

Human Resources and Diversity

Basic Human Resources Policy

To provide opportunities to all associates and to support them so that they can share the Company's successes.

Akebono believes that the most important factor that guides a company to success is human talent (our associates). Guided by that belief, we set forth our basic human resource policy that "each associate must be given the opportunity to exert their abilities and be continuously supported to share their success with the Company." We are striving to build our long-term global personnel policy as well as to facilitate associates' ability to establish their individuality and foster mutual respect and trust.

Moreover, we are working on human rights education and enlightenment with high regard for human rights to achieve an organization with abundant diversity and creativity.

resource recruitment, nurturing and administration systems are premised on abundant respect for human rights as well as associates' individuality, privacy rights and diverse value systems. In particular, we are developing our associates' communication skills, flexibility in dealing with diverse cultures and their linguistic abilities. Up to now, we have had different training programs and personnel systems by location, so we are working to enhance our associates' ability to operate in global business settings, since they have had few opportunities to engage in duties with peers from other countries with different cultures and native tongues.

As a part of its training programs, Akebono has prepared globally unified educational materials for training new recruits at all group business locations. Akebono has issued the Akebono Starter Book, a standard educational package that features the Company's corporate history since its founding, characteristics of its operations in each region and explanations of APS (Akebono Production System or Akebono Philosophy and Spirit), its corporate culture and philosophy as well as corporate brand management activities. The book is being used in training programs. By learning through this book, all associates are equally informed of the basic knowledge and concepts necessary to act as Akebono business persons. Moreover, with the addition of programs that reflect local concerns, we are developing human resource educational programs optimized for each region and location.

Global Human Resource Nurturing and Personnel System

We strive to ensure that our associates are assigned optimal positions and work locations based on their competencies, regardless of their nationality. To this end, our human

>> Ai-Forum

At Akebono, we nurture human resources who are able to work in global settings by providing opportunities for associates to experience diverse value systems overseas. At the Ai-Village, training center, the Company holds Ai-Forum as a training program where associates from Japan and around the world give presentations and hold discussions on a variety of major topics. At the Ai-Forum held in May 2016, a panel discussion was held on the topic of "Women Building Careers in the Automobile Industry." Five female managers from different locations were the panelists. Both male and female associates enthusiastically participated in the activities that day, talking about career advancement and mutual understanding. The event also served as an opportunity to forge new connections with people as advice was given about how to deal with hardships at work and how to balance work and family. We are focusing our energies on nurturing personnel who are able to work in global settings by providing associates with opportunities to come into contact with a variety of value systems overseas.



A panel discussion

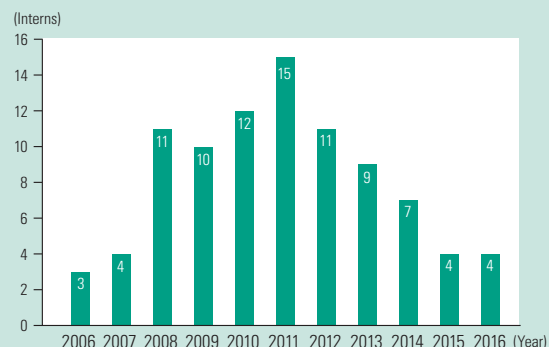
» Welcoming Interns from Various Countries

Akebono proactively accepts interns from various countries. It also organizes exchange events for interns and associates, which help to nurture global human resources by providing more associates with opportunities to encounter diverse values of other countries.

National Origins of Interns

United States, United Kingdom, Italy, India, Greece, Sweden, Austria, Spain, Thailand, Slovakia, Germany, Turkey, France, Finland, Portugal, Mexico, Morocco, Canada, Hungary, Netherlands, Poland, and Tunisia

Numbers of Interns Accepted

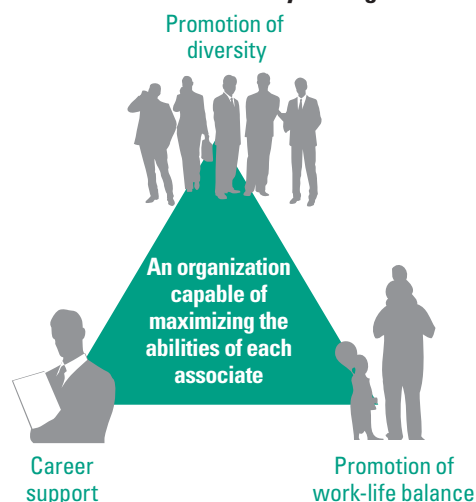


Promoting Diversity

Akebono aims to strengthen its corporate capabilities in a way that reflects the high respect it has for the values of each associate and their diversity. The Company cherishes associates' individual aspirations regarding work and life so that each can develop their creativity in the course of their duties, which, in turn, will help bring about a more vibrant company overall. Akebono is promoting diversity because it recognizes that as it expands globally, it is becoming increasingly important to establish a corporate structure that helps each associate realize their full potential regardless of their value system or cultural background. To further promote diversity, the Company is promoting recruitment activities that target people of all nationalities.

Akebono is promoting diversity management centered on three key initiatives, namely, diversity promotion, work-life balance promotion, and career development assistance. Akebono will work to double the number of female managers from 2014 levels by 2020 through further diversity promotion efforts going forward.

Basic Themes of Diversity Management



» Career Support Activities

Since fiscal 2015, Akebono's Diversity Implementation Office has engaged in activities that support career advancement, such as networking, Dream Map Workshops, and opportunities to talk with directors.

Networking

Forming connections among female associates created networks for help with solving anxieties and issues related to work.

Dream Map Workshops

A part of career training, these workshops help associates visualize their future targets (dreams) and clearly define their ideal career.

Talks with Directors

By creating venues for associates and directors to discuss matters and form connections, we aim to motivate and broaden the perspectives of associates.

Through these ongoing activities, we aim to evolve the entire company into an organization where each and every associate can maximize their abilities.



A networking event

Promoting Work-Life Balance

Akebono puts great emphasis on helping associates strike a good work-life balance. Accordingly, we are constantly working to realize a working environment that accommodates diverse work styles to meet individual needs.

For example, we have designed various programs for associates raising children and those caring for their family members to assist them with their efforts to strike a balance between their work and family obligations. We also support associates' career development efforts while offering opportunities to participate in community activities or self-improvement activities such as foreign language learning.

We distribute Life Supporter, a booklet that summarizes the content of these and other programs with the aim of facilitating the utilization of the programs by associates.

As a result of these initiatives, Akebono received the "Kurumin" mark from Saitama Labor Bureau in October 2016, recognizing it as a company that actively

supports child-raising in accord with the Act on Measures to Support Development of the Next Generation. The Company received this award in November 2007 and June 2013, making this the third time that Akebono has received the "Kurumin" mark.

Going forward, we will also implement forward-thinking initiatives with an eye to future issues, thereby securing a corporate structure responsive to issues and changes in the social environment. To create a working environment that offers diverse and flexible working styles, we will continuously enhance these programs by incorporating feedback from associates.



Kurumin Mark

Akebono's Main Initiatives (Japan)

Child care leave plan	Associates can take leave until the March after the child's third birthday while receiving aid. This can be taken in multiple parts. Note: Akebono has a child care leave plan that exceeds legal standards.	
Career partner plan	A program that provides those who left the Company due to family duties with opportunities to later rejoin Akebono within five years after their resignation. Eligible associates include those who had served for a continuous period of three years or more before leaving and meet other prescribed criteria.	
Nursing care leave plan	Associates can take up to two years leave per family member to provide nursing care while receiving a stipend	
Child nursing care plan	Associates can take up to five days of leave per year (ten days for associates with two or more children) to nurse sick or injured children or for children's doctor visits until the child graduates from elementary school. This leave is separate from annual paid leave.	
Measures to reduce working hours	Child care plans <ul style="list-style-type: none"> Reduced working-hours plan: Associates can use the system multiple times until children graduate from elementary school. Flex time plan Child care aid plan: A fixed monthly aid until the March following the child's third birthday 	Nursing care plans <ul style="list-style-type: none"> Reduced working-hours plan: Associates can work reduced hours for a total of up to three years per family member to provide nursing care. These can be taken in multiple parts. Flex time plan
Improvements to company environment	<ul style="list-style-type: none"> Training for new managers regarding the need to consider employees' balance of work and home life. Provision of useful information for balancing work and home life through pamphlets and the Intranet. Akebono Visit Day was held each year during children's summer holidays to give associates' families a chance to visit the workplace. 	
Medical leave system	Associates receive 12 days of medical leave per year in addition to their annual paid vacation, so they can recuperate from unforeseen illness or injury without worrying about work.	

» Promoting Health Management

Since fiscal 2017, Akebono has promoted health management by requiring managers to pay attention to the safety and health of associates and requiring associates to be self-insured. By raising associate awareness of their health and improving work conditions, we aim to create an environment that is conducive to mental and physical health, with the ultimate objective of improving productivity and creativity. In April 2017, Akebono created the Health Management Declaration, which expresses the Company's

commitment to proactively advancing measures that promote good health as a part of giving back to society, allowing the Company to grow along with its associates while helping associates live healthy fulfilling lives in both mind and body. We have systemized initiatives we have undertaken in the past in order to take a more focused approach to promoting mental and physical health, and raise health consciousness.