



BRIDGEWATER



I N T E R I O R S

April 21, 2020

SALARY TOWNHALL

US Health and Welfare Actions

- > 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

US Health and Welfare Actions

> COVID-19 Testing and Treatment

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

> Spending Accounts (HSA and FSA)

- > Over-the-counter drugs and medicine are now eligible without prescription

> 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
- > 1-866-267-8126
- > Lifeworks app on mobile device
- > www.lifeworks.com
 - User Name: Adient
 - Password: lifeworks

US Health and Welfare Actions

<https://www.yammer.com/adient.onmicrosoft.com/#/users/1596603381>

The screenshot shows a Yammer profile for Laura Hutton. The interface includes a top navigation bar with the Yammer logo and user initials 'EJ'. On the left is a sidebar with navigation icons (Home, Messages, Notifications) and a list of 'ADIANT GROUPS' including 'NA Oculus', 'Plymouth Office', 'Women's Resource Network- Plym...', 'We Are Adient', and 'All Company'. The main content area displays the user's profile: 'Laura Hutton', 'Sr Mgr. Learning and Development', and buttons for 'Send Message' and '+ Follow'. Below the profile is a post from 'All Company' dated April 16 at 10:19 AM, titled 'Complimentary E-Learnings available through LinkedIn Learning!'. The post text states: 'Given the evolving concerns around COVID-19, LinkedIn is offering the following complimentary courses. LinkedIn Learning courses are normally only accessible if you have purchased LinkedIn Premium. However, the following courses have been unlocked and are now available. Click on the course name to begin the course.' The courses listed are: 1. Mindfulness Practices, 2. The Mindful Workday, 3. Mindful Meditations for Work and Life, 4. Manage Stress for Positive Change, 5. Balancing Work and Life. On the right side of the profile, there is an 'INFO' section with a 'Download vCard' link, listing details such as Department (Michael Helling), Location (Central Tech Unit, Plymouth MI), Email (laura.1.hutton@adient.com), Work (+17342543958), and Mobile (+1). Below the info is a 'GROUPS' section listing 'Plymouth Office', 'Women's Resource Netw...', and 'Talent Acquisition - EMEA'.

US Health and Welfare Actions

<https://www.headspace.com/mi>



THE SCIENCE BLOG FOR WORK HOW TO MEDITATE HELP | LOG IN

Try for free



Stay home, stay Mindful.

To the people of Michigan: staying inside isn't always easy, but Governor Whitmer and Headspace are here for you during these challenging times. Now more than ever, it's important to take care of yourselves and one another while each of us stays home and stays safe.

Market Update

- > 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

Calendar year 2020 production estimates

	CY 2019 Actual Production	I H S October 2019	I H S March 2020	Mar v Oct Δ	I H S March 2020 y-o-y	MS 2020 y-o-y	RBC 2020 y- o-y	CS 2020 y-o-y	JPM 2020 y- o-y	DB 2020 y-o-y	Wolfe 2020 y-o-y	KeyBanc 2020 y-o-y	BofA 2020 y-o-y
China	24,665	24,703	21,872	-11%	-11%	-15%	-13%	-17%	-11%	-10%	-10%	-12%	-14%
Europe	21,076	21,071	18,126	-14%	-14%	-4%	-26%	-11%	-13%	-14%	-32%	-17%	-16%
North America	16,307	16,536	14,087	-15%	-14%	-5%	-19%	-6%	-4%	-14%	-28%	-13%	-16%
Global	88,863	89,004	77,852	-13%	-12%	-6%	-16%	-9%	-8%	-10%	-20%	-13%	-13%

Memo: 2020 US SAAR estimates: 15.5M

13.5M

13.2M

N/A

14.5M

12M

N/A

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

Methods of Communication

<https://BWIDetroit.adient.com>



Home Adient Plants ▾

Suggestions

Bridgewater Interiors – Detroit Facility



Plant Manager Corner

Please review the information below prior to your return to work.

If you answer "Yes" to any of the statements below, please contact Human Resources prior to returning to the facility:

Do you feel sick with flu like symptoms or symptoms of COVID-19?

Have you travelled outside of your country or state (check your local requirement to ensure eligibility to return to work)?

Have you been in contact with individuals with flu like symptoms, suspected of having COVID-19, confirmed of having COVID-19, or have travelled outside of your country or state (check local requirement to ensure your eligibility to return to work) in the last 14 days?

If you answered "No" to the questions above, when you return to the facility, you will be responsible to follow the basic hygiene and social distancing requirements below:

- Clean hands with an alcohol-based hand rub or soap and water
- Work to maintain 2-meter / 6-foot distance from anyone who is coughing or sneezing
- Avoid touching eyes, nose and mouth
- Cover mouth and nose with your bent elbow or tissue when coughing or sneezing
- Face coverings will be provided if desired. Additionally, employees are welcome to wear their own.

[For more information, visit CDC Website by clicking here](#)

Team, many lives have been impacted by the spread of the Novel Corona Virus. Our thoughts

Operating Pattern Changes

DS – Expected SOP: May 4th One Shift and Regular Start Time. May 18th Two Shift and Regular Start Time. DS training will continue in BWI Warren starting May 18th.

Recaro – Expected SOP: May 4th and Regular Start Time.

Human Resource Corner



#TEAMDETROIT

Important Facts To know:

- The company is preparing a "New Norm of Working" upon your return to work. Stay tune for updates as things are finalized.
- Your Medical, Dental and Vision benefits will be paid by the company during the furlough/Layoff time. Any elective benefits you chose will be caught up upon your return to



Methods of Communication

Newsletter

Newsletters will be published periodically



Remember to PREVENT CORONA!

PPE in place before you enter building (mask and gloves)
Remain at home if you have symptoms or have been in contact with someone who has symptoms!
Event your cough/sneeze!
Vigorous and frequent handwashing (20 seconds with soap)
Ensure 6 feet of separation from each other!
No touching your face!
Touch only those surfaces you need to and disinfect surfaces frequently!

Calm – Stay Calm
Organize – Organize Your Thoughts
Rest – Rest Up While You Can
Organize – Organize Your Life
Navigate – Navigate Your Way Through This
Accomplish – Accomplish What You Set Out To Do

Plant Manager's Corner

Team, we were all impacted by the spread of the COVID-19. Our thoughts are with those who are sick or lost loved ones to this disease.

During this downtime, the leadership of both Bridgewater Interiors and Adient are working around the clock to ensure you return to a safe work environment. Some of the activities include:

- ◊ We will introduce new risk-based PPE for both salary and hourly employees.
- ◊ We will implement new visitor and supplier protocols.
- ◊ We will continue a sterile station cleaning during each rotation along with a deep disinfection at the end of each shift.
- ◊ We have other Adient facilities making face covers for all employees to wear inside the building.
- ◊ We have analyzed each station and intend to modify for 6 foot distancing where applicable.
- ◊ We are modifying the cafeteria to provide a distancing environment. Remember not to move tables or chairs.
- ◊ We are adding signage across the plant to remind everyone of our social responsibility outside of our homes.
- ◊ We are adding cleaning supplies in the effort you would like to clean your own environment.
- ◊ We are going to continue looking at all areas of the plant and will modify as necessary to provide a safe work environment.
- ◊ We are working very closely with the Bridgewater Warren facility to ensure we implement common practices at both plants.

Currently Recaro production is scheduled to resume on May 4, 2020. For the DS side, training in BWI Warren is tentatively scheduled to resume on May 18, 2020. This could change! Our plan is to conduct a virtual townhall with all team members prior to the beginning of production. More to follow.

We have a new website to help improve communication. The site is <https://bwidetroit.adient.com>. We will continue the voice calls but will begin utilizing the website to offer additional information.

Dear Adient Colleague,

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. Please familiarize yourself with these guidelines before returning to work.

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 our 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 & CEO

INTRODUCTION

You play a key role in ensuring the health and safety of our employees, avoiding the further spread of the virus, and preventing any disruptions to our supply chain. This guidance will provide you with information about the virus and will outline what is expected from you as you manage your plant/site during this exceptional period.

What is COVID-19?

Coronaviruses are a large family of viruses that may cause illness in animals or humans. In humans, several coronaviruses are known to cause respiratory infections ranging from the common cold to more severe diseases such as the Severe Acute Respiratory Syndrome (SARS). The most recently discovered coronavirus causes COVID-19.

What are the symptoms?

The most common symptoms of COVID-19 are fever, tiredness and dry cough. Some patients may have aches and pains, nasal congestion, sore throat or diarrhea. Symptoms are usually mild and begin gradually. Some people become infected but don't develop any symptoms and don't feel unwell. Around 1 out of every 6 infected persons becomes seriously ill.

How does it spread?

The disease can spread from person to person via small droplets from the nose or mouth that are spread when a person with COVID-19 coughs or exhales. People can catch COVID-19 if they breathe in droplets from an infected person or touch infected surfaces and then touch their eyes, nose or mouth.

Source: World Health Organization

EMPLOYEE REQUIREMENTS

Our collective success in the execution of a few key responsibilities is perhaps the single biggest drive in sustaining the well-being of our team, their families and our communities. Adient employees are expected to follow Adient's standards regarding basic hygiene, COVID-19 related personal protective equipment (PPE), and social distancing.

Compliance with basic hygiene standards



- > Clean hands with an alcohol-based hand rub or soap and water
- > Avoid touching your eyes, nose and mouth
- > Cover your mouth and nose with your bent elbow or a tissue when coughing or sneezing

Compliance with COVID-19 related PPE requirements



- > Wear a face covering/mask when working in Adient environments
- > Ensure you properly care for, handle and dispose of PPE to minimize risk to yourself and those around you
- > Face shields will be made available as optional equipment for those who choose to wear them

Compliance with social distancing guidelines

Based on the limited history of COVID-19, social distancing represents the most effective way to minimize the spread of the virus. As a blanket principle, strive to reorganize work in a way that allows for 2 meters, or 6 feet, of space between people and eliminates any potential for person-to-person contact.

Ensure you understand and comply with the Social Distancing requirements in place at your work location. This includes but is not limited to:

- > Strive to maintain 2 meters (6 feet) of physical distance between yourself and others Requirements related to the completion of your job/tasks
- > Requirements related to break areas, common spaces, washrooms, building access and working from home
- > Requirements related to transportation (where applicable)



THE NEW NORMAL

Adient's Well-being Policy

As an Adient employee, before you can return to work, you must comply with fitness-for-duty requirements relative to COVID-19. Employees should strive to stay up-to-date on the spread of COVID-19 locally and how it may uniquely impact your location.

Additionally, Adient has implemented wellness screenings at all of its locations. Temperature scans are required upon entry to ensure a normal body temperature. Employees whose temperatures are out of compliance will be asked to leave the premises and return with a clean bill of health and/or after 14 days. Failure to comply with the temperature screening will result in an individual not being allowed to enter the premises.

Employees with active confirmed or suspected COVID-19 — or who feel sick with symptoms of fever, cough or shortness of breath — must stay away from Adient locations for a 14-day period. If necessary, seek medical care and avoid contact with others for a 14-day period. If in doubt, they must inform the local HR team/supervisor and stay home.



Employees who have traveled outside of the continent are required to stay away from Adient locations for a 14-day period upon returning to their home country. For geographies where local requirements limit travel to areas within your home country or state, please default to local requirements.



Employees who have been in contact with individuals with flu like symptoms, suspected of having COVID-19, or confirmed of having COVID-19 are permitted to continue work, provided the employee remains asymptomatic.



If you have individual employees who are suffering from chronic diseases or similar, you may consider alternative working methods, if applicable, depending on your evaluation of the situation.



In addition to the above responsibilities for all employees, your role may require you to apply certain more specific elements of Adient's COVID-19 Prevention and Response actions. Please contact your manager for more information.

Return to Work

Recaro Production

Production to resume on May 4, 2020.

End of production in Detroit is tentatively scheduled for July 24, 2020 (subject to change).

DS Production

Production to resume on May 4, 2020 in BWI Warren – one shift only. Two shift operation will begin on May 18, 2020.

End of production in Warren is tentatively scheduled for June 26, 2020. SOP in Detroit is September 21, 2020. All dates are subject to change.

A staggered approach will be used to bring all salary employees back. You will be notified of your return to work date by your supervisor at least one week in advance.

Balancing the safety of our employees with running a business

- Behavioral Modifications
- Procedural Modifications

You will receive specific instructions during your start-up townhall.

Behavioral Modifications

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



Behavioral Modifications

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 (Fast Response, KPI reviews, team meetings, etc.);
- Holding all team conversations through Skype (no 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

Remember to PREVENT CORONA!

PPE in place before you enter building (mask and gloves)!

Remain at home if you have symptoms or have been in contact with someone who has symptoms!

Elbow your cough/sneezes!

Vigorous and frequent handwashing (30 seconds with soap)!

Ensure 6 feet of separation from each other!

No touching your face!

Touch only those surfaces you need to and disinfect surfaces frequently!

Calm – Stay Calm

Organize – Organize Your Thoughts

Rest – Rest Up While You Can

Organize – Organize Your Life

Navigate – Navigate Your Way Through This

Accomplish – Accomplish What You Set Out To Do

PPE Requirements

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 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 using dishwashing soap and water;
- Employees will be given zip lock bags along with alcohol wipes for their safety glasses on a weekly basis

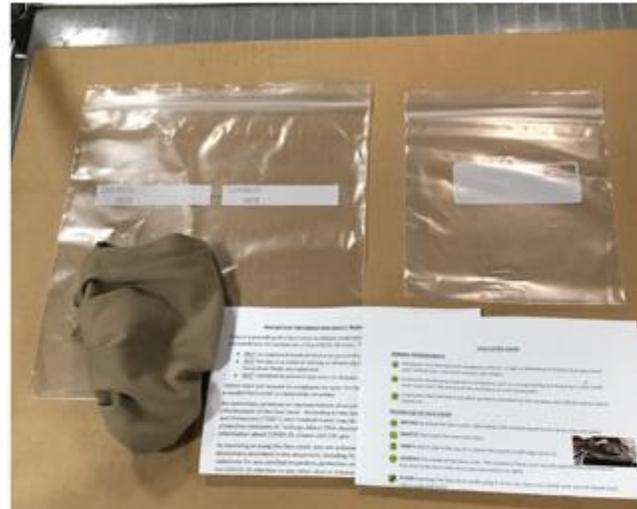
Face Coverings



Procedural Modifications

- Contents:

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



Procedural Modifications

All Adient sites will incorporate the use of face covers. It is important to know, while a face cover does provide a level of protection, it is not 100% effective to stopping the spread of COVID 19 alone. Proper personal hygiene, social distancing, and disinfecting must also be followed. Each team member will be required to review and sign the Respirator Use Form.

IMPORTANT CAUTIONARY INFORMATION ABOUT FACE COVERS

The enclosed face cover is provided at no cost during the current extraordinary circumstances of the COVID-19 crisis. The face cover is:

- **NOT** an approved medical device or personal protective equipment.
- **NOT** for use in a medical setting or where significant exposure to liquid bodily or other hazardous fluids are expected.
- **NOT** intended to prevent any virus or disease, including COVID-19.

No warranties, promises or representations of any kind, express or implied, are given as to the effectiveness of the face cover. The United States Centers for Disease Control and Prevention ("CDC") has provided guidance on the use of non-medical face coverings. For more information about COVID-19, including the use of non-medical face coverings, please visit [CDC.gov](https://www.cdc.gov).

By receiving or using the face cover, you are acknowledging and accepting the information and disclaimers described in this document, including that wearing such face cover does not substitute for any certified respiratory protection and does not guarantee protection against the COVID-19 infection or any other virus or diseases.

You agree that you will not share the face cover with or provide it to any other person. You also acknowledge and agree that Adient is not responsible for any health concerns that arise out of use of the face cover, or despite use of the face cover, and that use of the face cover is at your own risk.

Face Cover Materials:

If you have allergies to materials and need information on Face Cover content, please contact your Environment Health & Safety representative.

Acknowledgement:

I acknowledge that I have received a face cover, as well as any applicable instructions for cleaning and disinfecting the face cover, and will retain these documents with my face cover.

By signing below, I acknowledge that I have read, understood, and agree to the terms and conditions set forth in this Important Information document and any applicable usage and disinfecting instructions.

Signature

Printed Name

Date Signed

Gloves

The CDC does not recognize nitrile/medical gloves as an effective control for the spread of COVID19, based on the fact COVID19 is spread by touching surfaces and transferring the virus. The main purpose for nitrile/Medical Grade gloves in our facilities will be during disinfecting to protect against potentially harmful chemicals.



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



Temperature Checks

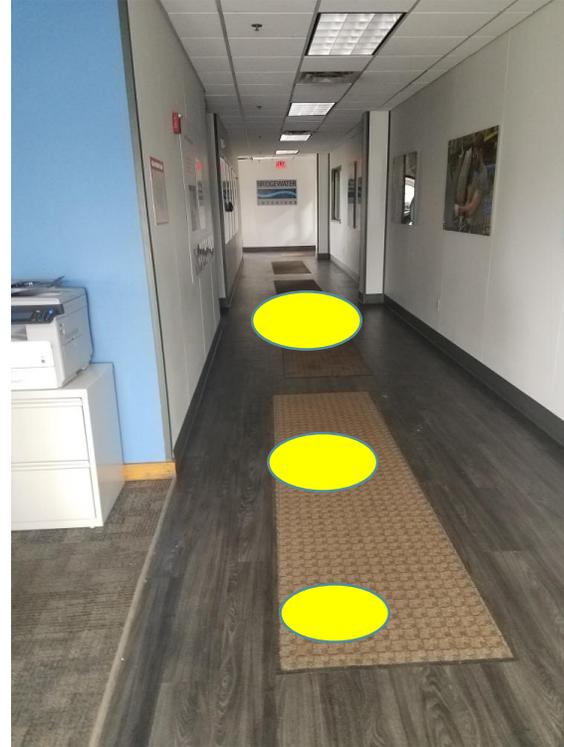
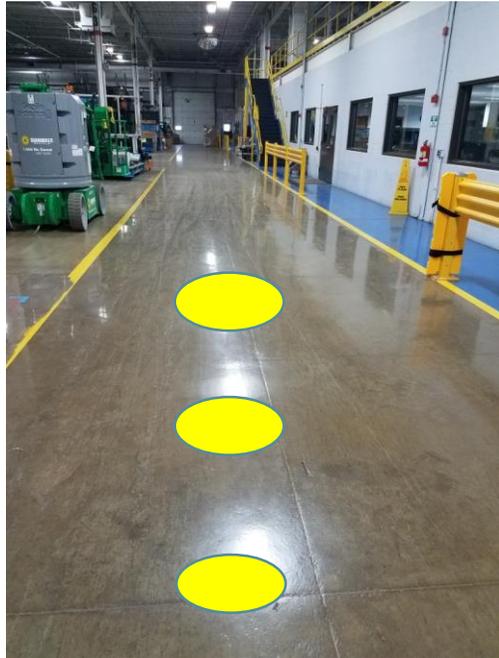
- The temperature of all employees will be checked immediately upon entering the facility;
- Any employees with temperatures above 100.4F will be sent home and advised to seek medical attention prior to returning to work



Other Facility Modifications



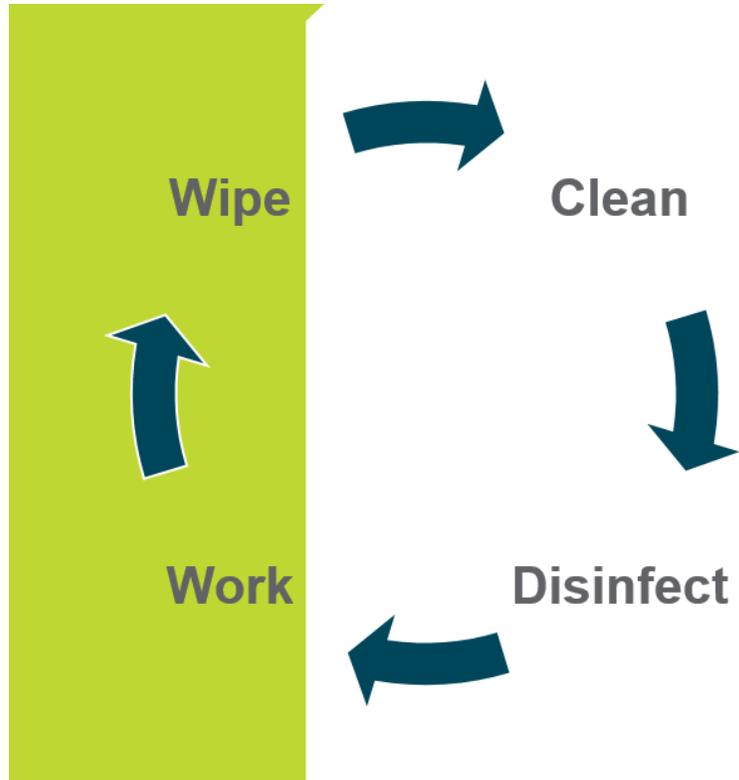
Other Facility Modifications



DESIGNATED EXIT WITH A
HANDWASHING STATION



Cleaning / Disinfecting Guidelines



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



The New Normal

Special projects to support the COVID-19 fight



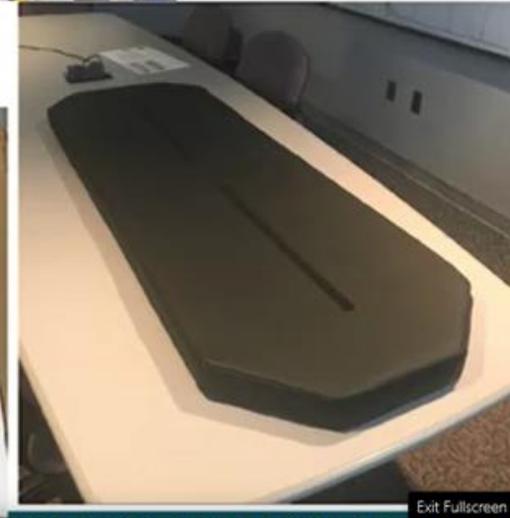
> Face Covers (design and production)

- Cross-functional team responded quickly
- Material selected, design completed
- Production launched in US and Mexico week of March 30
 - o US: Madison Heights
 - o 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

Q & A



BRIDGEWATER



I N T E R I O R S

MANUFACTURING EXCELLENCE

bridgewater-interiors.com

4617 W. Fort St., Detroit, MI 48209