

Human resources

Aisin's human resources philosophy

The AISIN Group believes that each of our co-workers is a key player and the strength of our Group. Based on this belief, we have purposely placed "co-workers" at the top of the value we provide in our Group Philosophy. Through the implementation of our human resources management goals, we plan to create new value and provide our colleagues with job satisfaction and happiness in life.

We designated job satisfaction (fulfillment and adaptation) reform as a priority KPI in our employee awareness survey and aim to achieve a score of 4.0 points (5-tier evaluation) for job satisfaction for all our employees on a global basis by 2030. We have set this

KPI based on our belief that an improvement in job satisfaction and an enriched life for all employees will contribute to new value creation.

Factoring in the results of the employee awareness survey, we are implementing a feedback meeting to discuss issues and actions in each workplace and are executing a PDCA cycle for personnel development and the creation of workplaces.

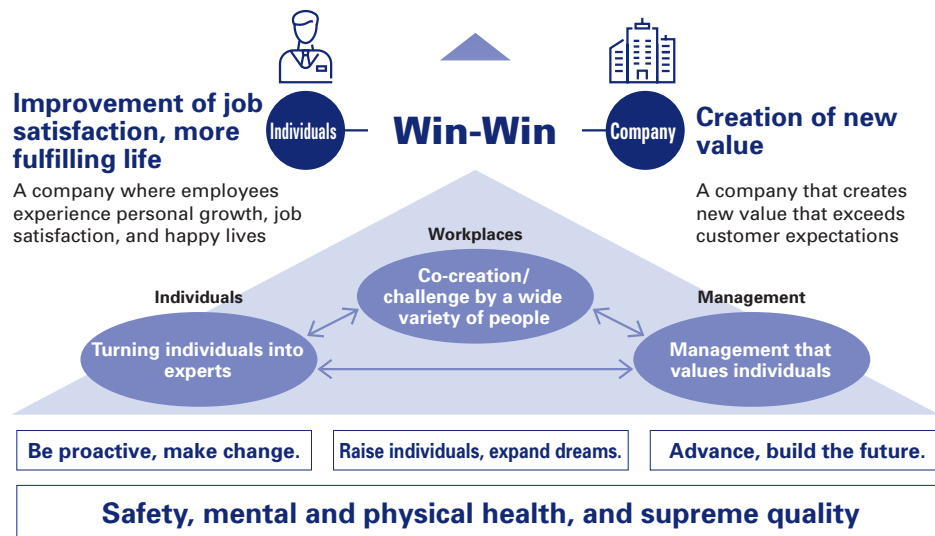
Direction of the vision and priority measures for personnel and workplace goals for 2030

"The ability of people and organizations to continue to efficiently produce results as a homogeneous group,"

which has been rapidly and quantitatively expanded thus far, contains aspects that do not necessarily suit the present environment "to anticipate needs and changes, and supply products that are not extensions of existing products."

New ideas that are not bound by precedent are essential to solving problems without simply extending existing solutions. We have identified the areas that should be changed in particular to adapt the changing environment while leveraging our strengths thus far, and have sorted out the vision for the AISIN Group. Various measures are in place to achieve that vision.

Inspiring "movement," creating tomorrow

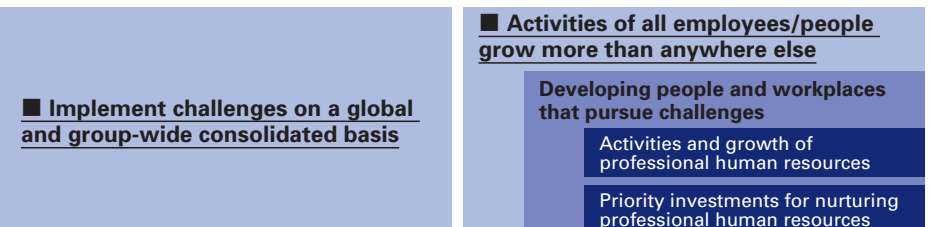


Vision for people and organizations

All employees aim to create great challenges for the Group and globally, and continue to move forward and take on challenges to find solutions.

We aim to enable all diverse individuals to grow, regardless of their attributes. In addition, AISIN We aim to be a company chosen by diverse human resources as a company where people grow better than anywhere else.

Direction of the vision and priority measures for personnel and workplace goals for 2030



Human resources

■ Group and global consolidated basis

Nurture leaders on a group and global consolidated basis

From the viewpoint of customers and society, we will nurture leaders that will create great challenges that surpass the organization and individual. In addition, promote the training of human resources that are able to flexibly solve issues from an overall perspective at local sites.

| Main efforts | Description |
|---|---|
| Development of executives | <ul style="list-style-type: none"> Discover candidates for executives, and proactively implement appointment for important themes and posts Provide education based on the educational issues of each employee, including coaching, management know-how training, and the testing of skills against people from other companies to gain a high level of human abilities and views |
| Develop human resources for important posts overseas | <ul style="list-style-type: none"> Introduce AG2 (Aisin Global Grading) Select important posts based on standard global indicators Promote systematic training, including clarification of post requirements, formulation of a succession plan and education to develop personnel as management, to optimally place personnel in important positions |
| Manufacturing leader education at Aisin Academy | <ul style="list-style-type: none"> As an internal training facility, we provide education on practical technical skills and metal and physical training necessary for leaders. Continue to accept trainees from overseas bases (Cumulative total of 435 people from 35 sites in 11 countries) Plan to set up a course for overseas managers and supervisors from FY2024. Strengthen training of floor leaders (cumulative total of approximately 20 people) Also establish the Aisin Academy in sites overseas. China (cumulative total of 270 employees, Thailand (cumulative total of 35 people) |
| Activities for the three pillars | <ul style="list-style-type: none"> Workplace issues for the development of manufacturing sites and human resources to complete globally <p>People: Standardized work Products: Process point management Facilities: Autonomous maintenance Classification and global deployment of activities to promote problem solving</p> |

Resource shift and re-skilling of personnel for key areas

We plan to promote the systematic training and shift of human resources on a group basis for the establishment and fulfilling of requirements for workload and necessary personnel on a function basis, to facilitate the speedy implementation of a resource shift and re-skilling of personnel required for key areas.

| Main efforts | Description |
|---|--|
| Shift to electrification | <ul style="list-style-type: none"> Complete the shift of 1,500 development and production technology personnel by the end of FY2023 to a production system that will output 4.5 million electric drive units by 2025. |
| Electrification engineer training | <ul style="list-style-type: none"> Immersive training for 1-3 months on motors and heat management technology to shift personnel to the area of electrification (580 employees took the training by the end of FY2023) |
| Electrification line worker training | <ul style="list-style-type: none"> Revamped the education system for skilled workplaces to focus on electrification (1,430 employees took the training by the end of FY2023) |
| DX and AI personnel training | <ul style="list-style-type: none"> Implemented AI training at the major 11 companies (850 employees took the training by the end of FY2023) Newly established an organization to promote the use of the cloud and started human resources training |
| Software personnel training | <ul style="list-style-type: none"> Revamped the training system which targets an improvement in product functions by introducing the basic concept of software human resources. Shift 30% of existing personnel to upstream development processes by FY2026 |
| Build a mobility solution system | <ul style="list-style-type: none"> Build a development system that crosses over all in-house companies to expand the integrated sensing system business, which uses advanced recognition sensors |

Promote group management

To reinforce our profit-making structure, we plan on consolidating overlapping functions through management integration and restructuring, integrating or eliminating unprofitable businesses. We are also optimizing fixed personnel while making a definitely shift of resources to areas to be reinforced, including sales, procurement and cost, for future businesses. As of the end of FY2023, we have achieved 80% of our goals for the effect of integration for 2025.

Human resources

■ Activities of all employees/people grow more than anywhere else

Developing people and workplaces that pursue challenges

We are undertaking reforms to our culture companywide, based on our slogan for the “development of human resources and workplaces that can take a step forward by pursuing new endeavors,” to realize a full model change of Aisin.

| Human resources management we aim for | Image of human resources and workplaces we plan to achieve |
|---|--|
| Co-creation/challenge by a wide variety of people | (1) All Parties/All Challenges (2) Know about and connect with the outside |
| Management that values individuals | (3) Each colleague proactively creates a workplace (4) Open communication |
| Turning individuals into experts | (5) Determination and effort which are attributes you will continue to learn on your own (6) A workplace where people grow and nurture each other |

Promote honest dialogue and actions where every one is an involved party

Company leadership takes the initiative, communicates the message “the most important factors for realizing a full model change of Aisin is its human resources and workplace culture,” and aim for a “bright workplace culture where communication is open, people can speak honestly and mutual support one another” that is driving company-wide activities.

| Main efforts | Description |
|---|---|
| Meeting between employees and management Round-table conference between employees and management | Leaders of labor and management companywide and for each in-house company and headquarters discuss develop people and workplaces that pursue challenges |
| Town-hall meetings | Dialogue sessions form management and employees to reach a mutual understanding |
| Departments and plants labor-management meeting | Promote workplace problem solving for challenges |
| Management Study Sessions | General managers and general managers at plants hold discussions on workplace issues and implement mutual improvements |
| Aisin Team Building Activity (ATBA) | Around 1,500 groups companywide are members who hold regular meetings and 1-on-1 sessions. Establish psychological safety and activities to enhance productivity and job satisfaction by improving the quality of relationships |

Diversity and inclusion

In recognition of our many years of effort mainly for female employees balancing a career and households, we have been selected for three years in a row as a Nadeshiko Brand under the Nadeshiko Brand system. We will continue to address issues concerning full support in skill workplaces, career awareness of the individual and career support in the workplace. Also, we are reinforcing mid-career hires and external collaborations to actively carry out exchanges with human resources with diverse backgrounds to produce new ideas.

Activities of all employees/lifelong success in skill workplaces

Increase in voices stating that “objects are heavy and work is tough” due to an increase in women in skill workplaces. In 2016, started creating workplaces that are comfortable for women. In 2021, regardless of gender, physique and age, we enacted the D&I environment management standards based on the concept of workplaces where anyone can work comfortably and thrive, and are expanding activities, including processes and the maintenance of workplace environments.

An open-entry system where employees can volunteer to take on new business challenges

The open-entry system (around 115 transferred to this system cumulatively) recruits motivated employees and quickly positions them to tackle priority issues in the company. Employees in the system can freely take on challenges. In April 2022, AISIN AUTO PARTS SERVICE CORPORATION was established. In July of the same year, the James Komaki Minami Store was launched and people were recruited under this system as the first members to handle store management.



Management Department, Aftermarket Company

Kayo Shibata (left photo)

In light of the fact that the original department handled the reproduction of spare parts, value was placed on the voice of the end-user. They wanted the job to take on the form of a BtoC business. The employees transferred using this system. By actually working this job, I was overwhelmed by the speed of operations. I was very happy to be able to be involved in BtoC operations while still in my 20s. Going forward, I aim to do my best and tackle new challenges and doing things out of the box so that one day the members of James will be proud to have been able to work with Aisin.

Creating a working environment friendly to every employee through improvement activities utilizing the skills and knowledge of seniors

In recent years, among working seniors, for “job satisfaction” and being “active,” it is important for seniors to know they are contributing and are needed even as they age. Focus is on physical and muscular strength, eyesight and mental acuity and memory, which change as people age. We are implementing improvement activities for creating work procedures so that “no matter who does the job the same results are obtained.” This includes lightening the workload, adjust the size of lettering on signs and simplifying operations.



Tahara Plant
Assembly, processing and distribution section of the Production Control Section

Yoshiyuki Moriyama

Dollies used to transport items are heavy. At the time of initial operation, etc. the operator must put all of their weight into it so by the time they finish work their legs and lower back are fatigued, slowing their work efficiency. As a result of making improvements that took into account the opinions of seniors, the burden at the time of initial operation of a dolly was reduced around 60%. A dolly that can turn on a dime was created and this enable workers, regardless of their age to maintain their work efficiency. Consequently, we were able to reduce concerns about physical strength, etc. which gave seniors working at the company the confidence to continue their job. We continue to look forward to improvements that will enable “anyone to play a role” not just seniors.

Human resources

Activities and growth of professional human resources

Challenge = "In a world where there is no right answer, and envisage a vision and take one step at a time to change." To this end, "professional" human resources, an image that personnel at Aisin aim to

become, are defined as "people who voluntarily think and take action to perform well in each place and position with overall optimization."

Organize the basic abilities of professional human resources. They are "problem-solving skills," correctly grasp the facts in a changing environment, envisage the issues, and find a solution on your own, "transformative

strength," which drives change, and "human abilities," to extract empathy from others. We are deploying various measures and implementing activities in the workplace for these activities and to achieve growth.

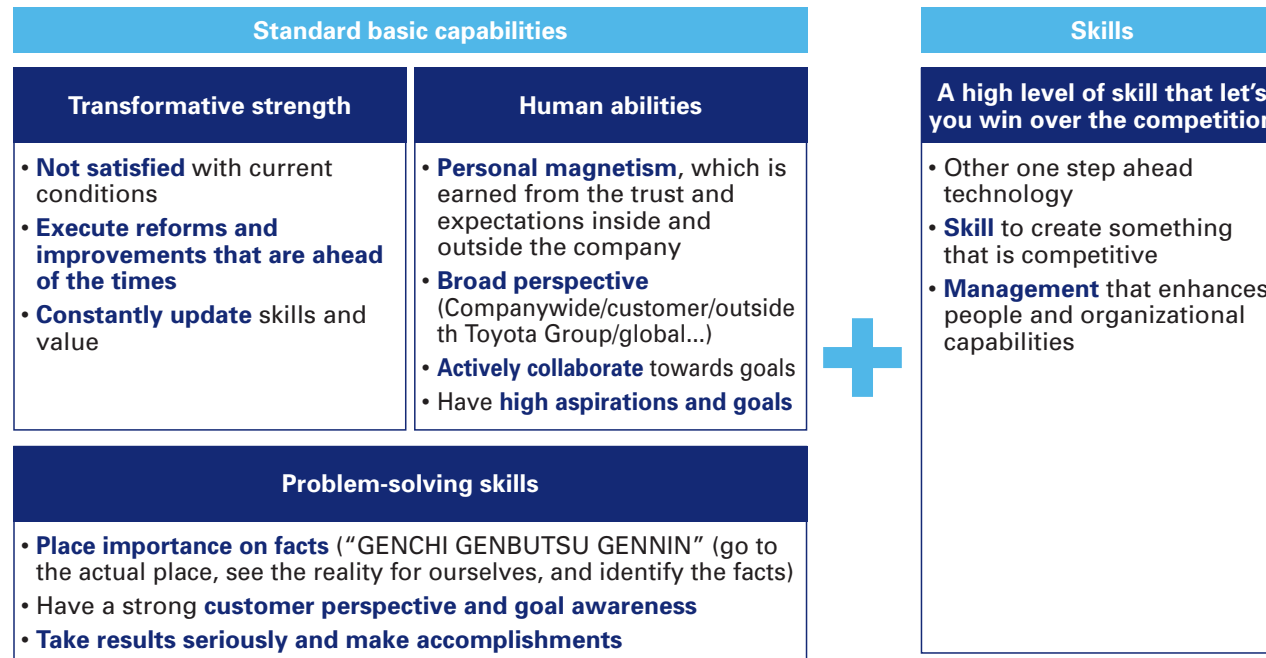
Appropriate evaluation of challenges, well-balances compensation

From executive management to employees, reforms to the HR evaluation and measures that provide support are being deployed to encourage everyone to take on challenges.

Definition and components that make up "professional" human resources

"Professional" human resources

= People who voluntarily think and take action to perform well in each place and position with overall optimization



| Main efforts | Description |
|---|---|
| Revisions to the remuneration system for executives | <ul style="list-style-type: none"> • In addition to performance-linked remuneration, expand the reflection of individual assessments and adopt remuneration that is based on each individual's performance • As an opportunity to learn from one's own awareness, introduce the 360° performance evaluation system to contribute to a further change in behavior |
| Full-fledged evaluation interviews with mid-level management and general employees | <ul style="list-style-type: none"> • Fully align the dreams and aspirations of the individual with the problems and endeavors of the organization in evaluation interviews to autonomously create new value • Implemented a system presentation 85 times to review, gain the understanding of and instill evaluation operations • Continue to deploy best case scenarios and implement individual support |
| Revised the HR system for mid-level management and general employees | <ul style="list-style-type: none"> • For promoting challenges Mid-level management: 2H FY2024 General employees: Scheduled for system revision in 1H FY2025 • Target and vision for system revisions (1) Point-addition system Evaluate challenges and what is learned from failure (2) Market value principle Reward current responsibilities and achievements (3) Acceleration of liquidity and a shift outward Break away from being inward and realize the concept of "right person, right place and right time" |

Human resources

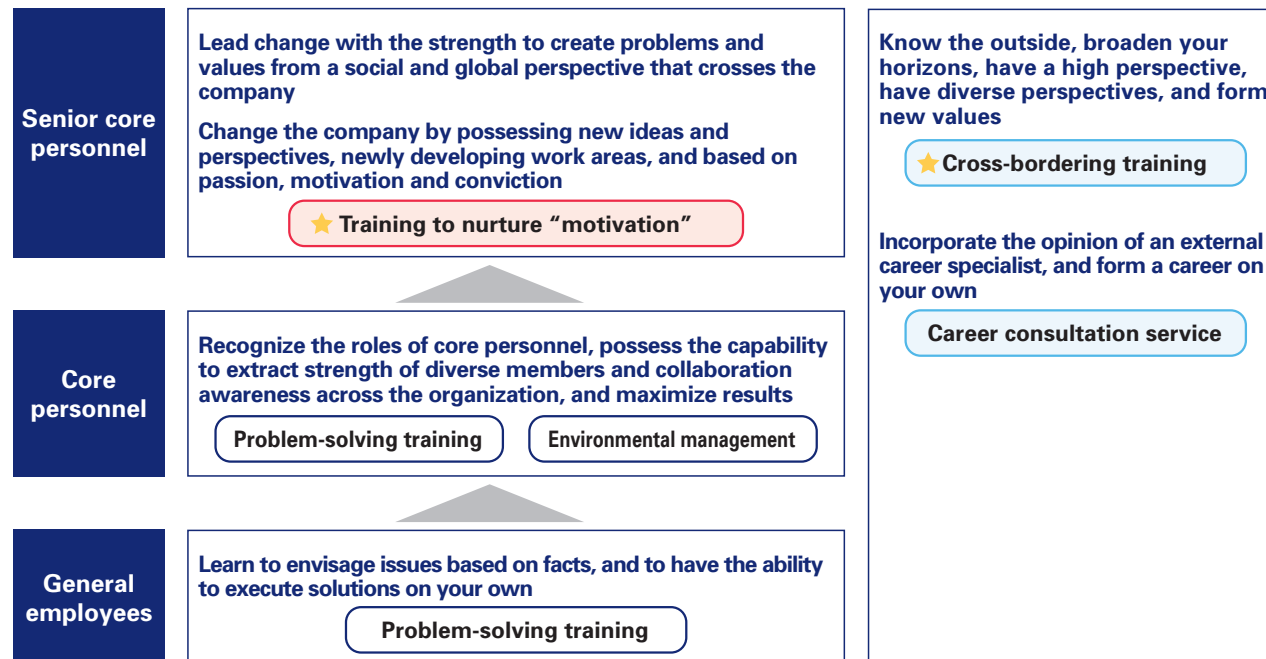
Priority investments for nurturing professional human resources

To promote autonomous growth of all for the fostering of professionals, we plan to drastically review the system for fostering human resources and also are actively implementing training investments, including increasing educational investments by approximately 20% from FY2023.

As a focus point, establish an axis for work using “practical training for problem-solving,” and provide a place to “change your perspective by knowing the outside,” “acquire a new set of values, and improve your problem creativity and management skills,” and “have an awareness of organizations and joint creativity with no obstacles in the organization) to improve human abilities and transformative strength.

Convert the training system from a “uniform hierarchy and giving” to “diversity and thinking and learning for one’s self”

 Reinforcement
 New
 ★ Improve human abilities



Human resources

Promoting flexible working styles

To help individuals create new value from flexible perspectives, we have introduced a flex time system with no core time and a teleworking system since FY2020, so that they can work from anywhere at any time. We have also set up satellite offices and allowed casual attire to encourage new ideas that are not bound by culture or customs. Since FY2022, we have also launched an outside employment system, a three-month flex time system, a discretionary work system, and other working practices for realizing flexible working styles. At the same time, to ensure many more opportunities for individuals to learn outside the company toward expanding their horizons, we offer a cross-border experience program whereby participants can work together with those from different industries to solve social problems.

As part of the job satisfaction reform, management and employees work together to promote a good work-life balance. To promote shorter working hours, taking of more paid leave, and work-life balance support, we have not only introduced systems stipulated by law, but are also advancing work style reforms that will enable employees to create career paths without undue stress or strain. We have also conducted man-hour surveys for indirect departments toward increased productivity. In addition, to enable fathers to play a more active role in raising their children, we are building a system and work culture that makes it easier to take parental leave. Fathers are allowed to take five days of special leave per year after the birth of their child(ren). In addition to declaring ourselves a company where 100% of fathers take paternity leave in FY2021, we introduced the postpartum paternity leave program from FY2023,

whereby the workplace supervisors of employees who are expecting a baby will always confirm whether they wish to take childcare leave. As a result of these initiatives, we have achieved the target of 100% since FY2021, and the rate of employees taking childcare leave has been increasing year by year.

Target for paid leave taken

Zero cutting of annual paid vacation

This initiative is aimed at ensuring planned use of annual paid leave and preventing 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 to have all union members take at least 14 annual paid vacation days per year.

Monthly average non-statutory working hours (Aisin only) (Hours)

| FY | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------|------|------|------|------|------|
| Whole | 29.7 | 25.0 | 16.2 | 24.3 | 26.1 |

Annual paid leave taken (Aisin only)* (%)

| FY | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------|------|------|------|------|-------|
| Whole | 98.9 | 98.7 | 98.0 | 95.4 | 101.0 |

* The denominator is the number of days granted in a single fiscal year. The number of days taken for Anshin (secured) holidays (a system that allows an employee to accumulate up to 20 days of expiring paid leave and use them for personal injury or illness, nursing care, or childbirth and childcare) is also included.

Examples at Aisin (on a non-consolidated basis)

| | |
|--|---|
| Teleworking | Allows employees of staff sites to work from home or another outside place for part or the whole of a day |
| Flextime system without core time | Sets two hours as the minimum daily working hours with no core hours, so as to flexibly respond to business fluctuations |
| Satellite offices | Seven facilities outside the company are made available, with the aim of creating innovations and improving productivity by allowing employees to change their place of work |
| Casual attire | Encourages new ideas and flexible initiatives by fostering a free and vibrant culture |
| Three-month flex time system | Flexibly adjusts working hours within three months for seasonal business fluctuations that last more than a month, thereby encouraging efficient work execution |
| Discretionary work system | Allows employees to have discretion over work time allocation and methods so as to create an environment where employees can devote themselves to work without being bound by time constraints, which is expected to lead to achievements |
| Outside employment system | Helps employees improve their knowledge and skills to improve the quality of their work and realize a fulfilling life, thereby leading to increased motivation for work |

Human resources

Creation of a workplace environment that realizes both individual and mutual growth to help individuals accomplish their career vision

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 recognition of the necessary knowledge, experiences, career rotation, and other factors for realizing the ideal vision.

In addition, we have implemented various support measures, such as creating videos to help employees learn how to think about career development from the basics, and increased the number of online consultations with outside career support specialists

available for employees wishing to draw up a grand future career vision from 120 to 360.

To help individuals develop their careers, we offer many more selective training programs, upload videos through “AISIN Tube” to allow employees to study more conveniently, and provide self-development programs. We also provide opportunities for individuals to take national examinations and obtain in-house qualifications. We have also expanded “cross-border” training, in which participants work in cooperation with people from different industries to solve social issues (participated in by about 30 people last year ▶ about 250 people in FY2024) as part of our efforts to provide opportunities for all our diverse individuals to play active roles by making full use of their respective characteristics.

We also ensure that four meetings per year are held between all the employees and their supervisors as milestones in 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 fiscal year, the employee conducts a self-evaluation before having a meeting with the supervisor. Sufficient discussion at the meeting enables the employee to be aware of the results of the target. In addition, feedback on 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 facilitated transfer to another business field or function with the aim of equipping 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.



Human resources

Commitment to turning engineers into professionals

For engineers engaged in production, we have a system (Career Way) that enables them to realize more keenly that they are growing, by clarifying the knowledge, skills, and techniques to be obtained according to their vocational qualifications so that each individual can work on self-growth (career development) in a more autonomous and motivated manner. In addition, to stimulate employees' motivation for pursuing new endeavors, we support them in taking skill examinations (national and in-house).

Development of leaders for manufacturing

We also run the Aisin Academy, an internal training facility for personnel being appointed as leaders at manufacturing sites. Aimed at new employees, including those of domestic and overseas Group companies, and trainees dispatched from overseas bases, the year-long training program equips participants with practical technical skills and the mental and physical training required of leaders. With our eyes toward the future, we have added a computer control course to the academy's curriculums so that employees can obtain digital skills. This course enables trainees to learn about the basics of AI and IoT, and acquire skills for collecting and utilizing data that are used at production sites. Such trainees are expected to make an immediate contribution to their worksites.

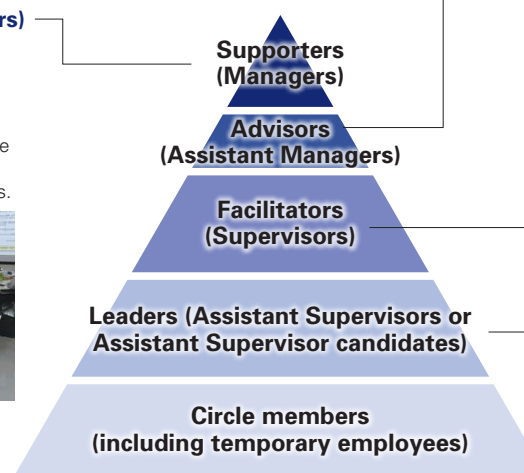
We help individuals acquire specialized knowledge and skills by, for example, offering training toward competing in the World Skills Competition. At the same time, we foster human resources who can "think and act autonomously" while demonstrating excellent manufacturing ability, patience, and even an inquiring mind, to identify the essence of each issue. We aim to improve on-site capabilities and revitalize the workplace by having trainees take advantage of not only the knowledge and skills they have acquired in training but also the human qualities they have cultivated in the training process to become future leaders of the workplace.

QC Circle Activities to develop human resources at workplaces

Guided by the three principles of customer-first, unwavering efforts to make improvements, and involvement of everyone, Aisin's QC Circle Activities are characterized by the unity of everyone, from top management to circle members, toward reinforcing the workplace qualities for invigorating human resources and organizations, enhancing their capabilities to solve problems, and fostering leaders. There are approximately 1,750 circles at Aisin alone, with Circle Activities being promoted at all Group companies both at home and abroad. As a result of these activities, we win many awards every year at the national convention, including the "Kando Award" and the "Experience Case Excellence Award."

Supporter training (Managers)

By training supporters, who serve as the key to making the QC Circle Activities more vigorous, we strive to help them learn more about their roles and support methods and share good practices toward developing and invigorating their Circle Activities.



Advisor training (Assistant Managers)

We arrange talk session and group discussion opportunities so that QC circle advisors can learn more about their roles and use their learning to guide and support their departments' Circle Activities.

Facilitator training (Supervisors)

We help Supervisors, who directly guide QC Circle Activities, understand more deeply their roles as facilitators, thereby striving to develop human resources as circle members and invigorate the activities themselves.

Leader training

We arrange talk session and group discussion opportunities so that leaders, who are directly engaged in the operation of QC circles, can learn more about their roles and other issues and use their learnings to make their circles more vigorous.

Human resources

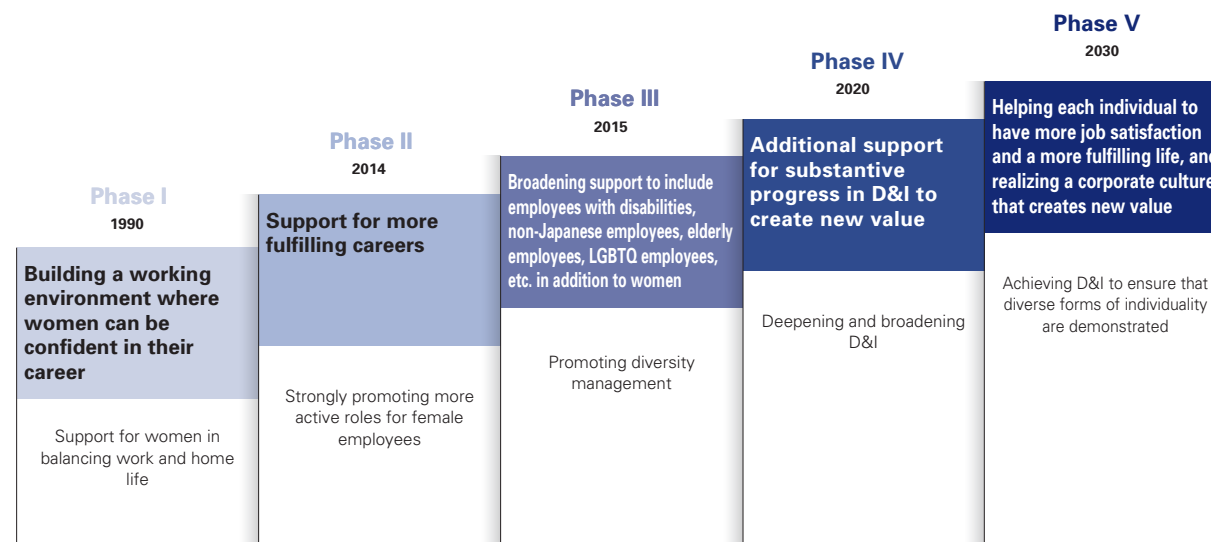
Promotion of diversity and inclusion

At Aisin, we have included the promotion of diversity in our priority issues related to sustainability. We are diverse in terms of nationality, gender and LGBTQ, race, religious belief, age, disability, experience and career, specialty, ideas, values, life stage, 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)

| | FY2023 | FY2031 Targets |
|---|--------|--|
| Ratio of mid-career employees in managerial positions | 26.9% | Equivalent to the ratio of those employed as new graduates |
| Percentage of local employees among executives (Executive Vice President level and above) at overseas subsidiaries* | 34.6% | 40% |

* Overseas subsidiaries: 115 companies President, Executive Vice President, and Members of the Board of Directors

Human resources

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 for women and help them in balancing their work and home lives. Since 2014, in order to absorb real voices from the frontline, we have adopted a system wherein 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 to convert water molecules in air into 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.

Main support for women in the workplace

| Examples | Number of people |
|---|---|
| Ikubosu Academy students (total) | 725 |
| Ikubosu Fellows* (total) | 806 |
| FY2022 and FY2023 female employee networking event participants | 772 |
| Registered career mentors | 73 General Manager class: 18; female core personnel: 55 |

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

Targets for women in the workplace

| | FY2023 Results | FY2031 targets |
|------------------------------|----------------|----------------|
| Ratio of female managers | 2.7% | 6.0%*1 |
| Female executives*2 | 3 (13%) | At least 3 |
| Women hired as new graduates | Administrative | 36.7%*3 |
| | Technical | 14.6%*3 |

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

*2 Members of the Board of Directors, Corporate Officers, and Audit & Supervisory Board Members (as of June 2023)

*3 New hires in April 2023

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 three 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.



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

* According to our research

Initiative to support working parents together with the government

During summer vacation, families whose children go to after-school day-care centers are burdened with preparing their lunch every day. So, with the participation of Aisin members who have children, we started a demonstration test of Meshi Crew Kids Kariya, a service applying the Meshi Crew* food delivery service, in cooperation with Kariya City.

* This is a food delivery service that allows users to order from multiple restaurants at once and have them carried by car. A system applying car navigation technology calculates the optimal route to pick up food from multiple restaurants and deliver it efficiently.



Establishment of a workplace environment where employees can continue to pursue new endeavors from and until any time

We have been developing an environment where diverse human resources can play active roles and continue to grow from any time and until any time regardless of age, gender, or any other attributes.

| 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 age group | This is aimed at eliminating career concerns arising due to differences in age group, experience, position, value, etc., to allow employees to reflect on own strengths and values, autonomously draw a career vision, and aim to continue to grow forever. |
| Life plan training | Provided for employees in their 30s and 50s by the Group's four companies* to promote their 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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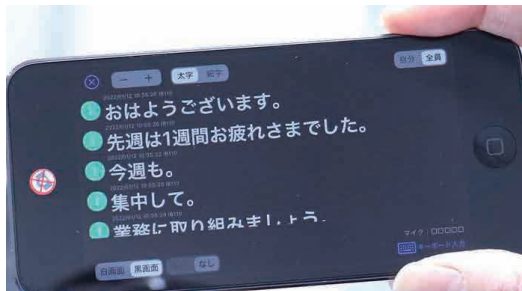
Support for the disabled to fully demonstrate their individuality

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

In October 2019, we established Aisin Wellness Smile Co., Ltd. (a special subsidiary) to provide many more employment opportunities for disabled persons and enable them to work for the long term. The company undertakes daily indoor cleaning, disposal of classified documents, and electrification 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

YY Probe

This is a voice recognition app using artificial intelligence (AI). The use of masks 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 who are eligible.



satisfaction. The AISIN Group as a whole strives to achieve a high employment rate of disabled persons by collecting and accumulating relevant knowhow, providing support for various activities, and cooperating with public institutions, schools, etc.

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

Aiming for a workplace that understands and accepts LGBTQ and other diverse gender identities, 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 unisex rest rooms.

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

In order to both respond to changes in our business environment and ensure that all individuals can fully demonstrate their abilities, we have been advancing visualization of employees' abilities, experiences, aims, etc. to accumulate and use human resource information, and building a global common database across the Group. We will use such information for a strategic assignment of human resources and also to help all employees to realize their career vision autonomously.

Accreditation and awards for initiatives related to diversity and inclusion

Nadeshiko brand

Certified in 2020, 2021, and 2022



Eruboshi (2 stars)

Certified in 2019



Aichi Company with Active Participation of Women (Outstanding Company)

2018 award winner



Kurumin:

Certified in 2007

Platinum Kurumin:

Certified in 2021



Aichi Prefecture Family Friendly Company

Certified in 2015



Human resources

Measures to support balancing childcare and work

| Measures | Description |
|---|---|
| Kirari project to support women in the workplace | A working group involving all job types (management, administrative, technical, skilled, and practical positions), led by our executive vice president. Feedback from local employees is sought and reflected in our measures (building of infrastructure, awareness raising, systemic improvements, etc.). |
| Ikubosu Academy | A program whereby managers learn about the principles of diversity and inclusion and the unique qualities that women bring to management positions, gain an understanding of women's health issues, and learn through experience about how to support their female employees and get the best from them. |
| Ikubosu Exam | An online test for all managers to promote understanding of diversity and inclusion. |
| Trailing Spouse Leave System | A leave system for employees who cannot continue to work because they accompany their spouse who is transferred to a new position. |
| Career Comeback System | A system for rehiring employees who leave their company for unavoidable reasons, such as raising children or caring for a family member. |
| Awareness-raising Talks and Networking Events | Periodic talks and networking events to raise awareness among employees and supervisors about various topics. |
| Seminars for Employees About to Take Maternity and Childcare Leave | Seminars for employees to mentally prepare for life as working parents, think about what they can do during their leave, and get an idea of their work format and career plan after they return to work. |
| Seminars to Support Employees Returning to Work | E-learning seminar for employees to think together with their spouse during their parental leave about how they will share housework and childcare duties after returning to work, and how they will balance their work with their home lives. |
| Individual Training for Prospective Managers | Experience-based program to train manager candidates in a well-planned manner. |
| Career Mentor System (for managers and general qualified personnel) | A system whereby employees who are concerned about how to balance their careers and home life can receive advice from a more experienced employee. |
| Career Declaration System | A career development system whereby employees create a medium- to long-term career and life plan for themselves and have meetings with their supervisor. |
| Career Development Training | Support program so that employees can develop their careers. |
| Position Change System | A system presenting employees with various career options. |
| Company Day Care | We have two company day care facilities. The Toyota Group's nurseries are also available. |
| Mama, Papa, Ikubosu Guide (a guidebook on balancing work and home life) | We issue this guidebook to help employees balance work with raising children or caring for a family member. |

| Measures | Description |
|--|---|
| Femtech program | A program that uses technology to solve women's health issues (menstruation, fertility, menopause) (including online consultation, prescription, etc.). |
| Various work systems | Teleworking, parental and paternity leave, Anshin (secured) holidays, reduced working hours, flex time (no core hours, three months), support for employees receiving fertility treatment, etc. |
| 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 of 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, or childbirth and 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 | To allow employees on leave to obtain information from outside the company, the Aisin has launched a communication site that can be accessed by all the employees of the Group and their families. |

Human resources

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

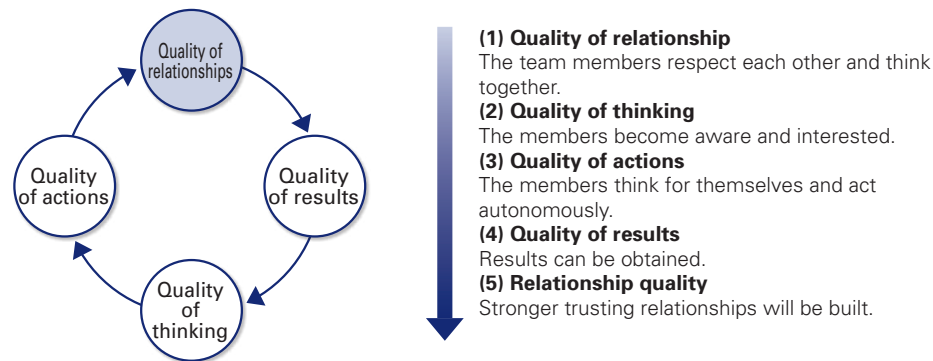
employee is a star. Intended to improve productivity and job satisfaction, the initiative consists of management reforms with a focus on the quality of relationships and team-building efforts to establish the psychological safety necessary for an innovative workplace culture and ensure a good cycle of success in 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 the gap 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 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

