



All Employee Communication Volunteer Only

May 7, 2020

Improving the experience of a world in motion

Agenda

State of the Business

- ✓ Company Status & Initiatives (Market/Financials, COVID-19 cases)
- ✓ Customer Schedules & Your Work Schedules

Plant Preparation & Activities

- ✓ List of Actions & Visuals

Understanding the “New Norm” (What will be different when employees return)

- ✓ List of Changes & Visuals

Company Guidelines & Employee Responsibilities:

- ✓ Adient COVID-19 Return to Work Guide
- ✓ Behavioral & Process Modification Highlights

Communication

- ✓ Human Resources Update
- ✓ CEO Communications (reinforce)
- ✓ Orientation Pamphlet, Newsletter expectations
- ✓ Website Reinforcement
- ✓ Future Communication Reminders

- > Governments and central banks continue to implement stimulus measures designed to fight the economic disruption of COVID-19
 - In the U.S., a \$2 trillion relief bill was approved by the senate to combat the economic impact of the coronavirus outbreak (the largest rescue package in American history)
- > Investors and analysts are hopeful the stimulus measures will benefit the auto industry in second half of 2020; however, significant reductions in volume and sales are expected near-term
 - JD Power estimates March U.S. retail sales will decline by 40-45%; a further decline expected in April, down 65% y-o-y, equating to ~7M LV SAAR

Similar to other auto companies, Adient is taking decisive actions to manage costs, conserve liquidity and protect the long-term health of the company, including but not limited to:

- > **US 20% salary reductions remain in effect March 23 – June 30, subject to market recovery**
- > **Additional US actions:**
 - > Additional 10% pay reduction in effect April 13 – June 30; payment deferred until June 30, subject to market conditions. Excludes CEO and direct reports, who will forfeit the full 30%
 - > Suspend RIC and 401K match through the end of the calendar year and until further notice
- > **Additional global actions outside the US:**
 - > 20% salary reduction for e-band employees
 - > Worked with unions and employee groups globally to achieve ~20% in salary reductions throughout Europe, Mexico, South America and parts of Asia
- > **CEO actions**
 - > Salary reduced as per above, remaining salary deferred until July 15
- > **Board of Director actions:**
 - > 20% reduction in fees for same time period as employee 20% reduction

Reducing costs and conserving liquidity is essential to weather the storm

- > As of yesterday, we had 24 reported cases – all in the U.S.
- > Once we are notified of positive results, the employee is interviewed about recent Adient locations and employees they were in close contact with prior to diagnosis. These employees are promptly notified in order to self-quarantine
- > Every location impacted has been thoroughly cleaned and sanitized
- > The Plymouth campus has been cleaned routinely. In addition, we will be doing a full sanitization on April 11, therefore we ask that no one enter the building on April 11-12

Special projects to support the COVID-19 fight

> Face Covers (design and production)

- Cross-functional team responded quickly
- Material selected, design completed
- Production launched in US and Mexico week of March 30
 - US: Madison Heights
 - MX: Lerma and Ediasa 1
- Current scope includes the supply of Adient plant teams

> Hospital Bed Mattresses

- Partnership with Ford and Trinity Health
- Request received March 28, prototype available March 30
- Foam mattress with vinyl cover (72" x 24" x 3")
- Initial request is to support transformation of TCF Center to hospital
- Volume estimates have risen from 5000 to 25,000+ units

> Other projects in development

- Face covers for external use (outside of Adient)
- 3D printing of parts for face shields
- Cut and Sew gowns for medical workers



Production Schedules:

May 11th – Tesla is planning to make preparations to begin normal production on May 12, 2020. Adient Newark will have a small crew in the plant on May 11th to ensure the functionality of the equipment and perform initial quality checks.

May 12th – May 15th – Tesla will have normal production hours with reduced volume for Model S and Model X. Adient Newark has divided our team into an “A” Crew and a “B” Crew. “A” crew will report to work on May 12th and work for the remainder of the week. “A” crew and “B” crew will alternate weeks through the end of June.

July forward – Normal Production hours with increased volume.

Our customer has reduced daily volumes to assist with social distancing

Current State of the building

- ✓ Plant has been empty since March 23rd – Only facilities management and select plant operations employees have been in the building.
- ✓ Deep Cleaning and Disinfecting was performed April 14th – April 16th
- ✓ All HVAC filters are new.
- ✓ Establishing the “New Norm” protocols have been taken.

We will establish a COVID-19 Response Team (CRT):

- ❖ **Plant Manager (Daniel Gilchrist)** — Location manager who has overall responsibility for the site's COVID-19 prevention and response plan, readiness, and coordination with Regional EHS, HR and Operations leadership.
- ❖ **Prevention Leader (Rasheen Henry)** — Ensures the site successfully manages any protocols and activities related to minimizing workplace spread and the enablement of social distancing in coordination with Regional Prevention Leaders.
- ❖ **Response Leader (Darrell Vanstrien)** — Oversees the routine deep cleaning and periodic disinfection of their location. This includes sourcing, logistics, preparation of materials, training of personnel/contractors and quality control in coordination with Regional Response Leaders.
- ❖ **Communication Leader (Pherelle Fowler)** — Manages all location level training, communication, and signage in accordance with regional Communications, EHS, HR and Operations.

The local-level CRT must meet daily to ensure execution and report to regional CRTs.

“New Normal Work Environment”

- ☐ Single Entrance point to the building. You will be required to pass a temperature check and health assessment before entering the building. DO NOT come to work if you are feeling ill, contact Human Resources or your Supervisor.
- ☐ Continued cleaning with extra resources in the plant. You will be required to follow the clean before use policy.
- ☐ Face Covers will be mandatory and provided to you. You must wear the masks at all times, even at your desk.
- ☐ We will assign employees to help control social distancing.
- ☐ Work Station assessments have been completed for all lines, we brought in a team the week before returning to production and made necessary changes and install partitions in areas that don't support the 6 foot guideline.
- ☐ We will install signage as reminders of the New Normal Work Environment.
- ☐ Staggered start times, breaks and lunches – Firm schedule to be announced soon.
- ☐ Human Resource office will become virtual. When possible forms and contact will be handled without 1 on 1 interaction.
- ☐ Designated meeting areas will be selected and social distancing markers have been placed on the ground. When possible meetings will be conducted virtually.
- ☐ Spaced out cafeteria / breakroom to adhere to social distancing guidelines.
- ☐ Created additional breakroom in our training room to aid in social distancing.

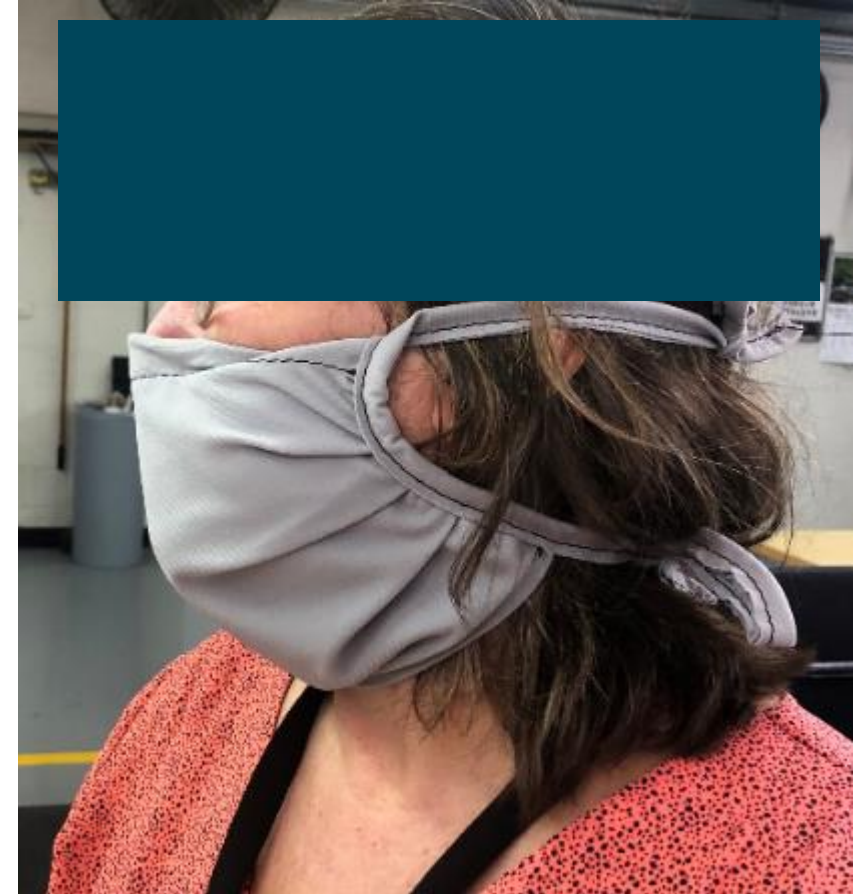
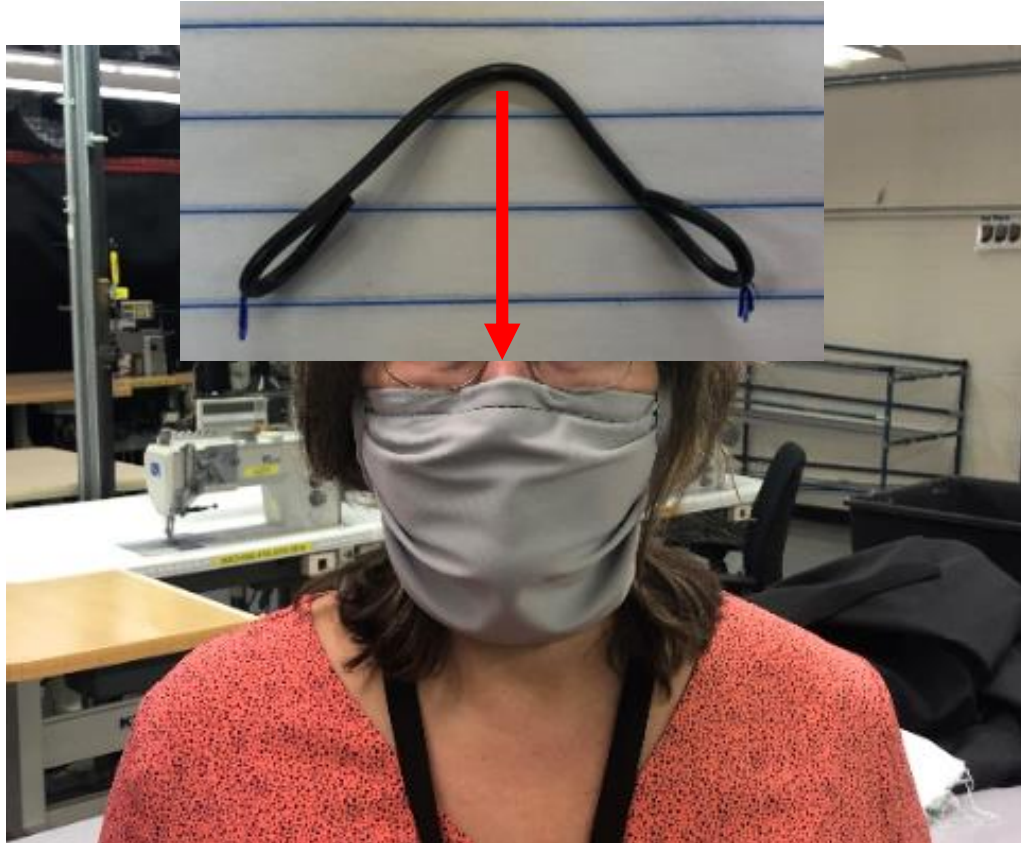
Examples include but are not limited to:

- Working from home or on a 14-days rotation (work in the office for 14 days, work at home for the next 14 days);
- Holding all team meetings through Skype or MS Teams (Fast Response, KPI reviews, team meetings, etc.);
- Holding all team conversations through Skype or MS Teams (limit office communications face-to-face);
- Following all PPE guidelines put in place for your specific job function;
- Holding yourself accountable to your family, your employer and the shareholders

New PPE Requirements:

- Face coverings are mandatory at all times
If you are unable to wear these for health or religious reasons, please notify HR immediately
- PPE should be applied before you enter the building;
- Employees with increased social interactions or where physical barriers can't be installed will be given face shields;
- PPE should only be removed while visiting the bathrooms or taking your lunch breaks;
- PPE should always be placed on the floor and never on your lunch tables, your work stations or desks;
- It is the responsibility of each employee to clean his / her PPE at home on a daily basis per the cleaning instructions provided;
- Employees will be given zip lock bags along with alcohol wipes for their safety glasses on a weekly basis

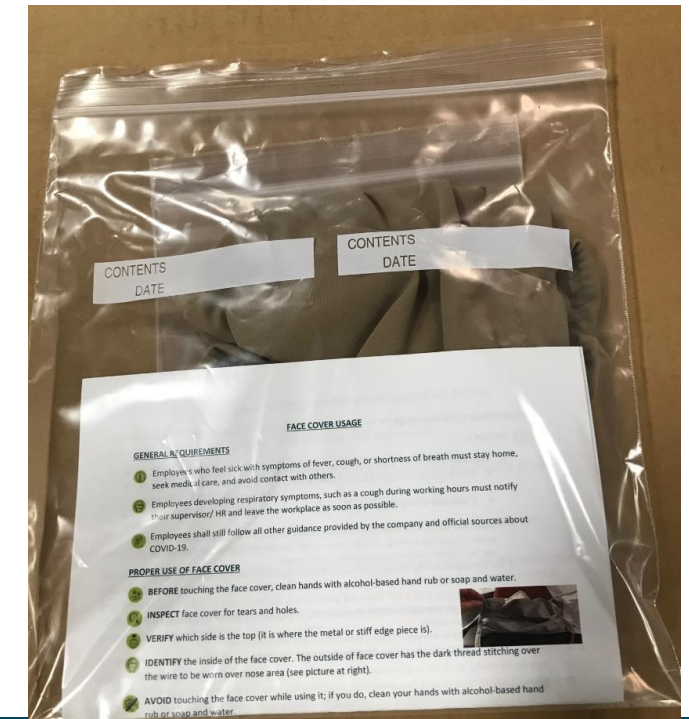
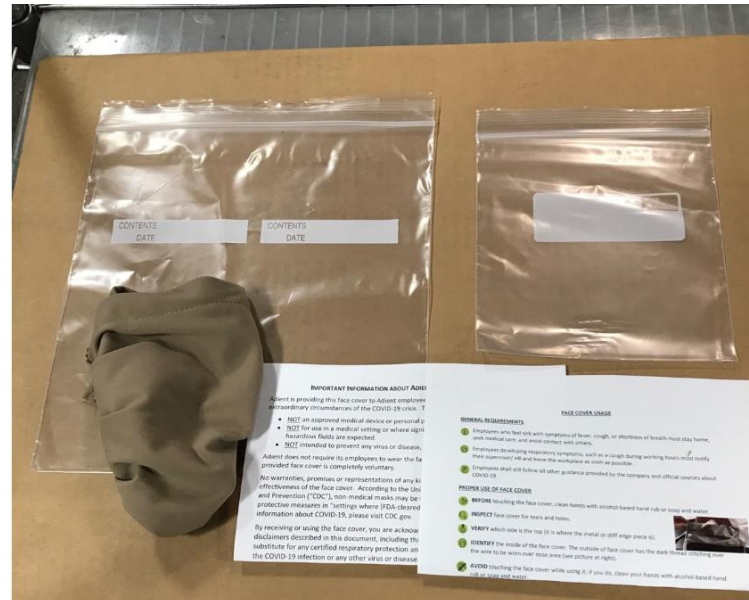
Face Cover with nose-brace – 1-ply Polyester



Face Cover Employee Package

Contents:

1. Face Cover
2. “Quart Size” **CLEAN BAG**
3. Wear and Care Instructions
4. Disclaimer/Employee Waiver
5. “Gallon Size” **DIRTY BAG**



Gloves

The use of normal work gloves will continue to be enforced due to other potential hazards while performing normal job tasks. While using required gloves, remember these steps:

- Avoid Touching your Face
- Take gloves off and wash your hands before touching your face
- Remove gloves and wash your hands before eating and drinking
- Remove gloves and wash your hands before going to the restroom
- Wash and disinfect gloves at the end of each day
- Manage your PPE, keep them with you, and don't lay them down and forget them
- Discard PPE in appropriate locations



Thermal Imaging Camera – Background / Premise

- To measure & monitor employees temperature at / before Adient entrance
- Easy to use and inexpensive technology for Adient
- CAT S61 is readily available

<https://www.catphones.com/en-gb/cat-s61-smartphone/>

<https://www.youtube.com/watch?v=qNcOl8BsxJ0>

- Provides high precision measurement
- Can be repurposed for plant maintenance needs
- Does not require specific IT programming skills
- Very much plug & play
 - Can be mounted on a tripod
 - Also wired to a monitor (any existing display screen)
- With above configuration it allows Adient team members to monitor temperature from a safe distance and minimize risk associated with proximity that infrared thermometers create.



CAT® S61 SMARTPHONE

Ordering & Set-Up

1. Ordering the equipment:
 - Caterpillar S61 Smartphone
 - USB A to USB C, 10' Cable
 - Universal Tripod & Smartphone Mount
2. Determine optimal location to install system at/near entrances
3. Consider need for floor markings and/or barriers to controls crowding depending on your plant layout
4. Officially & visually inform employees / visitors about temperature monitoring
5. Start to monitor
6. Securely separate fever candidates and follow-up to comply with Adient fit for duty requirements for COVID-19.



Temperature Checks

- The temperature of all employees will be checked immediately upon entering the facility;
- Any employees with temperatures above 100.4F will be sent home and advised to seek medical attention prior to returning to work

ALTERNATE TEMPERATURE CHECK METHOD



Understanding the “New Norm”



Risk Mitigation Strategies:

Temperature Check Point



Social Distancing Measures / Reminders



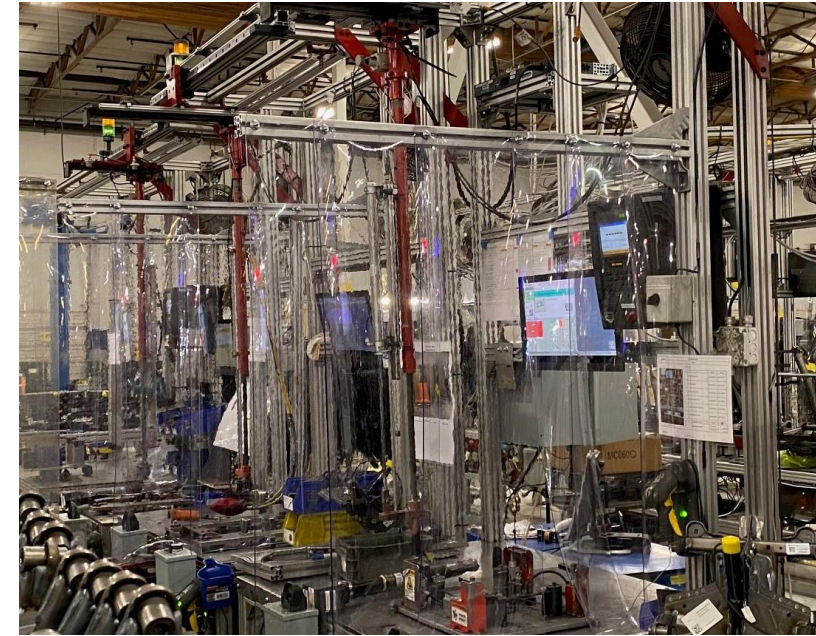
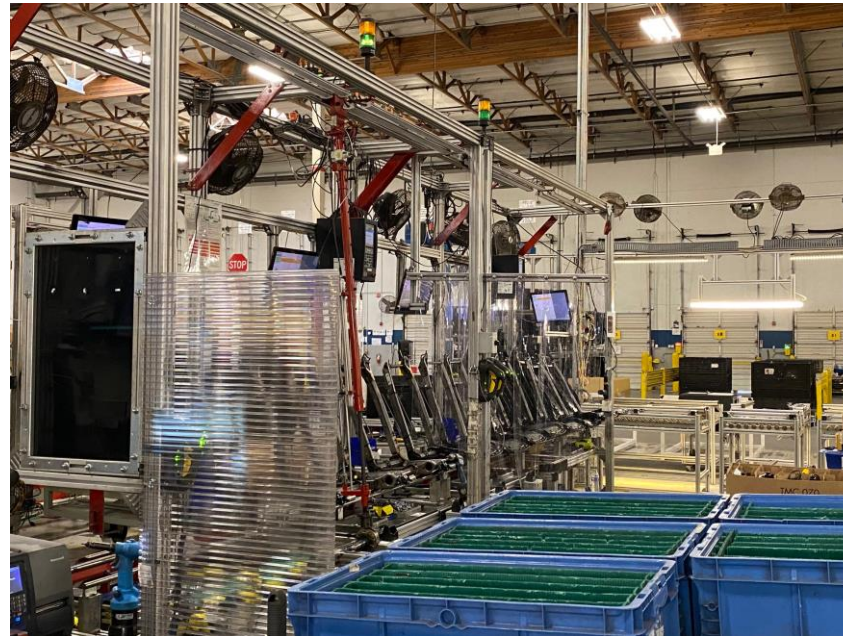
Risk Mitigation Strategies:

Social Distancing Measures / Reminders

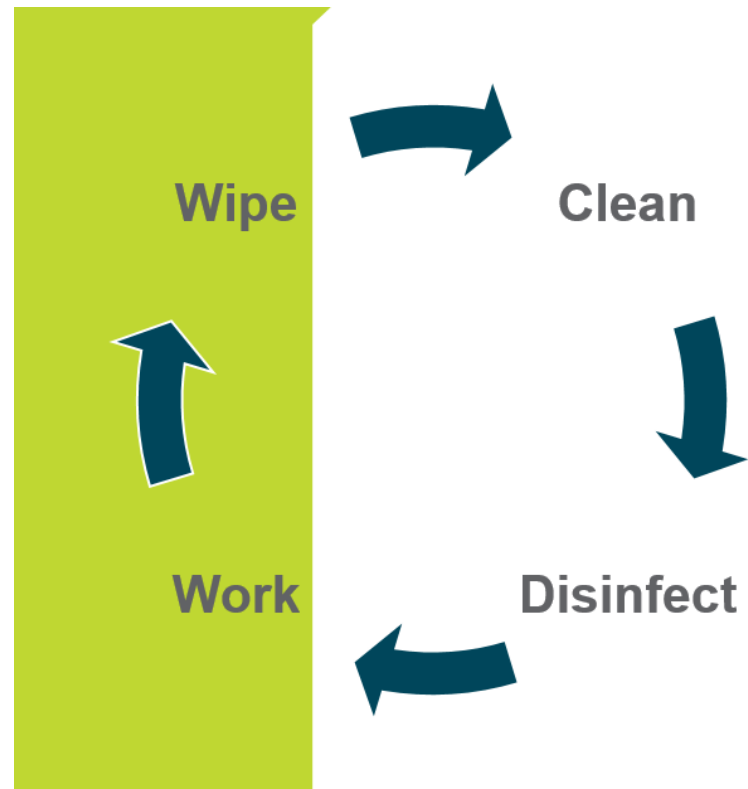


Risk Mitigation Strategies:

Physical Barriers between workstations



Cleaning & Disinfection:



- Additional manpower to be added to clean / disinfect the facility
- Clean before use policy
- Disinfect after use approach
- Disinfect common areas after each shift

Future Actions:

- ☐ Human Resources will communicate with you to inform you when you will return to work. This will be done through the mass text system.
- ☐ Monitor our website <https://Newark.adient.com>, mass text system and phone calls
- ☐ Review the Website and Return to work handout in advance of returning to work. We will get through this as a team but the plant will look and operate differently
- ☐ Adient has released our COVID-19 Playbook. Review the playbook in advance to returning to work. Available on the Adient Newark website.
- ☐ Think about what you need to bring to work, less is better. If you can bring a lunch that does not require refrigeration please do so. Bring your coffee from home in a thermos. Reduce as many items as possible entering and exiting the plant.
- ☐ Understand how you can keep yourself safe! Think about your strategy in advance, hand washing, how you can work safe and avoid contact or clean your path.

LETTER FROM THE CEO

Dear Adient Colleagues,

As 2020 began, we looked forward to a new year and new opportunities. We could not have imagined then how our lives — both personally and professionally — would be altered by the COVID-19 pandemic.

Despite the challenging environment we have operated in these last few months, we have all adjusted to new ways of working. Thank you for remaining engaged and accessible during this time. Your flexibility and dedication are what allow us to emerge from this crisis ready to get back to business quickly.

Providing employees with a safe workplace has always been our top priority at Adient. As you return to work, you'll see that we have made changes to certain health and safety procedures based on recommended best practices from global health agencies. These are outlined in this guide, which includes our employee well-being policy, virus prevention practices, cleaning checklists and schedules, and our communication plans.

Please familiarize yourself with these guidelines before returning to work. We will continually update this document to reflect changes in procedures and introduce new recommended practices as they become available. Your manager will share more detailed information specific to your facility and will be available to answer any questions.

While we adapt to this "new normal," what hasn't changed is our commitment to remaining a world-class partner to our customers. Our Driving Forward guiding principles — Customers, People, Quality, Community and Financial Discipline — remain constant. Following the procedures outlined here and focusing on these principles will be key to our continued success.

Thank you for your support. May you and your families stay safe.

Sincerely,



Doug Del Grosso
President and CEO



COVID-19 Return-to-Work Guide

A handbook for Adient employees,
managers and business partners

April 2020



Balancing the safety of our employees with running a business:

- Behavioral Modifications
- Procedural Modifications

We will reinforce with specific instructions during your start-up townhall.



Practice social distancing

- > Stay about 6 feet away from others



Wash your hands

- > Wash your hands with soap and water regularly. If soap is not available, use 60-95% alcohol hand sanitizer



Don't touch

- > Avoid touching eyes, nose or mouth, especially with unwashed hands



Cover a cough or sneeze

- > Cover your cough or sneeze with your sleeve or a tissue; wash your hands afterward



Stay home

- > Stay home, especially if you experience respiratory symptoms like a cough or a fever



Get help

- > If you experience COVID-19 symptoms (cough, fever, shortness of breath), call your health care provider or local health department before seeking care



Please be safe!! We need you!

Remember to PREVENT CORONA!

We are all in this together. Every one of us plays a key role in protecting each other here at work, so that our loved ones are protected at home. Our social responsibility to protect ourselves and each other is the only way we can help reduce the spread.

| | | | |
|----------|---|----------|-----------------------------------|
| P | PPE in place before you enter building (mask and gloves) | C | Calm – stay calm |
| R | Remain at home if you have symptoms or have been in contact with someone who has symptoms | O | Organize your thoughts |
| E | Elbow your coughs and sneezes | R | Rest up while you can |
| V | Vigorous and frequent handwashing (30 seconds with soap) | O | Organize your life |
| E | Ensure 6 feet of separation from each other | N | Navigate your way through this |
| N | No touching your face | A | Accomplish what you set out to do |
| T | Touch only those surfaces you need to, and disinfect surfaces frequently | | |

Human Resource Updates

> COVID-19 Testing and Treatment

- > Testing and treatment covered at 100% for all Adient US and BWI medical plans

> MDLive Telemedicine (available to most BCBS members)

- > Virtual doctor's visit for non-emergency issues
 - Prescriptions can be sent electronically to pharmacy
- > No cost share through April 30, 2020
- > www.MDLive.com/BCBSIL

> Benefits

- > The company is currently covering the cost of your medical, dental and vision benefits
- > The C.A.R.E.S. act will now allow some new provisions for withdrawals within the 401k plan. You may contact Fidelity at 1-800-533-8004 for more information
 - > The company is looking into loan deferment – More to come
 - > Withdraw up to 100K

> LifeWorks Employee Assistance Program (EAP)

- > Offer support and guidance during this time and throughout the year
 - Taking care of yourself
 - Adjusting to changes in the workplace and at home
 - Caring for others, Grief and loss, Financial worry
- > Support 24 hours a day / 7 days a week
- > 1-888-267-8126
- > Lifeworks app on mobile device
- > www.lifeworks.com
 - User Name: Adient
 - Password: lifeworks

Communication Methods:

- Please review our website for continuous updates: <https://Newark.adient.com>
- Expect to receive a Return to Work Guide (Orientation) via e-mail and us-mail
- Look for CEO Updates from Doug DelGrosso via E-Mail and home websites
- Look for an invite to this voluntary meeting next week

QUESTIONS???