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**FY2025 Consolidated Financial Results [IFRS]**  
**(April 1, 2024 through March 31, 2025)**



April 25, 2025

Company Name AISIN CORPORATION

Listed on The Tokyo and Nagoya Stock Exchanges

Code Number 7259

URL <https://www.aisin.com/en>

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Scheduled date of the annual regular general meeting of shareholders : June 17, 2025

The expected date of dividends payment : May 29, 2025

Scheduled filing date for reporting on EDINET : June 13, 2025

Additional documents to supplement financial results : Yes

IR presentation : Yes (For analysts and professional investors)

1.Consolidated Results for FY2025 (April 1, 2024 through March 31, 2025)

(Amounts less than million yen are rounded down)

(1) Consolidated Financial Results

(Percent shows changes against previous Fiscal Year)

	Revenue		Operating profit		Profit before income taxes		Profit for the period		Profit for the period attributable to owners of the parent		Comprehensive income for the period	
Year ended	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%
March 31, 2025	4,896,104	-0.3	202,941	41.5	173,440	15.7	124,220	10.1	107,586	18.5	-17,861	-
March 31, 2024	4,909,557	11.5	143,396	147.5	149,877	103.2	112,809	135.5	90,813	141.1	462,984	720.9

	Basic earnings per share	Diluted earnings per share	Ratio of profit for the period to equity attributable to owners of the parent	Ratio of profit before income taxes to total assets	Ratio of operating profit to revenue
Year ended	Yen	Yen	%	%	%
March 31, 2025	137.81	—	5.2	3.9	4.1
March 31, 2024	112.31	—	4.7	3.4	2.9

(Reference) Equity in earnings (losses) of affiliates FY2025 5,666 Million Yen FY2024 -8,425 Million Yen

(Note) On October 1, 2024, the Company effected a 3-for-1 split of common stock. Basic earnings per share is calculated on the assumption that the stock split was implemented at the beginning of the previous fiscal year.

(2) Consolidated Financial Position

	Total Assets	Total equity	Equity attributable to owners of the parent	Ratio of equity attributable to owners of the parent	Equity attributable to owners of the parent per share
As of	Million Yen	Million Yen	Million Yen	%	Yen
March 31, 2025	4,284,600	2,233,265	1,977,263	46.1	2,609.69
March 31, 2024	4,643,016	2,402,029	2,135,837	46.0	2,641.39

(Note) On October 1, 2024, the Company effected a 3-for-1 split of common stock. Equity attributable to owners of the parent per share is calculated on the assumption that the stock split was implemented at the beginning of the previous fiscal year.

(3) Consolidated Cash Flows

	From operating activities	From investing activities	From financing activities	Cash and cash equivalents at the end of FY
Year ended	Million Yen	Million Yen	Million Yen	Million Yen
March 31, 2025	339,870	-146,948	-270,221	451,690
March 31, 2024	499,740	-93,153	-211,699	527,191

## 2.Cash Dividends

	Annual Cash Dividends Per Share					Dividends total	Dividends Payout Ratio	Ratio of equity attributable to owners of the parent
	1st quarter	2nd quarter	3rd quarter	Year end	FY Total			
	Yen	Yen	Yen	Yen	Yen	Million Yen	%	%
Fiscal year ended March 31, 2024	—	80.00	—	90.00	170.00	45,820	50.5	2.4
Fiscal year ended March 31, 2025	—	90.00	—	30.00	—	46,132	43.5	2.3
Fiscal year ending March 31, 2026 (Forecast)	—	30.00	—	35.00	65.00		39.4	

(Note) On October 1, 2024, the Company effected a 3-for-1 split of common stock. Concerning annual cash dividends per share of FY2025, Year end cash dividends per share of FY2025 after the stock split is shown and annual total cash dividends per share is shown as “-“. In addition, Year end cash dividends per share of FY2025 on pre-stock-split basis is 90.00 Yen, and annual total cash dividends per share is 180.00 Yen.

## 3.Consolidated forecast for FY2026 (April 1, 2025 through March 31, 2026)

(Percent shows changes against corresponding figures for the previous period)

	Revenue		Operating profit		Profit before income taxes		Profit attributable to owners of parent		Earnings per share
	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%	Yen
Full year	4,900,000	0.1	205,000	1.0	215,000	24.0	125,000	16.2	164.98

(Note) At the board of directors' meeting held on April 25, 2025, the Company resolved to repurchase its shares of common stock and to cancel its shares of treasury stock. However, the "Earnings per share" in Consolidated Financial Forecast for FY2026 does not take into account the impact. Please refer to "Material subsequent events" on page11 for details on the repurchase and cancellation of treasury stock.

### ※ Notes

#### (1) Changes in significant subsidiaries : None

Consolidation scope

Consolidated (New): None

Eliminated : None

#### (2) Changes in accounting policies and accounting estimation

- ① Changes in accounting policies required by IFRS : None
- ② Other changes : None
- ③ Changes in accounting estimation : None

#### (3) Number of outstanding shares (common stocks)

① Number of shares issued including treasury stock as of the respective balance sheet date	As of March 31, 2025	809,023,902 shares	As of March 31, 2024	884,023,902 shares
② Number of treasury stock as of the respective balance sheet date	As of March 31, 2025	51,362,870 shares	As of March 31, 2024	75,421,764 shares
③ Average number of common stocks	Fiscal year ended March 31, 2025	780,701,492 shares	Fiscal year ended March 31, 2024	808,598,283 shares

(Note) On October 1, 2024, the Company effected a 3-for-1 split of common stock. Number of outstanding shares (common stocks) are calculated on the assumption that the stock split was implemented at the beginning of the previous fiscal year.

(Reference) Stand Alone Results for FY2025 (April 1, 2024 through March 31, 2025)

(1) Stand Alone Financial Results

(Percent indications show the percentage of changes against last Fiscal year)

Year ended	Revenue		Operating profit		Ordinary profit		Profit for the period	
	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%
March 31, 2025	2,431,018	-2.1	25,491	48.8	105,888	113.0	97,744	-11.1
March 31, 2024	2,484,121	13.5	17,128	-	49,715	-32.4	109,994	50.1

Year ended	Earnings per share		Diluted earnings per share	
	Yen		Yen	
March 31, 2025	125.20		—	
March 31, 2024	136.03		—	

(Note) On October 1, 2024, the Company effected a 3-for-1 split of common stock. Earnings per share is calculated on the assumption that the stock split was implemented at the beginning of the previous fiscal year.

(2) Stand Alone Financial Position

As of	Total Assets		Total equity		Tangible net worth ratio	Net worth per share
	Million Yen		Million Yen		%	Yen
March 31, 2025	2,586,258		1,063,905		41.1	1,404.20
March 31, 2024	2,968,913		1,259,682		42.4	1,557.85

(Reference) Tangible net worth FY2025 1,063,905 Million Yen FY2024 1,259,682 Million Yen

(Note) 1. On October 1, 2024, the Company effected a 3-for-1 split of common stock. Net worth per share is calculated on the assumption that the stock split was implemented at the beginning of the previous fiscal year.

2. The numbers shown on Stand Alone Financial Results are based on Japanese Standard.

※ This report is exempt from the audit procedure by certified public accountant or audit firm.

※ Explanation regarding the appropriate use of forecasts, and other additional information

- 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. For more information on these matters, please refer to "1. Qualitative information regarding financial results for the fiscal year ended March 31, 2025 (4) Explanation of consolidated earnings forecasts and other forward-looking statements" on page3 of the attached materials.
- The Company is scheduled to hold the earnings briefing for analysts and professional investors on April 25, 2025. The presentation materials for the earnings briefing will be posted on its website promptly following the presentation.

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## 1. Qualitative information regarding financial results for the fiscal year ended March 31, 2025

### (1) Information regarding operating results

Revenue for the fiscal year decreased by 0.3% from the same period of the previous fiscal year (¥4,909.5 billion) to ¥4,896.1 billion, despite the effects of changes in exchange rates, there was the decrease in sales of powertrain units, etc.

In terms of profit, compared to the same period of the previous fiscal year when quality-related cost was recorded, operating profit increased by 41.5% from ¥143.3 billion to ¥202.9 billion, profit before income taxes increased by 15.7% from ¥149.8 billion to ¥173.4 billion, and profit for the period attributable to owners of the parent increased by 18.5% from ¥90.8 billion to ¥107.5 billion, despite the decrease in revenue and the increase of investments for human capital and the future, there were the effects of changes in exchange rates and the effects of the efforts to improve the corporate structure.

Performance by segment is as follows.

#### i ) Japan

Revenue decreased by 1.8% from the same period of the previous fiscal year (¥3,195.2 billion) to ¥3,139.3 billion, due to the decrease in sales of powertrain units, etc. Compared to the same period of the previous fiscal year when quality-related cost was recorded, operating profit increased by 17.7% from ¥62.6 billion to ¥73.6 billion, despite the decrease in revenue and the increase of investments for human capital and the future, there were the effects of changes in exchange rates and the effects of the efforts to improve the corporate structure

#### ii ) North America

Revenue increased by 8.6% from the same period of the previous fiscal year (¥1,000.5 billion) to ¥1,086.9 billion, due to the effects of changes in exchange rates and the increase in vehicle production. Compared to the same period of the previous fiscal year when quality-related cost was recorded, operating profit increased by 54.4 billion from operating loss of ¥25.1 billion to ¥29.3 billion, due to the increase in hybrid transmissions production, etc.

#### iii ) Europe

Revenue decreased by 21.3% from the same period of the previous fiscal year (¥375.8 billion) to ¥295.9 billion, due to the decrease in sales of powertrain units. Operating profit decreased by 43.3% from the same period of the previous fiscal year (¥7.7 billion) to ¥4.3 billion, due to the decrease in revenue, etc.

#### iv ) China

Revenue decreased by 2.6% from the same period of the previous fiscal year (¥635.3 billion) to ¥618.9 billion, due to the decrease in vehicle production, etc. Operating profit decreased by 11.2% from the same period of the previous fiscal year (¥36.4 billion) to ¥32.3 billion, due to the decrease in revenue.

#### v ) ASEAN and India

Revenue increased by 6.0% from the same period of the previous fiscal year (¥500.1 billion) to ¥530.1 billion, due to the effects of changes in exchange rates and the increase of exportation to North America. Operating profit increased by 5.7% from the same period of the previous fiscal year (¥56.1 billion) to ¥59.3 billion, due to the effect of changes in exchange rates and the effects of the efforts to improve the corporate structure.

(Note) The amounts of revenue for each segment include intersegment revenue in addition to revenue from external customers.

### (2) Explanation of financial position

At the end of the fiscal year ended March 31, 2025, assets decreased by 7.7% from the end of the previous fiscal year (¥4,643.0 billion) to ¥4,284.6 billion, mainly due to the decrease in cash and cash equivalents and other financial assets in non-current assets. Liabilities decreased by 8.5% from the end of the previous fiscal year (¥2,240.9 billion) to ¥2,051.3 billion, mainly due to the decrease in bonds and loans payable and deferred tax liabilities. Equity decreased by 7.0% from the end of the previous fiscal year (¥2,402.0 billion) to ¥2,233.2 billion, despite the increase in profit for the period, there were the decrease in marketable securities valuation difference, acquisition of treasury stock and dividends of retained earnings, etc.

### (3) Explanation of cash flows

As for the status of cash flows in the current consolidated fiscal year, cash and cash equivalents (hereinafter referred to as "cash") increased by ¥339.8 billion by operating activities, decreased by ¥146.9 billion by investing activities, decreased by ¥270.2 billion by financing activities, increased by ¥1.6 billion by translation adjustments on cash and cash equivalents, and increased by ¥0.1 billion by changes in cash and cash equivalents included in assets held for sale. As of the end of the consolidated fiscal year, cash and cash equivalents totaled ¥451.6 billion, by the decrease ¥75.5 billion (14.3%) from the end of the previous fiscal year (527.1 billion).

#### (Net cash provided by operating activities)

Net cash provided by operating activities decreased by ¥159.8 billion (32.0%) from the previous fiscal year (¥499.7 billion) to ¥339.8 billion. This decrease was mainly due to the increase by ¥128.2 billion in trade and other receivables.

#### (Net cash used in investing activities)

Net cash used in investing activities increased by ¥53.7 billion (57.7%) from the previous fiscal year (¥93.1 billion) to ¥146.9 billion. This increase was mainly due to the increase in using cash by the decrease by ¥113.4 billion in proceeds from sales and redemption of investment securities, despite the decrease in using cash by the decrease by ¥22.0 billion in time deposits and the increase by ¥39.9 billion in proceeds from sales of investments accounted for using equity method.

#### (Net cash used in financing activities)

Net cash used in financing activities increased by ¥58.5 billion (27.6%) from the previous fiscal year (¥211.6 billion) to 270.2 billion. This increase was mainly due to the increase in using cash by the increase by ¥125.0 billion in redemption of bonds and the increase by ¥83.9 billion in acquisition of treasury stock, despite the decrease in using cash by the increase by ¥140.8 billion in loans payable and its repayment.

### (4) Explanation of consolidated earnings forecasts and other forward-looking statements

Regarding consolidated financial forecast for the fiscal year ending March 31, 2026, despite the effect of the assumption of changes in exchange rates, due to the expanded sales of electrified products such as hybrid transmissions and eAxle, the Company expects revenue to be ¥4,900.0 billion (increase by ¥3.8 billion (0.1%) compared to the previous fiscal year).

Although the revenue will remain at the same level, the Company will accelerate the strengthening of product competitiveness and group management, and expand investments in human capital, research and development, and the establishment of a global production system for electrified products as part of our future investments. While it is currently difficult to estimate the impact of U.S. tariff measures to the Company, the Company have reflected ¥20.0 billion as a risk assuming AISIN group covering the timing gap of the provisional cost reflecting to the selling price to the respective OEMs. The Company expects operating profit to be ¥205.0 billion (increase by ¥2.0 billion (1.0%) compared to the previous fiscal year), profit before income taxes to be ¥215.0 billion (increase by ¥41.5 billion (24.0%) compared to the previous fiscal year), and profit attributable to owners of the parent to be ¥125.0 billion (increase by ¥17.4 billion (16.2%) compared to the previous fiscal year).

Assumptions of exchange rates between the Japanese yen and the U.S. dollar, and the Chinese yuan are 145 yen and 20.0 yen, respectively.

The financial performance forecasts mentioned above include forward-looking statements based on information currently available to the Company. Actual financial performance may differ significantly from the above forecasts due to changes in internal and external circumstances, such as future operation of the business and exchange rate fluctuations.

## 2. Basic Policy to the Selection of Accounting Standards

The Group has adopted International Financial Reporting Standards ("IFRS"), aiming to improve the international comparability of financial information in the capital market.

### 3. Consolidated Financial Statements

#### (1) Consolidated Statements of Financial Position

(Million Yen)

	As of March 31, 2024	As of March 31, 2025
<b>Assets</b>		
Current assets		
Cash and cash equivalents	527,191	451,690
Trade and other receivables	703,708	737,206
Other financial assets	39,375	17,754
Inventories	536,600	530,082
Other current assets	87,269	93,262
Subtotal	1,894,144	1,829,996
Assets held for sale	3,608	—
Total current assets	1,897,753	1,829,996
Non-current assets		
Property, plant and equipment	1,470,862	1,424,038
Intangible assets	55,882	56,623
Right-of-use assets	67,203	72,427
Investments accounted for using the equity method	131,914	78,247
Other financial assets	885,677	692,778
Deferred tax assets	81,912	88,204
Other non-current assets	51,810	42,285
Total non-current assets	2,745,263	2,454,604
Total assets	4,643,016	4,284,600
<b>Liabilities and equity</b>		
<b>Liabilities</b>		
Current liabilities		
Trade and other payables	908,975	928,595
Bonds and loans payable	100,227	90,694
Lease liabilities	20,905	18,780
Other financial liabilities	9,373	7,106
Provisions	44,037	46,325
Income tax payables	46,670	19,713
Other current liabilities	47,652	42,530
Subtotal	1,177,842	1,153,746
Liabilities directly associated with assets held for sale	312	—
Total current liabilities	1,178,154	1,153,746
Non-current liabilities		
Bonds and loans payable	626,067	539,167
Lease liabilities	47,461	48,654
Other financial liabilities	27,111	18,278
Retirement benefit liabilities	205,801	197,013
Provisions	2,393	2,460
Deferred tax liabilities	142,238	75,401
Other non-current liabilities	11,758	16,614
Total non-current liabilities	1,062,833	897,589
Total liabilities	2,240,987	2,051,335
<b>Equity</b>		
Capital stock	45,049	45,049
Capital surplus	79,352	80,578
Treasury stock	-115,627	-84,621
Other components of equity	577,590	444,397
Retained earnings	1,549,472	1,491,859
Equity attributable to owners of the parent company	2,135,837	1,977,263
Non-controlling interests	266,192	256,001
Total equity	2,402,029	2,233,265
Total liabilities and equity	4,643,016	4,284,600

## (2) Consolidated Statements of Income / Consolidated Statements of Comprehensive Income

(Consolidated Statements of Income)

(Million Yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Revenue	4,909,557	4,896,104
Cost of revenue	-4,358,900	-4,332,615
Gross profit	550,656	563,489
Selling, general and administrative expenses	-417,705	-375,083
Other income	28,785	36,115
Other expenses	-18,340	-21,579
Operating profit	143,396	202,941
Finance income	25,445	30,452
Finance expenses	-10,538	-49,402
Equity in earnings (losses) of affiliates	-8,425	5,666
Gains (losses) on sales of investments accounted for using equity method	—	-16,217
Profit before income taxes	149,877	173,440
Income tax expenses	-37,068	-49,220
Profit for the period	112,809	124,220
Profit for the period attributable to:		
Owners of the parent	90,813	107,586
Non-controlling interests	21,996	16,634
Total	112,809	124,220
Earnings per share		
Basic earnings per share (Yen)	112.31	137.81
Diluted earnings per share (Yen)	—	—

## (Consolidated Statements of Comprehensive Income)

(Million Yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit for the period	112,809	124,220
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Remeasurements of defined benefit plans	10,363	-7,862
Net changes in revaluation of financial assets measured at fair value through other comprehensive income (loss)	286,827	-136,251
Share of other comprehensive income (loss) of associates accounted for using the equity method	-4	29
Total	297,187	-144,084
Items that may be reclassified subsequently to profit or loss		
Net changes in revaluation of financial assets measured at fair value through other comprehensive income (loss)	52	-15
Cash flow hedges	77	57
Exchange differences on translating foreign operations	48,896	2,478
Share of other comprehensive income (loss) of associates accounted for using the equity method	3,960	-518
Total	52,987	2,001
Other comprehensive income (loss) total	350,174	-142,082
Comprehensive income (loss) for the period	462,984	-17,861
Comprehensive income (loss) for the period attributable to:		
Owners of the parent	426,802	-37,780
Non-controlling interests	36,182	19,919
Total	462,984	-17,861



## (3) Consolidated Statements of Changes in Equity

Fiscal year ended March 31, 2024

(Million Yen)

	Equity attributable to owners of the parent							
	Other components of equity							Total
	Capital stock	Capital surplus	Treasury stock	Remeasurements of defined benefit plans	Net changes in revaluation of financial assets measured at fair value through other comprehensive income	Cash flow hedges	Exchange differences on translation of foreign operations	
Balance as of April 1, 2023	45,049	74,401	-115,675	—	275,926	-114	31,313	307,125
Profit for the period	—	—	—	—	—	—	—	—
Other comprehensive income	—	—	—	8,633	284,752	80	42,522	335,988
Comprehensive income for the period	—	—	—	8,633	284,752	80	42,522	335,988
Hyperinflation adjustment	—	—	—	—	—	—	—	—
Acquisition of treasury stock	—	—	-6	—	—	—	—	—
Disposal of treasury stock	—	-9	55	—	—	—	—	—
Dividends	—	—	—	—	—	—	—	—
Changes in the ownership interest in subsidiaries	—	4,959	—	—	—	—	—	—
Change in scope of consolidation	—	—	—	90	—	—	-310	-220
Transfer from other components of equity to retained earnings	—	—	—	-8,723	-56,579	—	—	-65,303
Total transactions with owners	—	4,950	48	-8,633	-56,579	—	-310	-65,523
Balance as of March 31, 2024	45,049	79,352	-115,627	—	504,099	-34	73,526	577,590

	Equity attributable to owners of the parent			Non-controlling interests	Total equity
	Retained earnings	Total			
Balance as of April 1, 2023	1,440,425	1,751,326		240,110	1,991,437
Profit for the period	90,813	90,813		21,996	112,809
Other comprehensive income	—	335,988		14,185	350,174
Comprehensive income for the period	90,813	426,802		36,182	462,984
Hyperinflation adjustment	1,445	1,445		—	1,445
Acquisition of treasury stock	—	-6		—	-6
Disposal of treasury stock	—	46		1	47
Dividends	-48,515	-48,515		-9,052	-57,567
Changes in the ownership interest in subsidiaries	—	4,959		-1,050	3,909
Change in scope of consolidation	—	-220		—	-220
Transfer from other components of equity to retained earnings	65,303	—		—	—
Total transactions with owners	16,787	-43,736		-10,100	-53,837
Balance as of March 31, 2024	1,549,472	2,135,837		266,192	2,402,029

	Equity attributable to owners of the parent							
	Capital stock	Capital surplus	Treasury stock	Remeasurements of defined benefit plans	Other components of equity			Total
					Net changes in revaluation of financial assets measured at fair value through other comprehensive income	Cash flow hedges	Exchange differences on translation of foreign operations	
Balance as of April 1, 2024	45,049	79,352	-115,627	—	504,099	-34	73,526	577,590
Profit for the period	—	—	—	—	—	—	—	—
Other comprehensive income (loss)	—	—	—	-9,992	-135,100	68	-343	-145,367
Comprehensive income (loss) for the period	—	—	—	-9,992	-135,100	68	-343	-145,367
Hyperinflation adjustment	—	—	—	—	—	—	—	—
Acquisition of treasury stock	—	—	-83,921	—	—	—	—	—
Disposal of treasury stock	—	9	108	—	—	—	—	—
Cancellation of treasury stock	—	-10,952	114,818	—	—	—	—	—
Dividends	—	—	—	—	—	—	—	—
Changes in the ownership interest in subsidiaries	—	12,169	—	-59	—	—	—	-59
Change in scope of consolidation	—	—	—	—	—	—	198	198
Transfer from other components of equity to retained earnings	—	—	—	10,051	1,983	—	—	12,035
Total transactions with owners	—	1,226	31,005	9,992	1,983	—	198	12,174
Balance as of Mar. 31, 2025	45,049	80,578	-84,621	—	370,982	34	73,381	444,397

	Equity attributable to owners of the parent		Non-controlling interests	Total equity
	Retained earnings	Total		
Balance as of April 1, 2024	1,549,472	2,135,837	266,192	2,402,029
Profit for the period	107,586	107,586	16,634	124,220
Other comprehensive income (loss)	—	-145,367	3,284	-142,082
Comprehensive income (loss) for the period	107,586	-37,780	19,919	-17,861
Hyperinflation adjustment	1,291	1,291	—	1,291
Acquisition of treasury stock	—	-83,921	—	-83,921
Disposal of treasury stock	—	118	—	118
Cancellation of treasury stock	-106,749	-2,883	2,883	—
Dividends	-47,705	-47,705	-14,436	-62,142
Changes in the ownership interest in subsidiaries	—	12,109	-18,293	-6,183
Change in scope of consolidation	—	198	-263	-65
Transfer from other components of equity to retained earnings	-12,035	—	—	—
Total transactions with owners	-166,490	-122,083	-30,110	-152,193
Balance as of Mar. 31, 2025	1,491,859	1,977,263	256,001	2,233,265

## (4) Consolidated Statements of Cash Flows

(Million Yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net cash provided by (used in) operating activities		
Profit before income tax	149,877	173,440
Depreciation and amortization	274,300	272,839
Impairment losses	4,092	4,201
Losses (gains) on sales of investments accounted for using equity method	-	16,217
Decrease (increase) in trade and other receivables	89,617	-38,621
Decrease (increase) in inventories	30,143	1,355
Increase (decrease) in trade and other payables	-4,753	14,354
Other, net	-29,110	-29,240
Subtotal	514,167	414,547
Interest income received	5,067	5,458
Dividends income received	21,940	21,734
Interest expenses paid	-8,516	-4,621
Income taxes paid	-32,919	-97,249
Net cash provided by (used in) operating activities	499,740	339,870
Net cash provided by (used in) investing activities		
Decrease (increase) in time deposits	-4,891	17,130
Purchase of property, plant and equipment	-228,148	-218,851
Proceeds from sales of property, plant and equipment	10,111	13,925
Purchase of intangible assets	-16,316	-17,571
Purchase of investment securities	-2,283	-5,653
Proceeds from sales and redemption of investment securities	118,957	5,519
Proceeds from collection of lease receivables	14,054	12,843
Proceeds from sales of subsidiaries or other businesses	13,075	2,446
Proceeds from sales of investments accounted for using equity method	-	39,924
Other, net	2,288	3,337
Net cash provided by (used in) investing activities	-93,153	-146,948
Net cash provided by (used in) financing activities		
Increase (decrease) in short-term bank loans and commercial papers	-41,939	-12,172
Proceeds from long-term loans payable	5,359	90,000
Repayment of long-term loans payable	-80,288	-53,832
Proceeds from issuance of bonds	-	20,000
Redemption of bonds	-15,000	-140,000
Repayment of lease payables	-25,949	-25,905
Acquisition of treasury stock	-6	-83,923
Cash dividends paid	-48,502	-47,687
Cash dividends paid to non-controlling interests	-9,052	-14,436
Other, net	3,679	-2,262
Net cash provided by (used in) financing activities	-211,699	-270,221
Effect of exchange rate change on cash and cash equivalents	13,207	1,669
Net increase (decrease) in cash and cash equivalents	208,094	-75,629
Cash and cash equivalents at beginning of period	317,693	527,191
To reclassify cash and cash equivalents included in assets held for sale	1,403	129
Cash and cash equivalents at end of period	527,191	451,690

(5) Notes to the Consolidated Financial Statements

(Going concern assumption)

None

(Segments information)

1. General information regarding reportable segments

The reportable segments of the Group are components for which financial information is available and whose operating results are periodically reviewed by the Board of Directors to make decisions about allocation of resources and to assess performance.

We devise strategies, policies and goals for maximizing sustainable business value for the entire Group by meeting diverse needs near major automobile manufacturers around the world, and developing, producing, and selling high value-added products. We have assigned officers in charge of each region to supervise the devising of comprehensive strategies in the regions. In addition, the Group mainly manufactures and sells automobile parts, etc., and each company is conducting business activities by devising comprehensive strategies as independent management units in each region.

Therefore, the Group consists of segments by location of the company based on the manufacture and sale of automobile parts, etc., and set five reportable segments: "Japan", "North America", "Europe", "China", and "ASEAN and India". Therefore, reportable segments and its product and service are as follows.

Segment	Product and service
Japan	Overall automotive parts Energy solution related products etc.
North America	Overall automotive parts
Europe	Overall automotive parts
China	Overall automotive parts
ASEAN and India	Overall automotive parts

## 2. Revenue and profit by reportable segments

Fiscal year ended March 31, 2024

(Million Yen)

	Reportable Segments						Others	Adjustments	Total
	Japan	North America	Europe	China	ASEAN and India	Total			
Revenue									
(1) Revenue from third parties	2,450,841	982,393	364,773	612,373	456,587	4,866,969	42,587	—	4,909,557
(2) Inter-segment	744,423	18,141	11,082	22,943	43,524	840,115	43	-840,158	—
Total	3,195,265	1,000,535	375,855	635,316	500,111	5,707,084	42,631	-840,158	4,909,557
Segment profit (loss)	62,609	-25,154	7,748	36,470	56,164	137,837	4,702	855	143,396
Finance income									25,445
Finance expenses									-10,538
Equity in earnings (losses) of affiliates									-8,425
Profit before income taxes									149,877

(Note1) Others include omitted non-core regions that manufacture and sell automotive parts, such as Brazil.

(Note2) Inter-segment revenue is based on transaction price negotiated each year in consideration of market price and total cost.

(Note3) Segment profit (loss) is based on Operating profit.

Fiscal year ended March 31, 2025

(Million Yen)

	Reportable Segments						Others	Adjustments	Total
	Japan	North America	Europe	China	ASEAN and India	Total			
Revenue									
(1) Revenue from third parties	2,440,604	1,071,808	284,182	595,126	466,465	4,858,187	37,917	—	4,896,104
(2) Inter-segment	698,737	15,119	11,747	23,775	63,719	813,099	31	-813,130	—
Total	3,139,341	1,086,928	295,929	618,902	530,184	5,671,286	37,948	-813,130	4,896,104
Segment profit	73,694	29,311	4,390	32,381	59,356	199,135	3,527	278	202,941
Finance income									30,452
Finance expenses									-49,402
Equity in earnings of affiliates									5,666
Gains (losses) on sales of investments accounted for using equity method									-16,217
Profit before income taxes									173,440

(Note1) Others include omitted non-core regions that manufacture and sell automotive parts, such as Brazil.

(Note2) Inter-segment revenue is based on transaction price negotiated each year in consideration of market price and total cost.

(Note3) Segment profit is based on Operating profit.

(Assets held for sale)

As of March 31, 2024, the assets and liabilities of AISIN CORPORATION related to shower toilet business, and the assets and liabilities held by ZHEJIANG AISIN ELITE MACHINERY AND ELECTRIC CO., LTD. and HANGZHOU AISIN LIXIL MACHINERY AND ELECTRIC CO., LTD., which were Chinese subsidiaries that manufacture shower toilet, were classified as held for sale.

On September 1, 2024, all sales procedures have been completed for the assets and liabilities that were classified as held for sale at the end of the previous fiscal year.

(Amounts per share)

Basic earnings per share is based on information below.

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit for the period attributable to owners of the parent (Million Yen)	90,813	107,586
Average number of common stocks (Thousand shares)	808,598	780,701
Basic earnings per share (Yen)	112.31	137.81

(Note) 1. Diluted earnings is not stated because there are no latent shares.

2. On October 1, 2024, the Company effected a 3-for-1 split of common stock. Basic earnings per share is calculated on the assumption that the stock split was implemented at the beginning of the previous fiscal year.

(Material Subsequent Events)

The Company has resolved to repurchase its common stock pursuant to the provisions of Article 156 of the Companies Act of Japan, as applied pursuant to the provisions of paragraph 3, Article 165 of the Companies Act and cancel the treasury shares pursuant to the provisions of Article 178 of the Companies Act at the board of directors' meeting held on April 25, 2025.

For further details, please refer to the "Notice concerning the Status of Stock Repurchases and the Cancellation of Treasury Shares (The Acquisition of Treasury Stock pursuant to the provisions of Article 165, paragraph 2 of the Companies Act of JAPAN, and the Cancellation of Treasury Shares pursuant to the provisions of Article 178 of the Companies Act of JAPAN)" disclosed on April 25, 2025.

(1) Contents of Repurchase

- i ) Class of shares to be repurchased                      Common stock of the Company
- ii ) Total number of shares to be repurchased            130,000,000 shares (maximum)  
(17.2% of the total number of issued shares (excluding treasury shares))
- iii ) Aggregate amount of repurchase cost                ¥120.0 billion (maximum)
- iv ) Period of repurchase                                      May 1, 2025 to March 31, 2026
- v ) Method of repurchase                                      Market purchase on the Tokyo Stock Exchange, Inc. and Off-floor trading (ToSTNeT-3)
- vi ) Other    Decisions relating to any other necessary matters for the repurchase of own shares will be entrusted to the Representative Director of the Company.

(Note) There is a possibility that some or all of the repurchases may not be carried out due to market trends and other factors.

(2) Contents of Cancellation

- i ) Class of shares to be cancelled                        Common stock of the Company
- ii ) Total number of shares to be cancelled                50,000,000 shares  
(6.2% of the total number of issued shares before the cancellation)
- iii ) Scheduled date of the cancellation                    May 30, 2025