



**For the Fiscal year Ended March 31, 2026 1st Quarter  
(April 1, 2025 to June 30, 2025)**

# **Financial Results**

**July 31, 2025**

**AISIN CORPORATION**

# Overview of FYE2026 1st Quarter Financial Results

## Results

Revenue increased compared to the previous fiscal year, due to the increase in sales volume of powertrain units, despite the effect of FX changes.

Operating profit increased compared to the previous fiscal year, despite the tariff impact and the increase of investments for human capital and the future, there were the effects of the increased production volume and the efforts to improve the corporate structure.

## Forecast

The forecast for FYE2026 remains unchanged from the previous announcement, as 1Q results were largely in line with the previous forecast.

We expect revenue of 4,900.0 billion yen and operating profit of 205.0 billion yen by accelerating sales expansion of electrified products, strengthening of product competitiveness, and reinforcement of group management.

## Return to Shareholders

As part of the capital policy to reduce the cost of capital, the company is in the process of conducting a stock repurchase of 120 billion yen (maximum). We will continue to consider stable and continuous shareholder returns in the medium to long term.



# Consolidated Financial Results (FYE2026 1st Quarter)

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# FYE2026 1st Quarter Results Financial Summary

( ) shows rate to Revenue % 【 Billion JPY 】

	FYE2025 1st Quarter Results		FYE2026 1st Quarter Results		Change	Change Rate %
Revenue	1,184.1	-	1,220.3	-	+36.2	+3.1
Operating Profit	33.7	(2.8)	47.8	(3.9)	+14.1	+42.1
Profit before Income Taxes	21.9	(1.9)	57.3	(4.7)	+35.4	+160.8
Profit for the Period*1	13.6	(1.2)	39.5	(3.2)	+25.9	+189.1

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

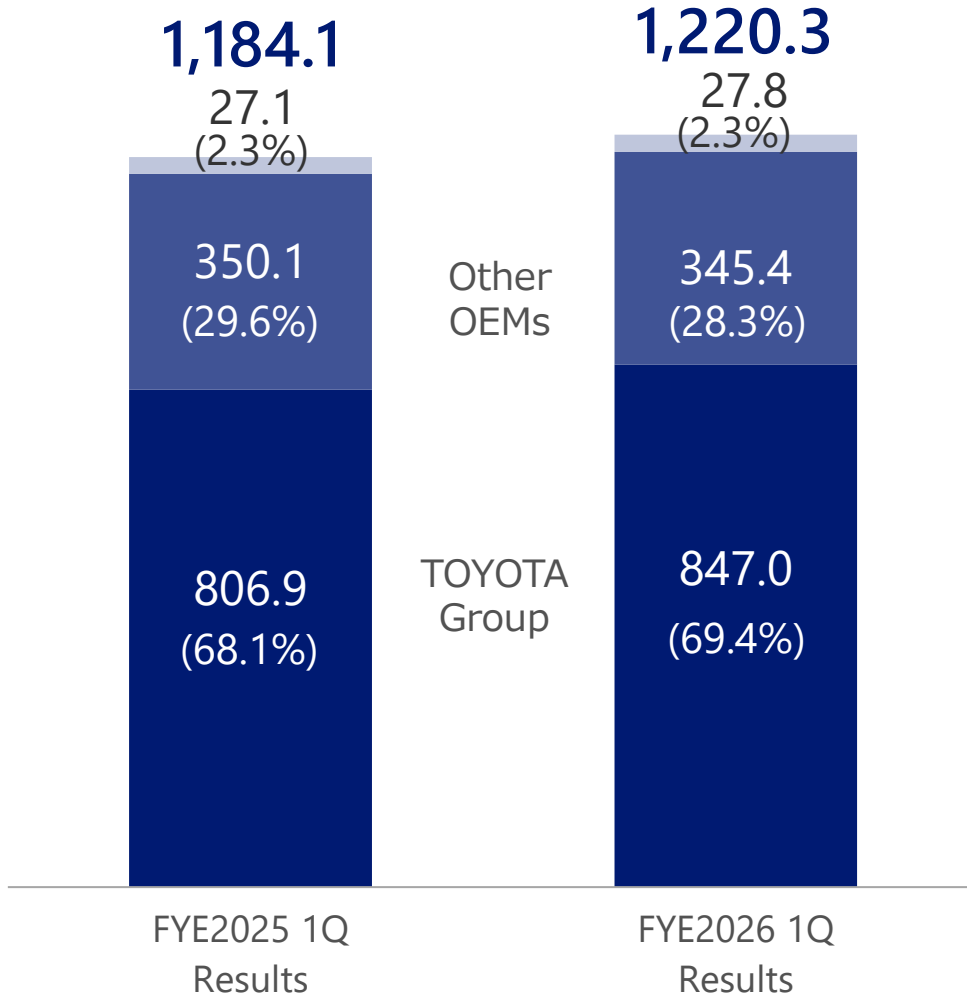
Pre-conditions	FX Rate	USD	157	JPY	144	JPY	-13	JPY	-8.3
		CNY	21.6	JPY	20.0	JPY	-1.6	JPY	-7.4
	Toyota Production		244	10,000 unit	254	10,000 unit	+10	10,000 unit	+4.4
	Powertrain Unit Sales*2		254	10,000 unit	263	10,000 unit	+9	10,000 unit	+3.5
	(number of electrification unit*3)		(56)		(61)		(+5)		(+9.5)

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

# FYE2026 1st Quarter Revenue by Customer

- Mobility
- Energy Solutions and others

【 Billion JPY 】



## Revenue by Customer (Other OEMs)

Customer	FYE2025 1Q Results	FYE2026 1Q Results	Change	Change Rate (%)
Stellantis	58.5	54.4	-4.1	-6.9
SUZUKI	43.3	47.1	+3.8	+8.8
VW&Audi	43.5	41.1	-2.4	-5.5
VOLVO	27.0	24.0	-3.0	-11.0
MITSUBISHI	13.3	18.5	+5.2	+38.9
HONDA	19.2	18.3	-0.9	-4.8
NISSAN	17.2	15.4	-1.8	-10.9
China FAW	12.6	12.4	-0.2	-1.5
Geely	11.7	11.3	-0.4	-3.7
ISUZU	9.5	10.2	+0.7	+8.0
Others	94.3	92.7	-1.6	-1.6
<b>Total</b>	<b>350.1</b>	<b>345.4</b>	<b>-4.7</b>	<b>-1.3</b>
(Reference) Chinese OEMs	51.9	46.5	-5.4	-10.4

# FYE2026 1st Quarter Segment Information

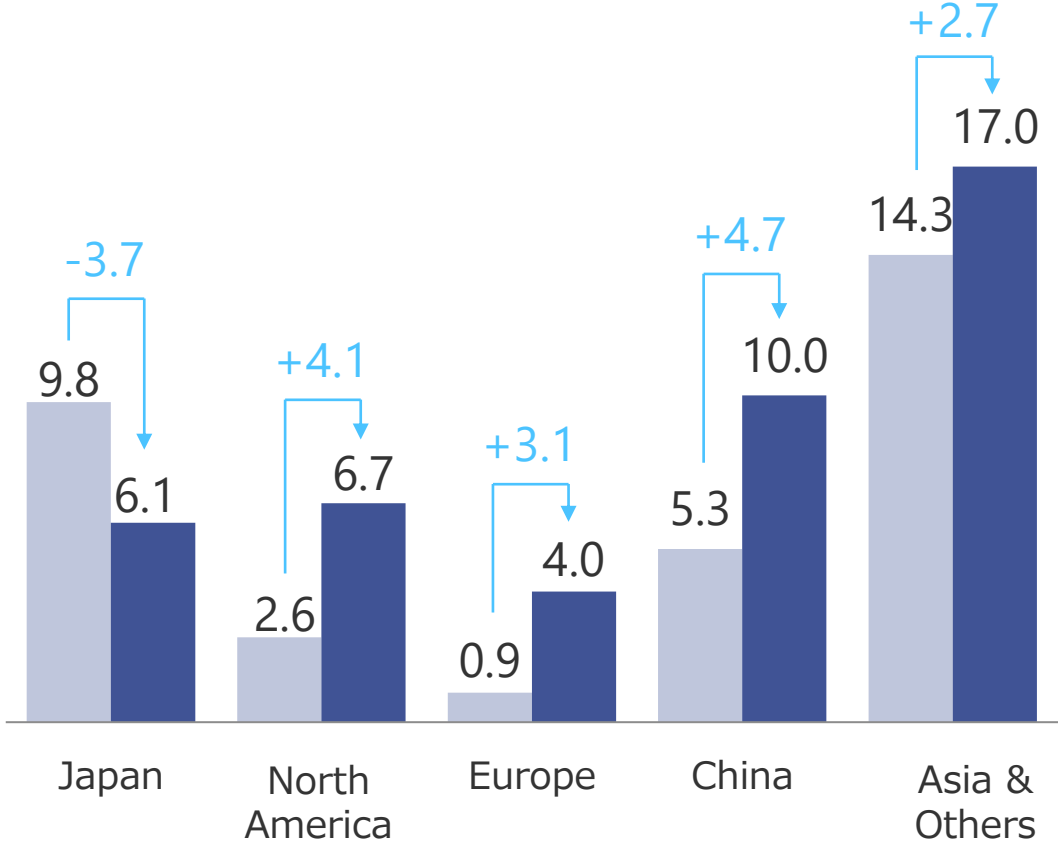
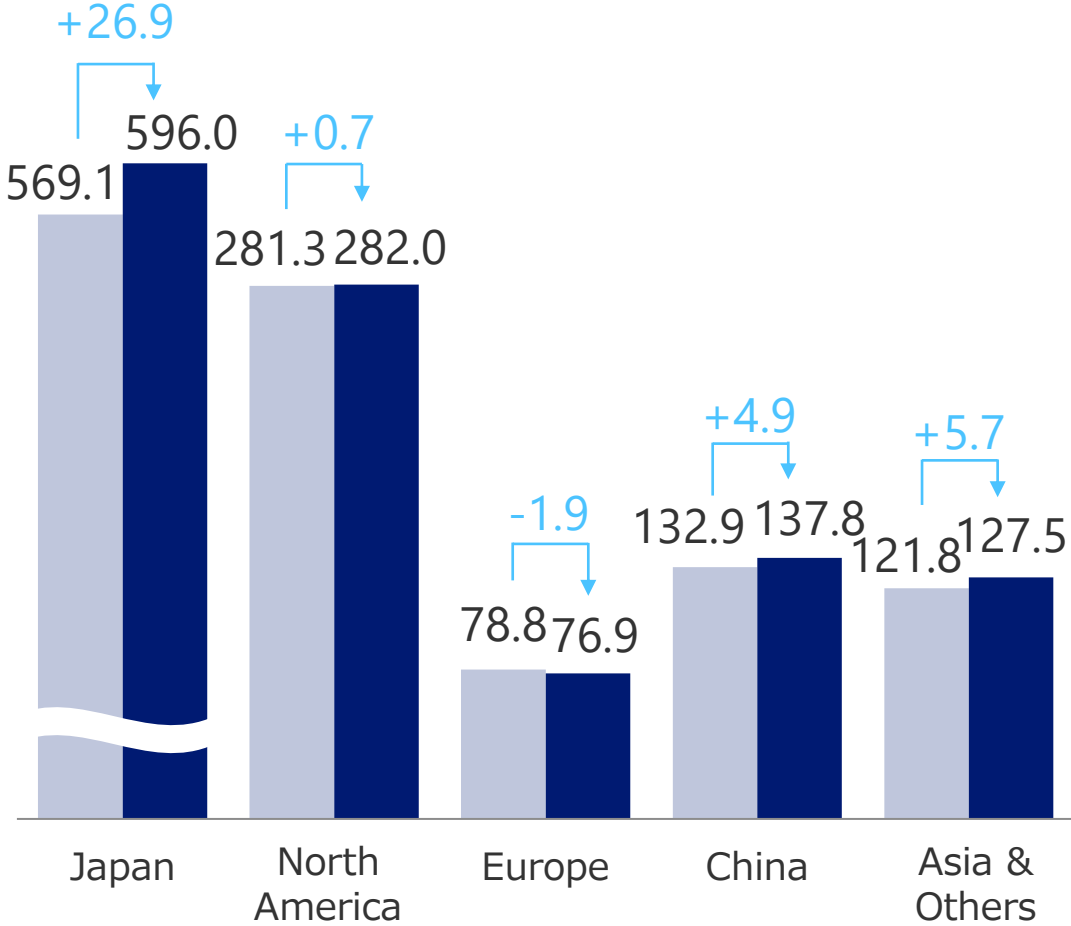
FYE2025 1st Quarter Results

FYE2026 1st Quarter Results

【 Billion JPY 】

## Revenue (YoY+36.2)

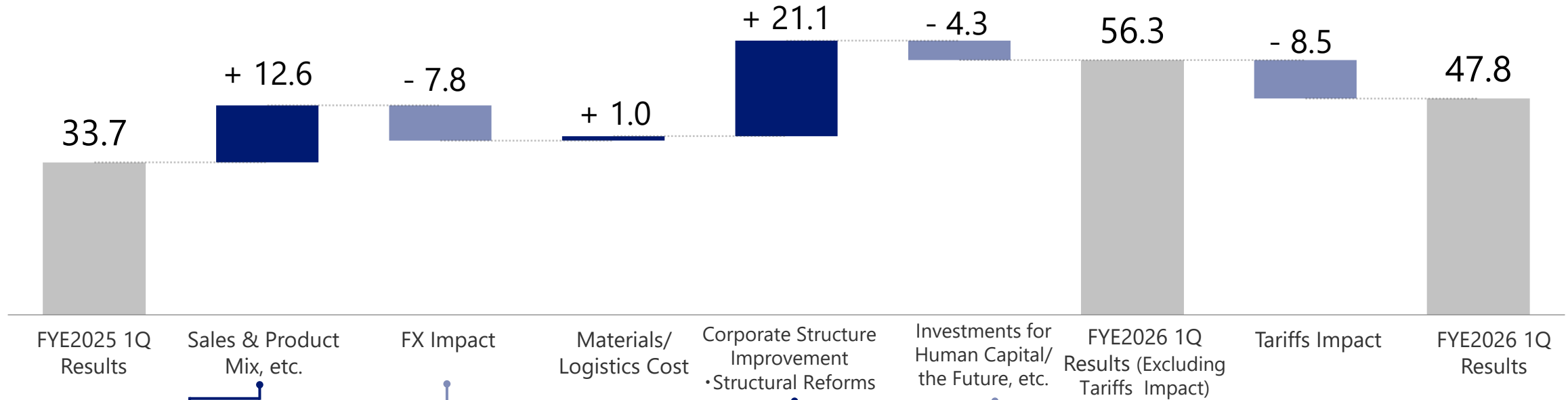
## Operating Profit (YoY+14.1)



※Revenue to external customers

# FYE2026 1st Quarter Analysis of Operating Profit

【 Billion JPY 】



Sales & Product Mix, etc. Breakdown	
Sales Volume Fluctuations	+ 18.8
Sales Price Variance & Product Mix	- 6.2

FX Impact Breakdown	
USD	- 5.2
CNY	- 3.1
EUR	- 0.1
THB	+ 0.6

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
• Expansion of investments in human capital.
• R&D investing in Electrification・intelligence products.
• Investment in preparation for production of electrified products, etc.

# (Ref) FYE2026 Forecast Financial Summary (Disclosed on April 25)

( ) Shows Rate to Revenue % 【 Billion JPY 】

	FYE 2025 Results		FYE 2026 Forecast		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

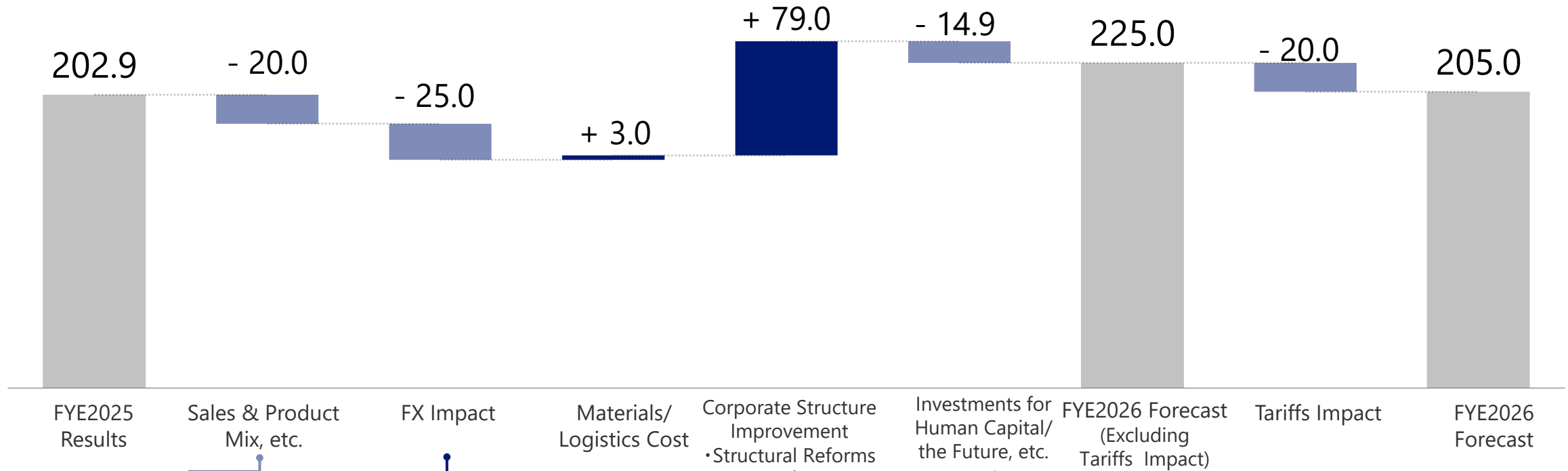
Pre-conditions	FX Rate	USD	153	JPY	145	JPY	-8	JPY	-5.2
		CNY	21.1	JPY	20.0	JPY	-1.1	JPY	-5.2
	Powertrain Unit Sales*2	1,014	10,000 unit	1,050	10,000 unit	+36	10,000 unit	+3.5	
	(number of electrification unit*3)	(231)		(332)		(+101)		(+43.5)	

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



# (Ref) FYE2026 Analysis of Operating Profit (Disclosed on April 25)

【 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".

- 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**

- Expansion of investments in human capital.
- R&D investing in Electrification・intelligence products.
- Investment in preparation for production of electrified products, etc.

# Business Progress

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# Progress of the FYE2026 Mid-term Plan (Generate Capital by Balance Sheet Reformation)

## Business Assets

**Business Asset Reduction**  
Compress over **100BJPY**

**103.8BJPY\*1 in funds generated**

**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

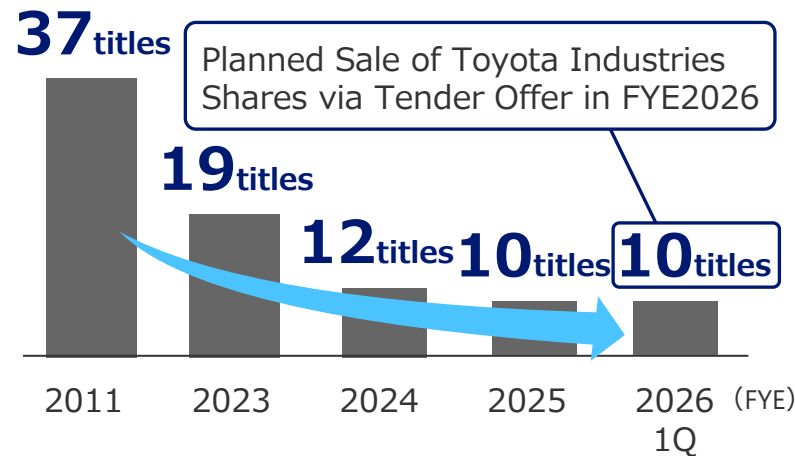
- Structural change on surplus assets
- Merger of Production companies (Ongoing)

## Cross-Shareholdings

**Execution of Sale of Cross-Shareholdings**  
Sell over **100BJPY**

**115.5BJPY\*1 in funds generated**

**Aim for zero**



\*1 Cumulative total from FYE2024 to FYE2026 1Q

\*2 Assuming FYE2022 exchange rate

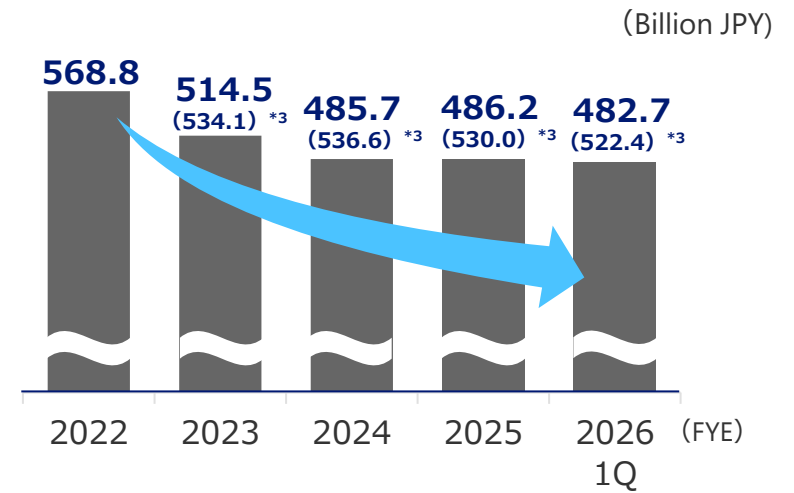
\*3 ( ) Assuming actual exchange rate

## Global Inventories

**Global Inventory Reduction**  
Compress over **100BJPY**

**86.1BJPY in funds generated compared to FYE2022 \*2**

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



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

# Initiatives Aimed at Achieving Carbon Neutrality

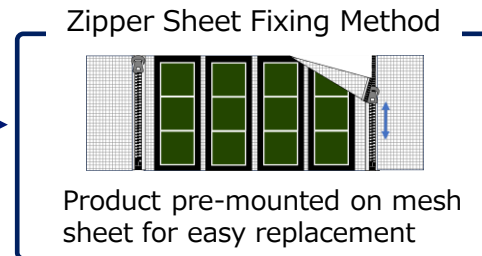
## Launch of Demonstration Tests for Perovskite Solar Cells

To promote the practical application of Perovskite Solar Cells developed by Aisin, Obayashi Corporation is jointly evaluating installation performance and verifying power generation efficiency



### Installation Status at the Obayashi Corporation Technology Research Institute

- Installation Method to Maximize Annual Power Generation (Back Area)
- Conventional Installation Method (Center Area)
- Zipper-Removable Installation Method (Front Area)

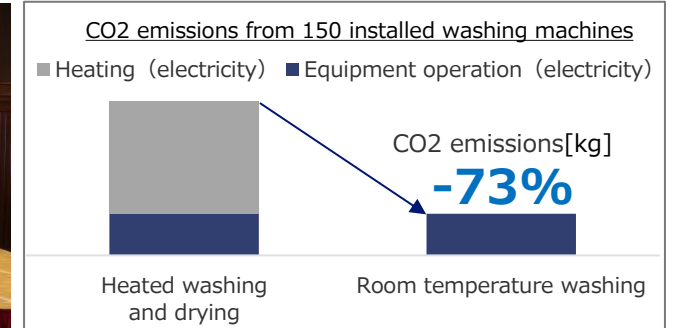


## Development of a Room-Temperature Rust-Preventive Cleaning Agent for Metal Components

The room-temperature rust-preventive cleaning agent jointly developed with Kao Corporation was highly evaluated and received the top honor, the Minister of the Environment Award, at the 52nd Environmental Awards



▲ The award presentation scene



▲ Signification contribute to reducing CO2 emissions

### 【Overview】

- To reduce the environmental impact of the cleaning process of metal components such as automotive parts, we developed a cleaning agent that integrates three key functions:
  - High cleaning performance at room temperature
  - High drying efficiency without the need for hot air
  - High rust-prevention performance eliminating the need for rust-proofing treatment
- The use of this cleaning agent enables reductions in CO2 emissions and rust-preventive materials. Furthermore, by extending the usable life of the cleaning solution to more than three times its previous duration, water usage has been reduced to less than one-third, and the burden of wastewater treatment has also been alleviated.

(External Link : [News released on June 3, 2025](#))

**Accelerating efforts to reduce environmental impact while further strengthening collaboration with partner companies.**

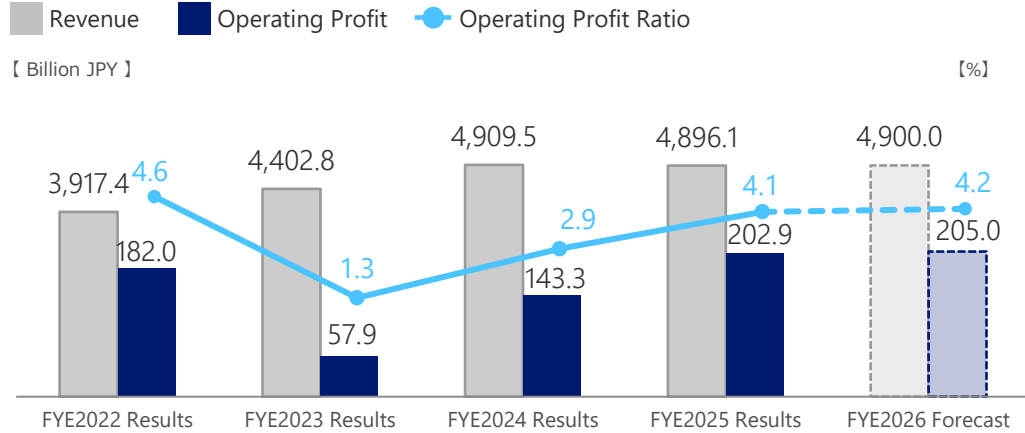


# Reference Information

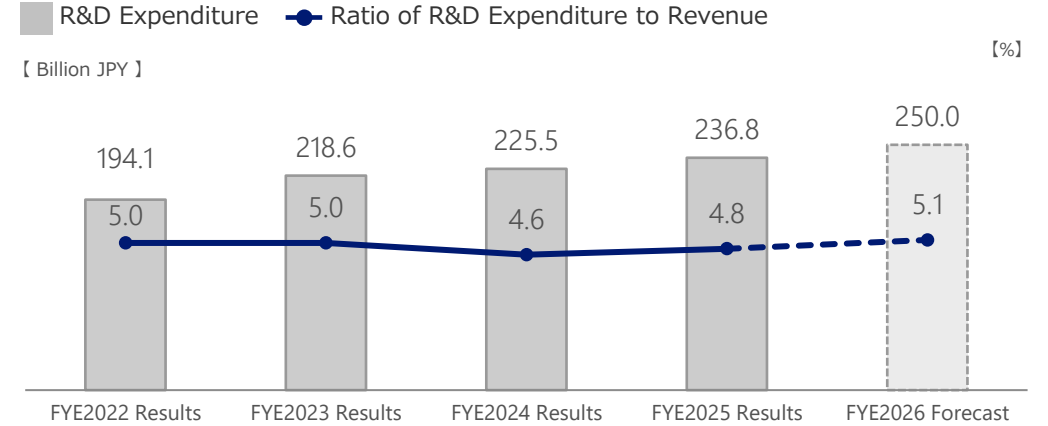
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# Highlights of Financial Performance

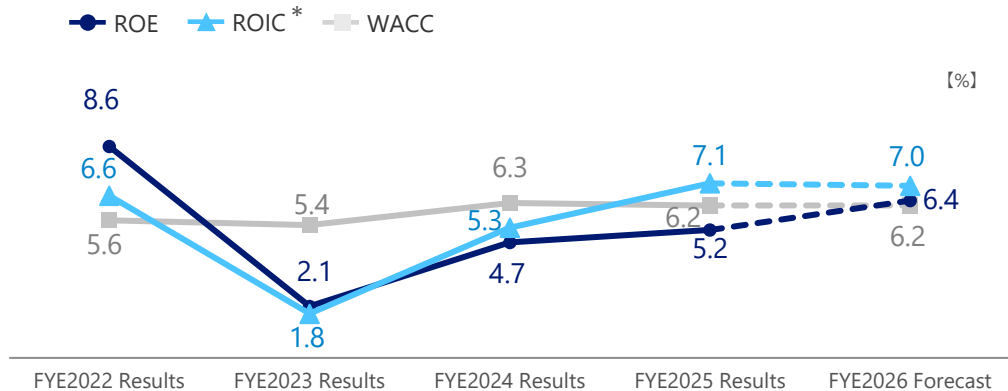
## Revenue / Operating Profit / Operating Profit Ratio



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

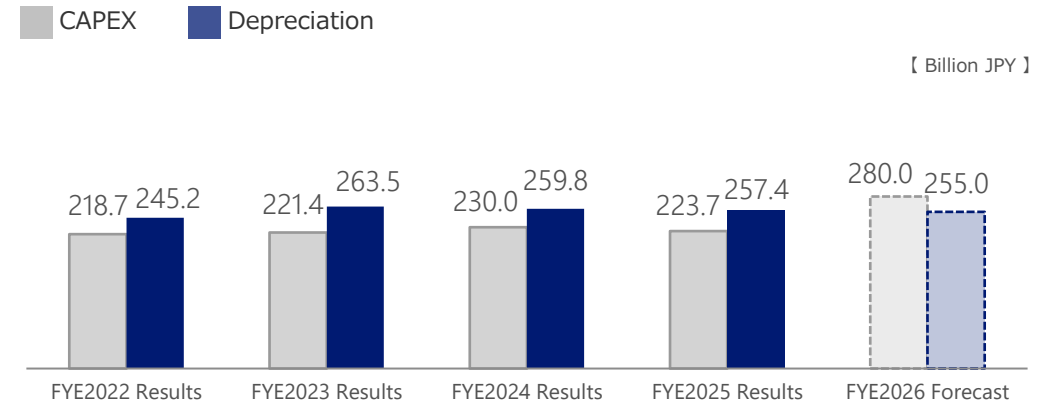


## Return on Equity / Return on Invested Capital / Weighted Average Cost of Capital



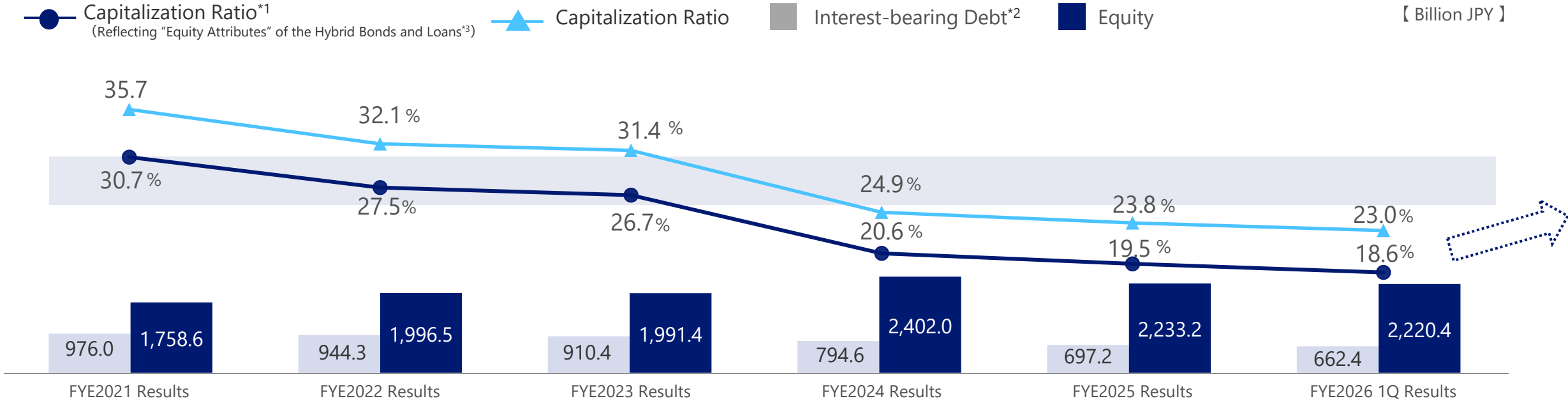
\*Operating Profit after Income Tax / (Inventories + Tangible Fixed Assets + Intangible Assets)

## 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 started to implement the largest stock repurchases (120 billion yen to the maximum). 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

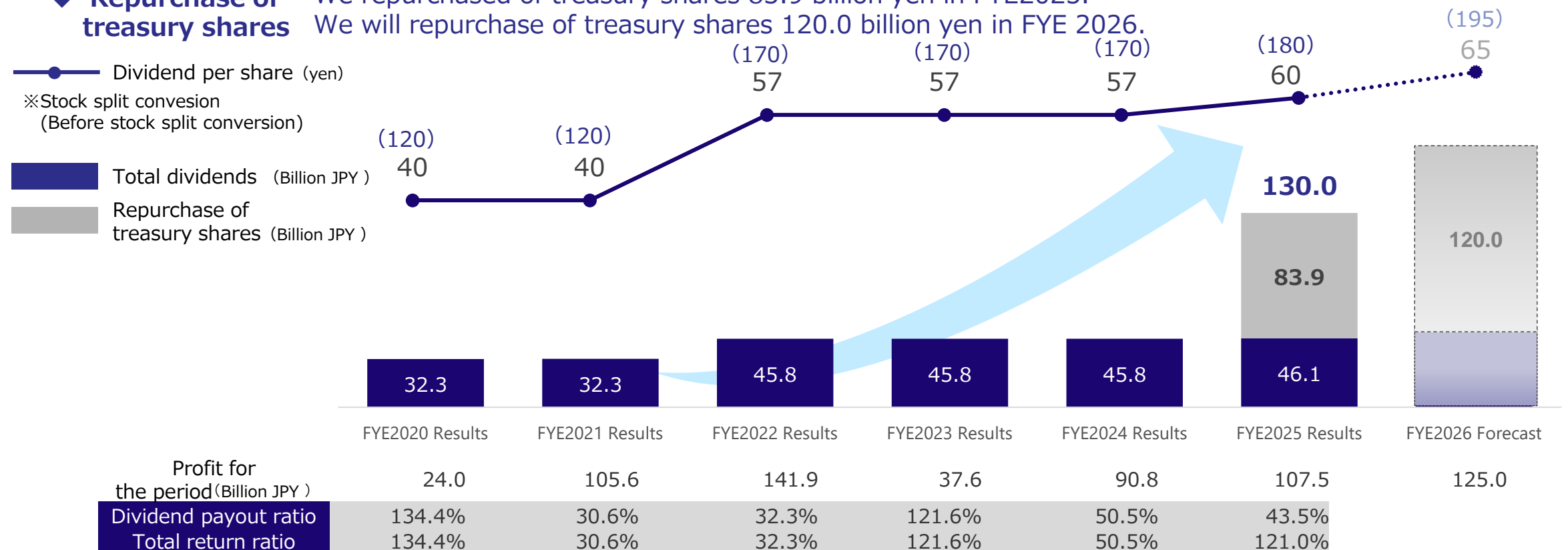
Based on stable and continuous shareholder dividends over the medium to long term.

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 FYE2026 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.







**【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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