



**For the Fiscal year Ended March 31  
(April 1, 2024 to March 31, 2025)**

# **Financial Results**

**April 25, 2025**

**AISIN CORPORATION**

# Overview of FYE2025 Financial Results

## Results

Revenue decreased compared to the previous fiscal year, due to the decrease in sales volume of powertrain units.

Operating profit increased compared to the previous fiscal year when quality-related cost was recorded, despite the decrease in revenue and the increase of investments for human capital and the future, there were the effects of changes in exchange rates and the effects of the results of corporate structure improvement and structural reforms.

## Forecast

Although the revenue will remain at the same level, the company will accelerate the strengthening of electrified products, product competitiveness and group management, and expand investments in human capital/the future to drive growth.

For tariff impact, the company incorporated certain amount of risk at delay in the timing of price pass-through, and expects operating profit to be 205 billion yen.

## Return to Shareholders

The annual dividend for the FYE2025 is 60 yen\* ( year end dividend of 30 yen ) and the dividend forecast for the next fiscal year is 65 yen.  
we plan to implement a share buyback of 120 billion yen.

We will continue to consider stable and continuous shareholder returns over the medium to long term.

※Before Stock Split Conversion : Annual dividend of 180 yen ( year end dividend of 90 yen)

# Consolidated Financial Results (FYE2025)

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# FYE2025 Results Financial Summary

( ) Shows Rate to Revenue % 【 Billion JPY 】

	FYE 2024 Results		FYE 2025 Results		Change	Change Rate %
Revenue	4,909.5	-	4,896.1	-	-13.4	-0.3
Operating Profit	143.3	(2.9)	202.9	(4.1)	+59.6	+41.5
Profit before Income Taxes	149.8	(3.1)	173.4	(3.5)	+23.6	+15.7
Profit for the Period*1	90.8	(1.8)	107.5	(2.2)	+16.7	+18.5

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

Pre-conditions	FX Rate	USD	145	JPY	153	JPY	+8	JPY	+5.5
		CNY	20.2	JPY	21.1	JPY	+0.9	JPY	+4.5
	Toyota Production		973	10,000 unit	976	10,000 unit	+3	10,000 unit	+0.3
	Powertrain Unit Sales*2		1,052	10,000 unit	1,014	10,000 unit	-38	10,000 unit	-3.6
	(number of electrification unit*3)		(226)		(231)		(+5)		(+2.1)

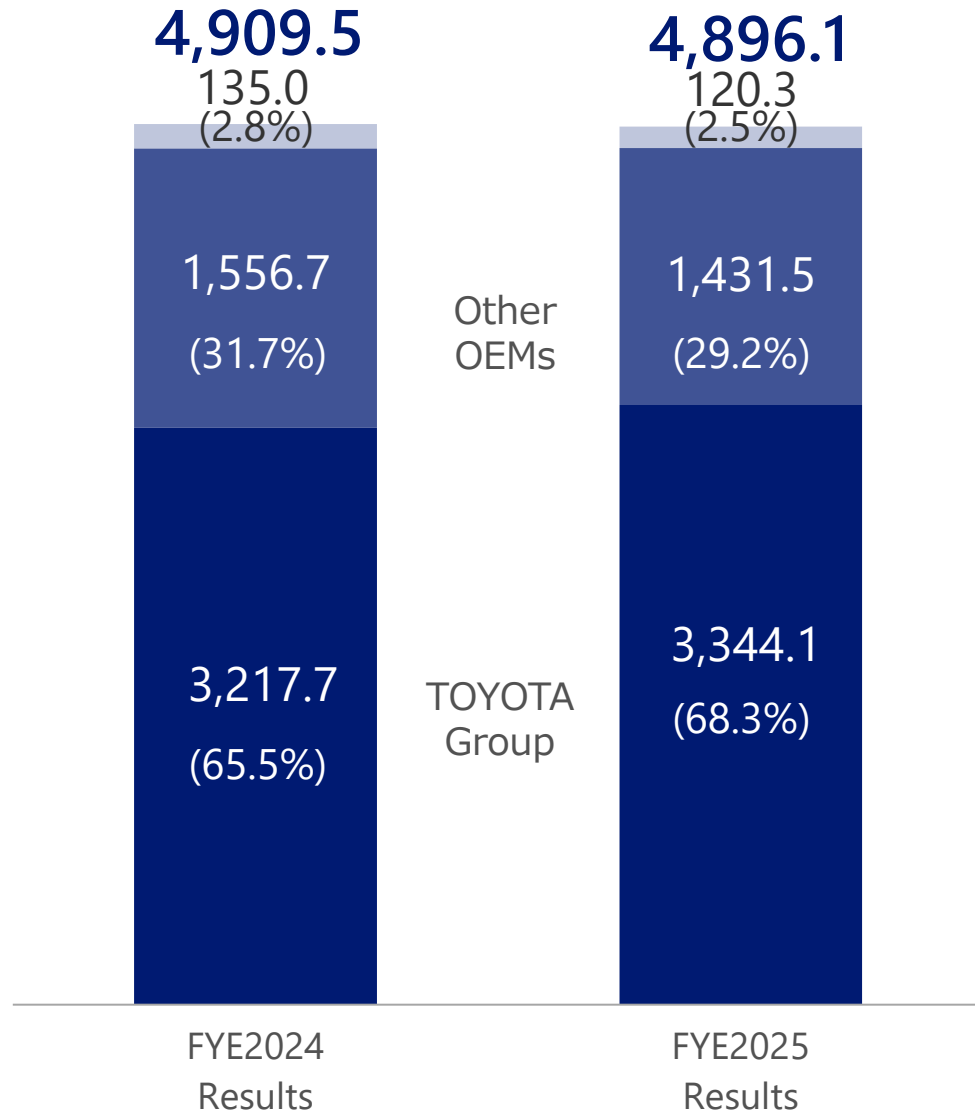
\*2 : Total Sales of AT, CVT, HEV and eAxle \*3 : Total Sales of HEV, eAxle

# FYE2025 Revenue by Customer

■ Mobility

■ Energy Solutions and Others

【 Billion JPY 】



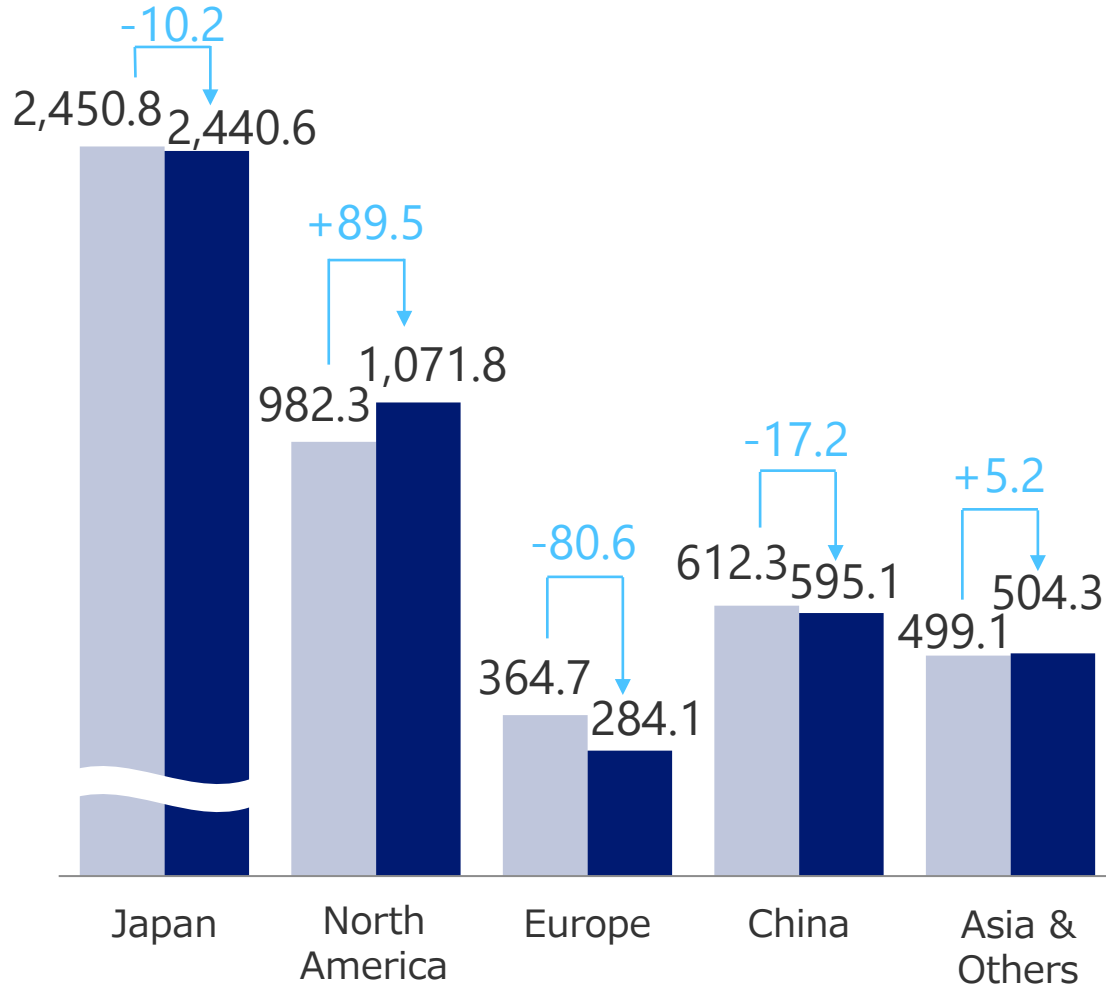
## Revenue by Customer (Other OEMs)

Customer	FYE2024 Results	FYE2025 Results	Change	Change Rate (%)
Stellantis	281.9	221.3	-60.6	-21.5
SUZUKI	168.5	187.9	+19.4	+11.5
VW & Audi	194.0	158.1	-35.9	-18.5
VOLVO	110.0	94.2	-15.8	-14.4
HONDA	84.4	89.0	+4.6	+5.5
NISSAN	79.0	73.1	-5.9	-7.4
MITSUBISHI	78.3	70.9	-7.4	-9.5
Geely	42.2	55.1	+12.9	+30.5
China FAW	43.7	47.9	+4.2	+9.6
Changan Automobile	47.6	47.7	+0.1	+0.2
Others	427.1	386.3	-40.8	-9.6
<b>Total</b>	<b>1,556.7</b>	<b>1,431.5</b>	<b>-125.2</b>	<b>-8.0</b>
(Reference) Chinese OEMs	218.4	222.9	+4.5	+2.0

# FYE2025 Segment Information

■ FYE2024 Results (Excluding Quality-related Cost)

## Revenue (YoY-13.4)



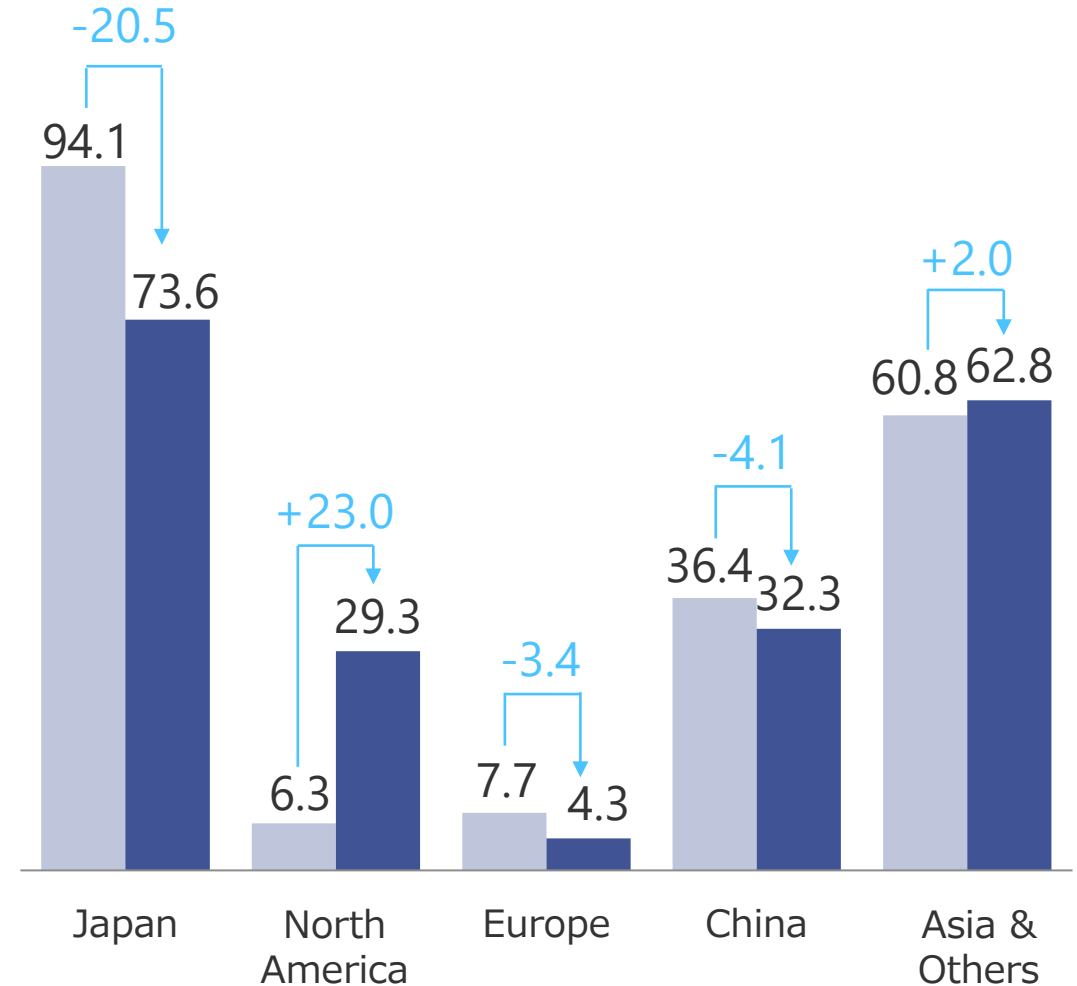
※Revenue to external customers

■ FYE2025 Results

[ Billion JPY ]

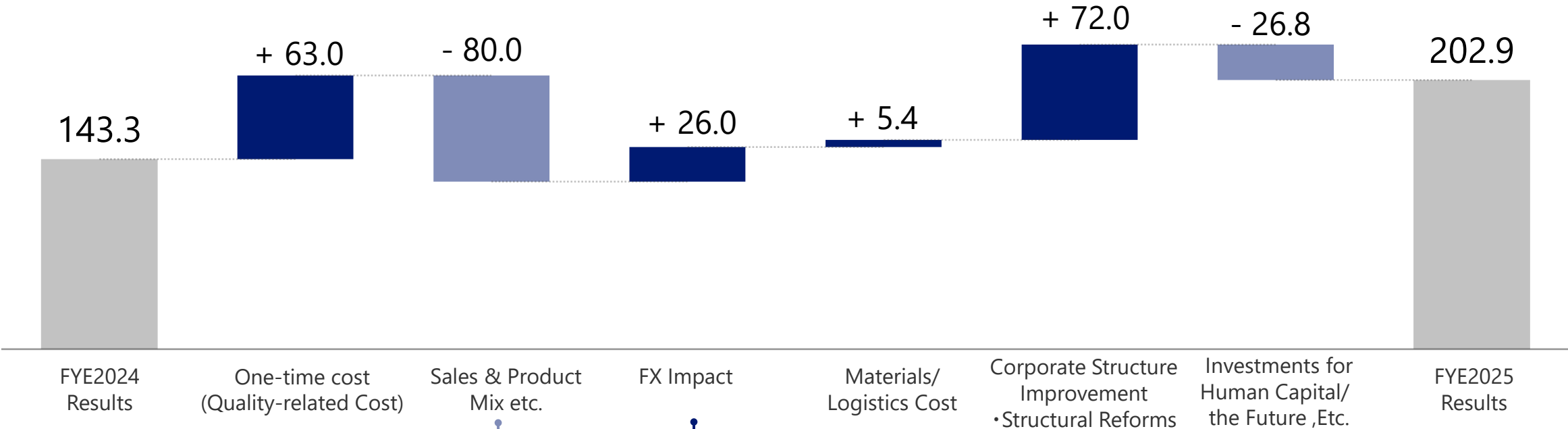
## Operating Profit (YoY-3.4\*)

\* Excluding Quality-related Cost of 63.0



# FYE2025 Analysis of Operating Profit

[ Billion JPY ]



**Sales & Product Mix etc. Breakdown**

Sales Volume Fluctuations	- 38.0
Sales Price Variance & Product Mix	- 42.0

**FX Impact Breakdown**

USD	+ 11.3
CNY	+ 7.4
EUR	+ 0.6
THB	+ 6.7

**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.
- Investment in preparation for production of electrified products. Etc.

# Consolidated Financial Forecast (FYE2026)

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# FYE2026 Forecast Financial Summary

( ) Shows Rate to Revenue % 【 Billion JPY 】

	FYE 2025 Results		FYE 2026 Results		Change	Change Rate %
Revenue	4,896.1	-	4,900.0	-	+3.9	+0.1
Operating Profit	202.9	(4.1)	205.0	(4.2)	+2.1	+1.0
Profit before Income Taxes	173.4	(3.5)	215.0	(4.4)	+41.6	+24.0
Profit for the Period*1	107.5	(2.2)	125.0	(2.6)	+17.5	+16.2

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

Pre-conditions	FX Rate	USD	153	JPY	145	JPY	-8	JPY	-5.2
		CNY	21.1	JPY	20.0	JPY	-1.1	JPY	-5.2
	Powertrain Unit Sales*2	1,014	10,000 unit	1,050	10,000 unit	+36	10,000 unit	+3.5	
	(number of electrification unit*3)	(231)		(332)		(+101)		(+43.5)	

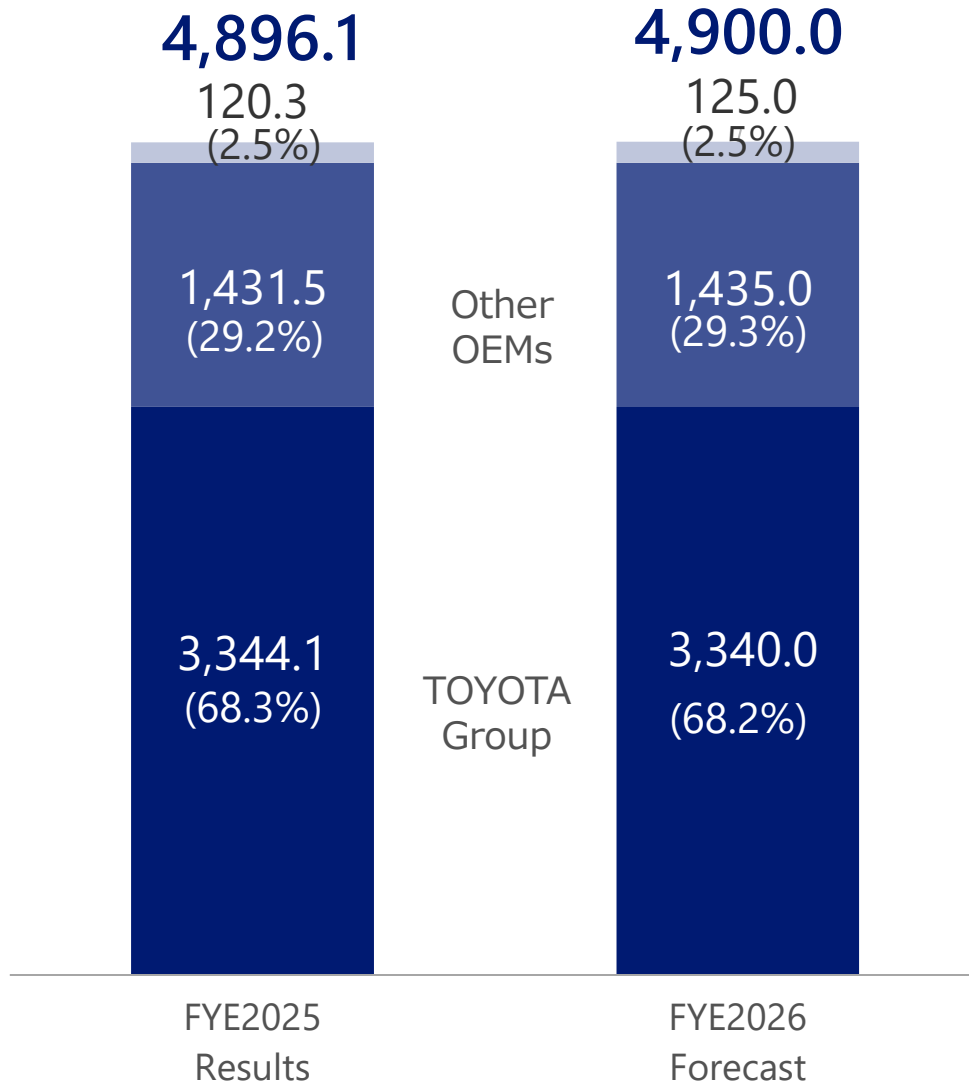
\*2 : Total Sales of AT, CVT, HEV and eAxle \*3 : Total Sales of HEV, eAxle

# FYE2026 Revenue by Customer

■ Mobility

■ Energy Solutions and Others

【 Billion JPY 】



## Revenue by Customer (Other OEMs)

Customer	FYE2025 Results	FYE2026 Forecast	Change	Change Rate (%)
SUZUKI	187.9	210.0	+22.1	+11.7
Stellantis	221.3	195.0	-26.3	-11.9
VW & Audi	158.1	134.0	-24.1	-15.3
VOLVO	94.2	85.0	-9.2	-9.8
HONDA	89.0	82.0	-7.0	-8.0
NISSAN	73.1	70.0	-3.1	-4.4
MITSUBISHI	70.9	70.0	-0.9	-1.3
Guangzhou Automobile	27.4	59.0	+31.6	+114.6
Geely	55.1	48.0	-7.1	-13.0
China FAW	47.9	45.0	-2.9	-6.2
Others	406.6	437.0	+30.4	+7.6
<b>Total</b>	<b>1,431.5</b>	<b>1,435.0</b>	<b>+3.5</b>	<b>+0.2</b>
(Reference) Chinese OEMs	222.9	235.0	+12.1	+5.4

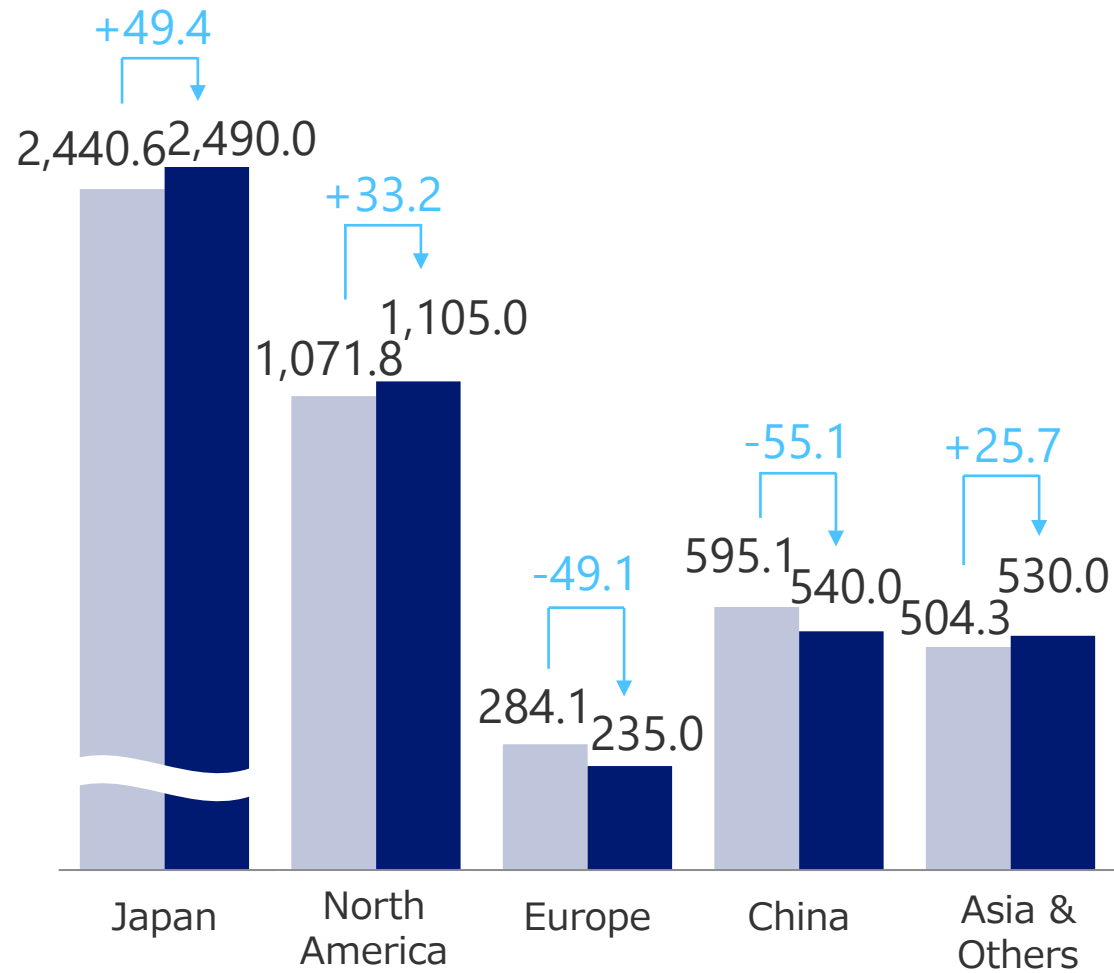
# FYE2026 Segment Information

■ FYE 2025 Results

■ FYE2026 Forecast

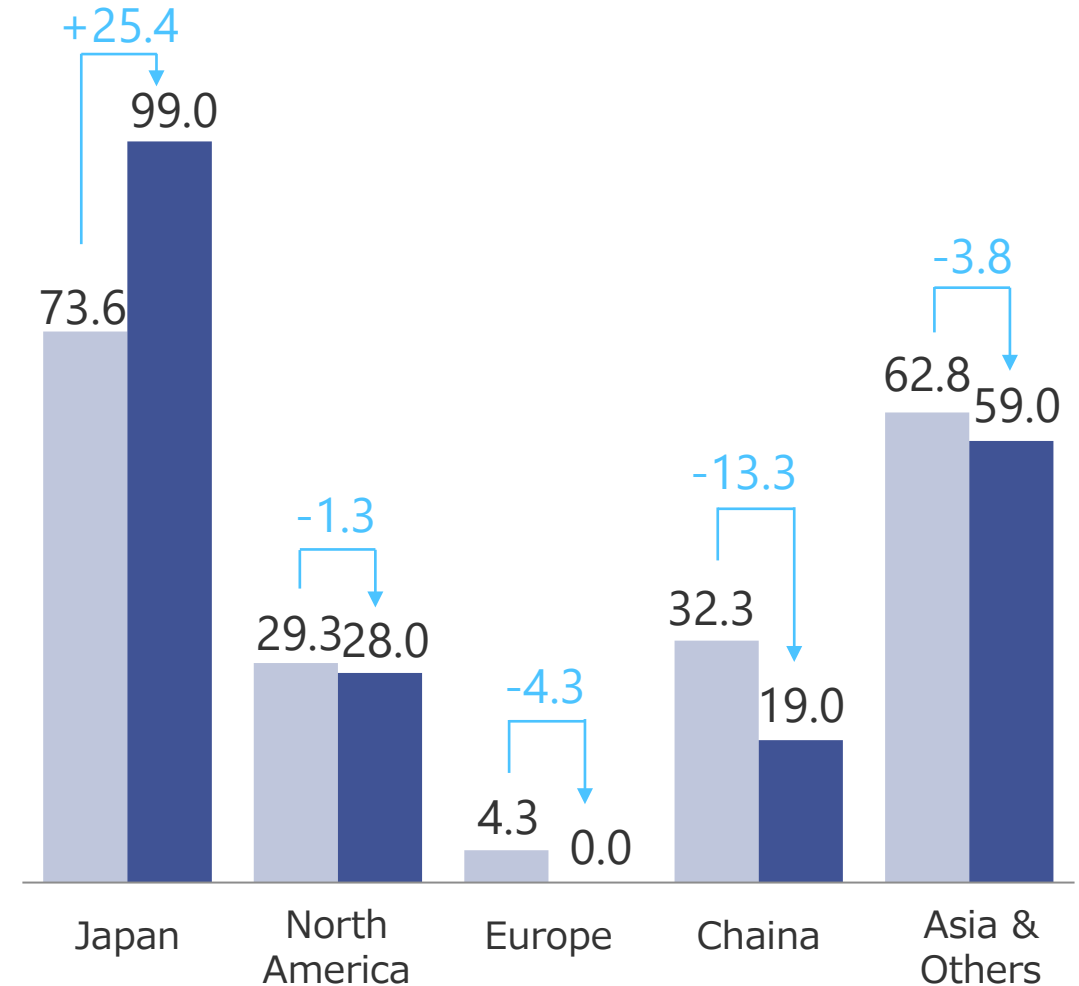
[ Billion JPY ]

## Revenue (YoY+3.9)



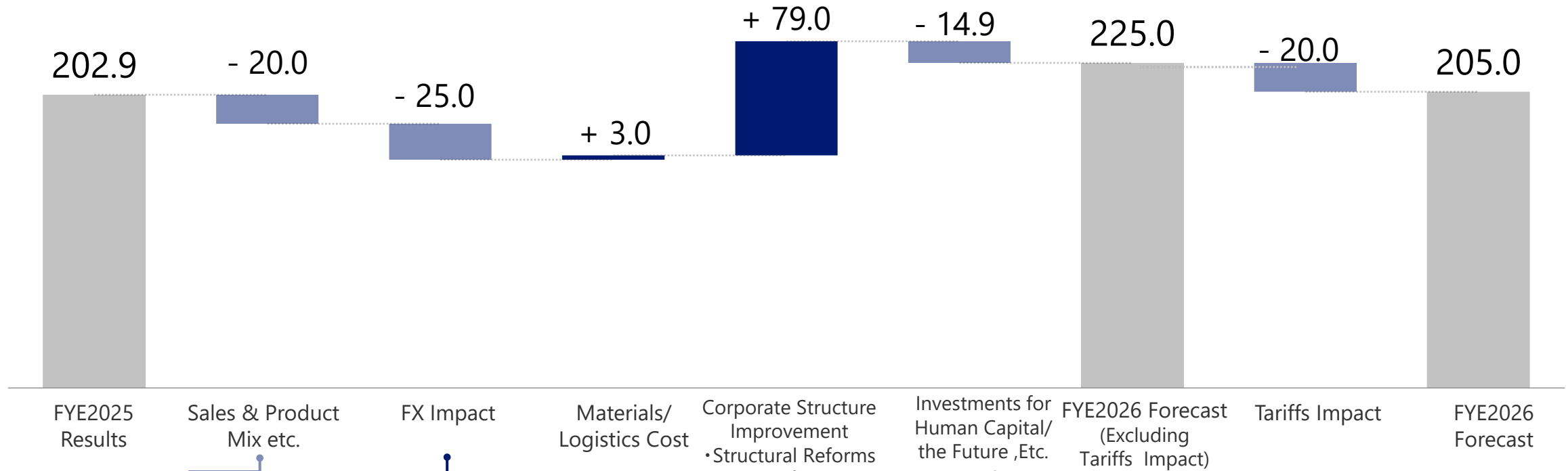
※Revenue to external customers

## Operating Profit (YoY+2.1)



# FYE2026 Analysis of Operating Profit

【 Billion JPY 】



Sales & Product Mix etc. Breakdown	
Sales Volume Fluctuations	- 22.0
Sales Price Variance & Product Mix	- 42.0

FX Impact Breakdown	
USD	- 12.8
CNY	- 6.4
EUR	- 0.2
THB	- 5.6

Cost Structure Improvement/Structural Reforms
Promoting structural reforms in "SPEED&AGILE" way for "Full Model Change" that "Change Inside Gain Strength".
<ul style="list-style-type: none"> <li>• Improve profitability by launching new products and electrified products.</li> <li>• Improve profits of subsidiaries that are facing challenges.</li> <li>• Reduction of fixed costs with no exceptions. Etc.</li> </ul>

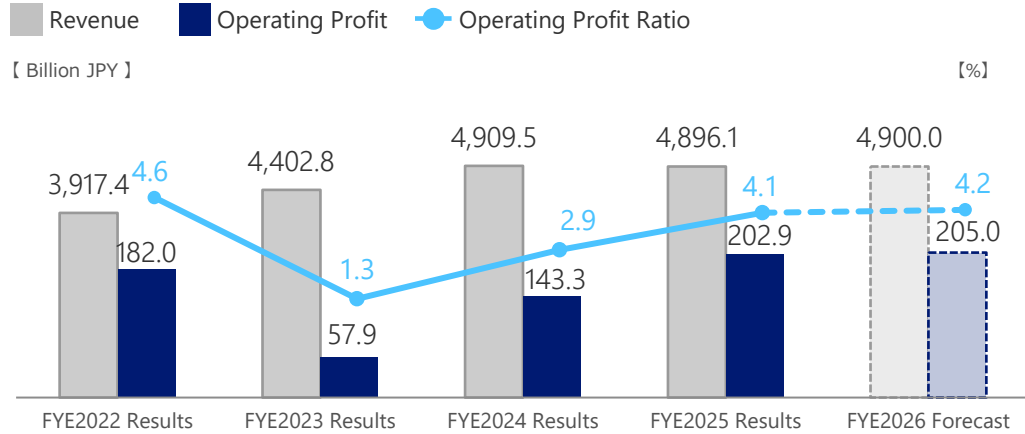
Investments for Human Capital/the Future
<ul style="list-style-type: none"> <li>• Expand investments in human capital.</li> <li>• R&amp;D investing in Electrification・intelligence products.</li> <li>• Investment in preparation for production of electrified products. Etc.</li> </ul>

# Reference Information

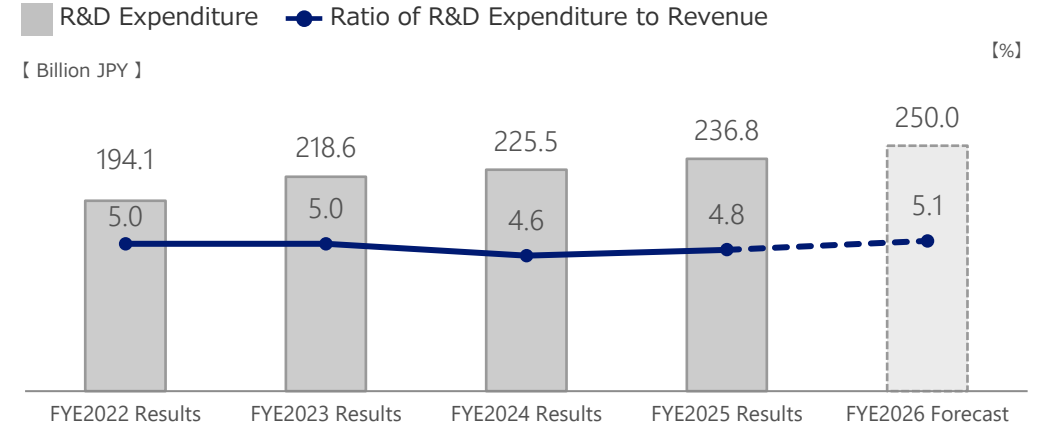
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# Highlights of Financial Performance

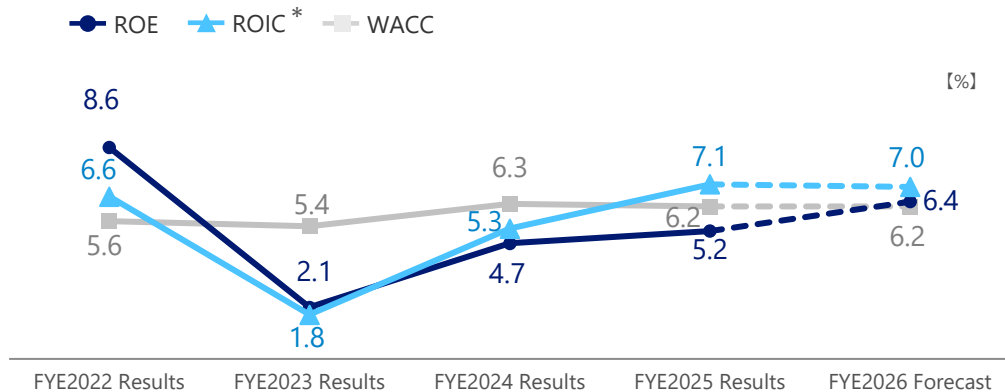
## Revenue / Operating Profit / Operating Profit Ratio



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

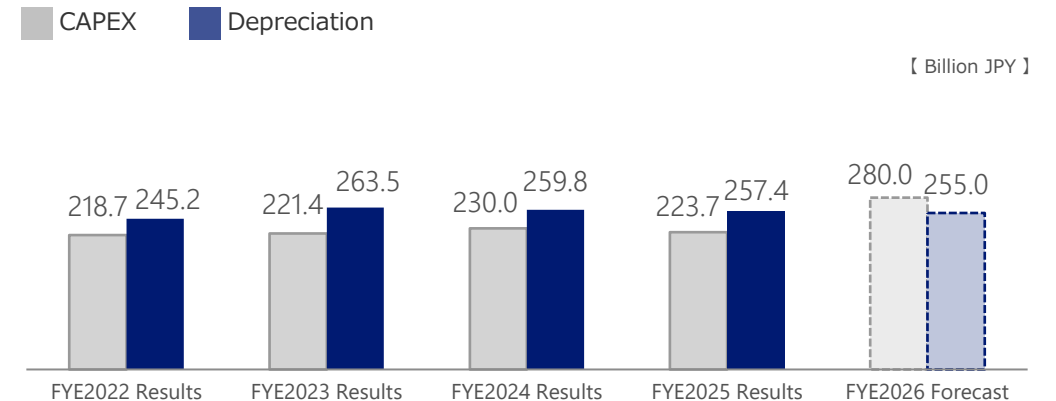


## Return on Equity / Return on Invested Capital / Weighted Average Cost of Capital



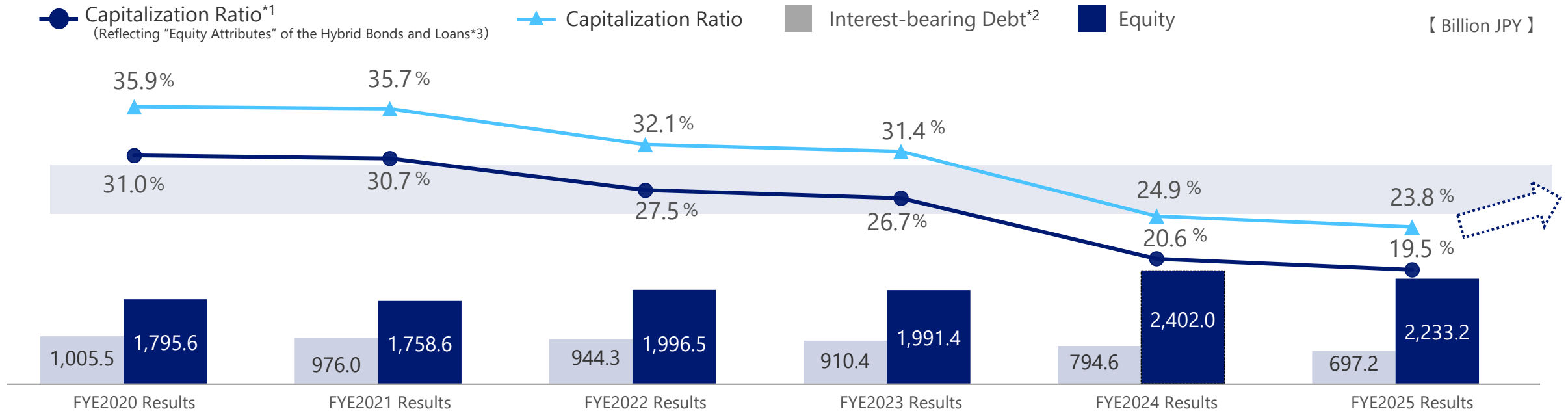
\*Operating Profit after Income Tax / (Inventories + Tangible Fixed Assets + Intangible Assets)

## 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.



**In response to the recent increase in financial safety, we have decided to implement the largest stock repurchases (120 billion yen to the maximum) and determined the largest dividend per share (DPS) in history to improve capital efficiency. We will continue considering flexible stock repurchases, taking into consideration the optimal capital 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 (252.5 Billion JPY) is Considered as Capital on the Rating

# Return to Shareholders

Based on stable and continuous shareholder dividends over the medium to long term.

We will continue to strengthen shareholder returns, including flexible share repurchases, to further enhance corporate value and capital efficiency.

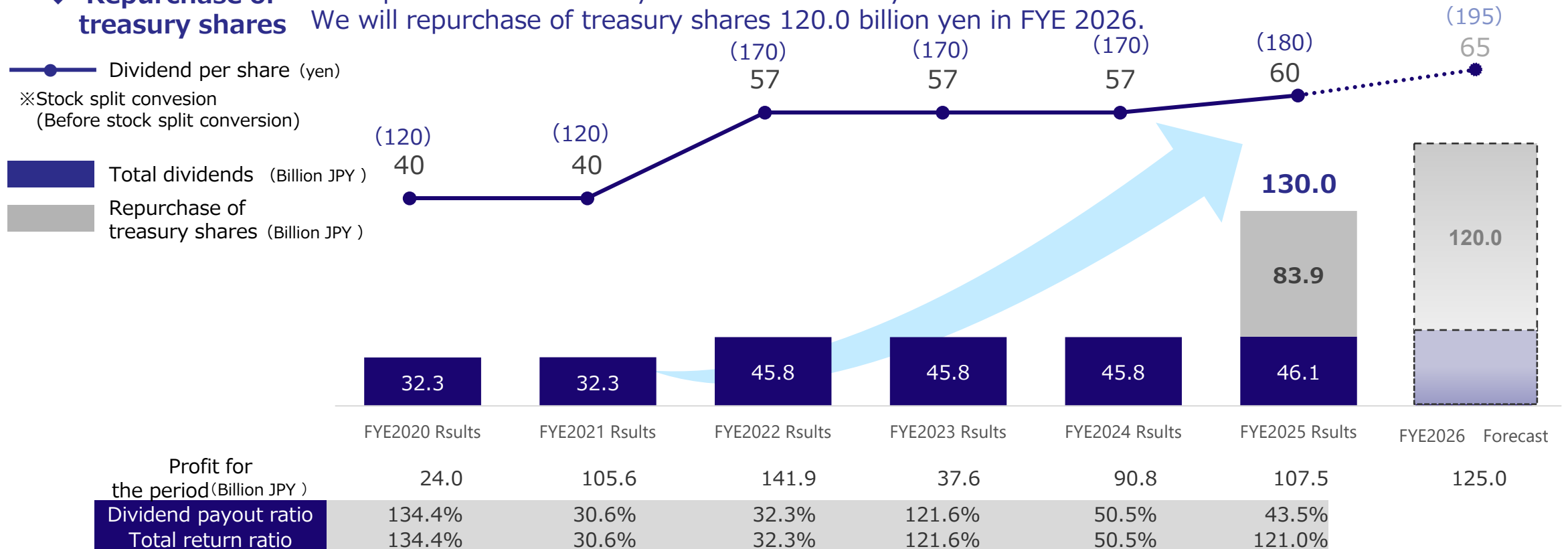
**The annual dividend per share and total return ratio for FYE2025 are expected to be the highest.**

## ◆ Dividends

The annual dividend for FYE2025 is 60 yen (interim dividend of 30 yen /year end dividend of 30 yen )  
 The annual dividend forecast for FYE2026 is 65 yen, increase of 5 yen from the previous fiscal year.  
 (interim dividend of 30 yen /year end dividend of 35 yen )

## ◆ Repurchase of treasury shares

We repurchased of treasury shares 83.9 billion yen in FYE2025.  
 We will repurchase of treasury shares 120.0 billion yen in FYE 2026.



	FYE2020 Results	FYE2021 Results	FYE2022 Results	FYE2023 Results	FYE2024 Results	FYE2025 Results	FYE2026 Forecast
Profit for the period (Billion JPY)	24.0	105.6	141.9	37.6	90.8	107.5	125.0
Dividend payout ratio	134.4%	30.6%	32.3%	121.6%	50.5%	43.5%	
Total return ratio	134.4%	30.6%	32.3%	121.6%	50.5%	121.0%	





**【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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