

Promoting **Sustainability** Management



03 Promoting Sustainability Management

Point

We identify materiality on a timescale that looks 50 to 100 years into the future, aiming to realize a sustainable society through our business activities.

We have been contributing to solving environmental issues through our technological and manufacturing capabilities, and we continue to advance initiatives in response to social changes.

We maintain constant awareness of our employees' human rights, safety, and health, positioning them as one of the essential foundations for realizing our vision.

We will create new value by building a good relationship of trust with each stakeholder in order to achieve long-term improvement of corporate value.

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Approach to Sustainability Management

Since our founding, we have followed the Management Philosophy of “We contribute to society through global growth and environmental preservation” in developing our business as an automotive parts supplier and have fulfilled our corporate social responsibilities.

To address worsening environmental issues, we will continue advancing our technologies toward the goal of a Zero-CO₂, Zero-emission society. This involves not only the continuous progression of environmentally friendly products but also leveraging the adaptive technologies (vehicle system control technologies) and manufacturing capabilities we have developed.

Furthermore, to enhance management transparency, enable swift management decisions, ensure reliable operational execution, and promote legal compliance, we separated management and executive functions, increased the proportion of outside directors, and revised our promotion system for sustainability management.

We will continue to be guided by our founding aspirations and adapt flexibly to environmental changes, striving to become a company trusted by society.



Tomonori Kai
Senior Executive Officer
in Charge of Corporate Strategies

Enhancing corporate value by solving social issues through business activities



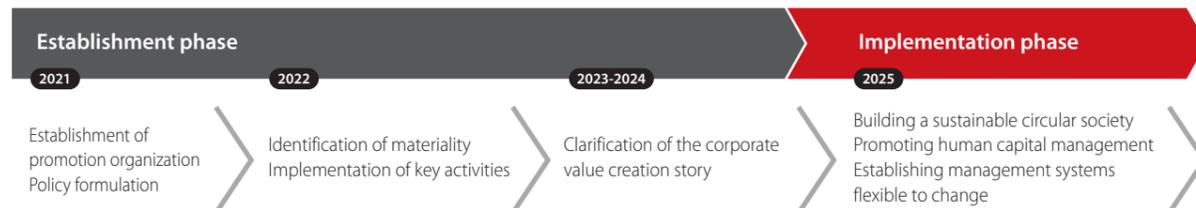
Sustainability Fundamental Policy

- Based on its Management Philosophy, the Aisan Group will keep on providing solutions to social challenges and contribute to the sustainable development of society through our global business operations.
- Aisan will create new values with our time-proven technology and quality to meet our stakeholders' expectations and improve our corporate value in a sustainable manner.

Realization Process of Sustainability Management

Since 2022, we have been working to unify awareness within the company through the formulation of the Sustainability Fundamental Policy, the establishment of the Sustainability Committee, and the identification of materiality. We will continue and strengthen our efforts to achieve both “realization of the vision sought by society” and “sustainable growth in business activities.”

Moreover, we will carefully disclose information on our initiatives and continue to engage in dialogue with our stakeholders, aiming to be a company that can reliably meet the needs of society.



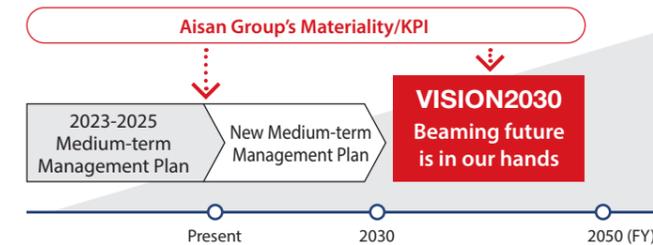
Identification of Materiality

We have identified materiality (critical challenges) based on the view that in order to implement sustainability management, it is necessary to identify materiality on a timescale that looks 50 to 100 years into the future. In August 2022, the Sustainability Committee examined the vision, risks and opportunities with experts in order to identify materiality and KPIs related to the environment, human resources and culture, society, and governance, with the aim of realizing VISION2030, “Beaming future is in our hands.”

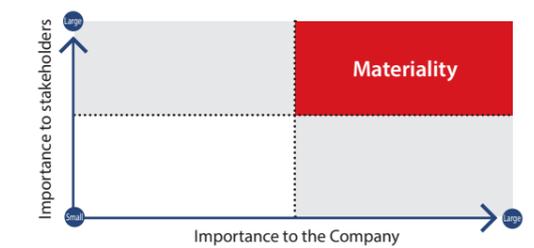
Identification processes



Establishment of future social vision and identification of potential materiality

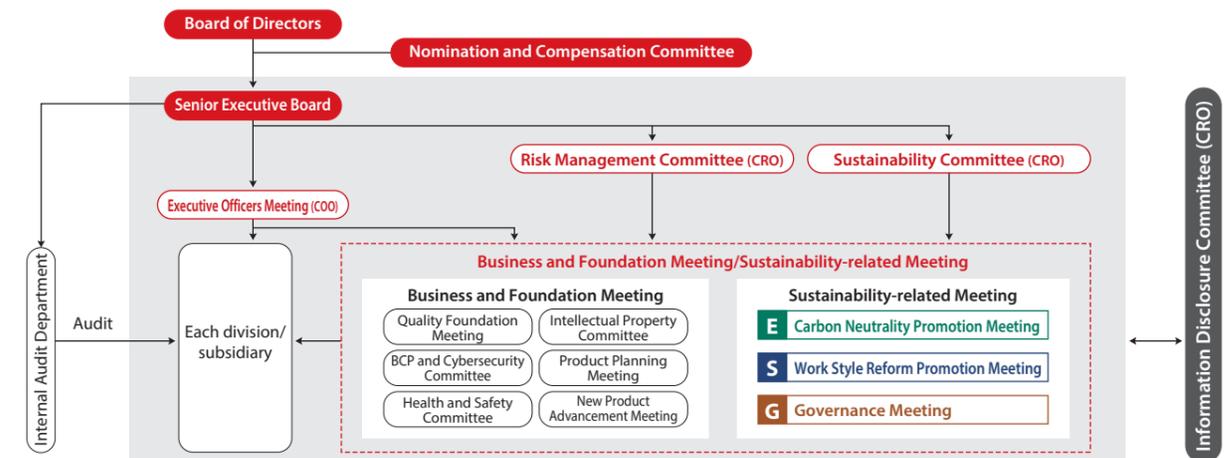


Assessment and identification of materiality



Promotion System for Sustainability Management

Each committee takes the lead in promoting initiatives for the identified materiality based on the Sustainability Fundamental Policy. The Sustainability Committee checks and approves the activities of each committee and conducts comprehensive management reviews on the direction and appropriateness of initiatives.



In July 2025, we reviewed our Sustainability-related Meeting bodies. The previously existing TCFD Committee had achieved a certain level of its objectives and was therefore integrated into the Carbon Neutrality Promotion Meeting. Additionally, the BCP Committee, Health and Safety Committee, and Quality Foundation Meeting, which handled risk management functions, were reorganized into the Business and Foundation Meeting. This will enhance the speed of decision-making and operational execution. As part of the review of Sustainability-related Meeting bodies, we have newly established the Risk Management Committee and the Information Disclosure Committee. By establishing committees for specific purposes, we will engage in in-depth discussions on each sector and advance highly effective activities.

Aisan Group's Materiality

In order to achieve the goal of “beaming future is in our hands” as stated in VISION2030, the Aisan Group will take on the challenge of technological innovation, including EV and hydrogen technologies, and aim to become the top manufacturer of environmental technologies. In order to bring peace of mind and smiles to the children of the future, we have identified four materialities from a wide range of themes,

taking into account both positive and negative impacts generated through our business activities, and have also set related KPIs. The results of initiatives for each item in fiscal 2024 are as follows.

Item	Materiality (critical challenges)	Prioritized themes	Assumed risks and opportunities	Long-term vision	Short- and medium-term KPIs	Results (FY2024)	Target (FY2025)	KPI (FY2030)						
E Environment	Contributing to the development of a recycling-based society with innovative thinking and technology	Climate change initiatives, zero waste, carbon neutrality, developing technology for hydrogen-based society, initiatives for the diversification of energy sources, and harmony with nature	Risk: Carbon tax and other environment-related regulations becoming stricter than anticipated Opportunity: Expansion of new business areas	Achievement of carbon neutrality	Carbon neutrality*	Scope 1 & 2 total emissions	74,000 t-CO ₂ -33%	72,000 t-CO ₂ -35%	-60%					
					Clean energy	Scope 3 total emissions	1,716,000 t-CO ₂ -13%	—	-28%					
						Renewable energy ratio	23%	28%	55%					
					Achievement of circular economy	Promotion of zero waste emissions*	Energy creation ratio	0%	—	5%				
							Water usage*	-29%	Below the previous year	-5% (intensity)				
					Contribution to nature positivity	A factory co-existing with nature		1 plant	1 plant	5 plants				
							Developing technologies in new sectors	Intellectual property accumulation (Cumulative patent applications filed since 2023)	220 (cumulative)	83 (single year)	500 (cumulative)			
					S Human Resource/Corporate Culture	Developing human resources that can take on challenges for innovation and promoting a corporate culture where people “mutually respect and energize each other”	Human resource development, diversity, work style reform, safety/health, DX (robotification and IoT), and employee engagement	Risk: Increase in employee training costs Opportunity: Increase in opportunities to acquire professional human resources	Creating a workplace that enables our diverse human resources to actively thrive	Industry-academia-government collaboration	19	20	25	
										Building a health and safety culture based on mutual encouragement to call on each other for anything	Software/electronic human resources (Non-consolidated)	105 people	108 people	270 people
											Digital human resources (Non-consolidated)	53 people	75 people	220 people
Female managers (Non-consolidated)	6 people	6 people	10 people											
Female managers (Consolidated)	89 people	93 people	110 people											
Executives in overseas offices (General Manager level and above)	73.1%	73.7%	90%											
Fulfillment ratio of posted national staff														
Employee engagement score	53 points	55 points	60 points											
Male childcare leave acquisition rate	76.9%	83.0%	90%											
Skilled human resource development at Aisan Academy	18 people	21 people	22 people											
Frequency of occupational accidents (lost-time)	0.46	0.3	0											
G Governance	Establishing a governance system stakeholders can rely on	Corporate governance, compliance, risk management, and information security	Risk: Erosion of corporate value Opportunity: Capture new business opportunities	Maintain the status as a company trusted by the community and society	Sustainable social contribution activities (total number of participants)	1,596 people	1,500+ people/year	1,500+ people/year						
					Accurate and prompt disclosure Proactive voluntary disclosure	Realization of sustainable procurement (promotion of business activities that give consideration to environmental issues, human rights issues, compliance, etc.)	Sustainability check implementation rate	100%	100%	100%				
						Company-wide risk assessment and management execution	Compliance violations at suppliers	0	0	0				
							Conflict minerals confirmation rate	100%	100%	100%				
							Number of serious violations of laws and regulations: 0	Number of serious violations of laws and regulations	0	0	0			
								Employee awareness level on compliance	3.49	3.79 or higher	3.79 or higher			
							Number of incidents: 0	Level of helpline recognition	89%	100%	100%			
								Achievement rate of All Toyota Security Guidelines (V9)	90%	100% (Non-consolidated)	100% (Consolidated)			
							Accurate and prompt disclosure Proactive voluntary disclosure	Achievement rate of Cyber Security Guideline (Lv3)	Lv2 100% (Consolidated)	Lv3 100% (Non-consolidated)	100% (Consolidated)			
								Disclosure standards compliance rate	100%	100%	100%			
Company-wide risk assessment and management execution	Establishment of the risk management system	Identification of priority risks	Establishment of an enterprise risk management (ERM) system	Steady implementation of ERM across the entire Group										
		Development and recognition of response standards for large-scale disasters	Code of conduct	Familiarization training	Operation of the standards									
Human life first (rescue and relief)	Recognition		100%	100%										
		Contribution to regional recovery	Stockpiling of relief supplies	Food stock rotation	Food stock rotation									
Prompt restoration of production	Establishment of a system that can restore the production within a week		Food stock rotation	Food stock rotation										
			3 practical activities Expansion of products subject to spare parts inventory visualization	Revision of production core system (visualization of intermediate inventory)	System construction/maintenance training									

* Compared to FY2019

Basic Approach

In recent years, the intensification of climate change has led to an increase in extreme weather events and natural disasters, heightening concerns about the stability of food and water resources and ecosystems. At COP29 held in 2024, discussions focused on expanding climate finance, full-scale operation of carbon markets, and strengthening international collaboration on adaptation, loss and damage. At COP16 of the Convention on Biological Diversity, the conservation and restoration of natural capital were positioned as critical challenges. Companies are expected to take proactive initiatives to address these challenges.

With the realization of a sustainable society and the preservation of a rich global environment as the cornerstone of our management philosophy, we will promote the visualization of environmental impact and multifaceted environmental conservation, striving for transparent information disclosure and strict compliance with laws and regulations. We are also working to calculate carbon footprints, develop low-carbon products, and conserve and restore natural capital.

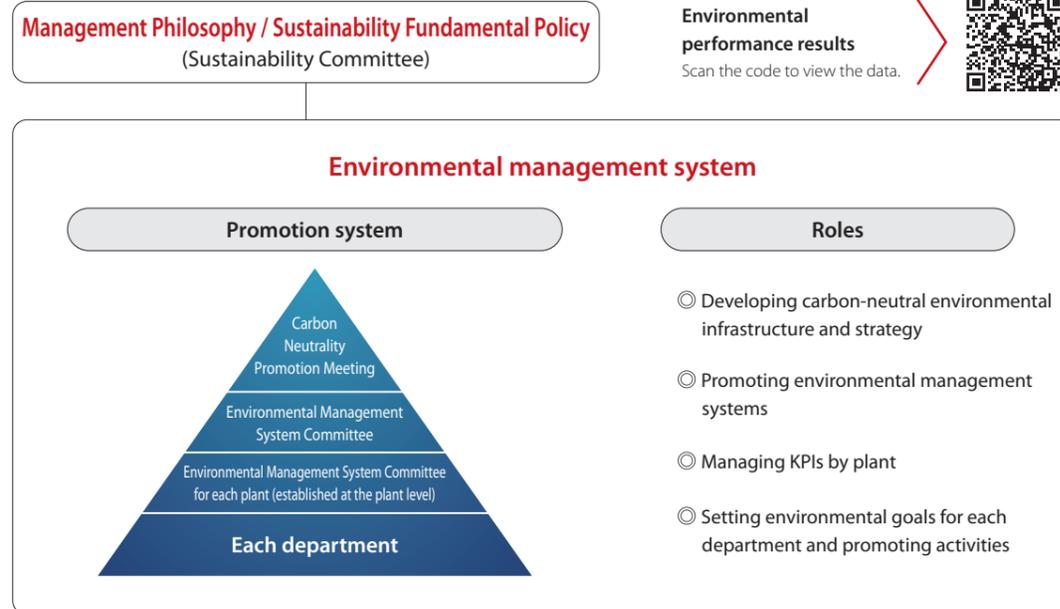


Yoshitomo Yamaga
Executive Officer
in Charge of Carbon Neutrality



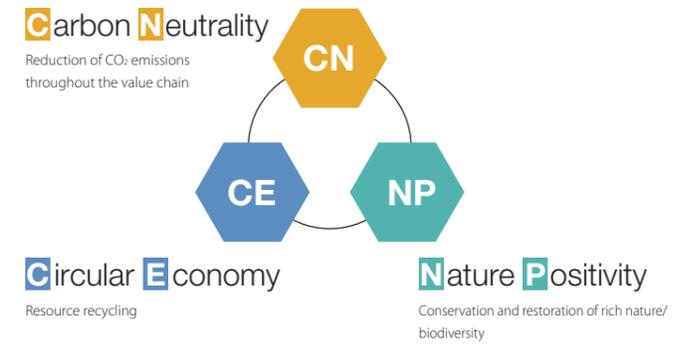
Environmental Management System

Having continuously maintained ISO 14001 certification since 1999, we promote Company-wide environmental activities based on our established environmental management system. Through the Carbon Neutrality Committee, a subcommittee of the Sustainability Committee, we formulate environmental policies and manage KPIs. This enables swift and reliable reflection of management decisions in environmental activities, establishing environmental governance that aligns with our management system.



Three Pillars of Activities

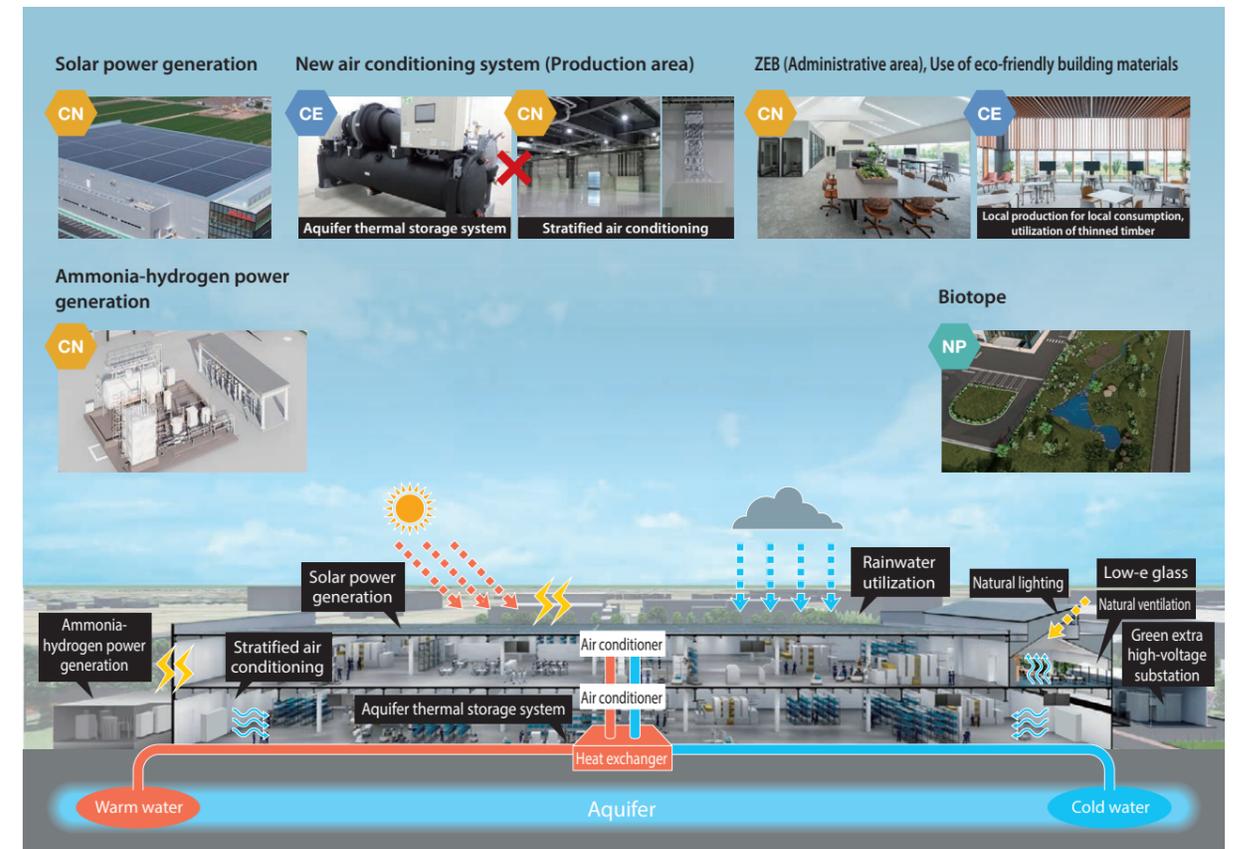
We position “carbon neutrality,” “circular economy,” and “nature positivity” as the three pillars of our environmental activities. We will achieve greater sustainability by integrating initiatives that reduce CO₂ emissions across the entire value chain, promote the circular use of finite resources, and conserve and restore rich natural environments and biodiversity.



Aisan Future Factory: Pioneering the Next Generation

We have established the Aisan Future Factory as a new facility to realize the three pillars of our environmental activities: carbon neutrality, circular economy, and nature positivity. In the production area, we will introduce a new air conditioning system combining an aquifer thermal storage system with a stratified air conditioning system. This will achieve both energy conservation and a comfortable working environment. From a manufacturing perspective, this will enhance production efficiency, enabling intensive energy conservation. Moreover, the design incorporates clean energy sources such as solar power generation and ammonia-hydrogen power generation to meet the required energy needs.

Through these initiatives, we obtained ZEB certification for the administrative area. Furthermore, to promote natural restoration, we are implementing initiatives that utilize thinned timber from existing plants and locally sourced wood for local production and consumption, and developing biotopes that recreate the region’s natural environment. The Aisan Future Factory will serve as a vital foundation supporting our sustainable growth, driving next-generation manufacturing.



Carbon Neutrality

Reduction of CO₂ emissions throughout the value chain

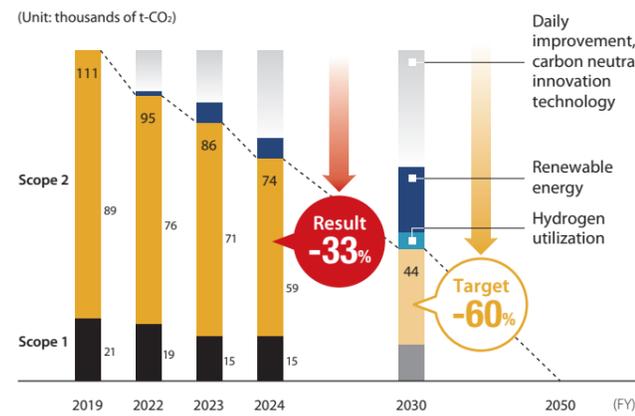
In our greenhouse gas reduction efforts, we place importance not only on reducing our own CO₂ emissions (Scope 1 & 2) but also on activities to reduce CO₂ emissions across the entire value chain (Scope 3). In particular, we have been promoting MCK (*Motto Carbon-neutral Kyoka*; further strengthening carbon neutrality) activities in collaboration with our suppliers since 2021, pursuing both the visualization and reduction of CO₂ emissions. In fiscal 2024, we launched a new carbon offset initiative utilizing forest absorption in collaboration with local communities.

We are also advancing efforts to monitor the carbon footprint of our products. Based on the calculated results, we are developing and implementing specific reduction measures with our suppliers. By measuring the lifecycle CO₂ emissions per product unit, we aim to develop low-carbon products and further reduce environmental impact, encompassing not only our own processes but also the entire lifecycle from raw materials to disposal.

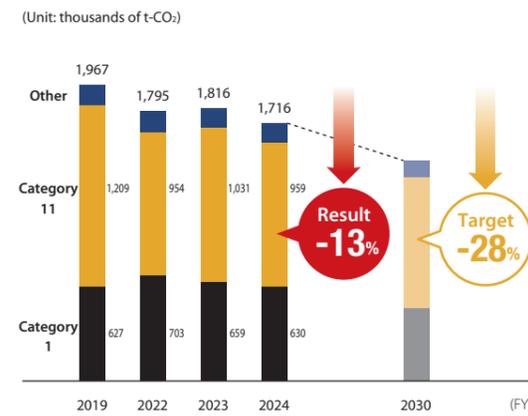
Furthermore, to enhance the transparency and credibility of our initiatives, we are expanding the scope of third-party verification and striving to improve the accuracy of environmental information disclosure. For the consolidated CO₂ emissions generated by the Company in fiscal 2024, 100% of Scope 1 & 2 emissions and 94% of Scope 3 emissions underwent third-party verification. This enables us to provide reliable information to stakeholders both inside and outside the Company, thereby fulfilling our accountability.

We will continue to deepen our MCK activities, striving to enhance sustainability and reduce environmental impact across the entire value chain through daily improvements and production technology innovation, while also working to ensure appropriate disclosure of environmental information.

CO₂ (Scope 1 & 2) emissions



CO₂ (Scope 3) emissions



TOPICS

Initiatives for watershed forest conservation and cultivation through J-Credit purchases

In fiscal 2024, we purchased J-Credits issued by Otaki Village and Kiso Town, which encompass the Makio Dam that is the water source for Obu City. We will promote our carbon offset initiatives while collaborating with local communities to contribute to the conservation and cultivation of watershed forests.



Improved reliability of environmental information disclosure

Third-party verification audit FY2024

Target of verification (Scope)

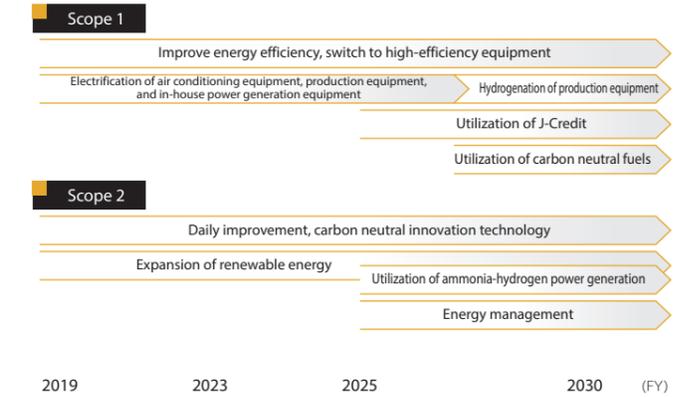
- Scope 1/2/3
Category 1/3/6/7/11
Energy consumption
(The Company and all of its consolidated subsidiaries)
- Scope 3; Category 5
(The Company and its consolidated subsidiaries in Japan)
- Water intake volume
(The Company (5 domestic locations))



Scope 1 & 2

We have set a target to reduce Scope 1 & Scope 2 emissions by 60% compared to fiscal 2019 levels by 2030 and are steadily advancing its implementation. We will pursue thorough energy reduction through daily improvements in energy efficiency and production technology innovation in manufacturing. Simultaneously, we will contribute to moving away from fossil fuels by utilizing renewable energy sources such as solar power generation and ammonia-hydrogen power generation, which we are developing.

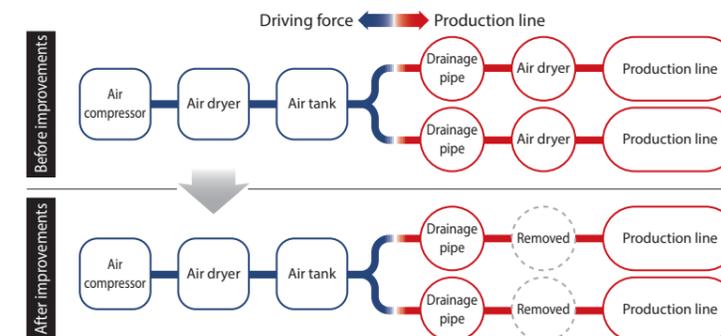
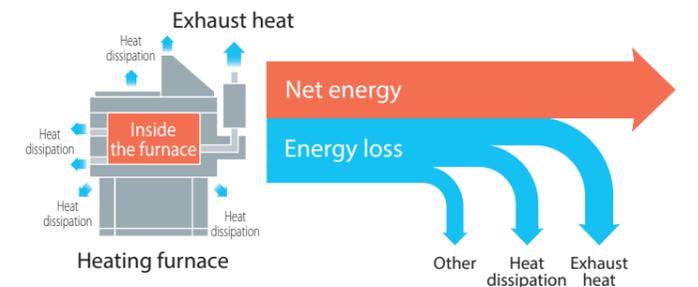
Roadmap



Main initiatives of FY2024

Improvement of energy efficiency

We are promoting initiatives to organize and monitor energy usage by utilizing energy flow diagrams to visualize energy balances. This clarifies the energy loss occurring in each part of the equipment. By quantifying losses, we prioritize improvement actions and develop concrete improvement measures. We continue to promote the effective use of energy through these initiatives.



Energy conservation in compressed air through daily improvements

As part of our initiatives to reduce CO₂ emissions from compressed air in our plants, we have eliminated the use of individual air dryers installed right in front of the production lines. By collecting air temperature and dew point data and clarifying installation standards, we addressed on-site concerns and laid out the necessity for installation. As a result, we achieved an annual reduction of 150 tons of CO₂ emissions.

Expanding the use of renewable energy

We are expanding the adoption of renewable energy to achieve our environmental goals for fiscal 2030. In fiscal 2024, we newly installed rooftop solar power generation systems at two locations in Japan and Indonesia, and introduced solar carports at two locations in China. This generates a total of 5,500 MWh/year of renewable energy, contributing to an increase in the renewable energy utilization rate. Furthermore, our bases in Mexico and the United States are promoting flexible renewable energy utilization strategies based on the energy situations and regulations of each country, including the introduction of new green power.



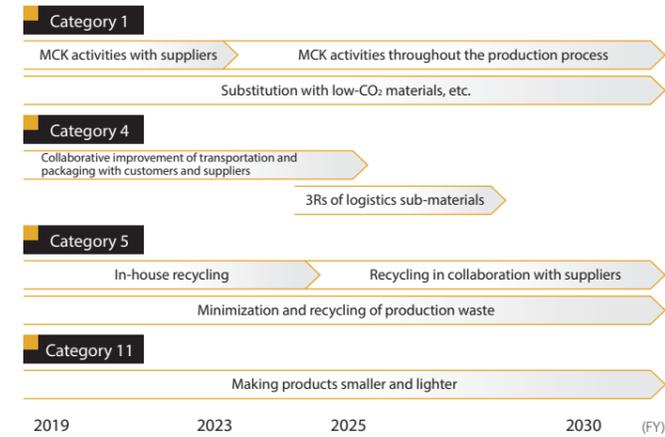
Carbon Neutrality

Reduction of CO₂ emissions throughout the value chain

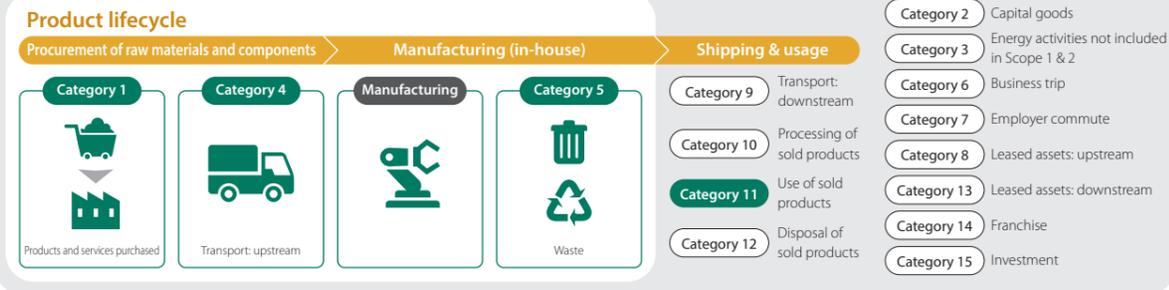
Scope 3

We are working toward a 28% reduction in Scope 3 CO₂ emissions compared to fiscal 2019 levels. We are focusing particularly on categories 1, 4, and 5, which correspond to our product lifecycle CO₂ emissions, and category 11, which has high emissions. Through our MCK activities, we are working to visualize and reduce CO₂ emissions. We will continue to deepen our collaboration with suppliers and stakeholders to contribute to CO₂ reduction across the entire value chain.

Roadmap



Value chain



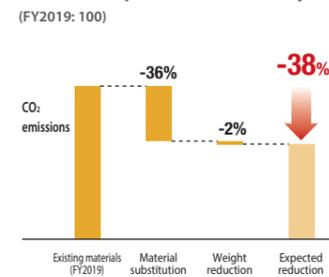
Main initiatives of FY2024

CO₂ reduction focused on per-unit CO₂ emissions

Approximately 40% of our Scope 3 emissions stem from Category 1 (purchased goods and services), with the majority originating from materials. Therefore, we are advancing efforts to replace conventional materials with low-carbon alternatives. For our core product, the canister, we have established a target to reduce CO₂ emissions by approximately 36% compared to fiscal 2019. Going forward, we will collaborate with our customers and suppliers to promote the replacement with low-carbon materials while also working to further reduce the weight of our products.



Trends in product intensity



MCK activities throughout the production process

We have promoted the MCK (*Motto Carbon-neutral Kyoka*; further strengthening carbon neutrality) activity with many suppliers since 2021. Suppliers who endorsed this initiative not only reduced their own CO₂ emissions but also expanded the MCK activities to their own business partners. The ripple effects of these initiatives are expanding the circle of MCK activities throughout the entire production process. We will continue to expand this initiative to other suppliers and work toward achieving carbon neutrality.

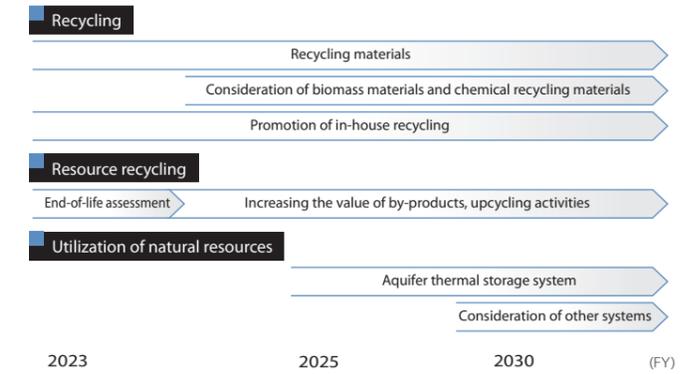


Circular Economy

Resource recycling

To enable the sustainable use of finite resources, we consider everything—not only materials, products, and waste, but also nature itself—as a resource. We promote the effective use of resources throughout the entire product lifecycle by taking a multifaceted approach encompassing a wide range of initiatives. These include promoting reuse and recycling, introducing bio-based materials, utilizing byproducts, and implementing upcycling. We also actively utilize natural resources, aiming to realize a sustainable circular society.

Roadmap

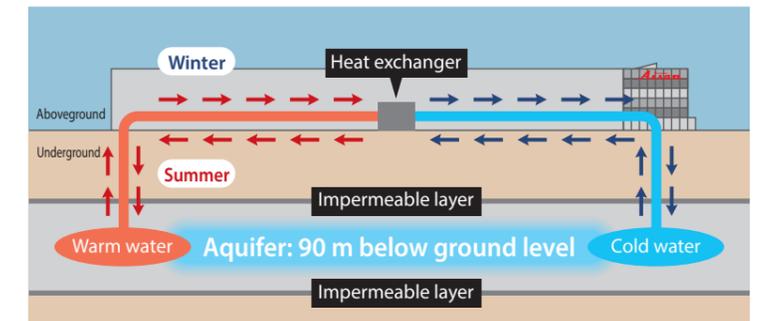


Main initiatives of FY2024

Energy circulation utilizing natural resources

At the Aisan Future Factory, we have established an energy circulation system* that utilizes an aquifer 90 meters underground as a thermal storage tank. By storing the cold and heat discharged from air conditioning systems in underground aquifers and utilizing this stored thermal energy seasonally, it is possible to reduce air conditioning energy consumption by approximately 50%.

* Aquifer thermal storage system



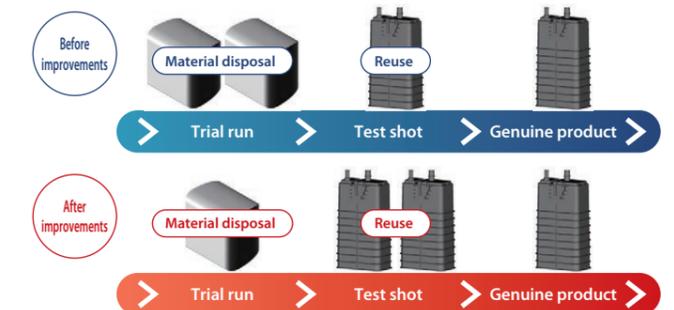
Promoting sustainable water resource utilization

AISAN INDUSTRY CZECH s.r.o. in the Czech Republic analyzed water resource usage and worked to reduce wastewater from plants. By purifying wastewater generated during production processes through evaporation and separation treatment, and reusing the purified water for toilets and other purposes, we contribute to reducing both wastewater volume and water consumption.



Improving in-house recycling

In the mold-making process for product forming, lump-shaped waste material was generated daily during equipment startup. By revising the number of test shots and discharging the material in a form closer to the final product, we enabled material crushing and reuse, achieving effective resource utilization.



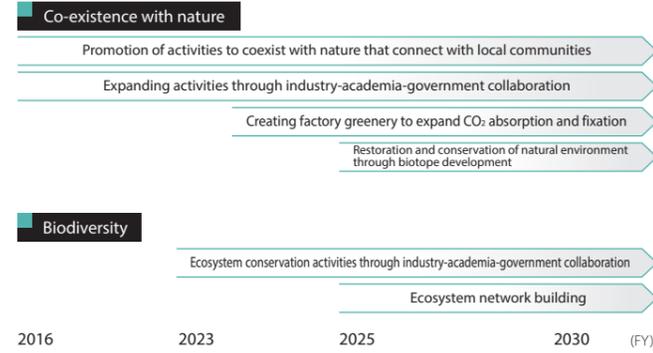
Nature Positivity

Conservation and restoration of rich nature/biodiversity

With the aim of creating a factory that co-exists with nature, we continuously conduct detailed environmental impact assessments to minimize our effects on the natural world. Furthermore, through the protection of indigenous species and the establishment of ecological networks both on and off our premises, we strive to realize a sustainable society that is connected to the local community.

Going forward, we will further strengthen collaboration between industry, academia, government, and local residents to conserve and restore the rich natural environment and biodiversity, and aim to expand the 30by30 Nationally Certified Sustainably Managed Natural Sites by the Ministry of the Environment.

Roadmap



Main initiatives of FY2024

Expanding industry-academia-government collaboration for biodiversity conservation

We collaborate with government agencies, educational institutions, experts, and local residents to promote the conservation of natural environments and the protection of endangered species. Through environmental education programs conducted with local children and roselle cultivation projects in collaboration with high schools within the prefecture, we are achieving both heightened environmental awareness and contributions to the community. We are also advancing the development of an ecosystem network through conservation activities for endangered species found around the site.



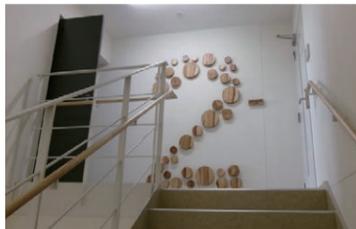
Environmental learning with local high school students (Roselle cultivation)



Critically endangered species: Rhynchospora malasica

Upcycling of thinned timber

At the Aisan Future Factory, we are effectively utilizing thinned timber generated during the landscaping of the Anjo Plant. By repurposing thinned timber as floor indicators and room name signs for reception rooms and restrooms, we pass on the history of the Anjo Plant to the Aisan Future Factory. This also contributes to reducing CO₂ emissions by long-term sequestration of the CO₂ absorbed by the timber. We will continue to deepen our resource circulation initiatives, viewing everything as a resource.



TOPICS

Aisan Toyota no Mori was registered as the Nationally Certified Sustainably Managed Natural Site

The forest adjacent to our Toyota Plant, Aisan Toyota no Mori, was certified as the Nationally Certified Sustainably Managed Natural Site by the Ministry of the Environment in the latter half of 2024.



Certified as an Excellent Certified Company under the Aichi Biodiversity Program

In recognition of our longstanding biodiversity conservation efforts, and within two years of being selected as a certified company, we achieved certification as an Excellent Certified Company.



Fostering environmental awareness and developing human resources

Developing human resources to support a sustainable future

To realize a sustainable society, we strive to foster environmental awareness and enhance practical skills among every employee. This is achieved through tiered education programs and global e-learning for all employees, based on our three pillars of carbon neutrality, circular economy, and nature positivity. We are also working on solving environmental issues in unison with all stakeholders, including employees' families, suppliers, and the local community, by holding environmental exhibitions and providing environmental education.

Main initiatives of FY2024

Expanding the plant-led learning space MCK Base

MCK Base was first established at the Main Plant in 2024 as a plant-led learning space where employees can share improvement initiatives, exchange opinions, and engage in experiential learning, based on the concept of "learn, experience, acquire, practice." From there, we have expanded to domestic plants and further to global locations, sharing improvement examples and technologies gained in each country globally. We use this to promote environmental activities across the entire Group and to strengthen human resource development.



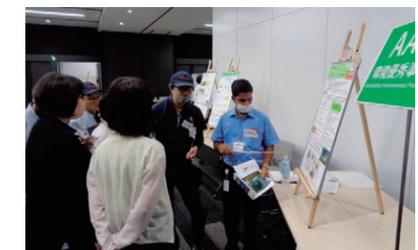
Forest restoration and training of environmental human resources

PT.AISAN NASMOCO INDUSTRI in Indonesia is participating in a forest restoration program in collaboration with other companies to create new forests around its plants. By having employees plant trees themselves, we deepen their understanding of co-existing with nature while fostering environmentally conscious individuals who can take proactive action.



Strengthening environmental promotion through shared learning

During the annual Environment Month held in June, we organize an Environmental Exhibition where employees share best practices and improvement items from both domestic and international cases. Through this exchange of knowledge, we invigorate environmental activities at each location. Starting in fiscal 2024, we have also held exchange meetings with staff from overseas locations, sharing specific initiatives such as waste reduction and renewable energy utilization.



At the Aisan Group, we recognize climate change as one of our key management issues. In May 2022, we announced our endorsement of the Task Force on Climate-related Financial Disclosures (TCFD) and made disclosures accordingly. Based on the recommendations of the TCFD, we will advance our analysis and response to the risks and opportunities that climate change presents to our business, and strive to disclose and enhance relevant information.

Governance

The Sustainability Committee, which is chaired by the CRO*, verifies the direction and its appropriateness related to all issues concerning sustainability, including climate change. In addition, the Carbon Neutrality Promotion Meeting (meetings held at least once every three months), which is a subcommittee of the Sustainability Committee, formulates, executes, and manages plans related to the climate change issue. At the Sustainability Committee meetings held twice a year, we receive reports from the Carbon Neutrality Promotion Meeting, the Work Style Reform Promotion Meeting, and the Governance Meeting, and deliberate on their contents. Among the results of these deliberations, important matters are reported to the Board of Directors and the Senior Executive Board.

* CRO: Chief Risk Officer

Risk Management

In addition to receiving reports from the Carbon Neutrality Promotion Meeting on climate change risks that significantly impact management, the Risk Management Committee of the Aisan Group periodically reviews key risks by collecting opinions from risk owners representing various departments. Additionally, the committee enhances the sharing of incident information, evaluates risk response status, and reports to the Board of Directors as necessary. The Board of Directors oversees the Risk Management Committee, provides necessary guidance and advice, and reviews the effectiveness of its processes at least once a year. Furthermore, should risks materialize, we have established a system to promptly set up a countermeasures headquarters and respond to incidents based on the CRO's instructions.

Indicators and Targets

In fiscal 2024, the international response to climate change entered a new phase. At COP29, it was emphasized that countries must raise their emission reduction targets to achieve the 1.5°C goal established under the Paris Agreement. Furthermore, Japan's 7th Strategic Energy Plan outlines the policy challenges and response directions to be addressed going forward to achieve carbon neutrality by 2040 and beyond. It emphasizes the necessity of simultaneously realizing three objectives: stable energy supply, economic growth, and decarbonization.

Given this external environment, the Company's new Medium-term Management Plan (2025-2030) is formulating a transition plan to address climate change risks and achieve a sustainable circular society. We are working to reduce greenhouse gas emissions through initiatives such as carbon neutrality-related investments utilizing internal carbon pricing (ICP). Furthermore, as a stepping stone to new sectors and future products, we will contribute to solving social issues not only through the evolution of all forms of energy and mobility, but also in domains beyond mobility.

Carbon neutrality target (FY2030)

Challenges	Item	Target
Carbon neutrality	Scope 1 & 2	-60% compared to FY2019
	Scope 3	-28% compared to FY2019
	Renewable energy ratio	55%
	Energy creation ratio	5%
Circular economy	Zero-waste emissions	-5% compared to FY2019 (intensity)
Nature positivity	Water usage	-5% compared to FY2019 (intensity)

Carbon neutrality performance

Scan the code to view the environmental data.



<https://www.aisan-ind.co.jp/en/news/cdb363473755456da7114c4b1d5afcf2ea5b332.pdf>

Strategy

Based on the social vision under multiple (1.5°C/2°C/4°C) scenarios*, risks and opportunities are arranged for fiscal 2050 in addition to fiscal 2030, to assess the financial impact in fiscal 2030, and measures to reduce risks and create opportunities are being taken.

* 1.5°C/2°C scenario: NZE (Scenario to achieve global net zero emissions by 2050), APS (Scenario that reflects aspirations declared by ambitious countries)
4°C scenario: SSP 5-8.5 (Maximum emissions scenario without implementation of climate policy, under fossil fuel dependent development)

Risks/opportunities and response to climate change

Category	Details	Timescale	Impact level	Aisan Group's response	
Transition risk	Policy/Regulation Greenhouse gas emissions regulations	Enhanced energy policies and increased manufacturing costs resulting from increased use of renewable energy	Mid- to long-term	Medium	<ul style="list-style-type: none"> Thorough elimination of wastefulness Global rollout of domestic improvement cases
	Policy/Regulation Introduction of carbon tax	Increased production cost due to the implementation of carbon tax	Mid- to long-term	Medium	<ul style="list-style-type: none"> Improvement of energy efficiency Introduction of renewable energy Generation of clean energy by ammonia-hydrogen power generation, etc.
		Increased procurement costs due to passing on of carbon tax to selling prices	Mid- to long-term	Large	<ul style="list-style-type: none"> Adoption of low-CO₂ materials Waste reduction and recycling CO₂ emissions improvement activities with suppliers
	Technology Increased demand for low-carbon/decarbonized products	Delay in recovering investment costs due to delay in transition in new areas	Mid- to long-term	Medium	<ul style="list-style-type: none"> Business planning for future products that take environmental changes into account, and intensive input of resources
Market	Shift in customers' sense of value	Decreased sales in engine parts due to the prevalence of battery electric vehicles (BEVs)*1	Mid- to long-term	Large	<ul style="list-style-type: none"> Business growth in new areas which contribute to decarbonization leveraging technologies and strengths
	Reputation Insufficient environmental initiatives and disclosures	Decline in corporate value and customer trust	Mid- to long-term	Medium	<ul style="list-style-type: none"> Improving rating agency scores (CDP, etc.) through CO₂ reduction initiatives
Physical risk	Acute Frequent, severe, and prolonged natural disasters	Temporary production halt due to disrupted supply chain	Mid- to long-term	Medium	<ul style="list-style-type: none"> Enhancing the BCP structure further Improvement of inventory management precision Continuation of supply chain BCP
	Technology Acceleration of electrification and industry restructuring	Increase in share of core products	Short- to mid-term	Large	<ul style="list-style-type: none"> Establish advantages over competitors Switch to next-generation unrivaled products Strengthening of manufacturing (Multi-assembly)
Opportunity	Market Expansion and development of low-carbon products	Increase in revenue of hydrogen supply units following the expanded application of hydrogen energy	Mid- to long-term	Medium	<ul style="list-style-type: none"> Promotion of the development of products for next-generation FCVs/hydrogen engines
		Increase in opportunities to enter markets for electrified products due to increase in electric vehicles (BEV/PHEV/FCEV)*1	Mid- to long-term	Large	<ul style="list-style-type: none"> Provision of lightweight, high-efficiency, and low-cost systems and components Product development leveraging proprietary technologies Establishment of a new plant to produce future products Product development for compact mobility
	Expanding business opportunities in new areas of carbon neutrality	Mid- to long-term	Small	<ul style="list-style-type: none"> Research and development of new technologies and new areas Components for ammonia supply system Compact FC module 	
	Growing demand for products that contribute to lower emissions	Mid- to long-term	Medium	<ul style="list-style-type: none"> Development of products for vehicles applying existing technologies (FFV*2 technology) Products compatible with synthetic fuels/biofuels 	

[Timescale] Short-term: through 2025; Mid-term: through 2030; Long-term: through 2050
 [Impact level] Impact on single-year operating profit: Large, 2.0 billion yen or more; Medium, 0.1 billion yen to less than 2.0 billion yen; Small, less than 0.1 billion yen
 [Aisan Group's response] We have incorporated plans for decarbonization and initiatives for mitigating risks and creating opportunities related to climate change in the Medium-term Management Plan announced in February 2025 and are promoting activities accordingly.
 *1 Assumption of the number of units is calculated based on the 2°C scenario *2 FFV: Flexible-fuel vehicle

For more information on Aisan Group's response, please scan the 2D code.

Financial Impact

1.5°C (below 2°C) scenario
The transition to a decarbonized society progresses

We estimate the impact amount (risk) for fiscal 2030 to be approximately 31 billion yen, due to increased costs from the introduction of a carbon tax and a decrease in sales volume of engine parts. Meanwhile, we estimated the impact amount (opportunity) for fiscal 2030 at approximately 25 billion yen, driven by industry restructuring due to accelerated electrification and the expansion and development of low-carbon products.

4°C scenario
Global warming progresses

We estimated the impact amount (risk) for fiscal 2030 to be approximately 600 million yen*, due to the increased frequency and severity of natural disasters.

* Impact on Aisan Industries (non-consolidated)

Health and Safety/Health and Productivity Management Supporting the New Medium-term Management Plan

In the Medium-term Management Plan, we have established that a workplace environment grounded in safety and security is essential for the human resources supporting the Company to thrive, and we are working to build such a workplace. We place particular emphasis on activities that support employee health and safety, and are working on providing a comfortable working environment.

Main initiatives	Item	2024	2027	2030
Health and safety The foundation supporting human capital management Creating a safe and secure workplace where employees can actively participate in work with a sense of fulfillment	Disaster occurrence frequency rate (non-consolidated) * 2023 manufacturing industry performance: 1.29	0.46	0.23	0
	Ratio of employees receiving comprehensive medical checkups (non-consolidated)	82%	95%	100%

Occupational Health and Safety Philosophy

Health and safety form the lasting foundation of a business. Based on our recognition of our social responsibilities, we will all work together to create a safe, secure, and comfortable work environment following the basic principles of respect for humanity, health first, and safety first.

Promotion System

Based on the promotional system of the Occupational Health and Safety Management System "ISO 45001," an international standard, certified in November 2021, we are rolling out activities in which each workplace takes the initiative.



Directions of the Initiatives

	Activity category	Initiatives
Workplace safety	Preventive activities	Creating a culture and people who can abide by the rules
	Continuation of ISO 45001 certification	Level up through management system operation
	Management of safety awareness indicators	Level up activities according to the level of safety awareness
	Legal compliance	Reinforcement of workplace self-management systems

Main initiatives of FY2024

All Aisan STOP6 activities

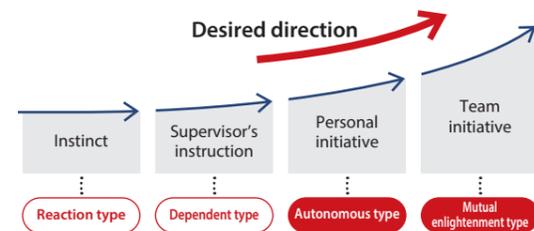
Since fiscal 2023, we have been identifying STOP6 tasks at our overseas and domestic locations and incorporating them into the procedure manuals. In fiscal 2024, we promoted activities focused on local engagement as our key theme, and also conducted on-site verification and guidance at two newly added domestic locations. We will continue our activities to level up through the motto of All Aisan.

Establishment of the Health and Safety Day

To establish health and safety as an everyday, fundamental part of our culture, we designate a monthly Health and Safety Day at each workplace and promote self-initiated activities. While some have noted an increase in conversations about health and safety, others have expressed difficulty in selecting topics. Therefore, we will share best practices and recommended subjects from various workplaces to promote activities that do not become repetitive.

Development of safety awareness indicators (visualization)

The Company developed and implemented indicators of awareness levels to visualize the actual status of safety awareness (trends, issues, etc.) and make more focused and effective efforts. One concern identified is that there is a significant gap between self-assessment and actual results (people think they are doing well when they are not). To foster the "autonomous" and "mutual enlightenment" type of people and culture we aim for, we will make steady progress toward leveling up with a long-term perspective.



Selected for the First Time under the KENKO Investment for Health Stock Selection Program, Selected as One of the Outstanding Organizations of KENKO Investment for Health and White 500 for the Seventh Consecutive Year

Since establishing our Health Declaration in 2018, we have actively promoted health and productivity management as a collaborative health initiative with the healthcare union. As a result, we have been selected as one of the Outstanding Organizations of KENKO Investment for Health and White 500 for seven consecutive years.

Furthermore, this year we were selected for the first time under the KENKO Investment for Health Stock Selection program by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. This recognition was based on our highly regarded efforts in disclosing information aimed at promoting health and productivity management within society and implementing measures to improve our own health challenges. We will continue to actively promote health and productivity management and disseminate information to advance its adoption throughout society, guided by the principle that "the physical and mental health of our employees and their families is a vital management resource and the source of corporate vitality."



* Data for FY2025



Health and Productivity Management Award (March 11, 2025)

Transition of overall evaluation in the Company's health and productivity management survey



Main initiatives of FY2024

Health seminar

Every year from October to November, we invite external experts to give lectures on health. In 2024, with the goal of preventing fatigue from leading to aging and learning self-care, we invited a medical doctor specializing in fatigue medicine to deliver a lecture titled "Techniques for Restful Sleep and Fatigue Recovery for Youth and Beauty: Building a Body Resistant to Aging Through Self-Care."

Women's Health Week event

During Women's Health Week in March, designated by the Ministry of Health, Labour and Welfare, we hold an event aimed at improving women's health literacy and promoting understanding of health issues faced by women who continue to be affected by female hormones throughout their lives. Since fiscal 2019, to foster a culture that deepens understanding of women's health issues, we have been holding seminars for managers and seminars on common gender-related issues such as "menopause and infertility treatment" during working hours.

Enhancing follow-up measures for stress checks

As follow-up measures to the annual stress check conducted in September, we implemented the following.

Measures for high-stress individuals

- Ⓞ Distributed self-care brochures
- Ⓞ Introduced a list of consultation desks
- Ⓞ Conducted a fatigue accumulation survey approximately 4 months later
- ▶ If high stress persisted at this point, referred the employee for another consultation with the occupational physician or psychologist

Training for workplace managers

- Ⓞ Conducted group analysis utilization seminars to effectively leverage group analysis results and enable workplace improvements

AI posture checkup

- Ⓞ Adjust the present based on AI analysis predicting future bodily misalignment and impacts from the current posture

Stretch yoga seminar

- Ⓞ Refresh both mind and body with yoga that begins with mindful breathing techniques



Basic Approach and Policy

The key to achieving our vision and the Medium-term Management Plan is human resources, and the Company regards the enhancement of the value of human capital as one of our important management issues. Based on our Management Philosophy and sound and strong labor-management relations, we are implementing activities based on three pillars: cultural reform, human resource transformation, and participation of diverse human resources. The ultimate aim is to become a team and organization where human resources who learn, think, and boldly take on challenges autonomously can continue to grow together while mutually respecting and energizing each other.

In addition to deepening our powertrain business, it is now urgent for the Company to establish an electrification products business for mobility and to address social contributions in domains beyond mobility.

To assist with these challenges in terms of both "job satisfaction" and "work style," we identify issues concerning our people and organization based on employee engagement survey results, and we strive to resolve any concerns. Especially over the past year, we have focused on career development as one of our major challenges regarding our people and organization, implementing various initiatives centered around the Aisan Career Canvas program.

In addition to our ongoing efforts to train software human resources, we have begun training human resources capable of applying deep knowledge in specialized domains such as environmental management. As a result, employee engagement steadily increased, and we were able to significantly improve items related to career development.

We will continue our efforts to foster a virtuous cycle where each employee finds clarity about their desired career path, independently and systematically acquires the skills and experience necessary to make that career a reality, and puts them into practice. This will elevate the capabilities of both individuals and the organization, leading to the Company's sustainable growth. Going forward, we will continue to view the expansion of human capital as one of our key management priorities and strive to achieve sustainable growth in corporate value.



Syozo Kai
Chief Division Officer, HR Infrastructure Division

Organizational chart and key activities



* MMK: "Motto Monozukuri Kyoka" (strengthening of manufacturing)

Toward Human Resource Transformation and Cultural Reform

Recognizing that acquiring and training human resources who continuously pursue innovation is essential to realizing VISION2030, we are actively investing in attracting talented human resources, as well as reskilling and upskilling our employees. In fiscal 2024, our recruitment efforts in the electrification sector went beyond conventional methods. We challenged ourselves to acquire human resources with an eye toward overseas markets and worked diligently to secure outstanding students through planned recruitment. In addition to our ongoing software and DX training programs, we have newly established and conducted generation-specific career design workshops to support employees in their autonomous career development. Furthermore, the education system is scheduled to undergo a comprehensive overhaul in fiscal 2025, transitioning from a nomination-based system to a voluntary application system.

Recruitment of international human resources in the field of electrification

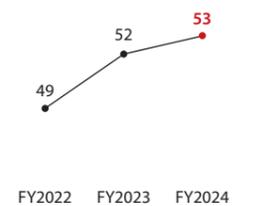
Amidst Japan's declining birthrate and intensifying competition for human resources, we undertook a new challenge: to acquire talented human resources in the electrification domain. To this end, we visited local universities in India directly to conduct recruitment activities targeting local students. As a result, we successfully recruited two individuals. For these individuals, we provided support such as language training and cross-cultural education prior to their employment to help them adapt to working in Japan. We have also focused on onboarding, including building peer relationships, such as having new hires join training sessions alongside regular recruits from different entry periods after joining the company. We will continue our efforts to attract and retain talented human resources regardless of nationality, gender, or other factors.



Aisan Career Canvas

Starting in fiscal 2022, we launched an employee engagement survey and are implementing human resource and workplace culture improvement measures centered on the Aisan-version of EVP* developed based on its results. In fiscal 2023, we launched Aisan Katariba, a dialogue forum between management and employees, to foster a culture of dialogue. In fiscal 2024, we introduced Aisan Career Canvas, an employee growth support program, and implemented various initiatives including hosting career-themed Katariba events, consolidating and distributing career-related information, and providing self-understanding tools. These initiatives have resulted in a 4-point increase in employee engagement scores since the survey began. We will continue to strive for continuous improvement for the growth of both our employees and the company.

Employee engagement score trend



* The concept for creating a rewarding workplace and culture that both the company and employees strive for together

Aisan Group's Ideal Human Resources and Culture

	Autonomous human resources that can take on challenges	A corporate culture where people mutually respect and energize each other	Specialized human resources
Previous challenges	While activities promoting the importance of autonomous career development have gradually shifted away from a passive mindset, there is still a need to foster a culture where each employee proactively takes on challenges and drives transformation.	Since fiscal 2022, we have designated the empowerment of women as a key priority and have been advancing our activities accordingly. We have worked to enhance systems supporting the balance between life events and work, creating a more comfortable working environment. However, these systems have not been sufficiently adopted, and efforts to expand their use and foster workplace understanding have not progressed. We must be more proactive in providing support that enables women to build careers even in technical roles and production sites where female representation is low.	In order to realize the new Medium-term Management Plan, we face the challenge of training and securing human resources with deep expertise. This includes not only software talent related to ECUs that integrate control of the entire vehicle, but also individuals with knowledge in areas such as the appropriate protection and utilization of our intellectual property, including environmental technologies, and quality management that supports the safety and security of mobility.
Vision	In order to realize VISION2030 and the new Medium-term Management Plan, we aim to develop human resources who can propose not only the further evolution of our powertrain business and expansion of our electrification products business, but also take the initiative to learn, think, take on challenges, and make proposals with respect to new business sectors that contribute to decarbonization.	Each employee will actively contribute to creating a workplace that focuses on ensuring psychological safety, recognizing unconscious biases, and enhancing work-life balance, thereby fostering an environment where everyone can maximize their individual potential. Through this, we aim to create new value by leveraging diverse perspectives.	To evolve into a system supplier within the increasingly sophisticated and complex automotive market, we aim to recruit and train specialized human resources who fully understand our strengths and competitive advantages, maximize their capabilities, and contribute to the realization of a sustainable society.

Key KPIs and Main Initiatives

The three pillars	Main initiatives	KPI			
		Item	2024	2027	2030
Human resource transformation	Acquire and nurture specialized human resources essential for business expansion ● Acquire key human resources essential for strengthening new product development and production (Electronic/Electrical, Robot, IT/Software, etc.) ● Enhance education to train autonomous human resources ● Discover and train global human resources	Software/electronic human resources (non-consolidated) * Human resources capable of responding to market changes such as electrification	105	190	270
		Digital human resources (non-consolidated) * Human resources who drive company-wide DX	53	110	220
Participation of diverse human resources	Create innovation through the active participation of diverse human resources ● Support autonomous career development ● Create HR systems that enable diverse work styles ● Promote the nationalization of executive positions	Female managers (consolidated)	89 (10%)	100 (12%)	110 (13%)
		Fulfillment ratio of overseas based posted national staff executive positions (GM and higher) (consolidated)	73.1%	75.0%	90.0%
Cultural reform	Transform the workplace culture to take on challenging tasks ● Realize full participation for all through thorough dialogue (Aisan Katariba, 1-on-1 meetings, etc.) ● Serious workplace culture reform through labor-management unity	Employee engagement score (non-consolidated)	53 pts	57 pts	60 pts
		Male childcare leave acquisition rate (non-consolidated)	76.9%	85.0%	90.0%

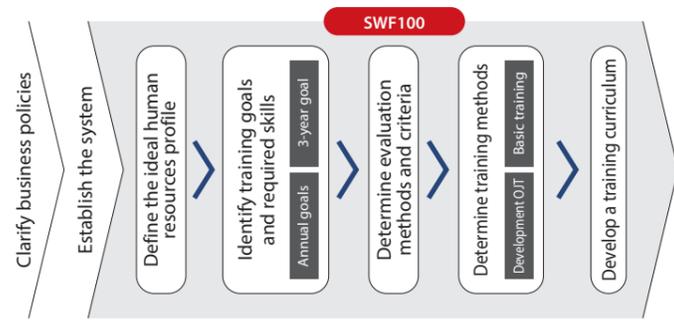
Paving the Future of the Automotive Industry Through Reskilling of Internal Human Resources

Nikkei Reskilling Award 2025 Special Jury Prize

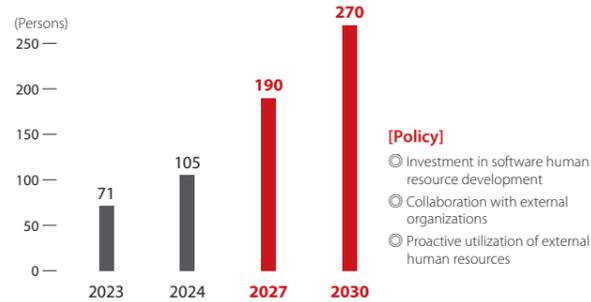
Software engineers are essential for the development of electric drive systems. However, as a company whose core business has been mechanical engine components, we had an extremely limited number of software engineers. Furthermore, given the industry-wide shortage of human resources, securing talent presented a significant challenge. Therefore, in fiscal 2022, we launched the Software First 100 (SWF100) initiative, aiming to train 100 software engineers over three years. This program focused on reskilling junior to mid-level employees who wished to transition into software engineering roles, while also developing new hires recruited for software development positions.

1 Determining training goals and methods based on the ideal human resources profile

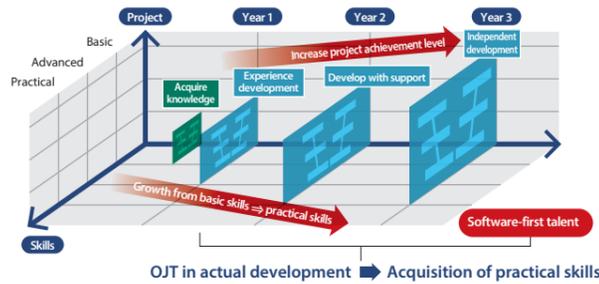
During the planning phase, we first clarified the target ideal human resource profile, the three-year training goals, the evaluation methods, and the training curriculum. The ideal human resources we seek are defined as individuals possessing the skills to independently develop in-vehicle systems, building upon the technologies that have been our strength and adding software technology.



Software human resource development plan



Establish annual goals and train human resources capable of independent development within three years



2 Emphasis on strengthening practical skills through OJT-centered training

To build practical skills in a short period, the training curriculum focused on OJT, with participants acquiring essential basic skills through three months of foundational education prior to implementation. Development themes are set based on the business strategy roadmap, and each team advances development in accordance with the Company's development process under the guidance of the project leader. We aim to level up by repeating development cycles every 6 to 9 months and accumulating experience.

3 Visualization of training status and follow-up

Member evaluations are visualized using predefined criteria, and follow-up is conducted based on individual aptitude. The criteria are applied by extending the industry standard ETSS (Embedded Technology Skill Standards).

- Results**
- Nearly all participants reached the intermediate level target within three years
 - From the latter half of 2022, actively participated in multiple actual product development projects as key members
 - Completed the establishment of an educational curriculum framework combining basic training and OJT

- Future actions**
- Further level up to address increased mass production development, new requirements such as in-vehicle security, and environmental changes like SDVs and generative AI
 - Work on strengthening human resources (manager training, specialist training, etc.) and organizational capabilities (quality development processes, management system utilization, etc.) as key initiatives, while accelerating the development of electrification products as a new business

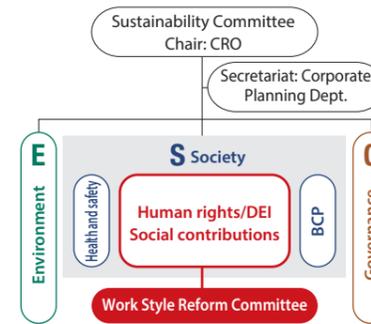
Participation of Diverse Human Resources (Human Rights/DEI)

Basic Approach and Promotion System

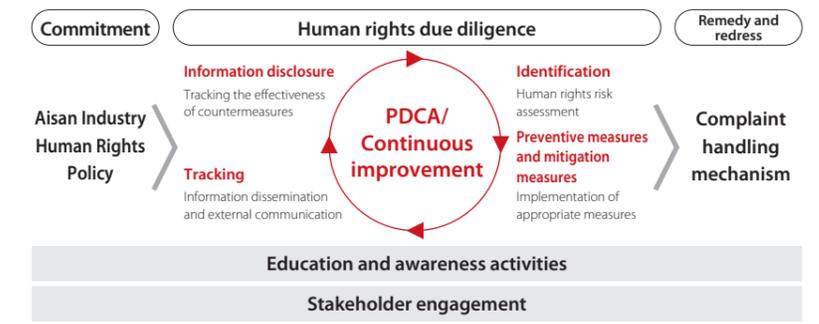
At the Aisan Group, we support international norms, including the United Nations' Guiding Principles on Business and Human Rights, as measures to respect human rights in our business activities. Recognizing respect for human rights as crucial for sustainable growth and enhancing corporate value over the medium to long term, we advance initiatives within the framework of "Achieving harmony with the local community and contributing to a sustainable society," one of the materiality areas defined in our Sustainability Fundamental Policy.

Since the release of our Declaration on Diversity, which states that the promotion of DEI (Diversity, Equity & Inclusion) is a management strategy essential for the Company's sustainable growth, we have been working to create a workplace where people with diverse values can fully demonstrate their individuality and abilities, regardless of age, gender, nationality, disability, or time constraints, under the key message "mutually respect and energize each other."

Promotion system



Framework for promoting respect for human rights



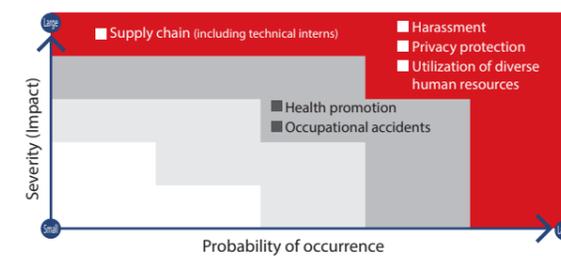
Initiatives for respecting human rights

The Aisan Group established the Aisan Industries Human Rights Policy on August 29, 2022. This policy applies to all officers and employees of the Aisan Group, and we will also encourage all business partners, including suppliers, to respect human rights based on this policy and promote their efforts. To implement initiatives based on this policy, we conduct human rights due diligence in accordance with the United Nations' Guiding Principles on Business and Human Rights. We identify our priority issues based on internal surveys and the assessment criteria of the Ministry of Justice and external evaluation organizations, and are advancing our efforts accordingly.

Scope of human rights issues covered by the Aisan Industries Human Rights Policy

Risks on key human rights and business-related human rights that companies should consider (26 items) within the Japanese government's National Action Plan on Business and Human Rights, compliance adherence, and social issues for coexistence with local communities

Human rights risk assessment



[Risk assessment based on internal survey] Conducted in July 2024. Conducted a survey using a "Large/Medium/Small" risk scale on the risks on key human rights and business-related human rights that companies should consider (26 items) within the Japanese government's National Action Plan on Business and Human Rights.

Key priorities

Priority points	Initiatives
Harassment	Through training programs, including compliance education, we will build an environment where every employee can work with peace of mind
Privacy protection	We will promote awareness activities not only regarding the handling of personal information but also concerning the handling of factual information related to private life
Participation of diverse human resources	We will embed DEI and build a workplace environment where everyone can actively participate at work
Supply chain (including technical interns)	We will visit suppliers and advance human rights initiatives together through dialogue

Main initiatives of FY2024

Participation of diverse human resources

We are building an environment where employees can work together and grow with those who have disabilities. We held a standard CPR course for people with hearing impairments, with sign language interpretation provided.



Supply chain initiatives

As a priority initiative under human rights due diligence, we held a training session for top executives of partner companies on building responsible supply chains. We reported on the Company's management practices that respect human rights and our DEI initiatives. During the group discussions among participants, we were able to deepen our mutual understanding of each other's efforts.



Shareholders and Investors

Enhancement of Dialogue



Basic approach

We strive to disclose timely, fair, and accurate information to shareholders and investors. We promote constructive dialogue with shareholders and investors to achieve sustainable growth and enhance corporate value.

Expected results

Appropriate disclosure of information on business environment changes

Specific measures

Opinions and assessments given through dialogue with shareholders and investors are reflected in our management strategies, and linked to our measures to achieve sustainable growth and enhance corporate value.

Customers

Collaboration and Various Awards



Basic approach

We provide safe and secure, attractive products with our customers and quality as top priorities based on our Management Philosophy. We will identify needs and contribute with high value-added products that lead to low carbon and mobility safety and security.

Award examples

Location	Key customers	Award outline
Japan	Toyota Motor	Cost Improvement Excellence Award
	Daihatsu Motor	Global Contribution Award
China	Toyota Motor	Quality Excellence Award, Special Contribution Award
Indonesia	Yamaha Motor	Best Supplier Award
	Daihatsu Motor	Best Supplier Award for the Service Parts Category
U.S.	Honda	Excellence in Quality and Delivery Award

and many others



Basic approach

We will build a relationship of trust with our suppliers by complying with laws and rules, conducting fair and equitable transactions, and acting in good faith. We work together with our suppliers on technological development and improvement activities, aiming for mutual development and growth.

Expected results

Stable transactions based on a medium-term outlook, sharing information on changes in the business environment

Specific measures

Support for cost reduction and quality improvement, support for carbon neutral activities (including staff training), sharing of procurement policies and activities

Employees

Aisan Academy: Nurturing Human Resources, the Source of Growth

We have a school with a 68-year history attached to our facility. That is Aisan Academy, a one-year in-company training school. We at Aisan Industry have inherited Aisan's unique identity—the spirit of challenging ourselves, pride in quality, and adaptability to environmental changes—cultivated over more than 80 years of history. It is the people who have supported this journey, and Aisan Industry stands today upon the foundation built by those individuals.

Unlocking the unknown potential and capabilities within each individual is the essence of human resource development at Aisan Academy. Approximately 20 high school graduates (with women comprising over 20% of the total) enroll each year. Today, young people who will support Aisan in the future are honing their courage with gleaming eyes.



Basic approach

We value our employees as important assets. As such, we want to be a company where a diverse range of human resources can actively participate at work. We will provide an environment and take initiatives to enable each employee to demonstrate their abilities and create new value.

Expected results

Education system for developing capabilities, fair personnel system reform, and promotion of DEI

Specific measures

Restructuring and promotion of education system, enhancement of dialogue between labor and management, promotion of diverse work styles



Local Communities

Running Workshop by the Long Distance Team



Basic approach

We implement measures to create a more affluent and comfortable living environment in the local communities that form the basis of our business activities and employees' daily lives.

Expected results

Environmental preservation, regional revitalization, sports promotion

Specific measures

Our Long Distance Team athletes and staff hold running workshops for children at kindergartens and nurseries near our headquarters, teaching them the joy of exercise and the importance of staying active for a healthy lifestyle.

Natural Environment

Utilization of Thinned Timber from Aisan Toyota No Mori



Basic approach

To protect the future of our planet, we are advancing conservation activities for natural environments and biodiversity based on the 30by30 initiative, while also providing environmental education and hands-on experiences for children.

Expected results

Nature regeneration and ecosystem restoration

Specific measures

We utilized thinned timber from Aisan Toyota no Mori adjacent to the Toyota Plant to offer an experience in cultivating shiitake mushrooms from logs for employees and their families. We provide an environment that fosters a connection with nature.