

Aisin's initiatives to strengthen its human capital

2 Job satisfaction reform

To pursue not the quantity of work but the quality of work, we need to ensure that each employee feels job satisfaction and has a fulfilling life and to create new value that only we can provide. We believe that this will make us truly competitive to ensure our survival as a company and lead us to realize our Corporate Principles. With this background, we have included a job satisfaction reform in our priority issues related to sustainability and designated job satisfaction (fulfillment and adaptation) as a priority KPI. We are striving to achieve 4.0 (out of 5) in the job satisfaction of all our employees on a global basis by 2030.

To increase our employees' job satisfaction, we are running a cycle of visualizing their satisfaction through employee awareness surveys, clarifying problems and actions to take through workplace dialogues, and improving workplaces. Since 2006, we have organized the Management Study Sessions, where managers and plant directors engage in discussions and exchange suggestions regarding various problems and actions to take toward better workplace management. This scheme has now been adopted by 12 group companies, showing that we are consolidating our efforts throughout the AISIN Group to provide employees with even better job satisfaction.

As part of our initiatives to make work more fulfilling, management and employees work together to promote a good work-life balance. For shorter working hours, more paid leave taken, and work-life balance support, we have not only introduced schemes stipulated by law but are also advancing work style reforms that will enable employees

to create career paths without excessive stress or strain. We have also conducted man-hour surveys for indirect departments toward increased productivity. In addition, to enable fathers to take a more active role in raising their children, we are building a system and work culture that makes it easier to take paternity leave. Fathers are allowed to take five days of special leave per year after the birth of their child(ren). In fiscal year 2021, we declared ourselves as a company where 100% of fathers take paternity leave. Since fiscal year 2021, we have maintained that percentage.

Target for paid leave taken

Zero cutting of annual paid vacation

This initiative aims to ensure planned use of annual paid leave and to prevent loss of paid vacation that employees were entitled to take but failed to take in time. Targets for paid vacation to be taken differ between individual employees (ranging between zero and 20 days).

Minimum 14 days

This initiative aims for all union members to take at least 14 annual paid vacation days per year.

| Monthly average overtime worked (Aisin only) | | | | (Hours) |
|--|-------------|-------------|-------------|-------------|
| Fiscal year | 2019 | 2020 | 2021 | 2022 |
| Overall | 29.7 | 25.0 | 16.2 | 24.3 |

| Annual paid leave taken (Aisin only) | | | | (%) |
|--------------------------------------|-------------|-------------|-------------|-------------|
| Fiscal year | 2019 | 2020 | 2021 | 2022 |
| Overall | 98.9 | 98.7 | 98.0 | 92.4 |

Examples at Aisin (on a non-consolidated basis)

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| Teleworking | Allows employees of staff sites to work from home for part or the whole of a day. |
| Short working hour system for child care | Allows employees who have a child aged 11 or younger to work reduced hours in accordance with the age of the child. |
| Short working hour system for family care | Allows employees who have a family member requiring care to work reduced hours. |
| Parental leave | Allows employees to take a leave of absence for a requested period until the child reaches the age of two. |
| Family-care leave | Allows employees to take a leave of absence for a requested period to care for a family member. Maximum three years in total per family member. |
| Short-term family care leave | Allows employees to take leave of 10 days a year for one person requiring nursing care or leave of 20 days if there are two or more persons requiring nursing care. |
| Anshin (secured) holidays | Employees can carry over up to 20 days of unused annual paid leave to cover personal illness, nursing care, childbirth or child care. |
| Special leave for fathers (to attend their wife's childbirth and/or take care of their children) | Allows fathers of children below two years of age to take five days of leave per child to attend their wife's childbirth and/or take care of their children. |
| Family allowances | The AISIN Group pays allowances for children and family members requiring nursing care, disability assistance or other support. |
| Prior to maternity leave and childbirth - after-return meeting | The AISIN Group has introduced an after-return meeting system not only to comply with the law but also to help those on maternity leave or parental leave to return to their work smoothly and build their careers. |
| Launch of a communication site | The AISIN Group has launched a communication site that can be accessed by all the employees of the Group and their families. |