



**For the Fiscal year Ended March 31  
(April 1, 2023 to March 31, 2024)**

# **Financial Results**

**April 26, 2024**

**AISIN CORPORATION**

# Overview of FYE2024 Financial Results

## Results

Revenue increased YoY due to an increase in vehicle production mainly in Japan and the U.S., and a weaker yen, as well as an increase in electrification unit sales. Operating profit increased YoY due to improvements in the business environment and cost structure improvement, despite the recording of quality-related cost in the 3<sup>rd</sup> quarter.

## Forecast

The forecast of Revenue and Operating profit for FYE2025 are 4,920 billion and 220 billion JPY. Although vehicle production assumptions are at the previous year's level, we will accelerate sales expansion of electrified products, strengthen product competitiveness and reinforce group management.

## Return to Shareholders

The annual dividend for the FYE2024 is 170 yen ( year end dividend of 90 yen ) and the dividend forecast for the next fiscal year is 180 yen. We will implement stable and continuous return to shareholders over the medium to long term.

# Consolidated Financial Results (FYE2024)

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# FYE2024 Results Financial Summary

( ) Shows Rate to Revenue % 【 Billion JPY 】

	FYE2023 Results		FYE2024 Results		Change	Change rate %	FYE2024 Forecast As of Feb. 2	
Revenue	4,402.8	-	4,909.5	-	+506.7	+11.5	4,900.0	-
Operating Profit	57.9	(1.3)	143.3	(2.9)	+85.4	+147.5	150.0	(3.1)
Profit before income taxes	73.7	(1.7)	149.8	(3.1)	+76.1	+103.2	160.0	(3.3)
Profit for the Period*1	37.6	(0.9)	90.8	(1.8)	+53.2	+141.1	90.0	(1.8)

\*1 : Profit for the period attributable to Owners of the parent

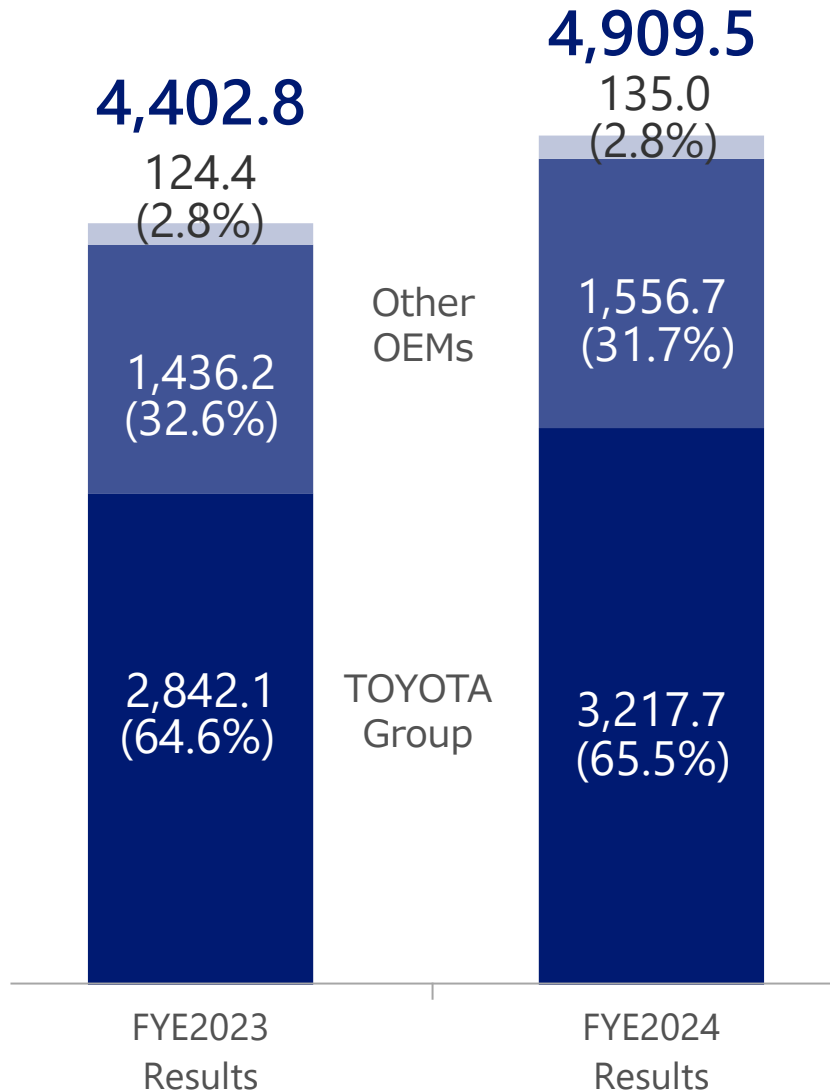
Pre-conditions	FX Rate	USD	136	JPY	145	JPY	+9	JPY	+6.6	143	JPY
		CNY	19.8	JPY	20.2	JPY	+0.4	JPY	+2.0	19.9	JPY
	Toyota production		895	10,000 unit	973	10,000 unit	+78	10,000 unit	+8.7	-	10,000 unit
	Powertrain Unit Sales*2 (number of electrification unit*3)		926	10,000 unit (136)	1,052	10,000 unit (226)	+126	10,000 unit (+90)	+13.6	1,070	10,000 unit (230)

\*2 : Total sales of AT, CVT, HEV and eAxle \*3 : Total sales of HEV, eAxle

# FYE2024 Revenue by Customer

- Mobility
- Energy Solutions and Others

【 Billion JPY 】



## Revenue by Customer (Other OEMs)

Customer	FYE2023 Results	FYE2024 Results	Change	Change Rate (%)
Stellantis	275.5	281.9	+6.4	+2.3
VW & Audi	177.2	194.0	+16.8	+9.5
SUZUKI	156.6	168.5	+11.9	+7.6
VOLVO	98.1	110.0	+11.9	+12.1
HONDA	66.1	84.4	+18.3	+27.7
NISSAN	68.7	79.0	+10.3	+15.0
MITSUBISHI	79.2	78.3	-0.9	-1.1
ISUZU	53.7	51.8	-1.9	-3.5
Changan Automobile	35.0	47.6	+12.6	+36.1
China FAW	37.9	43.7	+5.8	+15.2
Others	388.2	417.5	+29.3	+7.5
<b>Total</b>	<b>1,436.2</b>	<b>1,556.7</b>	<b>+120.5</b>	<b>+8.4</b>
(Reference) Chinese OEMs	168.3	218.4	+50.1	+29.8

# FYE2024 Segment Information

FYE2023 Results

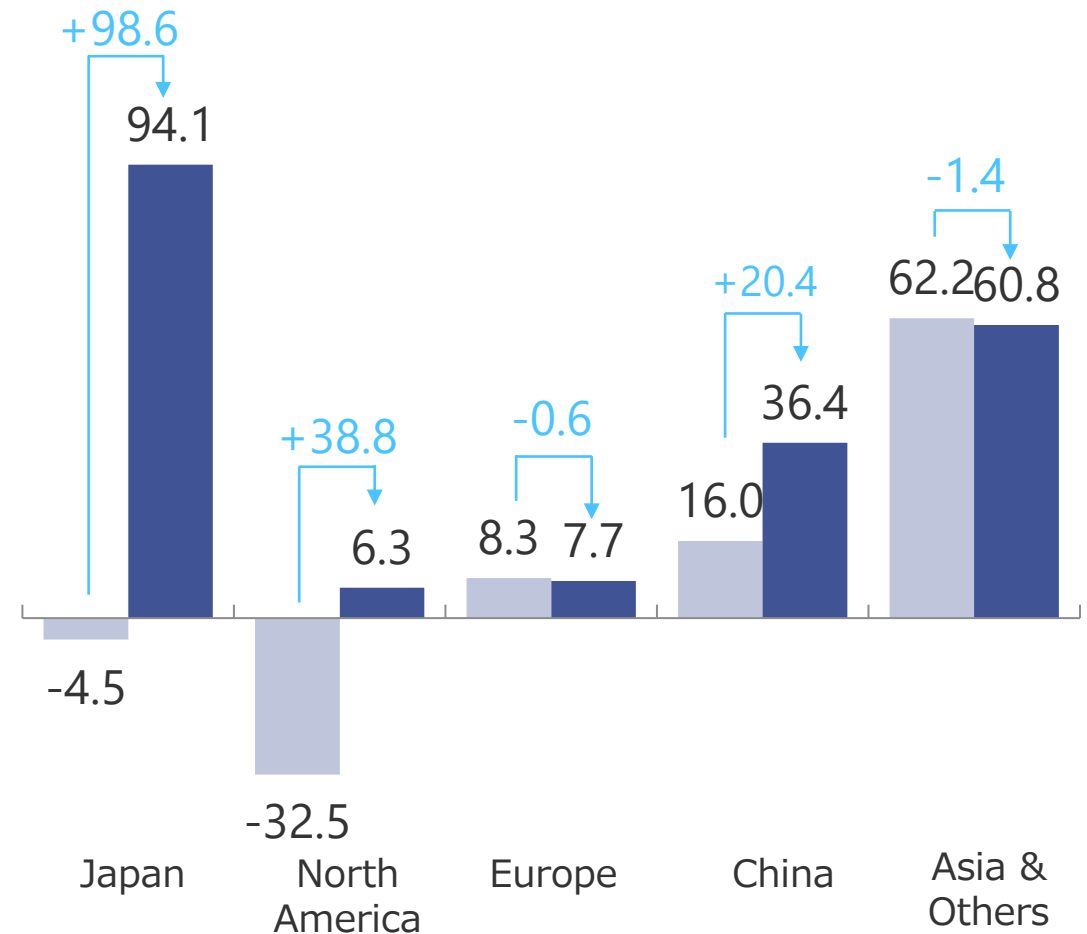
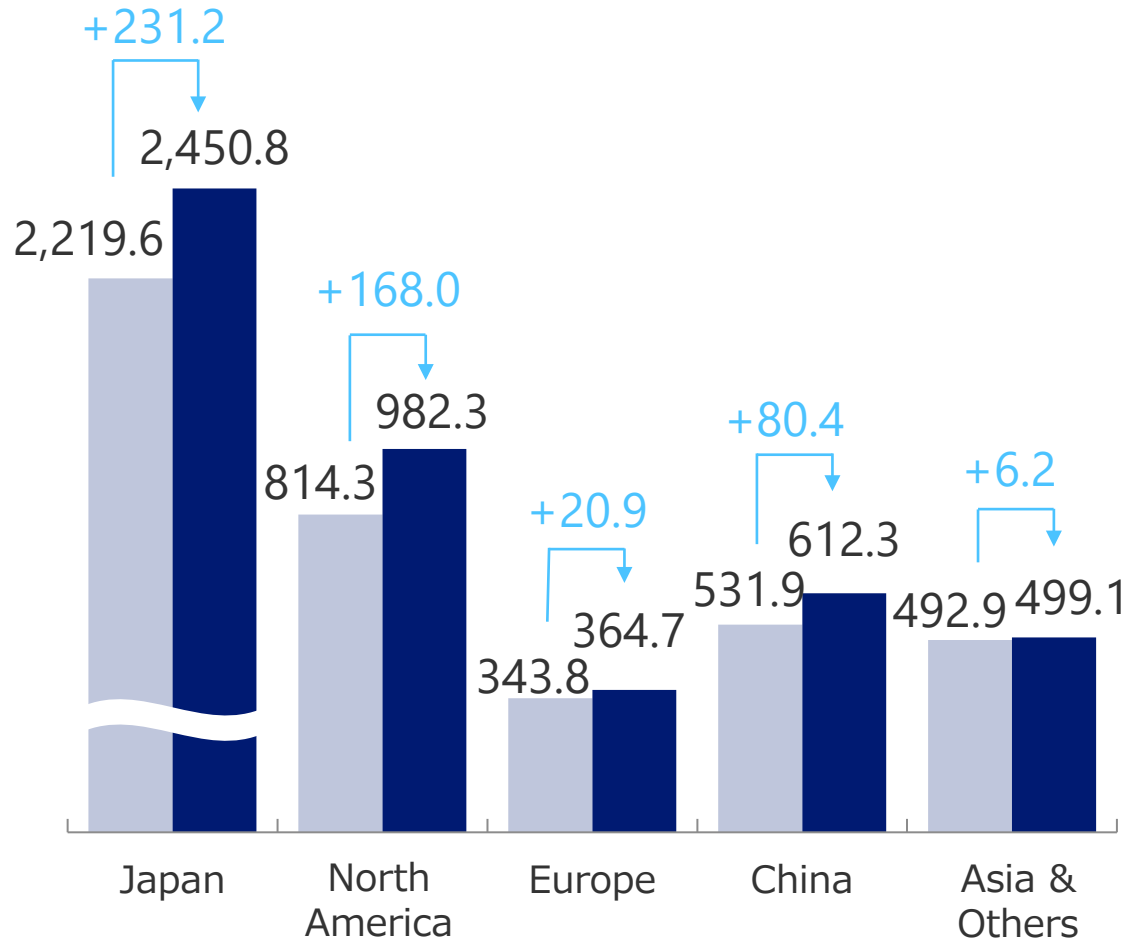
FYE2024 Results (Excluding Quality-related Cost)

[ Billion JPY ]

Revenue (YoY +506.7)

Operating Profit (YoY +148.4\*)

\* Excluding Quality-related Cost of 63.0

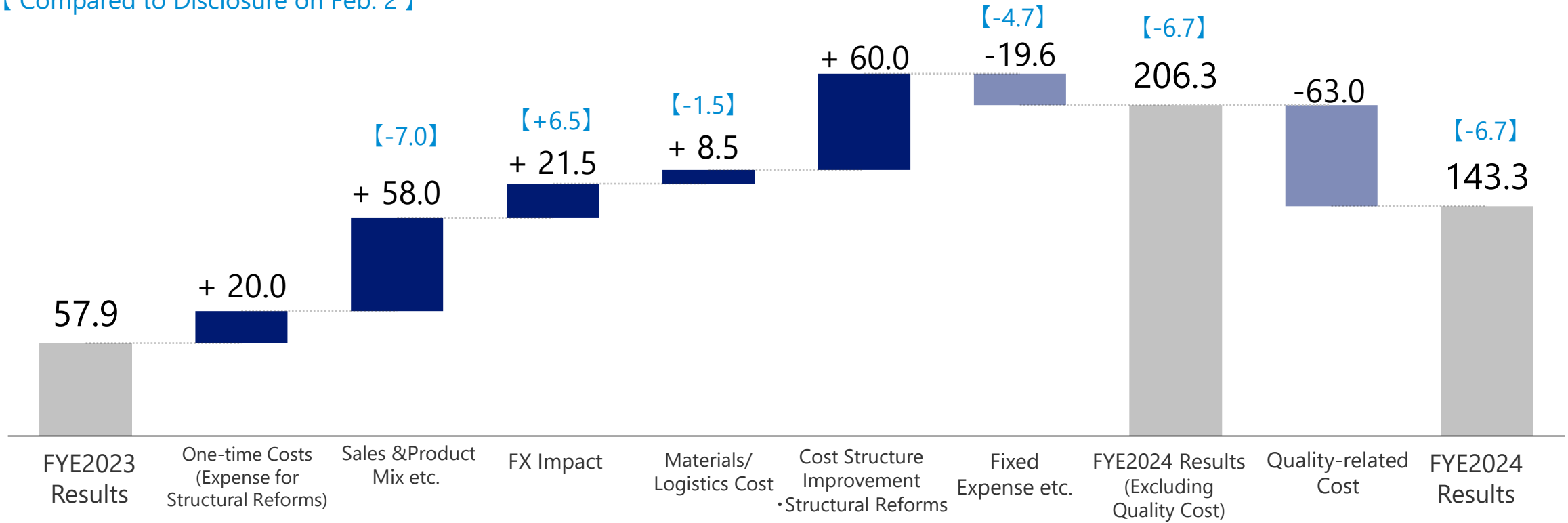


※Revenue to External Customers

# FYE2024 Analysis of Operating Profit

【 Billion JPY 】

【 Compared to Disclosure on Feb. 2 】



Sales & Product Mix etc. Breakdown	
Sales Volume Fluctuations	+ 98.0
Sales Price Variance & Product Mix	- 40.0

FX Impact Breakdown	
USD	+10.7
CNY	+3.0
EUR	+1.6
THB	+6.2

**Cost Structure Improvement/Structural Reforms**

Activities toward 3 years of "Full Model Change" with changing the "content" of the business and improving the "quality" are accelerating.

- Accelerate profit improvement of existing products. (HEV, Brakes, 8-speed AT)
- Reduction of raw material consumption, energy conservation, and improvement of logistics.
- Harvesting corporate M&A merit.

**Fixed Expense etc.**

Accelerate resource shift to growth domains and control total fixed costs with discipline.

- R&D investing in Electrification·intelligence products and CN.
- Improving development efficiency by utilizing MBD and DX.
- Preparation for production with a focus on BEV Products.
- Reduction of investment by utilizing existing assets.

# Consolidated Financial Forecast (FYE2025)

# 2



# FYE2025 Forecast Financial Summary

( ) Shows Rate to Revenue % 【 Billion JPY 】

	FYE2024 Results		FYE2025 Forecast		Change	Change Rate %
Revenue	4,909.5	-	4,920.0	-	+10.5	+0.2
Operating profit	143.3	(2.9)	220.0	(4.5)	+76.7	+53.4
Profit before Income Taxes	149.8	(3.1)	225.0	(4.6)	+75.2	+50.1
Profit for the Period*1	90.8	(1.8)	130.0	(2.6)	+39.2	+43.2

\*1 : Profit for the Period Attributable to Owners of the Parent

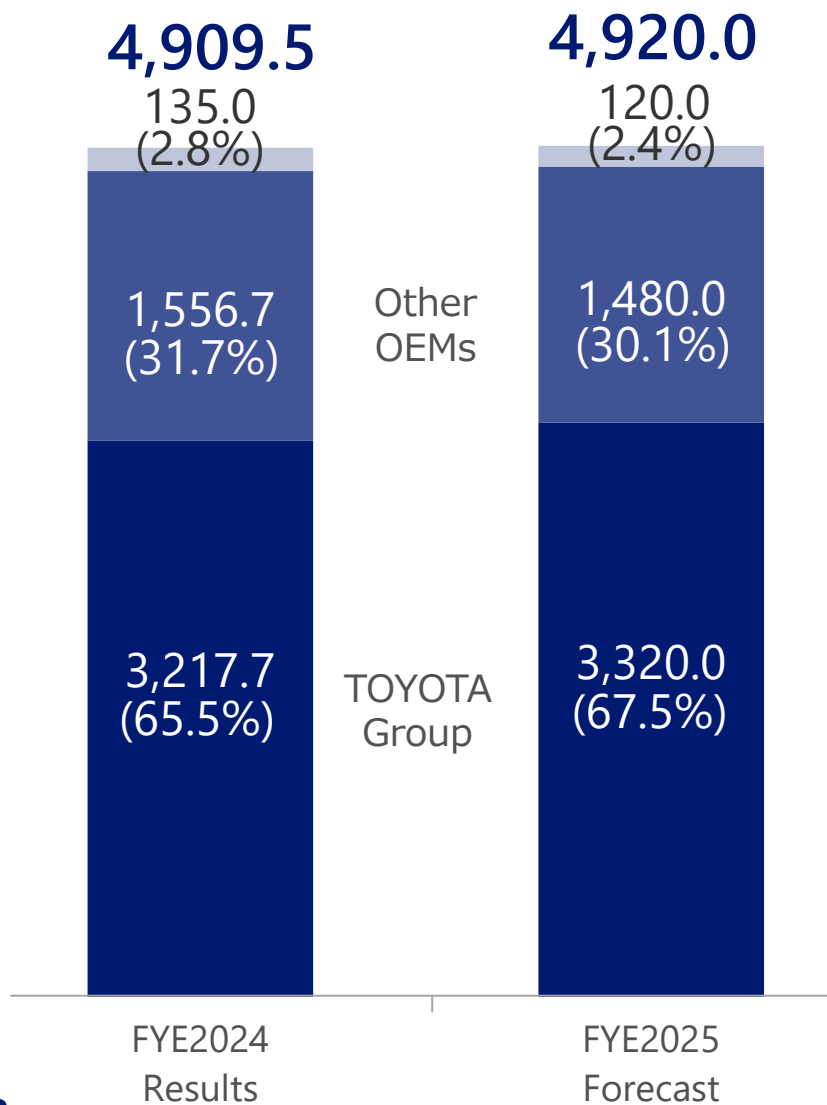
Pre-conditions	FX Rate	USD	145	JPY	145	JPY	+0	JPY	+0.0
		CNY	20.2	JPY	20.0	JPY	-0.2	JPY	-1.0
	Powertrain Unit Sales*2 (number of electrification unit*3)	1,052 (226)	10,000 unit	1,020 (246)	10,000 Unit	-32 (+20)	10,000 unit	-3.0	

\*2 : Total Sales of AT, CVT, HEV and eAxle \*3 : Total Sales of HEV, eAxle

# FYE2025 Revenue by Customer

【 Billion JPY 】

- Mobility
- Energy Solutions and Others



## Revenue by Customer (Other OEMs)

Customer	FYE2024 Results	FYE2025 Forecast	Change	Change Rate (%)
Stellantis	281.9	235.0	-46.9	-16.6
SUZUKI	168.5	184.0	+15.5	+9.2
VW & Audi	194.0	155.0	-39.0	-20.1
VOLVO	110.0	94.0	-16.0	-14.6
HONDA	84.4	85.0	+0.6	+0.7
NISSAN	79.0	80.0	+1.0	+1.2
MITSUBISHI	78.3	66.0	-12.3	-15.7
China FAW	43.7	48.0	+4.3	+9.7
ISUZU	51.8	45.0	-6.8	-13.3
Geely	42.2	43.0	+0.8	+1.7
Others	422.9	445.0	+22.1	+5.4
<b>Total</b>	<b>1,556.7</b>	<b>1,480.0</b>	<b>-76.7</b>	<b>-4.9</b>
(Reference) Chinese OEMs	218.4	212.0	-6.4	-3.0

# FYE2025 Segment Information

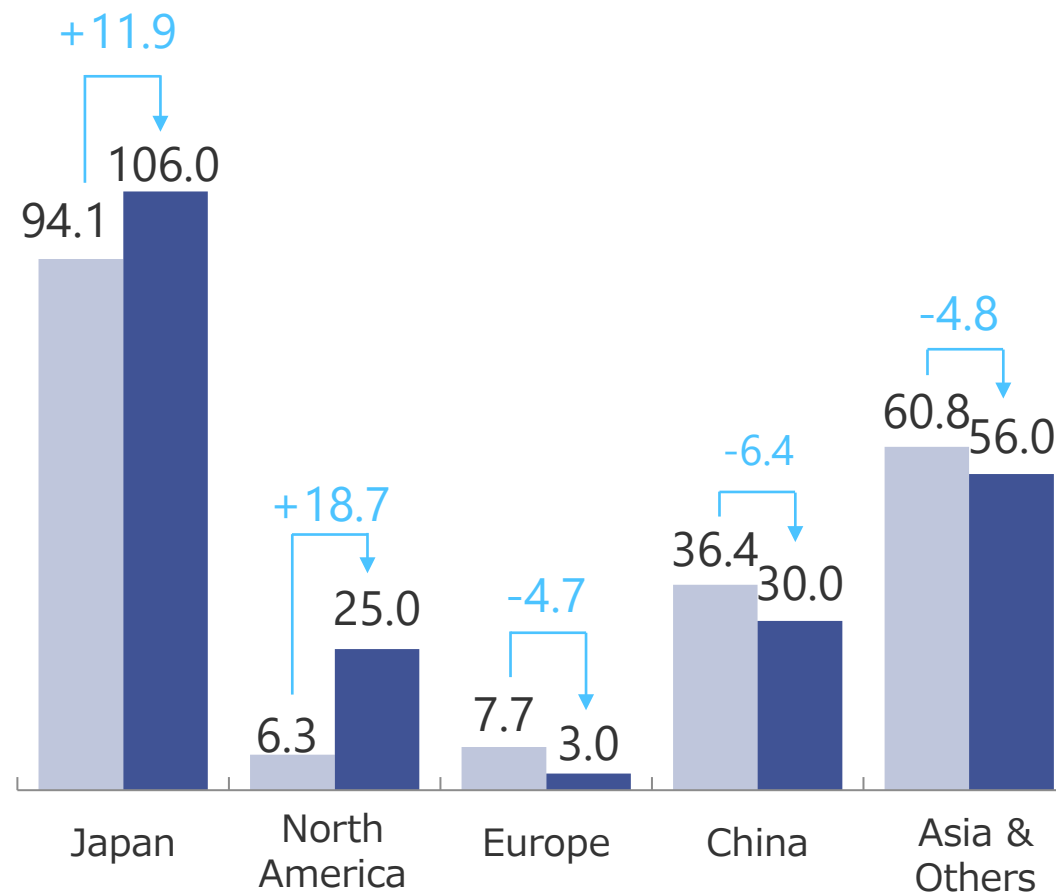
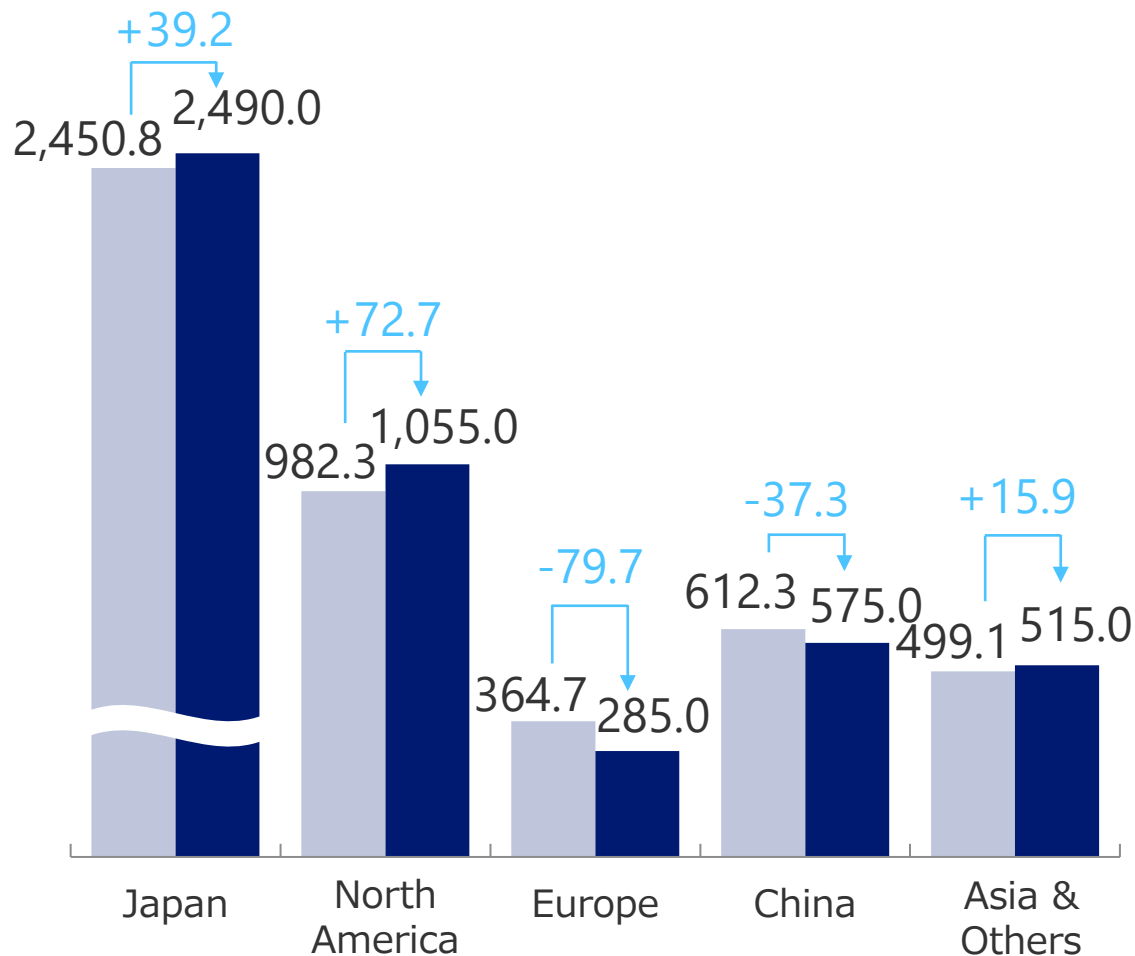
FYE2024 Results (Excluding Quality-related Cost)

FYE2025 Forecast

[ Billion JPY ]

**Revenue (YoY +10.5)**

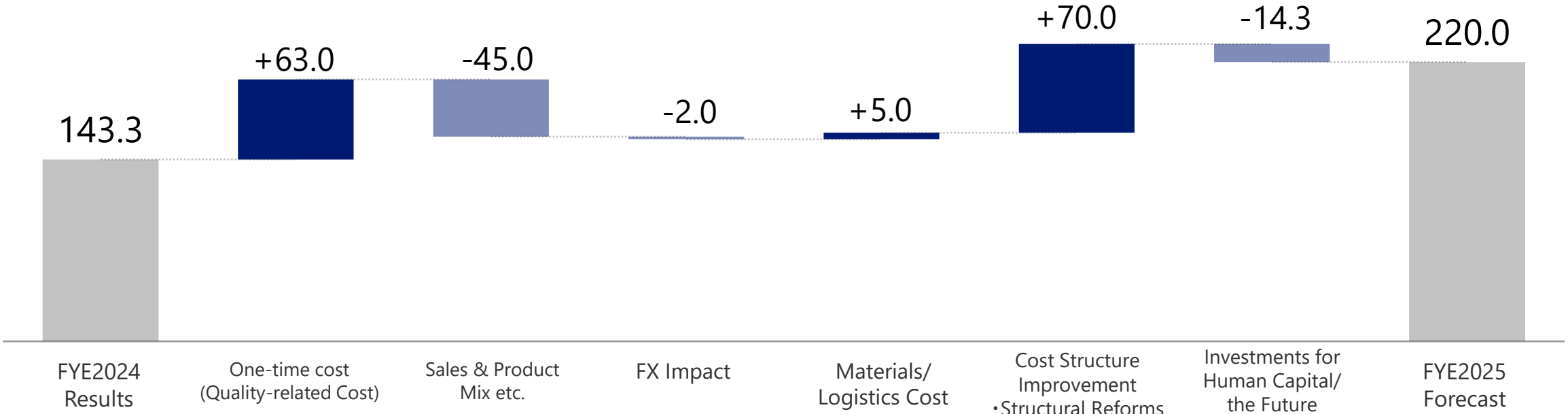
**Operating Profit (YoY +13.7\*)**  
\* Excluding Quality-related Cost of 63.0



※Revenue to external customers

# FYE2025 Analysis of Operating Profit

【 Billion JPY 】



Sales &Product Mix etc. Breakdown	
Sales Volume Fluctuations	± 0
Sales Price Variance & Product Mix	- 45.0

FX Impact Breakdown	
USD	- 0.8
CNY	- 1.2
EUR	+ 0.2
THB	- 0.2

**Cost Structure Improvement/Structural Reforms**

Promoting structural reforms in "SPEED&AGILE" way for "Full Model Change" that "Change Inside Gain Strength".

- Improve profitability by launching new products and electrified products.
- Improve profits of subsidiaries that are facing challenges.
- Reduction of fixed costs with no exceptions. Etc.

**Investments for Human Capital/the Future**

- Expand investments in human capital.
- R&D investing in Electrification·intelligence products and CN.
- Investment in preparation for production of electrified products. Etc.

# Business Progress

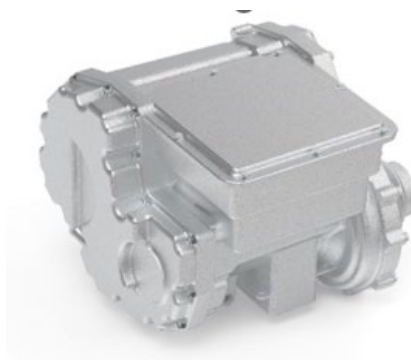
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# Expand Sales of Electrification Products for BEV

## SUBARU and AISIN to Collaborate on Electric Drive Module※ for Next-Generation Electrified Vehicles (Announced on March 12)



SUBARU and AISIN have agreed to jointly develop and share production of Electric Drive Module for use in battery electric vehicles (BEV) that SUBARU will start producing from the latter half of the 2020s.



Concept Image of Electric Drive Module

※Drive Motor and Gear Box

Received offers from several companies including overseas OEMs.  
Sales expansion is steadily progressing.

# Expand Sales of Electrification Products for BEV

## ADVICS Products Adopted in LUXGEN's BEV "n7" for the First Time

ADVICS products are adopted in the "n7" EV sold by Taiwanese brand LUXGEN, which is based on the "Model C" SUV designed by Foxtron Vehicle Technologies , a subsidiary of Hon Hai Precision Industry.

### Main adopted products



The Foxtron-designed vehicle on which the "n7" is based, Model C

### Cooperative Regenerative Brake System



### Electric Parking Brake with Caliper



To achieve the 2030 target, we will expand sales with extensive lineup of products that meet various needs.

# Strengths of AISIN's HEV

## Product Development

More than 20 years of technology and lineup



1-motor hybrid transmission



2-motor hybrid transmission

Proven track record for both PHEV and HEV

More profitable than AT

Next-generation products for PHEV are **scheduled to be evaluated on actual vehicles in FYE2025.**

Suppliers capable of supplying HEV units are limited.

## Production Resources

Global HEV production system

Cumulative production of more than 7 million units

Region	Mass production in FYE2024	Mass production schedule for FYE2025
Japan	○	○
North America	○	○
China	○	○
ASEAN		○

Production will start in ASEAN in FYE2025

## Customer Base

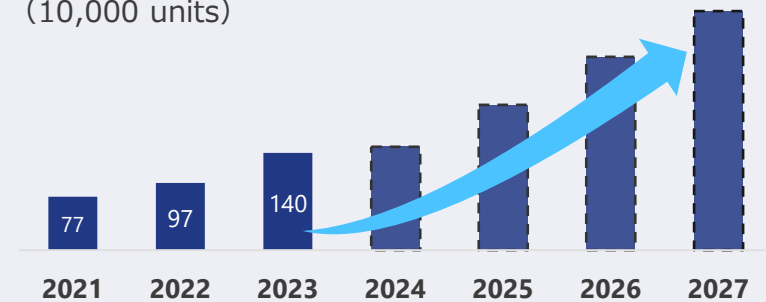
Solid customer base of major clients

Number of inquiries  
More than 10 Projects

Received offers  
Multiple companies

HEV volume forecast

(10,000 units)



Expand business by leveraging AISIN's superiority in response to growing OEMs needs for HEV



# Progress of the 2025 Mid-term Plan (Generate Capital by Balance Sheet Reformation)

## Business Assets

**Business Asset Reduction**  
( 23.9BJPY in funds generated  
this fiscal year )

Compress over **100BJPY**

**Transfer “entrust” business  
and depreciate existing  
business assets**

### Entrust Partners

- Seat Business
- Shower Toilet Business
- Other Projects (Ongoing)

### Accelerate Reduction of Inefficient assets

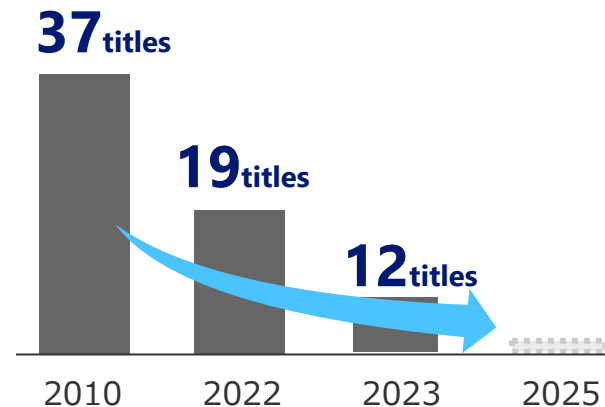
- Structural change on surplus assets
- Marge Production companies (Ongoing)

## Cross-Shareholdings

**Execution of Sale of  
Cross-Shareholdings**  
( 111.7BJPY in funds generated  
this fiscal year )

Sell over **100BJPY**

**Aim for zero**

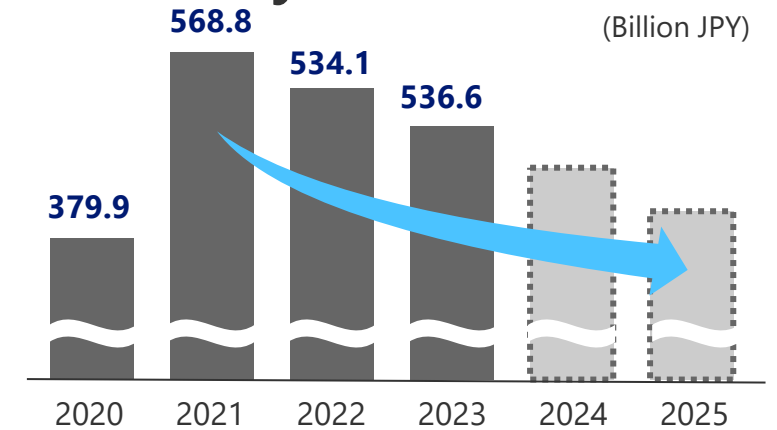


## Global Inventories

**Global Inventory Reduction**  
( 32.2BJPY in funds  
generated  
compared to FYE2022 )

Compress over **100BJPY**

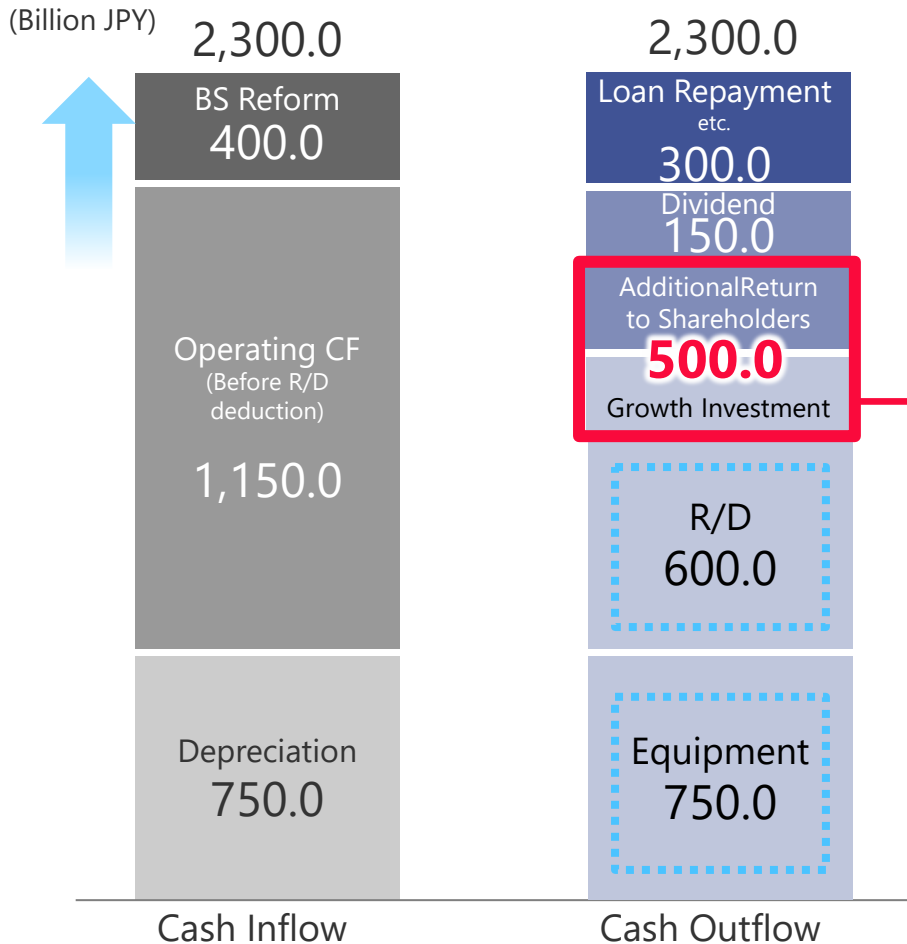
**Compress to  
Pre-COVID19 Level  
By FYE2026**



**Promote Reform 400BJPY, which is 10% of Total Assets, by FYE2026**

# Capital Allocation for 2025

FY23~FY25 Prediction (3yr cumulative)



## ● Financial Health

Control balance on financial health and investment efficiency (Capitalization ratio 25%~30%)

## ● Return to shareholders

Stable dividend (payout ratio about 30%)

## ● Additional return to shareholders

For more business value and investment efficiency, **enhance proactive acquisition of own stock, increase dividend, etc.**

## ● Growth Investment

Strategical investment to growing domains to expand business portfolio (**M&A, Alliance, etc.**)

## ● R/D

Shift resource to growing domains and increase development efficiency  
(**Growing domain ratio over 75% by 2025, over 80% by 2030**)

## ● Equipment

Control depreciation with discipline  
(**Growing domain ratio over 65% by 2025, over 75% by 2030**)

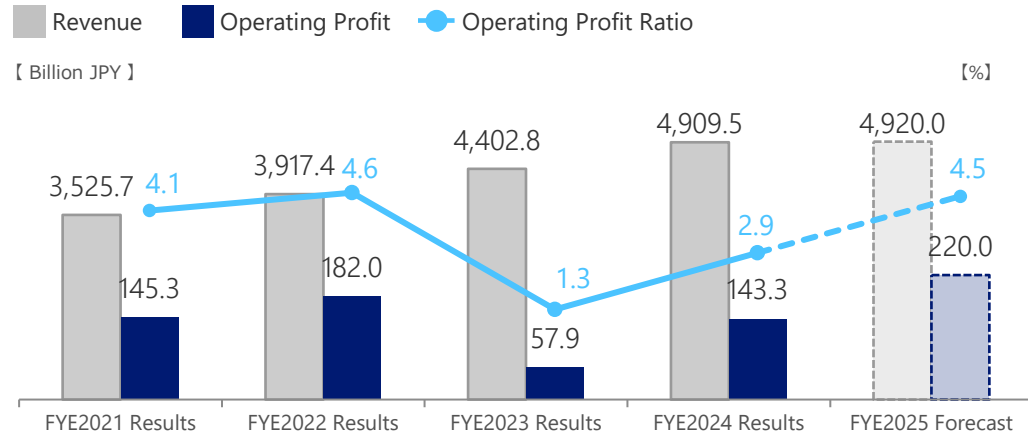
**Utilize generated cash for growth investment and shareholder returns to achieve PBR over 1x**

# Reference information

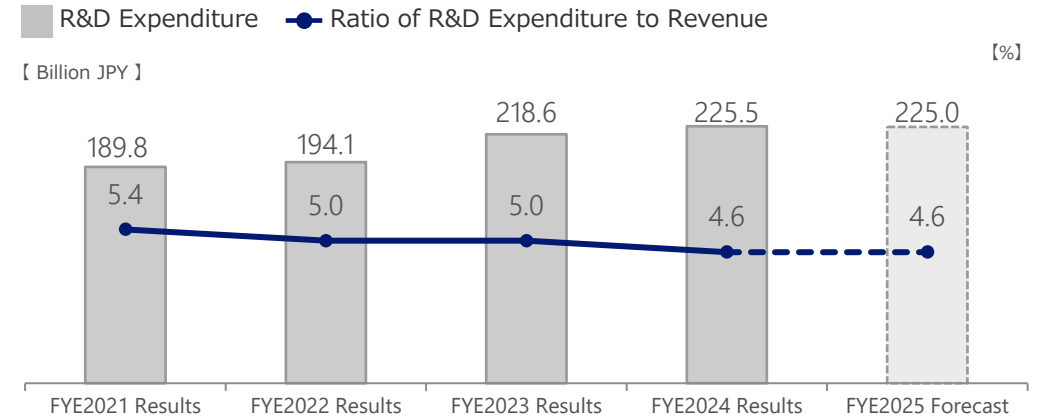
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# Highlights of Financial Performance

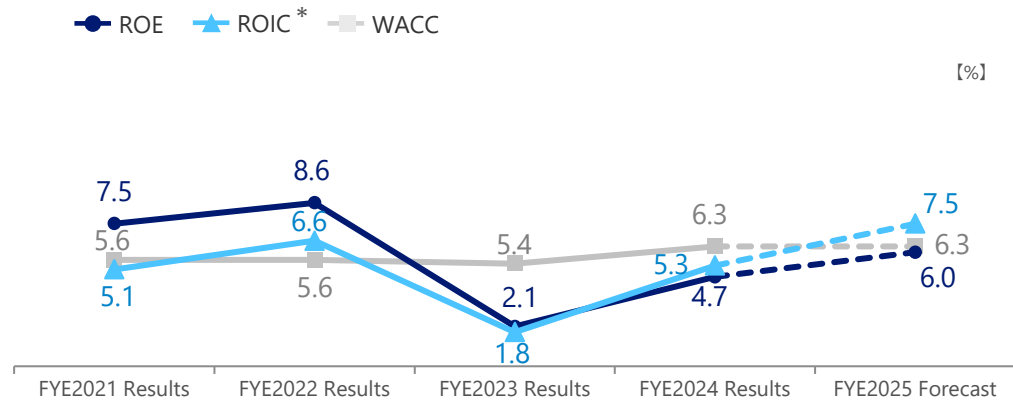
## Revenue / Operating Profit / Operating Profit Ratio



## R&D Expenditure / Ratio of R&D Expenditure to Revenue

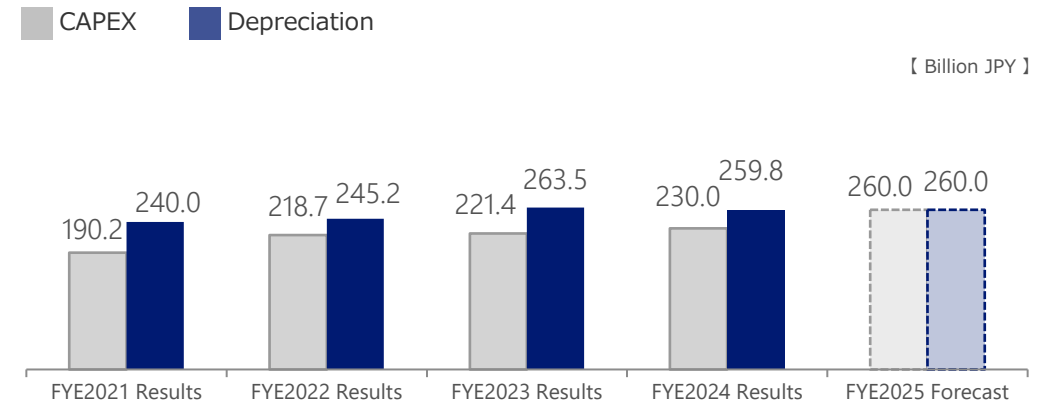


## Return on Equity / Return on Invested Capital / Weighted Average Cost of Capital



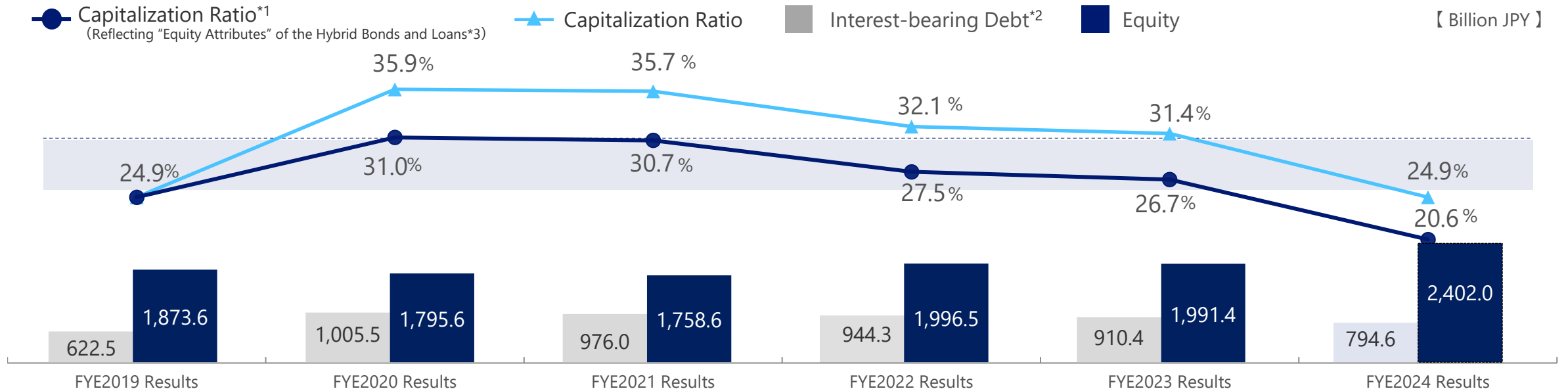
\*Operating Profit after Income Tax / (Inventories + Tangible Fixed Assets + Intangible Assets)

## CAPEX / Depreciation



# Capital Policy

Our core capital policy is to maximize corporate value by maintaining the balance between “financial safety” and “capital efficiency”. We regard capitalization ratio\*<sup>1</sup> as an important financial index to assess our capital structure, and believe the ratio from 25% to 30% represents optimal balance.



**The capitalization ratio increased due to the financing of AW’s stock buy-back (FYE2020), however, following that period we improved it through generating profit and reducing interest-bearing debt. We intend to aggressively return to shareholders and aim for an optimal capital structure level.**

\*1 : Capitalization Ratio (Cap Ratio) = Interest-bearing Debt/(Interest-bearing Debt + Equity)

\*2 : Interest-bearing Debt = Bonds and Loans Payable + Lease Liabilities

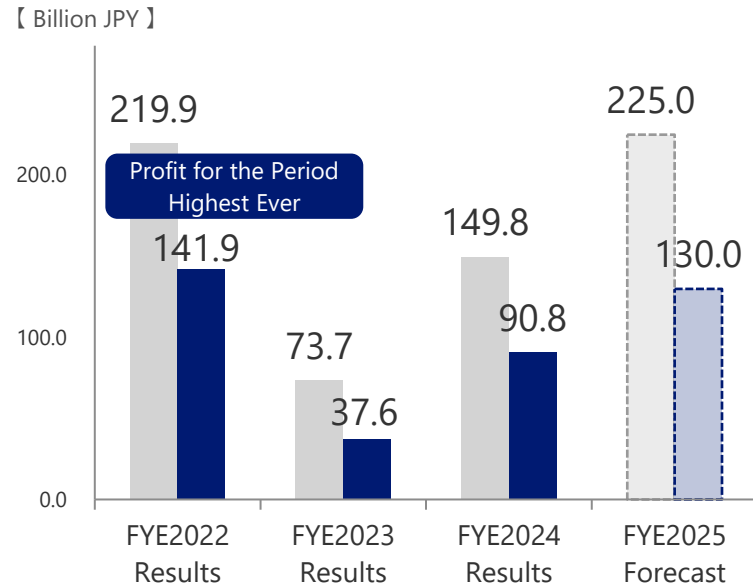
\*3 : 50% of the Balance of Hybrid Procurement (272.5 Billion JPY) is Considered as Capital on the Rating

# Return to Shareholders

Our “Return to Shareholders” policy is to achieve steady dividend payout with a dividend payout ratio of around 30%. We also consider to repurchase Treasury Stock based on our capitalization ratio and future investment trends.

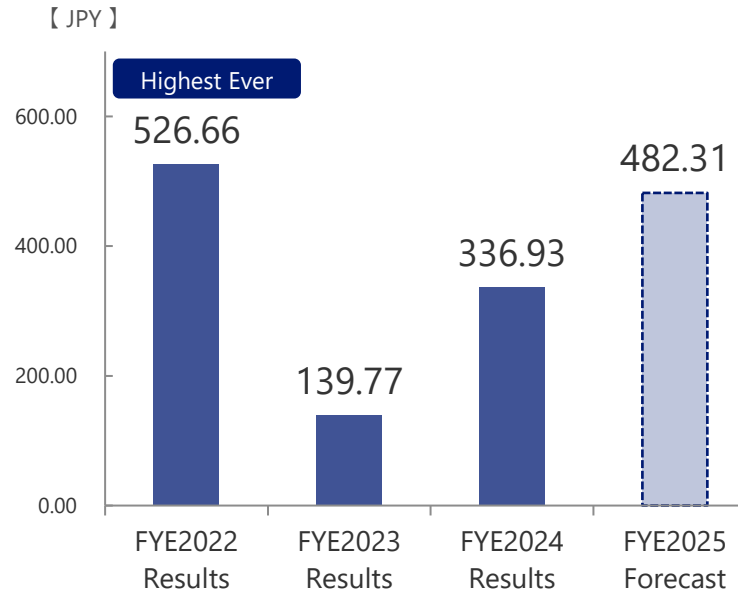
Profit before Income Taxes /  
Profit for the Period Attributable to  
Owners of the Parent

■ Profit before Income Taxes  
■ Profit for the Period Attributable to Owners of the Parent



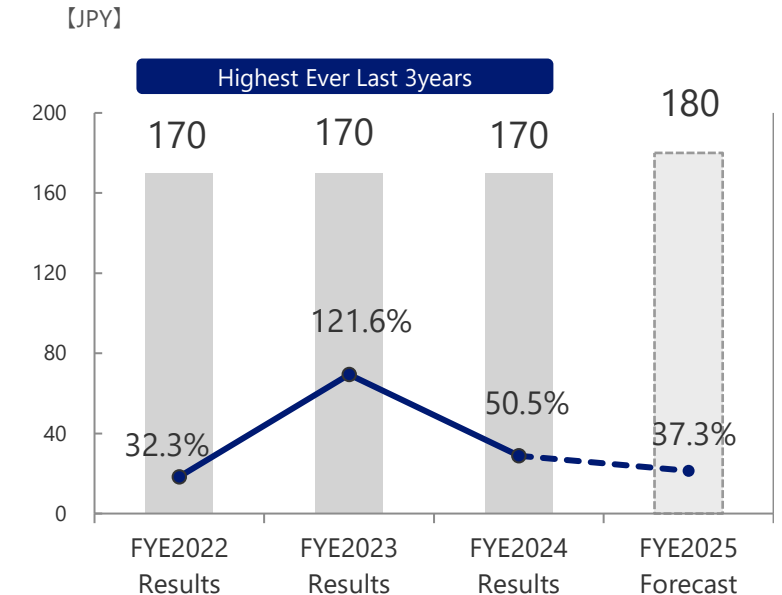
EPS  
(Basic Earnings per Share)

■ EPS (Basic Earnings per Share)



Dividends per Share /  
Dividends Payout Ratio

■ Dividends per Share ● Dividends Payout Ratio





**【Note on future predictions】**

Excluding matters related to past and current facts, the business results forecasts and forward-looking estimates, strategies and targets disclosed by the Company are estimates regarding the future. These estimates are formulated from plans, expectations and judgments made based on information that the Company can obtain at the present time, and certain assumptions deemed reasonable. Accordingly, actual results may vary from the disclosed business results forecasts, etc., due to variable factors with uncertainties, including the economic situation.

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