

Management Data

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Summarized Financial Data for Nine Years AISIN SEIKI CO., LTD. and Its Subsidiaries Years ended March 31

	Millions of Yen		
	2000	2001	2002
Net Sales	¥ 1,000,643	¥ 1,128,484	¥ 1,221,916
Domestic Sales	847,408	904,040	968,878
Overseas Sales	153,234	224,443	253,037
Operating Income	50,795	64,816	60,644
Net Income	17,978	-7,230	25,651
Total Assets	928,918	1,104,641	1,146,819
Shareholders' Equity	362,394	414,671	431,872
Capital Stock	41,140	41,140	41,140
Capital Expenditures (Cash Flows)	84,750	80,853	81,258
Depreciation	82,342	82,650	80,238
Research and Development Expenses	53,086	58,831	67,665
Return on Equity (ROE)	5.4 %	-1.9 %	6.1 %

	Yen		
	2000	2001	2002
Per Share of Common Stock			
Net Income — Basic	¥ 64.36	¥ -25.89	¥ 91.84
Net Income — Diluted	61.14	—	86.76
Shareholders' Equity	1,297.21	1,484.53	1,546.21
Cash Dividends		12.00	13.00
Average Number of Shares (in thousands)	279,364	279,329	279,322
Equity to Assets Ratio	39.0 %	37.5 %	37.7 %
Number of Employees	32,860	36,343	40,234

- Notes: 1. Income per share of capital stock is calculated by dividing net income by the weighted-average number of shares outstanding during the reported period, and Shareholders' equity per share of common stock is calculated based on the number of shares outstanding at year-end.
2. Effective beginning the year ended March 31, 2005, the "Accounting Standards for Net Income per Share (Corporate Accounting Standard No. 2)" and "Guidelines for the Application of Accounting Standards for Net Income Per Share (Guidelines for the Application of Corporate Accounting Standards No. 4)" issued by the Accounting Standards Board of Japan on September 25, 2002 have been applied.
3. Effective beginning the year ended March 31, 2007, the "Accounting Standard for Presentation of Net Assets in the Balance Sheet (Corporate Accounting Standard No. 5)" and "Guidance on Accounting Standard for Presentation of Shareholders' equity in the Balance Sheet (Accounting Standards Board of Japan Guidance No. 8)" issued by the Accounting Standards Board of Japan on December 9, 2005 have been applied.
4. The number of consolidated subsidiaries and affiliates accounted for by the equity method is as follows.

	2000	2001	2002
Consolidated Subsidiaries	49	89	102
Affiliates Accounted for by the Equity Method	7	13	15

Refer to *Financial Data 2008, the Securities Report* extract, for more information.

Millions of Yen					
2003	2004	2005	2006	2007	2008
¥ 1,408,012	¥ 1,605,252	¥ 1,829,064	¥ 2,120,588	¥ 2,378,611	¥ 2,700,405
1,103,979	1,208,311	1,269,497	1,406,584	1,520,081	1,661,827
304,033	396,940	559,567	714,004	858,530	1,038,578
80,600	86,768	95,110	118,096	131,034	180,484
47,994	34,719	46,718	61,095	66,889	91,654
1,224,311	1,382,584	1,503,313	1,853,458	2,037,896	2,097,727
428,602	506,260	552,752	678,881	955,853	994,592
41,140	45,049	45,049	45,049	45,049	45,049
115,355	147,586	162,327	218,753	224,433	204,845
86,350	97,563	105,968	123,033	145,276	167,482
80,074	89,076	95,545	95,148	103,749	115,330
11.2 %	7.4 %	8.8 %	9.9 %	9.3 %	12.0 %

Yen					
2003	2004	2005	2006	2007	2008
¥ 171.98	¥ 126.11	¥ 159.94	¥ 209.15	¥ 233.03	¥ 322.50
161.28	118.38	159.77	208.86	232.71	322.15
1,612.96	1,771.12	1,928.58	2,361.66	2,662.78	2,725.67
15.00	18.00	24.00	32.00	40.00	60.00
273,746	267,404	285,807	286,628	287,038	284,197
35.0 %	36.6 %	36.8 %	36.6 %	37.2 %	36.6 %
44,132	47,616	53,237	59,587	66,383	73,509

2003	2004	2005	2006	2007	2008
106	114	122	132	141	148
14	14	14	14	12	11

Management Data Economic aspects

Consolidated Balance Sheets AISIN SEIKI CO., LTD. and Its Subsidiaries Years ended March 31, 2008 and 2007

Category	Millions of Yen	
	FY2007 (As of Mar. 31, 2007)	FY2008 (As of Mar. 31, 2008)
ASSETS		
I Current assets		
1 Cash and deposits	¥ 98,628	¥ 102,293
2 Notes and accounts receivable-trade	363,726	373,697
3 Short-term investment securities	38,622	95,636
4 Inventories	168,762	175,360
5 Deferred tax assets	48,386	58,131
6 Others	49,974	65,543
Allowance for doubtful accounts	-732	-746
Total current assets	767,369	869,917
II Noncurrent assets		
1 Property, plant and equipment		
(1) Buildings & structures	503,781	536,086
Accumulated depreciation	-263,730	-282,709
(2) Machinery, equipment and vehicles	1,370,565	1,365,899
Accumulated depreciation	-887,688	-936,366
(3) Tools, furniture and fixtures	234,287	248,379
Accumulated depreciation	-191,736	-206,768
(4) Land	88,412	94,649
(5) Construction in progress	48,301	56,602
Total property, plant and equipment	839,192	875,773
2 Intangible assets		
(1) Goodwill	3,566	6,793
(2) Software	10,068	11,641
(3) Others	2,504	2,450
Total intangible assets	16,139	20,885
3 Investments and other assets		
(1) Investment securities	357,422	267,509
(2) Long-term loans receivable	4,259	4,403
(3) Deferred tax assets	24,228	28,369
(4) Others	29,773	31,313
Allowance for doubtful accounts	-488	-445
Total investments and other assets	415,194	331,150
Total noncurrent assets	1,270,526	1,227,810
Total assets	¥2,037,896	¥2,097,727

Millions of Yen

Category	FY2007 (As of Mar. 31, 2007)	FY2008 (As of Mar. 31, 2008)
LIABILITIES		
I Current liabilities		
1 Notes and accounts payable-trade	¥ 359,873	¥ 372,058
2 Short-term loans payable	30,518	28,647
3 Current portion of bonds	15,000	—
4 Accounts payable-other	47,907	57,939
5 Accrued expenses	130,345	150,668
6 Income taxes payable	41,647	42,206
7 Deposits received from employees	16,883	16,996
8 Provision for product warranties	16,133	18,962
9 Provision for directors' bonuses	1,700	1,996
10 Others	19,060	14,802
Total current liabilities	679,070	704,280
II Noncurrent liabilities		
1 Bonds payable	20,000	39,988
2 Long-term loans payable	221,076	227,664
3 Deferred tax liabilities	72,627	40,312
4 Provision for retirement benefits	79,793	82,018
5 Provision for directors' retirement benefits	7,185	6,233
6 Long-term accounts payable-other	1,052	214
7 Negative goodwill	121	452
8 Others	1,116	1,970
Total noncurrent liabilities	402,972	398,854
Total liabilities	1,082,042	1,103,134
NET ASSETS		
Shareholders' equity		
I 1 Capital stock	45,049	45,049
2 Capital surplus	57,891	58,825
3 Retained earnings	501,009	578,969
4 Treasury stock	-1,567	-20,738
Total shareholders' equity	602,382	662,106
Valuation and translation adjustments		
II 1 Valuation difference on available-for-sale securities	145,136	88,130
2 Deferred gains or losses on hedges	-667	-1,184
3 Foreign currency translation adjustment	11,892	18,071
Total valuation and translation adjustments	156,361	105,016
Subscription rights to shares	167	601
III Minority interests	196,941	226,867
IV Total net assets	955,853	994,592
Total liabilities and net assets	¥2,037,896	¥2,097,727

Consolidated Statements of Income

AISIN SEIKI CO., LTD. and Its Subsidiaries Years ended March 31, 2008 and 2007

Category	Millions of Yen	
	FY2007 (Apr.2006 through Mar.2007)	FY2008 (Apr.2007 through Mar.2008)
I Net sales	¥2,378,611	¥2,700,405
II Cost of sales	2,060,667	2,315,204
Gross profit	317,944	385,201
III Selling, general and administrative expenses		
1 Packing and delivery expenses	33,572	37,806
2 Provision for product warranties	2,330	1,242
3 Product repair costs	17,773	20,400
4 Salaries and allowances	51,381	54,620
5 Provision for directors' bonuses	1,700	1,986
6 Retirement benefit expenses	1,963	2,020
7 Provision for directors' retirement benefits	1,569	1,722
8 Depreciation	6,177	7,316
9 License fee	11,542	13,097
10 Research and development expenses	6,473	5,376
11 Others	52,422	59,127
Operating income	131,034	180,484
IV Non-operating income		
1 Interest income	651	747
2 Dividends income	4,083	5,228
3 Gain on sales of securities	549	354
4 Rent income on noncurrent assets	820	668
5 Foreign exchange gains	792	—
6 Equity in earnings of affiliates	6,302	8,730
7 Miscellaneous income	8,501	11,686
V Non-operating expenses		
1 Interest expenses	3,546	3,801
2 Loss on sales and retirement of noncurrent assets	5,876	4,523
3 Loss on valuation of securities	102	1,618
4 Foreign exchange losses	—	3,860
5 Miscellaneous loss	8,925	7,787
Ordinary income	134,287	186,309
Income before income taxes and minority interests	134,287	186,309
Income taxes-current	51,765	67,776
Income taxes-deferred	-6,989	-10,078
Minority interests in income	22,622	36,956
Net income	¥ 66,889	¥ 91,654

Consolidated Statements of Cash Flows

AISIN SEIKI CO., LTD. and Its Subsidiaries Years ended March 31, 2008 and 2007

Millions of Yen

Category	Millions of Yen	
	FY2007 (April 1, 2006 through March 31, 2007)	FY2008 (April 1, 2007 through March 31, 2008)
I Net cash provided by (used in) operating activities		
1 Income before income taxes	¥ 134,287	¥ 186,309
2 Depreciation and amortization	145,276	167,482
3 Increase (decrease) in provision for retirement benefits	1,538	2,204
4 Increase (decrease) in provision for directors' retirement benefits	648	-944
5 Interest and dividends income	-4,735	-5,975
6 Interest expenses	3,546	3,801
7 Equity in (earnings) losses of affiliates	-6,302	-8,730
8 Loss on retirement of property, plant and equipment	5,687	3,668
9 Decrease (increase) in notes and accounts receivable-trade	-20,736	-8,260
10 Decrease (increase) in inventories	-14,423	-6,494
11 Increase (decrease) in notes and accounts payable-trade	26,186	14,104
12 Decrease (increase) in prepaid pension costs	-1,743	-1,612
13 Others	973	19,276
Subtotal	270,202	364,829
14 Interest and dividends income received	5,753	8,025
15 Interest expenses paid	-2,814	-3,993
16 Income taxes paid	-44,738	-69,613
Net cash provided by (used in) operating activities	228,402	299,247
II Net cash provided by (used in) investment activities		
1 Decrease (increase) in time deposits and securities	-6,575	-503
2 Purchase of property, plant and equipment	-224,433	-204,845
3 Proceeds from sales of property, plant and equipment	7,850	6,901
4 Purchase of investment securities	-11,708	-14,100
5 Proceeds from sales of investment securities	-2,085	-1,395
6 Proceeds from sales of investment securities	1,396	595
7 Proceeds from redemption of investment securities	5,496	5,779
8 Payments of loans receivable	-1,399	-972
9 Collection of loans receivable	938	1,092
10 Others, net	-6,092	-10,395
Net cash provided by (used in) investment activities	-236,614	-217,844
III Net cash provided by (used in) financing activities		
1 Net increase (decrease) in short-term loans payable	-5,299	-9,784
2 Proceeds from long-term loans payable	50,209	28,000
3 Repayment of long-term loans payable	-18,995	-13,587
4 Proceeds from issuance of bonds	—	19,988
5 Redemption of bonds	-650	-15,000
6 Proceeds from stock issuance to minority shareholders	52	644
7 Cash dividends paid	-9,952	-13,687
8 Cash dividends paid to minority shareholders	-3,663	-6,793
9 Purchase of treasury stock	-33	-19,436
10 Proceeds from disposal of treasury stock	1,695	1,973
Net cash provided by (used in) financing activities	13,361	-27,682
IV Effect of exchange rate change on cash and cash equivalents	2,946	217
V Net increase (decrease) in cash and cash equivalents	8,094	53,937
VI Cash and cash equivalents at beginning of year	128,212	136,307
VII Cash and cash equivalents at end of year	¥ 136,307	¥ 190,245

Management Data Economic aspects

Consolidated Statements of Changes in Net Assets

AISIN SEIKI CO., LTD. and Its Subsidiaries Years ended March 31, 2008 and 2007

FY2007 (April 1, 2006 through March 31, 2007)

	Millions of Yen				
	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance as of March 31, 2006	¥ 45,049	¥ 63,262	¥ 445,241	¥ -1,820	¥ 551,732
Increase (decrease) in FY2007					
Dividends from surplus of profit appropriation			-5,401		-5,401
Dividends from surplus			-4,556		-4,556
Directors' bonuses from profit appropriation			-1,162		-1,162
Net income			66,889		66,889
Change from internal dealings of common stock for treasury		-6,057		-445	-6,503
Purchase of treasury stock				-18	-18
Disposal of treasury stock		686		717	1,403
Net changes of items other than shareholders' equity					
Total changes of items during the period	—	-5,371	55,768	253	50,649
Balance as of March 31, 2007	¥ 45,049	¥ 57,891	¥ 501,009	¥ -1,567	¥ 602,382

	Millions of Yen						
	Valuation and translation adjustments				Subscription rights to shares	Minority interests	Total Net assets
	Inserted directly into net assets	Deferred gains or losses on hedges	Foreign currency translation adjustment	Total valuation and translation adjustments			
Balance as of March 31, 2006	¥ 123,720	¥ —	¥ 3,427	¥ 127,148	¥ —	¥ 172,183	¥ 851,064
Increase (decrease) in FY2007							
Dividends from surplus of profit appropriation							-5,401
Dividends from surplus							-4,556
Directors' bonuses from profit appropriation							-1,162
Net income							66,889
Change from internal dealings of common stock for treasury						-1,809	-8,312
Purchase of treasury stock							-18
Disposal of treasury stock							1,403
Net changes of items other than shareholders' equity	21,415	-667	8,464	29,212	167	26,568	55,948
Total changes of items during the period	21,415	-667	8,464	29,212	167	24,758	104,788
Balance as of March 31, 2007	¥ 145,136	¥ -667	¥ 11,892	¥ 156,361	¥ 167	¥ 196,941	¥ 955,853

FY2008 (April 1, 2007 through March 31, 2008)

	Millions of Yen				
	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance as of March 31, 2007	¥ 45,049	¥ 57,891	¥ 501,009	¥ -1,567	¥ 602,382
Increase (decrease) in FY2008					
Dividends from surplus			-13,693		-13,693
Net income			91,654		91,654
Purchase of treasury stock				-19,436	-19,436
Disposal of treasury stock		934		265	1,199
Net changes of items other than shareholders' equity					
Total changes of items during the period	—	934	77,960	-19,170	59,723
Balance as of March 31, 2008	¥ 45,049	¥ 58,825	¥ 578,969	¥ -20,738	¥ 662,106

	Millions of Yen						
	Valuation and translation adjustments				Subscription rights to shares	Minority interests	Total Net assets
	Inserted directly into net assets	Deferred gains or losses on hedges	Foreign currency translation adjustment	Total valuation and translation adjustments			
Balance as of March 31, 2007	¥ 145,136	¥ -667	¥ 11,892	¥ 156,361	¥ 167	¥ 196,941	¥ 955,853
Increase (decrease) in FY2008							
Dividends from surplus							-13,693
Net income							91,654
Purchase of treasury stock							-19,436
Disposal of treasury stock							1,199
Net changes of items other than shareholders' equity	-57,006	-517	6,179	-51,344	434	29,925	-20,984
Total changes of items during the period	-57,006	-517	6,179	-51,344	434	29,925	38,739
Balance as of March 31, 2008	¥ 88,130	¥ -1,184	¥ 18,071	¥ 105,016	¥ 601	¥ 226,867	¥ 994,592

Management Data Environmental aspects

Environmental Management

Number of companies acquired ISO14001 certification / acquisition rate
Aisin consolidated domestic production companies

	FY2006	FY2007	FY2008
Number of production companies	85	87	92
Number of companies acquired certification	47	61	74
Proportion of production companies with certification (%)	55%	70%	80%

Environmental inspections
Non-consolidated

	FY2006	FY2007	FY2008
Frequency of environmental inspections (times)	2	2	2
Number of implementing departments	16	16	16
Number of items indicated as being in need of improvement	166	225	143
Number of internal inspectors	318	435	485
Frequency of training of inspectors (times)	1	1	2
Number of participants	65	77	96

Environmental training (FY2008)
Non-consolidated

Title of environmental training	Targets	Frequency	Participants	Proportion of participants	Duration
Training of environmental officers	Persons engaged in promoting environmental management in the workplace	1	185	1.4%	4
Training of environmental managers	Persons engaged in promoting environmental management in environmental management divisions	1	22	0.2%	4
PRTR training	PRTR users	8	229	1.7%	1
Training of internal inspectors	Candidates for the post of internal manager, departmental environment promoters	2	96	0.7%	14

Number of environmental accidents

10 main domestic production companies *1 (number)

	FY2004	FY2005	FY2006	FY2007	FY2008
Number of environmental accidents	0	0	0	1	0

Environmental inspections
(hosted by Environmental Management Department)
10 main domestic production companies *1

	FY2006	FY2007	FY2008
Frequency of environmental inspections (times)	16	16	18
Number of implementing departments	41	42	42
Number of items indicated as being in need of improvement	509	490	366
Number of internal inspectors	1,235	1,459	1,671
Frequency of training of inspectors (times)	13	42	34
Number of participants	437	391	430

Environmental education (FY2008)
10 main domestic production companies *1

Title of environmental training	Targets	Participants
Training of managers in environmental divisions	Managers of environmental divisions	22
Training of workers in environmental divisions	Persons involved in environmental divisions	185
Training of managers	Managers	761
Training of ordinary employees	Staffs	1,042
Training of internal inspectors	Internal inspectors and candidates for internal inspectors	136

Greenhouse Gases

Emissions of greenhouse gases Non-consolidated

(t-CO₂, CO₂ equivalent)

	FY1991(standard year)	FY2005	FY2006	FY2007	FY2008
Total emissions	195,798	400,413	539,843	634,165	595,382
CO ₂ (carbon dioxide)	195,798	213,058	238,434	251,427	267,473
CH ₄ (methane)	0	0	0	0	0
N ₂ O (dinitrogen monoxide)	0	0	0	0	0
HFCs (hydrofluorocarbons)	0	2,130	1,464	1,533	1,673
PFCs (perfluorocarbons)	0	0	0	0	0
SF ₆ (sulfur hexafluoride)	0	185,225	299,945	381,205	326,235

CO₂ emissions, basic units Non-consolidated

(t-CO₂ / ¥100 million)

	FY1991(standard year)	FY2005	FY2006	FY2007	FY2008
Units	36.43	32.31	32.66	31.49	29.82

Emissions of greenhouse gases 10 main domestic production companies *1

(t-CO₂, CO₂ equivalent)

	FY1991(standard year)	FY2005	FY2006	FY2007	FY2008
Total emissions	750,203	1,281,435	1,484,411	1,570,191	1,559,277
CO ₂ (carbon dioxide)	750,203	1,094,080	1,183,002	1,187,453	1,231,368
HFCs (hydrofluorocarbons)	0	2,130	1,464	1,533	1,673
SF ₆ (sulfur hexafluoride)	0	185,225	299,945	381,205	326,235

CO₂ emissions, basic units 10 main domestic production companies *1

(t-CO₂ / ¥100 million)

	FY1991(standard year)	FY2005	FY2006	FY2007	FY2008
Units	72.56	62.46	59.05	54.64	49.69

Energy

Direct energy consumption Non-consolidated (MJ)

	FY1991 (standard year)	FY2006	FY2007	FY2008
Total direct energy consumption	1,127,250,565	2,378,496,835	2,488,374,078	2,667,404,070
Non-recyclable energy sources				
Natural gas	554,005,192	2,202,671,033	2,237,477,948	2,328,779,388
Fuel produced by distilling crude oil (gasoline, diesel, LPG, CNG, LNG, etc.)	573,245,373	175,825,803	250,896,130	338,624,682

Indirect energy consumption Non-consolidated (MJ)

	FY1991 (standard year)	FY2006	FY2007	FY2008
Intermediate energy purchased and consumed from non-recyclable energy sources, including the following (electricity, room heating and cooling, steam, nuclear power)	3,369,247,489	2,698,323,021	2,955,199,143	3,097,577,153

Direct energy consumption 10 main domestic production companies *1 (MJ)

	FY1991 (standard year)	FY2006	FY2007	FY2008
Total direct energy consumption	4,322,918,305	9,555,078,114	9,611,755,747	9,628,989,635
Non-recyclable energy sources				
Coal	1,612,005,500	1,738,162,610	1,707,075,850	1,632,651,400
Natural gas	1,055,957,519	6,066,263,935	6,468,433,239	6,481,728,888
Fuel produced by distilling crude oil (gasoline, diesel, LPG, CNG, LNG, etc.)	1,654,955,286	1,750,651,569	1,436,246,658	1,514,609,347

Indirect energy consumption 10 main domestic production companies *1 (MJ)

	FY1991 (standard year)	FY2006	FY2007	FY2008
Intermediate energy purchased and consumed from non-recyclable energy sources, including the following (electricity, room heating and cooling, steam, nuclear power)	10,926,740,302	14,296,443,689	14,871,869,610	15,836,456,033

Chemical Substances

Non-consolidated (t)

	FY2006	FY2007	FY2008
VOC emissions	374	329	345
PRTR emissions	86	84	79

10 main domestic production companies *1 (t)

	FY2006	FY2007	FY2008
VOC emissions	2,169	1,422	1,345
PRTR emissions	806	378	336

Quantities of Substances Charged into and Recycled

Total quantities of substances charged (quantities per type of substances) Non-consolidated (t)

	FY2006	FY2007	FY2008
Total quantity of substances charged	446,202	450,636	499,904
Itemization of quantity used per type of resources			
Metals	413,454	418,742	466,544
Plastics	30,925	31,205	32,930
Chemical substances	1,823	689	430
Total recyclable quantity	95,216	98,484	105,072

Note: Purchased materials only (excluding parts). Chemical substances: Total for substances subject to PRTR notification.

Total quantities of substances used (quantities per type of substances) 10 main domestic production companies *1 (t)

	FY2006	FY2007	FY2008
Total quantity of substances used	97,563,159	99,327,222	108,909,285
Itemization of quantity used per type of substances			
Metals	97,520,266	99,285,157	108,866,216
Plastics	37,649	38,046	40,570
Rubber	460	380	210
Chemical substances	4,784	3,639	2,719
Total recyclable quantity	34,163,674	31,728,331	35,229,379
Rate of use of recycled items (Quantity of recycled items used / Total quantity of substances used)	35.0%	31.9%	32.3%

Note: Purchased materials only (excluding parts). Chemical substances: Total for substances subject to PRTR notification.

*1 10 main domestic production companies are as follows: Aisin Seiki, Aisin Takaoka, Aisin Chemical, Aisin AW, Aisin Keikinzoku, Aisin Kiko, Aisin AI, Aisin Sin'ei, Aisin AW Industries, Hosei Brake Industry.

Waste Products and Recycling

Total emissions of waste, etc.

Non-consolidated (t)

	FY2006	FY2007	FY2008
General and industrial waste			
Total emissions of waste, etc.	64,537	64,014	71,817
Amount of recyclable waste resources	59,091	63,167	70,972
Recycling ratio (%)	92%	99%	99%
Quantity of end-processed waste	0.4	0.8	3.0

General waste

	FY2006	FY2007	FY2008	
General waste				
Total emissions of general waste	705.70	536.03	499.63	
Reuse	0	0	0	
Recycling quantity	Reworked use	171.3	158.3	197.2
	Heat recovery	534.40	377.72	302.45
	Total	705.7	536.0	499.6
Recycling ratio (%)	24%	30%	39%	
Quantity of end-processed general waste	0	0	0	

Industrial waste

	FY2006	FY2007	FY2008
Industrial waste			
Total emissions of industrial waste	5,698	5,475	4,327
Recycled resources (reutilization use)	4,777	4,997	3,838
Recycling ratio (%)	84%	91%	89%
Quantity of end-processed industrial waste	0.4	0.8	3.0

Total emissions of waste, etc.

10 main domestic production companies *1 (t)

	FY2006	FY2007	FY2008
General and industrial waste			
Total emissions of waste, etc.	429,600	436,000	468,100
Amount of recyclable waste resources	333,272	406,182	455,254
Recycling ratio (%)	91%	93%	97%
Quantity of end-processed waste	606	420	201

General waste products

	FY2006	FY2007	FY2008	
General waste products				
Total emissions of general waste	2,126	2,691	2,696	
Reuse	0	0	0	
Recycling quantity	Reworked use	1,233	1,472	1,600
	Heat recovery	541	397	311
	Total	1,091	1,300	1,349
Recycling ratio (%)	51%	48%	50%	
Quantity of end-processed general waste	212	185	148	

Industrial waste

	FY2006	FY2007	FY2008	
Industrial waste				
Total emissions of general waste	165,400	170,161	168,052	
Reuse	360	769	869	
Recycling quantity	Reworked use	159,458	159,798	159,465
	Heat recovery	1,550	1,783	1,563
	Total	161,369	162,350	161,898
Recycling ratio (%)	98%	95%	96%	
Quantity of end-processed general waste	394	235	53	

Total emissions of waste, unitary basis

10 main domestic production companies *1 (t/¥100 million)

	FY2006	FY2007	FY2008
Total emissions of waste, unitary basis			
Basic unit	21.4	20.1	18.9

Water

Quantities of water resources used

 Non-consolidated (m³)

	FY2006	FY2007	FY2008	
Quantities of water resources used				
Total quantity used	3,833,406	3,972,544	4,130,502	
Tap water	193,944	199,988	233,867	
Itemization	Industrial water	2,041,983	1,730,573	2,205,077
	Underground water	1,597,479	2,041,983	1,691,558

Quantity of recycled water used

 Non-consolidated (m³)

	FY2006	FY2007	FY2008
Quantity of recycled water used			
Quantity of recycled use	0	63,913	51,382

Total quantity of waste water

 Non-consolidated (m³)

	FY2006	FY2007	FY2008
Total quantity of waste water			
Public water area	3,906,647	2,671,309	3,195,679

Quality of waste water

Non-consolidated (t)

	FY2006	FY2007	FY2008
Quality of waste water			
COD	8.87	7.85	8.62
Nitrogen	5.35	3.58	4.18
Phosphorus	0.20	0.15	0.20

Quantities of water resources used

 10 main domestic production companies *1 (m³)

	FY2006	FY2007	FY2008	
Quantities of water resources used				
Total quantity used	10,089,435	10,087,185	10,814,095	
Tap water	1,313,236	1,368,736	1,544,906	
Itemization	Industrial water	5,511,336	6,362,932	6,127,886
	Underground water	3,264,863	2,355,517	3,141,303

Quantity of recycled water used

 10 main domestic production companies *1 (m³)

	FY2006	FY2007	FY2008
Quantity of recycled water used			
Quantity of recycled use	696,630	744,416	825,836

Total quantity of waste water

 10 main domestic production companies *1 (m³)

	FY2006	FY2007	FY2008
Total quantity of waste water			
Public water area	7,730,007	6,667,146	7,100,478

Quality of waste water

10 main domestic production companies *1 (t)

	FY2006	FY2007	FY2008
Quality of waste water			
COD	15.79	11.66	9.36
Nitrogen	8.29	8.21	5.43
Phosphorus	0.31	0.18	0.30

Air

Air-polluting substances

Non-consolidated	(t)		
	FY2006	FY2007	FY2008
SOx	18.96	10.65	16.10
NOx	72.06	94.17	90.53
Dust, etc.	7.18	11.08	11.43

Substances designated under the Air Pollution Prevention Law

Non-consolidated	(ng-TEQ/Nm ³)		
	FY2006	FY2007	FY2008
Dioxins	0.027	0.0016	0.004

Substances designated under the Air Pollution Prevention Law

10 main domestic production companies *1	(ng-TEQ/Nm ³)		
	FY2006	FY2007	FY2008
Dioxins	0.027	0.0016	0.004

Transportation

Quantities of CO₂ accompanying transportation

Non-consolidated	(t-CO ₂)	
	FY2007	FY2008
Total quantity of emissions	17,200	17,650
Itemization per measure of transportation		
Automobiles	16,040	16,084
Shipping	879	1,392
Railway	281	174

Emissions of CO₂ accompanying transportation

10 main domestic production companies *1	(t-CO ₂)		
	FY2006	FY2007	FY2008
Total quantity of emissions	49,604	54,401	54,973

Environmental Accounting (FY2008)

Non-consolidated

(Billions of Yen)

Environmental conservation costs	Effects of environmental conservation measures
Cost for business operation	Energy-saving
3.242	0.233
Costs of management activities	Resource saving
0.604	0.391
Upstream and downstream costs	Effects of reducing waste materials
1.476	0.000
Research and development costs	Sale of valued property
4.596	3.696
Costs of community involvement	
0.062	
Environmental damage countermeasure costs	
0.059	
Total	Total
10.039	4.320

23 main domestic production companies *2

(Billions of Yen)

Environmental conservation costs	Effects of environmental conservation measures
Cost for business operation	Energy-saving
11.447	0.676
Costs of management activities	Resource saving
1.435	0.409
Upstream and downstream costs	Effects of reducing waste materials
2.664	0.022
Research and development costs	Sale of valued property
8.283	9.378
Costs of community involvement	
0.209	
Environmental damage countermeasure costs	
0.070	
Total	Total
24.110	10.485

*1 10 main domestic production companies are as follows: Aisin Seiki, Aisin Takaoka, Aisin Chemical, Aisin AW, Aisin Keikinzoku, Aisin Kiko, Aisin AI, Aisin Sin'ei, Aisin AW Industries, Hosei Brake Industry.

*2 23 main domestic production companies are as follows: Aisin Seiki, Aisin Takaoka, Aisin Chemical, Aisin AW, Aisin Keikinzoku, Aisin Development, Aisin Kiko, Aisin AI, Aisin Sin'ei, Aisin AW Industries, Hosei Brake Industry, Aichi Giken, Saitama Kogyo, Yamagata Clutch, Kotobuki Giken Kogyo, Sinsan, Aisin Engineering, Aisin Maintenance, Aisin Tohoku, Aisin Kyushu, Konan Kogyo, Hekinan Transport, Sanetsu Unyu

Management Data Social aspects

Work Force

Number of employees Consolidated (number)

	FY2004	FY2005	FY2006	FY2007	FY2008
	47,616	53,237	59,587	66,383	73,509

Number of employees by area Consolidated (number)

	Japan	North America	Europe	Other areas
FY2008	44,671	9,464	1,475	17,899

Diversity

Ratio of male to female employees Non-consolidated

	Male (number)	Male ratio (%)	Female (number)	Female ratio (%)
FY2008	11,624	91%	1,177	9%

Note: Full employees only

Number of employees per type of employment Non-consolidated (number)

	Regular full-time	Irregular Full-time	Irregular Part-time	Total irregular
FY2008	12,801	4,968	177	5,145

Creation of Employment

Recruitment of new graduates Non-consolidated (number)

	University graduates: clerical employees		University graduates: technical employees		Skilled employees	
	Male	Female	Male	Female	Male	Female
FY2008	49	17	207	13	281	47

Mid-career recruitment Non-consolidated (number)

	University graduates: clerical employees		University graduates: technical employees		Skilled employees	
	Male	Female	Male	Female	Male	Female
FY2008	18	1	56	0	242	29

Continuation of Employment

Average length of employment Non-consolidated (Years)

	Male	Female	Male-female average
FY2008	16.1	12.8	15.8

Leaving Work

Turnover rate (proportion of job leavers among all full employees)

Non-consolidated (%)

	Male	Female
FY2008	3%	4%

Securing a Balance between Work and Life

Number of people taking leave for childrearing

Non-consolidated (number)

FY2004	FY2005	FY2006	FY2007	FY2008
55	61	62	62	46

Labor Safety

Accidents at work

(number)

	FY2004	FY2005	FY2006	FY2007	FY2008
Non-consolidated	6	9	3	4	4
Domestic group	21	22	30	26	27
Overseas group	87	63	29	26	29

Frequency rate

(%)

	FY2004	FY2005	FY2006	FY2007	FY2008
Non-consolidated	0.21	0.3	0.09	0.11	0.11
Domestic group	0.3	0.29	0.35	0.28	0.27
Overseas group	4.36	2.73	1.08	0.84	0.80

Strength rate

(%)

	FY2004	FY2005	FY2006	FY2007	FY2008
Non-consolidated	0.04	0.02	0	0.01	0
Domestic group	0.03	0.03	0.02	0.01	0.01
Overseas group	—	—	—	—	—

Work-related illnesses

(number)

	FY2004	FY2005	FY2006	FY2007	FY2008
Non-consolidated	1	1	3	5	1
Domestic group	—	—	—	—	—
Overseas group	1	1	1	12	11

Notes: Domestic group: 13 companies

Overseas group: 32 companies

Product Liability

Number of inquiries to customer service

Non-consolidated (number)

FY2004	FY2005	FY2006	FY2007	FY2008
3,044	3,627	3,725	3,870	4,217

Detail of inquiries

Non-consolidated (%)

	Beds	Nursing care products	Household sewing machines	Others
FY2008	35%	8%	52%	6%