damage	■ ■ □	Medium Term	Waste reduction and handling Air quality Chemicals management
Human Rights	Chronic Risk	> Violations of human rights (e.g. forced labor, child labor, health and safety, discrimination and inadequate wages) may lead to significantly reduced quality of life, loss of childrens' education, worker dissatisfaction and adverse health effects. > Violations of human rights can also result in fines, reputational risk, and adverse reactions by customers as well as investors — potentially leading to Adient's loss of revenue and reduced access to capital.	Reduced revenues from production interruption Reduced revenues and limited access to capital from reputational damage	■ ■ □	Short Term	Human rights
Diversity and Inclusion	Resource Opportunity	> Enhancing diversity across the workforce leads to an inclusive work culture where employees are valued and respected, enhancing overall workplace satisfaction.	Expanded access to and retention of talent	□ ■ □	Short Term	Diversity and inclusion

Topic	Risk / Opportunity Type	Description	Impact or Risk	Value Chain	Time Horizon	Mitigation Strategies
Health and Safety (Own Workforce)	Resource Risk	> Long-term effects of physical labor for plant personnel may lead to reduced career longevity and increased workers' compensation costs and pose challenges to talent attraction and retention. > Insufficient prevention measures for plant personnel, such as employee training and procedures, may lead to adverse human health effects such as workplace injuries and result in loss of productive workforce, fines, and reputational effects. > Lack of work-life balance (e.g., insufficient guarantee of flexible working time models) can lead to overload and burn-out, resulting in loss of productive workforce.	Limited access to talent due to reputational damage	☐ ■ ☐	⏱	[Employee health, safety and well-being](#)
Business Conduct Ethics	Policy Risk	> Non-compliance with existing regulations (e.g. waste regulations, employee regulations), laws, and tariffs may lead to negative impacts on the environment and society including human rights. > A lack or insufficient sustainability risk-management may lead to negative impacts on the environment and society, including human rights.	Reduced revenues and limited access to capital from reputational damage	■ ■ ☐	⏱	[Governance](#)
Cybersecurity	Technology Risk	> Malicious insiders and outsiders may attack Adient networks. > Systems may be held captive by malware while demanding a ransom. > Guidelines for disclosing cyber breaches may more quickly lead to reputational or financial impact on the organization. > Exploitation or malicious intent of an employee or contractor may lead to a loss of vital, confidential information. This could be achieved through spear phishing attempts, unauthorized use of employee credentials, or other attacks.	Higher operating costs attributable to cyber incident damage mitigation Reduced revenues and limited access to capital from reputational damage	■ ■ ■	⏱	[Cybersecurity](#)
Product Safety	Product Risk	> Lack of product safety standards may lead to injuries and fatalities in the case of accidents during the product use phase.	Reduced revenues and limited access to capital from reputational damage	■ ■ ☐	⏱	[Product safety](#)
Sustainable Value Chain	Chronic Risk	> Sourcing from suppliers without clearly defined sustainability targets, (e.g., from emerging markets) may pose a risk to achieving Adient sustainability goals. > Adient's purchases from suppliers lead to negative environmental and social impacts (e.g., human rights violations), increases in GHG emissions, and reduced water quality.	Reduced revenues and limited access to capital from reputational damage	■ ☐ ☐	⏱	[Supplier management](#)

What Guides Us

At Adient, we believe that people are the foundation of a successful and sustainable business. We are committed to empowering our global workforce and fostering a culture built on integrity, respect, and accountability. This commitment extends to our relationships with suppliers, customers, and the communities where we operate — ensuring that our values guide every decision we make and every action we take.

Our Guiding Principles

Adient's Guiding Principles define the core priorities that shape our culture and decision-making, ensuring we stay focused on what matters most as we drive progress across our business:

> We deliver win-win solutions to our **customers**.

> We approach our work with a **quality** mindset, driving operational excellence.

> We respect and empower our **people**, always acting with integrity.

> We support the **communities** in which we work, including being environmentally conscious globally.

> We proactively manage costs, profitability and cash generation through our **financial discipline**.

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

Our Sustainability Vision

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

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.

Creating a sustainable future **together**

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 is right.

Ethics Policy

Our Ethics Policy is our foundational document that sets the standard for how we operate and provides the ethical framework for our organization. We know we can only achieve our goals by gaining and keeping the trust of our customers, suppliers, and communities. 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, our Competitive Behavior Standard, Conflicts of Interest Standard, and 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, communication, 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 26 languages, is operated by an independent third-party company, and allows reporters to submit concerns or ask questions anonymously. Anyone — including 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 the below 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 section of this report.

Scan to visit Adient's Integrity Helpline

Environment

Section Overview

Climate Change

Sustainable Operations

Supply Chain Emissions

Sustainable Product Design

Forests and Water Management

Waste Reduction and Handling

Air Quality

Chemicals Management

Section Overview

At Adient, environmental responsibility is embedded in how we operate, from sourcing materials and manufacturing products to managing energy use, natural resources, and emissions. Our commitment extends across our global footprint, encompassing manufacturing sites, warehouses, technical centers, and offices.

Building on the successful launch of our internal data-management platform in fiscal year 2024, we have now fully integrated this tool into our environmental performance tracking. Each month, the dashboard aggregates site-level data for energy, water, and waste, enabling real-time visibility into sustainability key performance indicators (KPIs) through an interactive dashboard. This platform has become a vital resource for identifying trends and driving continuous improvement across regions.

The enhanced transparency and accuracy of our data have strengthened our ability to monitor progress toward corporate sustainability targets and support informed decision-making at both the site and enterprise levels. By empowering teams with actionable insights, we are reinforcing our commitment to operational excellence and environmental stewardship.

Driving Sustainable Seating Excellence

As our customers continue to advance their own sustainability goals, Adient remains a trusted partner in delivering seating solutions that align with their environmental and operational priorities. Our approach is rooted in offering:

> **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. We 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.

By combining product innovation with operational excellence, we help our customers meet evolving regulatory requirements and sustainability targets while delivering the comfort, quality, and safety they expect from Adient.

"At Adient, sustainability is embedded in how we design, build, and deliver. From sourcing our suppliers to product end-of-life, we are focused on reducing environmental impact across the entire product life cycle. By driving operational excellence and advancing sustainable seating solutions, we are reducing environmental impact while delivering long-term value."

Brooke Bowers
Executive Director,
Sustainability

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.

Adient's Four Cornerstones of 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.

Employee Engagement

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

Fiscal Year 2025 Continuous Improvement Projects

At Adient we are focused on efforts to reduce consumption of energy, water, and waste. We utilize a continuous improvement (CI) tracking system to help us quantify these global efforts. In fiscal year 2025, we completed **1,990 continuous improvement (CI) projects** at our sites globally — up from 1,565 projects in fiscal year 2024 — and calculated the approximate annual savings these projects generate.

5,689 metric tons of CO_2e

4,671 metric tons of waste

Annual savings from
1,990
CI projects
completed in
fiscal year 2025

67,559 m³ of water

72.6M kWh of energy

13.4M kWh-equiv. of fuel

356 community service projects completed

Climate Change

We recognize the importance of protecting clean air and water, safeguarding forests and biodiversity, and reducing 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. 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.** We continue to monitor our progress towards our reduction targets and prioritize yearly reductions.

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[5] for scope 1 and 2 greenhouse gas emissions

[5] "Manufacturing sites" refers to Adient's owned and leased manufacturing locations with operational production scope, including just-in-time (JIT) and component facilities. This definition excludes warehouses and office locations.

Greenhouse Gases

Scope 1 (Direct)

Emissions from HVAC

Company Vehicles

Company Sites

Scope 2 (Indirect)

Purchased Energy for Own Use

Scope 3 (Indirect)

Purchased Goods Production

Waste Disposal

Leased Assets

Transportation of Goods

Employee Travel
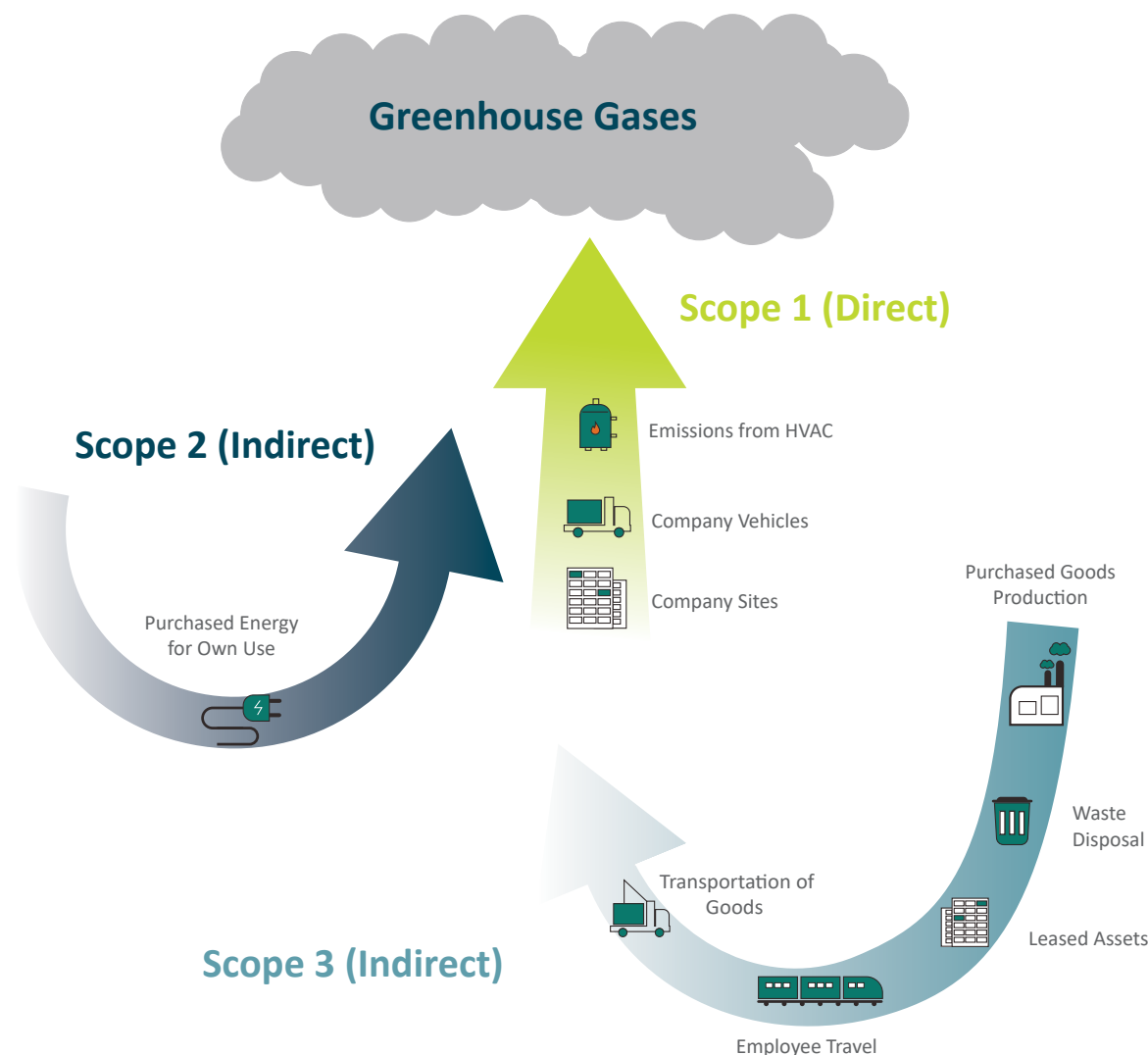
Our Approach

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 are focused on improving energy efficiency in our operations and transitioning to renewable energy. **We track and monitor environmental KPIs across all our sites as we work to reach these targets.** Since 2024, our internal sustainability dashboard has provided us more visibility into our KPIs in addition to increasing our data accuracy and completeness; it also highlights our most significant reduction opportunities.

Roadmap by Commodity

To decrease our scope 3 emissions, we have focused on breaking down our category 1 emissions by commodity. This has allowed us to understand what commodities and suppliers are driving the biggest impact to our overall emissions. We have created a high-level road map to ensure we have a clear path forward to achieving our scope 3 targets.

Carbon Footprint Tool for Customer Design

We also leverage our internal **Product Carbon Footprint Tool** to allow us to collaborate with our customers during the design cycle. This tool allows us to plug in different materials or lower-carbon products to determine the overall emissions impact, helping both Adient and our customers meet carbon emission-reduction goals.

Supply Chain Mapping

We began mapping our supply chain for our key forest commodities and monitoring our suppliers' environmental status and overall sustainable actions starting in 2022 and continuing into the current year. Supplier diligence includes those directed by our customers as well as suppliers within our control.

Supplier Engagement

We also request our suppliers participate in sustainability-related due diligence questionnaires to promote transparency in supply chain policies and practices (read more in the Supplier Management section of this report).

Sustainability in Motion: Emissions Reduction Case Studies

In fiscal year 2025, Adient sites completed **81 emissions-reduction projects** that prevent **5,689 metric tons of CO$_2$e** from entering Earth's atmosphere annually.

Adient Greenfield, Ohio, U.S. — Wax usage on one of the foam lines averaged 60.8 grams per foam-backed element (FBE) at a cost of $0.09 per pound per FBE, which was higher than desired. The team reduced wax usage to under 55 grams per FBE and reduced GHG Emissions. **Annual savings: 5.4 mt CO$_2$e**

Adient Eldon, Missouri, U.S. — Excess weld spatter caused quality issues and extra work for operators, partly due to the weld gas mixture of 82% argon and 18% carbon dioxide. Adjusting the mixture to 90% argon and 10% carbon dioxide reduced spatter and lowered emissions. **Annual savings: 3.0 mt CO$_2$e**

Adient Chongqing (ACQ) Yufu, China — High electricity costs and summer power rationing disrupted production and increased delivery risks. The team built a photovoltaic power station through a supplier-funded contract. **Annual savings: 860 mt CO$_2$e**

Adient Świebodzin, Poland — The paint shop consumes 67% of the plant's energy. After a workshop, the team targeted five throttled pumps in the surface-preparation area for optimization. The team installed inverters to eliminate throttling, allowing pumps to match process needs and reduce electricity use. **Annual savings: 91 mt CO$_2$e**

CO_2e Emissions Data

Total CO_2e Emissions Makeup by Scope
(Fiscal Year 2025)

Scope 1 = 1.0%
Scope 2 = 3.4%

Scope 3 = 95.6%

Scope 1 and 2 CO_2e Emission Intensity[6]
(metric tons / $ million in sales)

FY 2023	FY 2024	FY 2025
18.0	17.8	16.9
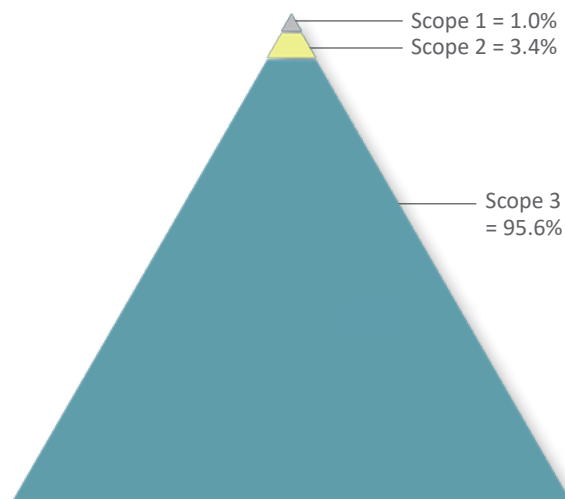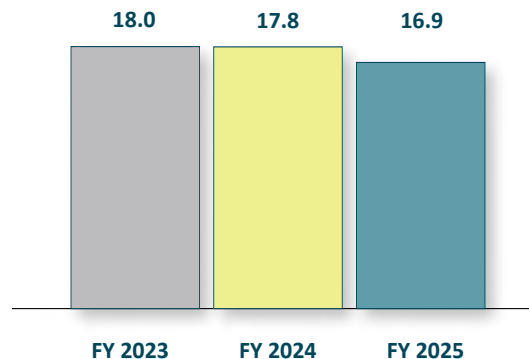
Scope 3 CO_2e Emission Intensity[6]
(metric tons / $ million in sales)

FY 2023	FY 2024	FY 2025
370.5	374.6	368.9
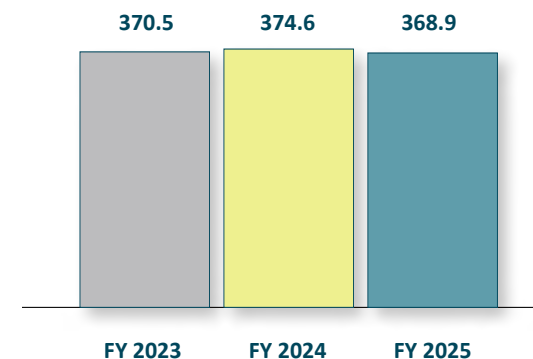
Scope 1 and 2 Emissions *(mt CO_2e)*

	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Scope 1	65,675	54,917	54,482
Scope 2	213,244	208,413	193,032

Scope 1   Scope 2

EMISSIONS BY REGION IN FISCAL YEAR 2025 (mt CO_2e)
Fiscal Year 2025 Total Global Emissions: 5,637,835 mt CO_2e

Scope 1
Total: 54,482

2,873 — 5%
24,892 — 46%
26,717 — 49%

Scope 2
Total: 193,032

30,069 — 16%
103,430 — 53%
59,533 — 31%

Scope 3
Total: 5,390,321

1,971,416 — 37%
1,993,069 — 37%
1,425,836 — 26%

Americas Total: 2,099,739   **EMEA** Total: 1,512,085   **APAC** Total: 2,026,012
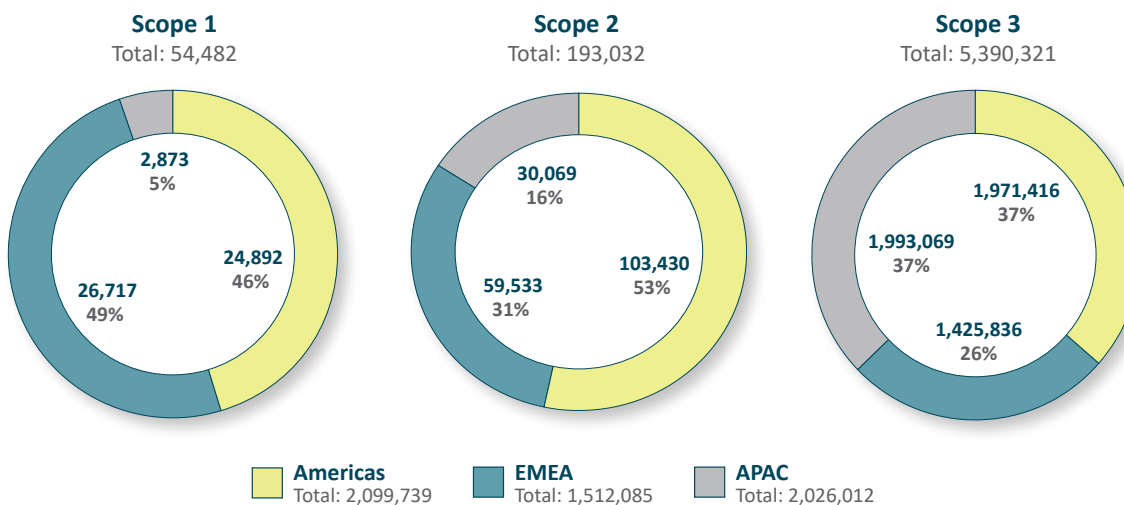
[6] Intensity values calculated using the sum of net sales for all three regions before any corporate eliminations.

Sustainable Operations

The majority of Adient's scope 1 and 2 CO_2e emissions come from energy use and emissions generated from powering our buildings and equipment. We remain committed to reducing these emissions and minimizing our climate impact through implementing best practices, performing energy hunts, and continuously monitoring our data for trends and abnormalities.

Our Approach

In fiscal year 2025, Adient began applying insights from its previously completed dependencies, impacts, risks, and opportunities (DIRO) analysis to guide environmental decision-making. These insights helped us prioritize sites and regions with high ecological sensitivity for enhanced management and monitoring.

Our efforts are aligned with global frameworks such as the Taskforce on Nature-related Financial Disclosures (TNFD), the Global Biodiversity Framework (GBF), and the Science Based Targets Network (SBTN). We also continued preparing for future disclosure requirements under the Corporate Sustainability Reporting Directive's (CSRD) European Sustainability Reporting Standards (ESRS), with a focus on nature-positive outcomes and transparent reporting.

Our Targets and Progress

We are targeting a 75% reduction in our absolute scope 1 and 2 CO_2e emissions at our sites by 2030, using 2019 as our base year. **As of Sept. 30, 2025, we have reduced our global scope 1 and 2 CO_2e emissions 42%[7].**

It is our goal 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.

As of Sept. 30, 2025, 68 of our ~200 sites are using electricity from renewable sources, representing 30% of our total electricity consumption.

Continuously Improving

Adient sites completed **575 targeted energy-saving CI projects** in fiscal year 2025, including inverter-controlled compressor installations, LED lighting upgrades, and air leak repairs across multiple regions — resulting in significant energy and emissions reductions. These efforts were supported by employee training and daily utility monitoring to reinforce energy-conscious practices.

All global manufacturing sites engaged in large-scale, ongoing (serial) production maintain site-specific energy management programs and metrics, and **60% are now third-party audited and certified to the ISO 50001 Energy Management standard**, reinforcing our commitment to

[7] Within SBTi boundaries

42% reduction in scope 1 and 2 emissions since 2019[7]

68 Adient sites using renewable electricity

30% of total electricity consumption attributed to renewable sources

2035 target date to be reliant on 100% renewable electricity at our manufacturing sites

operational excellence and continuous improvement.

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 CO_2e reductions and reduced energy intensity annually through continuous improvement activities focused on energy savings.

> We collect data from our **continuous improvement initiatives** around the globe using our internal CI Trac software, and we require 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. **As of Sept. 30, 2025, 100% of Adient manufacturing sites in serial production are ISO 14001 (Environmental Management Systems standard)-certified**; our sites are certified within 18 months from the start of production.

Sustainability in Motion: Energy Reduction Case Studies

In fiscal year 2025, Adient sites completed **575 energy-saving projects** that conserve **72.6 million kWh** of energy annually.

Adient Gravataí, Brazil — Conventional air conditioners in the administrative office consumed excess energy because their compressors repeatedly shut off and restarted to maintain temperature. The plant replaced six units with inverter air conditioners, which adjust compressor speed to keep temperatures stable and use eco-friendly R410A refrigerant. **Annual savings: 144,300 kWh**

Adient TechnoTrim Monclova (TTM), Mexico — Air leaks in sewing machines were wasting energy, with 60 of 144 machines affected. The team eliminated air leaks after inspections using ultrasonic air-leak detectors, reducing unnecessary energy consumption. **Annual savings: 101,990 kWh**

Adient Clanton, Alabama, U.S. — Fluorescent light fixtures in two main production bathrooms were inefficient, using 220 watts per fixture. The plant replaced 20 fixtures with LED bulbs, reducing energy use to 18 watts per fixture. **Annual savings: 25,700 kWh**

Adient Pinthong, Thailand — Ventilation fans in the metal plant ran longer than needed, even during cooler morning and evening hours. Installing programmable logic controllers (PLCs) reduced fan operation by eight hours per day. **Annual savings: 123,908 kWh**

Adient Beijing Auto Components Co., Ltd. (BJA), China — Temperature control units for small bubble line molds consumed significant energy. The team optimized these units to reduce overall electricity use. **Annual savings: 345,600 kWh**

Guangzhou Adient Automotive Seating (GAAS), China — The previous water system supplied both the factory and laboratory, increasing energy demand. Installing a new chiller with a closed water tower and variable frequency pump reduced water and electricity consumption. **Annual savings: 187,420 kWh**

Adient Valladolid, Spain — Outdoor parking lot spotlights were controlled by time clocks that did not adjust for daylight changes. Installing sensors improved lighting efficiency by using natural sunlight whenever possible. **Annual savings: 730,000 kWh**

Champions for Sustainability

In fiscal year 2025, Adient continued its Sustainability Champion quarterly recognition program, which highlights and celebrates individuals within Adient who demonstrate outstanding commitment and leadership in advancing the company's sustainability efforts.

Q1 Sustainability Champion:
Sebastien Gentil

Role: Director of Chemistry Development, Adient Strasbourg, France

Key Contributions:

> Long-standing member of the EMEA Sustainable Product Design Workgroup
> Led pioneering efforts in **sustainable foam innovation**
> Spearheaded **global launch of recycled-based foam** in 2022, earning recognition from EU organizations and OEMs
> Implemented **mass balance approach** for sustainable foam production at two certified OEM plants
> Contributed to **industry-first breakthrough** with JLR and Dow using recycled seat foam
> Drove Adient's leadership in **polyurethane foam chemistry** and sustainable product design

Q2 Sustainability Champion:
Parichat Wisesrodjana

Role: Manager of Regional Supply Chain Logistics for APAC, Adient Rayong, Thailand

Key Contributions:

> Led APAC-wide **carbon footprint data collection** to support shift from spend-based to process-based emissions tracking
> Implemented **container utilization improvements**, reducing container usage by 22% and **cutting 525 tons of CO_2 emissions**
> Centralized **logistics improvement** activities across the region
> Updated continuous improvement plans and monthly CO_2 savings reports
> Advanced Adient's environmental goals while **delivering measurable cost and carbon reductions**

Q3 Sustainability Champion:
Ana Gabriela Lopez Castelan

Role: EHS Coordinator, Adient Queretaro Foam, Mexico

Key Contributions:
> Reduced monthly **water consumption** by **over 85%** through **osmosis water recovery**
> Diverted 70% of plant waste to cement kiln fuel, significantly **reducing landfill impact**
> Organized **community projects**: reforestation, plastic cap recycling for cancer support, and paper recycling
> Fostered **employee engagement** through Environmental Education Day and green landscaping projects
> Strengthened Adient's environmental stewardship and inspired a **culture of sustainability**

Q4 Sustainability Champion:
Piotr Rakoczy

Role: Facility Coordinator, Adient Foam Żory, Poland

Key Contributions:

> Combined engineering expertise with passion for **measurable results**
> Spearheaded heat recovery initiatives for compressors and vacuum generators, achieving **near-zero gas usage** during spring and summer
> Delivered **substantial cost savings** through energy efficiency projects
> Introduced evaporative cooling systems to **improve working conditions**
> Optimized ventilation and managed transition to **LED lighting**

Energy Consumption Data

Total Energy Consumption Share by Region
(Fiscal Year 2025)

Americas 45%
EMEA 41%
APAC 14%

Renewable Electricity Consumption Share by Region
(Fiscal Year 2025)

EMEA 60%
APAC 26%
Americas 14%
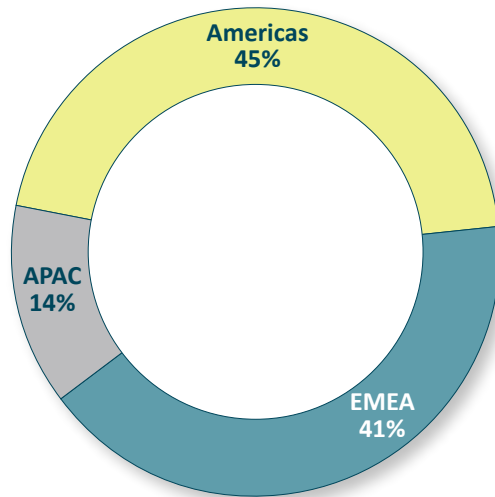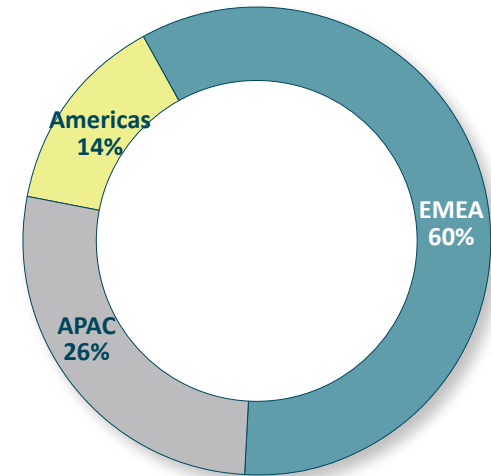
Scope 1 and 2 Energy Intensity[8]
(in kWh / $ million in sales)

FY 2023	FY 2024	FY 2025
56,851	55,863	54,947
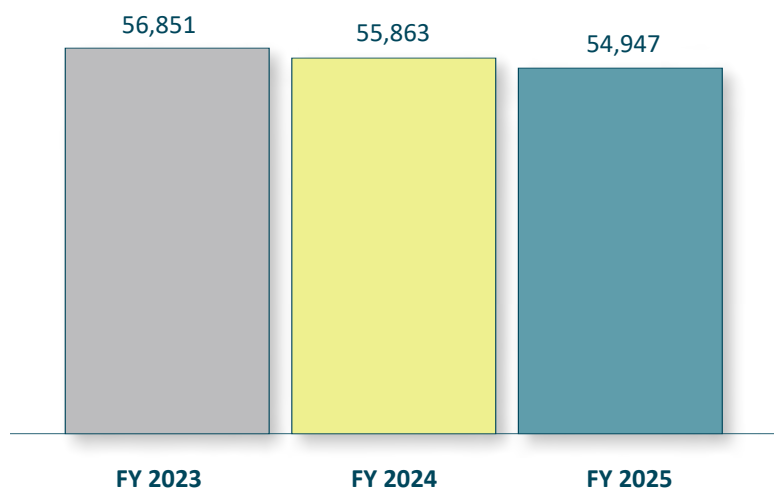
% of Electricity Attributable to Renewable Sources

FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
3%	19%	26%	29%	30%
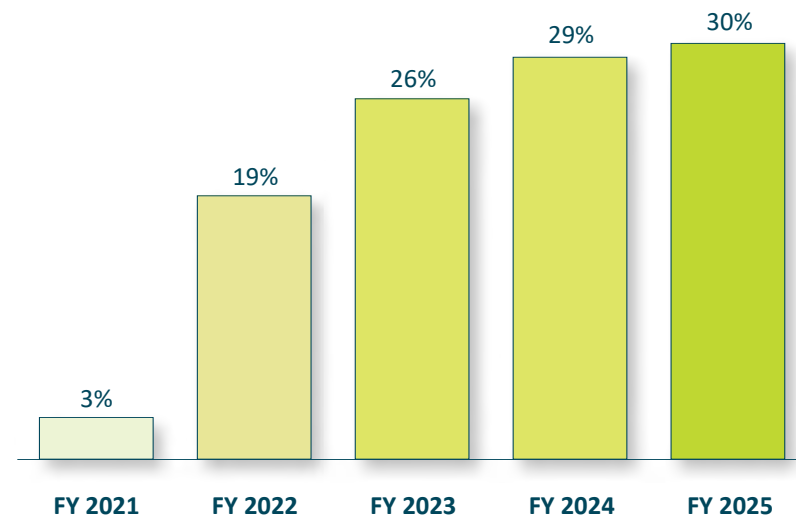
[8] Intensity values calculated using the sum of net sales for all three regions before any corporate eliminations.

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[9].

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 95.6% 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.

Scope 3 Data Collection

We have implemented a new software platform to improve the accuracy and transparency of our Scope 3 emissions data. In parallel, we have launched a detailed review of our methodology for calculating Scope 3.1 (purchased goods and services) emissions. This work will enable us to incorporate more activity-based and primary data, ensuring that supplier actions to reduce emissions are accurately reflected in our reporting.

Our approach is evolving toward a hybrid model that combines activity data with spend data, providing a more robust and actionable view of these emissions. Using this approach of spend-based and process-based where possible, we have achieved a **scope 3 year-over-year reduction of 3%[9]**.

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.

Working with Suppliers

Adient has processes and procedures to evaluate its suppliers for scope 3 emissions and other important sustainability requirements. Please see the Supplier Management to learn more.

Sustainability in Motion: Fuel Reduction Case Studies

In fiscal year 2025, Adient sites completed **99 fuel-saving projects** that conserve **13.4 million kWh-equivalent** of fuel annually.

Avanzar Apaseo, Mexico — Foam parts for second-row seating were shipped in sleeves with unused space, increasing transportation inefficiency. The team increased the standard pack size for four foam part numbers, reducing trips and saving fuel. **Annual savings: 220,000 kWh-equivalent in fuel**

Bridgewater Interiors (BWI) Detroit, Michigan — Supplier shipments used large boxes for multiple parts, requiring extra handling and space. Switching to smaller individual boxes improved packing efficiency and reduced fuel use. **Annual savings: 605 kWh-equivalent in fuel**

Adient Kinryo, Japan — Frame components were sorted at an off-site location before being shipped to the plant, adding unnecessary transport steps. Sorting at an external warehouse allowed direct delivery to the plant, improving efficiency and reducing fuel use. **Annual savings: 63,360 kWh-equivalent in fuel**

Adient Bor, Czech Republic — Empty return ratios for a supplier were low, requiring more trips. Increasing the ratio from 1:6 to 1:7 reduced the number of return trips and saved fuel. **Annual savings: 11,000 kWh-equivalent in fuel**

[9] Within SBTi boundaries

Sustainable Product Design

We improve comfort, safety, and sustainability through smart materials, innovative design, and data-driven insight.

Our Approach

We embed sustainability and circularity into product development using our **Evolution of Seating Systems Sustainability (ES³)** approach. ES³ integrates market research, value analysis/value engineering (VA/VE), innovation portfolios, benchmarking, quality and safety inputs to reduce design complexity and operational waste while utilizing lower carbon and circular materials — without compromising safety, functionality, comfort, or proven quality.

Life-Cycle Thinking and Product Carbon Footprinting

We evaluate environmental impacts from the early design phase using Adient's proprietary **Product Carbon Footprint (PCF) Tool and formal life cycle assessment (LCA) practices.** The PCF Tool follows International Organization for Standardization (ISO) 14040, ISO 14044 and ISO 14067 standards and World Resources Institute (WRI) guidance; it is used across request for information/request for quotation (RFI/RFQ) programs, product innovation programs, and development programs, and supported by a dedicated Adient team in Trenčín, Slovakia. We continue to expand primary data, align with the latest version of the Catena-X product carbon footprint rulebook, and build a product-level PCF database to inform engineering trade-offs and customer dialogues.

Fiscal Year 2025 Highlights

> **Low-emission steel usage in North America:** In fiscal year 2025, 26% of Adient's North American "umbrella" steel purchases contained more than **50% recycled content**, produced via electric arc furnace (EAF) steelmaking. These low-emission materials are part of our standard product offerings and contribute to reducing the environmental impact of our products.

> **Foam chemistry decarbonization:** Eliminating carbon black from select foam materials is expected to **avoid approximately 300,000 kilograms of CO_2 per year**. In the Americas region, we sold our first bio circular mass balance foam chemistry, with production scheduled to begin in calendar year 2026. Supplier capacity for mass balance polyols increased, and one of five North American foam sites has initiated **International Sustainability and Carbon Certification** (ISCC) to support mass balance production. In Europe, we successfully launched a high-volume program using foam chemistry with mass balance circular polyol.

> **Closed loop polyurethane (PU) foam pilot:** With Jaguar Land Rover and Dow, we advanced a pilot that integrates 20% end of life vehicle (ELV) PU foam (as re-polyol) into seating. The collaboration earned recognition at the **American Chemistry Council Sustainability Leadership Awards** in 2025 as well as the **Sustainability Impact Innovations Award from JLR**.

> **Plastics circularity:** We continue to offer complete seat sets averaging approximately **50% recycled plastic content** and are integrating PU foam from ELVs to promote a circular economy through the Recycling of Automotive Plastic in a Circular Economy (RACE) initiative in EMEA.

> **Regional steel roadmap:** In EMEA, average recycled content across steel grades used in FY25 remains approximately 20% (baseline 2019). Introduction of low emission or "green" steel with at least **50% scrap content** is planned starting in 2027, with carbon dioxide (CO_2) reduction tracked versus the 2019 baseline.

Innovating the Seat System: Pure Ergonomics

Pure Ergonomics is a slim, resource-efficient seat architecture designed for space efficiency, comfort, and circularity in high-volume segments. It features:

Material efficiency: The optimized seat structure design reduces the use of metal, foam, and trim materials. The material set includes recycled polyethylene terephthalate (PET), low-carbon recycled PUR foam, and low-emission steel, supporting Adient's commitment to resource-efficient design.

Slimmer package, more space: The seat's kinematics and structural design enable a slimmer profile that creates up to 60 mm of additional legroom in the second row, depending on the vehicle configuration. This improvement enhances passenger comfort and interior spaciousness.

Designed for disassembly: The seat uses minimal over-molding and bonding techniques. PET-based carriers and viscoelastic suspensions allow for easy separation of foam, textiles, and structural components, facilitating end-of-life recycling.

Circularity and recyclability: The Pure Ergonomics seat features up to a 10% reduction in weight, 46% recycled content, and improved recyclability compared to conventional seat models. These advancements support Adient's broader goals for sustainable design and material circularity.

Comfort performance: Internal evaluations show that the redesigned cushion delivers improved pressure distribution, even with configurations that are up to 50% thinner than traditional designs.

Modularity and affordability: This seat offers modular options that support both manual and automated assembly as well as JIT logistics. These features are designed to meet customer-specific requirements while adhering to cost-efficiency principles.

Autonomous Elegance

This updated concept reflects current trends, where the interior of the vehicle is increasingly seen as a personal living space with high expectations regarding comfort, individuality, and functionality. This concept is redefining ergonomics via anatomically designed tilt mechanism for seamless transitions between drive, work, and relax modes. Electronic controls and integrated safety systems (e.g., belt-in-seat) are designed to function across positions. Multiple OEMs have expressed interest in this concept.

Z Guard (collaboration with Autoliv Omni Safety™)

We co-developed occupant protection for reclining or "zero gravity" positions by integrating Autoliv's Omni Safety™ within our Z Guard seat concept. The system combines pretensioners and additional airbags to reduce loads on the neck, upper body, head, and spine, with performance levels designed to meet or exceed leading standards.

Materials: Progress with Purpose

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

> We are now regularly using **green steel** that produces less GHG emissions during manufacturing in North America (see **Fiscal Year 2025 Highlights**).

> We have a detailed roadmap in place with our partner Stegra to introduce **low-carbon steel grades** starting in 2027 for future seat structure and mechanisms programs.

> Ongoing activities include **product carbon footprint analyses** of all our core mechanisms in EMEA, blank utilization improvements in India, and replacing steel with natural-fiber-reinforced plastics for certain seat structures and components in China.

Foams

> **Shell Foam™** enables slimmer sections while maintaining comfort leveraging **low emission polyurethane foam** formulations and recycled polyester.

> **ISCC+ certification** has been renewed at our Lucenec and Mandling sites for circular and bio-circular inputs, and volume has grown with new models launched in 2025

> Prototype parts are being produced in Strasbourg with **20% re-polyol derived from ELV seat foams**.

> Regional pilots are underway in India considering Shell Foam and R Comfort Foam. Customer programs are considering natural oil polyol for foam parts in China.

Trim

> Adient's Trim portfolio includes **artificial leather** consisting of bio-attributed PUR or polyvinyl chloride (PVC) alternatives and recycled backing, textile materials containing post-consumer PET recyclate, and recycled composite leather (85% fiber) with approximately **80% lower CO_2e emissions than genuine leather**.

> Joint development is underway with a premium OEM on trim cover lamination material made from **post-consumer textile waste**.

> In a joint effort with our suppliers, we are **maximizing recycled content** in listings, retainers, zippers, loop tape, and other trim components.

> Regional projects include recycled plastics for trim in India and replacement of polyurethane lamination in Japan.

Plastics

> We are currently exploring the first material grades that include **recycled plastics from post-consumer waste from end-of-life vehicles waste**, in line with upcoming EU regulations for end-of-life vehicles.

> Our application programs are incorporating a range of **bio-based materials**, including matrix and/or fiber.

> Initial testing has shown promising **long-term durability** for bio-based polyamide materials.

> We are working closely with several suppliers to boost the amount of recycled post-consumer plastics used in our materials in preparation for the new EU vehicle recycling rules.

> Together with a customer, we are streamlining the types of plastic resins used in car seat systems and **significantly increasing the share of recycled content** — especially from end-of-life vehicles as part of a closed-loop process.

Designing for Modularity and Logistics

Modular architecture improves manufacturability, serviceability, and logistics efficiency while enabling upgrades and repairs that extend useful life. For example, the structure receives attachment features; trim and comfort features mount to UltraThin carrier modules; structures and JIT modules ship separately; cushion and back modules attach at the JIT site; and head restraint, plastics, and back panel complete the assembly.

Collaborating with Customers and Stakeholders

We align with OEM sustainability strategies and maintain a database of their goals and product requirements. Using the PCF Tool, we compare alternative designs early, build decarbonization roadmaps, and proactively phase out materials that do not align with current or proposed regulations.

Governance and Standards

> Our PCF methodology is aligned to ISO 14040, ISO 14044 and ISO 14067, in addition to continuous alignment with latest version of Catena-X Product Carbon Footprint rulebook; cradle-to-gate calculations exclude carbon dioxide (CO_2) removals or offsets.

> We engage with CLEPA (European Association of Automotive Suppliers) working groups for LCA/PCF, materials, and substances as well as CBAM (Carbon Border Adjustment Mechanism). We also engage in VDA working groups for circular economy and material regulation.

> We continuously update emission factor libraries for materials and processes with primary and secondary data. 🌿

"*In fiscal year 2025, Adient made significant strides in decarbonizing new products and enhancing their circularity, which has been appreciated via several industry and customer awards related to sustainability innovations. The company's extensive range of innovative seat concepts, sustainable materials, and process solutions enables us to meet increasingly stringent OEM sustainability requirements and targets.*

Adient has demonstrated through various decarbonization road maps that it can meet customer scope 3 emission reduction and circularity goals for the short, medium, and long term and with that supports customers in fulfilling their sustainability pledges.

Moreover, Adient is actively engaging with customers and key value chain stakeholders to foster a circular economy in automotive and to anticipate forthcoming regulation on circularity requirements for vehicle design and on management of end-of-life vehicles."

Frank Toenniges
Director of Sustainable Product Design
and Business Process Improvements

Forests and Water Management

We recognize the importance of 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 stakeholder interests such as business continuity, ethical business practices, and resource preservation are critical to customers, employees, regulators, and communities.

Forests

Our Deforestation Commitment acknowledges that forests play a vital role in preserving biodiversity, providing habitats for wildlife, mitigating climate change, and supporting human life. We also recognize that the loss of our forests and rainforests through human-driven deforestation harms the health of our global ecosystem. We have established commitments to better understand — and work to improve — our value chain's potential impact on deforestation.

Forest Commodities

In 2023, Adient completed a **supply chain mapping project** of our key forest commodities. We engaged with our strategic suppliers of **timber-based packaging, leather, and soy and palm oil** in each global region to determine the level of sustainable certifications in place and to understand more about the different stakeholders in each supply chain. Through this exercise, we gleaned valuable insight into sustainability priorities and road maps of our suppliers and where we have remaining challenges. Adient has updated our Deforestation Commitment and Global Supplier Standards Manual to demonstrate our expectations and requirements to supply to Adient as we work to procure forest commodities from more sustainable sources. As part of our commitment to understand our impacts through procurement, we have completed a project to **calculate our forests, land, and agriculture (FLAG) emissions** under the guidance of SBTi.

We look for **sustainable procurement opportunities**, such as completing a review to determine the percentage of sustainably certified timber-based packaging material received in each global region in 2024, creating a baseline for improvement.

For more information about how Adient utilizes forest commodities, visit the Natural Resources page on adient.com.

Adient's Actions toward its Forest Commodity Commitments[10]

Commitment	Actions
Conduct **supply chain mapping** of Adient-controlled **soy and palm** products and determine the status of their **sustainable certifications**.	> 100% tier 1 response rate and sourcing regions identified > Incremental 75% tier 2+ response rate (as of 2023) > 100% of tier 1 suppliers can offer certified-sustainable product (as of 2023)
Work with our **timber-based packaging** supply chain to understand the status of **sustainable certifications** and identify opportunities to increase the percent of sustainable-certified timber-based packaging materials in fiscal year 2025.	> Engaged with 81% of our key[11] packaging suppliers by spend in fiscal year 2025 > Increased the share of key suppliers providing sustainable-certified materials to Adient to 51% as of Sept. 30, 2025 (compared to 30% as of Sept. 30, 2024) > 74% of key suppliers were able to provide the country where their Tier 2 is located
Conduct **supply chain mapping** of Adient-controlled **leather products** by the end of fiscal year 2025.	> Engaged with 100% of key[11] leather suppliers (directed and controlled) in the mapping exercise > 70% of sourcing regions identified
Identify **key priority actions for protecting biodiversity** in line with the Task Force for Nature Related Financial Disclosures (TNFD).	> Completed first biodiversity risk assessment > Developing key priority actions going forward

[10] As of Sept. 30, 2025
[11] Adient excluded low-spend suppliers in its forest-commodity activities

Water

As a global manufacturer with facilities in regions facing increasing water stress, Adient recognizes the importance of responsible water stewardship across our value chain. We use water in our facilities for safe drinking water, sanitation and hygiene (WASH) purposes and as a component in some of our production processes, recycling and re-using water wherever reasonably possible.

Water Management Strategy

In fiscal year 2025, Adient introduced its **five-year Water Management Strategy**, a comprehensive initiative designed to address today's critical water challenges. This strategy reflects a globally aligned, data-driven approach to responsible water stewardship. Developed through comprehensive risk assessments, benchmarking, and stakeholder feedback, the **strategy** aims to **reduce water-related risks, enhance operational resilience, and support long-term value creation** for employees, customers, and shareholders. The strategy is grounded in regulatory frameworks and aligns with global sustainability expectations.

Guided by this strategy, we executed our fiscal year 2025 actions under the FY25-FY30 Action Plan, including **issuing an updated company-wide Water Policy**, formalizing **monthly KPI monitoring**, beginning **supplier sustainability assessments on the EcoVadis platform** to strengthen value-chain water stewardship, and advancing plant-level efficiency via continued rollout of the **Global Water Initiative**. In fiscal year 2025, sites under high water stress completed water-flow diagrams and developed water leak detection programs to minimize unnecessary withdrawals and help protect local water resources in high-risk areas.

Water Management Policy

Our company **Water Management Policy** requires sites to monitor regional water stress, track and monitor water consumption, and improve water management. We conduct periodic water studies to detect and address water-stressed sites. In addition, monthly water intensity and recovery metrics are compared to targets and reviewed in monthly plant and regional operational meetings with management.

Mitigating Risk

Our water security risk assessment uses the WRI Aqueduct Tool to identify sites located in regions of high water stress; we have committed to updating this assessment periodically to reflect organizational changes and shifts in the external environment. We updated this activity in 2024 to include added sites and to prepare for our limited assurance activities regarding water withdrawal in areas of high and extremely high baseline water stress.

The tool leverages a comprehensive water risk framework, enabling us to evaluate multiple water-related risks together. There are 13 indicators covering various types of water risk grouped into three main categories: physical risk quantity, physical risk quality, and regulatory and reputational risk. Finally, the three groups are combined into a single overall water risk score.

Through our assessments, we identified 37 manufacturing and 10 non-manufacturing sites in areas of high water stress, in 12 countries across the three regions. Among these 47 sites, we have identified 12 sites with high physical risk quantity, quality, and regulatory and reputational risk where we focus our efforts and resources.

We plan to continue analyzing our risks, working with experts in water security, establishing and monitoring KPIs, and working with high-water-consumption sites to reduce their water usage.

Tracking Progress

We monitor our water withdrawals, consumption, and wastewater using our internal data-management platform. Water-related data from our sites is collected, validated and uploaded into the platform every month. The data captured in the tool is based on our utility use and allows us to **view trends, monitor our impact, and identify opportunities for improvement**. Where actual water withdrawal data is not available, data is estimated based on historical utility use or using intensity factors based on square footage and site scope. This platform has allowed Adient to improve the completeness and accuracy of our water consumption data.

67,559 m³ of water conserved through CI projects in fiscal year 2025

6% year-over-year reduction in total water withdrawals in fiscal year 2025

Water Withdrawal Makeup by Region
(Fiscal Year 2025)

- Americas — 40%
- EMEA — 34%
- APAC — 26%
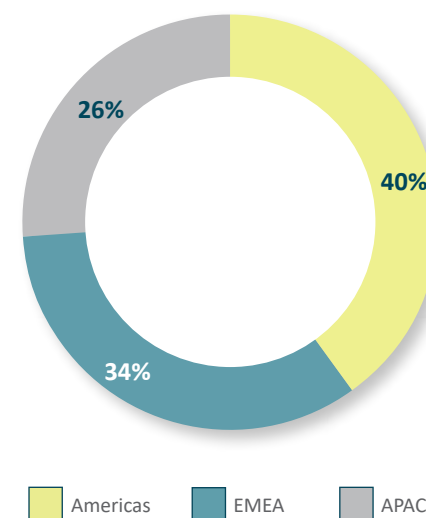
All global manufacturing sites have established site-specific water-management programs for reducing and reusing water. We provide awareness training to our site Environment, Health and Safety (EHS) employees on water-efficiency management programs and best business practices. Based on historical data, our global sites set voluntary annual water saving targets to achieve high water efficiency levels.

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

With our 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.

Value Chain Engagement

To strengthen water stewardship across the value chain, Adient is expanding its supplier sustainability oversight through a partnership with EcoVadis, a leading provider of sustainability assessments. **Beginning in fiscal year 2025, Adient uses the EcoVadis platform to evaluate the environmental, human rights, ethics, and sustainability performance of its suppliers.** This initiative will help identify and mitigate sustainability-related risks, particularly among high-risk suppliers, by enabling targeted investigations and corrective actions.

Global Water Initiative

Launched in 2024, Adient's Global Water Initiative is a standardized program aimed at improving water efficiency across global operations. Led by Adient's EHS and CI teams, the initiative uses a phased "small bites" approach — guiding plants through weekly tasks such as usage analysis, site walks, and self-assessments. The program builds awareness, fosters a sustainability mindset, and promotes data-driven action using the Resource Advisor platform. Special focus is given to high-water-stress sites, where leak detection and risk mitigation measures are prioritized.

Sustainability in Motion: Water Reduction Case Studies

Building on best practices from 2024, Adient continued to scale proven strategies in fiscal year 2025. Globally, teams completed **270 projects that save 67,559 cubic meters (m³) of water annually**.

Adient Puebla, Mexico — Restroom faucets with push-down handles stayed open after use, wasting water. The plant replaced them with pull-type faucets so water flows only when needed. **Annual savings: 2,368 m³**

Adient Riverside, Missouri, U.S. — Five toilets were continuously running due to worn-out parts, causing water waste. The team repaired the toilets to stop leaks and reduce consumption. **Annual savings: 345 m³**

Adient São Bernardo do Campo, Brazil — Bathroom faucets were worn and leaked, increasing water use and causing inconveniences. The plant replaced them with sensor-operated faucets to reduce water consumption and improve the user experience. **Annual savings: 32 m³**

ACQ Yufu, China — Water collected in the stamping pit was being discarded instead of reused. The team installed a tank and connected it to cleaning stations, enabling recycling for mopping and floor cleaning. **Annual savings: 4,128 m³**

Adient Sanand, India — Rainwater from the new building roof was flowing into drainage, wasting water and lowering groundwater levels. The team connected the roof line to a rainwater harvesting well to conserve water and recharge groundwater. **Annual savings: 663 m³**

Adient Shah Alam, Malaysia — Manual flush valves in urinals allowed continuous airflow and wasted water. The team repaired and optimized the flush system to stop unnecessary water use. **Annual savings: 315 m³**

Adient Žilina, Slovakia — Water consumption rose unexpectedly due to leaks in two boilers with damaged safety valves. The team repaired the valves and implemented monitoring to prevent future waste. **Annual savings: 1,200 m³**

Adient Ploiești, Romania — Toilets had outdated flush valves consuming 4-6 liters per flush. The team installed high-efficiency models with dual-flush options to reduce water use. **Annual savings: 790 m³**

Adient Pretoria, South Africa — Bathroom taps dispensed water for too long, wasting water. The team modified the taps to shorten the dispensing cycle. **Annual savings: 144 m³**

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.

We aim to operate as efficiently as possible while generating the least amount of waste possible. As customers and employees expect Adient to minimize and properly manage waste, our policy requires our sites to demonstrate a commitment to reducing waste, including proper waste segregation, handling of hazardous waste, waste removal by authorized contractors, and compliance with local regulatory requirements.

Tracking Our Progress

Our company-wide **Waste Policy** governs 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 and improved-waste-recovery projects and share best practices and initiatives**. We monitor the status and planned savings of all waste projects using our internal CI Trac software.

In fiscal year 2025, Adient saved

4,671

metric tons of waste from the landfill through

609

continuous improvement projects

We collect and monitor our waste data using our internal data-management platform, which allows our sites to individually track their waste metrics against targets as well as compare site performance. Team members upload waste data for our sites into the platform monthly. We track KPIs such as waste intensity and waste recovery, measure them against our targets, and review progress in monthly operational management meetings at the site and regional levels. We provide waste training to our employees, sharing best practices for reducing and reusing waste. In fiscal year 2025, we worked to improve our waste data accuracy.

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 improving our products' end-of-life impact.

Adient's manufacturing sites utilize the waste-management framework outlined in ISO 14001 for handling waste. They implement waste-management programs by increasing material and process efficiency and collaborating with external companies to reuse waste. Based on historical trends, Adient's sites set waste-reduction and -recovery targets, monitor and report progress internally, and engage with suppliers to support their waste-saving efforts. Additionally, we track greenhouse gas emissions from our waste generation to help quantify and mitigate our impact.

Sustainability in Motion: Waste Reduction Case Studies

In fiscal year 2025, Adient sites completed **609 waste-saving projects** that conserve **4,671 metric tons of waste** annually.

Adient Pouso Alegre, Brazil — The injection process for front supports used more chemical material than necessary, increasing waste. After testing with a new isocyanate supplier, the team reduced the injection mass from 260 grams to 220 grams per part. **Annual Savings: 5.0 mt**

BWI Warren, Michigan, U.S. — Disposable gloves used in seat assembly were sent to landfills after use. The team launched a laundering and recycling program for personal protective equipment (PPE), reducing waste and saving money. **Annual Savings: 0.25 mt**

Faway Adient (FAA) Changchun, China — Packaging for long-haul shipments included wooden pallets, moisture-proof bags, and cardboard boxes that were discarded after unpacking. The team implemented a recycling and reuse program for these materials. **Annual savings: 23.6 mt**

ACQ Hongmiao (HMP), China — Material layout for some projects had low utilization, creating excess scrap. The team improved layout efficiency from 77% to 83%, reducing material waste. **Annual savings: 12.8 mt**

Adient Lesotho, Africa — Leather, vinyl, and cloth offcuts were being sent to landfills. The team identified usable offcuts and donated them to organizations that repurpose materials for handicrafts. **Annual savings: 3.1 mt**

Adient Solingen, Germany — Blanking tolerances were higher than needed, causing unnecessary scrap. Adjusting tolerances reduced waste, improved stroke rates, and lowered maintenance costs. **Annual savings: 30.0 mt**

Waste Data[12]

Waste Makeup by Region *(Fiscal Year 2025)*

Total Incinerated Waste
(Including Waste Used to Produce Energy)

- 3%
- 41%
- 56%

Total Landfill Waste

- 15%
- 2%
- 83%

Total Recycled / Recovered / Reused

- 14%
- 43%
- 43%
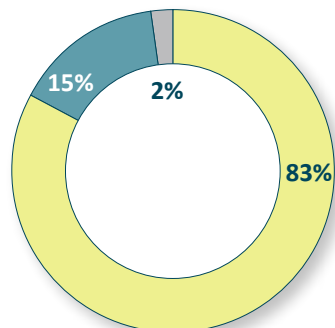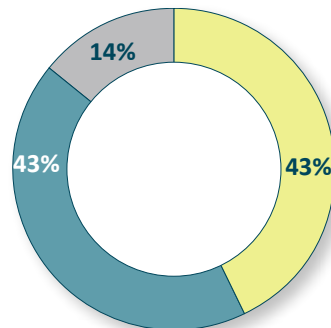
Legend: Americas | EMEA | APAC

Non-Hazardous Waste
(Fiscal Year 2025)

- 1.5%
- 98.5%
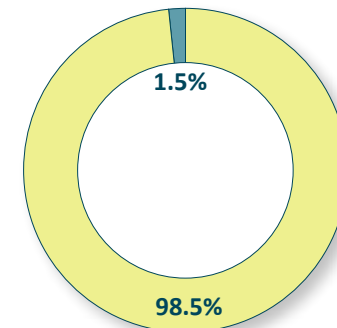
Legend: Non-hazardous | Hazardous

Global Waste Generation
(Fiscal Year 2025, in metric tons)

Category	Value
Total Recycled / Recovered / Reused	121,743
Hazardous Incinerated	758
Hazardous Landfill	809
Non-Hazardous Incinerated	137
Non-Hazardous Landfill	17,330
Energy Incinerated	7,647
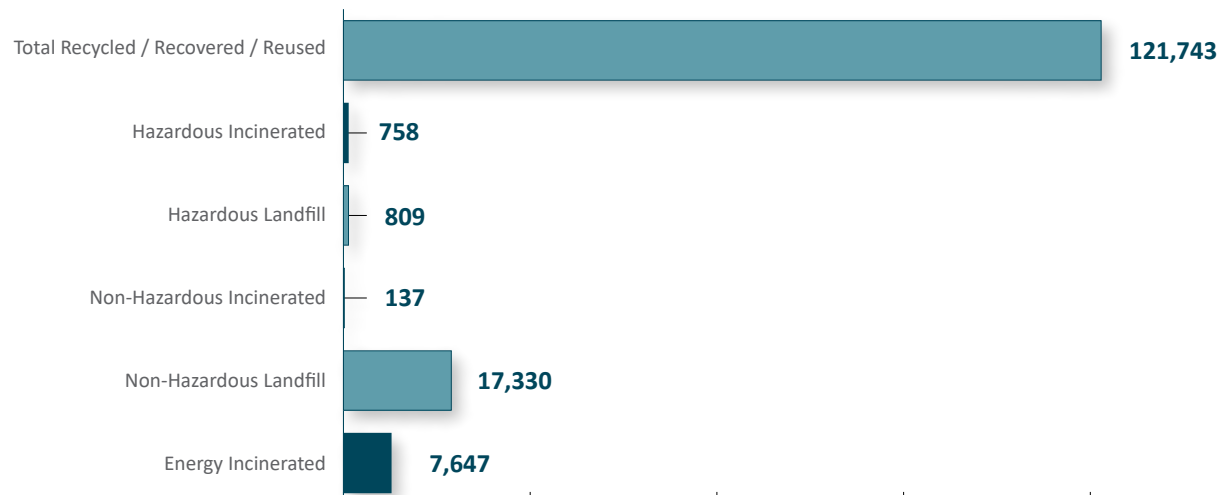
Waste Makeup by Type
(Fiscal Year 2025)

- 82%
- 12%
- 6%
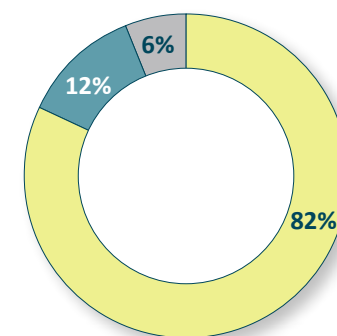
Legend: Total Recycled / Recovered / Reused | Total Landfill Waste | Total Incinerated Waste

[12] Data includes waste from non-manufacturing sites.

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.

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.

Cleaner-air Initiatives

With the ability to **monitor air pollution data at more than 175 sites**, Adient is committed to contributing to global efforts to track and reduce air pollution. Our sites input annual data for air pollutants into our internal tracking system, using hours worked and the efficiency of exhaust systems as the baseline for calculations. However, as standards for air pollutant emissions become more stringent, year-over-year comparisons can be challenging due to changes in classified substances. We continue to improve our data accuracy regarding air pollutants.

Adient proactively works to reduce process-related pollutants, such as those from foam and welding processes and metal drying lines. We use afterburners and specific filters in our exhaust systems and closed conditions, and we strive to reduce mold-release usage and welding wire consumption. In North America, we established a work stream focused on reducing VOC emissions from mold-release agents in our foam plants.

At our metal location in Rockenhausen, Germany, we upgraded our hardening ovens to use air for cooling, eliminating oil emissions. Older hardening ovens are now equipped with filters to reduce odor emissions. Laser welding processes produce particulate matter, which is extracted from the air using specific filters and collected for disposal by waste management companies.

We continue to explore and implement manufacturing methods to increase energy efficiency, helping to lower our utility emissions, including particulate matter, which are calculated based on the **U.S. Environmental Protection Agency's AP-42 guidelines**.

Sustainability in Motion: Adient Americas Foam Plants Continue to Cut Emissions

In fiscal year 2025, Adient's Americas foam business unit (FBU) achieved an average reduction of 2.37 grams of mold release agent per finished back equivalent (FBE) — equating to an estimated **74.5 metric tons of VOC emissions reduced** and **122,600 pounds of material saved**.

Key site highlights include:

> **Pulaski, Tennessee, U.S.:** Achieved the most significant year-over-year reduction, cutting mold-release use by 10.73 g/FBE, a 15.9% improvement.

> **Greenfield, Ohio, U.S.:** Reduced usage by 6.24 g/FBE (-11.7%), reflecting strong adherence to optimized spray coverage and preventive maintenance practices.

> **Avanzar San Antonio, Texas, U.S.:** Lowered usage by 0.93 g/FBE (-3.1%), continuing its steady downward trend.

Georgetown, Kentucky, U.S.; Queretaro, Mexico; and Saltillo, Mexico experienced minor fluctuations, which are being addressed through enhanced calibration and spray application monitoring.

Progress in fiscal year 2025 was driven by a culture of collaboration, with cross-site work streams sharing best practices and innovation insights. Key enablers included:

> Optimized spray coverage to reduce overspray and material waste

> Enhanced process monitoring, including daily tracking of atomization and fluid pressures

> Proactive maintenance and calibration routines ensuring consistent application quality

> Operator engagement and ownership, reinforcing sustainability as an integral part of production excellence

The Foam VOC Reduction Initiative — launched in 2019 — has now achieved a **cumulative reduction of more than 13 g/FBE across all participating sites**.

Fiscal Year 2025 Impact

VOC emissions reduced: **~74.49 metric tons**

Material usage savings: **~122,600 pounds**

Cost savings: **~$165,000**

Average mold-release reduction: **2.37 g/FBE**

Chemicals Management

Some chemicals used in the automotive industry may impact human health and the environment. 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 are meeting our legal obligations for managing hazardous chemicals and other materials.** IMDS data is used to support initiatives like the EU Substances of Concern in Products (SCIP) database reporting, the EU deforestation regulation, and various national due diligence requirements, thus helping to prevent supply chain disruptions by providing detailed information about the use of substances and materials in our products.

Hazardous Chemicals

In 2025, Adient provided IMDS data for approximately **22,000 parts** delivered to our customers and **checked around 27,000 supplier data sheets** for the presence of hazardous substances as listed in the publicly available Global Automotive Declarable Substance List (GADSL). This is one of our core processes to manage hazardous substances in our products. It ensures compliance with international and national chemical legislation and timely phase-out of hazardous substance before the sunset date.

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.

IMDS PROCESS

Legend:
MDS: Material Date Sheet — Adient responsibility / Supplier responsibility / END
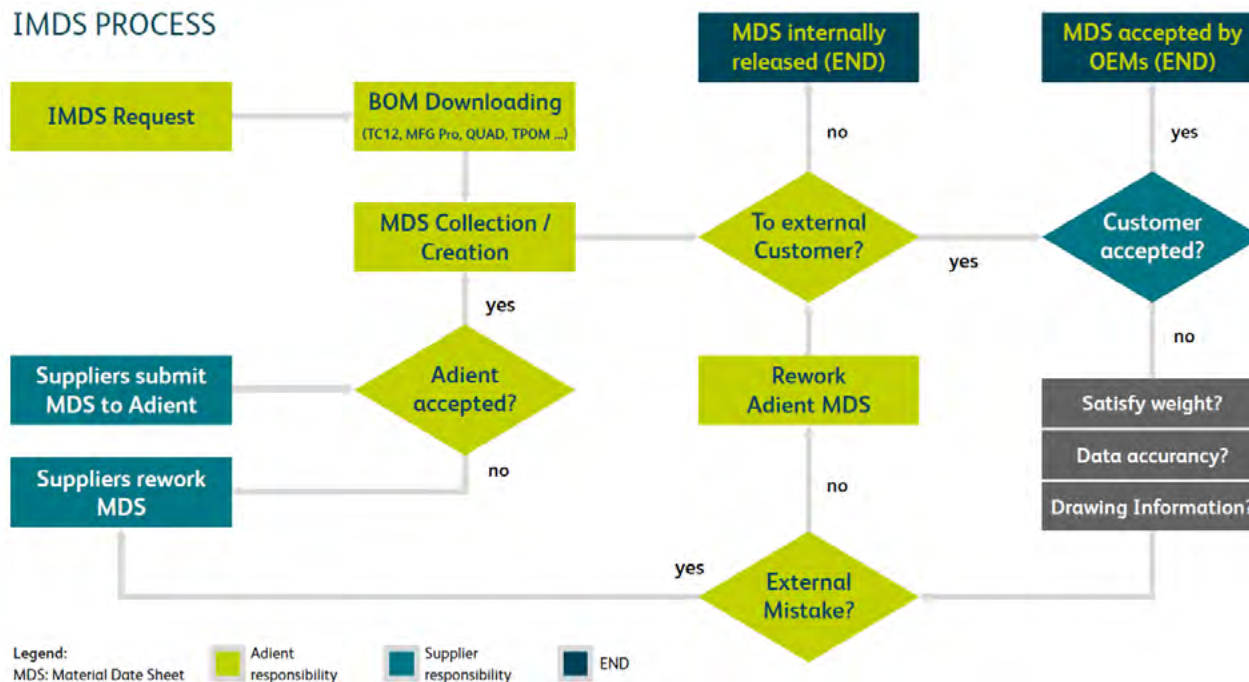
Eye on Regulations

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**); the **Minamata Convention** on Mercury; the **Basel Convention** on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal; U.S. Toxic Substances Control Act (**TSCA**); California **Proposition 65** and similar legislation.

The number of legally regulated substances is steadily increasing. Together with our suppliers we are actively working on the substitution and reduction of hazardous substances present in our materials and products. **During 2025, our focus was on reducing per- and polyfluoroalkyl substances (PFAS) and substituting Chromium VI compounds used in the chrome plating of metals.** We are also preparing for PFAS reporting requirements according to the U.S. Toxic Substances Control Act (TSCA) section 8(a)(7).

The EU End-of-Life Vehicles (ELV) Directive that will come into force in 2026 will introduce mandatory minimum recycled content in materials, and the IMDS system has been upgraded to allow for the necessary entries. To fill in information related to post-industrial and post-consumer recycled content, we are collecting information from our raw material manufacturers. This helps us to estimate the recycled content and determine whether we will be able to meet the proposed recycled content quota. **Beginning in 2026, we will also add Product Carbon Footprint data to support the EU Green Deal and Circular Economy requirements.**

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.

Social

Section Overview

Human Rights

Diversity and Inclusion

Driving an Inclusive Supply Base

Community Outreach

Employee Development and Engagement

Employee Health, Safety and Well-being

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 where our employees feel valued and respected for their individuality.

Our People-First Approach

We are a global leader in automotive seating because of our people — a team of more than 65,000 unique individuals who make it all possible.

We attract and retain engaged employees through positive employee-relations activities that focus on our people. Employees have numerous opportunities to communicate directly with leadership to ask questions, make suggestions, or provide input. These lines of communication include our global engagement survey, 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.

Periodically, Adient conducts a **global engagement survey** to solicit employee feedback on topics that are integral to our culture. The most recent survey was focused on overall employee satisfaction, ethics and integrity, employee development, overall well-being, communicating expectations, and diversity and inclusion. This important feedback helps us understand areas where we are on the right course and areas where we need to improve. Both global and regional action plans are implemented based on this critical feedback.

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.

At Adient, we recognize the importance of diversity in enhancing our culture and driving strong business performance, and we strive to create an open and inclusive environment where all people are supported and able to fully contribute and benefit from the success of our business. Our senior leaders, including our President and CEO, are **dedicated to advancing diversity and inclusion as well as career development through inclusive leadership and talent-management practices**. The Chief Legal and Human Resources Officer, reporting to the President and CEO, oversees global talent processes to attract, develop and retain our most valuable asset: our employees. We regularly update the board of directors on trends and key metrics related to broad human capital topics including diversity and inclusion.

Our Global Workforce
Fiscal Year 2025

By Region
- Americas 47%
- EMEA 40%
- APAC 13%

By Gender
- Female 41%
- Male 59%

By Age
- ≤30 24%
- 31-40 28%
- 41-50 28%
- 51-60 17%
- >60 3%
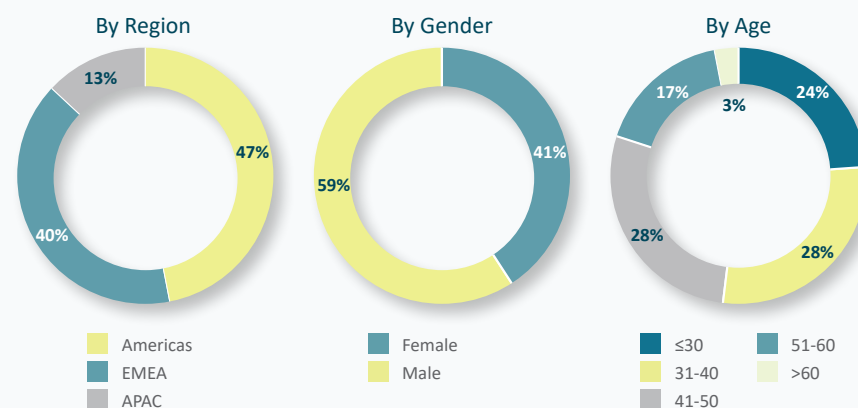
Human Rights 🌿

Human rights are essential to society and crucial for our business success. As a multinational company, we believe it is our responsibility to use our influence to make a positive impact.

🔗 [Read more in Adient's Human Rights Policy Statement](#)

We are committed to incorporating the **UN Global 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**.

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 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

We **train employees annually on Adient's Ethics Policy** and the methods for reporting potential ethics violations or claims of harassment or discrimination without fear of retaliation. Adient also provides **human rights resources and training** to employees on topics such as child labor prevention, forced labor prevention, and other human rights risks.

Adient investigates all good-faith reports of alleged human rights violations, ethical concerns, and claims of harassment or discrimination, and we take appropriate disciplinary action as needed. Workers' representatives are given the access necessary to carry out their required functions. Adient does 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. In 2025, we made a number of improvements in risk assessment and

mitigation, including **creating a Human Rights Charter and Management System**, developing a **Human Rights Red Flag checklist**, updating our **Recruitment and Supplier Expectations** policies to formalize our requirement that Adient and its suppliers follow ethical recruitment practices, and launching a new **Human Rights portal page**. These new resources build upon our existing human rights and ethics policies, reinforcing our shared responsibility to uphold these standards.

Responsible Supply Chain

In addition to preventing and mitigating risks in our own workforce, we **continue to develop a risk-based responsible sourcing program that helps proactively assess this risk in our supply chain**, including more robust vetting and contract provisions for vendors that supply labor to Adient. We conduct supply chain risk mapping in certain regions relative to human rights risk and expect our suppliers to identify and mitigate/remediate these risks as well as conduct additional due diligence of their own supply chains. Our Global [Supplier Standards Manual](#) contains specific prohibitions against child, forced, indentured, bonded and involuntary labor, which includes slavery and human trafficking.

Simply put, 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 (CTSCA and UKMSA Disclosure) can be found on our **Supplier Portal**, along with most recently available disclosures supporting these principles. **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 broader supply chain risk, visit the **Supplier Management** section of this report.

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 also report on cobalt and mica for customers that require this reporting. 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.

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 (CMRT). (Adient uses RMI's CMRT.)

Based on their CMRT responses, we identify the 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.

Our supplier in-scoping process aims to select the suppliers that need to submit a CMRT to report on their efforts on conflict-free sourcing. Selection criteria were reviewed and adjusted to allow for a more representative regional spread and the inclusion of suppliers from conflict affected and high-risk areas.

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. In fiscal year 2024, we **expanded our reporting to include cobalt and mica**, using RMI's Extended Minerals Reporting Template (EMRT) to gather data from relevant suppliers. This process follows the same rules and procedures as our conflict minerals reporting.

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.

Read our most recent Conflict Minerals Policy Statement

Read our most recent Conflict Minerals Report

Freedom of Association

Adient respects employees' rights to form and join trade unions of their choosing. In locations that are represented by a labor union, Adient facilitates the collective bargaining with the trade union representatives and **bargains 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 in Fiscal Year 2025

AMERICAS

49%

EMEA

55%

APAC

58%

Diversity and Inclusion

We are dedicated to creating an inclusive culture that values diversity and empowers everyone. When we bring our true selves to work, with all our unique traits and perspectives, we all succeed.

Our Culture

We recognize diversity and inclusion are essential to the success of our business and that living these values encourages different perspectives, ignites innovation and creativity, increases employee engagement, and strengthens partnerships with our customers, suppliers, and stakeholders.

We promote a diverse and inclusive culture by:

> Hiring and developing the best and brightest **talent**.

> 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 Adient's Commitment to Diversity and Inclusion to learn more

Diversity and Inclusion Vision

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

Diversity and Inclusion Mission

Adient is committed to driving an inclusive culture that celebrates our differences and empowers our people. We will enrich our company's culture through the recruitment, retention and development of talent globally, representing different backgrounds and cultures. By integrating diverse experiences and perspectives into the way we do business, we are a better partner to our employees, suppliers, customers and communities.

From the Top Down

Enthusiastic support from Adient leadership is crucial to the success of our diversity and inclusion initiatives. Championed by our President and CEO, he and the rest of our executive leadership team drive our inclusion and belonging strategy from the top down. Their strong support, along with Adient's membership in organizations like CADIA, guides us in creating an inclusive culture that celebrates our differences and empowers our people.

To advance diversity and inclusion, our executive leadership team established regional diversity and inclusion councils across the Americas, EMEA, and APAC regions. These councils support our strategic goals in talent acquisition and retention, communications and employee feedback, training and education, and our employee-run business resource groups (BRGs). The councils collaborate across regions to ensure alignment and share best practices. Our executive leaders, including the CEO, host quarterly town hall meetings to share critical business information, recognize employees, and provide opportunities for employees to ask questions. Additionally, senior leaders occasionally hold Let's Talk sessions with targeted employee groups, such as Adient Accelerate participants. These informal roundtable discussions encourage open communication and allow participants to speak directly with leadership.

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 or self-esteem. We do not tolerate harassment or abuse in any form, including physical, sexual, or psychological harassment. 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 inclusion topics. In 2025, we completed a four-part training series that was launched the previous year for all people managers in the Americas region. These live virtual sessions covered topics such as leveraging diversity and inclusion to drive engagement, inclusive leadership, cultural competence, and managing a multi-generational workforce. These trainings further cultivate an inclusive culture, supplementing our existing local and in-person trainings in this area. An average of 551 people managers voluntarily attended each session for a total of more than 2,200 training hours.

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.

Inclusive Benefits

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.

In the U.S., Adient offers a parental leave benefit for 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 tools and resources for a healthier life.

In addition, 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 employee empowerment and flexibility. We continue to monitor these programs for effectiveness and alignment with our evolving business landscape.

Developing Our Talent Pipeline

Attracting Talent
> Partnership with universities and other external organizations that champion and promote STEM career growth
> Inclusive recruitment practices – increasing the candidate pool in the recruitment and selection process
> Internship program

Building an Inclusive Culture
> Global Business Resource Groups (BRGs), created and led by employee volunteers
> Monthly speaker events, panel discussions, and development workshops hosted by BRGs
> Training focused on fostering an inclusive and ethical workplace
> Monthly recognition for BRG members (empowerU and town hall spotlights)

Developing Talent
> Succession planning process – identifying and developing high-potential talent
> Panels and development discussions/workshops
> Global and local development programs
> Local mentoring programs

Community Outreach
> Local community outreach initiatives to create a positive impact in the communities we operate in, including partnerships with local charitable organizations, education support, volunteer opportunities, and sustainability-focused projects
> Golf outings and similar fundraisers supporting various local charities
> Career coaching and workshops

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.

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

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

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

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

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

Technology Professionals Society (TPS) Affinity Group
Global
Empowering and uniting a diverse community of professionals with a passion for technology and community.

ConnecTED
Malaysia
Connecting, celebrating and engaging individuals from diverse backgrounds to create a community of inclusion and belonging.

Jagruti
India
Giving back to our communities through economic empowerment, volunteerism and educational opportunities.
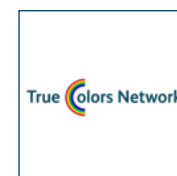
True Colors Network
Americas
Developing and nurturing Adient's LGBTQ+ workforce and allies while cultivating an inclusive culture for all.

Diversity & Inclusion Network
EMEA
Fostering diversity and inclusion as a guiding principle for everything we do.

MIL (Mission*Integrity*Leadership)
U.S.
Uniting service and support to foster professional excellence and civic responsibility at Adient.

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

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

MODU (Making the Organization Diverse and United)
Korea
Enhancing an inclusive organizational culture that respects and embraces diversity.

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

Sustainability in Motion: Diversity and Inclusion at Adient

Mentoring the Next Generation

Atlanta University Center Consortium

Adient's African Ancestry Business Resource Group (AABRG) partners with the 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 offers summer internships to select students.

Chongqing University and Tongji University

Adient is proud to collaborate with leading academic institutions in China to cultivate the next generation of automotive talent. Through strategic partnerships with Chongqing University and Tongji University, Adient supports educational initiatives that align with its commitment to innovation, sustainability, and workforce development. These collaborations provide students with hands-on learning opportunities, exposure to real-world engineering challenges, and pathways to careers in the automotive industry. By investing in academic partnerships, Adient strengthens its talent pipeline and reinforces its role as a responsible corporate citizen in the region.

Leaders in Inclusion and Belonging

In 2025, Adient received a sHero International Award for the fourth consecutive year. This recognition underscores our ongoing commitment to advancing diversity and inclusion within our organization.

Our journey of recognition began in 2022, when Adient China received its first Best Company X Best Practice in Diversity and Inclusion Silver Award, acknowledging our efforts to accelerate progress and set industry standards in diversity and inclusion.

Winning the sHero Award again reinforces our dedication to creating an inclusive workplace where every employee can thrive and contribute to our collective success.

Celebrating Women Worldwide

For International Women's Day in March 2025, Adient employees embraced the global theme #RiseTogether — a powerful call to action celebrating the collective strength, resilience, and unity of women around the world. The theme honored the achievements of women from all walks of life and encouraged inclusive support across communities and workplaces. Through storytelling, recognition, and shared experiences, Adient employees came together to honor the past, inspire the present, and empower the future.

Across the Americas, EMEA, and APAC regions, Adient hosted a dynamic lineup of events, including a global photo campaign. In the Americas, activities included a Dress for Success accessory drive, a special "3rd Friday" event, networking sessions and more. EMEA celebrated with a meetup with the Women Automotive Network, a live session with a guest speaker, and a virtual coffee talk. In APAC, Diversity & Inclusion Week featured a town hall, story sharing, and a highlight video to wrap up the week. These initiatives showcased Adient's commitment to fostering inclusion and uplifting women across its global footprint.

AABRG Recognized for Youth Empowerment & Education

Adient's African Ancestry BRG received the MMSDC ACE Award in the "Youth Empowerment & Education" category. This prestigious recognition celebrates organizations that exemplify innovation, growth, and meaningful community impact across Michigan. AABRG's commitment to empowering youth and advancing education aligns with Adient's broader mission to foster diversity, inclusion, and opportunity throughout our communities.

Driving an Inclusive Supply Base

At Adient, sustainability and inclusion are core to our long-term resilience. Our inclusive sourcing strategy reflects our values of innovation and community empowerment.

We actively engage small and diverse suppliers, recognizing their vital role in driving innovation, strengthening local economies, and enhancing supply chain agility. Their contributions help shape the future of mobility and sustainability.

Inclusive sourcing is more than smart business — it is our responsibility to foster opportunity across the communities we serve. **We are committed to building a transparent, resilient supply ecosystem rooted in people, partnerships, and progress.**

Looking ahead, we will continue investing in supplier development, expanding outreach, and championing inclusive practices that create lasting impact. We invite our partners and communities to join us in building a future of shared opportunity and innovation.

Community Outreach

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 ~200 sites support the communities in which we operate by donating time and resources to positively impact local social, economic, and environmental initiatives.

To see some of Adient's latest community outreach activities, follow us on:

Facebook

X (formerly Twitter)

YouTube

LinkedIn

Sustainability in Motion: Adient on the Move

Adient Move 2025 marked a significant milestone: our fifth year of coming together as one global community. This year's event was truly exceptional, connecting participants from **more than 12 countries and 57 Adient locations** across the Americas, Europe, and Asia. With over **10,500 participants** including employees, families, friends, suppliers, and customers, the event reflects our unwavering commitment to engagement, well-being, and charitable impact worldwide.

Adient Move is more than a run or walk; it is a celebration of shared values aligned with our People and Communities sustainability pillar. This year, South America and APAC set a new benchmark for generosity, **donating more than 21 tons of food** to nonprofit organizations supporting vulnerable populations. These contributions, driven by employee donations, made a tangible difference for children, families, and the elderly across multiple regions.

Sustainability in Motion: Caring for Our Communities

In fiscal year 2025, Adient sites completed and documented **356 community service projects** around the world. Below are some highlights from each region.

Building Homes for Neighbors

Each year, Adient collaborates with Habitat for Humanity of Huron Valley to contribute to the community near its global headquarters in Plymouth, Michigan, U.S. As part of this sponsorship, local Adient employees volunteer their time for a day.

Sewing Backpacks for Kids
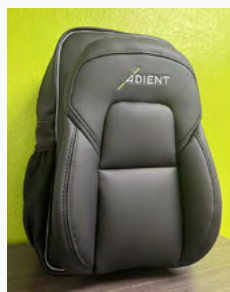
Adient employees at the Aguascalientes, Mexico, trim plant donated backpacks they had made out of automotive trim materials (left) to local school children in need. The event included games and activities with the kids, and staff participation aimed to support a low-income community by providing needed school supplies. This project also encouraged positive connections between employees and the families they served.

Donating Laptops and Supplies to Kids

Through three initiatives in Pune, Adient India provided vital support to underprivileged communities. At Sparsh Balgram, a home for children with HIV and AIDS, the team donated groceries to improve nutrition and provided laptops to enable digital learning. At Manavya, an NGO serving children and adults with HIV and AIDS, employees contributed notebooks, pens, art supplies, and a printer to support educational needs. The team also supplied essential items to students at Sharadashram Prathmik Ashramshala, strengthening ties with the local community.

Giving Back through BRGs

Adient's BRGs led a variety of fundraising and volunteer initiatives in fiscal year 2025, including these highlights:

> The **African Ancestry BRG** collected items for Sock It to the Cold with BWI Detroit, volunteered for the Life Remodeled Six Day Project, and held a holiday fundraiser benefiting First Step families.
> **HOLA!** collected food for the Salvation Army during their charity footgolf event and helped organize a blood drive at Adient's headquarters in Plymouth, Michigan.
> **MIL BRG** hosted a Veterans Day Chili Cook-Off to collect food for Fisher House of Michigan and sponsored Fisher House's annual gala.
> The **South Asian Community BRG** hosted a Diwali event that raised nearly $1,000 for the Huron Valley Humane Society.
> The **True Colors Network** organized a bowling fundraiser to raise funds for the Ruth Ellis Center and was a returning Pride Level sponsor of Motor City Pride (right).
> The **Technology Professionals Society** held a golf outing in partnership with Adient's IT department, raising more than $25,000 for the Alzheimer's Association.
> The **Women's Resource Network** raised $43,500 by holding a golf outing for breast cancer research, collected dozens of toys for children for the holidays, and provided dozens of volunteers for Special Olympics tournaments.

Upcycling for Education in Morocco

At Adient Kenitra, Human Resources and Operations teams partnered with the sewing team to craft more than 500 school bags (above) and pencil cases from upcycled materials for children at area schools. The initiative benefits families in an economically challenged region and helps ensure children start the school year equipped and confident.

Raising Funds for Guide Dogs

Adient Japan raised and donated JPY 150,000 to the Japan Guide Dog Association through an employee-led fundraising campaign across four company locations. The donation, accepted during a ceremony at Adient's Torihama showroom with representatives present, will support guide dog training and resources for the visually impaired.

Providing School Supplies for First Graders

For the third year, Adient partnered with the City of Burscheid to equip children from economically disadvantaged families with essential school supplies. This year, 33 first graders received more than 1,000 items collected through an internal donation drive and contributions from local kindergartens.

Employee Development and Engagement

At Adient, we recognize that our sustainable and profitable growth hinges on our ability to attract, develop, motivate, and retain talented employees.

We are aware that, just like our customers, our current and prospective employees have various employment options. Therefore, we are committed to maintaining a strong focus on our talent management and development programs to ensure we continue to attract and retain top 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 employees' development goals and development plans.

Building our Leadership Pipeline

Adient's annual **Leadership Talent Review** (LTR) identifies and evaluates talent to align individual aspirations and development plans with the organization's needs and build a robust pipeline of leaders to mitigate leadership vacancy risk. **This inclusive process enhances talent visibility, validates succession plans, and ensures efficient application of development efforts.**

The LTR process includes 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. Additionally, managers identify talent to succeed leaders in critical positions within Adient. Both potential assessments and succession plans are calibrated with broader leadership groups to ensure consistency, awareness, and alignment on decisions and development actions.

Employee Development Programs

At Adient, we have several 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 Adient Leadership & Performance Skills ("ALPS").

Adient Accelerate

Adient makes a substantial investment in employee development through its **partnership with the University of Michigan Ross School of Business**. Through this partnership, we offer Adient Accelerate, a leadership development program. The program includes live virtual sessions with

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Sustainability in Motion: Adient Accelerate Alumni Network

In November 2024, Adient launched the **Accelerate Alumni Network ("AAN"),** creating a platform to engage Accelerate development program alumni for collaboration, best practice sharing, and two-way dialogue with the Adient leadership team. The alumni group meets quarterly and is a mechanism to:

> **Connect high-potential, next-generation leaders (Accelerate alumni) with the executive team:** Participants gain insights into the company's culture, challenges, and vision and engage in two-way dialogue with leaders to positively impact company performance.

> **Serve as a platform to globally connect with peers:** Building a network of collaboration and learning from each other.

> **Engage alumni in driving important company initiatives**: Working on key business initiatives / challenges / projects.

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.

ALPS

Now in its second year, Adient's ALPS program is targeted at providing mid-level managers the leadership skills and competency to address Adient's current and future challenges. Like Adient Accelerate, the program consists of classroom learning with Michigan Ross faculty, executive coaching, and a team-based action learning project.

People Development

In China, Adient has established a comprehensive people development ecosystem, offering a range of targeted and structured programs tailored to employees at different levels. These

initiatives are designed to accelerate individual growth, build a diverse and capable talent pipeline, foster an engaging workplace culture, and ultimately drive sustainable business success. Key programs include:

> Mentoring Program

> Technical Expert Acceleration Program (TEAP)

> Basic Engineering Process Competition (BEP)

> China Engineering Enhancement Program (CEEP)

> Leading Ingenuity for Frontline Talent (LIFT)

In fiscal year 2025, Adient employees completed:

86,000+

e-Learning courses across

493

trainings, of which

267

were instructor-led.

Learning in Motion

Adient's approach to learning focuses on reinforcing key principles that are designed to support an individual's effectiveness in his or her current job, and in future situations. At Adient, we live a **"Learning in Motion" strategy**: learning by doing, learning by others, and learning by training (with the majority — 70% — being learning-by-doing activities).

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

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. Adient consistently monitors, reviews, and evaluates its people policies and programs to ensure they achieve their intended outcomes. 🍃

Employee Health, Safety and Well-being

We are committed to safeguarding the physical and mental well-being of our colleagues, customers, suppliers, and anyone with whom we interact with worldwide.

We maintain a health and safety management system that is **certified to the ISO 45001 Occupational Health and Safety standard**. Globally, **98% of our manufacturing sites in serial production** are third-party audited and certified to the standard. Ours is a management system that includes worker participation and fosters a culture of safety that is evident throughout our organization.

Our management system allows us to drive health and safety risk reduction though all aspects of our business. There are planned processes for the prevention of workplace accidents that involve the identification of hazards, formal risk assessments, and implementation of controls to reduce risks to acceptable levels. The management system details how health and safety is managed by responsible individuals at every level of the organization and includes input from workers, contractors, and relevant stakeholders. Each location receives an annual internal audit where both findings and best practices are shared. Outcomes are monitored, measured and managed toward improvement with feedback to improve the overall management system in the spirit of continuous improvement.

Our Safety Record

We have **consistently reduced our Occupational Safety and Health Administration (OSHA) Recordable Rate year-over-year**, including in fiscal year 2025. This success is driven by global collaboration, sharing best practices, procedures, and information on accidents and injuries. Our Adient Manufacturing System principles underpin our procedures and expected behaviors, standardizing safe work practices across our sites globally.

Our Approach to Risk

At Adient, our goal is promoting safety and preventing risk in the ideation of our products and processes. This intentional approach to considering health and safety carries through in each phase of our product and program launches.

While Adient has a team of competent Health and Safety experts deployed globally, this is further bolstered with the integration of health and safety requirements through various functions of the organizations. Equipment specifications and process standards include Health and Safety criteria, which plays a key role in eliminating risk before it is initiated.

Every change in machine, operation, building, or workstation requires a safety risk assessment. When our employees come to work, they 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.

Data-Driven Results

Over the past several years, we have invested in and embraced technology to centralize 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 improves transparency and enhances our 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.

Sustainability in Motion: Reducing Risk

Advancing Ergonomics through Technology and Sustainability

At Adient, we continue to focus on proactive ergonomics by leveraging cutting-edge technology to enhance employee safety, well-being, and operational performance. Building on the success of our AI-based ergonomics platform, TuMeke, we continue expand its reach and impact across our global operations.

This year, TuMeke usage has grown to more than 400 users across more than 60 sites in 11 countries, reflecting our commitment to embedding ergonomics into the fabric of our workplace culture. Since the adoption of TuMeke at Adient, we have performed over **6,000 unique risk analyses** in our workplaces. In fiscal year 2025 we achieved a **25% increase** over last year's job risk assessments.

TuMeke continues to deliver measurable benefits by:

> Reducing ergonomic risk assessment and training time by nearly 67%

> Improving accuracy, objectivity, and consistency across assessments

> Allowing comparison of risk analysis across our operations

> Empowering cross-functional teams to perform rapid, industry-standard evaluations

> Generating automated recommendations for ergonomic improvements within minutes

Our teams use TuMeke not only to assess and mitigate risks but also to compare pre- and post-intervention scenarios, ensuring that changes in job processes are both effective and sustainable. Many sites also utilize TuMeke to train new employees on optimal ergonomic techniques, fostering a culture of safety from day one.

By integrating technology with human-centered design, we are creating safer, more efficient workplaces — today and for the future.

Digital Permit to Work Strengthens Approach to High Risk Work

A permit to work (PTW) program provides a formal, documented system to control high-risk, semi- or non-routine activities by identifying hazards, specifying control measures, ensuring proper authorization and communication, and enforcing compliance with safety regulations, thereby reducing accidents, injuries, and health and safety violations. The permit to work serves as a written authorization, a safety roadmap, and a means of tracking accountability for potentially dangerous tasks.

Paper-based permit to work programs have long been successful at Adient for areas like Confined Space Entry and Hot Work. That said, there was a need to expand permitted work to other potentially high risk areas of our operation.

In August 2025, Adient, in partnership with Cority, launched a digital permit to work pilot program in the Americas region. The digital permit to work program is managed in Cority and covers Energized Electrical Work and Hazardous Chemical Transfers; the program is being piloted at five Americas locations.

The goal, over the next fiscal year, is to expand the digital program to other high-risk work areas. A digital permit-to-work program offers significant advantages over paper-based systems by **improving efficiency and compliance through features like real-time tracking, automated workflows, centralized data, and mobile accessibility.** By automating approvals, generating audit trails, and facilitating instant communication, digital permit to work systems empower our teams, improve risk control, and ultimately create a more secure and efficient work environment.

Fiscal Year 2025 Global Safety Performance

OSHA Recordable Rate
(Annually, per 100 employees)

0.63   **0.57**   **0.51**   **0.48**

FY22   FY23   FY24   FY25
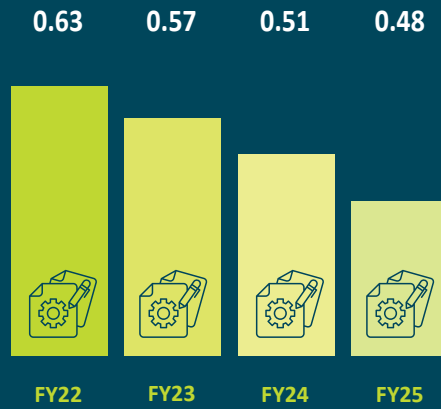
OSHA Lost Workday Rate
(Annually, per 100 employees)

25.01   **16.17**   **14.86**   **11.63**

FY22   FY23   FY24   FY25

Fatalities

0   **1**   **0**   **0**

FY22   FY23   FY24   FY25
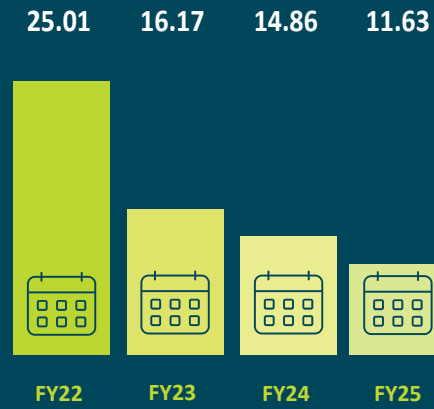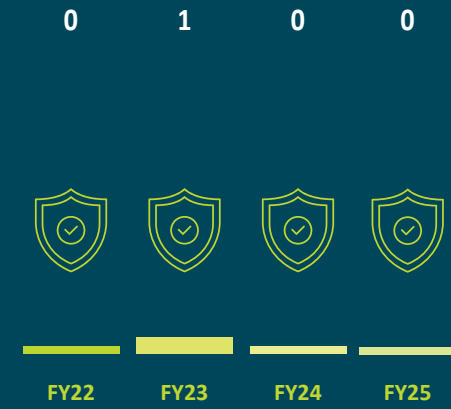
OSHA Recordable Count — Unsupervised Contractor[13]

5   **2**   **2**

FY23   FY24   FY25
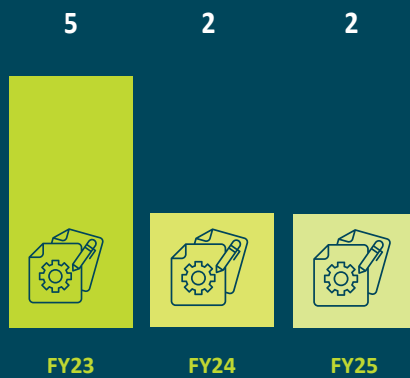
OSHA Lost Workday Count — Unsupervised Contractor[13]

0   **0**   **1**

FY23   FY24   FY25
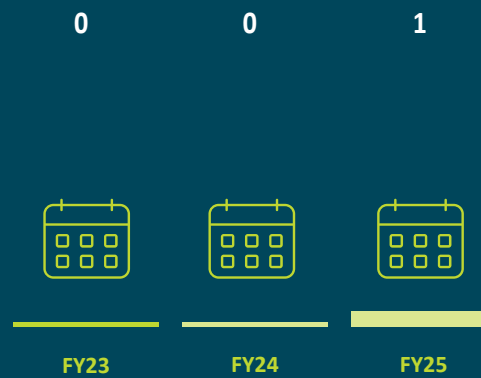
[13] Contractor data not available prior to fiscal year 2023

Governance

Section Overview

Ethics and Integrity

Bribery and Corruption

Trade Compliance

Data Privacy

Cybersecurity

Product Safety

Supplier Management

Task Force on Climate-Related Financial Disclosures

Section Overview

Adient's governance framework ensures robust oversight and management of sustainability activities, with the executive team and sustainability steering committee playing pivotal roles in addressing impacts, risks and opportunities. This integrated approach involves cross-functional collaboration and regular reviews to align with the company's strategic objectives and enhance shareholder value.

Risk Management and Reporting

Adient's day-to-day sustainability activities are embedded in the business. Management, including the executive team and the sustainability steering committee, is responsible for the day-to-day management and administration of the impacts, risks and opportunities Adient may face. The responsibilities of addressing impacts, risks and opportunities are managed by cross-functional subject matter experts including purchasing, engineering, manufacturing, environmental, health and safety, information technology, finance, legal, and human resources.

As sustainability is embedded within Adient's operations, regular cross-functional meetings are conducted with subject matter experts to improve metrics tracking and accountability, develop products and technologies to address customer needs, and achieve company commitments. KPIs for energy, carbon footprint, water and waste are reviewed at the site and regional level monthly by operational leadership.

The corporate sustainability team coordinates cross-functional communication as well as corporate targets and commitments, manages reporting, participates in external training, and networks with applicable associations on a regular basis. At times, external advisory consultants are leveraged for technical expertise.

The corporate sustainability team reports out to Adient's sustainability steering committee — including regional and functional leaders — which meets quarterly to review key sustainability initiatives, activities and disclosures. Periodic activities such as water, forest commodity, and nature risk assessments; social and people-related metrics; and supplier due diligence data are reviewed with the sustainability steering committee quarterly. In addition, the committee monitors progress on our energy-related initiatives and commitments, as well as updates on our material topic areas.

Annual sustainability reporting is supported by various functions with leadership oversight, including environmental, health and safety, procurement, engineering, operations, sustainability, human resources, and legal. Disclosure information is aligned to supporting documents with overall review responsibility by the Executive Vice President of Global IT, Business Services and Sustainability. Annual sustainability reporting is also reviewed by the sustainability steering committee.

The Executive Vice President of Global IT, Business Services and Sustainability reports at least quarterly to the board on its strategic short-term and longer-term initiatives and objectives, reviews external rating agency results, and annually highlights changes in the public sustainability report.

Board Oversight

In accordance with Adient's constitution and its Corporate Governance Guidelines, the 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. The board's risk management oversight includes responsibility for the full range of risks and opportunities related to the impact of sustainability-related matters on Adient's business and strategy. In this oversight role, the board is responsible for ensuring that the management frameworks, 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 2026 Proxy Statement.

In addition, the board's corporate governance committee under its charter is responsible for overseeing Adient's sustainability strategies, initiatives, policies and practices, as well as the company's public disclosures of sustainability matters, including annually reviewing the sustainability report.

Board member Peter Carlin continues to provide board-level sustainability oversight to management and provides advisory input on our annual Sustainability Report. Similarly, the human capital and compensation committee under its charter is responsible for overseeing Adient's policies and strategies related to broad human capital matters. The human capital and compensation committee periodically receives updates on key human capital topics, trends and metrics, as well as key management observations regarding such topics, trends and metrics.

The board brings a wide range of professional experience, functional expertise, and diversity of backgrounds that provide a balance of perspectives and contribute to the board's effectiveness in overseeing Adient's business and strategy. Each member contributes years of experience in the automotive or manufacturing sectors, in the international geographies in which the company operates or in functional expertise that is relevant to the company's business. The executive team represents decades of automotive, manufacturing, operational, seating product and functional experience, and the sustainability steering committee includes subject matter experts with a wealth of expertise in sustainability.

	Executive Members	% Female	% Ethnic Minority
Board of Directors	1 of 8	37%	12%
Executive Team	7 of 7	28%	14%
Sustainability Steering Committee	7 of 12	50%	8%

Adient Leadership

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

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

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

Peter Carlin
Senior Technical Advisor, GameStop

Jerome Dorlack
President and Chief Executive Officer, Adient

Jodi Eddy
Senior Vice President, Global Services and Chief 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

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

Jerome Dorlack
President and Chief Executive Officer, Adient

Jim Conklin
Executive Vice President, Americas

Dr. David Herberg
Executive Vice President, EMEA

James Huang
Executive Vice President, APAC

Stephanie Marianos
Executive Vice President, Global Information Technology (IT), Business Services and Sustainability

Mark Oswald
Executive Vice President and Chief Financial Officer

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

Adient Sustainability Organization

Board of Directors & Committees

Board-Appointed Sustainability Advisor
Peter Carlin

Sustainability Steering Committee

Stephanie Marianos
EVP Global IT, Business Services & Sustainability

Internal Audit & Risk Management

Ada Lico
VP Internal Audit

Sustainability Oversight

Environmental

Executive Director of Sustainability, Sustainability Managers

Social

VP Central HR and HRIS, Regional HR, Health and Safety Leads, Regional Diversity and Inclusion Councils

Governance

Executive Director of Global Compliance, Executive Director of Corporate Governance

Ethics and Integrity

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

Adient's Ethics Policy — available in 26 languages — is our foundational document. It provides important guidance to employees, suppliers, and business partners on Adient's commitment to conduct its business ethically — and for all its employees and business partners to act in a manner consistent with that commitment.

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 a mobile device. Adient received roughly 425 reports in fiscal year 2025 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 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.

Annual Ethics Campaign

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

Compliance Training

We provide our employees with extensive compliance training on topics such as antitrust compliance, conflicts of interest, anti-bribery and anti-corruption, compliance awareness, speak-up culture, trade compliance, diversity and inclusion, data privacy, 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 Adient's 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 global online training campaigns annually. This year, these modules focused on sanctions and export controls. Adient also provides periodic training to its suppliers during Supplier Days and other events.

Reporting Structure and Board Oversight for Compliance

Our board of directors and senior leadership team set the tone at the top with their collective commitment to integrity, ethics, and compliance. Adient's Executive Director, Global Compliance reports directly to the Executive Vice President, Chief Legal and

99% of Adient's global salaried workforce certified compliance with Adient's Ethics Policy in fiscal year 2025

Human Resources Officer, who in turn reports to the Chief Executive Officer.

Adient's board committees have oversight of its compliance program and receive regular updates. Specifically, the 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 is governed. The Executive Director, Global Compliance also reviews at least two times per year Adient's Integrity Helpline statistics, trends, any significant cases and remedial measures, as well as regulatory updates.

Our 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 annually. 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.

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.

Trade Compliance

We are dedicated to full compliance with all relevant trade laws and regulations, as noted in our Ethics Policy. We believe that strict adherence to these laws is fundamental to our success as a responsible entity and reliable business partner.

Our trade compliance policies and supporting processes establish a comprehensive framework for managing and controlling the following:

> **Accuracy of declarations** to the appropriate authorities regarding tariff classification, country of origin, trade program eligibility, and customs value regarding the goods, services and technology that Adient moves across international borders

> Adient's operations at the border and interactions with **customs brokers**

> Accuracy and timely payment of **customs duties**

> Management of the customs aspects of Adient's **free trade and investment zones**, which provide duty and tax benefits

> Supervision of export controls, strategic trade restrictions, import and export regulations, and supply chain security programs

> Thorough **screenings of business partners** against sanctions and embargo lists

We continuously update our **Sanctions Policy** and related documents as well as conduct additional risk-based screenings as new sanctions are implemented. Additionally, we regularly disseminate targeted awareness messages addressing sanctions, embargoes, export controls and other trade compliance topics.

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 collect and process personal data for specific purposes to comply with contractual or legal obligations and to support our operations and provide employee benefits. We inform individuals about the collection and processing of their personal data as well as their rights under applicable privacy laws. We ask for individuals' consent where it is legally required.

Access to personal data is limited to those individuals who need it for legitimate business purposes and legal obligations. We take additional safeguards to protect personal data by implementing adequate technical and organizational protection measures. Our data privacy procedures and applicable privacy regulations govern how we assess and document the privacy impact of our data processing activities. Additionally, we conduct **data privacy training** for all global, salaried employees to ensure they understand their rights and obligations for securing personal data.

Adient's global privacy office works closely with different business areas and the IT organization on a regular basis to evaluate any new internal or external IT business solutions, ensuring that any potential data privacy impact is evaluated before implementation (privacy-by-default and privacy-by-design principles).

Our due-diligence process includes privacy risk assessments for suppliers with access to personal data at Adient, 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 teams also work closely with IT on cybersecurity preparedness to ensure **Adient personal data is 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**
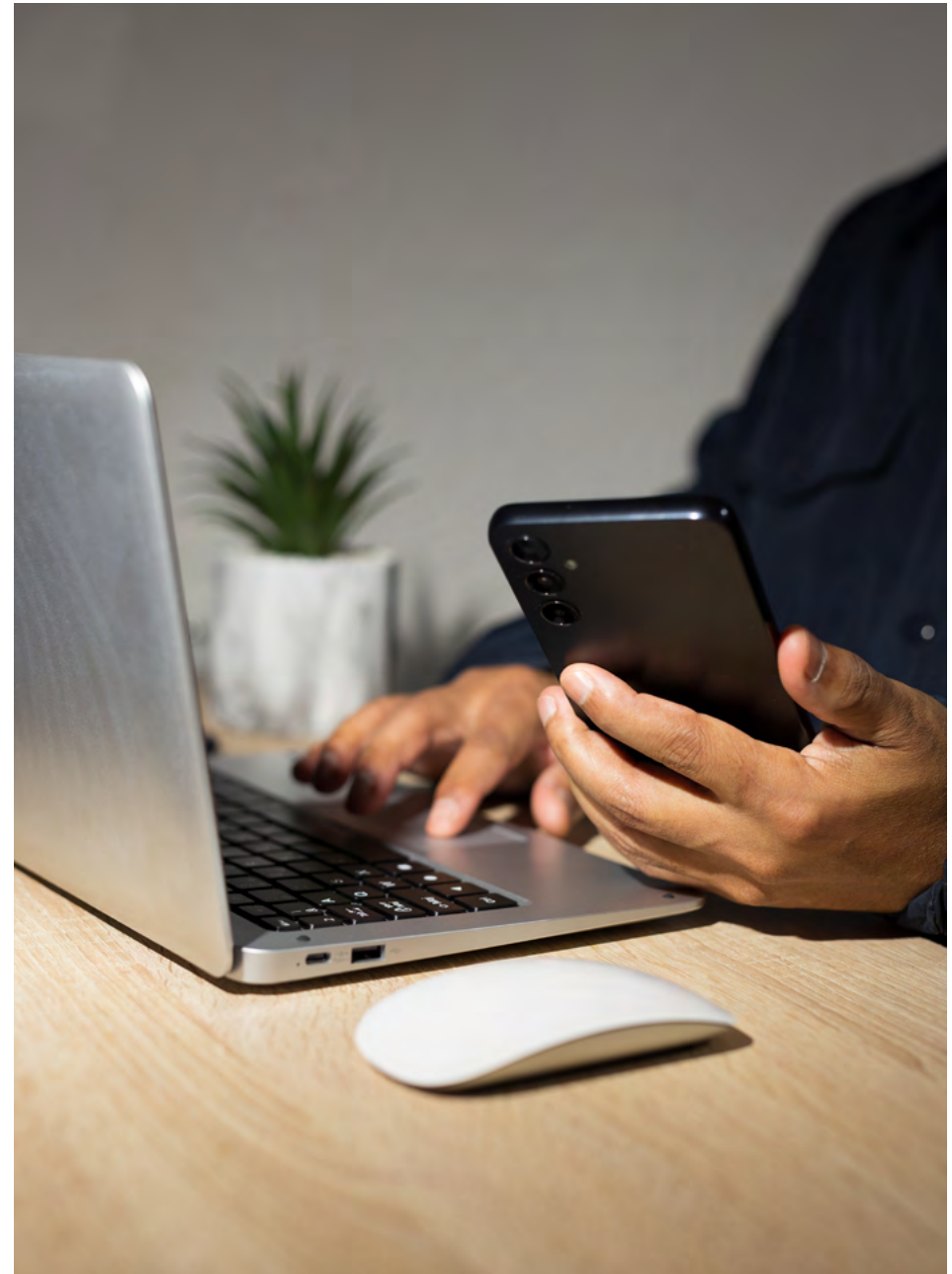
Cybersecurity

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 incorporates controls and procedures for timely and accurate cybersecurity incident reporting and leverages 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 Director oversees our cybersecurity program. Adient's board of directors and audit committee oversee Adient's cybersecurity risk and receive frequent updates that cover:

> IT and cybersecurity threats

> Internal response preparedness

> Incident response exercises

> Analysis of internal, external and third-party assessments

> Cybersecurity-aligned IT metrics

Adient's cybersecurity actions include:

> **Governance & Risk:** Maintaining a documented cyber risk register, conducting annual enterprise risk assessments, and integrating cyber risks into the Sustainability Steering Committee agenda.

> **Identity & Access:** Applying Zero-Trust principles, enforcing multi-factor authentication (MFA), operating Identity Governance and Administration (IGA) and Privileged Access Management (PAM), and conducting access reviews with a focus on least privileged access.

> **Third-Party Security:** Assessing suppliers and logistics partners proportionate to risk and targeting TISAX Assessment Level 2 (AL2) / Assessment Level 3 (AL3) where applicable; requiring security clauses, incident notification, and right-to-audit; and using secure data exchange.

> **Monitoring & Response:** Centralizing logging to Security Information and Event Management (SIEM); running continuous detection and response; and testing Incident Response (IR) plans with tabletop exercises at least annually, including ransomware and supplier-originated incidents.

> **Resilience:** Defining and testing Business Continuity Plan (BCP) and Disaster Recovery (DR) with immutable, offline-recoverable backups; setting service-level Recovery Time Objective (RTO) and Recovery Point Objective (RPO) by tier; and conducting annual disaster recovery tests.

> **Training & Culture:** Providing role-based training, running phishing simulations and publishing metrics, ensuring employees are aware of penetration testing outcomes and remediation actions, and conducting regular tabletop exercises to test incident response readiness and reinforce a culture of security awareness.

> **Metrics & Reporting:** Tracking and reporting phishing failure performance, critical vulnerability compliance, Mean Time to Detect (MTTD)/Mean Time to Respond (MTTR), and DR test success rates.

Collectively, these actions underline Adient's commitment to cybersecurity, and to ensuring the sustainability of our digital assets and protection of our stakeholders' interests.

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 concerns.

Our Top Priority

Adient's seats are a critical part of the vehicle's safety system, and the safety of our products is our top priority. Adient's proactive approach to product safety is centered on robust functional deliverables and execution through development and serial production. **A clear process to guide investigations and continuous improvement enables Adient to act quickly with integrity and transparency to resolve all potential concerns.**

Adient's safety culture encourages all employees to identify and bring forward any potential safety issues through **Adient's Potential Product Safety Concern (PPSC) process.** The PPSC process:

> Supports Adient's safety culture and encourages all employees to identify and bring potential safety issues forward

> Guides investigations and is used to make determinations on potential product safety concerns

> Assigns a PPSC owner and team as needed to provide support and expertise from all necessary functions

> Establishes a clear cross functional decision structure involving product safety, engineering, quality and legal (regional alignment and decision teams)

Adient ensures our business obligations regarding product integrity (based on IATF 16949 and VDA "Product Integrity") through our structure of **product safety and conformity representatives** (PSCRs). Adient's regional alignment and decision teams and meetings provide guidance and decision making regarding PPSCs under the direction of Adient legal counsel. Adient looks for additional continuous improvement, lessons learned, and read-across opportunities by monitoring global field actions, recalls, and campaigns in our internal market observation process.

Additionally, as part of Adient's safety culture, employees who are involved in the manufacturing or product design process are assigned an **annual product safety training module**, which includes information on how to identify potential product safety issues as well as how to initiate a PPSC. Globally, 93% percent of these salaried employees completed the training in fiscal year 2025.

Flowchart: Potential Product Safety Concern → Product Safety Review → Determination of Potential → (yes) Standard Problem-Solving Process; (no) Investigate as PPSC → Regulatory or Product Safety Determination → Close Investigation (PPSC); or → Work with customers and authorities as needed (loops back to Regulatory or Product Safety Determination)
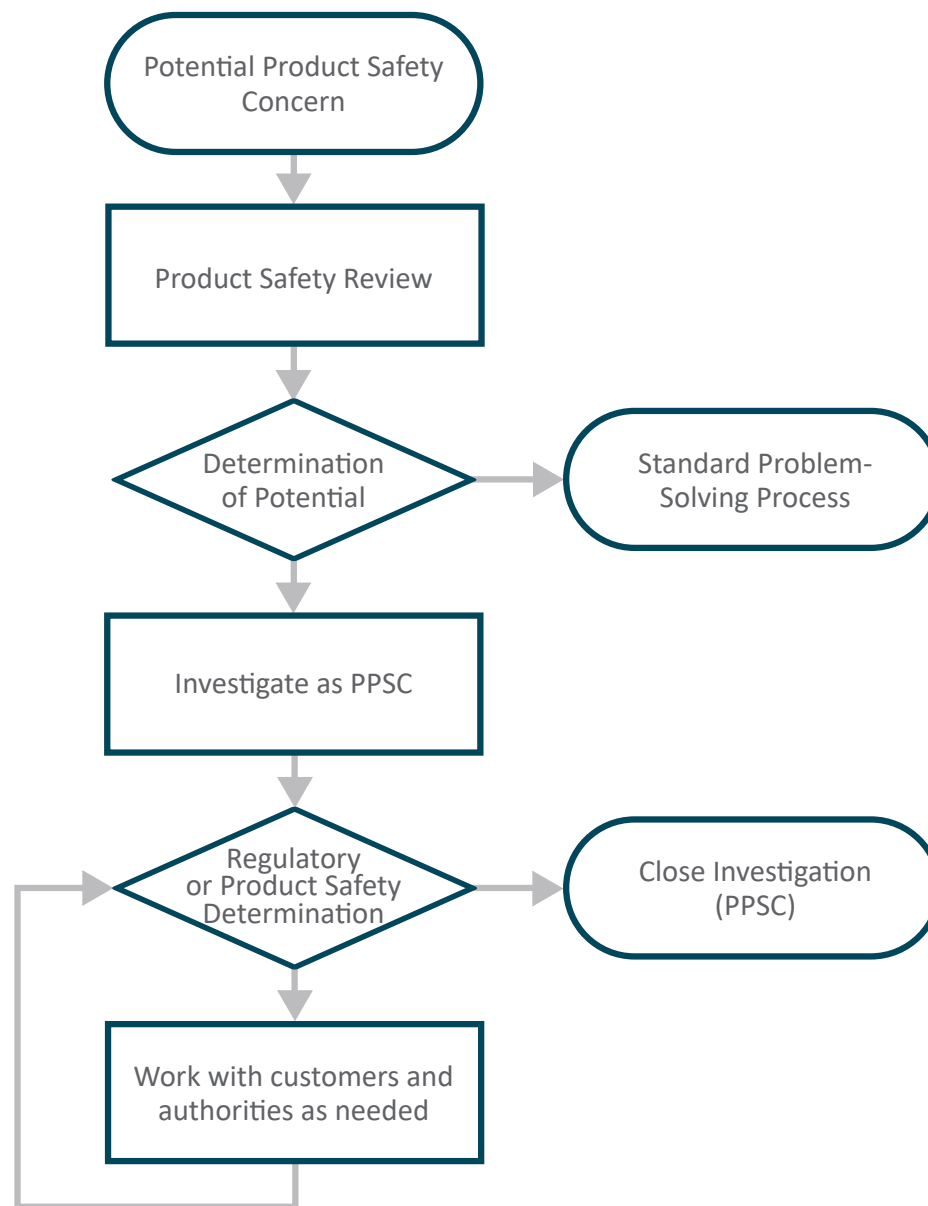
Supplier Management

Adient is committed to ensuring ethical practices, sustainability, and compliance throughout our supply chain, reflecting our dedication to responsible sourcing and governance. Our sourcing decisions are fully aligned with Adient standards, commitments, and supplier expectations.

Strengthening Global Supplier Compliance

After establishing the **Global Supplier Compliance Center of Excellence (COE)** in fiscal year 2024, Adient enhanced its supplier compliance further in fiscal year 2025. In fiscal year 2025, the COE:

> **Launched the Global Supplier Compliance Program**, incorporating supplier ownership verification, sanctions screening, Uyghur Forced Labor Prevention Act (UFLPA) compliance, and systematic collection of compliance certifications to ensure our suppliers meet all regulatory and compliance related requirements

> **Implemented supporting systems and processes**, including Everstream, EcoVadis, a centralized screening and escalation tracker, and a dedicated Supplier Compliance SharePoint site

> **Enhanced escalation processes** to promptly address suppliers that fail to meet Adient's sustainability and compliance requirements

> **Incorporated supplier screening outcomes** into decisions to verify compliance before awarding new business

Expanding Sustainability Assessments

In fiscal year 2025, Adient fully deployed the **EcoVadis Sustainability Survey tool** for key suppliers. Clear inclusion criteria were established based on spend thresholds and strategic risk factors. By the end of fiscal year 2025:

> A total of **1,550 suppliers have been onboarded worldwide**, with approximately 80% of spending now assessed by a sustainability rating

> Regional purchasing and sustainability teams collaborated to **drive supplier engagement**, resulting in improved participation and higher-quality responses

> Continuous monitoring and targeted supplier support **enhanced overall performance**, creating a robust baseline for sustainability benchmarking

> A corrective action process for suppliers with lower performance scores **promoted ongoing sustainability improvements** throughout Adient's global supply chain

Mapping and Mitigating Supply Chain Risks

Adient launched the Everstream **Supply Chain Mapping tool** for its 500 highest-risk suppliers. This initiative has:

> **Flagged sub-tier suppliers** listed on the UFLPA entity list, prompting proactive resourcing to mitigate risk of U.S. border disruptions

> **Strengthened transparency** into upstream supply chains, enabling corrective action in partnership with buyers and compliance experts

> **Increased resilience** against human rights violations and sanctions risks

> **Increased visibility into the supply chain** regarding potential disruptions such as weather events, geopolitical situations, regulatory issues, the procurement of components containing rare earth minerals, and other risk factors

Global Supplier Scorecard 2.0

Adient's Global Comprehensive Supplier Scorecard 2.0, introduced in fiscal year 2024, was integrated into the supplier portal in fiscal year 2025. Sustainability performance now contributes directly to overall supplier scores, alongside quality, delivery, launch, and commercial metrics. This integration ensures:

> IATF 16949 and customer requirements are consistently met

> Suppliers' sustainability and compliance data directly inform their scorecard ratings, thereby impacting sourcing decisions and supporting Adient's dedication to responsible procurement

Supplier Engagement and Education

Adient acknowledges that engaging and educating suppliers are essential components in reaching both customer and corporate sustainability objectives. Fiscal year 2025 actions included:

> **Expanding the "Green Connections" supplier publication** to include targeted content on regulatory updates, decarbonization strategies, and human rights best practices

> Ongoing provision of information to suppliers regarding **UFLPA compliance**, including resources for screening against the Department of Homeland Security (DHS) entity list

> Improving **risk alert communications** to help suppliers anticipate and respond to potential disruptions

Global Supplier Standards

Adient revised its Global Supplier Standards Manual at the end of fiscal year 2024, with full implementation in fiscal year 2025. Updates include:

> Incorporation of climate change as a supplier risk factor

> Clarification on acceptance of ISO 14001 and ISO 45001 certifications

> Cybersecurity requirements for supplier IT systems

> Expanded provisions related to human rights compliance

> New requirements for full transparency through supply chain mapping

German Due Diligence Compliance

Adient continues to operate robust due diligence and risk-mitigation procedures to comply with the **German Supply Chain Due Diligence Act** (LkSG). In fiscal year 2025, assessments were conducted for high-risk in-scope suppliers, using online surveys focused on human rights and environmental risk. Corrective actions were implemented where necessary, reinforcing **Adient's commitment to safeguarding human rights across its value chain**.
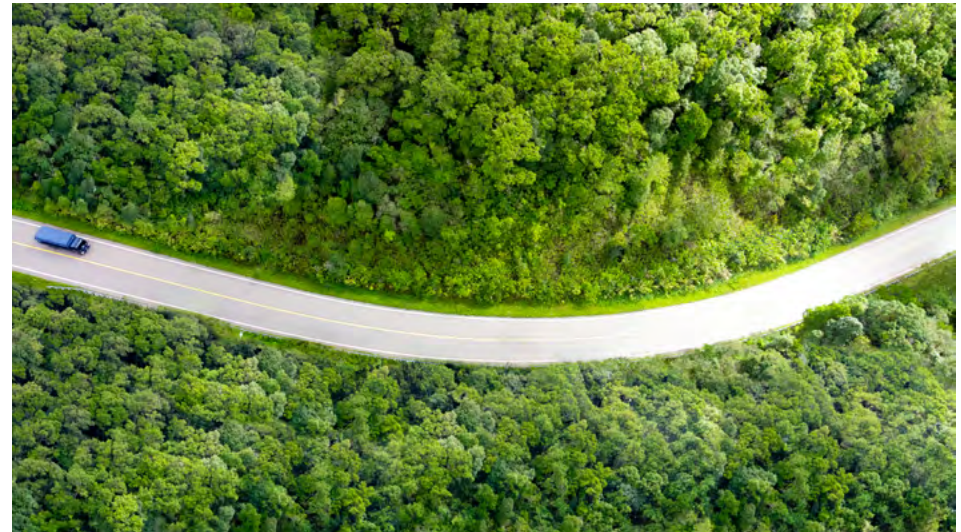
Task Force on Climate-related Financial Disclosures

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.

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 sustainability policies and strategy with input from a cross-functional team of subject matter experts across our organization. Executive Vice President of Global IT, Business Services and 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 sustainability-related opportunities, provides board-level oversight of sustainability-related topics at Adient, including climate-related risks. We manage climate-related issues through Adient's sustainability steering committee.

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.

> **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 CO_2e removal (CDR) technologies.

> **3 degrees Celsius scenario:** Based on the IEA's "Current Policies" scenario and the IPCC's "SSP5-8.5" scenario. This scenario reflects how global energy markets would evolve if governments made no changes to their existing policies and measures. Nationally Determined Contributions are not met, and emissions grow until 2080, leading to severe physical risks.

The screening of the possible risks and opportunities is exhaustive: We consider transition risks (e.g., 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 on next page).

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 WRI, 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		Short (0-1)	Med (2-5)	Long (6+)
Type	**Description**			
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 sustainability 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

Appendix

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Report of Independent Accountants

Adient Management Assertion

Greenhouse Gas Protocol Reporting

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SASB Index

TCFD Index

About This Report

Adient (NYSE: ADNT) is a global leader in automotive seating with more than 65,000 employees at ~200 sites in 29 countries around the world. The content of this report covers our most recent fiscal year — Oct. 1, 2024, to Sept. 30, 2025 — and includes data from prior years where available and relevant.

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 revise information from prior years within the report. Unless otherwise noted, the data represented in this annual report was captured Nov. 1, 2025. This report was made available Feb. 4, 2026.

This report contains forward-looking statements, within the meaning of the Private Securities Litigation Reform Act of 1995. In this document, statements regarding Adient's future financial position, sales, costs, earnings, cash flows, other measures of results of operations, capital expenditures or debt levels and plans, objectives, outlook, targets, guidance or goals are forward-looking statements. Words such as "future," "may," "will," "would," "could," "can," "expect," "intend," "estimate," "anticipate," "believe," "should," "forecast," "predict," "project" or "plan" or terms of similar meaning are also generally intended to identify forward-looking statements. Adient cautions that these statements are subject to numerous important risks, uncertainties, assumptions and other factors, some of which are beyond Adient's control, that could cause Adient's actual results to differ materially from those expressed or implied by such forward-looking statements, including, among others, risks related to: the effects of local and national economic, credit and capital market conditions (including the persistence of high interest rates, vehicle affordability and volatile currency exchange rates) on the global economy, increased competitive pressures in the EMEA and Asia regions from Chinese OEMs, uncertainties in U.S. administrative policy

regarding trade agreements, tariffs and other international trade relations, automotive vehicle production levels, mix and schedules, as well as the concentration of exposure to certain automotive manufacturers particularly new entrants in the China market, shifts in market shares among vehicles, vehicle segments or away from vehicles on which Adient has significant content, changes in consumer demand, risks associated with Adient's joint ventures, volatile energy markets, Adient's ability and timing of customer recoveries for increased input costs, the availability of raw materials and component products (including components required by Adient's customers for the manufacture of vehicles), risks associated with warranty and product recall and product liability exposures, geopolitical uncertainties such as the Ukraine and Middle East conflicts and the impact on the regional and global economies and additional pressure on supply chain and vehicle production, the ability of Adient to effectively launch new business at forecast and profitable levels, the ability of Adient to successfully identify suitable opportunities for organic investment and/or acquisitions and to integrate such investments and/or acquisitions, work stoppages, including due to strikes, supply chain disruptions and similar events, wage inflationary pressures due to labor shortages and new labor negotiations, the ability of Adient to execute its restructuring plans and achieve the desired benefit, the ability of Adient to meet debt service requirements and terms of future financing,

the impact of global tax reform legislation, the impact of more aggressive positions taken by tax authorities, potential adjustment of the value of deferred tax assets, global climate change and related emphasis on sustainability matters by various stakeholders, and the ability of Adient to achieve its sustainability-related goals, cancellation of, or changes to, commercial arrangements, and the ability of Adient to identify, recruit and retain key leadership. A detailed discussion of risks related to Adient's business is included in the section entitled "Risk Factors" in Adient's Annual Report on Form 10-K for the fiscal year that ended Sept. 30, 2025, filed with the U.S. Securities and Exchange Commission (the "SEC") on November 18, 2025, 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.

pwc

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 (Location-based and Market-based) greenhouse gas (GHG) emissions and total energy consumption metrics ("sustainability metrics") of Adient plc for the year ending September 30, 2025, 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 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.

As discussed in management's assertion, Adient plc has estimated usage data for certain sources of GHG emissions and total energy consumption for which no primary usage data is available. As discussed in management's assertion, in 2025, Adient plc changed the criteria used to calculate its Scope 1 and Scope 2 (Location-based and Market-based) GHG emissions metrics.

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.

PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP
Washington D.C.
January 20, 2026

Adient Management Assertion

Overview

With respect to the Scope 1 and Scope 2 (Location-based and Market-based) greenhouse gas (GHG) emissions, total energy consumption (collectively, the "sustainability metrics") for the year ended September 30, 2025 (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.

Organizational Boundary

The financial control approach is used to account for and report the sustainability metrics. 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 emissions are measured in the standard unit of carbon dioxide equivalent (CO_2e). Adient's reported emissions are comprised of four greenhouse gases: carbon dioxide (CO_2) and hydrofluorocarbons (HFCs), methane (CH_4) and nitrous oxide (N_2O). Methane (CH_4) and nitrous oxide (N_2O) were emitted in fiscal year 2024 but were excluded, whereas for fiscal year 2025, emissions from CH_4 and N_2O are included in the reported Scope 1 and Scope 2 emissions metrics. The GHGs sulfur hexafluoride (SF_6), perfluorocarbons (PFCs), and nitrogen trifluoride (NF_3) 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) Sixth Assessment Report (AR6), unless otherwise indicated. Carbon dioxide equivalent emissions are calculated by multiplying actual or estimated energy and fuel usage or refrigerant gas loss by the relevant emission factor and/or GWP.

Sustainability Metrics	Quantity
Scope 1[1]: Direct emissions occurring from stationary combustion, mobile combustion (including biofuels), refrigerants, biomass, onsite solar generation systems, and process emissions.	54,482 metric tons of CO_2 equivalent (mt CO_2e)
Scope 2 (Location-based)[2]: Indirect emissions occurring from purchased or acquired electricity, purchased or acquired district heat and steam, district cooling, purchased renewable district heat, and electric vehicles charged offsite.	232,081 mt CO_2e
Scope 2 (Market-based)[2]: Indirect emissions occurring from purchased or acquired electricity, purchased or acquired district heat and steam, district cooling, purchased renewable district heat and electric vehicles charged offsite.	193,032 mt CO_2e
Total energy consumption[3]: Direct and indirect energy consumed from fuel and energy consumption (natural gas, liquefied petroleum gas (LPG), diesel, fuel oil, gasoline, biofuels, biomass, purchased or acquired electricity (renewable and non-renewable), purchased or acquired district heat and steam, purchased renewable district heat, district cooling, onsite generated renewable electricity, and electric vehicles charged off-site.	802,887,298 kilowatt hour (kWh)

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 utility invoices obtained from third-party providers, where available. If an invoice covers multiple

months, usage was allocated to the months covered by the invoice evenly based on the number of months.

iii. If usage data was not available where a previous invoice was 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 based on available historical data, utilizing the most recent three months' average usage. If fewer than three months of data were available, then those months with actual monthly usage were averaged.
3. Last known value from prior 4 months.
4. Known value from the same month from within the two most recent fiscal years.

iv. If no previous invoice was available, Adient estimated natural gas using the following methods:

1. Beginning in fiscal year 2025, for Kaiserlautern, using a common invoice for multiple supplier sites (supply park) provided by the energy provider, a percentage of natural gas use is based on Adient's square area.
2. Beginning in fiscal year 2025, for Sycamore, contracts with energy providers were completed in the middle of the month. Natural gas usage was estimated by using the actual total prior month consumption divided by the number of days for daily consumption. Daily consumption was prorated by the number of active days in the month following.
3. The square footage of the site obtained from a third-party real estate management company or regional legal documents multiplied by an intensity factor obtained from the 2018 Commercial Buildings Energy Consumption Survey (CBECS) published in 2022 by the United States (U.S.) Energy Information Administration (EIA).

v. Emission factor source: U.S. Environmental Protection Agency (EPA) Code of Federal Regulations (CFR) – Mandatory Greenhouse Gas Reporting, 40 CFR Part 98 (2024).

b. **Stationary and mobile combustion (LPG, diesel, fuel oil, gasoline, biofuel):**

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, gasoline, and biofuel usage data were collected from utility invoices or fuel reports obtained from third-party providers, where available. Full invoiced amounts were entered into the month of purchase. For months without a purchase, sites entered a manual zero.

iii. If usage data was not available where a previous invoice or fuel report was available, Adient estimated fuel 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 based on available historical data, utilizing the most recent three months' average usage. If fewer than three months of data were available, then those months with actual monthly usage were averaged.
3. Last known value from prior 4 months.
4. Known value from the same month from within the two most recent fiscal years.

iv. Emission factor source: U.S. EPA CFR – Mandatory Greenhouse Gas Reporting, 40 CFR Part 98 (2024).

c. **Biomass**

i. Beginning in fiscal year 2025, Adient was reporting combustion from Biomass (wooden chips) at Adient manufacturing sites, based on invoice and metered heating equipment.

1. Emission factor source of Biogenic emissions (CH_4 and N_2O) from Biomass: Department for Energy Security and Net Zero (DESNZ) United Kingdom (UK) Government GHG Conversion Factors for Company Reporting 2024 (2024), which uses GWPs from the IPCC's Fifth Assessment Report (AR5).

d. **Fleet mobile combustion (diesel, gasoline, biofuel):**

i. Combustion from the operation of Adient's on-road mobile fleet vehicles.

ii. Global fuel usage was collected from fuel cards issued by Adient's fleet management partner or receipts, where available.

1. For U.S. vehicles, quarter four data was estimated based on the average quarterly fuel usage from quarters one to three.

iii. For fleet usage in Spain and UK, collected fuel costs based on spend reports were taken to calculate the fuel usage using the following estimation methods:

1. For UK, spend data from employee expense reports to convert spend data to liters using a cost to consumption factor obtained from the DESNZ UK Government's Energy Prices Road Fuels and Other Petroleum Products, 2021 (published 2024 & 2025)
2. For Spain, spend data from employee expense reports were used to convert spend data to liters using a cost to consumption factor per Euro obtained from https://www.fuelseurope.eu/statistics.

iv. Emission factor source and GWPs:

1. DESNZ UK Government GHG Conversion Factors for Company Reporting 2024 (2024), which uses GWPs from the IPCC's Fifth Assessment Report (AR5).
2. Biogenic emissions (CH_4 and N_2O) from Biofuel (Biodiesel and ethanol): DESNZ UK Government GHG Conversion Factors for Company Reporting 2024 (2024), which uses GWPs from the IPCC's Fifth Assessment Report (AR5).

e. **Process emissions:**

i. The Adient manufacturing process for foam results in the release of CO_2 due to the chemical reaction between toluene diisocyanate (TDI) and H_2O.

ii. The foam intensity factor was determined by calculating the CO_2 emissions (described in e.iii.) 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 CO_2 emissions for the manufacturing site

were calculated by applying the standard weight ratio of a mole of CO_2 relative to a mole of H_2O against the H_2O consumption during the month.

    iv. H_2O consumption is comprised of two parts
        1. H_2O utilized in the production of foam parts. This figure is calculated leveraging the production requirements from the bill of materials generated from the internal component parts report.
        2. H_2O contained within the chemical diethanolamine (DEOA) was 15% H_2O by weight and was an ingredient used in the manufacturing of foam. H_2O content was calculated by multiplying the DEOA consumed during the month by 15%.

f. 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: IPCC's AR6.

g. On-site solar generation systems
    i. Electricity generated by solar generation systems owned/operated by Adient was assumed to be used on-site and was categorized within Scope 1 GHG emissions with zero emissions.

h. Estimated emissions from the sources above account for approximately 14% of reported Scope 1 emissions.

i. In fiscal year 2025, Adient changed the criteria used to calculate our Scope 1 emissions. In addition to the changes described above, the changes included:
    i. Stationary combustion (biomass):
        1. Included biogenic emissions from burning of biofuel which emitted both CH_4 and N_2O. In the previous year, biomass was excluded from the calculation.
    ii. Stationary and mobile combustion (LPG, diesel, fuel oil, gasoline, and biofuel):
        1. Included biogenic emissions from biofuel.
        2. No proxy data was used in the calculation of other fuels (LPG).
        3. Changed reporting method from point of

consumption to point of purchase.
    iii. Estimation hierarchy for stationary combustion changes:
        1. Average value based on available historical data changed from six to three months.
        2. For Kaiserlautern, using a common invoice for multiple supplier sites (supply park) provided by the energy provider, a percentage of natural gas use was based on Adient's square area.
        3. Last known value was added into the hierarchy.
    iv. Changes in estimation methodology related to process emission calculations of H_2O component. H_2O component was previously manually calculated based on number of produced foam pieces. With the new methodology, Adient was able to leverage an internal system report to identify the H_2O quantity used during the manufacturing process.
    v. The changes were estimated to result in a less than 1% reduction in reported Scope 1 emissions for fiscal year 2025.

2. Related to Scope 2 emissions:
    a. Purchased or acquired electricity:
    i. Global electricity usage data for all sites was collected from utility invoices obtained from third-party providers, where available. If an invoice covers multiple months, usage was allocated to the months covered by the invoice evenly based on the number of months.
    ii. If usage data was not available where a previous invoice was 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 based on available historical data, utilizing the most recent three months' average usage. If fewer than three months of data was available, then those months with actual monthly usage were averaged.
        3. Last known value from prior 4 months.
        4. Known value from the same month from within the two most recent fiscal years.
    iii. If no previous invoice was available, Adient estimated electricity usage using the following

methods:
        1. Beginning in fiscal year 2025, for Kaiserslautern, using a common invoice for multiple supplier sites (supply park) provided by the energy provider, a percentage of electricity use was based on Adient's square area.
        2. Beginning in fiscal year 2025, for Aguascalientes, contracts with energy providers were completed in the middle of the month. Electricity usage was estimated by using the actual total prior month consumption divided by the number of days for daily consumption. Daily consumption was prorated by the number of active days in the month following.
        3. Square footage of the site obtained from a third-party real estate management company or regional legal documents multiplied by the intensity factors from the 2018 CBECS published in 2022 by the EIA.
    iv. Renewable Energy Certificates (RECs) / Guarantees of Origin (GOs)
        1. Electricity from renewable sources was provided through Renewable Energy Credits (RECs) and Guarantees of Origin (GOs) and green tariffs obtained via (i) utility programs with suppliers, and (ii) 3rd party provider and (iii) the direct purchase of I-RECs (Brazil, China) and were applied in calculating Scope 2 (market-based) emissions.
        2. Adient procured renewable electricity from a variety of sources and applied the environmental attributes of such purchases to its market-based emissions calculations. All environmental attribute certificates (EACs) applicable to FY25 have been retired or have been contracted for and will be retired by Adient or retired on Adient's behalf according to providers' schedules.
        3. In addition, the renewable energy was inclusive of biogenic CO_2 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 GHG Protocol. The impact of these GOs is contributing to

the reduction of our Scope 2 (market-based) emissions by 859 mt CO_2e.

4. Emissions related to purchased or acquired electricity remaining after the application of I-RECs/GOs were calculated based on the market-based emission factors as described below.

b. **Purchased or acquired district heat and steam and cooling:**
   i. Purchased or acquired district heat, steam and cooling was used by certain Adient sites.
   ii. Global purchased or acquired district heat, steam and cooling usage data was collected from utility invoices obtained from third-party providers, where available. If an invoice covers multiple months, usage was allocated to the months covered by the invoice evenly based on the number of months.
   iii. If usage data was not available where a previous invoice was 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 based on available historical data, utilizing the most recent three months' average consumption. If fewer than three months of data were available, then those months with actual monthly usage were averaged.
      3. Last known value from prior 4 months.
      4. Known value from the same month from within the two most recent fiscal years.
   iv. Emission factor sources:
      1. Purchased or acquired district heat: DESNZ UK Government GHG Conversion Factors for Company Reporting 2024 (2024), which uses GWPs from the IPCC's AR6.
      2. Purchased or acquired steam: U.S. EPA CFR – Mandatory Greenhouse Gas Reporting, 40 CFR Part 98 (2024).
      3. District cooling: EPA GHG Emissions Factor Hub (2025).

c. **Renewable district heat**
   i. Purchased district heat generated from wood chips

was used by Mandling.

ii. Global purchased district heat data was collected from invoices obtained from third-party providers.

iii. Fossil fuels were not used in Adient's biomass generation, non-CO_2 emissions from CH_4 and N_2O were emitted in the process. The heat was supplied by a 3rd party and was produced from 100% biomass (wood chips), as confirmed by supplier documentation and invoicing.

iv. Emission factor sources: DESNZ UK Government GHG Conversion Factors for Company Reporting 2024 (2024), which uses GWPs from the IPCC's Fifth Assessment Report (AR5).

d. **Electric vehicles charged offsite:**
   i. Global electric vehicles charged offsite usage data for all sites were collected from fuel cards issued by Adient's fleet management partner or from receipts.
   ii. Emission factor sources: IEA Emission Factors - 2022 (2024).
      1. Non- Biogenic emission factor for biomass according to DESNZ UK Government GHG Conversion Factors for Company Reporting 2024 (2024), which uses GWPs from the IPCC's AR5.

e. **Electricity generated onsite by third party owned solar generation systems:**
   i. Electricity generated onsite by solar generation systems that is owned and operated by a third party was categorized within Scope 2 GHG emissions with zero emissions.

f. **Emission factor sources (purchased or acquired electricity market-based):**
   i. The following hierarchy was applied in identifying the emission factor to be applied:
      1. United States
         a. Utility Emission Factors (Research Year) _USE 2024 Research (2023 data)
         b. Green-e® Residual Mix Emissions Rates (2022 data) (2024)
      2. United Kingdom
         a. RE-DISS Residual European Mix 2023 (2024)
      3. European Union
         a. RE-DISS Residual European Mix 2023 (2024)
      4. Serbia

         a. RE-DISS Residual European Mix 2023 (2024)
      5. Mexico
         a. Mexico Secreteria de Medio Ambiente y Recursos Naturales, Factor De Emision Del Sistema Electrico Nacional 2024 (2024)
      6. Japan
         a. Utility Emission Factors (Research Year) _USE 2024 Research (2022-2023 data)
      7. All other countries
         a. International Energy Agency (IEA) 2024 (data from 2022)
   ii. Where residual mix or specific utility provider emission factors were not available or were only for CO_2, location-based emission factors were used.

g. **Emission factor sources (purchased or acquired electricity location-based):**
   i. U.S. sites: U.S. EPA Emissions & Generated Resource Integrated Database (eGRID) 2023 for the U.S. factors by sub-region (2025)
   ii. Mexico sites: Mexico Secreteria de Medio Ambiente y Recursos Naturales, Factor De Emision Del Sistema Electrico Nacional 2024 (2024)
   iii. International (except U.S. and Mexico) sites: International Energy Agency (IEA) Emission Factors - 2022 (2024)
   iv. Non- Biogenic emission factor for biomass according to DESNZ UK Government GHG Conversion Factors for Company Reporting 2024 (2024), which uses GWPs from the IPCC's AR5

h. **Estimated emissions from the sources above account for approximately 2% of reported Scope 2 emissions (location-based) and approximately 3% of the reported Scope 2 emissions (market-based).**

i. **In fiscal year 2025, Adient changed the criteria used to calculate our Scope 2 emissions. In addition to the changes described above, the changes included:**
   i. Electric vehicles charged offsite
      1. Utilized emission factor market-based change from IEA Emission Factors - 2021 (2023) to RE-DISS Residual European Mix European sites: AIB European Residual Mixes 2023, where available.
      2. Actual data is used in the calculation and estimations are no longer applied.

ii. Estimation hierarchy for purchased or acquired electricity and district heat and steam changes:
1. Average value based on available historical data changed from six to three months.
2. Last known value was added into the hierarchy.
iii. The changes were estimated to result in a less than 1% increase in reported Scope 2 location-based and Scope 2 market-based emissions for fiscal year 2025.

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 was measured using data coming from meters), biomass, direct energy consumed from fuel consumption, which was comprised of natural gas, LPG, diesel, fuel oil, and gasoline, biofuel, and indirect energy consumed from energy consumption, which was comprised of purchased or acquired electricity, purchased or acquired renewable and non-renewable district heat and steam generated, district cooling, 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 as well as energy consumption derived from biomass which was measured using an on-site metering system.
d. Estimated energy consumption accounts for approximately 2% of the reported total energy consumption.

Greenhouse Gas Protocol Reporting

Scope 3 Emissions	
Category	**Justification for exclusion**
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.

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 above.

Data Tables

Greenhouse Gas Emissions (in mt CO₂e)			
	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Scope 1 and 2	**278,919**	**263,330**	**247,514**
Scope 1	**65,675**	**54,917**	**54,482**[14]
Natural gas	43,195	36,536	35,201
Company vehicles	7,742	6,714	6,918
Other fuels	7,731	5,489	4,887
Biomass[16]	—	—	6
Refrigerants	82	119	1,380
Process emissions	6,925	6,059	6,089
Scope 2 (market-based)	**213,244**	**208,413**	**193,032**[14]
Electricity (market-based)	211,609	206,447	191,044
Company cars	40	159	144
Purchased or acquired heat and steam	1,595	1,807	1,844
Scope 3	**5,743,099**	**5,537,171**	**5,390,321**
1. Purchased goods and services	5,127,278	4,952,457	4,790,451
2. Capital goods	3	6	79,846[15]
3. Fuel- and energy-related activities	86,204	87,036	64,306
4. Upstream transport and distribution	246,168	230,733	208,581
5. Waste generated in operations	9,587	10,938	10,368
6. Business travel	16,130	14,077	13,285
7. Employee commuting	147,975	149,363	142,984
9. Downstream transport and distribution	858	741	682
12. End of life treatment of sold products	12,782	13,691	6,004
15. Investments (non-consolidated sites)	96,114	78,129	73,815
Out-of-Scope Biogenics[16]	—	—	599

[14] PricewaterhouseCoopers LLP performed an attest review engagement on this metric. See their report on page 74.

[15] In prior years, emissions from spend on machinery were included within Category 1 (Purchased goods and services). For the current year, these emissions have been reclassified under Category 2 (Capital goods) following a more detailed review of spend data.

[16] This data is not available on a comparable basis due to data collection and/or process improvements.

[17] Intensity values calculated using the sum of net sales for all three regions before any corporate eliminations.

Total Energy Consumption by Fiscal Year				
	Unit	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
Total Energy Consumption	**kWh**	**881,196,250**	**825,707,798**	**802,887,298**[14]
Natural gas	kWh	236,641,761	201,588,115	194,224,066
Purchased fuel	kWh	31,860,278	24,112,237	21,609,210
Company cars	kWh	33,387,460	29,724,106	31,268,897
Renewable purchased or acquired electricity	kWh	148,592,208	165,360,588	156,922,661
Non-renewable purchased or acquired electricity	kWh	419,845,136	392,686,669	380,945,976
On-site generated renewable electricity	kWh	1,527,916	1,964,644	5,468,548
Generated heat from biomass[16]	kWh	—	618,330	574,010
Purchased or acquired (incl. renewable) heat and steam	kWh	9,341,491	9,653,109	11,873,930
Grid electricity share, including heat and steam	%	74%	71%	71%
Global Energy Intensity (Scope 1 and 2)[17]	**kWh/$ million in sales**	**56,851**	**55,863**	**54,947**
Americas	kWh/$ million in sales	55,416	54,881	52,621
EMEA	kWh/$ million in sales	70,964	68,893	69,708
APAC	kWh/$ million in sales	36,447	36,160	36,674

Fiscal Year 2025 Energy Consumption by Region			
Region	**Unit**	**Energy Consumption**	**% of total**
Global Total	**kWh**	**802,887,298**	**100%**
Americas	kWh	360,769,913	45%
EMEA	kWh	332,717,954	41%
APAC	kWh	109,399,432	14%
Region	**Unit**	**Renewable Electricity Consumption**	**% of total**
Global Total	**kWh**	**162,391,209**	**100%**
Americas	kWh	22,093,878	14%
EMEA	kWh	97,288,302	60%
APAC	kWh	43,009,029	26%

Data Tables

Water Management				
Key Performance Indicator	**Units**	**Fiscal Year 2023**	**Fiscal Year 2024**	**Fiscal Year 2025**
Total water withdrawal	m³	1,345,917	1,258,962	1,186,933[18]
Third-party water	m³	1,252,060	1,170,532	1,077,192
Ground water withdrawal (on-site)	m³	93,472	88,430	109,741
Waste water discharge	m³	961,856	1,085,000	936,525
Total water consumption	m³	384,061	173,962	250,408
Water withdrawals in high-water-stress regions	m³	—	367,748	368,365
% of water withdrawals in countries with high and extremely high baseline water stress indicator	%	—	29%	31%
Total recycled/reused water	m³	—	8,426	21,965
Rainwater	m³	385	902	551
Water intensity[19]	**m³ / $ million in sales**	**86.8**	**85.2**	**81.2**

Waste Management				
Key Performance Indicator	**Units**	**Fiscal Year 2023**	**Fiscal Year 2024**	**Fiscal Year 2025**
Total	**mt**	**127,960**	**138,998**	**148,425[20]**
Recycled, recovered or reused	mt	102,044	111,883	121,743
Hazardous — incinerated	mt	681	734	758
Hazardous — landfill	mt	455	1,213	809
Non-hazardous — incinerated	mt	1,369	1,095	137
Non-hazardous — landfill	mt	15,051	16,042	17,330
Energy — incinerated	mt	8,360	8,031	7,647

[18] Estimated water withdrawal accounts for approximately 11% of the reported total water withdrawal

[19] Intensity values calculated using the sum of net sales for all three regions before any corporate eliminations

[20] The FY25 increase in absolute tonnage, despite relatively flat sales, is largely attributable to improved data input and transparency from targeted waste initiatives, particularly in the U.S.

Data Tables

Fiscal Year 2025 Employee Data[21]			
Description	**Data Set**	**Headcount**	**%**
Number of employees in countries with 50 or more employees representing at least 10% of total number of employees	Mexico	20,234	30%
	United States of America	9,236	14%
Employees (head count & percentage) at top management level	Top Management Employees (CEO + Direct Reports)	7	0%
Number and percentage of employees (head count) under 30 years old	Employees under 30 years old	14,606	22%
Number of employees (head count) and percentage between 30 and 50 years old	Employees between 30 and 50 years old	39,201	59%
Number of employees (head count) and percentage over 50 years old	Employees over 50 years old	13,058	19%
	Workforce Diversity Metrics		**%**
	% of global employees who are female		41%
	% of global leaders who are female		20%
	% of new hires who are female		43%
	% of above plant employees who are female		29%
	% of plant employees who are female		42%
	% of above plant employees in the U.S. who identify as ethnic minorities		27%
	% of plant employees in the U.S. who identify as ethnic minorities		57%
	% of new hires in the U.S. who identify as ethnic minorities		69%

[21] Data as of Sept. 30, 2025. Includes Adient legal entities and consolidated JVs. Data reported is headcount (not FTE). Above plant population is professional/corporate staff comprised of technical and support function roles.

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	1
	102-2 Activities, brands, products, and services	5, 9
	102-3 Location of headquarters	48
	102-4 Location of operations	5
	102-5 Ownership and legal form	2, 73
	102-6 Markets served	5
	102-7 Scale of the organization	5
	102-8 Information on employees and other workers	42, 83
	102-9 Supply chain	28, 43
	102-10 Significant changes to the organization and its supply chain	28, 43
	102-11 Precautionary Principle or approach	11
	102-12 External initiatives	5, 21, 34, 70
	102-13 Membership of associations	40, 44, 45, 48
Strategy		
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	4, 11, 18, 32
	102-15 Key impacts, risks, and opportunities	12, 13, 14
Ethics and Integrity		
GRI 102: General Disclosures 2016	102-16 Values, principles, standards, and norms of behavior	15
	102-17 Mechanisms for advice and concerns about ethics	16
Governance		
GRI 102: General Disclosures 2016	102-18 Governance structure	58
	102-19 Delegating authority	58

GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
GRI 102: General Disclosures 2016	102-20 Executive-level responsibility for economic, environmental, and social topics	42, 52, 58
	102-21 Consulting stakeholders on economic, environmental, and social topics	7, 11, 12, 66, 70
	102-22 Composition of the highest governance body and its committees	59
	102-23 Chair of the highest governance body	59, 70
	102-25 Conflicts of interest	16, 61
	102-26 Role of highest governance body in setting purpose, values, and strategy	58
	102-27 Collective knowledge of highest governance body	51, 58, 66, 70
	102-28 Evaluating the highest governance body's performance	58
	102-29 Identifying and managing economic, environmental, and social impacts	12, 13, 58
	102-32 Highest governance body's role in sustainability reporting	58
Stakeholder Engagement		
GRI 102: General Disclosures 2016	102-41 Collective bargaining agreements	43, 44
	102-43 Approach to stakeholder engagement	11, 12, 33
Reporting Practice		
GRI 102: General Disclosures 2016	102-46 Defining report content and topic Boundaries	2
	102-47 List of material topics	13
	102-48 Restatements of information	n/a
	102-49 Changes in reporting	74
	102-50 Reporting period	2, 73
	102-51 Date of most recent report	1, 4, 73
	102-52 Reporting cycle	73
	102-53 Contact point for questions regarding the report	investors@adient.com
	102-54 Claims of reporting in accordance with the GRI Standards	sustainability@adient.com
	102-55 GRI content index	84
Material Topics **200 Series (Economic Topics)**		
Economic Performance		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	17
	201-2 Financial implications and other risks and opportunities due to climate change	70, 73

GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
Anti-corruption		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	6, 61, 63
	103-2 The management approach and its components	6, 61, 63
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	63
	205-2 Communication and training about anti-corruption policies and procedures	61
Anti-competitive Behavior		
	103-2 The management approach and its components	16
300 series (Environmental topics)		
Materials		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9, 29
	103-2 The management approach and its components	9, 29
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	17
	103-2 The management approach and its components	19, 22
	302-1 Energy consumption within the organization	6, 81
GRI 302: Energy 2016	302-2 Energy consumption outside of the organization	17
	302-3 Energy intensity	81
	302-4 Reduction of energy consumption	
Water		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	34
	103-2 The management approach and its components	11, 34
	303-2 Management of water discharge-related impacts	11, 34
	303-3 Water withdrawals	82
	303-4 Water discharge	82
	303-5 Water consumption	6, 82
Emissions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	11, 12, 21, 23
	103-2 The management approach and its components	11, 12, 21, 23

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GRI Standard	Disclosure	Page number(s) and/or URL(s)
	305-1 Direct (Scope 1) GHG emissions	81
	305-2 Energy indirect (Scope 2) GHG emissions	81
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	81
	305-4 GHG emissions intensity	23
	305-5 Reduction of GHG emissions	24
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	39
Effluents and Waste		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	8, 12, 37
	103-2 The management approach and its components	8, 12, 37
	306-2 Management of significant waste-related impacts	38
GRI 306: Waste 2020	306-3 Waste generated	6, 38, 82
	306-4 Waste diverted from disposal	38, 82
	306-5 Waste directed to disposal	38, 82
Environmental Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	11, 12, 58
	103-2 The management approach and its components	11, 12, 58
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	12, 14, 44, 69
Supplier Environmental Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	12, 29, 33, 35
	103-2 The management approach and its components	12, 29, 33, 35
400 series (Social topics)		
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	42, 43, 52
	103-2 The management approach and its components	52
Labor/Management Relations		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	12, 13
	103-2 The management approach and its components	12, 13
Occupational Health and Safety		

GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	12, 54, 55
	103-2 The management approach and its components	12, 54, 55
	403-1 Occupational health and safety management system	12, 54
	403-2 Hazard identification, risk assessment, and incident investigation	12, 40, 73
	403-3 Occupational health services	54, 55, 56
	403-4 Worker participation, consultation, and communication on occupational health and safety	12, 54
	403-5 Worker training on occupational health and safety	14, 37, 55
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	14, 37, 55
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	55
	403-8 Workers covered by an occupational health and safety management system	14, 54
	403-9 Work-related injuries	56
	403-10 Work-related ill health	56

Training and Education

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	14
	103-2 The management approach and its components	14, 46
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	52

Diversity and Equal Opportunity

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	12, 14, 45
	103-2 The management approach and its components	12, 14, 45
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	6

Non-discrimination

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	12, 13, 43, 46
	103-2 The management approach and its components	12, 13, 43, 46

Freedom of Association and Collective Bargaining

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	13, 43, 44
	103-2 The management approach and its components	13, 43, 44

GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
Child Labor		
	103-2 The management approach and its components	13, 43
Forced or Compulsory Labor		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	13, 43
	103-2 The management approach and its components	13, 43, 68
Security Practices		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	11, 46
	103-2 The management approach and its components	11, 46
Human Rights Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	12, 43
	103-2 The management approach and its components	12, 43
	412-2 Employee training on human rights policies or procedures	43
Local Communities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	15, 20
	103-2 The management approach and its components	46, 50
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	51
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	65
	103-2 The management approach and its components	65

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 2025.

Topic	Code	Accounting Metric	Page Number(s)
Materials Sourcing	TR-AU-440a.1	Description of the management of risks associated with the use of critical materials	44
Waste Management	TR-AP-150a.1	Total amount of waste from manufacturing	82
	TR-AP-150a.1	Percentage hazardous	82
	TR-AP-150a.1	Percentage recycled	82
Energy Management	TR-AP-130a.1 / TC-SI-130a.1	Total energy consumed	81
	TR-AP-130a.1 / TC-SI-130a.1	Percentage grid electricity	81
	TR-AP-130a.1 / TC-SI-130a.1	Percentage renewable electricity	81

TCFD Index

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

TCFD core elements	Required information	CDP questionnaire 2024 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	58, 70
	B. Management's role in assessing and managing climate-related risks and opportunities	C1.2, C1.2a	70
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	13, 70
	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	13, 70
	C. Resilience of the organizational strategy	C3.1, 3.2, 3.3	71
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	13, 58, 70
	B. Organization's processes for managing climate-related risks	C2.2	13, 58, 70
	C. Integration of processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	C2.2	11, 12, 13
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	70
	B. Disclosure of Scope 1, Scope 2, and Scope 3 greenhouse gas (GHG) emissions	C6.1, C6.2, 6.3, C6.5, C6.10	6, 23, 81
	C. Targets used by the organization to manage climate-related risks and opportunities	C4.1, C4.1a	21, 24

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_2e	6, 23, 81

Key Performance Indicator Unit Page	Unit	Page Number(s)
Energy Intensity[22]	kWh / $ million in sales	6, 81
Share of Renewable Electricity	Percentage	24, 81
CO_2e Intensity[22]	MT of CO_2e / $ million in sales	23
Water Intensity[22]	m³ / $ million in sales	82
Total Waste Recycled, Recovered, Reused	Percentage	82

[22] Adient follows all intensity KPIs at the regional, country, business group, and plant levels

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