

The next frontier in mobility.



FY2021 3rd Quarter Consolidated Financial Results

February 2nd, 2021

AISIN SEIKI Co., Ltd.

The forecasts included in this document are based on information that the Company has obtained at the time of this disclosure and certain assumptions that the Company considers reasonable. The Company does not guarantee the predicted outcome of the forecasts. Actual results may differ significantly from the forecast due to a variety of factors, such as exchange rates and conditions of the global market.

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1. Consolidated Financial Results (FY2021 3rd Quarter)

FY2021 3rd Quarter Overview of Financial Results

- 1. With respect to the 3Q (9 months) result for FY2021, Revenue and Operating Profit decreased compared to the previous year, due to the impact of COVID-19 in the 1Q, in spite of the recovery tendency of the market since the 2Q.**
- 2. With respect to the October-December 3 months result for FY2021, Revenue and Operating Profit was reached its quarterly highest ever due to the rapid recovery of the main markets, additional cost reduction and reducing fixed costs by “Structural reforms”.**
- 3. Regarding to the annual forecast, it's revised upward from the previous one, considering 3Q result and proceeding of both “Structural reforms” and “Emergency measures” as expected. Moreover, with respect to the year-end dividend forecast, it's revised upward from 40 yen (annual total 60 yen) to 60 yen (annual total 80 yen).**

Consolidated Financial Results

(FY2021 3rd Quarter)



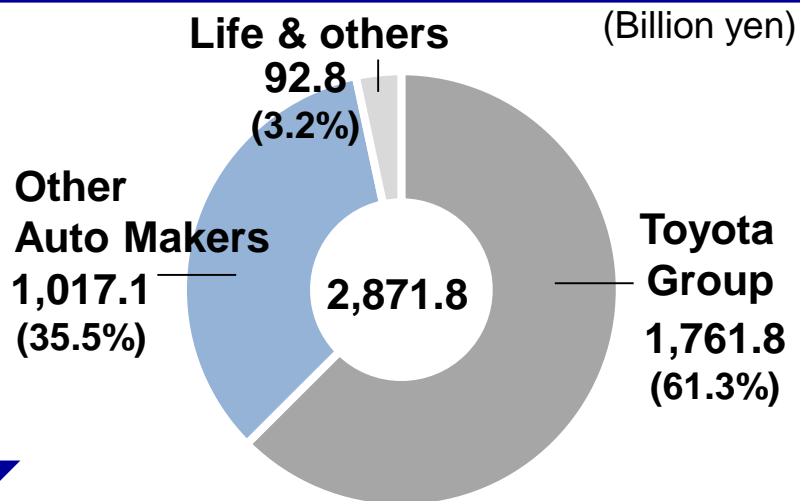
(Billion yen)	FY2020 3Q		FY2021 3Q		Change	
	Results	Rate to Revenue %	Results	Rate to Revenue %	Amount	%
Revenue	2,871.8	–	2,504.4	–	-367.4	-12.8
Operating Profit	77.2	2.7	49.3	2.0	-27.9	-36.0
Profit before income taxes	85.8	3.0	63.5	2.5	-22.3	-25.9
Profit for the period *	46.6	1.6	39.0	1.6	-7.6	-16.2
EPS	173.18 yen	–	145.05 yen	–	-28.13 yen	-16.2

Pre-conditions	FX Rate	USD 109 yen	USD 106 yen	-3 yen	-2.8
		CNY 15.6 yen	CNY 15.5 yen	-0.1 yen	-0.6
	Toyota production (10,000 Unit)	685	591	-94	-13.7
	AT sales (10,000 Unit)	682	626	-56	-8.2

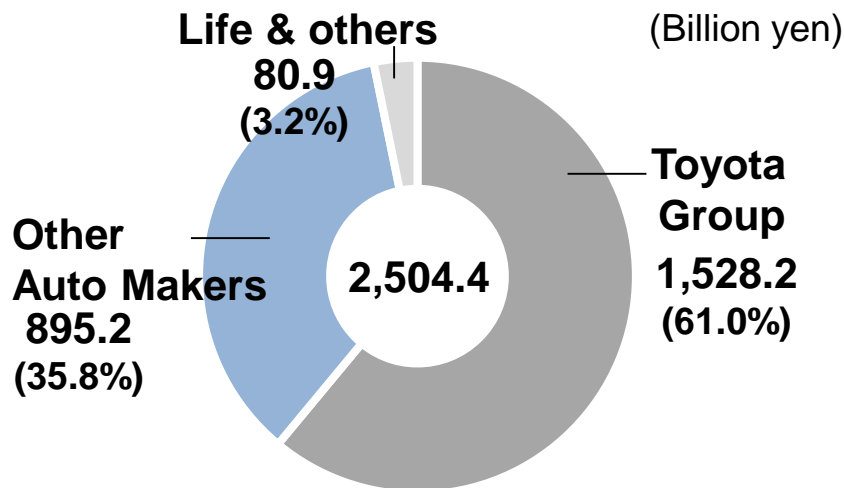
* Profit for the period attributable to Owners of the parent

Sales by Customer (FY2021 3rd Quarter)

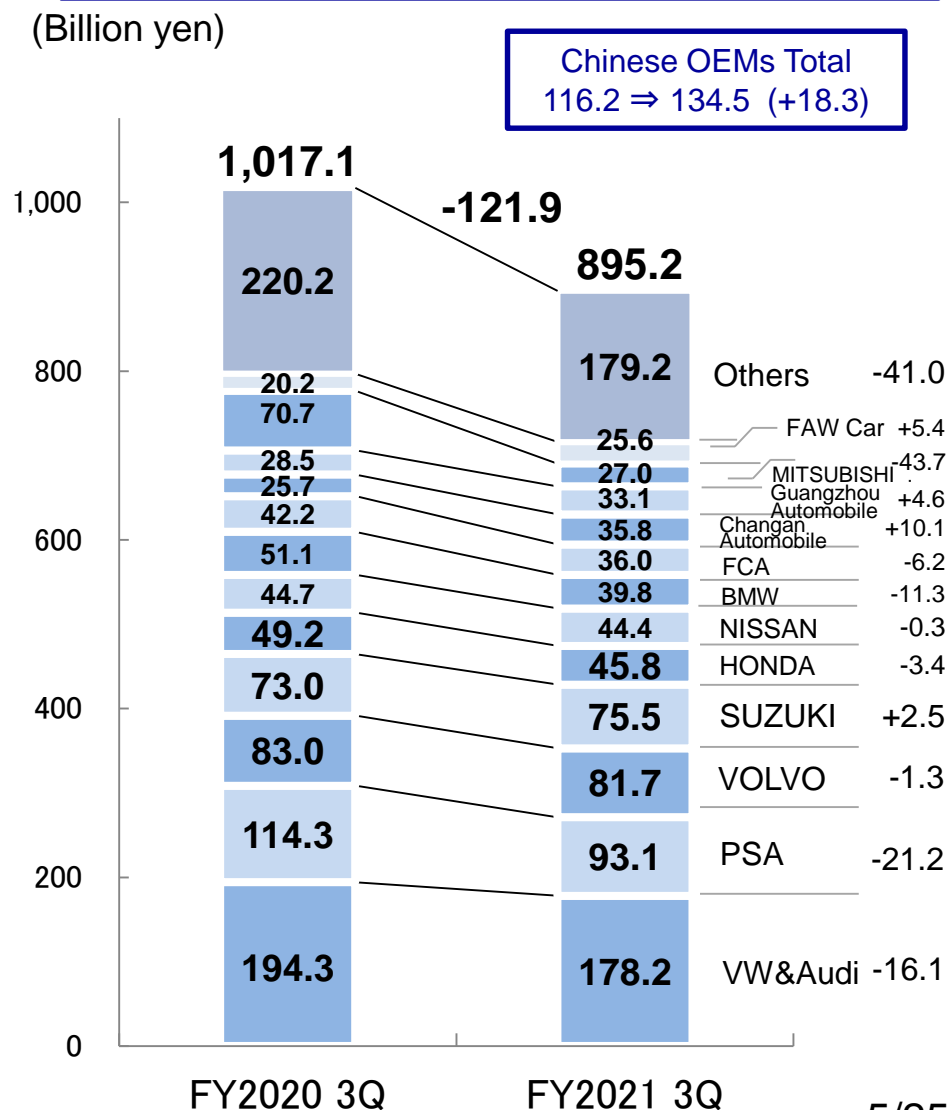
FY2020 3rd Quarter Revenue



FY2021 3rd Quarter Revenue (-367.4)

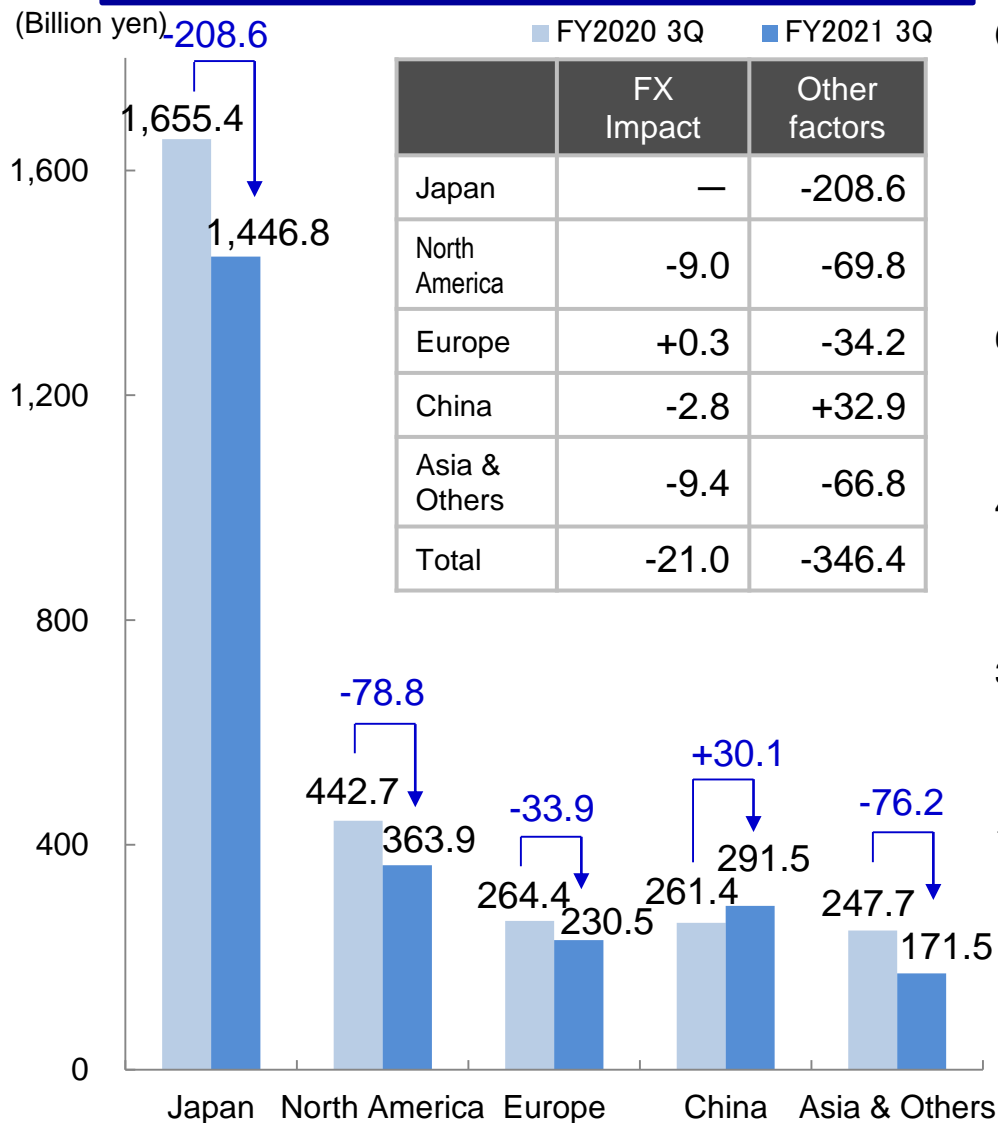


Other Auto Makers sales breakdown



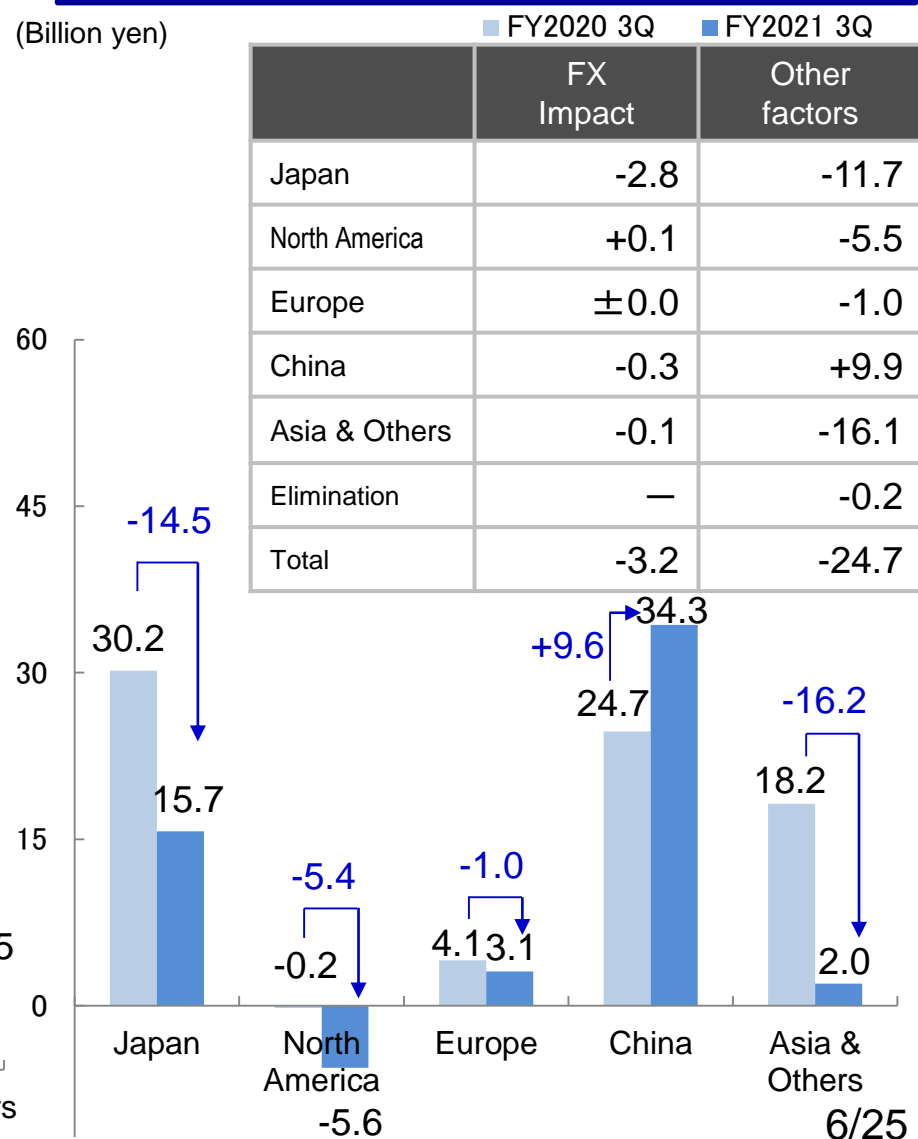
Segment Information (FY2021 3rd Quarter)

Revenue (-367.4)



	FX Impact	Other factors
Japan	—	-208.6
North America	-9.0	-69.8
Europe	+0.3	-34.2
China	-2.8	+32.9
Asia & Others	-9.4	-66.8
Total	-21.0	-346.4

Operating Profit (-27.9)



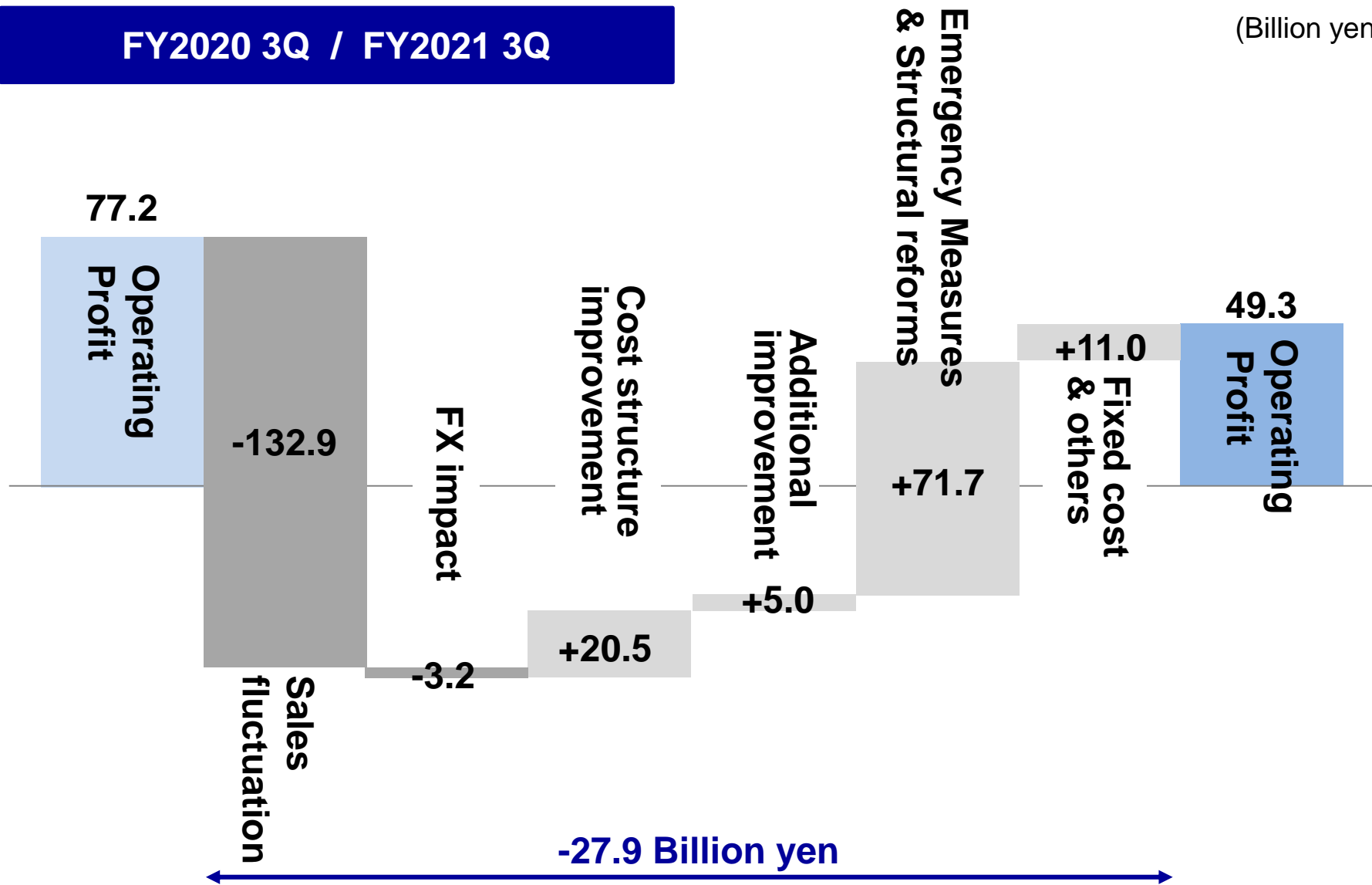
	FX Impact	Other factors
Japan	-2.8	-11.7
North America	+0.1	-5.5
Europe	±0.0	-1.0
China	-0.3	+9.9
Asia & Others	-0.1	-16.1
Elimination	—	-0.2
Total	-3.2	-24.7

Fluctuations for Operating Profit

(FY2021 3rd Quarter)

FY2020 3Q / FY2021 3Q

(Billion yen)

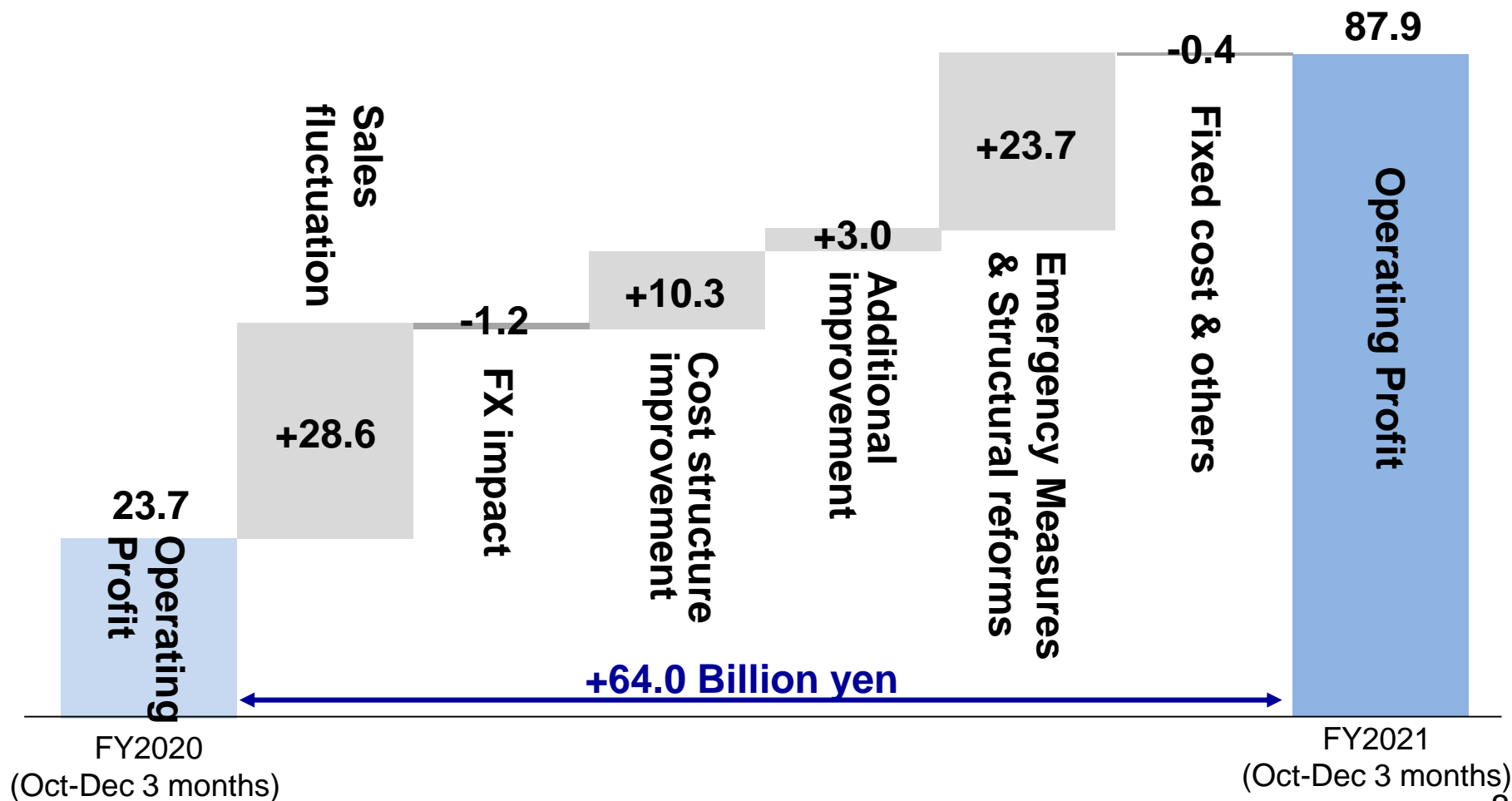


Fluctuations for Operating Profit

(FY2021 3rd Quarter (Oct-Dec 3months))

FY2020 Oct-Dec(3 months) /
FY2021 Oct-Dec(3 months)

(Billion yen)



2.Consolidated Financial Forecast (FY2021 - 12 months)

Consolidated Financial Forecast

(FY2021 - 12 months)



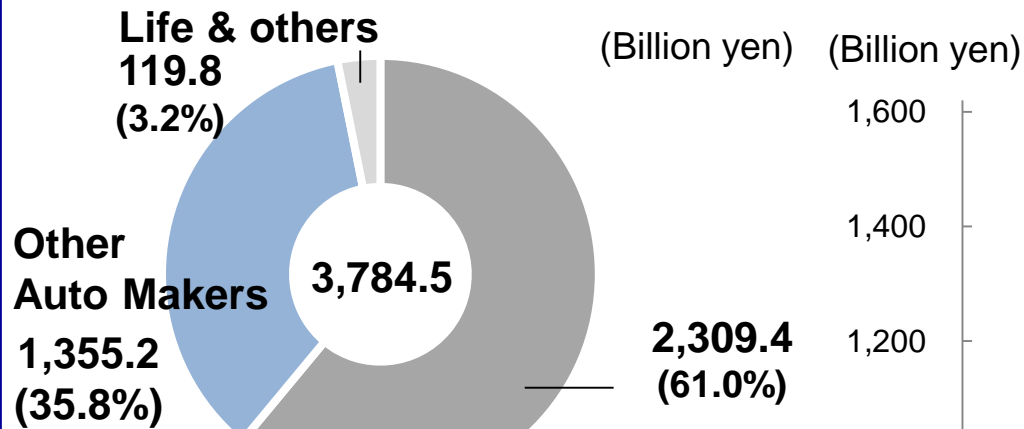
(Billion yen)	FY2020		FY2021		Change		FY2021	
	Results	Rate to Revenue %	Forecast	Rate to Revenue %	Amount	%	Forecast in October	Rate to Revenue %
Revenue	3,784.5	-	3,450.0	-	-334.5	-8.8	3,380.0	-
Operating Profit	56.1	1.5	100.0	2.9	+43.9	+78.2	50.0	1.5
Profit before income taxes	53.3	1.4	110.0	3.2	+56.7	+106.0	50.0	1.5
Profit for the period *	24.0	0.6	60.0	1.7	+36.0	+149.4	27.0	0.8
EPS	89.28 yen	-	222.62 yen	-	133.34 yen	+149.4	100.18 yen	-
Pre-conditions	FX Rate	USD 109 yen	USD 104 yen	-5 yen	-4.6	USD 106 yen		
		CNY 15.6 yen	CNY 15.4 yen	-0.2 yen	-1.3	CNY 15.3 yen		
	Toyota production (10,000 Unit)	893	823	-70	-7.9	821		
	AT sales (10,000 Unit)	904	870	-34	-3.8	850		

* Profit for the period attributable to Owners of the parent

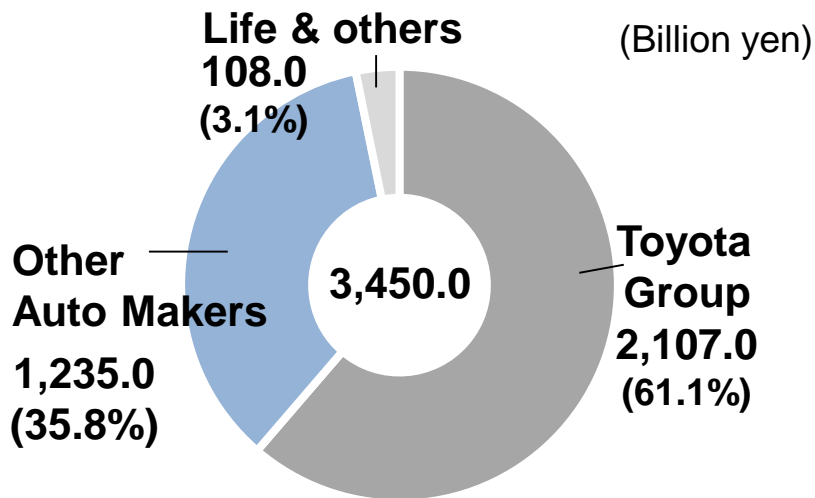
Forecast of Sales by Customer

(FY2021 - 12 months)

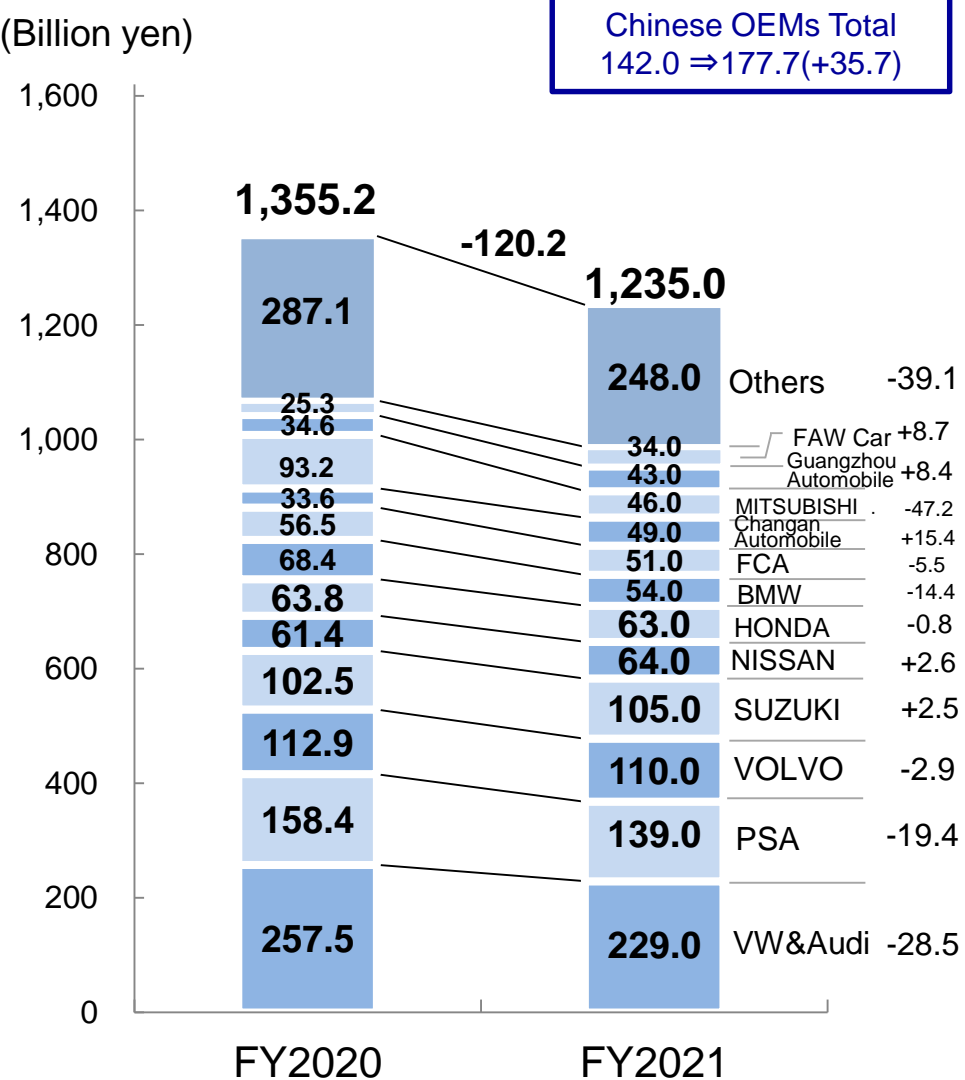
FY2020 Revenue



FY2021 Revenue (-334.5)



Other Auto Makers sales breakdown



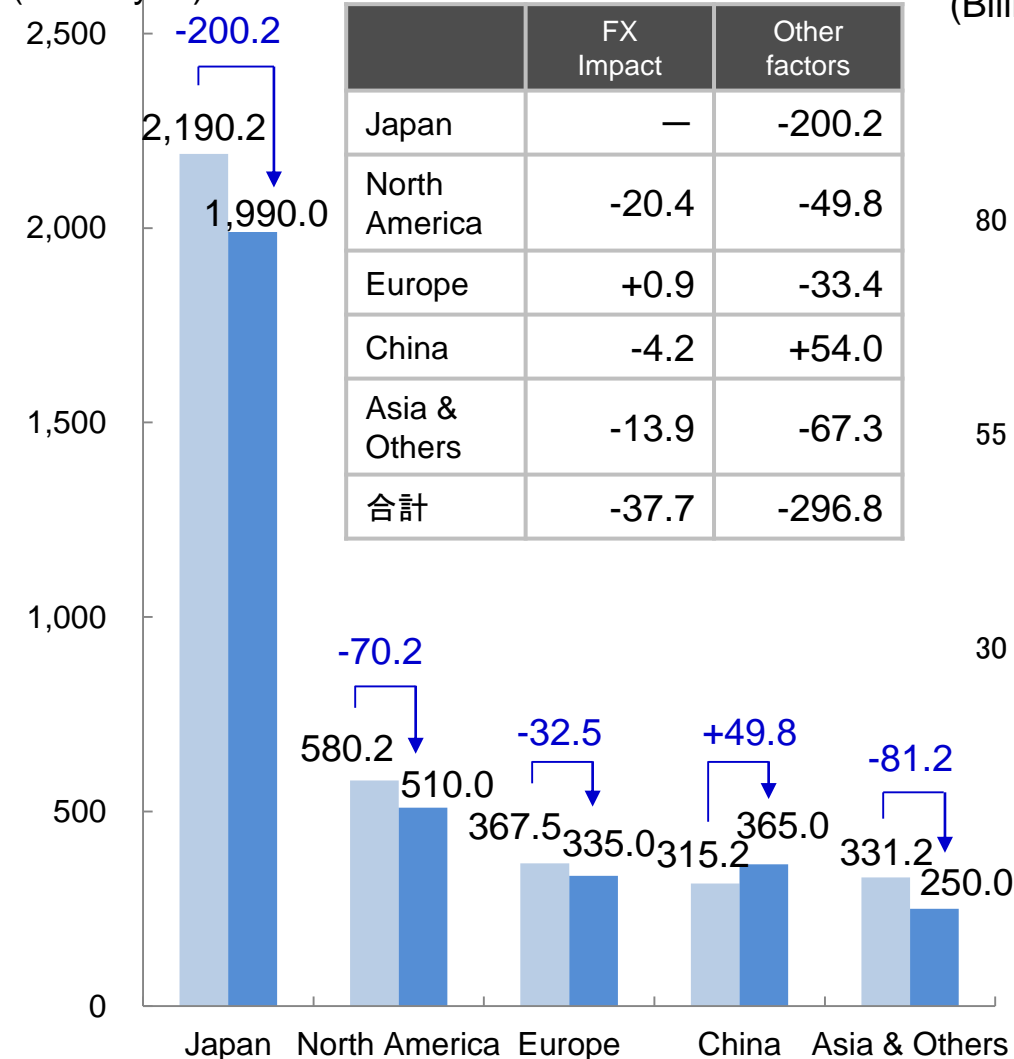
Forecast of Segment Information

(FY2021 - 12 months)

Revenue (-334.5)

(Billion yen)

■ FY2020 ■ FY2021

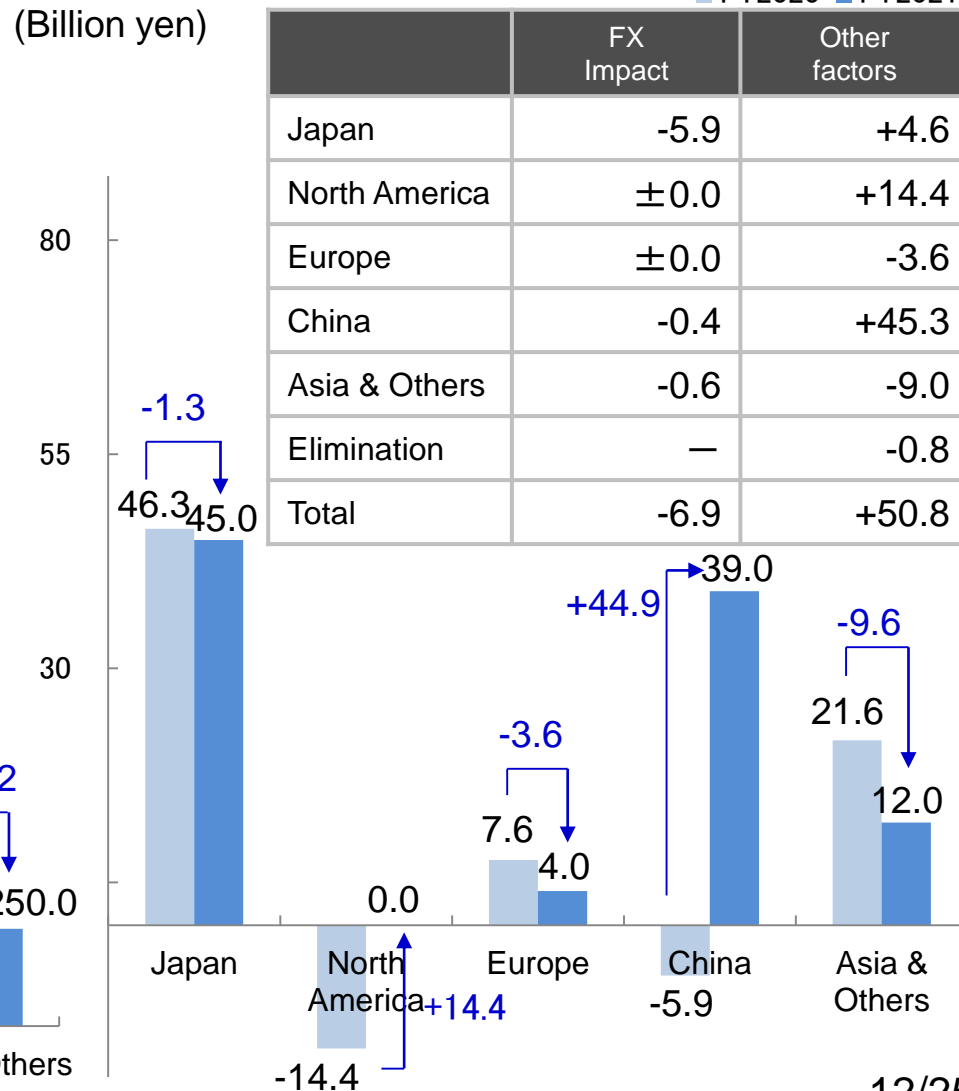


	FX Impact	Other factors
Japan	—	-200.2
North America	-20.4	-49.8
Europe	+0.9	-33.4
China	-4.2	+54.0
Asia & Others	-13.9	-67.3
合計	-37.7	-296.8

Operating Profit (+43.9)

(Billion yen)

■ FY2020 ■ FY2021



	FX Impact	Other factors
Japan	-5.9	+4.6
North America	±0.0	+14.4
Europe	±0.0	-3.6
China	-0.4	+45.3
Asia & Others	-0.6	-9.0
Elimination	—	-0.8
Total	-6.9	+50.8

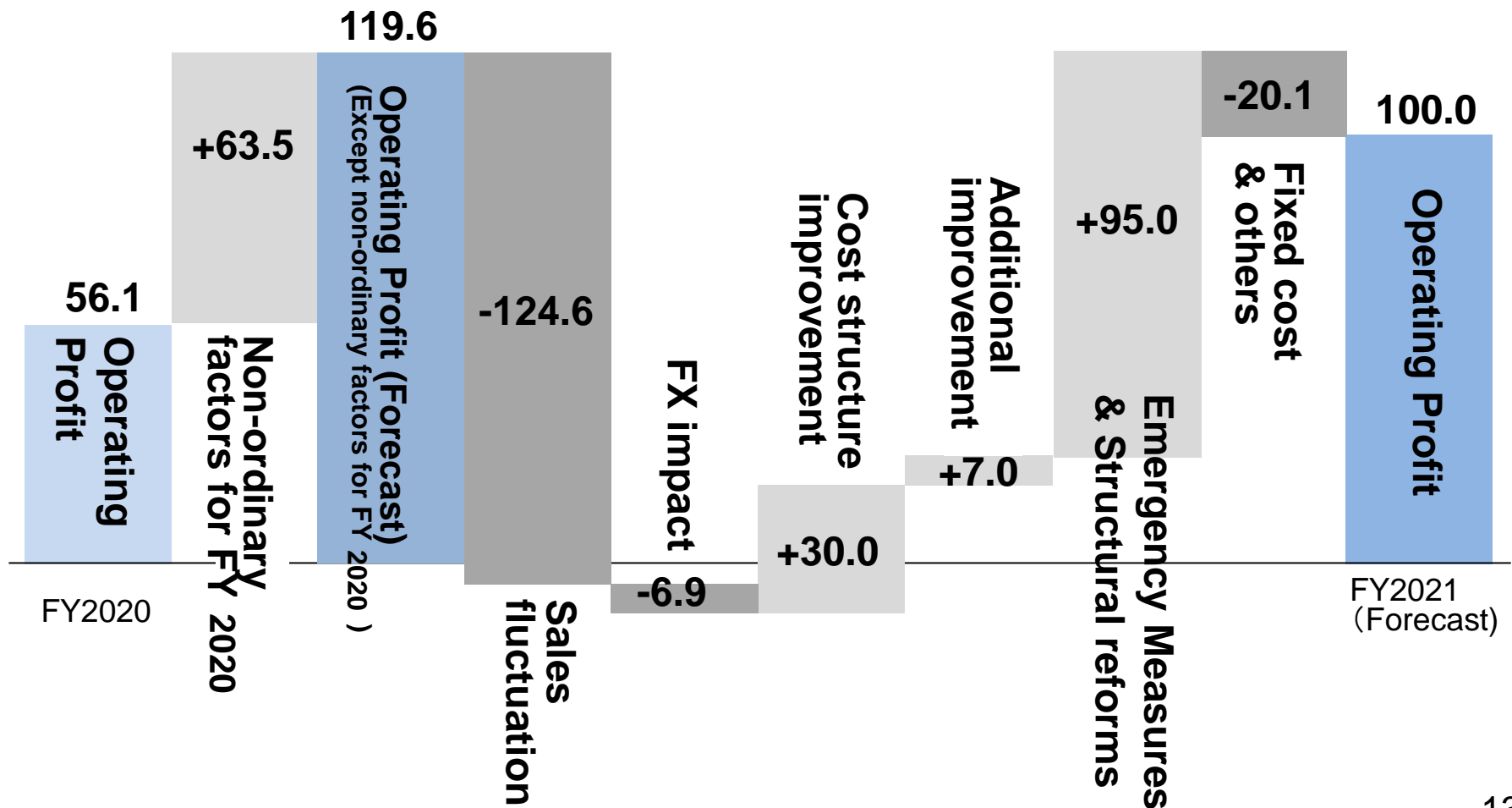
Forecast of Fluctuations for Operating Profit

(FY2021 - 12 months)

FY2020 / FY2021

(Billion yen)

+43.9 Billion yen

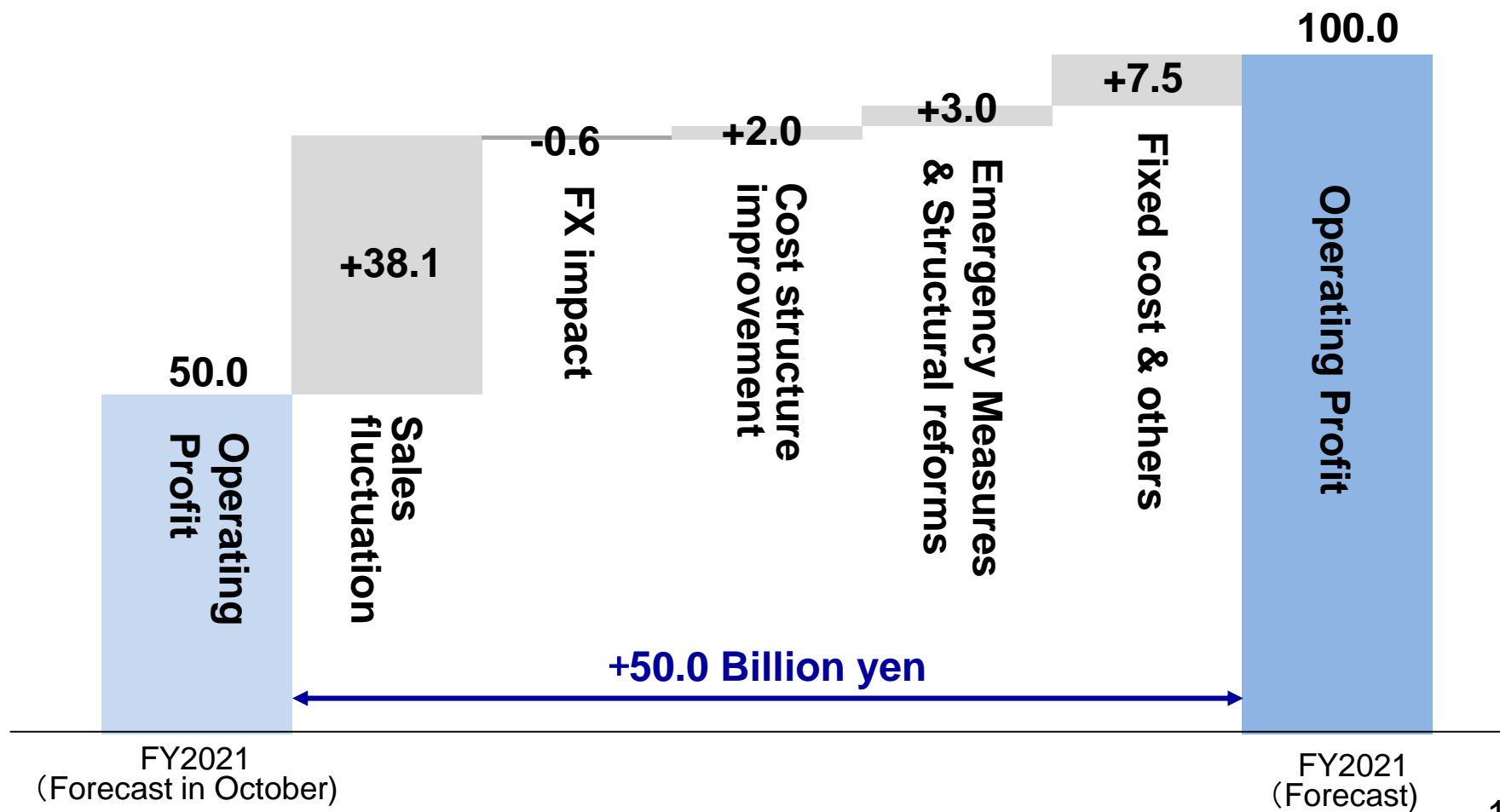


Forecast of Fluctuations for Operating Profit

(FY2021 - 12 months)

FY2021(forecast in Oct) / FY2021

(Billion yen)



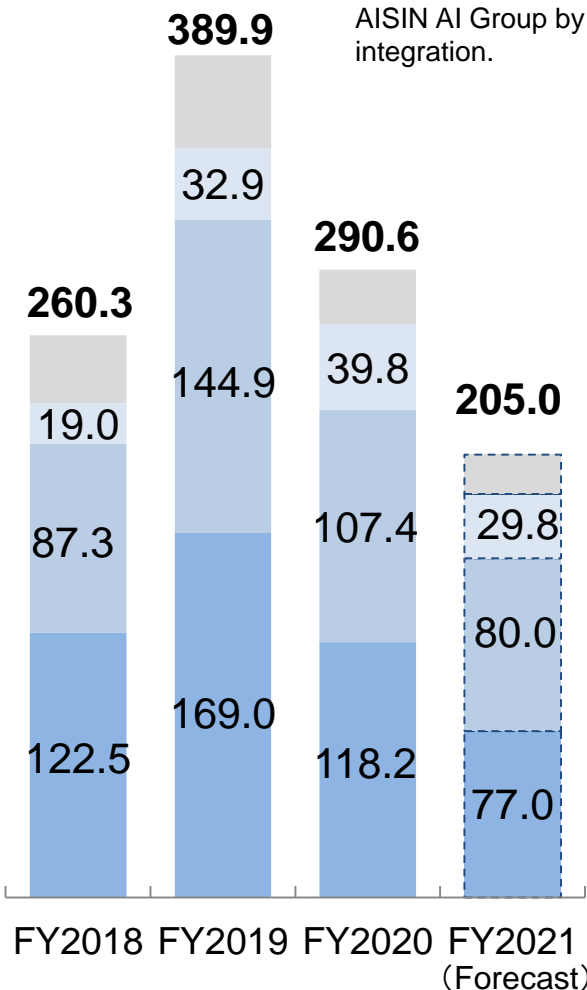
3. Reference information

Capital Expenditure/Depreciation/ R&D Expenditure

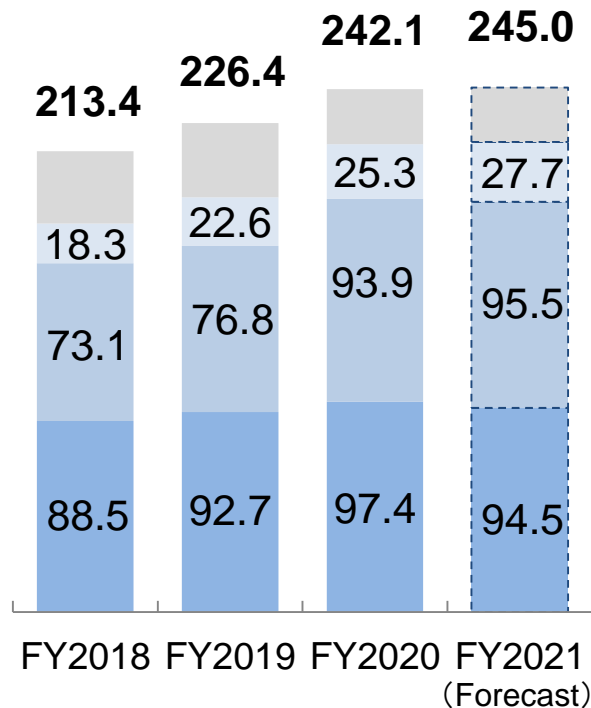
Capital Expenditure

(Billion yen)

AW-G after FY2020
amount includes
AISIN AI Group by
integration.

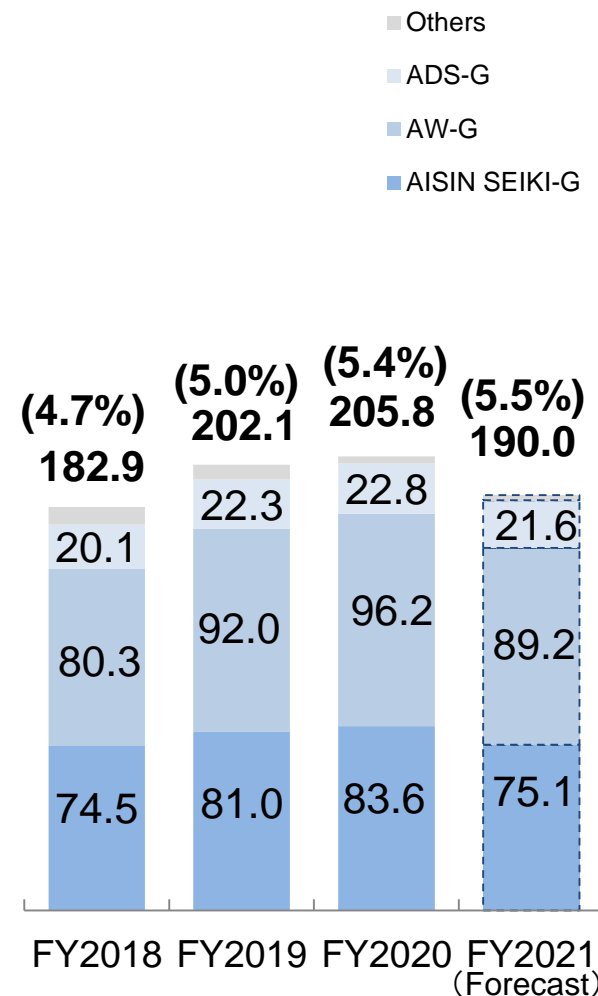


Depreciation



R&D Expenditure

(): Rate to sales



Toyota car production

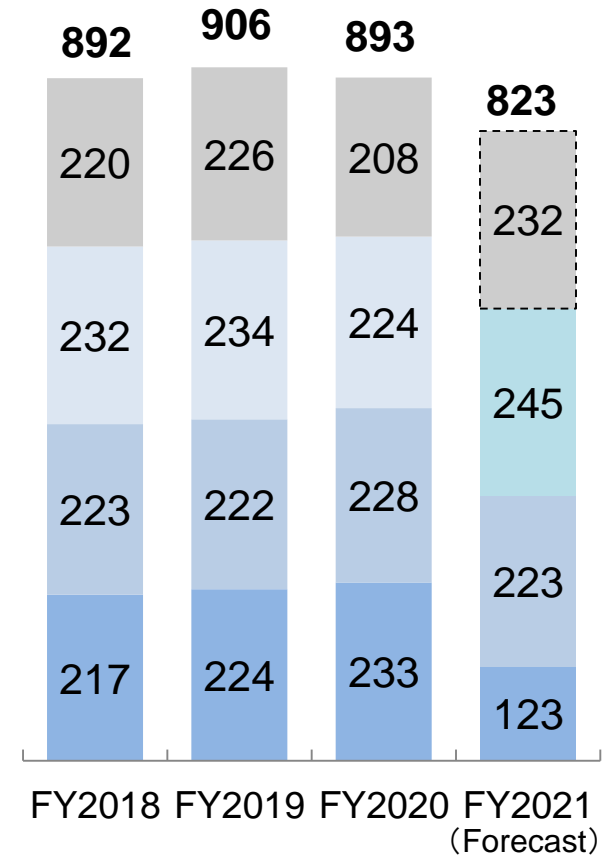
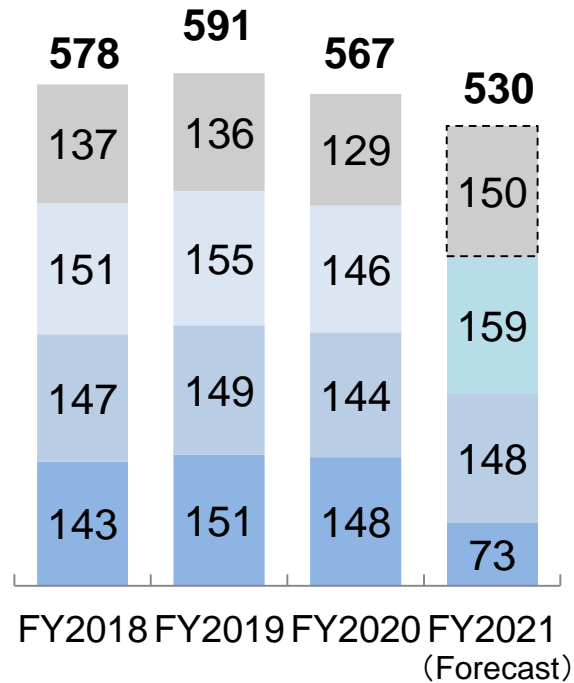
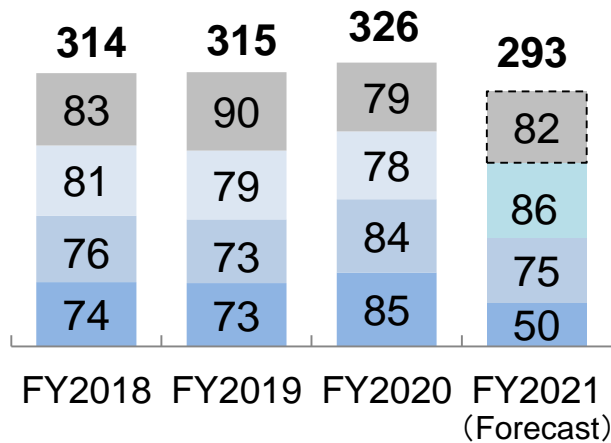
Toyota Domestic production

Toyota Oversea production

Toyota Global production

(10,000 Unit)

- 4Q
- 3Q
- 2Q
- 1Q

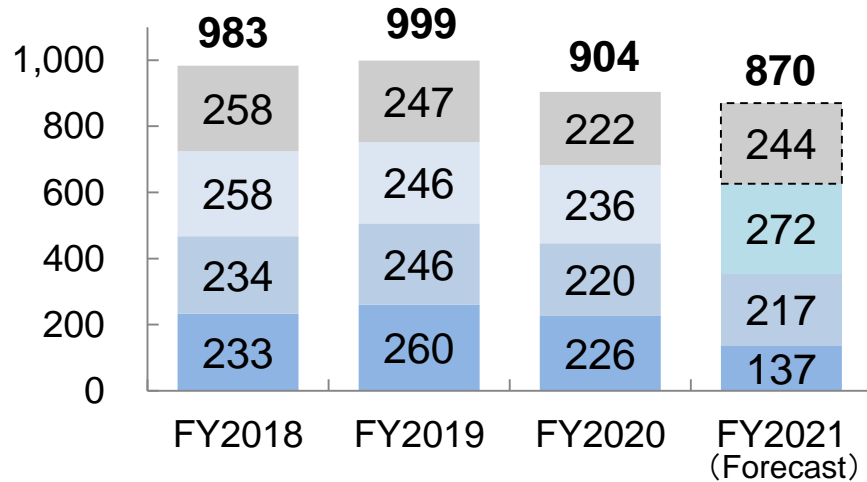


Sales Number

- 4Q
- 3Q
- 2Q
- 1Q

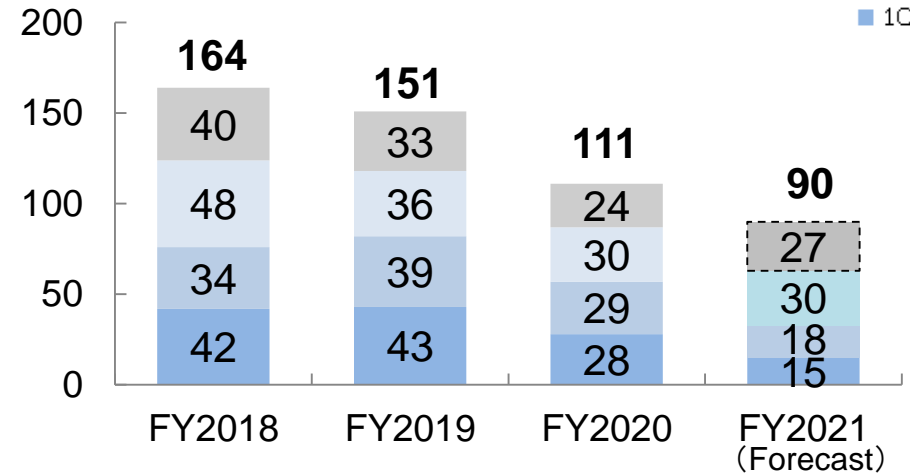
AT sales

(10,000 Unit)



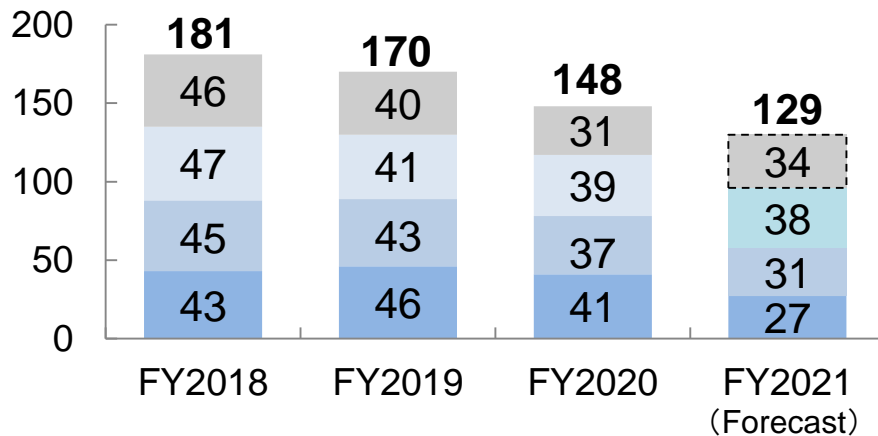
MT sales

(10,000 Unit)



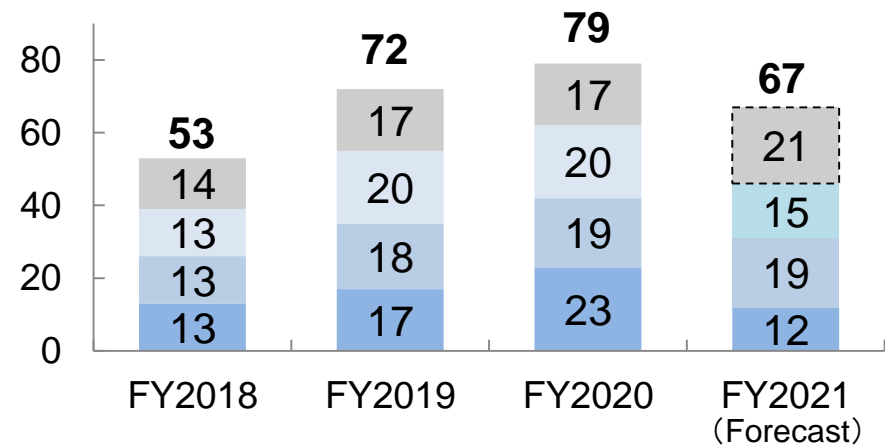
Navigation System sales

(10,000 Unit)



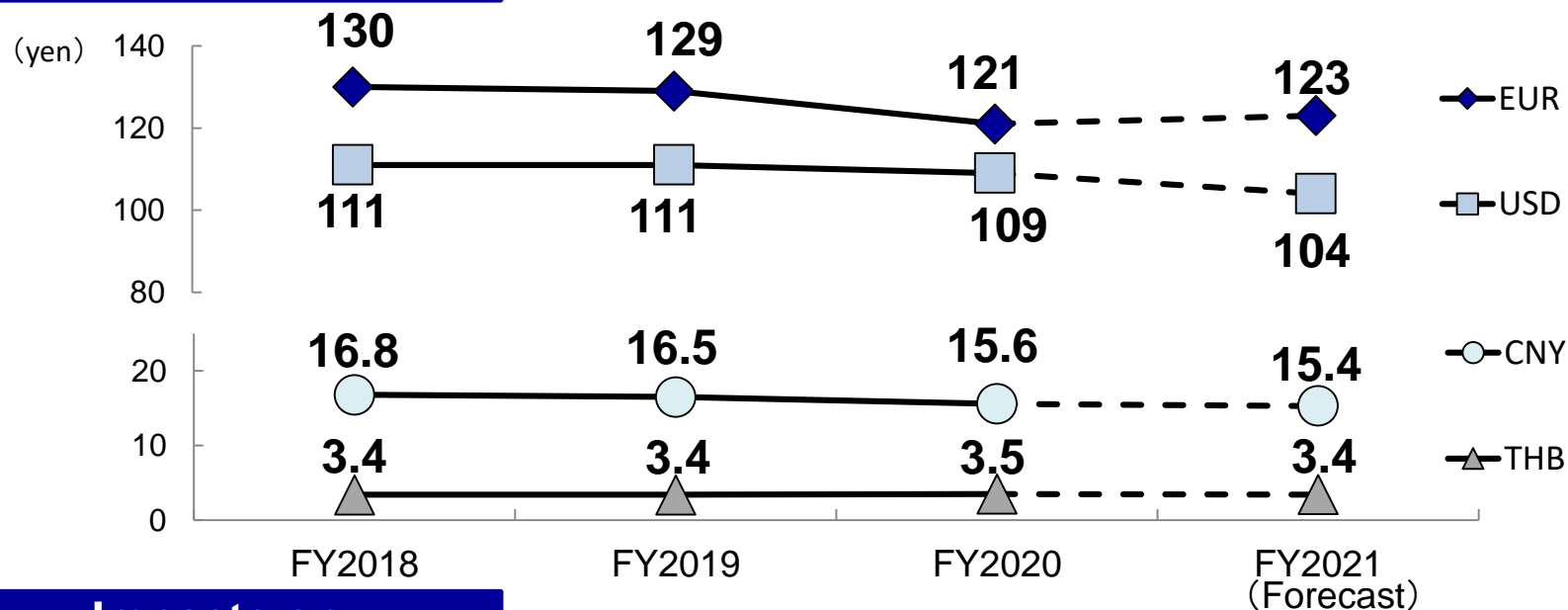
Navigation Soft sales

(10,000 Unit)



Foreign Currency Exchange Rate

Foreign Exchange Rate



Impacts on Operating Profit

Forex Impact on Operating profit per 1(or 0.1) yen

(Billion yen)

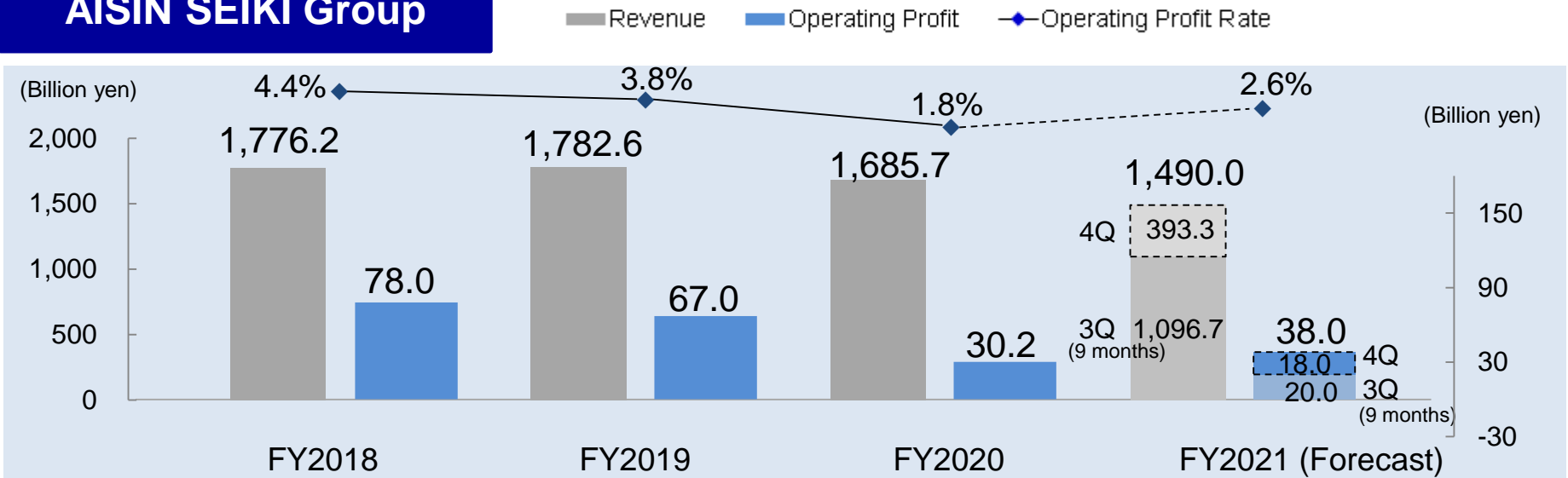
	FY2018	FY2019	FY2020	FY2021 (Forecast)
USD	1.13	1.13	0.96	0.97
EUR	0.19	0.17	0.18	0.11
THB *	1.26	1.55	1.31	1.03
CNY *	0.81	0.76	0.40	0.67

* Impacts of THB and CNY are per 0.1yen.

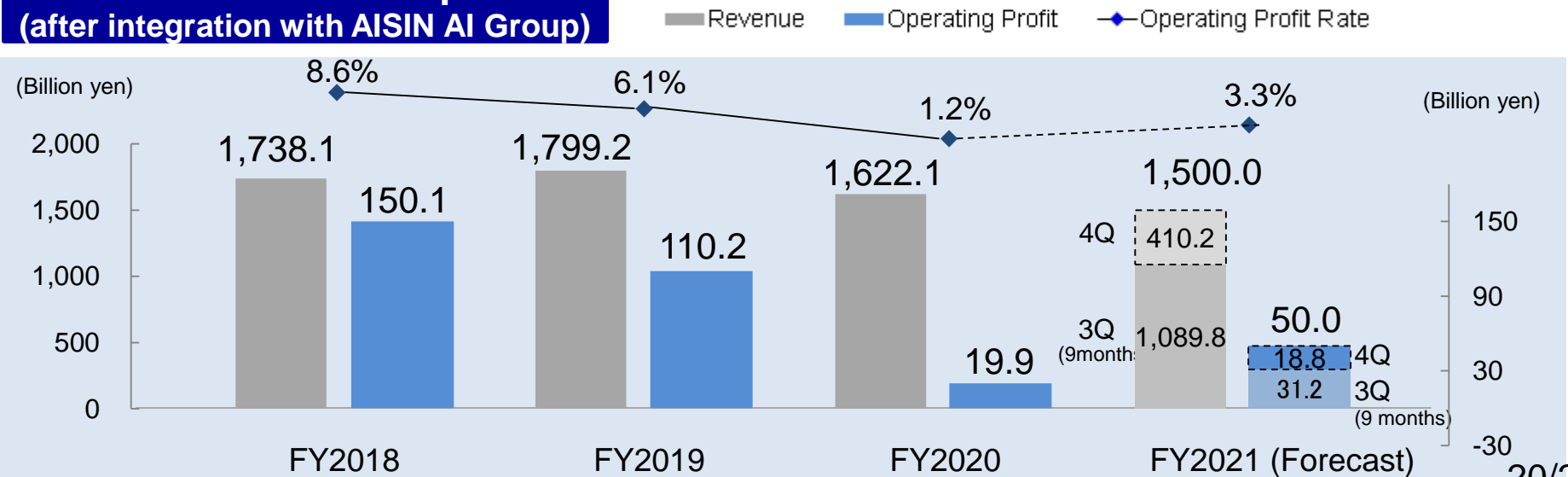
Financial Results of the Main Consolidated Companies I



AISIN SEIKI Group

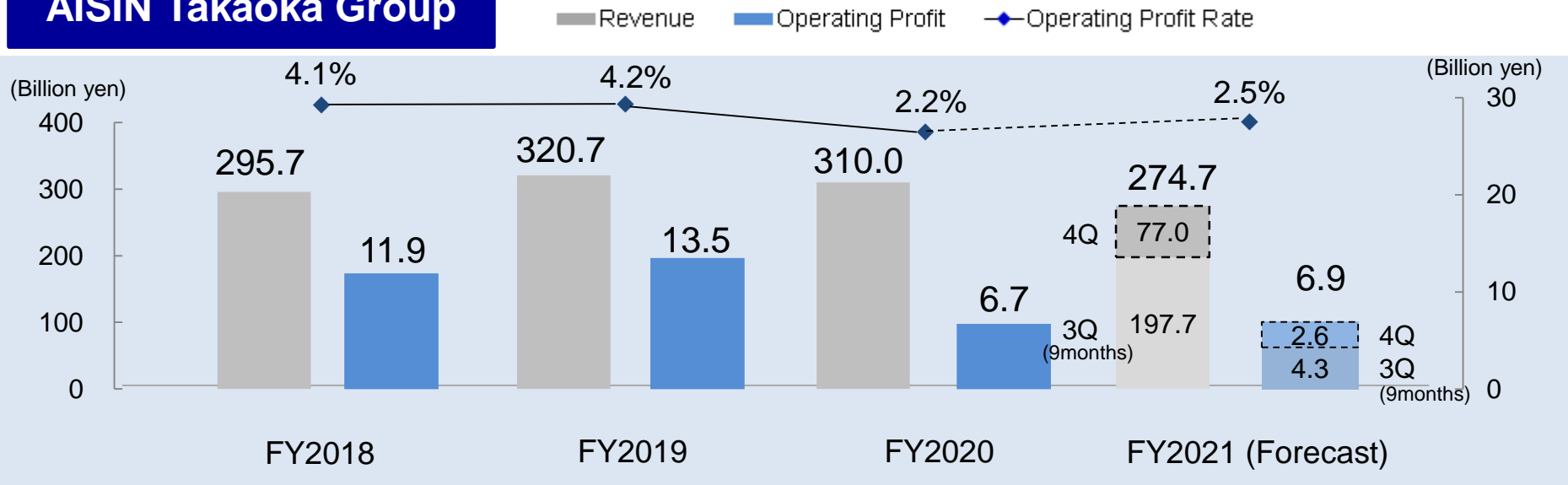


AISIN AW Group (after integration with AISIN AI Group)

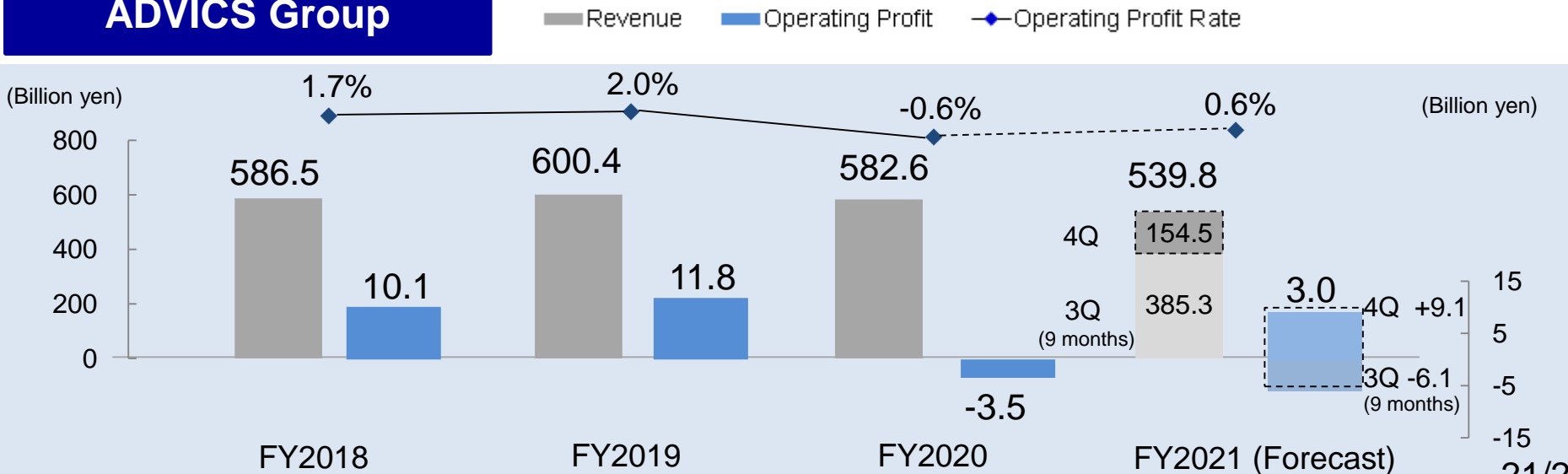


Financial Results of the Main Consolidated Companies II

AISIN Takaoka Group



ADVICS Group

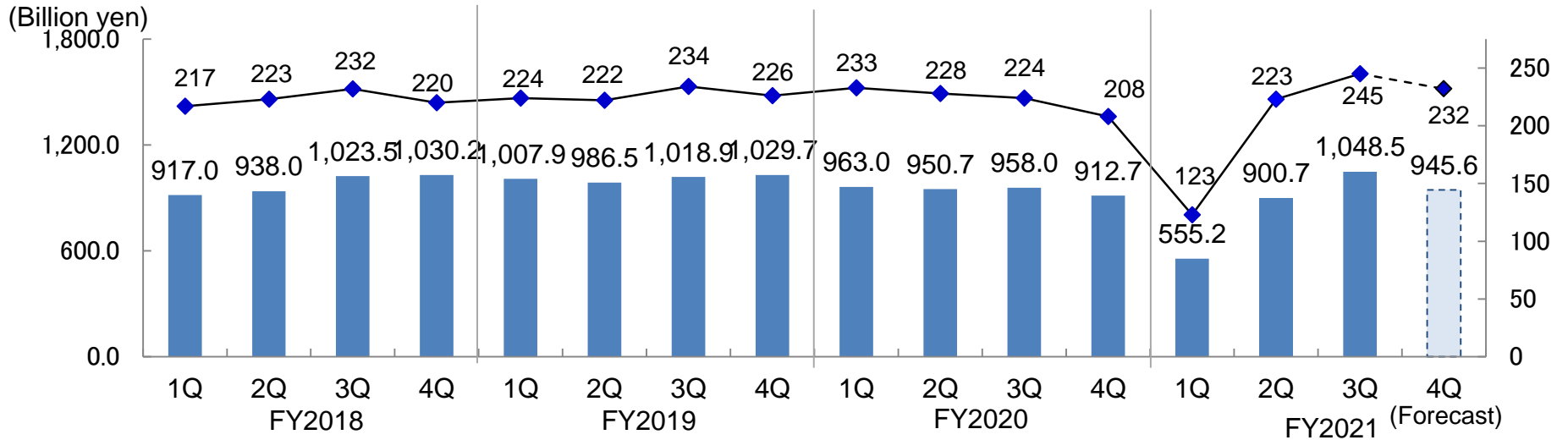


Quarterly Performance

Revenue

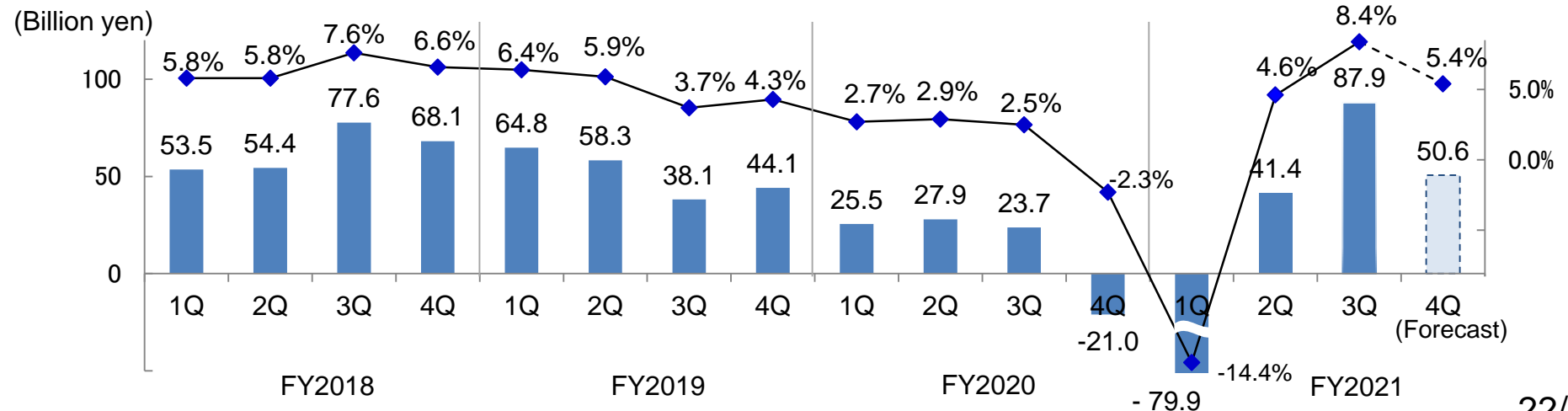
Revenue Toyota global production

(10,000 Unit)



Operating Profit

Operating Profit Operating Profit Rate



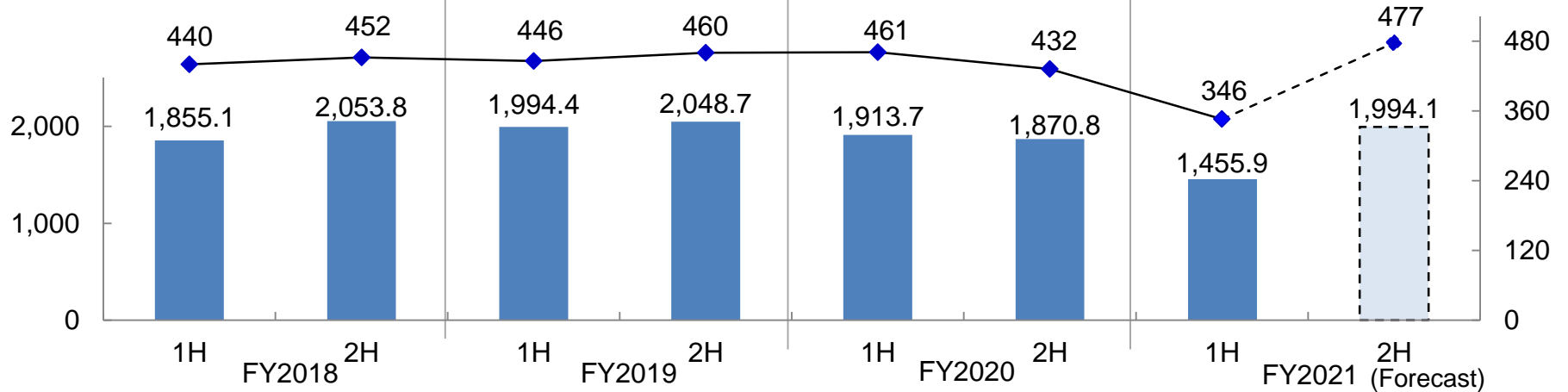
Half Yearly Performance

Revenue

Revenue — Toyota global production

(10,000 Unit)

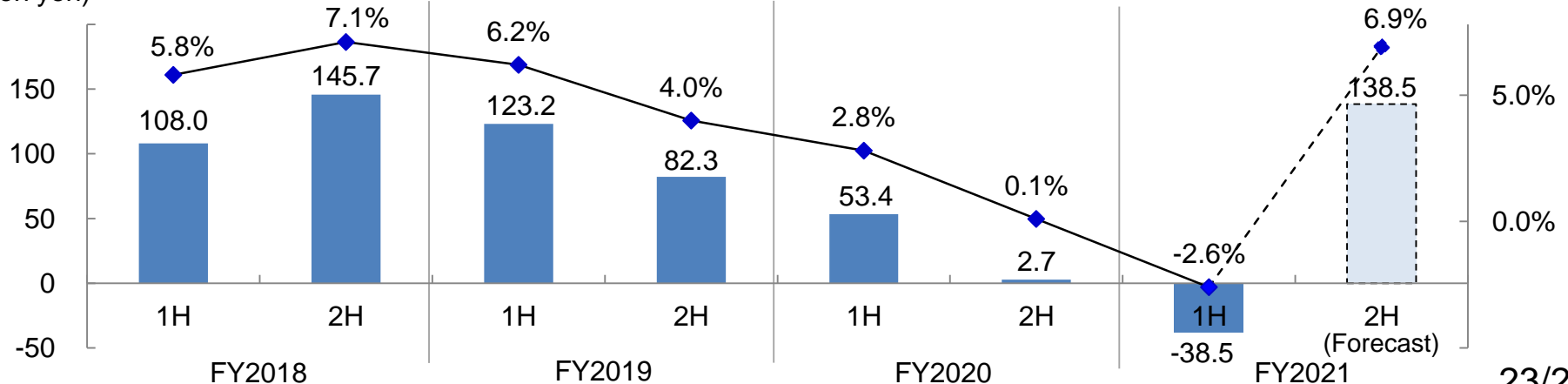
(Billion yen)



Operating Profit

Operating Profit — Operating Profit Rate

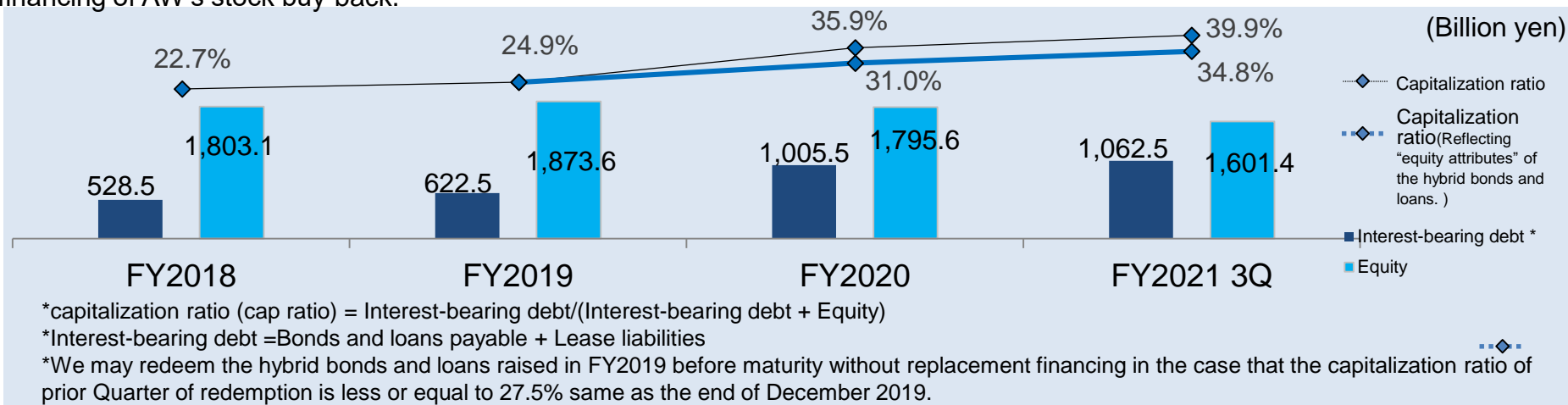
(Billion yen)



Capital policy and Return to Shareholders

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 as an important financial index to assess our capital structure, and believe the ratio from 25% to 30% represents optimal balance. At the end of the fiscal year 2020, capitalization ratio temporarily exceeds above range due to the financing of AW’s stock buy-back.



Return to Shareholders

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

	FY2018	FY2019	FY2020	FY2021(Forecast)
Dividend (yen)	150	150	120	80
Dividend Payout Ratio	30.6%	36.7%	134.4%	35.9%
Repurchase of Treasury Stock (billion yen)	59.4	0.0	0.0	0.0
Total return Ratio(*)	74.5%	36.7%	134.4%	35.9%

(*) Total return Ratio = (Cash dividend paid + repurchase of treasury Stock) / Profit for the period

Progress of “Structural reforms” toward integration

Strengthening the foundation steadily toward integration with Aisin AW

We expect more than 90 billion yen

90 Billion yen

- Business reorganization in L&E department (becoming profitable)
- Improving profitability of the North American business by structural reforms (becoming profitable)
- Reduction of management cost by integration (System integration, operation consolidation/abolishment)
- Reorganization of Overlapping functions and subsidiaries (Advanced research Companies, overseas subsidiaries)
- Optimization of capital investment
- Improving productivity through satisfying work

front-load of
“Structural reforms”
30 billion yen

profit
measures
**60 billion
yen**

Permanent
measures
**30 billion
yen**

Temporary
measures
**30 billion
yen**

Integration
effect after
FY2022
**30 billion
yen**

Effect of
“Structural
reforms”
**30 billion
yen**

Permanent
profit
measures
**30 billion
yen**