

## Audit & Supervisory Board Members

### Responsibilities of Audit & Supervisory Board Members

As an independent organ authorized by shareholders, the Audit & Supervisory Board audits the execution of duties by Directors, thereby aiming to help establish a good corporate governance structure that ensures sound and sustainable growth of the company and responds to the trust of society. Audit & Supervisory Board Members take necessary action, such as expressing opinions, including advice and recommendations, for Directors, etc. in a timely manner; endeavor to maintain their independent stance, always maintain a fair and unbiased attitude, and conduct audits on a genchi-genbutsu basis based on their own principles.

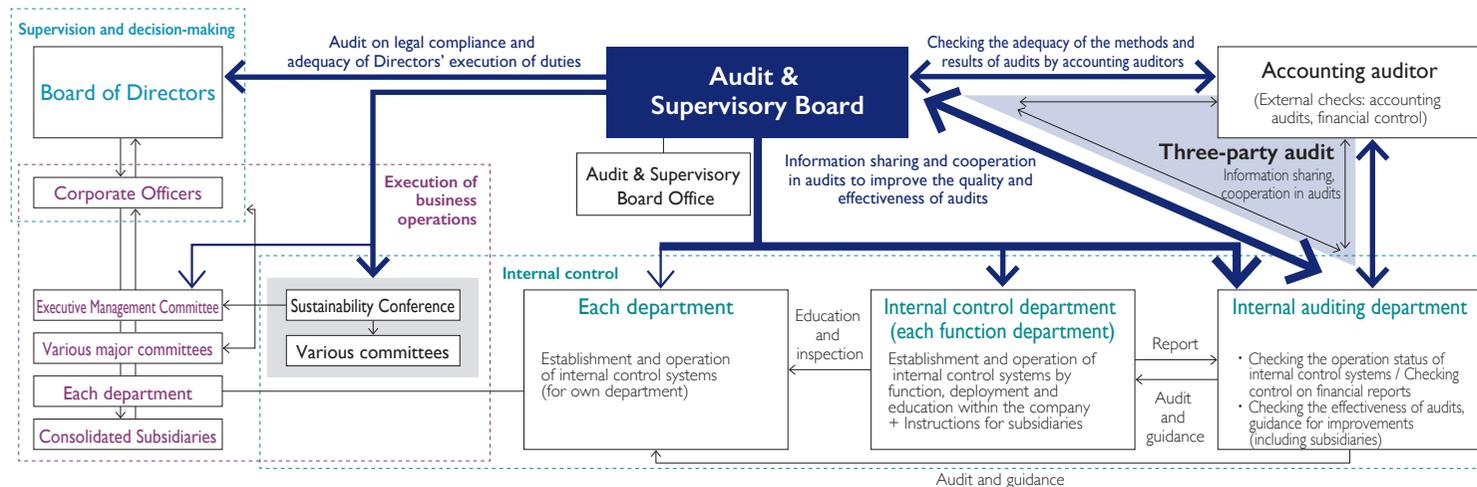
### Activities of Audit & Supervisory Board and the members

The Audit & Supervisory Board is composed of four members, two Standing Auditors and two independent Outside Auditors, who meet once a month in principle. Based on auditing policies and audit plans established at Audit & Supervisory Board Meetings, Audit & Supervisory Board Members audit the work of our directors and the operations of Aisin and its subsidiaries to verify legal compliance and adequacy and the reliability of our financial reports, through attendance at Board of Directors' meetings and other critical meetings, interviews with directors and departments, and visits to domestic and overseas subsidiaries. The Audit & Supervisory Board

Office is placed under direct control of the Audit & Supervisory Board, to which dedicated staff is assigned to support the work of auditors.

The status of operation of internal control systems is audited based on the management index which is formulated in advance by internal control department (each function department) and controlling department in each company. Auditors share information with the internal auditing department (Auditing Department) through regular monthly opinion exchanges and, as necessary, cooperate with them in audits, with the aim of improving the quality and effectiveness of audits. Similarly, they regularly exchange information with accounting auditors while checking the adequacy of the methods and results of audits by accounting auditors.

Structure of auditing by Audit & Supervisory Board Members



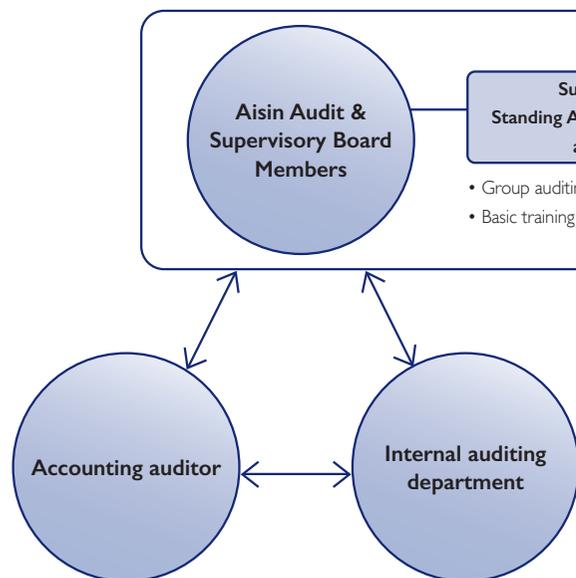
Companies Act / Financial Instruments and Exchange Act (J-SOX)  
Corporate Governance Code

Risk management by comprehensively implementing internal control based on laws

A code of conduct to accelerate and increase transparency of decision-making of a company, thereby increasing corporate value in a medium to long run

## Audit & Supervisory Board Members

### Collaboration in AISIN Group's auditing



- Group auditing policies and various relevant information are shared.
- Basic training programs for auditors are provided to enhance ties and improve skills.

#### Results in FY2022

Collaboration with Standing Auditors of subsidiaries (AISIN Group auditors liaison meetings, etc.)	7 times
Collaboration with internal auditing department (regular opinion exchanges, audit reports on subsidiaries, J-SOX, and theme audit report, etc.)	13 times
Collaboration with accounting auditor (regular opinion exchanges, reporting on plans and progress at Audit & Supervisory Board meetings, etc.)	19 times

The AISIN Group consists of as many companies as 75 in Japan and 128 overseas. To ensure complete coverage in auditing for the entire Group, standing auditors are appointed at large-scale subsidiaries while executives/ employees of the parent company are appointed as part-time auditors for small subsidiaries, with the aim of enhancing ties within the Group.

Moreover, the internal auditing department, accounting auditor, and the AISIN Group Audit & Supervisory Board Members work in collaboration through

- sharing understanding of auditing plans (clarifying roles, examining efficiency and complementarity in audits);
- conducting audits and sharing information (audit results, risk information, etc.);
- checking the improvement status; and
- reflecting feedback in audit policies and plans for the following year.

### COLUMN



Outside Auditor

Junko Ueda

"I serve as an audit & supervisory board member at XX Bank, which means doing nothing." When I was teaching an adult course at a university in the Tokyo area 16 years ago, one of my students, who was serving as a standing auditor of a major bank, introduced himself masochistically. Over 10 years had passed since large companies became required to have an audit & supervisory board. But it seemed that standing auditors in those days were not much motivated. On the contrary, the Audit & Supervisory Board meetings at Aisin are always opportunities for free and vigorous discussions. Standing Auditors are always working at their full capacity, implementing elaborate audit plans in daily cooperation with internal relevant departments, auditors of Group companies, and the accounting auditor. Teamwork is crucial for auditing. As a member of the team, I am determined to make honest efforts and take aggressive or defensive action in a timely manner.