Message from Top Management

Since the very beginning, AISIN Seiki has adhered to the corporate principle of “Quality First,” and has sought to offer appealing products that meet our customers’ needs. As the automotive industry has developed, we have established a presence in every corner of the globe, and today we boast a reputation as one of the world’s foremost comprehensive auto parts manufacturers. We are also expanding business activities in the areas of lifestyle and energy fields, offering a wide range of products that enrich the lives of our customers.

Building on the diverse technologies we have amassed in these various areas, AISIN Seiki is pursuing the design and development of new value-added products, while maintaining a rigorous focus on quality backed by reliability evaluations and proven production methods. In addition, we are endeavoring to achieve harmony with society and nature by actively engaging in activities that contribute to the community and conserve the environment.

Moving forward, we will continue working with our affiliates and subsidiaries around the world to contribute to the creation of a better automotive society and a higher standard of living. To each and every one of our customers, residents of communities where we do business, and other stakeholders worldwide, we aim to be an irreplaceable global partner. We sincerely hope for your input and support in the future.

Kanshiro Toyoda
Chairman

Fumio Fujimori
President

Corporate Principles

Based on “Quality First”

1. Enhanced Value Creation
We are committed to contributing to the advancement of society through future-oriented research and development that provides new value for our customers.

2. Continuous Global Growth
We are committed to realizing steady development and growth in the global marketplace by establishing the foundations of our business activities in local values, cultures and customs.

3. Harmony with Society and Nature
We are committed to earning trust as a responsible corporate citizen by valuing harmony with society and nature.

4. Individual Creativity and Initiative
We are committed to building a work environment that promotes continuous progress by developing the creativity and initiative of individual employees.
Mobilizing the outstanding technical competence of the AISIN Group to support the auto industry.

Aisin Seiki was established in 1965 with the merger of two auto parts manufacturing companies, Aichi Kogyo and Shinkawa Kogyo. Since then, we have developed our enterprise into a network of subsidiaries and affiliates to deliver advanced technologies effectively to the diversifying auto industry. By optimizing each company into a specialized business segment, we have become a corporate group able to process diverse materials such as steel, aluminum and resin into products that cover virtually all of driving (“drive,” “turn” and “stop”).

The linchpin of the 178 companies that make up the AISIN Group, Aisin Seiki produces and sells automotive parts. Building on technical expertise amassed in this field, the company is expanding into other areas such as lifestyle and energy-related products.

Japan’s leading company specializing in cast automotive parts, Aisin Takaoka produces parts for engines, brakes, etc. from materials such as steel and stainless steel.

The only company in the AISIN Group specializing in chemicals. Aisin Chemical develops and manufactures chemical products such as automotive coatings, adhesives and damping materials, as well as brake pads and friction materials for clutches.

Aisin AW is a leading manufacturer of automatic transmissions and car navigation systems, consistently developing new products ahead of the curve.

Aisin AW is a leading manufacturer of manual transmissions. The company offers a wide range of products for every segment from compact cars to sports cars and commercial vehicles.

As a global supplier of brake systems, ADVICS develops and markets systems tailored to customer needs.

Establishment of Six Core Companies of the AISIN Group
The AISIN Group offers an extensive product lineup, including components for virtually every part of an automobile.

The AISIN Group’s exhaustive product line comprehensively covers virtually every element of an automobile, from transmissions and other drivetrain-related products to the brake system, chassis, engine, body parts such as sunroofs and door latches, and information-related products. Our products are incorporated into vehicles produced by automakers worldwide.

**Drivetrain-Related Products**

We offer a lineup of transmissions unparalleled in the industry, for vehicles ranging from compact and standard passenger cars to light- and medium-duty trucks, buses and commercial vehicles.

**Brake & Chassis-Related Products**

We offer high-performance products and systems with levels of functionality and safety, with a focus on brake systems, steering and suspension systems.

**Body-Related Products**

We offer an extensive line of body-related products that are not only functional but also superior in terms of compactness and design.

**Engine-Related Products**

We have developed a wide range of functional and cast parts for the engine and related areas which contribute to lighter vehicle weight and improved fuel efficiency.

**Information-Related Products**

Leveraging cutting-edge technologies, we are developing car navigation systems, parking assist systems and other IT products.
A global network the world’s automakers can rely on.

Our policy is to “produce where demand exists.” We have constructed supply networks near the production sites of the world’s leading automakers so as to familiarize ourselves with the local terrain and meet a diverse range of needs. In order to generate products of maximum value with the inimitable quality of the ASIM Group, we will continue reinforcing our production frameworks and optimizing our sales and development systems for further enhancement of our global network. Our goal is to be an “irreplaceable global partner” worthy of the full trust of stakeholders.
In the future, Aisin aims to continue serving the automotive industry as well as providing diverse new solutions that enrich people’s lives.

Aisin’s strength lies in “integrated power.”

As an automotive parts manufacturer that offers products for nearly every part of the automobile, Aisin not only develops and manufactures diverse products, but also possesses the “integrated power” to develop systems fusing hardware and software. We aim to provide solutions that exceed the expectations of our customers.

The three pillars on which we build solutions: Safety, Environment and Comfort. In terms of safety, we develop systems incorporating both “preventive safety” and “collision safety,” which saves lives in the event of an accident. For the environment, we are aiming to improve engine efficiency and make effective use of thermal energy. In the area of comfort, we are working to develop technologies that contribute to smoother rides and greater convenience. By making advancements and integrating technologies in these three key areas, Aisin is steadily building its “integrated power.”

Today, we are pursuing these efforts on a global scale. Capitalizing on our international network of comprehensive proving grounds fully equipped with test courses and assorted testing equipment, we are capable of swift development tailored to local environments and customer needs, and speedy delivery of products from our production bases worldwide to our customers’ doorsteps. To ensure that our legacy of skilled manufacturing is properly transmitted, we are focusing on local human resources and building the strength of the Aisin Group worldwide.

Aisin is robustly expanding into other areas as well. We are leveraging the high capacity for technological development we have built up in the automotive field to build our business in other areas, such as household fuel cells and other products in the lifestyle, energy and wellness sectors. By honing our technical development capabilities and learning from one another, we will be able to answer diverse needs and inspire our customers by vastly exceeding their expectations.

Moving forward, Aisin will continue to promote robust technological development, human resources and global growth, and employ our “integrated power” to consistently provide solutions that enrich people’s lives.
We are engaged in technological development projects dedicated to promoting safety, the environment and comfort.

Broad-based technological development incorporating the perspectives of customers in every corner of the globe,

Aisin Seiki’s development initiatives in the automotive field include safety technology to prevent accidents before they happen; environmental technology to boost fuel efficiency and serve the needs of electric and hybrid vehicles; and comfort-oriented technologies for a more pleasant ride. Beyond the automotive field, we are engaged in scientific research on the environment as well as cutting-edge technological research on household fuel cells, lasers, etc. Through these far-reaching development initiatives and our capacity to offer not only parts, but systems integrating hardware and software, we are in an ideal position to respond swiftly to increasingly sophisticated and diverse automotive needs.
Reliability evaluations

We test and evaluate individual vehicles at our three proving grounds.

Comprehensive evaluation of the features and performance expected of an automobile.

In 1970, Aisin Seki became one of the world’s first automotive parts manufacturers to construct its own comprehensive proving ground equipped with test tracks. With state-of-the-art facilities and test courses recreating road conditions of all types, we have continued demonstrating and heightening safety and durability performance. We have performed tests from every conceivable angle, adopting the viewpoints of users, and promptly incorporated the evaluation results back into product development. As demand for product reliability grows, Aisin Seki is there every step of the way.

Aisin has three comprehensive test facilities, the Fujisaka Proving Ground with low-temperature and high-temperature chambers, anechoic chamber, engine assessment equipment and a range of other facilities for comprehensive evaluation of multi-purpose vehicles; the Toyoake Proving Ground, with a full range of test tracks including simulated icy surfaces and various road conditions from around the world; and the Fowlersville Proving Ground, the first proving ground established in North America by a Japanese auto parts manufacturer.
Production engineering

Our cutting-edge technologies and production technology development system ensure consistently high product quality worldwide.

Our production technology excels thanks to innovative industrial processes and equipment.

To ensure consistently high product quality, Aisin Seiki has established paramount production engineering technologies and adopts a serious and sincere approach to "monozukuri" (skilled manufacturing). We constantly update our innovative industrial processes and equipment, and are putting in place a production technology development system to ensure consistently high product quality worldwide. We are also stepping up efforts to cultivate globally oriented human resources with proficiency in skilled manufacturing techniques.

Production Engineering Center

With the goal of ensuring consistently high product quality no matter where we manufacture our products throughout the world, this facility is devoted to creating production engineering solutions such as development of simplified streamlined equipment and molds, and line verification tests prior to start of production. The Center is dedicated to reinforcing "monozukuri" (skilled manufacturing) competence, building unswerving quality and cost performance into products.

Cultivating human resources for "monozukuri" (skilled manufacturing)

- Developing replacing and cutting tools, creating software programs, and carrying out work at the Machining Center
- Learning to operate a 3D CAD program
- Developing equipment based on an actual design blueprint

Development of innovative industrial processes and equipment

- High-precision, high-speed welding
- High-speed die for precision-press casting
- Laser-beam welding non-destructive testing technology
- Motor coil winding machine
Aisin Seiki carries out a wide range of activities aimed at achieving harmony with society and nature.

Our environmental conservation and community activities are carried out on a global scale.

Aisin Seiki is working to develop environmentally friendly and people-friendly products, reduce the volume of CO2 emitted in the course of business activities, and implement production technologies that decrease the volume of waste material generated. We are also endeavoring to boost every employee’s awareness of environmental issues, promote environmental initiatives and carry out volunteer environmental conservation programs. We also play an active and positive role in the community, emphasizing three areas: “Protection of Nature and the Environment,” “Fostering Youth” and “Community Building and Development.” These activities are being conducted at our overseas business locations, subsidiaries and affiliates as well.

Environmental conservation activities

- **Eco-friendly design**
  An environmentally friendly building with reduced energy and resource use with technologies such as geothermal-powered air conditioning and insulating glass.
  (Photo: Building on head Office campus)

- **Water recycling system**
  Recycling wastewater purified and reused in toilets

- **Wastewater treatment facilities (purification tank)**
  The system employs activated carbon adsorption to purify wastewater from day-to-day activities, which is recycled and reused in offices and facilities at the Toyokoro Proving Ground.

- **Employees at overseas manufacturing companies are given environmental training.**

Community activities

- **Environmental protection activities carried out with local residents**
  Allen Ecopark, in the Haneda Plant, contains the Eco-Center recycling facility and Ecopark, a biosphere habitat for numerous creatures. The facility offers hands-on environmental learning programs to children and people from the local community.
  (Photo: Making a Life-Size Map)

- **Community Building and Development**
  Community-based volunteer activities by Aisin Technical Academy students

- **Youth programs focused on the environment and skilled manufacturing techniques**
  The Aisin Monozukuri Classroom teaches fascinating skilled manufacturing techniques.

Since 2003 we have been conducting a Relocation Project, which entails planting trees on Japan’s iconic Mt. Fuji.
Automotive parts

Adhering to the principle of “Quality First,” the Aisin Group applies advanced technologies to the development and production of components for virtually every part of the automobile, from the drivetrain to the brake system, chassis, body, engine and information technology.

Drivetrain-related

We offer a line of transmissions unparalleled in the industry, for vehicles ranging from compact and standard passenger cars to light- and medium-duty trucks, buses and commercial vehicles. We sell products to a large and growing number of automakers worldwide on the strength of our cutting-edge product and technology development.

Hybrid automatic transmission for commercial vehicles

Aisin Seiki Co., Ltd.

A more compact hybrid unit is achieved with a large-bore arm suspended motor, detected engine and built-in clutch. Load on the engine can be isolated for more efficient energy regeneration during slowdown.

Brake & Chassis-related

Aisin develops system products that integrate the “drive,” “turn” and “stop” functions of an automobile, with the aim of minimizing accidents and making it easy to prevent them. In addition to brake components, we offer steering and suspension systems designed with every consideration to maximize safety and functionality.

Active rear steering (actuator)

Aisin Seiki Co., Ltd.

This actuator switches rear wheels to automatic steering mode in response to driving conditions, improving safety at high speeds, steering responsiveness, and relation at low speeds.

Brake-related

Disc brake

ADVICS Co., Ltd.

Brake booster and Master cylinder

ADVICS Co., Ltd.

Hydraulic booster

ADVICS Co., Ltd.

Steering-related

Power 4WD & telescopic steering columns with computer

Aisin Seiki Co., Ltd.

Chassis-related

Air suspension system (component & design)

Aisin Seiki Co., Ltd.

Information-related

Aisin Seiki is applying cutting-edge technology to the development of increasingly sophisticated products in line with the evolution of information and communications technology, electronics and information infrastructure. In addition to market-leading car navigation systems, we have developed intelligent parking assist systems driven by image processing technology, and are contributing to a safer and more comfortable automotive lifestyle.

Intelligent parking assist

Aisin Seiki Co., Ltd.

This is the world’s first assist system for parking in reverse. Set the target parking position on the monitor of the car navigation system, and all you need to do is release the brake and the system will control the steering wheel automatically. Setting the destination position is simple with a function that automatically recognizes parking-space borders in the image from the rear-view camera.

Car navigation system

Aisin Seiki Co., Ltd.

NAVUTELE (car navigation app for smartphone)

Aisin Seiki Co., Ltd.

Multi-domain monitor

Aisin Seiki Co., Ltd.
Sunroof

Aisin Seiki Co., Ltd.

In addition to conventional sliding sunroofs, we produce an extensive line that includes multi-panel sunroofs and panoramic sunroofs at nine plants worldwide. Our segment is one of the highest in the Japanese market.

Body-related

Aisin Seiki offers body-related products that not only maximize comfort, convenience and safety, but also emphasize design and reduced weight, meeting diversifying user needs.

Door-related

Door hinge
Aisin Seiki Co., Ltd.

Power back-door system
Aisin Seiki Co., Ltd.

Power door latch
Aisin Seiki Co., Ltd.

Outside door handle / Inside door handle
Aisin Seiki Co., Ltd.

Simulated handle
Aisin Seiki Co., Ltd.

Knee protection system
Aisin Seiki Co., Ltd.

Mirror support system
Aisin Seiki Co., Ltd.

X-arm type window regulator
Aisin Seiki Co., Ltd.

Seat-related

Power seat
Aisin Seiki Co., Ltd.

Rear seat recliner system
Aisin Seiki Co., Ltd.

Bumper reinforcement
Aisin Takeaka Co., Ltd.

Spray type damping coat
Aisin Chemical Co., Ltd.

Other products

Power sliding-door system
Aisin Seiki Co., Ltd.

A drive unit built into the sliding door enables enlargement of the vehicle interior and contributes to greater visual appeal and design flexibility. In Japan, these systems are incorporated into a wide range of vehicles ranging from compact cars to minivans.

Cooling-related

Water pump
Aisin Seiki Co., Ltd.

Lubrication-related

3-stage variable discharge oil pump
Aisin Seiki Co., Ltd.

Exhaust-related

Exhaust manifold
Aisin Takeaka Co., Ltd.

Valve-related

DI control valve
Aisin Seiki Co., Ltd.

Intake-related

Variable intake manifold using rotary valve
Aisin Seiki Co., Ltd.

Base engine component-related

Plenum
Aisin Seiki Co., Ltd.

Engine head module (timing chain case with water and oil pumps)
Aisin Seiki Co., Ltd.

Cylinder head cover
Aisin Seiki Co., Ltd.

Valve
Aisin Seiki Co., Ltd.

Electric pump-related

Electric water pump for cooling the engine
Aisin Seiki Co., Ltd.

Electric oil pump for cooling the motor
Aisin Seiki Co., Ltd.

Variable valve timing

Aisin Seiki applies state-of-the-art component technologies to a wide range of engine-related functional and cast parts, offering products that contribute to enhanced engine performance, including better fuel economy and cleaner exhaust gas emissions.

Electric water pump for cooling the motor
Aisin Seiki Co., Ltd.

Aftermarket-related

Building on our strengths as a comprehensive manufacturer of automotive parts, Aisin supplies the global aftermarket with clutches, water pumps and a wide range of other auto parts.
Lifestyle & Energy-related

Aisin is leveraging the engineering expertise it has accumulated in the automotive parts field to offer products and services in other areas. These include lifestyle products that contribute to a more comfortable living environment, energy-related products that maximize efficiency and minimize resource consumption, and wellness-related products based on ergonomic principles. Aisin is dedicated to enriching society through its business activities.

Energy System-related

Aisin offers energy system products aimed at harmonizing lifestyles with the environment, including gas heat pump air conditioners and gas cogeneration systems, which maximize efficiency and minimize resource consumption.

Fuel cell cogeneration system for residential use

This system generates power for electricity and hot water with chemical reactions between hydrogen extracted from gas and oxygen from the air. Incorporating SOFC (solid oxide fuel cells), which boast highly efficient power generation even compared to other fuel cells, the system achieves among the world’s highest power-generation efficiency levels.

Wellness-related

Aisin offers wellness and healthcare products, including beds for nursing care recipients, lightweight motorized wheelchairs, portable toilets and reclining chairs that enrich the lives and enhance the independence of senior citizens.

New business areas

Aisin is making strides in new business segments such as femtosecond fiber lasers and biomedical devices.
AISIN Group Data

### Consolidated Subsidiaries in Japan

| Subsidiary Name | URL
<table>
<thead>
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<tbody>
<tr>
<td>Aisin Takaoka Co., Ltd.</td>
<td><a href="http://www.at-takaoka.co.jp/english/">http://www.at-takaoka.co.jp/english/</a></td>
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#### Aisin Takaoka Co., Ltd.

**Leading Manufacturer of Cast Products**

Aisin Takaoka is Japan’s largest dedicated manufacturer of cast products. In recent years, the company has employed a wide variety of materials including iron and stainless steel to manufacture parts for engines and brakes. Using newly developed materials and production processes, Aisin Takaoka offers high-strength, lightweight products that contribute to improved automobile safety and environmental performance. In addition, the company applies its casting expertise and experience to the production of automotive products. Its TACO brand speakers and stands have earned high acclaim from the audio industry.

- **Established**: Mar. 8, 1960
- **Capital**: Y5,308 million (as of Mar. 31, 2013)
- **Head Office**: 1 Temma, Takaoka-shi, Toyama, Aichi 473-8501, Japan
  - Tel: +81-565-54-1123
- **Representatives**: Yasutaka Amakusa, President
- **Employees**: 2,627 (as of Mar. 31, 2013)
- **Business Territory**: Manufacturing and sales of casting, machining and metal-forming products and audio products
- **Sales**: ¥122.7 billion (FY2013)

#### Aisin Chemical Co., Ltd.

**Specialized Manufacturer of Chemical Products, Friction Materials and Plastic Parts**

Aisin Chemical, the only company in the AISIN Group that specializes in the chemical field, develops and manufactures chemical products such as automotive coatings, adhesives and damping coats and friction materials for clutches and brake pads. The company is also promoting the replacement of all manner of metal automotive parts with plastic alternatives to reduce vehicle weight. Placing a top priority on global environmental problems, the company not only pursues the development of eco-friendly products but also incorporates environmental conservation initiatives into all its corporate activities. Aisin Chemical has established a supply system with global reach, including plants in North America and Asia.

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**Sales Breakdown by Product Category (FY2013)**

- **Mechanical products (for casting and machining)**: 3.5%
- **Metal forming products**: 26.5%
- **Machinery**: 14.6%
- **Chemical products**: 25.2%
- **Plastic parts**: 15.6%
- **Drivetrain and conductions parts**: 32.7%
- **Other**: 26.5%

### Major Customers

<table>
<thead>
<tr>
<th>Major Customers</th>
<th><strong>Ranking</strong></th>
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<tr>
<td>Toyota Motor Corp.</td>
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<td>Denso Corp.</td>
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<td>Honda Motor Co., Ltd.</td>
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<td>Hitachi Ltd.</td>
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<td>Nissan Motor Co., Ltd.</td>
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<td>Yamaha Motor Co., Ltd.</td>
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<tr>
<td>Mitsubishi Motors Corp.</td>
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<tr>
<td>Suzuki Motor Corp.</td>
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<tr>
<td>Kawasaki Heavy Industries, Ltd.</td>
<td>9</td>
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<tr>
<td>Kubota Corporation</td>
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#### Aisin Takaoka Co., Ltd.

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**Main Products**

- **Spray-type damping coat**
- **Segment-type wet friction materials**
- **Bumper reinforcement**
- **TAOC speaker system**
- **Brake pad**
- **Plastic valve manifold**

### Energy-related

- Toyota Motor Corp.
- LDK Corp.
- Jims Ltd.
- Serkyo Takayama Aluminium, Inc.
- Burke Shutter Co., Ltd.
- TOKYO interior Corp.
- Yasui Furniture Co., Ltd.
- Habitat Kaijo Center Co., Ltd.
- Kamataya Co., Ltd.
- Koshin Co., Ltd.
- Kishima-light Co., Ltd.
- Yokohama Kagu Co., Ltd.
- Okiokito Seihoutei Co., Ltd.
- Carrefour S.A.
- Metro AG
- Asahi
- Coop Italia

### Wellness-related

- Toyota Tsusho Corp.
- Yamaichi Corporation

### Sales by Manufacturer (FY2013)

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### Sales for automotive parts to non-Toyota Group companies

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</table>
Leading Manufacturer of Automatic Transmissions and Car Navigation Systems

Aisin AW Co., Ltd.

Aisin AW Co., Ltd. is a leading manufacturer of automatic transmissions and car navigation systems. The company is expanding its business worldwide and has achieved the world's first application of a 6-speed automatic transmission as well as the world's first 8-speed automatic transmission. In the field of car navigation systems, Aisin AW has developed the world's first navigation system for commercial vehicles. Aisin AW is taking its business to the next level.

Established: May 15, 1969
Capital: ¥26,480 million (as of Mar. 31, 2013)
Head Office: 10 Takane, Fuku-ni, Ashiya, Hyogo 661-1192, Japan
Tel: +81-77-23-1111
Representative: Mutsuo Kawai, President
Employees: 12,837 (as of Mar. 31, 2013)
Business: Manufacture of automatic transmissions, hybrid systems, and car navigation systems
Sales: ¥895,000 million (FY2013)

Leading Manufacturer of Manual Transmissions

Aisin Al Co., Ltd.

Aisin Al Co., Ltd. is Japan's top specialized manufacturer of manual transmissions (MT), with an extensive lineup geared toward vehicles ranging from compact cars to sports cars to commercial vehicles. The company's products not only deliver unparalleled safety and comfort, but are also a pleasure to handle and are dedicated to maximizing the sheer joy of driving. By developing next-generation manual transmissions with peak environmental performance, Aisin Al is taking its business to the next level.

Established: Jul. 1, 1991
Capital: ¥5,000 million (as of Mar. 31, 2013)
Head Office: 1 Shomura, Otsu-shi, Shiga 520-0874, Japan
Tel: +81-774-83-1111
Representative: Katsunori Sugura, President
Employees: 2,063 (as of Mar. 31, 2013)
Business: Development, design, manufacture, and sales of manual transmissions, transfers, component parts and accessories
Sales: ¥11,660 million (FY2013)

State-of-the-Art Brake System Supplier

ADVICS Co., Ltd.

ADVICS Co., Ltd. is one of the world's leading brake system suppliers, offering premium-quality, state-of-the-art brake systems and components to the global market. The company strives to develop products that are number one in their category, ensuring smooth and enjoyable driving, and contribute to a safe, comfortable and environmentally friendly automotive society. ADVICS is dedicated to furthering the evolution of brake technology and creating products with expanded functionality.

Established: Jul. 3, 2001
Capital: ¥7,040 million (as of Mar. 31, 2013)
Head Office: 11 Shioya-cho, Katayama 448-8868, Japan
Tel: +81-774-83-4000
Representative: Takeshi Kasai, President
Employees: 1,742 (as of Mar. 31, 2013)
Business: Development, manufacture and sales of automotive brake systems and system components
Sales: ¥297,700 million (FY2013)

Hosei Brake Industry Co., Ltd.

Hosei Brake Industry Co., Ltd. is a leading manufacturer of drum brakes and other automotive brake parts. The company is expanding its business in the field of brake systems and components and is dedicated to creating products with expanded functionality.

Established: May 15, 1969
Location: Toyota, Aichi, Japan
Business: Manufacture of brake systems and components
Sales: ¥52,500 million (FY2013)

Other 21.0%