

Aisin's initiatives to strengthen its human capital

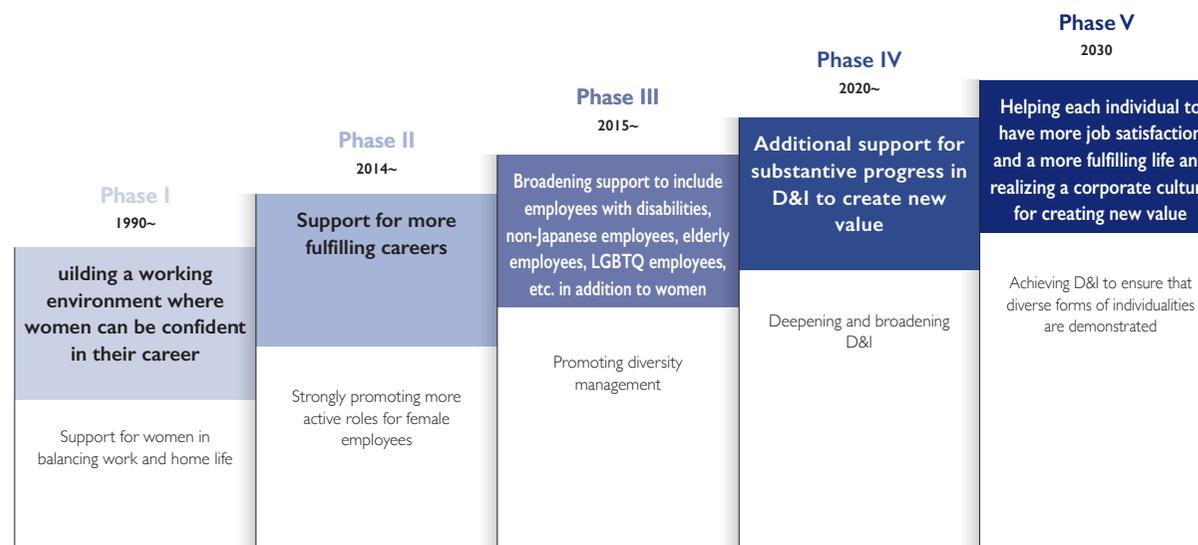
3 Promotion of diversity and inclusion

We have included the promotion of diversity in our priority issues related to sustainability. We are diverse in terms of nationalities, genders and LGBTQ, races, religious beliefs, ages, disabilities, experiences and careers, specialties, ideas, values, life stages, etc., and all the more for this, the unity of our employees with such diverse qualities gives us unknown and unlimited possibilities.

Our promotion decisions for management and other core roles have always been based on fair and impartial evaluation of the candidates' abilities. As a result, a wide range of backgrounds are represented, with women and mid-career employees in management roles and local employees working as executives at our overseas companies.

We are actively engaged in diversity management to promote diversity, to create an open workplace that allows frank discussions and a culture that embraces diverse values, and to enable each employee to take on challenges with enthusiasm and lead a fulfilling life.

Diversity and inclusion (D&I) Road Map



Target values for promotion to core roles (Aisin only)

| | FY2022 | FY2031 targets |
|--|--------|--|
| Ratio of mid-career employees in managerial positions | 26.0% | Equivalent to the ratio of those employed as new graduates |
| Ratio of local employees in executive positions (vice president or higher) in overseas companies | 35.4% | 40% |

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Vision and initiatives for promoting more active roles for female employees

To enable our female employees to be true to themselves and shine at work, we carry out initiatives to provide career support and help women to balance their work and home lives. Since 2014, in order to absorb the real voices from the frontline, we have adopted a system in which female representatives and top management consider the necessary measures. We have also introduced the Ikubosu Training program and the Career Mentor System. These efforts have led to the creation of innovation. AIR, a beauty care device using technology of converting water molecules in

air to extremely fine water particles, has been developed in a project where nearly half of its members were female engineers. The device is the result of the use of a wide variety of perspectives.

In addition, in support of the "Challenge to 30% by 2030" (percentage of female executives) by Keidanren, we promote the development of female managers.

In recognition of these efforts, we have been selected for two years in a row as a Nadeshiko Brand under the Nadeshiko Brand system operated jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange to recognize companies with excellent support for women in the workplace.

Main support for women in the workplace

| Examples | Number of people |
|--|---|
| Ikubosu Academy (total) | 698 |
| Ikubosu Fellows* (total) | 806 |
| FY2022 female employee networking event participants | 676 |
| Registered career mentors | 65 |
| | Department heads: 18; female core personnel: 47 |

*Together with students of the Ikubosu Academy, Ikubosu Fellows are expected to spread the concept of Ikubosu.

Targets for women in the workplace

| | FY2022 results | FY2031 targets |
|--|----------------|--------------------|
| Rate of female employees managerial position | 2.6% | 6.0%* ¹ |
| Female executives* ² | 3 (11.5%) | At least 3 |
| Women hired as new graduates | Administrative | 35%* ³ |
| | Technical | 20%* ³ |

*¹ Aisin, Aisin Takaoka, Aisin Chemical, and ADVICS

*² Directors, Corporate Officers and Audit & Supervisory Board Members (as of June 2022)

*³ New hires in April 2022



Noncontact beauty care device using the world's first* water particle conversion technology AIR

*According to our research

Establishment of a workplace environment where employees can continue to pursue new endeavors regardless of their age

To encourage older human resources to develop their careers autonomously, we reemploy all retirees if they wish to be reemployed. In addition, we have Technical Legacy Coaching Sessions to pass on the advanced skills of reemployed individuals to the next generation. By doing so, we strive to enhance the motivation of older human resources.

| Main efforts/systems | Description |
|---|---|
| Re-employment | Available to all retirees if they wish. Reemployed individuals can work for limited hours or days. |
| Career design training according to the age group | Available for those in their 30s, 40s, and 50s according to the age group as an opportunity to review their previous careers and consider their future careers autonomously. |
| Outside career consultation service | Available for those participating in the career design training according to the age group to think more deeply about their future careers by seeking advice from outside consultants |
| Seminars designed for those in their 50s | Provided by the Group's four companies* to promote employees' understanding of the reemployment system, the importance of health management, and the pension and retirement allowance system. |

* Aisin, Aisin Takaoka, Aisin Chemical, and ADVICS

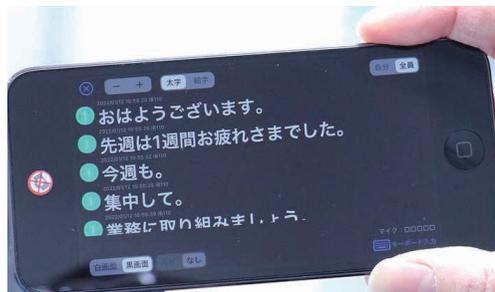
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Support for the disabled to fully demonstrate their individualities

Based on the concept of normalization, we strive to ensure that disabled employees can make their presence felt at various workplaces. To do so, we have posted social workers and introduced various support tools.

YYProbe

This is a voice recognition app using artificial intelligence (AI). The use of a mask due to the spread of COVID-19 has made it impossible to communicate through mouthing. The app has been developed to support communication of the hearing-impaired by visualizing the speaker's remarks. Developed in cooperation with employees with hearing impairment, the app has been distributed to all those eligible.



In October 2019, we established Aisin Wellness Smile Co., Ltd. (a special subsidiary) to provide many more employment opportunities for the disabled and enable them to work for a long term. The company undertakes daily indoor cleaning, disposal of classified documents, and electronification of documents. By organizing regular meetings, providing training programs, assigning job coaches, and cooperating with welfare organizations, the company has a comfortable workplace environment where employees can feel job satisfaction. The

AISIN Group as a whole strives to achieve a high employment rate of the disabled by collecting and accumulating relevant know-how, providing support for various activities, and cooperating with public institutes, schools, etc.

Promotion of the understanding of LGBTQ and other diverse gender qualities and establishment of an appropriate environment

Aiming for a workplace that understands and accepts LGBTQ and other gender diversity, we are promoting individuals' understanding by organizing sessions for all managers and holding workplace meetings to learn through case studies. In addition, we are establishing an appropriate environment by, for example, installing rest rooms with a universal design.

Employment of human resources with diverse knowledge and experiences

We are reinforcing mid-career recruitment by, for example, introducing referral recruitment particularly in the key areas. For the employment of new graduates, we have a year-round recruitment system to attract excellent human resources with diverse values from both home and abroad.

Talent management

We are currently visualizing employees' abilities, experiences, aims, etc. to accumulate and use human resource information, not only toward responding to changes in our business environment but also toward ensuring that all individuals can fully demonstrate their abilities. We will use such information for a strategic assignment of human resources and also for helping all employees to realize their career vision autonomously.

Accreditation and awards for initiatives related to diversity and inclusion

Nadeshiko

Certified in fiscal years 2021 and 2022



Eruboshi (2 stars)

Certified in fiscal year 2020



Kurumin: certified in fiscal year 2008

Platinum Kurumin: certified in fiscal year 2022



Aichi Company with Active Participation of Women (Outstanding Company)

Fiscal year 2019 award winner



Aichi Prefecture Family Friendly Company

Certified in fiscal year 2016

