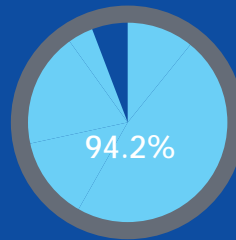


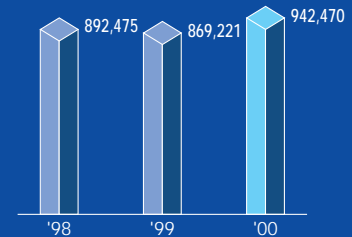
## Combined Potential of the Aisin Group in Global Markets

As a Integrated Worldwide Supplier in the production of a wide array of automotive parts, Aisin Group continues to develop innovative products that enhance driving safety, convenience and pleasure

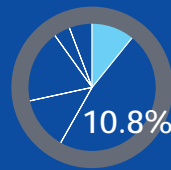
Net Sales of Automotive Parts Business (%)



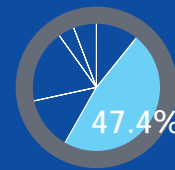
Net Sales Trends of Automotive Parts Business (Millions of Yen)



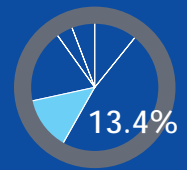
Net Sales of Engine-Related Products (%)



Net Sales of Drivetrain-Related Products (%)



Net Sales of Brake and Chassis-Related Products (%)



### AUTOMOTIVE PARTS BUSINESS

The Aisin Group manufactures and sells a wide range of automotive parts, including engine-related products, drivetrain-related products, brake and chassis-related products, body-related products, information-related products and so forth. Individual areas of activity have been devolved to Aisin Group companies, which supply products to meet the needs of their customers.

#### Engine-Related Products

Engine-related products account for 10.8% of consolidated net sales. This category is handled mainly by Aisin Seiki and Aisin Takaoka.

The Aisin Group is involved in the development and manufacture of a full range of engine components, including cooling and lubrication system products, valve products, exhaust system products and control systems. A notable product in this area is the world's first electronically controlled hydraulic fan system, which combines noise

reduction with excellent cooling performance. The Aisin Group has a 12.5% share of the world market for water pumps. It has also developed the linear VVT (Variable Valve Timing) system, which reduces fuel consumption, cleans exhaust gases and ensures high power output, and magnesium head covers that weigh only two-thirds as much as the equivalent aluminum products.

#### Drivetrain-Related Products

Drivetrain-related products account for 47.4% of consolidated net sales.



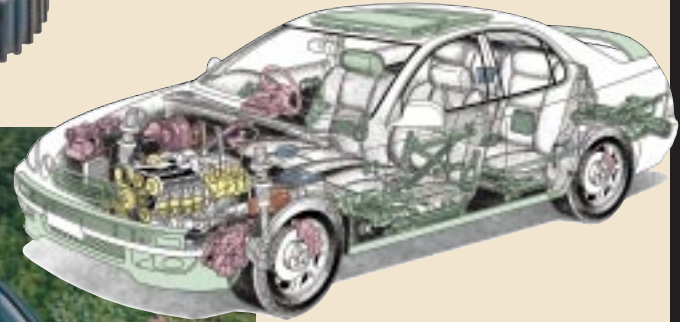
**Automatic Transmission**  
Automatic transmissions feature an electronically controlled locking systems. Their light and compact designs also contribute to fuel efficiency.

**Stability Control System**  
Performance evaluation tests



**VVT (Variable Valve Timing)**

Linear VVT (Variable Valve Timing) controls the opening/closing timings and lift of the intake/exhaust valves in an optimal way, according to engine operating conditions



The Aisin Group supplies the world's automobile manufacturers with over 10,000 items, including brakes, transmissions, door locks, GPS equipment and diecast products

The main companies involved in this area are Aisin Seiki, Aisin AW and Aisin AI.

The Aisin Group develops and manufactures a wide range of products to meet expanding global demand for automatic transmissions for use in vehicles ranging from mini-vehicles and standard vehicles to buses and trucks. Aisin companies in this area have gained an excellent reputation for the development of products that contribute to weight reduction, fuel efficiency and comfort. New concepts commercialized by

Aisin Group companies include an automatic clutch system that allows Manual Transmission (MT) vehicles to be driven with two pedals.

**Brake and Chassis-Related Products**

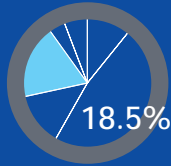
Brake and chassis-related products account for 13.4% of consolidated net sales. These products are handled primarily by Aisin Seiki, Aisin Takaoka and Aisin Chemical.

There is a growing demand for motor vehicles that are safe, comfortable and friendly to the environ-

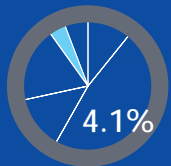
ment. The Aisin Group develops and manufactures brake and chassis-related products that help to meet customer needs in these areas. Brakes play a crucial role in vehicle control. The Aisin Group handles all related products, from pressure generating systems to wheel brake systems and is among the world's leading developers of braking systems, including ABS and the Stability Control Systems. The extensive range of related products supplied by the Aisin Group also includes air suspension systems, electric tilt

## Review of Operations

## Net Sales of Body-Related Products (%)



## Net Sales of Information-Related Products and Others (%)



Microcomputer-controlled sunroof

A full line-up of sunroofs for any kind of car, providing the sunlight and ventilation that everyone desires



"Turn-by-Turn" Navigation System

Simple and compact, this car navigation system wastes no space on the instrument panel, showing distance-to-destination and direction with easily visible arrow indicators

and telescopically adjustable steering columns.

**Body-Related Products**

Body-related products account for 18.5% of consolidated net sales.

The main company involved in this area is Aisin Seiki.

The Aisin Group manufactures and sells a wide array of body-related products, including door frames, door locks, power seats and sunroofs. Automobile manufacturers are increasingly switching to the modularization of parts, including door

parts. The Aisin Group is responding to this need by developing products that not only reduce assembly processes, but also integrate actual component functions through modularization.

**Information-Related Products and Others**

Information-related products account for 4.1% of consolidated net sales.

They are produced primarily by Aisin Seiki and Aisin AW.

The main products in this area are car navigation systems and

Automatic Vehicle Monitoring systems (AVM). Demand for in-vehicle information equipment and the information management of automotive driving is expected to expand in the future. While this category's contribution to sales is small at present, it is seen as an extremely promising area of involvement for the future.