

Company Profile 2023

### AISIN CORPORATION

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



July 2023 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. 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.



President Moritaka Yoshida

#### Greetings

With the aim of realizing the corporate principle of the new Aisin "Inspiring 'movement,' creating tomorrow," Aisin Group has worked together to promote implementation of corporate behavior that contributes to the realization of a sustainable society, such as "contribution to the creation of a prosperous society" and "harmony with society and nature."

We believe that in order to build a sustainable society, it is vital for each and every employee to think and act on their own about how they can contribute to society through our business activities and continue to take on the challenge of solving social issues.

We don't only contribute to the evolution of real mobility, but also provide people around the world with a variety of mobility experiences that move people's hearts. By taking on the challenge of technological development, we will provide concrete solutions to various social issues, including carbon neutrality, and become a solutions company that realizes a society full of excitement and smiles.

### 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(SDG's), 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.

#### **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



#### Management Foundation



#### Common to entire group

#### Priority issue (materiality issue)

- Health/labor safety sanitation,human rights, promotion of diversification, ( > )more fulfilling work life, 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

#### Common to all business



#### Common to all business

#### Priority issue (materiality issue)

 Promoting sustainable industrialization by technological innovation

- CO<sub>2</sub> emission reduction, preventing contamination, reducing substances of concern, and enhancement of resource efficiency

#### 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

### **Initiatives to Achieve Carbon** Neutrality in 2050 —



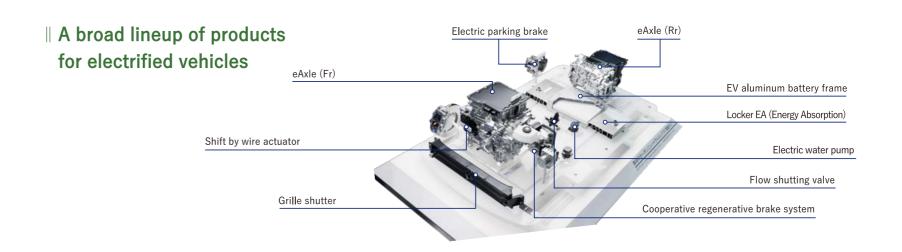
1 Contributing to reducing CO<sub>2</sub> emissions by automotive electrification

### 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 electric vehicles, including eAxle and heat management systems, and are contributing to CO<sub>2</sub> reduction and increase in power consumption and fuel efficiency of vehicles.



#### Electric 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 eAxle, hybrid transmissions and electrification units. We will continue to advance development of next-generation products to promote all-directional product development.

#### eAxle



eAxle (150kW

Electric 4WD unit



Hybrid transmission



FWD 1-motor hybrid transmission



RWD 2-motor multi-stage hybrid transmission

#### || 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.



Cooling module (Developed product)

#### Cooperative regenerative brake system

Mounted on electric vehicles such as HEVs and BEVs. Contributes to both brake feeling and energy recovery, and increases in power consumption efficiency.



### Initiatives to Achieve Carbon Neutrality in 2050 —



**2** Contributing to building an environmentally friendly community with clean energy

### Promotion of conversion to clean energy

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



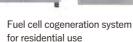
We strive to develop and popularize clean and highly efficient energy-related products, including fuel cells for residential use, promoting the creation of a zero carbon and recycling-oriented society.

#### 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



#### 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 contributes energy saving. Also, decentralization of energy, levels power demand to contribute to electricity peak shaving in summer.

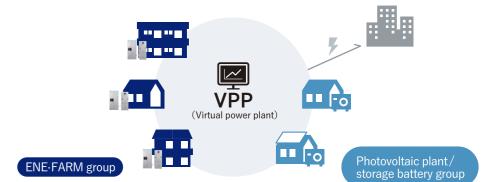


Gas heat pump air-conditioner (GHP)

#### 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 —

3 Promoting CO<sub>2</sub> emissions reduction in

production activities



CO<sub>2</sub> emissions reduction, contamination prevention, reduction of substances of concern, resource circulation, and enhancing of resource efficiency

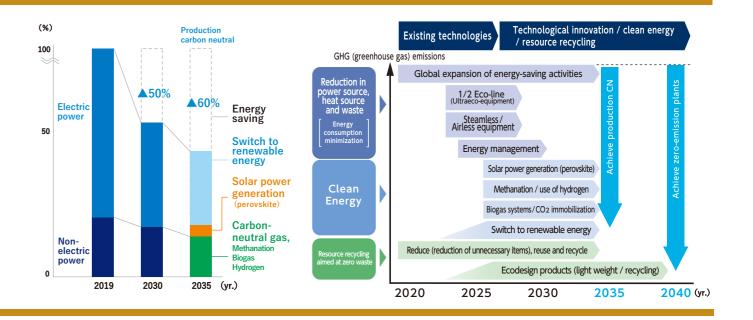


We are strengthening multiple initiatives toward an environmentally friendly society, including expanding the clean-energy factory system and recycling all wastewater from production processes.

#### Aiming to achieve net CO<sub>2</sub> zero in production activities

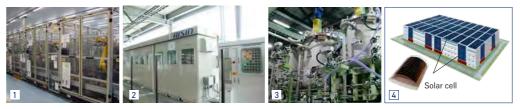
Focusing on three key themes: "reduction in power sources, heat sources and waste", "clean energy", and "resource recycling aimed at zero waste", AISIN has been striving to achieve production carbon neutrality by 2035, and achieve zero-emission plants by 2040.

While thoroughly saving energy, we will promote the development and introduction of perovskite solar cells and the switch to renewable energy. Regarding non-electric power, we will promote the switch to carbon-neutral gases while promoting electrification.



#### Aiming to achieve zero-emission plants that are friendly to the global environment and people

Aiming to achieve carbon neutrality, AISIN is working to realize zero emissions at its production plants by promoting the practical application of carbon neutral technologies, focusing on four key themes: " Power source/heat source/waste reduction," " Power generation/combustion," "CO<sub>2</sub> reuse," and "Energy management."



#### 1 Activities to reduce production lines by 1/2 (half)

AISIN is working to develop and introduce super eco equipment with the key features of reducing production equipment power sources/heat sources by 1/2, downsizing and high-speed synchronization. Furthermore, the company is striving to decrease CO<sub>2</sub> emissions by reducing production lines by 1/2 through production process reforms.

#### 3 Recovering and reusing CO<sub>2</sub>

In the process of demonstrating a technology to generate calcium carbonate from CO<sub>2</sub> contained in exhaust gas and industrial by-products by using an aqueous amino acid solution. The product can be reused for concrete in construction and other applications.

#### 2 CO<sub>2</sub> capture and storage, methanation

A methanation system that captures and storages CO<sub>2</sub> contained in the exhaust gas from the melting furnace and generates methane by reacting the CO<sub>2</sub> with hydrogen was introduced to our plant in FY2022. A full-scale demonstration has been started.

#### 4 Perovskite solar cell

AISIN is developing a next-generation solar cell that emits less CO<sub>2</sub> during manufacturing Featuring the advantages of being lightweight, thin and bendable, it can be installed on walls and curved surfaces. enabling a larger footprint than conventional solar cells.

### Aiming to Achieve Zero Fatal Traffic Accidents —

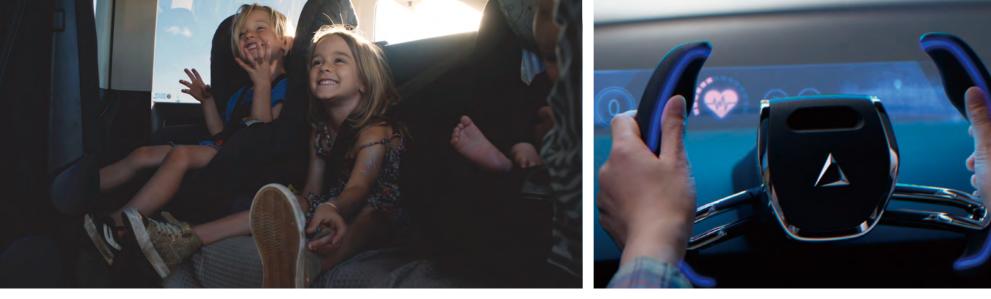


Achieving a safe, secure and comfortable vehicle society with the automated driving technology

### 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 —

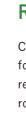


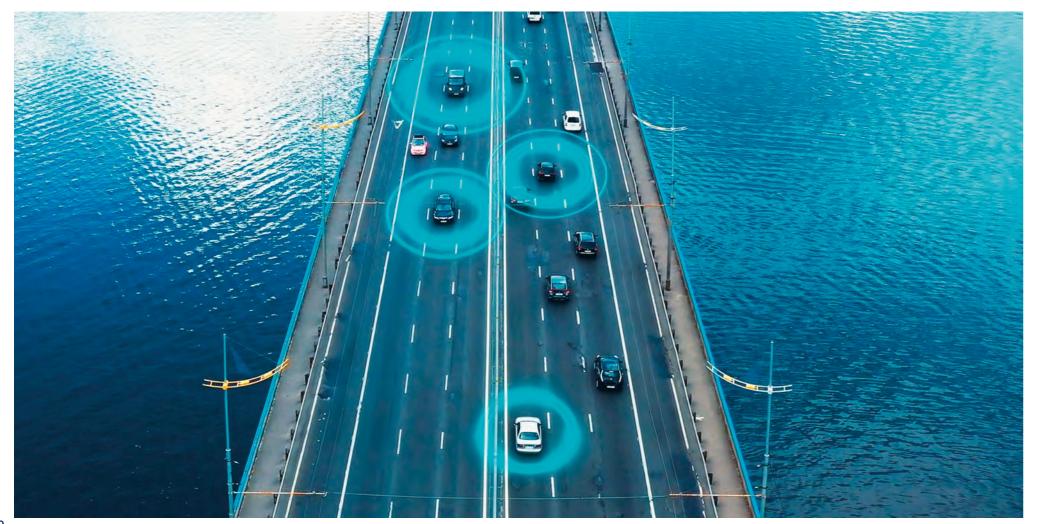
Providing comfortable movement to all people

### Promotion of health and welfare

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







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.

### Mobility

We aim to realize safe, comfortable and convenient mobility that delivers happiness and inspiration towards "movement" by combining multiple functions of the products we have developed to date and evolving them into advanced systems.

#### Smooth and stress-free entry and exit

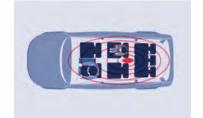


Large-opening doors combined with an electric ramp for smooth entry and exit



Door opening conforms to users

#### || Safety support inside and outside the vehicle using sensing technologies



Detecting an infant left alone in the vehicle with a single sensor



Ensuring safe entry and exit for users by checking the vehicle's surroundings even in areas where people and vehicles mix

#### Services

#### 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 reguinal characteristics and needs in cooperation with local auto dealerships, and now we operate Choisoko at more than 50 places across Japan.



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

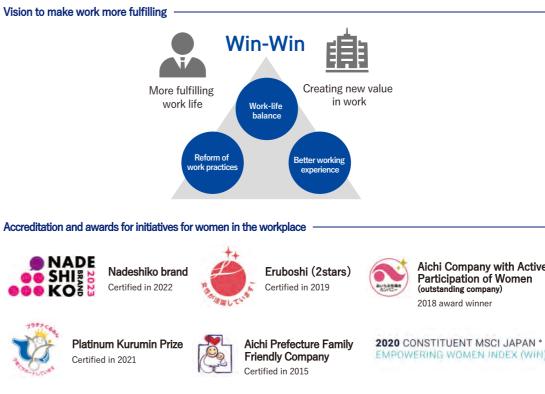




We are promoting initiatives to create a working environment where a diverse range of employees can thrive and be confident in their career.

#### 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.



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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 "Comprehensive Strength as 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 have 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. We will continue to accelerate our digital transformation and focus on the development of products for electric vehicles, clean energy technologies, and safe, comfortable, and convenient mobility products and services to achieve carbon neutrality, thereby further strengthening our competitiveness.

# 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 and electronics fields.

#### Surveys

Grasping the current situation of market trends and advanced technologies

#### Advanced research

Conducting research at sites for basic research and advanced research and development inside and outside Japan

#### Product Development

Developing the latest products with a focus on electrification and clean energy technologies

### World's first technologies and products created here

Hybrid transmission, voice car navigation system, automated parking system

#### 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 automotive fields but also joint research and development related to artificial inteligence and open innovation with outstanding technical startups.



Tokyo Research Center

# 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 Al 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.



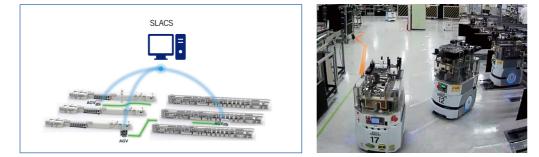
High-density coil winding machine for motors

# 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.



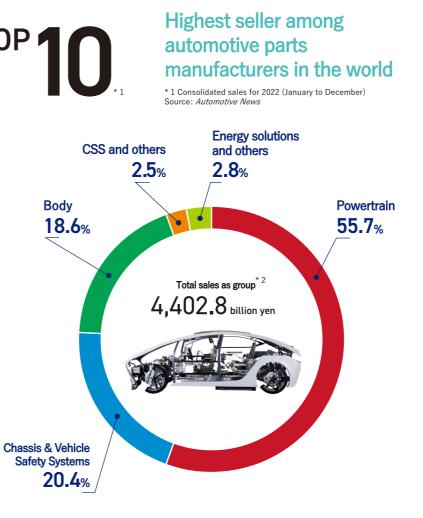
Smart Logistics & Assorting Command System(SLACS), which has achieved flexible production



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.

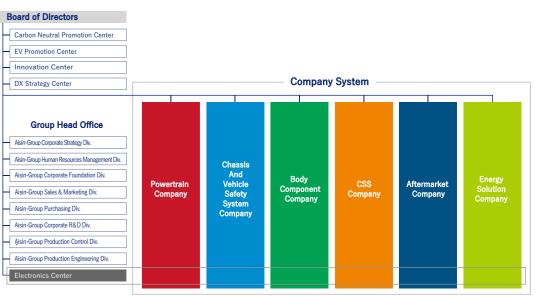
### Aisin's Strength | Comprehensive Strength as Group

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.



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

Since Aisin Seiki was first established in 1965, 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, 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 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

#### **Corporate History**

### 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 Kogvo Co., Ltd.

#### 1945

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

### 1940

#### **1946** Home-use sewing machines 1

- **1947** Clutch disc

1 Home-use sewing machines

#### 1953 Shinkawa Sangyo Co., Ltd. was renamed Shinkawa Kogyo Co., Ltd.





1950

1953 Oil pump

1954 Door latch

1955 Bumper jack

22-speed semi-automatic transmission

#### Aisin Seiki Co., Ltd. was established.



1965

Aichi Kogvo 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.



### 1960

- **1961** 2-speed semi-automatic transmission 2 (Japan's first)
- 1963 Piston
- 1964 Intake manifold
- 1966 Toyota bed 3
- 1967 Wet friction material



4 Shower-toilet seat

#### Aisin's first overseas subsidiary was established.

Fujioka Proving Ground was

Aisin Seiki was the first automotive

components manufacturer to

construct a comprehensive quality

testing facility with a dedicated



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

1970

1970

constructed.

driving test course.

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.

### 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

#### 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 Ouality 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.

### 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

#### 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.

### 1990

- **1992** Voice navigation system 8 (world's first)
- **1998** Femtosecond fiber lasers for metrologyand micro machining 9
- **1999** Parking assist systems (world's first)

8 Voice navigation system



9 Femtosecond fiber lasers for metrology and micro machining

#### 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.

### 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)

#### 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.

### 2010

- **2012** Fuel cell cogeneration system for residential use
- 2017 RWD 10-speed automatic transmission (world's first)
- 2019 FWD 1-motor hybrid transmission 1



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.

### 2020

2020 eAxle12



≫22

11 FWD 1-motor hybrid transmission

### Automotive Parts

#### Powertrain



eAxle (150kW)







eAxle (80kW)

FWD 1-motor hybrid transmission

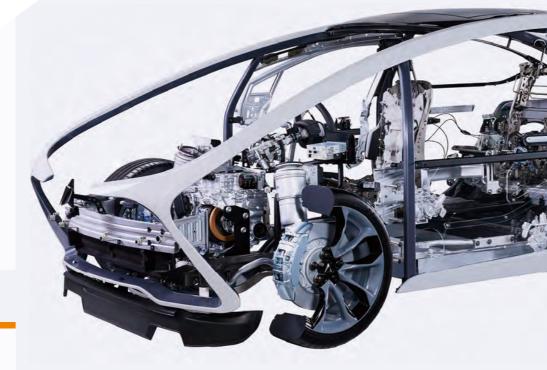


hybrid transmission





Electric water pump for battery cooling





RWD 2-motor multi-stage hybrid transmission

RWD 10-speed automatic transmission



CVT



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

Active front spoiler

### Chassis and Vehicle Safety Systems









Disc brake



Automated parking system

Driver monitoring system

Cooperative regenerative brake system

Active rear steering system

#### Aftermarket



Repair and maintenance products



Store operations " Jms Komaki Minami"

### 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"

デリバリーサービス







Delivery service "meshi crew"

Fine water particle "AIR"

Audio equipments("TAOC")

Home remodeling

### **Corporate Profile**



#### Established

Aug. 31, 1965

#### Head Office

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

#### Representative

Moritaka Yoshida, President

#### Employees

35,610 (non-consolidated)/ 116,649(consolidated) (as of Mar.31, 2023)

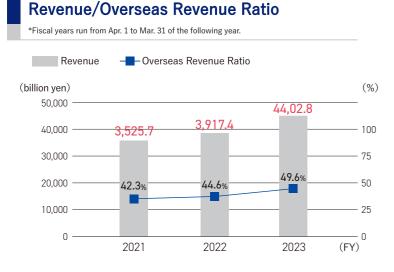
#### Businesses

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

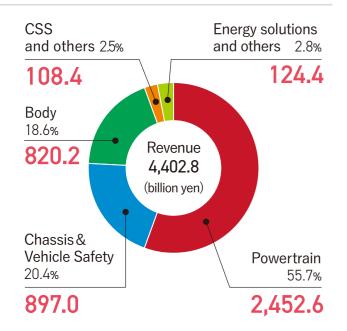
#### Capital

¥45 billion

### | Company Data



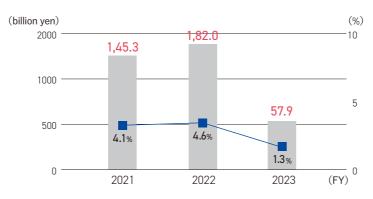
### Revenue Breakdown by Product



#### Operating Profit/ **Revenue Operating Profit Margin**

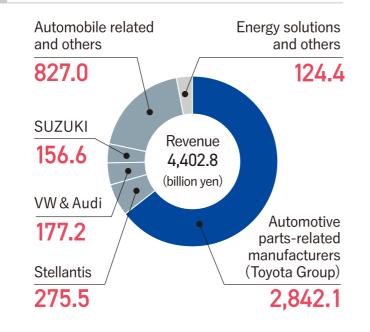
\*Fiscal years run from Apr. 1 to Mar. 31 of the following year.

Operating Profit



Revenue by Customer

(FY2023)



### Plants

#### Anio Plant

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

#### Anio Plant I

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

#### Anio 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 Ikegane Plant

1-56 Aza-Nakaoiri, Ikegane-cho Okazaki, Aichi 444-3501 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 Makihira Plant

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

#### Ogawa Plant

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

#### Gamagori Plant

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

#### **Kinuura Plant**

Shintoyo Plant

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

1 Tennoh, Takaokashin-machi,

Toyota, Aichi, 473-0921 JAPAN

#### Kira Plant

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

#### Tahara Plant

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

#### Shiroyama Plant

Nishio Plant

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

80 Kowari, Minaminakane-cho

Nishio, Aichi, 445-0801 JAPAN

#### Shinkawa Plant

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

#### Handa Plant

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

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