










AISIN Group's Vision for 2030

Priority issues, KPIs and targets for fiscal year 2031 GRI 102-47, 103-2

KPIs (key performance indicators) and targets for fiscal year 2031 have been set for priority issues approved by the Board of Directors. These have been incorporated into specific activity plans, and initiatives are being promoted and improved.

| | Priority issues | | Vision for FY2031 |
|---|---|--|---|
| Resolution of social issues through business activities | <ul style="list-style-type: none"> Global warming control Reduction of traffic accidents Providing safe means of movement/transportation |   | <p>Mobility business</p> <ul style="list-style-type: none"> Contributing to creating a mobility society that is more friendly to the environment and people by reducing energy consumption, utilizing clean energy, and providing safer and more comfortable means of transportation <p>To expand products toward net-zero GHG emissions by 2050 P.39 Carbon neutrality</p> <p>To expand safety goods toward the realization of a zero road casualty society P.46 Chassis and Vehicle Safety System Company</p> |
| | <ul style="list-style-type: none"> Promotion of transition to clean energy Promotion of health and welfare |    | <p>Energy-related products business</p> <ul style="list-style-type: none"> Contributing to creating a city that makes people's lives better and is more environmentally conscious by spreading clean and highly efficient energy-related products and providing comfortable housing spaces <p>To promote energy-related development toward a carbon-free recycling society P.54 Energy Solutions Company</p> <p>To create products and services toward the realization of a more convenient and safer society P.50 CSS Company</p> |
| | <ul style="list-style-type: none"> Promotion of sustainable industrialization by technological innovation Reduction of CO₂ emissions Prevention of contamination Reduction of substances of concern Resources circulation Enhancement of resource efficiency |   | <p>Common to all businesses</p> <ul style="list-style-type: none"> Contributing to building a rich and sustainable society by providing new value generated by future-oriented research and development Contributing to transition to a recycling-based society by promoting efforts to eliminate burdens on the global environment <p>To expand R&D and tie-ups toward the promotion of a sustainable society P.30 R&D budget and equipment investment orientation for the shift to solution-oriented products</p> <p>To reduce CO₂ emissions from manufacturing to use and disposal of products for a low-carbon society P.39 Carbon neutrality P.87 Environment</p> |
| | Management foundation supporting activities | <ul style="list-style-type: none"> Labor safety and health Health Human rights Promotion of diversification Job satisfaction reform Work-life balance Compliance Sustainable procurement |   |

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Calculation method

$$\text{Ratio of sales from electric products} = \frac{\text{Sales of electric products}}{\text{Total sales of related division (Powertrain, Chassis and Vehicle Safety System)}}$$

$$\text{ADAS}^{*1} + \text{ratio of sales from automated driving products} = \frac{\text{Sales ratio of ADAS + autonomous driving products}}{\text{Total sales of related division (Chassis and Vehicle Safety System)}}$$

*1 Advanced Driver-Assistance Systems

| KPIs | | FY2022 Targets | FY2022 Results | FY2023 Targets | FY2031 Targets |
|--|---|--|---|--|--|
| Sales ratio of electric products that contribute to reducing CO ₂ emissions | $\frac{\text{Sales of electric products}}{\text{Total sales of related division}}$ | 14% | 13% | 20% | 50% or greater |
| Sales ratio of autonomous products that contribute to safe travel | $\frac{\text{Sales ratio of ADAS + autonomous driving products}}{\text{Total sales of related division}}$ | 34% | 39% | 35% | 50% or greater |
| Contribution to CO ₂ reduction by energy-related products (sales) | | 685,000 t-CO ₂ per year | 690,000 t-CO ₂ per year | 730,000 t-CO ₂ per year | 2,300,000 t-CO₂ per year |
| No. of new products and services contributing to health and welfare that are adopted by society | | 8 | 8 | 10 | 20 |
| R&D expense to revenue ratio | | 4.8% | 5% | 4.8% | 6.0% |
| Ratio of development cost for CASE and cutting-edge technologies | | 48% | 49% | 51% | 70% |
| Life cycle CO ₂ emissions reduction rate | Assess global results for Scope 3, create rules and set reduction targets | | Complete the assessment of global results for Scope 3 and the setting of reduction targets *The rule creation is underway. | (In compliance with international rules) Establish calculation guidelines | Reduction of 25% or greater Compared to FY2020*4 |
| Reduction rate of CO ₂ emissions from production (total) [compared to FY2014] | | Reduction of 6.8% or greater (2.585 million t-CO ₂ per year)*3 | Reduction of 7.5% or greater (2.565 million t-CO ₂ per year)*3 | Reduction of 12.0% or greater (2.422 million t-CO ₂ per year) | Reduction of 50% or greater (1.386 million t-CO ₂ per year)*5 |
| No. of serious accidents | | 0 | 0 | 0 | 0 |
| Rate of disabling injuries occurring | | 0.05 | 0.14 | 0.05 | 0.05 |
| Ratio of female employees in managerial positions at 4 group companies*2 | | 2.45% | 2.48% | 2.8% | 6.0% |
| Job satisfaction at 4 group companies (from the results of employee satisfaction surveys)*2 | | 3.5 points (4 group companies) | 3.4 points (4 group companies) | 3.5 points (4 group companies) | 4.0 points (Full) |
| No. of serious violations of laws and ordinances | | 0 | 0 | 0 | 0 |
| Compliance rate of Guidelines by formulating and developing group-wide global Guidelines for suppliers | Establishment and deployment of guidelines | | Issuance of the Supplier Sustainability Guidelines and deployment to domestic suppliers | <ul style="list-style-type: none"> Establishment and deployment of carbon neutral targets Deployment of the guidelines to overseas suppliers | 100% |

*2 We plan to expand these to more companies in the future.

*3 CO₂ emissions calculated using the coefficient in the Seventh Aisin Consolidated Environmental Action Plan

*4 The base year was revised in line with the establishment of the SBT target.

*5 Figures were revised based on calculations using the coefficient in the Seventh Aisin Consolidated Environmental Action Plan.