

Risk management

Risk prevention and BCP for an emergency

In view of the critical impact of various risks, such as major earthquakes and other natural disasters, the COVID-19 pandemic, and economic security issues due to the U.S.-China conflict and the Russia-Ukraine war, Aisin has formulated a BCP (business continuity plan). For infectious diseases such as COVID-19, following guidance of the national or local governments of countries/regions in which the AISIN Group is doing business, Aisin will endeavor to prevent the spread of the disease while placing the highest priority on the health and safety of our workers and their

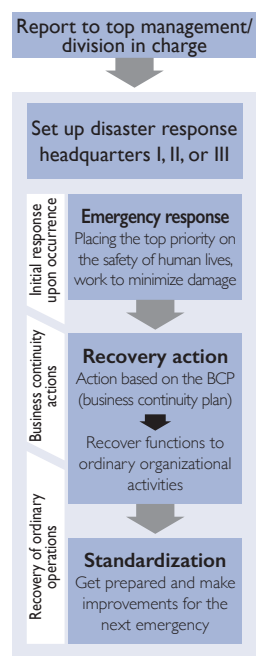
family members, customers, and all the other stakeholders. For risks attributable to external factors, such as lockdowns overseas, Aisin will take every possible measure, such as alternative production and backups, to continue the supply of products and services for customers.

If an emergency arises, a risk report must be submitted promptly to top management or the division in charge of the risk. Then the disaster response headquarters (I, II, or III) appropriate for the risk level will be set up to implement measures to minimize damage and achieve early recovery.

Education and awareness-raising on risk management, and passing on lessons and insights from past experience

We promote education and awareness-raising activities to strengthen risk management capabilities of all employees. We have formulated the Risk Management Guide, which stipulates procedures to be followed in ordinary times (measures to prevent or mitigate the risk) and during an emergency. To enable each member to take appropriate action in accordance with the Risk Management Guide both in ordinary times and during an emergency, level-specific risk management training is offered to deepen their understanding. Furthermore, we also issue the Risk Management Newsletter to help all employees improve their sensitivity to increasingly diversifying risks.

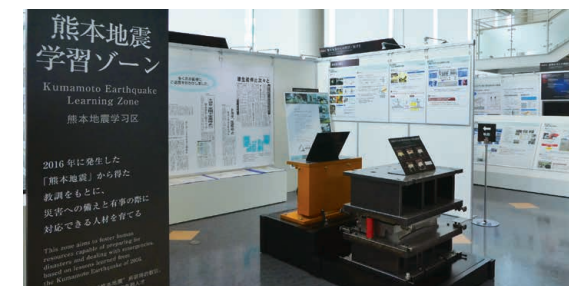
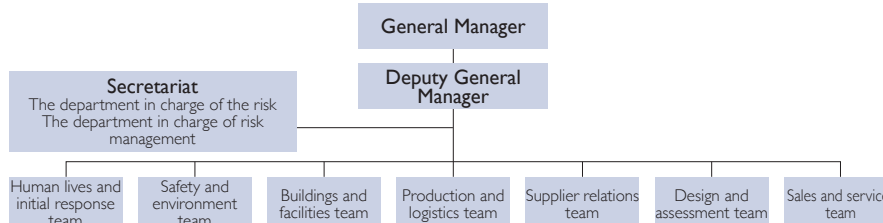
Actions in response to an emergency



Criteria for setting up disaster response headquarters

	Risk level		
	< I > Risk that may have serious negative impact on the Group's entire business management	< II > Risk that may have serious negative impact on entire business management of Aisin or its several divisions	< III > Risk that may have serious negative impact on some of the divisions of Aisin
Organization in charge	Disaster response headquarters I	Disaster response headquarters II	Disaster response headquarters III
General Manager	Executive designated by President of Risk Management Committee	Executive designated by President of Risk Management Committee	General Manager of the department in charge of the risk
Secretariat	The department in charge of the risk, the department in charge of risk management	The department in charge of the risk	The department in charge of the risk

Disaster response headquarters (example of type I headquarters)



Kumamoto Earthquakes Learning Zone in Aisin Densho-kan