

Executives

I = Independent director **M** = Male **F** = Female

Members of the Board of Directors

M

Moritaka Yoshida
President



April 1980 Began working for Toyota Motor Industries
June 2009 Became Executive Officer of Toyota Motor Corporation
April 2014 Became Managing Officer of Toyota Motor Corporation
January 2018 Became Executive Vice President of Toyota Motor Corporation
June 2020 Became Chairman of Toyota Central R&D Labs, Inc.
June 2021 Became President of Aisin (current role)

Reason for appointment

Mr. Yoshida has gained management experience through his roles as Executive Vice President and MSV Company President and Vehicle Development Center President at Toyota Motor Corporation, along with his position at Toyota Central R&D Labs, Inc. He also became President of Aisin in 2021 and brings a wealth of experience and wide-ranging insights about all areas of management.

Number of Board of Directors meetings attended 10/10 (100%)

M

Kenji Suzuki
Members of the Board of Directors



April 1984 Began working for Aisin Warner Co., Ltd.
June 2011 Became Director of Aisin AW Co., Ltd.
June 2013 Became Operating Officer of Aisin AW Co., Ltd.
April 2014 Became Executive Director of Aisin AW Co., Ltd.
April 2016 Became Managing Director of Aisin AW Co., Ltd.
June 2016 Became Director of Aisin AW Co., Ltd.
April 2020 Became Operating Officer of Aisin Seiki
Became Executive Vice President of Aisin AW Co., Ltd.
April 2021 Became Executive Vice President of Aisin
June 2021 Became Director of Aisin (current role)
April 2022 Became Operating Officer of Aisin (current role)

Reason for appointment

Mr. Suzuki has worked for Aisin primarily in electronic technology and became Executive Vice President in 2021. He is now a Director and Operating Officer, as well as the Chief Software & Digital Officer, and brings a wealth of experience and wide-ranging insights about DX and all areas of management.

Number of Board of Directors meetings attended 10/10 (100%)

M

Shintaro Ito
Members of the Board of Directors



April 1983 Began working for Aisin Seiki
June 2010 Became Executive Officer of Aisin Seiki
April 2017 Became Managing Officer of Aisin Seiki
April 2019 Became Operating Officer of Aisin Seiki
April 2021 Became Executive Vice President of Aisin
June 2021 Became Director of Aisin (current role)
April 2022 Became Operating Officer of Aisin (current role)

Reason for appointment

Mr. Ito primarily worked in Aisin Seiki's management divisions and gained management experience in the top management of our overseas companies. He became Director and Executive Vice President in 2021. He is now a Director, Operating Officer and Executive Vice President, as well as the Chief Administrative Officer, and brings a wealth of experience and wide-ranging insights about all areas of management.

Number of Board of Directors meetings attended 10/10 (100%)

M

Yoshihisa Yamamoto
Members of the Board of Directors



April 1989 Began working for Aisin AW Co., Ltd.
April 2015 Became Operating Officer of Aisin AW Co., Ltd.
April 2020 Became Managing Officer of Aisin AW Co., Ltd.
April 2021 Became Executive Vice President of Aisin
April 2022 Became Operating Officer of Aisin (current role)
June 2022 Became Director of Aisin (current role)

Reason for appointment

Mr. Yamamoto has worked for Aisin primarily in powertrain technology development and became Executive Vice President in 2021. He is now a Director and Operating Officer, as well as the Chief Electric Strategy Officer, and brings a wealth of experience and wide-ranging insights about electrification strategy promotion and all areas of management.

Number of Board of Directors meetings attended -

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Members of the Board of Directors



I M
Tsunekazu Haraguchi
 Outside Director

April 1970 Began working for the Ministry of Finance
 May 1995 Became President of Nagoya Regional Taxation Bureau
 July 1996 Became President of Kinki Regional Finance Bureau
 January 2001 Became President of the Financial Bureau of the Ministry of Finance
 July 2001 Became President of the Planning and Coordination Bureau of the Financial Services Agency
 July 2002 Became Vice President of National Life Finance Corporation
 October 2007 Became President and CEO of AEON Bank Co., Ltd.
 March 2010 Became Chairman of AEON Bank Co., Ltd.
 Became joint CEO of the general financial business of AEON Co., Ltd.
 November 2012 Became Director of AEON Credit Service Co., Ltd.
 March 2013 Became Operating Officer of AEON Co., Ltd.
 April 2013 Became Chairman of AEON Financial Service Co., Ltd. President and CEO
 March 2014 Became Chairman and President of AEON Financial Service Co., Ltd.
 Became Director of AEON Bank Co., Ltd.
 April 2014 Became Director of AEON Reit Management Co., Ltd.
 May 2014 Became Director of Aisin Seiki (current role)
 June 2014 Became Director of AEON Financial Service Co., Ltd.
 March 2018 Became Special Advisor of Wealth Brothers Co., Ltd. (current role)
 March 2021 Became Advisor of aidea Co., Ltd. (current role)
 June 2021 Became Outside Director of Proroute Marumitsu Corporation (current role)

Reason for appointment

Mr. Haraguchi has a high level of financial expertise as a result of his work in roles such as President of the Financial Bureau of the Ministry of Finance and president of the Planning and Coordination Bureau of the Financial Services Agency, and he has gained extensive experience and a wide range of insights as a manager through his work at companies like AEON Financial Service Co., Ltd.

Number of Board of Directors meetings attended 12/12 (100%)



I F
Michiyo Hamada
 Outside Director

April 1974 Became Assistant Professor at Nagoya University's School of Law
 April 1985 Became Professor at Nagoya University's School of Law
 April 1999 Became Professor at Nagoya University's Graduate School of Law
 June 2004 Became Auditor for Aisin Seiki
 April 2008 Became Dean of Nagoya University's Graduate School of Law
 April 2009 Became member of the Japan Fair Trade Commission
 Became Professor Emeritus of Nagoya University (current role)
 June 2014 Became Outside Auditor of Toho Gas Co., Ltd.
 Became Outside Auditor of Metropolitan Expressway Company Limited
 June 2015 Became Outside Auditor of Sangetsu Corporation (current role)
 June 2016 Became Director of Aisin Seiki (current role)
 June 2020 Became Outside Director of Toho Gas Co., Ltd. (current role)

Reason for appointment

Ms. Hamada has a high level of expertise on the Companies Act and Antimonopoly Act and a wealth of experience and a wide range of insights on corporate governance as a result of her experience in roles such as Professor at Nagoya University's School of Law and a member of the Japan Fair Trade Commission, as well as outside officer roles at other companies.

Number of Board of Directors meetings attended 11/12 (91.7%)



I M
Seiichi Shin
 Outside Director

May 1988 Became Assistant Professor at Institute of Information Sciences and Electronics at the University of Tsukuba
 April 1992 Became Assistant Professor in the Faculty of Engineering at the University of Tokyo
 April 1995 Became Assistant Professor at the School of Engineering at the University of Tokyo
 April 1998 Became Assistant Professor at the affiliated Engineering Research Institute, School of Engineering at the University of Tokyo
 March 2001 Became Director of the Society of Instrument and Control Engineers (SICE)
 April 2006 Became Professor in the Faculty of Electro-Communications at the University of Electro-Communications
 March 2012 Became Director and Vice-President of the Society of Instrument and Control Engineers (SICE)
 Became Chief Director of the Control System Security Center
 March 2013 Became Director and President of the Society of Instrument and Control Engineers (SICE)
 April 2015 Became Professor at the University of Electro-Communications Graduate School of Informatics and Engineering
 April 2018 Became Dean of Informatics and Engineering at the University of Electro-Communications
 April 2020 Became Emeritus Professor of the University of Electro-Communications (current role)
 October 2020 Became Director of Canon Medical Systems Corporation Advanced Research Institute (current role)
 June 2021 Became Director of Aisin (current role)

Reason for appointment

Mr. Shin has specialized expertise in metrology and control engineering from his work in roles such as Professor at the University of Electro-Communications Graduate School of Informatics and Engineering, and he has gained a wide range of insights from this background.

Number of Board of Directors meetings attended 10/10 (100%)



M
Koji Kobayashi
 Outside Director

April 1972 Began working for Toyota Motor Industries
 June 2004 Became Executive Director of DENSO Corporation
 June 2007 Became Senior Executive Director of DENSO Corporation
 June 2010 Became Vice President of DENSO Corporation
 June 2015 Became Vice Chairman of DENSO Corporation
 February 2016 Became Advisor of Toyota Motor Corporation
 April 2017 Became Senior Advisor of Toyota Motor Corporation
 January 2018 Became Executive Vice President of Toyota Motor Corporation
 Became Director of DENSO Corporation
 June 2018 Became Director and Vice President of Toyota Motor Corporation
 April 2020 Became "Banto" Director and Operating Officer of Toyota Motor Corporation
 Became Director of Aisin (current role)
 June 2021 Became "Banto" and Operating Officer of Toyota Motor Corporation (current role)
 June 2022

Reason for appointment

Mr. Kobayashi has many years of management experience at companies in the automotive industry, such as Toyota Motor Corporation, and brings a wealth of experience and a wide range of insights as a manager.

Number of Board of Directors meetings attended 10/10 (100%)

Executives

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Audit & Supervisory Board Members

M

Makoto Mitsuya
Standing Auditor



April 1981 Began working for Aisin Seiki
 June 2005 Became Executive Officer of Aisin Seiki
 June 2009 Became Managing Director of Aisin Seiki
 June 2012 Became Director and Managing Officer of Aisin Seiki
 June 2013 Became Executive Vice President of Aisin Seiki
 April 2020 Became Vice President and Operating Officer of Aisin Seiki
 June 2020 Became Director of Aisin Seiki
 June 2021 Became Audit & Supervisory Board Member of Aisin (current role)

Reason for appointment

Mr. Mitsuya has worked for Aisin primarily in the management division, as well as serving as a director and executive vice president, and brings knowledge about finance and accounting and a wealth of experience and a wide range of insights about management.

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| Number of Board of Directors meetings attended | 12/12 (100%) |
| Number of Audit & Supervisory Board meetings attended | 11/11 (100%) |

F

Kiyomi Kato
Standing Auditor



March 2008 Began working for Aisin Seiki
 January 2017 Became Chief Investigator of Aisin Seiki's Accounting Division
 January 2020 Became President of Aisin Seiki's Audit & Supervisory Board Office
 June 2021 Became Audit & Supervisory Board Member of Aisin (current role)

Reason for appointment

Ms. Kato has worked for Aisin primarily in accounting and auditing. She is particularly knowledgeable about corporate law, finance and accounting, and she has accumulated a wealth of experience and a wide range of insights through this background.

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| Number of Board of Directors meetings attended | 10/10 (100%) |
| Number of Audit & Supervisory Board meetings attended | 11/11 (100%) |

I F

Junko Ueda
Outside Auditor



April 2003 Became Professor at Sugiyama Jogakuen University's School of Modern Management
 April 2007 Became Professor at Shizuoka University's Graduate School of Law
 May 2008 Became Outside Auditor of Okaya & Co., Ltd. (current role)
 April 2010 Became Professor at Kyushu University Faculty of Law
 April 2017 Became Professor at Aichi University's Graduate School of Law (current role)
 April 2021 Became Dean of Aichi University's Graduate School of Law (current role)
 June 2021 Became Outside Auditor of Aisin (current role)

Reason for appointment

Ms. Ueda has a high level of expertise in corporate law and a wealth of experience in and a wide range of insights on corporate governance as a result of her experience in roles such as Professor at Aichi University's Graduate School of Law and outside officer roles at other companies.

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| Number of Board of Directors meetings attended | 9/10 (90.0%) |
| Number of Audit & Supervisory Board meetings attended | 11/11 (100%) |

I M

Katsuhiro Kashiwagi
Outside Auditor



April 1982 Joined the Nagoya City Hall, Board of Education
 January 1986 Joined Audit Corporation Ito Kaikai Jimusho
 March 1989 Registered as a Certified Public Accountant
 May 1995 Became Director of Ito Management Consultant Co., Ltd.
 July 2005 Became Representative Partner at Chuo Aoyama Audit Corporation
 August 2007 Became Representative Partner at AZSA & Co. (current KPMG AZSA LLC)
 July 2010 Became Partner at KPMG AZSA LLC
 June 2022 Became Outside Auditor of Aisin (current role)

Reason for appointment

Mr. Kashiwagi has long-term extensive experience and expertise in corporate accounting and auditing as a certified public accountant and a wide range of insights into company management.

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| Number of Board of Directors meetings attended | - |
| Number of Audit & Supervisory Board meetings attended | - |