AISIN
We Touch the Future

For the Fiscal year Ended March 31, 2026 2nd Quarter (April 1, 2025 to September 30, 2025)

Financial Results

October 31, 2025

AISIN CORPORATION

Overview of FYE2026 2nd Quarter Financial Results

FYE2026 2Q 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.
FYE2026 Forecast	The forecast for FYE2026 remains unchanged from the previous announcement, as 2Q 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. We will continue to consider stable and continuous shareholder returns in the medium to long term.

Consolidated Financial Results (FYE2026 2nd Quarter)

1

FYE2026 2nd Quarter Results Financial Summary

( ) Shows Rate to Revenue % 【 Billion JPY 】

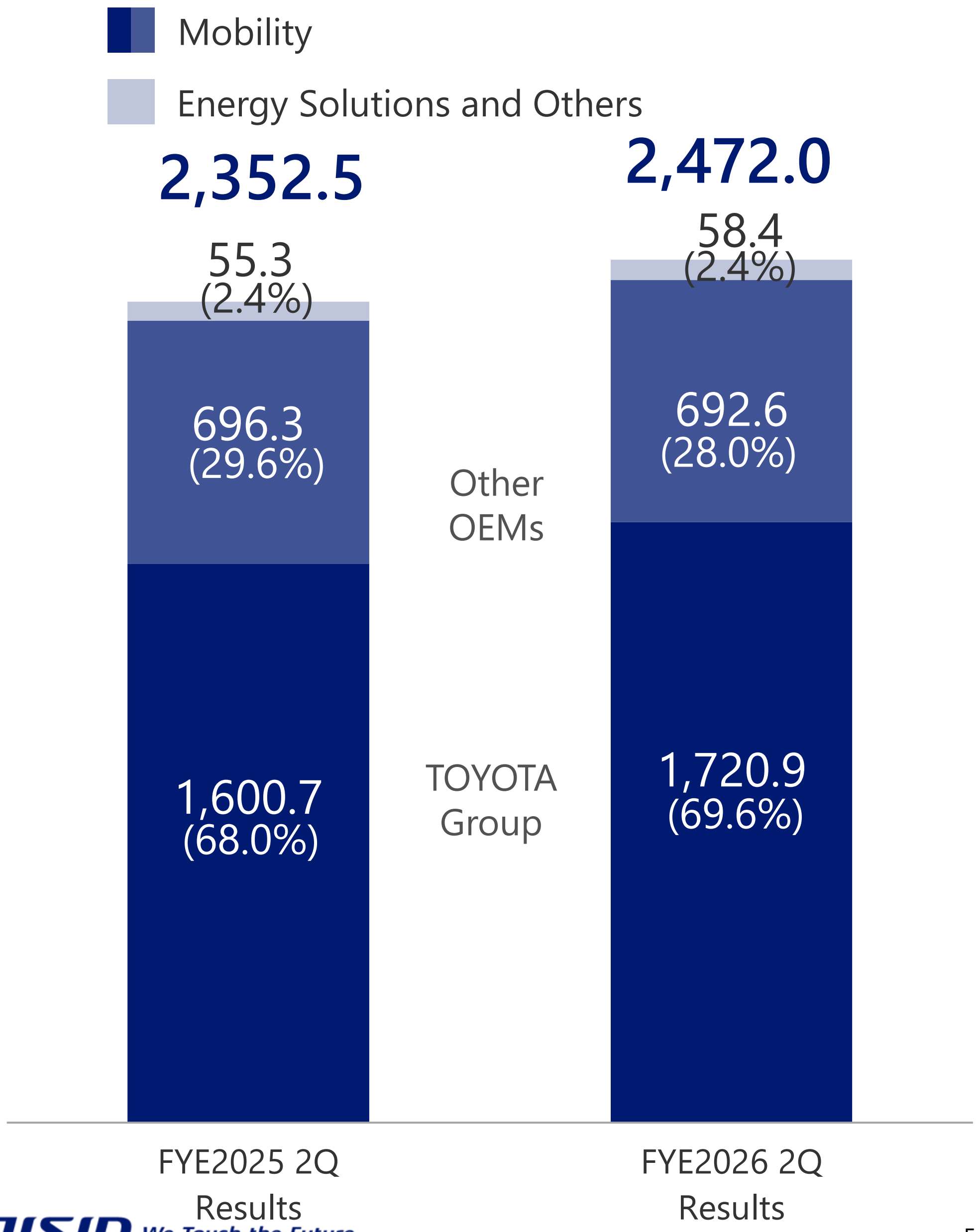
		FYE2025 2nd Quarter Results		FYE2026 2nd Quarter Results		Change		Change Rate %
Revenue		2,352.5	-	2,472.0	-	+119.5		+5.1
Operating Profit		56.1	(2.4)	96.0	(3.9)	+39.9		+70.9
Profit before Income Taxes		19.5	(0.8)	106.4	(4.3)	+86.9		+443.8
Profit for the Period*1		8.0	(0.3)	69.8	(2.8)	+61.8		+765.1

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

Pre-conditions	FX Rate	USD	153	JPY	146	JPY	-7	JPY	-4.6
		CNY	21.1	JPY	20.3	JPY	-0.8	JPY	-3.8
	Toyota Production		480	10,000 unit	508	10,000 unit	+28	10,000 unit	+5.7
	Powertrain Unit Sales*2		501	10,000 unit	517	10,000 unit	+16	10,000 unit	+3.1
	(number of elctrification unit*3)		(110)		(120)		(+10)		(+8.9)

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

FYE2026 2nd Quarter Revenue by Customer



【 Billion JPY 】

Revenue by Customer (Other OEMs)

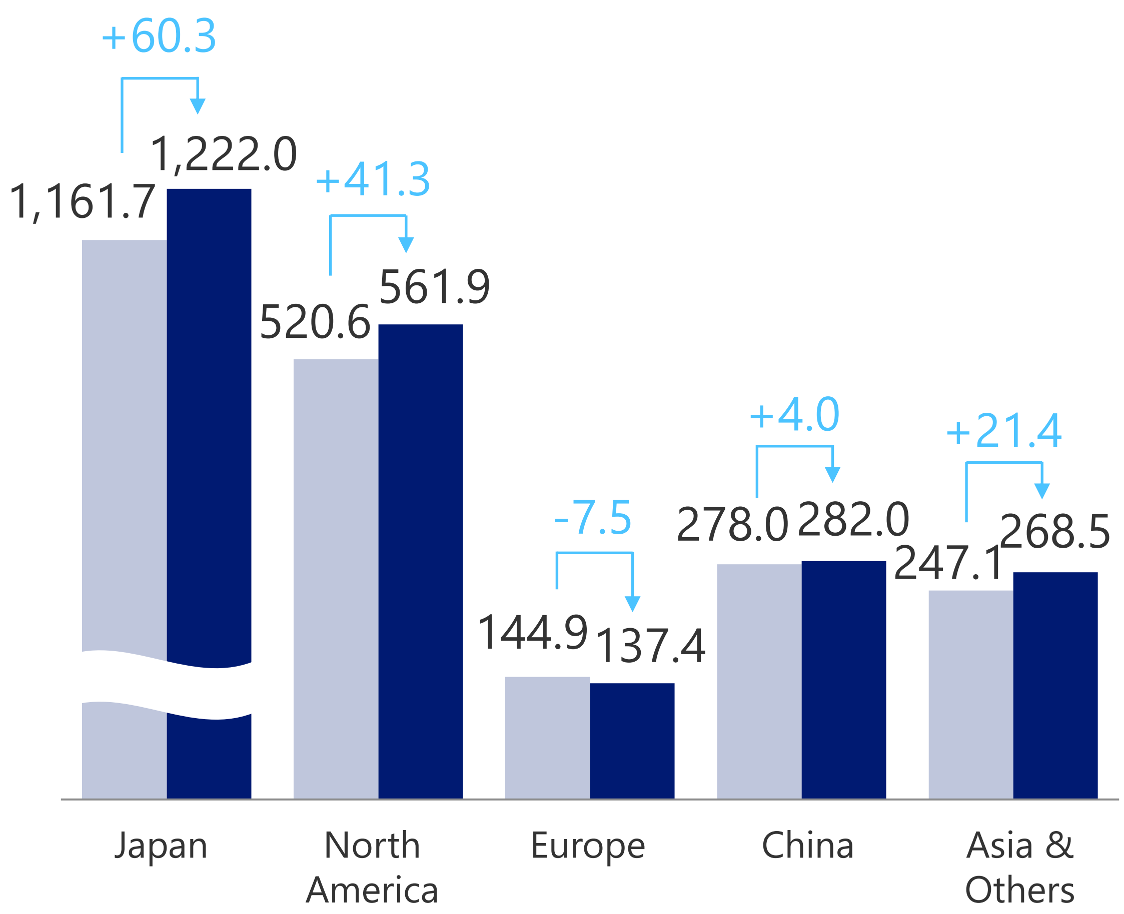
Customer	FYE2025 2Q Results	FYE2026 2Q Results	Change	Change Rate (%)
SUZUKI	90.9	101.9	+11.0	+12.0
Stellantis	113.5	98.5	-15.0	-13.3
VW&Audi	78.9	79.7	+0.8	+1.0
VOLVO	46.2	43.3	-2.9	-6.3
MITSUBISHI	32.2	38.7	+6.5	+20.1
HONDA	40.3	38.0	-2.3	-5.7
NISSAN	34.1	30.5	-3.6	-10.6
Geely	27.7	27.1	-0.6	-2.0
China FAW	25.1	23.0	-2.1	-8.3
ISUZU	19.3	21.7	+2.4	+12.8
Others	188.1	190.2	+2.1	+1.2
Total	696.3	692.6	-3.7	-0.5
(Reference) Chinese OEMs	108.3	99.0	-9.3	-8.5

FYE2026 2nd Quarter Segment Information

FYE2025 2nd Quarter Results   FYE2026 2nd Quarter Results

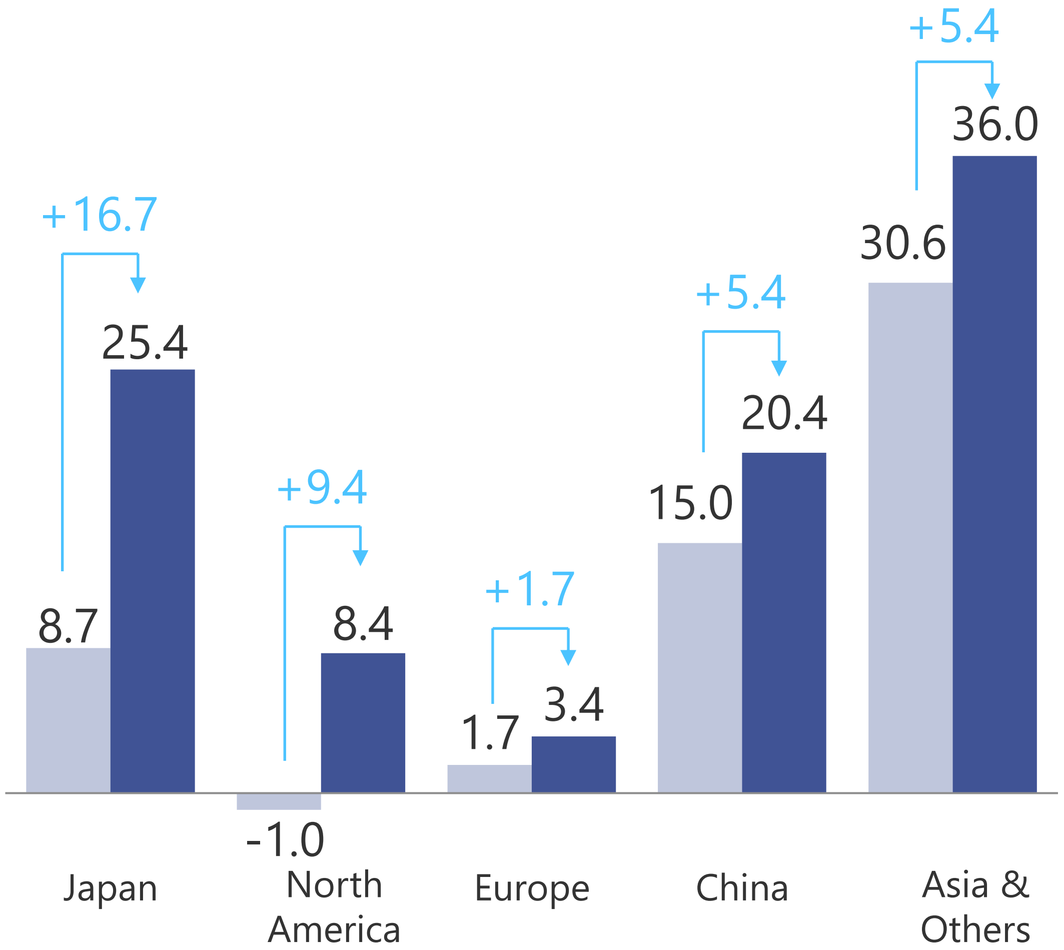
【 Billion JPY 】

Revenue (YoY+119.5)

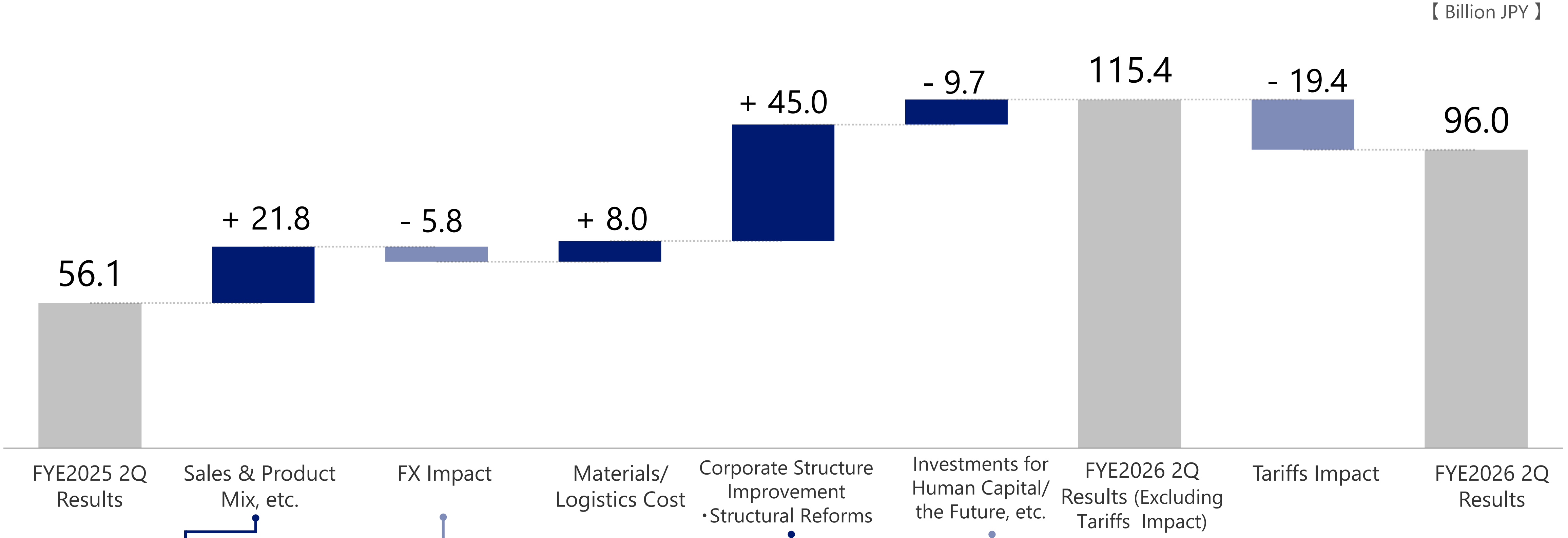


※Revenue to External Customers

Operating Profit (YoY+39.9)



FYE2026 2nd Quarter Analysis of Operating Profit



Sales &Product Mix, etc. Breakdown

Sales Volume Fluctuations	+ 38.9
Sales Price Variance & Product Mix	- 17.1

FX Impact Breakdown

USD	- 5.2
CNY	- 3.1
EUR	+ 0.1
THB	+ 2.4

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.

(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

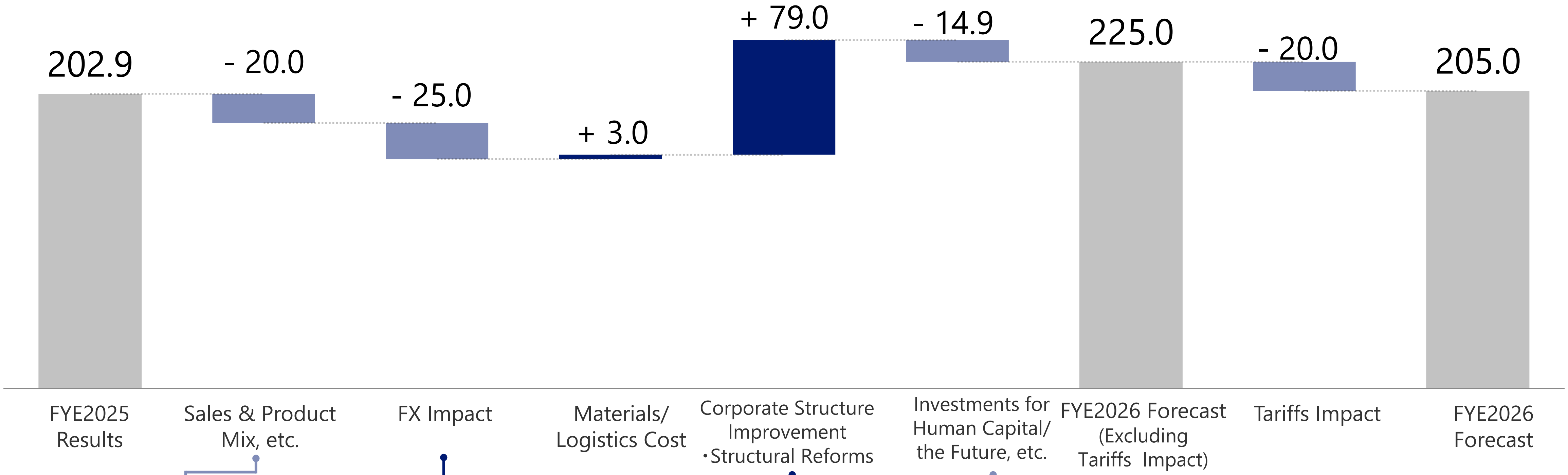
*1 : Profit for the Period Attributable to Owners of the Parent

Pre-conditions			FYE 2025 Results		FYE 2026 Forecast		Change		Change Rate %
	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

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- Investment in preparation for production of electrified products, etc.

Business Progress

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eAxle Lineup and Sales Expansion Strategy

2020 | 2025 | 2030

1st Generation → **2nd Generation** → **3rd Generation**

Strategy

Short-Mid

Full Lineup for Customer Needs
- Provide multi-models
- Achieve efficient, small, low cost

Mid-Long

Pursue World No.1 R/D for EV Expansion
- Achieve drastic efficiency/small size
- Integrated Electric Unit using downsizing and packaging technology

Small

For e VITARA

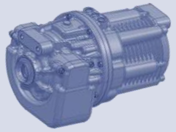
Small
- 40% smaller against competitors

Medium

For bZ4X

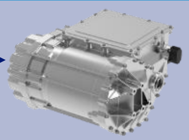
High Efficiency
- 30% more efficient against competitors

For New bZ4X



Small/High Efficiency
½ of Size

Large Premium



High Power
- Twice more powerful against competitors

Integrated Electric Unit (Xin1)

Others

Commercials
- Pursue strength, reliability, mountability

Efficiency*, size, and ease of assemble

※ BluE Nexus and DENSO Joint Development Product

*Power Consumption Efficiency

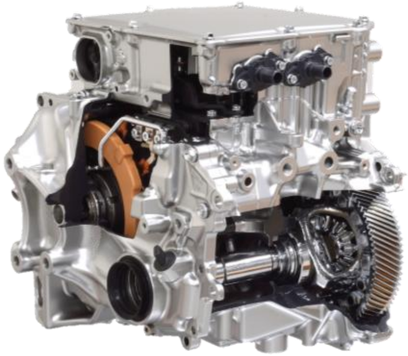
Developing second-generation eAxle products with a view to future expansion of BEVs

Expand Sales of Electrification Products for BEV (eAxle 2nd Generation)

Newly developed eAxle adopted for TOYOTA's new “bZ4X”

(External Link：News released on October 10,2025)

BluE Nexus Corporation, AISIN Corporation, and DENSO CORPORATION have jointly developed an eAxle that achieves high power performance in a compact size, contributing to improved vehicle energy efficiency. This product will be installed in the new Toyota bZ4X.



Front-mounted eAxle(167kW)

Rear-wheel drive eAxle(88kW)

【Overview】

- The newly developed eAxle, new inverter with a flat, double-sided cooling structure that incorporates advanced SiC (silicon carbide) power semiconductors and cooling technology, thereby enhancing output density and efficiency

- <u>Transmission efficiency has been improved by enhancing gear precision and reducing oil agitation resistance through casing shape optimization</u>

  - **Achieve approximately 40% reduction in losses compared to the previous model**
  - **The front-mounted eAxle improves maximum output while maintaining its size（Improve from 150kW to 167kW）**

Expand Sales of Electrification Products for BEV (eAxle 1st Generation)

Isuzu's first battery-electric pickup “D-MAX EV” adopts eAxle

(External Link：News released on August 1,2025)

BluE Nexus Corporation, AISIN Corporation, and DENSO CORPORATION are proud to announce that, the eAxle jointly developed by the three companies has been installed in Isuzu's first battery electric vehicle (BEV) pickup, D-MAX EV, which went into production in April 2025.

Isuzu's first battery-electric pickup “D-MAX EV”

【Overview】

- **Combine newly developed eAxles at the front and rear to create a full-time 4WD*1 system**
- **Contribute to both the tough basic performance*2 required for pickup trucks and the linear acceleration and low noise and vibration characteristic of BEVs**

*1 Full-time 4WD is a drive system that transmits power to both the front and rear wheels at all times, regardless of road conditions,including off-road and on-road driving

*2 Durability / Loading and towing performance / Rugged road drivability

Towards local production of CVTs in India

AISIN's Overseas Production Demonstration Project for Automatic Transmissions Selected for METI Subsidy Program

（External Link：News released on October 17,2025）

AISIN Corporation has been selected for the Ministry of Economy, Trade and Industry (METI)’s FY2024 Global South Future-Oriented Co-Creation Project Subsidy Program (Large-Scale Demonstration Projects in Non-ASEAN Countries).

Continuously variable transmissions （CVT)

【Overview】

- **Under this initiative, AISIN will conduct a production demonstration of CVT at AISIN’s local subsidiary* in India**
  - Aim to achieve production of CVTs with Japanese-level quality at low cost
  - Verify the potential for local procurement through the development and utilization of local suppliers

- By establishing local production of CVTs, AISIN expects to expand demand and production in India, increase exports of parts from Japan, and contribute to job creation

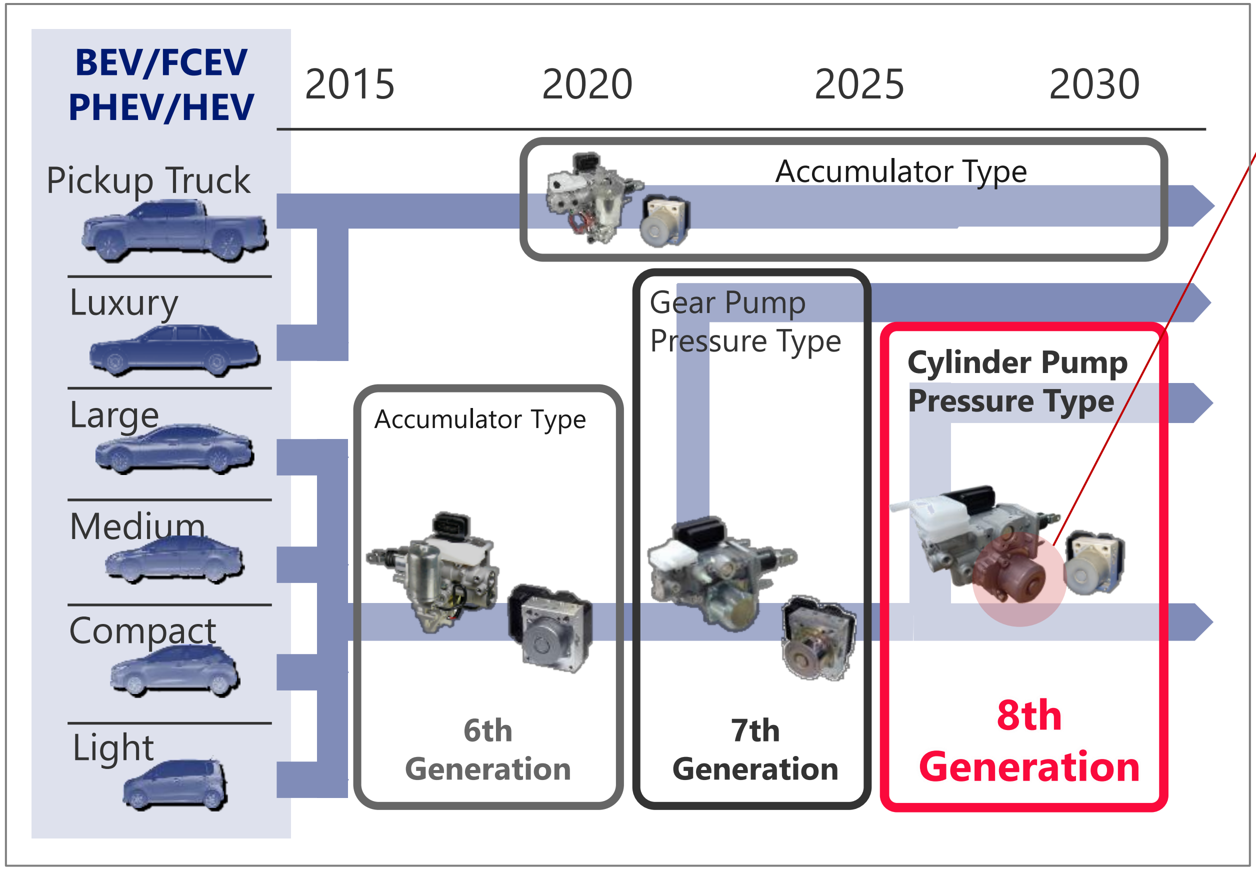
*AISIN AUTOMOTIVE HARYANA Pvt. Ltd.（AHL）

Expand Sales of Cooperative Regenerative Braking Systems

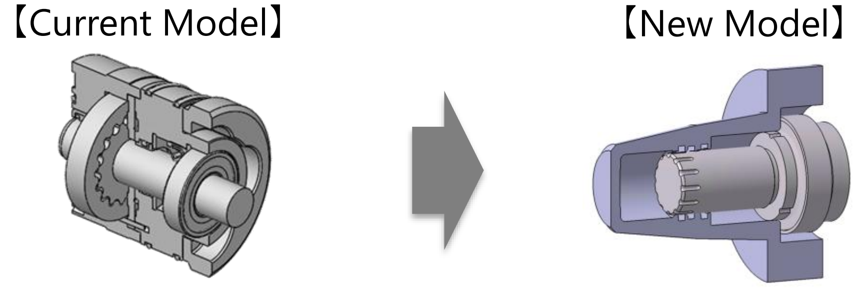
8th Generation Cooperative Regenerative Braking Systems chosen for TOYOTA's new RAV4

While retaining the advanced functionality of independent front and rear wheel control found in previous models, we have improved productivity by redesigning the control unit from a gear pump to a cylinder structure, contributing to further market expansion. This product will be installed in TOYOTA's new RAV4.

Cooperative Regenerative Braking Systems Roadmap



- **Change the pressure source from a gear pump to an electric cylinder**



【Current Model】 Compact and high-performance through proprietary technology

【New Model】 Improved productivity through general-purpose technology

- **Chosen for TOYOTA's new RAV4**

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

Business Assets

Business Asset Reduction

Compress over **100BJPY**

116.3BJPY*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)

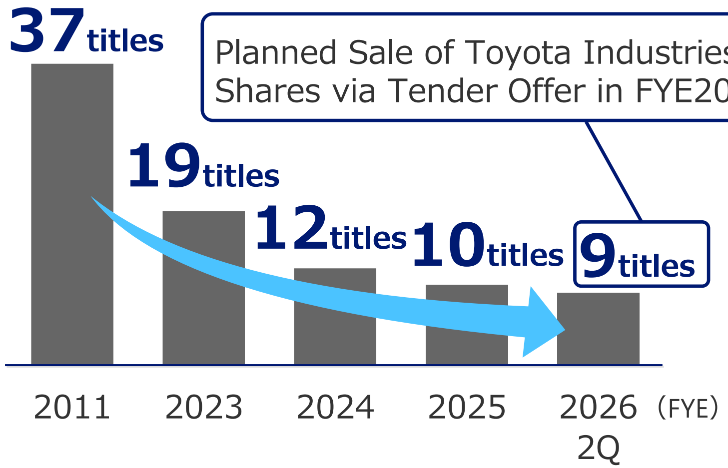
Cross-Shareholdings

Execution of Sale of Cross-Shareholdings

Sell over **100BJPY**

117.6BJPY*1 in funds generated

Aim for zero



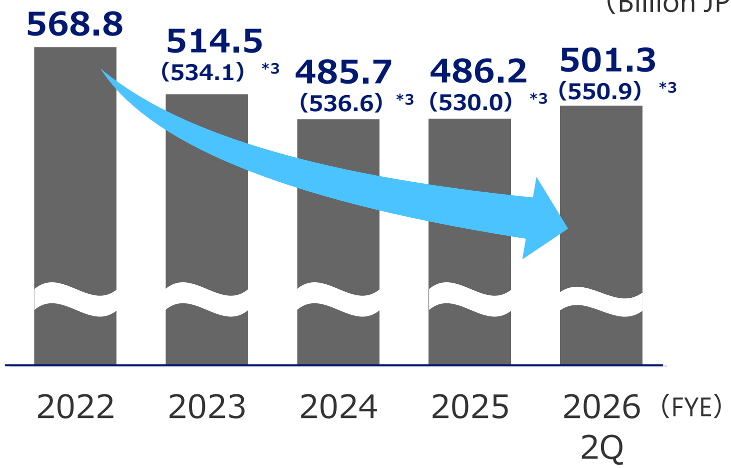
Global Inventories

Global Inventory Reduction

Compress over **100BJPY**

67.5BJPY in funds generated compared to FYE2022 *2

Compress to Pre-COVID19 Level By FYE2026



*1 Cumulative total from FYE2024 to FYE2026 2Q *2 Assuming FYE2022 exchange rate *3 () Assuming actual exchange rate

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

AISIN published “Integrated Report 2025”

(External Link : AISIN Integrated Report 2025)

We have published the "Integrated Report 2025" with the aim of helping investors and all other stakeholders understand our efforts to sustainably enhance corporate value.

Introduction | Message from the president | Enhancing corporate value | Boosting earning power | Maximizing management capital | Enhancing management quality | Data

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Roundtable discussion

Chairman of the Board × Independent outside directors

We held this exchange of views on business strategy, sustainability issues, and governance reforms to help overcome the challenges facing the automotive industry.

President, Chairman of the Board Moritaka Yoshida

Independent outside director Yasuhito Hirota

Independent outside director Keiko Tatsuwaki

Independent outside director Tsuguhiko Hoshino

Please share your impressions of Aisin as new appointees.

Mr. Hirota Although I have corporate management experience at Mitsubishi Corporation and ASICS, this is my first opportunity to manage a large manufacturer like Aisin, and I'm genuinely surprised by its scale. Upon assuming my role as Independent Outside Director, I visited the Aisin com-center (exhibition hall) and several factories. This allowed me to learn about Aisin's carbon neutrality technologies and the history of its diverse mobility businesses. Today, I also toured the Aisin Densho-kan, an educational facility focused on quality, safety, and fire prevention, which helped me gain a palpable sense of the company's commitment to the quality-supremacy mentality. In my conversations with employees, I was impressed not only by Aisin's sincere and earnest dedication to rigorous standards for quality, safety, and reliability, but also by its forward-looking corporate culture and embrace of technological innovation.

A major transformation is upon the automotive industry, with work proceeding not only on autonomous driving but even "flying car" demos. As the very concept of the automobile evolves, I believe a major challenge lies in anticipating changes and proactively seizing business opportunities. I intend to leverage my experience and insights to actively initiate debate over Aisin's business strategy as the Company strives to shift its focus to delivering the full value of movement .

Ms. Tatsuwaki Like Mr. Hirota, I have also been newly appointed as an independent outside director. At Deloitte Tohmatsu, I worked for many years in consulting on environmental, social, and governance (ESG) matters, corporate social responsibility (CSR), and internal controls. With a focus on managing sustainability—a key element of Aisin's philosophy—I plan to use my experience to oversee the company's management from an outside perspective. It's difficult to participate in discussions without understanding the business and the workings of the industry, so the opportunity to visit sites is extremely helpful. During my recent inspection of the Nishio Die-Casting Plant, I could feel a strong determination to tackle environmental challenges by leveraging technological prowess. For instance, this facility has already started trials to separate and recover large quantities of CO_2 emitted during the aluminum casting process. I also visited the com-center for the first time in several years and was surprised that the exhibits had changed significantly with a dramatically greater emphasis on displays related to electrification and intelligent systems. This strongly reinforced my sense that the broader industry is at a major turning point and that the challenges companies are tackling have changed so drastically in just a few years. Doing business during such a transitional period can be risky, but fresh business opportunities abound. I hope Aisin can actively pursue such opportunities.

Mr. Hoshino I became an outside director in June 2023 and am heading into my third year. Even when I first joined the Board of Directors, we extensively discussed the two major external environmental shifts impacting the automotive industry: electrification and intelligent systems. While these conversations continue today, I have always felt that this company is sincerely committed to answering fundamental management questions. Like both of you, I strongly share the impression that this is a place where our employees take our motto, "Inspiring movement, creating tomorrow," to heart as their personal mission. They earnestly dedicate their mental

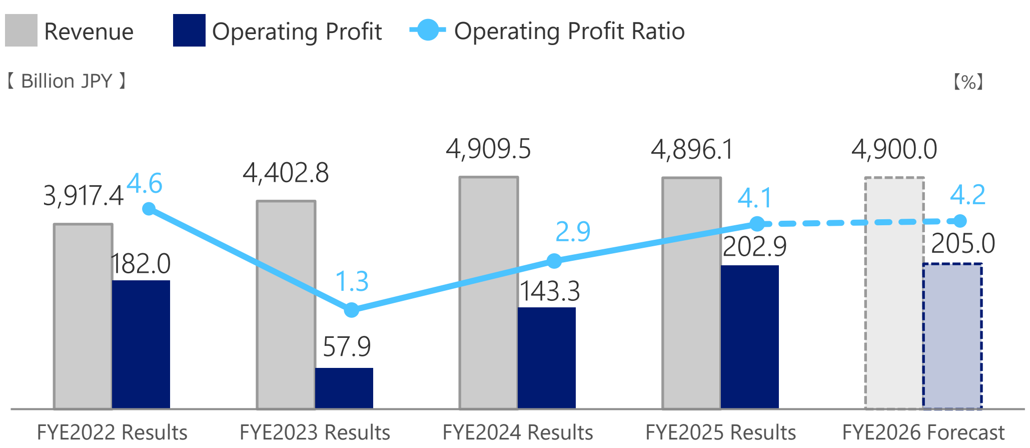
AISIN Integrated Report 2025

Reference Information

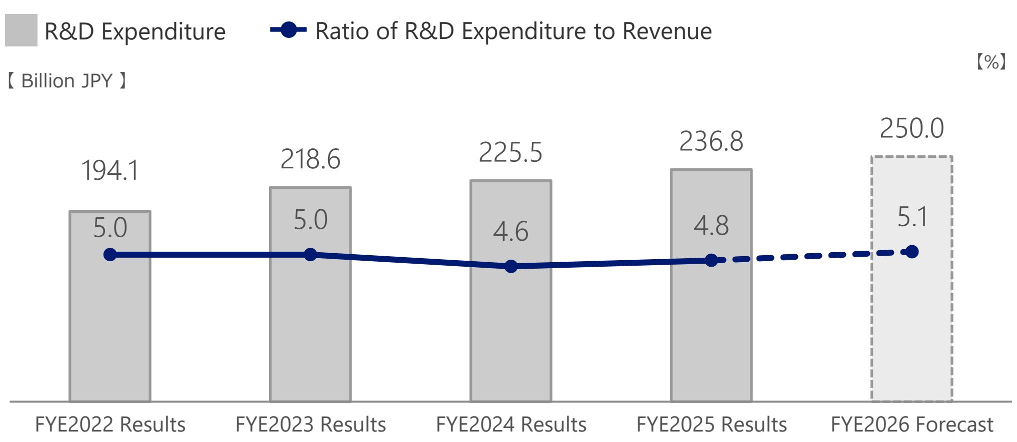
3

Highlights of Financial Performance

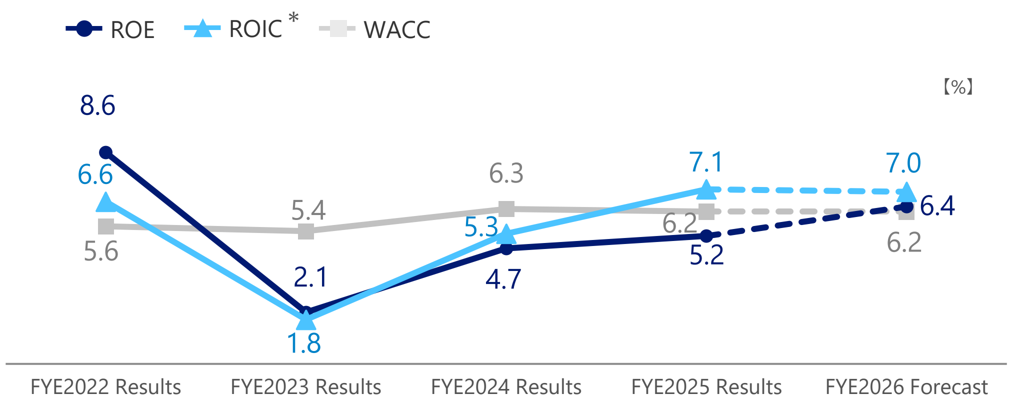
Revenue／Operating Profit／Operating Profit Ratio



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

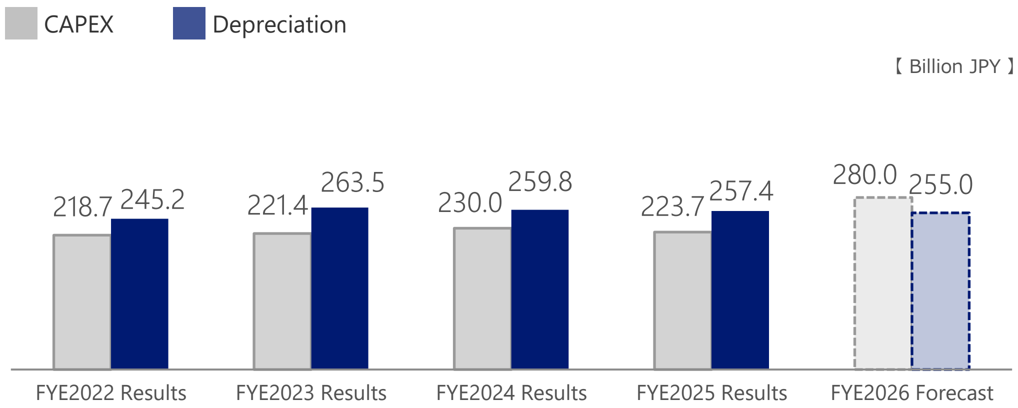


Return on Equity／Return on Invested Capital／ Weighted Average Cost of Capital



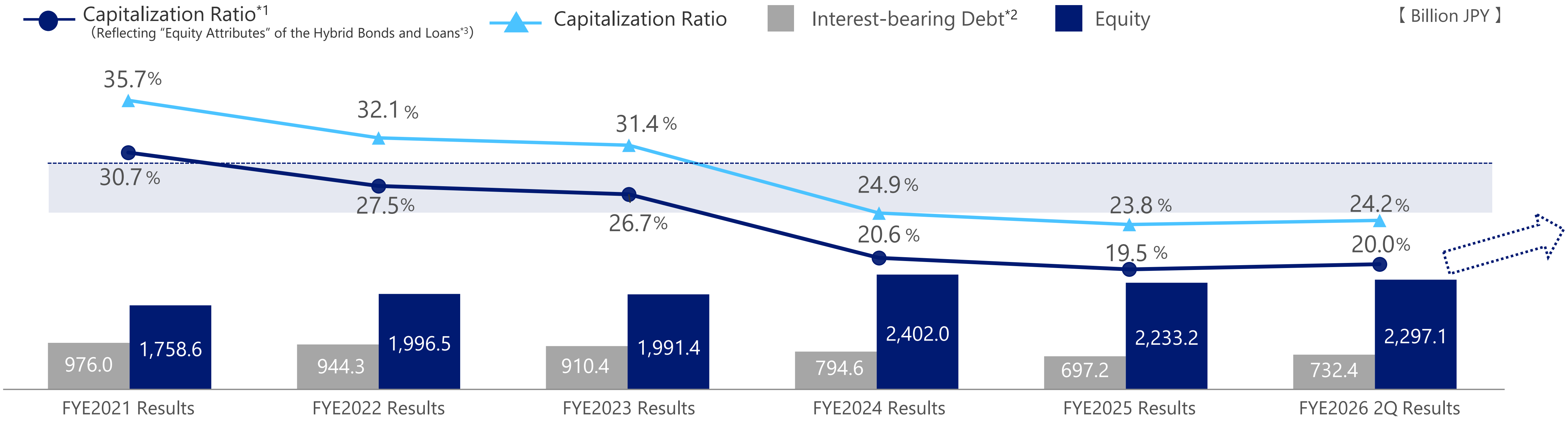
*Operating Profit after Income Tax / (Inventories + Tangible Fixed Assets + Intangible Assets)

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*1 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 are implementing the stock repurchases.
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 is Considered as Capital on the Rating

Return to Shareholders

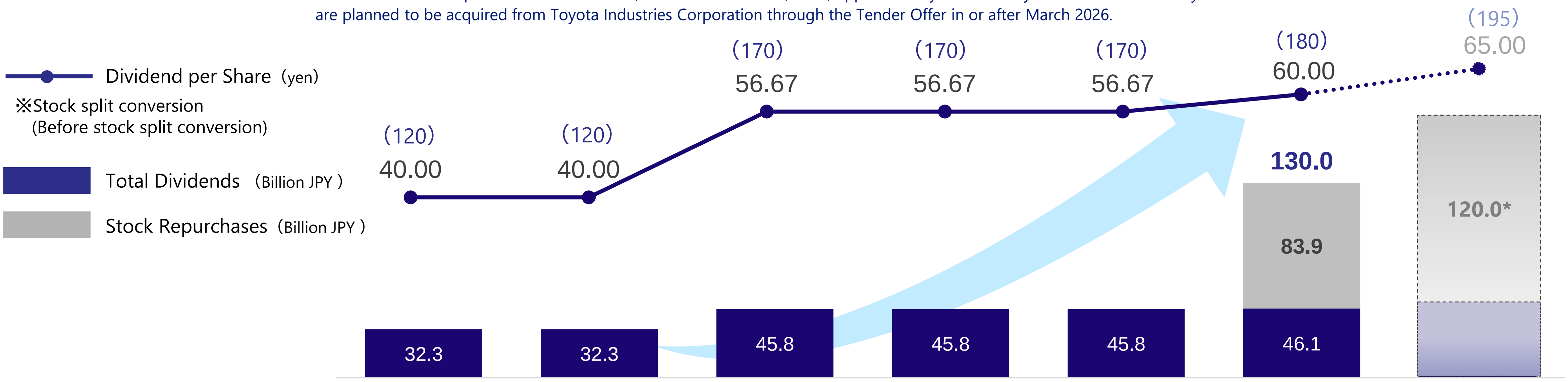
Based on stable and continuous shareholder dividends over the medium to long term.
We will continue to strengthen shareholder returns, including flexible stock repurchases, to further enhance corporate value and capital efficiency.

The annual dividend per share and total return ratio for FYE2026 are expected to be the highest.

(Stock repurchases are shown based on the resolved amount)

- **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)
- **Stock Repurchases** We repurchased of stock 83.9 billion yen in FYE2025.
  We will repurchase stock*120.0 billion yen in FYE 2026.

* As announced in the press releases on June 3, 2025 and October 6, 2025, approximately 41.6 billion yen of the 120.0 billion yen are planned to be acquired from Toyota Industries Corporation through the Tender Offer in or after March 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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