

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

Financial Results

April 28, 2026

AISIN CORPORATION

Overview of FYE2026 Financial Results

Results

Revenue increased compared to the previous fiscal year, due to an increase in customers' vehicle production volumes and sales volumes of powertrain units. Operating profit increased compared to the previous fiscal year, despite investments for human capital and the future and the impact of tariffs, due to efforts to improve the corporate structure and the effects of structural reforms. Profit for the year increased, mainly due to higher profit before income taxes and reduced income tax expenses resulting from the sale of cross-shareholdings.

Forecast

In the next fiscal year, the company will accelerate efforts to improve the profitability of core products and expand sales of electrified products, while promoting growth investments as a "stocking up for the future" in the first year of the new Medium-Term Business Plan. In addition, while incorporating a certain level of impact from the Middle East, the company expects an increase in revenue and profit, with revenue of 5.25 trillion yen and operating profit of 235 billion yen.

Return to Shareholders

The annual dividend for the current fiscal year is 70 yen, an increase of 5 yen from the forecast announced at the beginning of the fiscal year (year-end dividend of 40 yen). Toward achieving a DOE of 3.5% as outlined in the Medium-Term Business Plan, the dividend for the next fiscal year is expected to be increased by a further 5 yen to 75 yen. As part of capital policies aimed at improving capital efficiency, the company plans to implement of stock repurchases totalling 100 billion yen.

Consolidated Financial Results (FYE2026)

1

FYE2026 Results Financial Summary

() Shows Rate to Revenue % 【 Billion JPY 】

| | FYE2025 Results | | FYE2026 Results | | Change | Change Rate % |
|----------------------------|-----------------|-------|-----------------|-------|--------|---------------|
| Revenue | 4,896.1 | - | 5,117.7 | - | +221.6 | +4.5 |
| Operating Profit | 202.9 | (4.1) | 228.7 | (4.5) | +25.8 | +12.7 |
| Profit before Income Taxes | 173.4 | (3.5) | 247.9 | (4.8) | +74.5 | +43.0 |
| Profit for the Period*1 | 107.5 | (2.2) | 171.6 | (3.4) | +64.1 | +59.6 |

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

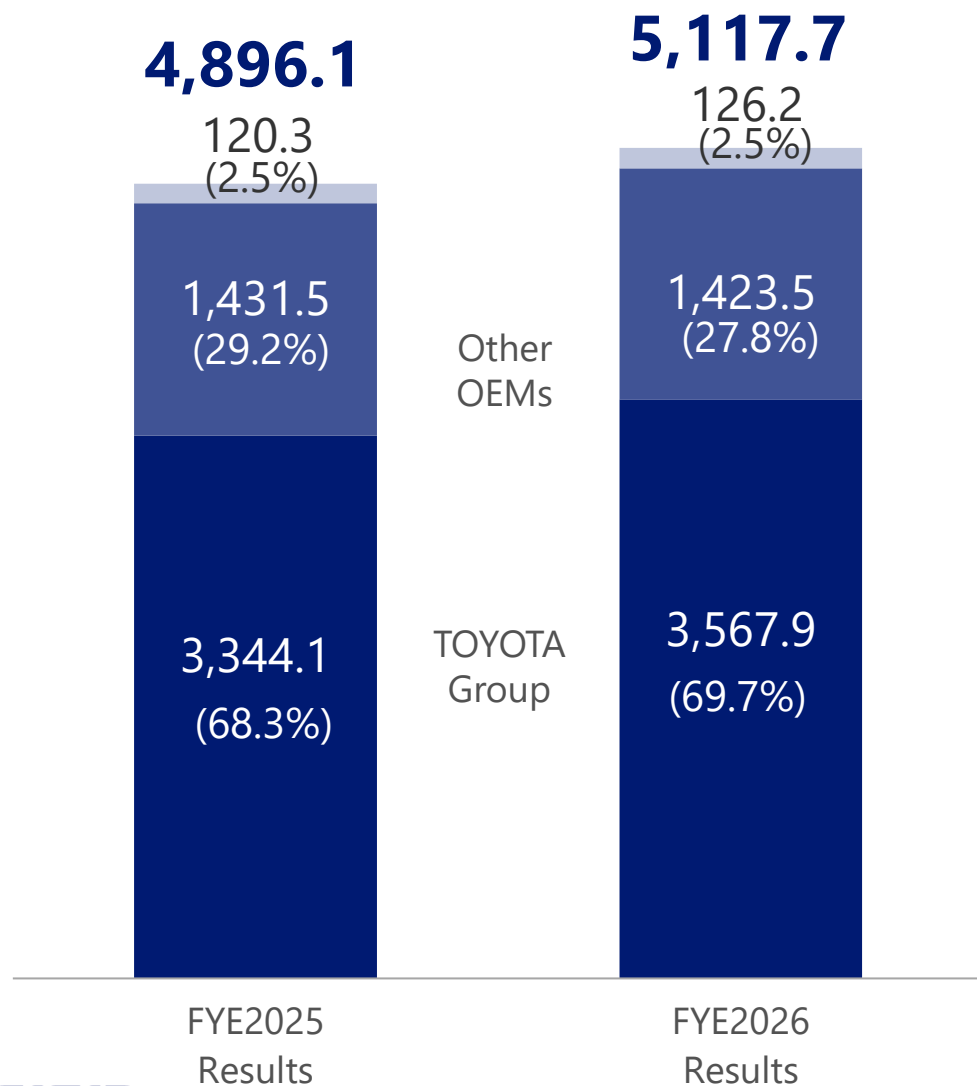
| | | | | | | | | | |
|----------------|------------------------------------|-----|-------|-------------|-------|-------------|-------|-------------|---------|
| Pre-conditions | FX Rate | USD | 153 | JPY | 151 | JPY | -2 | JPY | -1.3 |
| | | CNY | 21.1 | JPY | 21.2 | JPY | +0.1 | JPY | +0.5 |
| | Toyota Production | | 976 | 10,000 unit | 999 | 10,000 unit | +23 | 10,000 unit | +2.4 |
| | Powertrain Unit Sales*2 | | 1,014 | 10,000 unit | 1,019 | 10,000 unit | +5 | 10,000 unit | +0.5 |
| | (number of electrification unit*3) | | (231) | | (269) | | (+38) | | (+16.4) |

*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 Results | Change | Change Rate (%) |
|-----------------------------|-----------------|-----------------|-------------|-----------------|
| SUZUKI | 187.9 | 234.1 | +46.2 | +24.6 |
| Stellantis | 221.3 | 191.3 | -30.0 | -13.6 |
| VW&Audi | 158.1 | 150.7 | -7.4 | -4.7 |
| HONDA | 89.0 | 84.5 | -4.5 | -5.1 |
| VOLVO | 94.2 | 84.4 | -9.8 | -10.3 |
| MITSUBISHI | 70.9 | 80.3 | +9.4 | +13.2 |
| NISSAN | 73.1 | 68.3 | -4.8 | -6.7 |
| Geely | 55.1 | 50.6 | -4.5 | -8.2 |
| ISUZU | 40.9 | 45.7 | +4.8 | +11.8 |
| China FAW | 47.9 | 43.7 | -4.2 | -8.9 |
| Others | 393.1 | 389.9 | -3.2 | -0.8 |
| Total | 1,431.5 | 1,423.5 | -8.0 | -0.6 |
| (Reference) Chinese OEMs | 222.9 | 193.4 | -29.5 | -13.2 |

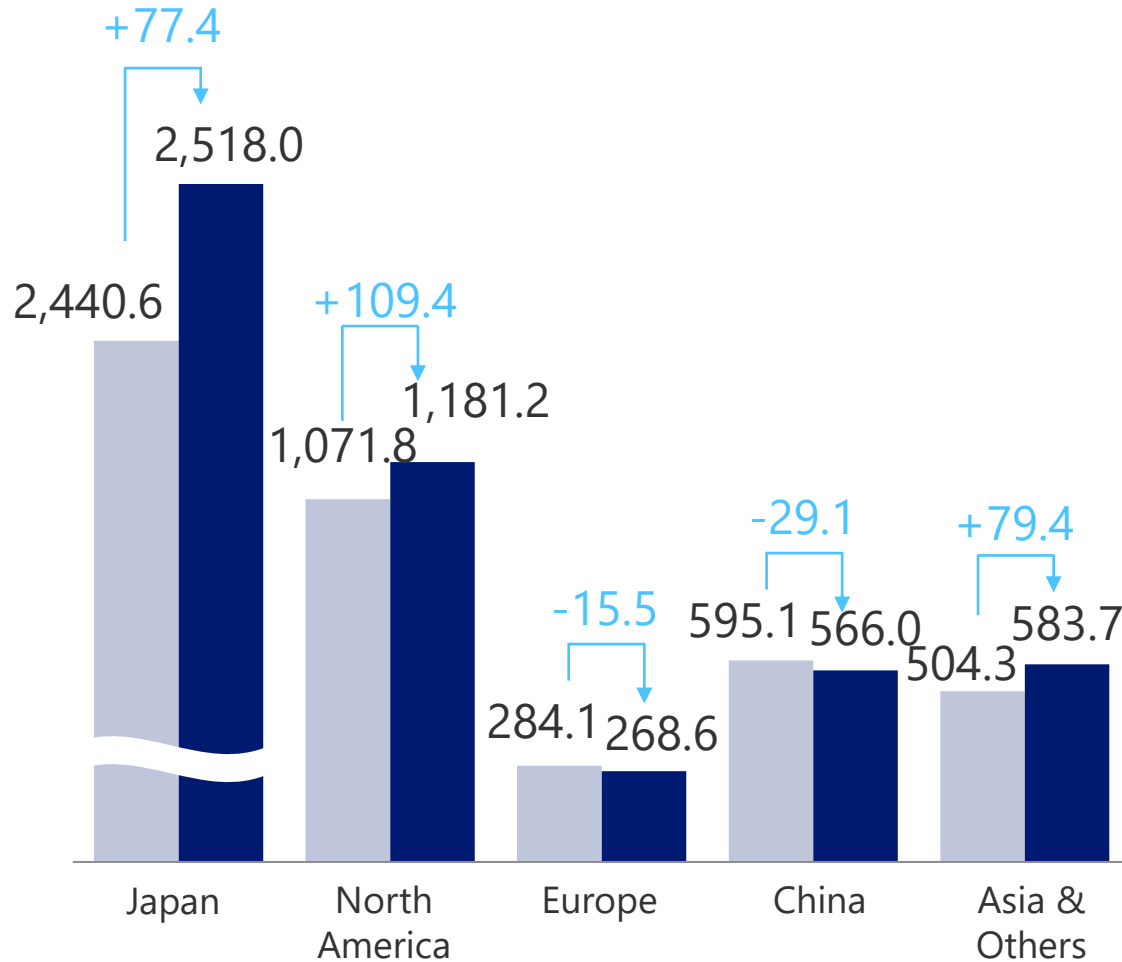
FYE2026 Segment Information

FYE2025 Results

FYE2026 Results

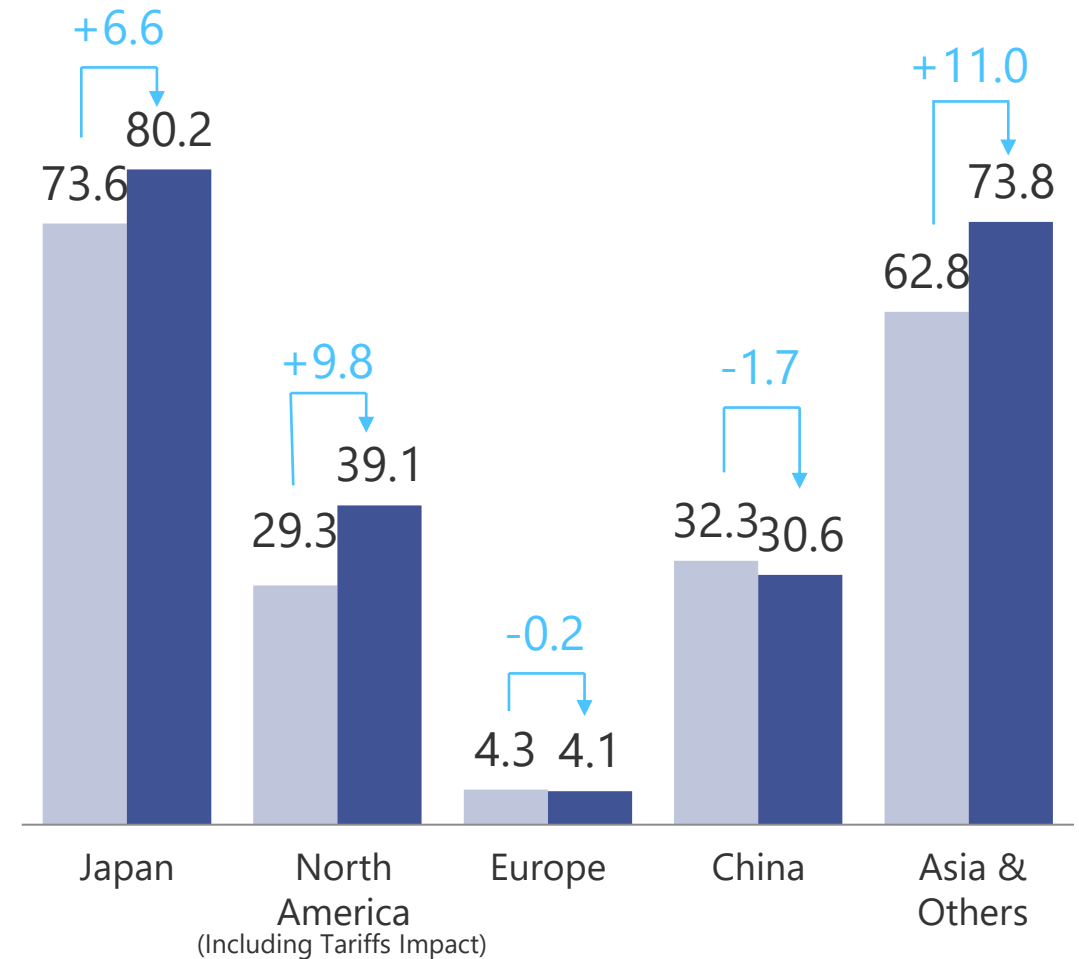
【 Billion JPY 】

Revenue (YoY+221.6)



※Revenue to External Customers

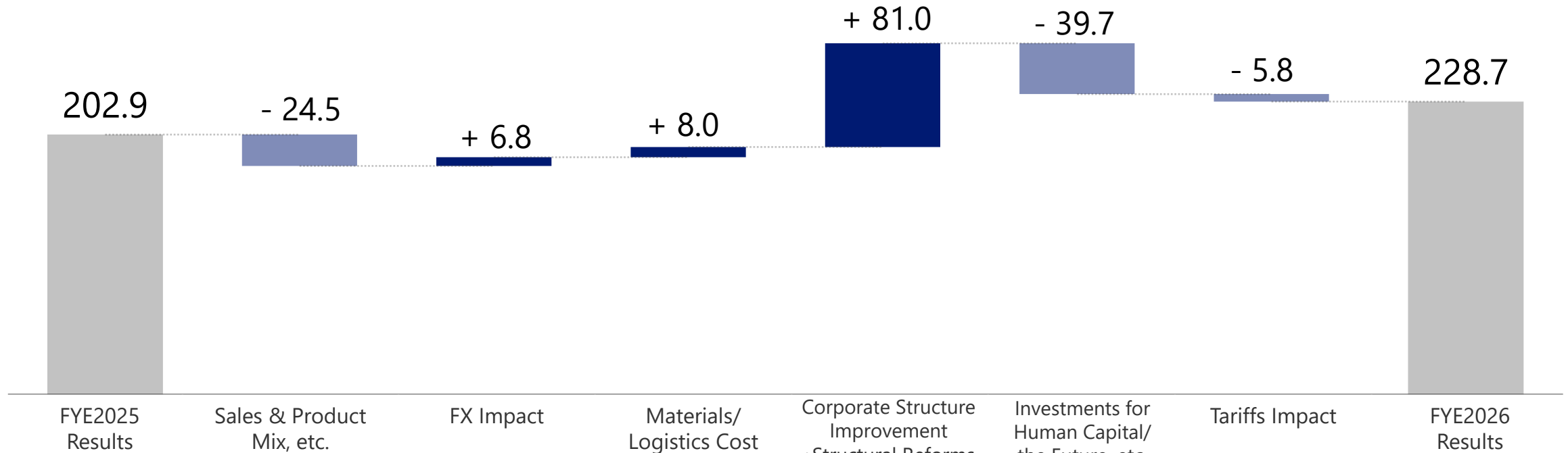
Operating Profit (YoY+25.8)



(Including Tariffs Impact)

FYE2026 Analysis of Operating Profit

【 Billion JPY 】



Sales & Product Mix, etc. Breakdown

| | |
|------------------------------------|--------|
| Sales Volume Fluctuations | + 14.7 |
| Sales Price Variance & Product Mix | - 39.2 |

FX Impact Breakdown

| | |
|-----|-------|
| USD | - 2.9 |
| CNY | + 0.6 |
| EUR | + 1.0 |
| THB | + 8.1 |

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

Consolidated Financial Forecast (FYE2027)

2

FYE2027 Forecast Financial Summary

() Shows Rate to Revenue % 【 Billion JPY 】

| | FYE2026 Results | | FYE2027 Forecast | | Change | Change Rate % |
|----------------------------|-----------------|-------|------------------|-------|--------|---------------|
| Revenue | 5,117.7 | - | 5,250.0 | - | +132.3 | +2.6 |
| Operating Profit | 228.7 | (4.5) | 235.0 | (4.5) | +6.3 | +2.7 |
| Profit before Income Taxes | 247.9 | (4.8) | 245.0 | (4.7) | -2.9 | -1.2 |
| Profit for the Period*1 | 171.6 | (3.4) | 150.0 | (2.9) | -21.6 | -12.6 |

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

| | | | | | | | | | |
|----------------|---|-----|-------|-------------|-------|-------------|--------|-------------|---------|
| Pre-conditions | FX Rate | USD | 151 | JPY | 150 | JPY | -1 | JPY | -0.7 |
| | | CNY | 21.2 | JPY | 21.5 | JPY | +0.3 | JPY | +1.4 |
| | Powertrain Unit Sales*2 (number of electrification unit*3) | | 1,019 | 10,000 unit | 1,070 | 10,000 unit | +51 | 10,000 unit | +5.0 |
| | | | (269) | | (375) | | (+106) | | (+39.3) |

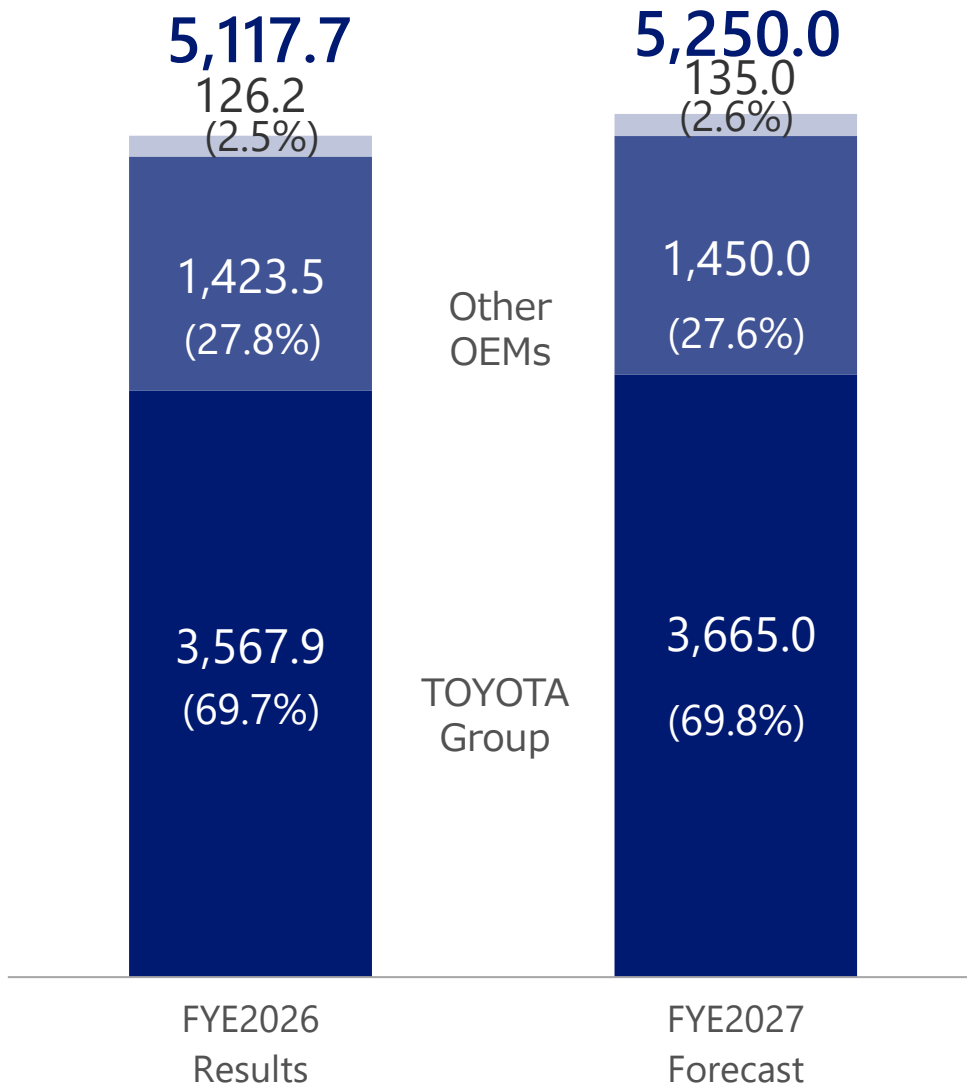
*2 : Total Sales of AT, CVT, HEV and eAxle *3 : Total Sales of HEV, eAxle

FYE2027 Revenue by Customer

■ Mobility

■ Energy Solutions and Others

【 Billion JPY 】



Revenue by Customer (Other OEMs)

| Customer | FYE2026 Results | FYE2027 Forecast | Change | Change Rate (%) |
|-----------------------------|-----------------|------------------|--------------|-----------------|
| SUZUKI | 234.1 | 240.0 | +5.9 | +2.5 |
| Stellantis | 191.3 | 222.0 | +30.7 | +16.0 |
| VW & Audi | 150.7 | 135.0 | -15.7 | -10.4 |
| HONDA | 84.5 | 80.0 | -4.5 | -5.4 |
| MITSUBISHI | 80.3 | 76.0 | -4.3 | -5.4 |
| NISSAN | 68.3 | 70.0 | +1.7 | +2.5 |
| VOLVO | 84.4 | 68.0 | -16.4 | -19.5 |
| Mahindra & Mahindra | 32.4 | 55.0 | +22.6 | +69.4 |
| MAZDA | 21.9 | 51.0 | +29.1 | +132.3 |
| ISUZU | 45.7 | 50.0 | +4.3 | +9.2 |
| Others | 429.9 | 403.0 | -26.9 | -6.2 |
| Total | 1,423.5 | 1,450.0 | +26.5 | +1.9 |
| (Reference) Chinese OEMs | 193.4 | 170.0 | +23.4 | -12.1 |

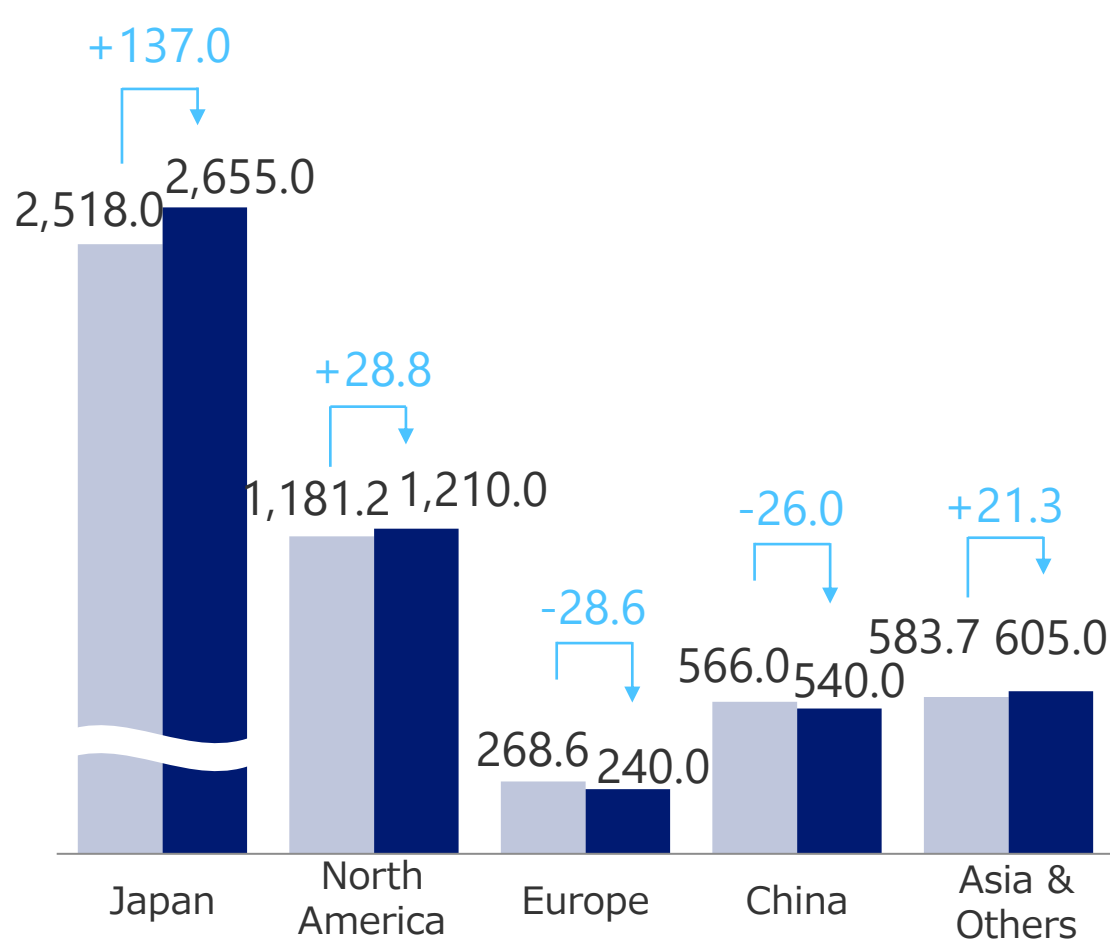
FYE2027 Segment Information

■ FYE 2026 Results

■ FYE2027 Forecast

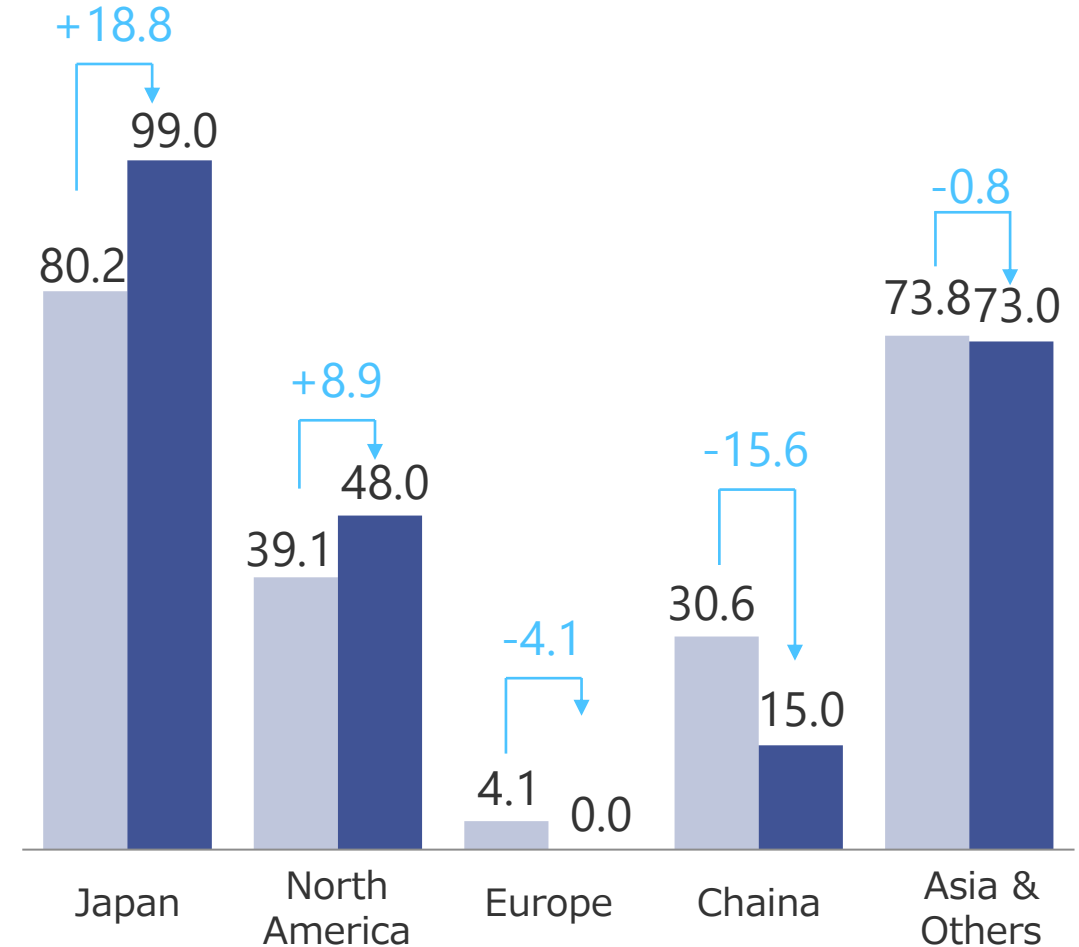
[Billion JPY]

Revenue (YoY+132.3)



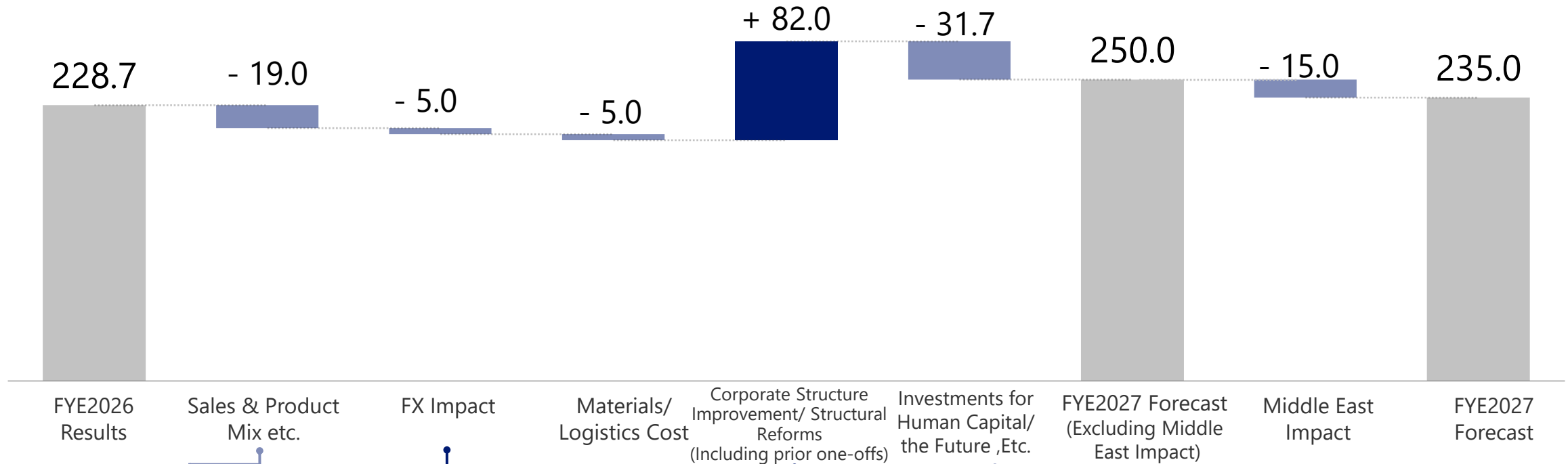
※Revenue to external customers

Operating Profit (YoY+6.3)



FYE2027 Analysis of Operating Profit

【 Billion JPY 】



| Sales &Product Mix etc. Breakdown | |
|------------------------------------|--------|
| Sales Volume Fluctuations | + 31.8 |
| Sales Price Variance & Product Mix | - 50.8 |

| FX Impact Breakdown | |
|---------------------|-------|
| USD | - 1.7 |
| CNY | + 2.0 |
| EUR | + 0.0 |
| THB | - 5.3 |

| 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"> •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 |
|---|
| <ul style="list-style-type: none"> •Expand investments in human capital. •R&D investing in electrified and intelligent products. •Investment in preparation for production of electrified products. Etc. |

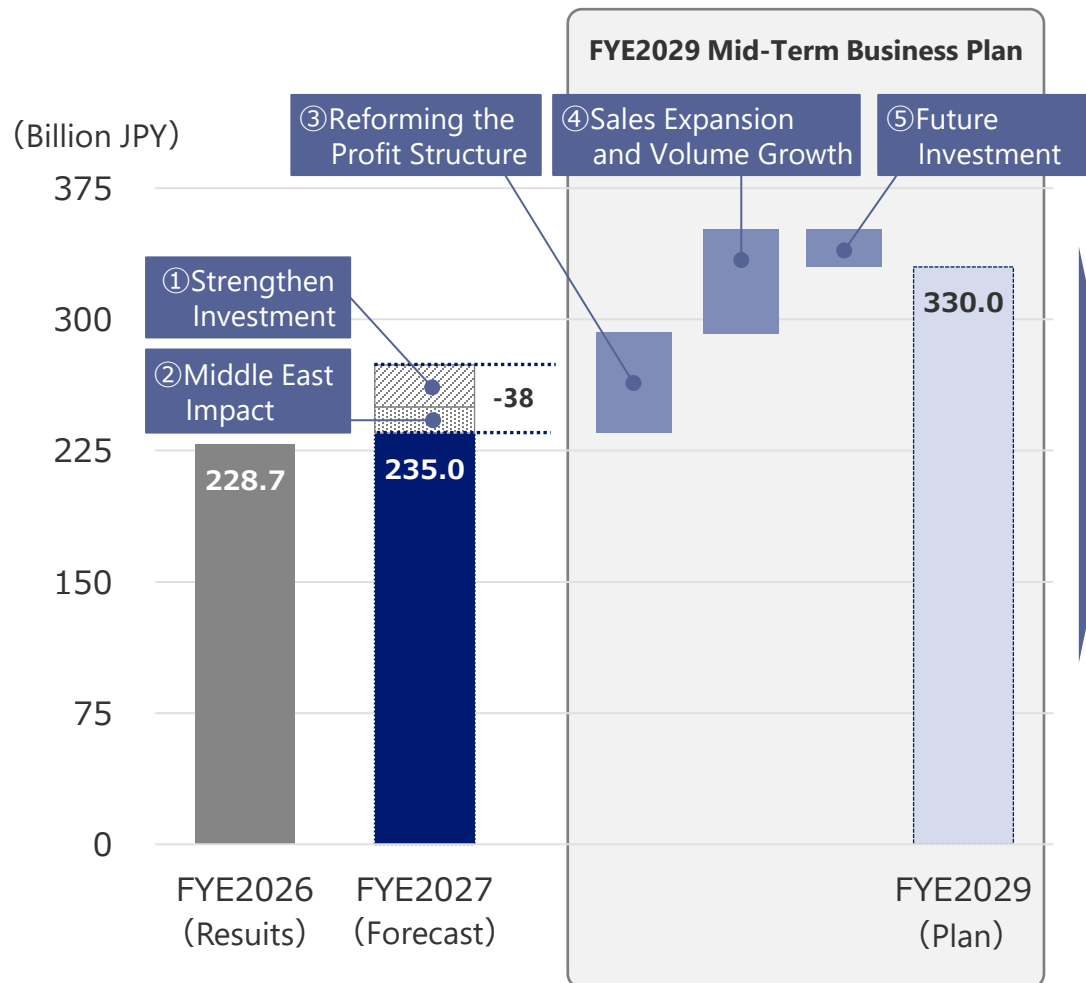
FYE2029 Mid-Term Business Plan Update

3

First-Year Positioning of the FYE2029 Mid-Term Business Plan and the Path Toward FYE2029

Toward achieving the management targets of the Mid-Term Business Plan, AISIN will strengthen investments for mid- to long-term growth in FY2027, in line with the original plan. Full-scale profit growth is expected toward FY2029, driven by reforming the profit structure and increasing PT unit volumes from sales expansion.

Operating Profit Trends



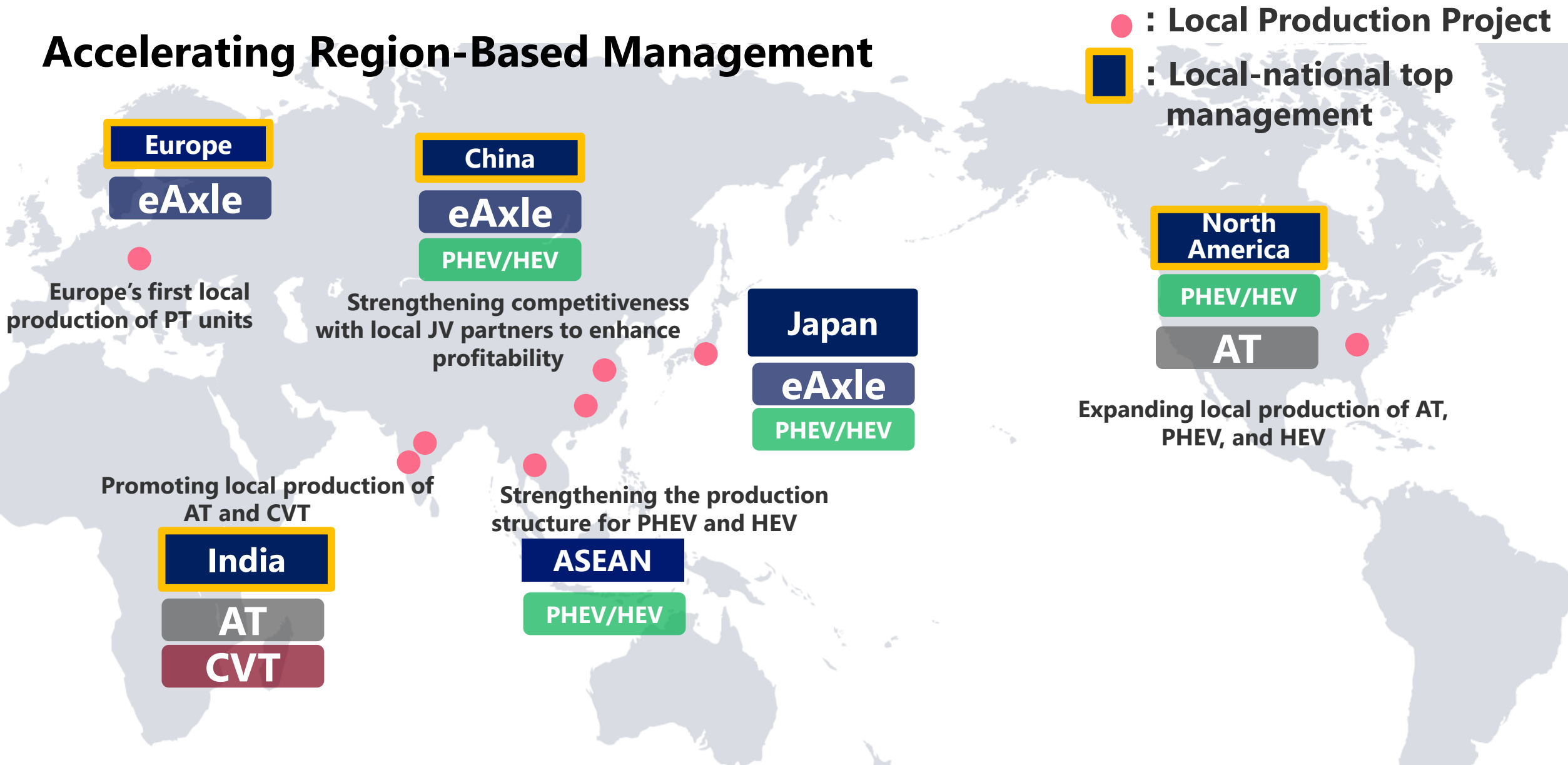
■ Key Points of FYE2027 Operating Profit Forecast

- ① **Strengthen Investment for Mid- to Long-Term Growth (-23 Bil JPY)**
 - R&D for electrification and intelligence, and new product launches
 - Strengthening of digital infrastructure, Sustainable investments, and creation of new businesses, etc.
- ② **Middle East Impact (-15 Bil JPY)**
 - Impact of rising resource prices, etc.

■ Operating Profit Outlook Toward FY2029

- ③ **Reforming the Profit Structure**
 - Strengthening the Competitiveness of Existing Products
(Based on learnings from Chinese-style practices, specifications and cost structures are reformed and rolled out globally)
 - Product mix improvement driven by new products, mainly electrification units and brakes
- ④ **Sales Expansion and Volume Growth**
 - Leveraging a global production network to capture regional demand
(Expansion of local production for PHEVs/HEVs in North America and ASEAN, etc.)
- ⑤ **Future Investment**
 - Investment for human capital and DX
(Shorter lead times, reduced investment, improved productivity, etc.)

Accelerating Region-Based Management



Strengthening regional strategies by leveraging our global production network

Toward Increasing AT Market Share (1/2)

Beginning Contract Manufacturing of Mazda's Six-Speed AT in the U.S.

Leveraging U.S. production capabilities, AISIN begins contract manufacturing of Mazda's six-speed AT at its subsidiary, AISIN Drivetrain, Inc. (ADI)



ADI (In Indiana, the U.S.)

■ Overview

- In the North American market, vehicle manufacturers are increasingly expanding local production, while demands continue to grow for stable supply and rapid responsiveness. To meet these needs, AISIN is leveraging the production technologies and quality management expertise it has cultivated in the transmission field to build a production framework that is closely aligned with the region.
- Through this initiative, AISIN will further enhance supply capabilities and responsiveness in the North American market. In addition, localized production tailored to customer needs will contribute to stable supply and strengthened competitiveness.

Leveraging our global production network to respond to customers' geopolitical risk needs

Toward Increasing AT Market Share (2/2)

Strengthen Production System to Expand Business in India

AISIN and AISIN AUTOMOTIVE HARYANA PRIVATE LIMITED (AHL), a consolidated subsidiary in India, have decided to invest approximately 32 billion yen to expand AHL's existing plant and build a new plant, with the aim of capturing growing demand for automatic transmissions in India.



AHL (Rohtak, Haryana, India)

■ Overview

- With India's auto market expected to grow steadily into the future, demand has been shifting from manual-transmission vehicles, which have been the mainstream, to automatic-transmission vehicles.
- To address local production needs for AT, AHL will invest approximately 32 billion yen to expand its existing plant and build a new plant in Sambhajinagar, Maharashtra, accelerating the localization of AT and CVT production.
- Operations in the expanded area of the existing plant and the new plant are both scheduled to begin in FYE2030.

Aiming to securely capture AT and CVT demand in the rapidly growing Indian market through localization of production

Expansion of Business Domains Based on AISIN's Proprietary Technologies

Applying the Ultra-Fine Water Penetration Technology "HYDRAID" to the Beauty Field

AISIN and MTG form a strategic partnership to jointly develop new products

► First Product 「ReFa HYDRAID」

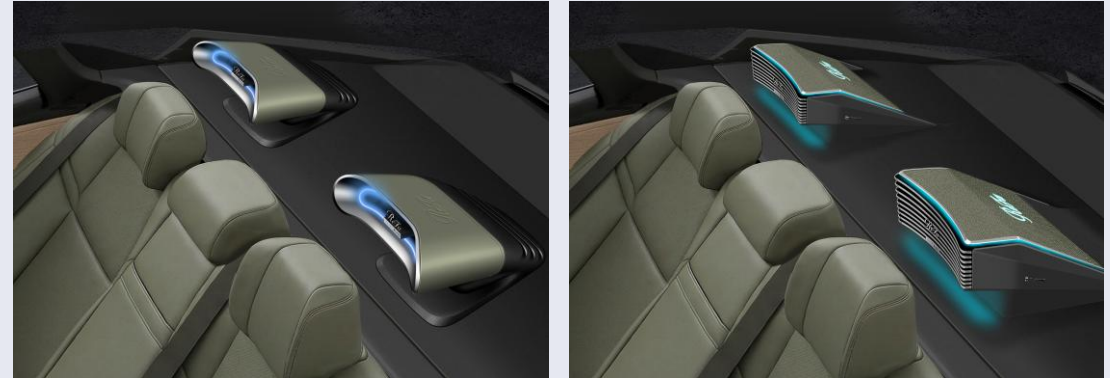


【Hydraid】

A technology applying catalyst structures used in automotive exhaust gas treatment to stably generate and emit fine water particles.

■ Topics | Expansion into the Mobility Domain

At Auto China 2026, AISIN showcased a concept of installing ReFa HYDRAID in a LEXUS vehicle

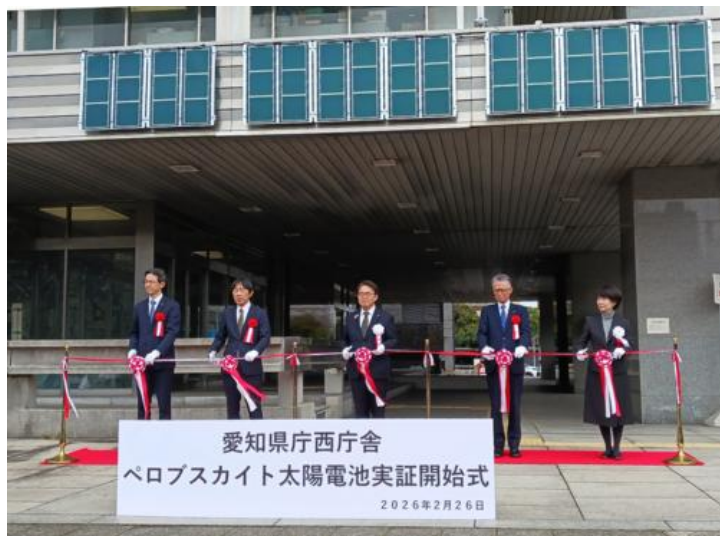


- In recent years, automobiles have evolved into spaces that go beyond transportation, prioritizing comfort and well-being.
- We position HYDRAID as one of our core technologies and are expanding its potential beyond traditional fields such as beauty into the mobility domain.
- At this exhibition, we propose a "healthy mobility experience" for both drivers and passengers by applying HYDRAID technology to the cabin space of a LEXUS vehicle.

Toward the Expansion of the Energy Value Chain

Perovskite Solar Cells

- Launched a demonstration project by installing perovskite solar cells at the Aichi Prefectural Government West Building—the first demonstration at a public facility in Aichi Prefecture.
- Also participating in demonstration tests of lightweight perovskite solar cells at nine sites selected by Aichi Prefecture.



Ceremony at the Aichi Prefectural Government West Building

Biofuel “Bio-M-Coke®”

- Established a production company for AISIN-developed Bio-M-Coke® in Indonesia; full-scale production to begin in FYE2027.
- In response to strong interest from both domestic and international markets, we plan to further expand our production capacity.



PT. ATP Bio Indonesia,
the biofuel production company



Palm shells
as raw materials



Biofuel “Bio-M-Coke®”

Accelerating the expansion of the energy value chain through demonstration and commercialization of next-generation energy technologies

Financial Strategy to Realize the FYE2029 Mid-Term Business Plan (Return to Shareholders)

To realize management that is focused on the cost of capital and share price performance, we will further pursue sustainable improvement in ROE through the steady accumulation of earnings, while rigorously implementing optimal capital allocation based on the Capitalization ratio.

We have adopted DOE* as a new dividend indicator. Starting from a level of 3.0%, and supported by improvements in ROE, we plan to increase DOE in stages, targeting approximately 3.5% by FYE2029.

FYE2026 Mid-Term Business Plan

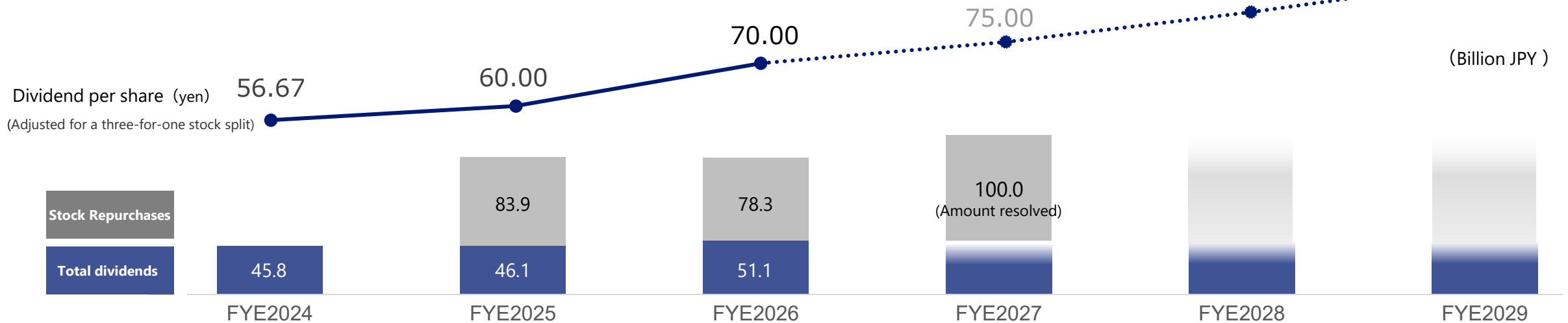
- Stable and continuous dividends (Dividend payout ratio of approximately 30%)
- Flexible stock repurchases

DOE* level of 3.0%

FYE2029 Mid-Term Business Plan

- Stable and continuous dividends (Toward a DOE * level of 3.5% in the final fiscal year)
- Flexible stock repurchases

Toward a DOE* level of 3.5%



*For the calculation of DOE, "equity attributable to owners of the parent" is based on adjusted figures that exclude "other components of equity," which are subject to significant fluctuations due to foreign exchange movements and market conditions.

Shareholder returns through stable and continuous dividends and flexible stock repurchases

Generate Capital by Balance Sheet Reformation

Business Assets

Business Asset Reduction

Compress over **100BJPY**

123.2BJPY*1 in funds generated

Entrust Partners

- Seat business
- Shower toilet business
- Dissolution of capital relationship with EXEDY
- Equity transfer of Aisin Anqing Automotive Parts Co. Ltd.

Accelerate Reduction of Inefficient assets

- Structural change on surplus assets
 - selling idle infrastructure (e.g., real estate and equipment)
- Asset optimization through consolidation and merge group companies (e.g., management companies and manufacturing subsidiaries)

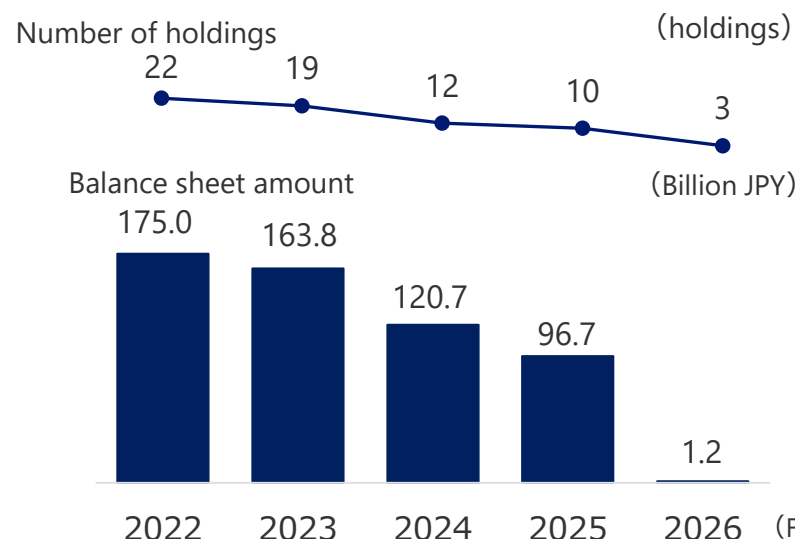
Cross-Shareholdings

Execution of Sale of Cross-Shareholdings

Sell over **100BJPY**

266.4BJPY*1 in funds generated

Number of Holdings and Balance Trends



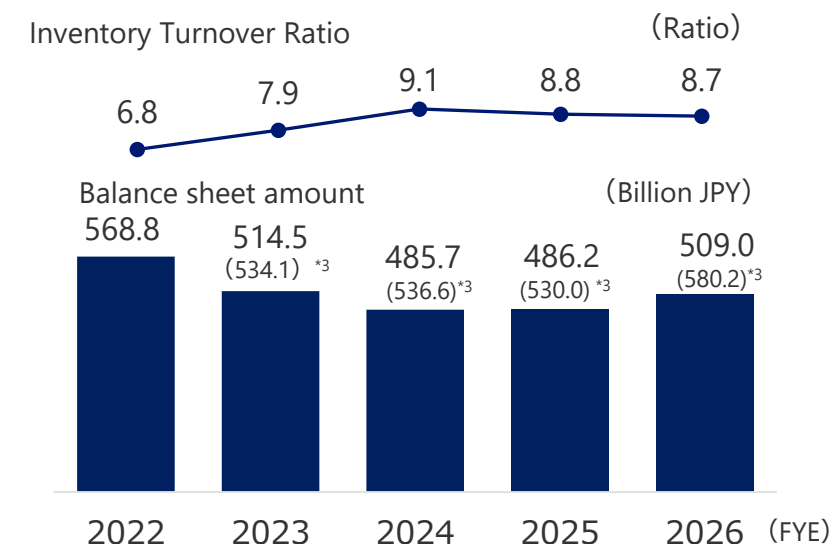
Global Inventories

Global Inventory Reduction

Compress over **100BJPY**

59.8BJPY in funds generated compared to FYE2022 *2

Inventory Turnover Ratio and Inventory Balance Trends



*1 Cumulative total from FYE2024 to FYE2026

*2 Assuming FYE2022 exchange rate

*3 () Assuming actual exchange rate

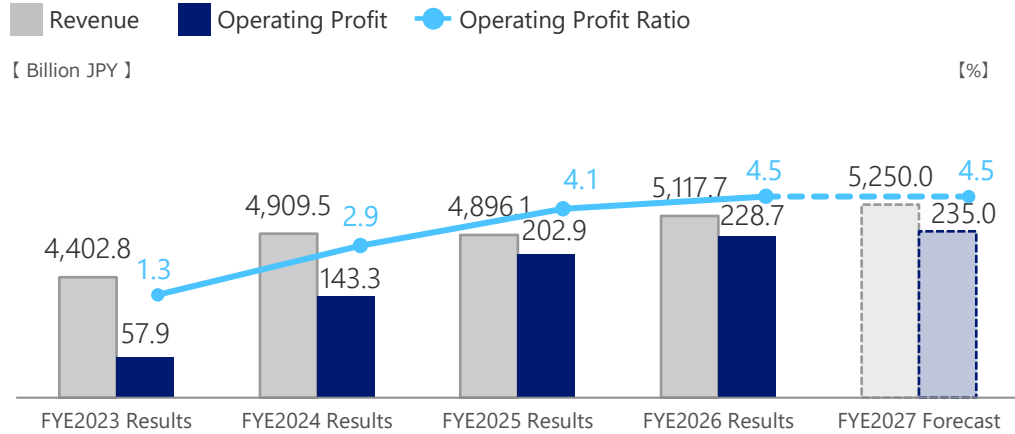
By promoting asset reduction targeting 10% of total assets (400 Billion JPY), we generated 449.4 Billion JPY in funds

Reference Information

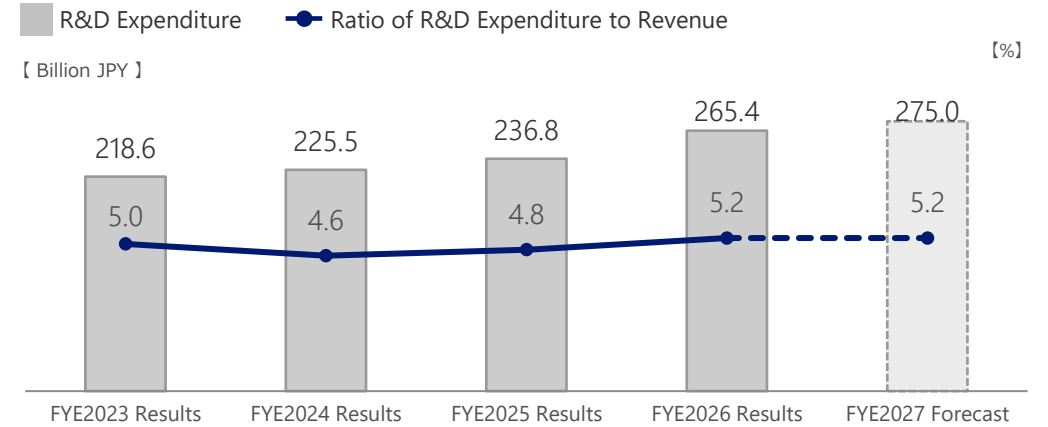
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Highlights of Financial Performance

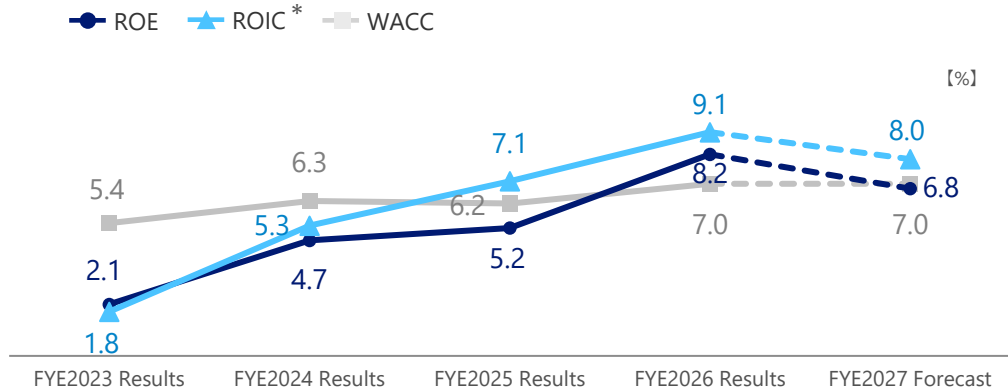
Revenue / Operating Profit / Operating Profit Ratio



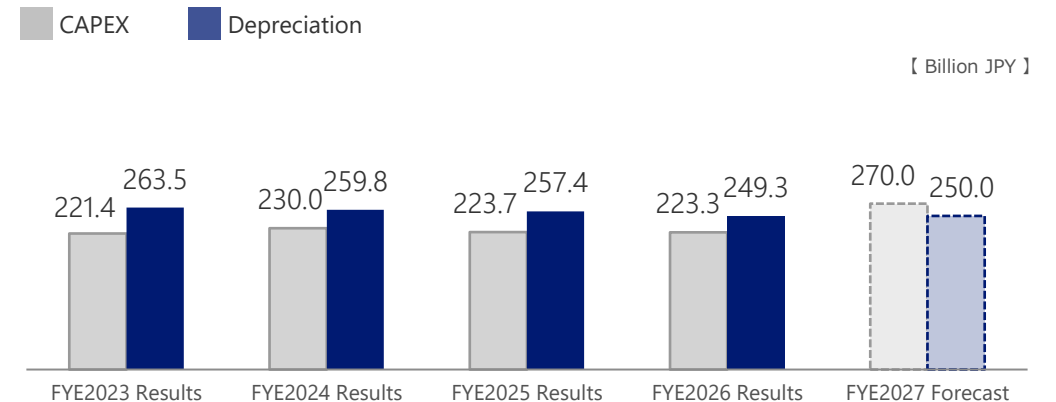
R&D Expenditure / Ratio of R&D Expenditure to Revenue



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



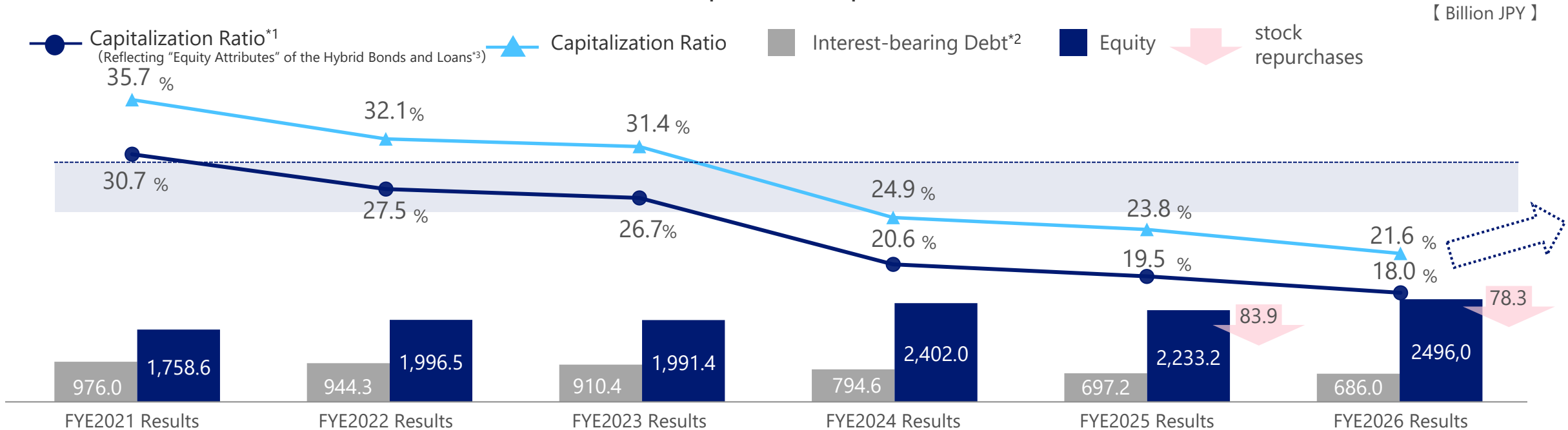
CAPEX / Depreciation



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

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 pursuit of achieving an optimal capital structure, we conducted stock repurchases of JPY 83.9 billion in FYE2025 and JPY 78.3 billion in FYE2026. However, supported by stable profit generation, equity continued to accumulate, resulting in a decline in the current capitalization ratio. In FYE2027, we plan to implement stock repurchases of approximately JPY 100 billion to enhance capital efficiency and gradually raise the capitalization ratio to a desirable level over the medium to long term.

*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.

For FYE 2027, we plan to increase dividends, following the increase in FYE2026, and to implement stock repurchases of 100 billion yen*1.

◆ Dividends

The annual dividend for FYE2026 is 70 yen, an increase of 10 yen.

(interim dividend of 30 yen / year end dividend of 40 yen)

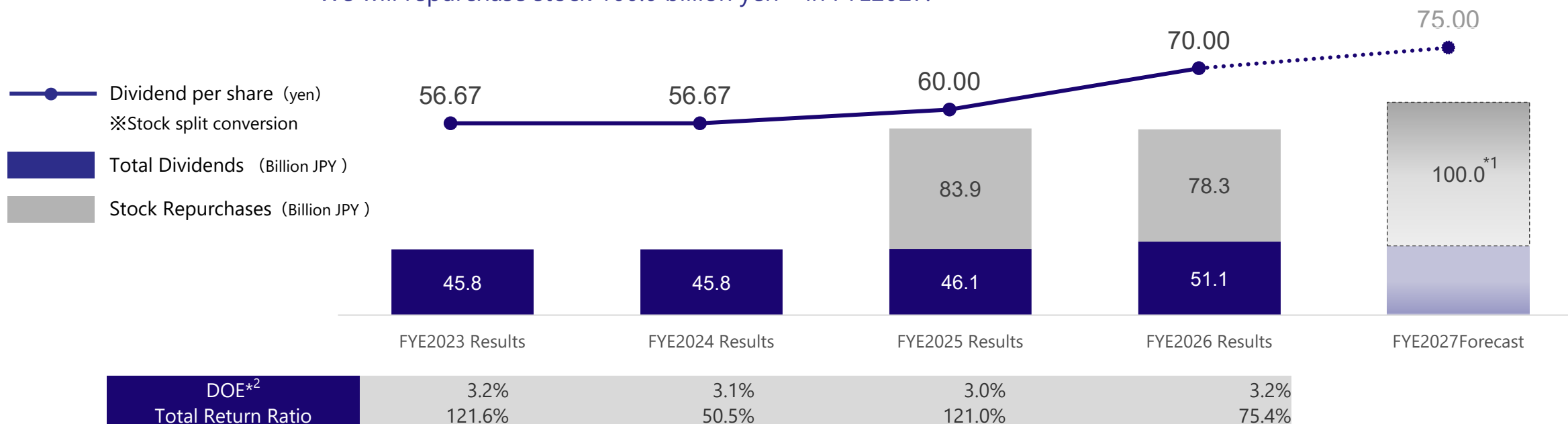
The annual dividend forecast for FYE2027 is 75 yen, increase of 5 yen from the previous fiscal year.

(interim dividend of 35 yen / year end dividend of 40 yen)

◆ Stock Repurchases

We repurchased of stock 78.3 billion yen in FYE2026.

We will repurchase stock 100.0 billion yen*1 in FYE2027.



*1Amount resolved

*2For the calculation of DOE, "equity attributable to owners of the parent" is based on adjusted figures that exclude "other components of equity," which are subject to significant fluctuations due to foreign exchange movements and market conditions.



【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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