

Aisin's initiatives to strengthen its human capital**Creating a workplace environment that realizes both individual and mutual growth (Raise individuals, expand dreams.)** GRI 102-12, 202-2, 404-2, 3, 405-1**I Creation of a workplace environment that realizes both individual and mutual growth to help individuals accomplish their career visions**

We strive to develop into an organization where human resources with different values and experiences can fully demonstrate their own abilities, thereby realizing a wide variety of collaborations and accelerating the creation of new value through innovation. To that end, we believe that it is important for all employees to pursue new endeavors toward realizing growth and accomplishing their career vision.

At Aisin, "career" has been defined as "continuous and autonomous growth toward realizing one's own ideal future vision." Through career development support, we align the directions of each employee's career vision and of the company's vision and policies, thereby establishing a win-win situation in terms of individuals' job satisfaction and fulfilling life and the company's creation of value.

To clarify each employee's career vision, we ensure that an annual career meeting is held between the employee and his/her supervisor to identify the employee's experiences and skills and share the employee's ideal future vision with the supervisor. The employee and supervisor share the recognition of the necessary knowledge, experiences, career rotation and other factors for realizing the ideal vision.

To help individuals realize their ideal future vision, we have an open-entry system allowing employees to try jobs of their choice. This system is intended to draw highly motivated employees to address the company's

key issues and assign them quickly. In fiscal year 2022, we invited applications throughout the company for 37 projects, including those related to carbon neutrality and new operations. Consequently, all the relevant positions were covered by in-house applicants, and the successful applicants were transferred to the positions of their choice.

In addition, to help individuals develop their careers, we offer many more selective training programs, upload videos through "AISIN Tube" so that employees can study more conveniently, provide self-development programs, and organize career seminars. We also provide opportunities for individuals to take national examinations and obtain in-house qualifications as support for turning each employee into a professional.

We also ensure that four meetings per year are held between all the employees and their supervisors as milestones on the employees' development through their daily operations. At the beginning of each half of a fiscal year, employees and their supervisors have a meeting where the employees and supervisors set the employees' role, theme and target based on the company and department's policies. At the end of the half of the year, the employee conducts a self-evaluation before having a meeting with the supervisor. A sufficient discussion at the meeting enables the employee to be aware of the results of the target. In addition, a feedback of the employee's

strong and weak points enables both parties to share the direction of the employee's development in order to apply it to the next attempt.

For better management of employees with diverse values, we have a leadership training curriculum for newly promoted managers. This serves as a good opportunity for newly appointed managers, who have just started their career as a manager, to share their concerns and best practices.

Furthermore, to have managers think from a company-wide optimum perspective and act with flexible viewpoints, we have included a transfer to another business field or function in our promotion requirements. By arranging many transfers, we strive to equip employees with extensive perspectives.

These initiatives earned us the highest prize at the 3rd Platinum Career Awards (held by the Mitsubishi Research Institute with cooperation from Toyo Keizai; sponsored by the Ministry of Health, Labour and Welfare and the Tokyo Stock Exchange) in 2021.

