

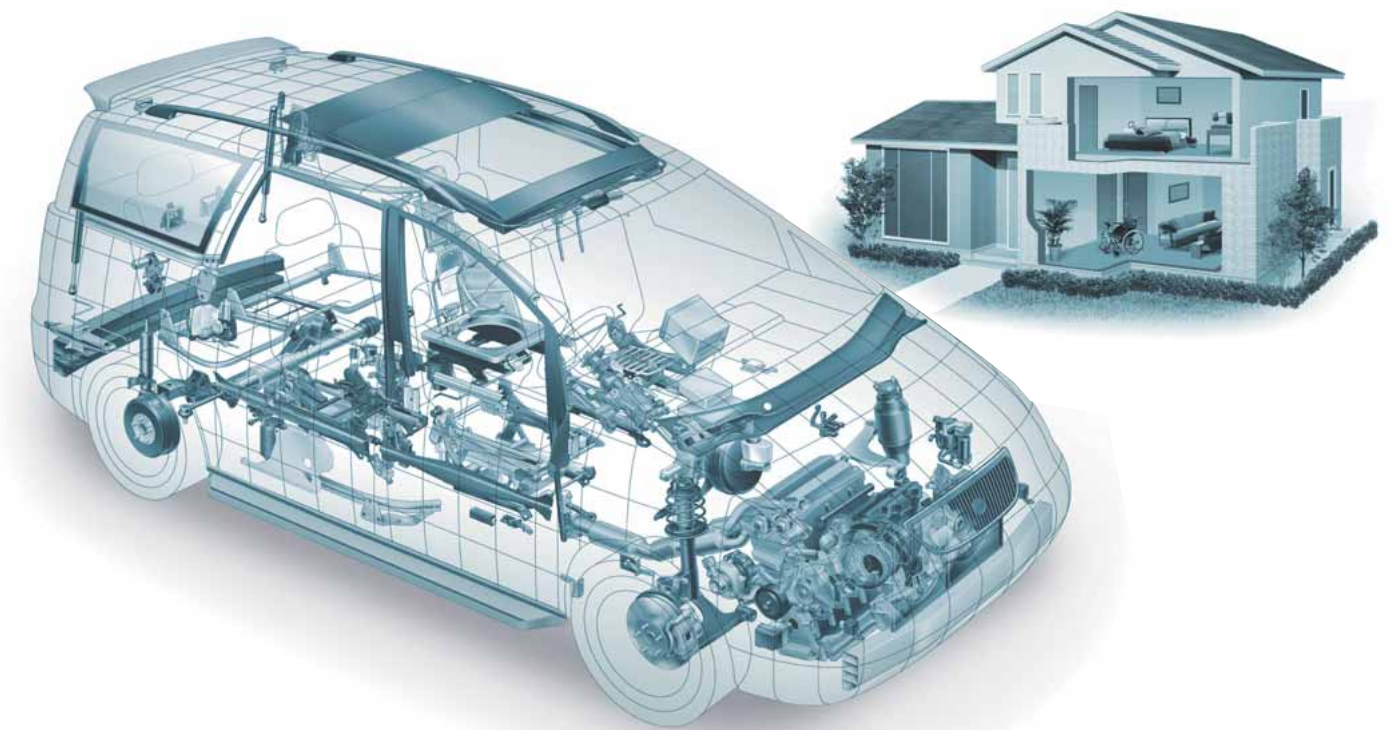


One Team, Best Future

AISIN GROUP REPORT 2013

The AISIN Group offers extensive product lines, including components for virtually every part of an automobile.

The AISIN Group's exhaustive product lines comprehensively cover virtually every element of an automobile, from transmissions and other drivetrain related products to brake systems, chassis, engines, body parts such as sunroofs and door latches, and information technology products. Our products are incorporated into vehicles produced by automakers worldwide. AISIN is also leveraging its engineering expertise accumulated in the automotive parts field to offer products and services in other areas, including life related and energy related products. AISIN is dedicated to enriching society through its business activities.



Drivetrain Related Products

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.



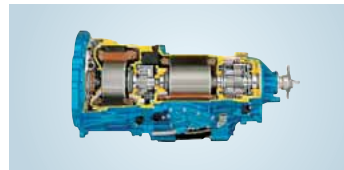
Automatic transmissions for commercial vehicles



Automatic transmissions for passenger cars



Continuously variable transmissions



Hybrid transmissions



Manual transmissions for passenger cars

Brake & Chassis Related Products

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



Active rear steering (Actuators)



Air suspension systems (Compressors & Dryers)



Brake boosters and master cylinders



Disc brakes



ESC modulators

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.



Sunroofs



Power sliding door systems



Rear seat relaxation systems



Power door latches



Spray-type damping coat

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.



Electric water pumps for cooling the engine



Engine front modules



3-stage variable discharge oil pumps



Intake manifolds



Exhaust manifolds

Information Related Products

Leveraging cutting-edge technologies, we are developing car navigation systems, parking assist systems and other IT products.



Intelligent parking assist



Wide-view front monitor



Multi-terrain monitor



Car navigation systems



Car navigation applications for smartphones

Life & Energy Related Products, Other Products

We offer products aimed at harmonizing lifestyles with the environment, including energy related products that maximize efficiency and minimize resource consumption.



Beds, bedding and furniture



Home-use sewing machines



Shower-toilet seats



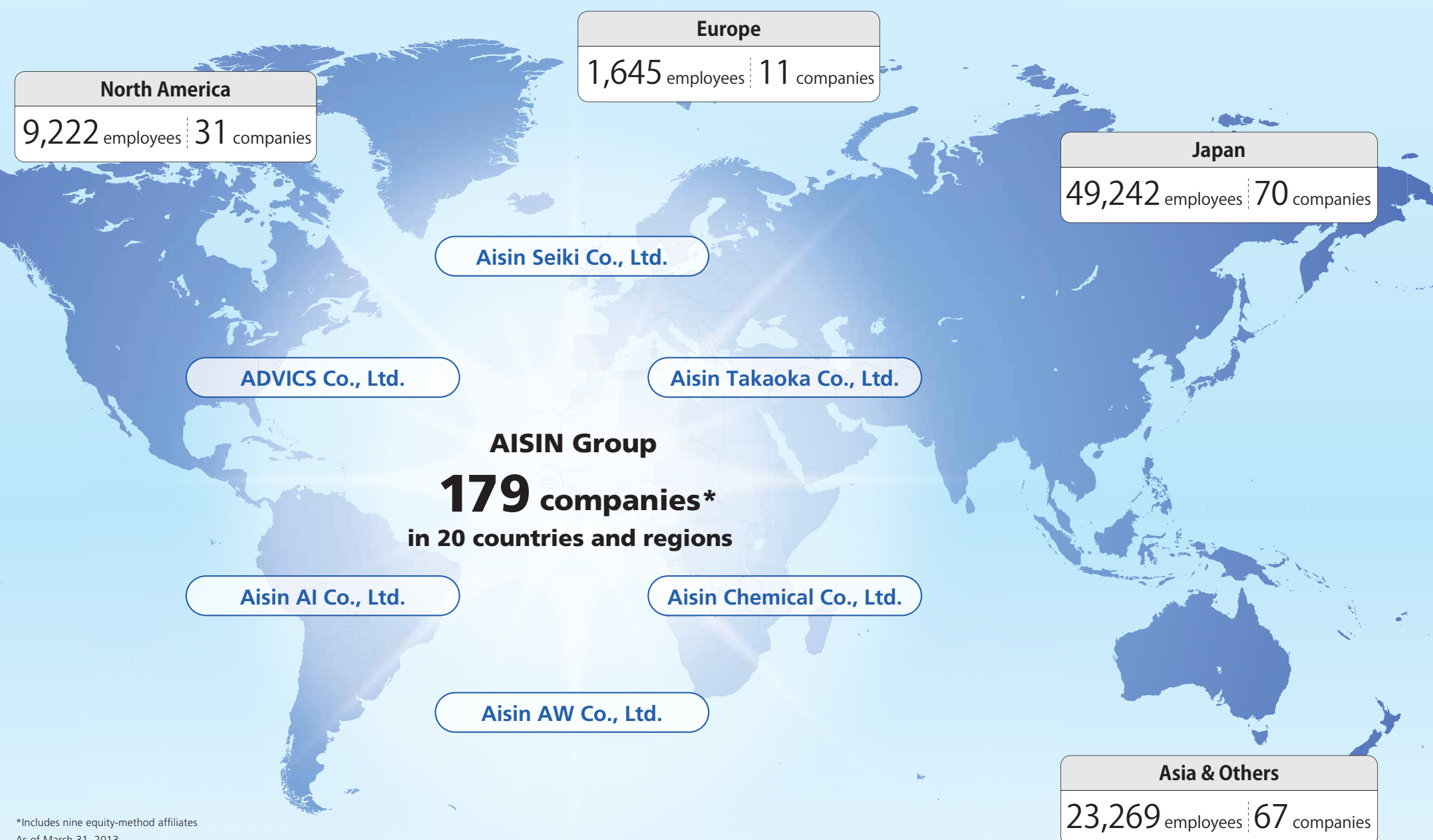
Gas engine driven heat-pump air conditioners (Outdoor unit)



Fuel cell cogeneration system for residential use

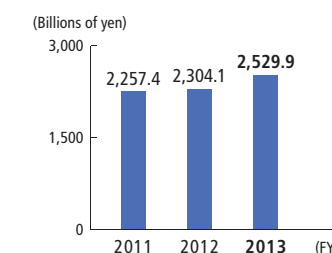
Mobilizing the outstanding technical competence of the AISIN Group to support the auto industry

Aisin Seiki was established in 1965 with the merger of two auto parts manufacturing companies, Aichi Kogyo Co., Ltd. and Shinkawa Kogyo Co., Ltd. Since then, we have developed into a network of subsidiaries and affiliates to effectively deliver advanced technologies 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 elements of driving and integrate the “operating,” “turning” and “stopping” functions of automobiles.

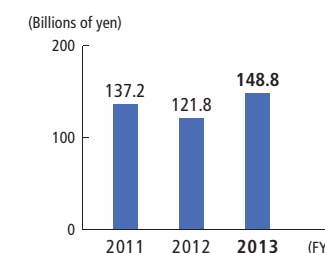


Financial Highlights (Consolidated)

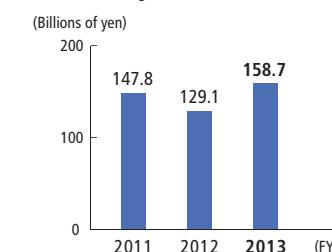
Net sales



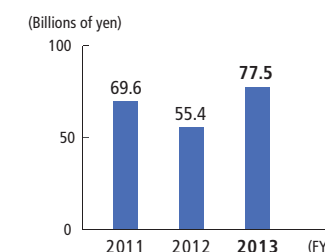
Operating income



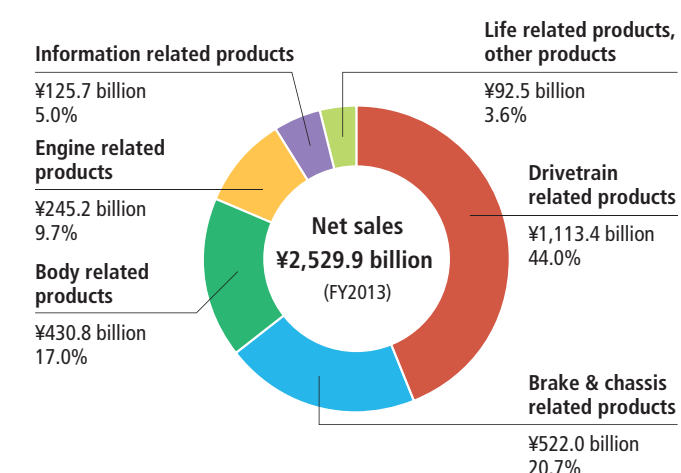
Ordinary income



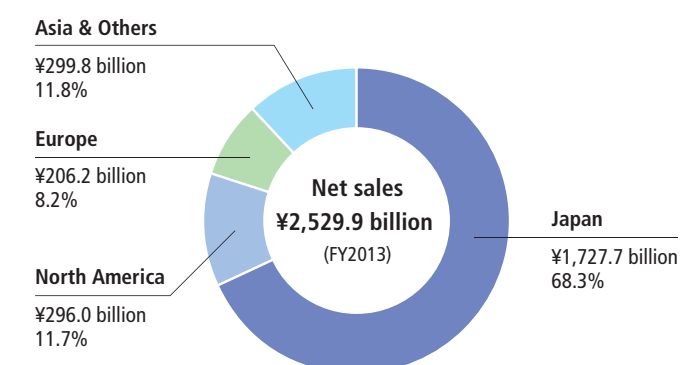
Net income



Sales Breakdown by Product Category



Sales Breakdown by Geographical Location



We are pleased to report that the AISIN Group achieved steady growth in business results during fiscal 2013 despite an increasingly severe business environment. We would like to express our appreciation to all our stakeholders for their ongoing support during the past year.

In April 2012, we formulated the AISIN Group VISION 2020, a new growth scenario through which we aim to become a corporate group capable of realizing self-sustaining growth in any business environment. With the introduction of this vision, we have accelerated initiatives for opening a path to growth in the next generation. In keeping with the AISIN Group VISION 2020 and our corporate stance of "Quality First," we will strive for further major advances in fiscal 2014 by continuing to pursue the highest levels of quality in design and manufacturing departments and all other areas of our business operations. Concurrently, we will marshal the collective strengths of the AISIN Group to meet the expectations of our customers worldwide.

In pursuing significant growth and development in the future, we are also committed to fulfilling our corporate social responsibility (CSR) in regions and countries throughout the world and will also make our utmost efforts to contribute to the protection of the earth's environment.

We sincerely look forward to the ongoing support of our shareholders, customers, suppliers, members of local communities and all our other stakeholders as we work to attain these objectives.



Kanshiro Toyoda
Chairman
Aisin Seiki Co., Ltd.



Fumio Fujimori
President
Aisin Seiki Co., Ltd.



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.

Contents

01 AISIN Group Product Lines	18 AISIN Group CSR
02 About the AISIN Group	19 Organizational Governance
04 Message from the Chairman and President	22 Human Rights and Labor Practices
05 Corporate Principles	28 The Environment
06 Message from Top Management	38 Fair Operating Practices
14 Special Feature	42 Consumer Issues
Establishing New Business Models in Emerging Markets	44 Community Involvement and Development
	48 AISIN Group Profile

Editorial policy

AISIN Group Report 2013 is issued to provide stakeholders with information concerning the Group's various activities while promoting dialogue with stakeholders. Along with this report, please refer to the AISIN Group CSR site on our website for more detailed information.

■ Period covered

Primarily fiscal 2013 (April 1, 2012 to March 31, 2013). Some information concerns activities outside this period.

■ Scope of the report

In principle, the AISIN Group (Aisin Seiki Co., Ltd. and its consolidated subsidiaries) is covered in this report. Please note that in cases in which the scope of reporting differs for each information category listed, this is indicated accordingly such as for the six core Group companies and 12 main Group companies.

■ Reference guidelines

ISO 26000, Global Reporting Initiative (GRI) *Sustainability Reporting Guidelines* Version 3.1, Japan's Ministry of the Environment *Environmental Reporting Guidelines* (2012 Version)

■ Fiscal year

April 1, 2012 to March 31, 2013

All fiscal years mentioned in this report run from April 1 to March 31 of the following year based on the accounting fiscal period in Japan. Scope of consolidation covers consolidated subsidiaries and equity-method affiliates.

■ Issued

October 2013

■ Notations

AISIN Group	Aisin Seiki Co., Ltd. and consolidated subsidiaries
12 main Group companies	Aisin Seiki Co., Ltd.*
Six core Group companies	Aisin Takaoka Co., Ltd.
	Aisin Chemical Co., Ltd.*
	Aisin AW Co., Ltd.*
	Aisin AI Co., Ltd.*
	ADVICS Co., Ltd.*
	Aisin Keihin Co., Ltd.
	Aisin Development Co., Ltd.
	Aisin Kiko Co., Ltd.
	Aisin Sin'ei Co., Ltd.
	Aisin AW Industries Co., Ltd.
	Hosei Brake Industry Co., Ltd.

Cautionary statement with respect to forward-looking statements

The report contains statements concerning plans, prospects, strategies, convictions and business performance forecasts regarding the future of Aisin Seiki Co., Ltd., consolidated subsidiaries and equity-method affiliates. These statements are based on judgments made by AISIN from information that can be obtained at the present time and also involve risks and uncertainties.



Message from Top Management

President, Aisin Seiki Co., Ltd.
Fumio Fujimori

Under the AISIN Group VISION 2020, our new growth scenario, we will harness the extensive capabilities of the Group's 179 companies to further accelerate our global business development and meet the expectations of customers and other stakeholders.

Aiming to Be an Irreplaceable Global Partner for Our Stakeholders

Toward the realization of our new growth scenario AISIN Group VISION 2020

During fiscal 2013, the AISIN Group responded flexibly to plans for increased production by automakers, our primary customers, amid a rapid recovery in vehicle sales while promoting activities to improve our profit structure. Thanks to these efforts, we recorded increases in sales and profits for fiscal 2013, with net sales reaching ¥2,529.9 billion and operating income amounting to ¥148.8 billion.

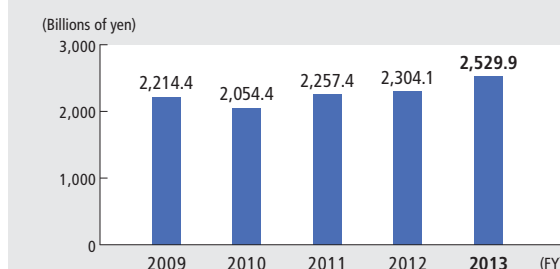
AISIN is currently facing a host of daunting changes, of which chief among these is a shift in automobile growth markets from developed countries to emerging nations. In addressing this change, we will continue to reliably serve Japanese automakers, while expanding our customer base to include local automakers in emerging markets as well as European and U.S. auto manufacturers. As we broaden our customer base, our competitive arena will now literally extend across the entire world. Besides this shift in markets, we are also witnessing a number of structural changes, such as the ongoing polarization of the global market and the shrinking of the Japanese market, and these trends are expected to gain momentum. At the same time, hybrid vehicles and electric vehicles are expected to account for a growing proportion of the evolving automobile market.

To ensure the AISIN Group responds appropriately to these changes and is able to achieve sustainable growth within any business environment, in April 2012

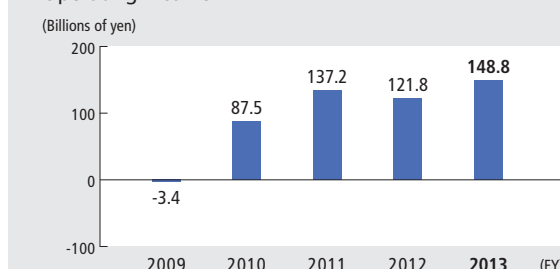
we introduced the AISIN Group VISION 2020, a new growth scenario being shared across the entire Group. We have already launched several important initiatives for realizing this vision in 2020.

Consolidated business results

Net sales



Operating income



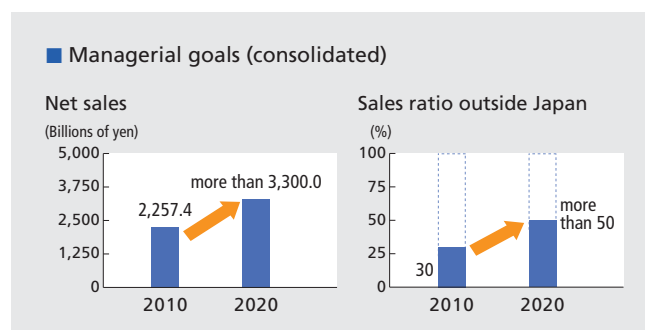
Target Vision

AISIN aims to become a corporate group viewed as an "irreplaceable global partner."

- A group that develops independent businesses rooted in each region around the world
- A group indispensable to the world in environmental and safety terms
- A group that motivates human resources around the world
- A group that seeks to become a model of CSR around the world

Target vision and managerial goals

AISIN seeks to be recognized as having an indispensable presence by all stakeholders throughout the world, including customers, suppliers, local communities and employees. Accordingly, under the AISIN Group VISION 2020, our target vision is to become an “irreplaceable global partner.” For this purpose, we set the managerial goals of attaining consolidated net sales of more than ¥3,300 billion and sales ratio outside Japan of more than 50% in 2020.



Focused initiatives for attaining managerial goals

To attain the targets of the AISIN Group VISION 2020, by product category we will focus on our mainstay fields, beginning with our core powertrain* systems as well as safe driving systems and body related systems. By geographic region, we will firmly maintain business volume in Japan while pursuing business growth in emerging markets centered on Asia. In view of an expected severe operating environment in the future, we will also strive to create new businesses to disperse management risk. AISIN will focus its efforts on the four points shown on the right to reach its objectives.

*Powertrain: engines, motors, transmissions

- 1. Create new products that support growth**
 - Environment
 - Safety and security
 - Comfort and convenience
- 2. Cultivate business that will become the second pillar of our operations**
 - Energy fields
- 3. Strengthen competitiveness through cost reforms**
 - Undertake efforts to realize innovative cost reductions
- 4. Build a global business structure**
 - Reinforce sales and development functions
 - Upgrade and expand production bases

Key Focus 1

Create new products that support growth

AISIN is creating new products to support future growth based on the three key themes of “environment,” “safety and security” and “comfort and convenience.”

In “environment” fields, AISIN is developing technologies that reduce carbon dioxide (CO₂) and enhance fuel efficiency, focusing these efforts mainly on powertrains. For vehicles such as conventional gasoline engine vehicles, we are working to reduce loss by raising the efficiency of engines and

transmissions and promoting weight reductions in areas that also encompass body related components. In this field, we estimate that fitting a vehicle with every component produced by the AISIN Group would reduce mass by more than 100 kilograms and raise fuel efficiency by over 10%.

We are also actively responding to the electrification of powertrains by promoting technology development that maximizes energy use from the perspective of entire systems.

AISIN is also making significant headway in “safety and security” by deploying the Group’s extensive technologies in safe driving systems and intelligent transport systems (ITS) to develop an array of systems that help create vehicles with collision-avoidance functions. As an integral part of these efforts, we are developing numerous comprehensive vehicle control systems, including our mainstay brake systems as well as suspension systems and steering systems. These systems control potentially dangerous movements and guide a vehicle toward a safer direction—even when the tires are about to slip—by optimally controlling underbody components. As another example, AISIN further promotes safe driving by developing various driving support systems. These include systems for closely monitoring peripheral areas of vehicles and

systems that prevent drivers from dangerously operating a vehicle in a manner that could cause a traffic accident. These systems are based on our imaging technologies accumulated through the development of car navigation systems and parking assist systems. Just as in the “environment” field, AISIN hopes to leverage the superb strengths of the AISIN Group across its broad-ranging product and technology domains to enhance safe driving.

For “comfort and convenience,” AISIN will tap a wealth of experience gained from developing body related systems to create new products based on flexible concepts while upgrading and expanding our lines of existing products such as power sliding door systems and sunroofs.

Technology Topics

Solutions that demonstrate the Group’s collective capabilities to customers

The AISIN Group holds new product exhibitions for Japanese and overseas automakers. Taking a dual approach at these exhibitions, individual Group companies showcase their own products separately, while the AISIN Group also works in unison to propose a variety of solutions such as for improving fuel efficiency and ensuring “safety and security.”



New product exhibition

Key Focus 2

Cultivating the energy business as a second business pillar

AISIN is developing the energy business as a second pillar of its operations after automotive components. Within this sector, AISIN offers life related, wellness related and energy related products based on the Life & Energy (L&E) business mission of “delivering smiles in customers’ everyday lives.” In particular, we are targeting business development of products that include energy related equipment, a field likely to grow given the important contributions such equipment can make to protecting the environment and creating a sustainable society. Recently, AISIN has been directing its efforts toward gas cogeneration systems and fuel cell cogeneration systems to address needs for distributed energy systems and reducing

heating utility expenses. During the past two years, AISIN has successively commercialized two types of cogeneration systems and can now offer customers optimal proposals tailored to energy usage conditions in each residence and climate.

AISIN considers each residence as one entire system encompassing energy related equipment and household living equipment. In the future, AISIN plans to launch system products that realize “smart lifestyles” emphasizing energy savings, good health and safety and security. Through these efforts, AISIN will strive to develop the energy business into a second pillar of its operations.

Key Focus 3

Strengthening competitiveness through cost reforms

As an initiative for strengthening product proposal capabilities, technological competence and cost competitiveness, Aisin Seiki launched a company-wide project in which design and production engineers work together closely to pool their ingenuity. With the overarching goal of strengthening competitiveness in global markets, this project features activities for promoting cross-sectional collaboration among various functions within the company aimed at “transforming products through technological innovation” and “manufacturing at lower costs in emerging countries.” Our efforts to cut production costs are focused on such mainstay products as door latches and door frames, and we are already achieving some positive results.

Initiatives to transform products through technological innovation are directed toward making major re-evaluations of product materials and functions, undertaking development to reduce the

number of components using technologies for single-piece molding of different materials and promoting development for reducing the usage of rare earth materials.

As a means of manufacturing at lower costs in emerging countries, Aisin Seiki is modifying product structures to promote simplification and the use of general production methods while making use of locally sourced materials, switching to low-cost materials and simplifying and streamlining facilities and toolings.

To achieve a major expansion in business in emerging countries, which will be the growth markets of the future, it will be essential to gain a deep understanding of local manufacturing and consider designs and production methods that enhance the ease of local manufacturing in addition to achieving cost reductions. AISIN will take its utmost efforts to attain this goal.

Key Focus 4

Building a global business structure

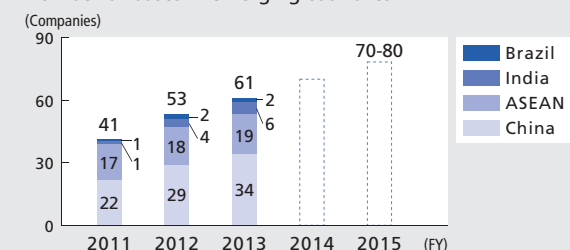
AISIN has achieved significant progress in building a global business structure, and in recent years has been rapidly establishing bases in emerging countries, setting up 20 bases in just the past two years. We have also been raising capital investments and have reached a scale of ¥80 billion annually. Specifically, in China we have essentially built a base structure that covers our product lines. In India, we established body components companies in the northern and southern regions of the country and are setting up a mutually complementary parts supply system. Meanwhile, in Brazil AISIN is building a system that can keep up with expanding markets in South America. Looking ahead, we intend to build an optimal supply network that

effectively utilizes these bases.

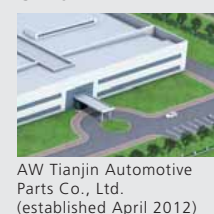
To cultivate new customers in markets in various regions throughout the world and respond quickly to their needs, we must take the initiative in ascertaining the characteristics and business practices in those markets and propose cutting-edge products ahead of our competitors. With this in mind, we plan to double overseas research staff from the 2010 level to 1,200 researchers by 2014. By taking these measures, we will identify product usage methods and needs in each location, utilize this information in product planning, design and assessment, and undertake quick development close to our customers.

Building a global business structure (production)

Number of bases in emerging countries

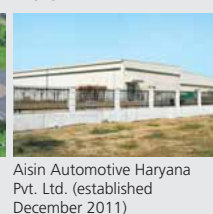


China



AW Tianjin Automotive Parts Co., Ltd. (established April 2012)

India



Aisin Automotive Haryana Pvt. Ltd. (established December 2011)
ADVICS North India Pvt. Ltd. (established August 2012)

Brazil



Aisin Automotive Ltda. (established July 2011)

Start by firmly establishing a foothold to attain VISION 2020

Over the past several years we have experienced a succession of dramatic events, beginning with the collapse of Lehman Brothers as well as the Great East Japan Earthquake and the flooding in Thailand, and these have had a major impact on our operations. Amid these adversities, a top priority will be to build a strong corporate structure that can continually generate profits and achieve sustainable growth even amid such challenging circumstances.

Based on this objective, we have designated the three years from 2012 to 2014 as a crucial period for strengthening the fundamental aspects of our operations that will support new growth. Specifically, we will build an unshakeable foundation for growth and have therefore made exhaustive efforts to address key issues such as further raising quality, reducing costs, enhancing productivity and streamlining non-manufacturing operations.

Along with these measures, the importance of strengthening collaboration across the entire AISIN Group is vital. Achieving the AISIN Group VISION 2020 will require that each Group company further leverage its strengths in respective business domains while deepening collaboration within the Group and fully

utilizing the Group's collective capabilities. During fiscal 2013, the Group worked in unison to extensively deliberate on principal themes and commenced specific activities, with the intent to further reinforce these efforts in the current fiscal year.

That said, we still have numerous issues to address. One of our top-priority issues is to build a business foundation in emerging countries. Unlike our previous approaches to overseas expansion, in the future we will autonomously identify local market characteristics and business practices and promote business development independently. Therefore, we will first carry out marketing, sales and development functions ahead of production. This approach has already yielded notable success in India and we intend to further bolster local functions in our priority markets of China, North America, ASEAN and Brazil. Turning to Japan, we will upgrade our support structures with collaboration among relevant functions to provide strong support for local operations overseas. In high-risk regions, the success or failure of our businesses will be determined by the degree to which we can minimize risk and create business models unique to AISIN.

Business Topics

Establishing new business models in emerging markets

In August 2012, Aisin Seki secured its first order from Mahindra & Mahindra Ltd., an automaker of a major Indian industrial conglomerate. This also marks the AISIN Group's first business transaction with a local automaker in India and the first step in establishing a new business model in emerging countries. Mahindra Chief Purchase Officer Hemant Sikka expressed his hopes for AISIN, commenting, “I have high expectations for the AISIN Group's quality in India and for its contributions to Mahindra.”



Mahindra CPO Hemant Sikka visiting Aisin Seiki

For more detailed information, please refer to “Establishing New Business Models in Emerging Markets” on page 14.

Cultivating human resources who will support new growth

To establish a strong corporate structure capable of responding to changes in the environment and achieve growth targeted under the AISIN Group VISION 2020, we must cultivate human resources with the ability to think flexibly and who are dynamic, possess a global perspective and able to take active roles firmly rooted in countries and communities throughout the world.

In gearing up for further expansion of our global business, we have implemented top management training including for staff at overseas bases pursuing managerial positions so they can learn required knowledge and skills such as the AISIN Way and management leadership. In this way, we are proactively promoting the localization of management in our overseas business.

As the Group's unique education aimed at strengthening and handing down *mono-zukuri* (manufacturing), AISIN provides practical technical skills education at the Aisin Technical Academy, a live-in, in-house training school, to cultivate leaders at manufacturing sites who can play key roles globally.

Training at the Aisin Technical Academy is targeted at new employees who have recently graduated from technical high schools and trainees dispatched from overseas.

We also provide a unique type of training for new employees assigned to Corporate R&D featuring the use of sewing machines to instill the basic elements of the AISIN Group's *mono-zukuri*. Trainees first perform sewing operations with Aisin Seiki's first-generation sewing machine and study the machine's mechanisms. Next, teams of trainees completely disassemble and then reassemble one of the latest-model sewing machines. Participants then produce blueprints of self-envisioned products by hand, place an order for such a product and fabricate the actual prototype and verify its functions. While undertaking this course, trainees gradually learn about the origins and essence of *mono-zukuri*.



Technical skills training for new employees

Undertaking CSR activities as an "irreplaceable global partner"

The AISIN Group provides a wide range of products that contribute to the environmental and safety performances of automobiles. Through products that contribute to the sustainable development of a motorized society and to solving energy and environmental problems, the Group is helping realize a sustainable society.

On the other hand, along with the globalization of business activities, AISIN believes it will become increasingly important to implement initiatives to reduce the environmental burden associated with its business activities; promote measures emphasizing human rights in its supply chain; and carry out community activities in the regions it does business as a good corporate citizen.

The AISIN Group, with its 83,000 employees at 179 companies in 20 countries and regions, will continue to pursue even deeper dialogue with stakeholders

worldwide, including customers, suppliers, shareholders, investors and employees, as well as strive to be a corporate group that earns the trust of stakeholders.



Aisin Takaoka Co., Ltd.

Aisin Takaoka works to create human resources capable of developing innovative production methods and new products utilizing our exceptional materials development capabilities and who can continuously rotate a cycle of maintenance, improvement and innovation. While strengthening collaboration in production methods such as compounding diverse metallic materials utilizing technologies from within the AISIN Group, Aisin Takaoka will continue growing as a global materials manufacturer that is trusted by customers, local communities and employees.

Haruhiko Amakusa, President



Aisin Chemical Co., Ltd.

With all employees working as a team, Aisin Chemical carries out corporate activities to create new materials and production methods, eco-friendly products and other appealing products that satisfy customers in the fields of chemical products, friction materials and plastic parts. Aiming to become a global company with strong brand power, Aisin Chemical will strengthen its *mono-zukuri* capabilities, while nurturing its human resources and corporate culture and undertaking corporate citizenship activities to become a company that attains sustainable growth and contributes to an enriched society.

Yasuhide Shibata, President



Aisin AW Co., Ltd.

As the world leader in the drivetrain field, Aisin AW holds the top market share through its cutting-edge step automatic transmissions and continuously variable transmissions as well as its range of hybrid systems, for which there are high expectations as an environmental technology. Also in the information field, centered on car navigation systems, Aisin AW offers a range of products that incorporate advanced communication technologies. Going forward, Aisin AW will continue to bring new inspirations to our customers the world over by offering attractive products that embody "high quality" and "innovation."

Mutsumi Kawamoto, President



Aisin AI Co., Ltd.

Aisin AI's core product of manual transmissions consists mainly of mechanical components, enabling outstanding transmission efficiency and a sense of direct handling. Looking ahead, we will achieve lighter weights and increase efficiency to provide products that offer outstanding environmental performance while developing products that incorporate new technologies and will carry out our business globally. In doing so, we will enable drivers throughout the world to "experience the fun and enjoyment of driving a car."

Kazumichi Sugiura, President



ADVICS Co., Ltd.

ADVICS contributes to the realization of an enriched society by providing products that pursue a better environment, safety and comfort. As a brake system supplier, we provide products suited to automobile production around the world. At the same time, we will proactively enhance our technologies and offer proposals for creating new automobile-based lifestyles by making inroads into regions around the world, always asking ourselves what needs to be done and taking on new challenges with employees in each country.

Takeshi Kawata, President





Special
Feature

Establishing New Business Models in Emerging Markets

On August 25, 2012, Aisin Automotive Haryana Pvt. Ltd., a local subsidiary operating in India, secured its first order for engine oil pumps from Mahindra & Mahindra Ltd., a major Indian automaker. With this order, a new stage in the AISIN Group's global business development is about to unfold.

Further growth through global development rooted in local communities

The shape of the global automobile market is changing dramatically along with growth in emerging countries beginning with India and China. Unlike in the past when growth was limited to certain major automakers, we are now in an age of brutal competition among powerful competitors, as automakers from North America, Europe, Japan, Korea and even emerging countries seek to expand their presence. In the same manner, competition among components manufacturers is heating up globally, with leading component makers advancing into emerging countries while companies from non-automotive industries also are making full-fledged entries into these markets.

To cope with these changes in the business environment and evolve into a corporate group that achieves sustainable growth, in 2012 the AISIN Group formulated the AISIN Group VISION 2020 as its new growth scenario. Under this vision, AISIN began cultivating new customers while carrying out self-sustaining businesses that are firmly rooted in local communities around the world. As key points of this vision, we have set the goal of generating over 50% of our sales in overseas markets in 2020, and as part of these efforts, we will establish business infrastructures in emerging country markets and nurture human resources who can support sales, development

and production for new business expansion. Through these overseas business activities, we are determined to contribute to the development of local communities while forging relationships of trust with customers and the people of communities to become an irreplaceable presence in each region.

Launching new India strategy with a global focus

Aisin Seiki has set its sights on India, which is projected to become the world's most populous country and where the automobile market is experiencing booming growth. To make inroads into this lucrative market, in December 2011 Aisin Seiki established Aisin Automotive Haryana Pvt. Ltd. (AHL) in a suburb of the Indian capital of New Delhi. Here, we are building production bases in northern India and promoting sales and design activities to quickly propose products demanded by markets. As one noteworthy achievement in fiscal 2013, we received our first order from local automaker Mahindra & Mahindra Ltd. (Mahindra).

Because SUVs account for over 90% of Mahindra's vehicle production, we foresee excellent business opportunities for the AISIN Group, which boasts outstanding strengths in SUV components. Additionally, the Mahindra

Group is an enormous business conglomerate active in a variety of business spheres, engaging in such diverse fields as finance, energy, environmental, construction and aviation industry related businesses. In view of this extensive business portfolio, AISIN has strong hopes for significantly expanding its business in India. Moreover, we believe that obtaining the order for oil pumps ahead of any component maker which with the AISIN Group competes in Europe has immeasurable significance for our future business development in India.

The securing of this recent order can also be regarded as a precedent for the AISIN Group's new self-sustaining business model. Rather than merely following its existing customers' overseas expansion movements as in the past, this new business model focuses on identifying both global and regional market trends and then actively cultivating new customers by making upfront investments and establishing business and sales plan oriented production bases. We are confident these initiatives will place us on a solid growth track.

Creating a network and meticulous research that seized business opportunities

In 2011, Aisin Seiki inaugurated the Global Business Promotion Department (presently the Strategic Headquarters, Automotive Parts Business) as a "frontline unit" for building new business models focused on "advancing into markets to create business rather than advancing just because business already exists in markets." In India, AISIN had no automaker customers other



Makoto Saito
Managing Director
Aisin Automotive Haryana
Pvt. Ltd.

than Toyota Kirloskar Motor Pvt. Ltd., Maruti Suzuki India Ltd. (Maruti Suzuki) and Honda Cars India Ltd. Going on the offensive, the Global Business Promotion Department executed strategies tailored specifically for the country and began preparations for developing new customers and establishing new production bases.

Determined to develop new markets, AHL Managing Director Makoto Saito first visited India in March 2011. Drawing on his experiences from his previous overseas assignments, he immediately recognized the enormous potential of India's market as well as the critical importance of obtaining local information directly from the source. Even before assuming his new duties in India, Saito visited exhibitions, industry organization meetings and local automakers across the country, where he met a growing number of key people and



Presentation appealing the Group's strengths

gradually broadened his network of personal connections. He continued to actively strengthen this network and by fall of the same year, he got the chance to make a presentation at Tata Motors Ltd.,

India's largest automaker, in addition to Maruti Suzuki.

High gasoline prices in India will likely prompt demand for fuel-efficient engines, while environmental regulations are expected to become increasingly stringent in the future. During the presentations, Saito emphasized AISIN's excellent abilities to pinpoint future technology trends from a global perspective and to provide accurate information. He also passionately explained how the Group's collective capabilities and each of its elemental technologies could make valuable contributions to India's auto manufacturers.

After these presentations, while expanding our sales strategies and exploring new possibilities from a broad perspective, we finally gained the opportunity to meet with Mahindra and to make our long-awaited presentation in November 2011. In preparation, Saito, together with Makoto Shirai and other staff members from the Global Business Promotion Department, meticulously examined the performance and configurations of Mahindra's vehicles and became confident that the AISIN Group had a golden opportunity for doing business with Mahindra.

During the presentation, Shirai stressed how the AISIN Group could contribute to the development of a motorized society in India. Looking back, Saito recalls, "We were thrilled that the people in charge at Mahindra repeatedly asked serious questions about the details of our presentation and their high expectations of the AISIN Group resonated loud and clear."



Mahindra members asking questions with keen interest



Makoto Shirai
Product Business Planning
Group, Strategic Head-
quarters, Automotive Parts
Business, Aisin Seiki Co., Ltd.



Auto Expo 2012 (New Delhi) showcases the AISIN Group's collective strengths.

Earning trust with our technology proposal capabilities and top priority on quality

At the time of the presentation, Mahindra equipped their engines with oil pumps supplied by local manufacturers. However, Mahindra was concerned that relying solely on local manufacturers would prevent the company from accessing technology capabilities essential for improving fuel efficiency or developing next-generation engines. Acting on these concerns, Mahindra began searching for components manufacturers capable of developing and producing oil pumps globally. It was precisely at this time that Saito and his team had the meeting with Mahindra that led to the presentation and subsequent order.

Prior to the order, however, Katsumi Hirabayashi of the Engine Components Engineering Department and Junya Yamamoto of AHL were tasked with addressing Mahindra's concerns that the AISIN Group had little business experience in India. Hirabayashi and Yamamoto suggested technologies and designs that incorporated



Katsumi Hirabayashi
2nd Lubrication System Team, Engine Module Group, Engine Components Engineering Department, Aisin Seiki Co., Ltd.

AISIN's unique proposals based on Mahindra's own specifications. They also responded quickly to any of the inquiries from Mahindra. Backed by support from Japan, AHL's designers once even flew to the location of Mahindra's design department to hold engineering discussions despite receiving just one day's notice for the requested meeting.

Regarding local production, Hirabayashi and Yamamoto also explained the AISIN Group's approach in terms of systematically managing the entire processes, from development to production, to achieve high quality and low-cost production. They also emphasized the importance of incorporating measures from the development stage to raise productivity and prevent quality defects.

Hirabayashi and Yamamoto successfully fostered a deeper understanding of the AISIN Group and earned the trust of Mahindra by stressing the AISIN Group's extensive strengths, including its technology and development

capabilities, proposal abilities, product robustness* and problem-solving abilities from a global perspective.

Going forward, we will make efforts to contribute to local industry in keeping with the idea of "business development rooted in each region," which is a key part of the AISIN Group VISION 2020, by aiming for a 100% local procurement rate for oil pump parts and further developing local suppliers.

*Refers to high performance and designs that can maintain functions even in environments beyond the scope of normal usage.



Junya Yamamoto
R&D
Aisin Automotive Haryana Pvt. Ltd.

Establishing production bases while undertaking sales activities

As a new challenge in India, we simultaneously promoted sales activities while building production bases despite having almost no orders from any customers. Along with the establishment of AHL, we concurrently set up Aisin Automotive Karnataka Pvt. Ltd. (AKL) in a suburb of Bangalore in southern India.

When setting up our production bases, we also faced various challenges related to industrial estates. In recent years, industrial estates in India have become a seller's market and even managing to file an application for securing land for a plant is an ordeal. Even when an application is eventually submitted, something utterly unexpected frequently occurs, such as being told that previously promised land is not available or being assigned an estate completely different from the requested estate. At any rate, obtaining authorization for land in these estates is very difficult. Under such circumstances, Shoji Yokoyama and Hisatoshi Kato, who were dispatched from Japan as members of the Global Business



Shoji Yokoyama
Asia Oceania Team, Regional Business Planning Group, Strategic Headquarters, Automotive Parts Business, Aisin Seiki Co., Ltd.

Production bases in India



Building under construction at AHL



Groundbreaking ceremony at AHL

Aisin Automotive Haryana Pvt. Ltd. (AHL)
Established in December 2011

AT India Auto Parts Pvt. Ltd.
Established in March 2012

Aisin NTTF Pvt. Ltd. (ANL)
Established in 1999



ADVICS North India Pvt. Ltd.
Established in August 2012

ADVICS South India Pvt. Ltd.
Established in August 2012

Aisin Automotive Karnataka Pvt. Ltd. (AKL)
Established in December 2011



Building at AKL currently under construction



Hisatoshi Kato
Asia Oceania Team, Regional Business Planning Group, Strategic Headquarters, Automotive Parts Business, Aisin Seiki Co., Ltd.

Promotion Department, carried out repeated intense lobbying efforts that stressed the significant contributions AISIN could make to the Indian economy in terms of employment, taxes and other areas. Thanks to their tireless efforts, we finally obtained approval for our desired sites and also built strong relationships of trust with local communities.

These types of difficulties in establishing production bases in India represent a challenge unique to setting up self-sustaining businesses in emerging countries. We most definitely faced a host of adversities in India such as there being no infrastructure as promised and having to deal with issues beyond the control of the authorities. On the bright side, the wealth of know-how acquired from building a new business model by independently thinking, acting and making decisions based on the idea of "starting from scratch" will serve as an enormous strength for developing new business in emerging countries in the future.



Agreement concluded for investment in Karnataka State

Future of emerging country business that leverages the strengths of the AISIN Group

AHL and AKL currently share production plants with AISIN

Group company ADVICS Co., Ltd. and are building a structure for quickly responding to local needs. Undertaking collaborative operations in this manner provides large benefits for the Group in emerging countries, where identifying market trends is often difficult.

The merits of such collaboration are pointed out by Toshitaka Suga, Managing Director of ADVICS North India Pvt. Ltd., which was established in August 2012. He explains: "Together with staff of AHL, which preceded us into India, we met with local automakers at presentations and exhibitions and emphasized the total capabilities of the AISIN Group, and this helped us to significantly raise our profile in India. In addition, implementing market surveys and supplier surveys, carrying out collaborative operations and sharing the latest information concerning India helped us immensely."

ADVICS hopes to create additional business opportunities by utilizing the AISIN Group's extensive product lines as a springboard for approaching local automakers. It is well understood that harnessing the Group's strengths and stressing that AISIN is a comprehensive parts manufacturer with exceptional knowledge of automobiles are the most crucial points for winning new business opportunities in emerging country markets.

In fiscal 2014, AKL is scheduled to begin shipments of oil pumps, which will mark the full-fledged start of new business in India. Carrying out business with close teamwork across the Group will be our model for promoting future business in Brazil and other emerging countries and will also be a new driver of growth in our global business development.

Emerging country business represents an enormous field in which the AISIN Group can leverage its collective strengths for further growth in the future.



Toshitaka Suga
Managing Director
ADVICS North India Pvt. Ltd.

Business development in India

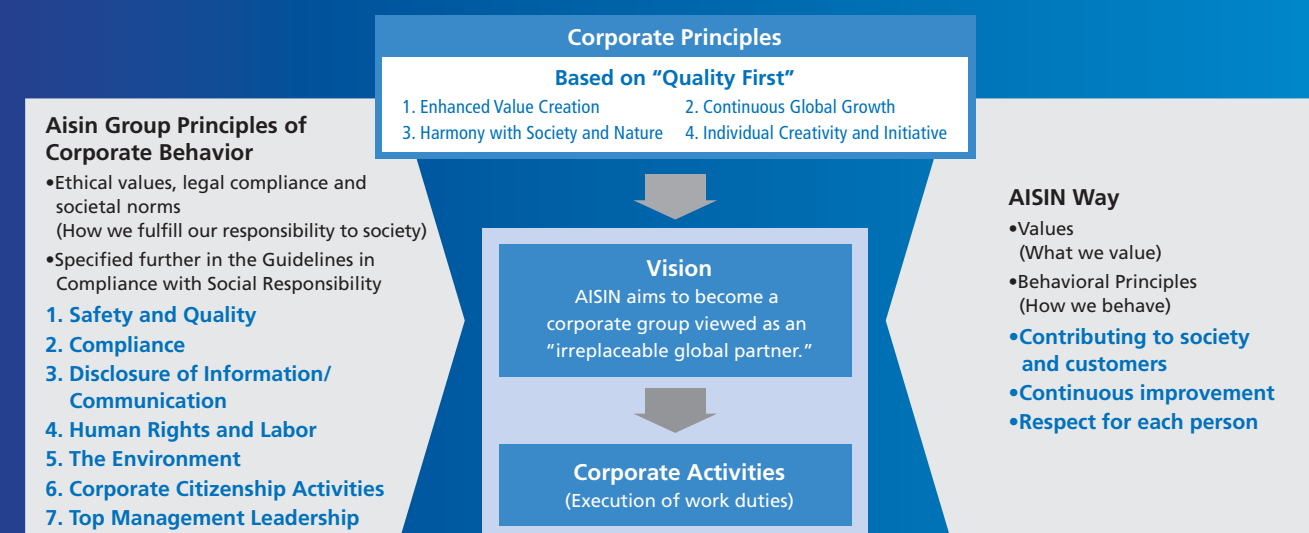
	2011	2012	2013	2014
Plan	<ul style="list-style-type: none"> Global Business Promotion Department inaugurated AHL and AKL established 	<ul style="list-style-type: none"> AISIN Group VISION 2020 formulated in April Business details and capital determined 		
Sales	<ul style="list-style-type: none"> Contact with Mahindra begins 	<ul style="list-style-type: none"> President of Mahindra visits the AISIN booth at Auto Expo 2012 (New Delhi) Product presentation made at Mahindra Received order for oil pumps following meeting with Mahindra's chief executive for sourcing and development 	<ul style="list-style-type: none"> Presentation using an actual car made at Mahindra Chief Procurement Officer visits AISIN Group 	<ul style="list-style-type: none"> Further market development
Production	<ul style="list-style-type: none"> Haryana State Application for acquiring land for a plant submitted Karnataka State ANL land survey activities carried out 	<ul style="list-style-type: none"> Haryana State Land for a plant acquired and construction commenced Karnataka State AKL commences employee recruitment as well as acquisition and development of land for a plant 	<ul style="list-style-type: none"> Haryana State Installation of facilities begins Karnataka State Construction begins 	<ul style="list-style-type: none"> Haryana State Shipments scheduled to begin Karnataka State Shipments scheduled to begin

AISIN Group CSR

Aiming to become an irreplaceable global partner

The AISIN Group is developing corporate activities in accordance with its Principles of Corporate Behavior, the code of conduct established in January 2010, as a means of fulfilling its corporate social responsibility (CSR). Initiatives are also being carried out under the AISIN Way, established in April 2007, which conveys the values and behavioral principles to be shared among current and future AISIN generations.

Additionally, under the AISIN Group VISION 2020 formulated in April 2012, we aspire to become "a role model of CSR around the world" while implementing and promoting initiatives by establishing specific action plans supported by "global CSR development."



In order to further support the promotion of CSR management, *AISIN Group Report 2013* incorporated reporting that draws upon the seven core themes of ISO 26000, an international standard that provides guidance on the social responsibility of organizations, including companies.

18 AISIN Group CSR

- 19 Organizational Governance
- 22 Human Rights and Labor Practices
- 28 The Environment
- 38 Fair Operating Practices
- 42 Consumer Issues
- 44 Community Involvement and Development

Organizational Governance

The AISIN Group places importance on developing fair and highly transparent management activities and is striving to strengthen organizational governance as a corporate citizen trusted by all stakeholders in and outside Japan.

CSR Management

Aisin Group Principles of Corporate Behavior

The Aisin Group Principles of Corporate Behavior, put into effect in January 2010, include guidance on contributing to the sustainable development of society and the earth; respecting each employee's character, individuality and diversity, and developing and maintaining sound relationships with stakeholders based on active communication. We promote CSR activities based on these principles of corporate behavior under various themes, which extend not only in Japan but also to overseas Group companies in light of the circumstances in respective countries and regions.

The AISIN Group Principles of Corporate Behavior are introduced via the AISIN Group CSR website.

Principles of Corporate Behavior



English poster

Chinese poster

Putting the principles into action through education and training

We have formulated and are promoting the Guidelines in Compliance with Social Responsibility to provide concrete behavioral standards for all employees to fulfill the objectives of the Aisin Group Principles of Corporate Behavior.

These guidelines have a Q&A section for each of the seven principles defined under the Aisin Group Principles of Corporate Behavior, namely safety and quality, compliance, disclosure of information and communication, human rights and labor, the environment, corporate citizenship activities and top management leadership. By doing so, we will ensure that these principles are easy to understand and easily accessible in a booklet printed for all employees.

Additionally, to promote employees' awareness of CSR and encourage business practices with CSR in mind, CSR training (for regular employees) and CSR management training (for managers) are conducted as part of rank-specific training programs. Training for members of top management, which instills the AISIN Way and promotes CSR activities globally, is also conducted at overseas locations.



Top management training

Establishing respective committees to promote CSR activities

The AISIN Group has also set up committees within Aisin Seiki tasked with promoting management that addresses the interests and concerns of internal and external stakeholders, including the Business Ethics Committee, the Company-wide Environmental Committee and the Central Safety and Health Committee.

These committees monitor activities inside the Group in accordance with their respective topics and report on the results to the Board of Directors in seeking to improve relevant corporate activities.

Corporate Governance

Aiming to operate with fairness and transparency

AISIN strives to develop amicable relations with all stakeholders as well as steadily grow and expand over the long term as a means to maximize its corporate value.

To realize this, the Group is working to strengthen corporate governance by considering the importance of fulfilling its accountability in corporate activities and developing highly transparent and ethical management.

System

Aisin Seiki has adopted the Audit & Supervisory Board system and has established a General Meeting of Shareholders, Board of Directors and Audit & Supervisory Board as statutory institutions.

● Board of Directors

The Board of Directors meets once a month to pass resolutions on important management matters and is also responsible for overseeing the execution of business operations.

● Audit & Supervisory Board

The Audit & Supervisory Board is comprised of five members, which includes three external Audit & Supervisory Board members. Together with monitoring the execution of duties by directors, Audit & Supervisory Board members monitor the status of the execution of operations of respective business divisions to ensure that management and the execution of business operations are being carried out properly.

Improvement and strengthening of internal control system

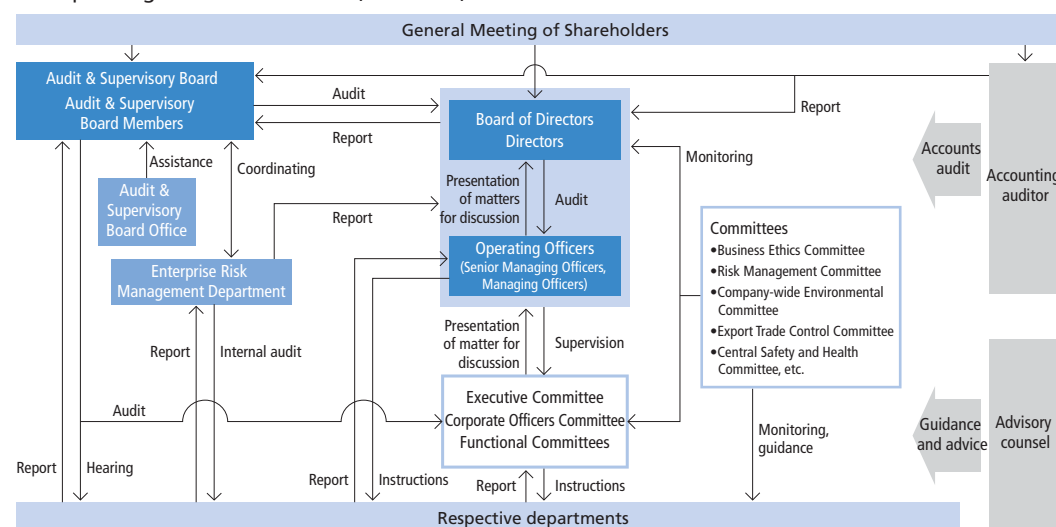
Aisin Seiki is strengthening measures based on the Basic Policy Concerning the Establishment of Internal Control, which was approved by a resolution of the Board of Directors.

Specifically, after formulating activity policies through such committees as the Business Ethics Committee and Risk Management Committee, thoroughly informing employees of these policies through guidance and training and putting them into practice, Aisin Seiki carries out monitoring by committee members, auditing by internal audit offices and other relevant initiatives to verify the effectiveness of such activities through *genchi genbutsu* (go and see for yourself).

These series of activities are implemented on a global basis through meetings among AISIN Group companies and information sharing between functional departments.

Additionally, a summary of such activities geared toward improving and strengthening internal controls is reported at a meeting of the Board of Directors held at the end of the fiscal year to verify the adequacy of these initiatives.

Corporate governance structure (Aisin Seiki)



Dialogue with Stakeholders

Promoting CSR management through dialogue with various stakeholders

The AISIN Group promotes CSR activities by placing an emphasis on dialogue with our stakeholders, including customers, shareholders and investors, suppliers, employees and local communities.

Example of Aisin Seiki



Customers

Main customer contact point: Customer Support Department

Through its Customer Support Department, Aisin Seiki strives to respond promptly, accurately and politely to inquiries received from customers regarding its life related products, including sewing machines and beds.



Shareholders and Investors

Main contact point: Finance & Accounting Department

In addition to holding presentations on business performance and the announcement of financial results on a quarterly basis, we appropriately respond to individual interviews in a timely manner. Presentations on business results are also held for overseas investors in respective regions in Europe, North America and Asia.



Suppliers

Main contact point: Purchasing Planning & Administration Department, Components Purchasing Department, Material & Machinery Purchasing Department

Exchange meetings are held in order to deepen cooperation with suppliers.



Employees

Main contact point: Human Resources Management Department

Effective communication is promoted at respective workplaces based on reporting and consultation in daily operations as well as at meetings. Additionally, we are placing importance on reflecting employees' opinions in measures by conducting company-wide cross-interaction extending beyond the organizational framework such as rank-based meetings, workplace interviews with supervisors and subordinates, and an employee awareness survey. Newsletters are also issued as a key means of disseminating information to employees and their families.



Road safety promotion activity

Local communities

Main contact point: General Administration Department

We are developing community-based corporate citizenship activities unique to the AISIN Group at bases in Japan and overseas.

Human Rights and Labor Practices

AISIN observes international standards related to human rights and labor practices as well as laws and regulations of respective countries and regions.



Respect for Human Rights

Basic policy regarding respect for human rights

Under the Aisin Group Principles of Corporate Behavior, we established the basic policy of respecting employees' human rights: "We respect the character, individuality and diversity of our employees and provide a safe, enjoyable and productive work environment in order to help them achieve a balanced and fulfilling life." Additionally, the AISIN Way clarifies values and behavioral principles to be shared among the Group that extend beyond the times, generations and regions. Furthermore, the Guidelines in Compliance with Social Responsibility provide specific behavioral principles so that all Group employees may realize the principles of corporate behavior. They also indicate appropriate examples of behavior with regard to human rights and labor by making clear statements prohibiting forced labor and child labor, thereby establishing action guidelines that are essential for developing businesses on a global basis.

Education on respect for human rights

In addition to respecting employees' basic human rights, the AISIN Group conducts human rights education through various occasions so that employees are able to take actions by respecting basic human rights for developing global business activities.

As for training management-level personnel, we conduct human rights training sessions for executive officers and general managers of Aisin Seiki as well as officers of the AISIN Group companies. The Human Resources Management Department of Aisin Seiki also holds basic training of human rights twice a year for persons in charge of personnel affairs at the six core Group companies. Additionally, every September we invite lecturers from the Aichi Labour Bureau to make a presentation on fair hiring. In fiscal 2013, 19 Group companies participated in the meeting. Furthermore, human rights training is conducted for regular employees at the time of joining the company and when promoted.

Training recipients regarding human rights (Aisin Seiki)

(Unit: Persons)

	FY2011	FY2012	FY2013
Newly appointed managers	519 (100%)	588 (100%)	684 (100%)
New hires	302 (100%)	266 (100%)	290 (100%)
Temporary hires	62 (100%)	352 (100%)	55 (100%)
Mid-career hires	30 (100%)	100 (100%)	141 (100%)



Lecture on human rights for executive officers



AISIN Group new employee joint training

Stable Employment

Basic stance

It is assumed that the AISIN Group is expected by society to provide stable employment. To achieve this, we consider that active roles and the growth of each and every employee contributing to the sound and sustainable development of the company will lead to stable employment over the long term.

Activities from CSR standpoint

It is essential for a company to perpetually exist in society to fulfill its responsibilities as a corporate citizen. In this respect, AISIN strictly observes various laws and regulations of respective countries and regions in which we operate.

At overseas bases, we are building labor-management relations based on laws and regulations of respective countries and regions by sharing the basic stance on personnel and labor relations.

Personnel development that supports stable employment

The development of human resources that become a source of growth is indispensable for a company to realize sustainable development and ensure stable employment. Based on this understanding, we are working to nurture human resources from a long-term perspective while also encouraging active roles and the growth of each and every employee.

Human Resources Development

Supporting the growth of each person by respecting individuality

As advocated by the AISIN Group, respecting the individuality of employees and supporting the creation of career paths and developing abilities so that employees can fully exert their abilities is specified in the Guideline in Compliance with Social Responsibility.

Our six core Group companies respectively formulated education programs and are implementing education and training based on the AISIN Way. In fiscal 2013, measures were taken to review existing training systems, in which content was further incorporated from the standpoint of employees and initiatives intended to boost motivation. Additionally, we started joint training for the Group's 470 new employees in May 2013. New technical-related employees competed in teams and created bridges using only straws during a three-day period while also deepening the technical ability to think, observe and find solutions. Also, during a three-day camp training centering on a 35-km walk rally, new administrative employees carried out intensive training such as building a collective "sense of unity and accomplishment" through achieving results while mutually supplementing each other's strengths and weaknesses.

Nurturing staff at development bases making progress in global expansion

At the AISIN Group, we are promoting initiatives to establish development bases for planning and developing products responsive to meeting various local needs in emerging countries such as Brazil, China and India as well as in North America and Europe. In line with rapid business expansion in recent years, nurturing staff capable of developing products and implementing on-site technological support has become an urgent task. In Japan, we are pursuing initiatives by dispatching personnel to raise the level of staff hired locally in order to promote the development of staff capable of taking active roles at development bases overseas.

Development of global human resources

The AISIN Group is preparing for increased global business by developing training for local personnel who aspire to become managers of overseas operations. In fiscal 2013, the Group's top management candidates were invited from operations in North America, China, Thailand, Indonesia and Brazil to participate in training and better understand and utilize the AISIN Way.

In conjunction with the expansion of global human resources education aimed at nurturing Japanese staff capable of taking active roles around the world, we have started overseas training for young employees, in which individuals mainly in their 20s and 30s are sent overseas for one year. The training is aimed at quickly developing global response capabilities through local language training and social contribution activities together with gaining business experience overseas through on-the-job training. A total of 10 people participated in fiscal 2013 and more than 20 people will be dispatched in fiscal 2014.

TOPICS Participated in developing a storage dam in wildlife protection area through overseas training for young employees

We participated in volunteer activities at the Salakpra Wildlife Sanctuary in Kanchanaburi Province (mountain area), Thailand. The drought occurring in recent years has caused a situation in which elephants enter residential areas to seek water. To improve this situation, measures were taken to develop a storage dam to efficiently store rainwater in a forest area. Among the approximately 80 people who participated, two were Japanese. Although it was hard work, a cooperative relationship emerged naturally among participants through daily work and lightened the load. Employees from various companies were also participating in this initiative, and fortunately through friendly conversations on various aspects from cars to Japanese and Thai cultures, we were able to make personal connections particularly with participants from automobile manufacturers that can be utilized in work in the future.



Yoshinobu Izumi,
Finance & Accounting
Department, Aisin Seiki
(Dispatched in fiscal
2013)

Globally nurturing technical personnel in the Group

At the Aisin Technical Academy, a live-in training institute, graduates of technical high schools in Japan and trainees from overseas take a year of study to raise their practical technical skills with the aim of developing human resources playing a central role at production sites. Select graduates of the Aisin Technical Academy are given an additional two years of training in advanced skills.

In fiscal 2013, the Aisin Technical Academy accepted 16 trainees mainly from emerging countries and areas including China, Taiwan and Indonesia. In fiscal 2014, plans call for accepting 27 trainees from various countries and areas including India, Turkey and Thailand in addition to China, Taiwan and Indonesia.



During training

Respect for Diversity

Promotion of diversity

In order to address economic globalization, various aspects of diversity such as employees' individuality and abilities that make up a company are essential. Additionally, amid the situation in which the composition of the working population is changing significantly due to various factors such as the declining birth-rate and aging society in Japan, companies are expected to heighten their vitality by promoting an environment in which personnel such as women or older people, who have had relatively less opportunities of taking active roles, can exert their abilities and in turn promote diversity. The AISIN Group is working to enhance its personnel and benefit systems so that various employees are able to establish their individuality as a "social being" and carry out their respective duties with pride.

■ Promotion of diversity (Aisin Seiki) (Persons)			
	FY2011	FY2012	FY2013
Female	1,298	1,441	1,482
Re-employment after retirement	452	438	434
Persons with disabilities	190	177	186
Percentage versus all employees	2.06%	1.95%	2.04%
Foreign nationality	96	96	112

■ Number of females employed and number of female managers (Aisin Seiki) (Persons)				
		FY2011	FY2012	FY2013
Employment (regular)	Administrative staff	4 (19%)	3 (13.6%)	3 (11.1%)
	Engineer	6 (5.1%)	7 (5.6%)	7 (5.1%)
	Technical and skilled worker	19 (12.6%)	13 (12.6%)	17 (15.6%)
	Clerical worker	—*1	4	10
Number of managers	Team leader or higher	44 (20)*2 (1.0%)	43 (20)*2 (1.0%)	47 (20)*2 (1.1%)

*1 Newly established from FY2012.

*2 Figures in brackets are the number of people who are assuming managerial-level positions or higher positions.

■ Number of employees using parental and family-care support systems (Aisin Seiki)

		(Persons)		
		FY2011	FY2012	FY2013
Parental leave	Female	63	72	65
	Male	6	8	5
Family-care leave	Female	0	0	4
	Male	4	0	2
Short working hour system for child care (*Number of people who have used the system more than once)	Female	161	168	179
	Male	20	28	40
Short working hour system for child care (Registrants)	Female	174	181	198
	Male	164	207	250

* Number of persons taking parental and family-care leave is calculated based on the year in which the leave has started

Work-life balance support

The AISIN Group is developing an environment in which employees are able to select various work styles according to their individual life stages and is promoting initiatives to create an environment in which it is easier to balance company life and home life.

Measures to shorten work hours

As part of work-life balance initiatives, concerted measures are taken between the management and employees with the aim of increasing the acquisition of shortened working hours and annual paid holidays.

Work-life balance support system

In addition to improving systems stipulated by laws and regulations, each company establishes original systems in order to further balance work and life.

Examples of original systems established at each company: Aisin Seiki

- **Short working hour system for child care**
Until the child enters elementary school
- **Parental leave**
Until the child reaches the age of 18 months or until the end of the fiscal year (March 31) in which the child reaches the age of one
- **Family-care leave**
Maximum of one year
- **Leave of absence to accompany spouses**
Employees can take leave and move with his/her spouse while the spouse is relocated in Japan or overseas. Career development support is provided for personnel after resuming their work.
- **Anshin (secured) holidays**
Employees can carry over paid holidays that has not been used for a period of two years to a maximum of 20 days as paid sick leave or nursing care leave.

Additionally, AI Mommy's Support daycare center established within the Aisin Seiki head office premises in Kariya city, Aichi Prefecture, provides child care service suited to the needs of its employees. The daycare center is also available for employees of Group companies located in Kariya. In July 2013, a daycare center was newly established in Anjo city, Aichi Prefecture, to further enhance support systems for working employees who are also raising children.

Creating a workplace in which persons with disabilities can also work together with a sense of satisfaction

On the basis of an approach rooted in the concepts of "normalization and harmonious coexistence," the AISIN Group is aiming to create a working environment in which persons with disabilities can also work with a sense of satisfaction. We hold regular consultation sessions by plant to respond to their concerns related to work and their daily lives, and are actively promoting activities such as improving the workplace environment. The Group holds training sessions for managers and supervisors in the workplace so that they are better able to comprehend the situation of and give advice to persons with disabilities. Education and other relevant training are also conducted for the workplaces in which persons with disabilities are accepted. The 12 main AISIN Group companies host a liaison conference on the employment of persons with disabilities and are building an operating structure that includes respective affiliated companies.

■ Employment rate of persons with disabilities (Aisin Seiki)



*Revised legally required employment rate to 2.0% from April 2013

Re-employment after retirement

The AISIN Group establishes systems for the re-employment of workers after retirement, including programs for limited hours or days of work in response to varied requests from retirees. Initiatives are being introduced that are intended to re-employ all interested personnel.

In 2009, Aisin Seiki introduced the Power Up Seminar, which seeks to improve the abilities of employees who wish to be re-employed. This seminar targets all regular employees who have reached the age of 55, which is five years before reaching the retirement age, and is aimed at promoting a widespread understanding of employment systems, identifying individual career paths and strengths, and supporting various aspects such as creating individual study plans for the future. Similar systems have also been introduced at the six core Group companies.

Employee Safety and Health

A core principle of placing safety and health above all else

The AISIN Group is working to enhance the safety and health of all employees on the basis of the core principle of placing safety and health above all else.

Action Plan

Promotion of workplace environment improvement with the highest priority on safety and health

Three-Year Development Phase Policy 2012-2014

Build management at bases throughout the world and create workplaces in which employees can work with assurance through everyone's participation.

FY2013 Company-wide Policy

Promote creating safe, healthy and dynamic workplaces

Aspiring to be the world's foremost corporate group in terms of safety

Fifteen Group companies in Japan* are retaining a frequency rate and severity ratio of work accidents that is below the national average for the industry. Among these, 12 Group companies in Japan have rolled out the Factory-to-factory Safety Inspection Strategy in which thorough inspections of respective plants are carried out. By doing so, not only safety related to equipment but also hazardous work are actually verified and pointed out at sites together with following up in taking remedial measures.

Respective Group companies completed measures to prevent recurrence of major accidents that occurred in 2012.

Going forward, AISIN aspires to be the "safest corporate group in the world," and to firmly establish a safety culture, will promote relevant occupational health and safety activities by further improving education, training and activities to enhance awareness.

Reform of employees' mindset aimed at achieving zero work accidents

In fiscal 2013, Aisin Seiki conducted a safety awareness survey for all employees. The results of the survey revealed that an active approach by managers and supervisors toward safety and creating opportunities for developing dialogues in workplaces are necessary to promote the creation of a safe and healthy working environment.

In view of this result, in fiscal 2014 plant managers, general managers and managers will carry out initiatives to observe work and engage in dialogue with employees to promote safety. Employees also will make efforts to enhance the ability to anticipate hazards and make safety behavior become a matter of habit through a safety declaration.

Additionally, the 11 main Group companies, excluding Aisin Seiki, will implement a safety awareness survey for all employees in fiscal 2014.

Factory-to-factory Safety Inspection Strategy

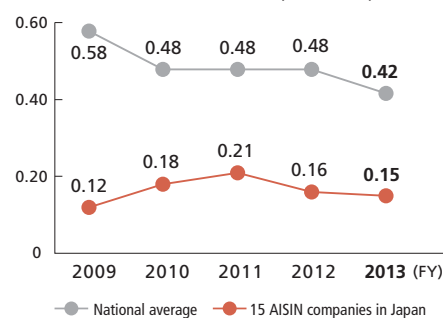


Ogawa Plant of Aisin Seiki



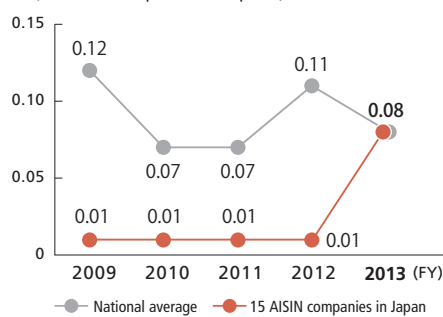
Machinery & Equipment Plant of Aisin Seiki

Rate of lost work time injuries resulting from work accidents (15 AISIN companies in Japan*)



Frequency rate of injuries resulting in lost work time = $\frac{\text{Injuries and deaths caused by work accidents (lost work time)}}{\text{Total work hours}} \times 1,000,000$

Severity ratio of work accidents (15 AISIN companies in Japan*)



Severity ratio = $\frac{\text{No. of lost work days}}{\text{Total work hours}} \times 1,000$

* 12 main Group companies + Aisin Tohoku, Aisin Kyushu, Aisin Hokkaido

* STOP 6: Six worst major cause of disasters in Toyota Group (1. Caught between machinery, 2. contact with heavy objects, 3. contact with vehicles, 4. falls, 5. electrocution, 6. contact with high temperature objects)

Initiatives at respective companies and regions

The 12 main Group companies have been developing *Kodawari* ("commitment") Activities toward improving safety and health suited to the characteristics of each company to eliminate accidents through STOP 6*.

For example, as part of efforts to create a culture in which safety awareness is heightened and rules are adhered to aimed at realizing a workplace in which personnel are capable of observing rules and automatically taking safety actions, at Aisin Seiki, we established the AISIN Global Safety Way with the desire of securing the safety of all employees working throughout the world. Accordingly, all employees including temporary personnel and contract employees carry a copy of the AISIN Global Safety Way. Additionally, since workplace leadership is important for building a safety culture, we have clearly stipulated the Top Safety Declaration, thereby taking initiatives so that plant managers, general managers and managers will become the role models of safety behavior.

Company name	Activity details	Key points
Aisin Seiki	Permeate safety behavior indicators and improve awareness	Expansion of Global Safety Way to all employees and safety declaration by top management
Aisin Takaoka	Improve safety awareness of each person and develop safety culture	Aim to create a culture in which basic behavior is observed and mutual caution is exercised
Aisin Chemical	Develop working environment in which employees can work with comfort and assurance	Improvement of workplace environment for organic solvents
Aisin AW	Promote activities toward eliminating accidents due to failure to stop machines as required	Thoroughly ensure to press emergency stop button
Aisin Keihin	Enhance safety by improving production line inspection methods	Development of safety inspection structure that will fully cover criteria when equipment is installed
Aisin Development	Awareness improvement education activities toward realizing zero hazards	Practical education with a focus on simulation of dangerous situations
Aisin Kiko	Safety awareness raising activities in which all employees participate	Encourage activities in which all employees participate through safety improvement competition
Aisin AI	Activity toward eliminating lifts in plants	Shift toward eliminating lifts through introducing power-assisted pallets
Aisin Sin'ei	Risk reduction in wastewater treatment plant	Secure safety of facilities with less opportunities to carry out inspections
Aisin AW Industries	Safety activities focused on zero hazards	Risk assessment activities with a focus on irregular work
Hosei Brake Industry	Permeate risk assessments and activities to gain understanding from personnel in charge of implementing the assessments	Risk assessment activities of existing equipment each time renewals and procedural changes are carried out
ADVICS	Safety activities from the viewpoint of technical personnel	Improve identifying 3Fs (<i>fuan</i> : anxiety, <i>futan</i> : burden, <i>fuman</i> : dissatisfaction) at each workplace and visualization of these matters

Mental health care activity for employees

At Aisin Seiki, we believe that the foundation of mental health care is building a vibrant workplace where employees are sound in body and mind and problems can be discussed freely. Based on this thinking, we strive to foster strong people, a high level of awareness and physical well-being.

Key to our mental health efforts is our listener system, in which employees registered as "listeners" talk to fellow employees to determine if they have problems on their mind, and if so, try to help solve these problems. In response to listeners, Listener Activity Promotion Training is conducted every year. Additionally, self-care training was introduced from fiscal 2013 for young employees in their second year after joining the company, thereby conducting education in conjunction with the listener training.

Safeguarding the health of employees—"Well-Center"

AISIN conducts regular physical exams of its employees to monitor as well as maintain and enhance their health.

Aisin Seiki has established the Well-Center in April 2011 as the activity base for supporting employee efforts to maintain, manage and improve their health. This center stands at the core of our activities to maintain the physical and mental health of our employees by enhancing our health management system and undertaking mental health countermeasures.



Listener training



Well-Center examination room

The Environment

Through our business activities that aim to ensure coexistence with society and nature, we will contribute to the creation of a sustainable society in which people live in harmony with the environment well into the future.

Environmental Policy

AISIN's consolidated environmental policy

In order to realize our business ideals, which are based on "Quality First," we adopt an approach rooted in thinking about how to benefit society and our customers, making constant improvements and placing importance on each individual. Through business activities centering on *mono-zukuri*, we are contributing to the creation of a sustainable society in which people can coexist in harmony with the environment far into the future.

1. We lay down an annual policy based on our long-term vision and are engaged in regular reviews conducted on a global basis of our ongoing improvement and environment management system with a view to realizing our objectives.
2. As well as ensuring detailed and constant exchange of information with the administrative authorities, clients, local communities, suppliers and employees, we engage in efficient operational activities on the basis of mutual collaboration with individual consolidated companies and in linkage with our original business activities.
3. By introducing appropriate management resources we aim to promote technical innovation, to improve our facilities and equipment, improve our educational and training facilities and enhance awareness.
4. We promote the development of earth-friendly new products and technologies that take account of the life cycles and manufacturing activities with consideration to environmental issues.
5. As well as complying with international standards and observing the laws and agreements, etc., stipulated by individual countries, we institute our own autonomous standards and are striving to prevent pollution.
6. We are attempting to cut down on the use of resources and energy, procure materials that impose the lowest possible burden on the environment and expand our activities aimed at introducing greater efficiency into the distribution process and reusing materials in the context of efforts to minimize the use and scrapping of materials.
7. We are striving to promote activities aimed at conservation of nature and the environment on a global basis.

We ensure that individual employees worldwide are fully aware of this policy. As well as challenging the achievement of ambitious targets, we do all we can to bring this policy into the public arena.

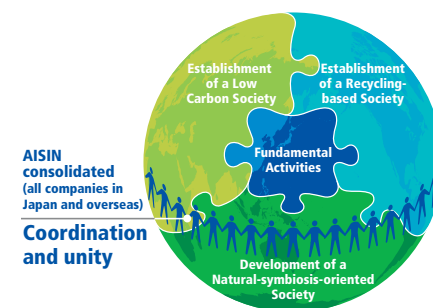
Fifth Environmental Action Plan Toward the realization of a sustainable society where humans coexist with the earth and the environment

In April 2011, AISIN formulated its Fifth Environmental Action Plan, which covers fiscal 2012 to 2016 and is aimed at realizing a sustainable society where humans coexist with the earth and the environment.

The plan comprises four environmental themes: (1) Establishment of a Low Carbon Society, (2) Establishment of Recycling-based Society, (3) Development of a Natural-symbiosis-oriented Society, and (4) Fundamental Activities carried out across the entire AISIN Group to achieve the first three. Based on these themes, AISIN has established actions and targets as part of its comprehensive environmental management.

In order for the 179 companies of the AISIN Group to steadily implement the plan, we have assigned the 12 main Group companies led by Aisin Seiki to be leaders in executing environmental efforts on a global scale.

■ The Fifth Environmental Action Plan conceptual diagram



*1 Life Cycle Assessment (LCA): A method for comprehensively assessing the total environmental impact and load during the production, use and disposal of products

*2 Registration, Evaluation, Authorization and Restriction of Chemicals (REACH): An EU regulation concerning registration, evaluation, authorization and restriction of chemical substances

*3 Volatile Organic Compounds (VOC): Chiefly refers to manmade synthetic substances that can easily be released into the atmosphere at room temperature and under normal pressure.

*4 Environmental Management System (EMS)

■ AISIN consolidated environmental management structure

Environment-related	Function-related	Specific Actions and Goals	Items to be implemented/Targets																								
Establishment of a Low Carbon Society	Development and Design	1) Promotion of development/design of products oriented for a low-carbon society	•[Automobile] Promotion of design/development of automobile parts which contribute to improvement of fuel efficiency •[Automobile] Development of parts for next-generation automobiles •[Others] Development of low-carbon, environment-conscious products •[All products] Promotion of implementation of LCA*1 on all products and group-wide development of the implementation																								
	Production	2) Thorough commitment for reduction of greenhouse effect gases at offices and global development of the commitment	•Thorough commitment for reduction of greenhouse effect gases by improvement of production processes and introduction of the energy of nature •Thorough commitment to energy-saving activities in daily business •Development of best practices in Japan for overseas operating bases •Expansion of the range of organizations to which greenhouse effect gas reduction targets are applied <div>Action 5 ▶ P.33</div>																								
			<table><tr><th></th><th>Region</th><th>Item</th><th>Target</th></tr><tr><td rowspan="3">Production</td><td>AISIN Group</td><td>Amount of emission per amount of sales</td><td>12% reduction compared to FY2008</td></tr><tr><td>Domestic affiliates</td><td>Shift to objective managed after performance recognized</td><td></td></tr><tr><td>Overseas affiliates</td><td>Shift to objective managed after performance recognized</td><td></td></tr><tr><td rowspan="3">Distribution</td><td>AISIN Group</td><td>Amount of emission per amount of sales</td><td>13% reduction compared to FY2009</td></tr><tr><td>Domestic affiliates</td><td>Shift to objective managed after performance recognized</td><td></td></tr><tr><td>Overseas affiliates</td><td>Shift to objective managed after performance recognized</td><td></td></tr></table>		Region	Item	Target	Production	AISIN Group	Amount of emission per amount of sales	12% reduction compared to FY2008	Domestic affiliates	Shift to objective managed after performance recognized		Overseas affiliates	Shift to objective managed after performance recognized		Distribution	AISIN Group	Amount of emission per amount of sales	13% reduction compared to FY2009	Domestic affiliates	Shift to objective managed after performance recognized		Overseas affiliates	Shift to objective managed after performance recognized	
		Region	Item	Target																							
Production	AISIN Group	Amount of emission per amount of sales	12% reduction compared to FY2008																								
	Domestic affiliates	Shift to objective managed after performance recognized																									
	Overseas affiliates	Shift to objective managed after performance recognized																									
Distribution	AISIN Group	Amount of emission per amount of sales	13% reduction compared to FY2009																								
	Domestic affiliates	Shift to objective managed after performance recognized																									
	Overseas affiliates	Shift to objective managed after performance recognized																									
Logistics	3) Thorough commitment for reduction of greenhouse effect gases during distribution and global development of the commitment	•Reduction of total running distance by joint transportation and improvement in loading ratio •Promotion of modal shift •Improvement of fuel efficiency by introduction of fuel-efficient cars and driving practices to save fuel <div>Action 6 ▶ P.33</div>																									
Establishment of a Recycling-based Society	Development and Design	4) Promotion of development/design of products oriented for a recycling-based society	•Visualization of degree of contribution to resources recycling by LCA in the entire lifecycle •Promotion of resources-recycling-type development/design based on visualization •Reduction of the amount of final disposal by easy-to-recycle design and miniaturization •Implementation of designs which reduce occurrence of inferior goods during production •Implementation of designs which reduce impact of exhaustion of resources																								
	Production and Logistics	5) Thorough utilization of resources at offices and during distribution and global development of the commitment	•[Production] Reduction of occurrence of inferior goods, thorough commitment for 3Rs concerning wastes, and development of the commitment to overseas operating bases •[Production] Reduction of water usage considering regional characteristics •[Production] Expansion of the range of organizations to which waste reduction targets are applied •[Distribution] Reduction of packaging materials <div>Action 7 & 8 ▶ P.35</div> <div>Action 9 ▶ P.36</div>																								
			<table><tr><th></th><th>Region</th><th>Applicable Items</th><th>Item</th><th>Target</th></tr><tr><td rowspan="3">Production</td><td>AISIN Group</td><td>Wastes</td><td>Amount of emission per amount of sales</td><td>17% reduction compared to FY2008</td></tr><tr><td>Domestic affiliates</td><td>Wastes</td><td>Shift to objective managed after performance recognized</td><td></td></tr><tr><td>Overseas affiliates</td><td>Wastes</td><td>Shift to objective managed after performance recognized</td><td></td></tr></table>		Region	Applicable Items	Item	Target	Production	AISIN Group	Wastes	Amount of emission per amount of sales	17% reduction compared to FY2008	Domestic affiliates	Wastes	Shift to objective managed after performance recognized		Overseas affiliates	Wastes	Shift to objective managed after performance recognized							
		Region	Applicable Items	Item	Target																						
Production	AISIN Group	Wastes	Amount of emission per amount of sales	17% reduction compared to FY2008																							
	Domestic affiliates	Wastes	Shift to objective managed after performance recognized																								
	Overseas affiliates	Wastes	Shift to objective managed after performance recognized																								
Sales	6) Expansion of new businesses which contribute to the cyclic use of resources	•Promotion of rebuilt automobile parts business •Promotion of fixing defective parts																									
Development of a Natural-symbiosis-oriented Society	Development and Design	7) Enhancement of management of environmentally hazardous materials contained in products	•Compliance with laws and regulations such as REACH*2 concerning environmentally hazardous materials contained in products •Promotion of reduction of environmentally hazardous materials contained in products																								
	Production	8) Thorough commitment for elimination of environmental risks and reduction of emission of environmentally hazardous materials and global development of the commitment	•Promotion of actions to prevent occurrence of abnormal environments in local/overseas operating bases •Thorough commitment for reduction of emission of environmentally hazardous materials discharged in production activities <table><tr><th></th><th>Region</th><th>Applicable Items</th><th>Item</th><th>Target</th></tr><tr><td rowspan="3">Production</td><td>AISIN Group</td><td>VOC*3</td><td>Amount of emission per amount of sales</td><td>31% reduction compared to FY2008</td></tr><tr><td>Domestic affiliates</td><td>VOC</td><td>Shift to objective managed after performance recognized</td><td></td></tr><tr><td>Overseas affiliates</td><td>VOC</td><td>Shift to objective managed after performance recognized</td><td></td></tr></table>		Region	Applicable Items	Item	Target	Production	AISIN Group	VOC*3	Amount of emission per amount of sales	31% reduction compared to FY2008	Domestic affiliates	VOC	Shift to objective managed after performance recognized		Overseas affiliates	VOC	Shift to objective managed after performance recognized							
		Region	Applicable Items	Item	Target																						
	Production	AISIN Group	VOC*3	Amount of emission per amount of sales	31% reduction compared to FY2008																						
Domestic affiliates		VOC	Shift to objective managed after performance recognized																								
Overseas affiliates		VOC	Shift to objective managed after performance recognized																								
Harmony with Society	9) Cross-group development of regional symbiotic activities which contribute to biodiversity	•Monitoring and publication of impacts on biodiversity in the regional ecosystem •Conservation of local living organisms and implementation of group-wide tree-planting activities to preserve biodiversity																									
Fundamental Activities	Management	10) Enhancement of global environmental management system	•Expansion of environmental management system to overseas operating bases •Activation of activities of the Global Environment Committees of each region in the world •Establishment and promotion of operation of new EMS*4 according to the trends of international standards <div>Action 1 ▶ P.30</div>																								
		11) Promotion of environmental practices through cooperation with suppliers	•Steady promotion of group-wide green procurement utilizing the Green Procurement Guidelines •Support for suppliers for a higher level of commitment to environmental conservation by offering incentives and assistance for the commitment <div>Action 4 ▶ P.31</div>																								
		12) Enrichment and promotion of ecological education	•Cultivation of highly skilled human resources for promotion of global environmental management ("super-environment" human resources) •Continuation of systematic group-wide ecological education <div>Action 2 ▶ P.30</div>																								
		13) Enhanced dissemination of technologies and know-how of environmental management by communicating with external sources	•Enhancement of communicating environmental management know-how with external sources and deliberation for commercialization																								
	Communication	14) Enrichment and global development of community-based activities which contribute to the environment/society	•Promotion of activities which contribute to the environment/society based on cooperation with communities •Expansion of activities which contribute to the environment/society based on cooperation with communities to overseas operating bases																								
		15) Implementation of proactive environment related communication	•Deepening of two-way communication with communities •Publication of environmental information by CSR report																								

Fundamental Activities: Environmental Management

Strengthen global environmental management

The AISIN Group has established the AISIN Consolidated Environment Committee, composed of the environmental management officers of the 12 main Group companies and headed by the chief executive for environmental management (a vice president of Aisin Seiki). The committee formulates policy and strategy for the Group as a whole to manage consolidated environmental activities and clarifies the environmental impact of business activities and risk, taking preventive measures as required. We have also established the Chinese Consolidated Environment Committee, European Consolidated Environment Committee and North American Consolidated Environment Committee, each of which tackles issues and problems in their respective regions and ensures that environmental measures are being deployed laterally at bases across the region.

Subcommittees have been established under the Environment Committee in all regions so that persons in charge of environmental initiatives from the Group's manufacturing companies that have made inroads in respective regions can share information on activities and discuss ways to improve environmental efforts and formulate targets.

In order to make environmental management activities more effective, we are promoting the acquisition of ISO 14001 certification for environmental management systems. As of the end of fiscal 2013, 86 of AISIN's 88 consolidated manufacturing companies (98%) had acquired the certification.

Activities in fiscal 2013

Established North American Consolidated Environment Committee Action 1

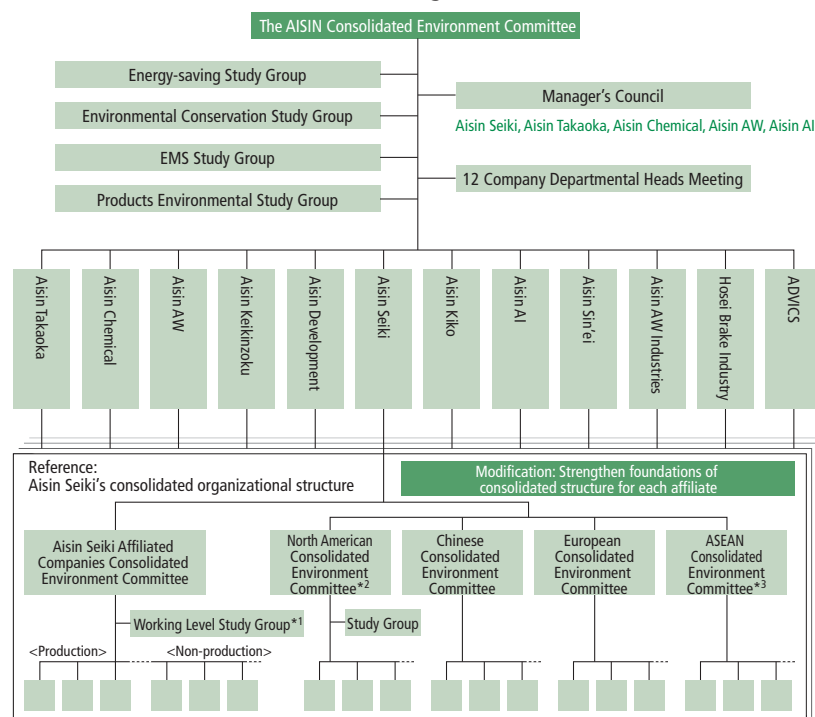
The AISIN Group is placing a key focus on establishing environment committees in each region around the world. We have already created consolidated environment committees in Europe and China for the deployment of consolidated environmental management, and in fiscal 2013 we created a consolidated environment committee in North America as well.

In the North America region, we continued with activities in line with an independent environmental action plan led by regional headquarters up until now. We established the North American Consolidated Environment Committee under the umbrella of the AISIN Consolidated Environment Committee and formulated a promotion plan for the North America region based on the Fifth Environmental Action Plan. Reflecting this action plan in the promotion plans for each manufacturing company has enabled more integrated activities.

Inaugurated in fiscal 2012, the European Consolidated Environment Committee has started to examine the formulation of quantitative targets to enhance the effectiveness of its activities in addition to compliance with environment-related laws and regulations.

In other areas, we are making preparations to establish a consolidated environment committee in the ASEAN region to complete a global environmental management system.

AISIN consolidated environmental management structure



*1 Established in October 2012

*2 Established in December 2012

*3 Scheduled to start trial operation in fiscal 2014



David Booth of Sullar Corporation gives a lecture on measures against compressed air loss (Energy-related education in North America)

Educating personnel on energy conservation in Taiwan

Rolled out the Fifth Environmental Action Plan globally Action 2

In order to further instill the Fifth Environmental Action Plan, the 12 main Group companies have taken the lead in promoting the action plan at each affiliated company. In fiscal 2013, the second year of activities, we implemented initiatives aimed at deepening understanding of the key points of the Plan among management in each company directly and worked to exchange opinions and provide environment-related education locally.

In particular, since the target for reducing greenhouse gas emissions is an important topic, we exchanged in-depth opinions with local persons in charge and confirmed the implementation of activities.

Worked toward the launch of the environmental management system A-GLOBE Action 3

With the aim of further strengthening global environmental management, we are working to establish an environmental management system called A-GLOBE that can be accessed internally from any site worldwide. This system not only manages a variety of data but can also transmit information to the 179 AISIN Group companies from the AISIN Consolidated Environment Committee as well as vice versa in sending information from the Group companies to this committee to realize a two-way global system of communication. Operation of the system will get underway gradually from 2014.

Through the introduction of this system, the 179 AISIN Group companies can share information on activities related to the Fifth Environmental Action Plan anywhere, anytime as well as roll out activities rooted in more extensive mutual communication.

Completed preparations for the shift to target-based management at consolidated companies in Japan

Preparations have been made to shift to target-based management for environmental initiatives at Aisin Seiki's manufacturing companies in Japan. Currently eight companies have formulated shared targets for environmental activities and are implementing initiatives to achieve these targets.

Our plan is to announce target figures for 40 AISIN Group manufacturing companies in Japan around March 2014.

Promoted green procurement Action 4

The AISIN Group, based on the AISIN Group Green Procurement Guidelines, promotes environmental activities together with suppliers. To help our suppliers build their own environmental management systems, we urge them to conduct autonomous inspections using check sheets and we visit them to assist in building and improving their systems.



AISIN Group Green Procurement Guidelines

TOPICS Awarded Energy Conservation Grand Prize for component washer and drier that aims for zero mist emissions

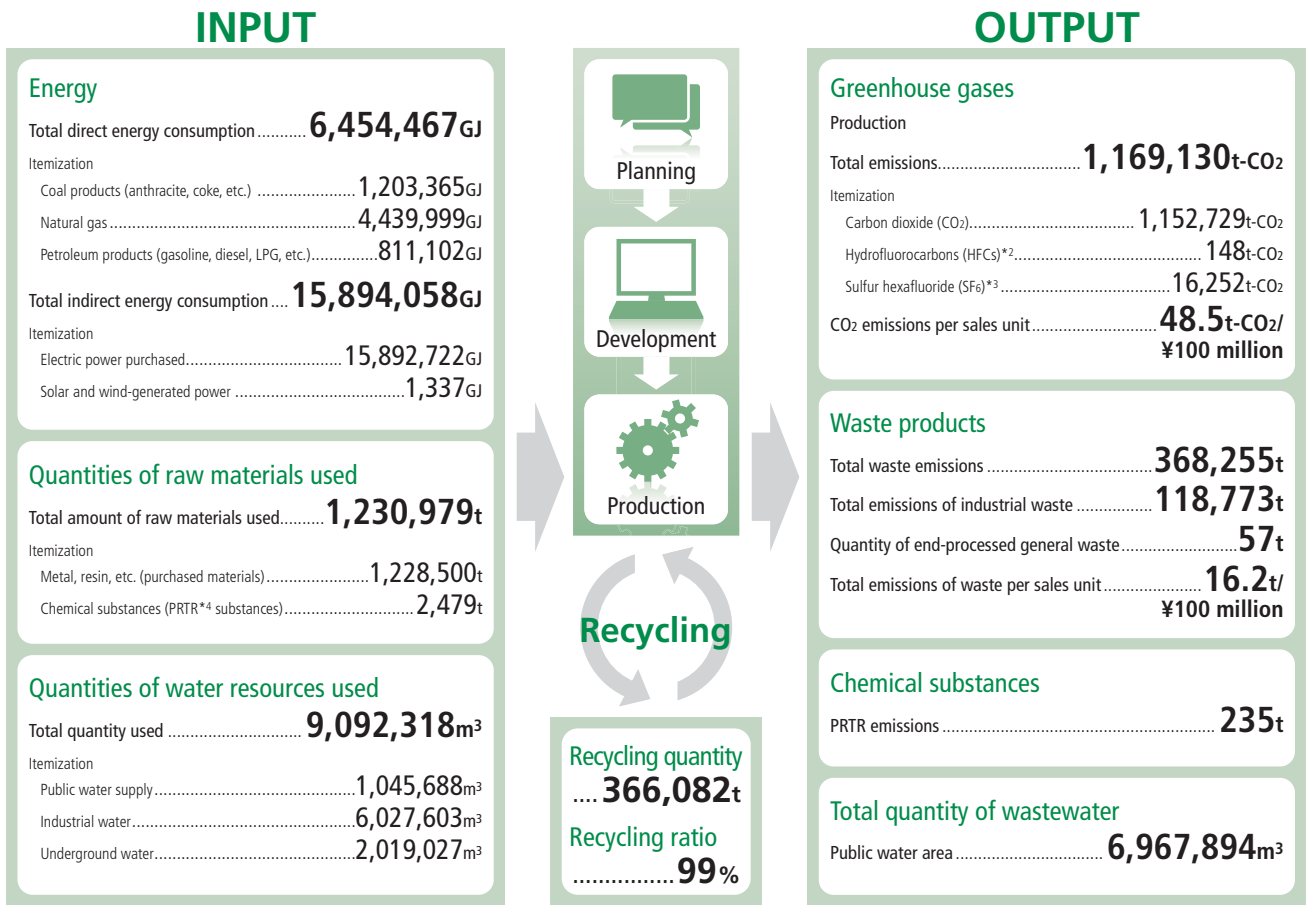
A component washer and drier that aims for zero mist emissions developed by AW Maintenance Co., Ltd. (AW-M) and Aisin AW garnered the Energy Conservation Grand Prize in the excellent examples of energy efficiency category of the Energy Conservation Awards sponsored by The Energy Conservation Center, Japan. The cleaning and drying process is indispensable in the production of automatic transmissions, but it requires a high amount of energy over a short period of time. It also includes a mechanism that emits dispersed mist outside. In order to both conserve energy and save water at the same time, we shifted from equipment that uses air from a compressor to an air blower to dry the components. In addition to improving environmental performance through a reuse loop for emissions, we shifted to a single motor for drive control. We also reduced the size of the cleaning and drying room and introduced inverter control for the cleaning pump. As a result, power consumption was reduced by 74% (40.1 MWh/year) and water consumption was reduced by 40% (2.4 kL/year) compared with the previous method. Encouraged by the latest award, we will strive to conserve energy to an even greater extent going forward.



Ecological washer made by AW-M

Resources Used and Emissions Released (FY2013)

(25 main companies in Japan*1)



*1 Aisin Seiki, Aisin Takaoka, Aisin Chemical, Aisin AW, Aisin Keikinzoku, Aisin Kiko, Aisin AI, Aisin Sin'ei, Aisin AW Industries, Hosei Brake Industry, ADVICS, Aisin Development, Aisin Tohoku, Aisin Kyushu, Aisin Hokkaido, Saitama Kogyo, Kotobuki Industry, Aichigiken, Aisin Maintenance, Aisin Engineering, Sinsan, Konan Kogyo, Hekinan Unsou, Sanetsu Unyu, Yamagata Clutch

*2 Hydrofluorocarbons (HFCs): A greenhouse gas with a warming effect estimated to be from 140 to 14,800 times that of CO2.

*3 Sulfur hexafluoride (SF6): A greenhouse gas with a warming effect estimated at 23,900 times that of CO2.

*4 Pollutant Release and Transfer Register (PRTR): A system requiring businesses to identify the amount of various hazardous chemical substances released from business sites to the environment (air, water, soil) and the amount transferred outside as waste, as well as report the data to the national government. Based on the data submitted, the national government estimates and announces to the public the amounts of release and transfer.

Environmental Accounting

		(Billions of yen)					
		11 main manufacturing companies in Japan*1			25 main companies in Japan*2		
		FY2011	FY2012	FY2013	FY2011	FY2012	FY2013
Environmental conservation costs	Business operation costs	6.81	7.73	9.34	7.43	8.49	10.20
	Management costs	0.78	1.01	1.11	0.94	1.17	1.26
	Upstream/downstream costs	2.79	2.42	3.33	2.89	2.52	3.39
	Research and development costs	8.40	9.03	14.89	8.41	9.05	14.90
	Social contribution activity costs	0.37	0.37	0.55	0.37	0.38	0.56
	Environmental remediation costs	0.07	0.13	0.10	0.07	0.13	0.10
	Total	19.22	20.70	29.32	20.11	21.74	30.41
Effects of environmental conservation measures	Energy saving	0.82	0.87	0.85	0.84	0.88	0.88
	Resource saving	0.15	0.36	0.32	0.16	0.37	0.35
	Effects of reducing waste materials	0.04	0.08	0.05	0.04	0.08	0.54
	Sale of valued property	4.41	5.43	4.32	4.57	5.56	4.47
	Total	5.42	6.73	5.54	5.61	6.89	6.24

Note: These figures are based on *Environmental Accounting Guidelines 2005*, issued by Japan's Ministry of the Environment.

*1 11 main Group companies excluding Aisin Development Co., Ltd.

*2 Aisin Seiki, Aisin Takaoka, Aisin Chemical, Aisin AW, Aisin Keikinzoku, Aisin Kiko, Aisin AI, Aisin Sin'ei, Aisin AW Industries, Hosei Brake Industry, ADVICS, Aisin Development, Aisin Tohoku, Aisin Kyushu, Aisin Hokkaido, Saitama Kogyo, Kotobuki Industry, Aichigiken, Aisin Maintenance, Aisin Engineering, Sinsan, Konan Kogyo, Hekinan Unsou, Sanetsu Unyu, Yamagata Clutch

Establishment of a Low Carbon Society

Aiming to contribute to the prevention of global warming

In order to help prevent global warming, the AISIN Group is working to reduce greenhouse gases associated with fossil energy consumption, which is viewed as a major cause of global warming, and is promoting business activities aimed at creating a low carbon society. Most of the greenhouse gas emissions stemming from the AISIN Group's operations come from energy consumed during manufacturing. In response, we are consistently putting into practice energy-saving initiatives at manufacturing sites not only in Japan but also at many sites overseas. Moreover, we are developing and designing products intended for a low carbon society and undertaking exhaustive efforts to reduce greenhouse gases in logistics, while rolling out these initiatives on a global scale.

Targets and results of reducing greenhouse gas emissions in manufacturing

By fiscal 2016, AISIN is aiming for a 12% reduction in CO2 emissions (versus fiscal 2008) per ¥100 million in sales.

In fiscal 2013, we virtually achieved our target of reducing CO2 emissions per ¥100 million in sales by 50.0 tons at the 11 main manufacturing companies in Japan with a result of 49.9 tons. One specific initiative was to make data more visible, including energy-related data, in order to strengthen energy conservation management. We classified and reorganized successful cases of improvements in the past into “manufacturing, motor power and buildings,” and shared 79 such cases of effective initiatives with Group companies to promote further energy conservation.

Initiatives in fiscal 2014

In fiscal 2014, energy conservation technology in the manufacturing phase accumulated at the 11 main manufacturing companies in Japan will be rolled out to Group companies. Efforts will also be made to establish activities to reduce greenhouse gases by strengthening energy conservation management along with seeking to increase employee comprehension and cooperation through education related to energy conservation.

Case study in manufacturing

Realized energy conservation by changing the operating schedule for heating and air conditioning (Aisin Hokkaido Co., Ltd.) Action 5

Aisin Hokkaido, which produces aluminum die-cast products for automobiles, succeeded in reducing the thermal load of boilers for heating during the winter by correcting temperature irregularity of its 24-hour air conditioning units through operation adjustments, including changing temperature settings and enabling time-based partial operation. The result is equivalent to a reduction of 354 tons of CO2 a year. Going forward, we will normalize the operation of heating and air conditioning to promote further energy savings.

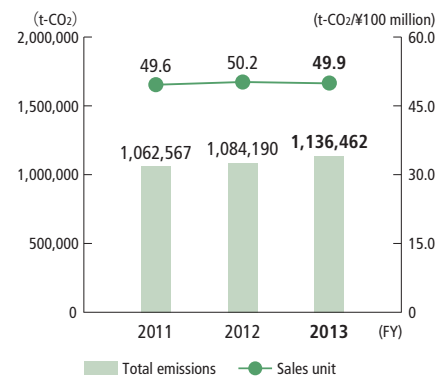
Case study in logistics

Reduced fuel consumption through consolidated loads for long-haul truck transport (November 2009~) (Hekinan Unsou Co., Ltd.) Action 6

Hekinan Unsou, which handles logistics in Japan for the AISIN Group, increased transport efficiency in its long-haul truck journeys and succeeded in reducing fuel consumption equivalent to 123 tons of CO2 a year.

Prior to the improvement, the company was using 15-ton trucks from its distribution center to delivery destinations in the Kanto region direction and operating up to 15 truck journeys per day for the 700-km roundtrip distance. A transit point was then set up close to delivery destinations and cargo consolidated with 20-ton semi-trailer trucks up to the transit point. In addition to reducing the number of journeys to 12 per day, shipments to delivery destinations have been consigned to a transport company to help realize a highly efficient delivery system. We will continue working to boost efficiency in logistics in fiscal 2014 as well.

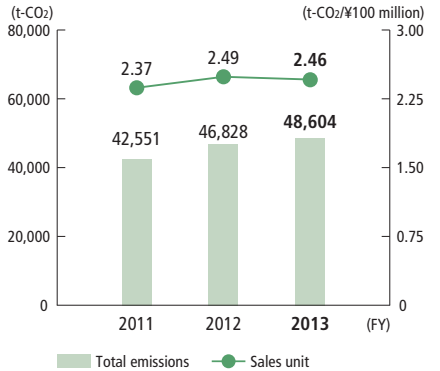
■ Total emissions of CO2 per sales unit
(From the Group's 11 main manufacturing companies in Japan)



■ Emissions of non-CO2 greenhouse gases
(From the Group's 11 main manufacturing companies in Japan)

	FY2011	FY2012	FY2013
HFCs	109	104	148
SF6	8,365	12,906	16,252

■ Total CO2 emissions due to transport per sales unit
(From the Group's 11 main manufacturing companies in Japan)



Eco-products: Developing products that are kind to the earth



To ensure that its products are environmentally friendly, AISIN develops and produces them with the three specific goals of preventing global warming, making effective use of resources and using minimal harmful substances.

Eco-product certification system

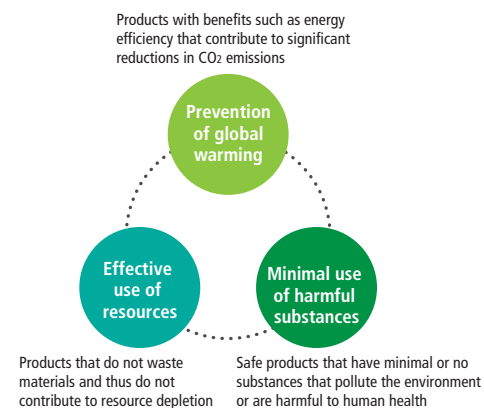
Aisin Seiki has established a system for the in-house certification of products that are kind to the earth and the environment as eco-products and is promoting the development of these products.

In fiscal 2013, two types of gas heat pumps were certified as eco-products in the life and energy related segment. A total of four product groups have been certified to date. Going forward, we plan to apply this system to all products, including automobile related parts, in a step-wise manner by fiscal 2016.

Products certified in fiscal 2013

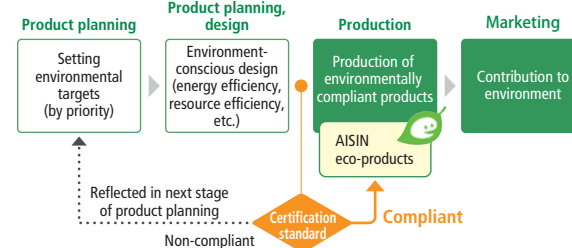
E2 series of 16 horsepower-class GHP* models (multi, high-power multi)		
	Preventing global warming Factor: 1.58 Reduces CO ₂ emissions by 20%	<ul style="list-style-type: none"> Enhances energy efficiency (Reduces gas consumption by 20% and electricity consumption by 28%) Smaller, lighter and standardized components (24% less cubic volume than C1 model)
	Resource saving Factor: 1.55 Reduces resource consumption by 19%	<ul style="list-style-type: none"> Reduced weight of unit (912 → 760kg) Uses recycled material (PP)
E2 series of 25 horsepower-class GHP models (multi, high-power multi)		
	Preventing global warming Factor: 1.43 Reduces CO ₂ emissions by 12%	<ul style="list-style-type: none"> Enhances energy efficiency (Reduces gas consumption by 11% and electricity consumption by 19%) Smaller, lighter and standardized components (23% less cubic volume than C1 model)
	Resource saving Factor: 1.55 Reduces resource consumption by 19%	<ul style="list-style-type: none"> Reduced weight of unit (912 → 770kg) Uses recycled material (PP)

*Gas heat pump air conditioner



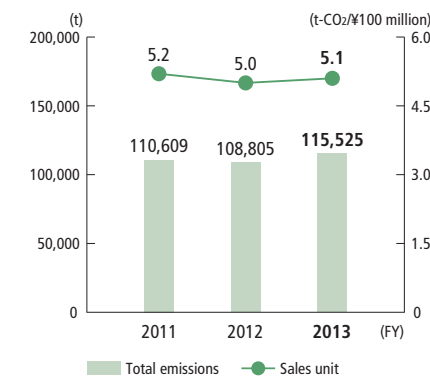
AISIN eco-product certification system

Development process for AISIN eco-products



Details are disclosed on the AISIN Group CSR website.

Waste emissions per sales unit
(From the Group's 11 main manufacturing companies in Japan)



*PCBs were previously used in a variety of applications such as insulating oil in transformers and condensers. Due to concerns of leakage from old equipment, businesses are required in Japan to safely store and detoxify all remaining amounts of PCBs by the end of March 2027.



Wooden pallets

Establishment of a Recycling-based Society

Effective utilization of resources supporting a sustainable society

In order to ensure the sustainable use of valuable resources into the future, the AISIN Group uses resources as effectively as possible in the manufacturing phase. We also make steady efforts to recycle and reuse waste at all manufacturing sites and to maintain zero emissions as products get more diversified, sophisticated and complex.

Targets and results in waste reduction

The AISIN Group is aiming for a 17% reduction in waste emissions per ¥100 million in sales by fiscal 2016 compared with fiscal 2008 levels.

In fiscal 2013, waste emissions per ¥100 million in sales for the 11 main manufacturing companies in Japan amounted to 5.1 tons, which meant we fell short of our target of 4.6 tons due primarily to an increase in sludge associated with wastewater processing and a delay in the application of slag-washing water. Nonetheless, we reduced sludge generation through the optimal management of a flocculating agent used to agglomerate sludge in wastewater processing facilities. By enhancing and strengthening waste separation, we promoted the use of waste as a valuable resource.

Initiatives in fiscal 2014

In fiscal 2014, we will aim to make ongoing reductions in waste by promoting recycling at the generation source and enhance separation. We will also share information aimed at the proper treatment of equipment containing polychlorinated biphenyls (PCBs)* at the Group's 11 main manufacturing companies in Japan and continue to roll out cases of waste reduction that have produced good results to each company.

Case study in manufacturing/logistics

Promoted the use of wooden pallets as a valuable resource

(Aisin Chemical Co., Ltd.) **Action 7**

Aisin Chemical, which engages in the development and production mainly of chemical products, friction materials and plastic parts for automobiles, uses wooden pallets for transporting materials, but was processing around 80 tons of the pallets every year as waste without reusing them. In order to promote the effective use of these pallets, Aisin Chemical found an affiliate from among its business partners that purchases new wooden pallets and became able to sell pallets that meet the affiliate's purchasing standards. In 2012, Aisin Chemical sold 36 tons, or 45%, of its wooden pallets to the affiliate for reuse.

Going forward, efforts will be made to utilize used wooden pallets as a valuable resource.

Case study in logistics

Completed treatment of equipment containing trace amounts of PCBs

(Aisin Keikinzoku Co., Ltd.) **Action 8**

Aisin Keikinzoku, which handles the production and development of aluminum automobile parts, started examining business partners in 2011 that can process insulating oil and chassis of all eight high-pressure transmissions owned by its Group companies to swiftly treat trace amounts of PCBs contained in the equipment. Aisin Keikinzoku concluded an agreement with a company that has attained governmental approval to detoxify electrical equipment contaminated with trace amounts of PCBs and completed treatment in March 2013. The contracted company was selected since it has acquired certification in both transportation and treatment of equipment containing PCBs while also offering advantages in terms of cost with long-distance haulage not required.

TOPICS 9th Eco-Products Awards: Won the Minister's Prize of the Ministry of Economy, Trade and Industry in the Eco-Products Category

ENE-FARM Type S residential-use solid oxide fuel cell (SOFC) cogeneration system

ENE-FARM Type S^{*1}, a power generation unit developed by Aisin Seiki, won the Minister's Prize of the Ministry of Economy, Trade and Industry for the 9th Eco-Products Awards sponsored by the Eco-Products Awards Steering Committee in November 2012. ENE-FARM Type S is a fuel cell cogeneration system that utilizes ceramics for the power generating cell stack. It boasts one of the world's highest levels of power generation efficiency at 46.5% (LHV standard^{*2}) and total energy efficiency of 90.0% (LHV standard), thereby realizing exceptional energy-saving properties. It can reduce CO₂ emissions by around 1.9 tons a year compared with the conventional system that utilizes a gas powered hot water heater and reduces energy costs by approximately ¥76,000 a year, making it both environmentally friendly and economical. The system also has one of the industry's most space-saving designs. These and other features were recognized in winning the latest award. Interest in decentralized electricity generation is increasing from the perspective of ensuring a safe and stable supply of energy. Distinct from renewable energy, the system can reduce power consumption by around 80% per household annually regardless of the weather. There are high expectations that it will set a precedent in realizing a low carbon society.



ENE-FARM Type S

*1 ENE-FARM is a registered trademark of Osaka Gas Co., Ltd., Tokyo Gas Co., Ltd. and JX Nippon Oil & Energy Corporation.

*2 Standard for lower heating value

Development of a Natural-symbiosis-oriented Society: Biodiversity Conservation

Creating environments where industry, lifestyles and nature can coexist in harmony

The AISIN Group is committed to strengthening management of and thoroughly reducing chemical substances used in factories and substances of concern contained in products to achieve zero environmental risk based on a philosophy of building a prosperous society in harmony with the natural environment. Also, in expanding its business activities globally, AISIN conducts environmental assessments and takes measures to prevent damage to the native ecosystem when building plants, and conducts regular surveys of the surrounding environment after construction in order to monitor the status of local biodiversity. In addition, AISIN has built biotopes on the premises of some factories to create an environment in which local plants and animals can thrive.

AISIN's philosophy toward biodiversity



Initiatives for chemical substance management

The AISIN Group has set up an information coordination committee for the sharing of information throughout the Group in order to respond to laws and regulations regarding chemical substances not only in Japan but also such places as Europe, North America and China. Aisin Seiki first introduced an electronic system for the management of substances of concern contained in products in fiscal 2012 and is now providing the know-how to the AISIN Group. With the objective of enhancing the management of chemical substances used in plants, we introduced an application system for the simple identification of what kind of chemical substances are contained in which products.

Going forward, the Group will promote the reduction of substances of concern through more strategic management of chemical substances.

Initiatives to protect water resources

Cognizant of the fact that water resources are essential for the existence of people and other living organisms and the development of society, the AISIN Group is implementing initiatives aimed at protecting water resources in each region.

Introduced the latest water supply and drainage facilities (ADVICS Yunfu Automobile Parts Co., Ltd.) Action 9

ADVICS Yunfu Automobile Parts, an ADVICS manufacturing site in China, is engaged in the production of automobile brake parts.

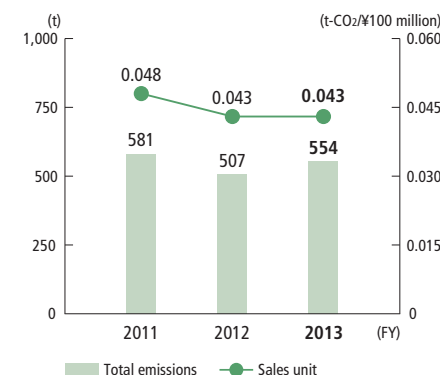
In fiscal 2013, the company achieved a water-recycling rate over twice the national standard in response to rising environmental awareness in China and created a total closed loop system for water discharged in the plating process for nickel, chrome and other substances to ensure that no effluent flows externally in response to strict effluent standards. In this and other ways, it has established a plant that is kind to the environment.

Initiatives in fiscal 2014

In fiscal 2014, the AISIN Group will promote chemical substance management and water recycling befitting the water circumstances of each country and region.

In working toward zero environmental risk, we have prepared useful tips that reference past examples that could have potentially resulted in an accident as well as a check sheet related to automobile oil leaks and other areas. We will work to enhance the daily management level in Group companies and comply with laws and regulations.

VOCs emissions per sales unit (From the Group's 11 main manufacturing companies in Japan)



Latest water supply and drainage facilities

AISIN Ecotopia for studying and nurturing biodiversity

Teaching children about the environment, restoring nature and evaluating and protecting biodiversity

AISIN Ecotopia is a comprehensive environmental study facility located in a greenbelt near the seashore where there are 149 species of vegetation and 69 different living creatures. An abundant ecosystem has thrived and includes a host of precious birds such as the Dusky Thrush and White Wagtail as well as the Eastern Buzzard, which is part of the hawk family, while at night even raccoon dogs make an appearance.

AISIN Ecotopia has received two major renewals, one in March 2011 and the other in January 2013, which further enhanced its function as a space for environmental study.



AISIN Eco-Center staff

Ecotopia renewal

AISIN Ecotopia was established in September 2007 on the grounds of the Handa Plant of Aisin Seiki (Handa, Aichi Prefecture) as a space for children to learn about and experience the environment. Employees, local citizens, a nonprofit organization, civic group and elementary school students participated in the development of the facilities manually, which include AISIN Ecotope and Eco-Farm situated on a 10,000 square meter lot that was previously sitting idle. The AISIN Eco-Center has also been set up to handle the recycling of complex waste that also cannot be done at ordinary recycling facilities.

As a result of the renewal, the number of species of living creatures increased at Ecotopia, which is at the center of the complex, including plants, fish and insects, providing more opportunities for children to learn about the environment. There is even an orchard in one corner of the Eco-Farm. Harvest time is always something to look forward to as the mandarins and figs slowly mature.

"We planted trees ourselves using the Miyawaki Method* of nurturing trees and now the AISIN Forest is starting to take shape. The recent renewal has enabled children to get an even deeper insight into the living creatures there. We hope that the complex becomes a space for children to learn about the environment and for local residents and employees to come and relax, while at the same time nurturing biodiversity and contributing to the creation of a recycling-oriented society," explains Shinichi Okuda, head of the AISIN Eco-Center, as he discusses his aspirations for the future.



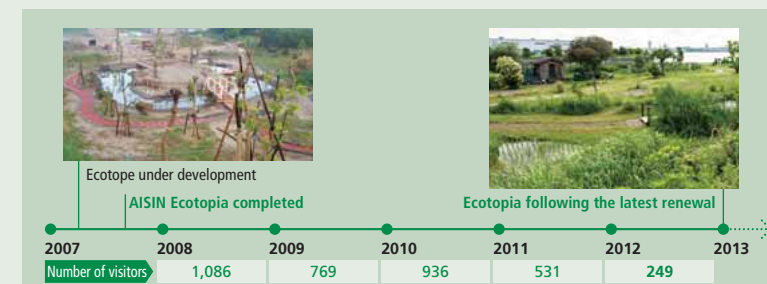
Shinichi Okuda,
Head of AISIN Eco-Center

Creating the AISIN Forest

The AISIN Forest supports the rich ecosystem of Ecotopia. Small saplings have been cared for since being planted in an event in July 2011. The young trees were planted with the aim of providing harmonious coexistence with the region and consist of species from the Chita Peninsula in Aichi Prefecture, home to Ecotopia, Japanese chinquapin from the beech family of evergreen broadleaf trees, evergreen oak, Japanese blue oak and bamboo-leaved oak. A variety of different species of trees that originally inhabited the land were chosen and planted in close proximity, which encourages natural selection as well as coexistence and co-prosperity as the trees grow. This has resulted in a forest that is as natural as possible without the need for human maintenance.



AISIN Forest (July 2013)

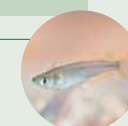


Survey for monitoring living creatures

AISIN Ecotopia conducts surveys to monitor living creatures in summer and winter. Even in the cold winter when the vegetation, insects and fish are dormant, Ecotopia is alive with birds and visitors can hear the calls of a wide variety of species from the Eastern Buzzard to the Dusky Thrush and White Wagtail. In a survey of vegetation, we found a number of species unique to the Handa area, which is located near the coast, notably the Purple loosestrife and Chee reedgrass. The survey of living creatures uncovered the precious black-spotted pond frog and Japanese killifish.



Kumquat



Japanese killifish

Hiddenori Kanda,
Ecotopia staff



We use food scraps from the plant cafeteria as fertilizer and grow vegetables and fruits. When a visitor told us how delicious they were, I was overcome with a feeling of satisfaction at having completed the food cycle.

We are breeding fish that inhabit the region in the water cistern, river and pond. It gives me a real sense of achievement when elementary school children are happy to see the fish.

Kazuhiko Naito,
Ecotopia staff

*The Miyawaki Method is a method of tree planting based on the concept of "potential natural vegetation" advocated by Professor Akira Miyawaki of the Institute of Environmental Science and Technology, Yokohama National University. The method consists of identifying and nurturing saplings of trees indigenous to the region and closely planting together different types of trees in order to regenerate the natural vegetation.

Fair Operating Practices

AISIN promotes free and fair competition in conducting its business activities in different countries and regions of the world and endeavors to fulfill its social responsibility with all stakeholders related to its operations.

Compliance

Declaration of thorough compliance

The AISIN Group endeavors to ensure compliance best practices under the Aisin Group Principles of Corporate Behavior. In addition, the Guideline in Compliance with Social Responsibility introduces specific laws and regulations to adhere to during the execution of work duties in an easy-to-understand manner and is provided to all employees.

Establishment of Business Ethics Committee

The 12 main Group companies have set up a Business Ethics Committee or equivalent committee at each company as a structure whose function is to discuss important matters related to corporate ethics and compliance and to decide on policy in this regard. Each committee is chaired by a member of top management such as the vice president and convenes between one and three times a year.

Promoting widespread recognition of the whistle-blowing system

The 12 main Group companies have established a compliance hotline with internal contact points in each Group company, such as legal affairs departments and at external law offices, to receive inquiries and notices on matters pertaining to compliance as a means of promptly identifying and correcting inappropriate conduct.

Consultation is available to employees and their families as well as business partners*. Regulations clearly stipulate that the name of the person filing a complaint or consultation as well as the content be kept confidential, and the Group adheres strictly to this rule. Also, manager training programs are conducted to ensure that an employee as a result of filing a complaint will incur no retribution, such as dismissal from work or a reduction in salary.

Ensuring full awareness of employees

Among its rank-specific and theme-focused training programs, the 12 main Group companies conduct compliance training in order to raise awareness of relevant laws and regulations among employees. In fiscal 2013, training focused on the Antimonopoly Act in Japan as well as harassment. In addition, October of each year has been designated as AISIN Group Business Ethics Campaign Month, fostering opportunities for each and every employee to reflect on his or her normal routine and consider business ethics.

To spread awareness of compliance, workplaces conduct case studies. Using challenging examples of compliance issues, members discuss what the problem is and how to prevent it. In addition, we are working to continue increasing awareness among employees through internal Group magazines at each company such

Compliance hotline contacts (12 main Group companies)

	FY2011	FY2012	FY2013
Internal contacts	195	164	192
External contacts	24	21	19
Total	219	185	211

*People who may use the compliance hotline differ slightly by Group company.

Poster to enhance ethical business activities



Poster in Japanese

Poster in Portuguese



Internal magazines at Group companies with articles aimed at increasing compliance awareness

as with compliance-related cases and commentary to make sure the issues are fully understood.

Since fiscal 2011, we have been conducting a group-wide compliance awareness survey among employees. In fiscal 2013, around 40,000 employees responded to the survey. We will carry out more group-wide initiatives going forward in order to enhance compliance awareness from the bottom up.

Risk Management

Strengthening the Risk Management System

The AISIN Group strives to keep any risks that may have a serious influence on corporate management from materializing by working to strengthen the risk management system and enhances risk responsiveness under a coordinated Group framework. In order to create a corporate constitution with a strong resistance to risks, we consider that one of our priority management tasks is to reduce any damage to the minimum and ensure that rapid restoration is possible in the event of a risk actually occurring.

As part of its risk management and advancement system, Aisin Seiki has set up a Risk Management Committee chaired by a vice president of the company. The committee advances and strengthens risk management activities, such as monitoring of progress on measures against important risks and consideration of risks that may warrant greater safeguards. In order to promote such practical activities in an efficient manner throughout the company, we have set up the Enterprise Risk Management Department as the supervisory department in charge. In an environment where it is difficult to anticipate the nature, scale and speed of changes to the risk surrounding the company, the Enterprise Risk Management Department and other pertinent departments remain alert to signs of new risks that have not been experienced before and report any identified risks to top management at a speed befitting the type of risk (urgent to periodic).

Ensuring full awareness of employees

Aisin Seiki has created a Risk Management Guide that stipulates the basic approach of the company on the behavioral principles to be adhered to by employees and how to respond in ordinary times (before risk occurs) and urgent times (when risk occurs). The guide, which covers all key areas related to risk management, is being used throughout the Group. In addition, for latent risks facing employees, such as vehicle collisions, a large earthquake or a new influenza epidemic, AISIN distributes a portable guidebook and manual to all employees and conducts training and awareness-raising sessions to help employees take the appropriate action when danger arises. Efforts are made to ensure full awareness on the part of employees through annual working-level activities and rank-specific training, and as a means to strengthen responses to diversifying overseas risks, we provide training on risk management best practices for employees dispatched overseas and local management-level personnel.

Business Continuity Plan (BCP)

In order to address the serious risk of a disruption to business operations such as a large earthquake or new strain of influenza, AISIN is pushing ahead with preparedness and contingency plans in ordinary times to ensure continuous operation or swift restoration of core business operations while Aisin Seiki takes the lead in exchanging information with Group companies. In developing preparedness and contingency plans, we remain fully aware of our social responsibility, the impact on communities and regional contribution, with a focus on safeguarding human life.

Conducted initial response training group-wide in preparation for a major earthquake or tsunami

In February 2013, the 12 main Group companies and 21 affiliates of Aisin Seiki coordinated efforts to conduct company-wide initial response training assuming a large earthquake in the Nankai Trough region and an ensuing major tsunami. Following major disasters such as the Great Hanshin-Awaji Earthquake and the Great East Japan Earthquake, each company had been revising its earthquake response manual, and this marked the first time the Group companies conducted large-scale training in close coordination with each other. On the day, we confirmed whether staff and employees could take action in line with the earthquake response manual and identified problems in response procedures.

The key aspect of the training was coordination among AISIN Group companies and hands-on experience, from earthquake occurrence to initial response, rather than desktop training conducted in the past. All employees from certain Group companies such as Aisin Seiki's head office area, the Ogawa Plant and Aisin AI took part in an evacuation drill at the same time. In addition to actually switching over to an electric generator for use in a disaster, efforts were made to establish a system of coordination and communication between the disaster countermeasures headquarters at Aisin Seiki, block taskforces at plants and logistics centers, remote locations and the disaster countermeasures taskforces of the Group and its affiliates, and we confirmed the effectiveness of the coordination.

The AISIN Group will strive to strengthen and enhance responsiveness to a major disaster by examining the problems identified in the drill and making improvements as well as continuing to conduct training on initial response and restoration every year going forward. Besides the initial response training, we will perform evacuation drills and check the operating status of the employee safety confirmation system twice a year.



Disaster countermeasures headquarters

Basic Policy on Procurement

1. Mutual advancement through mutual trust
2. Fair and open competition
3. Promotion of green procurement
4. Promotion of localization to be a good corporate citizen
5. Compliance with laws and regulations

Risk avoidance ensures stable procurement

Aisin Seiki uses hazard maps for emergency situations such as natural disasters to quickly obtain information and make the proper response. As an example, for one-of-a-kind parts that are concentrated at specific suppliers (such as electronic components), we are diversifying our supply network by finding multiple supplier companies and supply bases. We will also strive to build a more stable procurement system that allows us to procure as many supplies as are needed to conduct alternate manufacturing.

Complying with laws in terms of procurement

The AISIN Group provides education for all employees involved in procurement transactions so that they can improve their knowledge of laws and realize the importance of abiding by these laws. Such knowledge ensures that we are in compliance with laws such as the Antimonopoly Act and the Subcontract Act in Japan. In addition, we distribute the Aisin Group Principles of Corporate Behavior to suppliers and promote CSR activities in line with the philosophy of this code.

Information Protection and Management

Strengthening information security

The AISIN Group verifies the value of all the information it handles and manages corporate information as confidential. At the same time, we work to appropriately obtain, utilize, disclose, manage and protect information as well as comply with all pertinent laws and regulations such as the Unfair Competition Prevention Act and insider trading regulations in Japan.

In fiscal 2013, Group companies in Japan and overseas coordinated to strengthen regulations related to the management of confidential information and to educate and raise awareness of employees on inspection and improvement activities for information security.

Managing personal information

The AISIN Group complies with all laws and regulations related to protecting the personal information of customers, business contacts and employees that we handle in our day-to-day operations. We have also established rules and systems to ensure the appropriate handling and management of personal information.

Intellectual Property Management

Establishing a dedicated structure for intellectual properties

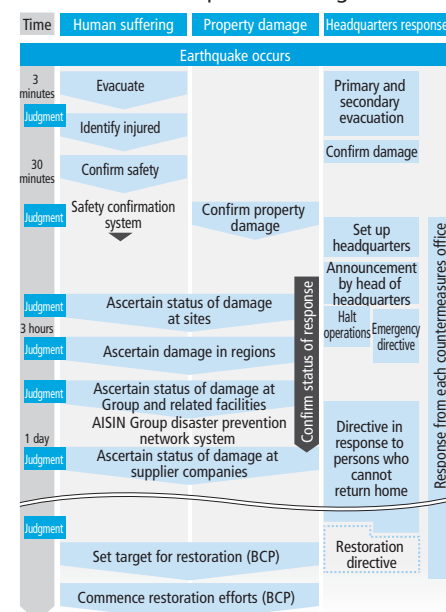
Amid the growing importance of intellectual properties, AISIN has established a specialized intellectual property management organization to support the safeguarding and protection of intellectual properties at Group companies. In addition to enhancing awareness of intellectual property activities among persons in charge of development, we will continue to work to safeguard proprietary developed products and undertake activities that ensure securing profits and business expansion of each company through the use and filing of intellectual property rights for new technologies. AISIN is also striving to realize the full potential of its intellectual property right activities through a liaison program among Group companies.

TOPICS Full-scale training that places a maximum priority on human life

In February 2013, we conducted large-scale initial response training assuming a large earthquake with an epicenter in the Nankai Trough followed by a massive tsunami alert, liquefaction and ground subsidence in each region. Some 5,900 people learned how to protect themselves, rescue others, extinguish fires and evacuate everyone safely.

Employees at the disaster countermeasures headquarters assembled at the same time and commenced a disaster countermeasures headquarters meeting. After confirming the status of damage using satellite phone and the AISIN Group disaster prevention network system, including verifying the safety of personnel and gathering and checking disaster information at each site, a series of directives were given concerning appropriate support and rescue activities and to halt operations. During this time, information regarding human suffering and property damage was sent in from each Group company and affiliate. Through this training, employees became proficient in handling telecommunications equipment such as satellite phones in preparation for a disaster. It also raised the necessity of further equipment for telecommunications infrastructure including backups as an issue to be addressed.

Flow of initial response training



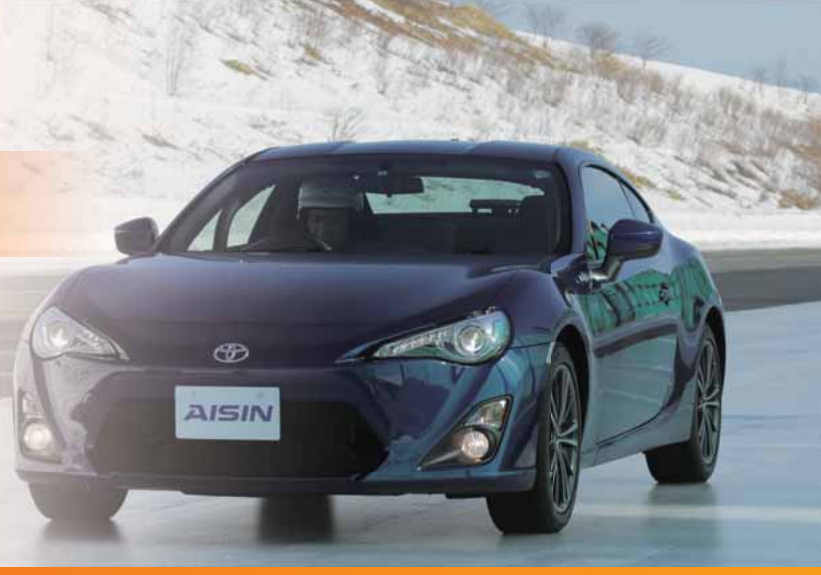
Relationship with Suppliers

A good business partner seeking mutual prosperity

As part of its manufacturing activities, the AISIN Group procures a wide variety of parts and materials from numerous suppliers around the world. Based on the Basic Policy on Procurement, we aim to create relationships of trust with suppliers and grow in mutual prosperity alongside them as a good business partner.

Consumer Issues

In order to contribute to society through our business activities while meeting the trust of customers, we are pursuing the highest level of quality so that customers can use our products safely all of the time.



Basic philosophy of "Quality First"

The AISIN Group has advocated the philosophy of "Quality First" since its earliest days and believes that safeguarding and enhancing quality forms the basis of our existence. In addition, we promote Total Quality Management (TQM) as a corporate activity to improve the constitution of the Group based on a "Quality Control (QC) mindset" in which everyone involved in work within the Group cooperates with each other to achieve management goals.

The "Customer First" and "Quality First" philosophies have been passed down as the basic philosophies of the AISIN Group that have remained resolute despite products evolving and changing with the times.

A worldwide effort to put customers first

In order to continue delivering 100% non-defective products under a Customer First philosophy, Aisin Seiki has established the Global AISIN Customer First (A-CF) Committee chaired by a vice president of the company. Established under this committee are four Quality Improvement Committees in charge of design, manufacturing, suppliers and the market, with each chaired by a senior managing director.

Each of these committees defines concrete targets and action plans, as well as progress status reports that are reviewed by the executive officer in charge of quality each week. Each committee also makes decisions regarding improvement measures and resource allocation. In 2011, we established quality improvement committees in the regions of North America, China, Asia, Oceania and Europe, thereby strengthening quality assurance to support our expansion in worldwide markets.

Ensuring the safety and quality of products through full employee participation

The AISIN Group engages in QC circle activities where all personnel from management to employees carry out safety and quality improvement activities in small groups.

Aisin Seiki aims to develop dynamic human resources and workplaces based on these QC circle activities, and announces the results of its efforts at the Global QC Circle Conference. Members who have produced outstanding results at overseas sites are also invited to share their achievements at the conference. Similar activities are then rolled out broadly within the AISIN Group.

As professionals in quality

AISIN encourages employees throughout the Group to attain QC certification (levels 1-4) issued by the Japanese Standards Association.

By the end of fiscal 2013, 17,600 employees had acquired the certification at the 12 main Group companies, thereby heightening their knowledge and awareness toward quality. In addition, we are working to attain advanced knowledge related to quality and put it into practice along with QC certification, particularly

Global QC Circle Conference

The Global QC Circle Conference was initiated to vitalize QC circle activities at overseas sites. In fiscal 2013, 123 employees from 30 overseas manufacturing companies took part in the conference, which seeks to promote the exchange of information and the brainstorming of ideas through the presentation of case studies.



Global QC Circle Conference participants



Fujioka Proving Ground



Toyokoro Proving Ground



Fowlerville Proving Ground

by promoting activities to resolve key issues through training in statistical quality control (SQC) methods and individual registration of quality-based themes, with briefing sessions held to announce the results of the activities.

Initiatives to ensure reliability

In testing and evaluating new products, the AISIN Group conducts surveys on how customers in different parts of the world use its various products and under what kind of conditions.

We are working to ensure the reliability of automotive parts through repeated vehicle testing using proving grounds that reproduce the various road conditions found around the world, namely the Fujioka Proving Ground (Aichi Prefecture, Japan), Toyokoro Proving Ground (Hokkaido, Japan) and Fowlerville Proving Ground (Michigan, U.S.A.). For life related and energy related products, we evaluate performance and durability using large-scale equipment such as an environmental chamber to assess resistance to climatic conditions. This leads to the creation of products that are safe and reliable.

Acquired ISO 26262 certification, a functional safety standard for automobiles

In December 2012, Aisin Seiki and Aisin Comcruise Co., Ltd., a subsidiary specializing in software development, acquired third-party certification upon compliance with ISO 26262, a functional safety standard for automobiles, for a software development process. This was in response to European and U.S. automaker demands for strict safety standards for in-vehicle electronic devices as they grow in complexity and application.

Aisin Seiki started activities to acquire the certification in spring 2011 and was one of the first automotive parts makers to obtain the certification.

Responding to customers

Through its Customer Support Department, Aisin Seiki strives to respond promptly, accurately and politely to inquiries received from customers regarding its life related products, including sewing machines and beds. When responding to inquiries about products such as our sewing machines and electric wheelchairs, which receive a larger volume of calls, customer service agents examine the actual product so that they can respond in an easy-to-understand manner. Inquiries are shared with our development division in the form of requests for product improvements and are also utilized in new product development.

In addition, we hold exhibitions to present case examples of quality twice a year for engineers inside the company and throughout the Group. At the exhibitions, we set up a booth so that we can listen to recorded complaints from customers, thereby providing opportunities to sincerely hear what customers have to say face-to-face.

Taking a consumer-centric perspective

Aisin Seiki's Customer Support Department encourages the acquisition of certification as an Advisory Specialist for Consumer Affairs to uphold the company's Customer First approach. Currently, 30 employees at Aisin Seiki who have attained the qualification are implementing ongoing quality-related activities based on a stance to protect the rights of the consumer from a consumer-centric perspective.

Aisin Seiki has established a screening committee that examines written descriptions appearing in product manuals and catalogs as well as its corporate website to help customers correctly and safely use its products. The screening committee consists of members from the Customer Support Department and from related departments who meet to comprehensively review product descriptions. Screenings are thoroughly conducted to determine how best to describe products so that they are easy to understand for customers.

Community Involvement and Development

Based on “Be With” as the key message, AISIN is committed to carrying out corporate citizenship activities closely linked to regions in order to earn the trust and meet the expectations of everyone in local communities.

Basic Corporate Citizenship Activities

“Be With” local communities

The AISIN Group established “Harmony with Society and Nature” under the Corporate Principles and stated that “we respect the culture and customs of each country and territory in which we operate, and we actively contribute to civic activities closely connected to local communities” under the Aisin Group Principles of Corporate Behavior. Concurrently, under the AISIN Group VISION 2020, we established the aspiration to “become a corporate group viewed as an ‘irreplaceable global partner’.”

Based on these concepts, the AISIN Group is actively working to promote corporate citizenship activities closely linked to respective regions and countries. We consider it important that employees who participate in activities volunteer on their own initiative and share the same view as local people in carrying out operations.

“Be With” goes hand in hand with our activities. On this basis, AISIN hopes to fulfill its social responsibility as a fellow citizen together with all members of local communities and develop activities in respective countries and regions worldwide.

Three pillars of corporate citizenship activities

The AISIN Group develops corporate citizenship activities that are closely linked to local communities by placing priority in three areas, namely Protection of Nature and the Environment, Fostering Youth and Community Building and Development.

As for Protection of Nature and the Environment, we promote activities such as tree plantings and local cleanup activities in Japan and overseas.

Regarding Fostering Youth, initiatives are being promoted such as lectures for learning about manufacturing and the environment as well as sports instruction.

As for Community Building and Development, we conduct a broad range of activities that include the welfare of persons with disabilities, support of non-profit organizations (NPO), art and cultural activities, and volunteering and training.

Concept image of the three pillars of corporate citizenship activities



Tree planting in Thailand



Environmental study at AISIN Ecotopia



Volunteer activity by Aisin Technical Academy students at childcare facility

Examples of Corporate Citizenship Activities

Protection of Nature and the Environment

Environmental education program for elementary school students organized jointly with an NPO

The four companies of Aisin Seiki, Aisin Takaoka, Aisin AW and Aisin AI are working together with ASK-NET (a specified non-profit corporation) to host the AISIN Environmental Education Program for elementary school students. This

program will be implemented with the six core Group companies in fiscal 2014 and is part of an integrated study class of fourth and fifth graders at elementary schools in Aichi Prefecture, which also encompasses the city of Kariya where our corporate head office is located. A total of 119 schools and nearly 12,000 elementary school students have taken the course thus far.

Environmental education program flow



Environmental education event: “Parent-child nature experience in Neba Village”

AISIN has concluded a “forestry foster parent agreement” in 2004 with Neba, a municipality in Nagano Prefecture, with the aim of protecting the upstream forest that is the source of the Yahagi River, which we use to obtain water for industrial and domestic purposes. Since then, AISIN has been cooperating in forest development activities through various initiatives. The “Parent-child nature experience in Neba Village” is an environmental event that started as part of such initiatives. This event is held every year during the children’s summer holidays to enhance environmental awareness while enabling children and parents to realize the importance of water and the beauty of nature in an enjoyable manner.

A total of 247 people participated in the event held in July 2012, including AISIN Group employees and their families as well as 11 local Neba elementary school students.

Fostering Youth

Outreach seminar on *mono-zukuri* (manufacturing)

The outreach seminar on *mono-zukuri* involves classroom lectures and hands-on lessons and enables children to develop a scientific perspective through manufacturing. The seminars mainly consist of the outreach seminar on *mono-zukuri*, which is held by visiting local elementary schools, the AISIN *Mono-zukuri* Hiroba (Manufacturing Forums) held at the AISIN Com-Center (Aichi Prefecture) and weekend workshops held at the TOYOTA Commemorative Museum of Industry and Technology (Aichi Prefecture). A total of 2,496 children have participated in these events that have been held on 36 occasions, starting from 2002 up to 2012.



Outreach seminar on mono-zukuri

AW Cup 2012 Junior High Basketball Tournament

The AISIN Group has men and women basketball teams* in Japan’s top leagues, and players and coaches regularly conduct basketball clinics for elementary and junior high school students. Additionally, the AISIN Cup and AW Cup tournaments are held annually to contribute to raising the level of junior high school basketball players, thus focusing on nurturing youth through sports.



AW Cup 2012 Junior High Basketball Tournament

*AISIN Sea Horses (Aisin Seiki) and Aisin AW Wings (Aisin AW)

Community Building and Development

Efforts toward social issues

Aisin Seiki, Aisin Takaoka, Aisin Chemical and Aisin Kiko are actively purchasing such items as machine parts and food from organizations supporting the employment of persons with disabilities. Additionally, the AISIN Group actively promotes support activities with a global view.

Since January 2010, Aisin Seiki has been taking part in Table for Two (TFT), which is an organization dedicated to providing food to developing countries and eradicating obesity and lifestyle diseases in industrialized countries with a focus on imbalances in world food consumption. Whenever an Aisin Seiki employee orders an item from the healthy foods menu in the company cafeteria, the employee as well as the company and the cafeteria association donate ¥10, or a total of ¥20, to TFT. This ¥20 goes toward providing a child in developing countries in Africa with a meal. In fiscal 2013, Aisin Seiki and Aisin Takaoka took part in this initiative and raised enough money to provide 85,159 meals.

Since April 2009, Aisin Seiki, Aisin Chemical and Aisin AW have taken part in the Ecocap Movement. Under this initiative, conducted by the NPO Ecocap Movement, participants send the plastic bottle caps they collect and the NPO sells these and uses the money to buy vaccines for children in developing countries.

Activities that are closely linked to local communities

The AISIN Group places an emphasis on the welfare of persons with disabilities as one of its activities closely connected with local communities.

Aisin Seiki has been holding the AISIN Sawayaka Concert since 2003 for local residents with disabilities as well as employees and their families in order to give people a chance to experience the joy of music in an intimate setting. In 2012, the 10th concert was held in March. A total of 176 people, including 89 invitees and Aisin Seiki employees, listened to a performance on the keyboard harmonica by a group of local young players called Flying Doctor along with other highlights that included audience participation on musical instruments.

Harvest festivals have been taking place every year in spring and autumn since 1998, and the 29th occasion was celebrated in 2012. Potato harvest and sweet potato harvest festivals were held in June and October, respectively, in which participants experienced harvesting by directly seeing and touching agricultural crops.

On February 12, 2012, Aisin Chemical celebrated its 60th anniversary. To mark this occasion, commemorative gifts worth a total of ¥3.5 million were donated to institutions such as schools in the Fujioka district of Toyota city, Aichi Prefecture. To ensure that recipients get commemorative gifts they would enjoy, Aisin Chemical responded to the requests of each institute such as for a grand piano and a playhouse in selecting the commemorative gifts.

Disaster support efforts

The AISIN Group promotes disaster relief activities around the world. Since June 2011, the Toyota Group and 15 affiliated companies, including Aisin Seiki, have continuously promoted volunteer activities to support disaster relief efforts following the Great East Japan Earthquake.

Based in the Kesen area of Iwate Prefecture, activities were conducted a total of 10 times in fiscal 2013, including the removal of debris in houses, weeding at temporary housing and park maintenance. Aisin Seiki became the secretariat for the activities carried out in July, leading local volunteer activities by arranging buses for transportation and accompanying activities.



"Table for Two" menu available at employee cafeteria



Selling of desserts and other menus by Pandora, an organization supporting persons with disabilities



AISIN Sawayaka Concert



Sweet potato harvest festival



Donated playhouse

Corporate citizenship activities at overseas operations

The AISIN Group's three pillars of its corporate citizenship activities, namely **Protection of Nature and the Environment, Fostering Youth and Community Building and Development**, also apply at overseas operations. The spirit of "Be With" remains unchanged in seeking social integration in the regions in which we operate and building an even better society together with local communities.

Turkey



Tree-planting activity

China



Donation of books and stationery to elementary school

Thailand



Sending relief supplies to flood disaster-affected areas

Efforts in North America

A volunteer spirit is deeply rooted in North America and thus is a region with a high awareness of corporate citizenship. In this respect, a broad range of activities is carried out throughout the year, including regional rehabilitation and cultural exchange, scholarship and educational support, children's sports events, recycling activities and donations and recovery activities in response to disasters.

Creating local employment as a Japanese company operating in North America

The AISIN Group in North America is making rapid progress in the localization of respective bases. There are currently 31 local subsidiaries in the North American region, of which the presidents of three companies are American. Future plans call for appointing more locally hired presidents over the next 10 years.

Additionally, the local employment of managers is already contributing to creating employment for many people living in respective regions. Currently, a total of 9,222 people are AISIN Group employees in North America, of which approximately 220 people are based in Canada, approximately 630 people are based in Mexico and the remaining approximately 8,360 people* are working in the United States. In this respect, we believe it to be an important mission as a company rooted in local areas to create workplaces so that people can further take active roles in the future.

*Figures are as of the end of fiscal 2013, including approximately 260 dispatched personnel from Japan.

Activity examples—Aisin World Corp. of America (AWA)

Minority youth support

The United States is a multiethnic nation and minority support is one of the major themes in corporate citizenship activities. AWA provides assistance toward civic groups supporting Hispanic and Asian people, thereby providing an environment in which young people can grow with peace of mind. It gives AWA members tremendous pleasure to see the smiling faces of children who were able to participate in summer camps or see young people presenting impressive speeches upon receiving higher education.



Student who received scholarship from support organization



Sending relief supplies to tornado-affected areas

Backing up employees' enthusiasm to participate in volunteer activities

AWA has a system called the Cross-Functional Regional Activity Committee, which considers and supports major activities in the community. AWA has supported numerous relief efforts for natural disasters in the United States and around the world, such as hurricanes in the United States, the Great East Japan Earthquake and flood disaster in Thailand. In 2012, AWA also cooperated with Aisin Technical Center of America, Inc. and local elementary schools to raise funds as a relief initiative after a tornado struck the U.S. state of Indiana along with donating various goods such as backpacks filled with books and school supplies for children affected by the disaster. Increasingly, job seekers in the United States place an emphasis on companies who carry out such efforts, and believe that they can take pride in a company that is actively engaged in community activities. AWA is proud to be such a company.

AISIN Group Profile (12 Main Companies)



Aisin Seiki Co., Ltd.

Established..... August 31, 1965
Head office..... 2-1 Asahi-machi, Kariya, Aichi 448-8650 Japan
URL <http://www.aisin.com>
Representative Fumio Fujimori, President
Scope of business..... Manufacture and sales of automotive parts (drivetrains, bodies, brakes and chassis, engines, information technology related), life and energy related products (sewing machines, beds, gas heat pump products, etc.) and wellness related products
Capital ¥45,000 million
Net sales ¥2,529.9 billion (consolidated),
¥764.3 billion (non-consolidated)
No. of employees 83,378 (consolidated), 12,759 (non-consolidated)

Aisin AW Co., Ltd.

Established..... May 15, 1969
Head office..... 10 Takane, Fujii-cho, Anjo, Aichi 444-1192 Japan
URL <http://www.aisin-aw.co.jp/en/index.html>
Representative Mutsumi Kawamoto, President
Scope of business..... Manufacture and sales of automatic transmissions, hybrid systems and car navigation systems
Capital ¥26,480 million
Net sales ¥885.0 billion
No. of employees 13,837

Aisin Keikinzoku Co., Ltd.

Established..... February 1970
Head office..... Imizu, Toyama, Japan
URL <http://www.aisin-ak.co.jp/english/>
Scope of business..... Manufacture of aluminum die-casting products for automotive parts and aluminum extrusion products

Aisin Sin'ei Co., Ltd.

Established..... July 1961
Head office..... Hekinan, Aichi, Japan
URL <http://www.aisin-sinei.co.jp> (Japanese)
Scope of business..... Stamping of automotive parts, painting, and manufacture of body related components

Aisin Takaoka Co., Ltd.

Established..... March 8, 1960
Head office..... 1 Tennoh, Takaokashin-machi, Toyota, Aichi 473-8501 Japan
URL <http://www.at-takaoka.co.jp/english/>
Representative Haruhiko Amakusa, President
Scope of business..... Manufacture and sales of casting, machining and metal-forming products and audio products
Capital ¥5,396 million
Net sales ¥112.7 billion
No. of employees 2,627

Aisin AI Co., Ltd.

Established..... July 1, 1991
Head office..... 1 Shiroyama, Ojima-cho, Nishio, Aichi 445-0006 Japan
URL <http://www.aisin-ai.co.jp/english/index.html>
Representative Kazumichi Sugiura, President
Scope of business..... Development, design, manufacture and sales of manual transmissions, transfers, component parts and accessories
Capital ¥5,000 million
Net sales ¥111.6 billion
No. of employees 2,063

Aisin Development Co., Ltd.

Established..... December 1993
Head office..... Kariya, Aichi, Japan
URL <http://www.aisin-ad.co.jp> (Japanese)
Scope of business..... Real estate, general construction (architecture, civil engineering, landscaping, facilities transfer), insurance agency services, home remodeling (Aisin Livelan), leasing and financial services, lifestyle commodities

Aisin AW Industries Co., Ltd.

Established..... March 1983
Head office..... Echizen, Fukui, Japan
URL <http://www.aw-i.co.jp> (Japanese)
Scope of business..... Manufacture of automatic transmission components

Aisin Chemical Co., Ltd.

Established..... February 12, 1952
Head office..... 1141-1 Okawagahara, Fujioka-lino-cho, Toyota, Aichi 470-0492 Japan
URL <http://www.aisin-chem.co.jp/english/index.html>
Representative Yasuhide Shibata, President
Scope of business..... Manufacture and sales of chemical products, friction materials and plastic parts
Capital ¥2,118 million
Net sales ¥44.1 billion
No. of employees 1,054

ADVICS Co., Ltd.

Established..... July 3, 2001
Head office..... 2-1 Showa-cho, Kariya, Aichi 448-8688 Japan
URL <http://www.advics.co.jp/eng/index.html>
Representative Takeshi Kawata, President
Scope of business..... Development, manufacture and sales of automotive brake systems and system components
Capital ¥7,040 million
Net sales ¥297.7 billion
No. of employees 1,742

Aisin Kiko Co., Ltd.

Established..... June 1956
Head office..... Nishio, Aichi, Japan
URL <http://www.aisin-kiko.jp> (Japanese)
Scope of business..... Manufacture of functional automatic transmission components, drivetrain related and body related components

Hosei Brake Industry Co., Ltd.

Established..... May 1968
Head office..... Toyota, Aichi, Japan
URL <http://www.hosei.co.jp/english/index.html>
Scope of business..... Manufacture of drum brakes and other automotive brake parts

*Capital amount and no. of employees as of March 31, 2013

Aisin Seiki Co., Ltd. <http://www.aisin.com>

