Since its establishment, Aisin Seiki has adhered to the corporate principle of “Quality First,” and has sought to offer appealing products that meet our customers’ needs. As the automotive industry has developed, we have established a presence in every corner of the globe, and today enjoy a reputation as one of the world’s foremost comprehensive auto parts manufacturers. We are also expanding business activities in the areas of lifestyle and energy fields, offering a wide range of products that enrich the lives of our customers.

Building on the diverse technologies we have amassed in these various areas, Aisin Seiki is pursuing the design and development of new value-added products, while maintaining a rigorous focus on quality backed by reliability evaluations and proven production methods. In addition, we strive to achieve harmony with society and nature by actively engaging in activities that contribute to society and to environmental conservation.

Moving forward, we will continue working with our affiliates and subsidiaries around the world to contribute to the creation of a better automotive society and a higher standard of living, aiming to become a vibrant company that possesses true competitiveness and proposes new value.

We sincerely appreciate your ongoing guidance and support.

Kanshiro Toyoda
Chairman
Yasumori Ihara
President

Corporate Principles

Based on “Quality First”

1. Enhanced Value Creation
   We are committed to contributing to the advancement of society through future-oriented research and development that provides new value for our customers.

2. Continuous Global Growth
   We are committed to steady development and growth in the global marketplace by establishing the foundations of our business activities in local values, cultures and customs.

3. Harmony with Society and Nature
   We are committed to earning trust as a responsible corporate citizen by valuing harmony with society and nature.

4. Individual Creativity and Initiative
   We are committed to building a work environment that promotes continuous progress by developing the creativity and initiative of individual employees.
The future Aisin aims for

Toward a more abundant, exciting future. For A Better Tomorrow.
Aisin Group opens up new possibilities for people and mobility.
Aisin Group is pursuing keys to the next generation of technologies in three development areas:
Zero Emissions, Automated Driving and Connected Cars.

Zero Emissions
To realize zero emissions, we have been focusing on electrification, electric vehicles (EV) and fuel-cell vehicles (FCV). Building on our strengths in producing transmissions of various types, we have developed one-motor hybrid transmissions. We have expanded their lineup and promoted electrification of vehicles, and intend to accelerate optimization of body and chassis design and develop new motor inverters with the aim of popularizing EV and FCV.
Aisin Group’s core technologies balance people’s joy in driving with a sustainable society.

Automated Driving
To realize automated driving, Aisin Group focuses on Vehicle Dynamics Control and Automated Valet Parking, and is developing various brake and chassis-related products. Vehicle Dynamics Control captures information about vehicle location, and driving conditions, and enables automated driving by judging optimum operation of steering, suspension, electronic stability control and brakes.
Aisin Group realizes smoother, safer and more comfortable automated driving for everyone through its technologies for driving, turning and stopping.
The world’s first automated parking system, developed by Aisin Group, is evolving even further. It is moving toward practical application of a remote parking system using smartphones and totally Automated Valet Parking at special parking lots.

Connected Cars
Aisin Group’s connected technology is used in Hospitality Services and Location-Based Services. Through the cloud it senses the driver’s condition, collects data on weather, traffic, and personal preferences, and works in conjunction with power seats, and sliding doors, and sunroofs. We offer driver-friendly Hospitality Services that provide a smart, reliable and proactive companion for drivers.
For more exciting and comfortable driving.
Thus far, we have been offering services that constantly update map information based on navigation technology, and track traffic conditions on a real-time basis. We suggest more efficient driving routes by offering drivers traffic information, including congestion and accidents, before they set out, based on big data collected through Connected Cars.
Aisin Group’s Location Based Services, which support automated driving with a combination of advanced image-recognition technology and map information, enable smoother and more pleasant driving.

Virtual Company Organization
We have introduced the Virtual Company (VC) Organization as a platform to promote three development categories. The VC Organization, consisting of a Project VC and Group Headquarters, is intended to improve competitiveness from the four perspectives of
1. Unified direction, 2. Efficiency, 3. Creation of new value, 4. Sophistication. Looking ahead, Aisin Group will move forward to become a vibrant company that suggests new value with true competitiveness, based on deep respect for each group company’s history and traditions.

Aisin Group opens up new possibilities for people and mobility.
Aisin Group is pursuing keys to the next generation of technologies in three development areas:
Zero Emissions, Automated Driving and Connected Cars.
The AISIN Group offers an extensive product lineup, including components for virtually every part of an automobile.

Aisin Group’s comprehensive product line covers virtually every element of an automobile, from powertrain to products for safe driving, chassis, body, information technology and electronics. Our products are incorporated into vehicles produced by automakers worldwide.

**Powertrain Products**

**Drivetrain & Engine-Related Products**

We offer a lineup of transmissions unparalleled in the industry, for vehicles ranging from compact and standard passenger cars to light- and medium-duty trucks, buses and commercial vehicles. Furthermore, we have developed a wide range of products including functional and cast components related to engines, and other products that reduce product body weight and increase fuel economy.

**Products for Safe Driving**

**Brake & Chassis-Related Products**

We offer high-performance products and systems with levels of functionality and safety, and a focus on brake systems, steering and suspension systems.

**Car body**

**Body-Related Products**

We offer an extensive line of body-related products that are not only functional but also superior in terms of compactness and design.

**ICT & Electronics Products**

**Information-Related Products**

Leveraging our advanced technologies, capabilities, we are developing and improving navigation systems, parking assist systems and other IT products.
Aisin is pursuing a wide range of technological development initiatives in the fields of “environment and fuel economy,” “safety and security,” and “comfort and convenience.”

Broad-based technological development incorporating the perspectives of customers in every corner of the globe.

Aisin Seki’s development initiatives in the automotive field encompass environmental technology to boost fuel efficiency and serve the needs of electric and hybrid vehicles, safety technology to prevent accidents before they happen, and comfort-oriented technologies for a more pleasant ride. Beyond the automotive field, we are engaged in research on living environments and other scientific studies, as well as cutting-edge technological research on household fuel cells, lasers, etc. Through these far-reaching development initiatives and our capacity to offer not only parts, but systems integrating hardware and software, we maintain an ideal position to respond swiftly to increasingly sophisticated and diverse automotive needs.

Aisin Group is developing technologies for the future

<table>
<thead>
<tr>
<th>Driver emergency response system</th>
<th>Personal Mobility Vehicle</th>
<th>Advanced technology</th>
</tr>
</thead>
</table>

This system detects when a driver has become incapacitated by monitoring the direction the driver is facing, and position of eyelids, and safely moves the vehicle to the side of the road.

Supports users and converts into four different forms and functions depending on the situation, and applies distance sensor-based environmental recognition technology.

(Upper) Femtosecond fiber laser under development by IMRA America, Inc.
(Lower) Superconductive motor under joint development with four institutions* in Japan.

*Kyoto University, IMRA Material R&D Co., Ltd, Niigata University, National Institute of Advanced Industrial Science and Technology
Reliability Evaluations

We test and evaluate individual vehicles at our three proving grounds.

Comprehensive evaluation of the features and performance expected of an automobile.

In 1970, Aisin Seiki became one of the world’s first automotive parts manufacturers to construct its own comprehensive proving ground equipped with test tracks. With state-of-the-art facilities and test courses recreating road conditions of all types, we have continued demonstrating and heightening performance and durability. We have performed tests from every conceivable angle, adopting the viewpoints of users, and promptly incorporated the evaluation results back into product development. As demand for product reliability grows, Aisin Seiki is there every step of the way.

Aisin has three comprehensive test facilities, the Fujioka Proving Ground with low-temperature and high-temperature chambers, anechoic chamber, engine test benches and a range of other facilities for comprehensive evaluation of multi-purpose vehicles; the Toyokoro Proving Ground, with a full range of test tracks including simulated icy surfaces and various road conditions from around the world; and the Fowlerville Proving Ground, the first proving ground established in North America by a Japanese auto parts manufacturer.

Simulations of unique environments from around the world

- Evaluation of effect of electromagnetic waves on electronic devices
- Evaluation of automatic brakes
- Evaluation of vehicle stability by testing on simulated icy surfaces
- Evaluation under various road surface conditions

Evaluation of fuel efficiency and exhaust gas emissions through realistic driving simulations
Production Engineering

Our cutting-edge technologies and production technology development system ensure consistently high quality products worldwide.

Production engineering is based on innovative methods and equipment.

To ensure consistently high product quality, Aisin Seiki has established paramount production engineering technologies and adopts a serious and sincere approach to “monozukuri” (skilled manufacturing).

We ceaselessly update our innovative industrial processes and equipment, and are implementing a production technology development system to ensure consistently high product quality worldwide.

We are also stepping up efforts to cultivate globally oriented human resources with proficiency in skilled manufacturing techniques.

Production Engineering Center

The Production Engineering Center is responsible for verifying production lines before mass-production commences, creating simplified and streamlined equipment and molds and developing production engineering solutions, with the objective of always manufacturing products with the same exacting standards across all regions around the world. The facility enables Aisin Seiki to strengthen its competencies in manufacturing, creating unbeatable quality and cost, and developing the necessary human resources.

Cultivating human resources for “monozukuri” (skilled manufacturing)

- Learning to operate industrial robots
- Trainees not only learn CAD design but also experience hand-drawn blueprints
- Learning electrical wiring procedures and circuitry design

Developing innovative methods and equipment

- High-precision, high-speed laser welding with minimal deformation
- High-density coil winding machine for motor
- Non-destructive ultrasound testing technology for internal measurements of products
- Production of molds and equipment using the CAE (computer-aided engineering) predictive and analysis technologies
Automotive Parts

Adhering to the principle of "Quality First," Aisin Group applies advanced technologies to the development and production of components for virtually every part of the automobile, from powertrain to products for safe driving, chassis, body, information technology and electronics.

Powertrain

We offer a line of transmissions unparalleled in the industry for vehicles ranging from compact and standard passenger cars to light- and medium-duty trucks, buses and commercial vehicles. We sell products to a large and growing number of automakers worldwide on the strength of our cutting-edge product and technology development. We apply state-of-the-art component technologies to a wide range of engine-related functional and cast parts, developing technologies that contribute to enhanced engine performance, including better fuel economy and cleaner exhaust gas emissions.

◆ Drivetrain-related

Electric 4WD unit

- Aisin Seiki Co., Ltd., Aisin AW, Aisin AI

This unit generates force for the electric 4WD system that drives the rear wheels with a motor. Contributes to safe driving on slippery surfaces such as snowy roads.

Included in Toyota Prius E-Four

- Aisin Seiki Co., Ltd.
- Aisin AW Co., Ltd.

RWD 6-speed automatic transmission for passenger cars

- Aisin Seiki Co., Ltd.
- Aisin AW Co., Ltd.

RWD 10-speed automatic transmission for passenger cars

- Aisin AW Co., Ltd.

FR Multi-stage hybrid transmission for passenger cars

- Aisin Seiki Co., Ltd.
- Aisin AW Co., Ltd.

Continuously variable transmission

- Aisin AW Co., Ltd.

FRD 8-speed automatic transmission for passenger cars

- Aisin AW Co., Ltd.

Controllable variable transmission

- Aisin AW Co., Ltd.

Controllable variable transmission

- Aisin AW Co., Ltd.

FRD 6-speed manual transmission for passenger vehicles

- Aisin Seiki Co., Ltd.

Friction damper for hybrid vehicles

- Aisin Seiki Co., Ltd.

Clutch cover, clutch disc

- Aisin Seiki Co., Ltd.

Cylinder head cover

- Aisin Seiki Co., Ltd.

Oil pan

- Aisin Seiki Co., Ltd.

FRD 6-speed manual transmission for passenger vehicles

- Aisin Seiki Co., Ltd.

Variable valve timing

- Aisin Seiki Co., Ltd.

This system optimally adjusts the timing of the engine’s exhaust/intake valve opening and closing in accordance with driving conditions, curbing exhaust gas emissions and boosting engine output and vehicle fuel efficiency. A large number of automakers incorporate this system both in Japan and around the world.

- Aisin Seiki Co., Ltd.

Coating-related

Water pump

- Aisin Seiki Co., Ltd.

Continuously variable oil pump

- Aisin Seiki Co., Ltd.

Electric oil pump

- Aisin Seiki Co., Ltd.

Electric water pump for inverter cooling

- Aisin Seiki Co., Ltd.

Electric water pump for engine cooling

- Aisin Seiki Co., Ltd.

Electric oil pump for idling stop

- Aisin Seiki Co., Ltd.

Electric water pump for engine cooling

- Aisin Seiki Co., Ltd.

Electric water pump for inverter cooling

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Engine-related

Variable valve timing

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- Aisin Seiki Co., Ltd.

Cooling-related

Water pump

- Aisin Seiki Co., Ltd.

Continuously variable capacity oil pump

- Aisin Seiki Co., Ltd.

Electric oil pump

- Aisin Seiki Co., Ltd.

Electric water pump for inverter cooling

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Electric water pump for engine cooling

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Electric oil pump for idling stop

- Aisin Seiki Co., Ltd.
Driving safety
◆ Brake & Chassis-related
We develop system products that integrate “drive”, “turn” and “stop” functions, aiming for vehicles that are less prone to accidents and easy to avoid danger. In addition to brake components, we offer steering and suspension systems designed with every consideration to maximize safety and functionality.

Active rear steering system
◆ Aisin Seiki Co., Ltd.
The actuator switches rear wheels to automatic steering mode in response to driving conditions, improving safety at high speeds, steering responsiveness, and rotation at low speeds.

Car body
◆ Body-related
We offer body-related products that not only maximize comfort, convenience and safety, but also emphasize design and reduced weight, meeting diversifying user needs.

Power sliding door system
◆ Aisin Seiki Co., Ltd.
A drive unit built into the sliding door enables enlargement of the vehicle interior and contributes to greater visual appeal and design flexibility. In Japan, these systems are incorporated into a wide range of vehicles ranging from compact cars to minivans.

ICT & Electronics
◆ Information-related
We apply advanced technology to the development of increasingly sophisticated products in line with the evolution of information and communications technology, electronics and information infrastructure. In addition to market-leading car navigation systems, we have developed intelligent parking assist systems driven by image processing technology, and are contributing to a more comfortable automotive lifestyle.

Parking assist systems
◆ Aisin Seiki Co., Ltd.
Ultrasonic sensors and cameras detect parking spaces. First, the system sets the target parking position automatically. Next, by flipping a switch, self-operation of the steering wheel is activated, making it safe and easy to back into a parking space or to parallel park while detecting obstacles.

Door-related

<table>
<thead>
<tr>
<th>Aluminum door frame</th>
<th>Shiroki Corporation</th>
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<tbody>
<tr>
<td>Power back door system</td>
<td>Aisin Seiki Co., Ltd.</td>
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<table>
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<tr>
<th>Exterior door handle</th>
<th>Aisin Seiki Co., Ltd.</th>
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<tbody>
<tr>
<td>Interior door handle</td>
<td>Aisin Seiki Co., Ltd.</td>
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<table>
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<th>Power door latch</th>
<th>Aisin Seiki Co., Ltd.</th>
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<tbody>
<tr>
<td>Window regulator</td>
<td>Shiroki Corporation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Door-related</th>
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</thead>
</table>

Sunroof
◆ Aisin Seiki Co., Ltd.
In addition to conventional sliding sunroofs, we produce an extensive line that includes multi-panel and panoramic sunroofs at nine plants worldwide. Our segment is leading the Japanese market.

<table>
<thead>
<tr>
<th>Seat-related</th>
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</thead>
</table>

| Seat recliner / Seat adjuster | Shiroki Corporation |
| Shinkansen high-speed train seat | Shiroki Corporation |

<table>
<thead>
<tr>
<th>Other products</th>
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</thead>
</table>

| Bumper reinforcement | Aisin Takasaki Co., Ltd. |
| Spray-type damping coat | Aisin Chemical Co., Ltd. |

<table>
<thead>
<tr>
<th>Seat-related</th>
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</thead>
</table>

| Power tilt & telescopic steering column with computer | Aisin Seiki Co., Ltd. |
| Air suspension system (compressor & dryer) | Aisin Seiki Co., Ltd. |

<table>
<thead>
<tr>
<th>Steering-related</th>
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</thead>
</table>

| Power booster | ADVICS Co., Ltd. |
| Brake booster and master cylinder | ADVICS Co., Ltd. |
| ESC modulator | ADVICS Co., Ltd. |

<table>
<thead>
<tr>
<th>Chassis-related</th>
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</thead>
</table>

| Brake booster and master cylinder | ADVICS Co., Ltd. |

<table>
<thead>
<tr>
<th>Brake-related</th>
</tr>
</thead>
</table>

| Disc brake | ADVICS Co., Ltd. |
| Hydraulic booster | ADVICS Co., Ltd. |
| Electr-assisted parking brake | ADVICS Co., Ltd. |

<table>
<thead>
<tr>
<th>Brake-related</th>
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</table>

| Power sliding door system | Aisin Seiki Co., Ltd. |

<table>
<thead>
<tr>
<th>Car-related</th>
</tr>
</thead>
</table>

| Sunroof | Aisin Seiki Co., Ltd. |

<table>
<thead>
<tr>
<th>Aftermarket-related</th>
</tr>
</thead>
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| Aisin Seiki Co., Ltd. |
| Aisin AW Co., Ltd. |

<table>
<thead>
<tr>
<th>Aftermarket-related</th>
</tr>
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</table>

| Multi-panel sunroof | Aisin Seiki Co., Ltd. |

<table>
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</table>

| Power tilting & telescopic steering column with computer | Aisin Seiki Co., Ltd. |
| Air suspension system (compressor & dryer) | Aisin Seiki Co., Ltd. |
Lifestyle & Energy

We leverage the engineering expertise that we have accumulated in the automotive parts field to offer lifestyle products that contribute to a more comfortable living environment, energy-related products that maximize efficiency and minimize resource consumption, and more. Aisin Group is dedicated to enriching society through its business activities.

Life & Amenity-related

We offer beds and bedding as well as sewing machines, shower toilets and other products and amenities that improve standards of living, with the goal of "delivering smiles in the midst of customers’ everyday routines."

Super flex-fit mattress

Aisin Seiki Co., Ltd.
This mattress is made with the 30-year-durable material FINE REVO. Its three-dimensional flexible movement firmly supports the body when changing sleep positions, and offers excellent body pressure dispersion. Separate replacements for each part can be purchased.

Bedroom-related

ASLEEP

- Beds
  - Aisin Seiki Co., Ltd.
- Pillows
  - Aisin Seiki Co., Ltd.

Settling-resistant cushion material

The cushion material FINE REVO is highly resistant to material fatigue that causes permanent settling, helping maintain high-quality sleep for a long time. It has passed a load endurance test of 480,000 uses (envisioning use for 30 years), exceeding the Japanese Industrial Standard.

Fuel cell cogeneration system for residential use

Aisin Seiki Co., Ltd.
This system generates power for electricity and hot water with chemical reactions between hydrogen extracted from gas and oxygen from the air. We adopted Solid Oxide Fuel Cells, among the highest power generation efficiency of any fuel cell, achieving the industry’s highest level of power generation efficiency (52%)* even at the world’s smallest size.

*At 100% output. Lower heating value (LHV) standard. (Data for home-use fuel cell cogeneration systems, as of January 2016, survey by Aisin)

Energy System-related

We offer energy system products aimed at harmonizing lifestyles with the environment, including gas heat pump air conditioners and gas cogeneration systems, which maximize efficiency and minimize resource consumption.

Gas engine cogeneration system for residential use

Aisin Seiki Co., Ltd.

Gas cogeneration system for commercial use

Aisin Seiki Co., Ltd.

Gas engine driven heat-pump air conditioner (Outdoor unit)

Aisin Seiki Co., Ltd.

Peltier module

Aisin Seiki Co., Ltd.

Setting-resistant cushion material

For optical telecommunications

Aisin Seiki Co., Ltd.

Femtosecond fiber lasers

IMRA America, Inc.

New business areas

We are taking on challenges in new business fields, such as femtosecond fiber lasers.

Wellness-related

We offer welfare-related equipment such as lightweight electric wheelchair to support fulfilling lives for seniors.

Electric wheelchair

Aisin Seiki Co., Ltd.

Wellness-related

- Security blind shutter
  - Aisin Seiki Co., Ltd.

Housing equipment-related

Shower-toilet seat

Aisin Seiki Co., Ltd.

- Pillow
  - Aisin Seiki Co., Ltd.

Sewing-related

- Home-use sewing machines
  - Aisin Seiki Co., Ltd.

Audio equipment-related

- TAOC speaker system
  - Aisin Takaoka Co., Ltd.

com-center

The hall exhibits key Aisin Group products and provides an overview of the Group’s growth and evolution, comprehensive strengths, and advanced, innovative technologies. The com-center is free and open to all visitors.

History Zone

Projection Mapping Theater

IMRA

Impact & Innovation
CSR Activities

Aisin Selki implements a wide range of activities with the objective of achieving harmony with society and nature.

Our environmental conservation and social contribution activities are carried out on a global scale.

Aisin Group works develop environmentally, and people-friendly products, reduce the volume of CO2 emitted in the course of business activities, and implement production technologies that decrease the volume of waste material generated. We strive to boost every employee’s spirit of volunteerism and promote participation, and are actively engaged in volunteer environmental conservation programs.

We also carry out social contribution programs so as to play an active and positive role in the community. In addition, we aim to provide our employees with supportive work environments where they can balance work duties with childcare and nursing care obligations, and are pursuing a range of initiatives to promote work-life balance. These activities are spreading to our Group companies throughout the world.
Mobilizing the outstanding technical competence of the AISIN Group to support the auto industry.

Aisin Seiki was established in 1965 with the merger of two auto parts manufacturing companies, Aichi Kogyo and Shinkawa Kogyo. Since then, we have developed our enterprise into a network of subsidiaries and affiliates to deliver advanced technologies effectively to the diversifying auto industry. By optimizing each company into a specialized business segment, we have become a corporate group able to process diverse materials such as steel, aluminum and resin into products that cover virtually all aspects of driving (“drive,” “turn” and “stop”).

The formation of 14 major Aisin Group companies
A global network the world’s automakers can rely on.

Our policy is to "produce where demand exists." We have established supply networks near the production sites of the world’s leading automakers to familiarize ourselves with the local terrain and meet a diverse range of needs.

In order to generate products of maximum value with the inimitable quality of the AISIN Group, we will continue reinforcing our production frameworks and optimizing our sales and development systems for further enhancement of our global network. Our ongoing goal is to be an "irreplaceable global partner" worthy of the full trust of stakeholders.
### Aisin Seiki Co., Ltd.

**Plants**

- **Shinkawa Plant** (Hekinan City, Aichi Prefecture)
  - Employees: 633
  - Main products: Door latches, window regulators, sensors

- **Shintoyo Plant** (Toyota City, Aichi Prefecture)
  - Employees: 1,607
  - Main products: Roof moldings, belt moldings, seats, door frames, door hinges, power sliding doors, power back doors, pressed parts

- **Anjo Plant** (Anjo City, Aichi Prefecture)
  - Employees: 454
  - Main products: Gas heat pump air conditioners, shower-toilet seats, beds

- **Nishio Die-Casting Plant** (Nishio City, Aichi Prefecture)
  - Employees: 1,478
  - Main products: Transmission cases, transaxle cases, magnesium alloy cylinder head covers, etc.

- **Nishio Engine Components Plant** (Nishio City, Aichi Prefecture)
  - Employees: 1,238
  - Main products: Oil pumps, water pumps, pistons, intake manifolds, fuel rails, timing chain case covers, etc.

- **Machinery & Equipment Plant** (Nishio City, Aichi Prefecture)
  - Employees: 350
  - Main products: Die-casting dies, gravity dies, press dies, nose mold dies, automatic assembly machines, testing equipment, milling machines

- **Ogawa Plant** (Anjo City, Aichi Prefecture)
  - Employees: 837
  - Main products: Clutch covers, clutch discs, automatic transmissions

- **Handa Plant** (Handa City, Aichi Prefecture)
  - Employees: 685
  - Main products: Electric lift & telescopic steering column, air suspension system, electric water pump, etc.

- **Handa Electronics Plant** (Handa City, Aichi Prefecture)
  - Employees: 1,359
  - Main products: Electronic components (computers, sensors, solenoids, etc.)

- **Kinuura Plant** (Hekinan City, Aichi Prefecture)
  - Employees: 1,004
  - Main products: Door handles, sunroofs, spoilers

**Main Products**

- Door handles, sunroofs, spoilers
- Electronic components (computers, sensors, solenoids, etc.)
- Fuel injection equipment, testing equipment, milling machines
- Clutch covers, clutch discs, automatic transmissions
- Electric lift & telescopic steering column, air suspension system, electric water pump, etc.
- Electronic components (computers, sensors, solenoids, etc.)
- Door handles, sunroofs, spoilers

**Employees**

- Aisin Seiki Co., Ltd.: 1,359
- Nishio Die-Casting Plant: 1,478
- Nishio Engine Components Plant: 1,238
- Machinery & Equipment Plant: 350
- Ogawa Plant: 837
- Handa Plant: 685
- Handa Electronics Plant: 1,359
- Kinuura Plant: 1,004

### Aisin Takaoka Co., Ltd.

**Consolidated Subsidiaries in Japan**

**Aisin Takaoka Co., Ltd.**

- **Established**: Mar. 8, 1960
- **Capital**: ¥1.396 million
- **Head Office**: Toyota, Aichi
- **Representative**: Haruhiko Amakusa, President
- **Business**: Casting of iron, machining, plastic working, and design, manufacture, and sale of audio products

**Sales Breakdown by Product Category**

- Mechanical products for casting and machining: 1.9%
- Metal-forming products: 16.3%
- Iron casting products: 81.5%
- Other: 0.3%

**Main Products**

- Brake disc rotor
- Exhaust manifolds & converters
- Bumper reinforcement
- TACO speaker system
- Brake pad
- Plastic intake manifold

### Aisin Chemical Co., Ltd.

**Leading Manufacturer of Cast Products**

Aisin Takaoka is Japan’s largest dedicated manufacturer of cast products. In recent years, the company has employed a wide variety of materials including iron and stainless steel to manufacture parts for engines and brakes. Using newly developed materials and production processes, Aisin Takaoka offers high-strength, lightweight products that contribute to improved automobile safety and environmental performance. In addition, the company applies its casting expertise and experience to the production of acoustic products. Its TAOC brand speakers and stands have earned high acclaim from the audio industry.

**Sales Breakdown by Product Category**

- Chemical products: 13.5%
- Friction materials: 64.9%
- Plastic parts: 18.1%
- Other: 3.5%

**Main Products**

- Spray-type damping coat
- Segment-type wet friction materials

**Established**: Feb. 12, 1952
- **Capital**: ¥12,118 million
- **Head Office**: Toyota, Aichi
- **Representative**: Kanichi Shimizu, President
- **Business**: Development, design, manufacture and sale of chemical products, friction materials, and resin parts
Leading Manufacturer of Automatic Transmissions and Car Navigation Systems

Specialized manufacturer Aisin AW boasts an extensive lineup of automatic transmissions (AT) and car navigation systems. In the AT field, Aisin AW is expanding its business in the development and production of AT, including the world's first RWD 8-speed AT, and the world's first commercial application of a RWD 8-speed AT, FWD 8-speed AT, and RWD 2-motor hybrid transmission. In the field of car navigation systems, Aisin AW has developed the world's first navigation system-coordinated car navigation systems. In the field of car navigation systems, Aisin AW has

### Sales Breakdown by Product Category

- **Car navigation systems** 8.2%
- **Automatic transmissions** 90.5%
- **Other** 1.3%

### Sales Breakdown by Product Category

- **Single parts for drive systems, others** 46.1%
- **Manual transmissions** 35.0%
- **Transfers** 11.9%
- **Modulation: ABSs and ESCs, etc.** 36.5%
- **Foundation brakes: disc brakes, drum brakes, etc.** 53.0%
- **Other** 2.6%

### Main Products

- **FWD 8-speed AT for passenger cars**
- **Continuously variable transmission for passenger cars**
- **WD multi-stage hybrid transmission for passenger cars**
- **Car navigation system**
- **FWD 6-speed MT for passenger cars**
- **FWD 6-speed MT for sports cars**
- **RWD 6-speed MT for commercial vehicles**
- **RWD 6-speed MT for commercial vehicles**
- **Transfer for 4WD vehicles**

### Main Products

- **FWD 8-speed MT for passenger cars**
- **Continuously variable transmission for passenger cars**
- **RWD multi-stage hybrid transmission for passenger cars**
- **Car navigation system**
- **FWD 6-speed MT for sports cars**
- **RWD 6-speed MT for commercial vehicles**
- **Transfer for 4WD vehicles**

### Main Products

- **Brake system (generic image)**
- **Master cylinder with brake booster**
- **ESC modulator**
- **Disc brake**

Aisin AW is Japan’s top specialized manufacturer of manual transmissions (MT) with an extensive lineup geared toward vehicles ranging from compact cars to sports cars to commercial vehicles. The company’s products not only deliver unparalleled safety and comfort, but are also a pleasure to handle and are dedicated to maximizing the sheer joy of driving. By developing next-generation manual transmissions with peak environmental performance, Aisin AW is taking its business to the next level.

Aisin Al Co., Ltd.

Aisin AI is taking its business to the next level.

### Leading Manufacturer of Manual Transmissions

Aisin AI is the world’s leading manufacturer of automatic transmissions (AT) and car navigation systems. In the AT field, Aisin AI is pursuing advances in commercial applications of RWD 8-speed AT, and RWD 2-motor hybrid transmission. In the field of car navigation systems, Aisin AI has developed the world’s first navigation system-coordinated car navigation systems. In the field of car navigation systems, Aisin AI has

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- **RWD multi-stage hybrid transmission for passenger cars**
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