

Aisin's initiatives to strengthen its human capital

4 ATBA activities: Building workplaces full of vitality, the AISIN way

We are striving to ensure that individuals with diverse qualities can pursue new endeavors based on the spirit of one team without fearing making mistakes and can create new value by taking advantage of each other's abilities and contributing to mutual growth. To that end, we are developing human resources and workplaces so that our employees, regardless of their affiliations and positions, can engage in discussions frankly and cross-sectionally and form networks freely toward pursuing new endeavors.

We are also strengthening our company framework through AISIN Active Team Building Activities (ATBA), a team-building initiative that fosters the communication and trust relationship required for a high-performing team, based on our mindset that every workplace and employee is the

star. Intended to improve productivity and job satisfaction, the initiative consists of management reforms with a focus on the quality of relationships and team-building efforts to establish the psychological safety necessary for an innovative workplace culture and ensure a good cycle of success at the organization. At the Kaeru Meeting, which serves as the cornerstone of this initiative, all the members, including management, share their ideal team image and assess the current situation based on how their time is usually spent and the results of the relevant employee awareness surveys. The meeting members engage in many discussions to identify what they are expected to do, what they like to do, and what the gap is between the reality and the ideal, before implementing various ideas that will make their operations

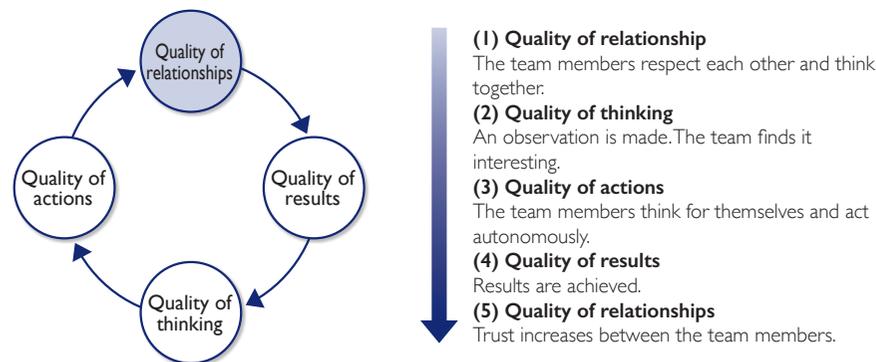
more efficient and improve their job satisfaction.

As support for each individual, we ensure that one-on-one meetings are held between superiors and subordinates to enhance the quality of their relationships. These activities have led to an increase in communication with supervisors and colleagues, and there has been an ongoing improvement in critical areas, such as job satisfaction (engagement), in the results of the employee awareness survey we conduct each year.

With the ATBA currently adopted by 12 group companies, we provide opportunities for leaders to share their best practices and concerns, thereby striving to establish a vigorous workplace environment throughout the Group.

A Core Theory of Success

(By Dr. Daniel Kim, Massachusetts Institute of Technology [MIT])



Being an organization that constantly delivers results does not start with improving the quality of results; it begins with improving the quality of relationships.

ATBA flowchart

