

1. Aisan Group's Vision

VISION2030 Beaming **future is in our hands**

Our goal

Creating new values with proven technology and quality to enrich society.

Making the present society more convenient and bringing happiness to future generations.

ESG Management

Social Value

Making society safe and enriching people's hearts

Environmental Value

Achieving the right balance between the environment and livability

Economical Value

Maximizing the social value to grow continually

Aisan

2. Our goal

VISION2030



Creating new values with proven technology and quality to enrich society.

With the technological edge and our firm commitment to quality that our predecessors passed on to us, we will create new values and help realize a comfortable, environmentally-friendly, and prosperous society.



Making the present society more convenient

We will, with our eco-friendly technologies and system-development know-how that are indispensable to providing mobility, reduce environmental impact, add joy and comfort to driving, and provide clean and safe mobility to the world. We will improve the value of mobility by making it more friendly to the environment, to keep growing together with our partners.



Bringing happiness to future generations.

We will expand the possibilities of mobility, offer new solutions that bring fullness and happiness to life, and contribute to society by shaping the future. We aim to provide kids with a future full of smiles.

3. Aisan's History and Identity

By continuously refining our technology to adapt to the changes in society and automotive regulations, we have overcome many changes in the business environment and achieved phenomenal growth. Our willingness to take on challenges and the pride we take in quality is inherited from our predecessors.

Aisan's History

We have overcome changes in the business environment due to technological innovations and challenges due to safety, environment, and regulation-related changes.

- 1945** End of WW2. Switched production to consumer products. This was a new start for us, and it was the first step that we took in the automobile industry.
- The 1970s** Won renown for its high-quality carburetors, and grew as a supplier for engine-related parts. Utilized new technology to adapt to exhaust gas regulations.
- The 1980s** Converted production to electronically controlled fuel injection systems (EFI).
- The 1990s** Developed new products and adapted to the electronification and increased functionality of automobiles.
- The 2000s** Pressed ahead with modularization and established its technological edge over engine calibration.
- The 2010s** Developed products for fuel cell vehicles



Aisan's Identity

- ✓ We overcame every single one of those changes. Our willingness to take on challenges
- ✓ The pride we take in the quality of our products that are essential to the function of vehicles.
- ✓ Secured compatibility with tightened regulations. **Environmental Technology**
- ✓ Sincere dedication to all of our stakeholders

As a system supplier, we will keep developing products for a sustainable and low-carbon society

4. Materiality and factors due to changes in society

Based on our analysis of the business environment in 2030, we determined the materiality (key issues) that needs to be addressed and planned the directionality of our strategy.

	Our forecast of the 2030s	Materiality and factors that need to be addressed
 <p>Environmental changes</p>	<ul style="list-style-type: none"> ❑ Global warming (+2°C) due to CO² increase. ❑ Climate change (Desertification and food/water shortage) ❑ Outbreak of new viruses due to environmental changes ❑ Marine pollution (Microplastic) ❑ Development of a hydrogen-based society 	<ul style="list-style-type: none"> • Decarbonization • Compliance with zero evaporative emission regulations • Development of technology for a hydrogen-based society • Adapting to the diversification of energy sources • Adapting to climate changes • Zero waste
 <p>Social changes</p>	<ul style="list-style-type: none"> ❑ World population explosion (+1.15 billion) ❑ World population aging ❑ Decrease in workforce (Affects production capability) ❑ Structural changes in the industry ❑ Significant changes regarding values and lifestyle 	<ul style="list-style-type: none"> • Diversity (Supporting the diversity of people) • Work-style reform • Digital Transformation (Robotification and IoT)
 <p>Changes in mobility</p>	<ul style="list-style-type: none"> ❑ Market saturation in developed countries and market expansion in developing countries ❑ Changes in business models to adapt to decarbonization ❑ Energy diversification of social infrastructure ❑ Innovations in resource circulation and recycling ❑ Reduction of pure ICE cars and expansion of electric cars (30%) ❑ The proliferation of smart city, CASE, and MaaS ❑ The proliferation of autonomous cars 	<ul style="list-style-type: none"> • EV technology • Hydrogen technology • System development • MBD • Battery technology • HV technology • Technology related to the diversification of energy sources • Software development • Sensor technology • Production engineering of electronics

5. Our plans to realize the vision

We will take action in two business fields and three business foundations to realize our vision This plan will also contribute to realizing the SDGs (Sustainable Development Goals).

Business

【Mobility】

Providing a clean and safe mobility for all

- Lowering CO² emission by utilizing green technology and developing products for a decarbonized society
- Supporting the evolution of safe mobility as a system supplier



【For the future society】

Creating a “+ 1” value to enrich and improve the liveability of society

- Shaping the future by expanding the possibilities of mobility.
- Contributing to the realization of a hydrogen society through utilizing our accumulated technology and creativity



The three foundations that will shape the future

Digital transformation (DX)

Agility and robotic innovation

- Agile evolution of R&D
- Zero-emission smart factory

Human resources

Diversity and inclusion

Work-style reform

- Providing everyone with opportunities to fulfill their potential
- Providing a workplace environment that suits the need of individual employees.

Workplace culture

Aiming for further growth with our sense of pride and willingness to take on challenges

- Providing a workplace with good communication where everyone has the willingness to take challenges and feels pride in their work.

