

AISIN Group Synergies

Group management will realize the full potential of the Aisin Group through a shared commitment to the “Quality First” philosophy.

“Quality First”—A Fundamental Corporate Ideal

The Aisin Group has made “Quality First” its shared corporate philosophy. In line with this commitment, the Aisin Group aims to supply products and services that will bring satisfaction to customers throughout the world. It is achieving this goal through the creation of new value, sustained growth based on international harmony and competition, through harmonious coexistence with

nature and society, and through respect for individuality and spontaneity.

The Aisin Group consists of Aisin Seiki Co., Ltd. and 98 subsidiaries and affiliates, including 52 manufacturers, 10 sales companies and 36 companies in other areas. The group’s main business activities are the manufacture and sales of automobile parts and creative lifestyle-related equipment.

In the Automotive Parts Business Sector, the Aisin Group manufactures

engine-related products, drivetrain-related products, brake- and chassis-related products, body-related products, information-related products and others. In all of these areas, the Group is continually developing new products to meet specific user needs.

Aisin Seiki’s consolidated accounts currently cover 49 companies. There are also seven equity method subsidiaries, making a grand total of 56 companies.



Aisin Group Formation

• AISIN SEIKI CO., LTD.



A Sky View of Fujioka Proving Ground

Aisin's specialized testing facilities are among the best in the automobile parts industry. In addition to a wide range of evaluation facilities, Aisin also maintains two proving grounds capable of accurately reproducing environments that range from high-speed driving conditions to traveling on rough or icy roads.



Brake System Comprehensive R&D Center

The best engineers from four Aisin Group companies are gathered here. In addition to its role in the enhancement of existing brake products, the Center also has highly efficient systems for the development of high-performance brakes.

■ Aisin Takaoka Co., Ltd.

Aisin Takaoka's areas of activity are engine-related products and brake- and chassis-related products. Items produced include exhaust manifolds, intake manifolds, brake disks, and so forth. Aisin Takaoka has gained an excellent reputation for its world-standard casting products and technology.

■ Aisin AW Co., Ltd.

Aisin AW's areas of involvement are drivetrains and information-related products. Its main products are drivetrain systems, especially automatic transmissions, and electronic car navigation systems for information-related businesses. In the area of automatic transmissions, domestic and overseas automobile manufacturers, including GM, place a high value on Aisin AW's ability to develop drivetrains that contribute to the

improvement of driving performance and fuel consumption and the reduction of noise. Its car navigation systems incorporate the most advanced technology available today and are used by manufacturers that include Toyota Motor Corp. and car stereo manufacturer Alpine Electronics Inc.

■ Aisin AI Co., Ltd.

Aisin AI manufactures drivetrain-related products. Its aim is to become one of the world's leading specialist manufacturers of manual transmissions (MT), and it is continually improving its technology and expanding its sales channels.

■ Aisin Chemical Co., Ltd.

Aisin Chemical manufactures chemical products. Its main areas of involvement are friction materials and chemical products.

CONSOLIDATED SUBSIDIARIES (Total 56 Companies)

Subsidiaries (Total 49 Companies)

- AISIN TAKAOKA CO., LTD.
- AISIN CHEMICAL CO., LTD.
- AISIN AW CO., LTD.
- AISIN SALES CO., LTD.
- AISIN KEIKINZOKU CO., LTD.
- AISIN SINWA CO., LTD.
- AISIN DEVELOPMENT CO., LTD.
- AISIN KIKO CO., LTD.
- AISIN AI CO., LTD.
- AISIN SIN'EI CO., LTD.
- AISIN AW SEIMITSU CO., LTD.
- AISIN AW INDUSTRIES CO., LTD.
- AISIN WORLD CORP. OF AMERICA
- AISIN U.S.A. MFG., INC.
- ELITE SEWING MACHINE MFG. CO., LTD.
- AISIN DRIVETRAIN, INC.
- AISIN AUTOMOTIVE CASTING, INC.
- AISIN ELECTRONICS, INC.
- AISIN EUROPE S.A.
- and others

Affiliates Accounted for Under the Equity Method (Total 7 Companies)

- NIPPON CLUTCH CO., LTD.
- and others

The Aisin Group consists of 98 companies, including 49 consolidated subsidiaries and seven affiliates accounted for under the equity method, making a total of 56 enterprises covered by the consolidated accounts.

Compared with year ended March 31, 1999, the number of consolidated subsidiaries has increased by 35, and 7 new affiliates accounted for under the equity method have been added. Aisin Takaoka and Aisin Chemical, which were equity method subsidiaries until the previous accounting period, have become consolidated subsidiaries.