

To Our Shareholders and Stakeholders



Chairman Kanshiro Toyoda

President Yasuhito Yamauchi

During the fiscal year, beginning April 1, 2005 and ending March 31, 2006, consolidated net sales amounted to ¥2,120,589 million, an increase of 15.9% from the previous fiscal year. At the profit level, operating income totaled ¥118,097 million, up 24.2%; ordinary income amounted to ¥125,097 million, a rise of 27.1%; and net income was ¥61,096 million, an increase of 30.8%. Each of these figures represents all-time highs. Moreover, year-end cash dividends per share amounted to ¥19.00. Together with interim cash dividends per share of ¥13.00, total cash dividends per share for the fiscal year amounted to ¥32.00, representing an ¥8.00 increase in dividends compared with the previous fiscal year.

The business environment is unclear, as the world economy faces numerous uncertainties that include soaring prices for such raw materials as crude oil, steel and aluminum as well as exchange rate fluctuations and intensifying price competition. Amid this environment, together with adequately addressing immediate challenges, the AISIN Group will combine its collective strengths and proactively undertake initiatives to strengthen global competitiveness and its corporate constitution along with aiming to become a preeminent global brand. To that end, we will accelerate the development of system products that create new markets in fields related to the "environment," "safety" and "comfort." Concurrently, we will strive to improve *mono-zukuri* (manufacturing expertise in value-added products) by cultivating human resources and developing new production methods and will actively propose products that ensure the satisfaction of our customers. Additionally, we will build a global supply network by further upgrading our production, development and sales structures in Japan as well as in North America, Australia, Asia and Europe, as we establish a structure capable of responding quickly to customer needs in regions worldwide.

As a company trusted by society, we aim to be a top environmental player by steadily promoting our five-year environmental preservation plan that is based on our newly formed "Fourth Environmental Action Plan." In tandem, we are undertaking corporate citizenship activities with emphasis on development of local communities, preservation of the natural environment and the nurturing of young people, while continually making earnest efforts to undertake highly fair and transparent business activities and develop into a company that attains growth and development in harmony with society.

We ask our shareholders and stakeholders for their continued support and guidance.

July 2006

Chairman

President