Message from New President
Kiyotaka Ise
Let’s get a genuine competitiveness for a bright future

On June 19, Mr. Kiyotaka Ise assumed office as Aisin Seiki’s new president, and a new management structure was launched. Here we present some words from Mr. Ise on his future vision, and some information on his background and character.

Charge of managing the chief engineers*2 (referred to below as “CE”) for RAV4, Porte, and all domestic (Japanese) minivans.

The biggest surprise for me in coming to Aisin Seiki is the large number of Group companies in various countries and the diversity of products they handle. However, a large number of Group companies and a wide range of products can be a double-edged sword. I believe that because we are in a time of dramatic change, it is vital that we do not move off in different directions, but unite our strengths and keep moving in the same direction together.

Take the initiative

What are your impressions of the Aisin Group team members?

My strong impression is that each Group company has a high level of specialized expertise. During my time at Toyota, Aisin team members always worked their hardest to respond to Toyota’s requests. I believe that enabled us to build a solid relationship based on mutual trust.

At the same time, I sometimes got the impression of a somewhat passive stance toward customers. In terms of R&D, for example, this means a position of “responding to Toyota’s request.” In fact, I felt similarly about Toyota itself at times. When I became the head of Toyota’s R&D Headquarters in 2014, everyone talked about “making the CE’s visions a reality.” So I said “are you happy as engineers to give shape to the CE’s ideas?” I wanted them to have the spirit and backbone to produce systems that they envisioned themselves, and then “sell” them to the CE’s. And for suppliers, as well, I think it is crucial to take the initiative in making proposals and marketing them to customers, in order to feel positive excitement about what they do.

Is there something people should focus on to achieve that?

Well, I think the thing is to have dreams and ideals, like “This is the kind of technology I want to develop,” “This is the kind of success I want to have.” When you have dreams and ideals, I believe you can perceive the gaps between these and reality, and take active steps to close these gaps.

Unite the strengths of the group to move in the same direction

Could you tell us, in a few words, about your feelings on being appointed President and your vision for the future?

It is a great honor to be entrusted with the important role of President during a once-in-a-century era of dramatic changes. For the further development of the Aisin Group, I would like to accelerate the changes initiated by previous President Mr. Ihara.

Profile

President of the board Kiyotaka Ise
Born March 2, 1955
Chronology
Apr. 1980  Joined Toyota Motor Corporation
Jun. 2007  Managing Officer of Toyota Motor Corporation
Jun. 2012  President, Lexus International of Toyota Motor Corporation
Apr. 2013  Senior Managing Officer of Toyota Motor Corporation
Apr. 2014  Executive General Manager, R&D Headquarters of Toyota Motor Corporation
Apr. 2016  Executive General Manager, Motor Sports Headquarters of Toyota Motor Corporation
Apr. 2016  President, Advanced R&D and Engineering Company of Toyota Motor Corporation
Apr. 2018  Chief Safety Technology Officer of Toyota Motor Corporation
Jan. 2018  Executive Vice President of Aisin Seiki Co., Ltd.
Jun. 2018  President of Aisin Seiki Co., Ltd.

Mission as President

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“Build” is the purpose, “Scrap” is the means

What do we need to keep in mind to get through this once-in-a-century era of dramatic change successfully?

At the end of a Group management strategy briefing session, I spoke about the head of a venerable old business in Kyoto, who said, “If adhering to tradition means going out of business, then it’s better to change the way you do things and save the company, even it means abandoning tradition.”

“Scrap & Build” is a catchphrase mentioned in the group management policy, but “Build” is the purpose, and “Scrap” is just the means to do that. Naturally, we need resources (personnel and money) to start anything new, but there are limits to the supply of these. That’s why scrapping is necessary.

For example, in the powertrain business, we intend to further accelerate development of electrified products such as 1-motor hybrid transmission and eAxle, not only to make our automatic transmission unit more competitive, but also for the future. However, the reality is that in order to secure resources for this endeavor, we will have to give up on some existing business.

Even if that business has contributed to the Aisin Group’s development in the past, if it is not in keeping with current trends, it is no longer competitive, and we cannot expect growth in the market, we have no choice but to scrap it completely and redirect those resources toward other projects.

It is inevitable that people involved with scrapped businesses and products will feel pain and loss because the things they’ve been working so hard on have been abandoned. However, I’d like people to look on the bright side, that is, not “my job has been done with,” but “I have a chance to take on a new challenge.” I see this as “positive scrapping” and I hope to see people adopt this mentality.

So, what kind of mentality should we have toward the “scrap & build” process?

I think the most important thing is maintaining a sense of crisis. When we think about the Aisin Group’s future, ten years or twenty years ahead, we should recognize that we do face a critical situation, and ask ourselves whether things are all right the way they are and if not, what we need to do to improve them.

From there, people at the management level need to think about scrapping and building at the macro level, in terms of business units and products. Team members should think about it at the micro level, in terms of work procedures. I’m sure there are a lot of people who have too much of their time taken up with meetings and preparing materials, and not enough time to focus on their real work. To reform work styles, including how meetings are carried out, we need to review procedures for preparing materials and use technology to make things more efficient, so that people can do what they need to do and what they want to do, for example, engineers can focus on engineering.

Finally, what is your message to team members?

To get through this once-in-a-century era of transformation and come out stronger on the other side, all 110,000 team members at 214 Aisin Group companies need to think and act with united resolve. The most crucial thing, as stated in our action guidelines, is to “independently predict the future and act in a speedy manner.” I hope each and every team member will take this to heart and apply it on the job demonstrating their own initiative. Producing results that you are personally involved with satisfies with involves breaking down any walls that stand in the way, which is part of the scrap & build process. Your position is not important. Whether you are an executive or a newly hired team member, apply the reform effort in the position you are in.

None of us is alone. We are members of a team with 110,000 people in 214 companies. Let’s bring together the expertise and technologies of the entire Group, visualize the Aisin Group in the 22nd century, and work together toward that dream.

What is President Ise like?

In the preceding pages, Mr. Ise delivered an enthusiastic message to the Aisin Group’s 110,000 team members worldwide. What has his life been like this far, and how does he usually spend his days?

In this section we get to know a bit more about Mr. Ise, a man with an engineer’s spirit and drive to create new things, as well as an openhearted and humorous character.

History

Kiyotaka Ise was born in Hyogo Prefecture, Japan. He was a lively boy, crazy about baseball. His family had a three-wheeled vehicle, and he was always extremely interested in cars.

University years

As a university student, Mr. Ise was a big science fiction fan. He studied mechanical engineering, and says that he aspired to build a rocket in the future. After learning about industries such as steel and heavy manufacturing, he was fascinated by “seeing things I’ve designed actually running in the world,” and decided to work for Toyota Motor Corporation.

From mid-career to CE

When he learned of the CE system, he knew that “I wanted to be a CE”, and requested a transfer to product planning. After overseeing development of the Crown, he was appointed CE for the RAV4.

To Aisin Seiki

In January 2018 he became Vice-President of Aisin Seiki, and in June was named President and leader of the Aisin Group.

message from new President Kiyotaka Ise

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Message from new President Kiyotaka Ise

On the job

What is your motto?
“Where there’s a will, there’s a way.”
I hadn’t thought about it consciously, but when asked about my motto, I recalled these words I’ve lived by since my Toyota days.

What should people do while they’re still young?
Always be aware of the issues.
This advice is not limited to young people, though. If you keep this in mind, then you can get hints from anywhere—things people say, sentences you read in books. Personally, I got a lot of planning ideas from the manga titled Sommelier. To be aware of the issues, first you need to have a clear vision of your own ideals, and then compare those with the reality you see.

What is your top priority as President?
The safety and happiness of our team members.
The number one priority is avoiding any accidents or injuries. Next is for members to enjoy and feel rewarded by their jobs. If they are, then the company will benefit as well.

Off the job

Q&A

Read this Q&A and get to know Mr. Ise, from his professional motto to how he takes break in his spare time!

What do you do on your days off?
Learning by reading books, walking and playing golf.
On a weekend, I’ll spend one day reading up on management, economics, engineering and so on. The other day, I’ll forget all about work and go for a walk in the nearby botanical garden (recently I’m enthusiastic about taking photos), or play golf. My score is nothing to write home about, but I enjoy it.

What kind of books do you like?
History, sci-fi, and mysteries.
I’m a big fan of Agatha Christie.

Can you tell us about an experience that caused you to grow?
When I was a young Toyota member,
I had a hard time having difficulties with cold climate tests in Hokkaido. Then, my supervisor told me, “Don’t come back until you fix the problem.” At first I thought, “It’s physically impossible to fix it!” But I threw body and soul into working it out, and finally I did it. My takeaway from this was, you shouldn’t tell yourself something is impossible.

What are some of your favorite foods?
Conger eel and Akashi-yaki (octopus snack).
Both are specialties of my hometown.

What kind of car would you like to drive?
Well, it’s a Porshe.
It is a dream for an engineer to own a Porshe car, isn’t it? By the way, the car I drive now is a Lexus GS350.

What do you do on your days off?
Learning by reading books, walking and playing golf.

How did you meet your wife?
As a grad student,
I was majoring in precision engineering and one thing I studied was artificial hearts. She was working in the same place as a nurse, and... I fell for her then.

Are you someone who takes swift action, or someone who thinks things over carefully before acting?
I’m a man of action!

What aspirations have you had, besides working in the auto industry?
Definitely rockets.
I am nuts about sci-fi, like the Star Trek movies.

What would you do if you had a month off?
Travel around Japan to places I’ve never visited. or hit the town in Las Vegas!
I love flowers and greenery, so I’d like to visit places of natural beauty around Japan that I’ve never been to. Then if I have time left over... Las Vegas. (Laughs)
Aisin Group Products Installed in Popular New Car Models

Various Aisin Group products are installed in the Toyota Motor Corporation’s new Corolla Hatchback (North American model) and new Crown, which Toyota Motor Corporation unveiled on June 26.

- **Corolla Hatchback (North American model)**
  - **Aisin AW**
    - **Direct Shift-CVT**
      - Direct Shift-CVT (Continuously Variable Transmission) with the world’s first starting gear, enabling the transmission to change ratios smoothly and enhance vehicle responsiveness.

- **Aisin AI**
  - **6-Speed FWD MT for Mid-Size Torque Capacity Applications**
    - Weight reduced by 7kg and overall length reduced by 24mm, making it one of the world’s most compact and lightweight products of its type.
    - Compatible with Aisin’s ATH control, which supports drivers’ smooth shift operation.

- **Aisin Seiki**
  - **Exhaust Manifold**
    - Features a newly developed shape that leads exhaust gas smoothly to catalytic converter, which has realized compact size. And it attained 20% reduction of the weight by using thin sheet material.

- **Aisin Chemical**
  - **Structural Adhesive**
    - Strongly bonds steel plates to one another, enhancing the rigidity of structural body parts made with mixture of aluminum and iron for vehicle weight reduction.

- **Aisin Keikinzoku**
  - **Adjustable Damping Force Absorber**
    - Aisin Keikinzoku has achieved outstanding performance with an integrated system incorporating algorithms that can accurately and quantitatively gauge vehicle state, an absorber with a wide range of adjustable damping force, and an ECU that optimally controls the system.

- **Shibuki Corporation**
  - **Window Regulator**
    - Improves lift quality and reduces weight by 0.6kg, by switching from the arm-type regulator of a conventional pressed product to wire-driven ascendent and descent.

**New Crown**

**June 5**

**New President Takes Office**

On June 5, Ryui Nakamura took office as the new president of Aisin Keikinzoku.

**We Would Like to Get Your Feedback on HELLO WORLD No.6!**

How was the special feature on our new President, Mr. Ise?

We took forward to hearing your opinions and impressions about this magazine.

[Questionnaire site here](https://www.asien.co.jp/helloworld/index_us.php)

**Deadline**: Wed., Oct.10
On Apr. 8, one of the Aisin Group’s biggest events, the Aisin Ekiden relay race, was held at Laguna Ten Bosch in Gamagori, Aichi. For this eighth edition, a record high of 683 teams and 7,700 runners competed for the best total time on an eight-section relay, with each runner passing a sash to the next one. 16,700 people gathered at the venue, including participants and their family members from 100 Aisin Group companies in Japan and overseas.

**General category** (8 sections, 16.2km)

- **Winner**: Elite Sewing Machine Mfg “T. E. Bolt A”  Record: 51min 25sec
- **Second place**: Aisin Tohoku “Aisin Tohoku”  Record: 54min 35sec
- **Third place**: Aisin AW “Dynamite Runners”  Record: 57min 48sec

- **Second place**: Aisin AI “AI Runners”  Record: 40min 48sec
- **Third place**: Aisin Seiki “SHISAKU Runner_A”  Record: 41min 30sec

**Results**

Aisin Group:
- 683 teams from 100 companies
- Attendees: 16,700

The victorious team wiped away the frustration of last year’s second-place finish!
Aisin Sin'ei Co., Ltd.  
(Hekinan, Aichi, Japan)

Address: 2-8-12 Konan-machi, Hekinan, Aichi, Japan  
Business: Forming, painting and assembly of auto body exterior parts. Press working, welding, and painting of GHP housing  
Established: Jul. 27, 1961  
Employees: 1,276 (as of March, 2018)

Main products: Molded resin and painted products, pressed parts: electrically retracts seats, crash box, etc.

Aisin Sin'ei is constantly striving to manufacture the best products, primarily auto body parts, based on the core technologies of resin molding, plastic processing and surface treatment.

In October 2018 the Kota plant will be completed, and an integrated production system will be established, consolidated into two sites, Kota and Konan plants.

With the slogan “Communication & Speed,” we will continue aiming to secure Japan’s most productive plants to maximize our competitiveness.

AW Suzhou Co., Ltd.  
(Jiangsu, China)

Address: Wuzhong District, Suzhou, Jiangsu, China  
Business: Manufacture of ATs and related parts  
Established: Apr. 11, 2011  
Employees: 1,279 (as of May, 2018)

Main products: 4-speed FWD AT, standalone parts for CVT, electronic parts for AT

AW Suzhou produces ATs for automobiles, and related parts. Since our establishment, we have worked to improve the technical, management, and KAIZEN skills of each and every member, promoting growth of the members and the company with the motto of “Diligent, Cheerful, Happy and Strong” and Safety as the top priority.

Currently, we are working on a system for introducing new future-oriented models as we prepare for a “once-in-a-century transformation of the auto industry.”

Moving forward, we will continue delivering the highest quality ATs to our customers.

Aiming to be the Most Effective Plant in the Rapidly Changing Chinese Market

AW Suzhou is proud of placing top priority on team members’ growth with a scrupulously thought-out educational system. We can swiftly learn everything from fundamental ideas to practical application at 10 different types of training dojo, focusing on areas like quality, assembly, safety, and skill competition.
Hey, everybody in the Aisin Group!

Tell us how you spend your holidays!

Visiting the Tonami Tulip Fair

Every year during the Golden Week holidays in late April and early May, I visit the Tonami Tulip Fair, where you can see three million colorful blooming tulips, the major agricultural product of Tonami in Toyama Prefecture. Recently, a stunning and very popular attraction is “Flower Valley” that recreates the “Snow Valley” on the Tateyama Kurobe Alpine Route in tulips.

Noriyasu Yamamura
Administration Dept. / Tonami Kogyo

Rest and relaxation for the whole family!

During the holidays it’s important to me to spend time with my family. I play the piano with my son, and all of us run around a big park together. Afterward we have lunch and coffee at “Bal Musette,” a café I’ve been visiting since I was single, and relax and recharge our energy.

Michihito Ono
Administration Group / AT Tohoku

Easter fun for the whole family

Easter is a joyful family event that is celebrated at the end of Lent by coloring Easter eggs as a family. Kids can enjoy using their imaginations to paint eggs, and the whole extended family gets excited about Easter egg hunts where you search for plastic eggs containing prizes. The children are delighted on Easter morning when the Easter Bunny brings sweets and toys. Easter is a time I look forward to spending with my family every year.

Eric Archambeau
Body Components Group
Exterior / Design Assurance
Aisin Technical Center of America

Family trips to the beach!

Our family loves to go on trips to various beaches. We swim in the sea, make sandcastles with the kids, and take it easy together. Besides the beach, children enjoy activities like miniature golf and go-karts. I look forward to the vacation every year!

Stacy Plunkett
Human Resources
ADVICS North America

See the sights

To recover from day-to-day fatigue, I enjoy sightseeing in my free time. I try to get around by my own car as much as possible and enjoy the trip as well as the destination. I recently went to Ishikawa Prefecture and visited Kenroku-en Garden, Omicho Market, Kanazawa Station and others to enjoy local delicacies such as blackthroat seaperch, and fresh seafood. Right now I’m working hard every day, while in my leisure time I’m working toward my goal of visiting all 47 prefectures in Japan!

Yosuke Sato
Managerial Administration Dept. / Art Metal Mfg.

Golf to my heart’s content

During long-term holidays I pretty much always play golf. Since I joined the company I’ve gotten hooked on golf, and when I look around me, both my co-workers and friends are all fellow golfers. Thanks to this I never have any trouble rounding up members! When there are long-term holidays I spend half the time playing golf, as many as three rounds on a three-day trip. Summer or winter, I’ll play in any kind of weather!

Masatake Ando
Sales Dept. / Hosei Brake

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Masatake Ando
Sales Dept. / Hosei Brake

Everybody joins in an Easter egg hunt!

Approximately 110,000 team members are working in the Aisin Group, which contains more than 200 companies worldwide. In this section, people from various countries and regions appear and talk about diverse fun topics!
Toyota Motor Corporation and Aisin have agreed to make MT manufacturer Toyota Autoparts Philippines, Inc. (TAP) Aisin's subsidiary so as to strengthen competitiveness in the MT business. Aisin is happy to welcome TAP to the Aisin Group. Let’s look into the context of this news a bit.

**Q What kind of company is TAP?**

TAP is one of the Toyota’s global supply bases for MT, mainly exporting to ASEAN (the Association of South East Asian Nations), South Africa, and Latin America.

**DATA**

- Established: August 1990
- Sales: 9.167 billion pesos (approx. 20 billion yen) (FY2017 results)
- Employees: Approx. 1,350 (as of March 2018)
- No. of MT produced: Approx. 230,000 units (FY2017 results)

*Currency exchange rate: 1 Philippine peso = 2.18 yen

**Q How is the MT business being rearranged?**

In November 2014, Toyota, Aisin Seiki and Aisin AI agreed to consolidate MT-related functions spanning two companies (Toyota and Aisin AI) into a single company, Aisin AI. Development and production function in Japan were transferred from Toyota to Aisin AI by January 2017. In January 2016, Aisin Seiki acquired some stake in Toyota Autoparts Philippines and has been participating in business management.

**Q What’s the plan moving forward?**

Aisin’s equity participation in TAP is being raised from 34% to 61%, and the company is being renamed Toyota Aisin Philippines, Inc. Aisin will take the lead in managing the new company’s business operations.

Also, some of MT production will be moved from Aisin AI to TAP, utilizing the high production capacity of TAP to boost production efficiency. Also, to strengthen production of ATs for which demand is increasing, we will begin production of AT parts at TAP, making full use of TAP’s technology and expertise.

May 24, 2018 marked an epoch in the history of Toyota Autoparts Philippines (TAP), now Toyota Aisin Philippines! We look forward to working closely with Aisin Group starting with AT parts and achieve our longtime dream of “made-in-the-Philippines” AT.

Right: Emmanuel Mendoza/GM of General Administration Div.
Left: Anita Antonio/Deputy GM of General Administration Div.