



Company Profile 2021

AISIN CORPORATION

2-1 Asahi-machi, Kariya, Aichi 448-8650, Japan
<https://www.aisin.com/en>



June 2021 edition

Inspiring “movement,” creating tomorrow

Since its establishment in 1965, AISIN Group has grown to become a major, leading supplier of automotive systems around the world. Recently, as a result of a strategic management integration, Aisin Seiki and Aisin AW have merged to become “AISIN CORPORATION” in order to adapt and lead in a world and industry that has seen extreme changes.

We will act on our dreams and aspirations, demonstrate substantial solutions to environmental and social challenges focusing on the evolution of “movement” by way of electrification and clean power as the core, and continue to bring freedom, joy, mobility and beauty to our future earth.



Greetings

This time is like no other in the global automotive industry. We have entered a highly competitive era of the CASE revolution represented by electrification and autonomous driving, with the rapid growth of environmental regulations and a remarkable technological evolution such as artificial intelligence.

In an effort to maintain a leadership position in this highly competitive environment, AISIN Group must stand united and stronger than ever. On April 1, 2021, we made a new beginning as a stronger and more adaptable company with the establishment of AISIN CORPORATION, merging two of the core companies of the Group – Aisin Seiki Co., Ltd. and Aisin AW Co., Ltd.

Upholding the new corporate principle of “Inspiring ‘movement’ , creating tomorrow” we will contribute to the evolution of mobility, while providing the global population with inspirational “movement” experiences.

Aisin will strive to achieve carbon neutrality by 2050 and help resolve social and environmental issues by offering concrete solutions. Further, we will bring together the technological and manufacturing capabilities perfected in our mobility and energy-related businesses with the objective of becoming a solution company that contributes to a healthier, happier and more inspired society.

We sincerely appreciate your continued support.

AISIN Group Philosophy

Inspiring "movement", creating tomorrow



Mission

We will deliver beauty to our future earth, bringing freedom and happiness to "movement".

Vision

We will act on our dreams and aspirations, show concrete solutions to environmental and social challenges, focusing on the evolution of "movement" by way of clean power as the core and create a safe and comfortable future for everyone.

Value

To our colleagues, growth and happiness

We will be a company that respects diversity and individual personalities and takes on challenges, one in which our people can act independently and aspire to contribute to society, where they can sense their own growth, take reward from their work, and find happiness in their lives.

To our customers, inspiration and trust

We will innovate secure, comfortable, and convenient mobility, that delivers happiness and inspiration towards "movement," with new value that exceeds customer expectations.

To the future, a sustainable environment

We will contribute to creating a better environment through electrification of mobility and clean power that makes effective use of energy for a society that is in harmony with nature and where everyone can live with peace of mind.

Aisin's Initiatives to Resolve Challenges in Society

Based on its management philosophy of "Inspiring 'movement', creating tomorrow," Aisin aims to contribute to resolving environmental and social challenges through its products and services to create a sustainable society where people are all smiles. Since this value dovetails neatly with the United Nation's Sustainable Development Goals (SDGs), we believe that we can contribute to achieving SDGs through our business activities, and we have chosen seven priority issues (materiality issues) that all Aisin Group companies will work on. We will continue to contribute to achieving a sustainable society through business activities.

Business Activities



Automotive parts business

Priority issue (materiality issue)

- Global warming control
- Reduction of traffic accidents
- Providing safe means of movement/transportation



Ideal situation

Contributing to creating a more environment- and people-friendly mobility society by reducing energy consumption, using clean energy, and providing safer and more comfortable means of movement



Lifestyle & energy-related products business

Priority issue (materiality issue)

- Promoting transition to clean energy
- Promoting health and welfare



Ideal situation

Contributing to building an environmentally friendly community by promoting the use of clean and highly efficient energy-related products and providing a comfortable living environment



Common to all business



Common to all business

Priority issue (materiality issue)

- Promoting sustainable industrialization by technological innovation
- Eliminating lifecycle CO₂ emissions, preventing contamination, reducing substances of concern, and resource circulation



Ideal situation

- Contributing to building a rich and sustainable society by providing new value generated by future-oriented research and development
- Contributing to transition to a recycling-oriented society by promoting efforts to eliminate burdens on the global environment

Management Foundation



Common to entire group

Priority issue (materiality issue)

- Health/labor safety sanitation, protection of human rights, promotion of diversification, work style reforms, and work-life balance
- Sustainable procurement

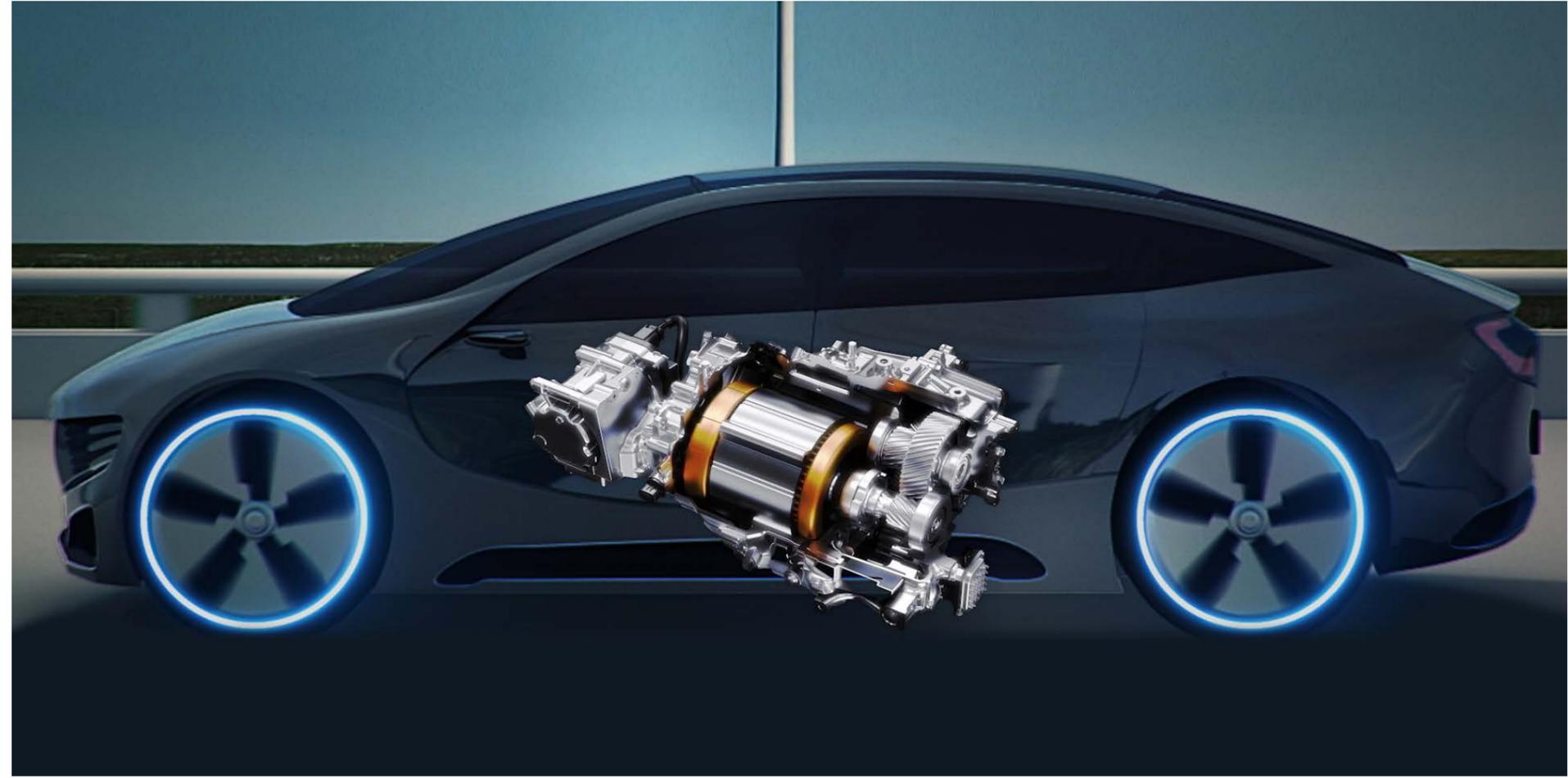


Ideal situation

Promoting efforts to secure a working environment where a variety of employees can work with motivation and without anxiety with the entire supply chain in mind

Initiatives to Achieve Carbon Neutrality in 2050 —

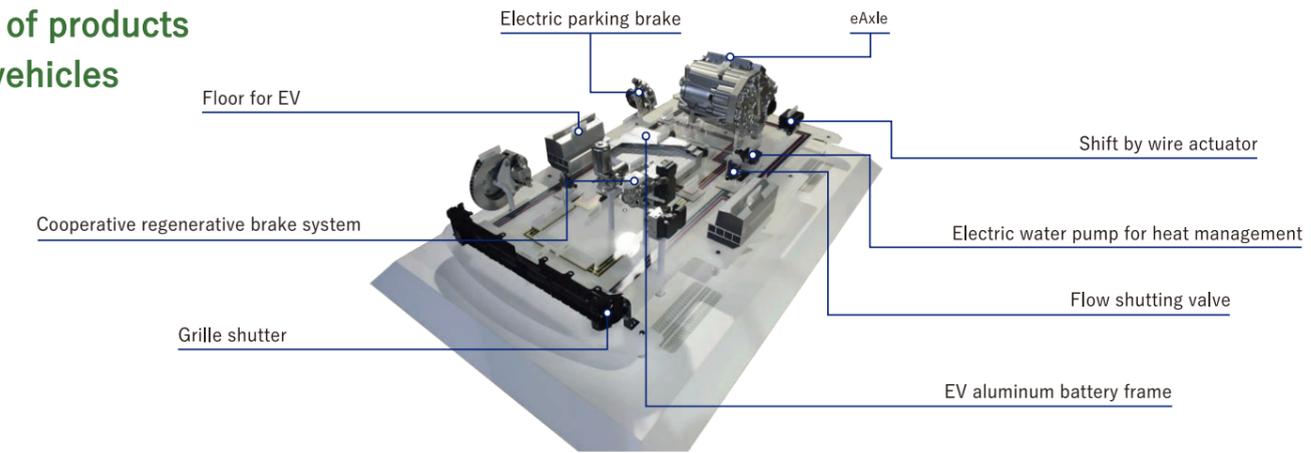
1 Contributing to reducing CO₂ emissions by automotive electrification



Global warming control
Expansion of product lineup toward substantially zero greenhouse gas (GHG) emissions in 2050

We are working to develop a wide range of products that are essential for electrified vehicles, including eAxle and heat management systems, promoting CO₂ emissions reduction and vehicle fuel economy improvement.

A broad lineup of products for electrified vehicles



Products for hybrid vehicles
Hybrid transmission
Hybrid damper

Electrification units

Based on our experience and expertise in the development and production of traditional transmissions, including automatic transmissions(ATs) and continuously variable transmissions (CVTs), we have expanded our product lineup of hybrid transmissions, eAxle and electrification units. We will continue to advance development of next-generation products to promote all-directional product development.

Hybrid transmission



FWD 1-motor HEV transmission



FWD multi-stage HEV transmission

Electric drive units



eAxle Offset Design (150kW)



Electric 4WD unit

Heat management system

We have achieved optimal temperature control through heat management in automotive systems to maximize the performance of components, such as the motor and battery, helping to increase electric and gas mileage.



Electric water pump

Electronically controlled brake system (Cooperative regenerative brake system)

Mounted in electrified vehicles, such as HVs and EVs, this system achieves both smooth brake feel and energy recovery, helping to improve mileage.



Initiatives to Achieve Carbon Neutrality in 2050 —



Promotion of conversion to clean energy

Promoting energy-related products toward zero carbon and recycling-oriented society

2 Contributing to building an environmentally friendly community with clean energy



We strive to develop and popularize clean and highly efficient energy-related products, including fuel cells for residential use, promoting the creation of a zero carbon and recycling-oriented society.

|| Cogeneration system for residential use

ENE-FARM is a system that generates electricity by extracting hydrogen from gas delivered to each household to cause a reaction with oxygen. COREMO is a system that uses electricity generated by a gas engine. These are energy-saving systems that use heat generated at the time of power generation for hot-water supply.



Gas engine cogeneration system for residential use

Fuel cell cogeneration system for residential use

|| Gas heat pump air-conditioner (GHP)

GHPs are air-conditioning apparatuses that use gas as energy. Using highly efficient gas instead of electricity as energy for air conditioning, they contribute to energy saving. Also, decentralization of energy, levels power demand to contribute to electricity peak shaving in summer.

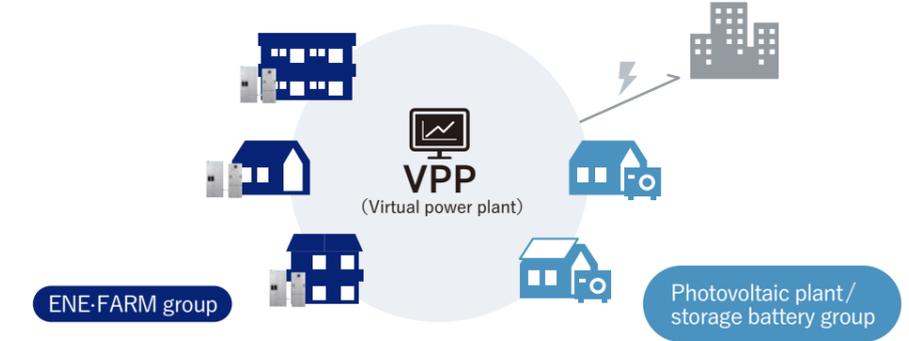


Gas heat pump air-conditioner (GHP)

|| Building virtual power plant (VPP), aiming to optimize energy supply

The virtual power plant (VPP) system is an energy management system that gathers energy sources at each household to build a virtual power plant. Aiming to optimize energy supply, we are working to develop systems that can utilize ENE-FARM units bundled by IoT using the VPP system.

■ Conceptual drawing of VPP



Initiatives to Achieve Carbon Neutrality in 2050 —



CO₂ emissions reduction, contamination prevention, reduction of substances of concern, resource circulation, and enhancing of resource efficiency

Efforts toward CO₂ emissions reduction and transition to a recycling-oriented society aimed to eliminate burdens on the global environment

3 Promoting CO₂ emissions reduction in production activities



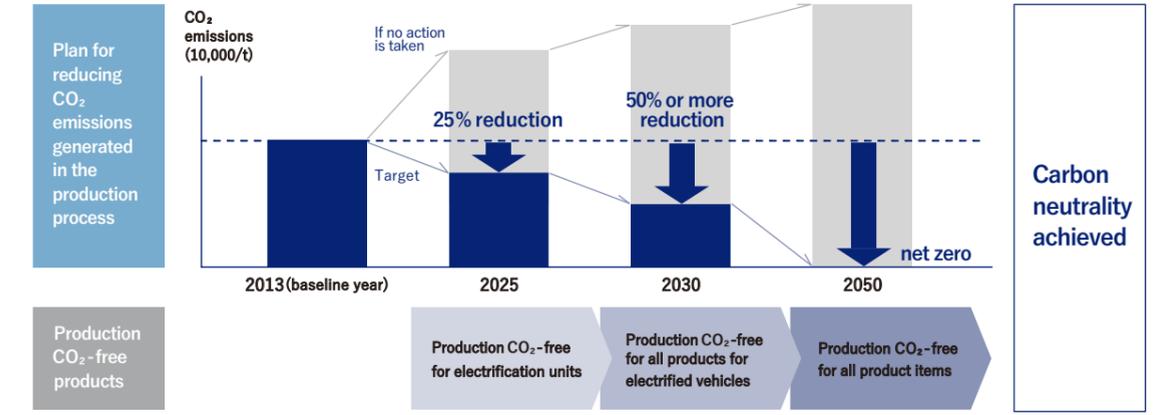
We are strengthening multiple initiatives toward an environmentally friendly society, including expanding the clean-energy factory system and recycling all wastewater from production processes.

|| Achieving a carbon-free society

Aiming to achieve net CO₂ zero in production activities

Aisin actively promotes initiatives to reduce CO₂ emissions generated especially in production activities by combining the forces of all group companies, and aims to eliminate CO₂ emissions for all products for electrified vehicles by 2030 and all products by 2050. Moreover, we make various efforts to achieve carbon neutrality in 2050, including development of the technology for recovering and reusing CO₂ generated in the production process.

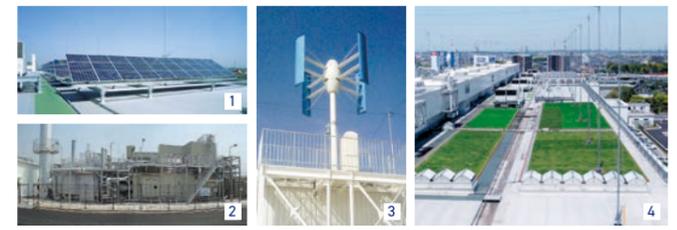
■ Roadmap toward net CO₂ zero in the production process



|| Building a recycling-oriented society

Aiming to reduce environmental impact of development, production and logistics to zero

Aiming to reduce our environmental impact to zero, we are positively promoting activities to develop products that make effective use of resources and can be recycled, step up resource recycling at the production and logistics stages, and make effective use of water resources.



1 Photovoltaic power generation system (ADVICS Kariya Plant) 2 Effluent treatment facilities within the plant (Nishio Plant) 3 Wind power generation system (ADVICS Kariya Plant) 4 Rooftop greening utilizing recycled materials (ADVICS Kariya Plant)

|| Establishing a society in which people coexist with nature

Aiming to achieve harmony with nature

To protect the natural environment, we are actively making efforts to preserve rare species in the area by setting up biotopes in production plants. Moreover, we open them to local elementary school students to use them as a venue for environmental education.



Biotope aiming to create an environment where creatures can live more comfortably (Okazaki East Plant)

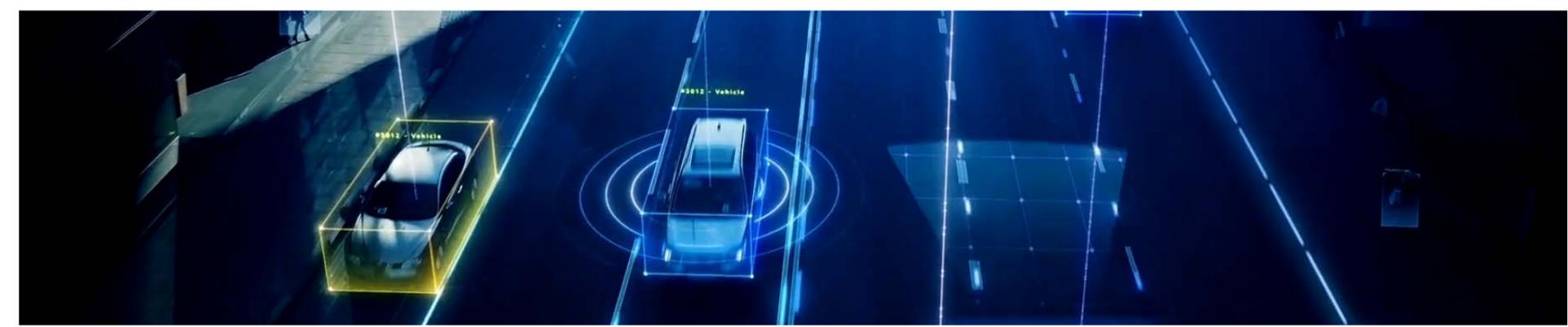
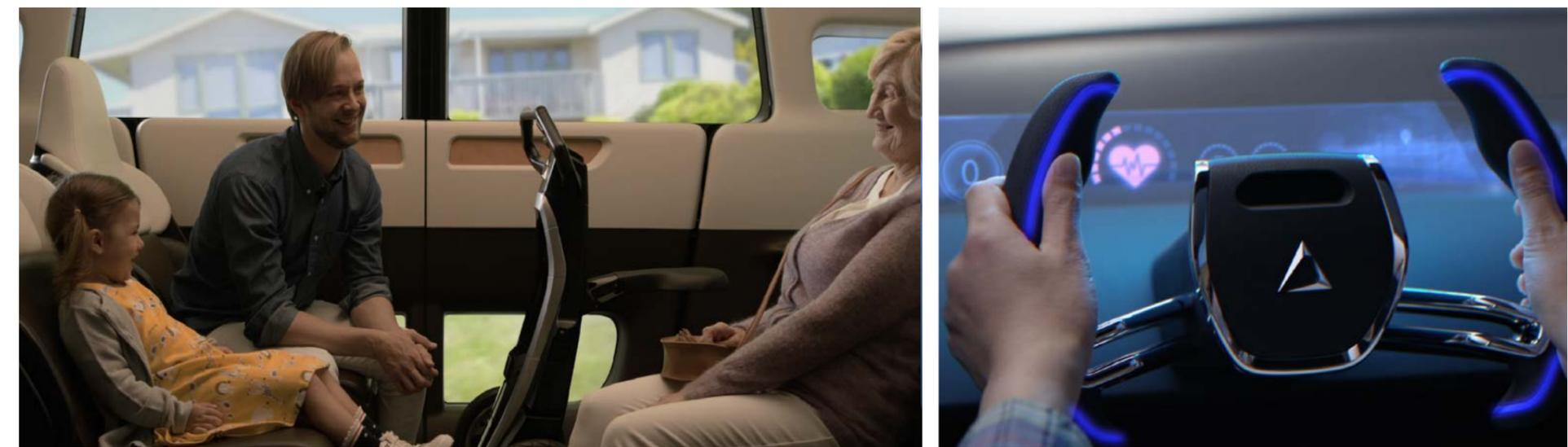
Aiming to Achieve Zero Fatal Traffic Accidents —

Achieving a safe, secure and comfortable vehicle society with the automated driving technology



Reduction of traffic accidents and provision of safe means of movement/transportation

Expanding safety goods toward the realization of a zero traffic casualty society



We aim to achieve zero fatal traffic accidents by combining cameras, sensors, products for driving, turning and stopping vehicles, and software that enables advanced control of them in the driving phase consisting of recognition, judgment and execution to achieve safety, security and comfort.

Automated parking

It is an automated parking system for easier and safer parallel parking and parking in garages. In 2003, we introduced a system that automatically operates the steering wheel. In 2019, we developed new parking support technology that also eliminates the need to operate the accelerator and brakes and set the parking position. We are now building on this technology to develop Automated Valet Parking, which automatically drives the vehicle from the entrance of a large parking area and parks the vehicle.



Driver monitoring system(DMS)

To eliminate traffic accidents caused by drivers taking their eyes off the road or falling asleep while driving, our driver monitoring systems (DMSs) detect closed eyes, line of sight and face angle and use an alarm to alert the driver. Our DMSs can now detect drivers' facial expressions even when they wear masks and sunglasses. With DMSs set to be required in vehicles in the future, we are expecting demand to increase.



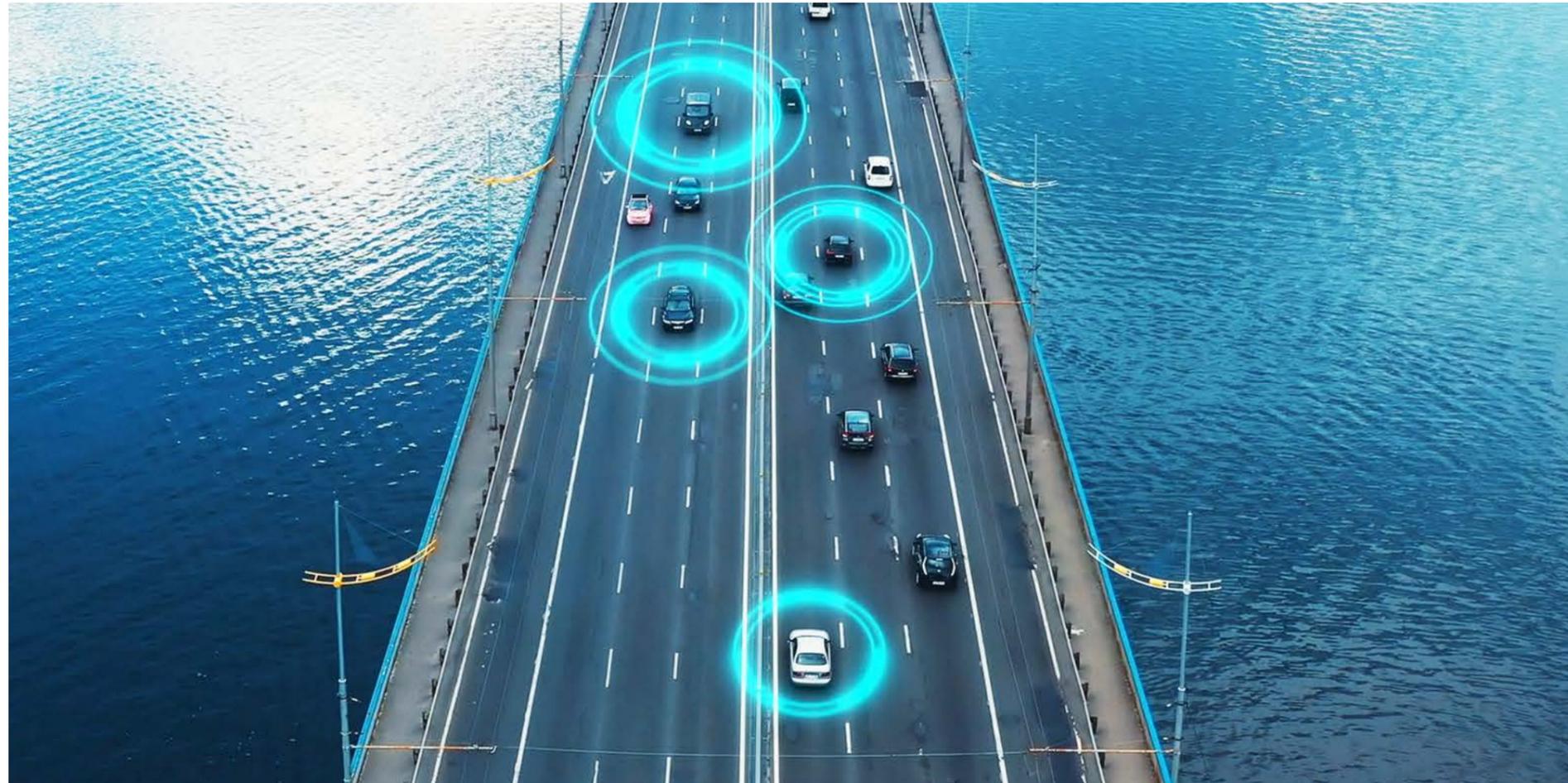
Initiatives toward a Diversifying Mobility Society —

Providing comfortable movement to all people



Promotion of health and welfare

Creating products and services toward achieving a more convenient and safer society



For the expanding MaaS market, we strive to provide new products and services for the purpose of creating a society where every person can live a safe and secure life more comfortably.

|| Entry systems

We developed entry systems for MaaS to achieve smooth entry into and exit from vehicles. Our electric slope, large-aperture sliding door system and other products help all people enter and exit from vehicles safely and comfortably regardless of road conditions.



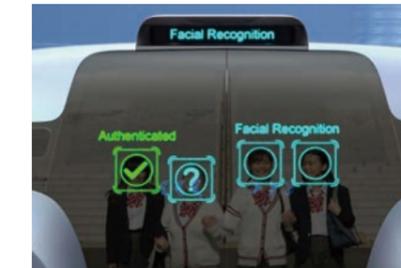
Power sliding door technology that provides plenty of space to enter and exit



Smooth entry and exit providing peace of mind for wheelchair users

|| Safety monitoring system

We offer secure and safe driverless mobility by monitoring with sensing technology and cameras.



Providing peace of mind in the cabin through facial recognition and monitoring of driver and passenger behavior



Judging various conditions to optimize entry into and exit from a vehicle accordingly

Rideshare service “Choisoko”

Choisoko is a shared shuttle bus service using location-based information technology for areas that are aging and lack traffic facilities. When the system receives a reservation from registered users, it determines the optimal way of rideshare and route to send them to their destinations. We provide various services tailored to regional characteristics and needs in cooperation with local auto dealerships, and now we operate Choisoko at 20 places across Japan.

* As of April 2021



Choisoko

Initiatives to Achieve Sustainable Society —

Creating a working environment where a diverse range of employees can play an active role



Labor safety sanitation, health, protection of human rights, promotion of diversification, work style reforms, and work-life balance

- Maintaining safety at high levels
- Eliminating serious accidents and lost work time
- Realizing fulfilling work environment



We are promoting initiatives to create a working environment where a diverse range of employees can thrive and be confident in their career.

|| Promoting diversity and inclusion toward helping all employees find fulfillment in their work

To ensure that each and every employee has a fulfilling work life and create value, Aisin is promoting group-wide efforts to make work more fulfilling. In addition to supporting the growth of each and every employee, this improves our value as a company. We also strive to be a company where a diverse range of employees, regardless of nationality, gender, sexuality or disability status, can be respected as individuals, find fulfillment in their work, and bring their unique professional skills and characteristics to the table.

Vision to make work more fulfilling



Accreditation and awards for initiatives for women in the workplace



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|| Activities to maintain and promote the health of employees

Aisin has earned accreditation under the Certified Health & Productivity Management Organizations Recognition Program for four years running and has implemented a variety of measures to promote the physical and mental health of our employees, including initiatives to maintain and improve mental and physical health and initiatives to prevent infectious diseases.



|| Initiatives to "Be With" local communities

Based on an awareness that companies are members of society, we actively engage with society and contribute to sustainable development. Our activities are guided by the motto "Be With". We work with local communities to build a richer society.



AISIN Environmental Education Program at a local elementary school

Three Strengths of Aisin

Aisin has the three strengths of "Outstanding technology development," "Excellent manufacturing and "Cohesive strength as a group." We aim to resolve environmental and social challenges by capitalizing on these three strengths, as well as to become a vehicle dynamics system partner for driving, turning, stopping and comfort.

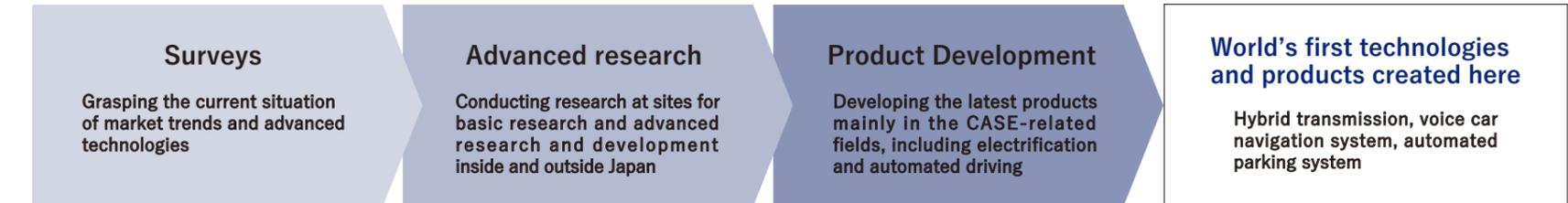


Aisin's Strength | Outstanding Technology Development

Aisin has brought the world a wide range of competitive products since it was first established. We achieved this with a global development framework that enables us to incorporate the world's needs into our development as quickly as possible, a unique evaluation system to support this framework and collaboration with a wide range of industries to develop advanced technology that is not confined by not-invented-here syndrome. We will accelerate digital transformation in our technology development to make Aisin even more competitive in the future technology development mainly in the CASE (an acronym for "connected", "autonomous", "shared/service" and "electric") fields.

Contributing to society through technology development based on a research and development structure expanding across the world

Aisin established the technically oriented thinktank Technova in 1978. As shown in this move, it has continued working on surveys, leading technology research, and product development and thereby carried out activities that contribute to human development through science and technology. Following Technova, we established IMRA Europe and other sites for conducting basic research and advanced research and development in Japan and overseas to conduct research and development in various fields, including energy, mobility, electronics and medical fields.



Conducting evaluations by recreating unique environments around the world

To provide our customers with high-quality products with confidence, we continue to verify and pursue performance and durability using test courses recreating unique environments around the world and the latest equipment.



Fujioka Proving Ground (Aichi Prefecture)

Advanced technology development by collaborating with companies in a wide range of industries

We conduct not only development in the automobile fields centered on CASE-related fields but also joint research and development related to artificial intelligence and open innovation with outstanding technical startups.



Daiba Development Center (in Divercity Tokyo Office Tower)



Aisin's Strength | Excellent Manufacturing

Aisin ceaselessly updates its innovative industrial processes and equipment to create next-generation products and also steps up efforts to cultivate globally oriented human resources with proficiency in skilled manufacturing techniques to pass on skills for monozukuri to the next generation. We are also accelerating our digital transformation in monozukuri to make Aisin even more competitive.

Cultivating human resources for "monozukuri"

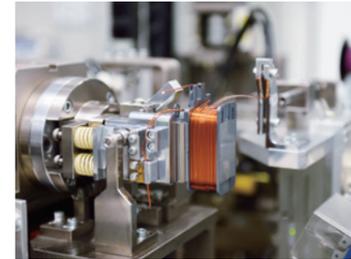
Based on the idea that human resources development forms the foundation for monozukuri, we concentrate our efforts on fostering human resources for monozukuri who will be able to be active in a new era by passing on knowledge and expertise that Aisin has been cultivating to the next generation and positively adopting new education fields that respond to changing times, such as the AI field.



Learning electrical wiring procedures and circuitry design

Pursuing excellence in production technology

With a wide range of production methods and technology, from die casting and pressing to cutting, raw material handling and assembly, we display excellence in the entire production process and strive to strengthen our competencies in manufacturing by developing simplified and streamlined equipment and molds/dies to create unbeatable quality and cost.



High-density coil winding machine for motors

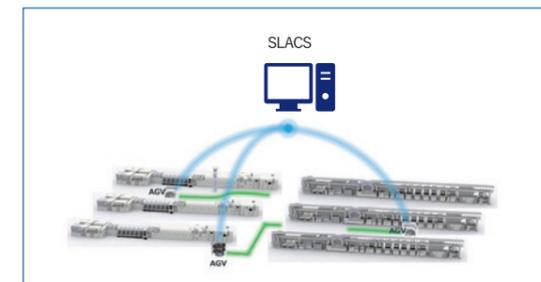
Digital transformation (DX) initiatives in monozukuri

Aisin is working to implement DX in its manufacturing to promote more sustainable industrial practices through technological innovation. We are making use of information that we have gathered from people, items and facilities to achieve flexible production, predict faults at our facilities, prevent accidents and build lean production systems with no waste.



Selected as a DX-certified business operator

Smart Logistics & Assorting Command System(SLACS), which has achieved flexible production



This system obtains the production status, the operation status of automated guided vehicles (AGVs), etc. in real time to generate and distribute the optimal conveyance plan based on the obtained information, thereby achieving autonomy conveyance with AGVs.

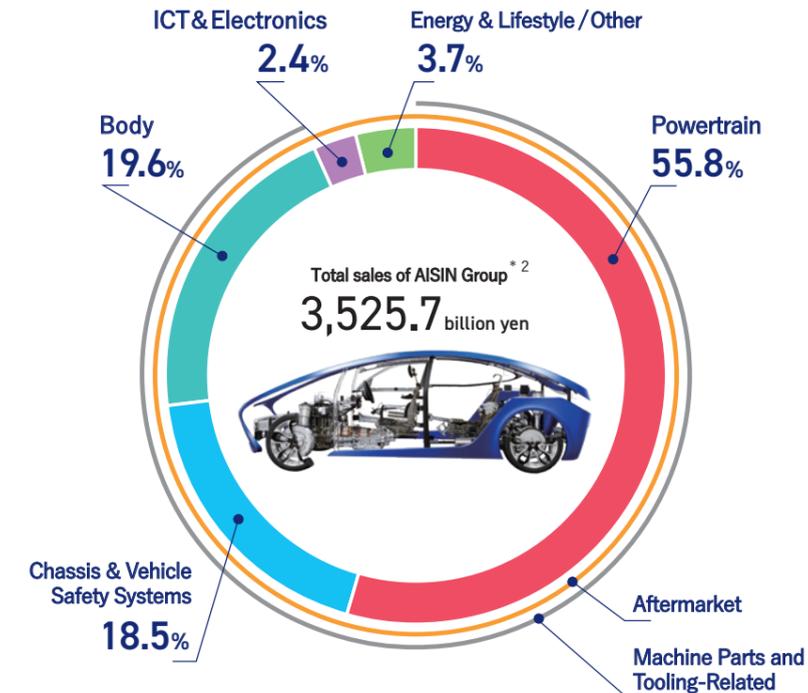


Aisin's Strength | Cohesive Strength as a Group

With specialized expertise in a wide range of business fields, Aisin is able to meet a wide range of needs in areas that range from its automotive parts business to fields such as energy.

6th ^{*1}
Highest seller among automotive parts manufacturers in the world

* 1 Consolidated sales for 2019 (January to December 2019)
Source: Automotive News

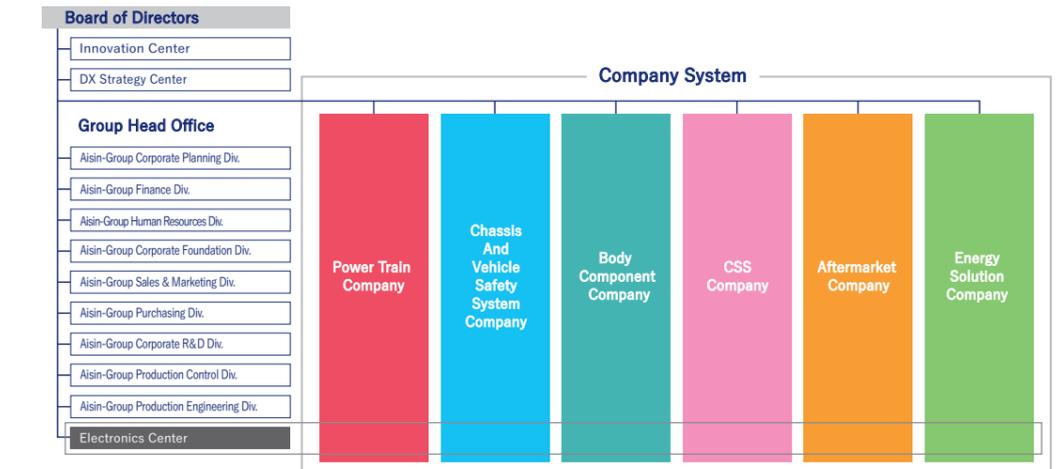


* 2 Fiscal year ending in March 2021

Maximizing the value of our businesses throughout the group in a sustainable way

Since Aisin Seiki was first established in 1965, the AISIN Group has played a crucial role in the expansion of the automotive industry, and has grown to become a global supplier. In an effort to strengthen collaboration within the Group and improve management efficiency, the AISIN Group switched from branch management to group-wide management, and introduced the Company System to maximize sustainable business value in the entire group. Furthermore, in 2021, two core companies of the AISIN Group, Aisin Seiki and Aisin AW, merged their business operations to further strengthen competitiveness for survival in the once-in-a-century great transformational era.

Organization Chart



Aisin's growth and development is backed by its innovative products.

Aisin strives to create products that provide new value in each era and continues to grow.

1943

Tokai Koku Kogyo Co., Ltd. was established. (Subsequently, the company was renamed Tokai Hikoki Co., Ltd.) Manufacture of aircraft engines.

1945

Toshin Kokuki Co., Ltd. was established.

1945

Tokai Koku Kogyo Co., Ltd. was renamed Aichi Kogyo Co., Ltd.

1945

Toshin Kokuki Co., Ltd. was renamed Shinkawa Sangyo Co., Ltd.

1953

Shinkawa Sangyo Co., Ltd. was renamed Shinkawa Kogyo Co., Ltd.



1965

Aisin Seiki Co., Ltd. was established.



Aichi Kogyo Co., Ltd. and its sister company, Shinkawa Kogyo Co., Ltd. were merged to become Aisin Seiki Co., Ltd. following their decision to "sink their differences to achieve common goals" and to strengthen Aisin Seiki's corporate structure and international competitiveness.

1969

Aisin-Warner Ltd. was established.



1970

Fujioka Proving Ground was constructed.

Aisin Seiki was the first automotive components manufacturer to construct a comprehensive quality testing facility with a dedicated driving test course.

1970

Aisin's first overseas subsidiary was established.



Aisin expanded overseas including the establishment of Aisin USA in Los Angeles in anticipation of the growing export of automotive components and its successful transformation into a global company.

1972

Aisin won the Deming Prize.

1977

Aisin Vocational School was established.

Aisin established its vocational school to pass down the spirit and technical skills of monozukuri manufacturing to the younger generation and to develop and train them to become key production staff.

1982

Aisin was the first Japanese company to win four prizes in the TQC and TPM categories.



Following the receipt of the PM Special Prize, Aisin became the first Japanese company to win four prizes, namely the Deming Prize, the Japan Quality Control Prize, the Plant Maintenance (PM) Prize, and the PM Special Prize.

1986

IMRA was established.



Aisin established its first overseas research company in France to develop its state-of-the-art technologies on a global basis.

1988

Aisin-Warner Ltd. was renamed Aisin AW Co., Ltd.

1997

Aisin obtained ISO9001 certification.

Aisin's head office and its six technical development divisions and three overseas companies became ISO9001 certified.

1998

Aisin obtained ISO14001 certification.

Anjo Plant was the first in the Aisin Group to obtain ISO14001 certification in the bedding industry.

2007

The AISIN WAY was developed.



Aisin's guideline, The AISIN WAY, was developed and issued. It describes the way Aisin expects its employees to work and think and the value and code of conduct Aisin expects them to share and adhere to.

2014

MT, brake, seat, and body product business domains were restructured.

Aisin carried out business restructuring within Toyota Group with the aim of strengthening its competitiveness through the consolidation of business functions and the optimal allocation of resources.

2017

Virtual Company (VC) System was introduced.

Aisin introduced Virtual Company (VC) System as a new group collaboration system that combines each group company's expertise and demonstrates comprehensive strengths along an axis of operations that transcends corporate boundaries.

2019

BluE Nexus Corporation was established.



With the objective of developing and marketing driving modules used for electric vehicles, Aisin Seiki Co., Ltd. and Denso Corporation established this joint venture.

2020

Company System was introduced. To maximize sustainable business value in the entire Group, AISIN started switching to the Company System, which evolved from the Virtual Company System.

2021

Aisin Corporation was established. Management of Aisin Seiki Co., Ltd. and Aisin AW Co., Ltd. was integrated. The merger was official April 1, 2021.

1940

1946 Home-use sewing machines ①

1947 Clutch disc



① Home-use sewing machines

1950

1953 Oil pump

1954 Door latch

1955 Bumper jack



② 2-speed semi-automatic transmission

1960

1961 2-speed semi-automatic transmission ② (Japan's first)

1963 Piston

1964 Intake manifold

1966 Toyota bed ③

1967 Wet friction material



③ Toyota bed



④ Shower-toilet seat

1970

1972 Automatic pole-and-line fishing machine for bonito and tuna

1976 Shower-toilet seat ④

1977 Sunroof ⑤ (Japan's first)



⑤ Sunroof

1980

1983 Stirling engine ⑥

1985 Power tilt & telescopic steering column with computer

1987 Gas heat pump air-conditioner ⑦



⑥ Stirling engine



⑦ Gas heat pump air-conditioner

1990

1992 Voice navigation system ⑧ (world's first)

1998 Femtosecond fiber lasers for metrology and micro machining ⑨

1999 Parking assist systems (world's first)



⑧ Voice navigation system



⑨ Femtosecond fiber lasers for metrology and micro machining

2000

2001 Power sliding door system

2003 Intelligent Parking Assist (IPA) ⑩ (world's first)

2006 FWD 8-speed automatic transmission (world's first)

2009 Electric water pump for engine cooling



⑩ Intelligent Parking Assist (IPA) (world's first)

2010

2012 Fuel cell cogeneration system for residential use

2017 RWD 10-speed automatic transmission (world's first)

2019 1-motor hybrid transmission ⑪



⑪ 1-motor hybrid transmission

2020

eAxle ⑫



⑫ eAxle

Automotive Parts

Powertrain



eAxle offset design (150kw)



Medium torque capacity FWD 1-motor hybrid transmission



High torque capacity RWD multi stage hybrid transmission



High torque capacity RWD 10-speed automatic transmission



Drive shift CVT



Electric water pump for engine cooling



Electric water pump for inverter cooling



Variable valve timing



Variable intake manifold



Continuously variable capacity oil pump

CSS



Rideshare service "Choisoko"



Road maintenance and management support service "Michi Log"



Car navigation system



Logistics support service



Body



Power sliding door system



Power back door system



Sunroof



Grille shutter



Pneumatic seat

Chassis and Vehicle Safety Systems



Automated parking system



Driver monitoring system



Electronically controlled brake system



Disc brake



Active rear steering system

Aftermarket



Repair and maintenance products

Energy Solutions



Cogeneration system for residential use



Gas heat pump air-conditioner (GHP)



Shower-toilet seat



Peltier modules



Hydrogen station

New Business and Others



Personal mobility "ILY-Ai"



Delivery service "kariya meshi crew"



Fiber laser



Audio equipments("TAOC")



Home remodeling



Established

Aug. 31, 1965

Head Office

2-1 Asahi-machi, Kariya, Aichi
448-8650, Japan
Tel: +81-566-24-8441

Employees

37,368 (non - consolidated) /
about 120,000 (consolidated)
(as of Apr. 1, 2021)

Capital

¥45 billion

Representative

Moritaka Yoshida, President

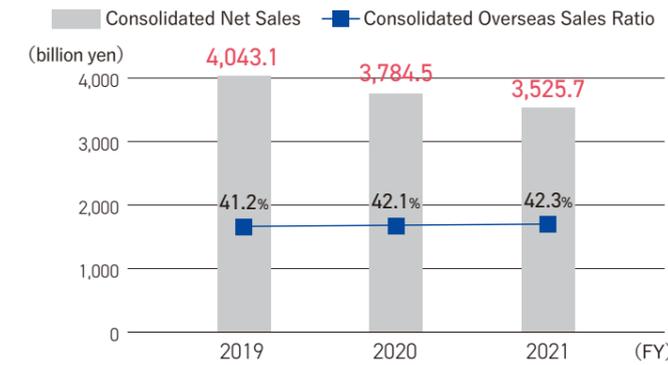
Businesses

Manufacture and sale of
automotive parts and energy- and
lifestyle-related products

Company Data

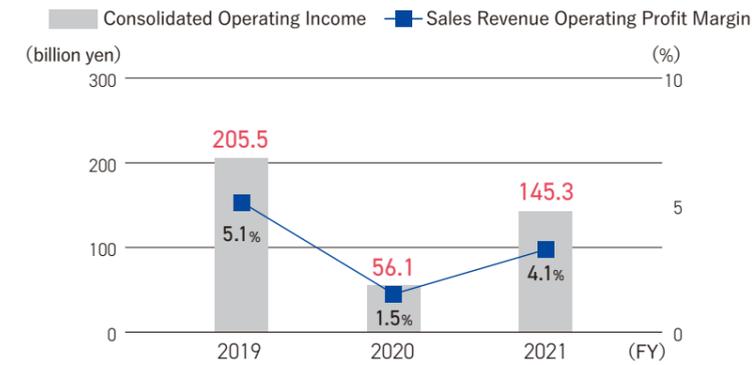
Consolidated Net Sales and Consolidated Overseas Sales Ratio

*Fiscal years run from Apr. 1 to Mar. 31 of the following year.



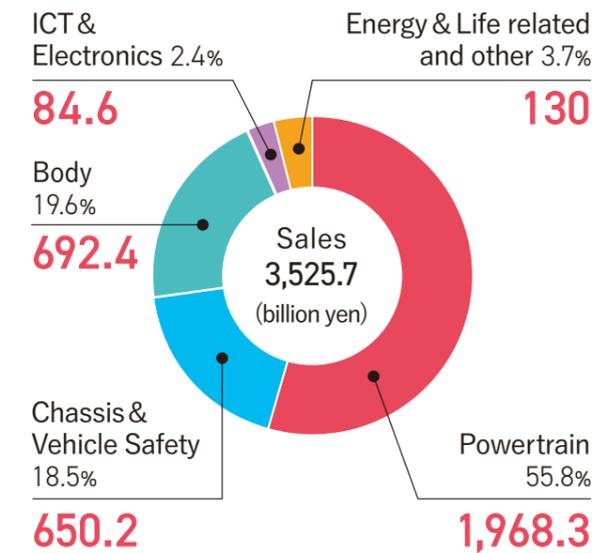
Consolidated Operating Income/Sales Revenue Operating Profit Margin

*Fiscal years run from Apr. 1 to Mar. 31 of the following year.



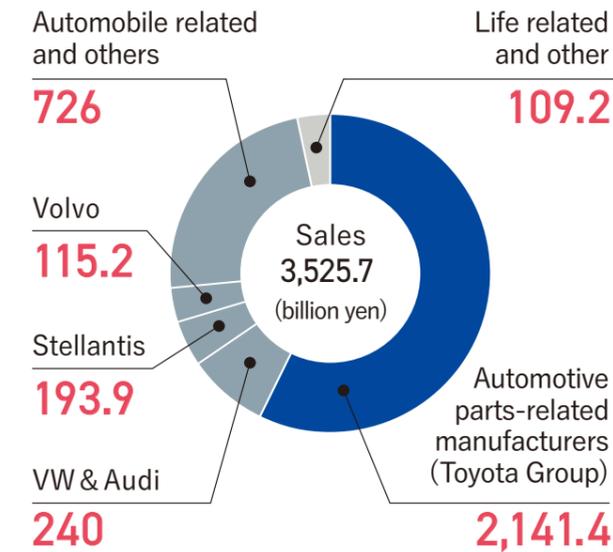
Consolidated Sales Breakdown by Product

(2021FY)



Sales by Manufacturer

(2021FY)



Plants

Anjo Plant

1-11-2, Mikawaanjo-cho, Anjo, Aichi, 446-8524 JAPAN

Shintoyo Plant

1 Tenuoh, Takaokashin-machi, Toyota, Aichi, 473-0921 JAPAN

Shinkawa Plant

4-75 Rokuken-cho, Hekinan, Aichi, 447-0861 JAPAN

Kinuura Plant

2-8-12, Kohnan-machi, Hekinan, Aichi, 447-0824 JAPAN

Ogawa Plant

1 Kukui, Ogawa-cho, Anjo, Aichi, 444-1162 JAPAN

Nishio Plant

80 Kowari, Minaminakane-cho, Nishio, Aichi, 445-0801 JAPAN

Handa Plant

4-29 Nitto-cho, Handa, Aichi, 475-0033 JAPAN

Anjo Plant I

10 Takane, Fujii-cho, Anjo, Aichi 444-1192 JAPAN

Anjo Plant II

10 Takane, Fujii-cho, Anjo, Aichi 444-1192 JAPAN

Anjo Motor Plant

10 Takane, Fujii-cho, Anjo, Aichi 444-1192 JAPAN

Okazaki Plant

6-18 Harayama, Oka-cho, Okazaki, Aichi 444-8564 JAPAN

Okazaki Electronics Plant

6-18 Harayama, Oka-cho, Okazaki, Aichi 444-8564 JAPAN

Okazaki East Plant

1-1 Aza-Oiri, Obata-cho, Okazaki, Aichi 444-3502 JAPAN

Okazaki Ikegane Plant

1-56 Aza-Nakaonri, Ikegane-cho, Okazaki, Aichi 444-3501 JAPAN

Okazaki Makihira Plant

3-32 Iwata, Makihira-cho, Okazaki, Aichi 444-3624 JAPAN

Tahara Plant

2-2 Midorigahama, Tahara, Aichi 441-3401 JAPAN

Gamagori Plant

24-3 Hama-cho, Gamagori, Aichi 443-8555 JAPAN

Shiroyama Plant

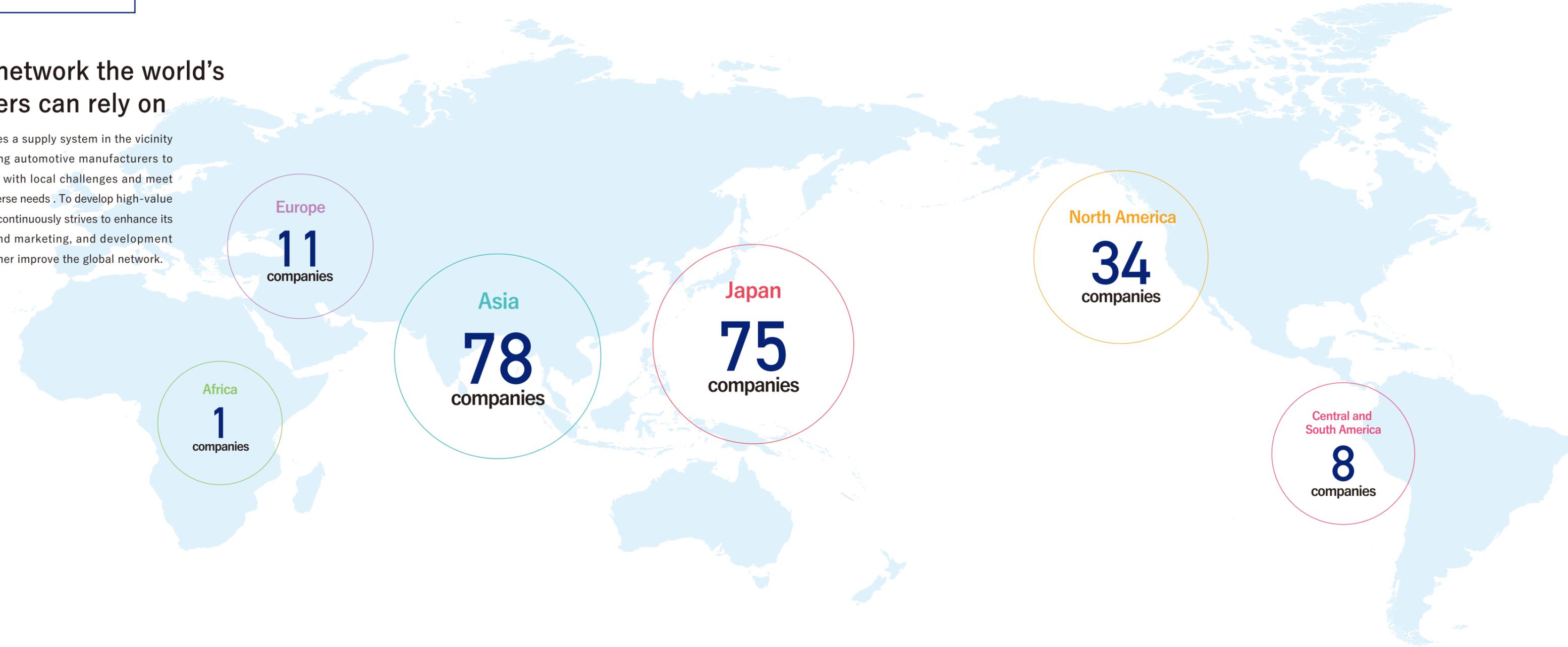
1 Shiroyama, Ojima-cho, Nishio, Aichi 445-0006 JAPAN

Kira Plant

155 Tomokunimatsushita, Kira-cho, Nishio, 444-0504 JAPAN

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AISIN Group

207
companies*

(as of April, 2021)

*Including Aisin.

*Does not include equity method companies