



AISIN

We Touch the Future

***Sustainability
Data Book 2025***

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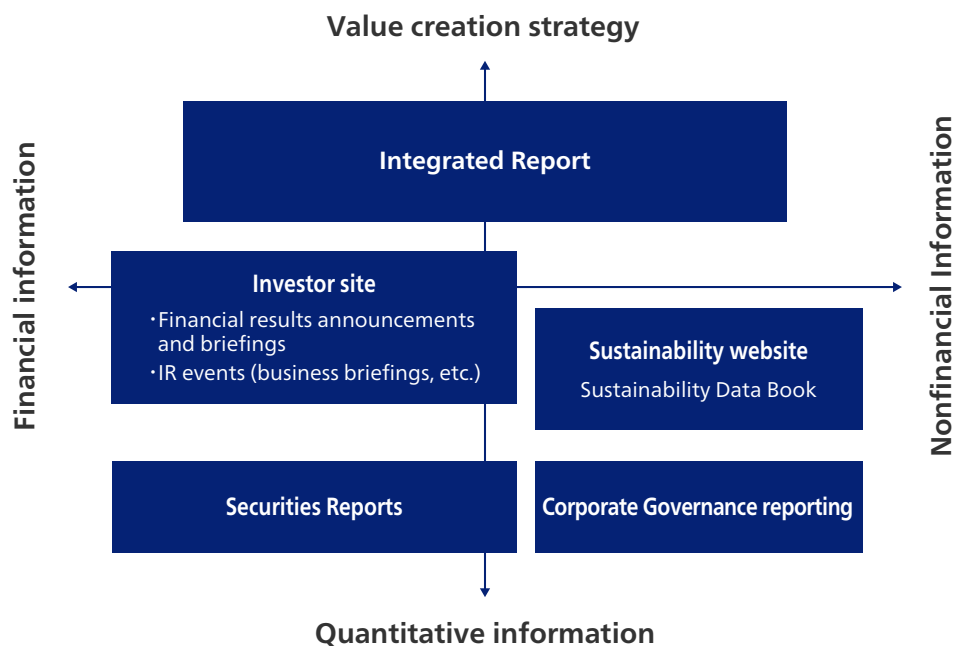
GRI Content Index

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Editorial Policy

This Sustainability website reports on Aisin's approach to sustainability and its Environmental, Social, and Governance (ESG) initiatives. It was compiled according to an editorial policy that references the GRI Standards and guidance. Regarding climate change, information disclosure aligns with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and, regarding biodiversity, with the guidelines from the Task Force on Nature-related Financial Disclosures (TNFD).

Information disclosure framework



Forward-looking statements

With the exception of matters relating to past or present facts, the content of this Report constitutes forward-looking statements based on future projections and plans. These forward-looking statements are based on information currently available at the time of planning and include various uncertainties and, hence, may differ from actual results and performance.

Coverage period

This document primarily focuses on FY2025 (April 1, 2024, to March 31, 2025), with some content from other periods also included.



Coverage scope

Covers the Aisin Group (Aisin Corporation and its consolidated subsidiaries) as a general rule. Where the coverage scope differs for specific information items, this is clearly stated (e.g., four core Group companies, 12 Group companies).

* Consolidated subsidiaries and equity-method affiliates are included in the consolidated financial statements.

Four core Group companies

Aisin Corporation, Aisin Takaoka, Aisin Chemical, ADVICS

Twelve Group Companies

Aisin Corporation, Aisin Takaoka, Aisin Chemical, Aisin Light Metals, Aisin Development, Aisin Kiko, Aisin Sin'ei, Aisin Fukui, Hosei Brake Industry, ADVICS, Aisin Shiroki, Art Metal Mfg.

Date of issue

September 2025

Update History

February 2026 Some updates of the Supply Chain Part P.62
Some updates of the Performance Data (Social) Part P.192-P.193



Company Profile

Company name AISIN CORPORATION

Capital ¥45 billion

Head office 2-1 Asahi-machi, Kariya, Aichi
448-8650 Japan
Phone: +81-566-24-8441(main line)

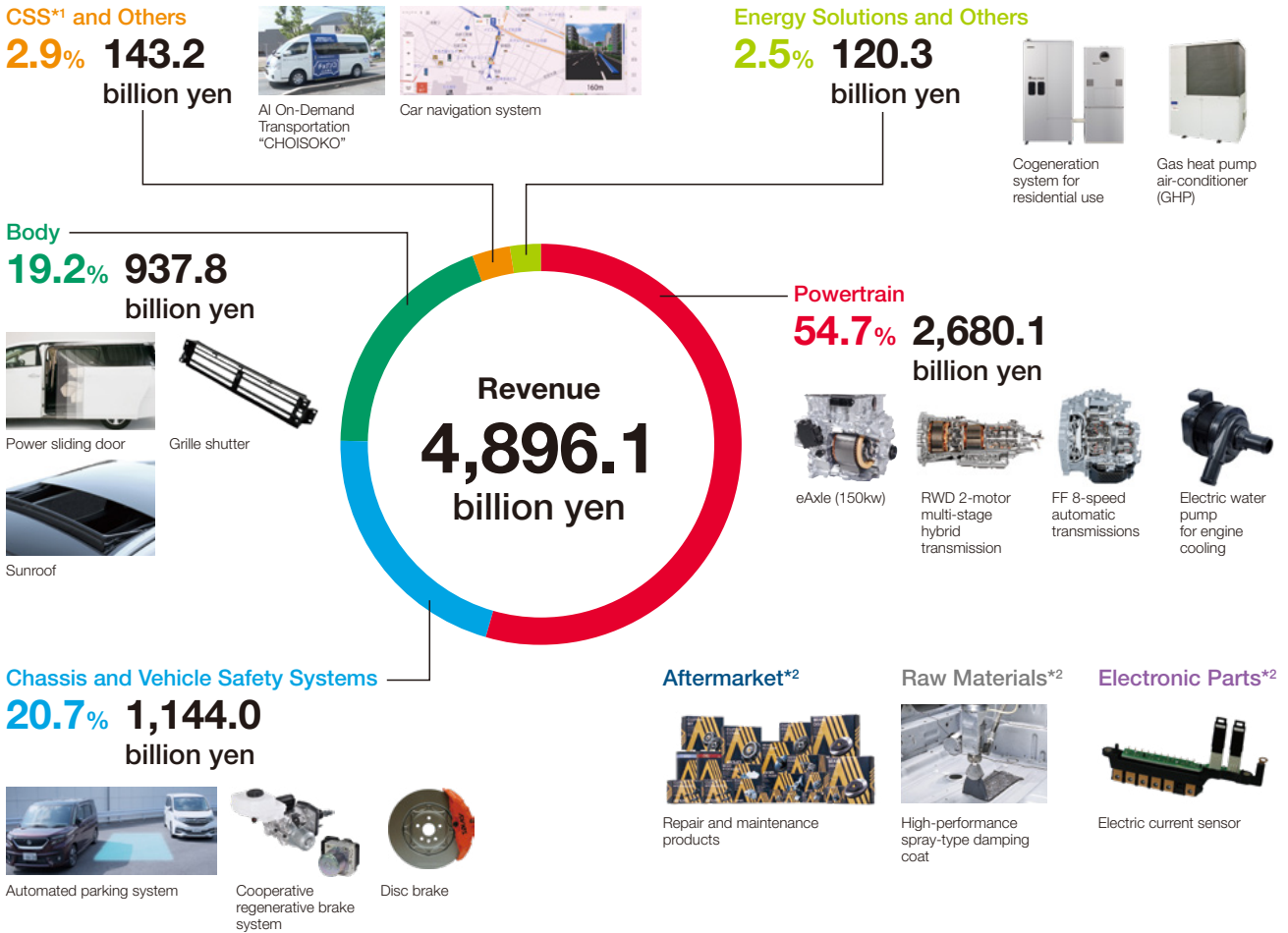
Representative Moritaka Yoshida, President

No. of employees 34,384 (non-consolidated)
114,449 (consolidated)
(as of March 31, 2025)

No. of consolidated companies Consolidated subsidiaries: 191
(71 in Japan and 120 overseas)
Equity-method affiliates: 13
(7 in Japan and 6 overseas)
(as of March 31, 2025)

Businesses Manufacture and sale of automotive parts and energy solution products

Revenue by business segment



*1 CSS: Connected and Sharing Solution

*2 Revenues from these products are included in those of the relevant business categories.

Sustainability Promotion

Basic stance and policy

Aisin's management philosophy is "Inspiring 'movement,' creating tomorrow." Our mission is to deliver beauty to our future earth, bringing freedom and happiness to "movement."

Through dialogue with stakeholders, we anticipate social issues and needs and aim to achieve a virtuous cycle of sustainable society realization and corporate value enhancement through our business activities.

To fully implement sustainability management, we have established the Aisin Group Charter of Sustainability as a guideline for our corporate activities. Additionally, we have defined specific actions that employees should take to comply with the Charter in the Aisin Group Code of Conduct and ensure its thorough understanding and implementation.

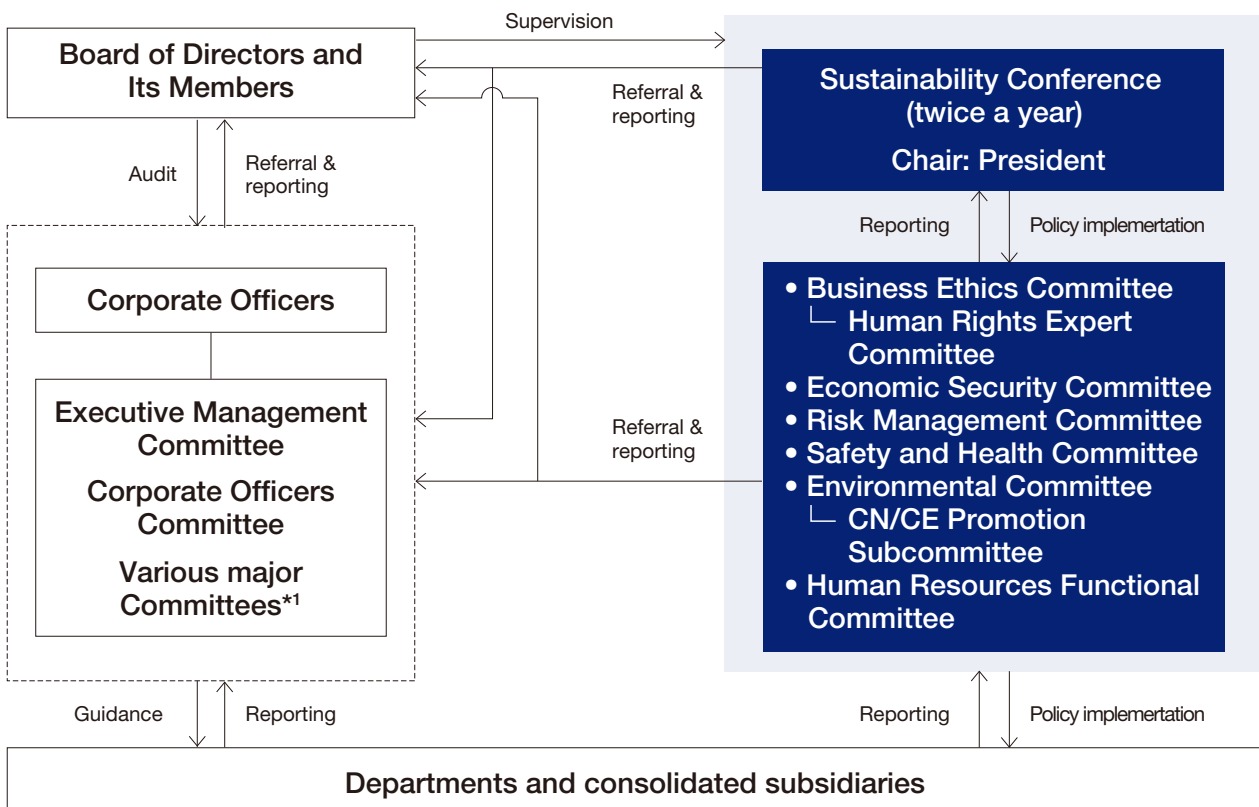
[AISIN Group Charter of Sustainability](#)

[AISIN Group Code of Conduct](#)

Promotion Structure

The Sustainability Conference, chaired by the President, is held twice a year to discuss and decide on the direction of sustainability-related activities, as well as to manage the progress of activities based on materiality. Based on the policies decided at the Sustainability Conference, activity plans are developed by various committees and other bodies, and efforts are made to achieve the goals.

Sustainability promotion structure



*1 Various major meetings include Strategy Functional Conference , VC business Conference, etc.



Sustainability Conference

Frequency	2 times / year, in principle
Chair	President
Secretariat	Sustainability Management Section, Corporate Planning Department
Participants	Senior executive officers, regional division heads, presidents of major group companies, etc.
Main agenda items	<ul style="list-style-type: none"> •Sharing the latest trends in sustainability •Discussing and deciding on sustainability policies •Reviewing materiality, determining indicators and targets, and monitoring progress

Minutes of the Sustainability Conference and the proceedings of various committees are submitted and reported to the Board of Directors. Key agenda items for FY2025 are as follows.

Domain	Board of Directors agenda items	Category	Promoting committee
Sustainability (general)	Revision of the AISIN Group Charter of Sustainability	Resolutions	Sustainability Conference
	Materiality Report	Report	
Risk management overview	Results of semi-annual assessment of priority risks	Report	Risk Management Committee
Climate Change	Concept and Initiatives for Energy Value Chain Business Operations	Report	VC Business Conference Carbon Neutral Promotion Committee* ²
	Medium-to-long-term business strategy	Report	Strategy Functional Conference Carbon Neutral Promotion Committee
Human capital	Human capital strategy	Report	Human Resources Functional Committee
	Health management	Report	Safety and Health Committee

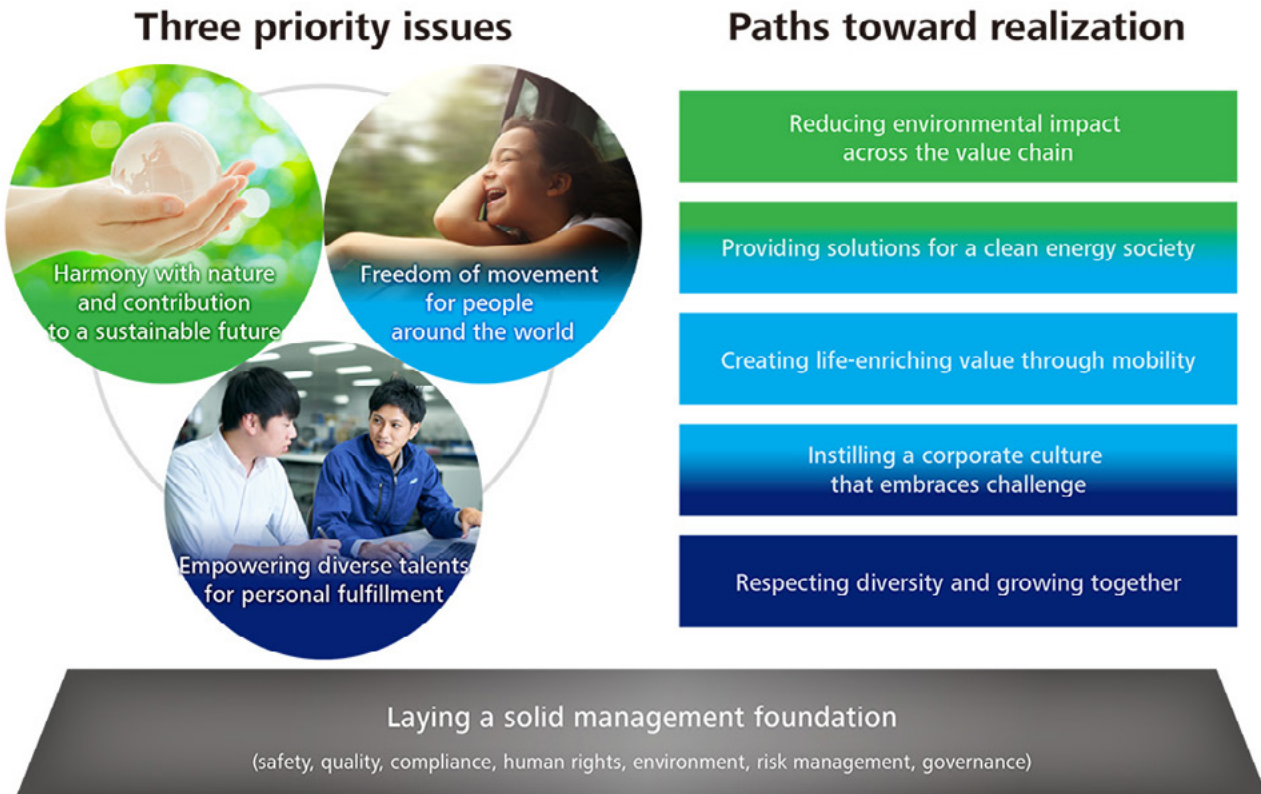
*2 As of FY2025. The name of the meeting body will be changed to CN/CE Promotion Subcommittee from FY2026.

In addition, to further incentivize directors to address sustainability issues, the Company has incorporated sustainability KPIs into evaluation procedures for performance-linked compensation. For details, please refer to the [Corporate Governance](#) section of this website.

Materiality Issues

Materiality issues at Aisin

Aisin has pursued sustainability management in accordance with materiality elements selected in FY2020, but in January 2025, we assessed our materiality program to accommodate changing business conditions and social demands. In defining our materiality posture, we have identified three priority issues and five paths to achieving them. We will work to resolve these issues in the course of our business activities.



Materiality assessment process

To apply our management philosophy in the real world, we have defined issues that Aisin must address in the context of the long-term business environment and positioned them as materiality issues.

In assessing materiality issues, we from employees to executives, reaffirm the essence of our management philosophy, view it against current social issues, and select topics that the Company should prioritize. The process for identifying materiality issues is as follows.

Issue extraction	STEP1	Catalog general business and ESG-related issues Reference guidelines and disclosure standards: ESRS, ISSB, SASB, GRI, etc.
Prioritize	STEP2	Conduct employee workshops to extract issues related to Aisin's business activities
	STEP3	Narrow down key management issues through workshops for executives (including outside directors)
Engage stakeholder (Investors, external experts, local residents, suppliers, employees, etc.)	STEP4	Validate the materiality issues draft
Identify materiality issues	STEP5	Discuss and resolve the materiality issues draft at the Sustainability Conference; report to the Board of Directors and obtain approval.

Risks and opportunities

In identifying materiality issues, we analyze and evaluate risks and opportunities for Aisin based on internal and external environmental changes.

Assessment conclusions are as follows.







External environment	Risks and opportunities for Aisin	Materiality issues	
		Priority Issues	Paths toward realization
Politics	Risks	Harmony with nature and contribution to a sustainable future	Reducing environmental impact across the value chain
<ul style="list-style-type: none"> ■ Tightening environmental regulations and safety standards ■ Uncertain energy policy ■ Multipolarization and instability of the international community 	<ul style="list-style-type: none"> ● Slowing automotive market growth ● Declining demand and sales of existing products due to electrification ● Lost competitiveness due to poor adaptation to technological innovation ● Supply chain disruption due to the emergence of geopolitical risk ● Receding confidence due to environmental and human rights issues along the value chain ● Stunted creativity due to persistent conventional thought patterns ● Intensifying competition for talent 		Providing solutions for a clean energy society
Economic conditions	Opportunities	Freedom of movement for people around the world	Creating life-enriching value through mobility
<ul style="list-style-type: none"> ■ Stagnant growth in developed markets, expansion of emerging economies ■ Slowing economic growth 			<ul style="list-style-type: none"> ● Flexible product offerings tailored to each country's energy circumstances ● Economic development assistance for the Global South ● Strengthening resilience and expanding business opportunities through localization ● Enhancing product value through artificial intelligence ● Contributing to carbon neutrality and the circular economy ● Helping to reduce traffic accidents ● Cultivation of new businesses ● Creating new value by leveraging staff diversity
Society	Opportunities	Empowering diverse talents for personal fulfillment	Respecting diversity and growing together
<ul style="list-style-type: none"> ■ Societal aging and working-age population decline ■ Changes in lifestyles and values ■ Increased social expectations on companies 			<ul style="list-style-type: none"> ● Flexible product offerings tailored to each country's energy circumstances ● Economic development assistance for the Global South ● Strengthening resilience and expanding business opportunities through localization ● Enhancing product value through artificial intelligence ● Contributing to carbon neutrality and the circular economy ● Helping to reduce traffic accidents ● Cultivation of new businesses ● Creating new value by leveraging staff diversity
Technology			
<ul style="list-style-type: none"> ■ Digital technology innovations, including AI ■ Structural changes in the automotive industry 			

Risks related to sustainability are integrated into our companywide enterprise risk management (ERM). For details on specific risks and responses, please refer to the [Risk Management](#) section of this website.

Furthermore, opportunities related to sustainability are deliberated at various key meetings and management meetings. Significant opportunities are submitted to and reported to the Board of Directors.

Materiality issues: key goal and performance indicators

We set key goal indicators (KGI) and key performance indicators (KPI) for materiality issues that are approved by the Board of Directors and forged into specific action plans for implementation.

Priority issues	Paths toward realization	Goal (KGI)	Indicator (KPI)	FY2031 target values	Scope	Targeted SDGs	
Harmony with nature and contribution to a sustainable future	Reducing environmental impact across the value chain	[Carbon neutrality] Carbon neutrality by FY2051 Carbon-neutral in-house manufacturing by FY2036	Scope 1 & 2 emissions	46.2% decrease compared to FY2020	Consolidated	 	
			Scope 3 reduction	27.5% decrease compared to FY2020			
		[Circular economy] Achieve zero-emission plant by FY2041 (landfill waste: 1% or less)	Optimizing resource utilization	10% efficiency improvement ^{*1}			
			Waste minimization Waste emissions	11% decrease compared to FY2020			
Freedom of movement for people around the world	Providing solutions for a clean energy society	Widespread use of cleantech ^{*2} products and services in the mobility and energy domains	CO ₂ emission reduction via products and services ^{*3}	20 million t-CO ₂ ^{*4}		Consolidated	 
			Number of cleantech products commercialized	Three or more			
	Creating life-enriching value through mobility	Realizing safe, reliable, comfortable and convenient mobility	Number of drive units sold ^{*5} (cumulative since 1969)	270 million			
			Number of newly adopted products and services (cumulative since 2025)	500			
			Build-out of aftermarket product and service lineup Number of Product and Service Categories	100 or more			
			Total users of mobility-related services (MAU ^{*6})	183,400			
			Number of key new business domains	3 domains			
	Instilling a corporate culture that embraces challenge	Ongoing accumulation of new fundamental technologies	Number of inventions ^{*7}	1,500			
			Environment conducive to a proactive work style	Positive response rate for employee engagement ^{*8}	–		 
Empowering diverse talents for personal fulfillment	Respecting diversity and growing together	A work environment where diverse professionals can thrive	Presenteeism performance Level ^{*9}	85%	Aisin Corporation (parent)		
			Positive response rate for an environment that empowers employees ^{*10}	–	Consolidated		
			Ratio of female managers ^{*11}	4.5% ^{*12}		Domestic group companies	

Priority issues	Paths toward realization	Goals (KGI)	Indicators (KPI)	FY2031 target values	Scope	Targeted SDGs
Laying a solid management foundation	Safety	A culture that prioritizes safety	Number of serious accidents* ¹³	0	Consolidated	
	Compliance	Zero serious violations of laws and compliance policies	Positive response rate for ethics survey	90%		
	Human rights	Zero serious violations of human rights	Human rights risk assessment survey implementation rate* ¹⁴	100%		
			Human rights training implementation rate* ¹⁵	100%		
Governance	Achieved enhanced management transparency and internal controls by transitioning the Board of Directors to a Monitoring Board structure, thereby separating oversight and execution	Ratio of female directors	30% or more	Aisin Corporation		

*1 Resource efficiency: sum of the waste discharge reduction rate and the rate of increase in waste recycled for use within the group

*2 Cleantech: technological solutions that reduce environmental impact (e.g., renewable energy, efficiency improvements, resource recycling)

*3 Contribution CO₂ emission reduction: cuts in CO₂ emitted during product use achieved through performance enhancements

*4 Assumption: Based on projections as of July 2025

*5 Drive unit sales: sales volume of AT, CVT, HEV, PHEV, and eAxle units

*6 MAU: Monthly Active Users, number of people who used the service at least once per month

*7 Number of inventions: Total number of patent applications along with confidential and publicly disclosed instances of intellectual property

*8 Positive response rate for employee engagement: Percentage of employee survey respondents who answered “I want to contribute to the company, feel loyal, and am motivated to put in proactive effort”

*9 Presenteeism performance level: Percentage of employees who felt they could perform at 80% or more of their capacity over the past month, with 100% representing performance achievable while healthy.

*10 Positive response rate for an environment that empowers employees: Percentage of employees who responded in the employee survey that “There are opportunities to apply my skills and abilities, and a comfortable work environment is provided”

*11 Manager: key position (section chief) and above

*12 Target values were updated following the expansion of HR activities from the initial four companies (Aisin, Aisin Takaoka, Aisin Chemical, and ADVICS) to the entire domestic group.

*13 Serious accidents: Defined as those involving fatalities

*14 Human rights risk assessment survey implementation rate: (Number of companies conducting human rights risk surveys / Number of consolidated companies) × 100

*15 Human rights training implementation rate: (Number of employees who received training on compliance and human rights / Number of consolidated employees) × 100

The following outlines the materiality (priority issues) through FY2025, along with actual performance against KPIs and FY2031 targets.

	Materiality (Priority Issues)	KPI	FY2025 actual	FY2031 target values
Resolution of social issues through business activities	 <ul style="list-style-type: none"> Global warming control Reduction of traffic accidents/ Provision of safe means of movement and transportation Promotion of health and welfare 	Revenue ratio of products for growing domains that contribute to solving social issues (percentage) ^{*16} $\frac{\text{Revenue in growing domains} + \text{HEV unit revenue}}{\text{Total revenue}}$	41%	58%
		Contributing to health and welfare Total number of users of products and services	MAU: 35,700	MAU: 183,400
	 <ul style="list-style-type: none"> Promoting sustainable industrialization through technological innovation Reduction of CO₂ emissions Pollution countermeasures Reduction of environmentally hazardous substances Resource recycling Improvement of resource efficiency Promotion of shift to clean energy 	Ratio of R&D expenses for growing domains	63%	80%
		Lifecycle CO ₂ emissions reduction rate	Enhancing Working Group Activities by Priority Category (Production, Raw Materials, Supplier Support, Logistics, Waste, CE, etc.)	Reduction of 25% or more [vs FY2020]
		Reduction rate of CO ₂ emissions from manufacturing [total, vs FY2014]	22.4%	Reduction of 50% or more (1.386 million t-CO₂^{*17}/year)
Foundational management support for activities	 <ul style="list-style-type: none"> Labor safety and health Health Human Rights Promotion of diversity Job satisfaction reform Work-life balance Compliance Sustainable procurement 	Number of serious accidents	0	0
		Rate of disabling injuries occurring	0.25^{*18}	0.05
		Ratio of female managers	2.8%^{*19}	6.0%
		Job satisfaction (result of employee awareness survey; 5-point rating)	3.3 points^{*19}	4.0 points (Group, consolidated)
		Number of serious violations of laws and ordinances ^{*20}	0	0
		Rate of compliance with guidelines through the formulation and rollout of Group-wide global guidelines for suppliers (including FY2031 carbon neutrality target of at least -25% [compared to FY2020])	Group/Global Notification to suppliers in five regions (US, China, Europe, India, Asia ex-China)	100%

*16 "Growing domains" defined based on the Medium-to-Long-term Business Strategy published in September 2023.

*17 FY2031 target for CO₂ emissions from manufacturing (total): Calculated using benchmarks from the Seventh AISIN Consolidated Environmental Action Plan

*18 Companies included in calculation of actual results: 12 Aisin Group companies managed under common metrics as of FY2025 (Aisin, Aisin Takaoka, Aisin Chemical, Aisin Light Metals, Aisin Development, Aisin Kiko, Aisin Sin'ei, Aisin Fukui, Hosei Brake Industry, ADVICS, Aisin Shiroki, Art Metal Industry)

*19 Companies included in actual results calculation: Four major Aisin Group companies managed under common indicators as of FY2025 (Aisin, Aisin Takaoka, Aisin Chemical, ADVICS)

*20 Serious violations of laws and ordinances: criminal acts violating major laws or acts ultimately leading to criminal penalties



Stakeholder Engagement

Stakeholders	Policy	Engagement methods	Examples of activities
Customers	Guided by our core value proposition, “To our customers, inspiration and trust,” we work to deliver products and services that surpass our customers’ expectations.	<ul style="list-style-type: none"> ■ Customer Contact Center ■ Integrated Report ■ Information via corporate website ■ Exhibitions and test-drive events 	<ul style="list-style-type: none"> ● We have hosted such events as Aisin Group new product exhibitions and test-drive opportunities to let our customers experience our latest products firsthand and to assess customer needs.
Local communities	We support voluntary employee-driven social initiatives addressing various challenges to the community. We also work with stakeholders to create value for society at large and promote sound development.	<ul style="list-style-type: none"> ■ Regional round-table conferences ■ Invitations to Aisin-sponsored events ■ Participation in regional events 	<ul style="list-style-type: none"> ● Contributing to the community through athletics by organizing fan support tours and sports festivals. Contributing to a prosperous society by fostering children’s healthy physical and mental development through talks by athletes. ● Holding regional round-table conferences to promote understanding of our business among local governments and neighborhood associations and to exchange information.
NGOs and NPOs		<ul style="list-style-type: none"> ■ Participation in activities and communication with NGOs and NPOs 	<ul style="list-style-type: none"> ● Granting elementary schools access to the Aisin Environmental Learning Program in collaboration with NPOs (outreach classes) ● Contributing to green regeneration by holding Mt. Fuji tree planting in collaboration with NPOs
Suppliers	We work to build partnerships for mutual trust and development, promoting open, fair, and clean procurement procedures.	<ul style="list-style-type: none"> ■ Briefings on purchasing policies ■ Collaborative meetings and training sessions ■ Hosting events ■ Supplier visits to production sites 	<ul style="list-style-type: none"> ● Environmental risk inspections of suppliers ● Support for competitive manufacturing, quality, etc. ● Study sessions and on-site visits (safety, fire prevention, environmental issues, carbon neutrality, human rights, employment of foreign workers) ● Hearing concerns, such as disposal of old molds
Employees	We respect the diverse characteristics of our individual employees and strive to create the leading workplace for professional growth, in which everyone thrives amid a corporate culture that encourages taking on challenges.	<ul style="list-style-type: none"> ■ Regular labor-management councils, information exchanges, town hall sessions ■ Staff surveys covering such topics as employee awareness ■ Access to information via internal portals and company newsletters 	<ul style="list-style-type: none"> ● Video streaming of labor-management council sessions on the internal portal. ● The President personally explains new fiscal year policies and organizational changes to managers through face-to-face briefings and dialogue.

Stakeholders	Policy	Engagement methods	Examples of activities
Shareholders & Investors	We disclose corporate information in a timely, appropriate, and fair manner. We enhance corporate value by maintaining and developing constructive dialogue and trust with stakeholders.	<ul style="list-style-type: none"> ■ Shareholders' Meeting ■ Financial results briefings ■ Business briefings ■ Dialogue with shareholders & investors ■ Briefings for individual investors ■ Issuance of various disclosure materials ■ Website (IR & investor information) 	<ul style="list-style-type: none"> ■ Opportunities for dialogue with shareholders & investors ■ Core disclosure materials <ul style="list-style-type: none"> ● Financial results briefing materials ● Annual Securities Report ● Corporate Governance Report ● IR event materials (business briefings, etc.)
Academic and research institutions, government agencies, industry associations	We pursue the development of cutting-edge technology by avoiding rigid adherence to an in-house approach and remaining receptive to open innovation with startups who possessing superior technologies. We aim to discover new perspectives and ways of thinking to create value in mobility.	<ul style="list-style-type: none"> ■ Participation in public-private partnerships ■ Participation in business and industry associations ■ Participation in policy advisory councils (Japan) ■ Dialogue with external experts ■ Joint research with industry, government, and academia 	<ul style="list-style-type: none"> ● Submitted regulatory reform proposals to Keidanren (Japan Business Federation). Requests concerning ridesharing were included in the "Report on Regulatory Reform Promotion" by the Cabinet Office's Council for Promotion of Regulatory Reform.

[Engagement with multiple stakeholder classes](#)



Dialogue with shareholders and investors

Aisin works to gain understanding of its management policies and medium-to-long-term business strategies through timely and appropriate disclosure of enhanced information.

We also pursue corporate value enhancement by reflecting in our management policies opinions and requests received through dialogue with shareholders and investors.

Dialogue results (FY2025)

Main opportunities for dialogue	Number of events	Total number of participants	Main respondents	Agenda
Financial results briefings	4	1,843	CAO, officers in charge of IR	Held quarterly for analysts and institutional investors to explain financial results
Business briefings	1		President, CAO, CTSO, officers in charge of IR	Held a "Technology and Test Drive Experience Event: Electrification and Intelligence" event for analysts at the Toyokoro Test Site in August 2024
Individual meetings	334		CAO, officers in charge of IR, Corporate Planning Department	Arranged face-to-face and online sessions for analysts and institutional investors (including proxy voting agents) as needed
Public offering roadshows	44		CAO, officers in charge of IR	Maintained IR-related dialogue with domestic and international institutional investors (including via online meetings) following the public offering in June 2024
Overseas roadshows	14		Officers in charge of IR	Directly visited overseas institutional investors and held meetings
Briefings for individual investors	7		3,711	Officers in charge of IR

Technology and Test Drive Experience Event: Electrification and Intelligence



Public offering



Briefings for individual investors



Key themes for dialogue, shareholder and investor concerns

We maintain dialogue on a wide range of topics, including automotive market trends, the regional demand outlook for our products, progress with transforming our business portfolio, and ESG initiatives.

Key themes, shareholder and investor concerns

Performance-related themes	<ul style="list-style-type: none"> Automotive market trends and demand outlook Assumptions and rationale for earnings forecasts (e.g., tariff impact projections) Detailed disclosure of product-specific sales revenue
Management Strategy & Business Strategy	<ul style="list-style-type: none"> Long-term market environment and technology trends Progress on medium-to-long-term business strategy and medium-term management plan <ul style="list-style-type: none"> Progress with business portfolio transformation Powertrain business strategy response to changes in the automotive market
ESG and sustainability	<ul style="list-style-type: none"> Climate change countermeasures Initiatives related to human capital, diversity, and human rights Corporate governance (Board composition, skills matrix, executive compensation system, etc.)
Financial strategy	<ul style="list-style-type: none"> Capital allocation policy (including status of growth investments) Shareholder return policy (including approach to share buybacks) Progress with balance sheet reform (including unwinding of strategic shareholdings)



Agenda items incorporated based on feedback to management and dialogue with shareholders and investors

Opinions and requests received from shareholders and investors are reported at Board of Directors and Management Committee meetings and widely shared with relevant internal departments to improve management and IR/SR activities.

Agenda items taken up based on dialogue

Performance-related themes	<ul style="list-style-type: none"> Disclosed FY2026 earnings forecasts discounting tariff impact amid uncertain external outlook (Featured in the Tokyo Stock Exchange's June 2025 Examples of Disclosure Regarding the Impact of U.S. Tariff Measures") Driving internal initiatives directed at detailed disclosure of product-specific sales
Management Strategy & Business Strategy	<ul style="list-style-type: none"> Held an event titled Technology and Test Drive Experience Event: Electrification and Intelligence to spread understanding of the current state of R&D pertaining to electrification and intelligent technologies. In response to requests regarding risks and opportunities arising from recent changes in the automotive market environment, strengthened disclosure of progress on medium-to-long-term business strategies and business opportunities that manifested themselves (automatic transmissions, HEVs).
ESG and sustainability	<ul style="list-style-type: none"> Implemented the following initiatives to further advance sustainability management: <ul style="list-style-type: none"> Comprehensive review of ESG and other materiality issues Revision of skills matrix and changes to the composition of independent outside directors' membership Increase in the proportion of directors' stock-based compensation relative to total remuneration Disclosed the magnitude of financial impact due to climate change (large, medium, small)
Financial strategy	<ul style="list-style-type: none"> Disclosed direction regarding further investment and additional shareholder returns Implemented share buybacks as part of our policy to reduce cost of capital

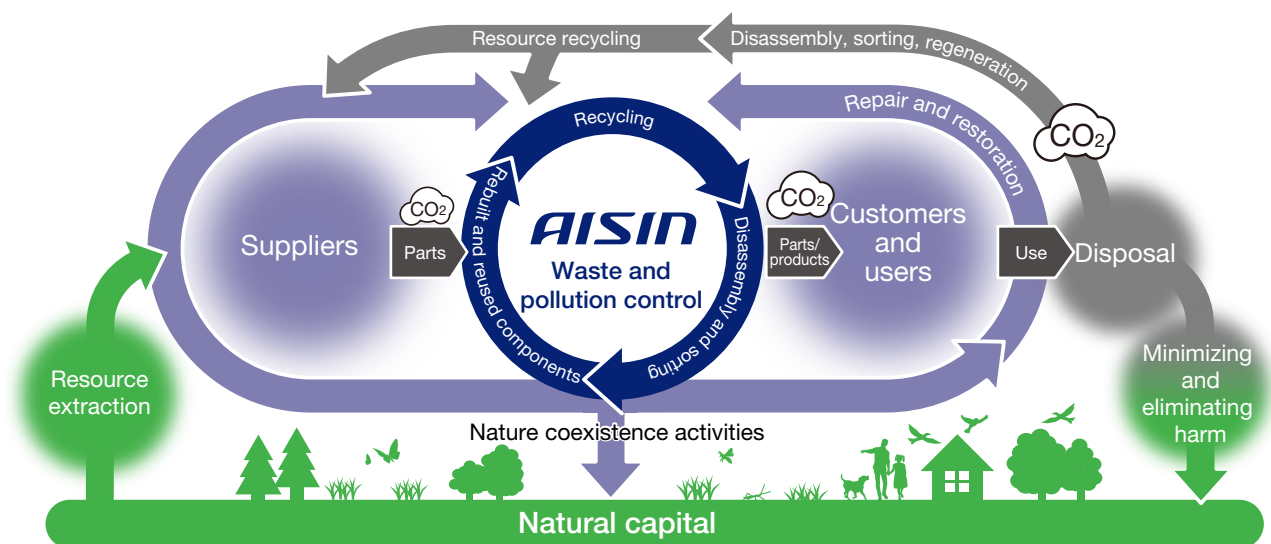
Environment

Basic stance and policy

Building upon concepts such as legal compliance that form the foundation of our management, the Company prioritizes harmonizing with nature and contributing to a sustainable future through decarbonization, circular resource usage, and living in coexistence with the environment. By leveraging the vast product portfolio the Group has built that spans from automotive applications to construction, greening, and energy—combined with our leading technological skills and services—we aim to help address global environmental issues. We can thus continue bringing prosperity to the Earth of the future. Each Aisin employee is expected to sincerely confront environmental issues such as climate change and resource depletion. To leave on a sustainable environment for future generations, we aim to realize a society where everyone can live a relaxed and secure life in harmony with nature.

[AISIN Consolidated Environmental Policy](#)

Resource circulation system to meet our goal of harmonizing with nature and contributing to a sustainable future

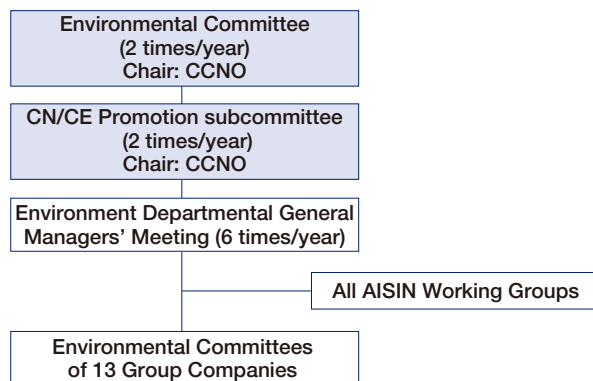


Promotion structure

In response to growing societal demand for environmental action, we renamed Carbon Neutral Promotion Center to the Carbon Neutral & Environment Promotion Center and strengthened its framework to holistically advance strategies and initiatives—from decarbonization, resource circulation, and coexistence with nature to environmental infrastructure activities.

In keeping with top-level policy, we hold regular meetings of the Environmental Committee and the The Environment CN/CE Promotion subcommittee to review, promote, deliberate, and monitor strategies related to building environmental infrastructure, decarbonization, resource circulation, and coexistence with nature. This enables swift and flexible decision-making.

Furthermore, important matters are submitted for discussion and reported to the Board of Directors. Business strategies and plans are revised as necessary to optimize management strategy.



For details, please refer to the Sustainability [Promotion Structure](#).

Convening body	Role	Main attendees
Environmental Committee	<ul style="list-style-type: none"> •Deliberation and implementation of fundamental environmental policies based on higher-level directives •Monitoring to ensure proper execution of environmental operations and minimize risks 	Group 13 Companies President Executive Officer in Charge of Environmental Policy
CN/CE Promotion subcommittee	Strategic review and promotion of decarbonization, resource circulation, and coexistence with nature	Group 13 Companies Executive Officer in Charge of Environment

Strategy

We have defined harmonizing with nature and contributing to a sustainable future as our priority materiality issues theme and established the direction for reducing our environmental impact across the entire value chain. Specifically, we have set carbon neutrality (CN) and the circular economy (CE) as key goal indicators (KGIs) and are working towards them with established key performance indicators (KPIs).

Aisin has advanced environmental activities since FY1994 by establishing a consolidated five-year Environmental Action Plan outlining specific initiatives. For FY2025, rather than building on past approaches, Aisin has put together its Aisin Environmental Action Plan 2031 by working backward from its desired future state to address environmental challenges from a unique perspective. With FY2026 as a trial period, the entire group will advance activities toward full-scale implementation starting in FY2027.

Related materiality issues

Materiality issue		Goals (KGI)	Indicators (KPI)	FY2031 target values
Priority issues	Path to realization			
Harmony with nature and contribution to a sustainable future	Reducing environmental impact across the entire value chain	[Carbon neutrality] FY2051: achieve CN 2FY2036: achieve CN for CO ² from manufacturing	Scope 1 & 2 emissions	46.2% decrease compared to FY2020
			Scope 3 emissions	27.5% decrease compared to FY2020
		[Circular economy] Achieve zero-emission factory by FY2041 (Landfill waste ≤1%)	Resource efficiency	10% efficiency improvement*
			Waste minimization Waste emissions	11% decrease compared to FY2020

* Resource efficiency: sum of the waste discharge reduction rate and the rate of increase in waste recycled for use within the group

Key initiatives

Carbon neutrality initiatives

|| Scope 1 & 2

We are reducing energy consumption through rigorous energy-saving activities and the development and introduction of innovative production technologies. Furthermore, we are progressively switching our electricity supply to solar and wind power and renewable sources. We are advancing the replacement of non-electric energy by way of electrification while promoting CO₂ separation, capture, reuse, and substitution with new energy sources.

Our energy conservation initiatives dictate the strengthening of groupwide efforts to assess the energy consumption of each piece of equipment and process used in producing a single product and eliminate waste. Among these efforts, the Energy Conservation Center Chairman's Award was presented for an idea involving the intermittent operation of cleaning equipment at that organization's FY2025 Energy Conservation Awards ceremony. By shifting to small-lot cleaning processes, powering down idle equipment, and applying inverter control tactics, we reduced annual electricity consumption by approximately 27% (a decrease of 12,453 kWh compared to previous levels).

Furthermore, the executives responsible for sustainability matters tour domestic and international factories to personally verify CN and CE initiatives on-site. They engage directly with personnel to identify challenges and implement countermeasures. We will continue devising new energy-saving initiatives and share existing ones beyond the Group with external parties in an effort to contribute to CO₂ reduction at the societal level.

We are reducing CO₂ emissions while maintaining production capacity through innovative production technologies, such as power and heat source reduction, unmanned operation, and the development and use of ultra-eco equipment. This time, the "Room-Temperature Rust-Preventing Cleaner" jointly developed with Kao Corporation has received the Grand prize of Minister of Economy, Trade and Industry at the 52nd Environment Awards hosted by the National Institute for Environmental Studies and Nikkan Kogyo Shimbun, Ltd. Combining three key functions—high cleaning effectiveness at room temperature, high drying efficiency without the need for hot air, and high rust prevention that obviates the need for rust treatment—this process achieves a 73% reduction in CO₂ emissions versus conventional cleaning machines and reduces the need for rust prevention materials. Furthermore, extending the usage period of the cleaning solution reduces water resource consumption to less than one-third and lightens the load on wastewater treatment.

Europe has set its long-term target deadline for carbon neutrality at 2040, which is earlier than Aisin's goal. As a first step toward achieving 100% renewable energy usage at all European production sites, the Company has advanced its transition to renewable energy sources, such as solar and wind power generation. In April 2025, Aisin Otomotiv Parçaları San. Tic. A.Ş. (Istanbul), an Aisin production subsidiary based in Türkiye, constructed a solar power facility within Türkiye. The commencement of power generation at this facility pushed the renewable energy adoption rate to 100% across all production sites in the European region, including Türkiye.



Energy Conservation Grand Prize Winner



AISIN TURKIYE SOLAR POWER PLANT

Aisin handles raw materials and runs a variety of heat-intensive production processes, which presents challenges for Scope 1 reduction. Aisin Takaoka has developed a biofuel, Bio-M-Coke, as an alternative to coking coal used in iron smelting. The company has conducted demonstration tests replacing 100% of its production line with bio-briquette coke, confirming stable operation under normal conditions. Concurrently, demonstration tests are progressing at domestic partner foundries, with sales of this product scheduled to begin around autumn 2025.



Bio-M-Coke biofuel

|| Scope 3

We are focusing emissions reduction activities on the four categories (1, 4, 11, 12) that account for the largest share of CO₂ emissions across the entire production lifecycle, from resource extraction through disposal. Specifically, in addition to reducing CO₂ during use by improving the performance of our products, we are working on CO₂ reduction activities across the entire supply chain. This includes promoting the adoption of low-CO₂ materials, supporting suppliers' carbon neutrality programs, and collaborating with suppliers and transport services to improve loading rates and optimize routes. These initiatives lessen our environmental impact while also raising our competitiveness as a company.

To tackle CO₂ reduction from the initial stages of development, we incorporate lifecycle assessment (LCA) into our product designs. We use measuring tools in accordance with internal assessment guidelines to quantitatively evaluate the LCA of our products. Moreover, we have integrated LCA education into our companywide training system to enhance our employees' understanding and improve their assessment skills. By adopting low-CO₂ materials and introducing smaller, lighter products starting at the early development stage, we reduce CO₂ emissions throughout the entire product lifecycle. Our efforts have been recognized and, in March 2025, we were certified as a Five-Star Low-Carbon Supplier by the China Automotive Technology and Research Center (CATARC).

* Life Cycle Assessment (LCA): Quantitatively evaluates the environmental impact throughout the entire life cycle of a product or service.



Low-Carbon Supplier Certification from CATARC

We have been working with suppliers since FY2022 to reduce CO₂ emissions within the supply chain. To date, we have established three platforms for continuous engagement: CN Base Camp for learning the fundamentals of carbon neutrality, CN Open Campus for learning about other companies' initiatives and new information, and CN Activity Support for practical application leading to results. Starting in FY2024, we have strengthened our framework for advancing initiatives together with suppliers by matching our factories with suppliers by industry sector. This enables onsite, hands-on sharing of best practices and activities for mutual learning. Moving forward, under the slogan "Leave no one behind," we will continue to promote CN activities across the entire supply chain in consultation with our suppliers.



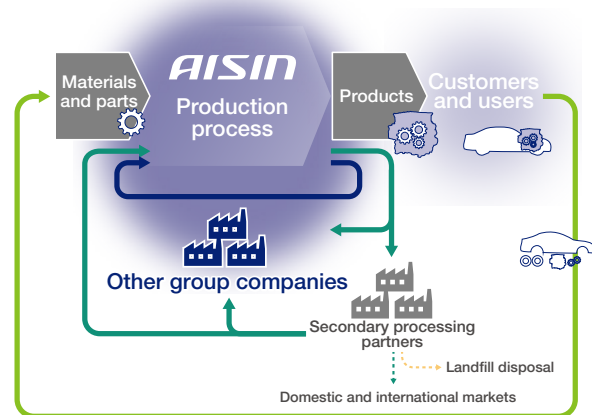
An episode from CN Open Campus

As part of our efforts to reduce material usage, we have been working to achieve cascade use resin runners created during reservoir tank manufacturing for other products within the group. As a result, we have successfully utilized this excess material as a core input for sheet products. This reuse of runners is practiced across the entire group. Through the circular use of resources in the smallest possible cycles, we are reducing purchases of new materials and minimizing CO₂ emissions.

Circular economy Initiatives

We are promoting such activities as effective resource use and minimization of waste to achieve zero-emission factories by 2040. Moreover, circular resource usage initiatives applied across the entire supply chain have also proven effective in reducing Scope 3 emissions. We target all items involved in our business activities: raw materials, auxiliary materials, production equipment, molds, jigs, packaging materials, etc., for conversion into recyclable states through disassembly, sorting, and promoting eco-design, thereby advancing resource recovery. As this is difficult to achieve on our own, we promote the adoption of recycled materials in collaboration with industry, government, and academia and through our participation in Toyota Group task forces.

Circular resource usage diagram



Effective resource use

We effectively use resources by cutting material usage through product weight reduction and miniaturization, waste minimization, value enhancement, reduced use of auxiliary materials, and a lower ratio of new materials and products introduced. Our products and manufacturing technologies are designed from the outset to minimize scrap and waste. For unavoidable manufacturing byproducts like scrap and chips, we rely on recycling and enhance value through waste separation.

At Aisin's Handa electronics plant and Aisin Tohoku, the initial work-in-process (WIP) items used the same resin and metal used in the final products, resulting in metal waste. To address this, we replaced the metal parts with dummy components made from recycled materials for the WIP, thereby reducing wasted metal. We are spreading improvement techniques like this across all of our factories and Group companies, working groupwide to optimize our use of resources.

Minimizing waste

As part of our Group's effort to convert industrial waste that would otherwise end up as landfill into usable materials, which is achieved by reducing the amount of waste created and improving production process technology, Aisin Takaoka, found that during casting approximately 5% of waste from sand molds was not recyclable and destined for landfill disposal. This non-recyclable landfill waste was sorted, cleaned of foreign matter, and used as a raw material for cement. As a result, recycling rates increased by 80% compared to the previous year.



Waste sorting process

Other Initiatives

Reduced water usage

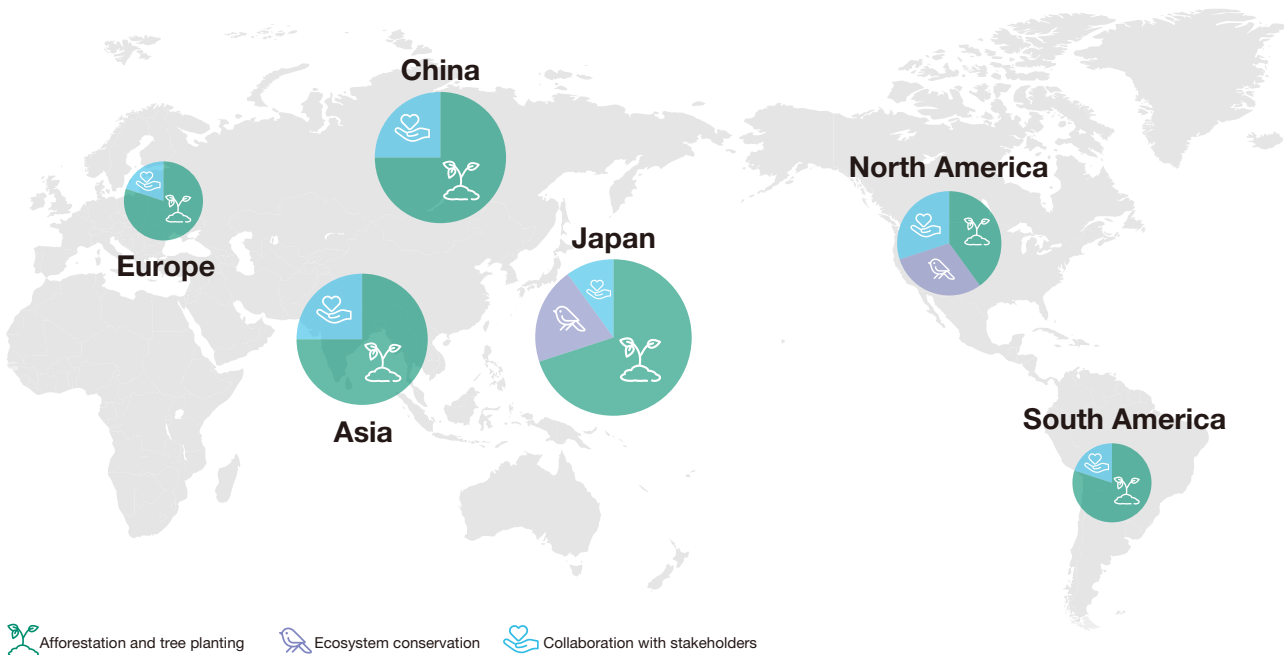
Aisin's business activities rely heavily on natural capital, making the lighteing our environmental impact an essential goal. Aisin has established six principles for water reduction and is working to cut water usage. Focusing particularly on a Stop, Reduce, Substitute, and Recycle model, we implement measures such as ensuring thorough shutdowns when lines are idle to reduce water pressure and flow rates, switching to waterless processes, recycling wastewater, and using rainwater and drainage runoff. To illustrate the "Substitute" perspective, at the Nishio Die Casting Plant, water had been used for cooling when applying release agents to high-temperature molds. However, the adoption of conformal cooling molds enabled efficient internal cooling and eliminated the need for water altogether. Additionally, release agent aerosol was previously recovered and treated using water. However, by employing special filters for processing, waterless recovery is now possible. We are promoting the expansion of such advances across our various factories to reduce water consumption.

Harmony with nature

Aisin promotes activities that promote harmony with nature according to three pillars: watershed conservation, collaboration with local stakeholders, and contribution to ecosystem network development. In FY2025, we expanded our global natural harmony activities beyond the cleanup activities conducted around many manufacturing sites to include tree planting, protection of rare species and removal of invasive species, and river and coastal cleanup. Furthermore, under the "Green & Blue Project," which aims to plant 800,000 trees by FY2031, we achieved a cumulative total of 359,000 trees planted as of end-FY2025.

We define facilities that comply with all three pillars described above as Aisin Group Nature-Harmonized Factories. In FY2025, we certified one new facility, bringing the total to five. We aim to have certified a total of 10 facilities by FY2031. Moreover, we have begun to educate all employees, including management, to provide a platform for everyone working at Aisin to learn about nature positivity and understand its connection to our business.

Global implementation status of activities aimed at harmonizing with nature



* Circle size indicates number of activities

Foundational activities

Environmental management

To ensure environmental initiatives are reliably promoted at all locations, the Company shares its Aisin Consolidated Environmental Policy across all Group companies. In 2008, we established EMS working groups, which meets four times a year focusing on three pillars: standardization, human resource development, and assessment. At monthly meetings with environmental managers at our six overseas headquarters, we ensure compliance with environmental laws and prevent major environmental incidents.

Standardization

Since 2018, the entire Group has implemented the Aisin Global Environmental Standards (AGES) to identify potential environmental risks, such as environmental accidents, pollution, and legal violations. We are working to prevent or minimize environmental risks across seven key areas: wastewater, air, solid waste, noise and vibration, soil and groundwater, odors, and management of relevant subsidiaries, suppliers, and customers. Reflecting on past environmental incidents, we are strengthening regulations, employee training, and audits to prevent recurrence.

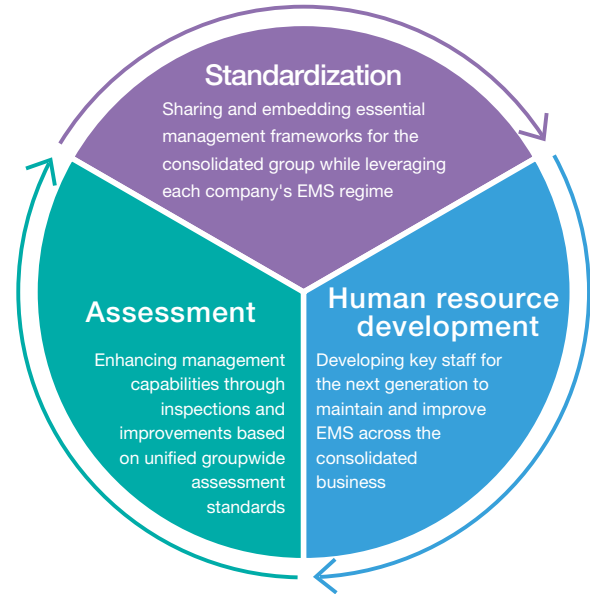
Human resource development

To achieve a consistent level of environmental management across the Group, we have promoted the harmonization of manuals and standards since 2022. Operations directly linked to environmental law violations, accidents, or abnormalities are restricted to company-certified personnel, with mandatory education and on-the-job-training every three years. We will continue to develop expert staff for operations requiring specialized knowledge and skills to prevent environmental law violations and accidents.

Assessment

At Aisin, 90% of our Group companies have obtained and maintain certification for their Environmental Management System (ISO 14001 international standard). However, we have discovered inconsistencies in the implementation of systems, procedures, and management standards across Group companies that pose challenges to the early detection of environmental incidents and aberrations. Therefore, starting in FY2025, we strengthened our control structure by initiating the integration of management reviews and standardizing key themes for internal audits.

EMS enhancement cycle





Disclosures based on the Task Force on Climate-related Financial Disclosures (TCFD) recommendations

TCFD endorsement and disclosure

Aisin announced its endorsement of the TCFD recommendations in November 2019 and discloses information based thereon.

TCFD recommended disclosures and implementation status at Aisin

Governance

Recommended disclosures	Status of Implementation
(a) Board oversight of climate-related risks and opportunities	<ul style="list-style-type: none"> •Sharing medium-to-long-term sustainability challenges and setting policies and KPIs for the Sustainability Conference
(b) Management's role in assessing and managing climate-related risks and opportunities	<ul style="list-style-type: none"> •Strategy review, promotion, deliberation, and monitoring conducted at the Environmental Committee and CN/CE Promotion Council chaired by the Chief Carbon Neutral Officer, based on top-level policies and KPIs •Climate-related material issues submitted for deliberation or reporting through the Sustainability Conference are reviewed by the Board of Directors

Strategy

Recommended disclosure	Status																																
(a) Short-, medium-, and long-term climate-related risks and opportunities identified by the organization	<ul style="list-style-type: none"> Identified response to climate change as an urgent global concern and selected it as a material issues Extracted short-, medium-, and long-term transition and physical risks, as well as opportunities for all Aisin businesses using 1.5°C and 4°C scenarios <p>Key risks and opportunities</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #003366; color: white;">Category</th> <th style="background-color: #003366; color: white;">Risk/opportunity type</th> <th style="background-color: #003366; color: white;">Stage affected</th> <th style="background-color: #003366; color: white;">Impact on Aisin</th> <th style="background-color: #003366; color: white;">Time horizon: short/medium/long</th> <th style="background-color: #003366; color: white;">Financial impact: small/medium/large</th> <th style="background-color: #003366; color: white;">Future actions</th> </tr> </thead> <tbody> <tr> <td style="background-color: #e6f2ff;">Transition risk</td> <td>New regulations</td> <td>Direct operation</td> <td>Increased costs due to policies like carbon taxes and renewable energy adoption</td> <td>Medium</td> <td>Large</td> <td> <ul style="list-style-type: none"> Promote energy-saving activities to minimize energy usage Introduction of renewable energy leveraging regional characteristics </td> </tr> <tr> <td style="background-color: #e6f2ff;">Physical risk</td> <td>Acute</td> <td>Direct operation</td> <td>Supply chain disruptions or temporary operational stoppages during disasters due to increased frequency and severity of weather related disasters (heavy rain, typhoons, floods, etc.)</td> <td>Short</td> <td>Medium</td> <td> <ul style="list-style-type: none"> Establishment of action standards and rules during abnormal weather events Enhancement of procurement logistics BCP Identification and regular monitoring of high-risk locations Formulation and implementation of flood countermeasure plans </td> </tr> <tr> <td rowspan="2" style="background-color: #e6f2ff;">Opportunity</td> <td rowspan="2">Product demand</td> <td rowspan="2">Products and services</td> <td>Expanded demand for electric vehicle products driven by electrification progress</td> <td>Medium</td> <td>Large</td> <td> <ul style="list-style-type: none"> Rapid market introduction of electric drive units with improved operating economics through high energy efficiency and miniaturization Cost reduction through standardization of currently model-specific units and reduced use of materials Improved EV range through evolution of cooperative regenerative braking systems Expanded manufacturing capacity for related products </td> </tr> <tr> <td>New business formation spurred by rising demand for CO₂-reducing products and services</td> <td>Medium</td> <td>Medium</td> <td> <ul style="list-style-type: none"> Market launch and capture of market share for perovskite solar cells Sales of bio-briquette coal derived from coconut shells Commercialization of carbon sequestration technology to store CO₂ as calcium carbonate </td> </tr> </tbody> </table>	Category	Risk/opportunity type	Stage affected	Impact on Aisin	Time horizon: short/medium/long	Financial impact: small/medium/large	Future actions	Transition risk	New regulations	Direct operation	Increased costs due to policies like carbon taxes and renewable energy adoption	Medium	Large	<ul style="list-style-type: none"> Promote energy-saving activities to minimize energy usage Introduction of renewable energy leveraging regional characteristics 	Physical risk	Acute	Direct operation	Supply chain disruptions or temporary operational stoppages during disasters due to increased frequency and severity of weather related disasters (heavy rain, typhoons, floods, etc.)	Short	Medium	<ul style="list-style-type: none"> Establishment of action standards and rules during abnormal weather events Enhancement of procurement logistics BCP Identification and regular monitoring of high-risk locations Formulation and implementation of flood countermeasure plans 	Opportunity	Product demand	Products and services	Expanded demand for electric vehicle products driven by electrification progress	Medium	Large	<ul style="list-style-type: none"> Rapid market introduction of electric drive units with improved operating economics through high energy efficiency and miniaturization Cost reduction through standardization of currently model-specific units and reduced use of materials Improved EV range through evolution of cooperative regenerative braking systems Expanded manufacturing capacity for related products 	New business formation spurred by rising demand for CO ₂ -reducing products and services	Medium	Medium	<ul style="list-style-type: none"> Market launch and capture of market share for perovskite solar cells Sales of bio-briquette coal derived from coconut shells Commercialization of carbon sequestration technology to store CO₂ as calcium carbonate
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(b) Impact of climate-related risks and opportunities on operations, strategy, and financial plans																																	
(c) Resilience of the organization's strategy under different climate-related scenarios, including a 2°C or lower scenario																																	

Risk management

Recommended disclosure	Status
(a) Process for identifying and assessing climate risk	<ul style="list-style-type: none"> Identification, isolation, and review of individual risks affecting the Company by the Risk Management Committee (twice/year) Climate risk is prioritized as top priority and is regularly monitored and managed by the Environmental Committee, etc.
(b) Organizational processes for managing climate risk	
(c) Integration of processes for identifying, assessing, and managing climate-risk into companywide risk management system	

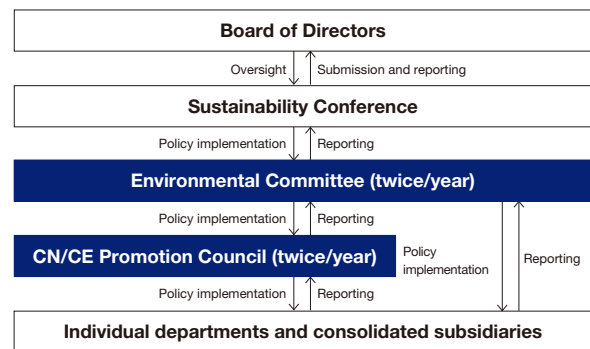
Indicators and targets

Recommended disclosure	Status
(a) Disclosure of metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management	<ul style="list-style-type: none"> In FY2022, declared goals of CO₂ carbon neutrality of manufacturing operations by FY2036 and carbon neutrality by FY2051 Set decarbonization metrics based on materiality issues. Climate initiatives advanced according to three thematic pillars: power sources, heat sources and waste reduction, clean energy, and aspirationally zero-waste resource circulation.
(b) Disclosure of Scope 1, 2, and 3 greenhouse gas emissions and associated risks	<p>[Goals]</p> <p>FY2036: CO₂ carbon neutrality of manufacturing operations FY2051: Total carbon neutrality</p> <p>[Indicators (FY2031) *SBTi Certified]</p> <ul style="list-style-type: none"> Scope 1 & 2: 46.2% reduction compared to FY2020 Scope 3 (Categories 1, 11): 27.5% reduction compared to FY2020
(c) Targets and performance metrics used by the organization to manage climate risk and opportunity	<p>[Achievements (FY2025)]</p> <ul style="list-style-type: none"> Scope 1 & 2: 22.1 million t-CO₂ (20.5% reduction versus FY2020) Scope 3: 213.9 million t-CO₂ (8.0% reduction versus FY2020)

Governance

Aisin shares medium-to-long-term sustainability challenges and sets policies and KPIs under the auspices of its Sustainability Conference. In accordance with these high-level policies and KPIs, the Company regularly convenes the Environmental Committee and the CN/CE Promotion Council to discuss, advance, review, and monitor strategies for environmental infrastructure development, decarbonization, resource circulation, and harmonizing with nature, leading to agile decision-making.

Moreover, climate-related material issues submitted for deliberation or reported through the Sustainability Conference are reviewed by the Board of Directors. Where necessary, business strategies and plans are revised to optimize management strategy.



Convening body	Role	Key attendees
Environmental Committee	<ul style="list-style-type: none"> Deliberation and deployment of fundamental environmental policies based on higher-level policies Monitoring to ensure proper execution of environmental-related operations and minimize risks 	Group 13 Companies President Executive officer in charge of environmental matters
CN/CE Promotion Council	Strategic review and promotion of decarbonization, resource circulation, and harmony with nature	Group 13 Companies Environmental Officer

Strategy

Aisin recognizes the climate change countermeasures as an urgent global concern and has selected this as a materiality issues. To understand the impact of climate change on our business and identify climate-related risks and opportunities, we conducted analyses using the scenarios below.

Analysis scope and scenario setting

Analysis scope

Locations: all Aisin Group locations

Businesses: all (powertrain, driving safety, body, LBS, aftermarket, energy solutions)

Scenarios

Viewed from a short-, medium-, and long-term perspectives, transition and physical risks and opportunities became plainly obvious and impose a substantial impact on the business. Consequently, we have selected and analyzed the following two scenarios:

	1.5°C Scenario	4°C Scenario
Societal outlook	<p>[Policy] Bold policies to reduce GHG emissions, such as carbon taxes and renewable energy promotion, are implemented</p> <p>[Technological innovation] Accelerated development and societal implementation of technologies for achieving energy efficiency and carbon capture, utilization, and storage (CCUS)</p> <p>[Market shifts] With the rapid shift toward electrification in the mobility market; products and services contributing to GHG reduction are enjoying market expansion</p>	<p>[Global environment] Temperature rise exceeds 4°C, with significant negative effects on business operations caused by extreme weather events</p>
Reference	<ul style="list-style-type: none"> •IEA World Energy Outlook (NZE) •Automotive industry scenarios 	<ul style="list-style-type: none"> •IPCC AR6 SSP5-8.5
Related risks	<ul style="list-style-type: none"> •Transition risks 	<ul style="list-style-type: none"> •Physical risks

Identification of risk and opportunity

We identified all potential risks and opportunities, conducting detailed analysis particularly for items with high-risk concerns.

Category	Risk/opportunity type	Impact stage	Impact on Aisin	Time horizon: short/medium/long	Financial impact: small/medium/large	Future actions
Transition risks	Market	Procurement	Increased demand for low-carbon raw materials and rising procurement costs due to surging prices of essential materials	Medium	Large	<ul style="list-style-type: none"> •Reduction of raw material usage through weight reduction and material substitution during product design •Reduction of raw material purchases through promotion of the circular economy
	New regulations	Direct operation	Increased costs from carbon taxes and other policies as well as the adoption of renewable energy	Medium	Large	<ul style="list-style-type: none"> •Promotion of energy-saving measures to minimize energy usage •Introduction of renewable energy suited to regional characteristics
	New regulations	Product demand	Progress with electrification increases demand for electric vehicle components while reducing demand for ICE vehicle parts	Medium	Large	<ul style="list-style-type: none"> •Shift of product portfolio toward electric vehicles in anticipation of increased electrification rate for powertrain unit sales by 2030 •Strengthened sales expansion for energy solutions and products that contribute to carbon neutrality through electrification of mobility, including a wide range of items including high-efficiency, compact electric units, cooperative regenerative braking systems, thermal management systems, and aerodynamic devices
Physical risk	Acute	Direct operation	Supply chain disruptions and temporary production stoppages during disasters caused by increasingly frequent and severe weather-related disasters (heavy rain, typhoons, floods, etc.)	Short	Medium	<ul style="list-style-type: none"> •Establishment of standards for action and rules that apply during extreme weather events •Enhancement of BCP for purchasing logistics •Identification and regular monitoring of exposed locations •Formulation and promulgation of flood countermeasure plans



Category	Risk/opportunity type	Impact stage	Impact on Aisin	Time horizon: short/medium/long	Financial impact: small/medium/large	Future actions
Opportunity	Product demand	Products and services	Increased demand for electric vehicle products driven by electrification progress	Medium	Large	<ul style="list-style-type: none"> •Early market introduction of electric units with better energy performance through high efficiency and miniaturization •Cost reduction through standardization of currently model-specific units and reduced use of materials •Improved EV range through evolution of cooperative regenerative braking systems •Expanded production capacity for related products
			New business creation driven by growing demand for CO ₂ -reducing products and services	Medium	Medium	<ul style="list-style-type: none"> •Market launch and share capture for perovskite solar cells •Sales of bio-briquette coal derived from coconut shells •Commercialization of technology to fix CO₂ as calcium carbonate
			Expanding demand for energy-saving and low-carbon-emission products	Medium	Medium	<ul style="list-style-type: none"> •Raising efficiency further and expanding sales of the Ene-Farm home-use fuel cell cogeneration system, which contributes to enhanced resilience through high-efficiency, stable energy supply and independent power generation during outages •Promoting decarbonization initiatives in collaboration with local governments to contribute to urban development
	Resource efficiency	Direct operations	Energy efficiency gains reduce energy consumption and cut energy procurement costs	Medium	Large	<ul style="list-style-type: none"> •Energy savings achieved through thorough implementation of power sources, heat sources, and waste reduction •Development of innovative production technologies •Clean energy transition through CO₂ capture and utilization (e.g., through methanation) and the introduction of bio-briquette coal

(Note) Timeframe – short: through FY2025, medium: through FY2030, long: through FY2050
 Financial impact – large: ¥10 billion or more, medium: ¥1 billion through ¥10 billion *Minor financial impacts excluded from disclosure

Risk management

To minimize damage and ensure business continuity in a rapidly evolving business environment, the Risk Management Committee identifies and isolates risks affecting our Group. Among these, climate change risk is positioned as the top priority and regularly monitored and managed through the Environmental Committee and other channels. Moreover, we review and revise planned countermeasures in accordance with global regulations, stakeholder dialogue, external assessments like Carbon Disclosure Project (CDP), and customer trends. At the same time, growing demand for electrification and other products and services that contribute to CO₂ reduction represents an opportunity for the Company. By integrating this into our management and business strategies, we will further enhance our corporate value.

Indicators and targets

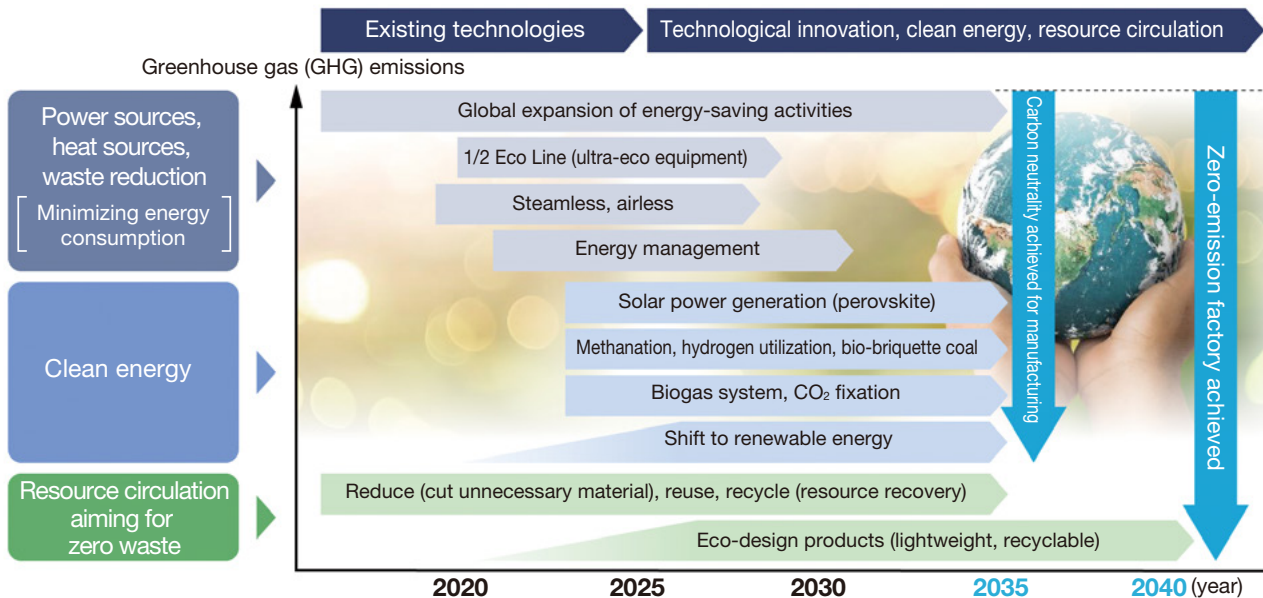
Aisin declared its commitment to achieving carbon neutrality with regard to CO₂ production by FY2036 and total carbon neutrality by FY2051 in FY2022. Based on degree of materiality issues, we have set the following decarbonization indicators and targets.

To achieve these targets, we are undertaking various initiatives centered on three thematic pillars: power sources, heat sources and waste reduction, clean energy, and resource circulation ideally leading to zero waste.

* For specific initiatives, please refer to the Environment: [Key Initiatives section of this website](#).

Goals (KGI)	Indicators (KPI)	FY2031 target values
[Carbon neutrality (CN)] FY2036: Achieve CO ₂ CN from manufacturing FY2051: Achieve total CN	Scope 1 & 2 emissions	Down 46.2% compared to FY2020
	Scope 3 emissions	27.5% reduction compared to FY2020

Pathways to carbon neutrality



* Steadily introducing renewable energy by leveraging regional characteristics

Disclosure based on TNFD (Task Force on Nature-related Financial Disclosures) recommendations

Endorsement of the TNFD Recommendations and information disclosure

Aisin announced its endorsement of the TNFD Recommendations in September 2023 and is disclosing information based on these recommendations.

AISIN Group Biodiversity Guidelines

In accordance with the AISIN Group Biodiversity Guidelines published in FY2018, we are working as a unified Group to prevent environmental anomalies and behave in a way that values biodiversity.

Introduction	Premises of the AISIN Group Biodiversity Guidelines	Chapter 5	Defense against invasive species
Chapter 1	Public relations, education, and outreach that raise biodiversity awareness	Chapter 6	Conservation of protected areas
Chapter 2	Actions in support of sustainable production and consumption	Chapter 7	Preservation of endangered species
Chapter 3	Prevention of habitat destruction	Chapter 8	Sustainable use of ecosystem services
Chapter 4	Elimination of chemical pollutants from wastewater, exhaust, and waste materials	Chapter 9	Protection of ecosystems through CO ₂ reduction and capture

Key point: The Aisin Group promotes operational behavior that respects biodiversity, spanning from construction of facilities and product development through procurement, production, use, and disposal.

Participation in alliances and support for initiatives

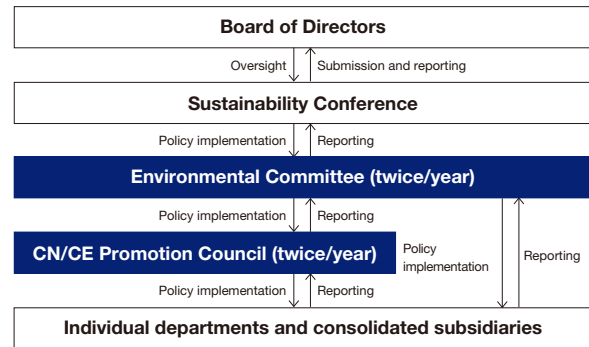
We participate in the Ministry of the Environment's 30by30 Alliance and support the Keidanren Biodiversity Initiative.



Governance

Aisin shares medium-to-long-term sustainability challenges and sets policies and KPIs under the auspices of its Sustainability Conference. In accordance with these high-level policies and KPIs, the Company regularly convenes the Environmental Committee and the CN/CE Promotion Council to discuss, advance, review, and monitor strategies for environmental infrastructure development, decarbonization, resource circulation, and harmonizing with nature, leading to agile decision-making.

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CN/CE Promotion Council	Strategic review and promotion of decarbonization, resource circulation, and harmony with nature	Group 13 Companies Environmental Officer

Strategy and Risk and Impact Management

LEAP approach focused on operating locations

We understand that the impact on biological and water resources and other natural capital varies by the operating region or locale, necessitating a local perspective. We are advancing integrated disclosure using the LEAP approach outlined in the TNFD disclosure framework.

Approach to considering upstream and downstream value chain elements

Upstream	Direct operations	Downstream
Processing (suppliers)* ¹	Automotive parts manufacturing	Automotive manufacturing (customers)* ²

*1 Aluminum material parts for eAxle and rocker energy-absorption materials

*2 Automotive manufacturing by customers to whom we supply eAxle and rocker energy-absorption materials

LEAP approach Review Flow

In FY2025, we freshly evaluated the upstream and downstream segments of the value chain. Against a backdrop of advancing electrification of the automotive industry, we initially selected eAxle and rocker energy absorption (EA) materials as representative products. We then selected aluminum as the primary raw material, as it is a key input for these products and is anticipated to impose a significant environmental impact.

Moreover, in our effort to establish evaluation methodologies spanning upstream and downstream value chain segments, we set the scope for evaluation and analysis to include primary suppliers (for which precise location information is available) in the upstream segment and automotive manufacturers in the downstream portion.

	Locate Identifying interfaces with nature	Evaluate Assessing dependencies and impacts	Assess Evaluating significant risks and opportunities	Prepare Preparing responses and reporting
Scope	<ul style="list-style-type: none"> •Direct operations •Upstream: Primary suppliers •Downstream: Automotive manufacturing industry 	Same as left	Same as left	•Direct operations
Consideration items	<ul style="list-style-type: none"> •Evaluating activity locations •Identifying priority areas 	<ul style="list-style-type: none"> •Assessing dependencies and impacts •Validity Verification •Extraction of High-Priority Dependencies and Impact Items 	<ul style="list-style-type: none"> •Risk and Opportunity List Creation •Qualitative Importance Assessment of Risks and Opportunities Based on Scenario Analysis •Risk Management Approach Organization 	<ul style="list-style-type: none"> •Strategy and Resource Allocation •Performance Measurement •Information Disclosure Preparation
Output	(1) Assessment of operational locations (2) Identification of priority regions	(1) Dependency and impact assessment (2) List of high-priority dependencies and impact items	(1) List of risks and opportunities (2) Qualitative materiality assessment of risks and opportunities (3) List of material risks and opportunities based on scenario analysis (4) Risk management strategies and mitigation measures * Items (3) and (4) apply only to direct operations	Disclosure aligned with TNFD-recommended items

Locate: Discovering interfaces with nature

Businesses interface with nature where they operate, and site assessment is therefore crucial to identifying, evaluating, avoiding, mitigating, and managing environmental risks. The “Locate” phase of this process covers the evaluation of an organization’s worksites for ecosystem integrity, biodiversity impact, water stress, and other factors identified as priority areas.

Priority area selection policy

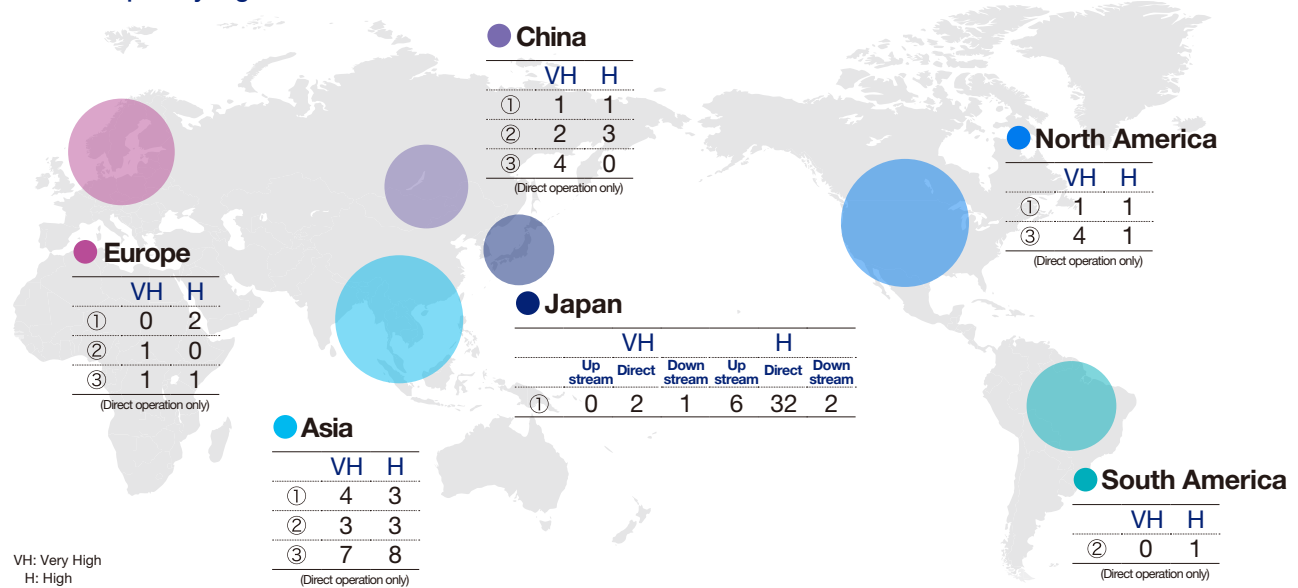
STEP 1: Import location data for target sites ► STEP 2: Evaluate each indicator ► STEP 3: Select priority areas

Evaluation items	Evaluation tools	Evaluation indicators
① Biodiversity impact	IBAT	Proximity of 5km or less to areas designated for high biodiversity importance in accordance with such protocols as KBA, Natura 2000, World Heritage, Ramsar, UNESCO MAB, IUCN Management Levels I-IV
② Ecosystem integrity	WWF Biodiversity Risk Filter	Ecosystem Condition
③ Water stress	Aqueduct	Baseline water stress

IBAT: Integrated Biodiversity Tool - A biodiversity risk assessment tool developed by the United Nations Environment Programme

WWF Biodiversity Risk Filter: A tool developed by WWF used to identify biodiversity risks and opportunities along the value chain

Results of priority region selection



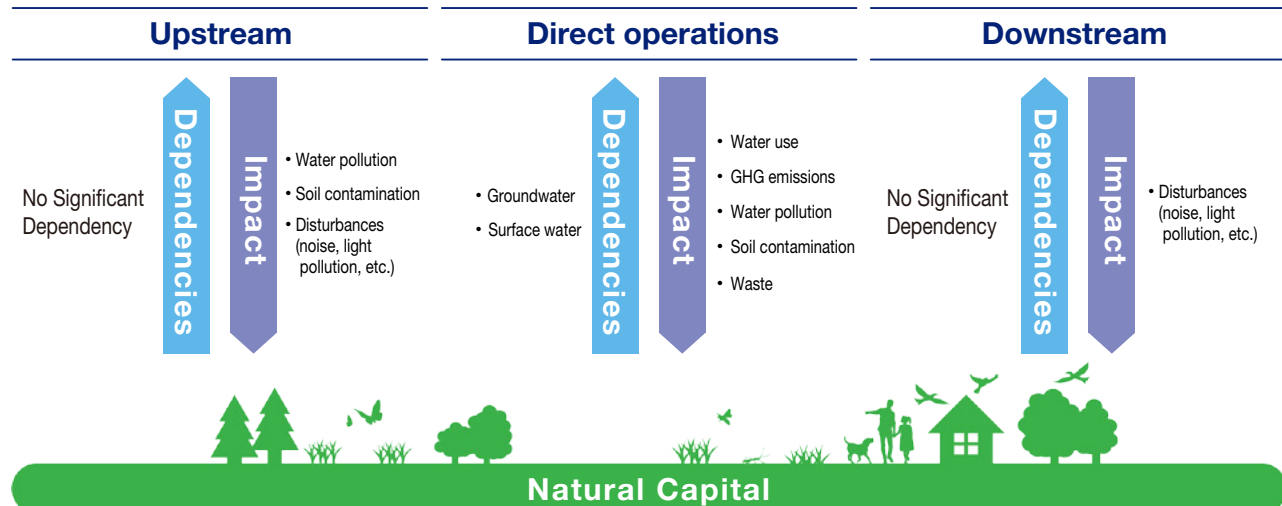
Evaluate: Dependencies and Impacts Assessment

Dependencies and impacts at business locations are critical prerequisites for understanding risks and opportunities. In the “Evaluate” phase, we identify and analyze dependencies and impacts at the interface of business and nature within priority regions identified in the Locate phase. Using ENCORE, we assessed two operational facets: ecosystem services the organization depends on to function, and the impact factors where operations alter the natural environment. Dependencies encompass three categories: provisioning services, regulating and maintenance services, and cultural services. There are five categories of impact driver: categories: land/freshwater/seabed area modification, resource use/ replenishment,” climate change, pollution/pollution removal, and invasive alien species invasion/removal. These impact factors are similarly defined in the Science-Based Targets for Nature Technical Guidance for Step 1 and Step 2.

Response to ENCORE Updates (Dependency and Impact Assessment Policy)

A major ENCORE update occurred in July 2024, and the new version was adopted for our FY2025 assessment of upstream and downstream value chain impacts. Note that the previously disclosed assessment results for direct operations were thoroughly reviewed against actual conditions and are currently judged to show no significant deviation from actual conditions.

Sector-Level Dependencies and Impact Relationships



Assess: Evaluation of Significant Risks and Opportunities

Based on our findings from the “Locate” and “Evaluate” phases, this year we conducted a materiality assessment of risks and opportunities in upstream and downstream stages of the value chain in addition to previously disclosed direct operations.

Time horizon for risks and opportunities

The time horizon for nature-related risks and opportunities arising from direct operations and upstream/downstream value chain activities is set as follows.

Time horizon	Period
Long	Through FY2051
Medium	Through FY2031
Short	Through FY2026

Additionally, for each category of nature-related risks and opportunities, the timeframe is set as follows:

Risk category (major)	Risk category (minor)	Time horizon
Physical Risks	Acute	Short
	Chronic	Long
Transition Risks	Policy	Medium
	Market	Medium
	Technology	Long
	Reputation	Medium
	Liability	Short

Opportunity classification (major)	Opportunity classification (minor)	Time horizon
Business performance	Market	Medium
	Capital flows and funding	Medium
	Products and services	Medium
	Resource efficiency	Medium
	Reputation capital	Medium
Sustainability performance	Sustainable use of natural resources	Long
	Protection, restoration, and revitalization of ecosystems	Long

Materiality of risks & opportunities

The likelihood and financial impact of nature-related risks and opportunities arising from direct operations and activities throughout the value chain are set as follows.

Likelihood	Response time horizon	Financial impact	Scale of impact
High	Long time horizon	Large	¥10 billion or more
Medium	Medium time horizon	Medium	¥1 billion through ¥10 billion
Low	Short time horizon	Small	Less than ¥1 billion

Approach to scenario analysis for direct operations

Based on the combination of two key uncertainties—ecosystem service degradation (closely linked to physical risks) and alignment of market and non-market drivers (closely linked to transition risks)—we composed four scenarios for future-state global conditions using the PEST+E analysis framework. We then assessed the transition status based on importance.

Direct operations: Four future global-state scenarios

Scenario I: Regulations are somewhat inadequate, and ecosystem services continue to deteriorate

Scenario II: Ecosystem service degradation is controlled through tightened regulations, etc.

Scenario III: Ecosystem service degradation progresses as products with high environmental impact are prioritized

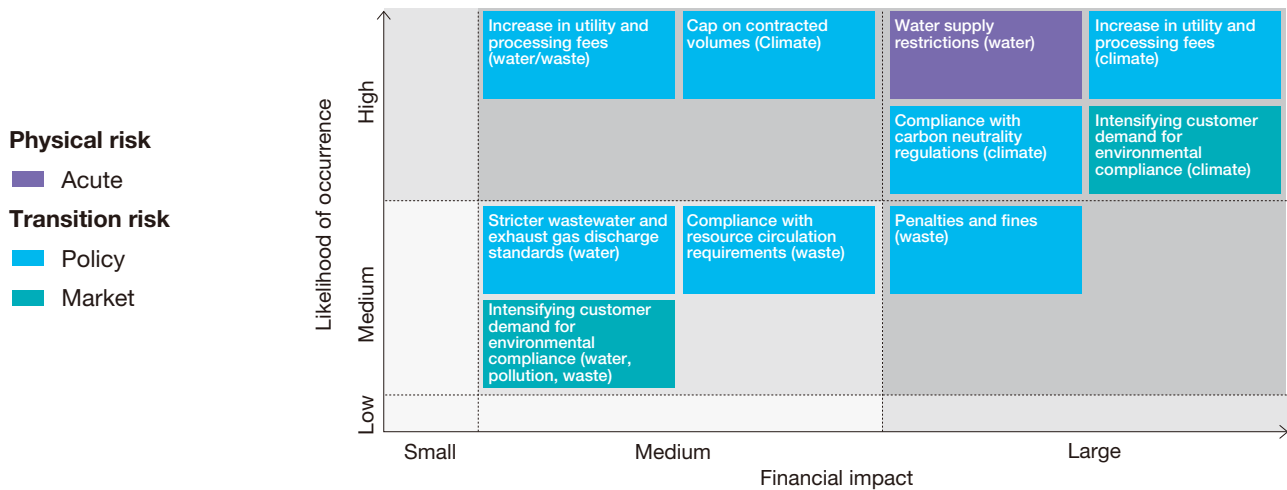
Scenario IV: Ecosystem service degradation does not progress despite limited regulatory enhancement

PEST+E Analysis results under each scenario

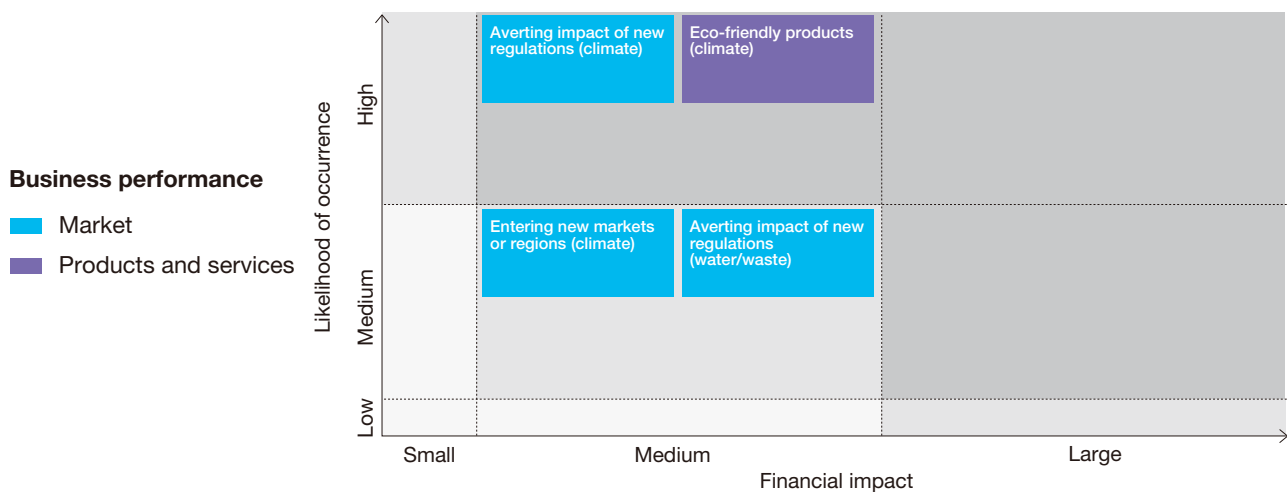
Factor	Item	Scenario I	Scenario II	Scenario III	Scenario IV
Environmental	Nature degradation	High	Low	Very high	Low
	Protected areas	Expanding	Expanding	Stagnant	Stagnant
Political	Stringency of regulations	Strict (inadequacies exist)	Very strict	Relaxed	Status quo
	Regulatory scope	Global	Global	Local	Local
Economic	Investor preferences	Focus on ESG investment	Focus on ESG investment	Focus on investment in economic growth	Traditional investment focus
	Customer/consumer preferences	Emphasis on eco-friendly products	Emphasis on eco-friendly products	Emphasis on price and quality	Partial emphasis on eco-friendly products
	New markets	Expanding market for eco-friendly products	Expanding market for eco-friendly products	Stagnant	Stagnant
Social	Interest of local residents	High	High	Low	Low
	Interest of environmental groups	High	High	Medium	Medium
Technological	Rate of technological development	Fast	Fast	Slow	Status quo

■: Significantly worsened/more stringent, □: Worsened/more stringent, □: Status quo, □: Recovered/relaxed (includes "stagnant")

Risk severity assessment results based on direct operations scenario analysis



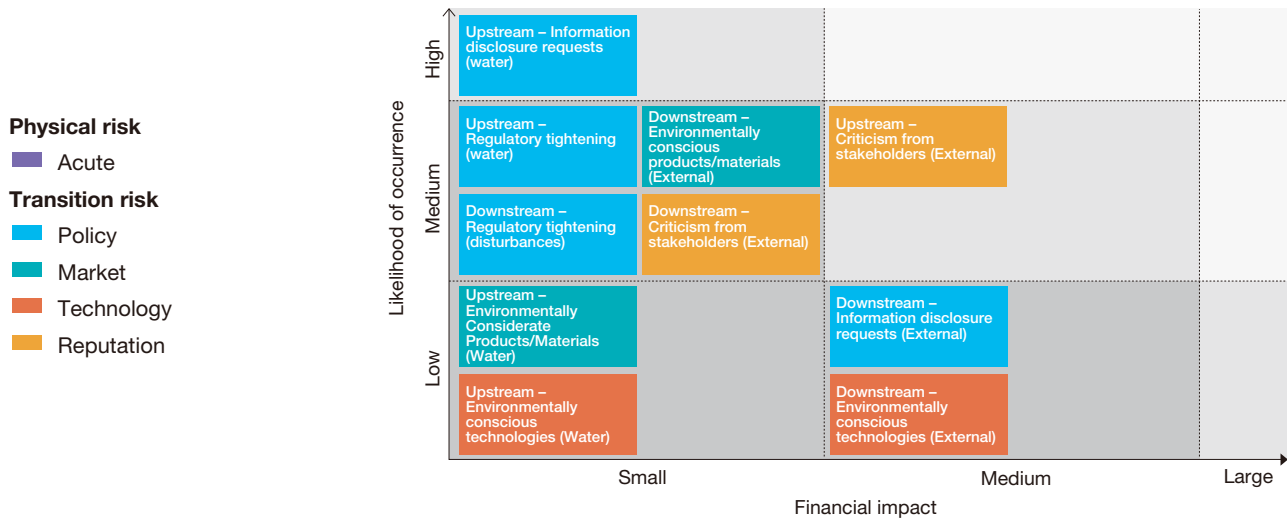
Opportunity Importance Assessment Results Based on Direct Operations Scenario Analysis



Upstream and downstream value chain assessment for nature-related risk materiality

We have established definitions and occurrence conditions by which we assess nature-related risks within the value chain. “Definition” refers to existential threats to the organization itself in regard to dependencies and impact on nature of organizations and communities upstream and downstream in the value chain. These threats are broadly placed into two classifications: physical risks and transition risks. “Occurrence conditions” are defined as activities occurring upstream or downstream in the value chain that depend on natural ecosystem services or exert an impact on nature. The materiality assessment measures risk along two axes: likelihood of occurrence and magnitude of Impact and determines the priority of each risk.

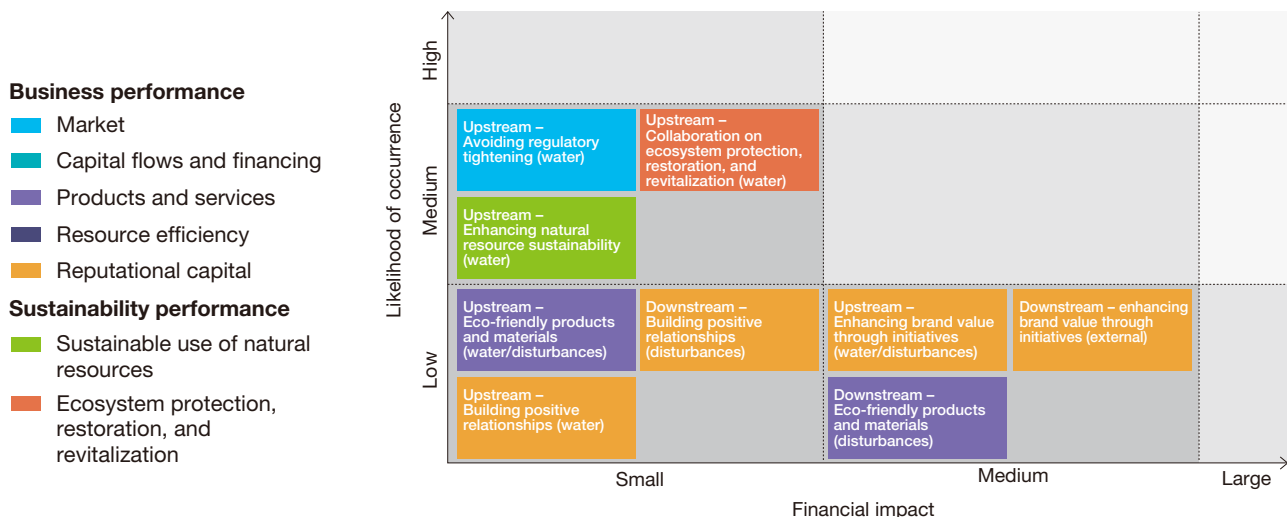
Upstream and downstream value chain – Risk materiality assessment results (excerpt)



Upstream/downstream value chain – Materiality assessment of nature-related opportunities

We have established definitions and occurrence conditions for assessing nature-related opportunities in the value chain. “Definition” refers to activities by an organization that produce positive outcomes for the organization and the natural environment by either positively impacting nature (restoration) or mitigating negative impacts on nature (avoidance/reduction) along the upstream–downstream value chain. “Occurrence conditions” are defined as: (1) when an organization and upstream/downstream organizations avoid, mitigate, alleviate, or manage nature-related risks associated with ecosystem service degradation, and (2) when an organization strategically transforms its business model, products, services, markets, or investments to curb nature loss associated with upstream and downstream activities, implement nature-centric solutions, or provide support through financing or insurance. Materiality is assessed using two axes: likelihood of occurrence and magnitude of impact, and opportunities are prioritized accordingly.

Upstream/downstream value/chain – Assessment of material nature-related opportunities (excerpt)



Prepare: readying responses and reporting

Metrics and targets

In FY2025, along with direct operations implemented to date, we assessed risks and opportunities along the upstream and downstream value chain. This enabled us to recognize realistic options in the context of our overall business activities and their relationship with nature. Aisin will continue to set targets and metrics and engage in activities that promote harmony with nature, aiming to achieve our goals of harmonizing with nature and contributing to a sustainable future, which remain high priorities.

FY2031 target values	Management metrics	Initiative examples
Factories that harmonize with nature: more than 10 locations	<ul style="list-style-type: none"> •Water consumption •Wastewater quality and volume 	See example initiatives and performance data below
	<ul style="list-style-type: none"> •River and coastal cleanup •Number of trees planted •Habitat maintenance and upgrade •Endangered species conservation •Invasive species eradication •Communication with local stakeholders 	See examples of activities below

Water Usage Reduction Activities

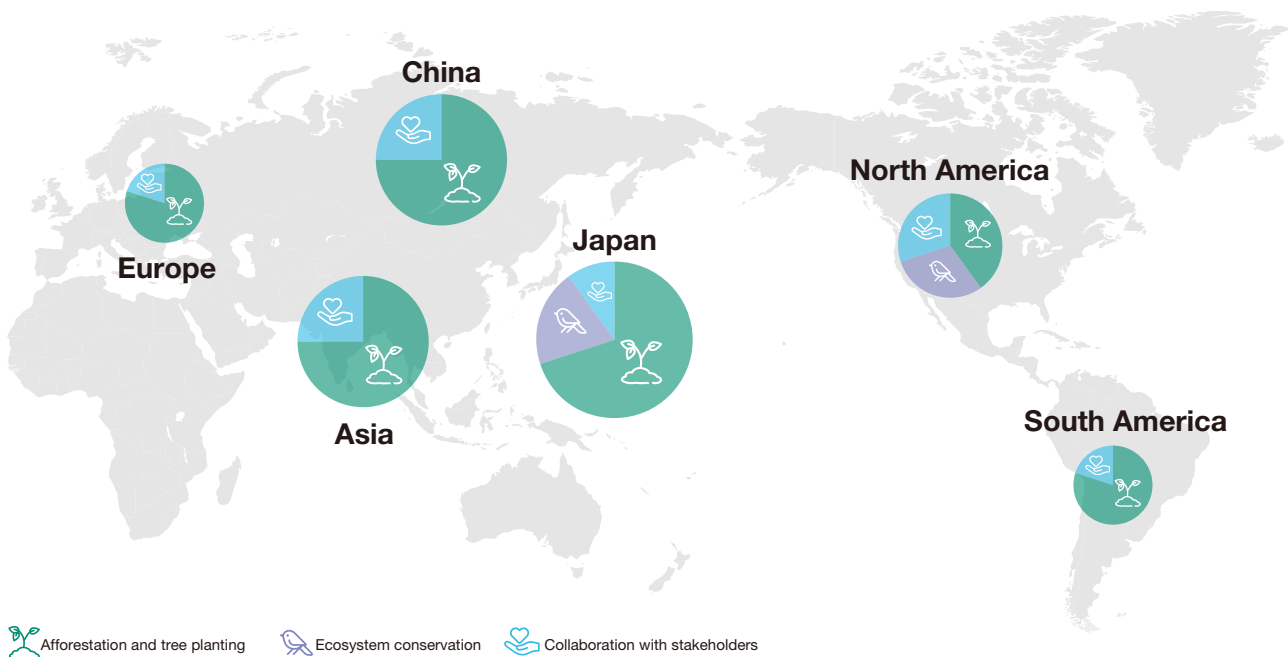
Aisin’s business activities rely on significant natural capital, making environmental impact reduction essential. Aisin has established the “Six Water Reduction Principles” and is committed to reducing water usage. Focusing particularly on “Stop,” “Reduce,” “Replace,” and “Recycle,” we implement measures such as thorough shutdowns during non-operation, reducing water pressure and flow rates, switching to non-water methods, recycling wastewater, and utilizing rainwater and drain water. From the “Save” perspective, at the Nishio Die Casting Plant, water was previously used for cooling when applying release agents to high-temperature molds. However, by adopting 3D cooling molds, efficient internal cooling became possible, eliminating the need for water altogether. Additionally, mist-form release agents were previously recovered and treated using water. By employing special filters for processing, recovery is now possible without water usage. We are promoting the expansion of such improvement examples across our factories and working to reduce water consumption.

Examples of Nature-Harmonious Activities

Aisin promotes nature-harmonized activities classified into three thematic pillars: watershed conservation, collaboration with local stakeholders, and contribution to ecosystem network development. In FY2025, we expanded these activities globally beyond the factory cleanup initiatives conducted at our various sites. New activities include tree planting, protecting rare species and eradicating invasive species, and cleaning up rivers and coastlines. Furthermore, under the Green & Blue Project, which aims to plant 800,000 trees by FY2031, we succeeded in planting a cumulative total of 359,000 trees planted by FY2025.

We define sites that meet all three pillars above as Aisin Group factories that harmonize with nature. In FY2025, we certified one new site, bringing the total to five on the way to a targeted 10 certified sites by FY2031. Furthermore, we have launched an education platform for all employees, including management, to ensure everyone working at Aisin learns about nature-positivity and understands its connection to our business.

Status of global nature harmonization efforts



* Circle size indicates number of activities

Human Resources

Basic stance and policy

At Aisin, we believe every working colleague is a protagonist, and that our work colleagues are our greatest strength. We place our Aisin work colleagues at the forefront of the value we provide in our corporate philosophy. By taking on the challenge of realizing our corporate philosophy and business strategy, we encourage self-directed growth and offer our work colleagues with a sense of fulfillment in their jobs and happiness in their lives.

Promotion Structure

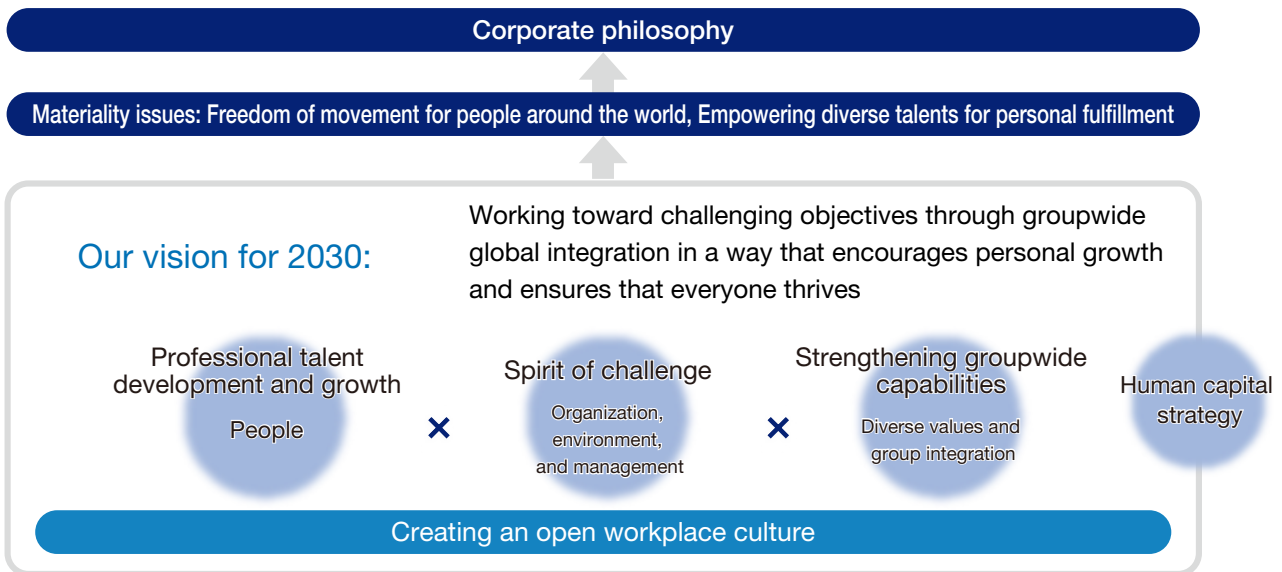
We convene the Human Resources Functional Committee with the involvement of the President, CxOs, and all division heads to discuss policies, plans, strategies, and progress regarding human capital. Important matters are also submitted and reported to the Board of Directors.

For details, please refer to the [Sustainability Promotion Structure](#).

Strategy

During our period of rapid expansion, our focus was on maintaining efficient performance. However, moving forward, we need to develop and deliver products in anticipation of societal needs and changes, rather than simply extending past practices. We must transform into an agile organization with a sound value proposition while leveraging the unique capabilities we have amassed.

For our people and organization, we maintain a vision for 2030 centered on proactively meeting challenges groupwide in a globally integrated way. The target conditions we define allow people more opportunity for growth than any rival can and ensure that everyone thrives. We place an open workplace culture at the foundation of everything we do and are enriching our human capital base with a focus on three key areas: enabling the growth and success of professional talent, promoting a spirit of challenge, and strengthening the Group's broad range of capabilities.



Related materiality issues

Materiality issue		Goal (KGI)	Indicator (KPI)	FY2031 target values
Priority issues	Paths to realization			
Freedom of movement for people around the world	Instilling a corporate culture that embraces challenge	Environment conducive to a proactive work style	Positive response rate for employee engagement* ¹	–
Empowering diverse talents for personal fulfillment	Respecting diversity and growing together	A work environment where diverse professionals can thrive	Positive response rate for an environment that empowers employees* ²	–
			Ratio of female managers* ³	4.5%* ⁴

*1 Positive response rate for employee engagement: Percentage of employee survey respondents who answered “I want to contribute to the company, feel loyal, and am motivated to put in proactive effort”

*2 Positive response rate for an environment that empowers employees: Percentage of employees who responded in the employee survey that “There are opportunities to apply my skills and abilities, and a comfortable work environment is provided”

*3 Manager: key position (section chief) and above

*4 Target values were updated following the expansion of HR activities from the initial four companies (Aisin, Aisin Takaoka, Aisin Chemical, and ADVICS) to the entire domestic group.

Key initiatives

Fostering an open workplace culture

|| Promoting candid dialogue and action by all stakeholders

We are promoting initiatives aimed at improving organizational and workplace transparency as the foundation for all our HR activities. In keeping with the President’s own message that the most important factors for taking the company through a “full model change” are—first and foremost—people, then workplace culture, we are stimulating active dialogue by holding labor–management consultative meetings at each level of our organizational hierarchy. We are also improving transparency by broadly sharing videos of these meetings within the company to aid the evolution of an open workplace culture. Furthermore, we are actively establishing platforms for information sharing and mutual learning, including the sharing of management case studies.

Key initiatives	Details
Meetings with labor and management Labor–management roundtables	Companywide and headquarters-level discussions between senior labor representatives and management on inculcating workers and workplaces with a can-do spirit (27 sessions held)
Department- and plant-level labor–management roundtables	Resolving workplace issues so challenges can be addressed FY2025: Strengthening competitiveness-focused discussions
Management study groups & experience sharing sessions	Since July 2023, regular sharing of experiences among division heads and plant managers Group leaders introduce workplace best practices, and a peer discussion and mutual learning among group leaders follows (monthly)
Management study groups & experience sharing sessions	Since July 2023, regular sharing of experiences among division heads and plant managers Group leaders introduce workplace best practices, and a peer discussion and mutual learning among group leaders follows (monthly)
ATBA (Aisin Team Building Activity)	To enhance productivity and job satisfaction by assuring psychological safety and deepening the quality of work relationships, we meet regularly with all workplace staff and hold one-on-one sessions.

|| Creating a workplace culture conducive to a “quality supremacy” approach

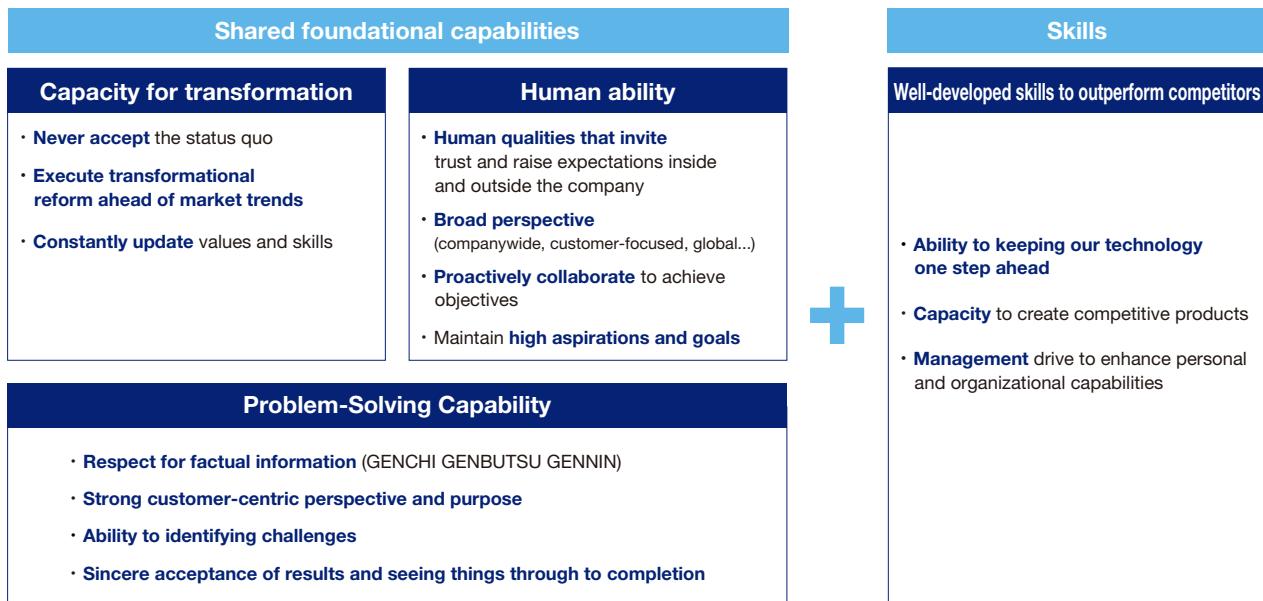
We believe instances of quality-related fraud start with workplace challenges. In addition to encouraging staff facing sticky problems to raise a hand and ask for help right away, we promote problem-solving by listening carefully in order to continuously evaluate and improve our culture. In our effort to build a new corporate culture at Aisin based on a quality-supremacy ethos and customer-first attitude, we hold lectures on quality hosted by CTSO Yoshihisa Yamamoto and dialogue sessions with employees. We strive to further enhance each individual’s awareness of our quality-supremacy mission through regular checks, focusing particularly on facilities that are downstream in the quality process.

Initiatives for the growth and success of professional talent

To transform into a company that creates new value, we need all diverse talents to thrive, proactively identifying challenges with a strong focus on society and customers first. We define our target talent profile as “Professional Talent” = “Individuals who proactively think and act for overall optimization within their role and position.” We are promoting the growth of foundational capabilities for such professional talent.

Definition and elements of professionalism

The concept of professionalism applies to individuals who, from the perspective of their role and position, proactively think and act to achieve broad optimization.



|| Appropriate evaluation of challenges, balanced compensation

We are gradually upgrading our personnel systems to support the advancement and growth of our professional staff. In 2023, we revised the executive compensation system to more accurately reflect individual performance and incorporated nonfinancial metrics. For employees, we are revising our system starting with higher-level qualifications, centered on three pillars: meritocracy that values those who take on challenging assignments and learn from failure, a market-based system that rewards people for responsibility and results, and accelerating career mobility and an outward focus to break internal silos and put the right people in the right places at the right time. We will revise our re-employment system in October 2025. Furthermore, we view compensation and wage increases as crucial investments in people and are pushing these forward with determination. Through ongoing labor–management discussions, we are accelerating companywide initiatives to achieve sustainable growth and a virtuous cycle of benefit sharing.

Clarifying roles and fostering proactivity for everyone's shared success

We believe that for everyone to do well, each individual must recognize their role and proactively contribute to the business's overall optimization. Through revisions to our organization, we are clarifying roles at each level. In particular, for skilled positions affected by an aging workforce and rising thresholds for qualification, we are creating new non-supervisory roles for highly skilled and experienced personnel. This foments value creation while contributing to individual fulfillment and growth. Through these system implementations, we promote the clarification of roles and encourage each employee to demonstrate individual initiative.

Key initiatives	Details
Revision of executive compensation system (FY2024)	<ul style="list-style-type: none"> •In addition to compensation incentives pegged to the Company's performance, we have expanded the importance of individual performance evaluations in ensuring compensation is commensurate with each employee's results •Increased the weighting of performance-based pay as a component of total annual compensation to incentivize performance and actions that increase corporate value •Introduced 360-degree evaluations as opportunities for self-awareness and growth •Linked performance pay calculations with volatility in long-term nonfinancial metrics related to diverse stakeholders
Revision of personnel system for management (FY2024)	<ul style="list-style-type: none"> •Supported professional talent's performance and growth by revising competency qualification standards •Strengthened role recognition by introducing role levels •Enabled flexible staffing through integration of qualification tiers •Promoted continuous skill development and career autonomy by adjusting compensation based on demonstrated capabilities •Encouraged all employees to take on challenges through a system that positively evaluates and rewards them
Revision of General Employee Personnel System (FY2026)	<ul style="list-style-type: none"> •Revised competency-based qualification standards to define a consistent growth path for professionals with an eye toward management roles •Eliminated personal attributes and seniority as determinants of success; integrated qualification tiers to reward annual growth with focused evaluation and compensation •Established new nonsupervisory roles for skilled personnel to promote full participation that leverages individual abilities and experience
Revised HR system for re-employed personnel (FY2026)	<ul style="list-style-type: none"> •Provide personnel who continue to play significant roles after statutory retirement with evaluations and compensation equivalent to active employees, thereby encouraging their ongoing contributions •Encourage each individual to contribute commensurately with their motivation and ability and supporting everyone's efforts
Thorough implementation of evaluation interviews for all employees	<ul style="list-style-type: none"> •Carefully align individual dreams and aspirations with organizational challenges and initiatives to maximize proactive new value creation •Promote the setting of development themes based on individual strengths and weaknesses and ensure appropriate evaluations occur that incorporate development perspectives •Continuously hold explanatory sessions, share best practices, and support individuals to ensure understanding and adoption of the evaluation system

Professional talent development initiatives

To develop professional talent with initiative and a big-picture outlook, we are encouraging more cross-functional transfers for leadership and defining themes that cut across business domains. Moving forward, we will introduce early rotation triggers tailored to each employee’s rank and function. Moreover, while maintaining on-the-job training as our development foundation, we will implement initiatives to build problem-solving skills, the capacity to drive reform, and human skills as we aim to become the undisputed industry leader in professional growth.

Shared core competencies	Key initiatives	Details	FY2025 results
Problem-solving	Training in problem-solving skills Intermediate/advanced MAST training	We have expanded our training regime to strengthen both the ability of general employees to follow formal problem-solving approaches and the capacity for supervisors to provide guidance from a problem-solving perspective. Thus, we are enhancing practical application of these skills in the workplace.	1,709 participants
Capacity for transformation	Cross-boundary hands-on experience program	The Company has implemented a program to instill new values that are difficult to acquire through inside experience alone by engaging in social issue resolution initiatives with external parties. Participation yields insights and learning that empower participants to approach their own development themes from a broader perspective and higher vantage point and demonstrate measurable effectiveness. We will expand the program to include more participants.	121 participants
Human capabilities	Human capabilities: OMOIYARI communication training	Targeted at executives and managers who significantly influence workplace culture, this program enhances human capability and communication skills to foster psychological safety and employee well-being in the workplace.	5,890 participants
	Developing aspirations	We are strengthening our efforts to prepare compelling leaders who can gain the cooperation of diverse individuals. This requires each person to earnestly confront their own values and sense of self while nurturing their personal aspirations regarding lifetime career goals they wish to achieve. By FY2026, we plan to target 589 individuals, or 50% of our senior core staff, with these initiatives.	247 individuals



Resource shift and reskilling for growth domains

To swiftly redeploy resources and reskill as necessary to support growth domains, we are defining future workloads and talent specifications by function and promoting systematic development and shifting of existing personnel around the Group to meet these requirements.

Key initiatives	Details
Shift to electrification	<ul style="list-style-type: none"> •Shift completion by end of FY2024 •Transitioning from next-generation development to mass production and sales expansion
Electrification engineer development	<ul style="list-style-type: none"> •Providing expert training for personnel who have undergone skill changes, aiming to upgrade them to system engineers with a vehicle systems perspective
Electrification technician development	<ul style="list-style-type: none"> •Revamping the training system for skilled workshops for electrification (2,280 participants by end of FY2025)
DX and AI talent development	<ul style="list-style-type: none"> •Institute reskilling programs to enhance the use of AI and data (1,300 participants by end-FY2025) •Implement upskilling programs for applying generative AI to daily work (11,000 participants in FY2025) <ul style="list-style-type: none"> - Improve AI literacy at all levels - Hold prompt engineering workshops •Collaborate with academia on workshops that develop innovative talent
Software talent development	<ul style="list-style-type: none"> •Revamping educational programs to enhance product functionality and value by integrating software development talent into the core planning process (910 participants by end-FY2025) •Strengthening training to raise skill levels and increase added value <ul style="list-style-type: none"> - Building a talent development program in cooperation with the Toyota Group - New employee training for all technical positions - Software transition program for skilled workers

Initiatives to promote a spirit of challenge

In an era without definitive answers, we are transforming our culture in line with our goal of deepening the spirit of challenge among individuals and entire workplaces on the way to achieving our ideal target state via step-by-step evolution. We recognize that promoting proactivity requires management practices that account for each individual's characteristics and motivation to leverage personal intent and initiative.

Strengthening workplace management

To encourage proactive behavior, we are promoting a transformation initiative for all managers that capitalizes on individual strengths.

We are implementing a group leader management transformation in the workplace to allow group leaders to devote more time to developing their and worksites. As a result of these efforts, approximately 60% of managers have observed changes in their teams' awareness and behavior.

Key initiatives	Content
Management training to empower individuals	Training provided to all core managers to develop leadership skills that attract empathy and cooperation from others and promotes the acquisition of communication skills that empower individuals and helps them develop
Group leader seminars	Four-month workshop for representatives from each department led by external instructors, focusing on self-reflection and learning about their own performance as managers
Frank discussion sessions on group leader management	Discussions among managers below department head level, organized by department, to address challenges faced by group leaders
Group leader management study groups	Held for all core personnel; participants share concerns and insights to foster mutual learning and build camaraderie

At sites that are home to skilled technicians, we are transforming operations to free up capacity within the organizational structure, thereby supporting better mentoring of skilled workers and helping with their individual challenges. We are reforming business processes, focusing on data collection and use. This exercise includes reviewing procedures and forms and consolidating or eliminating fully or partially redundant tasks. We are also promoting workplace transformation through the use of IT tools, such as introducing computerized production management boards.

At ADVICS, we have been working to create a workplace environment where all our staff can challenge themselves with high-value-added work by enhancing internal communication.

This offers the opportunity to free up capacity through initiatives like reviewing the usefulness of certain meetings.

By inventorying internal meetings and setting guidelines for more efficient and effective meeting management, we achieved an annual reduction of approximately 240,000 hours companywide (equivalent to about 1 hour per day for managers). We are using the time saved to individual self-motivation to pursue growth and connect this energy to the development process and meeting challenging objectives.



Group leader seminar

Companywide and workplace-level activities driven by employee surveys

Every year, all workplaces hold feedback meetings to discuss workplace issues based on employee surveys and create “Action Plans” for improvement. To accelerate workplace action implementation, we provide study sessions for managers, including department heads, on interpreting survey results and create discussion forums for the management layer. This is beginning to spread proactive workplace improvement. Identifying “policy penetration” as a common challenge from company-wide results, we are advancing initiatives to embed our management philosophy and business strategy. Furthermore, we have positioned as a key priority enhanced engagement at sites where skilled technicians work and are promoting this across the entire company and at all factories. We believe it is of paramount importance to create a work environment and train worksite leaders that value each individual as a person. Therefore, we are strengthening investment in the workplace, promoting communication, and sharing best practices from high-engagement factories to elevate standards at all facilities.

Continuous improvement of the working environment

We are improving our work environment and facilities to ensure everyone can perform energetically. Renovations to break rooms in offices and factories have created opportunities for employees to gather and chat. We will continue these ongoing workplace improvements to create an environment that inspires greater effort.

Initiatives to strengthen group synergy

To enhance competitiveness, we are shifting our management focus from the individual company level to the Group to encourage review of job roles and the positioning of group companies. In addition, to continuously power innovation, deliver new value, and sustainably maintain the talent pool needed to run our business, we are promoting diversity & inclusion.

Revising the executive structure to drive our “full model change”

To ensure our executives personally take the lead in addressing critical companywide challenges, we are revising the executive structure and expanding the scope of the various roles. Specifically, we are redefining executive function from organizational oversight to problem-solving leadership, with an intensified emphasis on strengthening our focus on key business domains and further accelerating of operational execution.

Optimizing the domestic Group organization and staff allocation

To initiate and accelerate Group-level management, we are optimizing our domestic organization and the allocation of personnel. This includes reskilling engineers to support business restructuring, shifting resources around the Group’s companies and organizations, and arranging personnel exchanges involving executives.

In April 2025, we integrated management of the parent company with that of Group company Aisin Chemical in an effort to jointly transform our business portfolio and build on the strengths of each business. We will enhance competitiveness by optimally allocating group resources and improving management efficiency.

Groupwide and global leadership development

Senior managers directly identify potential candidates and promote initiatives such as AG2 (Aisin Global Grading), which is designed to improve the visibility of various positions and ensure succession planning, and the Global Leaders Session management training program to develop talent and support optimal work assignments. We are considering further strengthening these efforts and expanding them throughout our domestic Group companies.

|| Promoting diversity & inclusion

– Advancing women’s participation

As we work toward our 2030 goal, we have identified approximately 300 female candidates for managerial positions. We are creating and implementing development plans that are mindful of life events and broadening our focus to address cultural and managerial workstyle conditions that demotivate women with regard to promotion and limit growth opportunities. On the recruiting side, we retain a high proportion of women relative to the applicant pool: approximately 45% for administrative positions and 10% for technical roles. In technically focused workplaces, we work to improve production line processes, such as by optimizing cycle times and procedures, to enable workers to maintain excellent performance while availing themselves of shortened work schedule accommodations for childcare. This enhances individual job satisfaction and develops our pool of future managerial candidates.



Anjo Plant 1: shortened-hours worker line

* For actual data on women’s advancement, please refer to the [Performance data \(society\)](#) section of this website.

– Senior employees

To foster a company culture where anyone can challenge themselves, anytime, and for as long as they wish, we have revised our re-employment system to ensure fair evaluation and treatment for employees who continue to contribute regardless of age. We also made career development training mandatory for staff in their 40s and older to help with future planning at an early stage. In skilled workplaces, we are creating an environment where employees can work throughout their lives, such as through process improvements using video analysis to gather quantitative workload data. We are also promoting the maintenance and improvement of physical fitness, introducing fatigue-reducing measures, and boosting confidence to continue working vigorously.



Strength training and maintenance activities

– Employment and support people with disabilities

Across our entire Group, we are advancing workplace initiatives that treat disabilities not as handicaps but as unique strengths and enable individuals to reach their potential. At AISIN WELLSMILE (a special-purpose subsidiary serving people with disabilities), we have been building on our traditional cleaning and document digitization services by trialing three support functions that contribute to Group operations and production: technical development, manufacturing, and administrative support. Employees who participated in these trials have expressed positive feedback with such statements as “It’s rewarding” and “I want to do more.” This led to the full-scale launch of these services as official operations starting in April 2025.

– LGBTQ (gender diversity)

To create a safe and secure workplace where everyone can work without fear of discrimination or prejudice, we are providing relevant management training, response guidelines, and internal consultation services, and installing accessible restrooms.



– Midcareer hiring

To promote diversity of knowledge and experience and drive our business transformation toward next-generation businesses and new domains, we are strengthening midcareer hiring effort. We actively communicate the appeal of our employees by showcasing the kinds of people who work various sorts of environment and, thereby, enhancing recognition. Simultaneously, we are strengthening our recruitment capabilities by employing recruiters and hiring on referral.

Systems and procedures that support diverse talent and work styles

Category	Measure	Details
Flexible work styles	Flexible work system without core hours	A system that sets a minimum daily working time of one hour with no core hours, allowing flexible adaptation to fluctuating business needs.
	3-month flex	A work system that promotes efficient execution by allowing the flexible adjustment of hours within a 3-month time frame to accommodate fluctuations in staffing needs that exceed one month.
	Discretionary work system	A system that fosters a spirit of challenge and drives results by creating an environment in which employees have a discretion over their overtime allocation and work methods, enabling them to focus on work without being constrained by rigid scheduling.
	Telework system	A system in which employees work part or all off he day from home or other offsite locations. This program was expanded from FY2025 to include long-term telework, which made telework-based work arrangements possible for specific reasons, such as childcare or nursing care.
	Satellite offices	This initiative enables employees to use worksite facilities outside the company. By offering work location options, this program aims to foster innovation and enhance productivity.
	Side-job system	This policy allows employees to engage in work outside their primary job with the aim of improving work quality and increasing motivation. (Approximately 260 employees have participated since the policy's introduction in January 2022.)
	Casual dress code	This system promotes an open and vibrant workplace culture that encourages new ideas and flexible approaches.
Time-off promotion	Paid leave use incentives	Promotes the use of vacation days through the “Minimum 14” program that encourages employees to take at least 14 days of paid leave annually beyond the statutory five, and “Annual Leave Cut Zero”, which aims to eliminate unused annual leave.
	Rest & relaxation leave	This program allows employees to accumulate up to 20 days of unused annual paid leave, which can be used for personal illness or injury, family nursing/care, spouse's childbirth, or childcare.



Category	Measure	Details
Work-life balance support (Childcare)	Childcare leave (general)	This policy permits employees to take childcare leave for any period they request while the child is under two years old.
	Reduced working hours for childcare	A system allowing employees with children up to 6th grade to reduce their working hours according to the child's age.
	Childcare leave (medical reasons)	This policy allowing employees to take five days per child per year, or 10 days if caring for two or more children, to care for an ill child in 3rd grade or younger.
	Special leave (spouse's childbirth/childcare)	Employees with children under two years old can take five days of leave per child in connection with their spouse's childbirth event or childcare needs.
	Onsite childcare facilities	Two childcare facilities are available depending on the work location. Toyota Group childcare facilities can also be used.
	Mom, dad, and supportive boss guide	A booklet supporting the balance of work and childcare
	Maternity leave – interviews before giving birth and after returning to work	Extending beyond strict legal and compliance requirements, we conduct post-return interviews to support the smooth workplace reintegration and career development for staff taking maternity or childcare leave.
Work-life balance support (Non-childcare)	Caregiving leave	Workers may take extended leave for a period approved by the company not to exceed a total of three years per family member requiring care.
	Reduced working hours for caregiving	This policy allows employees with family members requiring care to reduce their working hours.
	Caregiving leave	Under this directive, employees may take leave for family caregiving up to 10 days per year per person requiring care or 20 days if caring for two or more people.
	Work-life balance support guidebook for caregiving	A booklet we have published in support with balancing work and caregiving.
	Leave and reduced working hours system for infertility treatment (Family Plan Support System)	This system grants employees to leave or reduced working hours for up to 12 months cumulatively for infertility treatment.
	Introduction of a communication site	We have introduced an externally accessible communication site for all employees and their families that enables them to access company information even during leave.
	Family allowance	Aisin provides an allowance provided to employees supporting children, dependents requiring nursing care, dependents requiring other support, or dependents with disabilities.



Category	Measure	Details
Career development and continuity support	Household relocation leave system	This system provides leave for employees unable to work due to a spouse's relocation or similar circumstances.
	Career comeback system	This system defines a process for re-employment of people who have resigned for unavoidable reasons, such as childcare or caregiving.
	Awareness-raising lectures and exchanges of dialogue	Regular lectures and exchange meetings occur covering various themes aimed at raising awareness among employees and their supervisors.
	Career mentor system (For managers and employees with general qualifications.)	This system provides employees the opportunity to consult with senior colleagues about balancing career and family. (As of FY2025, 13 female department heads and 37 female section chiefs are registered.)
	Career declaration system	A mechanism where employees create medium-to-long-term career and life plans for themselves and, through discussions with supervisors, develop their careers.
	Career Consultation Desk	This consultation service gives employees access to opinions from external career experts to encourage self-directed career development (360 slots filled in FY2025).
	Career design training by age group	We offer training designed to resolve career concerns related to an employee's experience, position, and personal values and tailored to each age group. The training supports employees in proactively shaping their own careers and continued growth through self-reflection on personal strengths and values.
	Career design training for managers	This training regime supports managers with facilitating their own behavioral change and spreading that change throughout the workplace. It enables each individual to continue growing in an independent way while applying and refining their abilities and experience.
	Life design seminar	This seminar targets employees in their 30s and 50s and covers such topics as re-employment systems, health, and understanding of pension and retirement benefit systems.
	Job change system	This system helps employees change the job type they were assigned upon joining the company, enabling diverse career choices.
Health support	Femtech Program	This programs helps women with health issues (menstruation, fertility, menopause) through the use of technology (online consultations, prescriptions, etc.)

[●Message from the president – Promoting diversity & inclusion](#)

[●The Database on Promotion of Women's Participation and Advancement in the Workplace](#)

Intellectual Property

Basic stance and policy

Aisin positions intellectual property as a vital management resource for sustainable growth and corporate value. We promote its maintenance, enhancement, and appropriate use based on our management and business strategies. Through unique value propositions we aim to secure a competitive advantage and accelerate the expansion of our business.

Promotion Structure

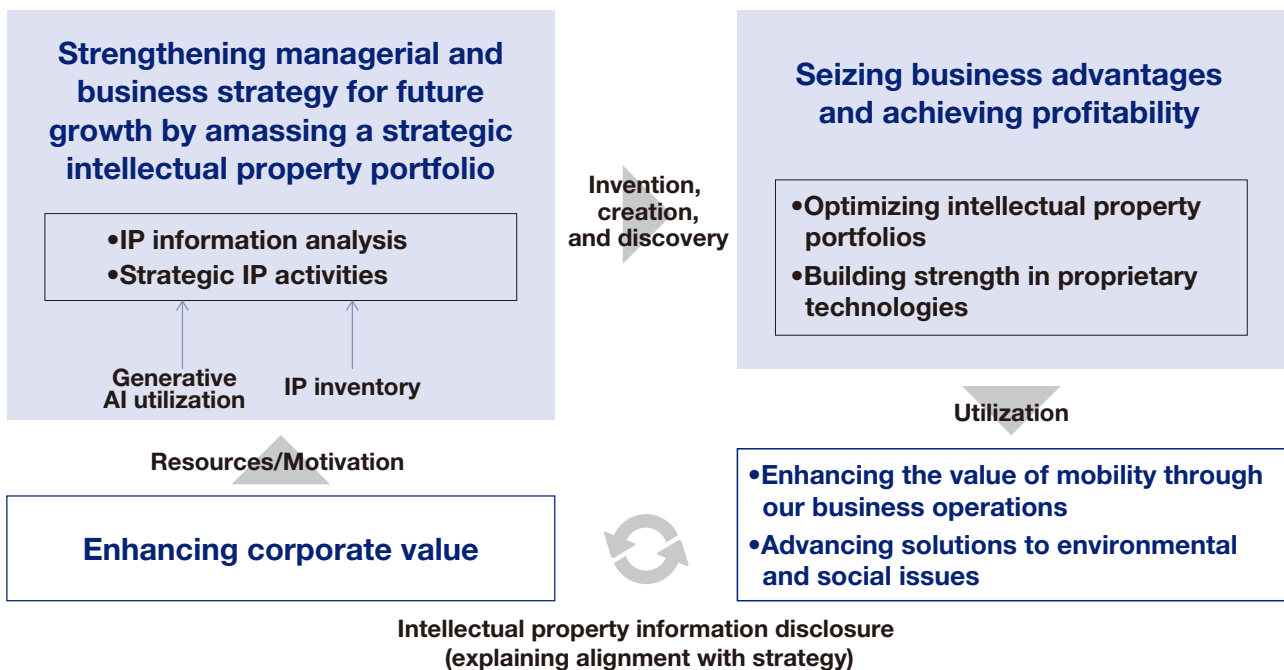
Aisin’s functional departments dedicated to R&D and intellectual property (IP) collaborate to formulate IP strategies, promote the invention and discovery of IP assets, protect property rights, employ assets, manage maintenance, and implement management initiatives for assuring the sound management and defense of IP. Liaison personnel are assigned to development functional departments to deepen this collaboration.

Furthermore, collaboration with global R&D offices is being strengthened. Additionally, employee education programs are held to emphasize the importance of intellectual property and provide training related to operating the business.

Strategy

By inventorying our intellectual property and analyzing IP-related events and other trends in the external environment we are strengthening our managerial and business strategies. We devise new core technologies that align with our strategy to build an optimal IP portfolio. Furthermore, by leveraging IP across domains, we maximize the value of our business activities and enhance corporate value.

We also demonstrate our respect for third-party IP rights by conducting clearance investigations, ensuring business safety and strengthening our negotiating power.



We aim to maintain a state where new elemental technologies continue to accumulate for the future. We will promote continuous growth, using the number of inventions—which represent the creation of advanced technological concepts—as an indicator. This will enable us to strategically secure patent rights for inventions to ensure competitive advantage while differentiating our technologies through confidentiality.

Related materiality issues

Materiality issues		Goal (KGI)	Indicator (KPI)	FY2031 target
Priority issues	Paths to realization			
Freedom of movement for people around the world	Instilling a corporate culture that embraces challenge	Ability to continually amass new elemental technologies	Number of inventions*	1,500

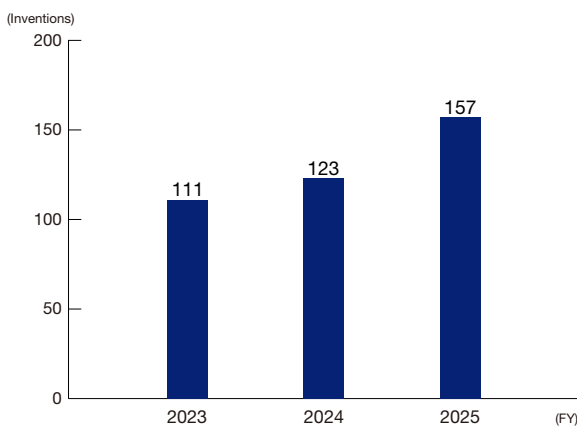
* Number of inventions: Total number of patent applications along with confidential and publicly disclosed instances of intellectual property

Key initiatives

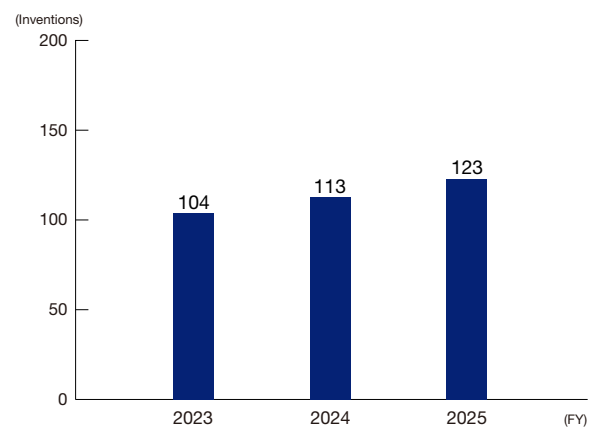
Initiatives for amassing new elemental technologies

Based on management and business strategies, we set development themes aimed at strengthening IP while promoting strategic invention and discovery. More specifically, as we incorporate our strongest technologies into our development roadmaps, we use data analysis to identify such topics as changes in the external environment that could affect our IP assets. Depending on the business model, we select open or closed development domains or exclusive domains protected by intellectual property rights under which to pursue inventions. Thus, we aim to strengthen our IP through targeted invention, creation, and discovery. In recent years, we have focused on promoting invention and creation in areas such as mobility information processing technologies that contribute to enhanced safety and comfort and, in the energy domain, hydrogen-related technologies. We are optimizing our IP portfolio along both technological and international regional axes.

Number of information analysis inventions



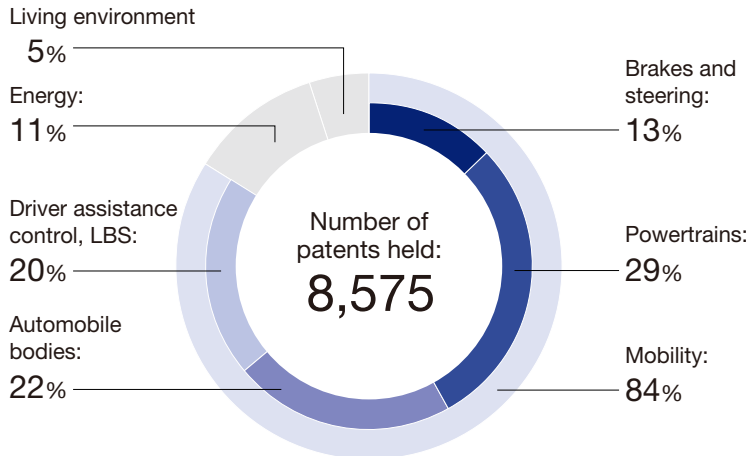
Number of hydrogen-related inventions



IP management and utilization initiatives

We continuously monitor the use of our IP and the value it generates. By applying our future vision to this data, we promote the maintenance, management, and use of IP. Furthermore, by feeding the results of these initiatives back into our strategic IP activities, we enhance our overall IP platform. We currently maintain and manage a diverse range of IP across such mobility segments as brakes, steering systems, drivetrains, vehicle systems, driving assistance control, and LBS and also in the energy and living environment domains.

FY2025 patent portfolio



Efforts to Mitigate Risks

As we develop future businesses that create and deliver value, to ensure product superiority and safety, we take the risk of infringing third-party IP rights very seriously. Aisin's products employ a wide range of technologies, which leaves us open to potential future litigation from third parties alleging IP infringement. To address this risk, we follow proper due diligence before launching new businesses to prevent infringing on third-party IP. Furthermore, should litigation arise, we have established systems to swiftly validate the infringement claim and the rights in question, determine any usage rights we possess, and take appropriate countermeasures.

Human Rights

Basic stance and policy

Respecting the human rights of all individuals, including employees and stakeholders both inside and outside the company, is fundamental to achieving our goals of promoting a spirit of challenge through Group and global Integration and empowering all employees and fostering growth unmatched by rivals. Moreover, we strongly recognize that respect for human rights lies at the center of all business activities. We are keenly aware of our need to deepen our understanding of—and take appropriate action on—human rights issues relevant to our activities in each country and business.

In April 2021, our Human Rights Expert Committee formulated the Aisin Group Human Rights Policy, which declares our commitment to fulfilling our responsibility with regard to human rights and is incorporated into key rules across all elements of our business, including Group companies and the supply chain.

[Aisin Group Human Rights Policy](#)

The scope of human rights risks covered by the Human Rights Policy includes: discrimination and harassment; child and youth labor and other violations of children’s rights; migrant labor and forced labor; wages (minimum wage, living wage, gender pay gap for equal work); working hours, holidays, and other basic working conditions; excessive working hours; safe and healthy working environments; dialogue with employees; diversity and inclusion; minorities (LGBTQ, persons with disabilities, etc.) and women; rights of indigenous and local communities (land, forests, water resources, etc.); use of security companies; privacy; consumers (product safety, information provision); and bribery and corruption.

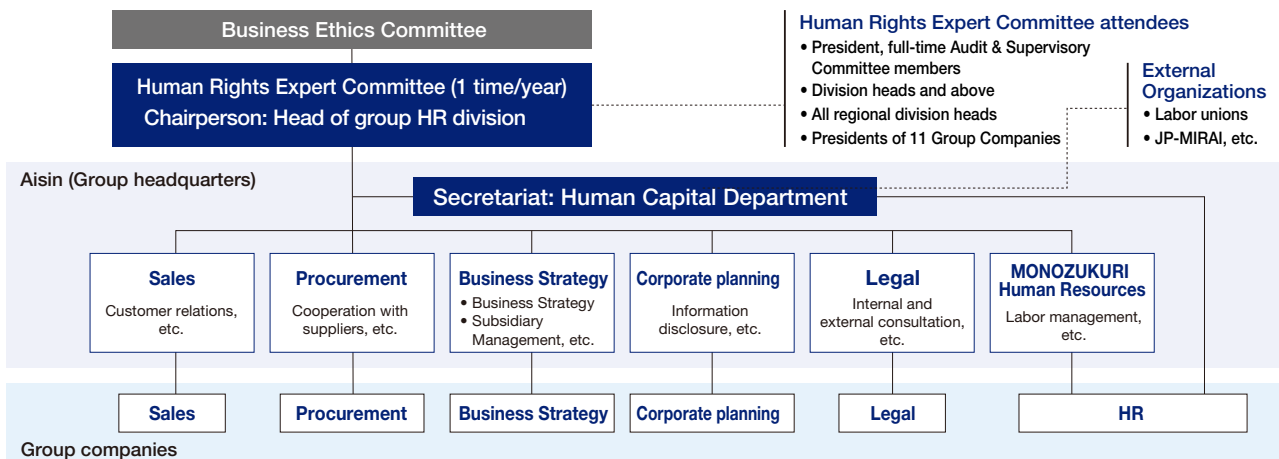
We also disclose the Group’s efforts to prevent forced labor and human trafficking based on laws such as the UK’s Modern Slavery Act.

[Aisin Group Statement on Modern Slavery Act](#)

Promotion Structure

We have established a framework aligned with the UN Guiding Principles on Business and Human Rights. To enhance management’s commitment, we annually convene our Human Rights Expert Committee to deliberate and decide on policies and plans. Relevant departments then collaborate to advance relevant initiatives.

Organization



Strategy

Aisin is establishing a human rights due diligence process that encompasses its supply chain. To reduce the risk of serious human rights violations, we have set the implementation of human rights risk assessment surveys and education as key indicators. Human rights risk identification surveys form the core of human rights due diligence. We conduct these surveys regularly to stay abreast of changes in the environment and the status of corrective actions. Having identified key risks, we pursue corrective measures with full disclosure to drive continuous improvement. We will share our fundamental understanding of human rights and information on the Company's initiatives so that every Aisin employee can practice respect for human rights from their own perspective.

Related materiality issues

Materiality issues	Goal (KGI)	Indicator (KPI)	FY2031 target value
Laying a solid management foundation	Zero serious violations of human rights	Human rights risk assessment survey implementation rate* ¹	100%
		Human rights training implementation rate* ²	100%

*1 Human rights risk assessment survey implementation rate: (Number of companies conducting human rights risk surveys / Number of consolidated companies) × 100

*2 Human rights training implementation rate: (Number of employees who received training on compliance and human rights / Number of consolidated employees) × 100

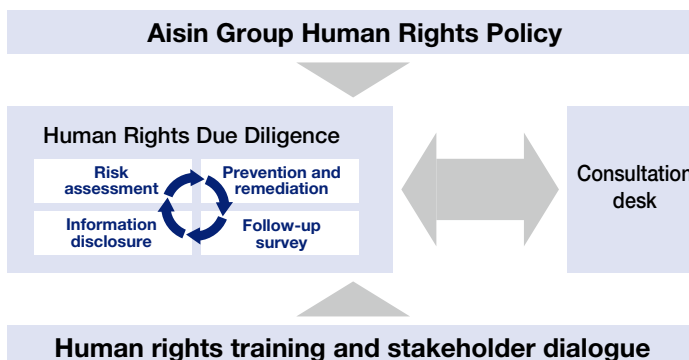
Key initiatives

Initiatives aimed at achieving zero serious violations of human rights

Human rights due diligence

Based on the Aisin Group Human Rights Policy, we prioritize risk according to severity (impact) and potential (likelihood of occurrence). Foreign (migrant) workers, including technical interns, are a top priority due to high social awareness of forced labor and other potential rights violations and because they are widely employed by the Group and its suppliers. We also confirm the status of initiatives in other key human rights areas, such as discrimination and harassment, at each company.

Aisin Group Human Rights Initiative Scheme (based on UN Guiding Principles)



Assessment in key human rights areas

To gauge the current status of and drive improvements in key human rights initiatives covering discrimination, harassment, forced labor, child labor, working hours, wages, dialogue with employees, safety and health, and supplier engagement, we conducted an introspective survey in FY2025 across the entire Group and 226 major suppliers. The survey's results demonstrate overall improvement year-on-year, particularly within Japan (on a 5-point scale, overall average +0.2 points compared to FY2024). However, challenges remain in raising awareness and verifying the actual status of child labor and forced labor within Japan. Therefore, we are (1) appointing human rights promotion officers and holding study sessions across all our companies, (2) distributing checklists covering relevant human rights laws and regulations, (3) sharing and disseminating content that raises awareness. We will maintain our surveying and on-site dialogue to monitor improvement.

Initiatives Concerning Foreign Workers

Regarding foreign workers, a top priority area, we have regularly surveyed the Group-supervised technical intern training program in Japan. As of the end of March 2025, we have identified 425 trainees accepted across 15 group companies. We also run self-checks with our Group companies and major suppliers who accepting technical interns to verify training content, treatment, document management, and protective measures. Furthermore, as follow-up verification, we conducted on-site inspections following an implementation manual for proper technical intern training issued by the Organization for Technical Intern Training and confirmed that no violations occurred that led to human rights abuses. We are also advancing efforts to share understanding through exchanges with supervising organizations and to confirm the status of fees paid in home countries. Starting in FY2025, we are further expanding the scope of these initiatives to cover all foreign workers. From the perspective of preventing illegal employment, which is more exposed to the risk of human rights violations, we are issuing advisories and verifying work-related residence statuses.

Education and awareness activities

Aisin provides the following training and awareness opportunities, thoroughly enforcing respect for human rights by updating content annually.

Target	Content
Executives	Incorporate human rights-related content into new executive training
Human rights-related departments (HR, procurement, etc.)	Hold study sessions with Group companies on human rights trends and Aisin Group policies and initiatives
Recruiters	Japan: Thoroughly instruct interviewers and others on points to note through lectures
Dowa problem (Discrimination against Burakumin and other marginalized communities)	Joined the "The Industrial Federation for Human Rights, Aichi"; conducted awareness activities and promotion with the "The Corporate Federation for Dowa and Human Rights Issue."
New hires & employee promotions	Japan: Implemented CSR education including the human rights field
All employees	Japan: Conducted awareness activities based on accessible case studies Overseas: Incorporated human rights content into each region's compliance training
Suppliers	Issued the "AISIN Group Supplier Sustainability Guidelines" and requested endorsement through explanatory meetings Held study sessions and shared initiatives with 226 major suppliers

Other initiatives

|| Collaboration with external stakeholders

We promote collaboration with external stakeholders, including dialogue with labor unions and participation in the Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI), such as joining cooperative corporate programs.



|| Establishment and Enhancement of Consultation Channels

We have augmented our internal consultation channels with the Aisin Global Hotline to consult with parties outside the company. Furthermore, for technical intern trainees and other foreign workers, we utilize JP-MIRAI Assist to build a specialized multilingual consultation system.

|| Policy on responsible mineral procurement and activities

– Guidelines

To promote globally responsible mineral sourcing that considers social issues such as human rights and the environment, we are avoiding the use of minerals flagged by national-level regulations, such as the U.S. Dodd-Frank Act and the EU Conflict Minerals Regulation. We also request that our suppliers understand our approach and engage in responsible mineral sourcing activities.

– Initiatives

In FY2025, with supplier cooperation, we investigated mineral usage and reported the results to our customers. We also participate in industry associations in an effort to establish effective investigative methods. We will continue advancing responsible mineral sourcing in accordance with our guidelines.

Summary of human rights initiatives and plans

Aisin has advanced the initiatives listed in the table below in accordance with the UN Guiding Principles. We will continue to make step-by-step progress on the scope and content of our initiatives through the human rights due diligence cycle.

Initiative		FY2023 and earlier	FY2024	FY2025	FY2026 and beyond	
1. Establishment and review of framework and policy		Establishment of Human Rights Expert Committee	Human Rights Expert Committee meetings (approve plans annually)			
		Aisin Group Human Rights Policy formulation	Review and dissemination of human rights policy, and its incorporation into rules and procedures			
		Incorporation of human rights considerations into supplier sustainability guidelines	Global dissemination of supplier sustainability guidelines			
			Appointment of human rights promotion specialists at each company (domestic)			Appointment of regional human rights officers (overseas)
2. Human rights due diligence (1) Risk assessment (2) Prevention and remediation (3) Monitoring (4) Disclosure	Internal & Group	Self-checks and on-site verification covering key human rights areas and foreign technical intern training				
		Self-checks and on-site verification for all foreign workers				
		Coordinated dialogue and activity with regional headquarters				
		Human rights promotion training for all staff and by rank (shared policies and initiatives, case studies, etc.)				
	Primary suppliers <small>* Phased coverage expansion</small>	Self-checks and on-site verification covering key human rights areas and technical intern training programs				
		Self-checks and on-site verification for all foreign workers				
		Study sessions on business and human rights (environmental trends impacting human rights, sharing of information on regulatory changes, best practices, training materials, etc.)				
	Stakeholder engagement	Disclosure of initiatives in sustainability data book and website; publication of statement under the modern slavery act				
		Joining JP-MIRAI	Participation in JP-MIRAI Private Company Collaboration Program			
	3. Preparation and launch of consultation services		Preparation and launch of internal and external ethics hotline			
Application and expansion of special consultation services for foreign workers (JP-MIRAI Assist)						

|| Labor-management communication at Aisin

Aisin values its people, promotes mutual trust between labor and management, and regards labor and management as wheels of a car working in mutual cooperation. These principles are fundamental to labor-management relations. We hold regular labor-management meetings to share information on policies and objectives, aiming to create a satisfying workplace. When the Company's actions significantly impact employees, we take appropriate matters, such as providing adequate advance notice.

Lessons learned from labor dispute response in India

(1) Overview of the AHL Labor Dispute

In May 2017, employees at our consolidated subsidiary in India, AISIN Automotive Haryana Pvt. Ltd. (AHL), launched a strike demanding the establishment of a labor union. A month later, the local government issued an order banning the strike but, in protest, 288 employees resorted to force and blocked the company's main gate. The strike ended with the arrest of these employees. AHL proceeded to dismiss 175 employees who remained absent without leave despite repeated calls to return after the strike's end. Aisin regards this as an unavoidable measure to protect the lives and safety of employees not involved in the dispute. However, this incident became the largest labor dispute in Aisin Group history, leaving both labor and management with deep scars. Aisin deeply regrets the significant concern this incident caused to our stakeholders, including the local community and business partners.

(2) Measures to prevent recurrence

Aisin Group's response

Drawing on lessons learned from past labor-management challenges, the Aisin Group takes the position that for the company to grow, labor and management must listen to each other, build mutual trust, and foster a cooperative relationship. Prompted by this AHL labor dispute, we have reaffirmed and reinforced the necessity of mutual trust and cooperative relationships between labor and management—even at overseas locations with differing labor practices. To this end, we have codified the principles outlined above that should be cherished in labor-management relations into a document titled AISIN's Stance on Employees-management Relations and issued it to all Aisin Group companies under the auspices of the President. Furthermore, as a constituent of the Aisin Group, to raise our commitment to respect for human rights and realization of diverse work styles to unprecedented heights, we have revised our AISIN Group Principles of Corporate Behavior—a code of conduct designed to enforce our responsibility to society in line with our management philosophy and provide common guidelines for all Aisin Group companies. We have also developed an assessment tool to verify whether personnel and labor management practices align with this stance and are being implemented appropriately and are conducting rolling inspections across our global business. Issues identified during these inspections are handled via a system set up to enable immediate corrective action based on predefined rules.

Response at AHL

On August 4, 2017, President Ihara (then President of Aisin Seiki Co., Ltd.) directly addressed employees at AHL. He explained management's reflection and Aisin's stance on labor-management issues and declared a fresh start. Since then, the Company has worked continuously to improve labor-management relations by rebuilding the communication framework and taking such measures as establishing forums for labor-management dialogue, creating a highly transparent, fair, and easily comprehensible personnel system, and hosting various events. The percentage of positive responses in the employee satisfaction survey, initially at 40%, has since reached 90% (January 2019). We are striving for further improvement and are aiming for 100%.

(3) Declaration for the future

Learning from the AHL labor dispute, we are determined to ensure such a situation never occurs again across the entire AISIN Group. We will strive to become a company all employees can be proud of.

Working hours

We fully comply with the Labor Standards Act. When exceeding statutory working hours, we observe legal procedures and communicate closely with labor unions to ensure employee health and safety. To reduce hours worked, we are implementing flexible labor arrangements and aiming for 100% use of annual paid leave. We are also reviewing work practices for employees stationed overseas.

Compensation

Aisin not only complies with local laws and regulations, such as minimum wage requirements in each country and region, but also respects the principle of equal pay for equal work. Through labor–management dialog, we strive to enforce pay standards that guarantees a certain quality of life for employees and their families.

Aisin (parent) starting salaries (monthly)

	Starting salaries (April 2025, actual)	Aichi Prefecture minimum wage	Tokyo minimum wage
High school graduate	¥201,000	115%	106%
University graduate	¥282,000	161%	149%
Master's degree	¥301,000	172%	159%
Doctorate	¥326,800	187%	173%

Minimum wage figures are calculated using regional minimum wages as of April 2025 (Aichi Prefecture: ¥1,077, Tokyo: ¥1,163), based on an average of 20.3 days per month and 8 hours per day. Note: There are no gender or regional pay gaps within the same qualification grade.

Employment stability

We believe that standardizing HR policies and systems across the Group is crucial for employment stability, so we promote rules and procedures grounded in laws and regulations. As a reflection of this, the turnover rate* for the 4 Group companies in FY2025 was 2.3%.

* Number of voluntary resignations from April 1, 2024, to March 31, 2025, ÷ Number of employees as of April 1, 2024, × 100

Prevention and mitigation of other human rights risks

Based on the Aisin Human Rights Policy, the company addresses other human rights risks by adhering to internationally recognized norms and strictly complying with relevant laws and regulations in each jurisdiction where we operate. We are progressively advancing initiatives such as the following:

– Examples

- We thoroughly verify age using official documents during hiring to prevent child labor.
- The company bears all fees related to employing temporary staff.
- To prevent forced labor, we ensure that employees retain custody of their passports and other important documents.
- We do not subject employees to disadvantageous treatment when they submit resignation requests.

For details on harassment prevention and internal whistleblowing systems, please refer to the [Compliance section of this website](#).

Supply Chain

Basic stance and policy

Aisin receives various parts and raw materials from numerous suppliers worldwide for its production activities. In our transactions, we strive to build trusting relationships with suppliers based on the fundamental principle of coexistence and mutual prosperity as good business partners. Guided by the principles of “mutual prosperity with suppliers based on long-term stable transactions” and “execution of open and fair transactions,” we have implemented our “Basic Procurement Policy” globally to promote sustainable procurement activities throughout the entire supply chain.

[AISIN Group Basic Procurement Policy](#)

[AISIN Group Supplier Sustainability Guidelines](#)

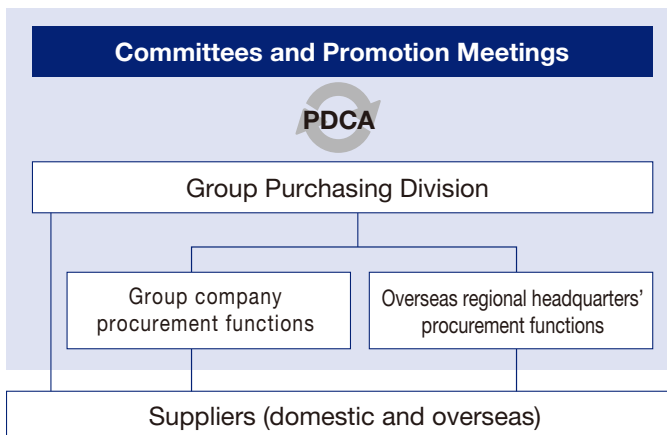
[AISIN Group Green Procurement Guidelines](#)

[Partnership Building Declaration](#)

Promotion Structure

The Group Procurement Headquarters participates in various internal committees and promotion meetings, including the Sustainability Conference. It collaborates with the responsible departments and related departments to serve as the point of contact for suppliers and promote various initiatives. Furthermore, it is progressively integrating functions with domestic group companies. In overseas regions, it closely coordinates with the procurement functions of regional headquarters to implement unified procurement policies for suppliers and conduct activities to identify and resolve issues.

Supply chain promotion organization



Promotion of Basic Procurement Policies at Group companies domestically and internationally

Aisin is committed to mutual development with suppliers based on cooperation and shared prosperity. Guided by this fundamental objective, we have put in place formal Group Purchasing Policies and are enhancing our procurement process. In FY2025, we conducted procurement policy briefings* in our key global regions of Japan, North America, Europe, China, Asia, and India to share information on recent environmental trends and communicate the Group Procurement Policy.

* The Company invited critical suppliers from each region (Japan: 750 companies, overseas: 1,011 companies)

Group supply chain

The number of primary suppliers worldwide with whom our Group companies directly transact is 2,914 for parts suppliers and 4,431 with the inclusion of other suppliers.

Global supplier count

(Companies)

	Parts	Materials & other	Total
Japan	1,099	1,213	2,312
Overseas	1,815	304	2,119
Total	2,914	1,517	4,431

Strategy

As the business environment and product mix undergo significant change, we are enhancing the competitiveness of our entire supply chain and addressing social concerns.

We are building on our core competitive strengths with regard to quality, cost, and speed through continuous benchmarking, assessment of our own circumstances, and implementation of best practices.

Key initiatives

Open and fair procurement

Before commencing business, Aisin assesses new suppliers in accordance with their ISO-9001, IATF 16949, and ISO-14001 certification status, as well as through quality audits. Subsequently, in collaboration with relevant departments we continue to inspect for quality, safety, environmental impact, earthquake resistance, cybersecurity, and other metrics.

We promote fair procurement by concluding basic transaction agreements with suppliers which, based on a spirit of openness and fairness, clearly stipulate compliance with laws and regulations, including antitrust laws, anti-bribery measures, and protections against organized crime, and also mandate attention to safety, health, and the prevention of pollution.

Furthermore, in June 2020, we published the “Partnership Building Declaration,” which outlines the shared prosperity of the entire supply chain and adherence to desirable business practices. As a concrete initiative under this declaration, we established a specialized organization in January 2024 to promote fair business practices. Specifically, in response to rising labor costs, raw material prices, logistics expenses, and energy costs, we carefully communicate with each and every supplier to implement appropriate price adjustments.

Recognizing that suppliers may have difficulty raising concerns or requests, we regularly conduct surveys with key suppliers. These surveys clarify the actual compliance practices of Aisin employees and reveal specific challenges suppliers face. In response to survey results, procurement staff directly visit suppliers to obtain candid feedback. This approach provides a framework for sincere communication and active support.

With social issues in mind, the Group Purchasing Division established a new organization in May 2025 dedicated to advancing sustainability. In addition to

promoting green procurement with a focus on carbon neutrality and other aspects, we and our suppliers are working to tackle social issues pertaining to human rights (including foreign worker employment), cybersecurity, and other matters.



[Declaration of Partnership Building portal site](#)

Risk assessment and enhanced coordinated response with suppliers

To consistently fulfill customer trust and expectations, we established a quality manual, Supplier Quality Assurance Manual for Parts Procurement (SQAM hereinafter) for all Tier 1 parts suppliers and have held regular reviews since its implementation. We request top-tier suppliers to help ensure quality maintenance and improvement at Tier 2 and subsequent suppliers.

To continuously verify that parts meeting customer quality requirements are being supplied, we conduct self-inspections and on-site audits based on a checklist covering compliance with the SQAM and the international quality assurance standard ATF 16949. This occurs once every three years and involves 432 companies.

Based on analysis of such risk metrics as the achievement status of quality targets and high-demand safety components, we conducted audits on 75 companies, including secondary suppliers, in FY2025, providing support until improvements are completed.

Furthermore, in FY2025, we ran quality assurance events with 53 companies (including continuations from the previous year). As a result, 20 companies moved up a rank in our proprietary quality evaluation.

For primary material suppliers, we have established the Supplier Quality Assurance Manual for Materials Procurement to ensure customer satisfaction with our product. We manage input ingredients in materials we purchase according to internal standards and conduct regular verification.

To address risks threatening stable procurement of purchased items (such as natural disasters, fires, and geopolitical risks), we have established dedicated organizations and built a system to consistently capture timely information. Our emergency risk response focuses on production sites and component SKUs deemed to be of critical importance. This fiscal year, we established a new business continuity program (BCP) management system. We catalog and employ data provided by suppliers on the manufacturing processes for components and raw materials we buy. This system brings the supply chain into clear view, enabling swift initial response and recovery actions.

For components identified as particularly high-risk, such as semiconductors and those containing rare earths, we apply risk control measures including inventory reviews and collaboration with design departments to build in more versatility during the early development stage.

Furthermore, we have established functions within each department within the Group Purchasing Division to promote proactive procurement. Working with relevant departments from the new product development stage, we strategically source materials and components in advance to minimize geopolitical risks and potential supply disruptions while ensuring stable procurement of competitive materials and parts.

Supplier Sustainability Guidelines

To further advance our response to ESG issues and achieve a sustainable society, we have issued the AISIN Group Supplier Sustainability Guidelines, which lay out requirements for our suppliers and specify fundamental matters to be addressed with our suppliers in the course of our business relationships. We hold explanatory sessions for key suppliers to promote understanding and obtain suppliers' commitment, in writing, that they will comply with these guidelines. In FY2025, we are extending these guidelines to overseas Group companies to promote understanding and adoption by international suppliers. Furthermore, by issuing the Aisin Group Green Procurement Guidelines, we require suppliers to contribute to the reduction of greenhouse gas emissions, circular resource use (including waste treatment), water conservation, and biodiversity preservation.

Mutual upskilling with suppliers

Aisin provides HR development support to key suppliers to enhance the skills of their workforces and strengthen their business foundations. This includes a management succession study program, which accepts next-generation management from key suppliers for a two-year base period in desired departments, and a needs-driven secondment program in which Aisin accepts transfers. Additionally, the Company supports activities organized by supplier associations to which our suppliers belong that promote mutual learning and the broad-based adoption of best practices. We advise on productivity and quality initiatives and also safety and environmental activities. In FY2025, we hosted study sessions on industrial accident and fire prevention, cybersecurity fortification, and human rights and also held mutual learning sessions focused on achieving carbon neutrality across the entire supply chain.



Carbon neutrality study groups

Representatives of specialized organizations within our head office advise suppliers on such matter as value analysis, disposal of obsolete molds, quality upgrades, and manufacturing advances. While respecting supplier opinions, we focus on GENCHI GENBUTSU GENBA that can aid supplier competitiveness.

Employees & training

Aisin has established the AISIN Group Principles of Purchasing Behavior and Guidelines for Purchasing Practices to define specific methods for compliance with various laws and regulations, including the prohibition of bribery. The Principle and Guidelines enable each employee involved in procurement to promote fair and honest dealing. The essential principles for implementing these methods are compiled in a booklet titled The Spirit of Procurement, which is included among mandatory training modules to be completed upon assignment in an effort to deepen understanding. Furthermore, training on environmental, carbon neutrality, human rights, anti-corruption, antitrust law and other relevant regulations, along with privacy management, is provided to all participants in the procurement function.

For details on our initiatives with suppliers regarding the environment and human rights, please see the following.

[Environment](#)

[Human Rights](#)

Safety and Health

Basic stance and policy

Safety and health first

As a global company, a critical management issue for us that strictly applies at every one of our locations is the building and maintenance of a workplace where everyone can perform safely and healthily.

Aisin has established the Aisin Group Safety and Health Policy and the Aisin Group Health Declaration based on the principle of “Safety and health first”, which applies at all times. We conduct various activities based on these policies and declarations.

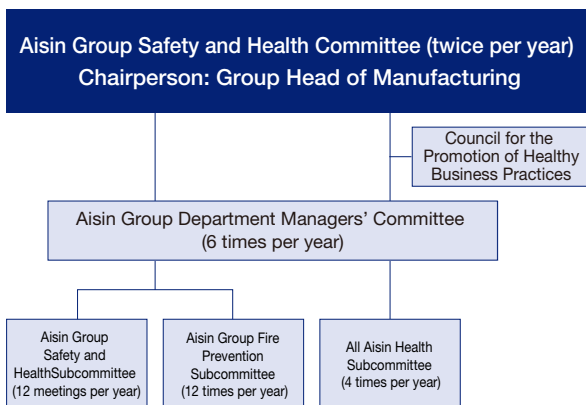
[Aisin Group Safety and Health Promotion Policy](#)

[Aisin Group Health Declaration](#)

Promotion Structure

Safety and fire-prevention Promotion Structure

To protect all individuals working on Aisin premises from work-related accidents, we have established a Safety and Health Committee composed of presidents from each Group company. This committee promotes activities aimed at unifying policies and standards. Matters discussed are reported to and approved by the Committee at each workplace and then progressively rolled out to individual workplaces via workplace safety promotion committee members. Furthermore, initiatives are disseminated to Group companies through the Aisin Group Safety and Health Study Group, while also providing support for safety activities tailored to each company’s specific needs.



Strategy

Group Safety Vision for 2030

We work strenuously to prevent the recurrence of unfortunate incidents and eliminate catastrophic disruptions and lost-time injuries by applying strategies that enhance safety awareness and make safe behavior a habit.

We have established KPIs within the Group Safety Vision for 2030 and are working to create an environment where employees can work with peace of mind, remain physically and mentally healthy, and thrive.

As a point of ESG materiality and an element of solid management foundation, we have set a KGI of building a safety-first culture and committed to achieving zero major disasters as our benchmark for success.



Related materiality issues

Materiality issues	Goals (KGI)	Indicators (KPIs)	FY2031 targets
Laying a solid management foundation	A culture that prioritizes safety	Zero serious accidents*	Zero serious accidents

* Serious accident defined as those involving fatalities

Key initiatives

Establishing a culture that prioritizes safety

Occupational Health and Safety Management System

To support risk management and raise performance, since FY2021, we have operated an Occupational Health and Safety Management System across the entire Aisin Group, including on-site contractors.

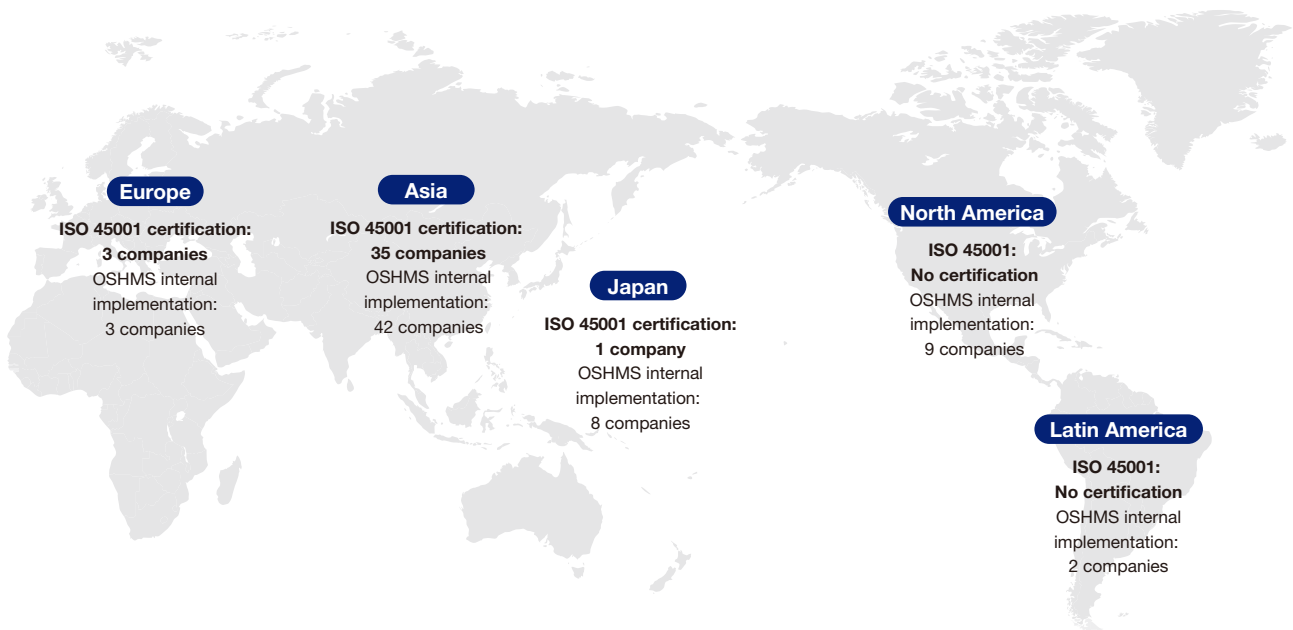
By FY2025, 39 Group companies, including the parent, have been certified for ISO 45001, an international standard. We annually assess risks and opportunities based on internal and external objectives and the needs of employees and other stakeholders. We prioritize the selected items, incorporate them into the following fiscal year's health and safety plan, and promote activities to achieve our goals. Based on the outcomes of our activities as well as other variables, management reviews are conducted. After clarifying our direction for the upcoming fiscal year, efforts are made to enhance the level of our initiatives.

ISO 45001 certification status (End-March 2025)

ISO 45001 acquisition rate*: 30%

OSHMS internal implementation: 50%

* Applies to manufacturing companies



Other initiatives

Safety

Avoiding workplace accidents and preventing recurrence

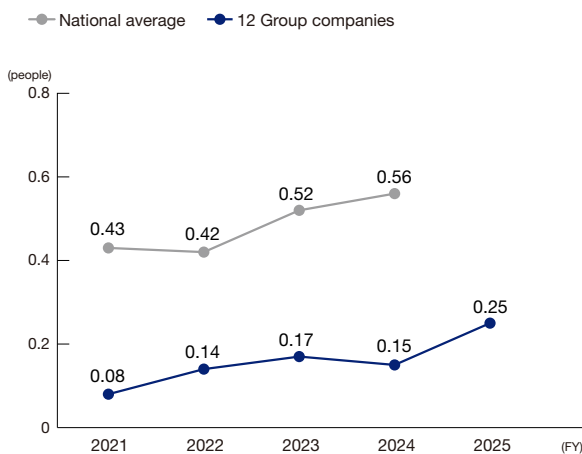
Guided by the basic principle that safety and health take precedence over all else, we are committed to avoiding workplace accidents and preventing their recurrence. This we achieve by deepening safety awareness through on-site safety inspections and risk assessments targeted at infrastructure and operations. Group company leaders elicit information from the front line and work closely with employees to advance safety measure geared toward achieving a record of zero accidents. In the interest of a safe and healthy working environment, we prioritize safety and health above all else and will continue to rigorously and effectively promote safety.

AISIN Group meeting to prevent the recurrence of specific accidents

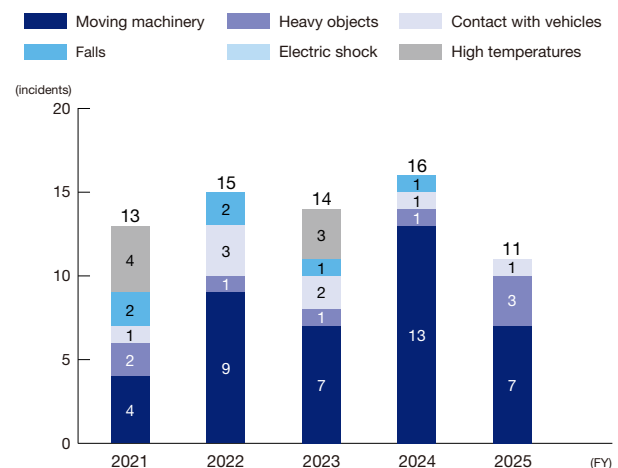
When a mishap occurs that shows the potential to escalate into a serious accident (STOP6 accident), AISIN and its Group companies convene a groupwide meeting to prevent similar accidents from occurring. To achieve this, the company where the accident occurred verifies and discusses the incident on-site (plant and department), after which it thoroughly investigates the cause and implements countermeasures. Through these activities, we are shoring up our safety mechanisms to fully prevent serious accidents within our Group.



Worker lost-time injury frequency (employees at 12 Group companies)

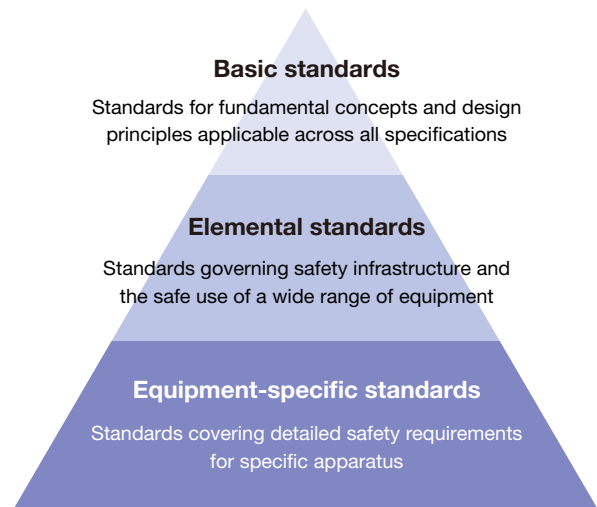


STOP6 lost-time injury count (Aisin Group)



- Aisin Global Safety Standard (AIGSS)

Based on international standards and lessons learned from past accidents, Aisin has established the Aisin Global Safety Standard (AIGSS) as the equipment safety standards the company must uphold. Using this standard, the Process Design Department, Manufacturing Department, and Safety Department identify equipment risks and implement countermeasures to promote the creation of safe and secure equipment and work practices.



- Safety awareness activities

We have introduced 18 Iron Rules for Preventing STOP6 Accidents to strengthen our accident prevention effort by applying lessons from past incidents.

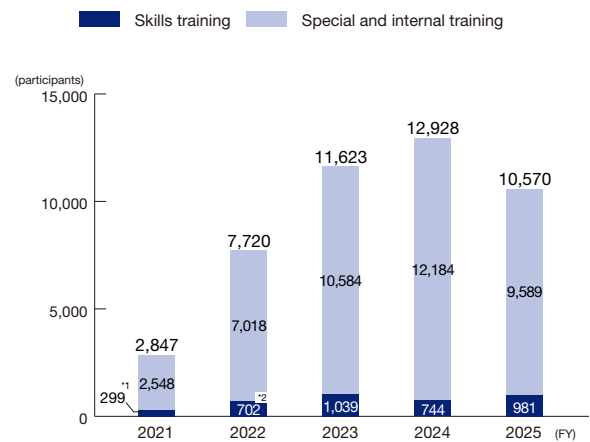
Based on experience gained from prior accidents, we promote measures to deepen understanding of the 18 Iron Rules for Preventing STOP6 Accidents across the entire group. By encouraging each employee to maintain regular awareness and to be alert for abnormalities under the fundamental Iron Rules, we raise safety awareness and prevent accidents.



- Safety training

Aisin has established a Safety and Sanitation Education Center for educating our staff. It promotes 21 classes of workplace education (specialist and internal training) based on laws, regulations, and AIGSS*, including skills training programs approved by regional labor bureaus and national qualifying examinations. We aim to provide high-quality safety training and efficiently cultivate personnel qualifications to enhance employee skills and ensure safety.

Training center attendance



*1 The spread of COVID-19 reduced class sizes and led to the postponement or cancellation of training events due to emergency declarations and other causes.

*2 Held as scheduled while maintaining COVID-19 suppression measures

- AISIN Densho-kan (education center)

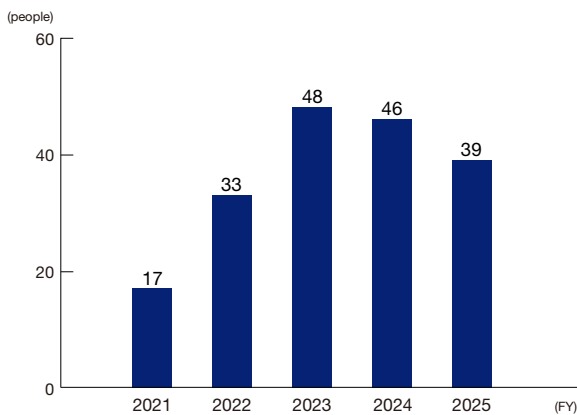
Driven by the desire to ensure past events are not forgotten and prevent the recurrence of failures, the Group established the AISIN Densho-kan to share lessons learned from past accidents and fires affecting the company. In the safety arena, we emphasize the need for visitor safety. By applying our core principles and accident timeline data and other statistics, we detail the causes and consequences of disasters through case study panels and animated features. Our fire prevention program focuses on ensuring that the Kariya Plant fire of February 1, 1997, is never forgotten. It presents imagery of actual equipment from the time of the incident and exhibits lessons learned. By making the horror of accidents and fires tangible and keeping memories of these events alive, we aim to heighten safety awareness and enable our personnel to protect themselves and their colleagues.



- Safety instructors

Aisin has introduced a safety instructor system to implement safety guidance based on the principles of genchi, genbutsu, gennin, or a focus on actual sites and infrastructure and direct confirmation. Safety Instructors, trained as “guardians” with special safety promotion expertise through a 107-hour, 35-course program, support the promotion and management of safety across all workplaces within our facilities. The instructors work closely with employees in the field to neutralize potential hazards early and prevent accidents before they occur. In the execution of their duties, our safety instructors promote activities to eradicate unsafe conditions and actions and, thereby, insulate their colleagues as well as their families and loved ones from potential grief.

Safety instructor program participants



– Safety and fire prevention activities for construction contractors

We are committed to creating a safe and secure working environment for contractors operating within Aisin facilities.

(1) AISIN Group seminars on a safe environment for construction work by external contractors

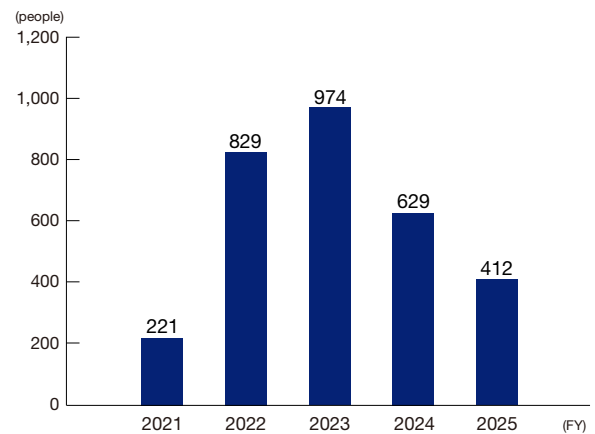
We hold training sessions for external contractors and external work order issuers focusing on safety, environmental considerations, and fire prevention. Sessions are scheduled before seasonal holidays in spring, summer, and winter.

(2) Step-Up Training & Safety Inspections

Aisin has introduced step-up training, a program for construction supervisors that was implemented since 2011 and upgraded to a formal requirement in 2019.

This training promotes construction safety management and the prevention of workplace accidents. Participants are instructed in regulations and management documentation to improve their ability to identify the causes of potential accident in advance and implement countermeasures. Participants learn concrete, practical methodologies covering planning and preventative measures, thereby promoting a safe and secure construction worksite. Additionally, we work jointly with external organizations to monitor the safety of construction sites where external contractors work and operations occurring there.

Participants completing step-up training



– Safety and environmental activities for contractors, suppliers, and transport companies

In reflection of a serious incident that occurred in July 2015, we are committed to providing a safe, secure, and accident-free workplace.

(1) Safety information exchanges for on-site loading and unloading and subcontract work

We hold information exchange meetings twice a year (June and November) for workers involved with loading, unloading, and other contract work, as well as employees responsible for ordering such work.

(2) Other efforts at improvement

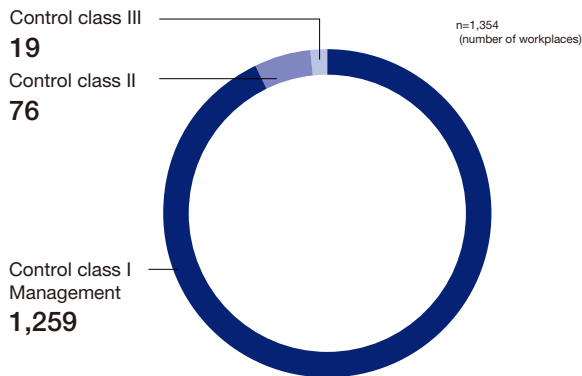
We work to improve difficult or hazardous conditions affecting our business and strive to create a safe work environment.

Industrial hygiene

Occupational health framework enhancement and prevention of health issues

Aisin aims to create a workplace where every employee can work energetically and be healthy. We are reorganizing systems and developing our staff to support sustainable occupational health management systems at each facility of our facilities. These efforts include the proactive management of chemical substances at the worksite.

To advance occupational health, we establish rules and standards, implement and provide training for clear methodologies for management and operations, and work to protect on site staff from occupational afflictions. Specifically, to prevent health hazards before they occur, we properly manage harmful substances like organic solvents and dust, measure workplace discomfort factors such as heat stress and noise, and institute improvements based on the results to promote a more comfortable work environment.



Control class I: equivalent sound pressure of below 85 dB equivalent
 Control class II: equivalent sound pressure of 85 dB or above but below 90 dB equivalent
 Control class III: equivalent sound pressure of 90 dB or above equivalent

“Primary Causes of Exceeding Standards”

Management Category II

- Hammering sounds, press operation sounds, etc.

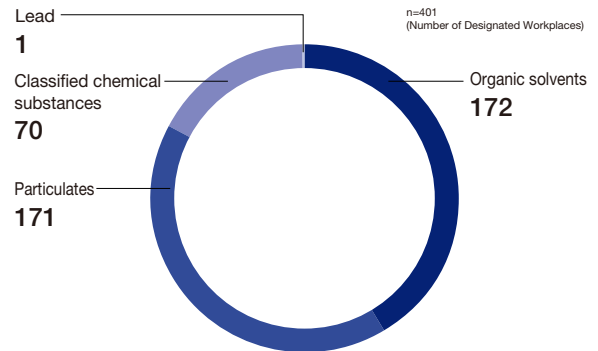
Category III

- Air blowers, workpiece drop sounds, etc.

“Preventive Measures”

- Implement management based on internal standards for workers in Categories II and III, including earplug use and special health examinations
- Equipment countermeasures are being implemented sequentially according to plan

Hazardous substances



Management Category Evaluation [Measurement Results]

Organic Solvents

	I	II	III
Number of workplaces	173	0	0

Particulates

	I	II	III
Number of workplaces	171	0	0

Classified chemical substances

	I	II	III
Number of workplaces	70	0	0

Lead

	I	II	III
Number of workplaces	1	0	0

Control class I: Work environment management is appropriate
 Control class II: Work environment management has room for improvement
 Control class III: Work environment management is inappropriate

Regarding control class II workplaces

Organic solvents

Causes: Decreased effectiveness of local exhaust ventilation systems

Temporary countermeasure: use of gas masks

Permanent countermeasure: Installation of push-pull ventilation system completed

Particulates

Causes: inadequate particulate filter management, reduced effectiveness of local exhaust ventilation

Temporary countermeasure: use of particulate respirators

Permanent countermeasure: review of daily inspection and cleaning regime, planned expansion of local exhaust ventilation capacity

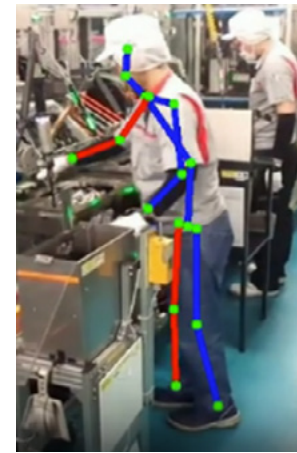
We promote the efficiency of work environment upgrades by visualizing workloads through ergonomic evaluations targeted at preventing illness. This is achieved using an AI camera-based automated analysis system developed in-house.

Manual evaluation

Task No	Task name	Production Volume	Work hours	Duration postural elements held (seconds)										Twisting	Postural element D	Total time per work shift
				10	9	8	7	6	5	4	3	2	1			
1			0												0.0	0.0
2			0												0.0	0.0
3			0												0.0	0.0
4			0												0.0	0.0
5			0												0.0	0.0

Posture element list					
Posture elements	Work posture examples	Movement	Posture elements	Work posture examples	Movement
10		Deep knee bends, crouching	5		Leaning forward while standing
9		Deep knee bends, crouching	4		Squatting
8		Minimal bending forward of upper body	3		Standing on tiptoe
7		Straightening knees	2		Extremely minimal bending upper body forward (Hand-level work)
6		Extensive bending forward of upper body	1		Other postures

Video analysis and evaluation (AI camera)

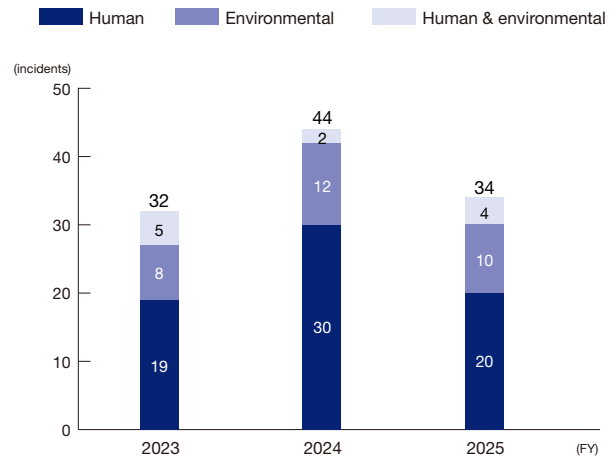


– Heatstroke prevention measures

Based on the Cool Work campaign published by the Ministry of Health, Labour and Welfare, Aisin appoints one heatstroke prevention officer from each workplace to manage preventative activities.

Annual plan	
May	Heatstroke prevention officer briefing and study session
June	Heatstroke prevention education for all employees (video, live meetings)
July–September	Supervisor outreach activities (reminders after rainy season and holidays)
November	Activity review meeting (report on current fiscal year, exchange requests and opinions for the upcoming year)

Number of heatstroke incidents by instigating factor



Record-breaking heat was reported nationwide in FY2025, leading to an increase in cases. While human factors (individuals' inadequate health precautions) were frequently cited as causes, our educational activities, early detection, and prompt response resulted in zero work-related absences.

Heatstroke Prevention Workplace Meeting Sheet



|| Fire Prevention

– Efforts to Prevent Fire Recurrence and Minimize Damage

Twenty-eight years have passed since the February 1, 1997, Kariya Plant fire. Following subsequent hires and integrations, only about 20%–30% of employees have direct knowledge of that time. Members of upper management, including our executives, are concerned that awareness of the circumstances may fade with time.

To prevent a repeat of past failures, our leadership personally communicates lessons learned from past failures and hardships and conveys messages they want employees to understand and feel. Thus, continuing efforts are made that connect with each individual’s awareness and actions.

Furthermore, as part of our efforts to preserve our institutional memory, we are taking initiatives to memorialize past fire incidents for future generations by producing videos featuring testimonials from those involved.

– AISIN Group Unified Six-Point Fire-Prevention Program

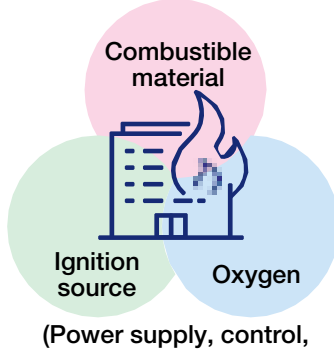
Starting in FY2024, we reanalyzed past fires and systematically catalogued the primary causes and compiled preventative measures for each—management of ignition sources and combustible materials, electrical fire countermeasures, duct management, etc.—into six high-priority fire prevention elements. We then mapped the fire prevention management status.

Through this activity, we are visualizing the management status level across the entire AISIN Group and promoting improvement activities.

Six key elements of fire-prevention

1. Management of ignition sources and combustible materials (risk assessment and clarification of management issues)
2. Hazardous material management (maintenance and inspections in accordance with laws and regulations)
3. Strict enforcement of on-site hot-work rules
4. Electrical fire prevention
5. Duct management (clarification of inspection and cleaning rules)
6. Initial fire suppression to minimize damage (four basic fire responses)

Fires may occur in the presence of an ignition source, combustible materials, and oxygen.



– Enhanced management of fire-critical equipment

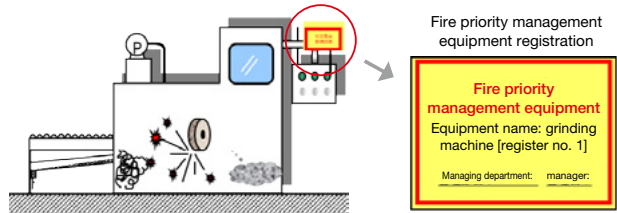
Equipment that may provide an ignition source is registered as requiring priority fire management (F-compo facilities*) to strengthen prevention controls. Such equipment represents a high fire risk due to the presence of ignition sources and combustible or flammable materials or posing a significant risk of major damage in case of fire. By clarifying management responsibilities related to fire prevention and ensuring compliance and maintenance, we aim to prevent fires before they occur.

* F-compo facility: a facility with fire-related components (ignition sources, combustible materials, and firefighting equipment) to be managed

Key management issues

Title1	Title2
Ignition sources	<ul style="list-style-type: none"> • Installation of spark-proof covers • Prevention of electrical wiring shorts • Prevention of abnormal heater temperatures • Prevention of static electricity buildup (grounding), etc.
Combustibles	<ul style="list-style-type: none"> • Elimination of oil leaks • Proper handling of rags • Removal of combustible waste • Removal of unnecessary wiring • Collection of accumulated dust, etc.
Fire suppression	<ul style="list-style-type: none"> • Fire extinguisher maintenance • Maintenance of automated fire suppression systems • Regular inspection of fire dampers in exhaust ducts • Emergency response training, etc.

F-compo facilities



– Four basic actions during a fire

To minimize damage through the prioritization of human life and the promotion of swift initial firefighting efforts if a fire manages to occur, the Group has standardized four basic fire responses.

To ensure understanding of the purpose of these responses, we regularly hold workplace meetings and execute training using fire alarm simulations and fire extinguishers. Furthermore, in recent years, we have begun introducing VR fire extinguishers at some facilities to further enhance the training environment.

Workplace meetings

【火災発生時の基本4行動】
基本4行動とは、アイシングループの『火災発生時の標準行動』であり、火災が発生した際は、以下の手順を協力して行い、『火災による被害を最小限に抑えるための行動』です。

- 1.大声で「火事だ」火災報知機を押してくれ！と叫び、周囲に知らせる**
 ・声を聞いた人も動いて火事だー！と叫び、多くの人に知らせる。
 ・同時に「火災報知機を押してください！」「消火器を集めてください！」上記の行動を声掛けし合いながら協力して同時に実施してください。
 ・押す前に消火した場合でも、警備員が確認するため、必ず押してください。
 ・ボタンを押しても消防署へ通報されません。
- 2.火災報知機を押す(場内ベルが鳴り、警備へ通報される)**
 ・場内全域に火災発生を知らせ、多くの人に消火活動を協力してもらうとともに、万が一の場合、速やかに避難できるようにするため火災報知機は確実に押してください。
 ・火災報知機を押すと場内ベルが鳴り、警備へ通報され、警備員と現場消防隊が速やかに出動します。
- 3.周囲を安全確認し、消火器で消火する**
 ・一本でも多くの消火器を集め、周囲の安全を確認した上で消火してください。
 ・火は一刻にして拡大するため、多くの消火器を集めることが重要です。
 ・消火器1本の消火範囲は約1.5秒で無くなります。数十本使って消火した例もあつたので、協力して多くの消火器を集めてください。
- 4.危険を感じたら避難する**
 ・危険を感じたら速やかに避難してください。
 ・無理に消火活動を継続しないでください。
 ・皆さんの身の安全が第一です。
 ・予め非常口・避難経路は確認しておくこと。
 ・本資料にて、火災発生時の基本4行動について確認できましたら、別紙の「火災報知機/消火器/非常口 確認シート」を実施してください。

Four basic fire responses

火災を防ぐ「10の鉄則」
見えない・見つけにくいリスクと火災予防のポイント
「可燃物」を無くし火災を防ごうヨシ！！

1. 可燃物に可燃物-スズ、ホコリが溜まっていますか？
2. スズ、粉塵、可燃物溜めていませんか？
3. 可燃物に可燃物が溜まっていますか？
4. 火災を防ぐには？
5. 可燃物に可燃物が溜まっていますか？
6. 可燃物に可燃物が溜まっていますか？
7. 可燃物に可燃物が溜まっていますか？
8. 可燃物に可燃物が溜まっていますか？
9. 可燃物に可燃物が溜まっていますか？
10. 可燃物に可燃物が溜まっていますか？

10 ironclad rules for fire prevention

– Fire warden development

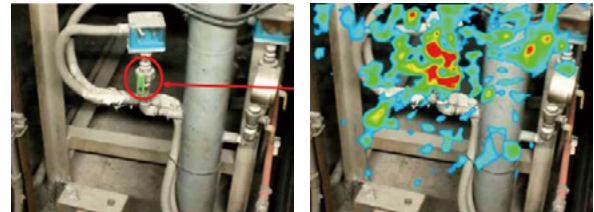
At Aisin, we appoint fire wardens at each facility. Through education and various collaborative activities, we deepen our shared knowledge and expertise in our quest to develop personnel capable of becoming fire wardens.

– Fire prevention surveillance

To maintain and elevate our system of fire prevention management, Aisin implements a fire prevention surveillance program with the involvement of third-party inspections and evaluation.

As we make improvements based on the results, we purchased leading-edge measuring equipment used in the FY2025 surveillance exercise and have incorporated gas leak diagnostics and other functions into our own processes.

Implemented in FY2025: Seven Group company sites



Health Management

Basic stance and policy

Aisin recognizes that the safety and health of our employees are paramount to delivering a level of quality our customers demand. We have, therefore, issued the “Aisin Group Health Declaration” in April 2021 and are committed to health management, focusing on preventing lifestyle-related diseases and supporting mental health among our employees.

[Aisin Group Health Declaration](#)

Promotion Structure

The direction of health-related policy is discussed and approved annually by the Aisin Group Safety and Health Committee and is then rolled out gradually to workplace safety and health committees at each Group company. The Council for the Promotion of Healthy Business Practices, which falls under the Committee umbrella, receives policy direction from the Group Safety and Health Committee. With members including the Safety and Health Promotion Department (which includes medical professionals), HR functional departments, the Workers’ Union, and the Health Insurance Society, the Council addresses companywide issues and discusses countermeasures. Furthermore, regarding the health promotion initiatives at group companies, the Aisin Group Health and Safety Subcommittee conducts activities tailored to each company’s needs, aiming for mutual improvement through two-way communication.



Strategy

With regard to materiality issues, we have established a mission to instill a corporate culture that embraces challenge and set relevant indicators and targets. We aim for presenteeism performance of at least 85% by FY2031 and are promoting mental and physical measures to improve KPIs.

For the sake of mental health, we are promoting further improvements in the practical skills of workplace supervisors for early detection and response to prevent individuals experiencing health issues from becoming severely ill. In this effort, we are focusing on preventing both new cases and relapses.

For physical health, we are working to strengthen preventative measures through health promotion and workplace environment improvements, as well as preventing severe conditions through early detection and early treatment, aimed at preventing lifestyle-related diseases.

Moreover, amid the challenging labor shortage caused by the declining birthrate and aging population, to secure the workforce we need, we are promoting a work environment where senior employees and women can remain with the company. We are putting these measures into practice to ensure that everyone can perform to their full potential both physically and mentally.

While maintaining the confidentiality of personal information, we share information from senior management down to department members by engaging in discussions and reviews aimed at improving methods and metrics.

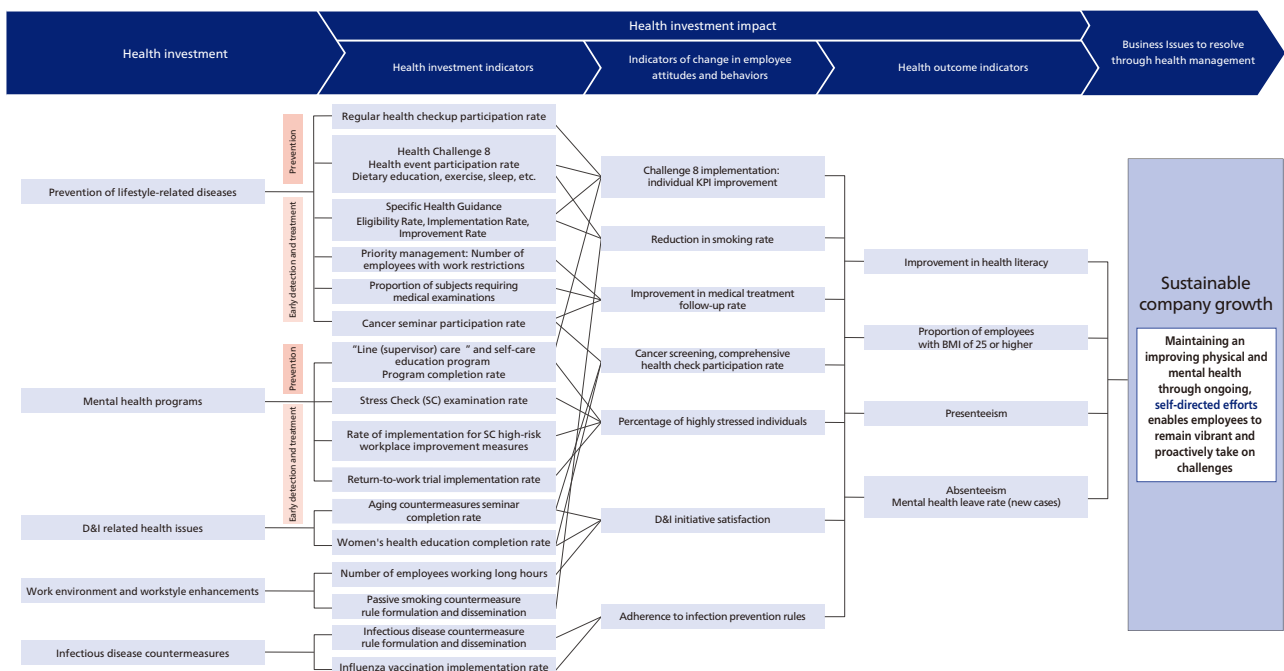
(Note) Presenteeism: When an employee comes to work despite having an illness or symptoms, resulting in reduced performance and productivity. Presenteeism performance: Calculated using the University of Tokyo's Single-Item Presenteeism Question (SPQ), this metric shows the percentage of employees who felt they could perform at 80% or more of their capacity over the past month, with 100% representing performance achievable while healthy.

Related materiality issues

Materiality		Goals (KGI)	Indicators (KPI)	FY2031 Target Value
Priority Issue	Direction for Realization			
Empowering diverse talents for personal fulfillment	Instilling a corporate culture that embraces challenge	Environment conducive to a proactive work style	Presenteeism Performance Level*	85%

* Presenteeism performance: percentage of employees who felt they could perform at 80% or more of their capacity over the past month, with 100% representing performance achievable while healthy.

Healthy business practices strategy map (Aisin parent)



Key initiatives

Initiatives to promote a spirit of challenge

|| Mental health measures

– Efforts to prevent severe illness through early detection and treatment

Aisin, in its aim to minimize work time lost to mental health issues, focuses on prevention and early detection. To ensure that supervisors can recognize signs of distress in their subordinates and promptly connect them with company doctors or external parties, we have expanded the scope of line care training participants starting in FY2024. The training is designed to include various case studies that enable supervisors to experience simulated scenarios and help them comprehend the importance of mental health initiatives and translate their understanding into practical action.

To help employees recognize their own stress and promote self-care, we conduct stress checks alongside self-care training, distribute video content, establish health consultation services, and provide occupational physician consultations for those experiencing high stress. In FY2025, we expanded the target audience for self-care training beyond the traditional second-year employees to include newly promoted staff, whose new roles or responsibilities often impose increased mental strain.

	FY2024			FY2025		
	Target population	Number of participants	Implementation rate	Target population	Number of participants	Implementation rate
Self-care education	375	375	100%	1,284	1,284	100%
Line care education	3,318	3,318	100%	1,058	1,058	100%

Stress check results

	FY2021	FY2022	FY2023	FY2024	FY2025
Stress check participation rate	91.6%	86.1%	87.5%	92.3%	89.7%
Percentage of highly stressed individuals	3.7%	4.5%	3.7%	3.9%	15.1%

* Revised criteria for identifying highly stressed individuals starting FY2025

Changed the highly stressed individual threshold from our internal benchmark (5%) to the raw score conversion method (10%) recommended by the Ministry of Health, Labour and Welfare. Increasing the recognized proportion of highly stressed staff promoted greater awareness of stress and facilitated measures for coping.

* When using the 5% benchmark: 4.0%

– Initiatives for improving the work environment

For workplaces, we provide feedback on stress check workplace diagnosis results and offer individualized support to high-risk workplaces. By linking this to workplace environment improvements, we are advancing the prevention of mental health issues.

As tools to support workplace-led improvement activities, we distribute videos featuring improvement implementation flows and case studies of improvements by factor.

Furthermore, we cross-reference results from employee surveys conducted by HR and legal functions, perform multi-faceted analysis, and implement effective workplace improvement activities.

Workplace improvement rate

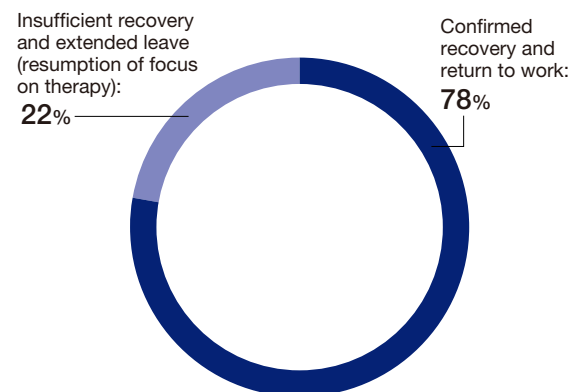
	FY2022	FY2023	FY2024
High-risk worksites	3	3	7
Support for workplace improvement	100%	100%	100%
Rate of improvement	100%	100%	100%

– Prevention of relapses following return to work

We have put in place a return-to-work support program staffed by clinical psychologists and public health nurses to ensure employees can return to work safely and reliably. The return-to-work trial involves employees who have initiated the return-to-work process visiting the company’s return-to-work support office. There, they perform tasks not directly related to their job duties during their scheduled work hours, allowing us to assess the recovery of their physical stamina, concentration, and task execution abilities.

	FY2024	FY2025
Returned to work	63%	78%
Leave extended (resumption of focus on therapy)	37%	22%

Recovery assessment results based on return-to-work trial (FY2025)



Physical health measures

– Early detection and treatment

We follow up on regular health checks with both the workplace and the patient to ensure all employees take part and have maintained a 100% participation rate each year.

As a follow-up to health checkups, we have developed a proprietary system that identifies individuals at high risk for brain or heart disease based on each employee’s health check results from the preceding 10 years. Based on the level of risk, we offer guidance through interviews with occupational physicians and implement safety precautions by way of work restrictions. We also emphasize the importance of self-directed health monitoring and strive to avoid aggravating patients’ symptom.

Regular health checks and follow-up measures

	FY2023	FY2024	FY2025
Regular health checks participation rate	100%	100%	100%
Detailed examination participation rate	70.3%	70.3%	70.2%
Work restriction determination rate	100%	100%	100%
Consultation implementation rate	100%	100%	100%
Specific Health Guidance implementation rate	66.1%	71.0%	72.6%

* The FY2025 Specific Health Guidance issuance rate reflects the implementation rate as of April 2025

– Cancer prevention

In addition to regular health checks, the Health Insurance Society, Workers’ Union, and company provide cost subsidies for various cancer screenings, working to reduce health risks from cancer through early detection.

Colon cancer screening is offered to all employees aged 35 and older during their regular health checkups.

Furthermore, we promote gynecological screenings (cervical cancer and breast cancer screenings) for female employees aged 20 and above. We are increasing the range of eligible medical providers to make examinations more convenient and are also running monthly awareness campaigns for comprehensive health checks and cancer screenings.

Cancer Screening Participation Status

	FY2023	FY2024	FY2025
Colorectal screening	18,375 people	18,710 people	18,747 people
Gynecological examinations	894 people	927 people	983 people
Comprehensive health checks	2,692 people	2,621 people	2,672 people
Brain checkups	464 people	468 people	502 people

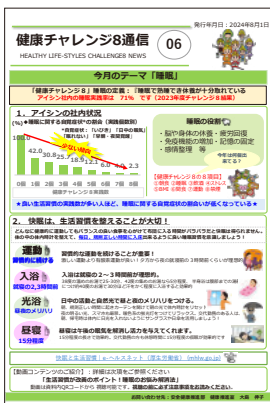
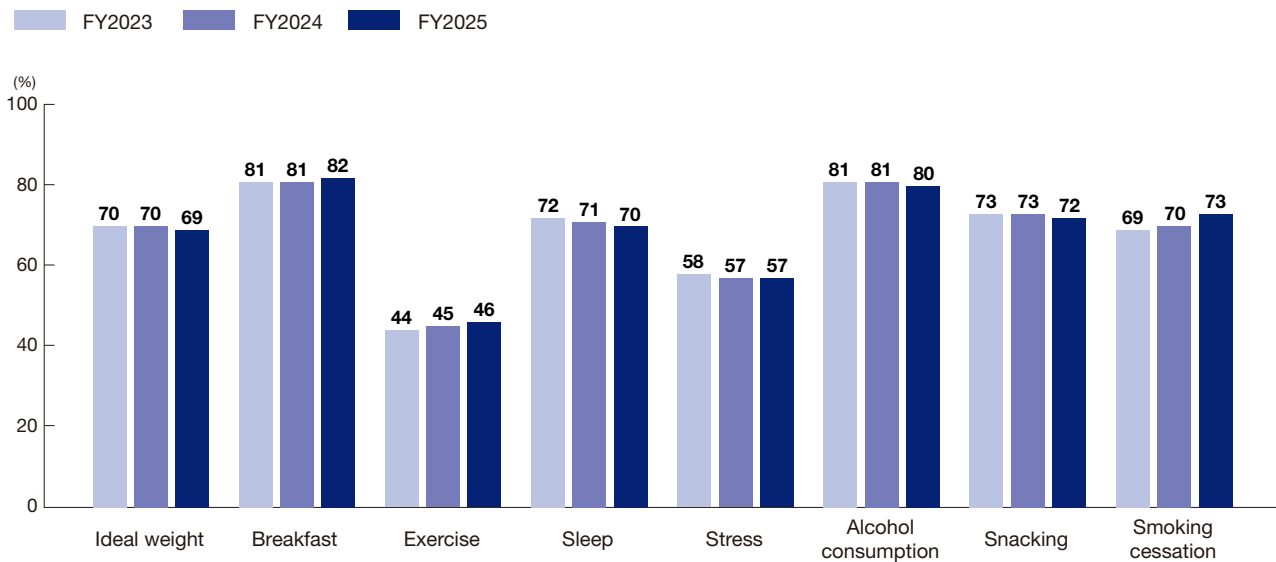
- Health awareness initiatives

Since FY2022, Aisin has been running its Health Challenge 8 initiative, which aims to broaden opportunities for employees to develop eight good health habits. Thus, we are developing our employees and workplaces to be capable of proactively monitoring and managing their physical and mental well-being.

In FY2025, to support employee health awareness, we published a Health Challenge 8 Newsletter every month. Each year, we issue our TOP Health Declaration and provide feedback on the results of workplace health initiatives. We also promote a health-conscious workplace culture that empowers employees, led by workplace promoters, to proactively engage in health-related activities.

Additionally, as we focus on exercise—an area of Health Challenge 8 with low implementation rates—we collaborated with the Seahorses Mikawa professional basketball team to spur employees' interest in physical activity. This has included distributing exercise videos featuring top athletes, cheerleaders, and professional trainers, and publishing the “Go Beyond. Plus 10.” news service. We are taking a group approach to encourage everyone, including those who enjoy exercise, those who struggle with it, and those who are indifferent, to increase their daily activity by 10 minutes.

Challenge 8 Implementation Rate



Health information magazine



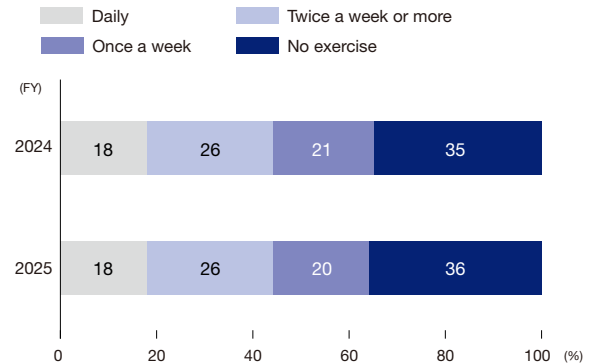
Exercise videos (stretching)

– Establishing healthy habits

To encourage exercise habits, we cohost a smartphone app-based walking event twice a year with the Health Insurance Society. Last year, 4,985 participants formed teams with colleagues or friends to compete in step count contests. Additionally, to encourage employees and their families to freely engage in exercise, we held five Style Up Seminars during the year, with 1,246 participants. As health awareness has increased, the proportion of people exercising regularly has expanded. On the subject of healthy eating, we held two nutrition education seminars annually around the time of the health checks, when health awareness peaks. As a result of careful explanation of the body's mechanisms and examples of actions that will help achieve an ideal physique, nearly all seminar participants showed awareness of behavioral change.

Furthermore, nutritionally balanced meals described in the seminars were offered in the employee cafeteria to encourage sustained health awareness.

Exercise frequency



Other initiatives

Women's health issues

To counter declines in labor productivity and enable female employees to maximize their capabilities, we began addressing health topics specific to women in 2021. In FY2025, we focused on improving health literacy among younger employees, promoting education designed to foster awareness and knowledge about their own health challenges and empower them to proactively make improvements. Simultaneously, we offered training for managers and supervisors to acquire knowledge about their subordinates' health challenges and the skills to support them appropriately. Collaborating with each department, we promote a workplace culture that deepens mutual understanding between men and women. Furthermore, in addition to our existing women's support systems, we introduced a femtech program in 2022. This program supports solutions for women's unique health challenges, such as menstruation and menopause and enabling women to balance work with life events.

Senior employee support initiatives

To enable employees to remain healthy and vibrant while continuing to work as long as they want, we view maintaining and improving physical fitness as essential. Beginning this fiscal year, we launched the Body Learning Workshop for skilled workers in their 50s and conducted nine types of physical fitness assessments. Based on these results, we provide exercise guidance and implement stretching routines aimed at remediating fatigue. This program aims to awaken participants to their own physical fitness and encourage them to continue activities independently after the program concludes. Additionally, our annual Life Design Seminars (for employees aged 33 and 53) provide awareness activities on preventing lifestyle-related diseases and managing stress.

Training participation results

	FY2024			FY2025		
	Target population	Number of participants	Implementation rate	Target population	Number of participants	Implementation rate
Life design seminar (30s)	1,072 people	469 people	44%	840 people	540 people	64%
Life design seminar (50s)	703 people	406 people	58%	840 people	598 people	71%
Women's health education (individual)	153 people	153 people	100%	1,051 people	1,051 people	100%
Women's health education (manager)	Revised target population			4,024 people	3,947 people	98%

|| Infectious disease prevention

Aisin has established guidelines for measures to prevent transmission during infectious disease outbreaks. These guidelines are disseminated to group companies and suppliers both domestically and internationally. Should an episode of infectious disease break out, we promote measures to control infection to protect the lives of all individuals associated with the Aisin Group.

|| Initiatives for overseas travelers

For overseas travelers, including expatriates, accompanying family members, and business travelers, Aisin provides training and information to encourage practices targeted at self-protection. This includes the issuance of company advisories and evacuation decisions, as well as information on infectious diseases and vaccinations from the Ministry of Health, Labour and Welfare's Quarantine Station, and safety guidelines from embassies and consulates in various countries. Moreover, we have contracted with specialized medical security agencies to offer services that help shield employees from various medical and safety risks in the countries and regions where we operate.

Results and future initiatives

After one year of implementation, we have seen improvements in employees' health literacy (the ability to find and apply information about health and medical care), and awareness is gradually increasing. We will further strengthen our health promotion initiatives to reduce presenteeism (working while experiencing health issues) and absenteeism (being absent from work due to illness) as we strive to enhance productivity.

	FY2023	FY2024	FY2025
Percentage of individuals with high health literacy	53.1%	56.0%	70.0%
Presenteeism	84.0%	83.1%	76.0%
Absenteeism	2.0%	1.9%	2.0%

	Presenteeism	Absenteeism
Assessment method	Calculated using the University of Tokyo's Single-Item Presenteeism Question (SPQ). Percentage of employees who felt they could perform at 80% or more of their capacity over the past month, with 100% representing performance achievable while healthy	Rate of employees on sick leave for 30 calendar days or more (excluding paid leave) after the start of sick leave during the fiscal year (number of employees on leave during the fiscal year ÷ Number of full-time employees × 100).
Number of respondents	32,189 people	35,742 people
Response rate	90.3%	100%



KENKO Investment for Health 2025 designation: Bright500

Certified for 9 consecutive years starting in 2017
KENKO Investment for Health 2025 (large enterprise category): White 500



Sports Yell Company

Recognized as a company that actively promotes sports to enhance employee health with the aim to encourage athletic participation among the prime working-age generation and build societal momentum for sports.

Quality

Basic stance and policy

Aisin upholds its motto, “To our customers, inspiration and trust,” as a component of its value proposition and focuses on quality to create new value that exceeds customer expectations.

Furthermore, the Company places Quality Supremacy mentality at the core of its corporate guidelines, the Charter of Sustainability, and its guidelines for individual behavior, the Aisin Group Way. We are dedicated to enhancing not only our products and services but also the quality of our work. All employees cooperate with each other to promote TQM*¹ as a fundamental force in improving our corporate structure based on the principle of putting the customer first.

*1 Total Quality Management

Our policy on quality is defined as follows, and the framework for quality assurance activities is stipulated in our Quality Manual.

Policy

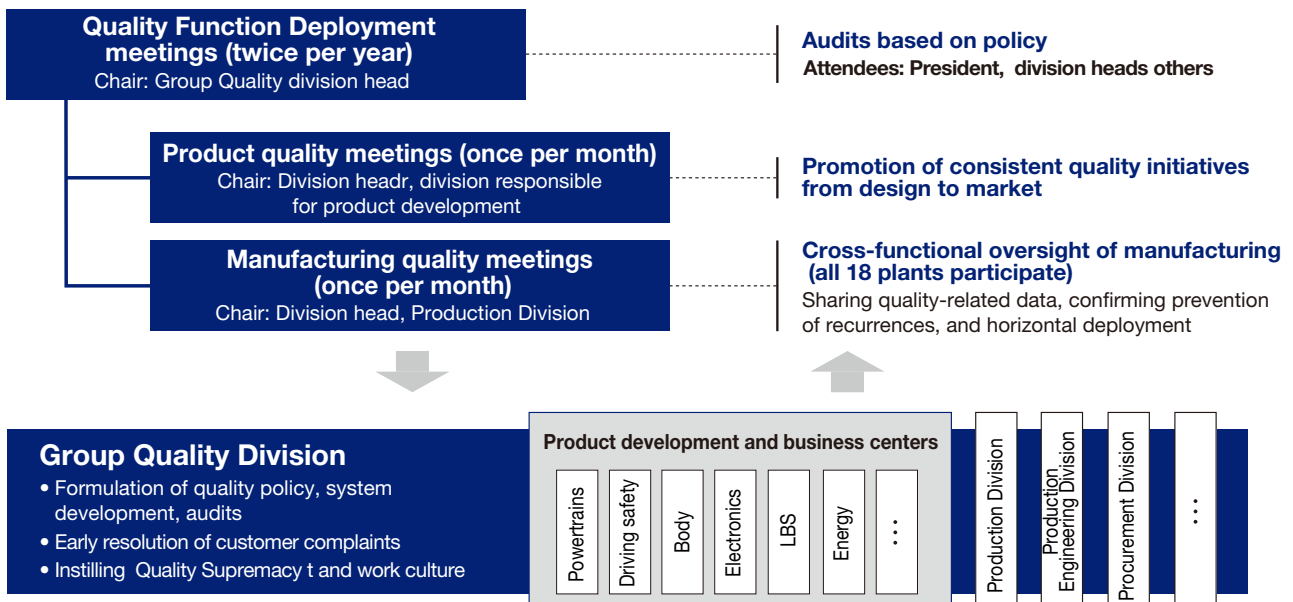
By pursuing — with due consideration for safety and the global environment — the quality our customers demand throughout the commercial lifecycle, we are able to offer products and services that inspire delight and happiness on a timely schedule as we help sustain a security and comfort society.

Promotion Structure

The AISIN Group Quality Division bears responsibility and holds authority for maintaining quality across the entire Group and plays a central role in guaranteeing our customers receive quality goods and services.

To provide satisfaction and peace of mind to our worldwide customer base, we implement our quality policy across our product and functional divisions, centered on Quality Function Deployment meetings. We monitor quality improvement initiatives in accordance with this policy, constantly gathering opinions from customers and providing companywide feedback. We also perform audits and provide quality training to drive product development advancement.

In response to recent certification irregularities within the Toyota Group and quality issues at our North American subsidiary, our senior management has become directly involved. In an effort to restore trust, we have established a new Group Regulatory Certification Committee and tasked cross-functional teams with initiatives aimed at raising product quality. Furthermore, we are driving a shift in mindset by thoroughly imbuing our workplace culture with Quality Supremacy ethos and actively listening to voices from the front lines.



Strategy

Ensuring customer peace of mind and safety by establishing a global system that delivers the highest quality

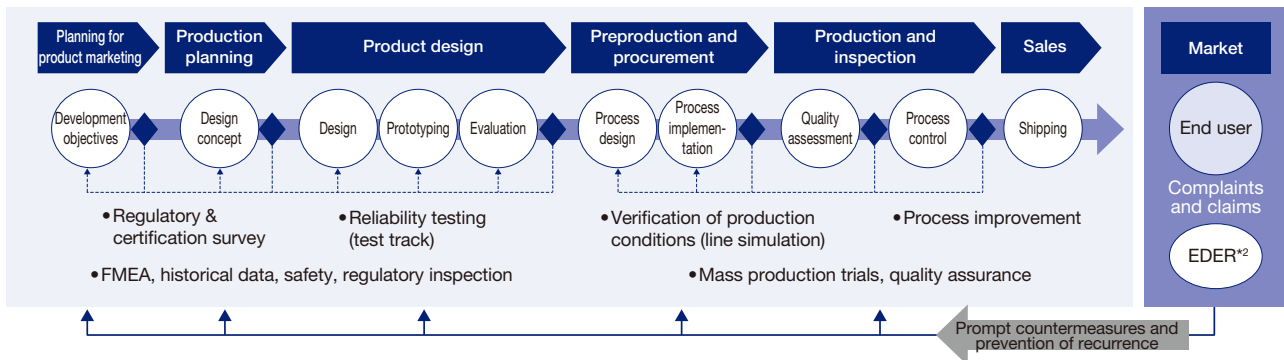
- Building, auditing, and improving our global quality assurance framework (Quality Management System) by addressing next-generation products and service quality, and strengthening governance
- In a digitally transforming (DX) society, cultivating talent capable of adding value amid progress with such growth domain as electrification and carbon neutrality

Key initiatives

Ensuring reliable quality assurance throughout development to production processes for medium-to-long-term growth

Specialized departments from product design, production engineering, and factories collaborate on electrification from the product design stage. We are shortening development cycles through digital innovation in the development process. For new product launches, detailed implementation guidelines are created within the quality assurance framework, and quality is rigorously assessed at key milestones throughout the process. During development, we reevaluate safety and regulatory compliance from the customer's perspective, consolidate technical expertise and insights across product lines, and work to improve design quality by incorporating lessons learned from past failures. For quality evaluation, we use proprietary test courses and facilities that replicate challenging environments found at sites around the world, including extreme temperatures, rough and icy roads, and electromagnetic interference, to comprehensively assess the functionality and performance customers demand of automobiles. Moreover, during preparation for production, we leverage cutting-edge digital technologies such as production line simulations to rapidly establish highly refined production systems. We then run multiple mass-production trials to ensure stable output and continuous quality advancement.

Quality assurance steps : Milestone verification and assessment



*2 EDER: early detection and early resolution of defects early and prompt countermeasures

Reliability assessment at product development stage

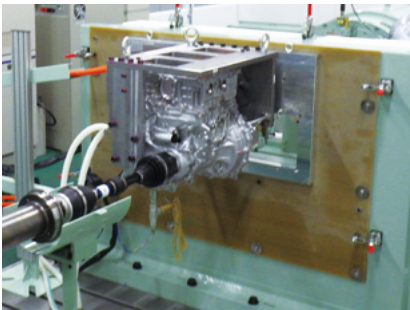
Comprehensive assessment of required automotive functions and performance

Aisin, ahead of other automotive parts manufacturers, constructed a comprehensive test facility with a circuit as early as 1970. Using test courses replicating road conditions worldwide and state-of-the-art equipment, we continuously verify and pursue the performance and durability of our products.

Testing under replicated regional environmental conditions

To confidently deliver high-quality products to our customers, we run in-house testing that replicates distinct environmental conditions from various geographic locations.

Multifaceted testing from a user perspective and immediate feedback of results into product development allow us to reliably meet growing demand for enhanced reliability.



Test-bench evaluation of eAxle performance and durability



Assessment of electromagnetic interference on electronic devices



Handling stability road-testing on artificial ice

Comprehensive testing facility



Fujioka Proving Ground

Conducts comprehensive multipronged evaluations of vehicles and products at such facilities as low- and high-temperature chambers, anechoic chambers, and engine test benches



Toyokoro Proving Ground

Conducts evaluations under simulated icy road conditions and a range of test tracks replicating road conditions from around the world



Fowlerville Proving Ground

The first North American test facility established by a Japanese auto parts manufacturer

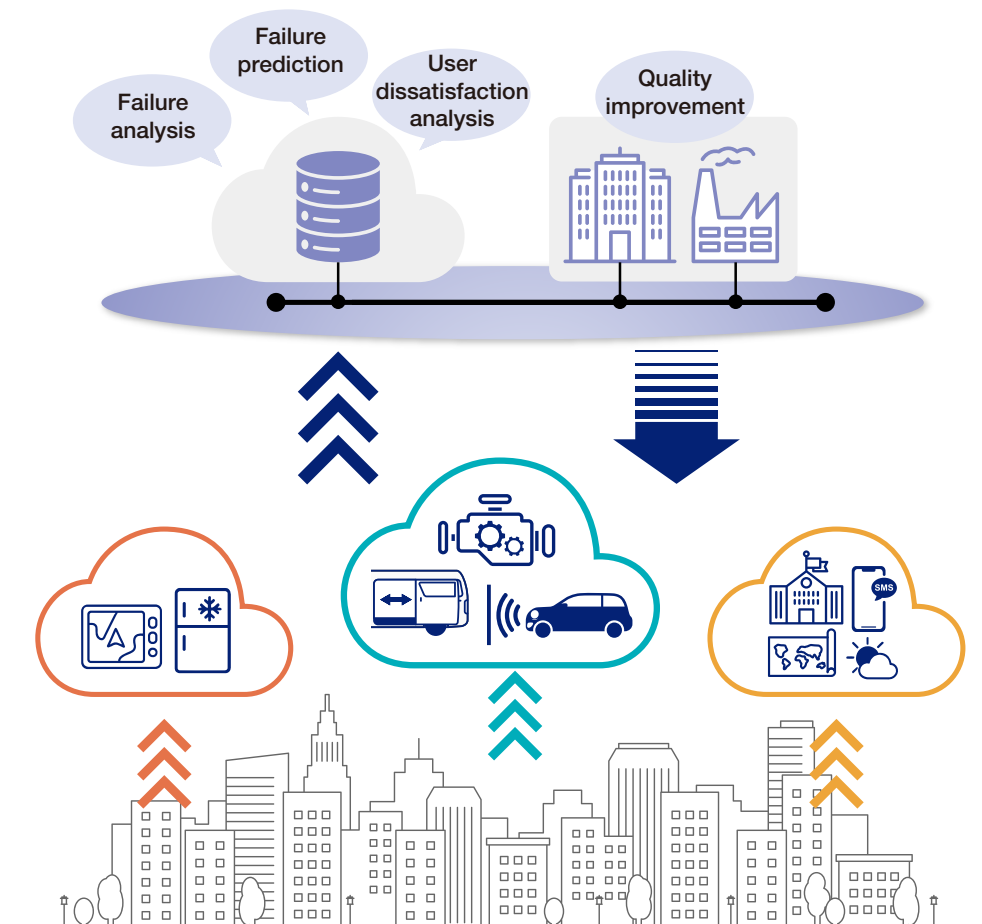
Commitment to resolving customer issues at the first complaint and using of big data to avert problems

For every initial report of a customer complaint, whether relating to newly launched or existing products, information is disseminated to relevant departments, including overseas locations. The entire group works together to minimize inconvenience for the customer. We thoroughly investigate root causes with an eye not only to product countermeasures but also work processes improvements to keep incidents from recurring. We apply the lessons learned through this process to improving product development.

Furthermore, to reduce and eliminate customer complaints, we are advancing activities that utilize big data obtained from vehicles and products to detect early signs of potential failures before they occur, enabling diagnostic and predictive measures.

Additionally, aiming for quality products that exceed customer expectations and delight users, we look at feedback (including social media content) and visualize indications of customer dissatisfaction. We incorporate our findings into our quality improvement process.

Utilizing big data collected from the market to improve product and service quality feeding the results back to the market



Building a workplace culture and people who thoroughly pursue “Quality Supremacy ”

To restore our fundamental Quality Supremacy ethos to its previous status, we engage employees from three vantages: knowledge, wisdom, and context. We focus on spreading knowledge through educational channels that explain the meaning of Quality Supremacy in a modern setting. We appeal to wisdom through our Densho-kan, which displays compelling cases of failure, and quality-focused exhibitions that emphasize actual product displays. We put all this into the context of our workplace culture, where everyone naturally prioritizes quality in all tasks. To this end, we hold quality-themed lectures, set up dialogues on quality among employees and top management, and stage workplace-level quality meetings. Beyond QC circle activities, through daily operations we are strengthening the foundation from which we develop staff and guide workplace culture. This includes requiring all employees to submit annual Quality Action Declarations, which are subject to monthly review, and annual self-assessments of individual tasks based on the three elements of the Quality Supremacy mindset.

Three elements of the Quality Supremacy ethos



Quality Management System

Aisin has established a quality management system compliant with IATF 16949^{*3}. All employees work together as one to execute quality assurance procedures, thereby ensuring that we deliver satisfaction and peace of mind for our customers. As of May 2025, 52 production sites had obtained IATF 16949 certification.

*3 IATF16949: Quality Management System specifically for the automotive industry

Quality assurance training

We implement quality-focused activities for all employees across the 12 Group companies, with action guidelines uniformly based on the Quality Supremacy mindset. For new hires, we convey our Quality Supremacy values and the importance of quality through visits to the quality training zone at the Densho-kan. Additionally, we provide training in quality assurance for all levels: QC and quality management training for skilled workers, problem-solving training for administrative and technical staff, and management training for supervisors. Through companywide lectures on quality, quality-focused dialogue sessions with executives, and quality-themed exhibitions held at all factories, we instill the idea that every employee must focus on quality in all operations as viewed from the customer’s perspective and pass down individual expertise related to quality. Forty quality training courses covering QC, reliability, data analysis, etc., have been converted to an e-learning format to enable access anytime, anywhere, and by anyone. After completion, themed consultation sessions and networking events are held to hone practical skills. We develop our staff across the entire Group based on this training.

Social Contribution

Basic stance and policy

Aisin recognizes the company's membership in society and contributes to sustainable development through active social participation.

We support our employees' voluntary participation in efforts to address social issues, and we collaborate with stakeholders on value creation and sound development of society at large.

[AISIN Group Code of Conduct]**Constructive dialogue with stakeholders**

- 1) We respect the cultures and traditions of societies worldwide and endeavor to build mutual trust with local communities and stakeholders.

Social participation and contribution to development

- 1) We actively engage in solving societal problems by investing our management resources, internal talent, and know-how.
- 2) We partner with a broad range of stakeholders, including NPOs, local communities, and governments, to push for a sustainable society.
- 3) We support employees' volunteer activities and other self-directed social participation in an effort to achieve a sustainable society and resolve social issues.

[AISIN Group Code of Conduct](#)

Implementation framework

The Aisin Group expresses its global social contribution through various initiatives, with each of our 21 locations worldwide collaborating in their respective regions with NPOs, NGOs, and others.



Strategy

Our social contribution effort rests atop three pillars: nature and environmental conservation, youth development, and community development. Through these activities, we are actively working toward the internationally recognized UN Sustainable Development Goals (SDGs) for 2030.

Nature and environmental conservation

We take part in environmental conservation initiatives to help pass on a better natural world to future generations and ensure a sustainable global environment.

Youth development

We support the healthy growth of young people who will lead the next generation, molding them into individuals who can add to society throughout their lives.

Community development

In our work to develop society as a whole, we promote the development of communities that are safe, secure, livable, and vibrant for all.



Key initiatives

Nature and environmental conservation

We partake in such activities as tree planting in the areas surrounding our offices in various countries, through which we hope to contribute to the global challenge of achieving carbon neutrality and conserve environmental resources. We also pursue environmental conservation through activities like cleaning nearby coastlines and rivers.

|| The GREEN & BLUE Project to nurture our forests and oceans

This initiative is designed to contribute to achieving carbon-neutrality by harnessing the CO₂ absorption capacity of terrestrial and marine vegetation. Related activities include forest management measures, such as tree planting and thinning and mangrove forest cultivation and restoration, undertaken at Aisin Group locations worldwide.

Our goal is to plant 800,000 trees between 2023 and 2030.

Key tree-planting results for FY2025

Location	FY2025 results	Cumulative (from FY2024)
Asia (Japan, China)	170,600	233,600
ASEAN & India	19,000	105,000
Europe and the Americas	6,700	16,600
Total	196,300	355,200



Mangrove planting at Thailand location



Planting in cleared areas of the Nukata area

|| Adopt a Forest program with Nagano Prefecture

Aisin supported an Adopt a Forest project in Neba Village, located in the headwaters of the Yahagi River used by Aisin for industrial water. Through collaboration with a nearby university, we conducted “forest creation activities” connecting people and forests. Working with local municipalities, we help to conserve the natural environment through environmental education, tree planting, and other experiences.



Forest development activities with Neba Village

Youth development

In communities where the Company operates, we offer children various educational support programs, such as hands-on workshops using Aisin’s technology.

We also work to improve the vitality of local community life and promote youth development through sports.

|| Aisin environmental learning program

The Aisin Group joins with government agencies and NPOs to provide outreach classes throughout the year for elementary school students. These classes offering learning opportunities that guide students in eco-friendly practices applicable to daily life and raise environmental awareness.

	Schools participating	Number of participants
FY2025 results	22	1,693
Cumulative results since 2006	460	37,598



Outreach classes in Nagano Prefecture (wildlife observation)

|| Sports clinics hosted by Aisin’s sports teams

We host basketball camps run by the B.LEAGUE’s Seahorses Mikawa, sumo friendship events at nearby nurseries presented by sumo clubs, and mochi pounding events. We also provide opportunities to experience sports, such as sports clinics for elementary school students hosted by the Aisin Tealmare professional volleyball club.



Volleyball clinic by athletes

Community development

We engage in communication with residents near our company locations and with NPOs/NGOs, conducting activities covering many topics, including traffic safety, health and welfare, community support, and building a recycling-oriented society.

|| Traffic safety events around the world

As an automotive industry participant, we promote traffic safety education and awareness events for local communities at all Aisin Group locations worldwide, aiming to help society achieve a rate of zero for traffic accident fatalities and injuries. (FY2025 results: 205 events)



Traffic safety classes in Thailand

|| Wide-ranging donations in various fields worldwide

We make donations worldwide to areas where it is difficult to provide direct support by staging events. Donations come in the form of food, clothing, school supplies, toys, and other items. We also contribute a portion of revenue from donation-linked vending machines to external organizations that support children with rare diseases and promote water projects in developing countries. We have also provided regular support for the “TABLE FOR TWO” initiative since 2009, which provides school meals in developing countries, and have delivered 2.1 million meals to date.

The Aisin Group has been certified as a Platinum Partner, the highest level, for 12 consecutive years.



Food donations in Brazil





|| Social contribution expenses

Social contribution expenditures are categorized into the following three classifications, referencing the Business for Societal Impact (B4SI) framework, an international guideline.

(¥ million)

Charity and donations	90
Community investment	935
Commercial initiatives	1,828
Total	2,853

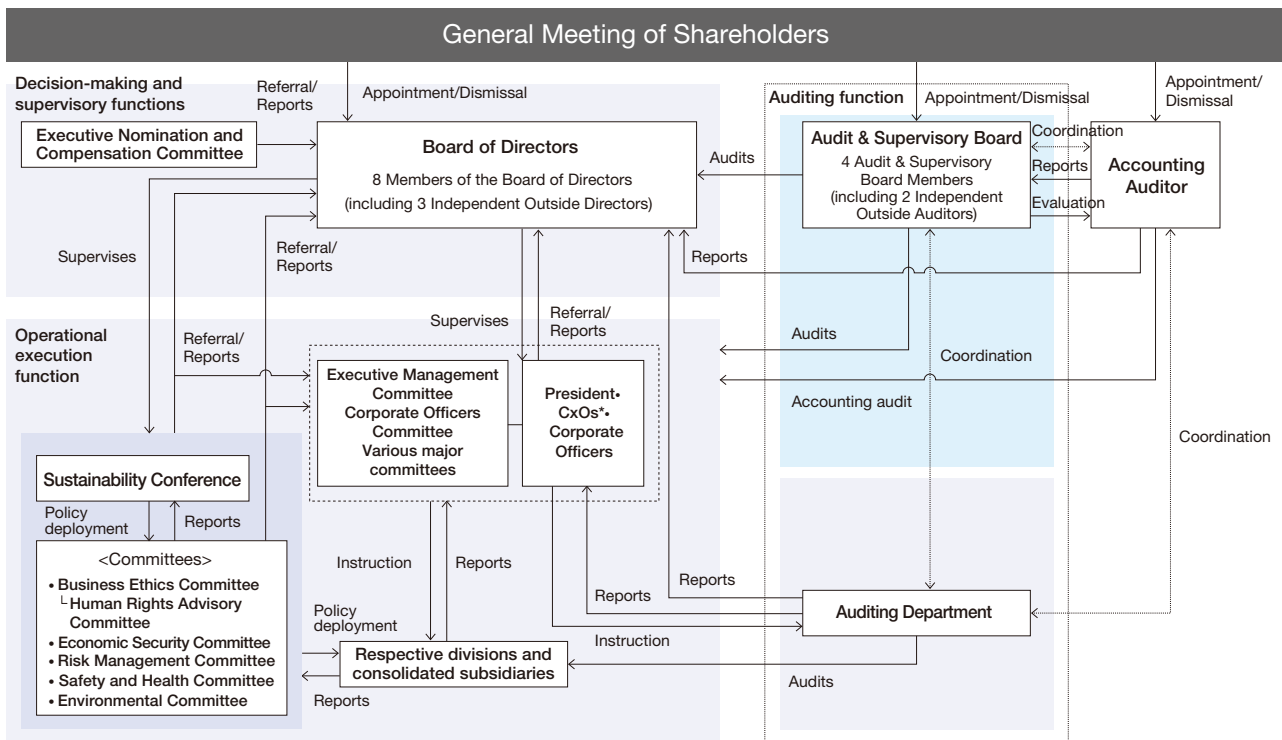
Corporate Governance

Basic stance and policy

Guided by our Group management philosophy, we aim to maximize corporate value by building sound relationships with all stakeholders and ensuring stable, long-term growth and development. To achieve this, we must make certain to manage our business fairly and transparently as is expected of a corporate citizen to be trusted by the international community. We have established the following basic policy and are working to enhance our corporate governance.

[Corporate governance reporting](#)

Corporate governance framework



* CxOs: A chief executive responsible for driving key management initiatives in a particular domain across the entire organization. CxOs are chosen from among our executive officers and assist the president from the broad perspective of the entire Group.

Related materiality issues

Materiality issues	Goals (KGI)	Indicators (KPIs)	FY2031 targets
Laying a solid management foundation	Achieved enhanced management transparency and internal controls by transitioning the Board of Directors to a Monitoring Board structure, thereby separating oversight and execution	Ratio of female directors	30% or more

Under our Audit & Supervisory Board system, we are strengthening oversight of business execution by our directors and executive officers. We leverage the strengths of this system, namely: supervision by a Board of Directors at least one-third of which consists of independent outside directors, the independence and sole authority of the audit function, and the presence of full-time members of the Audit & Supervisory Board, while auditing the business through an Audit Committee half composed of independent outside auditors. Moreover, to enhance independence and objectivity, the nomination and compensation of directors and executive officers are reviewed and deliberated by the Executive Nomination and Compensation Committee, chaired by an independent outside director and majority composed of independent outside directors, before being submitted to the Board of Directors.

We believe it is critical to establish a system that facilitates timely and accurate management decisions based on the nature of each business characteristics as well as onsite conditions, while also regularly verifying whether those decisions are supported by a diverse body stakeholders and ensuring their expectations are met. It is for these reasons that we have adopted our current structure.

Regarding operational execution under this structure, in April 2022, we eliminated the areas of responsibility for the Vice President level and transferred authority to the heads of divisions. This was done to trim the number of decision-making layers within the executive structure in the interest of increased speed as well as superior management decision-making and operational execution. What is more, we appointed CxOs from among our executive officers to serve as C-level officers responsible for driving key management initiatives across the entire Company and assisting the president gain a clear overview of the entire Group. Currently, five CxOs are in office.

We will continue to strive for a more effective corporate governance structure to enhance corporate value.

|| Evolution of our corporate governance structure

	2015-2018	2019-2020	2021	2022-2024
Board of Directors	13-14	9		8
Of which independent outside directors	2-3	3		3
Of which female members	1 (since 2016)	1		1
Ratio of independent outside directors	14.3-23.1%	33.3%		37.5%
Auditors	5		4	
Of which independent outside auditors	2*		2	
Of which female members	0		2	
Ratio of independent outside auditors	40.0%		50.0%	

* In accordance with the Companies Act, there must be 3 outside auditors

Key Initiatives

June 2014	Appointed independent outside directors
January/March 2016	Established the Executive Nomination and Compensation Committee
April 2022	Eliminated vice president-level oversight and transferred authority to division heads and other leadership
June 2023	Selected the Chair of the Nomination and Compensation Committee from among the independent outside directors
November 2024	Established a Governance Roundtable as an offsite meeting of the Board of Directors

Board of Directors

The Board of Directors, which consists of eight directors, including three independent outside directors, meets once a month in principle. The Board deliberates on and resolves important elements of management strategy, such as group management policy, earnings and investment budgets, capital policy, strategies for each business segment, and management infrastructure to provide support in such fundamental corporate domains as sustainability, human capital, and corporate governance. The Board of Directors also supervises the execution of duties by directors and other officers by way of reports received from the Business Ethics Committee, the Risk Management Committee, and other committees. In FY2025, as described in the “Board Effectiveness Assessment,” sustainability discussions were conducted in parallel with management and business strategy discussions, and oversight was strengthened based on reports from executive-level committees.

Key agenda items for resolution or reporting at the FY2025 Board of Directors meeting

Management strategy	Management strategy, medium-to-long-term business strategy, Group management policy, earnings and investment budgets, shareholder composition
Business strategy and portfolio review	Strategies for each region and business segment and alliances and progress report on new businesses
Sustainability	Aisin Group Charter of Sustainability, materiality elements, climate change, human capital strategy, status of internal controls, compliance, and risk management, status of the Board of Directors, results of the Board of Directors’ effectiveness evaluation and issues
Other	Report on matters deliberated on by the Executive Management Committee

Additionally, in November 2024, we established a Governance Roundtable as a special meeting of the Board of Directors an offsite format. Directors, including outside directors, discuss governance issues and direction and review matters such as the Board’s monitoring function and succession planning based on the skills matrix.

The scope of Board deliberations, including such offsite meetings, has been expanded year by year.

Independent outside directors: expectations and function

The Company expects its independent outside directors to fulfill the following roles and responsibilities:

1. To raise risk warnings and advice at important decision-making forums, such as Board meetings, from a position independent of management, and to oversee the Company’s management through deliberations on the nomination, reappointment, and compensation of management executives
2. To avail the Company’s management of the specialized knowledge and broad experience they have gained throughout their professional careers.
3. To adjudicate conflicts of interest between the Company and its management, controlling shareholders, and other parties.
4. To properly ensure the voices of shareholders and other stakeholders are heard by the Board of Directors.

The Company considers it crucial that outside directors and outside auditors be empowered to effectively fulfill their roles and responsibilities from an independent, objective standpoint. To this end, we are implementing the following measures:

1. To ensure sufficient time for deliberation at board meetings, we periodically review the criteria for board agenda items and streamline matters to be discussed.
2. To enable meaningful discussions at board meetings, we provide outside directors and outside auditors with individual advance explanations from officers and others regarding board agenda items and share the minutes from important internal meetings.
3. To enhance outside directors' and outside auditors' understanding of our business and facilitate the sharing of information, we provide opportunities for onsite visits to key locations and explanations of our business operations upon their appointment. Annually, we hold briefings and discussions on our business strategy and environment as well as operational risks both inside and outside the Board of Directors. We also arrange onsite visits to factories and proving grounds, informal meetings with executive officers, and management issue study sessions linked to relevant challenges.
4. To provide information required by outside directors and outside auditors, designated staff responsible for liaising and coordinating with them are assigned to departments such as the Corporate Planning Department and the Audit & Supervisory Board Office.

Evaluating the effectiveness of Board of Directors meetings

Each year, the Company analyzes and assesses the effectiveness of the Board of Directors in order to improve the impact of its meetings. The results of FY2025 Evaluation are as follows:

- (i) Subjects: All directors (8 members) and corporate auditors (4 members)
- (ii) Evaluation method: (a) Third-party questionnaire-driven evaluation
(b) Interviews based on questionnaire results
(c) Discussion of issues and future measures at Board of Directors meeting based on the results of analysis
- (iii) Evaluation topics: Include the size, composition, and operation of the Board of Directors, support system for independent outside directors, composition and operation of the Executive Nomination and Compensation Committee for directors, and the status of improvement in regard to issues flagged during the previous fiscal year's evaluation.

Issues identified in FY2024	Results of initiatives for FY2025
Enhancement of the meeting of the Board of Directors	Discussed sustainability issues (Aisin Group Charter of Sustainability, ESG materiality, climate change, human capital strategy) along with discussions on management strategy and medium-to-long-term business strategy.*
Strengthening of the Board of Directors' Supervisory Functions	Regular reports were made to the Board of Directors by the Business Ethics Committee, Risk Management Committee, and other committees and with regard to internal audit results*
Discussion on the Company's governance with an eye to the future	The Company has established a Governance Roundtable, where top management and corporate auditors regularly convene in an off-site meeting format, and is more precisely defining the ideal role of the Board of Directors through such measures as review of succession plans based on monitoring and the Board's skills matrix.

* Agenda items submitted to the Board of Directors are listed in the preceding section, Key agenda items for resolution or reporting at the FY2025 Board of Directors meetings.



Overall assessment for FY2025: The effectiveness of the Board of Directors has been improving year by year. Further advancement will be pursued to support the constantly evolving role of the Board of Directors.





Topics identified in FY2025	Action Plan
Enhancement of the meeting of the Board of Directors' discussions	Hold multifaceted discussions on management strategies and sustainability to achieve the Vision for 2030 targets announced at the 2023 Medium-to-Long-Term Business Strategy Briefing.
Strengthening the supervisory function of the Board of Directors	Enhance the perspective of internal controls and the risk response measures across the Group via reporting by various committees.
Improving links between necessary knowledge and skills and succession planning	To enhance discourse at the Executive Management Committee leading toward the realization of the Vision for 2030 plan, the skills required of directors are being reviewed, a succession plan based on the review is to be discussed. Directors with the required skills will be nominated, and study sessions are planned in conjunction with pending management issues.

Policies and procedures for nominating directors and auditors

Regarding the nomination of candidates for directors and auditors of the Company, to achieve sustainable growth and enhance corporate value over the medium-to-long-term, we appoint multiple highly specialized individuals as outside directors—both from inside and outside the industry, to ensure accurate, prompt, and fair decision-making and appropriate management oversight. Furthermore, with management of the Group in mind, we appoint directors with extensive experience and broad insight gained at domestic and international subsidiaries. Thus, we are thoroughly investigating various measures we can take to achieve the optimal balance of knowledge, experience, and capability. As one action plan based on the Board Effectiveness Evaluation results, our Board of Directors reviewed the skills required of directors to further advance and strengthen business portfolio transformation and sustainability management towards realizing the Vision for 2030 initiative announced at our medium-to-long-term business strategy briefing in September 2023. As a consequence, we nominated eight director candidates with these skills.

The nomination process involved deliberation and review by the Nomination and Compensation Committee, followed by the selection of director and auditor candidates for submission to the Board of Directors. For directors, the deciding votes were cast at the General Meeting of Shareholders following a nomination resolution by the Board of Directors. For members of the Audit & Supervisory Board, the ultimate decision was made at the General Meeting of Shareholders following provisional appointment by the Board of Directors after obtaining the consent of the Audit & Supervisory Board.

Skill matrix and meeting attendance members

◎Chair ○Member in attendance

Name		Corporate management	Global business	Sustainability	Environment & carbon neutrality	Human capital strategy	Governance, compliance & risk management	Manufacturing (technology, production & quality)	Value chain (sales & procurement)	Finance & accounting	Board of Directors	Audit & Supervisory Board	Executive Nomination and Compensation Committee
Members of the Audit & Supervisory Board Members	Moritaka Yoshida	○	○					○			◎		○
	Shintaro Ito	○	○	○		○	○			○	○		○
	Yoshihisa Yamamoto	○	○		○			○			○		
	Masahiro Nishikawa	○	○		○			○			○		
	Koji Kobayashi	Outside ○					○		○	○	○		
	Tsuguhiko Hoshino	Outside Independent ○	○				○			○	○		◎
	Yasuhito Hirota	Outside Independent ○	○	○	○		○	○			○		○
	Keiko Tatsuwaki	Outside Independent ○	○		○	○		○			○		○
Audit & Supervisory Board Members	Makoto Mitsuya	○	○	○		○	○			○	○	◎	
	Kiyomi Kato						○			○	○	○	
	Junko Ueda	Outside Independent ○					○				○	○	
	Katsuhiro Kashiwagi	Outside Independent ○								○	○	○	

Board of Directors: 8



Independent outside directors

3

Meetings held: 12 per year

Audit & Supervisory Board: 4



Independent outside corporate auditors

2

Meetings held: 14 per year

Executive Nomination and Compensation Committee: 5



Independent outside directors

3

Meetings held: 4 per year

Skill items	Purpose of skill selection
Corporate management	This skill is considered vital to driving sustainable growth and enhancing corporate value through strategic decision-making and organizational management, as well as to discerning long-term societal shifts, backcasting from our envisioned future, and charting a growth trajectory for the business.
Global business	This skill is considered essential to leveraging overseas management experience or insights on the international business environment to sustainably expand our business domains globally.
Sustainability	This skill is considered critical to anticipating societal challenges and needs through communication with a diverse array of stakeholders, and to advancing a sustainability program that contributes to a resilient society while enhancing corporate value through business activities.
Environment and carbon neutrality	This skill is considered a requirement for advancing product and production initiatives on an accelerated schedule with regard to achieving carbon neutrality.
Human resources development	This skill is considered necessary to motivating individual employees and providing them with a sense of fulfillment.
Governance, compliance, and risk management	This skill is considered necessary to strengthening the internal controls and governance systems that contribute to sustainable growth and enhanced corporate value.
Manufacturing (technology, production, quality)	This skill is considered a prerequisite for further refining manufacturing proficiency, enhancing market competitiveness, efficiency, and productivity, and shifting toward growth areas through the creation of new businesses.
Value chain (sales and procurement)	We believe this skill is central to building relationships with business partners based on mutual trust and a focus on mutual interdependence and prosperity.
Finance and accounting	This skill is considered critical to promoting growth investment to sustain expansion and enhance corporate value, and to achieve appropriate shareholder returns while operating under an accurate financial reporting system and a solid financial foundation.

Audit & Supervisory Board members

Duties of the Audit & Supervisory Board members

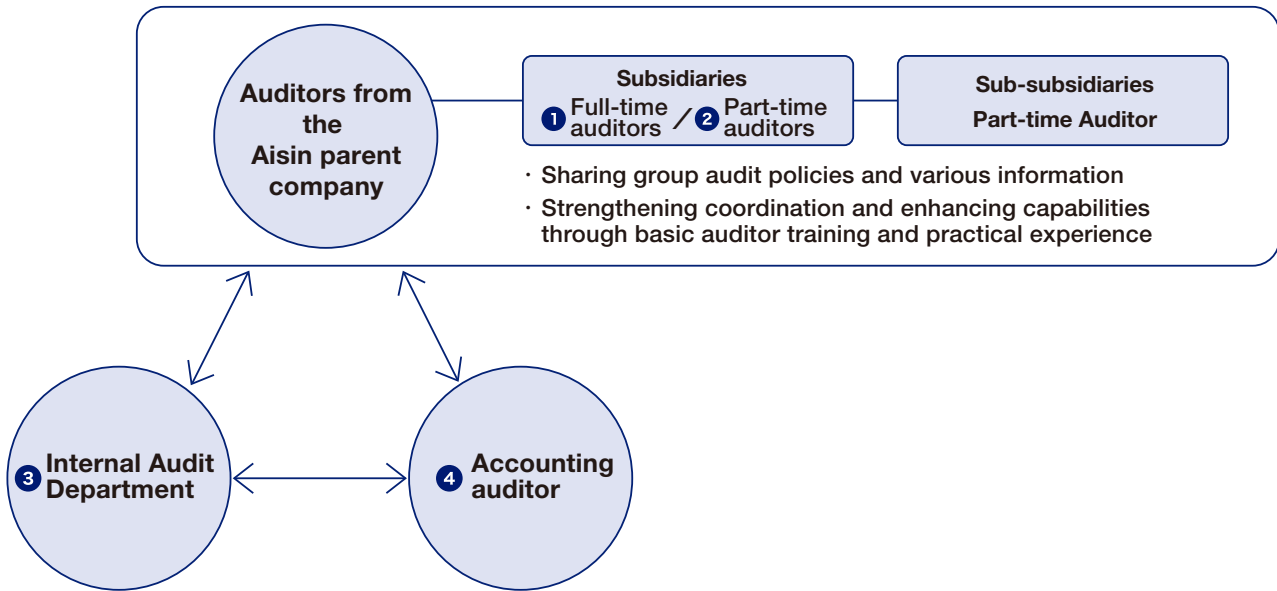
As an independent body entrusted by shareholders, the Audit & Supervisory Board member (“corporate auditor”) aims to ensure the company’s sound and sustainable growth while establishing a high-quality corporate governance system that engenders societal trust through audits of directors as they execute their responsibilities. Moreover, the corporate auditor provides advice and recommendations to directors and other officers in a timely manner while taking all necessary measures to maintain independence. The corporate auditor consistently maintains an impartial and unbiased stance and performs audits based on honest convictions and adherence to the principle of onsite verification.

Activities of corporate auditors and the Audit & Supervisory Board

The Audit & Supervisory Board consists of four members: two full-time corporate auditors and two independent outside auditors and convenes once a month in principle. Each corporate auditor, based on the audit policies and plans devised by the Audit & Supervisory Board, reviews the legality and appropriateness of responsibilities executed by directors, the conduct of business by the Company and its subsidiaries, and the reliability of financial reporting. This is achieved through

Aisin Group audit coordination status

The Aisin Group consists of many companies: 72 domestic and 120 overseas. To construct a comprehensive audit system across the entire group, full-time auditors are appointed to larger subsidiaries, while part-time auditors (parent company officers or employees) are appointed to other subsidiaries.



Major activities for FY2025

<p>1 Avenues of collaboration for the FY2025 Aisin Group audit</p> <p>Aisin Group auditor liaison meetings are held monthly to report on audit activities at each company and share information, and audit activity reports are submitted from each Group company to the parent's Audit & Supervisory Board twice a year. Furthermore, the Company has created an Aisin Group Auditor's Guide to standardize audit activities across the entire Group and enhance their effectiveness.</p>	<p>Number of auditor liaison meetings held: 12</p>
<p>2 Collaboration with part-time auditors of subsidiaries</p> <p>Orientation sessions regarding auditors' responsibilities are provided to newly appointed part-time auditors, and audit activity reports are submitted from each company's part-time auditors to the parent's auditors.</p>	<p>Audit activity report submissions: 19 companies</p>
<p>3 Collaboration with the Internal Audit Department</p> <p>The status of the Company's various audits, including subsidiary audits, J SOX audits, and thematic audits, is shared and discussed monthly at regular meetings. Additional reporting sessions are held as needed to ensure close cooperation. The Audit & Supervisory Board also receives reports on audit plans and progress.</p>	<p>Number of sessions: 27</p>
<p>4 Collaboration with the accounting auditor</p> <p>The Audit & Supervisory Board receives regular reports on quarterly audit results and findings from subsidiary site visits, engages in discussion and, twice a year, receives reports on the planning and status of audits at Audit & Supervisory Board meetings. The evaluation of the accounting auditor is conducted by auditors (including those from subsidiaries) and the Accounting Department using a checklist. The results are fed back to the accounting auditor.</p>	<p>Number of sessions: 27</p>

Collaboration among full-time auditors, independent outside auditors, and independent outside directors

Full-time auditors, outside auditors, and outside directors closely share information and exchange of opinions to ensure they can thoroughly fulfill their respective roles and responsibilities by leveraging their unique abilities. The Company holds formal semiannual exchange meetings between auditors and outside directors and share the auditors' monthly reports. Furthermore, from FY2024, joint onsite inspections of subsidiaries by auditors and outside directors were conducted in FY2025. Through direct observation of locations and assets, they exchanged opinions based on their respective roles and expertise so as to better understand the business.

Beyond tightening cooperation, the Audit & Supervisory Board and outside directors mutually verify and oversee each other's roles: The Audit & Supervisory Board ensures outside directors are appropriately executing their responsibilities, while outside directors ensure the Audit & Supervisory Board is properly performing its duties. This mutual oversight further enhances corporate governance across the entire Group.



Joint onsite inspections of domestic subsidiaries

Confirming key risk responses in light of environmental changes

In recent years, stakeholder expectations of companies have significantly changed, encompassing initiatives such as the Corporate Governance Code, sustainability, and environmental, social, and governance (ESG) efforts. While financial information has traditionally been regarded as the most important disclosure item, nonfinancial information on such matters as climate change and human capital is now considered equally important. Our auditors view these as critically important factors in enhancing corporate value and meticulously verify the Company's activities with a focused approach. Through meetings with directors and relevant departments, and also by participating in the Sustainability Conference and risk management committees, the Company's auditors actively uncover issues, put forward proposals, and request improvements regarding challenges and concerns identified in the course of their oversight. Topics that have been addressed include increasingly sophisticated sustainability disclosure requirements, alignment of the company's growth strategy with defined materiality issues and quantifying the cost of investing sustainability initiatives and assessing their connection to enhancing corporate value.

Executive compensation

Basic policy on executive compensation

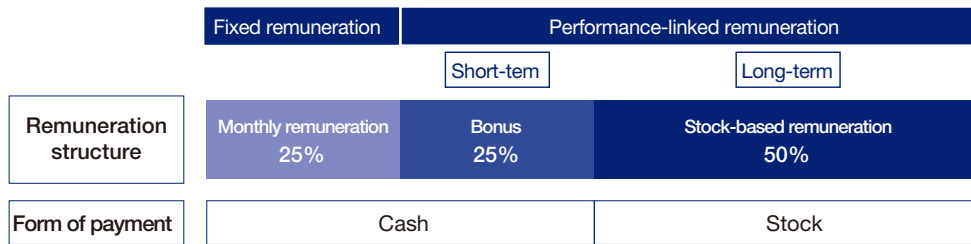
The Company's executive remuneration system is designed according to the following principles:

1. Remuneration shall motivate executives to work toward achieving our Group Philosophy and management policies.
2. Remuneration shall reflect the responsibilities, achievements, etc., of each executive.
3. Remuneration shall reflect the business environment and short-term and medium- to long-term performance of the Group and encourage executives to enhance corporate value and manage business from the same perspective as shareholders.

Executive compensation structure

As Directors (other than Outside Directors) are in charge of executing the operations of the Company, their remuneration comprises a fixed monthly remuneration along with performance-linked bonuses and stock-based remuneration. Specifically, the percentages of monthly remuneration, bonus, and stock-based remuneration to the base amount for Directors are set at roughly 25%, 25%, and 50%, respectively. Higher percentages for performance-linked remuneration are set, depending on the Director's title. However, depending on the level of profits, the actual remuneration may differ from the above proportions. As Outside Directors and Audit & Supervisory Board members are responsible for providing supervision and advice on business management or auditing the performance of business from an independent standpoint, they receive only a monthly remuneration with no bonus or stock-based remuneration.

Remuneration structure for Directors (excluding Outside Directors)



Actual remuneration may differ from the above depending on the profit situation.

Executive compensation structure

Fixed remuneration (monthly salary)

- Remuneration for Directors reflects their responsibilities and achievements. Remuneration for Audit & Supervisory Board members reflects their responsibilities.
- Monthly remuneration is paid regularly every month during the executive's tenure.

Performance-linked remuneration (bonus, stock-based remuneration)

- To ensure a link with the Company's performance and to stimulate motivation to increase corporate value over the medium to long term, consolidated operating profit and sustainability KPI are set as the calculation benchmarks.
- The evaluation weight and evaluation method of each benchmark are as follows. The payout ratio of performance-linked remuneration varies within a range of 0% to 150% depending on the results of the evaluation.

Benchmark	Evaluation weight	Evaluation methodology
Consolidated operating income	90%	Evaluated on the basis of the degree of achievement in each fiscal year of the standard profit target set for the sustainable growth of the Company
Sustainability KPIs	10%	Evaluated on the basis of the degree of achievement of each fiscal year's targets for the calculation benchmarks selected from among the major KPIs that are widely related to society and employees, as defined by the Group * Benchmarks selected for the fiscal year under review: Rate of reduction in CO ₂ emissions from manufacturing, job satisfaction (5% for each)

- The amount paid to each individual is determined on the basis of the Company's performance in the fiscal year and the execution of duties by each executive.
- Performance-linked remuneration is paid once a year after the Ordinary General Meeting of Shareholders each fiscal year.
- Restricted stock remuneration is provided as an incentive to promote further sharing of value with shareholders and to sustainably enhance corporate value.

For details on the system, please refer to [page 61 of our FY2025 Annual Securities Report](#).

Executive compensation standards

In order to verify objectivity and validity, total remuneration levels for directors by role are determined each year by referencing manufacturers similar in size, industry and business format to the Company, through executive compensation surveys conducted by external research organizations.

Method for determining executive compensation, etc.

To ensure objectivity and transparency in determining the amount and system of remuneration for directors, we have established the Executive Nomination and Compensation Committee, which is chaired by an independent outside director and in which independent outside directors account for the majority.

The Board of Directors has approved the policy for determining individual Director remuneration and the total amount of remuneration for the fiscal year under review, as well as resolved to entrust the determination of individual remuneration amounts to the Executive Nomination and Compensation Committee.

The Executive Nomination and Compensation Committee determines the individual remuneration amounts based on a review of the executive remuneration system and the policy for determining the remuneration for each Director established by the Board of Directors, with consideration of factors such as company performance, job responsibilities, and achievements.

Furthermore, the monthly remuneration amount for each auditor is determined through consultation among the auditors, within the remuneration range established by a resolution of the shareholders' meeting.

Remuneration amounts for directors and auditors

Officer category	Total remuneration amount (¥ million)	Total amount by remuneration type (¥ million)			Number of eligible officers (persons)
		Fixed remuneration	Performance-linked remuneration		
		Monthly salary	Bonus	Stock-based compensation	
Directors	559	251	132	176	9
(including outside directors)	(57)	(57)	(-)	(-)	(4)
Auditors	116	116	-	-	4
(including outside auditors)	(24)	(24)	(-)	(-)	(2)
Total	675	367	132	176	13

(Note) 1. The above includes (excluding outside directors) one inside director who retired upon the conclusion of the 101st Ordinary General Meeting of Shareholders held on June 19, 2024.

2. Performance-based compensation amounts shown are those approved by the Board of Directors meeting of May 19, 2025.

3. Total monthly remuneration and bonus amounts for directors were resolved at the 96th Ordinary General Meeting of Shareholders held on June 18, 2019, to be within ¥600 million annually (of which the portion for outside directors is to be within ¥75 million annually). Stock-based compensation was resolved at the 101st Ordinary General Meeting of Shareholders held on June 19, 2024, to be within ¥500 million annually.

4. Monthly remuneration for auditors was resolved at the 87th Ordinary General Meeting of Shareholders held on June 23, 2010, to be within ¥15 million per month.



Executive Management

Position	Name	Reason for appointment	Number of Board of Directors meetings attended	Number of Audit & Supervisory Board meetings attended
President, Member of the Board of Directors	Moritaka Yoshida	Mr. Yoshida served as Executive Vice President at Toyota Motor Corporation, holding positions including President of the MSV Company and President of the Vehicle Development Center. He possesses management experience at Toyota Central R&D Labs, Inc. Has served as President of the Company and Member of the Board of Directors since 2021, bringing his extensive experience and broad insight into all aspects of management.	12/12 (100.0%)	–
Member of the Board of Directors	Shintaro Ito	Mr. Ito has worked primarily in managerial and administrative roles at the Company and offers management experience gained as the head of one of our overseas holding companies. He has served as Director, Executive Vice President since 2021 and currently holds the positions of Director, Senior Executive Officer, Chief Administrative Officer and Executive Vice President. He possesses extensive experience and can provide broad insight across all aspects of management.	12/12 (100.0%)	–
Member of the Board of Directors	Yoshihisa Yamamoto	Mr. Yamamoto has been engaged primarily in powertrain technology development functions at the Company. Since 2021, he has served as Executive Vice President and currently holds the positions of Director, Executive Officer, and Chief Technology Strategy Officer. He possesses extensive experience and broad insight with regard to general management and technology development strategy.	12/12 (100.0%)	–
Member of the Board of Directors	Masahiro Nishikawa	Mr. Nishikawa work at the Company has centered primarily on production engineering for structural body components at the Company. He has served as an Executive Officer since 2019 and currently holds the positions of Director, Executive Officer, and Chief Carbon Neutrality Officer. He brings extensive experience and wide-ranging insight into overall management and manufacturing both domestically and internationally.	10/10 (100.0%)	–
Member of the Board of Directors Outside	Koji Kobayashi	He has been a manager in the automotive industry for many years at companies including Toyota Motor Corporation and brings with him extensive experience and comprehensive managerial insight.	10/12 (83.3%)	–
Member of the Board of Directors Outside Independent	Tsuguhiko Hoshino	He has served as Director-General of the Tax Bureau at the Ministry of Finance and as Commissioner of the National Tax Agency. In addition to the advanced expertise in finance, banking, legal affairs, and compliance he has amassed throughout his career, he brings extensive experience and deep insight gained from his public service at overseas diplomatic missions and as an outside director at companies in other industries.	12/12 (100.0%)	–
Member of the Board of Directors Newly appointed Outside Independent	Yasuhiro Hirota	Mr. Hirota has been involved for many years in the management of Mitsubishi Corporation and ASICS Corporation. Throughout his career, he has achieved an advanced level of expertise, particularly with regard to business strategy, and also brings extensive experience and broad insight in general management.	–	–



Position	Name	Reason for appointment	Number of Board of Directors meetings attended	Number of Audit & Supervisory Board meetings attended
Member of the Board of Directors Newly appointed Outside Independent	Keiko Tatsuwaki	After working at Recruit Co., Ltd., Ms. Tatsuwaki worked for many years at Deloitte Tohmatsu in consulting roles related to ESG, CSR, internal controls, and related matters. Throughout her career, she has developed a high degree of expertise, particularly in regard to governance, risk management, and sustainability. Moreover, having served in outside director roles before, she offers extensive experience and broad insight in corporate management and audit.	–	–
Audit & Supervisory Board Member	Makoto Mitsuya	Mr. Mitsuya has served primarily in managerial and administrated roles within the Company, holding positions including Director and Executive Vice President. He possesses extensive knowledge of finance and accounting and offers his rich experience and broad insight as a manager.	12/12 (100.0%)	14/14 (100.0%)
Audit & Supervisory Board Member	Kiyomi Kato	Ms. Kato has worked primarily in accounting and auditing roles at the Company and has accumulated particular expertise in the Companies Act, finance, and accounting. She possesses extensive experience and offers broad insight based on her career experience.	12/12 (100.0%)	14/14 (100.0%)
Audit & Supervisory Board Member Outside Independent	Junko Ueda	Ms. Ueda has served as Professor at Aichi University Graduate School Department of Law and outside officer of another company. She brings a high level of expertise in the Companies Act as well as a wealth of experience and wide-ranging insights in corporate governance gained throughout her career.	12/12 (100.0%)	14/14 (100.0%)
Audit & Supervisory Board Member Outside Independent	Katsuhiko Kashiwagi	With many years of experience as a certified public accountant, Mr. Kashiwagi brings us his extensive expertise in corporate accounting and auditing, along with broad insight into corporate management.	12/12 (100.0%)	14/14 (100.0%)

Shares Held

Basic Policy on Holding Policy Shares

The Company's basic policy is to avoid cross-shareholdings unless they are deemed essential for enhancing corporate value, from the perspectives of improving capital efficiency, reducing assets, and strengthening governance. We recognize the need to promote joint technological development and business alliances through shareholdings in order to survive intense competition and achieve sustainable growth. On the other hand, we assess whether a business relationship can be maintained without holding shares, and we only retain cross-shareholdings when it is determined that such holdings are truly essential for enhancing corporate value.

Methodology for validating strategic shareholdings

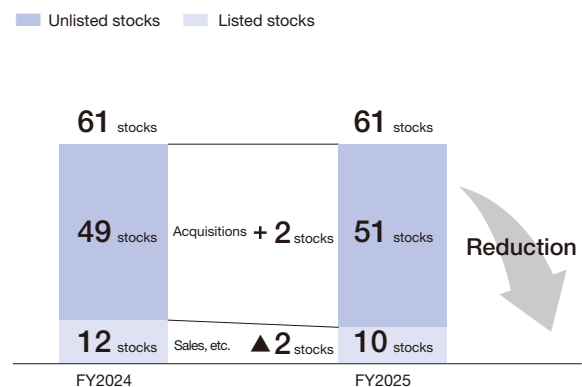
The Company assesses the utility of strategically held shares from the perspective of whether business relationships could be maintained or expanded without such shareholdings. The details of validation exercises, the results of dissolving such shareholdings, and future policies for reduction are reviewed at each Board of Directors meeting.

Criteria for exercising voting rights

The Company does not exercise voting rights based on standardized, short-term criteria. Instead, we our decisions are made from a medium-to-long-term perspective, considering factors such as whether the exercise contributes to maintaining or enhancing corporate value and shareholder returns, while fully considering the management policies and strategies of the investee company. When exercising voting rights, we focus on whether the investee company's management conduct prioritizes its development and shareholder interests, and we review each proposal individually. Furthermore, based on internal rules, we individually scrutinize and review the results of dialogue with the company before deciding whether to vote for or against a proposal.

Efforts to reduce shareholdings

When we determine that a strategic equity stake does not enhancing our corporate value, we proceed with reductions through dialogue with the respective companies. During the current fiscal year, we sold all or part of our holdings in three of 12 listed stocks involved in such arrangements.



Status of stock holdings (end of current fiscal year)

	Stock Carrying value (March 31, 2025)	Stocks with increased share count in FY2025	Stocks with decreased share count in FY2025
Unlisted stocks	51 stocks ¥18,072 million	2 stocks ¥256 million	1 stock ¥6 million
Listed stocks	10 stocks ¥96,738 million	–	3 stocks ¥3,839 million

Internal Controls

Basic stance and policy

We are strengthening internal controls based on the Basic Policy Concerning the Establishment of Internal Control, as resolved by the Board of Directors. Specifically, we implement activity policies through groupwide bodies such as the Business Ethics Committee and Risk Management Committee, in which major Group companies participate. Moreover, we ensure thorough awareness through informative guides and training programs and verify policy effectiveness firsthand at our worksites through audits conducted by our internal audit departments.

Promotion Structure

To guarantee the independence of our internal audits, our audit departments operate directly under the President. Our audit departments work on-site to assess the overall establishment and operation of our internal control processes, including the compliance of our operations with laws and regulation and the appropriateness of business management at the Company and its domestic and overseas subsidiaries. Audit findings are reported to the President, who is the Group's top executive, and are also regularly reported to the Board of Directors and Audit & Supervisory Board, which provide oversight, so as to further strengthen governance. To enhance audit quality and effectiveness, we mutually share information and cooperate with our internal auditors and accounting auditors.

For details on our implementation framework, please refer to the [corporate governance framework](#).

Key Initiatives

Based on the Company's Internal Audit Rules" and annual audit plan, we conduct regular audits against group-wide audit standards. Additionally, we conduct internal audits based on key themes selected based on risk. Audit findings not only identify deficiencies but also present options for improvement from a fair and objective standpoint and provide verification of remedial action. Furthermore, to support improvement efforts within each department and Group company, we share audit findings and risk assessments with functional units related to internal control in such areas as legal, accounting, HR, and procurement. Through our internal audit process, we aim to maintain an organization in which each department and Group company autonomously implements the PDCA cycle for advancement, thereby strengthening our internal controls.

Thematic audits and audits of affiliates

We select audit themes using a risk-based approach and conduct audits targeting specific control frameworks for both Aisin and its Group companies. We also audit affiliated Group companies targeting the control frameworks for overall operations executing, on a four-year cycle, against the four specific areas of companywide internal controls, finance and accounts receivable/payable, information management, and labor safety and health, the environment, and quality. We propose improvement measures to the audited companies based on findings and enhance audit effectiveness by verifying improvement plans and progress. (In FY2025, the audit targets 73 companies.)

Audits based on the Financial Instruments and Exchange Act

Our audit process internally evaluates internal controls based on the Financial Services Agency's Implementation Standards for Evaluation and Audit of Internal Controls over Financial Reporting. Audit targets are selected from among the parent and Group companies based on their significance to the reliability of financial reporting and consultation with the audit firm. Every year, we evaluate all operations concerning internal controls across the enterprise, the closing process, sales, purchasing, and inventory management and other business activities, and IT controls. We also enhance effectiveness through written and face-to-face audits. As of FY2025, we determined that the internal controls over financial reporting for our Group were effective and submitted an internal control report in June of that year. Furthermore, the audit firm submitted an audit report stating that this assessment was accurate.



Compliance

Basic stance and policy

Aisin believes that compliance means more than adhering to laws and regulations and that it is equally important to meet the expectations and trust of all stakeholders as a responsible corporate citizen. In this regard, we are guided by the spirit of our management philosophy: “Inspiring ‘movement,’ creating tomorrow.”

To this end, we have adopted the AISIN Group Charter of Sustainability and the AISIN Group Principles of Corporate Behavior as our foundational policies. For key areas of law and regulation—specifically antitrust and anticorruption—we have developed and implemented a groupwide Antitrust Compliance Policy and an Anti-Corruption Policy along with detailed guidelines outlining specific directives for action. In response to stakeholder requests and expectations, we revised and republished our AISIN Group Anti-Corruption Policy as the Aisin Global Policy on Prevention of Bribery and Corrupt Practices in May 2025.

Aisin strives to ensure that every employee upholds high ethical standards of integrity, honesty, and fairness and impartiality that enable them to practice sound compliance naturally. We work diligently to spread this mindset across all domestic and international Group companies, with a goal of maintaining a strong compliance awareness and eliminating serious legal violations through the maintenance of a global legal and compliance framework covering our entire business. Aisin believes that an open workplace culture where employees feel comfortable speaking their minds is the foundation of compliance. We are actively dedicated to creating such an environment, in which employees can consult their superiors when in doubt, and to raising awareness of the internal reporting system. Moreover, through workplace visits and ethics surveys that measure individual and collective compliance awareness, we gather authentic feedback from the workplace. By sharing both joys and concerns, we are promoting a thriving workplace culture of mutual respect and consideration.

[AISIN Group Code of Conduct](#)

[AISIN Group Antitrust Compliance Policy](#)

FY2025 Antitrust Violations:	0 cases
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[Aisin Global Policy on Prevention of Bribery and Corrupt Practices](#)

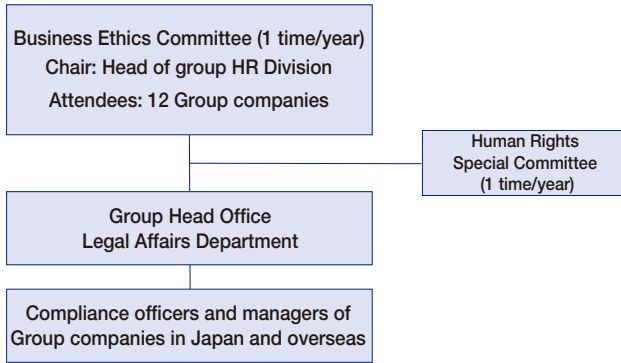
FY2025 Anti-Corruption Violations:	0 cases
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Promotion Structure

Aisin has established the Business Ethics Committee, chaired by the head of group HR Division, as the body charged with governing key compliance policies and structures. Attended by presidents, executives, and auditors from 12 Group companies, the Committee reviews compliance activities and challenges in the legal and other domains and approves the following year's policies and implementation items.

To ensure consistent compliance across the entire Group, the Legal Affairs Department was established in January 2018 within the Group Head Office by consolidating the legal functions of each Group company. As the Group's sole specialized legal department, it exclusively plans and promotes compliance activities for Group companies both domestically and internationally. Concurrently, a compliance officer and compliance managers have been appointed at each Group company in an effort to build a framework for ensuring compliance globally.

Organizational Chart of the Business Ethics Committee



PDCA Cycle for Compliance Activities



Strategy

To reach a state of reflexive compliance practice, Aisin annually selects key focus areas at the Business Ethics Committee based on changes in the business environment and stakeholder expectations (FY2026 focuses: integrity, harassment, fair trading, bribery & corruption, antitrust law), and aims for zero material legal or serious compliance violations (materiality issues: KGI). Particularly for bribery/corruption prevention and antitrust law, as five years have passed since establishing policies and guidelines in 2020, we continuously promote efforts to deepen understanding and embed these practices into behavior. We also measure the level of compliance awareness (the KPI: positive response rate for ethics survey) through our ethics survey.

Related materiality issues

Materiality issues	Goal (KGI)	Indicator (KPIs)	FY2031 target value
Laying a solid management foundation	Zero serious violations of laws and compliance policies	Positive response rate for ethics survey	90%

Key initiatives

Initiatives aimed at achieving zero serious violations of laws and compliance policies

|| Creating an open and transparent workplace culture

Aisin promotes an open and transparent workplace culture to enable the early detection, correction, and prevention of issues. Management personally visits work sites to hear employees' candid and unfiltered expressions of concern and anxiety, recognize issues, and take direct responsibility for addressing them. Each workplace promotes frank discussions based on the results of the Group's ethics surveys.

Early detection and remediation of issues via a whistleblowing system

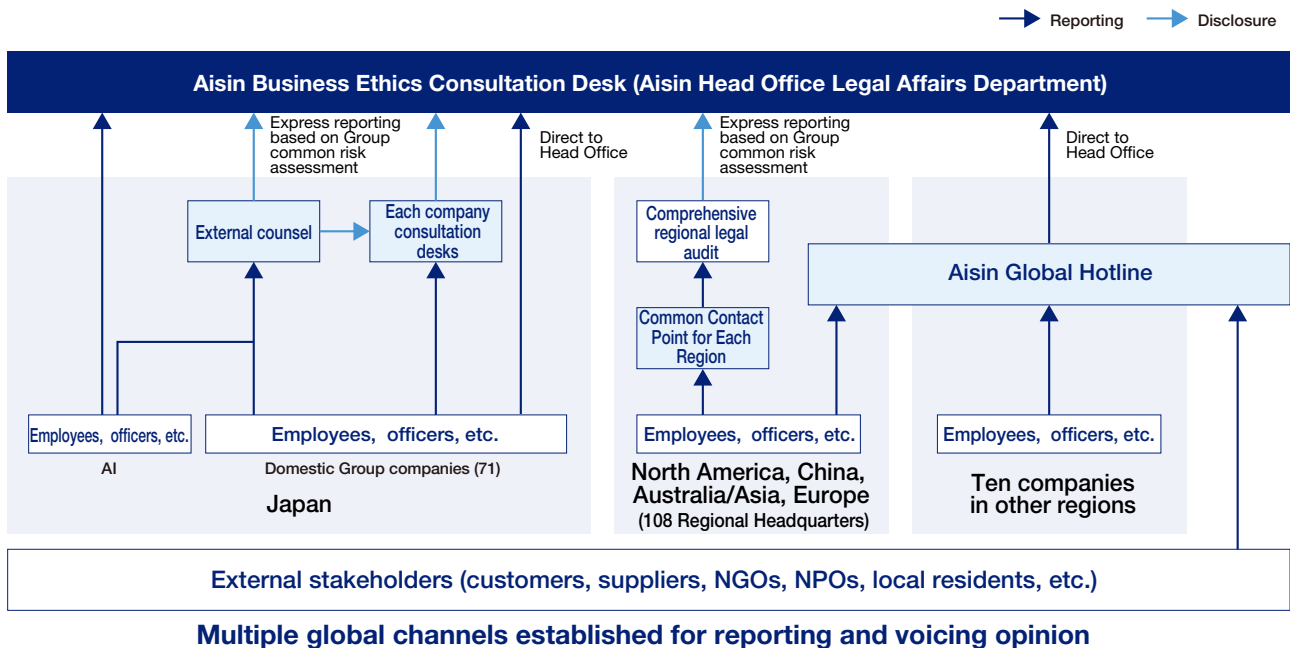
Aisin has established a compliance reporting and consultation office that accepting inquiries from a broad range of stakeholders, including domestic and international officers, employees, retirees, their families, business partners, and local residents. When responding, we thoroughly prioritize privacy and the prevention of disadvantaging the reporting party. In this way, we strive for the early detection and correction of misconduct.

To accommodate different types of report and inquiry, multiple channels are available: company-specific consultation offices, a groupwide external legal office staffed by attorneys, and the Aisin Business Ethics Consultation Desk managed by the Group Head Office Legal Affairs Department. For external stakeholders, reports and inquiries are accepted via the web-based Aisin Global Hotline. Internal reports are consolidated at the Legal Affairs Department. For material cases, the Legal Affairs Department leads the response, establishing a process to enable early detection and correction of issues. Furthermore, regular reports are made to Aisin’s auditors to monitor operational factors. Additionally, third-party attorneys are engaged to incorporate objective, specialized expertise, enabling swift handling of critical cases.

[Aisin Global Hotline](#)

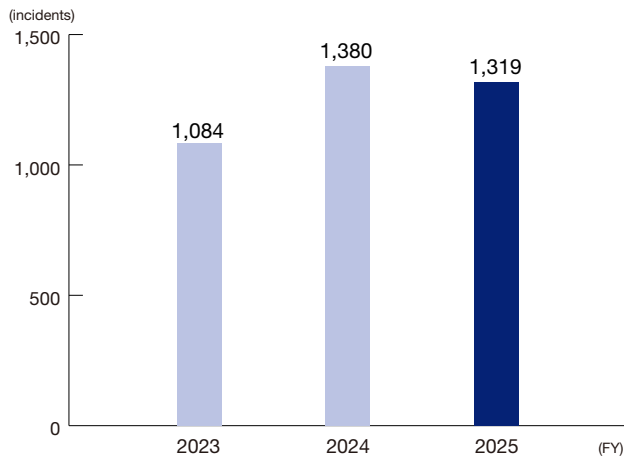
– Whistleblower system framework

Internal Reporting Routes within the Aisin Group

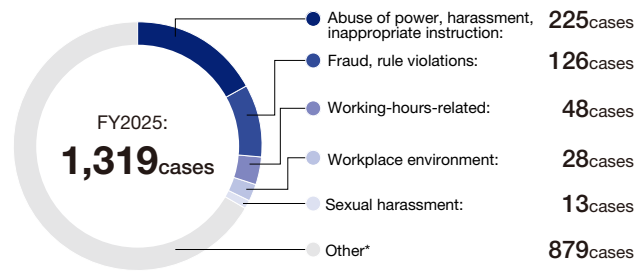


– Use of internal reporting system

Number of reports received via internal channels



Total reports and consultations (domestic and international)



* Primarily inquiries about internal rules/procedures and concerns about workplace relationships. While these are not compliance or misconduct reports, we address them in collaboration with relevant departments to alleviate employee concerns and enhance the work environment.

|| Ethics questionnaire

Each year, Aisin executes a common ethics questionnaire on compliance matters for all employees worldwide (including temporary staff, employees seconded to Aisin, reemployed retirees, fixed-term employees, and Group company employees). The response rate for FY2025 was 93.6%.

We assess the penetration rate for compliance initiatives, the existence of potential compliance risks, and the degree of awareness concerning internal reporting channels. We report these findings to the Business Ethics Committee and provide feedback to all internal departments and domestic/international Group companies. Moreover, we analyze the survey results and implement remedial initiatives for Group companies requiring targeted, focused support.

Education and awareness initiatives

Aisin manages a range of education and awareness initiatives to enable each employee to compliance as a matter of course. In FY2025, 93.5% of employees worldwide (including temporary staff, employees seconded to Aisin, reemployed retirees, fixed-term employees, and Group company employees) participated in compliance-related education or awareness activities. For training, we hold domestic and international group sessions and e-learning classes tailored to rank, job function, and responsibilities both. Additionally, our internal portal features on-demand training videos and animated features summarizing key points for preventing harassment. We thereby enable employees to access training and view materials at their leisure and make compliance more accessible.

For awareness activities, we publish a Monthly Legal News gazette and release case studies. We serve up the latest information and distribute discussion sheets based on various examples, including failures, to encourage employees to perceive compliance as personally relevant. And, in FY2025, we are distributing posters featuring messages from senior management, including those at overseas locations, to raise awareness among employees.

List of key education and awareness initiatives

Category	Training program/tool		Main content	Frequency
Education	By rank	Executive compliance seminar	Latest compliance topics	1 time/year
		Training for new executives	Executive responsibilities, key themes	When appointed
		Human Skills & Empathetic Communication Training	Essential Human Skills & Communication Abilities for Executives and Managers	1 time/year
		Compliance Training for Department Heads	Importance & Role of Compliance	1 time/year
		CSR Management Training (for New Managers)	Importance of Compliance	Upon Promotion to Management
		New Foreman Training	Importance and Role of Compliance	On promotion to foreperson
		New hire orientation	Compliance fundamentals, charter, and Code of Conduct	At hiring
	By job function	Compliance officer training	Role of corporate officers, key themes	1 time/year
		Export control officer training	Laws and company rules	1 time/year
		Overseas assignment training	Importance of compliance, key themes	Upon assignment
		Overseas Top management training	Compliance responsibility of officers	When appointed
		Whistleblowing Contact Person Training	Investigation Methods, Points to Note	1 time/year
	By theme	Antitrust law compliance training	Laws, company policies, and guides	As needed
		Anti-corruption training	Laws, company policies, and guides	As needed
		Insider Trading Prevention Training	Laws and company rules	As needed
Awareness	Articles	Economic security information	Legal and regulatory developments and latest trends	Monthly
		Group Headquarters Legal News	Introduction to laws, regulations, relevant compliance cases, and Legal Affairs Department initiatives	Monthly
	Comics	Workplace discussion sheets	Theme-based instruction and key considerations	Monthly

Key on-demand training items

- Antitrust law
- Prevention of bribery and corruption
- Disguised contracting
- Insider trading regulations
- Export transaction management
- Labor
- Subcontracting law
- Harassment
- Copyright
- Product liability
- Clear communication strategies
- Contracts, etc.



Other initiatives

|| Responding to business changes

Aisin is not limited to existing businesses; we are actively pursuing various new ventures. To proactively address compliance risks inherent in diversifying business models, the Group Head Office Legal Department consults on important matters early on. We have also established a contract review chatbot, FAQs, and a legal consultation desk, strengthening collaboration with each business unit.

|| Prevention of bribery and corruption

Aisin contributes to social order through its fair and transparent business dealings. To enhance effectiveness, in May 2025 we consolidated the AISIN Group Anti-Corruption Policy and AISIN Group Anti-Corruption Guidelines established in 2020 into an easier-to-understand Aisin Global Policy on Prevention of Bribery and Corrupt Practices. This policy clarifies matters concerning bribery, corruption, payments for facilitation, conflicts of interest, political contributions and donations, selection of business partners, and proper accounting and recordkeeping.

We have also issued groupwide “Food, Entertainment, and Gift (Entertainment Expense) Guidelines” and established prior application and approval procedures in our internal regulations, operating a system to prevent bribery and corruption.

|| Compliance with antitrust law

Aisin continuously strives to comply with antitrust law to ensure the lessons learned from the 2014 antitrust violation in the United States are not forgotten. In 2020, we enhanced the thorough enforcement of legal compliance by implementing the AISIN Group Antitrust Compliance Policy and establishing the AISIN Group Antitrust Compliance Guidelines to provide concrete instruction.

The importance of antitrust compliance is addressed in various training programs. Additionally, training sessions tailored to regional risks are held at Group companies in Japan and overseas.

Furthermore, when contacting competitors, the Group Head Office Legal Affairs Department enforces a rule requiring prior checks rule out a history of illegality by the other parties.

Risk Management

Basic stance and policy

Aisin considers risk management to be one of two wheels that drive corporate management, the other being business activity. As we execute our management strategies, risks impacting our business increasing owing to rapid shifts in the external environment. We address risks that could hinder growth by both identifying and controlling them and by strengthening our business continuity apparatus.

We proactively prevent or mitigate risks that could significantly affect the company effort to achieve its objectives. Should any such risk manifest itself, we will minimize the impact on management and ensure the company's sustainability, thereby meeting the expectations of our stakeholders.

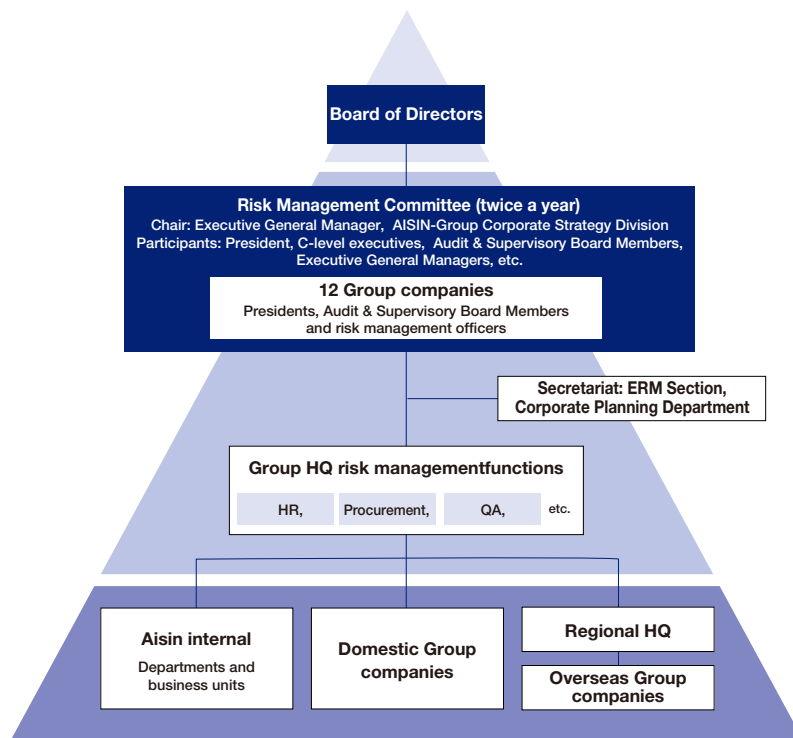
[AISIN Group Charter of Sustainability, Chapter 10: Thorough Risk Management](#)

Promotion Structure

Our risk management promotion effort is structured around a Risk Management Committee. This committee consists of the President, CxOs, Audit & Supervisory Board members, and the presidents of the 12 Group companies*¹. The committee decides the direction for priority risks requiring attention, based on the status of occurrence within the Company and the environmental conditions and trends inside and outside the Group. This dynamic powers Aisin's risk countermeasures. For any priority risks identified, the Group Head Office assigns a responsible department to each. We appoint managers to be responsible for countermeasure and staff to promoter risk management at each domestic and overseas Group company. Thus, we strengthen our overall risk response through groupwide efforts.

Furthermore, through regular reporting to the Board of Directors, we ensure oversight of our risk management function and, thereby, enhance our management strategy.

Risk management framework



*1 12 Group companies: The 12 Aisin Group companies as of FY2026, excluding the parent were Aisin Takaoka, Aisin Light Metals, Aisin Development, Aisin Kiko, Aisin Sin'ei, Aisin Fukui, Hosei Brake Industry, ADVICS, Aisin Shiroki, Art Metal Industry, Aisin Kyushu, CVTEC

Strategy

Enhancing risk management

We caused inconvenience and concern to many on account of the 1997 Kariya Plant fire. This incident prompted us to introduce ERM*2 to avoid repeating this kind of failure, which has spawned numerous companywide risk management efforts. In recent years, business risk has become increasingly complex and diverse, encompassing natural disasters like major earthquakes and frequent rain squalls, parts supply interruptions, and geopolitical and economic security risks. Amid these circumstances, we have introduced a risk management process covering risks connected with management strategy and are aiming for sustainable growth and stability. We are proactive about risk management, identifying early signs of risk on the operational side that hinders smooth business operations and on the management strategy front, where it impedes the execution of medium-term management strategies. Once risks are identified, we analyze and evaluate their impact as appropriate.

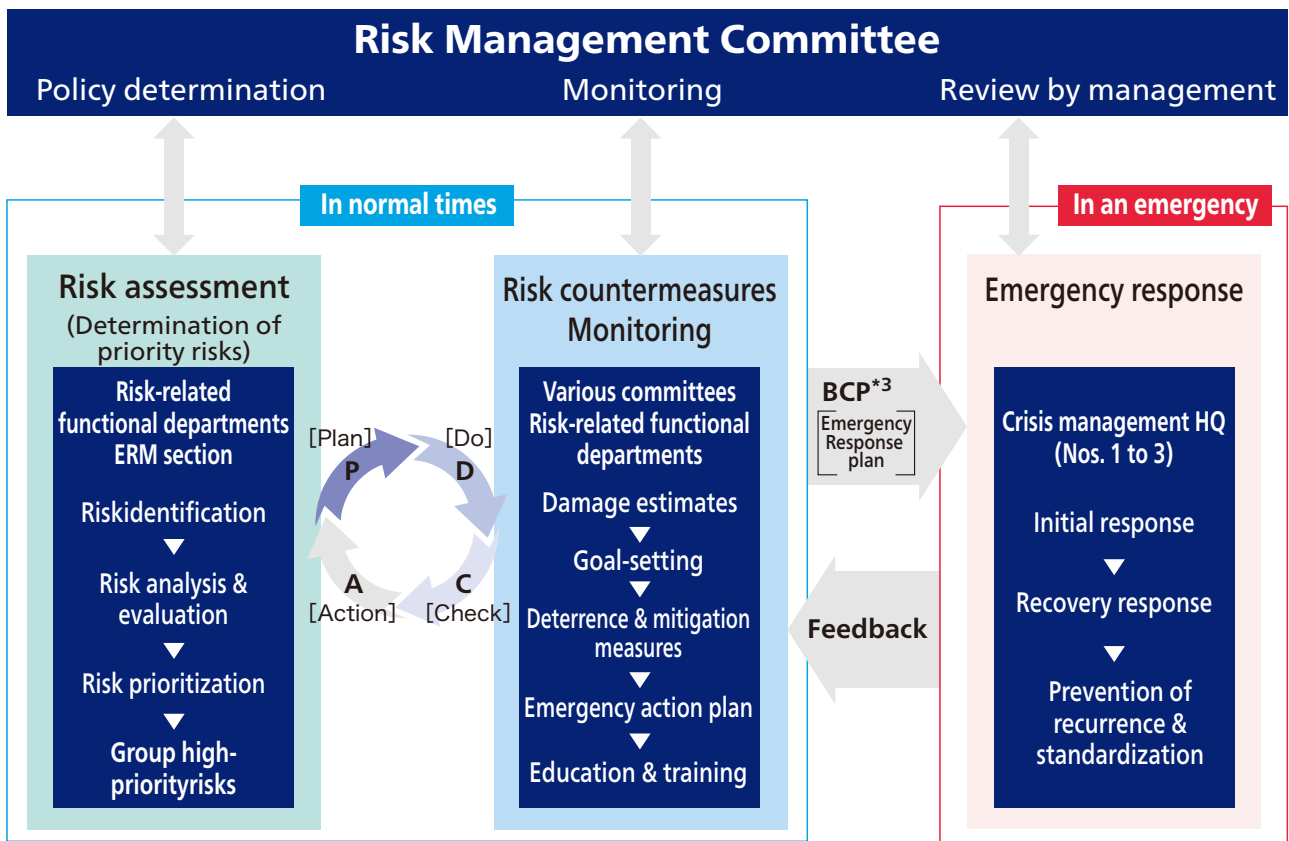
*2 ERM: Enterprise Risk Management

Key initiatives

Basic initiatives

Based on our risk management process, Aisin works to prevent and mitigate damage during normal operation and, in the event of an emergency, to recover quickly and minimize damage. Furthermore, we maximize our risk management effectiveness by evaluating the performance of these measures, making improvements, standardizing them, and continuously cycling through the risk management process.

Risk management process: PDCA cycle



*3 BCP: Business Continuity Planning

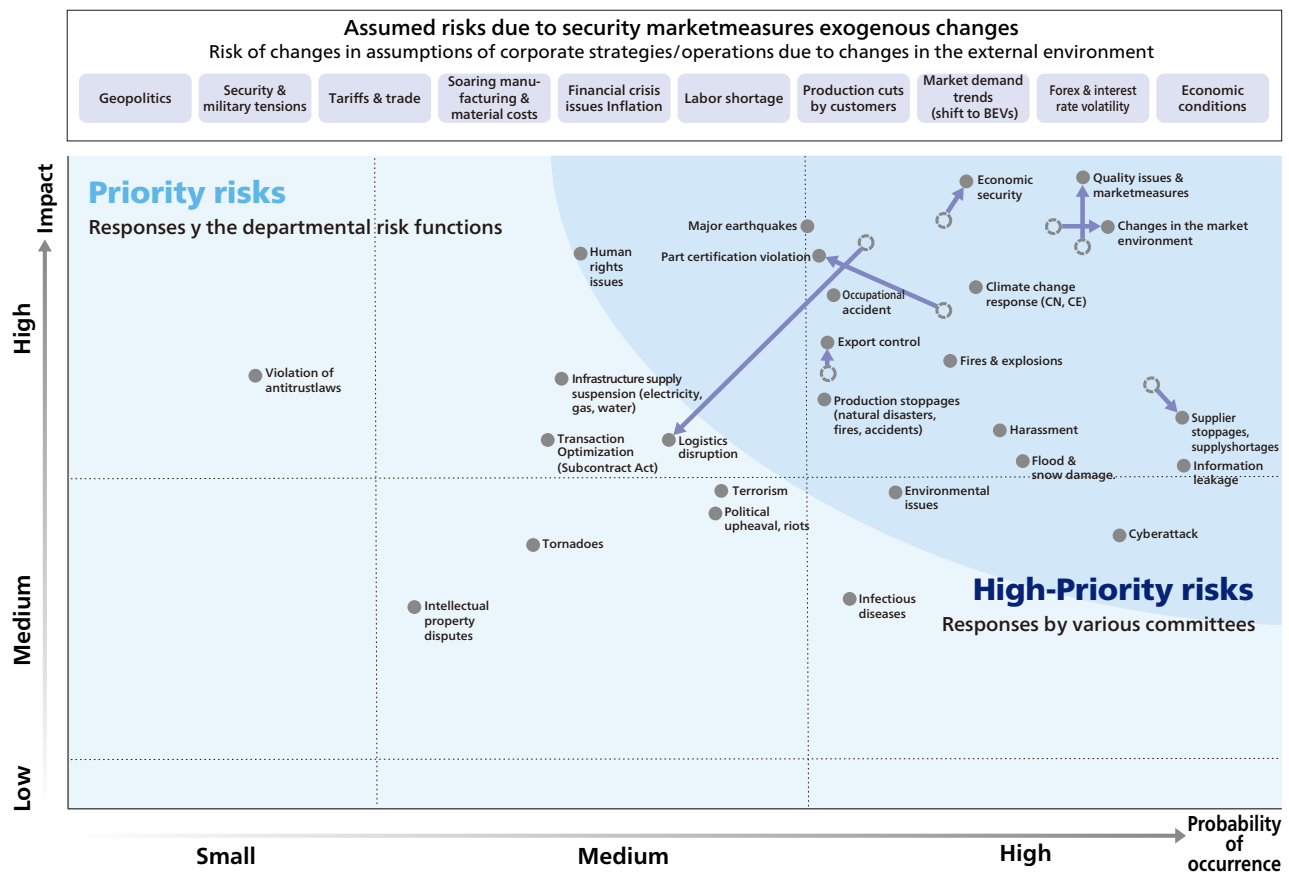
Response under normal conditions

Risk assessment (identifying priority risks)

Aisin enacts risk assessment exercises twice a year. We identify potential risks from the distinct perspective of departments tasked with managing specific risks, the operational characteristics of our Group companies, and the geographies of our locations abroad. Our risk evaluation process simultaneously analyzes assessed results based on the frequency of occurrence, related trends, and impact severity, and also with consideration for the relative suppression and mitigation success or failure of past risk countermeasures.

Furthermore, concurrently with these internal risk evaluations, the Risk Management Committee classifies serious risks as top-priority or priority with reference to external perspectives, such as prioritization by customers, investors, and other stakeholders and risk assessments by specialized institutions, such as global risk reports.

Aisin Group priority risks for FY2026



Risk countermeasures and monitoring

Top-priority risks and priority risks determined by the Risk Management Committee are addressed by various committees and the departments responsible for each class of risk through prevention, mitigation, and controls. The Risk Management Committee monitors top-priority risks, while the ERM Office monitors priority risks as both work toward continuous improvement.

Early warning management

Our management processes implement early warning triggers to help us swiftly detect and avoid risks that could adversely impact our operations. Thresholds for risks are determined, and response procedures (department and action) for when thresholds are exceeded are established in advance.

In an emergency

Emergency response

Our fundamental policy during emergencies prioritizes: (1) human life and safety, (2) community contribution, (3) production recovery. We have established a business continuity plan (BCP) based on this policy. During the initial response to an emergency, a risk report is triggered to promptly notify the President, executives, and departments responsible for relevant risks. This report serves as the catalyst for establishing a disaster response headquarters (levels I to III, commensurate with the crisis level). The head of this headquarters is appointed by the Risk Management Committee chair. The ERM Office, the Risk Management Department, serves as the secretariat for Level I headquarters, while the departments primarily responsible for managing the particular risks serve as the secretariat for Levels II and III.

The response headquarters prioritizes securing human life and safety, aiming to minimize damage.

Next, guided by the notion that Aisin's production recovery in areas impacted by disasters depends on regional restoration, we focus on contributing to the community. Specifically, we collaborate with local governments in affected areas to provide scarce supplies and relief goods and support suppliers in stricken regions with material assistance.

As we resume production, we prioritize restoring critical functions determined in advance based on the extent of damage. In cases where damage is severe, standard operations may shift to alternative tasks or substitute production to ensure business continuity. To prepare for emergencies, each department systematically implements risk control and mitigation measures for specific risks in its sphere or responsibility. Education and training is also conducted in line with our contingency action plans. Particularly for strong earthquakes capable of causing significant damage, the initial response is critical to minimizing damage.

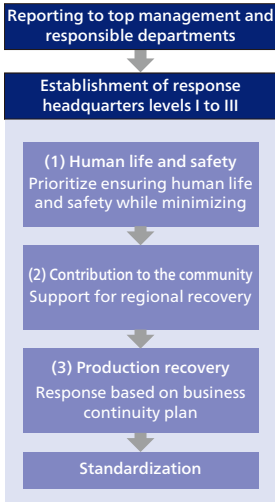
Therefore, we regularly conduct disaster response headquarters initial response drills, with senior management directing the response headquarters.

We enhance the effectiveness of our BCP strategy through its design and with training. Under normal circumstances, we simultaneously aim to enhance the crisis-tolerance of our organizations, workplaces, and personnel by preparing our staff for a strong emergency response through these processes.



Scene from initial response training for the disaster response headquarters

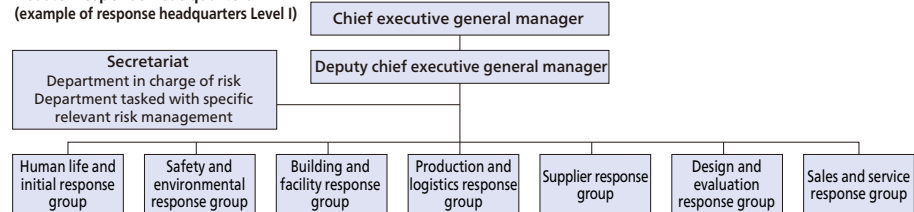
Response during an emergency



Criteria for establishing disaster response headquarters in an emergency

Risk level	<I> Crises that could significantly impact the overall management of the Group	<II> Crises that could significantly impact the overall management of the Company or multiple departments	<III> Crises that could significantly impact specific departments of the Company
Responding organization	Response headquarters Level I	Response headquarters Level II	Response headquarters Level III
Chief executive general manager	Officer designated by the Risk Management Committee chair	Officer designated by the Risk Management Committee chair	Head of the department in charge of managing relevant risk
Secretariat	Department in charge of risk, Department tasked with specific relevant risk management	Department in charge of risk management	Department in charge of risk management

Disaster response headquarters (example of response headquarters Level I)

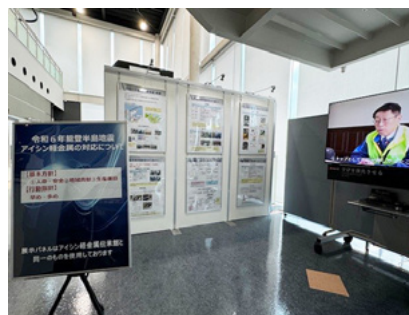


Education and awareness

We provide education and promote awareness in order to deepen the risk management capabilities of all our employees. We have published a Crisis Management (Risk Management) Guide, which codifies standard operating procedures for risk countermeasures to be implemented under normal conditions (prevention and mitigation) and emergency responses. Moreover, we hold tiered risk management training for each management layer, including our executives, and publish the Aisin Group Risk Management Bulletin for all employees. This document educates and promotes awareness so each employee comes to regard risk as a personal responsibility and ensures countermeasures are thoroughly implemented. Furthermore, Aisin has established the Kumamoto Earthquake Learning Zone within the Aisin Densho-kan to ensure the devastating damage caused by major earthquakes of the past is never repeated. Through panels and videos, the exhibit shares lessons and insights gained from the damage and recovery efforts following the 2016 Kumamoto Earthquake, ensuring the proper mindset and preparedness for natural disasters. In response to the Noto Peninsula Earthquake of New Year's Day 2024, Aisin is helping to prepare future generations by compiling data on the effectiveness of measures instituted following past disasters and relating to such scenarios as suspended objects and presenting this along with lessons and insights pertaining to newer topics.



Kumamoto Earthquake Learning Zone



Noto Peninsula Earthquake Learning Zone



AISIN Group Risk Management Bulletin

Approaches to priority risks and responsible organizations

For initiatives addressing priority risks in FY2026, please refer to the table of priority risks and responsible organizations and the relevant sections of this website.

Note: These risks are regularly reported to the Board of Directors, thereby helping refine our management strategy.



Priority risks and responsible organizations

		Priority risk	Detail explanation	Responsible organization
Top-priority risk	Management strategy risk	Changes in the market environment	Risk management	Reviewed at management meetings, strategic function meetings, and executive meetings Promoted by specialized organizations (Corporate Planning Department, Business Strategy Department, Cost Function Management Department/Revenue Planning Department, CN & Environment Promotion Center, Economic Security Office)
		Economic security		
		Climate change response (CN & CE)	Environment	
	Operational risk	Cyberattacks	Information security	Promoted by specialized organizations (Information Security Department)
		Information leaks		
		Environmental issues	Environment	Promoted through various committees (Economic Security Committee, Environmental Committee, CN/CE promotion meeting, Quality function meeting, Safety and Health Committee, Human Rights Advisory Committee (subcommittee of the Business Ethics Committee), Regulatory Certification Committee, etc.)
		Quality issues and commercial measures	Quality	
		Workplace accidents	Safety and health	
		Fires and explosions		
		Human rights issues	Human rights	
		Harassment	Compliance	
			Human rights	
		Export controls	Risk management	
		Part certification violations	Quality	
Major earthquakes	Risk management	Organized under Risk Management Committee (Disaster Response & Supply Continuity Subcommittee)		
Flooding/snow damage, etc.				
Production halt (disasters, fires, etc.)				
Supplier production halt	Supply chain			
Priority risks	Infrastructure supply disruption	Risk management	Handled by departments responsible for specific risks	
	Logistics disruption			
	Terrorism, political unrest or riots			
	Tornadoes			
	Transaction rationalization	Supply chain		
	Antitrust violations	Compliance		
	Intellectual property disputes	Intellectual property		
	Infectious diseases	Health management		

|| Changes in market environment

To support global business expansion and enhance its corporate value, Aisin is investing in growth areas and businesses in which demand is anticipated to rise. Specifically, we position electrification and the application of artificial intelligence as growth areas and are redeploying resources (people, materials, capital) accordingly and investing strategically, unconstrained by conventional thinking.

With such initiatives, establishing joint ventures, investing in partners, or forming business alliances exposes the Company to risks related to economic security, legal and regulatory compliance, and financial stability. Therefore, we have supplemented our existing Legal Review Committee, which examines contractual matters, we have established a new Alliance Review Committee. This committee evaluates alliance-based risks from a third-party perspective independent of the drafting department and determines whether to proceed with a proposal.

*4 PMI: post-merger integration

|| Economic security and export controls

Countries and regions where Aisin operates pose inherent risks, including adverse changes to laws and regulations relevant to business operations, modifications to tax systems, unfavorable political or economic factors, terrorism, war, disease, and social or economic unrest due to other causes.

Joining with domestic Group companies, regional headquarters managers overseeing North, Central, and South America, Europe, China, ASEAN, and India share information on common management risks across the Group as well as risks specific to each country or region. This facilitates effective countermeasures and strengthens risk management at a global level. A business strategy section has been set up within the AISIN Group Corporate Strategy Department to centrally devise regionally focused business strategies based on an understanding of local business challenges and the risks mentioned above. This organization also maintains timely information on the economic, political, and social conditions in countries or regions where Aisin operates while tracking country-specific environmental regulations, product safety and quality requirements, and import/export statutes relevant to its business, enabling swift and appropriate responses. In response to heightened geopolitical and economic security risks, including rising political, economic, and military tensions between nations and changes in tariffs and import/export regulations amid extreme trade policy volatility, we promptly gather data on evolving policies and laws. We have established a framework within our Group-level Economic Security Committee to implement economic security measures as needed with regard to the management of security-related trade issues and sensitive technology transfer.

|| Major earthquakes, flood/snow crises, tornadoes

The Aisin Group preemptively promotes risk prevention and the minimization of damage due to natural disasters based on our Risk Management Guide and lessons learned from past incidents. As a result of these efforts, measures such as protections against falling suspended objects (learned from the 2016 Kumamoto Earthquake) and the deployment of company-owned power generators to combat power outages, were implemented across the entire Group. Consequently, although Group companies were affected by the Noto Peninsula Earthquake that occurred in January 2024, the damage was contained, and delivery disruptions were averted.

Meanwhile, we have established new countermeasures against severe liquefaction, such as ground improvement and structures built atop piles reaching down to a stable substrate. These measures have been incorporated into a common manual for the Aisin Group and are being broadly implemented.

Concurrently, we continue to work on groupwide on countermeasures against damage due to expectedly hard rainfall accompanying recently proliferating squall lines.

|| Logistics disruptions

To address the chronic driver shortage in Japan, we work closely with suppliers and transport companies. By optimizing routes to reduce travel times, improving conditions at shipping and receiving points, and enhancing operational efficiency to trim loading and unloading times, we have been able to shorten truck drivers' working hours, thereby reducing the probability and scale of potential logistics disruptions.

By identifying, through weather forecasting, early warning signs of potential damage from snow and other causes, we proactively mitigate transportation risk by bringing forward road shipment schedules or arranging alternative routes.

Looking ahead, we are working to further reduce the risk burden by coordinating joint transport options within the Group and handling cargo operations in-house or applying automation.

For overseas sea freight, global logistics disruptions are possible due to detours around shipping routes caused by military tensions and reduced vessel capacity resulting from shrinking export volumes from various countries affected by U.S. import tariffs. Consequently, there are concerns about risks such as planned vessel cancellations and schedule delays. To prevent parts shortages caused by delays, Aisin is collaborating with local bases to explore countermeasures, including setting alternative routes, changing unloading ports, and increasing inventory levels.

|| Terrorism, political unrest and rioting

In recent years, security risks have worsened globally due to conflicts and terrorist incidents affecting various regions.

Aisin educates employees dispatched overseas on assignments or business trips by way of videos created by overseas security consultants to enhance prevention and situational awareness. In consultation with experts, we have established response procedure manuals for both normal and emergency situations, and we conduct simulation training with group affiliates to test communication systems and validate initial response strategies. Additionally, to prepare for evacuation scenarios amid deteriorating security, we have developed an overseas evacuation manual, which outlines responses to be executed according to crisis intensity and aligns understanding among relevant internal personnel.

|| Infrastructure supply disruption

Prompted by the 2018 Hokkaido Eastern Iburi Earthquake, which caused power outages lasting over two days, Aisin urgently procured temporary emergency power sources nationwide to avoid the risk of major failures, such as the fouling of aluminum holding furnaces with hardened metal.

Aisin has been working to secure minimum power supply in anticipation of power outages caused by utility company disruptions during disasters. We established groupwide guidelines for securing emergency power sources as defenses against major blackouts and completed the deployment of generators and three days' supply of fuel by FY2025.

In preparation for emergencies, we regularly conduct drills in accordance with our procedures that include generator testing simulating actual power outages.

Information Security

Basic stance and policy

As corporate DX strategies accelerate, new value is being created through enhanced interconnection of the physical world with information. We recognize that, in addition to enjoying the benefits DX offers, we can only sustain growth by taking on the critical challenge of managing risks related to cyberattack threats and information leaks that potentially involve information proprietary to the company and our customers and business partners. We must address risks associated with new initiatives, an example being intellectual property infringement spurred by recent rapid advances and applications of AI technologies.

Therefore, the Company has established the "AISIN Group Information Security Basic Policy" and is committed to systematic and continuous information security measures.

[AISIN Group Information Security Basic Policy](#)

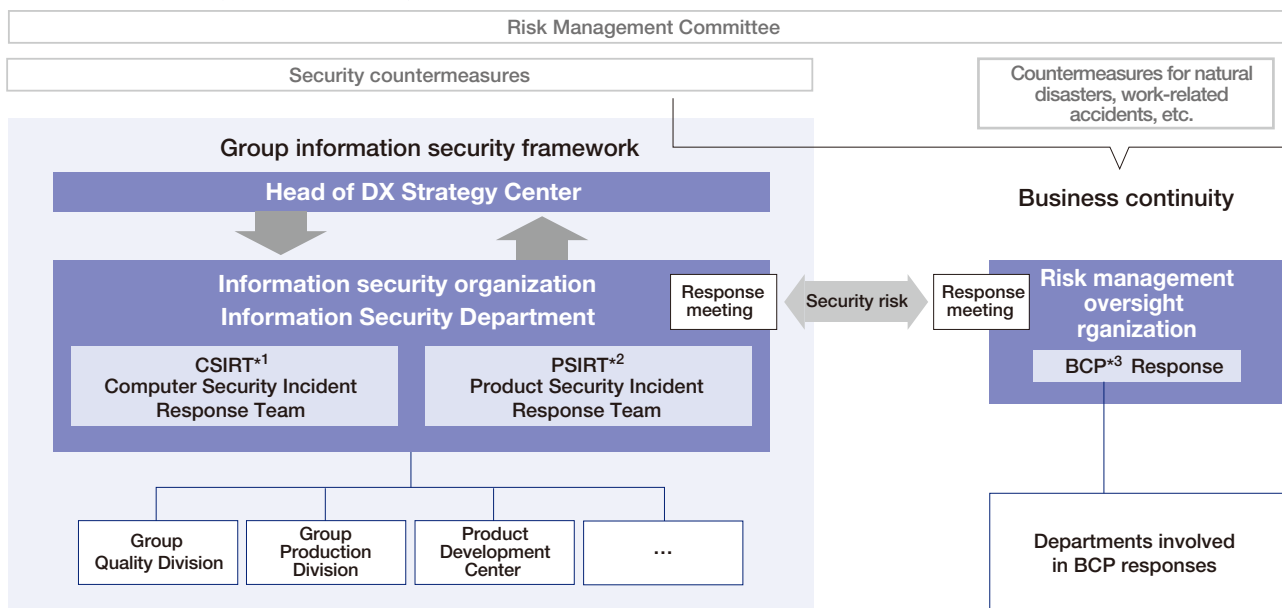
[Personal Information Protection Policy](#)

Promotion Structure

Responsibility and authority for information security measures and personal information protection rest with the head of the DX Strategy Center, which devises information strategies and IT investment plans aligned with the company's business strategy and plays a key role in promoting information security. Under the head of the DX Strategy Center, the Information Security Promotion Department, a specialized security organization, has been established. We have thus built a framework for enabling the entire Group to respond swiftly to cyberattacks, internal misconduct, and other information risks.

Information security policies and countermeasures are proposed by the Risk Management Committee to ensure shared awareness across the Aisin Group. This approach is designed to fortify security standards and ensure the reliable implementation of countermeasures.

Information security framework diagram



*1 CSIRT: Computer Security Incident Response Team

*2 PSIRT: Product Security Incident Response Team

*3 BCP: Business Continuity Planning



Strategy

Data entrusted to us by customers and business partners and our internal business information are critical assets, and we will therefore properly identify changes in threats to the management of our company and potentially troublesome technological advancements and implement comprehensive groupwide countermeasures.

Key initiatives

Information security measures

Our information security program rests on three pillars: structure, response, and education. By centralizing security measures at the Group headquarters and implementing them globally without exception, we are bolstering our response to increasingly sophisticated cyberattacks and internal threats such as information leaks and strengthening our compliance with security-related laws across various jurisdictions.

In the event of a critical security incident with the potential to halt production, we promptly report the matter to the head of the DX Strategy Center and relevant risk management departments to initiate the investigation and analysis of the incident and deploy countermeasures, ensuring swift resolution and uninterrupted business.

Structure

- We maintain a 24/7/365 monitoring system operated by specialized teams to address security threats across the entire Group.
- We have established the AISIN Group Security Guidelines, a globally recognized standard compliant with international standards like ISO 27001*4, the TISAX*5 system, and the JAMA/JAPIA Cybersecurity Guidelines. This prepares us to meet customer security requirements and drives mutual advancement across the entire supply chain.

*4 ISO 27001: An international standard for Information Security Management Systems (ISMS). As of April 2022, six departments have obtained certification.

*5 TISAX: Trusted Information Security Assessment Exchange / A system where certification bodies undergo audits based on the VDA Information Security Assessment Criteria (VDA ISA) established by the German Association of the Automotive Industry (VDA). As of April 2025, ten locations worldwide have obtained certification.

Aisin Group Security Guidelines

Management Item	Response details
Organization	Promotion framework, rules, and procedures
Education	Educational programs, awareness, and training
Technological countermeasures	Asset management, access control, network, etc.
Physical security	Facilities, perimeter control
Incident/accident framework	Reporting framework and rules

Countermeasures

- With support from external experts, we deploy the latest security technology across the entire Group to address increasingly sophisticated and advanced cyberattacks, internal information leaks, and other security threats.
- In anticipation of an expanding range of vehicles subject to various regulations, we are establishing a threat monitoring system centered on PSIRT. We are members of the Japan–US Automobile Information Sharing and Analysis Center (AUTO-ISAC)*⁶, through which we collect risk data from across the industry to use in furthering our own development. We are also working on security measures for vehicular products in compliance with ISO 21434*⁷.

*6 AUTO-ISAC: Automobile Information Sharing and Analysis Center, a North American automotive cybersecurity organization

*7 ISO 21434: A key international standard for cybersecurity measures in vehicles

Education

Tightening security requires all employees to take ownership and recognize security as an unyielding concern and to act accordingly. To this end, we implement groupwide initiatives including tiered training, education during events like overseas assignments, suspicious email response drills, and awareness campaigns during Information Security Awareness Month. For example, we implement post-training comprehension tests and solicit cybersecurity slogans from employees worldwide. These are published in the “Cybersecurity News,” distributed across the entire group, to encourage individual participation and foster security awareness.

Examples of education and awareness initiatives

(1) Tiered training upon joining the company or with promotion (twice/year)
(2) Training for specific circumstances, such as overseas assignments or integrating employees on secondment
(3) Suspicious email response training for all employees (three times/year)
(4) Awareness raising conducted during the company’s Information Security Awareness Month (yearly) and distribution of internal newsletters (monthly)

Personal information protection

Compliance with various national and regional laws, including GDPR*⁸, is crucial to personal information protection. The acceleration of DX strategies has necessitated the transfer of personal information between countries. Aisin has, therefore, established a groupwide SCC Agreement*⁹ among its Group companies to enable the transfer of personal information around the entire Group.

We continue to closely monitor laws in each jurisdiction, provide education and awareness to all employees, and work to secure personal information in our possession.

Furthermore, we have established a system to promptly respond to requests for disclosure or correction of personal information in accordance with the laws of each country. Note that in FY2025, there were no significant incidents involving the loss or leakage of personal information.

*8 GDPR: General Data Protection Regulation

*9 SCC contract: standard contractual clause

External Recognition



FTSE4Good

[FTSE4Good](#)



FTSE Blossom Japan Index

[FTSE Blossom Japan Index](#)



FTSE Blossom Japan Sector Relative Index

[FTSE Blossom Japan Sector Relative Index](#)



[S&P/JPX Carbon Efficient Index](#)



Sompo Sustainability Index

[SOMPO Sustainability Index](#)



CDP

In 2024, we were selected by CDP—an international non-profit organization that evaluates corporate environmental initiatives—for its highest rating, the “A List,” in the Climate Change category.



Ministry of the Environment ESG Finance Award Japan

We received the Minister of the Environment Award (silver), in the 6th Environmental Sustainable Enterprise category, which recognizes companies that have actively engaged in green projects and made an outstanding impact on the environment and society. We received the Bronze Award in the 4th and 5th categories.



Aichi Biodiversity Excellent Enterprise Certification

We were certified as an Aichi Biodiversity Excellent Enterprise in the FY2023.



Nationally Certified Sustainably Manage Natural Site

Our Aisin Ecotope site, a zone maintained on our Handa Plant premises, was certified.



OECD

We were certified as an OECD in 2024.

Japan Biotope Award

We received the Biotope Award in 2017.



Environmental Awards

Our Room-Temperature Rust-Preventive Cleaning Agent, developed jointly with Kao Corporation, was highly evaluated and received the Minister of the Environment Award at the 52nd Environmental Awards.



DX Stocks 2025

Selected for two consecutive years starting in 2024.



Digital Transformation Certification

Acquired since 2021
Selected as a DX Certified Business Operator.



Health Management Excellence Corporation 2025 – White 500

Certified for 9 consecutive years since 2017
Health Management Excellence Corporation 2025 (Large-Scale Corporation Category) ~ White 500 ~



Sports Yell Company

Recognized as a company that actively promotes sports activities to enhance employee health, aiming to encourage sports participation among the prime working-age generation and foster a social climate supportive of sports.



“Nadeshiko” company

Awarded for four consecutive years from fiscal year 2020
Selected as a “Nadeshiko” company that is supportive of women.



Platinum Career Award

In FY2021, we received the Grand Prize at the 3rd Platinum Career Awards.



Eruboshi (Level 2)

In FY2020, we achieved Level 2 Eruboshi certification system based on the Act on Promotion of Women’s Participation and Advancement in the Workplace.



Platinum Kurumin

In FY2022, we were certified as a Platinum Kurumin company for supporting employee childcare.



Aichi Company Where Women Shine – Outstanding Company Award

In FY2019, it was awarded the Aichi Company Where Women Shine – Outstanding Company Award.



Family-Friendly Company

In FY2016, it received the Aichi Prefecture Family-Friendly Company Award.



DBJ BCM Rating

In FY2020, we achieved the highest rank in the Development Bank of Japan's BCM Rating. (Received DBJ BCM Rating financing from the Development Bank of Japan, with the rating result evaluating our "particularly excellent efforts toward business continuity")



TABLE FOR TWO

TABLE FOR TWO has recognized our company as a "Platinum Partner" for our support in 2024 and presented us with a letter of appreciation (for the 12th consecutive year).

Initiatives and Organizations We Participate In



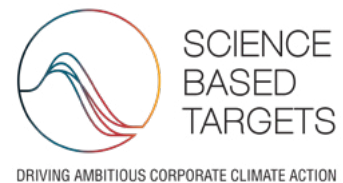
TCFD

Endorsed since 2019



TCFD Consortium

Registered since 2019



SBT Initiative

Certification obtained in November 2023



Circular Core

Participating since 2024



Research Association of Biomass Innovation for Next Generation Automobile Fuels(raBit)

Participating since 2023

—

Keidanren Initiative for Biodiversity Conservation

Participating since March 2022



30by30 Alliance

Participating since April 2022



GX League

Participating since 2023



Japan Climate Initiative (JCI)

Participating since 2020



Green x Digital Consortium

Participating since 2021



Japan Hydrogen Value Chain Association (JH2A)

Participating since 2020



Responsible Foreign Worker Acceptance Platform (JP-MIRAI)

Participating since 2022

Performance Data (Environmental)

Scope of reporting and data coverage rate

Aisin Corporation	49.7%
51 domestic Group companies	64.1%
Consolidated	100%

Calculation method for coverage rate

$$\text{Coverage rate (\%)} = \frac{\text{Net sales of companies in the scope of reporting}}{\text{Aisin Group net sales (Aisin Corporation and consolidated subsidiaries) net sales}} \times 100$$

* Historical data may have been restated due to changes in the scope of aggregation or items being aggregated.

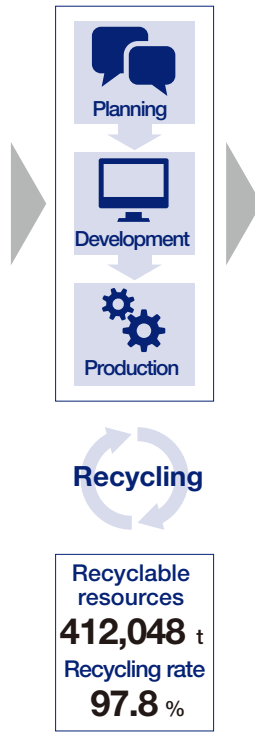
* Starting with FY2022 results, parent figures for Aisin Corporation increased due to the integration of the former Aisin Seiki and the former Aisin AW.

Aisin Corporation	Aisin Corporation (parent)
51 domestic Group companies	Aisin, Aisin Takaoka, Aisin Chemical, Aisin Keikinzoku, Aisin Kiko, Aisin Sin'ei, Aisin Fukui, Hosei Brake Industry, ADVICS, Aisin Shiroki, ART Metal Mfg., Aisin Development, Aisin Tohoku, Aisin Kyushu, Aisin Kyushu Casting, Aisin Hokkaido, Aichigiken, Saitama Kogyo, Kotobuki Industry, Yamagata Clutch, Sinsan, Konan Kogyo, Hekinan Unso, Sanetsu Unyu, Technova, Aisin Collabo, Aisin Software, FT Techno, IMRA Japan, CVTEC, CVTEC Hokkaido, CVTEC Kyushu, Aisin Mizunami, Aisin Metaltech, Aisin Digital Engineering, Aisin Logitech Service, Aisin Machinetech, Awqius Japan, Aisin Sinwa, Shinwa Kogyo, AT Kyusyuu, Aisin Takaoka Tohoku, Hirabayashi Industry, Aisin Takaoka Engineering, Shinko Seiki, TECHNO-METAL, Tonamino Kogyo, AS Brake Systems, Kyushu Shiroki, Matsumi Corporation, Suncircle (51 companies)

Resource input and emissions (FY2025)

INPUT (Resource input)

Energy (global)	
Total direct energy consumption	8,601,860 GJ
(Breakdown)	
Coal products (anthracite, coke, etc.)	1,188,576 GJ
Natural gas	6,133,735 GJ
Petroleum products (gasoline, diesel, LPG, etc.)	1,279,549 GJ
Total indirect energy consumption	41,055,174 GJ
(Breakdown)	
Purchased electricity	37,649,623 GJ
Electricity from solar and wind power	3,405,552 GJ
Raw material inputs (domestic group)	
Raw material inputs total	1,527,092 t
(Breakdown)	
Metals, resins, etc. (purchased materials)	1,523,521 t
Chemical substances (PRTR ¹ reportable substances handled)	3,571 t
Water resource input volume (global)	
Total inputs	1,523,521 m ³
(Breakdown)	
Industrial water	3,168,517 m ³
Public water supply	7,457,756 m ³
Groundwater	2,500,661 m ³



OUTPUT (Volume of emissions)

Greenhouse gases (global)	
<Production>	
Total emissions	2,157,587 t-CO ₂
(Breakdown)	
Carbon dioxide (CO ₂)	2,155,307 t-CO ₂
Sulfur hexafluoride (SF ₆) ²	2,280 t-CO ₂
Waste (domestic group)	
Total waste discharge	423,209 t
Total industrial waste discharge	140,980 t
Final waste disposal volume (direct landfill waste)	2,112 t
Chemical substances (domestic Group)	
PRTR emissions	417 t
Total wastewater discharge (domestic Group)	
Public waterways	5,934,957 m ³

*1 Pollutant Release and Transfer Register (PRTR): a system where businesses track and report to the government the amounts of various hazardous chemicals released into the environment (air, water, soil) from their facilities, as well as the amounts transferred offsite as waste. The government then estimates and publishes the total release and transfer amounts based on these reports.

*2 sulfur hexafluoride (SF₆): a greenhouse gas with a global warming potential estimated to be 22,800 times that of CO₂.

Greenhouse gases (consolidated)

Greenhouse gas emissions

Calculation method

Total CO₂ emissions = Σ (fuel consumption × CO₂ emission factor) + Σ (purchased electricity × CO₂ emission factor)

CO₂ emission factor

[Emissions for FY2020–FY2025]

Japan

Fuel Emission factors based on IPCC 2006, 2006 IPCC Guidelines for National Greenhouse Gas Inventories

Purchased electricity Adjusted emission factors by electric utility provider published by the ministry of the environment and the ministry of economy, trade and industry (2019, 2020: FY2019, 2021: FY2021, 2022: FY2022, 2023: FY2023, 2024: FY2024)

**Overseas**

Fuel Emission factors based on IPCC 2006, 2006 IPCC guidelines for national greenhouse gas inventories

Purchased electricity Emission factors based on IEA: CO₂ emissions from fuel combustion (2019, 2020: IEA 2017, 2019 edition, 2021: IEA 2019, 2021 edition, 2022: IEA 2020, 2022 edition, 2023: IEA 2021, 2023 edition, 2024: IEA 2022, 2024 edition)

SF₆ CO₂ conversion uses the global warming potential (GWP) values specified in the “enforcement order for the act on the promotion of measures to cope with global warming.”

Total scope 1, 2, and 3(t-CO₂e)

FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
26,016,371	24,515,960	25,530,744	24,088,622	25,224,731	23,596,868

CO₂ emissions from manufacturing(t-CO₂e)

Item	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Scope1	630,904	577,100	602,011	533,137	525,133	491,009
Scope2	2,080,878	1,907,664	1,963,240	1,745,595	1,755,040	1,657,897
Total	2,711,782	2,484,764	2,565,251	2,278,732	2,280,173	2,148,906

Supply chain emissions (Scope 3)(t-CO₂e)

Item	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
1. Purchased products and services	10,905,462	10,666,463	11,373,619	10,736,420	11,177,441	11,022,068
2. Capital goods	999,649	654,409	752,442	761,807	791,314	769,659
3. Fuel and energy-related activities not included in Scope 1 and 2	438,413	398,144	409,028	361,030	348,710	328,008
4. Transportation and distribution (upstream)	578,235	525,970	608,026	669,230	689,386	554,313
5. Waste generated from operations	73,710	70,085	54,752	53,040	58,472	55,266
6. Business travel	19,218	9,348	11,552	13,814	16,149	17,735
7. Employee commutation	60,852	40,701	37,080	32,963	36,868	51,288
8. Leased assets(upstream)	—	—	—	—	—	—
9. Transportation and distribution (downstream)	160,454	155,584	158,884	168,284	175,895	192,164

(t-CO₂e)

Item	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
10. Processing of sold products	488,317	505,268	492,297	517,713	379,242	311,603
11. Use of products sold	9,309,776	8,742,538	8,814,825	8,230,378	9,042,565	7,967,008
12. End-of-life handling of products sold	29,414	28,068	29,558	29,261	29,789	21,936
13. Leased assets (downstream)	—	—	—	—	—	—
14. Franchising	—	—	—	—	—	—
15. Investments	173,679	167,025	150,733	167,752	127,995	95,071
Total	23,237,179	21,963,602	22,892,795	21,741,694	22,873,825	21,386,118

Greenhouse gas reduction targets certified by SBTi

Scope	2030 target (vs. FY2019)
Scope 1 & 2	46.2% reduction
Scope 3 (categories 1 & 11)	27.5% reduction

Progress toward targets

In November 2023, Aisin received certification from the science-based targets initiative (SBTi) confirming that its Scope 1 and 2 reduction targets align with the 1.5°C pathway. Alongside this certification, the company also received approval confirming that its reduction targets for Scope 3 emissions intensity in categories 1 and 11 align with the Well Below 2°C pathway.

Reduction rate (%) compared to base fiscal year (FY2020)

Item	FY2021	FY2022	FY2023	FY2024	FY2025
Scope 1 & 2	8.2	5.1	15.6	15.4	20.5
Scope 3 (categories 1 & 11)	4.0	0.1	6.2	0.0	6.1

Environmental management

Number of companies with ISO 14001 certification and certification rate

(companies)

	Aisin Corporation	
Item	FY2025	
Number of production companies*	128	
Number of acquired companies*	115	
Percentage of companies acquired (%)	90	

* Excludes companies operating for less than three years since production start

Number of environmental incidents and agreement value exceedances

(incidents)

	Aisin Corporation				
Item	FY2021	FY2022	FY2023	FY2024	FY2025
Regulatory violations, exceeding agreed values	1* ¹	0	0	0	0
Environmental incidents	0	1* ²	0	0	1* ¹⁴

	Domestic and overseas Group companies				
Item	FY2021	FY2022	FY2023	FY2024	FY2025
Regulatory violations, exceeding agreed values	2* ^{1,*3}	2* ^{4,*5}	1* ⁷	3* ^{8,*9,*10}	1* ¹⁵
Environmental incidents	0	2* ^{2,*6}	0	3* ^{11,*12,*13}	2* ^{16,*17}

*1 Aisin Corporation (exceeded dioxin standards)

*2 Aisin Corporation (ATF spill)

*3 Aisin Mizunami (exceeded BOD standards)

*4 Shiroki industries (exceeded agreed value for zinc)

*5 Anqing Art Tp Piston (exceeded COD standards)

*6 Konan Industries (light oil spill)

*7 Aichigiken (exceeded BOD standard)

*8 Guangzhou Shiroki Corp. (exceeded phosphorus standard)

*9 Aisin Kyushu Casting (exceeded NOx standard)

*10 Aisin Shiroki (exceeded standard for normal-hexane extracts)

*11 Aisin Shiroki (heavy oil spill)

*12 Aisin Autoparts Thailand (oil-containing wastewater spill)

*13 Aisin Metaltech (bonding wastewater spill)

*14 Aisin Corporation (domestic wastewater overflow causing offsite discharge)

*15 Aisin Fukui (domestic wastewater BOD exceeding agreed value)

*16 Aisin Chemical (offsite discharge of rainwater with pH exceeding standard)

*17 ADVICS Manufacturing Mexico (offsite discharge of acidic waste liquid)



Environmental audit (conducted by departments charged with environmental management)

Item	Aisin Corporation				
	FY2021	FY2022	FY2023	FY2024	FY2025
Number of sites audited	20	37	37	37	38
Number of items identified as needing improvement	5	2	0	3	0
Number of internal auditors	478	1,385	1,132	1,412	1,508
Number of auditor training sessions	4	4	11	10	11

Item	Domestic Group companies: 51 (FY2021: 52 companies, FY2022: 50 companies, FY2023: 56 companies, FY2024: 52 companies)				
	FY2021	FY2022	FY2023	FY2024	FY2025
Number of sites audited	140	158	146	169	139
Number of items identified as needing improvement	390	418	313	369	269
Number of internal auditors	3,018	3,265	3,034	3,510	3,799
Number of auditor training sessions	29	28	34	42	52

Number of environmental training participants

(people)

Item	Aisin Corporation				
	FY2021	FY2022	FY2023	FY2024	FY2025
Training for departments charged with environmental management	1,640	3,029	8,861	3,295	6,364
General training for all departments	14,140	27,590	26,924	25,891	32,764

Item	Domestic Group companies: 51 (FY2021: 52 companies, FY2022: 50 companies, FY2023: 56 companies, FY2024: 52 companies)				
	FY2021	FY2022	FY2023	FY2024	FY2025
Training for departments charged with environmental management	2,024	3,518	9,379	3,718	6,708
General training for all departments	18,968	30,976	33,263	32,441	40,752

Energy

Calorific value conversion for each energy source uses coefficients specified in the Enforcement Regulations of the Law Concerning the Rational Use of Energy.

Total direct energy consumption

(GJ)

		Aisin Corporation				
Item		FY2021	FY2022	FY2023	FY2024	FY2025
Total direct energy consumption		1,290,631	2,864,497	2,227,960	1,785,945	1,603,095
Breakdown by type	Coal products (anthracite, coke, etc.)	0	0	0	0	0
	Natural gas	1,255,106	2,581,144	1,959,485	1,510,318	1,357,251
	Petroleum products (gasoline, diesel oil, LNG, etc.)	35,525	283,353	268,475	275,627	245,844

		Consolidated (manufacturing)				
Item		FY2021	FY2022	FY2023	FY2024	FY2025
Total direct energy consumption		10,078,315	11,106,260	9,703,351	9,328,561	8,601,860
Breakdown by type	Coal products (anthracite, coke, etc.)	1,296,850	1,387,412	1,166,380	1,307,785	1,188,576
	Natural gas	7,347,497	8,230,803	7,154,206	6,694,162	6,133,735
	Petroleum products (gasoline, diesel oil, LNG, etc.)	1,433,969	1,488,045	1,382,765	1,326,614	1,279,549



Indirect energy consumption

(GJ)

		Aisin Corporation				
Item		FY2021	FY2022	FY2023	FY2024	FY2025
Total indirect energy consumption		2,881,804	9,274,112	8,822,730	9,274,464	8,513,732
Breakdown by type	Purchased electricity	2,870,299	9,250,979	8,078,720	7,888,115	7,378,367
	Purchased electricity ratio (%)	99.6	99.8	91.6	85.1	86.7
	Solar and wind power generation	11,505	23,133	744,010	1,386,349	1,135,364
	Renewable energy ratio (%)	0.4	0.2	8.4	14.9	13.3

		Consolidated (manufacturing)				
Item		FY2021	FY2022	FY2023	FY2024	FY2025
Total indirect energy consumption		39,551,740	44,185,247	43,245,844	43,103,590	41,055,174
Breakdown by type	Purchased electricity	39,541,385	43,739,819	41,249,237	39,764,810	37,649,623
	Purchased electricity ratio (%)	100.0	99.0	95.4	92.3	91.7
	Solar and wind power generation	10,355	445,428	1,996,607	3,338,780	3,405,552
	Renewable energy ratio (%)	0.0	1.0	4.6	7.7	8.3



Chemical substances

(t)

	Aisin Corporation				
Item	FY2021	FY2022	FY2023	FY2024	FY2025
PRTR emissions	227	391	239	204	206

	Domestic Group companies: 51 (FY2021: 52 companies, FY2022: 50 companies, FY2023: 56 companies, FY2024: 52 companies)				
Item	FY2021	FY2022	FY2023	FY2024	FY2025
PRTR emissions	405	537	343	358	417

Raw materials input

(t)

		Aisin Corporation				
Item		FY2021	FY2022	FY2023	FY2024	FY2025
Total raw materials input		774,565	798,729	741,301	924,037	858,981
Breakdown by type	Metals, resins, etc. (purchased materials)	774,338	798,338	741,075	923,686	858,655
	Chemical substances (PRTR reportable substance handling volume)	227	391	226	351	326

		Domestic Group companies: 51 (FY2021: 52 companies, FY2022: 50 companies, FY2023: 56 companies, FY2024: 52 companies)				
Item		FY2021	FY2022	FY2023	FY2024	FY2025
Total raw materials input		1,538,268	1,504,520	1,424,355	1,605,489	1,527,092
Breakdown by type	Metals, resins, etc. (purchased materials)	1,536,897	1,503,174	1,423,623	1,601,733	1,523,521
	Chemical substances (PRTR reportable substance handling volume)	1,372	1,346	733	3,756	3,571



Waste & recycling

(t)

		Aisin Corporation					
Item		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Waste and recyclable materials	Total waste discharge	51,231	47,881	128,004	127,454	121,935	112,270
	Recycled resources (recycling) volume	50,977	47,555	127,584	126,912	119,412	110,213
	Recycling rate (%)	99.5	99.3	99.7	99.6	97.9	98.2
	Final waste treatment volume	0.0	0.0	15.3	0.2	0.4	0.5
Industrial waste	Total waste discharge	3,381	2,910	9,940	9,303	9,191	8,273
	Recycled resources (recycling) volume	3,127	2,584	9,521	8,762	6,668	6,216
	Recycling rate (%)	92.5	88.8	95.8	94.2	72.5	75.1
	Final waste treatment volume	0.0	0.0	15.3	0.2	0.4	0.5

		Domestic Group companies: 51 (FY2021: 52 companies, FY2022: 50 companies, FY2023: 56 companies, FY2024: 52 companies)					
Item		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Waste and recyclable materials	Total waste discharge	388,537	309,854	444,466	417,436	483,885	423,209
	Recycled resources (recycling) volume	382,370	305,700	433,710	408,810	472,496	415,085
	Recycling rate (%)	98.4	98.7	97.6	97.9	97.6	98.1
	Final waste treatment volume	3,714.6	3,064.9	2,663.3	2,322.9	3,039.6	2,111.9
Industrial waste	Total waste discharge	126,287	153,976	160,314	144,912	163,520	140,980
	Recycled resources (recycling) volume	120,119	128,606	149,557	136,286	152,132	132,856
	Recycling rate (%)	95.1	83.5	93.3	94.0	93.0	94.2
	Final waste treatment volume	3,714.6	3,064.9	2,663.3	2,322.9	3,039.6	2,111.9



Water

Water resource input volume

(m³)

		Aisin Corporation				
Item		FY2021	FY2022	FY2023	FY2024	FY2025
Total input volume		2,352,425	3,759,825	3,179,841	3,337,982	2,956,178
Breakdown by type	Public water supply	458,510	863,809	634,353	597,423	587,941
	Industrial water	1,802,141	2,350,054	1,944,084	1,938,072	1,786,936
	Groundwater water	91,774	545,962	601,404	802,487	581,301

		Consolidated				
Item		FY2021	FY2022	FY2023	FY2024	FY2025
Total input volume		14,905,571	15,050,599	14,015,795	14,119,698	13,126,934
Breakdown by type	Public water supply	3,802,892	3,770,163	3,460,834	3,405,758	3,168,517
	Industrial water	8,263,611	8,610,289	7,937,978	8,009,387	7,457,756
	Groundwater water	2,839,068	2,670,147	2,616,984	2,704,552	2,500,661

Total discharge volume

(m³)

		Aisin Corporation				
Item		FY2021	FY2022	FY2023	FY2024	FY2025
Public water areas		2,348,615	3,353,633	2,941,031	2,848,780	2,341,248

		Domestic Group companies: 51 (FY2021: 52 companies, FY2022: 50 companies, FY2023: 56 companies, FY2024: 52 companies)				
Item		FY2021	FY2022	FY2023	FY2024	FY2025
Public water areas		7,807,464	7,208,541	6,579,416	6,544,203	5,934,957

Transportation

CO₂ emissions are calculated using the methods specified in the Enforcement Regulations of the Law Concerning the Rational Use of Energy and related guidelines.

CO₂ emissions from transportation

(t-CO₂)

Item	Aisin Corporation				
	FY2021	FY2022	FY2023	FY2024	FY2025
Total emissions	12,541	26,909	26,483	26,143	26,054

Item	Domestic Group companies: 51 (FY2021: 52 companies, FY2022: 50 companies, FY2023: 56 companies, FY2024: 52 companies)				
	FY2021	FY2022	FY2023	FY2024	FY2025
Total emissions	84,569	89,691	86,823	86,077	84,075



Emissions data by plant

“Water quality”

Units: pH (none), E. coli (cells/cc), dioxins (pg-TEQ/l), others (mg/l), { } (daily average), — (not set), ND (below detection limit)

Regulatory limit: the strictest values specified in the environmental laws/regulations, ordinances and agreements

If measured only once, the value is listed in the “maximum” column.

For the following regulated items, values were below the limit of quantification (not detected) at all plants

Phenols, all chromes, all cyanides, hexavalent chromium, cadmium, lead, all mercuries, alkyl mercury, arsenic, organic phosphorus, PCB, trichloroethylene, tetrachloroethylene, dichloromethane, carbon tetrachloride, 1,2-dichloroethane, 1,1-dichloroethylene, cis-1,2-dichloroethylene, 1,1,1-trichloroethane, 1,1,2-trichloroethane, 1,3-dichloropropene, thiuram, simazine, thiobencarb, benzene, selenium

“Atmosphere”

Units: particulates (g/Nm³), NOx (ppm), SOx (k value), hydrogen chloride (mg/Nm³), dioxins (ng-TEQ/Nm³)

Regulatory limit: the strictest values specified in the environmental laws/regulations, ordinances and agreements

Measured value: the maximum value recorded (if multiple facilities exist, the value for the facility with the most stringent regulatory limit is presented)

“PRTR act handling volume and emission/transfer volume”

Unit: kg/year, except for dioxins (mg-TEQ/year)

Handling volume: excludes volumes below 1000kg/year (500 kg/year for specified Class 1 substances)

[Kariya district](#) [Handa district](#) [Anjo Plant](#) [Shinkawa Plant](#) [Shintoyo Plant](#) [Ogawa Plant](#) [Nishio district](#)
[Kinuura Plant](#) [Anjo district](#) [Okazaki district](#) [Okazaki East Plant](#) [Gamagori Plant](#) [Kira Plant](#)
[Shiroyama Plant](#) [Tahara Plant](#)

Kariya district

Water quality (prototype plant / technical development research institute)

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	5.8-8.6	5.8-8.6	6.8	7.4	8
COD	25{20}	20	1.7	2.6	4.1
BOD	25{20}	20	ND	1.4	5.3
SS	30{20}	20	ND	0.3	1
Oil content	5	2	ND	0.2	0.5
E. coli	3000	1000	ND	15	110
Total nitrogen (N)	120{60}	15	3.2	6.3	8.1
Total phosphorus (P)	16{8}	1	ND	0.02	0.04
Iron (Fe)	5	2	ND	ND	ND
Manganese (Mn)	10	2	ND	ND	ND
Zinc (Zn)	2	1	ND	ND	ND
Copper (Cu)	1	0.5	ND	ND	ND
1,4-dioxane	0.5	ND	ND	ND	ND
Fluorine (F)	8	5	ND	0.1	0.1
Boron (B)	10	8	ND	ND	ND



|| Atmosphere (excluding facilities owned by ADVICS)

Assessed factor	Facility	Regulatory limit	Aisin standard	Measured value
Particulates	Boiler	0.2	0.1	< 0.002
	Gas engine	0.05	0.04	< 0.005
	Water heaters and coolers	0.1	0.08	< 0.003
SOx	Boiler	1.75	1.4	< 0.05
	Gas engine	1.75	1.4	< 0.2
	Water heaters and coolers	1.75	1.4	< 0.008
NOx	Boiler	—	150	30
	Gas engine	200	180	170
	Water heaters and coolers	150	120	29



Handa district (Handa Plant, Handa Electronics Plant)

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	5.0-9.0	6.0-8.0	6.7	7.2	8.0
COD	15	10	1.0	3.2	4.7
BOD	15	10	0.7	2.0	5.0
SS	15	10	ND	0.3	1.2
Oil content	2	2	ND	0.2	0.3
E. coli	3000	1000	7	117	560
Total nitrogen (N)	120{60}	15	2.0	3.5	4.6
Total phosphorus (P)	16{8}	2	0.01	0.05	0.12
Iron (Fe)	3	3	ND	0.1	0.2
Manganese (Mn)	3	3	ND	ND	ND
Zinc (Zn)	2	1	ND	0.04	0.07
Copper (Cu)	1	0.5	ND	ND	ND
1,4-dioxane	0.5	ND	ND	ND	ND
Fluorine (F)	8	2	ND	ND	ND
Boron (B)	10	8	ND	ND	ND



Atmosphere

Assessed factor	Facility	Regulatory limit	Aisin standard	Measured value
Particulates	Boiler	0.1	0.08	< 0.002
	Water heaters and coolers	0.1	0.08	< 0.003
SOx	Boiler	1.75	1.5	< 0.005
	Water heaters and coolers	1.75	1.5	< 0.2
NOx	Boiler	150	120	39
	Water heaters and coolers	150	120	23

PRTR act handling volume and discharge/transfer volume

Chemical substance	Amount handled	Amount released		Amount transferred	
		To the atmosphere	To public waterways	To sewers	Elsewhere
Methylenebis (4,1-phenylene) = Diisocyanate	2,000	0	0	0	0

Anjo Plant (Enokimae)

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	–	5.8-8.6	6.9	7.7	8.1
COD	25{20}	10	ND	3.5	5.4
BOD	25{20}	10	ND	0.7	2
SS	30{20}	10	ND	0.2	0.7
Oil content	2	1.6	ND	0.2	0.4
E. coli	–	300	ND	3	10
Total nitrogen (N)	25	10	1.1	3.4	5.6
Total phosphorus (P)	2	1	ND	0.09	0.20
Iron (Fe)	–	3	ND	ND	ND
Manganese (Mn)	–	3	ND	ND	ND
Zinc (Zn)	–	1	0.08	0.26	0.6
Copper (Cu)	–	3	ND	ND	ND
1,4-dioxane	0.5	ND	ND	ND	ND
Fluorine (F)	8	2	ND	ND	ND
Boron (B)	10	8	ND	ND	ND

PRTR act handling volume and discharge/transfer volume

Chemical substance	Amount handled	Amount released		Amount transferred	
		To the atmosphere	To public waterways	To sewers	Elsewhere
Antimony and its compounds	3,600	0	0	0	0

Shinkawa Plant

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	–	5.8-8.6	6.9	7.5	8.0
COD	–	20	ND	0.4	0.7
BOD	–	20	ND	0.6	1.2
SS	–	20	ND	0.2	1.3
Oil content	–	3	ND	0.2	0.3
E. coli	–	1000	ND	1	1
Total nitrogen (N)	–	30	0.3	0.5	0.8
Total phosphorus (P)	–	3	ND	0.01	0.01
Iron (Fe)	–	2	ND	ND	ND
Manganese (Mn)	–	2	ND	ND	ND
Zinc (Zn)	–	1	ND	0.04	0.10
Copper (Cu)	–	0.5	ND	ND	ND
1,4-dioxane	0.5	ND	ND	ND	ND
Fluorine (F)	8	2	ND	ND	ND
Boron (B)	10	8	ND	ND	ND



Shintoyo Plant

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH					
COD					
BOD					
SS					
Oil content					
E. coli					
Total nitrogen (N)					
Total phosphorus (P)					
Iron (Fe)					
Manganese (Mn)					
Zinc (Zn)					
Copper (Cu)					
1,4-dioxane					
Fluorine (F)					
Boron (B)					

All wastewater is treated at the wastewater treatment facility at Aisin Takaoka and therefore excluded



Atmosphere

Assessed factor	Facility	Regulatory limit	Aisin standard	Measured value
Particulates	Boiler	0.1	0.08	< 0.002
	Gas carburizing furnace	0.2	0.16	0.0031
	Drying furnace	0.4	0.32	< 0.002
SOx	Boiler	9	7	< 0.07
	Gas carburizing furnace	9	7	< 0.02
	Drying furnace	9	7	< 0.2
NOx	Boiler	–	150	36
	Gas carburizing furnace	200	160	10
	Drying furnace	–	180	< 3

PRTR act handling volume and discharge/transfer volume

Chemical substance	Amount handled	Amount released		Amount transferred	
		To the atmosphere	To public waterways	To sewers	Elsewhere
Di-2-ethylhexyl adipate	1,800	0	0	0	0
Diethanolamine	1,400	0	0	0	270
Sulfide (2,4,4-trimethylpentene)	15,000	0	0	0	15,000

Ogawa Plant

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	6.5-8.5	6.5-8.5	6.9	7.6	8
COD	25{20}	10	ND	0.9	1.6
BOD	10	10	ND	0.6	1.3
SS	10	10	ND	0.2	0.6
Oil content	2	2	ND	0.2	0.2
E. coli	300	300	ND	16	75
Total nitrogen (N)	120{60}	30	2.3	6.5	9.3
Total phosphorus (P)	16{8}	3	0.07	0.31	0.51
Iron (Fe)	2	2	ND	0.1	0.2
Manganese (Mn)	2	2	ND	ND	ND
Zinc (Zn)	2	1	ND	0.05	0.10
Copper (Cu)	0.2	0.2	ND	ND	ND
1,4-dioxane	0.5	ND	ND	ND	ND
Fluorine (F)	2	2	ND	ND	ND
Boron (B)	10	8	ND	ND	ND

Atmosphere

Assessed factor	Facility	Regulatory limit	Aisin standard	Measured value
Particulates	Boiler	0.1	0.08	< 0.002
	Heating furnace	0.2	0.16	< 0.002
	Adhesive oil treatment	0.3	0.24	0.0023
SOx	Boiler	3	2.4	< 0.008
	Heating furnace	3	2.4	< 0.02
	Adhesive oil treatment	3	2.4	< 0.02
NOx	Boiler	150	120	30
	Heating furnace	180	144	35
	Adhesive oil treatment	–	160	15

PRTR act handling volume and discharge/transfer volume

Chemical substance	Amount handled	Amount released		Amount transferred	
		To the atmosphere	To public waterways	To sewers	Elsewhere
Water-soluble zinc Compounds	2,300	0	0.0	0	2,300
Nickel compounds	11,000	0	0.1	0	660
Boron compounds	4,100	0	0	0	4,100
Diethanolamine	1,200	0	0	0	0
Cyclohexane	1,100	1,100	0.0	0	0
Heptane	2,400	2,400	0	0	0
Sulfide (2,4,4-trimethylpentene)	3,500	0	0	0	0

Nishio district (Nishio Die Casting Plant, Nishio Engine Plant, machine tool plant)

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	5.8-8.6	5.8-8.6	6.6	7.0	7.6
COD	10	10	1.0	2.1	2.8
BOD	10	10	ND	0.9	2.6
SS	10	10	ND	0.2	0.9
Oil content	2{1}	2	ND	0.2	0.5
E. coli	300	300	ND	10	35
Total nitrogen (N)	10	10	1.2	1.9	2.5
Total phosphorus (P)	1	1	ND	0.02	0.03
Iron (Fe)	3	3	ND	0.1	0.2
Manganese (Mn)	3	3	ND	ND	ND
Zinc (Zn)	1	1	ND	0.03	0.08
Copper (Cu)	0.5	0.5	ND	ND	ND
1,4-dioxane	0.5	ND	ND	ND	ND
Fluorine (F)	5	2	ND	0.1	0.1
Boron (B)	10	8	ND	ND	ND



Atmosphere

Assessed factor	Facility	Regulatory limit	Aisin standard	Measured value
Particulates	Boiler	–	0.1	< 0.002
	Melting furnace	0.2	0.16	0.078
	Heating furnace	0.2	0.16	< 0.002
	Waste incinerator	0.05	0.04	< 0.003
	Melting furnace (ordinance)	0.4	0.32	0.035
	Heating furnace (ordinance)	0.4	0.32	< 0.002
SOx	Boiler	3	3	< 0.07
	Melting furnace	3	3	< 0.4
	Heating furnace	3	3	< 0.02
	Waste incinerator	3	3	0.88
	Melting furnace (ordinance)	3	3	< 0.05
	Heating furnace (ordinance)	3	3	< 0.02
NOx	Boiler	–	150	48
	Melting furnace	180	140	66
	Heating furnace	180	140	43
	Waste incinerator	150	120	74
	Melting furnace (ordinance)	–	140	41
	Heating furnace (ordinance)	–	140	25
HCl	Waste incinerator	150	120	54
Total mercury	Waste incinerator	50	40	2.1



PRTR act handling volume and discharge/transfer volume

Chemical substance	Amount handled	Amount released		Amount transferred	
		To the atmosphere	To public waterways	To sewers	Elsewhere
Nickel	2,100	0	3.5	0	650
Diethanolamine	1,800	0	0	0	0
Diethylene glycol monobutyl ether	1,200	0	0	0	0
Mercury	–	0.1	0	0	0
Dioxin	–	140	–	–	0

Kinuura Plant

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	5.8-8.6	6.0-8.6	6.9	7.0	7.3
COD	40{30}	10	1.3	2.5	3.5
BOD	20{15}	10	ND	1.0	5.4
SS	25{20}	10	ND	0.2	0.3
Oil content	10	5	ND	ND	ND
E. coli	3000	300	ND	1	1
Total nitrogen (N)	120{60}	20	4.9	6.7	10
Total phosphorus (P)	16{8}	1	0.03	0.10	0.16
Iron (Fe)	All wastewater from Kimura Plant is treated at Aisin Sin'ei and therefore excluded				
Zinc (Zn)					
Copper (Cu)					
Fluorine (F)					
Boron (B)					

Atmosphere

Assessed factor	Facility	Regulatory limit	Aisin standard	Measured value
Particulates	Boiler	–	0.04	< 0.003
SOx		1.17	0.9	< 0.005
NOx		–	150	36



PRTR act handling volume and discharge/transfer volume

Chemical substance	Amount handled	Amount released		Amount transferred	
		To the atmosphere	To public waterways	To sewers	Elsewhere
Indium	5,900	0	0	0	0
Ethylbenzene	12,000	6,000	0	0	0
Xylene	12,000	6,500	0	0	0
Toluene	33,000	6,700	0	0	0
Methylene bis (4,1-phenylene) diisocyanate	1,000	0	0	0	0
Trimethylbenzene	9,900	9,900	0	0	0
Methyl isobutyl ketone	2,000	2,000	0	0	0

Anjo district (plant 1, plant 2, motor plant)

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	6.0-8.0	6.1-7.9	7.1	7.4	7.7
COD	10	9	ND	0.6	1.7
BOD	10	9	ND	3.3	5.0
SS	10	9	ND	ND	ND
Oil content	2	1.8	ND	ND	ND
E. coli	200	180	ND	ND	ND
Total nitrogen (N)	10	9	0.4	1.0	3.9
Total phosphorus (P)	1	0.9	0.10	0.19	0.45
Iron (Fe)	3	2.7	ND	ND	ND
Manganese (Mn)	3	2.7	ND	ND	ND
Zinc (Zn)	1	0.9	0.02	0.03	0.04
Copper (Cu)	0.5	0.45	ND	ND	ND
1,4-dioxane	0.5	0.3	ND	ND	ND
Fluorine (F)	5	3	ND	ND	ND
Boron (B)	10	6	ND	ND	ND



|| Atmosphere

Assessed factor	Facility	Regulatory limit	Aisin standard	Measured value
Particulates	Boiler	0.3	0.24	0.003
	Water heaters and coolers	0.1	0.08	< 0.005
	Heating furnace	0.2	0.16	< 0.002
SOx	Boiler	15	3	–
	Water heaters and coolers	15	3	–
	Heating furnace	15	3	–
NOx	Boiler	–	–	–
	Water heaters and coolers	150	96	36
	Heating furnace	180	115	< 38



PRTR act handling volume and discharge/transfer volume

Chemical substance	Amount handled	Amount released		Amount transferred	
		To the atmosphere	To public waterways	To sewers	Elsewhere
Ethylbenzene	1,500	0.1	0	0	0
Xylene	6,100	0.3	0	0	0
N,N-dicyclohexylamine	3,700	0	0	0	3,700
Toluene	23,000	3.6	0	0	0
Hexane	1,600	1.8	0	0	0
Benzene	720	0.4	0	0	0
Chlorinated straight-chain paraffins (limited to those with carbon numbers 14 to 17 and their mixtures)	25,000	0	0	0	25,000
Diethanolamine	5,400	0	0	0	5,400
Trimethylbenzene	6,600	0.1	0	0	0
Heptane	4,500	4,200	0	0	0
Sulfide (2,4,4-trimethylpentene)	11,000	0	0	0	11,000



Okazaki district (Okazaki Plant, Okazaki electronics Plant)

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	5.8-8.6	5.9-8.5	7.5	7.8	8.0
COD	10	9	ND	0.3	1.3
BOD	10	9	1.9	3.5	5
SS	10	9	ND	ND	ND
Oil content	2	1.8	ND	ND	ND
E. coli	300	270	ND	ND	ND
Total nitrogen (N)	10	9	0.4	1.0	3.2
Total phosphorus (P)	1	0.9	0.13	0.30	0.41
Iron (Fe)	3	2.7	ND	ND	ND
Manganese (Mn)	3	2.7	ND	ND	ND
Zinc (Zn)	1	0.9	0.02	0.02	0.05
Copper (Cu)	0.5	0.45	ND	ND	ND
1,4-dioxane	0.25	0.15	ND	ND	ND
Fluorine (F)	1	0.6	ND	ND	ND
Boron (B)	10	6	ND	ND	ND



Atmosphere

Assessed factor	Facility	Regulatory limit	Aisin standard	Measured value
Particulates	Boiler	0.1	0.08	< 0.002
	Heating furnace	0.1	0.08	< 0.002
SOx	Boiler	7.59	6.83	–
	Heating furnace	7.59	6.83	< 0.04
NOx	Boiler	–	–	–
	Heating furnace	130	117	110

PRTR act handling volume and discharge/transfer volume

Chemical substance	Amount handled	Amount released		Amount transferred	
		To the atmosphere	To public waterways	To sewers	Elsewhere
N,N-dicyclohexylamine	1,700	0	0	0	1,700
Diethanolamine	2,100	0	0	0	2,100
Triisopropanolamine	3,300	0	0	0	3,300
Heptane	13,000	13,000	0	0	0
Sulfide (2,4,4-trimethylpentene)	1,300	0	0	0	1,300

Okazaki East Plant

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	5.8-8.6	5.9-8.5	7.1	7.4	7.8
COD	10	9	1.9	3.6	4.9
BOD	10	9	ND	0.3	1.5
SS	10	9	ND	ND	ND
Oil content	2	1.8	ND	ND	ND
E. coli	300	270	ND	ND	ND
Total nitrogen (N)	10	9	0.6	1.3	2.2
Total phosphorus (P)	1	0.9	ND	0.03	0.16
Iron (Fe)	3	2.7	ND	ND	ND
Manganese (Mn)	3	2.7	ND	ND	ND
Zinc (Zn)	1	0.9	0.03	0.04	0.06
Copper (Cu)	0.5	0.45	ND	ND	ND
1,4-dioxane	0.25	0.15	ND	ND	ND
Fluorine (F)	1	0.6	ND	ND	ND
Boron (B)	10	6	ND	ND	ND



Atmosphere

Assessed factor	Facility	Regulatory limit	Aisin standard	Measured value
Particulates	Boiler	0.1	0.08	0.002
	Heating furnace	0.1	0.08	< 0.002
SOx	Boiler	7.59	6.1	–
	Heating furnace	7.59	6.1	< 0.06
NOx	Boiler	–	–	–
	Heating furnace	150	135	130

PRTR act handling volume and discharge/transfer volume

Chemical substance	Amount handled	Amount released		Amount transferred	
		To the atmosphere	To public waterways	To sewers	Elsewhere
N,N-dicyclohexylamine	2,100	0	0	0	2,100
Styrene	5,500	4,100	0	0	1,400
Diethanolamine	2,500	0	0	0	2,500
Heptane	17,000	17,000	0	0	0
Sulfide (2,4,4-trimethylpentene)	1,600	0	0	0	1,600



Gamagori Plant

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	5.0-9.0	5.2-8.8	6.8	7.2	7.9
COD	–	–	0.6	2.0	8.6
BOD	25{20}	22.5{18}	ND	0.7	3.9
SS	30{20}	27{18}	ND	ND	ND
Oil content	2	1.8	ND	ND	ND
E. coli	3000	2700	ND	0.88	44
Total nitrogen (N)	120{60}	108{54}	1	3.1	7.4
Total phosphorus (P)	16{8}	14.4{7.2}	ND	0.02	0.07
Iron (Fe)	10	9	ND	ND	ND
Manganese (Mn)	10	9	ND	ND	ND
Zinc (Zn)	2	1.8	0.02	0.06	0.08
Copper (Cu)	1	0.9	ND	ND	ND
1,4-dioxane	0.5	0.3	ND	ND	ND
Fluorine (F)	15	9	ND	ND	ND
Boron (B)	230	138	ND	ND	ND



Atmosphere

Assessed factor	Facility	Regulatory limit	Aisin standard	Measured value
Particulates	Boiler	0.3	0.24	< 0.002
	Water heaters and coolers	0.3	0.24	0.003
SOx	Boiler	7.59	6.83	–
	Water heaters and coolers	7.59	6.83	–
NOx	Boiler	–	–	–
	Water heaters and coolers	144	130	69

PRTR act handling volume and discharge/transfer volume

Chemical substance	Amount handled	Amount released		Amount transferred	
		To the atmosphere	To public waterways	To sewers	Elsewhere
Methylnaphthalene	3,700	0	0	0	0
Triisopropanolamine	1,100	0	0	0	1,100



Kira Plant

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	5.8-8.6	5.9-8.5	7.2	7.5	7.9
COD	10	9	ND	1.3	3.5
BOD	10	9	ND	0.3	1.7
SS	10	9	ND	ND	ND
Oil content	2	1.8	ND	ND	ND
E. coli	300	270	ND	ND	ND
Total nitrogen (N)	10	9	1.3	2.3	3.3
Total phosphorus (P)	1	0.9	0.01	0.04	0.16
Iron (Fe)	3	2.7	ND	ND	ND
Manganese (Mn)	3	2.7	ND	ND	ND
Zinc (Zn)	1	0.9	0.04	0.05	0.06
Copper (Cu)	0.5	0.45	ND	ND	ND
1,4-dioxane	0.5	0.3	ND	ND	ND
Fluorine (F)	5	3	ND	ND	ND
Boron (B)	10	6	ND	ND	ND



|| Atmosphere

Assessed factor	Facility	Regulatory limit	Aisin standard	Measured value
Particulates	Boiler	–	–	0.0084
SOx		3	2.4	0.061
NOx		–	–	55

|| PRTR act handling volume and discharge/transfer volume

Chemical substance	Amount handled	Amount released		Amount transferred	
		To the atmosphere	To public waterways	To sewers	Elsewhere
Triisopropanolamine	3,600	0	0	0	3,600
Heptane	1,400	1,400	0	0	0

Shiroyama Plant

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	5.8-8.6	5.9-8.5	6.6	6.8	7.2
COD	10	9	1.0	2.2	4.0
BOD	10	9	ND	1.0	4.0
SS	10	9	ND	ND	ND
Oil content	2	1.8	ND	ND	ND
E. coli	300	270	ND	0.4	2.3
Total nitrogen (N)	10	9	ND	1.6	2.5
Total phosphorus (P)	1	0.9	ND	0.02	0.05
Iron (Fe)	3	2.7	ND	ND	ND
Manganese (Mn)	3	2.7	0.1	0.3	0.5
Zinc (Zn)	1	0.9	ND	0.02	0.08
Copper (Cu)	0.5	0.45	ND	ND	ND
1,4-dioxane	0.5	0.3	ND	ND	ND
Fluorine (F)	5	3	ND	ND	ND
Boron (B)	10	6	1.6	2.2	2.7



|| Atmosphere

Assessed factor	Facility	Regulatory limit	Aisin standard	Measured value
Particulates	Boiler	–	–	0.0061
	Heating furnace	0.2	0.15	< 0.002
SOx	Boiler	3	2.4	0.13
	Heating furnace	3	2.4	< 0.03
NOx	Boiler	–	–	110
	Heating furnace	180	145	60

|| PRTR act handling volume and discharge/transfer volume

Chemical substance	Amount handled	Amount released		Amount transferred	
		To the atmosphere	To public waterways	To sewers	Elsewhere
Methylnaphthalene	3,700	0	0	0	0
Diethanolamine	1,300	0	0	0	1,300
Heptane	1,500	1,500	0	0	0



Tahara Plant

Water quality

Assessed factor	Regulatory limit	Aisin standard	Measured value		
			Minimum	Average	Maximum
pH	6.0-8.5	6.1-8.4	6.7	7.2	7.5
COD	20{15}	18{13.5}	1.9	4.1	5.8
BOD	20	18	ND	0.08	1.5
SS	20{15}	18{13.5}	ND	0.02	1
Oil content	1	0.9	ND	ND	ND
E. coli	1500	1350	ND	4.5	220
Total nitrogen (N)	120{60}	108{54}	0.7	1.4	2.3
Total phosphorus (P)	16{8}	14.4{7.2}	0.03	0.12	0.38
Iron (Fe)	5	4.5	ND	ND	ND
Manganese (Mn)	5	4.5	ND	0.08	1
Zinc (Zn)	1	0.9	0.04	0.07	0.11
Copper (Cu)	0.5	0.45	ND	ND	0.03
1,4-dioxane	0.5	0.3	ND	0.001	0.001
Fluorine (F)	7	4.2	ND	ND	ND
Boron (B)	230	138	0.2	0.6	1.2



Atmosphere

Assessed factor	Facility	Regulatory limit	Aisin standard	Measured value
Particulates	Boiler	0.2	0.16	< 0.001
	Water heaters and coolers	0.2	0.16	< 0.001
	Melting furnace	0.2	0.16	0.018
	Heating furnace	0.1	0.08	< 0.002
SOx	Boiler	8.76	7.00	< 0.01
	Water heaters and coolers	8.76	7.00	0.13
	Melting furnace	8.76	7.00	< 0.03
	Heating furnace	8.76	7.00	< 0.6
NOx	Boiler	160	128	35
	Water heaters and coolers	160	128	86
	Melting furnace	160	115	55
	Heating furnace	104	83.2	11

PRTR act handling volume and discharge/transfer volume

Chemical substance	Amount handled	Amount released		Amount transferred	
		To the atmosphere	To public waterways	To sewers	Elsewhere
N,N-dicyclohexylamine	3,200	0	0	0	3,200
Styrene	14,000	14,000	0	0	0
Chlorinated straight-chain paraffins	12,000	0	0	0	12,000
Heptane	11,000	11,000	0	0	0
Dioxins	–	1.8	0	0	0

7th AISIN Consolidated Environmental Action Plan (FY2026 targets)

We have formulated a 7th edition of our AISIN Consolidated Environmental Action Plan, a five-year environmental action guideline and plan covering FY2022 through FY2026 that aims to build a sustainable environment for the future and ensure a society in harmony with nature where everyone can live with peace of mind. By taking on these goals and initiatives and steadily working toward achieving them, we are connecting our environment with a sustainable future.

Building a decarbonized society

2050 vision Aiming for carbon neutrality

Broad initiatives	Implementation items & goals										
① Life cycle CO ₂ reduction	<ul style="list-style-type: none"> ■ Building a foundation for CO₂ reduction spanning the product lifecycle material procurement to end-of-life treatment ● Establishing specific reduction measures throughout the supply chain 										
② Reducing CO ₂ emissions through product design	<ul style="list-style-type: none"> ■ Cutting emissions through product lifecycle assessment ● Developing components for clean energy vehicles (PHEV, BEV, FCEV) ● Developing fuel-efficient technologies around high-performance powertrains and through weight reduction, etc. ● Developing next-generation energy system components (fuel cell, biofuel use) <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #008080; color: white;"> <th>Target of initiative</th> <th>Scope</th> <th>Item</th> <th>Base year</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td style="background-color: #e6f2ff;">Product</td> <td>Global</td> <td>Total</td> <td>FY2014</td> <td>18% reduction</td> </tr> </tbody> </table>	Target of initiative	Scope	Item	Base year	Target	Product	Global	Total	FY2014	18% reduction
Target of initiative	Scope	Item	Base year	Target							
Product	Global	Total	FY2014	18% reduction							
③ Reduction of CO ₂ emissions from manufacturing	<ul style="list-style-type: none"> ■ Further promotion of daily improvement activities ■ Active introduction of the latest energy-saving technologies during new plant construction and equipment renewal ■ Establishment of a system for sharing energy-saving know-how globally <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #008080; color: white;"> <th>Target of initiative</th> <th>Scope</th> <th>Item</th> <th>Base year</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td style="background-color: #e6f2ff;">CO₂ from manufacturing</td> <td>Global</td> <td>Total</td> <td>FY2014</td> <td>25% reduction</td> </tr> </tbody> </table>	Target of initiative	Scope	Item	Base year	Target	CO ₂ from manufacturing	Global	Total	FY2014	25% reduction
Target of initiative	Scope	Item	Base year	Target							
CO ₂ from manufacturing	Global	Total	FY2014	25% reduction							
④ Introduction of renewable energy to the manufacturing process	<ul style="list-style-type: none"> ■ Active use of renewable energy tailored to regional characteristics ■ Creation of a global roadmap for renewable energy deployment ■ Use of renewable energy at model factories <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #008080; color: white;"> <th>Target of initiative</th> <th>Scope</th> <th>Item</th> <th>Base year</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td style="background-color: #e6f2ff;">Renewable energy</td> <td>Global</td> <td>Total</td> <td>Implementation rate (electrification ratio)</td> <td>FY2026 15% or more</td> </tr> </tbody> </table>	Target of initiative	Scope	Item	Base year	Target	Renewable energy	Global	Total	Implementation rate (electrification ratio)	FY2026 15% or more
Target of initiative	Scope	Item	Base year	Target							
Renewable energy	Global	Total	Implementation rate (electrification ratio)	FY2026 15% or more							
⑤ CO ₂ emission reduction in logistics	<ul style="list-style-type: none"> ■ Improving transportation efficiency through further expansion of Group joint transportation <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #008080; color: white;"> <th>Target of initiative</th> <th>Scope</th> <th>Item</th> <th>Base year</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td style="background-color: #e6f2ff;">CO₂ from logistics</td> <td>Japan, consolidated</td> <td>Total</td> <td>FY2019</td> <td>7% reduction</td> </tr> </tbody> </table>	Target of initiative	Scope	Item	Base year	Target	CO ₂ from logistics	Japan, consolidated	Total	FY2019	7% reduction
Target of initiative	Scope	Item	Base year	Target							
CO ₂ from logistics	Japan, consolidated	Total	FY2019	7% reduction							

Building a recycling-oriented society

2050 vision **Minimizing environmental impact by maximizing resource efficiency**

Broad initiatives	Implementation items & goals				
⑥ Raising resource efficiency Product design, product & technology development	<ul style="list-style-type: none"> Promoting eco-conscious design considering reuse and recycling Promoting product and technology development that contributes to reducing natural resource inputs and waste 				
⑦ Reducing resource inputs and waste discharge in production	<ul style="list-style-type: none"> Groupwide waste reduction (effective use of waste plastics, introduction of new technologies, global expansion of domestic case studies, etc.) 				
	Target of initiative	Scope	Item	Base year	Target
	Waste	Japan, consolidated	Emissions per net sales	FY2014	9% reduction
Overseas subsidiaries		FY2020		Below actual result	
⑧ Contributing to building a resource circulation system for society as a whole	<ul style="list-style-type: none"> Collaboration with external partners on natural resource input and waste reduction Reducing logistics packaging material usage <ul style="list-style-type: none"> Lightweighting and simplification through material/specification changes Reuse of returnable containers and pallets 				
⑨ Improving water resource efficiency in production	<ul style="list-style-type: none"> Promoting reduction of water resource input 				
	Target of initiative	Scope	Item	Base year	Target
	Water withdrawal volume	Global	Water withdrawal per net sales	FY2019	2.1% reduction
High-risk sites		Water withdrawal per production volume	FY2019	12.5% reduction	
⑩ Contributions to regional water resource conservation, etc.	<ul style="list-style-type: none"> Continuing and expanding water-related biological surveys and cleanup activities in areas surrounding factories Continuing compliance with voluntary wastewater discharge standards (exceeding legal standards or meeting regional water quality requests) 				
⑪ Improving water resource environments through collaboration with suppliers	<ul style="list-style-type: none"> Strengthening collaboration with suppliers in water-related areas 				

Building a nature-harmonized society

2050 vision **Aiming for harmony with nature and local ecosystems worldwide**

Broad initiatives	Implementation items & goals										
⑫ Reducing harm to biodiversity	<ul style="list-style-type: none"> Revision of the Aisin Group Biodiversity Guidelines aligned with post-Aichi targets 										
⑬ Biodiversity conservation at company locations	<ul style="list-style-type: none"> Worksite-specific survey-driven biodiversity initiatives Establishment of model factories designed to harmonize with nature 										
	<table border="1"> <thead> <tr> <th>Target of initiative</th> <th>Scope</th> <th>Item</th> <th>Base year</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Nature-harmonized factories</td> <td>Global</td> <td>Number achieved</td> <td>–</td> <td>3 sites</td> </tr> </tbody> </table>	Target of initiative	Scope	Item	Base year	Target	Nature-harmonized factories	Global	Number achieved	–	3 sites
	Target of initiative	Scope	Item	Base year	Target						
Nature-harmonized factories	Global	Number achieved	–	3 sites							
⑭ Contributing to the conservation and enhancement of local biodiversity	<ul style="list-style-type: none"> Enhancing environment-related communication utilizing nature-harmonized factories 										

Foundational, cross-thematic activities

2050 vision **Aiming to advance the environmental management system**

Broad initiatives	Implementation items & goals
⑮ Reducing environmental impact substances in production activities	<ul style="list-style-type: none"> Getting out ahead of regulatory changes and environmental effects by enhanced reduction and management of chemical substances
⑯ Managing environmental affairs at the global Group level while strengthening our foundation for environmental action	<ul style="list-style-type: none"> Ensuring thorough compliance with environmental regulations Advancing environmental action with information technology Providing ongoing training based on simulated environmental accidents Establishing a foundation for global integration of our groupwide environmental management effort Strengthening development of global environmental talent
⑰ Supply chain management	<ul style="list-style-type: none"> Sharing our Group's environmental vision and goals with suppliers and supporting their environmental initiatives Establishing systems for gathering information on suppliers' environmental initiatives Conducting environmental risk assessments for new supplier candidates and audits of existing suppliers
⑱ Environmental communication and stakeholder engagement	<ul style="list-style-type: none"> Maintaining and expanding environmental communication tailored to various stakeholders Developing environmental activities in collaboration with local communities

Results of the 7th AISIN Consolidated Environmental Action Plan

Broad initiatives	FY2025 target	FY2025 results	Evaluation
Building a decarbonized society			
① Life cycle CO ₂ reduction	■ Planning and promoting reduction action on overall Scope 3 emissions	■ Enhancing Activities of Each Working Group (Production, Raw Materials, Supplier Support, Logistics, Waste Management, CE, etc.)	○
② Reducing CO ₂ emissions through product design	■ Developed rules and guidelines governing the design phase with the aid of Group companies that offer design capabilities.	■ Developed rules and guidelines with the aid of design capabilities offered by Group companies.	○
③ Introduction of renewable energy in manufacturing		■ [Global] 2,149 million t-CO ₂	—
④ Introduction of renewable energy in manufacturing		■ Renewable energy implementation rate: 15.4%	—
⑤ CO ₂ emission reduction in logistics	■ 67 million t-CO ₂	■ 63 million t-CO ₂	○
Building a circular economy			
⑦ Reducing resource inputs and industrial waste discharge	■ [Japan] No more than 52.5t per ¥1 billion (vs. FY2014 -8.3%)	■ [Japan] 36t per ¥1 billion	○
	■ [Overseas] No more than 23.5t per ¥1 billion (Below FY2020 results)	■ [Overseas] 7.2t per ¥1 billion	○
⑨ Improving water resource efficiency in production	■ [Global] Water intake: 3,040m ³ /1 billion	■ [Global] Water intake: 2440m ³ /1 billion	×
⑩ Contributing to regional water resource conservation	■ Conducting biological surveys (once a year)	Conducted hydrobiological surveys in the Chosen River in Nishio and the Aoki River in Okazaki Higashi	○
Building a nature-positive society			
⑫ Reducing impacts on biodiversity	■ Direct Operational Risk and Opportunity Assessment Implementation	■ Completed risk and opportunity assessments at all 179 sites	○
⑬ Conserving biodiversity at Company locations	■ Certify one or more sites as plants that coexist with nature	■ 1 sites certified (cumulative total of 5 sites)	○
⑭ Contributing to the conservation and enhancement of regional biodiversity	■ Local communication events: five events at four companies	■ Implemented four events at five companies	○



Broad initiatives	FY2025 target	FY2025 results	Evaluation
Foundational action common to all themes			
15 Reduction of environmentally impactful substances in manufacturing	<ul style="list-style-type: none"> Completed evaluation of alternative materials and products: six materials 	<ul style="list-style-type: none"> Evaluation of alternative materials and products for the six target materials completed 	○
16 Operation of global Group environmental management and foundational strengthening of environmental initiative	<ul style="list-style-type: none"> Zero environmental abnormalities Promotion of activities to obtain globally consistent certification 	<ul style="list-style-type: none"> Four environmental abnormalities Improvements made in regard to 11 factors flagged by external audits 	×
17 Supply chain management	<ul style="list-style-type: none"> Supplier environmental inspection Planned visit implementation rate: 100% 	<ul style="list-style-type: none"> Number of suppliers visited for inspection (17 companies / 17 companies) 	○
18 Environmental communication and stakeholder engagement	<ul style="list-style-type: none"> Conduct biodiversity activities at five locations in Japan (Hokkaido, Tohoku, Hokuriku, Mikawa, and Kyushu) 	<ul style="list-style-type: none"> Implemented communication initiatives at five locations nationwide 	○

Third Party Verification

検証意見書

2025年9月8日
意見書番号: SGS25/066

株式会社アイシン
愛知県刈谷市朝日町二丁目1番地
取締役社長
吉田 守孝 様

SGS

検証目的
SGSジャパン株式会社(以下、当社)は、株式会社アイシン(以下、組織)からの依頼に基づき、組織が作成した検証対象(以下、GHG等)に関するステートメントについて、検証基準(ISO14064-3:2019及び当社の検証手順)に基づいて検証を実施した。本検証業務の目的は、組織の検証対象に関するGHG等に関するステートメントについて、判断基準に照らし適正に算定・報告されているかを独立の立場から確認し、第三者としての意見を表明することである。GHG等に関するステートメントの作成及び公正な報告の責任は組織にある。

検証範囲
検証対象は、Scope1, 2, 3、水使用量、産業廃棄物発生量である。
対象期間は2024年4月1日~2025年3月31日である。
詳細な検証対象範囲は別紙参照。

検証手順
本検証業務は、検証基準に則り、限定的保証水準にて次の手続きを実施した。

- 算定体制の検証: 検証対象の測定・集計・算定・報告方法に関する質問、及び関連資料の閲覧
- 定量的データの検証: 抽出工場及びアイシン精工株式会社本社・吉良工場の現地検証及び証憑適合、本社でのその他検証対象範囲に対する分析的手続き及び質問

判断基準は、温室効果ガス排出量算定・報告マニュアル(Ver. 6.0)、2006 IPCC Guidelines for National Greenhouse Gas Inventories、サプライチェーンを通じた温室効果ガス排出量算定に関する基本ガイドライン(Ver. 2.7)、サプライチェーンを通じた組織の温室効果ガス排出等の算定のための排出原単位データベース(Ver.3.5)、IDEA ver.2.3及び組織が定めた手順を用いた。

結論
前述の要領に基づいて実施した検証対象の範囲において、組織のGHG等に関するステートメントが、判断基準に従って、算定及び報告されていないと認められる重要な事項は発見されなかった。
なお、当社は、組織から独立しており、公平性を損なう可能性や利害の衝突はない。

SGSジャパン株式会社
神奈川県横浜市保土ヶ谷区神戸1-3-4
横浜ビジネスセンター・ニュースタイル1
ビジネスソリューションズ
認証・認定係長 責任者

竹内 裕二

1/2

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SGS

別紙
2025年9月8日
意見書番号: SGS25/066

検証対象範囲の詳細

検証対象	検証範囲	GHG等に関するステートメント
1 Scope 1, 2 (エネルギー起因CO ₂) ※敷地外の移動体の燃料は除く ※非化石燃料は除く	組織及び連結会社191社 (生産176拠点及び非生産64拠点)	Scope1: 488,805 t-CO ₂ Scope2: 1,873,475 t-CO ₂
2 Scope 3 (カテゴリー1)	組織の連結対象範囲における原材料、部品、副資材	11,022,068 t-CO ₂
3 Scope 3 (カテゴリー2)	組織の連結対象範囲	769,659 t-CO ₂
4 Scope 3 (カテゴリー11)	組織及び連結会社が販売したエナジーソリューション製品(GHP、コージェネレーションシステム、シャワートイレ)及びパワートレインユニット(eAxle、ハイブリッドトランスミッション、オートマチックトランスミッション、マニピュレーターシステム、CVT、トランスフア)	7,967,008 t-CO ₂ *1
5 水使用量 (水道水、工業用水、地下水)	組織及び連結会社126社の生産172拠点	13,126,934 m ³
6 産業廃棄物発生量	国内の組織及び連結会社46社の生産91拠点	140,980 t

*1 エナジーソリューション製品は生涯使用年数を製品設計寿命年数として算定
パワートレインユニットは搭載車両の生涯走行距離を10万kmとして算定

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Performance Data (Social)

Reporting scope and data coverage (%)

Aisin Corporation	30.0%
4 Group companies	37.1%
12 Group companies	46.2%
Consolidated	100%

Coverage rate calculation method

$$\text{Coverage rate (\%)} = \frac{\text{Number of regular employees at reporting companies}}{\frac{\text{Aisin Group}}{\text{Number of regular employees at Aisin Corporation and consolidated subsidiaries}}} \times 100$$

4 Group companies	Aisin, Aisin Takaoka, Aisin chemical, ADVICS
12 Group companies	Aisin, Aisin Takaoka, Aisin Chemical, Aisin Light Metals, Aisin Development, Aisin Kiko, Aisin Sin'ei, Aisin Fukui, Hosei Brake Industry, ADVICS, Aisin Shiroki, Art Metal Mfg

Number of Employees*¹

Item		FY2021	FY2022	FY2023	FY2024	FY2025
	Aisin corporation Persons	15,493	36,489	35,610	35,099	34,384
	Consolidated Persons	118,359	117,177	116,649	115,140	114,449

*1 Number of employees refers to the number of working personnel (excluding employees seconded from Aisin to outside companies, but including employees seconded from outside companies to Aisin).



Number of regular employees

Item				FY2021	FY2022	FY2023	FY2024	FY2025
Number of regular employees (By gender, ratio of female staff)	Aisin corporation	Male	Persons	13,418	33,467	32,677	32,351	31,668
		Female		2,073	4,377	4,331	4,383	4,343
		Ratio of female staff	%	13.4	11.6	11.7	11.9	12.1
	Consolidated	Male	Persons		97,754	97,445	97,278	96,483
		Female		–	19,989	20,216	21,033	20,443
		Ratio of female staff	%	–	17.1	17.2	17.8	17.5
Number of regular employees by age group	Aisin corporation	Under 30	%	--	23.6	21.5	19.6	18.2
		30 to 49		–	59.3	60.1	60.3	59.8
		50 and over		–	17.1	18.4	20.1	22.0
	4 Group companies	Under 30		–	24.2	22.4	20.9	19.7
		30 to 49		–	58.0	58.7	58.8	58.4
		50 and over		–	17.8	18.9	20.3	21.9
Midcareer hire ratio (regular employees)	Aisin corporation	Male	Persons	2,948	10,826	10,624	10,810	10,549
		Female		673	1,258	1,262	1,344	1,332
		Midcareer hire ratio	%		23.4	31.9	32.1	33.1
	4 Group companies	Male	Persons	–	11,907	11,614	11,838	12,307
		Female		–	1,355	1,357	1,468	1,500
		Midcareer hire ratio	%	--	28.7	28.6	29.4	30.9



Regular recruiting numbers

Item				FY2021	FY2022	FY2023	FY2024	FY2025
General administrative positions	Aisin corporation	Male	Persons	19	8	15	19	23
		Female		10	8	8	11	15
		Ratio of female staff	%	34.5	50.0	34.8	36.7	39.5
General technical positions	Aisin corporation	Male	Persons	106	114	107	146	134
		Female		14	15	26	25	21
		Ratio of female staff	%	11.7	11.6	19.5	14.6	13.5
Skilled positions	Aisin corporation	Male	Persons	250	151	141	138	148
		Female		54	32	40	41	38
		Ratio of female staff	%	17.8	17.5	22.1	22.9	20.4
General clerical positions	Aisin corporation	Male	Persons	0	0	1	0	0
		Female		13	1	0	7	0
		Ratio of female staff	%	100.0	100.0	0.0	100.0	0.0
General administrative positions	4 Group companies	Male	Persons	40	16	24	29	32
		Female		20	12	15	23	20
		Ratio of female staff	%	33.3	42.9	38.5	44.2	38.5
General technical positions	4 Group companies	Male	Persons	251	153	167	203	179
		Female		27	24	32	31	28
		Ratio of female staff	%	9.7	13.6	16.1	13.2	13.5
Skilled positions	4 Group companies	Male	Persons	754	304	304	289	283
		Female		146	72	78	76	67
		Ratio of female staff	%	16.2	19.1	20.4	20.8	19.1



Item				FY2021	FY2022	FY2023	FY2024	FY2025
General clerical positions	4 Group companies	Male	Persons	0	2	2	1	0
		Female		17	1	0	7	3
	Ratio of female staff	%	100.0	33.3	0.0	87.5	100.0	

Midcareer hire ratio

Item				FY2021	FY2022	FY2023	FY2024	FY2025
Midcareer recruiting ratio	Aisin corporation	Male	Persons	138	79	111	97	178
		Female		49	14	28	12	38
		Ratio of female staff	%	26.2	15.1	20.1	11.0	17.6
		Midcareer hire ratio		28.6	22.0	29.1	22.0	36.3
	4 Group companies	Male	Persons	168	114	156	238	379
		Female		54	18	36	67	86
		Ratio of female staff	%	24.3	13.6	18.8	22.0	18.5
		Midcareer hire ratio		15.0	18.4	23.6	31.6	43.2



Investment in human capital

Item			FY2021	FY2022	FY2023	FY2024	FY2025
Annual training hours per employee	Aisin corporation	Hours	56.3	39.7	46.0	48.3	49.5
	4 Group companies		38.8	38.5	43.9	45.6	41.8
Total employee training hours	Aisin corporation		872,787	1,503,028	1,701,289	1,721,060	1,739,180
	4 Group companies		1,784,911	1,750,754	1,961,521	1,987,271	1,830,240
Annual training days per employee	Aisin corporation		7.0	5.0	5.8	6.0	6.2
	4 Group companies		4.8	4.8	5.5	5.7	5.2
Total training costs	Aisin corporation	Yen	418,649,000	720,087,000	760,482,000	742,274,500	848,683,000
	4 Group companies		-	977,405,174	1,009,454,417	1,055,929,916	928,792,079

Job satisfaction (engagement)

Item			FY2021	FY2022	FY2023	FY2024	FY2025
Job satisfaction (employee survey results)* ¹	Aisin corporation	Average	3.5	3.4	3.4	3.4	3.3
	4 Group companies		3.4	3.4	3.4	3.4	3.3
	12 Group companies		-	3.4	3.4	3.4	3.3
Resignation rate (voluntary resignations)	Aisin corporation	%	1.3	1.8	1.9	1.9	2.0
	4 Group companies		1.6	1.8	1.8	2.0	2.3

*1 Job satisfaction (employee survey results): Indicator is a 5-point scale. Job satisfaction is measured by questions on job fulfillment and job fit.



Diversity & inclusion

Item					FY2021	FY2022	FY2023	FY2024	FY2025
Percentage of female directors* ¹	Directors	Male	Persons		10	9	9	9	9
		Female			3	3	3	3	3
		Ratio of female staff	%		23.1	25.0	25.0	25.0	25.0
Percentage of female managers	Department manager level	Male	Persons		546	1,157	1,161	1,129	1,121
		Female			17	25	27	28	28
		Ratio of female staff	%		3.0	2.1	2.3	2.4	2.4
	Section manager level	Male	Persons		1,710	3,314	3,458	3,655	3,745
		Female			59	95	103	111	125
		Ratio of female staff	%		3.3	2.8	2.9	3.0	3.2
	Managers	Male	Persons		2,256	4,471	4,619	4,784	4,866
		Female			76	120	130	139	153
		Ratio of female staff	%		3.3	2.6	2.7	2.8	3.1
Percentage of female section chiefs	Section chief level	Male	Persons		3,807	5,712	5,800	5,818	5,807
		Female			200	229	292	322	352
		Ratio of female staff	%		5.0	3.9	4.8	5.2	5.7



Item					FY2021	FY2022	FY2023	FY2024	FY2025
Percentage of female managers	4 Group companies	Department manager level	Male	Persons	1,409	1,440	1,466	1,416	1,400
			Female		21	27	29	30	30
			Ratio of female staff	%	1.5	1.8	1.9	2.1	2.1
		Section manager level	Male	Persons	3,654	3,718	4,029	4,247	4,360
			Female		83	104	112	123	138
			Ratio of female staff	%	2.2	2.7	2.7	2.8	3.1
		Managers	Male	Persons	5,063	5,158	5,495	5,663	5,760
			Female		104	131	141	153	168
			Ratio of female staff	%	2.0	2.5	2.5	2.6	2.8
Percentage of female section chiefs	Section chief level	Male	Persons	–	6,786	6,930	6,994	6,990	
		Female		–	255	333	371	409	
		Ratio of female staff	%	–	3.6	4.6	5.0	5.5	



Item					FY2021	FY2022	FY2023	FY2024	FY2025
Percentage of female directors*2	Consolidated	Directors	Male	Persons	-	529	527	485	452
			Female		-	10	12	10	15
			Ratio of female staff	%	-	1.9	2.2	2.0	3.2
Percentage of female managers		Department manager level	Persons	Male	-	2,917	2,969	2,809	2,812
				Female	-	148	155	151	141
				Ratio of female staff	%	-	4.8	5.0	5.1
		Section manager level	Persons	Male	-	6,241	6,559	6,540	6,597
				Female	-	459	509	473	494
				Ratio of female staff	%	-	6.9	7.2	6.7
	Managers	Persons	Male	-	9,158	9,528	9,349	9,409	
			Female	-	607	664	624	635	
			Ratio of female staff	%	-	6.2	6.5	6.3	6.3
Number of newly promoted managers	Aisin corporation	Persons	Male	-	361	380	443	342	
			Female	-	29	13	15	18	
			Ratio of female staff	%	-	7.4	3.3	3.3	5.0
	4 Group companies	Persons	Male	-	408	442	510	421	
			Female	-	31	13	19	19	
			Ratio of female staff	%	-	7.1	2.9	3.6	4.5



Item				FY2021	FY2022	FY2023	FY2024	FY2025
Percentage of midcareer hires promoted to management positions	Aisin corporation	Number of male midcareer hires in management positions	Persons	596	1,027	1,083	1,130	1,460
		Number of female midcareer hires in management positions		21	28	31	32	48
		Midcareer hire ratio	%	26.5	23.0	23.5	23.6	30.1
	4 Group companies	Number of male midcareer hires in management positions	Persons	–	1,140	1,206	1,271	1,341
		Number of female midcareer hires in management positions		–	31	34	35	40
		Midcareer hire ratio	%	–	22.1	22.0	22.5	23.3
Gender pay gap among employees*³	Aisin corporation	All workers	%	–	–	74.9	68.6	70.3
		Regular employees		–	–	76.2	68.8	79.2
		Part-time and fixed-term employees		–	–	80.1	82.3	70.1



Item				FY2021	FY2022	FY2023	FY2024	FY2025
Percentage of local employees among executives (Vice President level and above) at overseas subsidiaries**4	Aisin corporation*5	Local employees	Persons	87	71	75	74	82
		Number of positions	Position	243	208	217	219	215
		Local employee ratio	%	35.8	34.1	34.6	33.8	38.1
	Consolidated	Local employees	Persons	122	106	110	109	114
		Number of positions	Position	337	304	318	317	318
		Local employee ratio		36.2	34.9	34.6	34.4	35.8
Union membership at local subsidiaries in countries with union organization	Countries with locations where unions exist (11/22 countries)		%	92.2	94.9	97.6	93.7	94.4
Reemployment Rate	Aisin corporation	Personnel with advanced qualifications	%	75.3	82.9	78.7	81.6	85.1
		Union members		75.8	85.4	78.3	84.0	80.3
		Overall		75.6	84.6	78.5	83.1	82.2
	4 Group companies	Personnel with advanced qualifications		83.0	84.3	80.9	80.7	93.1
		Union members		80.6	84.3	78.2	84.7	97.6
		Overall		81.5	84.3	79.4	83.3	95.8



Item			FY2021	FY2022	FY2023	FY2024	FY2025
Employment of people with disabilities	Aisin corporation	Persons	296	687	702	713	721
		%	2.4	2.4	2.5	2.6	2.6
	4 Group companies	Persons	857	855	872	893	906
		%	2.3	2.4	2.5	2.6	2.6
	Employment rate at special subsidiary companies* ⁶	%	2.4	2.5	2.6	2.7	2.8
	(Reference statutory employment rate)		2.2	2.3	2.3	2.3	2.5

*1 Ratio of female executives (Aisin Corporation, parent): Directors, Auditors.

*2 Female Executive Ratio (Consolidated): Scope: Domestic: 73 companies, overseas: 113 companies. President, Vice President, Director.

*3 Gender pay gap: Calculated based on the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015). The main determinant of the pay gap among regular employees is a difference in the composition of job qualifications. The current gender pay gap stems from men having longer average tenure and greater representation in roles requiring advanced qualifications.

*4 Ratio of local employees among executives (Vice President level and above) at overseas subsidiaries: Target: overseas: 113 companies. President, vice president, director.

*5 Aisin parent: Aisin's overseas subsidiaries: 71 companies

*6 Employment rate at special subsidiaries: The companies designated as special subsidiaries are as follows. As of FY2021–FY2022: AISIN WELLSMILE, Aisin, Aisin Collabo. As of FY2023: AISIN WELLSMILE, Aisin, Aisin Collabo, Aisin Takaoka, Aisin Chemical, ADVICS.



Work-Life Balance

Item			FY2021	FY2022	FY2023	FY2024	FY2025	
Total working hours	Aisin corporation	Hours	1,930	1,990	1,984	2,033	2,017	
	4 Group companies		1,941	1,998	1,990	2,035	2,022	
Paid leave utilization rate*¹	Aisin corporation	%	98.0	95.4	101.0	94.0	98.2	
	4 Group companies		95.6	95.3	100.7	93.8	96.1	
Average length of service	Aisin corporation	Male	Year	16.5	16.2	16.2	16.7	17.3
		Female		13.1	12.7	12.7	13.4	14.1
		Total		16.0	15.8	15.8	16.4	16.9
	4 Group companies	Male		15.6	16.3	16.4	16.6	16.3
		Female		10.8	11.6	12.0	13.0	13.0
		Total		15.0	15.8	15.9	16.2	15.9
Average monthly non-statutory working hours*²	Aisin corporation	Hours	16.2	21.0	21.3	24.3	23.1	
Male childcare leave utilization rate*³		%	12.2	17.2	34.0	50.4	62.8	
Male childcare leave and male childcare-purpose leave utilization rate*⁴			-	-	95.7	95.8	92.2	
Male parental leave 100% utilization target achievement rate*⁵			100.0	100.0	100.0	100.0	100.0	
Male parental leave utilization rate	4 Group companies	%	21.1	17.9	33.2	49.7	62.5	
Male parental leave and childcare leave utilization rate			-	-	95.5	95.7	92.6	
Male parental leave 100% utilization target achievement rate			-	100.0	99.6	98.3	98.2	



Item				FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees utilizing reduced working hours for childcare	Aisin corporation	Male	Persons	118	427	412	437	447
		Female		409	837	874	978	1,020
		Total		527	1,264	1,286	1,415	1,467
	4 Group companies	Male	Persons	162	453	480	512	526
		Female		907	974	1,012	1,139	1,204
		Total		1,069	1,427	1,492	1,651	1,730
Number of employees utilizing caregiving leave	Aisin corporation	Male	Persons	2	10	4	12	9
		Female		4	3	9	4	4
		Total		6	13	13	16	13
	4 Group companies	Male	Persons	6	12	8	14	11
		Female		12	4	9	6	5
		Total		18	16	17	20	16

*1 Paid leave utilization rate: Calculated using the number of days granted in a single year as the denominator. The numerator includes both the number of paid leave days taken and the number of days taken under the “Anshin Leave” system (employees can carry over up to 20 days of unused annual paid leave to cover personal illness, nursing or care of a family member, childbirth of a spouse, or childcare).

*2 Average monthly overtime hours: union member average

*3 Male childcare leave utilization rate: For FY2019–FY2022, calculated based on those who took leave within the respective fiscal year. From FY2023, the utilization rate for childcare leave, etc., as defined in Article 71-4, Item 1 of the Enforcement Regulations of the Act on the Welfare of Workers Who Take Childcare Leave, Family Care Leave, etc. (Ministry of Labor Ordinance No. 25 of 1991), is calculated based on the provisions of the Act on the Welfare of Workers Who Take Childcare Leave, Family Care Leave, etc. (Act No. 76 of 1991).

*4 Male employee childcare leave and childcare-purpose leave utilization rates: These rates were calculated based on the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76 of 1991) and Article 71-4, Item 2 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Ministry of Labor Ordinance No. 25 of 1991). When male workers report different years for their spouse’s childbirth and for taking statutory or company-sponsored childcare leave, the rate may exceed 100%. Company-sponsored childcare leave includes special leave (a system allowing employees with children under two years old to take five days of leave per child for their spouse’s childbirth or childcare) and “Anshin Leave”.

*5 Targeted male childcare leave take-up rate of 100%: statutory childcare leave, employer-sponsored childcare leave (special leave, “Anshin Leave”)



Social dialogue

Item			FY2021	FY2022	FY2023	FY2024	FY2025
Number of labor-management meetings with unions	Aisin	Times	35	43	48	41	27

Status of employee stock ownership plan

Item			FY2021	FY2022	FY2023	FY2024	FY2025
Stock ownership plan eligibility rate*1	72 domestic companies	%	-	-	-	-	95.8

*1 Calculation method for employee stock ownership plan eligibility rate

$$\text{Employee stock ownership plan eligibility rate (\%)} = \frac{\text{Number of employees eligible to join the plan}}{\text{Number of employees at 72 domestic companies (regular employees + re-employed staff)}}$$



Occupational safety and health

Item			FY2021	FY2022	FY2023	FY2024	FY2025
Occupational Safety and Health Management System implementation rate	Aisin corporation	%	–	100	100	100	100
ISO 45001 certification rate*1	Consolidated	Incidents	–	–	26.5	26.5	29.0
Number of serious accidents involving employees (including temporary staff)			0	0	0	0	0
Number of serious accidents involving partners and external contractors			0	0	0	0	0
Number of STOP6 absences*2			13	15	14	16	11
Lost-time injury frequency (employees, including temporary staff)*3	12 Group companies	%	0.07	0.14	0.17	0.15	0
Number of lost-time injury incidents involving employees (including temporary staff)		Incidents	10	18	22	20	32
Severity (employees, including temporary staff)*4	Aisin corporation	%	0.00	0.01	0.01	0.00	0.01
Number of fires	Consolidated	Incidents	48	46	64	63	70
Number of sick leave days			4 (Aisin)*5	3 (Aisin)*5	3 (Domestic)*5	3 (Domestic)*5	10
Number of participants in safety and health training*6	Aisin corporation	Persons	2,847	7,720	11,623	12,928	10,570

*1 Applies to manufacturing companies

*2 Accidents with potential to lead to serious injury (crushing, heavy objects, vehicles, falls, electrocution, burns)

*3 Lost-time injury frequency = (number of casualties / total actual working hours) × 1,000,000

*4 Severity = (total lost workdays / total actual working hours) × 1,000

*5 Figures in parentheses indicate the scope of coverage for the fiscal year under review.

*6 Number of participants in Aisin Safety and Health Education Center courses

(Note) Four companies from FY2022: Aisin, Aisin Takaoka, Aisin Chemical, Advics. Five companies prior to FY2022: Aisin Seiki, Aisin Takaoka, Aisin Chemical, Aisin AW, ADVICS.

GRI Content Index

The AISIN GROUP partially references the “GRI Sustainability Reporting Standards” for its CSR-related reporting. The table below introduces activities related to the disclosure requirements of these guidelines. (As of September 2025)

* GRI (Global Reporting Initiative): An international organization established in 1997 with the purpose of creating and promoting international guidelines for corporate sustainability reporting.

GRI 2: General Disclosure Items 2021

Disclosure Item		Location
1. Organization and reporting practices		
2-1	Organizational details	Company profile Global network
2-2	Entities covered by the organization’s sustainability reporting	Scope
2-3	Reporting period and frequency, contact information	Coverage period, reporting cycle, publisher contact
2-4	Restatements of information	—
2-5	External assurance	Environment, third-party verification
2. Activities and personnel		
2-6	Activities, value chain, and other business relationships	Revenue by business segment Supply chain
2-7	Personnel	Performance data (social)
2-8	Contract workers	—
3. Governance		
2-9	Governance structure and composition	Corporate governance Sustainability promotion Corporate governance reports
2-10	Nomination and election by the top governance authority	Corporate governance
2-11	Chair of the top governance authority	Corporate governance
2-12	Role of the top governance authority in overseeing impact management	Sustainability promotion
2-13	Delegation of responsibility for impact management	Sustainability promotion Corporate governance TCFD
2-14	Role of the top governance authority in sustainability reporting	Sustainability promotion Corporate governance
2-15	Conflicts of interest	Corporate governance



Disclosure Item		Location
2-16	Communication of critical concerns	Corporate governance Compliance Risk management
2-17	Collective knowledge of the top governance authority	Corporate governance Corporate governance reports
2-18	Performance evaluation of the top governance authority	Corporate governance
2-19	Compensation policy	Corporate governance 102nd Annual Securities Report Corporate governance reports
2-20	Remuneration determination process	Corporate governance 102nd Annual Securities Report Corporate governance reports
2-21	Ratio of total annual compensation	—
4. Strategy, policy, and practice		
2-22	Statement on sustainable development strategy	Message from the president
2-23	Policy statement	Aisin Group philosophy Aisin Group sustainability charter Human rights Aisin Group Human Rights Policy FY2025 AISIN Group Statement on the UK Modern Slavery Act
2-24	Implementation of policy statements	Compliance Human rights Aisin Group Human Rights Policy FY2025 AISIN Group Statement on the UK Modern Slavery Act
2-25	Negative impact remediation process	Compliance Human rights Aisin Group Human Rights Policy FY2025 AISIN Group Statement on the UK Modern Slavery Act
2-26	Mechanisms for seeking advice and raising concerns	Compliance
2-27	Legal and regulatory compliance	Materiality Compliance
2-28	Membership associations	Initiatives and organizations participated in
5. Stakeholder engagement		
2-29	Approach to stakeholder engagement	Stakeholder engagement
2-30	Collective bargaining agreements	Performance data (social)



GRI 3: Material Topics 2021

Disclosure Item		Location
GRI 3: material topics 2021		
3-1	Material topic identification process	Sustainability promotion Materiality
3-2	List of material topics	Sustainability promotion Materiality
3-3	Management of material topics	Sustainability promotion Materiality Risk management

GRI 200 Series: economic items

Disclosure Item		Location
GRI 201: economic performance 2016		
201-1	Direct economic value created and distributed	Financial Data (Consolidated) Performance data (environment) Performance data (social) Social contribution
201-2	Financial implications of climate change and other risks and opportunities	Task Force on Climate-Related Financial Disclosures (TCFD) Risk management
201-3	Defined-benefit pension plan obligations and other retirement benefits	—
201-4	Government financial assistance received	—
GRI 202: Presence in the local economy 2016		
202-1	Ratio of standard starting salary to local minimum wage (by gender)	Human rights
202-2	Percentage of senior management hired from local communities	Performance data (social)
GRI 203: Indirect economic impacts 2016		
203-1	Infrastructure Investment and Support Services	Hydrogen Stations Hydrogen and Ammonia Society Implementation Promotion
203-2	Significant Indirect Economic Impacts	Aisin's Value Creation Process Social contribution
GRI 204: Procurement Practices 2016		
204-1	Percentage of spending on local suppliers	—



Disclosure Item		Location
GRI 205: Anti-Corruption 2016		
205-1	Operations conducting corruption risk assessments	—
205-2	Communication and training on anti-corruption policies and procedures	Compliance
205-3	Confirmed corruption cases and actions taken	—
GRI 206: Anti-Competitive Practices 2016		
206-1	Legal actions taken against the company for anti-competitive practices, antitrust violations, or monopolistic practices	Compliance
GRI 207: Taxation 2019		
207-1	Approach to Taxation	Aisin Group Tax Policy
207-2	Tax Governance, Management, and Risk Management	Aisin Group Tax Policy
207-3	Engagement with Tax-Related Stakeholders and Addressing Concerns	Aisin Group Tax Policy
207-4	Country-by-Country Reporting	102nd Annual Securities Report

GRI 300 Series (environmental items)

Disclosure Item		Location
GRI 301: Raw materials 2016		
301-1	Weight or volume of raw materials used	—
301-2	Recycled materials used	—
301-3	Products and packaging materials recycled	—
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Performance data (environment)
302-2	Energy consumption outside the organization	—
302-3	Energy intensity	—
302-4	Reduction of energy consumption	Performance data (environment)
302-5	Reduction of energy requirements for products and services	—
GRI 303: Water and effluent 2018		
303-1	Interactions with water as a shared resource	—
303-2	Management of impacts related to effluent	—
303-3	Water withdrawal	Performance data (environment)
303-4	Water discharge	Performance data (environment)
303-5	Water consumption	—



Disclosure Item		Location
GRI 304: Biodiversity 2016		
304-1	Operational sites owned, leased, or managed within protected areas, areas of high biodiversity value not designated as protected, or adjacent to such areas	TNFD
304-2	Significant impact of activities, products, and services on biodiversity	TNFD
304-3	Habitat protection and restoration	TNFD
304-4	IUCN Red List and nationally protected species inhabiting areas affected by operations	TNFD
GRI 305: Airborne emissions 2016		
305-1	Direct greenhouse gas (GHG) emissions (Scope1)	Performance data (environment)
305-2	Indirect greenhouse gas (GHG) emissions (Scope2)	Performance data (environment)
305-3	Other indirect greenhouse gas (GHG) emissions(Scope 3)	Performance data (environment)
305-4	Greenhouse Gas (GHG) Emissions per unit of output	Performance data (environment)
305-5	Reduction of greenhouse gas (GHG) emissions	Materiality TCFD Performance data (environment)
305-6	Emission of ozone-depleting substances (ODS)	—
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Performance data (environment)
GRI 306: Waste 2020		
306-1	Waste production and significant waste-related impacts	—
306-2	Management of significant waste-related impacts	Environment
306-3	Waste generated	Performance data (environment)
306-4	Waste diverted from disposal	Performance data (environment)
306-5	Waste directed to disposal	Performance data (environment)
GRI 308: Environmental assessment of suppliers 2016		
308-1	New suppliers selected based on environmental criteria	—
308-2	Negative environmental impacts in the supply chain and actions taken	TCFD



400 Series (social items)

Disclosure Item		Location
GRI 401: Employment 2016		
401-1	New hires and separations	Performance data (social)
401-2	Allowances provided to regular employees but not to part-time or temporary personnel	—
401-3	Childcare leave	Performance data (social)
GRI 402: Labor–management relations 2016		
402-1	Minimum notice period for business changes	Human rights
GRI 403: Occupational safety and health 2018		
403-1	Occupational safety and health management system (OSHMS)	Safety and health
403-2	Hazard identification, risk assessment, and accident investigation	Safety and health
403-3	Occupational health services	Safety and health
403-4	Worker participation, consultation, and communication in occupational safety and health	Safety and health
403-5	Worker training on occupational safety and health	Safety and health
403-6	Worker health promotion	Safety and health
403-7	Prevention and mitigation of occupational safety and health impacts directly linked to business relationships	Safety and health
403-8	Workers covered by the occupational safety and health management system	Safety and health
403-9	Work-related injuries	Safety and health
403-10	Work-related illnesses and health issues	Safety and health
GRI 404: Training and education 2016		
404-1	Average annual training hours per employee	Performance data (social)
404-2	Employee skill enhancement programs and transition support programs	Human resources
404-3	Percentage of employees receiving regular reviews on performance and career development	—
GRI 405: Diversity and equal opportunity 2016		
405-1	Diversity in governance bodies and workforce	Performance data (social)
405-2	Ratio of basic salary and total compensation by gender	Performance data (social)
GRI 406: Prevention of discrimination 2016		
406-1	Incidents of discrimination and remedial actions taken	Compliance
GRI 407: Freedom of association and collective bargaining 2016		
407-1	Operations and suppliers where the right to freedom of association and collective bargaining may be at risk	Human rights Aisin Group Human Rights Policy FY2025 AISIN Group Statement on the UK Modern Slavery Act



Disclosure Item		Location
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	Human rights Aisin Group Human Rights Policy FY2025 AISIN Group Statement on the UK Modern Slavery Act
GRI 409: Forced or compulsory labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human rights Aisin Group Human Rights Policy FY2025 AISIN Group Statement on the UK Modern Slavery Act
GRI 410: Security practices 2016		
410-1	Security personnel trained in human rights policy and procedures	—
GRI 411: Indigenous peoples' rights 2016		
411-1	Violations of indigenous peoples' rights	—
GRI 413: Local communities 2016		
413-1	Operations involving community engagement, impact assessments, and development programs	Social contribution
413-2	Operations with significant negative impact (actual or potential) on local communities	—
GRI 414: Social assessments of suppliers 2016		
414-1	New suppliers screened based on social criteria	Supply chain
414-2	Negative social impacts in the supply chain and actions taken	Supply chain
GRI 415: Public policy 2016		
415-1	Political contributions	—
GRI 416: Customer safety and health 2016		
416-1	Assessment of occupational safety and health impacts by product and service category	—
416-2	Violations related to occupational safety and health impacts of products and services	—
GRI 417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labeling	—
417-2	Compliance violations related to product and service information and labeling	—
417-3	Compliance violations related to marketing communications	—
GRI 418: Customer privacy 2016		
418-1	Substantiated complaints regarding breaches of customer privacy and loss of customer data	Information security

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