

FY2024

Financial Results

(2023/4 – 2024/3)



1. FY2024 Financial Results

- Sales and profits increased due to increased operations, cost improvements, and recovery of raw material prices.
- We recorded 11 billion yen as quality expenses in operating expense.
- We did acquisition of treasury stock.
(Number of shares acquired: 6.75 million shares,
Total acquisition amount: 14.7 billion yen)

2. FY2025 Financial Forecast

- Sales and profits are expected to decrease compared to the previous fiscal year due to the impact of price revisions, decrease of sales, rising labor costs, and inflationary trends.

1. FY2024 Financial Results

- (1) Consolidated Financial Results
- (2) Consolidated Sales (By Customer/Product)
- (3) Operating Profit Change Factors
- (4) Financial Results (By Region)
- (5) Operating Profit Change Factors (vs 3Q announcement)

2. FY2025 Financial Results Forecast

- (1) Consolidated Financial Results Forecast
- (2) Consolidated Sales Forecast (By Customer/Product)
- (3) Operating Profit Change Factors Forecast
- (4) Financial Results Forecast (By Region)

3. Dividend

4. Trends in performance, Management KPI

1. FY2024 Financial Results



(1) Consolidated Financial Results

Unit:¥bn () :Profit %	FY2023	FY2024	Change	Change %	【Details】	
	Actual	Actual			Forex	Act.Change
Sales	553	☆ 624	+70	12.7%	+22	+48
Operating Profit (%)	17 (3.0%)	※1 29 (4.6%)	+12	73.0%	+4	+8
Ordinary Profit (%)	Forex Gain 43 24 (4.4%)	Forex Gain 73 ☆ 40 (6.3%)	+16	64.5%	+4	+12
Extraordinary Profit / Loss	▲ 1	※2 ▲ 3	▲ 2	-	-	▲ 2
Profit attributable to owners of parent (%)	11 (2.0%)	☆ 25 (4.0%)	+14	128.0%	+4	+10
USD Rate	¥134	¥143	+9	-	-	-
EUR Rate	¥139	¥155	+16	-	-	-

※1. 11 billion yen in expense to address a defect for Rear door handle opener switch are included.

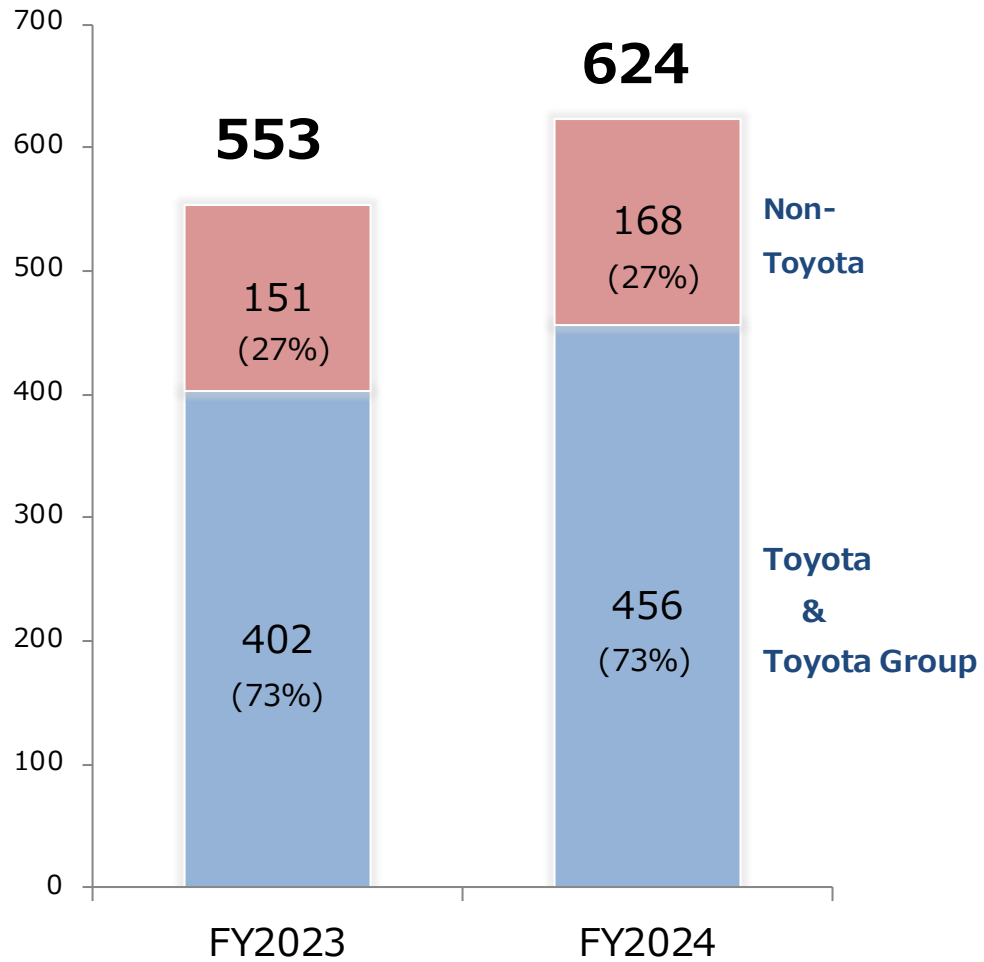
※2. Impairment loss on fixed assets ▲2.6, Allowance for environmental conservation ▲1, gain on sales of investment securities +0.7

☆ indicates record high

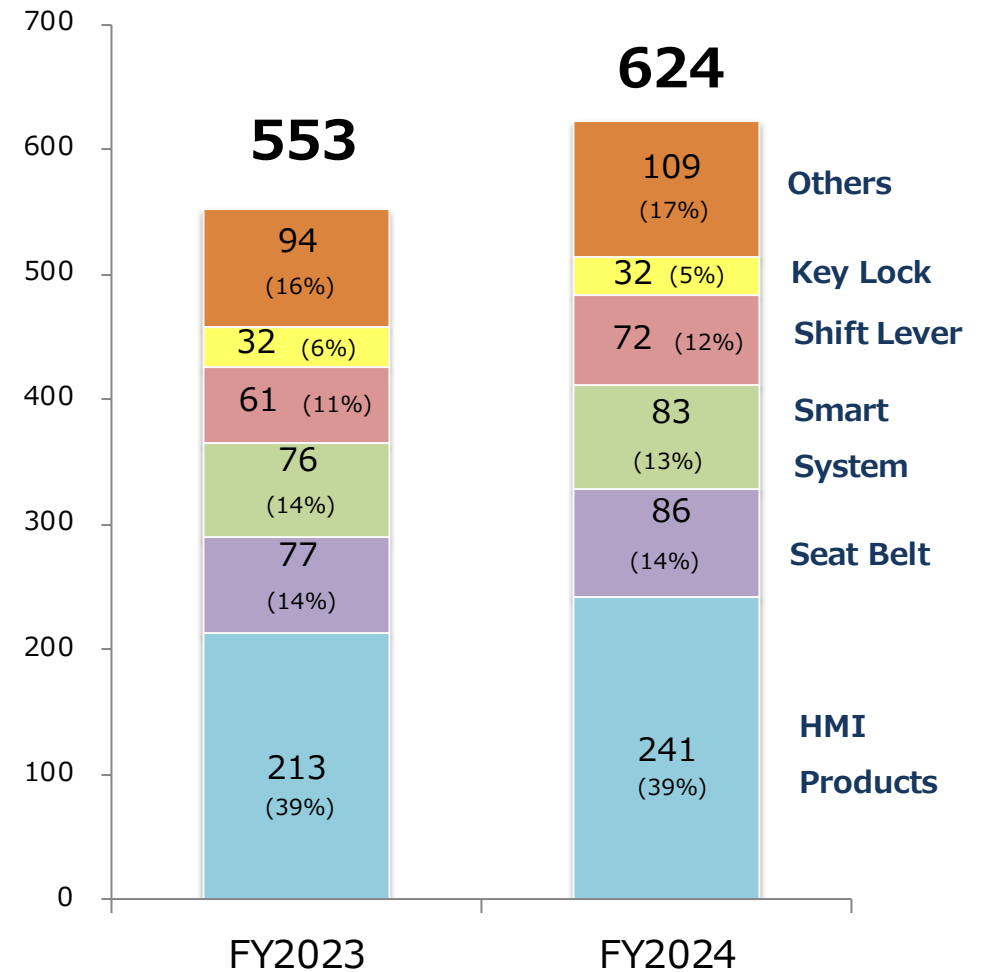
(2) Consolidated Sales (By Customer/Product)

By Customer

(Unit: ¥bn)



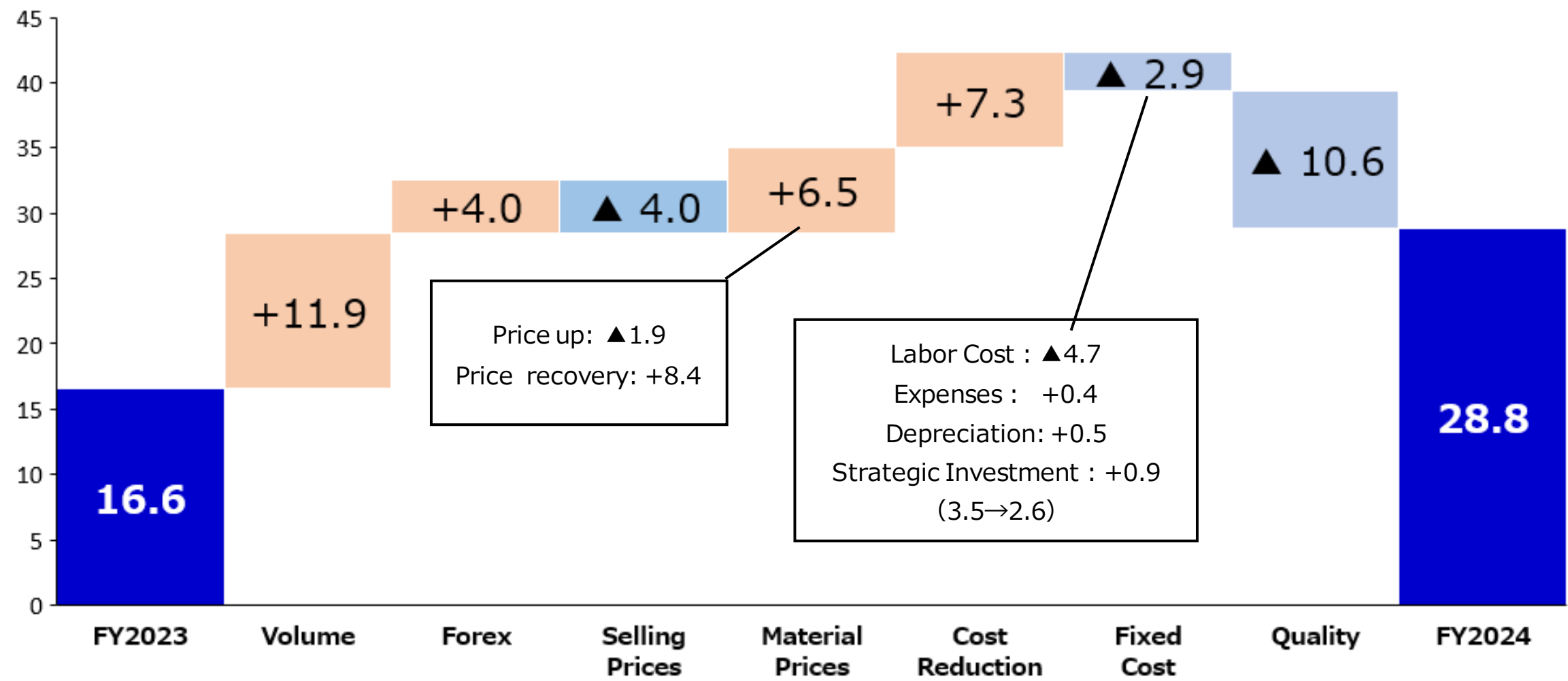
By Product



(3) Operating Profit Change Factors

FY2024 : 12.2 Billions Yen Increase

(Unit:¥bn)



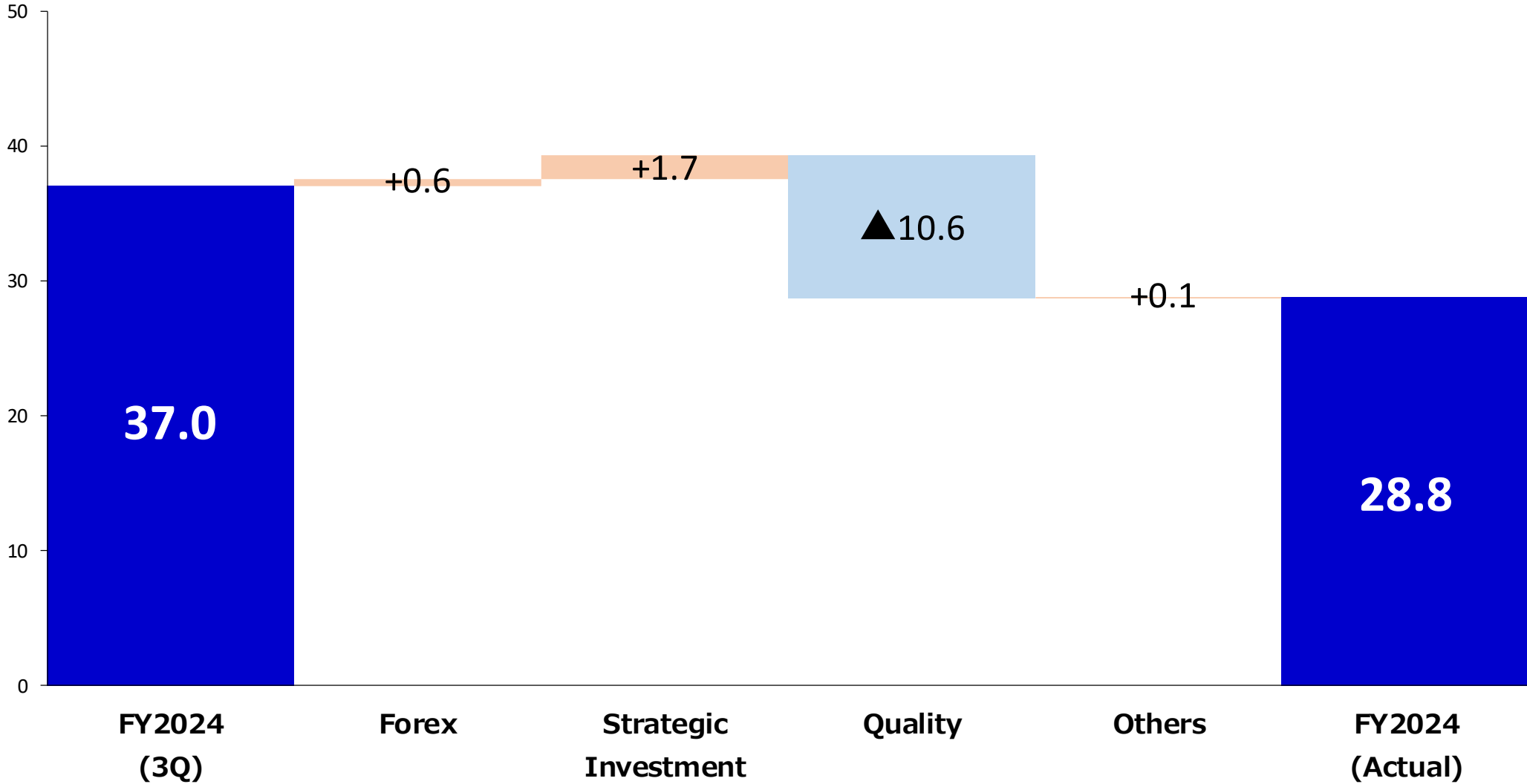
(4) Financial Results (By Region)

Unit:¥bn () :Profit %		FY2023	FY2024	Change	Change %	【Details】	
		Actual	Actual			Forex	Act.Change
Japan	Sales	270	313	+ 43	15.9%	+ 3	+ 40
	Operating Profit(%)	▲ 10 (▲3.6%)	▲ 10 (▲3.1%)	▲ 0	-	+ 2	▲ 2
Americas	Sales	134	164	+ 31	23.0%	+ 11	+ 19
	Operating Profit(%)	3 (2.5%)	10 (5.9%)	+ 6	188.2%	+ 1	+ 6
Asia	Sales	194	196	+ 2	1.1%	+ 9	▲ 7
	Operating Profit(%)	23 (11.6%)	25 (12.9%)	+ 3	12.3%	+ 1	+ 2
Europe	Sales	40	50	+ 9	22.7%	+ 5	+ 4
Brazil	Operating Profit(%)	2 (4.3%)	4 (7.2%)	+ 2	105.0%	+ 0	+ 2
Consolidation Adjustment	Sales	▲ 85	▲ 99	▲ 14	-	▲ 6	▲ 9
	Operating Profit(%)	▲ 1	0	1	-	+ 0	+ 1
Total	Sales	553	624	+ 70	12.7%	+ 23	+ 48
	Operating Profit(%)	17 (3.0%)	29 (4.6%)	+ 12	73.0%	+ 4	+ 8

(5) Operating Profit Change Factors (vs 3Q announcement)

FY2024 (vs 3Q announcement): 8.2 Billions Yen decrease

(Unit:¥bn)



2. FY2025 Financial Results Forecast



(1) Consolidated Financial Results Forecast

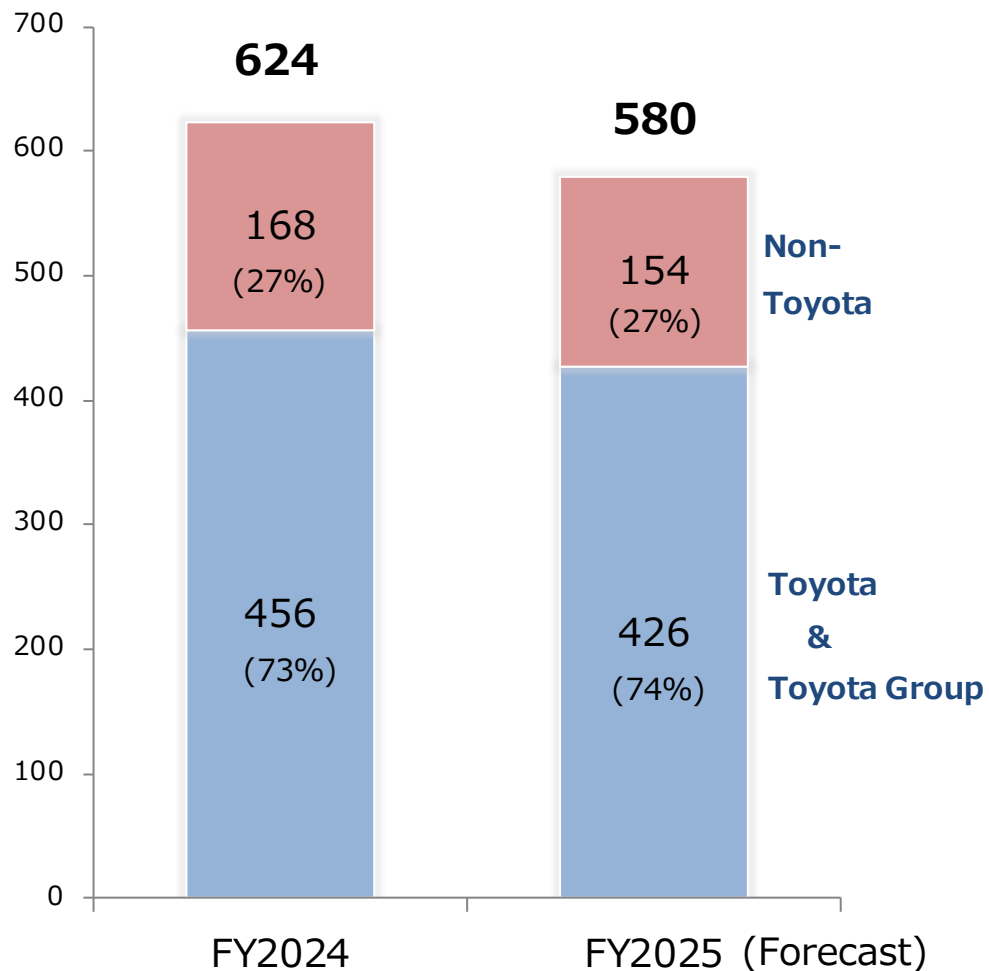
(Unit:¥bn () :Profit %)	FY2024 Actual	FY2025 Forecast	Change	Change %	【Details】	
					Forex	Act. Change
Sales	☆ 624	580	▲ 44	▲7.0%	▲ 3	▲ 41
Operating Profit (%)	29 (4.6%)	23 (4.0%)	▲ 6	▲20.2%	▲ 0	▲ 6
Ordinary Profit (%)	☆ 40 (6.3%)	25 (4.3%)	▲ 15	▲36.9%	▲ 0	▲ 14
Extraordinary loss	▲ 3	—	—	—	—	—
Profit attributable to owners of parent (%)	☆ 25 (4.0%)	20 (3.4%)	▲ 5	▲19.5%	▲ 0	▲ 5
USD rate	¥143	¥145	+2	—	—	—
EUR rate	¥155	¥155	+0	—	—	—

☆ indicate records high

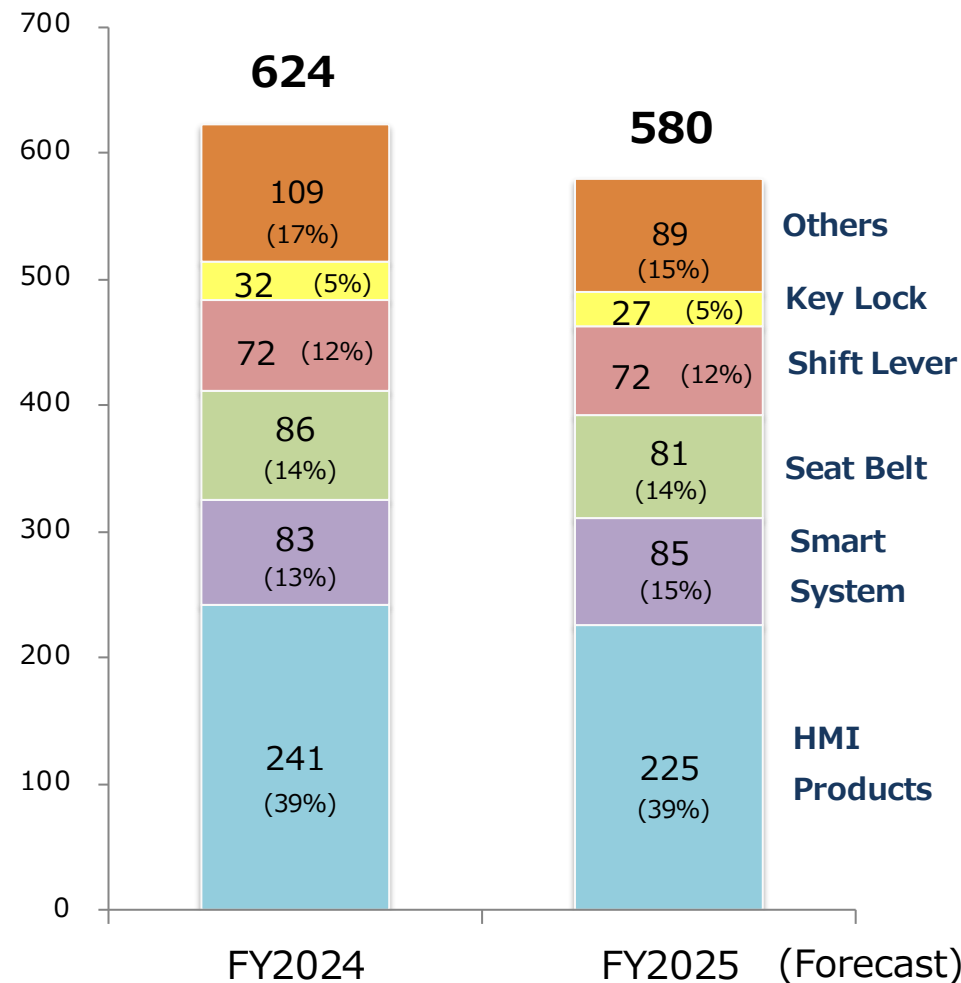
(2) Consolidated Sales Forecast (By Customer/Product)

By Customer

(Unit: ¥bn)

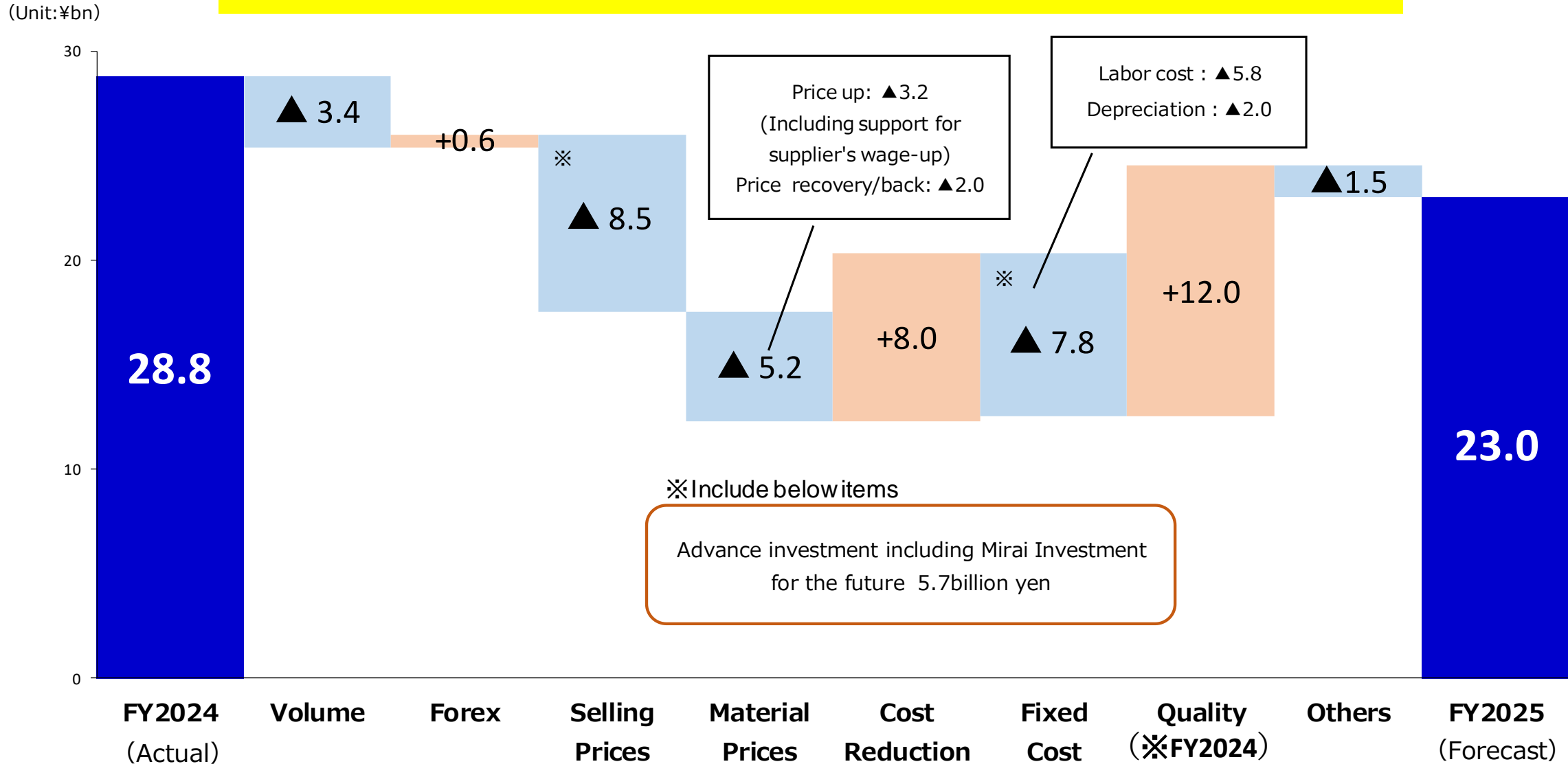


By Product



(3) Operating Profit Change Factors Forecast

FY2025 Forecast : 5.8 Billions Yen Decrease



(4) Financial Results Forecast (By Region)

(Unit:¥bn () :Profit %)		FY2024	FY2025	Change	Change %	【Details】	
		Actual	Forecast			Forex	Act.Change
Japan	Sales	313	299	▲ 14	▲4.4%	+ 1	▲ 15
	Operating Profit(%)	▲ 10 (▲3.1%)	▲ 4 (▲1.4%)	+ 6	-	+ 0	+ 6
Americas	Sales	164	155	▲ 9	▲5.5%	+ 2	▲ 11
	Operating Profit(%)	10 (5.9%)	5 (3.0%)	▲ 5	▲52.3%	+ 0	▲ 5
Asia	Sales	196	183	▲ 13	▲6.7%	+ 2	▲ 15
	Operating Profit(%)	25 (12.9%)	21 (11.3%)	▲ 5	▲18.3%	+ 0	▲ 5
Europe	Sales	50	44	▲ 6	▲11.7%	+ 0	▲ 6
Brazil	Operating Profit(%)	4 (7.2%)	2 (4.6%)	▲ 2	▲44.0%	+ 0	▲ 2
Consolidation Adjustment	Sales	▲ 99	▲ 101	▲ 2	-	▲ 1	▲ 1
	Operating Profit(%)	0	0	+ 0	-	+ 1	▲ 1
Total	Sales	624	580	▲ 44	▲7.0%	+ 3	▲ 47
	Operating Profit(%)	29 (4.6%)	23 (4.0%)	▲ 6	▲20.2%	+ 1	▲ 7

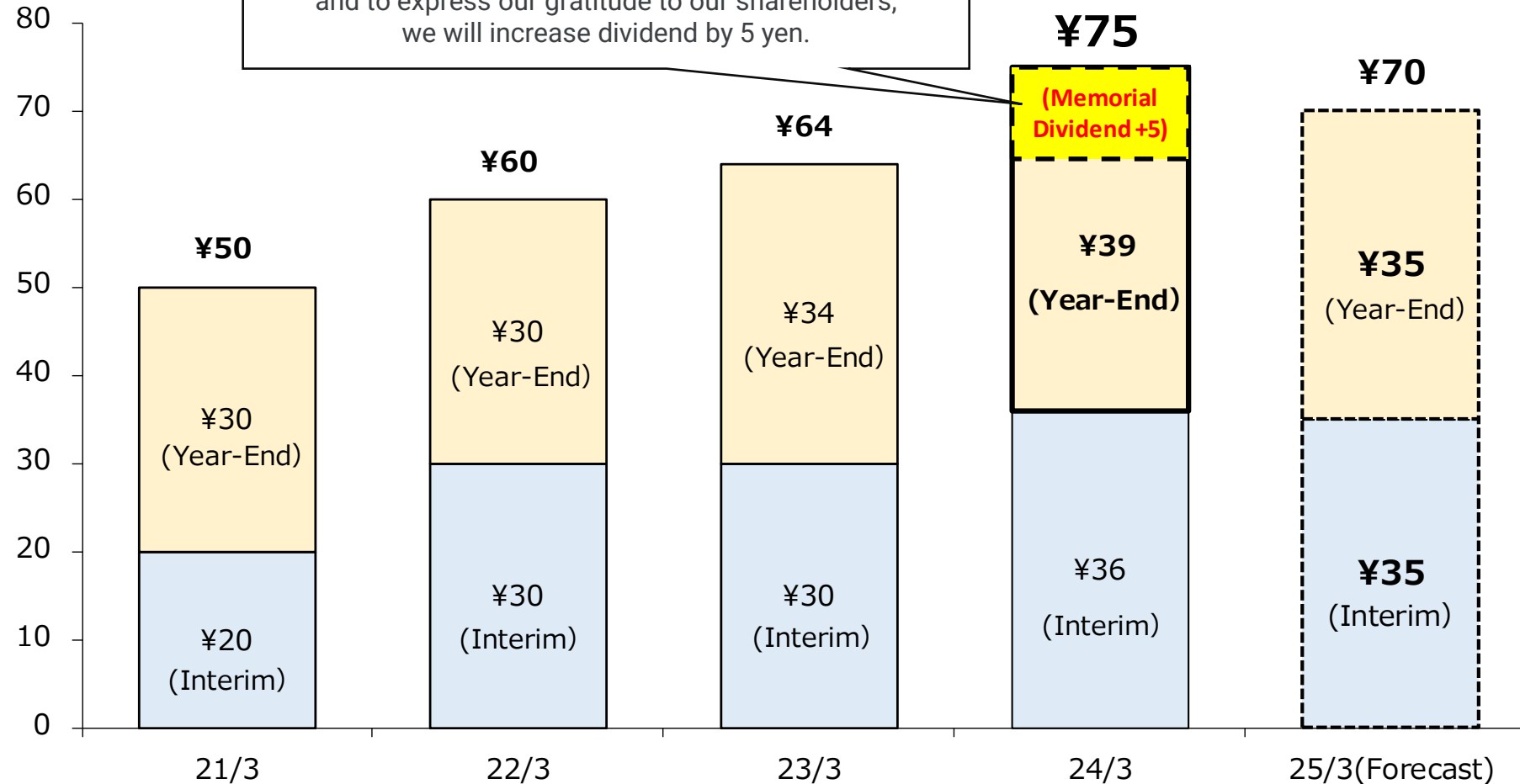
3. Dividend



Dividend

(Unit:¥)

To commemorate our 75th anniversary and to express our gratitude to our shareholders, we will increase dividend by 5 yen.



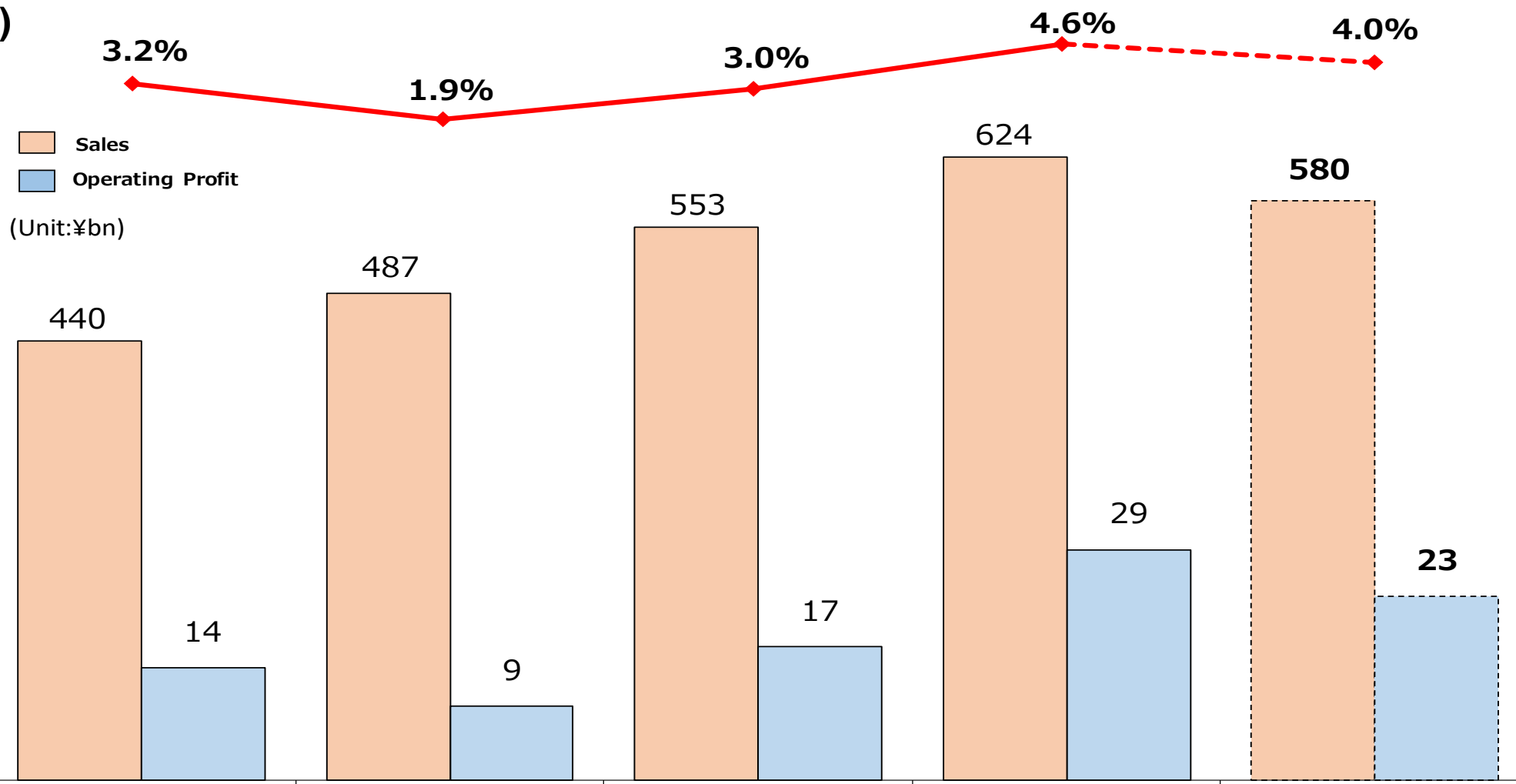
Dividend Payout%	38%	153%	54%	27%	30%
Total Payout%	38%	153%	54%	86%	30%
Dividend Yield%	2.7%	4.0%	3.9%	2.9%	-
DOE%	1.9%	2.1%	2.1%	2.2%	1.8%

4. Trends in performance, Management KPI



Trends in Financial Results

Operating Margin (%)



FX Rate(¥)	21/3	22/3	23/3	24/3	25/3 (Forecast)
(Ave.) USD	104	111	134	143	145
EUR	123	129	139	155	155

Trends in R&D cost

Ratio of R&D expenses to sales (%)

6.1%

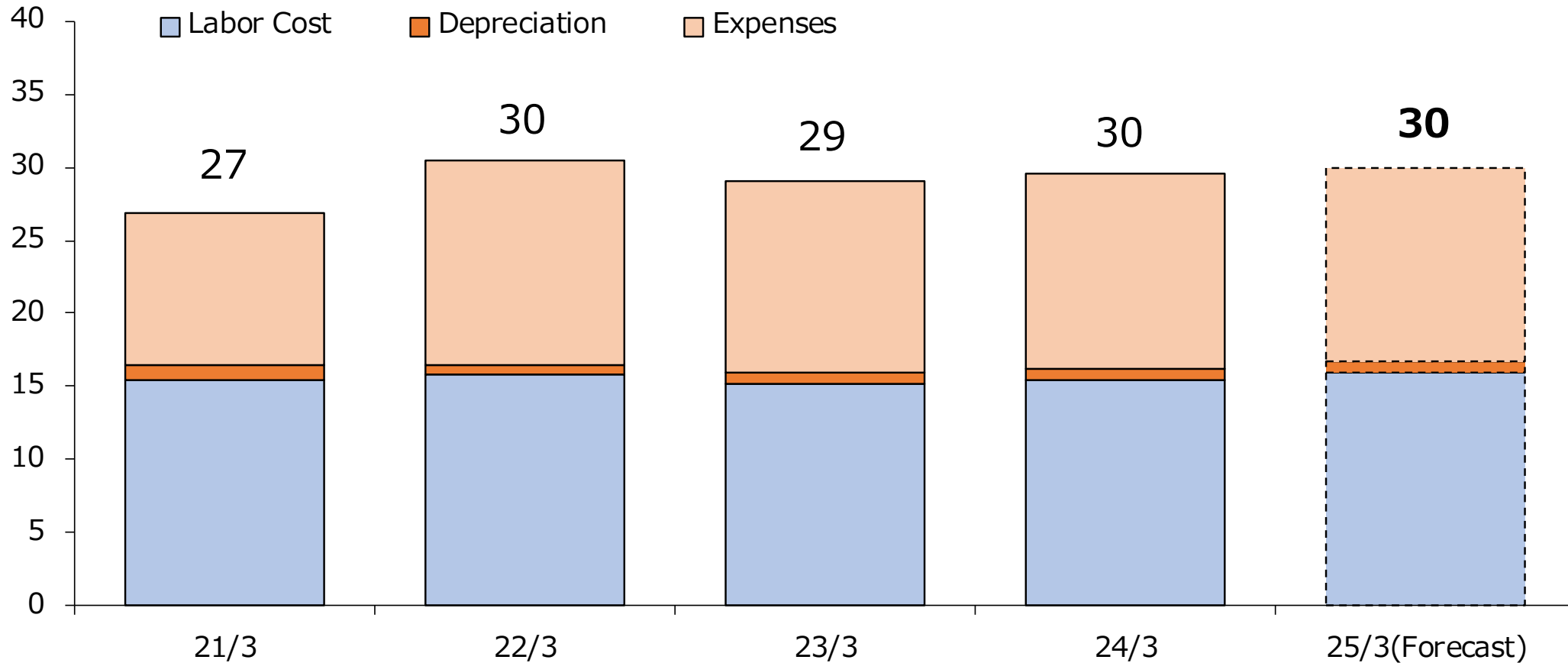
6.2%

5.2%

4.7%

5.2%

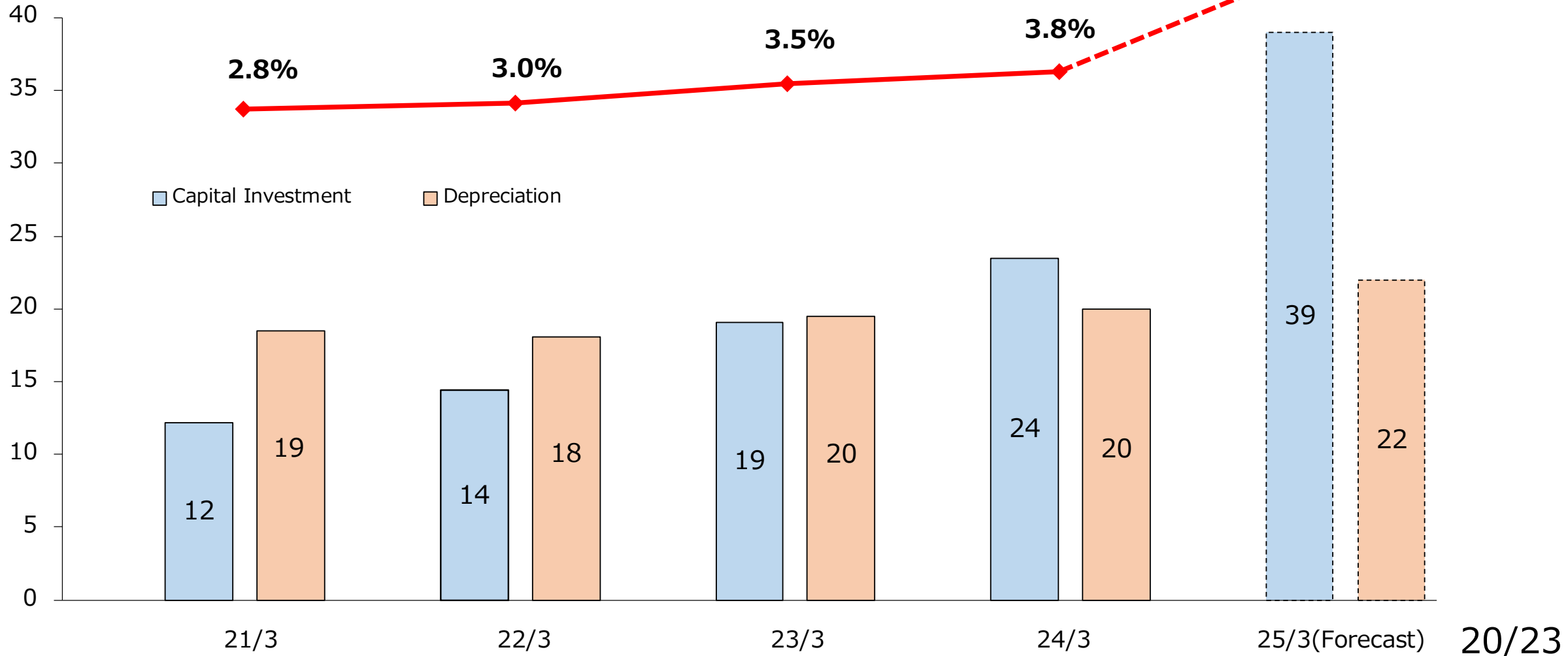
(Unit : ¥bn)



Trends in Capital investment and Depreciation

Ratio of Capital investment to sales (%)

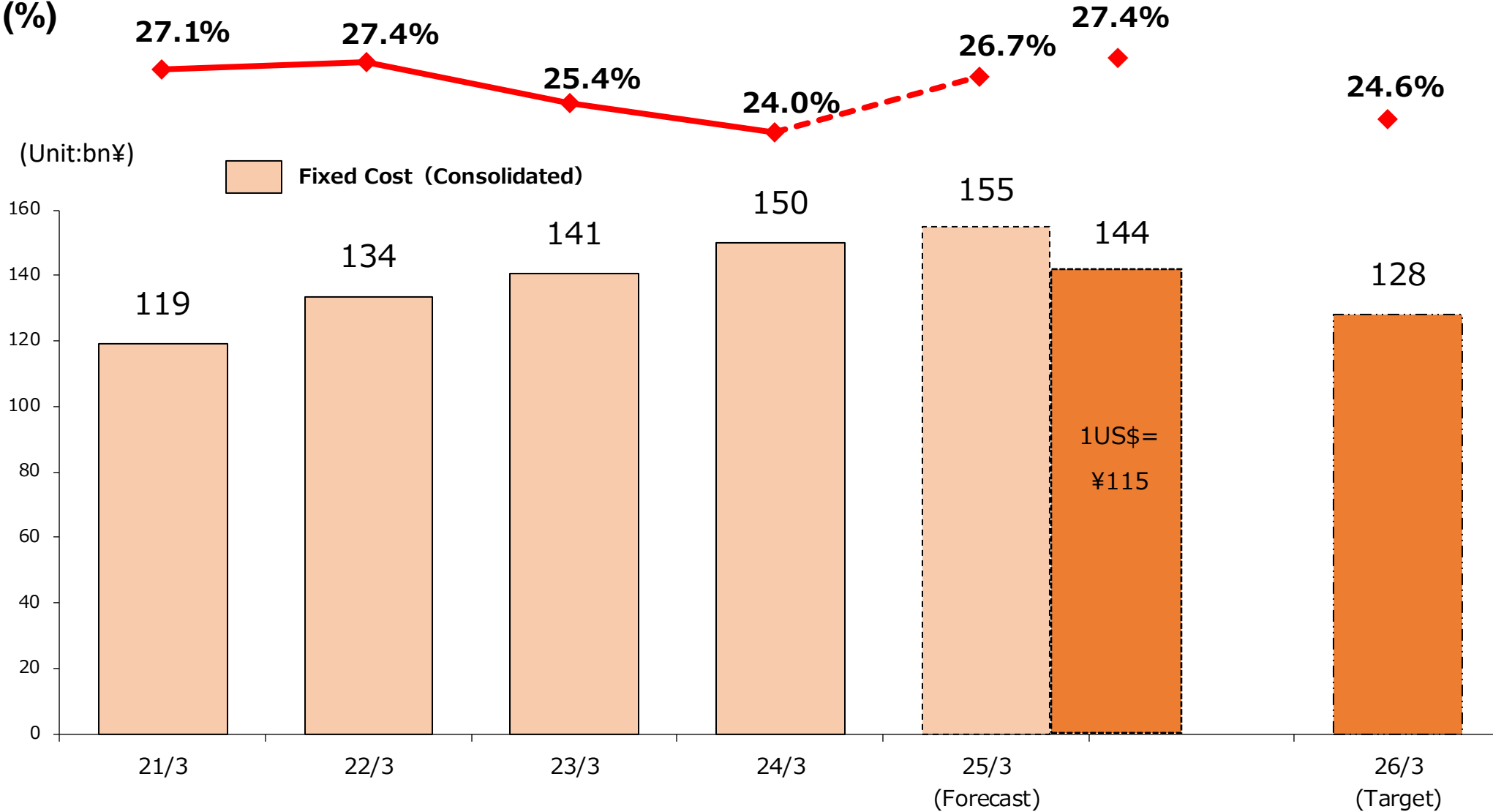
(Unit:¥bn)



Trends in consolidated fixed cost

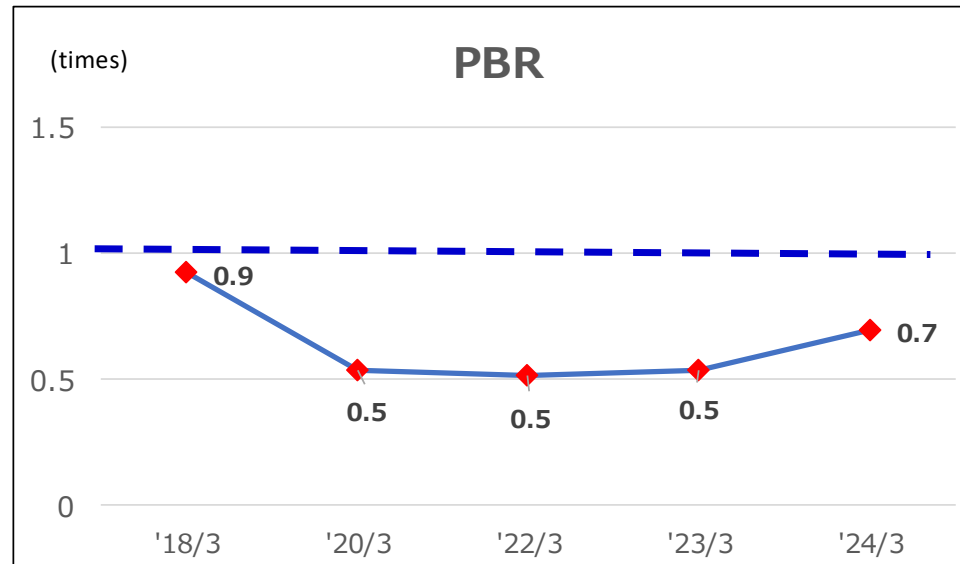
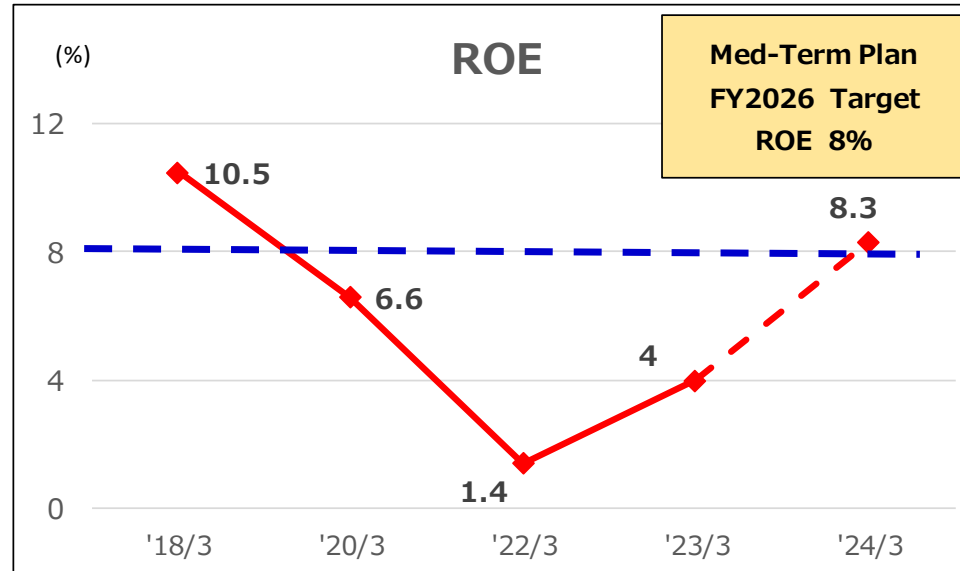
Ratio of
Fixed cost
to sales (%)

※Include strategic investment



Management KPI

	FY2023	FY2024
Equity (¥bn)	277	318
Total Assets (¥bn)	456	520
BPS (¥)	3,037	※1 3,758
EPS (¥)	119	277
Stock Price (¥)	1,627 (Closing price at the end of Mar.2023)	2,618 (Closing price at the end of Mar. 2024)
Equity Ratio (%)	60.8	61.2
ROE(%)	4.0	8.3
PER	13.6	※2 9.5
PBR	0.5	0.7



※1 These incorporate the impact of share buybacks in Jan 2024 (6.75M shares, 14.7bn¥). ※2. Stock price: end of Mar 2024

This material contains forward-looking statements. Future forecasts are based on the judgment of the company's management based on currently available information. This forward-looking statement contains assumptions or bases based on assumptions, and the assumed facts and bases may differ from actual results depending on the circumstances. Although we or our management may express expectations or beliefs regarding future results, there can be no assurance that such expectations or beliefs, or results even close to them, will actually be achieved. Furthermore, unless otherwise required by law, the Company is not obligated to update any future outlook.