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## Notice Concerning Formulation of the 2028 Medium-Term Management Plan

AISIN Corporation has formulated the 2028 Medium-Term Management Plan to achieve sustainable growth beyond 2030, in line with the goals set forth in its Medium- to Long-Term Business Strategy. As global conditions and market trends become increasingly uncertain, we are committed to transforming ourselves into a “company that creates the full value of movement” by enhancing our strength of manufacturing expertise, broad product portfolio and globally integrated production network.

### Key points of the 2028 Medium-Term Management Plan

- We aim to achieve the sustainable growth by setting **operating profit of 330 billion yen, an operating profit ratio of 6.2%, and ROE of 10%** as target.
- We aim to both strengthen “earning power” and invest in future growth.
- Through the expansion of our electrified product lineup (product axis) and the strengthening of our global supply network (regional axis), we will enter a new phase of accelerated growth.
- We will invest 450 billion yen in growth initiatives, accelerating investments not only in electrification and intelligent systems, but also in people to enhance the value of work through AI, DX, and related technologies.

### 1. Review of the 2025 Medium-Term Management Plan

Regarding the 2025 Medium-Term Management Plan which was announced in 2023, by strengthening our powertrain unit lineup and effectively utilizing our globally integrated production network, we have established a business foundation that is resilient to changes in the external environment. In addition, based on resources generated through structural reforms, we have steadily executed growth investments in electrification and intelligence, investments in human capital, and shareholder returns.

### 2. The 2028 Medium-Term Management Plan

In the 2028 Medium-Term Management Plan, we aim to both strengthen “earning power” and invest in future growth by focusing on three key pillars: product, region, and function.

#### ( 1 ) Product Axis: Expanding Profitability of Flagship Products and the Product Lineup — Creating the Full Value of Movement

##### ① The domain supporting the functions of a vehicle: propulsion, steering, and braking

- By offering a full lineup of powertrain units and addressing the diverse needs of regions and customers, we aim to achieve sustainable growth.

AT: achieve high profitability through residual benefits from increased market share due to slowdown of BEVs, and full utilization of existing plants and equipment.

PHEV/HEV: behind the recent increase in customer demand, we plan to approve profit toward 2028.

BEV: expand sales volumes of first and second generation eAxle until 2028. Meanwhile, we accelerate development in preparation for the market introduction of high value-added, functionally integrated electric units (Xin1).

- Leverage our strengths of vehicle oriented proposal capabilities and broad range of manufacturing technologies, we accelerate development of TEKIZAI body (Modular cast body)
- In brakes, we will steadily capture the growth demand and achieve high profitability by offering a competitive lineup that contributes to improve energy efficiency, including Cooperative regenerative brake, caliper, electric parking brake.
- In vehicle integrated control that holistically manages vehicle systems to enhance driving performance and user convenience, we contribute to safe, secure, and comfortable driving and ride quality for all occupants.

#### ②The domain of achieving comfortable mobility

- By integrating perception and decision-making technologies such as in-cabin sensing and Peripheral monitoring with the operation of body-related products, we deliver safe, secure and comfortable mobility while creating new value and mobility services for customers.

#### ③Aftermarket

- Against a market backdrop of growing demand for parts supply, maintenance, and online sales for used vehicle, we aim to become a total service provider by leveraging our strengths of broad lineup and expand our maintenance and service domains.

### ( 2 ) Regional Axis: Accelerating the Region-based Management

- In North America and India, we are establishing a competitive advantage by sustainably strengthening our revenue base through the expansion of local production, productivity improvements, and collaboration with partners.
- In ASEAN, Europe, and China, we are fundamentally strengthening our competitiveness through localization tailored to regional characteristics and collaboration with partners.

### ( 3 ) Functional Axis: Strengthen Management Foundation

- By advancing group management through the strengthening of our global management structure and corporate governance, we will enhance the quality, accuracy, and speed of management decision-making and business transformation.
- Through profit restructuring —such as logistics transformation, improvements in factory productivity, and the strengthening of our digital foundation—we aim to achieve a high-quality profit structure.
- Toward 2030, we will expand the use of AI and DX across all functions—including development, production, and management—while accelerating investment in people by strengthening the development and acquisition of global talent and enhancing the recruitment and training of software development engineers, thereby creating an environment that enables the continuous creation of new value.

Through these initiatives, we aim to achieve the following financial targets: **net sales of 5.3 trillion yen, operating profit of 330 billion yen, an operating profit ratio of 6.2%, ROE of 10%, and ROIC of 11%.** In addition, as non-financial targets, we will work toward achieving our 2030 goals set for each materiality by promoting four key initiatives: “Coexistence with Nature and Contribution to a Sustainable Future,” “Providing Freedom of Mobility to People Around the World,” “Empowering Diverse Talent and Enriching Lives,” and “Building a Robust Management Foundation.”

For more details, please refer to the presentation materials available here.

URL <https://www.aisin.com/en/investors/business-briefing/>