

Sustainability Management

We Aim For

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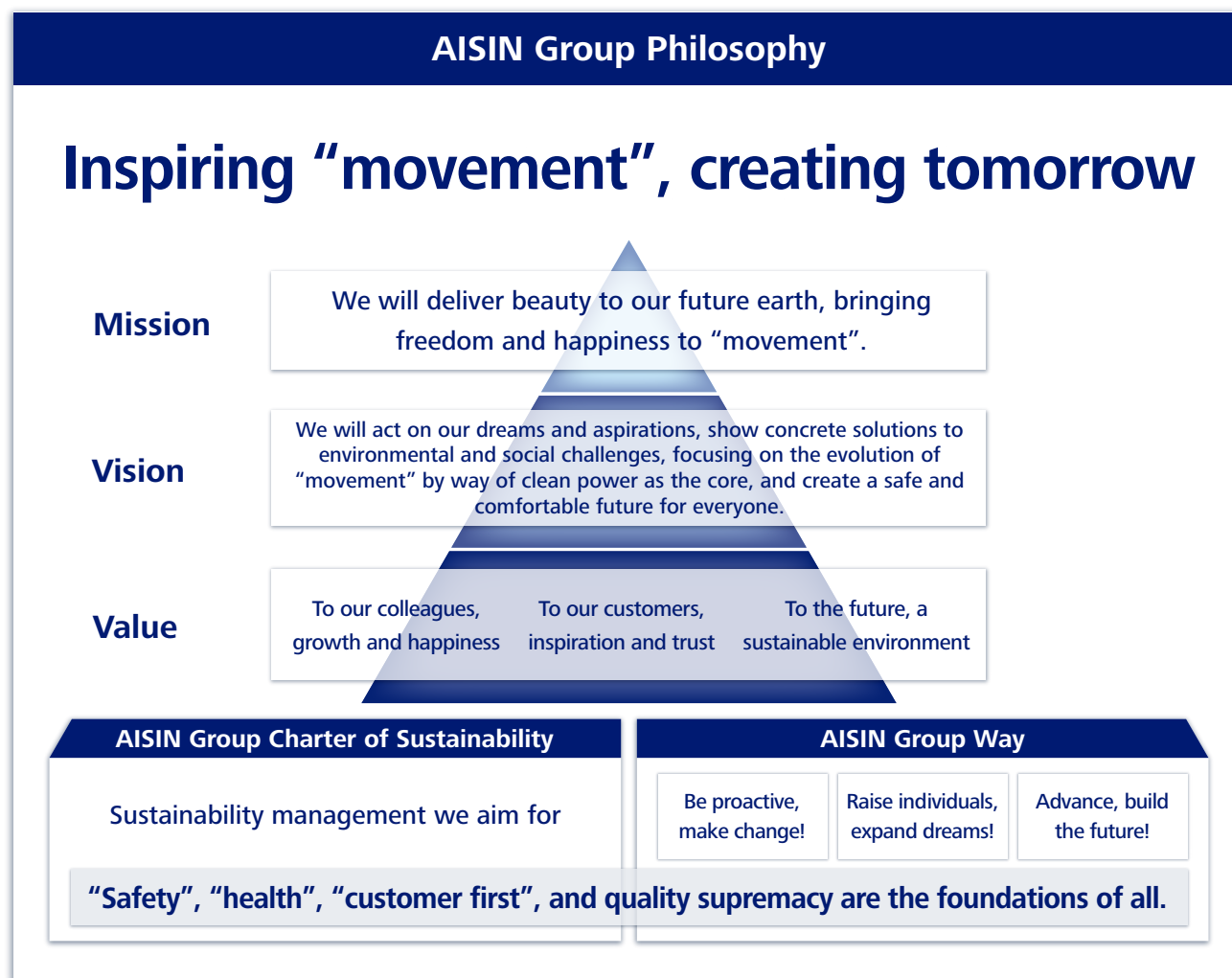
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AISIN Group Philosophy, Way, and Charter of Sustainability: Positioning Overview



AISIN Group Philosophy

The AISIN Group Philosophy outlines why the Group exists in society (Mission), what it aims to achieve (Vision), and what value it provides to whom (Value).

AISIN Group Way

It shows the values and attitudes that employees should embrace in their daily work in order to realize the Philosophy.

AISIN Group Charter of Sustainability

It sets forth 11 corporate principles to realize the Philosophy. They demonstrate AISIN’s basic stance in pursuing sustainability, which will be implemented throughout the supply chain.

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The spirit embedded in the AISIN Group Philosophy

The AISIN Group Philosophy demonstrates the reason for the Group’s existence and its mission, forming the core of its management. We will continue to provide new value to our colleagues, customers, and society, thereby contributing to the creation of a sustainable society.

Inspiring “movement”, creating tomorrow

We aim to contribute to the evolution of mobility by going beyond conventional thinking, and to deliver diverse “movement” experiences that resonate with people, bringing inspiration in the form of surprise and enjoyment to people around the world.

Furthermore, by creating new value through environmentally conscious businesses, we will help carry forward a sustainable society filled with smiles and the beauty of the earth.

Each company within the AISIN Group places this spirit at the heart of its management. By working together as one, all our colleagues strive to ensure that we remain a company that society continues to need, now and into the future.

Mission —Why we exist

We will deliver beauty to our future earth, bringing freedom and happiness to “movement”.

This is the mission we must fulfill for society through our businesses.

Our Mission and Vision begin with **“we”**, which refers to all colleagues working at the AISIN Group. This demonstrates our determination that **“we”** will be key players to take proactive action.

The term **“movement”** encompasses both physical mobility and meaningful experiences that go beyond conventional thinking.

“Freedom and happiness” refers to a state in which everyone can safely, securely, conveniently, and comfortably move around as they wish, which naturally brings smiles to their faces.

We aim to leverage our products and services to address a variety of global challenges and foster a sustainable society filled with smiles. This spirit is encapsulated in the phrase **“future earth”**.

All of our colleagues working at the AISIN Group aim to fulfill this Mission. Every task you are currently working on is connected to **“people’s smiles and a beautiful future earth”**.

Vision —How we see the future

We will act on our dreams and aspirations, show concrete solutions to environmental and social challenges, focusing on the evolution of “movement” by way of clean power as the core, and create a safe and comfortable future for everyone.

The Vision is what we want to achieve in the pursuit of our Mission.

The AISIN Group’s strength is in its **“people”**. The Group possesses a variety of technologies and skills, but it is you and your colleagues who create them.

We aspire to be a group where each individual envisions their own **“dreams”** and, driven by **“aspirations”** to change the future, takes initiative and acts.

Our strength lies in our colleagues who share this passion. By working together, we can realize our shared vision.

“Clean power” is a term that embodies our desire to create new value in the fields of electrification and energy, which are important parts of the mobility transformation.

“Concrete solutions” are specific approaches developed by combining the technical and manufacturing strengths of the AISIN Group.

To make our dreams a reality, we must derive concrete solutions through exceptional technology and knowledge, supported by a strong will to achieve them.

To create a safe and comfortable future for everyone, we will join forces to find solutions to each environmental and social challenge through manufacturing and system innovation.

Value —What we strive to give

To our colleagues, growth and happiness
To our customers, inspiration and trust
To the future, a sustainable environment

Value is what we will provide to our **“colleagues”**, **“customers”**, and **“the future”** in order to realize our Mission and Vision.

The AISIN Group believes that each of our colleagues is a key player and the strength of our Group. Based on this belief, we have deliberately placed **“colleagues”** at the top of our Value framework.

Our colleagues strive to bring happiness and inspiration to our customers, contributing to the creation of a nature-harmonious society where everyone can live with peace of mind.

Value

To our colleagues, growth and happiness

We will be a company that respects diversity and individual personalities and takes on challenges, one in which our people can act independently and aspire to contribute to society, where they can sense their own growth, take reward from their work, and find happiness in their lives.

The first is the value we will deliver to our **“colleagues”**.

“Respects diversity and individual personalities” represents a state in which, as a global company, we recognize the individuality of our colleagues around the world and support them in freely demonstrating their strengths. Only when each individual is empowered to do so can we become a truly strong company.

“A company that takes on challenges” expresses our commitment to creating a culture where everyone can challenge themselves by engaging in frank discussions and mutual support, regardless of age, gender, position, or organizational affiliation.

“Act independently and aspire to contribute to society”

embodies our expectation that each of our colleagues will grow into professionals who act autonomously, driven by a desire to benefit others and contribute to the greater good.

“Sense their own growth, take reward from their work, and find happiness in their lives” represents our desire to build

a company, in partnership with all our colleagues, where each individual can apply their strengths at work, experience personal growth and self-actualization, and find fulfillment both professionally and personally.

Value

To our customers, inspiration and trust

We will innovate safe, comfortable, and convenient mobility, that delivers happiness and inspiration towards “movement”, with new value that exceeds customer expectations.

The second is the value we will deliver to our **“customers”**.

“Customers” here refer to the stakeholders to whom your workplace delivers value. This includes end users of your products and services, business partners, shareholders, local communities, and those involved in upstream and downstream processes.

“Delivers happiness and inspiration towards ‘movement’” is phrased to represent the **“mobility”** field, but it embodies a broader meaning: the commitment in every workplace to **“provide value that brings happiness and inspiration to customers”**.

In the mobility field in particular, our efforts to create safe, reliable, convenient, and comfortable products and services deliver both freedom of movement and engaging experiences, helping to drive the **“evolution of ‘movement’”** envisioned in our Vision.

“Value that exceeds customer expectations” reflects our unwavering commitment to pursue new forms of value that bring happiness and inspiration to our customers, something that may be unimaginable now but will become the standard for the next generation.

Value

To the future, a sustainable environment

We will contribute to creating a better environment through electrification of mobility and clean power that makes effective use of energy for a society that is in harmony with nature and where everyone can live with peace of mind.

The third is the value we will deliver to **“the future”**.

The term **“society”** as used here encompasses a wide range of areas, from local communities to countries around the world.

We are committed to addressing social issues faced by future earth by reducing CO₂ and exhaust gas emissions through the electrification of mobility and by providing products and services in manufacturing and energy fields that minimize environmental impact.

We must ensure that our activities do not harm the earth’s natural environment or endanger its future.

It represents our commitment to continuously reflect on what we can do and take action toward preserving the beauty of nature for future generations.

AISIN Group Way

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The values and actions we embrace

The actions of **"being proactive"**, **"raising individuals"**, and **"advancing"** lead to the outcomes of **"making change"**, **"expanding dreams"**, and **"building the future"**.

These three core values, which must always be embraced, are each accompanied by four essential attitudes that should be firmly adhered to.

Finally, the **"safety and health"** of all our colleagues at the AISIN Group and the **"customer first"** and **"quality supremacy"** principles we have always upheld are the foundation of all our actions.

This represents the mindset we should return to whenever we feel uncertain or lack confidence in taking the next step as we strive toward the ideals expressed in our Group Philosophy.

Be proactive, make change!

- ☒ Challenge without fearing failure.
- ☒ Move swiftly with the customer in mind.
- ☒ Work passionately.
- ☒ Let's value the spirit of "GENCHI GENBUTSU GENNIN". (Get to the actual place, see the reality for ourselves and identify the facts.)

Take initiative and act without fear of change.

Instead of waiting for others to lead, we can create new trends by thinking from the customer's perspective and taking initiative ourselves.

☐ Are you challenging yourself?

The first step is to challenge yourself and take action.
Even if things do not go as planned, you will gain insights for the next step.
Failure is a source of personal growth and undeniable proof that you dared to take on a challenge.

☐ Have you been able to move swiftly with customers in mind?

Act quickly while considering the expectations of others rather than focusing solely on yourself.
The speed at which you begin and the pace at which you work create significant value.

☐ Are you working passionately?

No matter what kind of work you do, setting your own goals and taking on small challenges repeatedly will lead to new discoveries and make your work increasingly interesting.

By taking initiative, going to where work happens, seeing things firsthand, and understanding the facts, we will be able to make the right decisions and take appropriate actions, leading to greater results.

Raise individuals, expand dreams!

- ☒ Raise your ambitions and dreams.
- ☒ Show pride in your expertise and professionalism.
- ☒ Find motivation and happiness in life.
- ☒ Let's embrace the value and the spirit of one team.

! Have your own dreams and aspirations, and expand your possibilities.

If we hone our techniques and skills with a goal in mind, we will see a variety of options ahead of us.

☐ What dreams and aspirations do you have?

By acting with dreams and aspirations in your heart, you can overcome difficult situations and your own limitations.

☐ What do you consider your area of expertise?

Professionals possess expertise, along with techniques and skills in their fields, and continue to refine that expertise in response to changes in times and markets.

☐ Do you find your work motivating?

The measure by which people evaluate fulfillment and growth through work, as well as happiness in life, differs from person to person.

Let us each identify what gives our work meaning and actively support and recognize one another.

When professionals come together and collaborate as one team, synergistic effects are created, making the AISIN Group even stronger.

Advance, build the future!

- ☒ Consider the best way, without being bound by convention.
- ☒ Grasp new trends and understand needs.
- ☒ Be useful to the environment and local communities.
- ☒ Let's learn from history and value our predecessors.

Anticipate social changes, envision the future, and create it.

These are the guidelines for us to lead future innovations.

☐ Are your actions the best in light of the purpose?

We cannot shape the future by simply following past rules and precedents. If there is a way that represents the best choice for the current situation, have the courage to embrace change.

☐ Are you familiar with the latest trends in your field?

While staying grounded in the present, we must elevate our perspective, stay alert, and remain attuned to shifts in society. This awareness leads to innovation.

☐ What are you doing to be useful to the environment and local communities?

Contributing to the people in your town or community and doing what you can to protect nature will lead to "building the future".

When facing uncertainty or challenges in your daily work, consider lessons from the past.

You can find many valuable insights in the company's history, such as past examples and the words of predecessors.

AISIN Group Charter of Sustainability Code of Conduct

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AISIN Group Charter of Sustainability

1  Contribution to a sustainable society through business Create new value by leveraging comprehensive strengths as a Group, technology, and manufacturing	2  Compliance Engage in corporate activities respecting integrity, honesty, fairness, and local culture and history	3  Respect for human rights Respect human rights working with stakeholders	4  Constructive dialogue with stakeholders Maintain and develop trusting relationships
5  Relationships of trust with customers Exceed customer expectations with our products and services to gain satisfaction and trust	6  Partnership toward mutual trust and development Implement this Charter in collaboration with the supply chain	7  Corporate culture of challenge-taking Respect diversity and individuality and create a workplace where everyone can grow and play active role	
8  Engagement in environmental issues Address social issues pursuing the harmony between people and the environment far into the future	9  Social contribution to social development Create value for society actively working with stakeholders	10  Thorough risk management Proactively conduct risk management against increasingly complex and diverse risks	11  Role of senior management Management to realize the spirit of this Charter

“Safety”, “health”, “customer first”, and “quality supremacy” are the foundations of all.

Let's pursue and refine the qualities our customers demand, while giving the highest consideration to the safety and health of our colleagues.

Corporate guidelines for realizing our Philosophy

The AISIN Group Principles of Corporate Behavior, which have served as a guideline for responsible business conduct, were established based on Keidanren's Charter of Corporate Behavior.

In response to evolving societal expectations of corporate responsibility and to clarify our commitment to sustainability while enhancing related initiatives, we revised the “AISIN Group Principles of Corporate Behavior” into the “AISIN Group Charter of Sustainability” in August 2024.

Update to the AISIN Group Code of Conduct —Message from the President

We have always focused on **“manufacturing”** and strived to provide safe, high-quality products while also working to meet the expectations of local communities through environmental conservation activities. Since publishing the first edition of the **“AISIN Principles of Corporate Behavior”** in 1998, we have sustained our initiatives aimed at fostering corporate ethics and legal compliance.

In recent years, the international community has accelerated efforts to build a sustainable society, focusing on goals such as achieving carbon neutrality, contributing to a circular economy, and addressing human rights issues such as child labor. In other words, what society expects from companies is no longer limited to thorough compliance; it is now also about resolving social issues through business activities. In order to expand our businesses globally, we must respond to these societal expectations together with our supply chain.

Therefore, in August 2024, we revised the **“AISIN Group Principles of Corporate Behavior”**, which emphasized promoting compliance awareness and enforcement, into the **“AISIN Group Charter of Sustainability”** to incorporate a broader sustainability perspective.

Grounded in **“safety and health”**, **“customer first”**, and **“quality supremacy”**, the 11 principles aim to foster a virtuous cycle, creating a sustainable society while enhancing corporate value.

Furthermore, in line with this revision, we reviewed the **“Guidelines on Compliance with Social Responsibility”**, which were based on the employee charter and outlined **“actions to be taken”**, and updated them into the **“AISIN Group Code of Conduct”**. The purpose is to encourage each employee to embody the spirit of the Charter of Sustainability in their daily work and to make decisions and take action with autonomy and initiative.

I hereby declare that all AISIN Group employees shall earn the trust of society and contribute to sustainable corporate growth by fully understanding and faithfully practicing this Code of Conduct.

September 2025

吉田 守孝

President

AISIN Corporation

Structure of AISIN Group Charter of Sustainability/ Code of Conduct pages

The content on the following pages is structured as follows for each chapter.

AISIN Group Charter of Sustainability: Original text

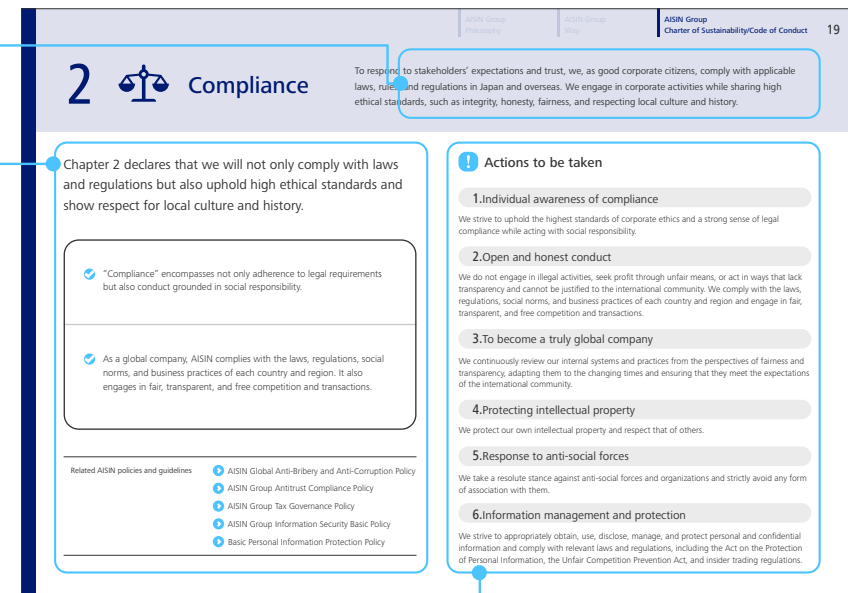
AISIN Group Charter of Sustainability: Explanation

This section clearly explains the background and intentions of each chapter of the Charter.

It demonstrates the AISIN Group's values and mindset.

AISIN Group Code of Conduct: Actions to be taken

This section provides concrete guidance on how to put the principles of the Charter into practice in daily work and social behavior. We place great importance on ensuring that everyone in the Group is always mindful of these principles and consistently implements them.



AISIN Group Charter of Sustainability

It sets forth 11 corporate principles to realize the Philosophy. They demonstrate AISIN's basic stance in pursuing sustainability, which will be implemented throughout the supply chain.

AISIN Group Code of Conduct

The spirit of the Charter of Sustainability is demonstrated through specific "actions to be taken", which everyone in the Group will always be mindful of and consistently implement in their daily work and social behavior.

Preamble

With the AISIN Group^{*1} philosophy of “Inspiring ‘Movement’, Creating Tomorrow”, we are deeply committed to delivering beauty to our future earth. This commitment is our way of bringing freedom and happiness through “movement”, and it inspires us to create a virtuous cycle of realizing a sustainable society and enhancing corporate value through our business activities. We do this by anticipating social issues and needs through dialogue with stakeholders. To this end, we have established the following 11 principles, consider “quality supremacy” the foundation of all, and act with integrity by complying with high ethical standards and social codes of conduct. We ask that our supply chain understands this Charter and acts accordingly. “Quality supremacy” refers to the attitude that all of us, from the perspective of customers, should pursue a vision and the true nature of things in all corporate activities to provide satisfaction and excitement to customers.

^{*1} AISIN Corporation and consolidated companies

The preamble declares the AISIN Group’s basic stance in pursuing sustainability.

✓ The AISIN Group’s Mission is as follows: We will deliver beauty to our future earth, bringing freedom and happiness to “movement”.

✓ The preamble declares our corporate vision and the actions to be taken to achieve that vision under this Mission.

- In addition to achieving sustainable growth in our core business activities, we will anticipate social issues and needs through dialogue with stakeholders^{*2} to create a virtuous cycle of realizing a sustainable society and enhancing corporate value.

^{*2} “Stakeholders” refer to all people and organizations involved in corporate activities (e.g., employees, shareholders, creditors, local residents).

✓ We ask that our supply chain^{*3} understands this Charter and acts accordingly.

- AISIN’s determination to work across the entire supply chain to achieve its Vision is clearly stated.

^{*3} “Supply chain” refers to the entire process, from the procurement of raw materials and components to the final sale of products. It encompasses not only a single company but also suppliers and affiliated companies that support the full flow of production to distribution.

✓ “Quality supremacy” has been a core value since the founding of the company. To pass this idea on to future generations as part of AISIN’s culture, its definition is stated in the preamble. This enduring value reflects our commitment to always act from the customer’s perspective and continue to pursue customer satisfaction and inspiration.



Actions to be taken

1. Acting with integrity, guided by high ethical standards and social responsibility

Everyone working at the AISIN Group is expected to follow the AISIN Group Charter of Sustainability and Code of Conduct.

If you find yourself facing a situation with no clear guidance, reflect on the following questions:

? Is this action ethical and appropriate?

? Will what I am about to do withstand the scrutiny of society and my family?

? Will what I am about to do meet society’s expectations?

If you need to consult on compliance issues

We have established the following consultation desks to make it easier for AISIN Group employees to receive consultation. Please select the contact point that is most convenient for you.

- ① Each company’s consultation desk
- ② AISIN Group consultation desk (In-house)
- ③ AISIN Group consultation desk (External: Kinjo Law Office)

- For contact information for each desk, please inquire with the compliance departments or refer to the posters displayed in the cafeteria, hallways, and duty offices. Anonymous consultations are also possible.

- All consultation content and personal information pertaining to employees will be kept confidential. Any unfavorable treatment resulting from a consultation, including dismissal, is strictly prohibited. In the event of a violation, disciplinary measures may be taken in accordance with the employment regulations.

1



Contribution to a sustainable society through business

Chapter 1 declares our commitment to creating new value and contributing to society through our business activities (= sustainability management).

- ✓ Contributing to society through business is the very foundation of sustainability. This article serves as the basis for all 11 chapters of the Charter.
- ✓ The Value contained in the Group Philosophy, “To our customers, inspiration and trust”, is reinterpreted from the perspective of sustainability.
- ✓ AISIN’s unique “contribution to a sustainable society” is taking on the challenge of “creating new value” by leveraging our three advantages: “comprehensive strengths as a Group, outstanding technology development, and excellent manufacturing”.
- ✓ The AISIN Group Way’s spirit of taking on “challenges” is alive and well here.

We strive to take on the challenge of creating new value by leveraging our comprehensive strengths as a Group, outstanding technology development, and excellent manufacturing. We offer products and services that are beneficial and safe and contribute to achieving sustainable economic growth and resolving social issues.



Actions to be taken

1. Delivering new value

- In developing and delivering our products and services, we give due consideration to safety and pursue quality and cost that meet our customers’ expectations.
- We constantly strive to develop new technologies to enrich our customers’ movement experiences.

2. Compliance with safety regulations around the world

To develop and deliver useful products and services with consideration for safety, we comply with global laws and regulations and strive to understand the social and cultural backgrounds of each country.

2 Compliance

To respond to stakeholders' expectations and trust, we, as good corporate citizens, comply with applicable laws, rules, and regulations in Japan and overseas. We engage in corporate activities while sharing high ethical standards, such as integrity, honesty, fairness, and respecting local culture and history.

Chapter 2 declares that we will not only comply with laws and regulations but also uphold high ethical standards and show respect for local culture and history.

✓ “Compliance” encompasses not only adherence to legal requirements but also conduct grounded in social responsibility.

✓ As a global company, AISIN complies with the laws, regulations, social norms, and business practices of each country and region. It also engages in fair, transparent, and free competition and transactions.

Related AISIN policies and guidelines

- AISIN Global Anti-Bribery and Anti-Corruption Policy
- AISIN Group Antitrust Compliance Policy
- AISIN Group Tax Governance Policy
- AISIN Group Information Security Basic Policy
- Basic Personal Information Protection Policy

! Actions to be taken

1. Individual awareness of compliance

We strive to uphold the highest standards of corporate ethics and a strong sense of legal compliance while acting with social responsibility.

2. Open and honest conduct

We do not engage in illegal activities, seek profit through unfair means, or act in ways that lack transparency and cannot be justified to the international community. We comply with the laws, regulations, social norms, and business practices of each country and region and engage in fair, transparent, and free competition and transactions.

3. To become a truly global company

We continuously review our internal systems and practices from the perspectives of fairness and transparency, adapting them to the changing times and ensuring that they meet the expectations of the international community.

4. Protecting intellectual property

We protect our own intellectual property and respect that of others.

5. Response to anti-social forces

We take a resolute stance against anti-social forces and organizations and strictly avoid any form of association with them.

6. Information management and protection

We strive to appropriately obtain, use, disclose, manage, and protect personal and confidential information and comply with relevant laws and regulations, including the Act on the Protection of Personal Information, the Unfair Competition Prevention Act, and insider trading regulations.

3



Respect for human rights

We respect international standards, including the Universal Declaration of Human Rights, and work with stakeholders to fulfill our responsibility to respect human rights through human rights due diligence based on the UN Guiding Principles on Business and Human Rights.

Chapter 3 declares our responsibility to respect human rights not only within the Group but also throughout the supply chain.

- ✓ The UN Guiding Principles on Business and Human Rights, endorsed by the UN Human Rights Council in 2011, serve as global standards that outline a framework for companies to respect, protect, and remedy human rights.
- ✓ In line with the UN Guiding Principles on Business and Human Rights, the AISIN Group is committed to fulfilling its responsibility to respect human rights. To this end, it has established a human rights due diligence framework to identify, prevent, mitigate, monitor, and disclose any negative impacts its business activities may have on human rights and is working toward progressive implementation.

! Actions to be taken

1. Respecting human rights and individual dignity

We respect the human rights of all individuals, including our colleagues and suppliers, and do not tolerate any form of discrimination or harassment.

2. Fair recruitment

We strive to promote and practice fair recruitment to ensure equal employment opportunities and respect for fundamental human rights.

3. Prohibition of forced labor, child labor, and human trafficking

We comply with the laws and regulations of each country and region and do not engage in any form of forced labor, child labor, or human trafficking.

4. Compliance with laws and regulations on working hours and wage payments

We adhere to the relevant laws and regulations of each country and region, ensuring fair and lawful management of working hours and wage payments.

5. Sincere dialogue and consultation between labor and management

We strive for mutual prosperity through sincere dialogue and consultation with employee representatives, such as labor unions, and individual employees. We respect the right of employees to freely associate, or not to associate, in accordance with the laws and regulations of each country and region.

4



Constructive dialogue with stakeholders

Chapter 4 declares that, in order to maximize corporate value, we will reflect dialogue with stakeholders in our activities and create new value that meets the needs of society.

- ✓ “Dialogue with stakeholders” occurs in various settings, including new product exhibitions for customers, community development initiatives, supplier briefings, labor-management meetings, and investor briefings.
- ✓ Fair disclosure of corporate information is important because if certain individuals who have access to important internal information use it to trade stocks or other securities, it results in unfair trading against the general public, who does not have access to that information (insider trading). This damages the public’s trust in the stock market.

We disclose corporate information in a timely, appropriate, and fair manner. We enhance corporate value by engaging in constructive dialogue with shareholders and other stakeholders and maintaining and developing trusting relationships.

! Actions to be taken

1. Timely and appropriate information disclosure

We disclose information that is truly needed by society in a timely and appropriate manner, covering all aspects of corporate management, including financial status, business performance, and operational activities.

2. Active and constructive communication with stakeholders

We strive to maintain and develop sound relationships with our stakeholders through active and constructive communication, including dialogue with stakeholders, investors, and local communities.

3. Fostering mutual trust with countries and communities worldwide

We respect the cultures and traditions of countries and communities worldwide and strive to establish mutual trust with all stakeholders, including local communities, around the world.

4. Healthy public-private relations

We avoid any actions that may be perceived as collusion with political or administrative organs and strive to build transparent relations between the public and private sectors.

5



Relationships of trust with customers

Chapter 5 declares our commitment to building relationships of trust with our customers based on this Charter, where “customer first” serves as the foundation of all.

- ✓ It is based on the principle of 'quality supremacy'—that each of us should, from the customer's perspective, maintain our commitment to excellence and actively pursue their satisfaction, and strive for the ideal and true essence in all corporate activities to provide satisfaction and inspiration to customers.
- ✓ With an eye toward diversifying business models, we will communicate with the market and our customers through front-loading, strive to understand their needs, and contribute to their realization and resolution.

Related AISIN policies and guidelines

- > AISIN Group Antitrust Compliance Policy
- > AISIN Global Anti-Bribery and Anti-Corruption Policy
- > Basic Personal Information Protection Policy

We strive to offer products and services that exceed customers' expectations, guided by the basic principle of “To our customers, inspiration and trust”. We also strive to obtain customer satisfaction and trust by providing appropriate information on products and services and communicating with them in good faith.

! Actions to be taken

1. Serving customers with a sense of responsibility as company representatives

As representatives of our company, we act with professionalism and proper business etiquette, treating all customers with respect and courtesy.

2. Compliance

We establish appropriate transaction policies and strive to comply with, and uphold the spirit of, antitrust and consumer protection laws, as well as other relevant regulations.

3. Earning customer trust through responsiveness

We strive to build relationships of trust by sincerely listening to our customers' needs and concerns, correctly understanding their requests, and responding to them. If a problem arises, we act promptly and sincerely on site to resolve it and use the experience to improve our products and services, aiming to build lasting trust.

4. Providing inspiring products and services

We constantly update our knowledge and offer proposals that go beyond conventional thinking, with a consistent focus on exceeding customers' expectations and delivering inspiring products and services.

6 Partnership toward mutual trust and development

We share the spirit of this Charter within the supply chain and promote open, fair, and clean procurement activities to raise awareness of and implement this Charter.

Chapter 6 declares that suppliers are considered partners and that mutual growth will be pursued through the sharing of this Charter and the deep internalization and practice of its spirit.

✓ AISIN has long been committed to fostering cooperative relationships with suppliers, grounded in the principles of mutual prosperity and open and fair transactions, underpinned by the premise of long-term stable dealings.

✓ We are working to ensure our suppliers understand and resonate with this Charter while providing opportunities for fair business transactions. In addition, to ensure ongoing business relationships, we encourage compliance with laws and regulations, as well as attention to safety, health, and environmental protection.

! Actions to be taken

1. Appropriate transactions with suppliers

- We offer open and fair opportunities for business transactions.
Our decisions are based on a comprehensive evaluation of factors such as quality, technology, pricing, delivery timelines, and proactive commitment to stability and improvement.
- As trusted business partners, we collaborate with our suppliers to actively address social issues throughout the supply chain.

2. Compliance

- In our procurement activities, we understand and comply with competition laws and other relevant laws and regulations. We will handle confidential information obtained through transactions with appropriate care.
- We understand internationally recognized human rights and diversity initiatives and respect the human rights of all individuals involved in our business activities while observing the laws and labor practices of each country and region.
- We do not offer or accept entertainment, gifts, or other benefits from business partners for the purpose of obtaining or maintaining unfair advantages or preferential treatment.

Related AISIN policies and guidelines

- > Basic Procurement Policy
- > AISIN Group Supplier Sustainability Guidelines
- > AISIN Group Green Procurement Guidelines

7



Respect for diversity and individuality, a corporate culture that encourages employees to take on challenges, and an employee-friendly workplace environment

We respect employees' diversity and individuality and strive to build a corporate culture that encourages employees to take on challenges and create a workplace where everyone can fulfill their potential and play an active role. With 'safety and health' as our top priorities, we strive to create a supportive workplace environment..

Chapter 7 declares our commitment to creating an environment that encourages our diverse employees to take on challenges and achieve growth and to creating employee-friendly workplaces.

- ✓ AISIN believes that each of our colleagues is a key player and the strength of our Group. Based on this belief, we have placed "colleagues" at the top of our Value framework in the Group Philosophy.
- ✓ Through the challenge of realizing the Group Philosophy and business strategies, we foster autonomous growth and provide our colleagues with motivation and happiness in life.
- ✓ To ensure that every employee can fulfill their potential with peace of mind, we prioritize workplace safety and employee health above all else and strive to create employee-friendly workplaces.



Actions to be taken

1. Respect for diversity and individuality

We are committed to empowering diverse employees to establish themselves as valued members of society and continuously realize their full potential. To support this, we encourage them to take on challenges, create employee-friendly workplaces, and invest in career development and skill enhancement.

2. Creating an employee-friendly workplace environment

We support the health of our employees to create workplaces that prioritize both mental and physical well-being, enabling everyone to work with vitality and comfort.

3. Ensuring employee safety

We promote the creation of a safe workplace environment by improving facilities and working conditions through the use of an occupational safety and health management system and by advancing initiatives to raise safety awareness.



8 Engagement in environmental issues

Chapter 8 declares our commitment to addressing environmental and social problems through business activities, such as manufacturing, while striving for long-term harmony between people and the earth.

- ✓ “Environmental and social problems” include biodiversity loss, resource depletion, and climate change.
- ✓ To address these issues, it is essential to build a society in harmony with nature, a circular-economy-based society, and a decarbonized society.
- ✓ We aim to achieve harmony with nature by pursuing carbon neutrality and zero emissions across the entire value chain, encompassing both production processes and products.

Related AISIN policies and guidelines

- AISIN Consolidated Environmental Policy
- AISIN Group Green Procurement Guidelines

We pursue the harmonious coexistence of people and the environment far into the future and act voluntarily and proactively to address environmental and social problems.

! Actions to be taken

1. Establishing an environmental management system

To promote environmental initiatives in accordance with national and regional environmental laws and regulations, we establish and continuously improve organizational structures, planned actions, responsibility sharing, process management systems, and other mechanisms.

2. Addressing social environmental issues

We proactively and voluntarily invest management resources, including human capital, technology, and expertise, to address environmental issues, such as air pollution, while striving to develop innovative technologies, products, and services.

3. Achieving carbon neutrality

We engage in energy-saving activities, introduce renewable energy sources, and strive to develop products and new technologies that contribute to reducing CO₂ emissions.

4. Practicing the circular economy

We aim for zero emissions across all production-related items, including raw materials, secondary materials, production equipment, molds, jigs, and packaging materials.

5. Thorough management of environmentally impactful chemicals

We ensure the thorough management of chemicals that impact the environment, including their safe handling, storage, reuse, disposal, reporting to authorities, and switching to alternatives that reduce environmental burden.

6. Contributing to nature positivity

We reduce water consumption, use water resources efficiently, and manage wastewater with consideration for local watersheds. We also recognize that the coexistence of diverse organisms enriches our living environment, and we actively engage in initiatives that promote harmony with nature.

9



Social involvement and contribution to social development

Chapter 9 declares our commitment to creating value for the entire society and promoting its healthy development through social contribution activities.

- ✓ AISIN carries out its social contribution activities based on the following three pillars:

Protection of nature and the environment

Environmental conservation activities aimed at passing on a better natural environment to future generations

*Activities: Tree planting and cleaning of coastlines and rivers in areas surrounding business sites across countries

Nurturing youth

Fostering individuals who can contribute to society in the future by providing support for the healthy growth of children, who will play key roles in the next generation

*Activities: Hosting hands-on manufacturing workshops for children using AISIN's technologies in communities where our business sites are located, and organizing classes and clinic programs led by athletes

Community building and development

Creating safe, secure, and vibrant communities where everyone can live comfortably

*Activities: Traffic safety initiatives in local communities across countries, support for persons with disabilities and those facing economic hardship, and assistance for regional revitalization

We recognize that our company is part of society and contributes to sustainable development through active community engagement. To address various social issues, we support employees' voluntary social participation and work with stakeholders to create value for society and promote its healthy development.



Actions to be taken

1. Initiatives as a good corporate citizen

We actively make efforts to create value for society as a whole by investing our human resources, expertise, and other management resources.

2. Collaboration and cooperation with a broad range of stakeholders

We make efforts to help realize a sustainable society in collaboration and cooperation with various stakeholders, including NPOs, local communities, and administrative organs.

3. Supporting employees' voluntary social participation

To help realize a sustainable society and create value for society as a whole, we promote and support our employees with various forms of voluntary social participation, including volunteer activities.

10



Thorough risk management

We proactively conduct risk management by identifying early signs of increasingly complex and diverse risks that could threaten the lives of citizens and corporate activities and appropriately analyzing and assessing risk exposure.

Chapter 10 declares that we will practice proactive risk management in response to increasingly complex and diverse risks.

- ✓ The risks surrounding business management are becoming more frequent and severe, such as natural disasters and cyberattacks, while also growing more complex and diverse, including parts supply issues and geopolitical and economic security risks.
- ✓ Recognizing the importance of identifying early signs of such risks, we monitor internal and external environments and trends. Risks that may significantly impact civil life or corporate activities are discussed by the Risk Management Committee and designated as priority risks. The entire Group then takes measures in advance to address these risks, ensuring proactive risk management.
- ✓ In addition to managing operational risks that may disrupt daily activities, we also address management strategy risks that could hinder the execution of the Group Philosophy and business strategies. Through comprehensive and systematic risk management across the Group, we aim to minimize all risks.



Actions to be taken

1. Basic actions

- We do not turn a blind eye to risks; we speak up and take ownership in addressing them.
- In both planning measures in normal times and responding in emergencies, we follow the priorities below:
 - I. Safety of human life II. Contribution to the community III. Recovery of production

2. Measures in normal times

We implement measures based on the following three pillars to address priority risks and workplace risks:

- Preventive measures to avoid the occurrence of risks
- Mitigation measures to minimize potential damage
- Damage reduction measures, including the formulation and review of BCPs, to enable early recovery while maintaining business continuity

3. Emergency response

- We adhere to the principle of “bad news first” to ensure timely initial responses by relevant departments and minimize damage.
- In emergencies, we respond with timely and ample support for both people and resources.

11



Role of senior management

Senior management recognizes that it is their role to realize the spirit of this Charter, build effective governance systems, and strive to raise awareness of the principles within the entire Group. Senior management also encourages behavior based on this Charter within the supply chain. In the event of violations of this Charter, senior management resolves these problems through leadership, including identifying causes and preventing recurrence, and strictly disciplines those individuals (including senior management) responsible for the violations.

Chapter 11 declares that senior management is committed to thoroughly disseminating the spirit of this Charter and promoting it across the entire organization.

- ✓ Senior management takes the lead in promoting the Charter of Sustainability, which represents corporate commitment. By setting an example, they ensure that its principles are thoroughly communicated and implemented throughout the organization. This commitment is also continuously shared with external stakeholders.
- ✓ To achieve sustainable corporate growth, senior management establishes Group governance systems that secure the soundness, efficiency, and transparency of management.
- ✓ Senior management develops a framework to ensure that all operations comply with applicable laws, regulations, and our governing documents. They also promote compliance awareness, establish and embed systems for receiving consultations regarding misconduct, violations of laws or internal rules, and harassment, and monitor and evaluate how well compliance practices have taken root throughout the organization.
- ✓ In the event of any violation of this Charter, senior management will clearly demonstrate its commitment to resolving the issue to both internal and external stakeholders and will promptly and accurately investigate the cause. Based on the findings, they will develop a responsible corporate response policy and provide a clear explanation to the public regarding the facts and the measures taken to prevent recurrence.

Related AISIN policies and guidelines

- Internal Control Basic Policy
- Corporate Governance Basic Policy

Revision History

	AISIN Group Philosophy (Group Basic Philosophy)	AISIN Group Charter of Sustainability (Principles of Corporate Behavior)	AISIN Group Code of Conduct (Guidelines on Compliance with Social Responsibility)	AISIN Group Way
1984	Group Basic Philosophy established (Quality supremacy)			
January 1998		AISIN Principles of Corporate Behavior established		
January 2003		AISIN Principles of Corporate Behavior revised (2nd edition)		
October 2004		AISIN Principles of Corporate Behavior revised (3rd edition)		
2007				AISIN Way established (Aisin Seiki)
January 2010		AISIN Group Principles of Corporate Behavior established	Guidelines on Compliance with Social Responsibility established	
May 2019		AISIN Group Principles of Corporate Behavior revised		
2020			Guidelines on Compliance with Social Responsibility revised	AISIN Group Way established
April 2021	AISIN Group Philosophy established (Inspiring “movement”, creating tomorrow)			
August 2024		AISIN Group Charter of Sustainability established		
August 2025			AISIN Group Code of Conduct established	