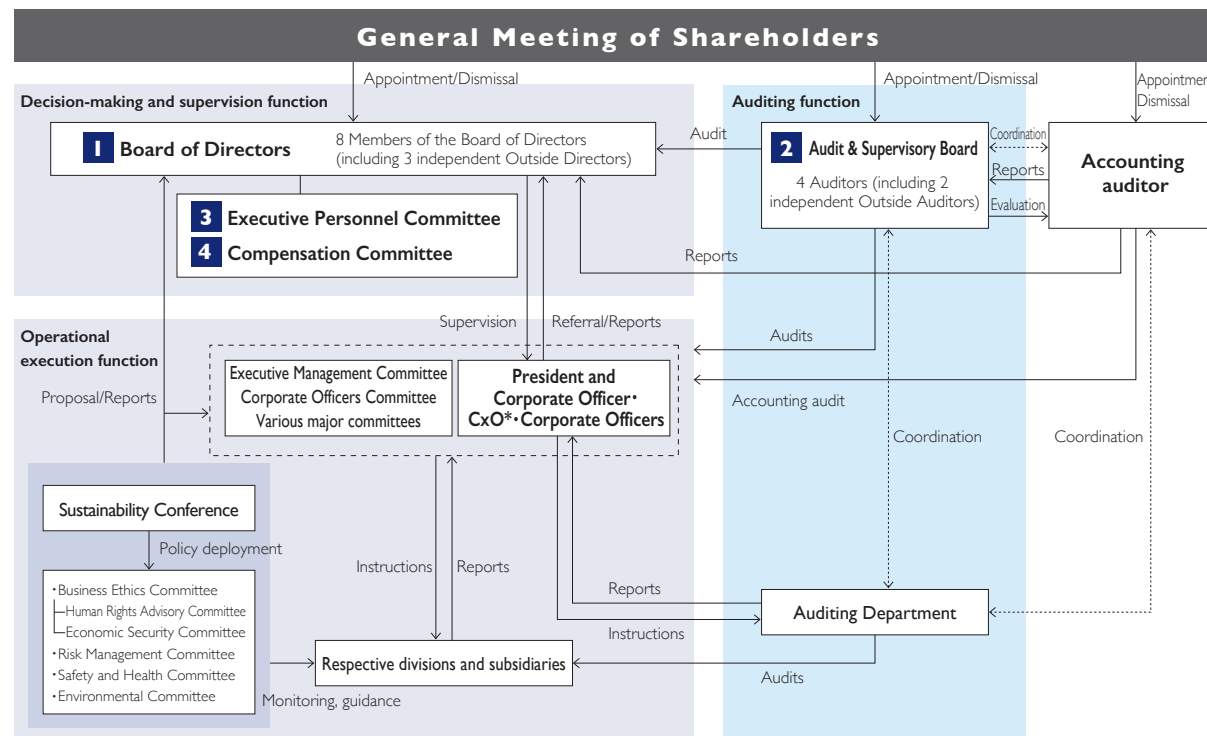


## Corporate governance structure

Aisin uses an audit and supervisory board system to strengthen the supervision function of the Board of Directors and improve efficiency in the execution of operations by our Corporate Officers system. To enable more accurate, faster and fairer decision making, we established a framework from June 2019 in which at least one third of our directors are independent outside directors. To enable more independent, objective decision-making about appointing and compensating directors and Corporate Officers, decisions of this nature are reviewed and discussed by the Executive Personnel Committee and Compensation Committee, with independent outside directors accounting for the majority of members, before being raised at the Board of Directors meeting.

In addition to making management decisions in a timely and appropriate manner based on business characteristics and actual situations, Aisin believes that it is important to establish a structure in which such management decisions can be constantly checked in terms of whether they are supported by diverse stakeholders and can satisfy their expectations. Based on this belief, we think the current structure, in which the Board of Directors, including Outside Directors, and the Audit and Supervisory Board, including Outside Audit & Supervisory Board Members, supervise and audit execution of operations, is the most appropriate. We will continuously endeavor to improve the efficiency of our corporate governance structure so as to help increase our value as a company.



\* CxO : Appointed by Corporate Officers, he is the chief executive responsible for promoting key management issues across the entire company, and assists the president from a bird's-eye view of the entire group.

### 1 Board of Directors Number of meetings: 12 per year

The Board of Directors is responsible for overseeing the execution of business operations and passing resolutions on important management matters of Aisin and the AISIN Group.

### 2 Audit & Supervisory Board Number of meetings: 14 per year

Together with monitoring the execution of duties by directors, Audit & Supervisory Board members conduct hearings of the state of affairs in respective business divisions to verify that management and the execution of business operations are being carried out properly.

### 3 Executive Personnel Committee Number of meetings: 2 per year

This committee reviews and establishes basic policies regarding our director system and framework in accordance with the vision and management policies of the Company. The appointment and dismissal of directors and auditors is proposed and discussed at Board of Directors meetings according to our basic policies.

### 4 Compensation Committee Number of meetings: 3 per year

This committee reviews and establishes basic policies regarding our remuneration system and decisions. Proposals for the remuneration system, payment standards for each role and the amounts for each individual are also discussed according to our basic policies.

\* The number of meetings is for fiscal year 2022.