

Progress of the Medium-Term Plan and Initiatives to Enhance Corporate Value

April 25, 2025
AISIN CORPORATION

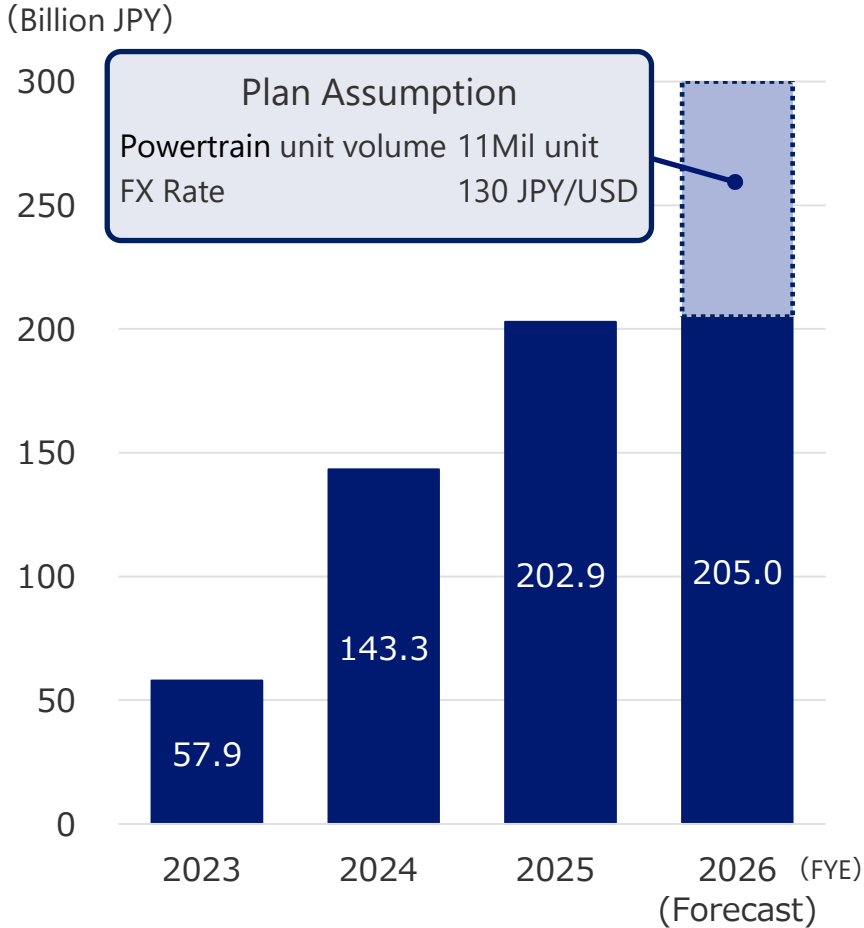
- 
- 1. Progress of the Medium-Term Plan**
 - 2. Initiatives to Enhance Corporate Value**

1

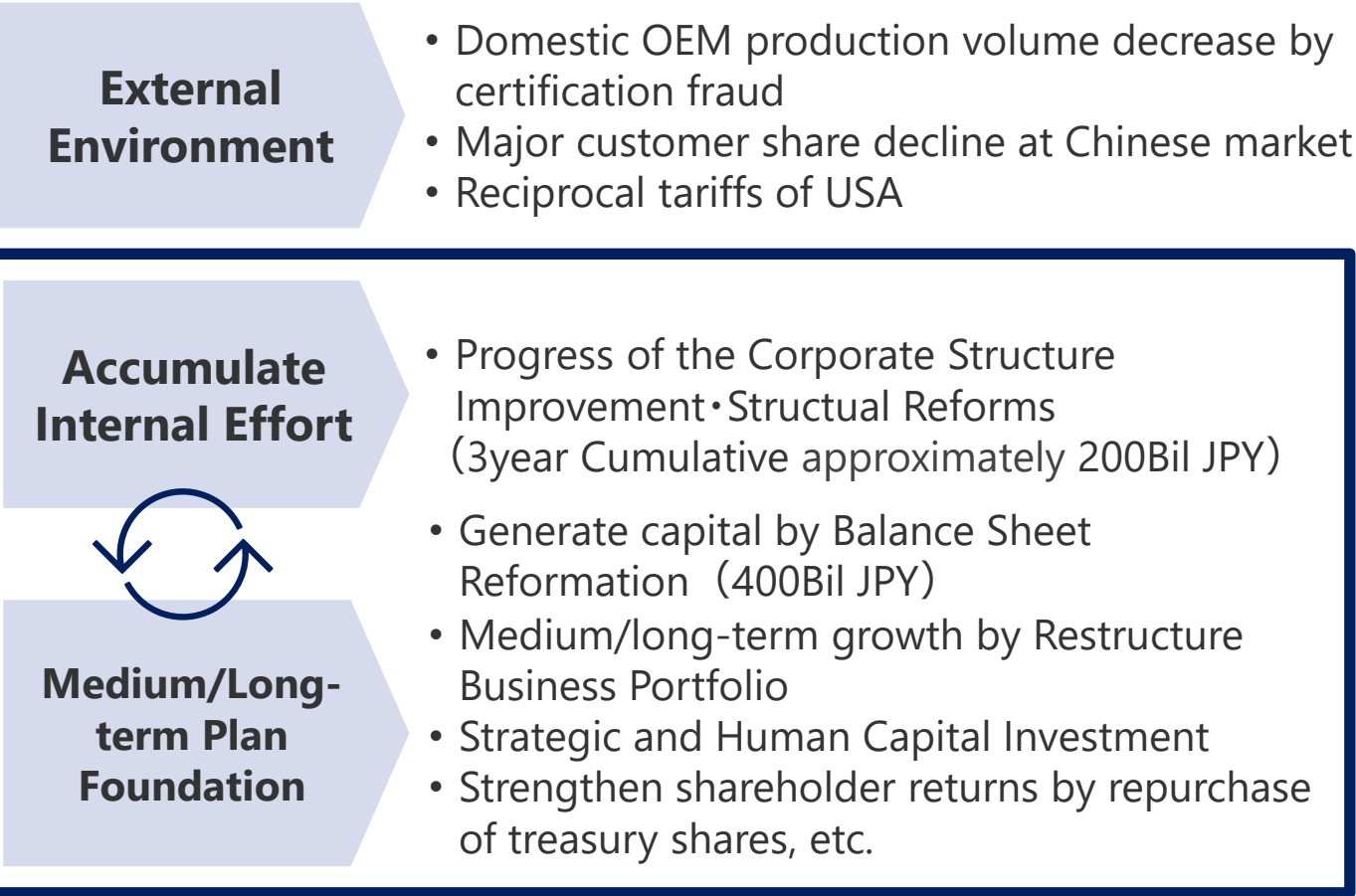
Medium-Term Plan Progress Summary

- FYE2026 target operating Profit 300Bil JPY **revised to 205Bil JPY due to customer demand decrease and tariff impact**
- **Internal efforts have progressed beyond the initially expected level**
- Strengthen **investment to electrification, incorporation of intelligence, and human capital** for medium/long-term growth

Operating Profit Trend



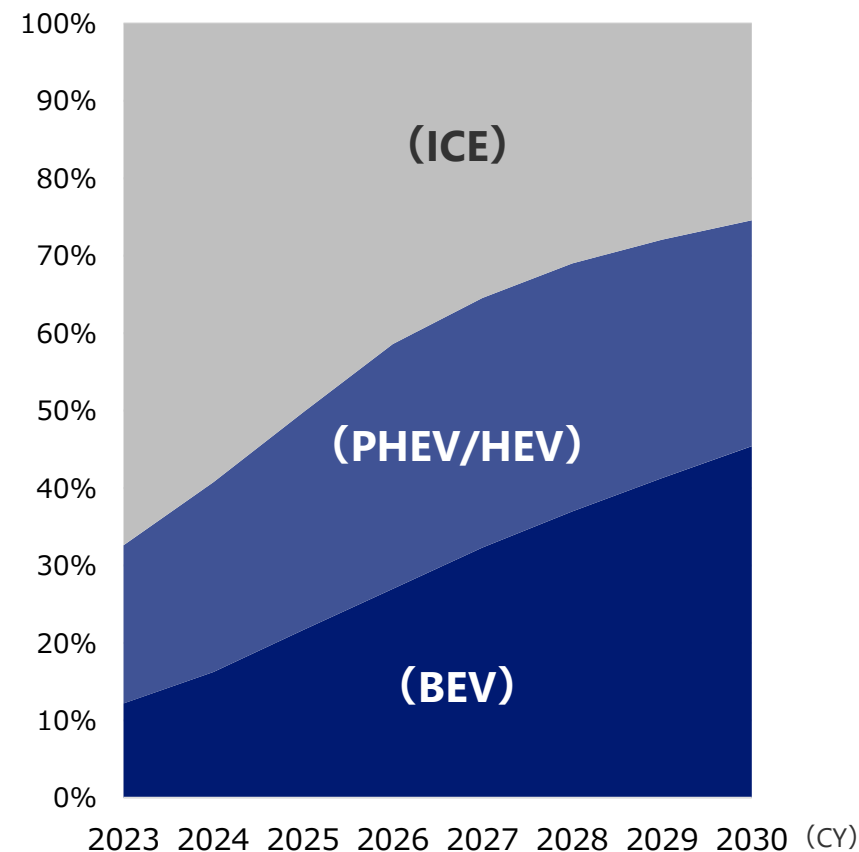
Transition / Progress from Initial Forecast



Shift at Automotive Market

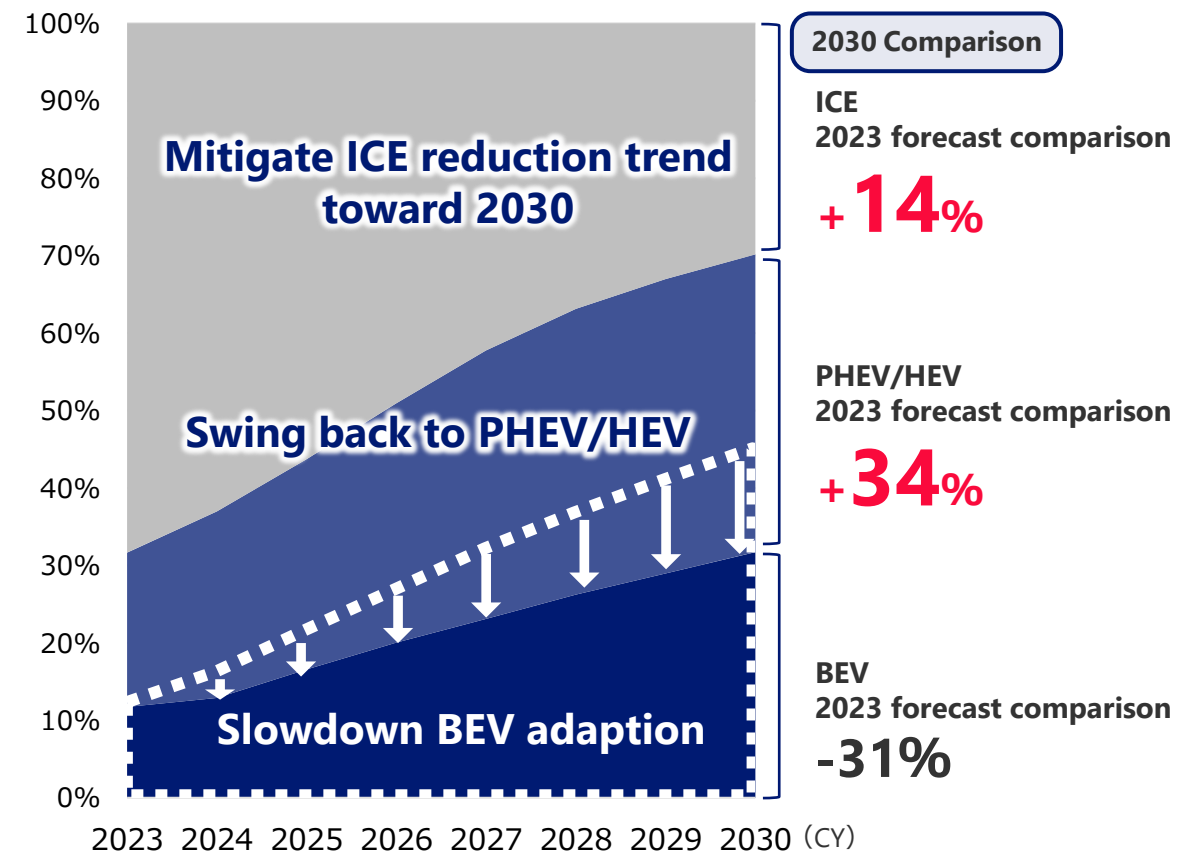
2023 Market Forecast ※Current Medium-Term Plan

Extreme growth of BEV by 2030 at forecast on 2023



Latest Market Forecast

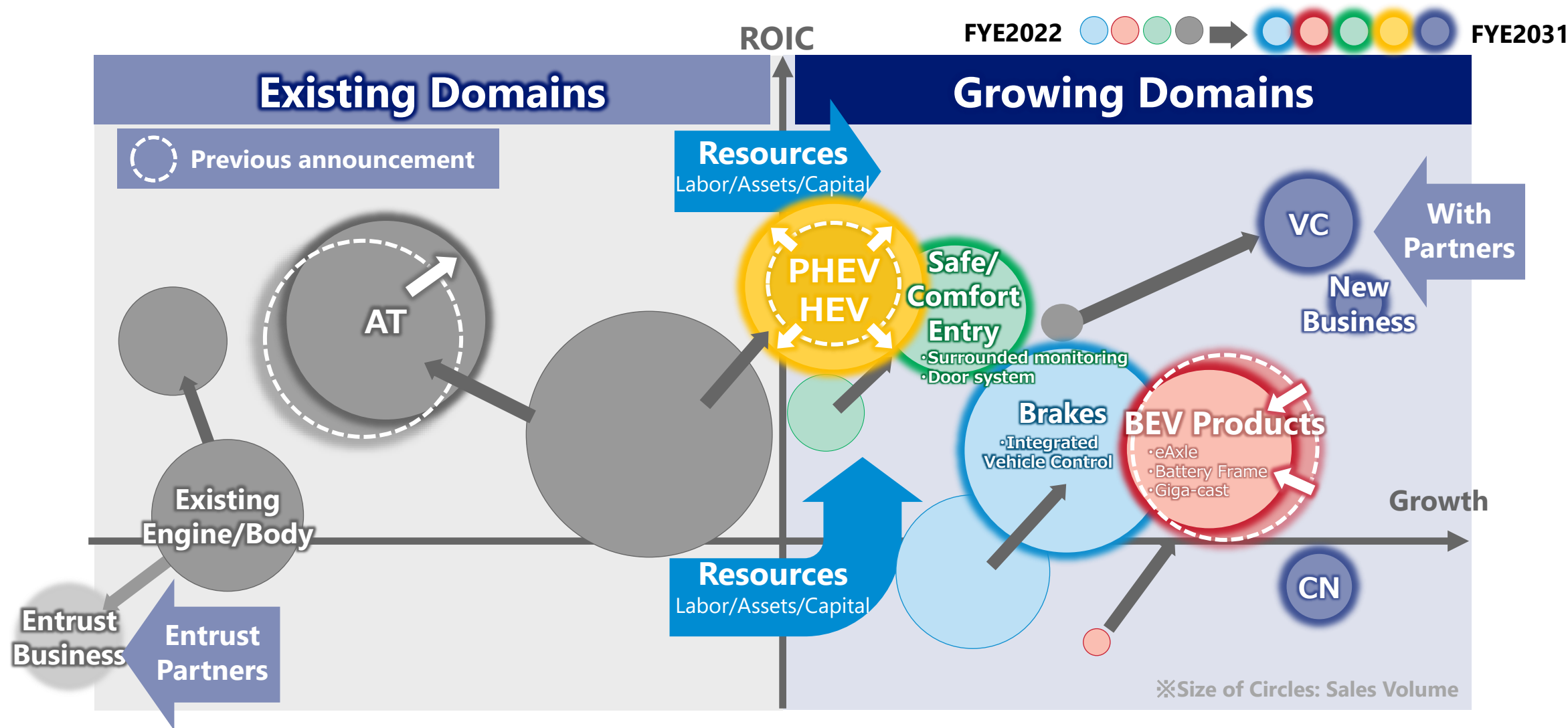
BEV slowdown opportune ICE & PHEV/HEV growth



※AISIN calculated based on external data

Full lineup strategy brought environment maximizes competitiveness of AISIN

Restructure Business Portfolio for FYE2031









Accelerate Restructure Business Portfolio with a focus on expanding revenue from AT and PHEV/HEV

(Reference Information)

Progress of Business Portfolio Transformation

*1 Market environment changes since Mid/Long-term Business Strategy
*2 Conduct vehicle test at Electrification and Intelligent Technology Test Drive Event

Business Domain	Market Environment*1	Progress in FYE2024 and FYE2025	Initiatives for FYE2026 (Plan)
PHEV HEV		<ul style="list-style-type: none"> Start to produce 2-motor / 1-motor HEV in North America Sales expand for Guangzhou Automobile Group, Mitsubishi, etc. Start PHEV vehicle tests of next generation product 	<ul style="list-style-type: none"> Mass production of sales expansion project Complete production preparation of HEV in North America for rump-up production Production preparation to meet future increase in hybrid demand
eAxle		<ul style="list-style-type: none"> Collaboration and sales expansion for SUBARU, BMW, SUZUKI, etc. Preparation for second-generation products 	<ul style="list-style-type: none"> Second-generation products into market, start sales expansion project Preparation for global production system
Battery Frames Giga-cast		<ul style="list-style-type: none"> Battery frame order from multiple customers Progress of Giga-cast prototype 	<ul style="list-style-type: none"> New Rocker EA and Battery Heatsink into market Develop segmented aluminum body and initiate collaboration with OEM
Brakes		<ul style="list-style-type: none"> Sales expansion of main products, Cooperative Regenerative Brake System, etc. JV with Brakes India Private Limited. at growing market India 	<ul style="list-style-type: none"> Profitable 8th generation Cooperative Regenerative Brake System into market Develop integrated vehicle control systems that connect multiple products via software to improve fuel efficiency and driving performance*2
Safe/ Comfort entry		<ul style="list-style-type: none"> Develop Entry system and safe/comfort products Commercialize child presence detection system 	<ul style="list-style-type: none"> Pursue convenience by system integration and sensing technologies (integrate auto drive and automatic parking, predictive boarding/alighting, etc.)
VC·CN New business		<ul style="list-style-type: none"> VC : Promote M&A and Alliances to expand globalize Aftermarket domain CN : Evaluate demonstration of Perovskite solar cells business (multiple experiments with external collaboration) 	
Existing business		<ul style="list-style-type: none"> AT : Attain ICE demand in India, South America, etc., achieve high profitability by fully utilize existing plant and equipment Entrust business : promote transfer to partners (Seat Business, Shower-Toilet Business, Other projects ongoing) 	

Trends and Competitive Environment Recognition of AT

Trends in Major Countries and Regions

Japan

- While HEV and electrification is progressing, certain level of demand on ICE is still expected

North America

- Return to PHEV/HEV and **simultaneous return to ICE** in line with slowdown of BEV
- **Demand for large vehicles like pickup trucks with FR remains robust**

China

- Continued drop in domestic ICE demand
- Meanwhile, exports of ICE vehicles produced in China continue to grow at a strong rate

Emerging Countries and Regions

- **Expansion of ICE demand expected, especially in India and South America**

Competitive Environment

Other Company Trends

OEM

- Restrain new investment for emerging markets with increasing demand
- Need to attain AT for In-house HEV unit

Suppliers

- Competitors are hindered by recent investment at BEV and facing difficulties to maintain and expand competitiveness
- **Competition among limited suppliers in shrinking market**

Position of AISIN

Comprehensive supplier handling FF·FR·CVT

**AT Share
Global Top**

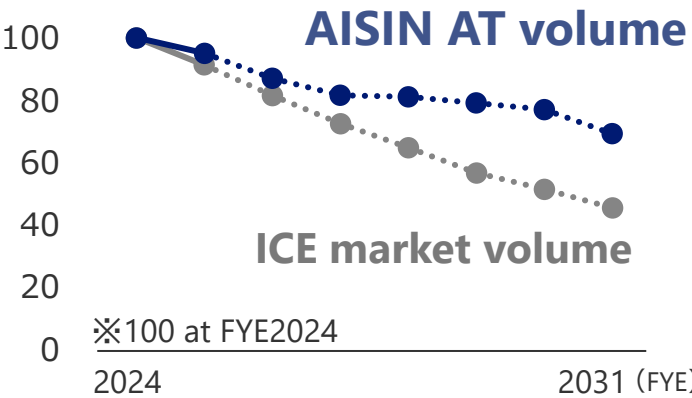
**High Cash Generating
Capability by Utilize
Existing Facilities**

Leveraging advantage of global market-leading position to obtain expanding demand in emerging markets and new opportunity

Further AT Market Share Increase and Build Solid Profit Basis

Market Share Increase

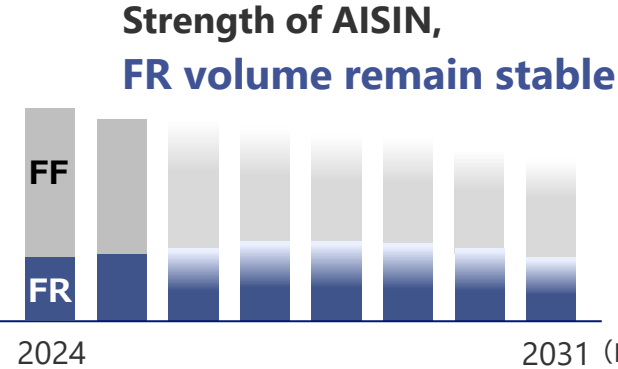
Slight decrease in comparison with market volume by attaining emerging markets demand, etc.



Strengths of FR

Increase of current inquiry since **FR supplier is limited**

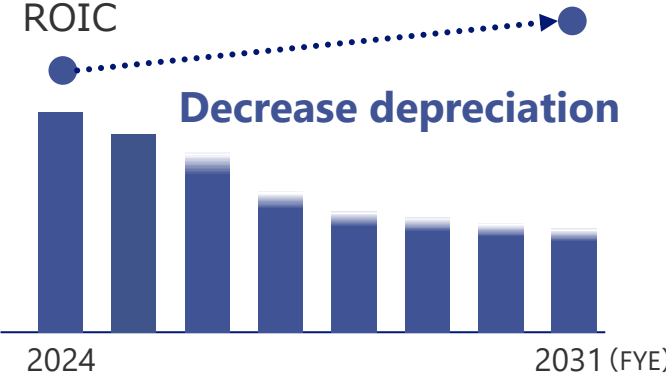
【Sales volume image】



High Profitability

Increase ROIC by FYE2031 with utilizing current equipment

【Image】



Target for FYE2031

Operating profit of over 80Bil JPY
at AT (Continuously until FYE2031)

ROIC 20% level
(at FYE2031)

Achieve high profitability through residual benefits from increased market share and full utilization of existing plant and equipment

Trends and Competitive Environment Recognition of PHEV/HEV

Trends in Major Countries and Regions

Japan

PHEV ➡ HEV ⬆

- **Shift towards electrification with HEV** due to strong market demand

North America

PHEV ⬆ HEV ⬆

- **Return to PHEV/HEV** due to ease on emissions and fuel efficiency regulations

China

PHEV ⬆ HEV ➡

- NEV promotion drives a surge in demand on PHEV while maintain BEV growth potential.
- Unprecedented intense price competition

Others

(Europe, ASEAN, etc.)

- Shift to BEV at long trend in Europe while some HEV remain
- **Increase of HEV needs at ASEAN and South America**

Competitive Environment

Other Company Trends

OEM

- Concentrate resources to BEV, and **utilize outsources for current increasing demand**

Suppliers

- **Limited suppliers are capable to supply full lineup** PHEV/HEV unit

Position of AISIN

Capable to address diverse PHEV/HEV needs at all ranges

Product Development Capabilities to Achieve a Full Lineup

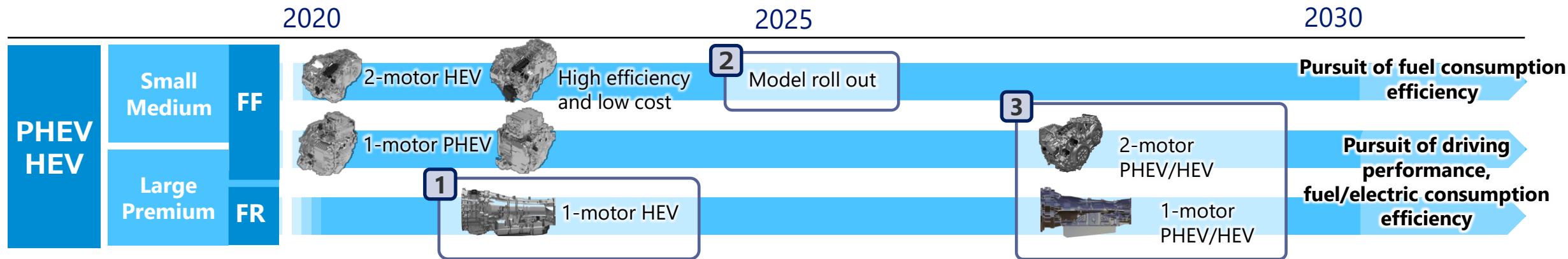
Global Production Resources

AISIN is limited supplier, capable to respond to increased demand caused by swing back to PHEV/HEV

Strength of AISIN PHEV/HEV (Development Capability for Full Lineup)

PHEV/HEV Lineup

Global PHEV/HEV supplier carry full lineup from small to large/premium models



AISIN Development Capabilities

Develop and produce HEV/PHEV for various demands with utilizing technical expertise gained from more than 20 years of experience at HEV development

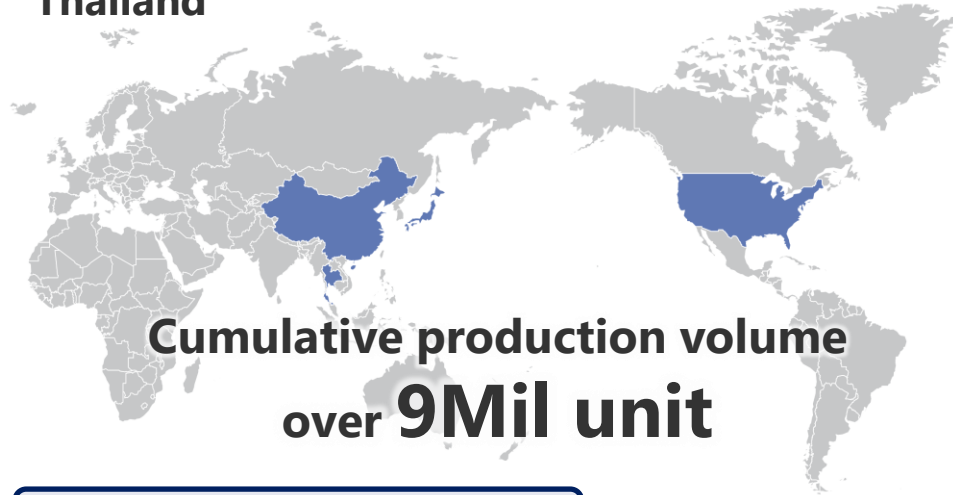
- 1** Supply **FR 1-motor HEV unit** from 2022
(For large vehicles like pickup trucks and premium vehicles)
- 2** Develop models **comply with customer demands and market needs** on standard unit basis
- 3** **Develop Next generation PHEV** in further pursue driving performance, fuel/electric consumption efficiency

Obtain increasing demand for PHEV/HEV with wide variation of lineup

Strength of AISIN PHEV/HEV (Global Production Resources)

Global Production System

Production system in Japan, USA, China, and Thailand



Expand Production System

- Start production in Thailand in FYE2025
- **Complete production preparation at North America in FYE2026 for increased HEV production**
- Production preparation for future demand increase

High Efficiency・Flexible Production Line

Efficient production lines at minimum investment and flexible production

Current Production Lines

1-motor PHEV/HEV

- Add PHEV/HEV motor assembly process to current AT equipment
- Achieve high quality and efficiency with small investment

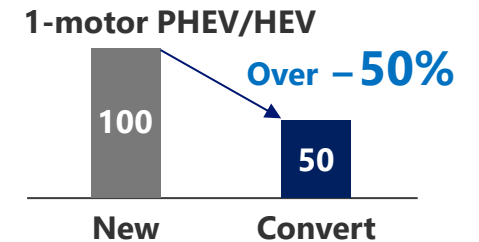
2-motor PHEV/HEV

- Operating mixed-model production line

Response to Increased Demand

- **Convert current equipment and minimize investment**
- Forecasting BEV demand increase in future, **implement BEV compatible equipment**

Additional investment image



Global production system with efficient and flexible investment to meet future demand is our strength

PHEV/HEV Sales Expansion Leads AISIN Growth

Status of Sales Expansion・Inquiry

Sales Expansion

Hybrid Unit Adopted for Mitsubishi's Xforce HEV

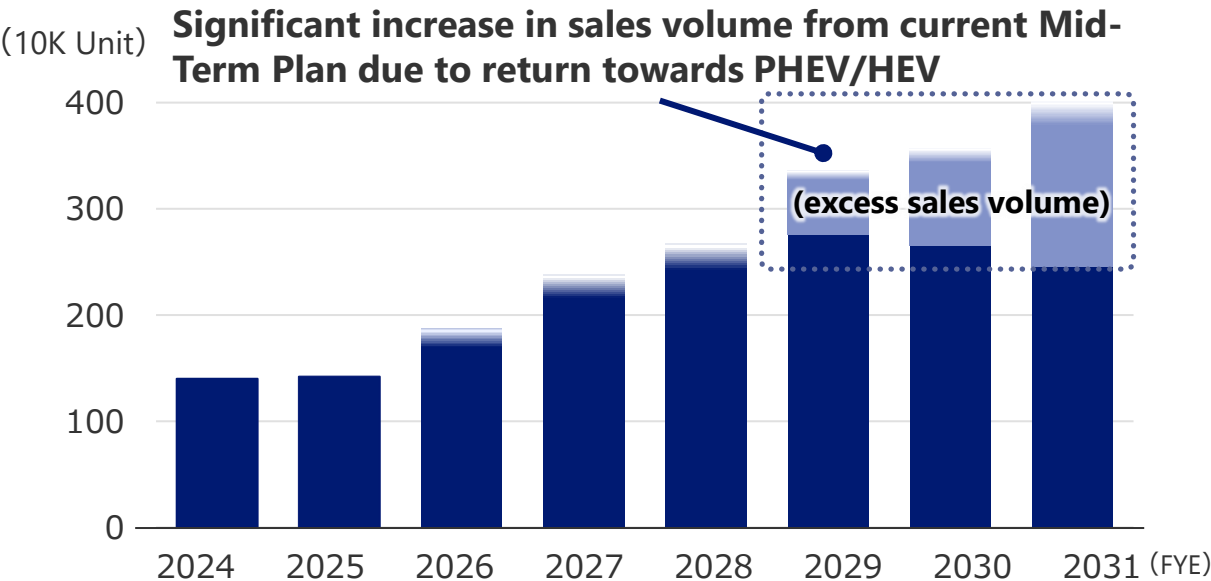
- First electric unit to be manufactured by AISIN in the ASEAN region (Thailand production)

Start PHEV unit contract production for Guangzhou Automobile Group

Order・Inquiry Status

- Launch sales expansion project in North American market within FYE2026
- Inquiries thrive with current PHEV/HEV increasing demand

Sales Volume Trend (Forecast)



Target for FYE2031

Operating profit of over 80Bil JPY
at PHEV/HEV

ROIC over 15%

**Dramatic expand of sales volume to FYE2031 based on current increase of inquiry
(triple in comparison with FYE2025)**

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

Business Assets

Business Asset Reduction
(99.2BJPY※¹ in funds generated)

Compress over **100BJPY**

Transfer “entrust” business and depreciate existing business assets

Entrust Partners

- Seat Business
- Shower Toilet Business
- Dissolution of capital relationship with EXEDY
- 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
(115.5BJPY※¹ in funds generated)

Sell over **100BJPY**

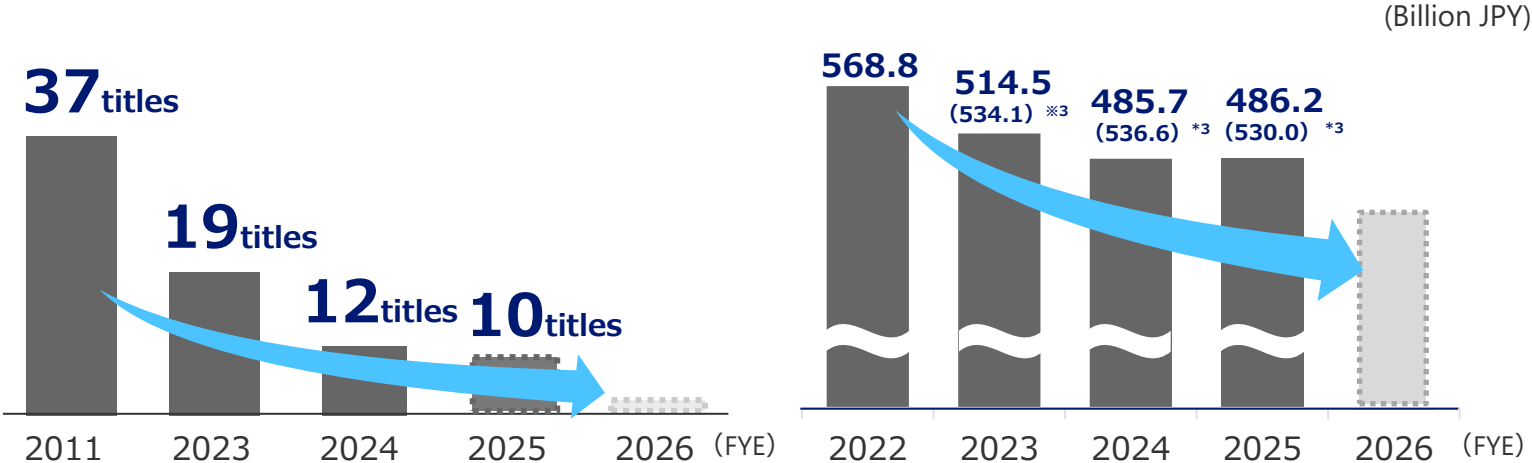
Aim for zero

Global Inventories

Global Inventory Reduction
(82.6BJPY in funds generated compared to FYE2022 ※²)

Compress over **100BJPY**

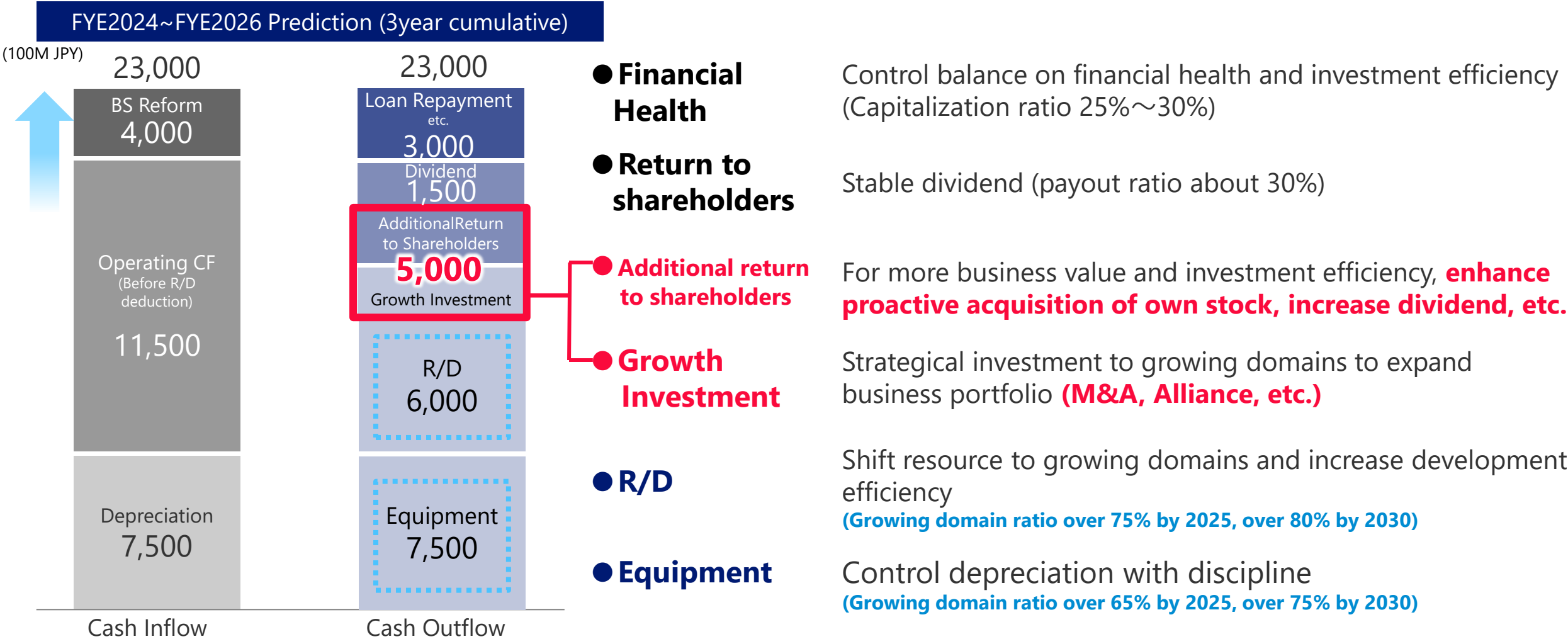
Compress to Pre-COVID19 Level By FYE2026



※¹ ※ Cumulative total from FYE2024 to FYE2025 ※² Assuming FYE2022 exchange rate ※³ () Assuming actual exchange rate

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

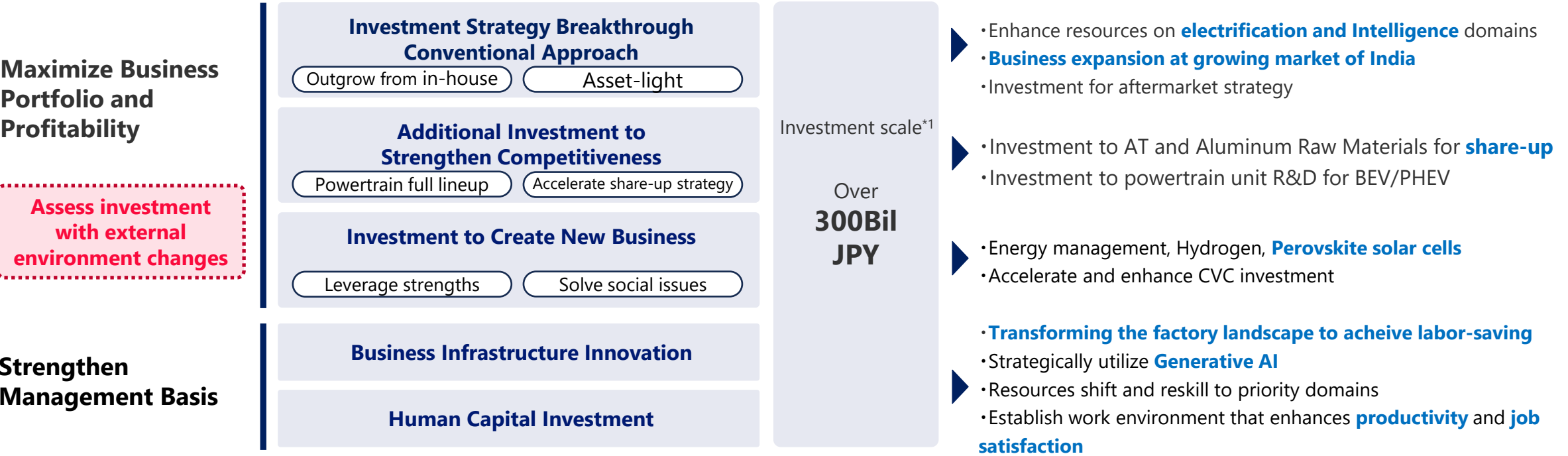
Capital Allocation for FYE2026 ※Announced September 2023



Utilize Generated Cash for Growth Investment and Shareholder Returns

Direction for Growth Investment and Additional return to shareholders

Growth Investment



Additional return to shareholders



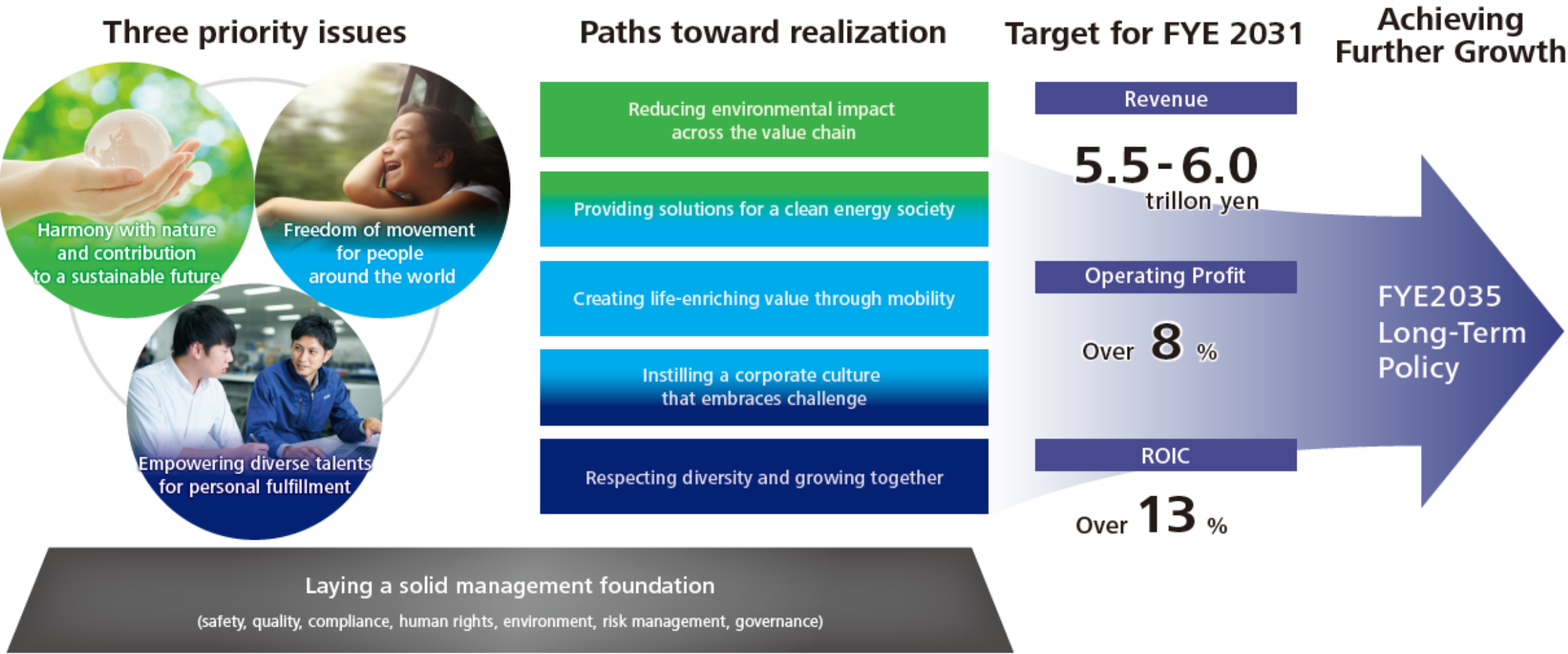
*1 Include beyond FYE2026 *2 Include 83.9 Bil JPY in FYE2025

Focus on growth investment for sustainable growth and balancing shareholder returns

- 
1. Progress of the Medium-Term Plan
 2. Initiatives to Enhance Corporate Value

2

New Materiality and Paths toward Realization



Strengthen value creation with new Materiality. Achieve results and Envision Future

Governance Reform (New Independent Outside Directors)

New Board of Directors・Skill Matrix

※Director candidates following the 102nd Ordinary General Meeting of Shareholders in June 2025

O =Outside I =Independent F =Female

		Corporate Management	Global Business	Sustainability	Environment/ Carbon Neutrality	Human Capital Strategy	Governance/ Compliance/ Risk Management	Manufacturing (Technology, Production, Quality)	Value Chain (Sales/Procurement)	Finance/ Accounting
Moritaka Yoshida		●	●					●		
Shintaro Ito		●	●	●		●	●			●
Yoshihisa Yamamoto		●	●		●			●		
Masahiro Nishikawa		●	●		●			●		
Koji Kobayashi	O	●					●		●	●
Tsuguhiko Hoshino	O I		●				●			●
Yasuhito Hirota	O I	●	●	●		●	●			
Keiko Tatsuwaki	O I F	●		●	●		●			

New Director Candidates



Yasuhito Hirota

Major career experience
Chairman and CEO, ASICS Corporation
(Current position)

He has many years of management experience at Mitsubishi Corporation and ASICS Corporation, and throughout his career he has developed [a high level of expertise, particularly in the area of business strategy](#).



Keiko Tatsuwaki

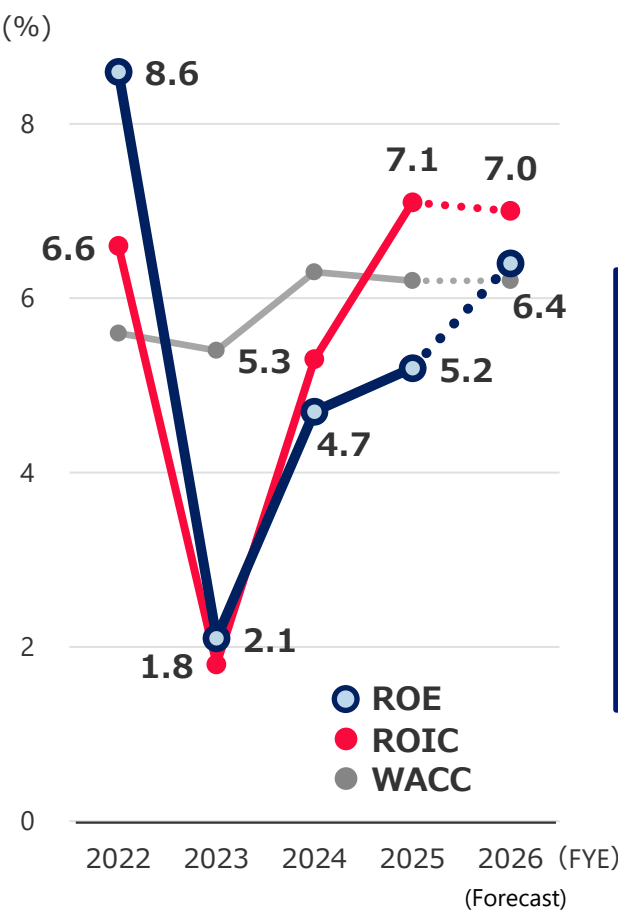
Major career experience
President, Deloitte Tohmatu Sustainability Co., Ltd.

After working at Recruit Co., Ltd., she worked for many years at Deloitte Tohmatu as a consultant on governance-related issues such as ESG, CSR, and internal control. Throughout her career, she has gained [a high level of expertise especially in governance, risk management and sustainability](#).

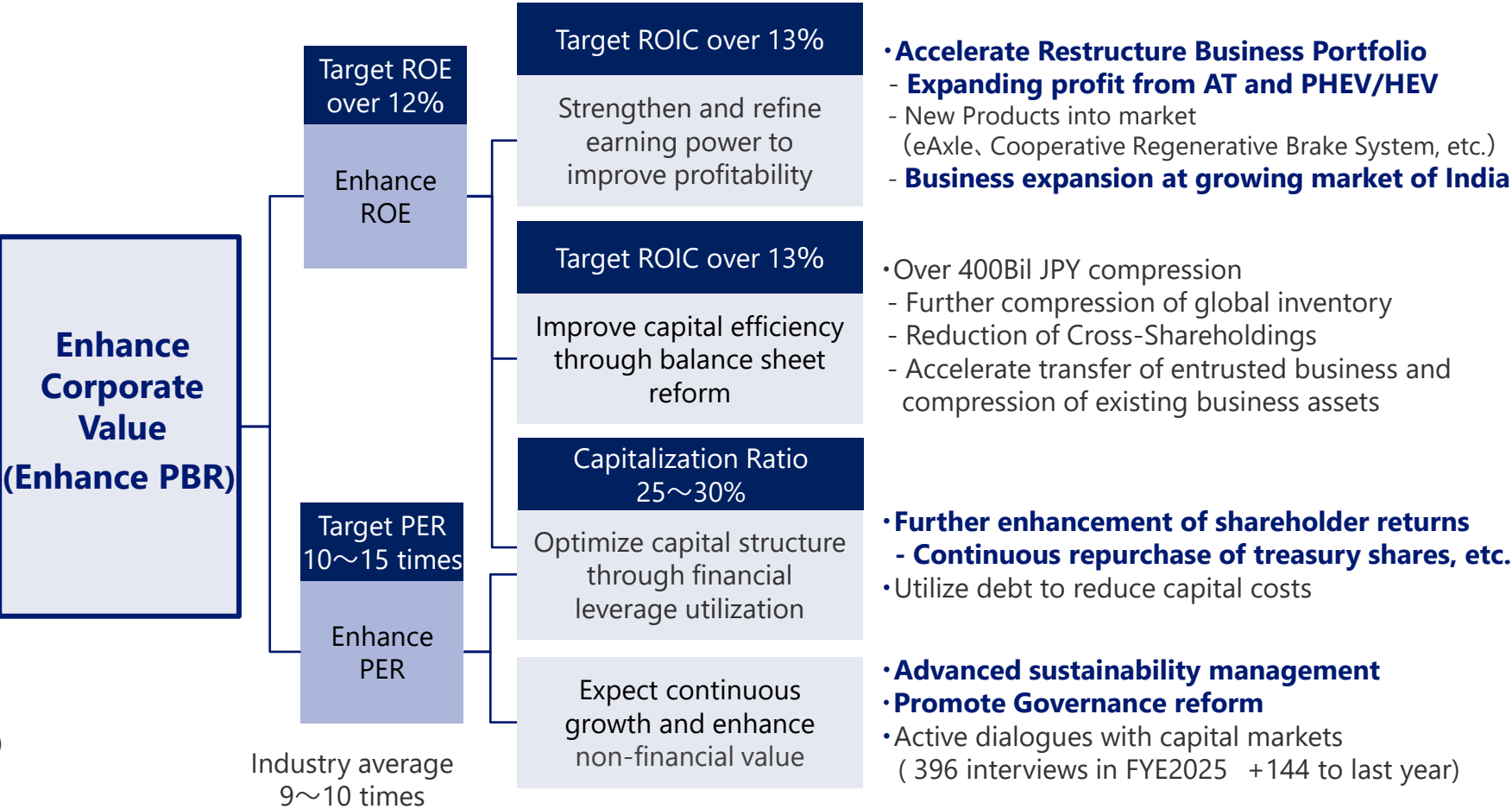
Appoint several highly specialized external directors and advance decision making

Enhance Corporate Value

ROE/ROIC Trends



Enhancement of Corporate Value



Aim over 1.0 PBR at an early stage through ROE/PER improvement



【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.

AISIN CORPORATION and its employees assume no responsibility whatsoever regarding any losses incurred due to the use of information on our documents.