



On June 23, 2005, I stepped down as President, and assumed the post of Chairman. For the last 10 years since I assumed this position, I have endeavored to contribute to local communities via corporate operations by constructing bases in markets around the world and build a global network in the spirit of mutual growth so that AISIN can achieve worldwide growth as a global supplier. As a result of these efforts, the scale of our business has expanded to reach net sales nearing ¥2,000,000 million, at ¥1,829,065 million. However, I am still cognizant of the need for greater effort to meet the needs of customers around the world.

Aisin Seiki is entering its 40th year of operations this year, and in the term ahead, we will continue to gain the absolute trust of customers as we strive to become a Group that can compete in the global arena.

July 2005

A handwritten signature in black ink that reads "K. Toyoda". The signature is written in a cursive, flowing style.

Kanshiro Toyoda  
Chairman



**I assumed the post of President at the General Meeting of Shareholders and Board of Directors Meeting. Assuming such an immense responsibility in this crucial management role has been a deeply sobering experience.**

**Until now, I have been involved in automobile and manufacturing related operations from the perspective of automobile manufacturers. I am now determined to leverage this expertise to ensure AISIN's continued prosperity.**

**As the customer-first philosophy becomes a cornerstone of operations, we will further advance efforts to impress consumers with the excellence of our products both in terms of quality and environmentalism. Concurrently, we aim to offer attractive products and make AISIN the top brand in the world. We ask for your continued understanding and support in the term ahead.**

**July 2005**

A handwritten signature in black ink, which appears to read "Y. Yamauchi". The signature is written in a cursive style.

**Yasuhito Yamauchi  
President**