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News release



[Translation]

December 2, 2021

Company name: Sanden Holdings Corporation

Representative: Zhu Dan, Representative Director & President

(Securities code: 6444 TSE First Section)

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Notice of Reshape Project of Labor Efficiency in Sanden Group

The Company has announced today its decision to implement reshape project as follows;

1. Reasons for Reshape Project

Based on the Business Revitalization Plan announced in the "Notice of Submission of Business Revitalization Plan to the Tokyo Stock Exchange, Inc." dated May 7, 2021, the Group is making daily efforts to implement the reform plan for business revitalization. In addition, we announced the recording of structural reform expenses for business restructuring in the "Notice of Revisions to Consolidated Business Forecast, Dividend Forecast, and Recording of Extraordinary Losses, Reversal of Deferred Tax Assets, and Recording of Deferred Sakae Gold Liabilities" dated August 12, 2021. Due to severe changes in the business environment, the global automobile sales have been stagnant. Therefore, the Company decided to implement labor efficiency activities domestically as one of the measures of structural reform to further improve efficiency to ensure business revitalization and achieve sustainable growth for the company.

2. Outline of Reshape project

(1) Target Group

Undetermined

(2) Anticipated Number Undetermined

(3) Anticipated Resignation date December 31st 2021

(4) Preferential treatment Provision of regular and special severance

benefits, outplacement services.

3. Outlook for the Future

We will make an announcement on the effects of this matter on our business performance after measures are implemented.