

# Capital Strategy (Financial/Production Capital and Intellectual/Human Capital)

**AISIN CORPORATION**  
**Shintaro Ito**  
**Board of Director/Chief Administrative Officer**

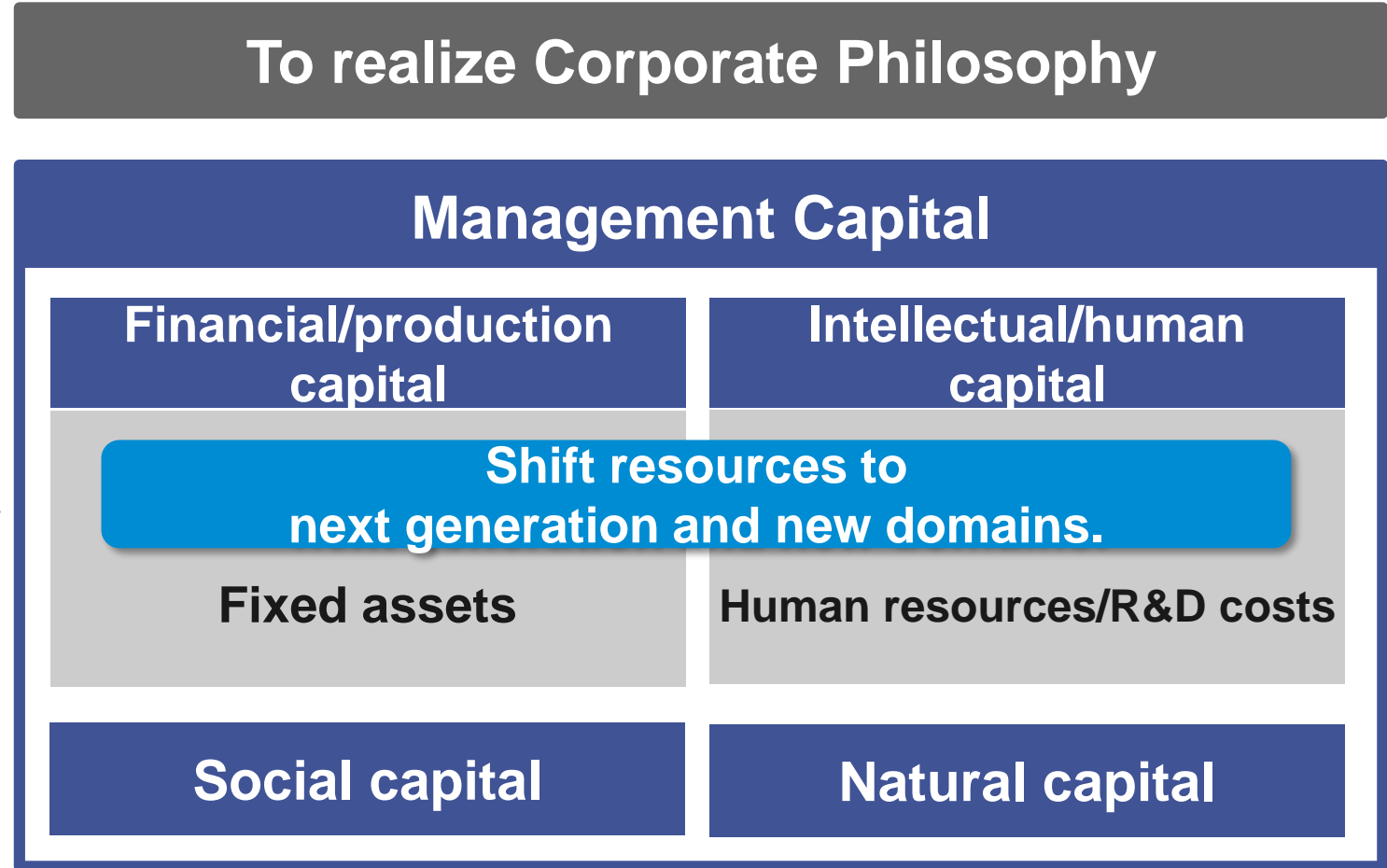
**2022.11.24**

# Capital Strategy to accelerate Group's business management

A new position CAO\* has been established to accelerate our Group's business management.

“Stronger management base and improved profitability of our existing businesses”

“Investment in future growth for survival”

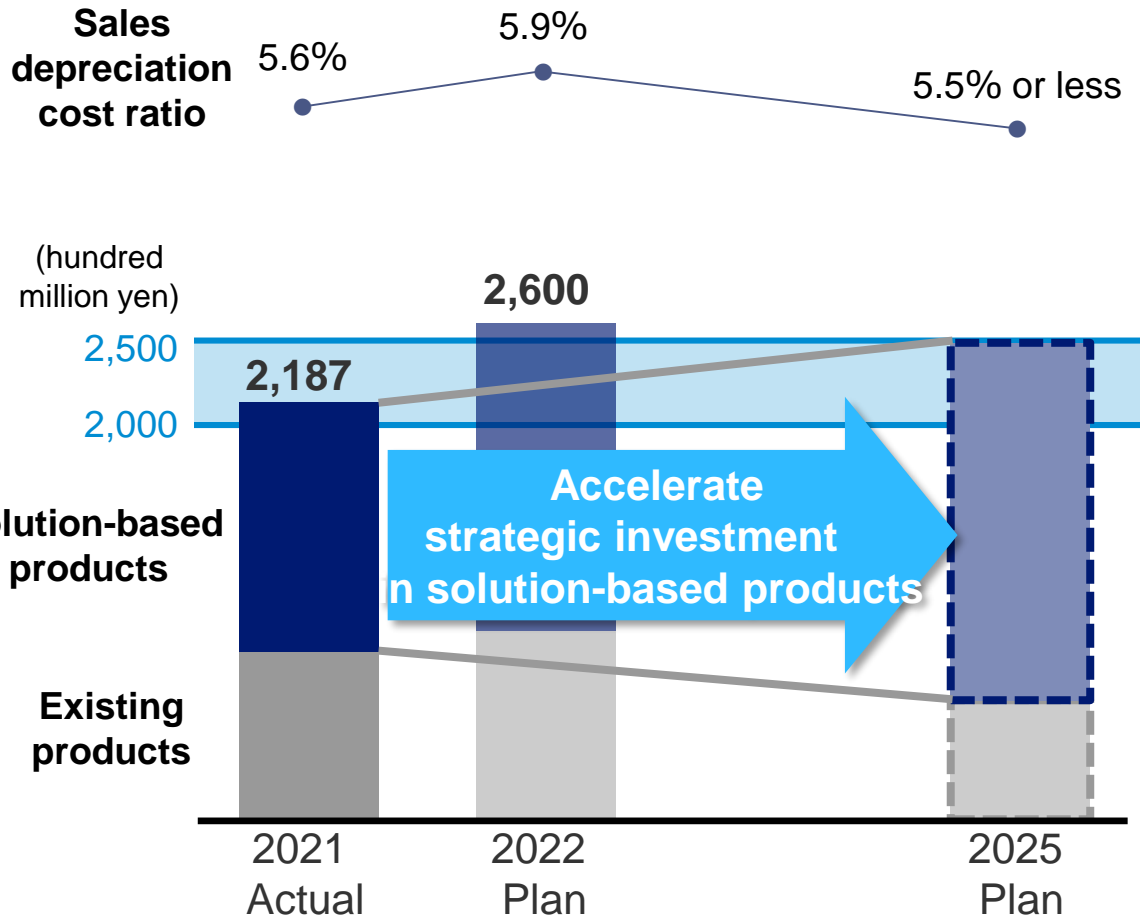


\* CAO stands for Chief Administrative Officer, which was put in place in April 2022. The CAO is responsible for the optimal allocation of the Group's resources and maximization of profits to accelerate the Group's business management.

**We aim for sustainable business management by optimally allocating our Group's resources.**

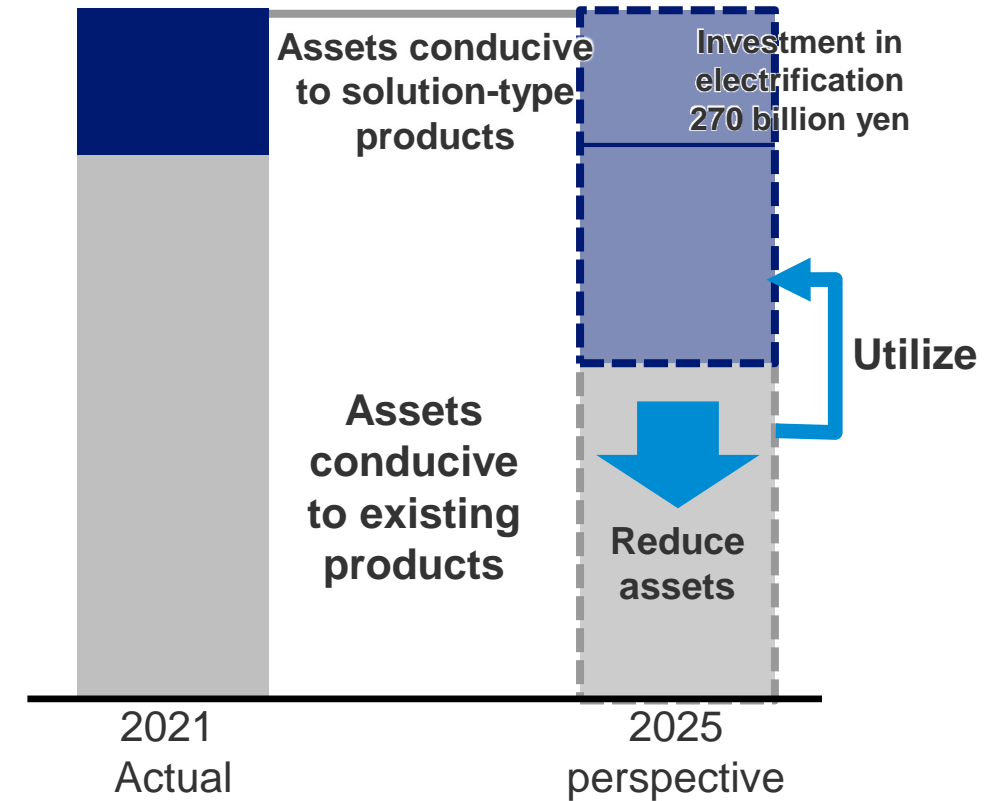
# Financial/Production Capital (Capital Expenditure)

## Breakdown of CAPEX



## Breakdown of business assets

Shift the contents worth **about 1,500 billion yen.**



**Business assets will be shifted to solution-type products by strategic investment and the use of existing facilities and equipment.**

# Intellectual/Human Capital (Re-Skilling)

As a company tackling changes in car manufacturing, AISIN needs reskilling to develop human resources that are adaptable to change.

## Realization of Group Philosophy



Electrification

- Reskilling of electrification developers: 200 people in FY2022 (motors, energy management, etc.)

Control/software

- Raising the level of digital literacy of personnel
- Implementing a plan to shift from hardware to software

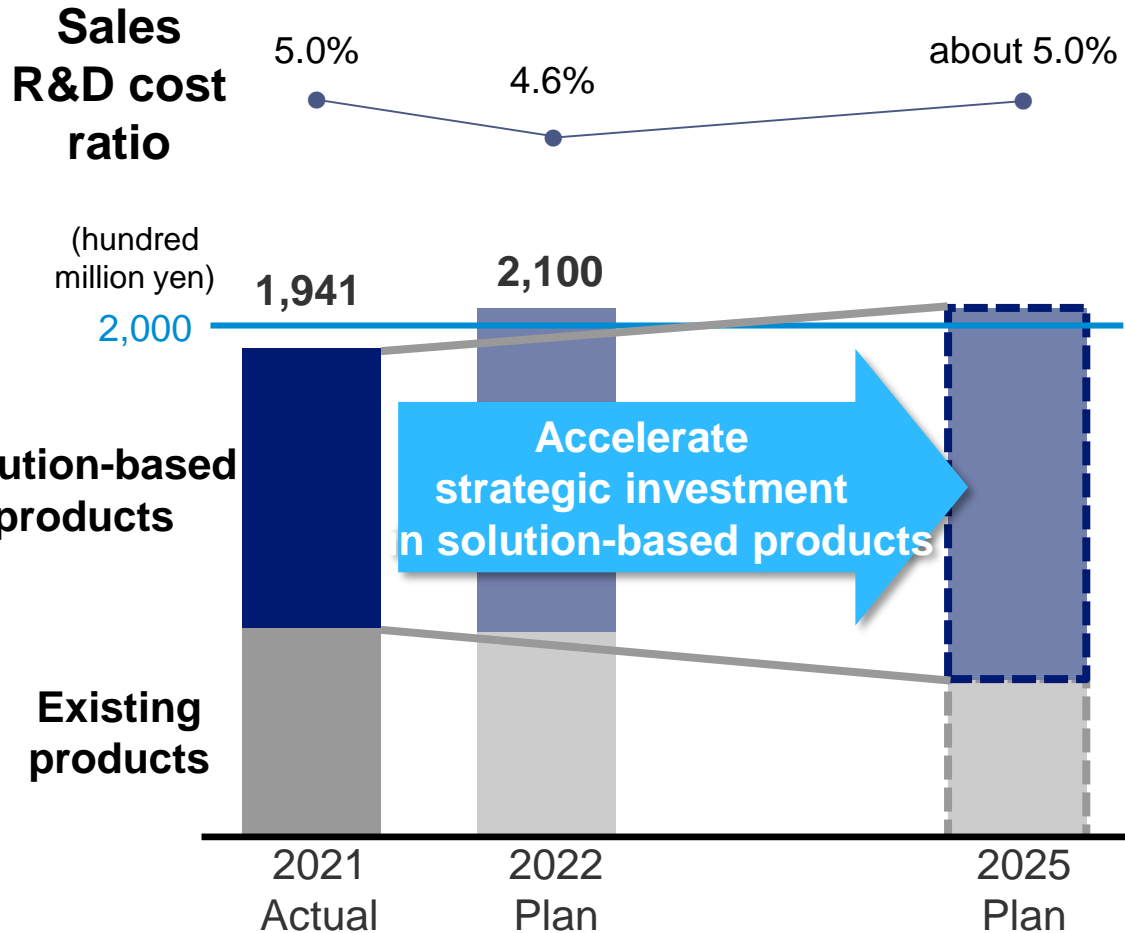
DX

- In-house human resource development to secure personnel dedicated to MBD (250 people up to FY2025)
- Basic education to increase AI personnel to 1,400 in FY2025
- DX basic training for all employees

Personnel with the new skills acquired by re-skilling will accelerate the shift of resources.

# Intellectual/Human Capital (R&D Costs)

## Breakdown of R&D investment



## Improving development efficiency

**30% reduction**  
of development period by the use of  
MBD and DX (targeting 2025)

## Shifting resources to next generation/new domains

- Established an EV promotion center to proactively shift to the electrification domain
- Make a concerted effort across the Group to strengthen the area of brakes
- Accelerate the development in the area of relief, comfort, and convenience by *obeya katsudo* (large room activity)

**We will make development more efficient by the use of MBD/DX and shift to focused areas.**



**Assets (people, goods, and money) will be effectively used with our portfolio appropriately restructured.**

## Group Philosophy



Inspiring “movement,”  
creating tomorrow