

Financial Results

**For the Fiscal year Ended March 31, 2021
(April 1, 2020 to March 31, 2021)**

April 28th ,2021 AISIN CORPORATION

1. Revenue for FYE2021 decreased compared to the previous year, due to the impact of COVID-19 in the Q1, in spite of the recovery tendency of the market since the Q2.
2. Operating Profit for FYE2021 increased compared to the previous year, due to the strengthening of cost reduction activity and reducing fixed costs by speeding up “Structural reforms”, in spite of the reduction in Revenue. The Q4 (3 months) result and the H2 (6 months) result of Operating Profit for FYE2021 was the highest ever quarterly and half year.
3. The FYE2022 forecast is predicted to be Revenue of 3.95 trillion JPY and Operating profit of 220 billion JPY due to the revenue increase and the additional cost reduction by the permanent / acceleration of “Structural reforms” and integration synergy, in spite of the additional expenses for the recovery in production and the advance investment for CASE / DX in the future. Profit for the period attributable to Owners of the parent will be at a record high of 150 billion JPY by the effect of AW’s stock buy-back.

1 Consolidated Financial Results (FYE2021)

FYE2021 Result: Financial Summary

() shows rate to Revenue % 【Billion JPY】

	FYE2020 Results	FYE2021 Results	Change	Change rate%	FYE2021 (Forecast in February)
Revenue	3,784.5 -	3,525.7 -	- 258.8	- 6.8	3,450.0
Operating Profit	56.1 (1.5)	145.3 (4.1)	+ 89.2	+ 158.9	100.0
Profit before income taxes	53.3 (1.4)	167.5 (4.8)	+ 114.2	+ 213.7	110.0
Profit for the period*1	24.0 (0.6)	105.6 (3.0)	+ 81.6	+ 339.0	60.0

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

Pre-conditions	FX Rate	USD	109 JPY	106 JPY	- 3 JPY	- 2.8	104 JPY
		CNY	15.6 JPY	15.7 JPY	+ 0.1 JPY	+ 0.6	15.4 JPY
	Toyota production (10,000 Unit)	893	816	- 77	- 8.7	823	
	AT Sales*2 (10,000 Unit)	904	880	- 24	- 2.7	870	

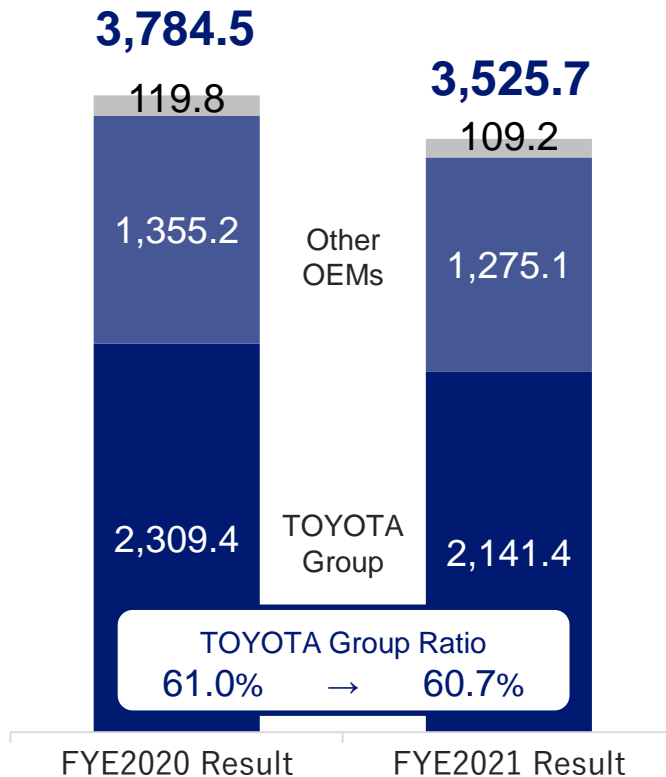
*2 : Total sales of AT, CVT, HV and eAxle

FYE2021 Result: Revenue by Customer

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【Billion JPY】

- Mobility
- Energy solutions and others



Revenue by Customer (Other OEMs)

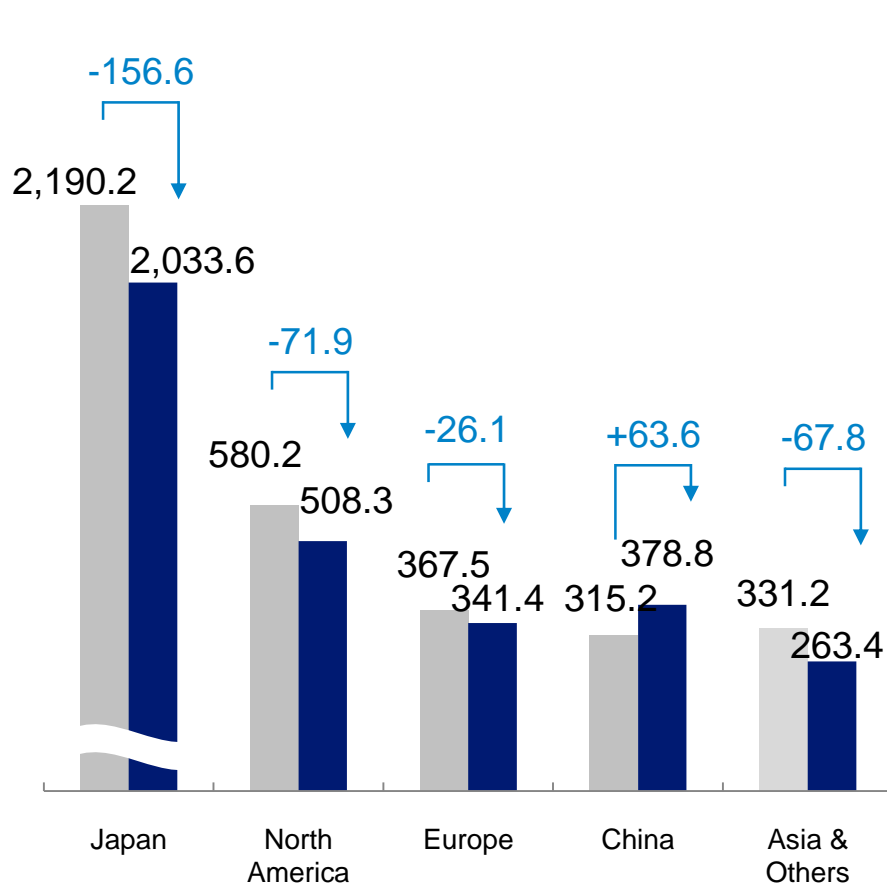
Customer	FYE2020 Result	FYE2021 Result	Change
VW&Audi	257.5	240.0	-17.5
Stellantis	214.9	193.9	-21.0
VOLVO	112.9	115.2	+2.3
SUZUKI	102.5	108.2	+5.7
NISSAN	61.4	65.4	+4.0
HONDA	63.8	63.2	-0.6
BMW	68.4	56.2	-12.2
Changan Automobile	33.6	51.2	+17.6
MITSUBISHI	93.2	49.0	-44.2
Guangzhou Automobile	34.6	46.6	+12.0
Others	312.4	286.2	-26.2
Total	1,355.2	1,275.1	-80.1
Chinese OEMs	142.0	184.2	+42.2

FYE2021 Result: Segment by Region

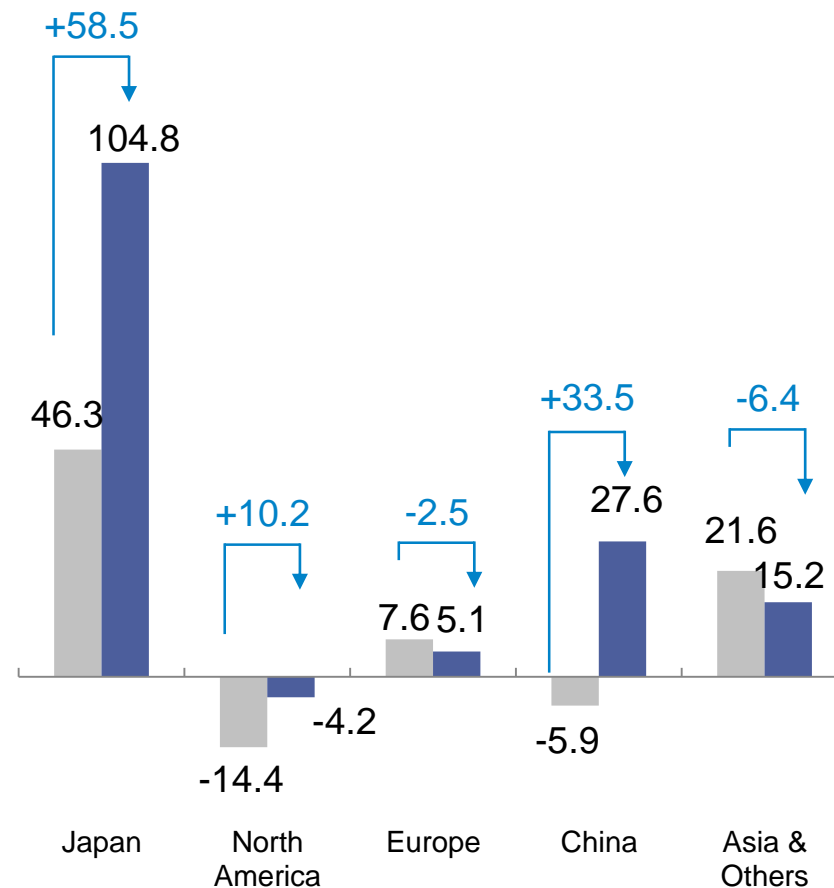
FYE2020 Result
 FYE2021 Result

【Billion JPY】

Revenue (YoY -258.8)



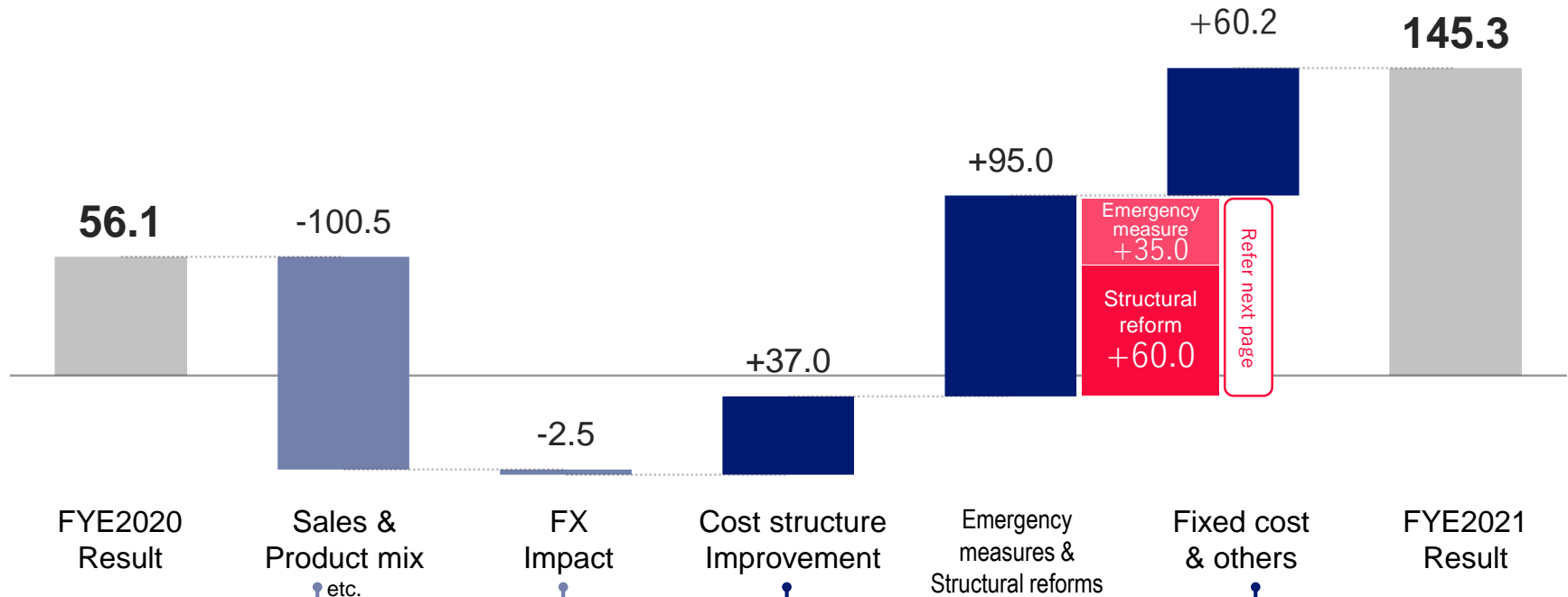
Operating Profit (YoY +89.2)



FYE2021 Result: Analysis of Operating Profit

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【Billion JPY】



Sales & Product mix etc. Breakdown	
Sales Volume fluctuations	-57.5
Sales price variance & Product mix	-25.0
Variable cost & Materials	-18.0

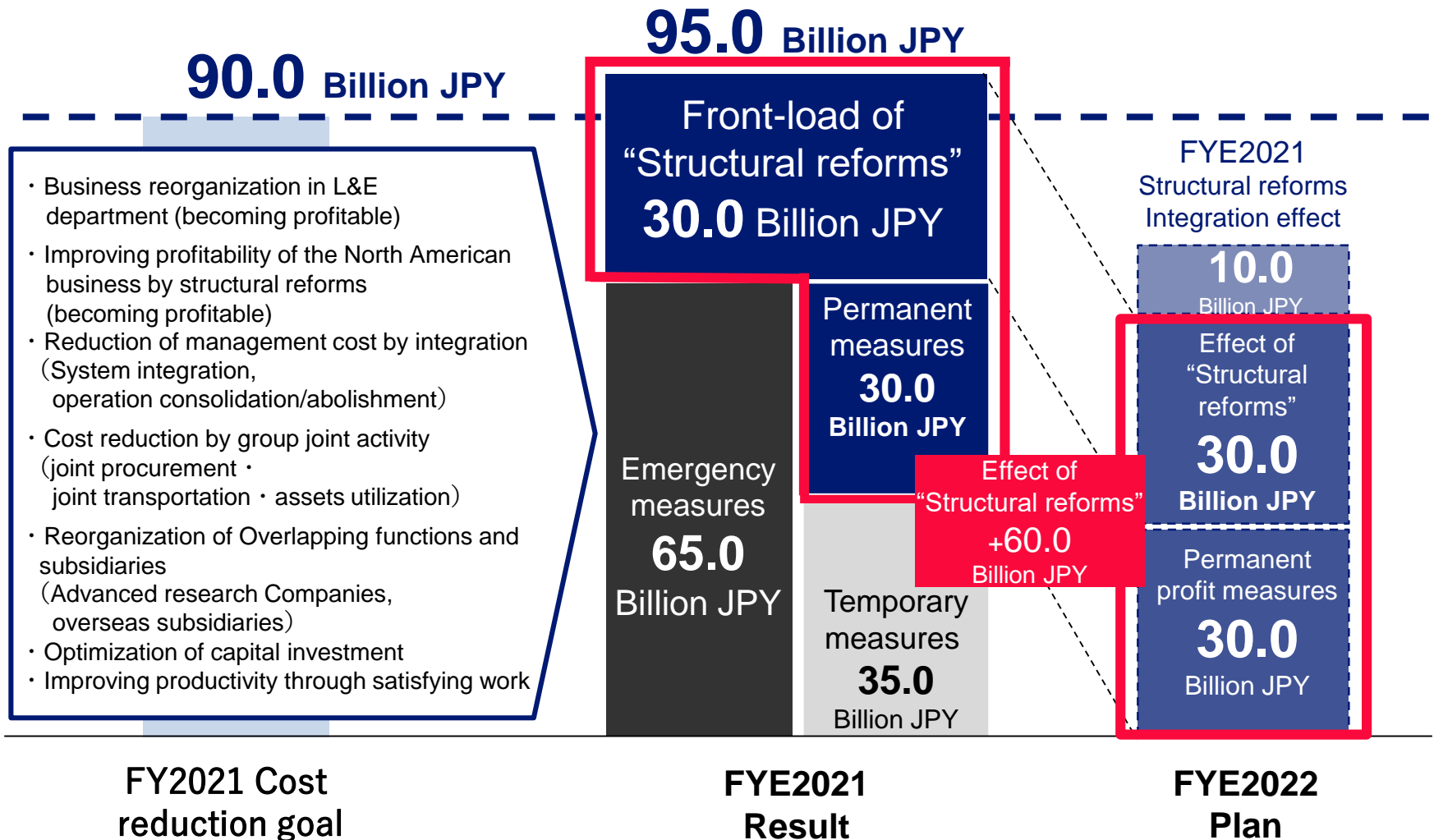
FX impact Breakdown	
USD	-2.7
CNY	+0.7
EUR	+0.4
THB	-0.9

Cost structure improvement Breakdown	
General improvement	+30.0
Additional improvement	+7.0
(Cost improvement of 8-speed AT and ABS/ESC, and urgent VA)	

Fixed cost & others Breakdown	
Temporary cost of previous Fiscal year	+63.5
Depreciation	+2.1
Others	-5.4

Cost structure improvement through “Structural reforms”

First year of integration: Ensure to generate 10.0 Billion JPY benefits from “Structural reforms” and Integration effect.



2 Consolidated Financial Forecast (FYE2022)

FYE2022 Forecast: Financial Summary

() shows rate to Revenue 【Billion JPY】

	FYE2021 Results		FYE2022 Forecast		Change	Change rate%
Revenue	3,525.7	-	3,950.0	-	+424.3	+12.0
Operating Profit	145.3	(4.1)	220.0	(5.6)	+74.7	+51.4
Profit before income taxes	167.5	(4.8)	230.0	(5.8)	+62.5	+37.3
Profit for the period*1	105.6	(3.0)	150.0	(3.8)	+44.4	+42.0

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

Pre-conditions	FX Rate	USD	106	JPY	105	JPY	- 1	JPY	- 0.9
		CNY	15.7	JPY	16.1	JPY	+ 0.4	JPY	+ 2.5
	AT Sales*2 (10,000 Unit)	880		990		+ 110		+ 12.5	

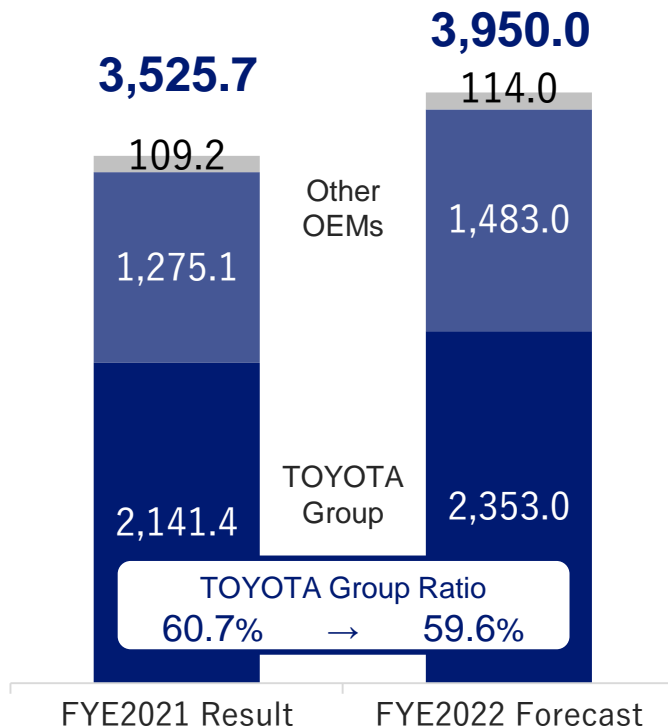
*2 : Total sales of AT, CVT, HV and eAxle

FYE2022 Forecast: Revenue by Customer

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【Billion JPY】

- Mobility
- Energy solutions and others



Revenue by Customer (Other OEMs)

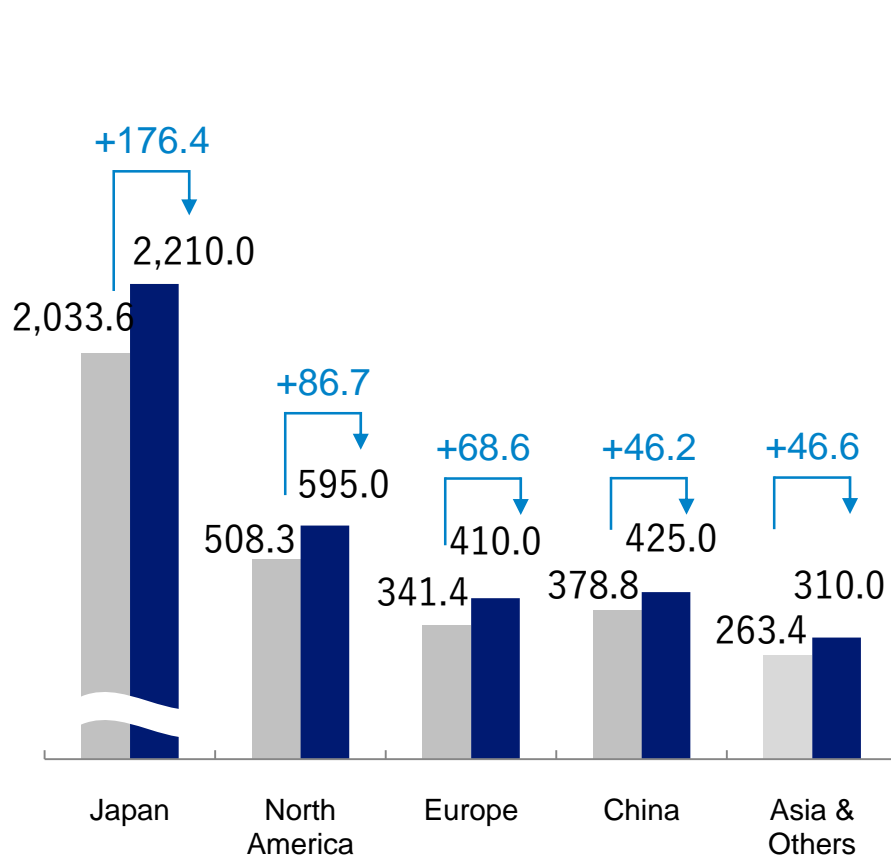
Customer	FYE2021 Result	FYE2022 Forecast	Change
Stellantis	193.9	280.0	+86.1
VW&Audi	240.0	243.0	+3.0
VOLVO	115.2	137.0	+21.8
SUZUKI	108.2	129.0	+20.8
NISSAN	65.4	70.0	+4.6
MITSUBISHI	49.0	71.0	+22.0
HONDA	63.2	67.0	+3.8
BMW	56.2	61.0	+4.8
Changan Automobile	51.2	52.0	+0.8
Guangzhou Automobile	46.6	47.0	+0.4
Others	286.2	326.0	+39.8
Total	1,275.1	1,483.0	+207.9
Chinese OEMs	184.2	185.0	+0.8

FYE2022 Forecast: Segment by Region

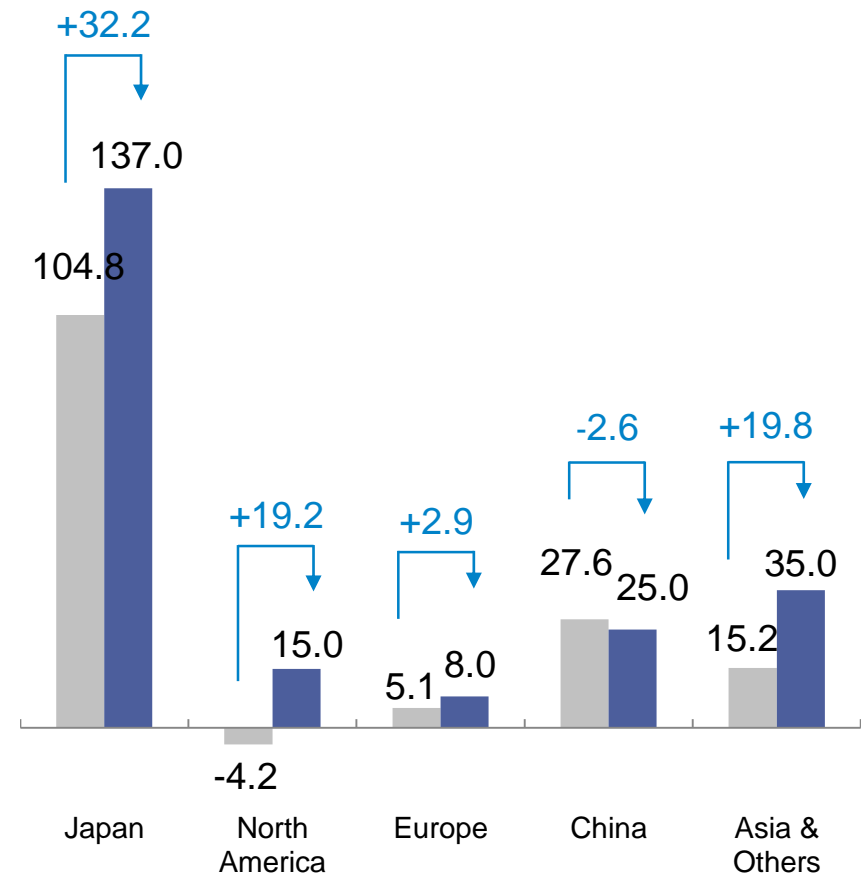
FYE2021 Result
 FYE2022 Forecast

【Billion JPY】

Revenue (YoY +424.3)

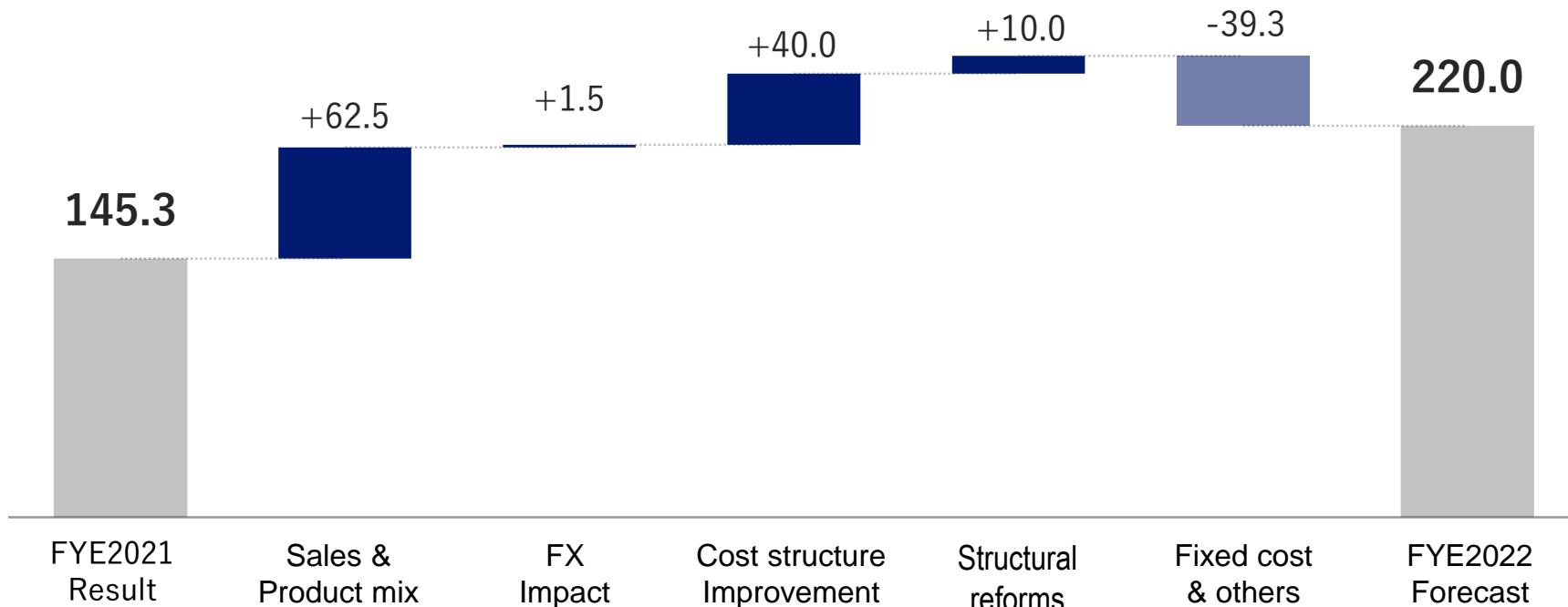


Operating Profit (YoY +74.7)



FYE2022 Forecast: Analysis of Operating Profit *AI SIN*

【Billion JPY】



Sales & Product mix etc. Breakdown	
Sales Volume fluctuations	+127.5
Sales price variance & Product mix	-50.0
Variable cost & Materials	-15.0

FX impact Breakdown	
USD	-1.1
CNY	+3.0
EUR	+0.1
THB	-0.2

Cost structure improvement Breakdown	
Cost improvement	+40.0
(Cost improvement of 8-speed AT and ABS/ESC, and urgent VA)	

Fixed cost & others Breakdown	
Temporary cost of last Fiscal year	-10.0
Depreciation	-8.0
R&D	-1.2
Others	-20.1

3 Reference information

CAPEX / Depreciation / R&D

【Billion JPY】

By Sub-group company		FYE2020 Result	FYE2021 Result	By business	FYE2022 Forecast
CAPEX	AISIN SEIKI-G	118.2	77.0	Powertrain	115.5
	AW-G	107.4	73.7	Body	30.5
	ADS-G	39.8	29.6	Chassis & Vehicle Safety systems	47.0
	Others	25.2	9.9	CSS* & Others	42.0
	Total	290.6	190.2	Total	235.0
Depreciation	AISIN SEIKI-G	97.4	93.7	Powertrain	131.0
	AW-G	93.9	94.1	Body	29.5
	ADS-G	25.3	27.8	Chassis & Vehicle Safety systems	35.5
	Others	25.5	24.4	CSS* & Others	52.0
	Total	242.1	240.0	Total	248.0
R&D expenditure	AISIN SEIKI-G	83.6	75.7	Powertrain	75.5
	AW-G	96.2	89.3	Body	25.5
	ADS-G	22.8	22.0	Chassis & Vehicle Safety systems	46.5
	Others	3.2	2.8	CSS* & Others	43.5
	Total	205.8	189.8	Total	191.0

* CSS : Connected and Sharing Solutions

FYE2021 Result: Segment by Sub-group

() shows rate to Revenue % 【Billion JPY】

		FYE2019 Result	FYE2020 Result	FYE2021 Result	YoY Change · %	
Revenue	AISIN SEIKI-G	1,782.6	1,685.7	1,530.8	-154.9	-9.2
	AISIN AW-G	1,799.2	1,622.1	1,546.0	-76.1	-4.7
	AISIN TAKAOKA-G	320.7	310.0	276.5	-33.5	-10.8
	ADS-G	600.4	582.6	545.3	-37.3	-6.4
Operating Profit	AISIN SEIKI-G	67.0 (3.8)	30.2 (1.8)	51.0 (3.3)	+20.8	+68.7
	AISIN AW-G	110.2 (6.1)	19.9 (1.2)	79.4 (5.1)	+59.5	+299.0
	AISIN TAKAOKA-G	13.5 (4.2)	6.7 (2.2)	9.3 (3.4)	+2.6	+39.6
	ADS-G	11.8 (2.0)	-3.5 (-0.6)	2.0 (0.4)	+5.5	—

FYE2021 Result: Segment by Region

【Billion JPY】

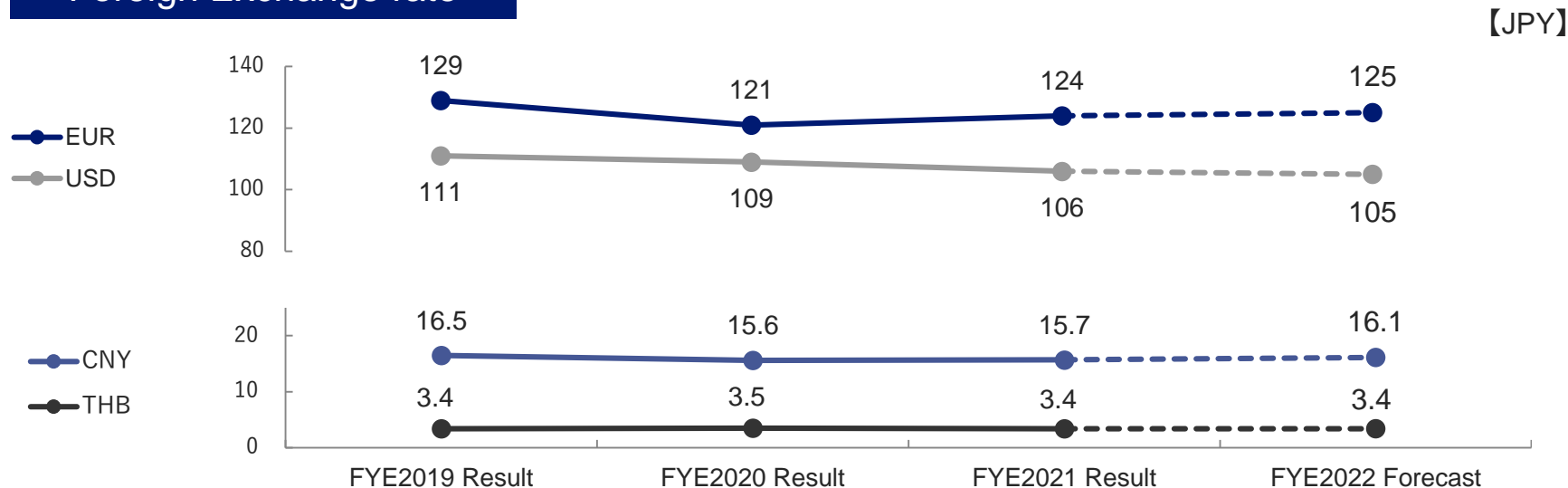
	Region	FYE2020 Result	FYE2021 Result	Change	Change	
					FX	Others
Revenue	Japan	2,190.2	2,033.6	-156.6	-	-156.6
	North America	580.2	508.3	-71.9	-13.1	-58.8
	Europe	367.5	341.4	-26.1	+1.1	-27.2
	China	315.2	378.8	+63.6	+1.8	+61.8
	Asia & Others	331.2	263.4	-67.8	-11.5	-56.3
	Total	3,784.5	3,525.7	-258.8	-21.7	-237.1
Operating profit	Japan	46.3	104.8	+58.5	-2.4	+60.9
	North America	-14.4	-4.2	+10.2	+0.1	+10.1
	Europe	7.6	5.1	-2.5	+0.1	-2.6
	China	-5.9	27.6	+33.5	+0.1	+33.4
	Asia & Others	21.6	15.2	-6.4	-0.4	-6.0
	Elimination	0.8	-3.3	-4.1	-	-4.1
	Total	56.1	145.3	+89.2	-2.6	+91.8

FYE2022 Forecast: Segment by Region

【Billion JPY】

	Region	FYE2021 Result	FYE2022 Forecast	Change	Change	
					FX	Others
Revenue	Japan	2,033.6	2,210.0	+176.4	-	+176.4
	North America	508.3	595.0	+86.7	-4.3	+91.0
	Europe	341.4	410.0	+68.6	+0.4	+68.2
	China	378.8	425.0	+46.2	+12.3	+33.9
	Asia & Others	263.4	310.0	+46.6	+1.5	+45.1
	Total	3,525.7	3,950.0	+424.3	+10.1	+414.2
Operating profit	Japan	104.8	137.0	+32.2	+0.9	+31.3
	North America	-4.2	15.0	+19.2	-0.1	+19.3
	Europe	5.1	8.0	+2.9	±0.0	+2.9
	China	27.6	25.0	-2.6	+0.7	-3.3
	Asia & Others	15.2	35.0	+19.8	±0.0	+19.8
	Elimination	-3.3	-	+3.3	-	+3.3
Total	145.3	220.0	+74.7	+1.5	+73.2	

Foreign Exchange rate



Impacts on Operating Profit

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

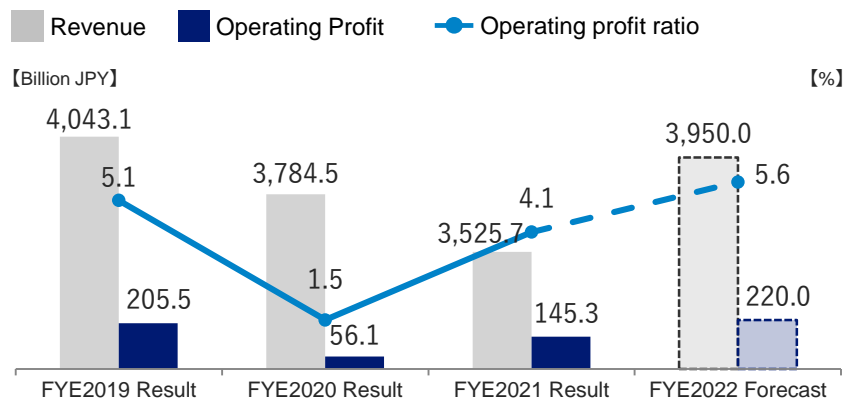
【Billion JPY】

	FYE2019 Result	FYE2020 Result	FYE2021 Result	FYE2022 (Forecast)
USD	1.13	0.96	0.92	1.29
EUR	0.17	0.18	0.12	0.14
THB*	1.55	1.31	1.09	1.69
CNY*	0.76	0.40	0.63	0.70

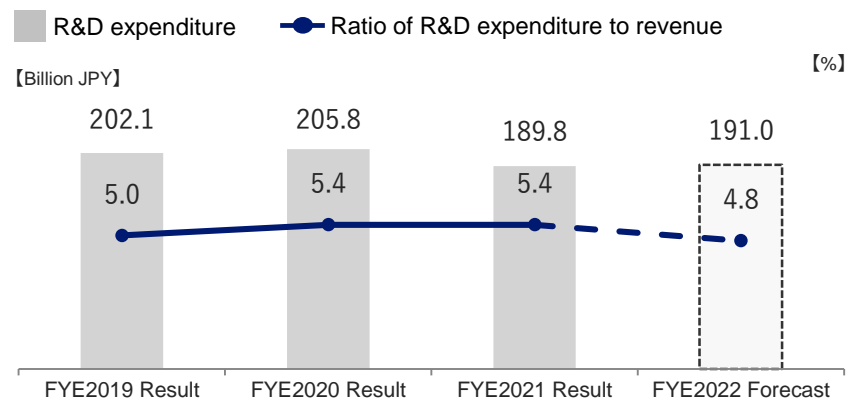
*Impacts of THB and CNY are per 0.1JPY

Highlights of Financial Performance

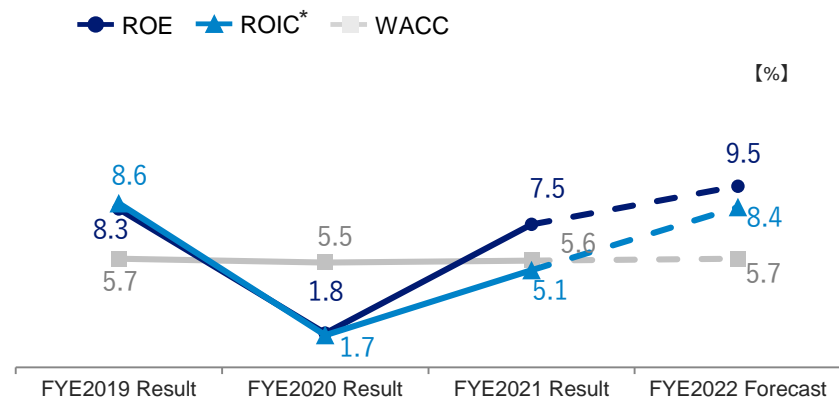
Revenue / Operating Profit / Operating profit margin



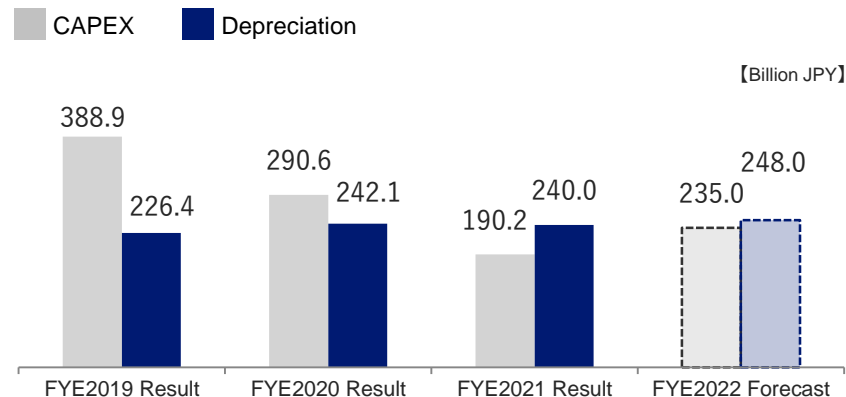
R&D expenditure / Ratio of R&D expenditure to revenue



Return on equity / Return on invested capital / Weighted average cost of capital



CAPEX / Depreciation



*Operating profit after income tax / (inventories + tangible fixed assets + intangible assets)

Toyota production · Powertrain Sales

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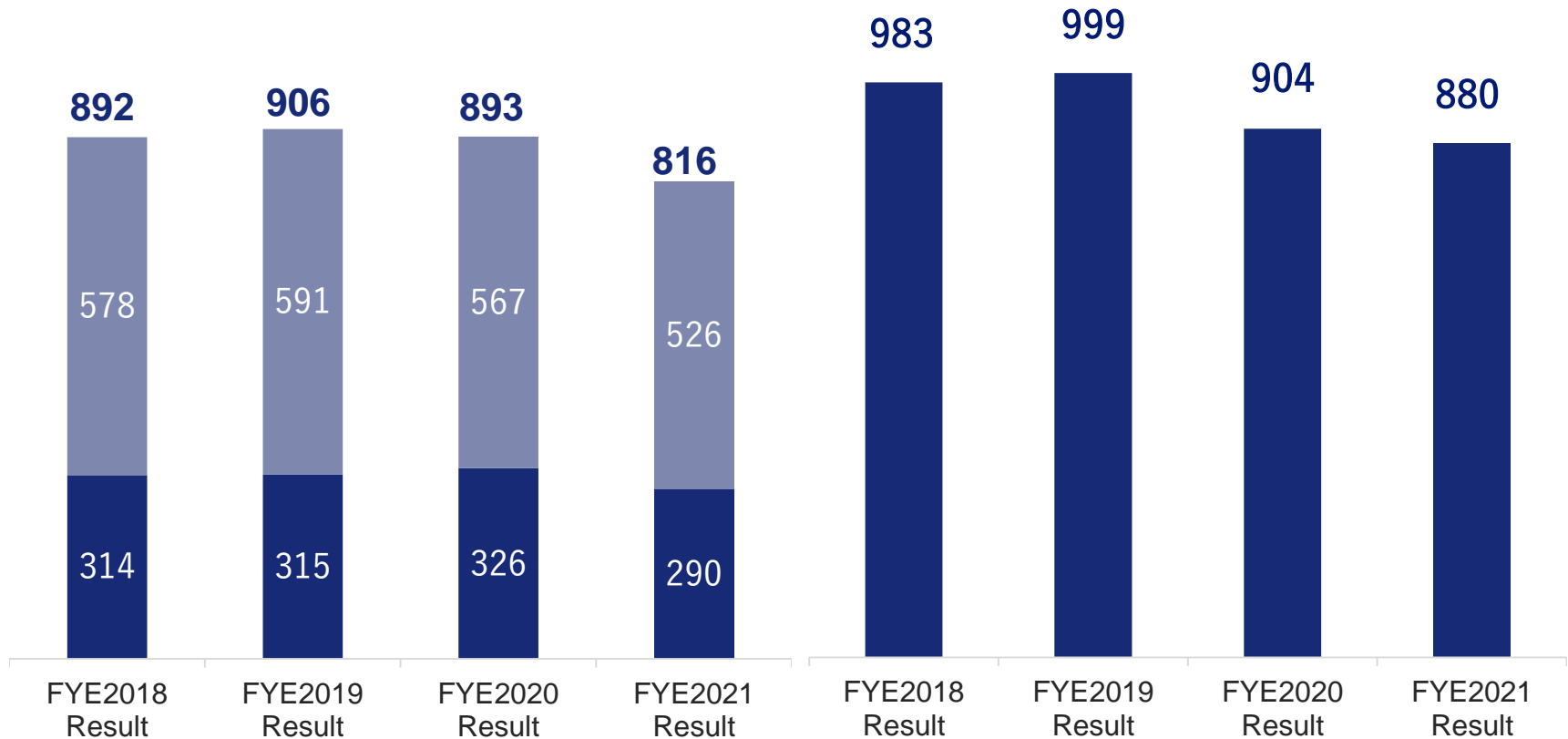
【10,000 Unit】

Toyota production Volume

AT Sales Volume

Domestic

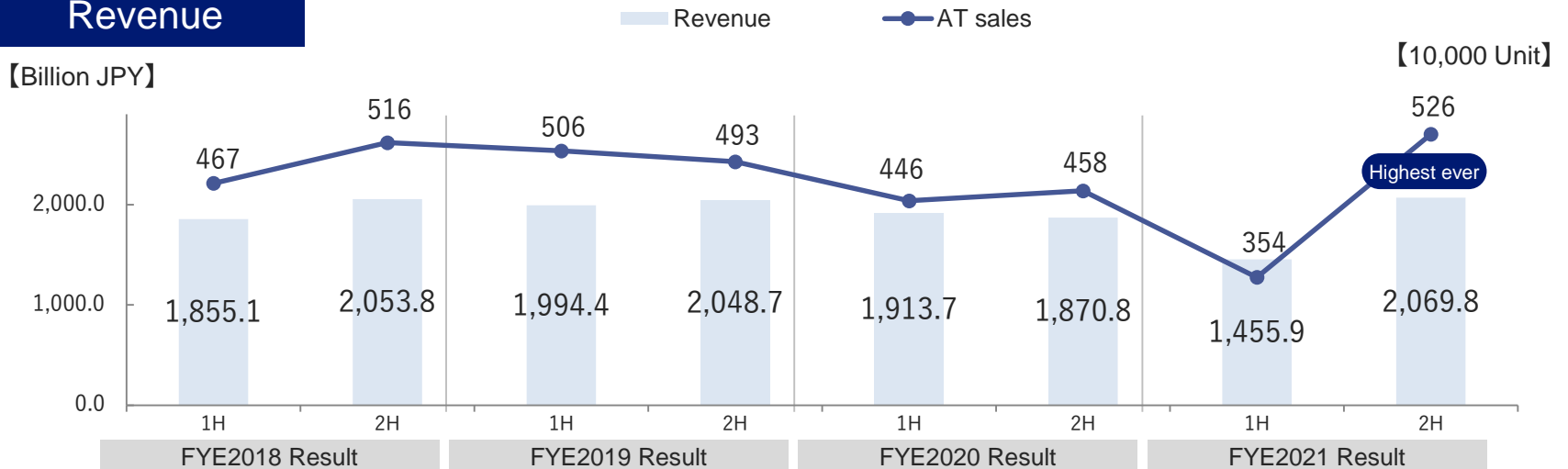
Overseas



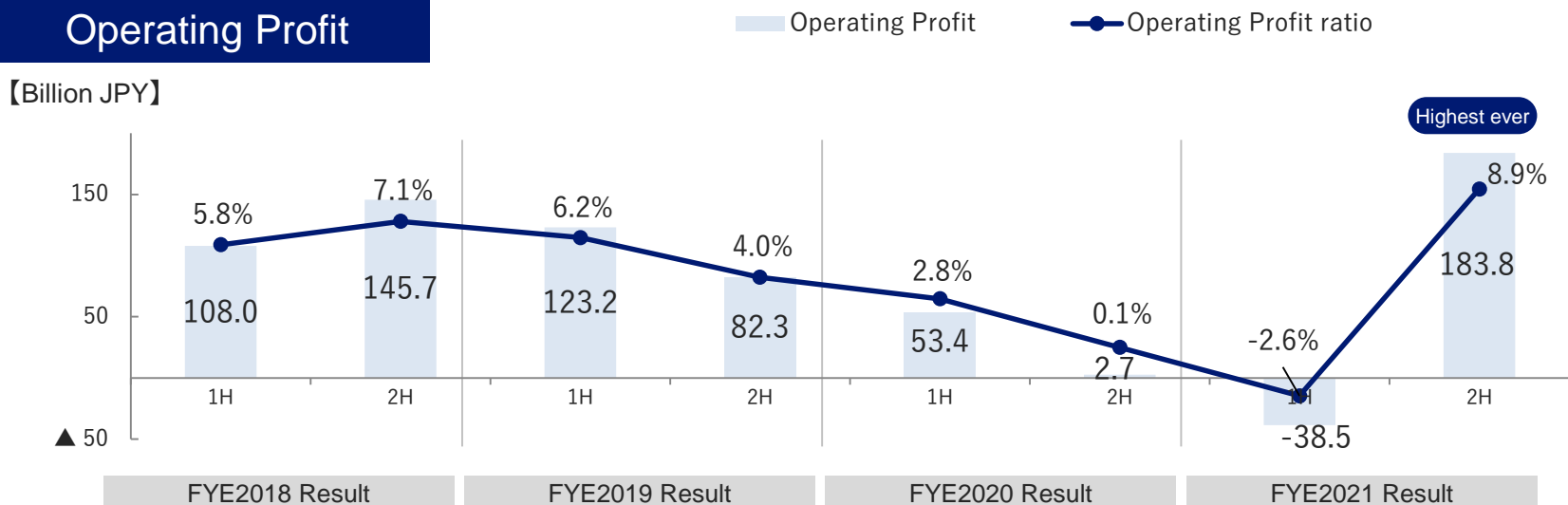
Half Yearly Performance



Revenue

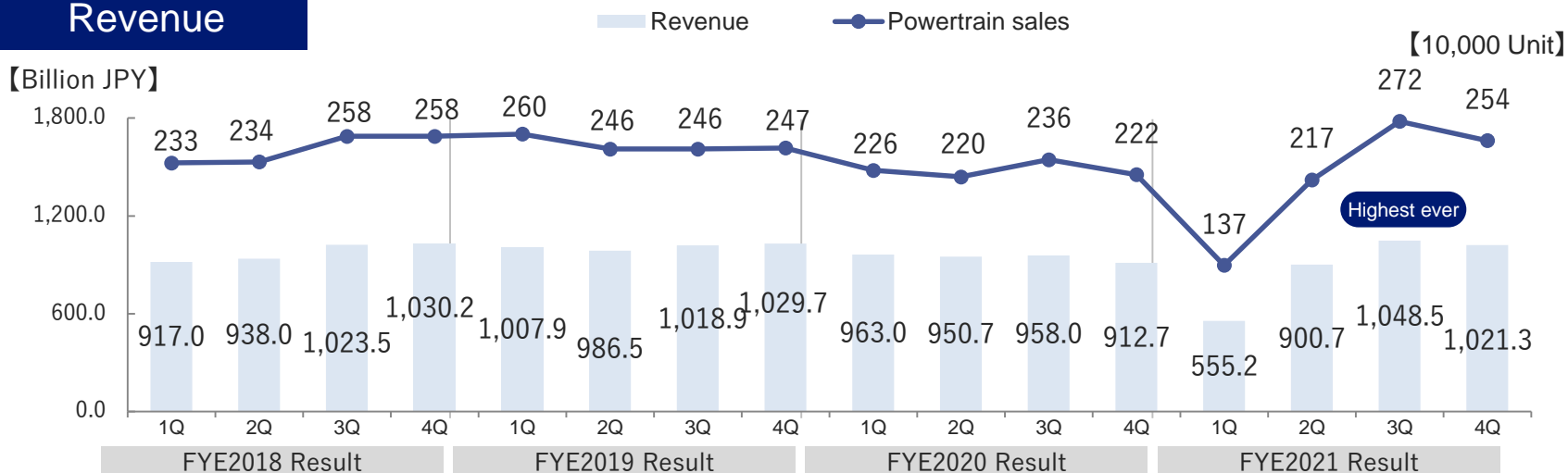


Operating Profit

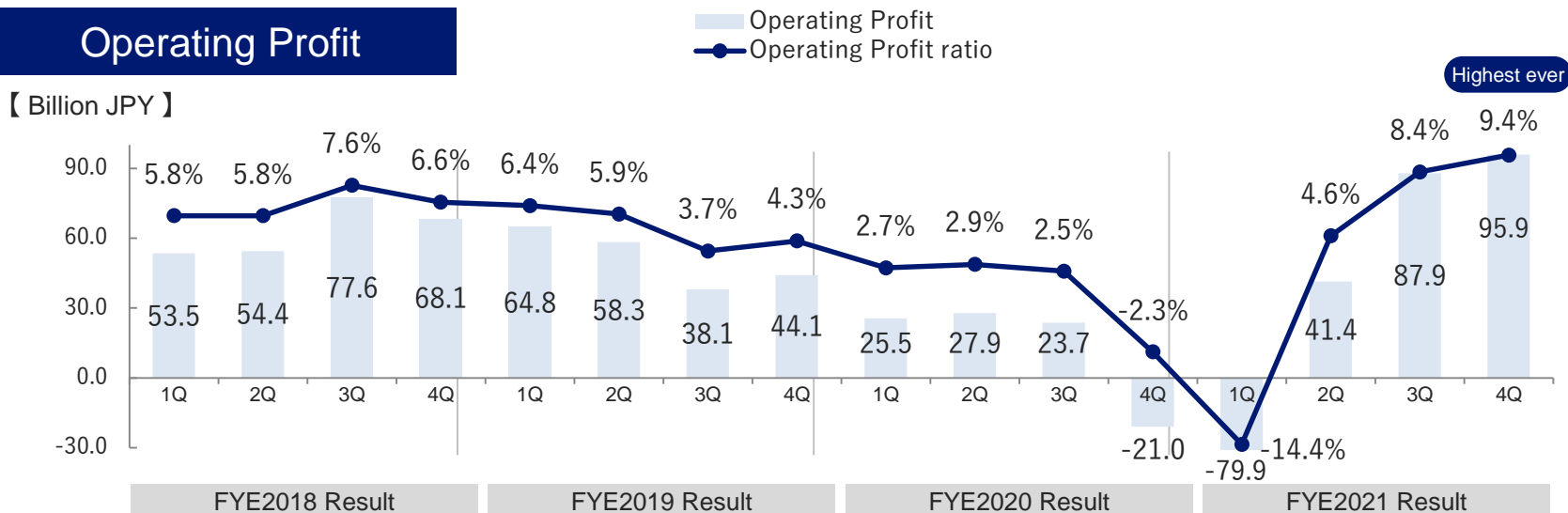


Quarterly Performance

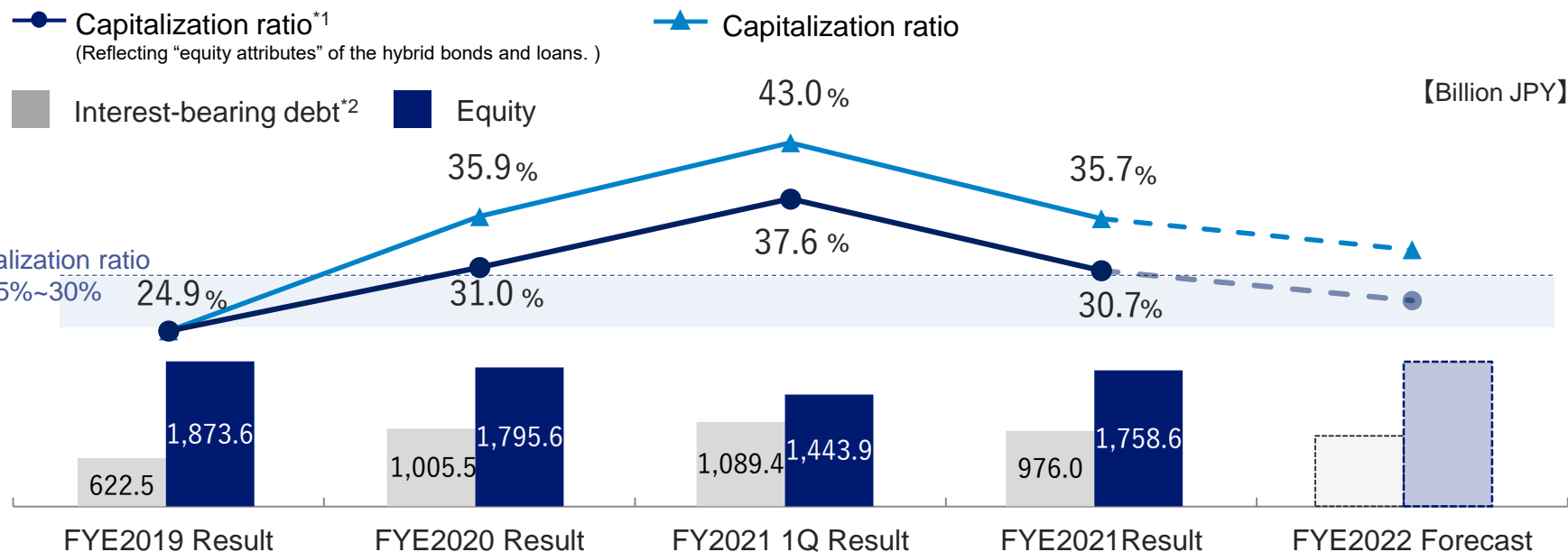
Revenue



Operating Profit



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



FYE2021 The capitalization ratio increased due to financing for AW’s stock buy-back (FYE2020) and countermeasure against covid-19 impact (FY2021 Q1), however, following that period we improved it through reducing interest-bearing debt.

*1 : Capitalization ratio (cap ratio) = Interest-bearing debt/(Interest-bearing debt + Equity)

*2 : Interest-bearing debt =Bonds and loans payable + Lease liabilities

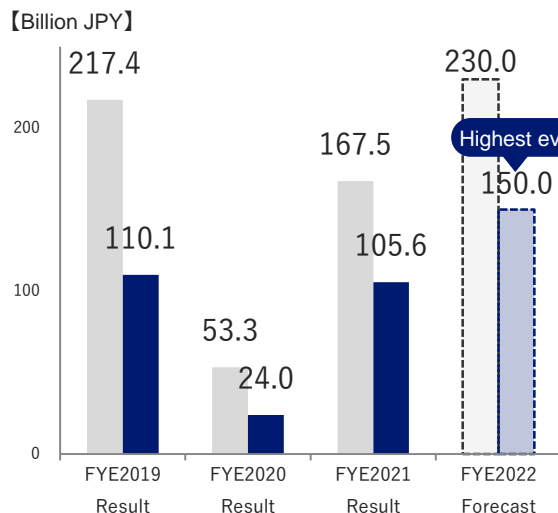
*3 : We may redeem the hybrid bonds and loans raised in FYE2020 before maturity without replacement financing in the case that the capitalization ratio of prior Quarter of redemption is less or equal to 27.5% same as the end of December 2019.

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.

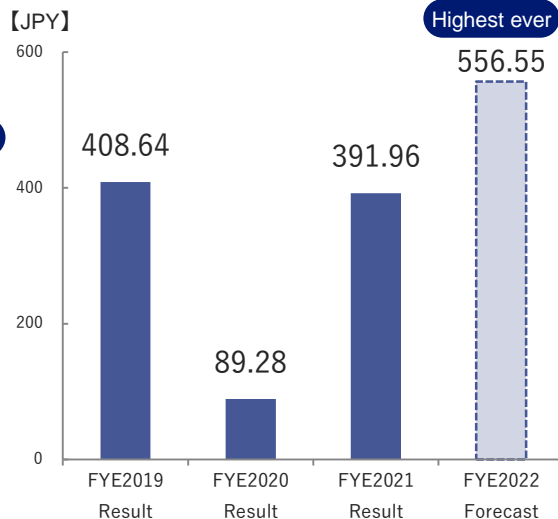
Profit before income taxes / Profit for the period attributable to Owners of the parent

■ Profit before income taxes
■ Profit for the period attributable to Owners of the parent



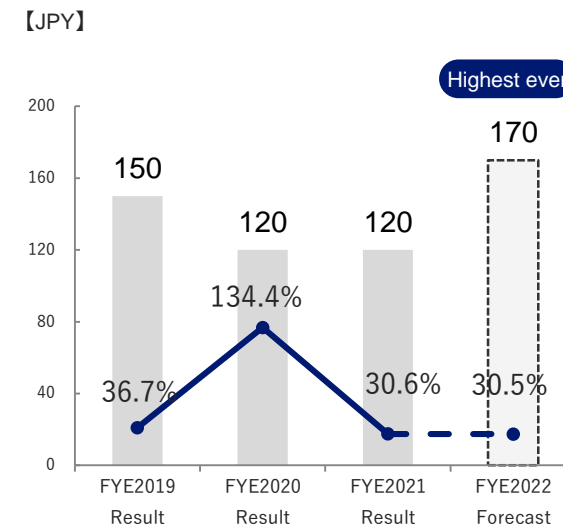
EPS (Basic earnings per share)

■ 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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