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15-May, 2026

**Consolidated Financial Results
for the Fiscal Year Ended March 31, 2026
(Under Japanese GAAP)**

Company name: TOKAI RIKA CO., LTD
Listing: Tokyo Stock Exchange and Nagoya Stock Exchange
Securities code: 6995
URL: <https://www.tokai-rika.co.jp/en/>
Representative: Hiroyoshi Ninoyu
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Scheduled date to annual general meeting of shareholders: 12-June, 2026
Scheduled date to commence dividend payments: 11-June, 2026
Scheduled date to file annual securities report: 9-June, 2026
Preparation of supplementary material on quarterly financial results: Yes
Holding of quarterly financial results briefing: None

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended March 31, 2026, (from April 1, 2025 to March 31, 2026)

(1) Consolidated operating results (cumulative) (Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	644,701	4.4	35,623	1.0	43,756	27.5	29,471	13.1
March 31, 2025	617,660	△ 0.9	35,270	22.8	34,310	△ 13.1	26,047	4.9

Note: Comprehensive income For the fiscal year ended March 31, 2026 51,983 million [-%]
For the fiscal year ended March 31, 2025 3,972 million [-93.9%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	346.32	-	9.0	8.3	5.5
March 31, 2025	307.54	-	8.4	6.7	5.7

Reference: Equity

As of March 31, 2026 ¥811 million

As of March 31, 2025 ¥707 million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	548,334	371,521	63.4	4,086.29
March 31, 2025	510,894	329,699	60.3	3,620.68

Reference: Equity

As of March 31, 2026 ¥347,776 million

As of March 31, 2025 ¥307,898 million

(2) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at the end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	43,754	△ 17,294	△ 10,925	93,757
March 31, 2025	39,196	△ 26,056	△ 7,980	74,609

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
March 31, 2025	-	45.00	-	50.00	95.00	8,112	30.9	2.6
March 31, 2026	-	55.00	-	60.00	115.00	9,823	33.2	3.0
March 31, 2027 (Forecast)	-	60.00	-	60.00	120.00		51.1	

Notes: Revisions to the forecast of cash dividends most recently announced: Yes

3. Consolidated earnings forecast for the fiscal year ending March 31,2027(from April 1, 2026 to March 31, 2027)

(Percentages indicate the changes of the same period of the previous year.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	650,000	0.8	30,000	△ 15.8	33,000	△ 24.6	20,000	△ 32.1	234.87

* Notes

(1) Significant changes in the scope of consolidation during the period: None

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i)Changes in accounting policies due to revisions to accounting standards and other regulations: None

(ii)Changes in accounting policies due to other reasons: None

(iii)Changes in accounting estimates: None

(iv)Restatement: None

(3) Number of issued shares (common shares)

(i)Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2026 89,234,171 shares

As of March 31, 2025 94,234,171 shares

(ii)Number of treasury shares at the end of the period

As of March 31, 2026 4,126,002 shares

As of March 31, 2025 9,195,446 shares

(iii)Average number of shares outstanding during the period

Year ended March 31, 2026 85,099,747 shares

Year ended March 31, 2025 84,695,363 shares

*The number of treasury stock deducted from the calculation of the number of treasury stock at the end of the period and the average number of shares during the fiscal year (accumulated) includes the Company's shares held by the Employee Stock Grant Trust.

【Reference】Overview of non-consolidated financial results

1. Non-Consolidated financial results for the fiscal year ended March 31, 2026, (from April 1, 2025 to March 31, 2026)

(1) Non-Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended								
March 31, 2026	283,145	5.9	(3,858)	-	25,662	17.4	23,202	6.0
March 31, 2025	267,427	△ 0.9	(2,825)	-	21,853	16.3	21,888	29.9

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2026	272.65	-
March 31, 2025	258.44	-

(2) Non-Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
Fiscal year ended	Millions of yen	Millions of yen	%	Yen
March 31, 2026	303,805	196,372	64.6	2,307.32
March 31, 2025	303,063	184,393	60.8	2,168.35

Reference: Equity

As of March 31, 2026 ¥196,372 million

As of March 31, 2025 ¥184,393 million

* Review of the Japanese-language originals of the attached consolidated quarterly financial statements by certified public accountants or an audit firm: None

* Proper use of earnings forecasts, and other special matters

The above forward-looking statements are prepared based on judgment and assumption from information currently available to the Company.

These statements do not purport that the Company pledges to realize such statements. Actual business results may differ from the forecast figures due to various factors such as uncertainties of the information, future economic conditions, stock prices and exchange rates trends.

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1 . Financial Results and Position

(1) Consolidated Financial Results for FY2026

1) Progress and Results of the Business

【Economic Conditions】

Regarding the management environment surrounding the current consolidated fiscal year, domestically, the outlook remains unclear with respect to fiscal management and the economy, while attention continues to be paid to interest rate trends accompanying the normalization of monetary policy. Overseas, in addition to the prolonged situation in Russia and Ukraine, conflicts and tensions in the Middle East continue to persist, raising concerns over their impact on energy supply and logistics has made the political and economic situation in each country increasingly complex, with uncertainty continuing to rise.

【Automotive Industry】

In the automotive industry, amid ongoing restructuring of supply chains and production systems driven by U.S. tariff policies and geopolitical risks, demand remained solid, centered on hybrid vehicles.

【Initiatives】

Tokai Rika Group has continued to address the two key themes of "Growth Strategy" and "Management Foundation" set forth in its Mid-Term Business Plan "TRV 2030." Through these measures, we aim to achieve sustainable growth and enhance corporate value. Details of the major initiatives in the current consolidated fiscal year are described on the follows.

Growth Strategy

< Hidden Switch — Translucent Decorative Panel Switch Installed in New Vehicles >

As a creation of new value, we developed the "Hidden Switch," which integrates physical switches into interior panels around the instrument panel, using a structure that reveals the switch only when needed. This switch achieves both functionality and premium design, and is scheduled to be installed in new vehicles planned for release in 2026.

Going forward, we aim to expand the variety of panel designs and mounting positions for adoption across different vehicle grades.

< ZENAIM New Product Development >

Leveraging technology cultivated through the development and manufacturing of automotive parts, we launched the "ZENAIM KEYBOARD 2 mini" and "ZENAIM KEYBOARD 2 TKL," co-developed with a professional esports team. Compared with previous models, these products offer improved response speed, durability, and operability, and have received high praise from users.

Additionally, we have also launched sales of a button module kit for arcade controllers designed for use in fighting games and other applications.

< Free Trial Version of Drive Support App Released >

We began distributing a free trial version of "FamiCa" a drive support app for families that allows users to monitor children in the rear seat, make calls while driving, and also provides content for young children. The app is designed to solve the challenges faced by parents of preschool-age children during daily car trips such as school pickups and shopping, and to support safe and secure driving with children. We will continue working toward its official commercial release.

Management Foundation

< Environment >

Under our environmental slogan, "TRy for the future (which we can change with our thoughts and actions)," we aim to achieve carbon neutrality by 2050.

(Reduction of CO₂ Emissions in Logistics and Painting Processes)

Under the Mid-Term Business Plan "TRV 2030," we are promoting the reduction of CO₂ emissions across the product, production, procurement, and logistics domains. In the logistics process, we introduced fuel cell mini-trucks — electric vehicles powered by hydrogen generation. In the production process, we activated the industry-first wet-air air conditioning system "WETCOM II" in the painting process, enabling significant reductions in emissions.

We will continue our efforts toward achieving the greenhouse gas emission reduction targets certified by SBT (Science Based Targets) and toward realizing carbon neutrality.

< Governance >

(Establishment of the "Board Member Strategy Sharing Meeting")

We established the "Board Member Strategy Sharing Meeting" as a forum to share management challenges and strategies with Outside Directors and to exchange opinions. Each month, the meeting covers a wide range of topics, including strategic presentations on new domains; initiatives to strengthen the management foundation, such as quality transfer, improvement activities, and recall countermeasures; discussions on next-generation products and new businesses; and progress reviews of the Mid-Term Business Plan, "TRV 2030."

We will further develop these efforts and continue to enhance the effectiveness of the Board of Directors.

< Sustainability >

(Selected as a Constituent of the MSCI Japan Empowering Women Index)

The Company was highly recognized for its sustainability initiatives, including the promotion of women's empowerment, and was selected for the third consecutive year as a constituent of the "MSCI Japan Empowering Women Index (WIN)," which is compiled by MSCI based on companies' initiatives to promote gender diversity. This index is calculated using publicly disclosed data on gender diversity, such as the proportion of female employees, average length of service, and promotion rates, and is also used by the GPIF (Government Pension Investment Fund) as a benchmark for ESG investments.

【Financial Results for FY 2026】

For FY2026, consolidated net sales increased by 27,041 million yen or 4.4%, year on year, to 644,701 million yen. Consolidated operating income increased by 353 million yen or 1.0%, year on year, to 35,623 million yen. Consolidated ordinary income increased by 9,446 million yen or 27.5%, year on year, to 43,756 million yen. Profit attributable to owners of parent company shareholders increased by 3,424 million yen or 13.1%, year on year, to 29,471 million yen.

Results by segment were as follows.

(Japan)

Net sales increased by 18,116 million yen or 5.9% year on year, to 325,788 million yen due to an increase in client production volume. Operating income decreased by 460 million yen to 1,426 million yen due to an increase in fixed costs.

(North Americas)

Net sales increased by 8,664 million yen or 5.3% year on year, to 173,429 million yen due to an increase in client production volume. Operating income increased by 199 million yen or 2.5% year on year, to 8,260 million yen due to an increase in revenue.

(Asia)

Net sales increased by 2,525 million yen or 1.3% year on year, to 195,255 million yen due to the impact of yen appreciation and a decline in client production volume. Operating income increased by 870 million yen or 3.6% year on year, to 24,848 million yen.

(Others)

Net sales increased by 1,275 million yen or 2.6% year on year, to 50,601 million yen. Operating income increased by 753 million yen or 21.5% year on year, to 4,248 million yen.

2) Issues to be addressed for growth and future initiatives

【Global Situation】

International competition is expected to continue, particularly in strategic areas such as semiconductors and critical minerals, potentially affecting corporate activities through changes in the procurement environment, costs, and policy trends.

【Future Initiatives】

As a guiding principle for fulfilling our responsibilities to all stakeholders while achieving sustainable growth, we will work toward achieving the targets set forth in the Mid-Term Business Plan "TRV 2030." Through building a lean and resilient corporate structure, all employees will work together as one.

(Development of New Technologies and Challenges in New Business Domains)

We developed the "Child Presence Detection System" that utilizes ultra-wideband (UWB) wireless communication technology as radar, which has been highly praised for its contribution to preventing accidents involving children being left in vehicles and improving in-vehicle safety and security. Going forward, with an eye on the evolving nature of mobility, changes in infrastructure, and the resolution of social issues, we will further promote product development centered on our longstanding radio wave-related technologies, and also take on the challenge of building new services and business models.

(Strengthening Supply Chain Competitiveness)

We have introduced versatile equipment capable of handling a wide variety of parts in common processes such as assembly and transport, aiming to improve equipment utilization rates and make effective use of production space. Going forward, with an eye toward expanded use at business partners as well, we will suppress declines in utilization rates and disposal losses caused by dependence on dedicated equipment, and build a supply chain resilient to production fluctuations and supply risks, thereby strengthening our competitive capabilities.

(Establishment of the Sustainability Committee)

As demands grow for addressing social challenges including human rights and diversity & inclusion, as well as supply chain requirements, the Company established a Sustainability Committee in May 2025 with the Representative Director and President as its chairperson. The committee is composed of Members of the Board of Directors, Corporate Officers, and Standing Audit & Supervisory Board Members. In fiscal 2025, the committee met four (4) times in total, discussing topics including confirmation of the committee's role, reconfirmation of materiality, the vision for 2030, understanding of the Tokai Rika Group's current state regarding respect for human rights, and future action items. We will continue to hold ongoing discussions to steadily close the gap between society's sustainability-related expectations and the Tokai Rika Group's efforts, and to strengthen company-wide initiatives.

Through these initiatives, Tokai Rika Group will continue to contribute to the realization of a mobility society in which people can live safely and with peace of mind.

【Forecast of Consolidated Financial Results for FY 2027】

Regarding the forecast for consolidated financial results for the fiscal year ending March 31, 2027, we expect net sales revenues of 650,000 million yen, operating income of 30,000 million yen, ordinary income of 33,000 million yen, and net income attributable to parent company shareholders of 20,000 million yen. This forecast assumes average exchange rates through the fiscal year of 150 yen per US\$1 and 175 yen per 1 euro.

The descriptions regarding forecast and other matters contained in this document are based on information currently available to us and certain assumptions that we deem reasonable, and actual performance may differ significantly due to various factors.

(2) Consolidated Financial Position for FY2026

①Financial Position

Assets at the end of the quarter in consolidated accounts were 548,334 million yen, an increase by 37,440 million yen from the end of previous year due to an increase in marketable securities.

Liabilities at the end of the quarter in consolidated accounts were 176,812 million yen, a decline by 4,382 million yen from the end of previous year due to a decline in Electronically recorded obligations - operating.

Net assets at the end of the quarter in consolidated accounts were 371,521 million yen, an increase by 41,822 million yen from the end of previous year due to an increase in foreign currency adjustments.

As a result, the equity ratio improved to 63.4% from 60.3% as of the end of the previous consolidated fiscal year.

②Overview of Cash Flow

Cash and cash equivalents (hereinafter referred to as the 'Cash') increased by 19,148 million yen to 93,757 million yen at the end of FY2026 compared with the end of FY2025.

Cash flows from operating activities resulted in an increase in cash by 4,558 million yen to 43,754 million yen at the end of FY2026 compared with the end of FY2025. This is mainly the result that Income before income taxes increased by 5,980 million yen.

Cash flows from investing activities resulted in a decrease in cash by 8,762 million yen to 17,294 million yen at the end of FY2026 compared with the end of FY2025. This is mainly the result that proceeds from fixed deposits increased by 13,815 million yen.

Cash flows from financial activities resulted in an increase in cash by 2,945 million yen to 10,925 million yen at the end of FY2026 compared with the end of FY2025. This is mainly the result that dividends paid increased by 1,821 million yen.

(3) Basic Policy on Profit Distribution and Dividends for FY2026 and FY2027

The company considers the interests of our shareholders as one of our important management policies, and based on the continuation of stable dividends, we have established a basic policy for profit distribution that aims for a consolidated dividend payout ratio of 3%, which will be determined by comprehensively taking into account our earnings and financial conditions.

Regarding the dividends for this period, we set the interim dividend at 55 yen per share in November, 2025. For the year-end dividend, we have increased the forecast by 10 yen from the most recent prediction, making it 60 yen per share. The total for the year will be 115 yen per share which is an increase of 20 yen from FY2025.

For FY2027 (forecast), we plan to distribute an annual dividend of 120 yen.

2 . Basic Concept Regarding the Selection of Accounting Standards

Our group prepares its consolidated financial statements in accordance with the "Regulations on the Terms, Formats, and Preparation Methods of Consolidated Financial Statements (excluding Chapters 7 and 8)" (Ministry of Finance Ordinance No. 28 of 1976) to ensure the comparability of periods in the consolidated financial statements and the comparability between companies.

Furthermore, regarding the application of IFRS, we plan to respond appropriately, taking into account domestic and international circumstances.

3. Financial Results and Position

(1) Consolidated Balance Sheet

Millions of Yen			
ASSETS	As of March 31, 2025	As of March 31, 2026	Increase (Decrease)
CURRENT ASSETS:			
Cash and deposits	75,074	80,905	5,830
Notes and accounts receivable	81,774	84,997	3,222
Electronically recorded monetary claims-operating	11,823	10,757	(1,066)
Marketable securities	23,198	36,881	13,683
Finished goods	26,131	29,391	3,260
Work-in-process	41,838	43,823	1,984
Raw materials and supplies	9,339	9,713	374
Other current assets	16,468	17,220	751
Less: Allowance for doubtful accounts	(43)	(50)	(6)
Total current assets	285,604	313,639	28,034
NON-CURRENT ASSETS:			
Tangible non-current assets			
Buildings and structures	119,682	131,004	11,322
Accumulated depreciation	(75,402)	(80,890)	(5,488)
Buildings and structures(net)	44,280	50,114	5,833
Machinery and vehicle	193,977	218,930	24,953
Accumulated depreciation	(158,170)	(172,979)	(14,809)
Machinery and vehicle(net)	35,807	45,950	10,143
Tools and furniture	141,269	147,100	5,830
Accumulated depreciation	(131,184)	(136,301)	(5,117)
Tools and furniture(net)	10,084	10,798	713
Land	14,043	14,155	111
Tangible lease assets	3,925	5,372	1,446
Accumulated depreciation	(1,893)	(2,398)	(505)
Tangible lease assets(net)	2,032	2,973	941
Construction in progress	17,343	11,313	(6,030)
Total tangible non-current assets	123,591	135,305	11,714
Intangible non-current assets			
Software	2,320	3,433	1,113
Others	2,125	1,715	(410)
Total intangible non-current assets	4,445	5,149	703
Investments and other assets:			
Investment in securities	32,579	18,051	(14,528)
Long-term loans	337	332	(5)
Defined benefit asset	49,969	62,997	13,027
Deferred tax assets	5,033	3,636	(1,397)
Others	9,410	9,303	(107)
Less: Allowance for doubtful accounts	(79)	(80)	0
Total investments and other assets	97,252	94,240	(3,011)
Total noncurrent assets	225,289	234,695	9,405
TOTAL	510,894	548,334	37,440

Millions of Yen

	As of March 31, 2025	As of March 31, 2026	Increase (Decrease)
LIABILITIES AND EQUITY			
CURRENT LIABILITIES :			
Accounts payable	51,306	53,470	2,163
Electronically recorded obligations - operating	9,605	1,310	(8,294)
Short-term lease liabilities	375	496	120
Accrued expenses	26,657	28,311	1,654
Income taxes payable	2,475	3,690	1,214
Accrued bonuses to employees	11,373	11,986	612
Accrued bonuses to directors	194	214	19
Accrued product warranty	12,244	12,434	189
Provision for Environment(current)	1,033	-	(1,033)
Others	15,839	12,837	(3,001)
Total current liabilities	131,106	124,751	(6,354)
NONCURRENT LIABILITIES:			
Bonds	10,000	10,000	-
Long-term lease liabilities	687	1,564	876
Deferred tax liabilities	18,577	23,382	4,805
Retirement allowances for directors	270	276	5
Defined benefit liability	20,055	16,423	(3,631)
Long-term asset retirement obligations	72	72	-
Others	425	341	(92)
Total noncurrent liabilities	50,088	52,061	1,972
Total liabilities	181,194	176,812	(4,381)
SHAREHOLDERS' EQUITY:			
Capital stock	22,856	22,856	-
Capital surplus	25,639	25,245	(394)
Retained earnings	233,047	243,617	10,569
Treasury stock	(19,001)	(8,520)	10,481
Total shareholders' equity	262,542	283,198	20,656
ACCUMULATED OTHER COMPREHENSIVE INCOME			
Net unrealized gain(loss) on securities	5,068	2,955	(2,113)
Foreign currency adjustments	23,265	35,814	12,549
Remeasurements of defined benefit plans	17,021	25,807	8,785
Total accumulated other comprehensive income	45,356	64,577	19,221
STOCK ACQUISITION RIGHTS			
NON-CONTROLLING INTERESTS	21,801	23,745	1,944
Total net assets	329,699	371,521	41,822
Total liabilities and net assets	510,894	548,334	37,440

(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income

(Consolidated Statement of Income)		Millions of Yen	
	Year Ended March 31, 2025	Year Ended March 31, 2026	Increase (Decrease)
NET SALES	617,660	644,701	27,041
COST OF SALES	527,989	552,795	24,806
Gross profit	89,670	91,905	2,235
SELLING, GENERAL AND ADMINISTRATIVE EXPENSES	54,399	56,282	1,883
Operating income	35,270	35,623	353
NON-OPERATING INCOME			
Interest income	1,266	1,307	41
Dividend income	623	365	(258)
Equity in earnings of affiliates	707	811	104
Foreign exchange gain	-	4,599	4,599
Others	1,398	2,148	750
Total non-operating income	3,996	9,232	5,236
NON-OPERATING EXPENSES			
Interest paid	43	63	20
Foreign exchange loss	4,333	-	(4,333)
Loss on sale or disposal of fixed assets	-	905	905
Others	579	130	(449)
Total non-operating expenses	4,956	1,099	(3,857)
Ordinary income	34,310	43,756	9,446
EXTRAORDINARY INCOME			
Gain on sales of non-current assets	781	-	(781)
Gain on sales of investment in securities	5,420	5,897	477
Total extraordinary income	6,201	5,897	(304)
EXTRAORDINARY LOSS			
Loss on sale or disposal of fixed assets	114	-	(114)
Impairment loss	375	3,219	2,844
Provision expense for environment	43	-	(43)
Loss on investment in securities revaluation	-	583	583
Loss on liquidation of subsidiaries	108	-	(108)
Total extraordinary loss	641	3,803	3,162
INCOME BEFORE INCOME TAXES	39,870	45,850	5,980
Income taxes-current	10,687	11,174	487
Income taxes-deferred	1,341	3,025	1,684
INCOME TAXES	12,029	14,200	2,171
PROFIT	27,841	31,650	3,809
PROFIT ATTRIBUTABLE TO NON-CONTROLLING INTERESTS	1,793	2,178	385
PROFIT ATTRIBUTABLE TO OWNERS OF PARENT	26,047	29,471	3,424

(Consolidated Statement of Comprehensive Income)

Millions of Yen

	Year Ended March 31, 2025	Year Ended March 31, 2026	Increase (Decrease)
PROFIT	27,841	31,650	3,808
OTHER COMPREHENSIVE INCOME			
Net unrealized gain on available-for-sale securities	(9,671)	(1,901)	7,770
Foreign currency translation adjustments	(2,605)	13,488	16,094
Remeasurements of defined benefit plans	(11,469)	8,835	20,305
Share of other comprehensive income of entities	(122)	(90)	31
Total other comprehensive income	(23,869)	20,332	44,201
COMPREHENSIVE INCOME	3,972	51,983	48,010
(Breakdown)			
Comprehensive income			
attributable to owners of parent	2,435	48,693	46,257
attributable to non-controlling interests	1,536	3,289	1,753

(3) Consolidated Statement of Changes in Shareholders' Equity

Year Ended March 31, 2025

Millions of Yen

	Shareholders' equity				
	Common Stock	Capital Surplus	Retained earnings	Treasury common stock, at cost	Total shareholders' equity
Balance at beginning of period	22,856	25,641	214,142	(19,964)	242,675
Change of items during the period					
Cash dividends			(7,141)		(7,141)
Profit attributable to owners of parent			26,047		26,047
Purchase of treasury common stock				(0)	(0)
Disposal of treasury common stock		(27)		963	935
Purchase of shares of consolidated subsidiaries		25			25
Net changes of items other than shareholders' equity					
Total changes of items during the period	-	(2)	18,905	962	19,866
Balance at end of period	22,856	25,639	233,047	(19,001)	262,542

	Accumulated other comprehensive income				Non-controlling interests	Total equity
	Net unrealized gain on available-for-sale securities	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total Accumulated other comprehensive income		
Balance at beginning of period	14,633	25,833	28,500	68,967	21,617	333,261
Change of items during the period						
Cash dividends						(7,141)
Profit attributable to owners of parent						26,047
Purchase of treasury common stock						(0)
Disposal of treasury common stock						935
Purchase of shares of consolidated subsidiaries						25
Net changes of items other than shareholders' equity	(9,564)	(2,568)	(11,478)	(23,611)	183	(23,428)
Total changes of items during the period	(9,564)	(2,568)	(11,478)	(23,611)	183	(3,562)
Balance at end of period	5,068	23,265	17,021	45,356	21,801	329,699

Year Ended March 31, 2026

Millions of Yen

	Shareholders' equity				
	Common Stock	Capital Surplus	Retained earnings	Treasury common stock, at cost	Total shareholders' equity
Balance at beginning of period	22,856	25,639	233,047	(19,001)	262,542
Change of items during the period					
Cash dividends			(8,968)		(8,968)
Profit attributable to owners of parent			29,471		29,471
Purchase of treasury common stock				(9)	(9)
Disposal of treasury common stock		10		151	162
Cancellation of treasury common stock		(10,339)		10,339	-
Transfer from retained earnings to capital surplus		9,933	(9,933)		-
Net changes of items other than shareholders' equity					
Total changes of items during the period	-	(394)	10,569	10,481	20,656
Balance at end of period	22,856	25,245	243,617	(8,520)	283,198

	Accumulated other comprehensive income				Non-controlling interests	Total equity
	Net unrealized gain on available-for-sale securities	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total Accumulated other comprehensive income		
Balance at beginning of period	5,068	23,265	17,021	45,356	21,801	329,699
Change of items during the period						
Cash dividends						(8,968)
Profit attributable to owners of parent						29,471
Purchase of treasury common stock						(9)
Disposal of treasury common stock						162
Cancellation of treasury common stock						-
Transfer from retained earnings to capital surplus						-
Net changes of items other than shareholders' equity	(2,113)	12,549	8,785	19,221	1,944	21,166
Total changes of items during the period	(2,113)	12,549	8,785	19,221	1,944	41,822
Balance at end of period	2,955	35,814	25,807	64,577	23,745	371,521

(4) Consolidated Statement of Cash Flows

	Millions of Yen	
	Year Ended March 31, 2025	Year Ended March 31, 2026
CASH FLOWS FROM OPERATING ACTIVITIES		
Income before income taxes	39,870	45,850
Depreciation	20,785	23,333
Impairment loss	375	3,219
Increase (Decrease) in allowance for doubtful accounts	(12)	5
Increase (Decrease) in accrued bonuses	455	397
Increase (Decrease) in accrued bonuses to directors	16	19
Increase (Decrease) in provision for accrued product warranty	(2,043)	90
Increase (Decrease) in retirement allowances for	18	5
Increase (Decrease) in net defined benefit liability	219	(28)
Increase (Decrease) in net defined benefit asset	(4,489)	(3,901)
Interest and dividend income	(1,890)	(1,672)
Interest expenses	43	63
Equity in earnings of affiliated companies	(707)	(811)
Foreign exchange gain or loss	3,869	(3,900)
Gain on sales of property, plant and equipment	(606)	719
Gain(Loss) on sales of investment securities	(5,420)	(5,897)
Increase (Decrease) in notes and accounts receivable	818	3,360
Increase (Decrease) in inventories	370	471
Increase (Decrease) in notes and accounts payable	(315)	(10,119)
Increase (Decrease) in consumption taxes payable	(737)	149
Others, net	(1,675)	1,125
Sub - Total	48,945	52,480
Interest and dividend income received	1,971	1,794
Interest expenses paid	(43)	(63)
Income taxes paid	(11,676)	(10,457)
Net cash provided by operating activities	39,196	43,754
CASH FLOWS FROM INVESTING ACTIVITIES		
Disbursement for fixed deposits	(9,983)	(17,681)
Proceeds from fixed deposits	2,957	16,772
Proceeds from sales of marketable securities	4,743	12,300
Purchases of tangible fixed assets	(30,621)	(35,232)
Proceeds from sales of tangible fixed assets	1,268	589
Purchases of investment securities	(1,366)	(1,506)
Proceeds from sales of investment securities	8,825	9,405
Disbursement for originating loans	(263)	(277)
Proceeds from collections of loans	271	280
Others, net	(1,887)	(1,944)
Net cash used in investing activities	(26,056)	(17,294)
CASH FLOWS FROM FINANCING ACTIVITIES		
Lease liabilities paid	(447)	(627)
Dividends paid	(7,140)	(8,961)
Dividends paid to non-controlling interests	(1,324)	(1,336)
Purchases of treasury stock	(0)	(0)
Others, net	932	-
Net cash provided by (used in) financing activities	(7,980)	(10,925)
EFFECT OF FOREIGN CURRENCY TRANSLATION	36	3,613
ADJUSTMENTS ON CASH AND CASH EQUIVALENTS		
NET INCREASE(DECREASE) IN CASH AND CASH EQUIVALENTS	5,195	19,147
CASH AND CASH EQUIVALENTS, BEGINNING OF PERIOD	69,414	74,609
CASH AND CASH EQUIVALENTS, END OF PERIOD	74,609	93,757

(5) Notes to the Summary of the Consolidated Financial Statements

(Notes on Segment Information, etc)

【Segment information】

I Outline of reporting segments

Our reporting segments are those for which separate financial information is available among the constituent units of our group, and are regularly reviewed by decision-making bodies for the purpose of determining the allocation of management resources and evaluating performance.

Our group is a specialized manufacturer of automotive parts such as HMI products, seat belts, key locks, and shift levers. In Japan, we have our company, 10 consolidated subsidiaries, and 2 equity-method affiliates, while overseas, we have established 27 consolidated subsidiaries and 3 equity-method affiliates in various locations, each responsible for production and sales.

Therefore, our company has established three reporting segments: "Japan", "North Americas", and "Asia", primarily considering the production and sales systems as well as the quantitative scale.

II The method for calculating of revenue, profit or loss, assets, liabilities, and other items by reporting segment

The accounting treatment of the reporting segments is the same as that described in the "Key Matters Fundamental to the Preparation of Consolidated Financial Statements."

Internal revenues and transfer amounts between segments are determined with due consideration of market prices and other factors.

III Information on revenue and profit or loss amounts by reporting segment

FY2025 (April 1, 2024-March 31, 2025)

(Millions of yen)

	Reporting Segment				Others * 1	Total	Adjustments * 2	Consolidated * 3
	Japan	North Americas	Asia	Total				
Net Sales								
Customers	246,180	164,518	158,209	568,908	48,751	617,660	-	617,660
Intersegment	61,491	246	34,520	96,259	574	96,834	△96,834	-
Total	307,672	164,765	192,730	665,167	49,326	714,494	△96,834	617,660
Segment profit(loss)	△966	8,061	23,978	31,072	3,495	34,568	702	35,270
Segment assets	311,367	90,436	115,247	517,051	29,210	546,262	△ 35,367	510,894
Others								
Depreciation and amortization	8,212	4,827	6,162	19,201	1,375	20,576	208	20,785
Investment amount in equity method affiliates	4,909	853	-	5,763	-	5,763	△ 2	5,761
Increase in tangible and intangible fixed assets	21,627	4,626	5,935	32,189	1,537	33,727	209	33,937

(Note)

- * 1 “Others” include segments that are not part of the reporting segments and encompasses the business activities of local subsidiaries in Europe and South Americas.
- * 2 (1)“Adjustments” of segment profit(loss) is the elimination of intersegment transactions.
(2)“Adjustments” of segment assets is the corporate assets not allocated to each reporting segment and the elimination of intersegment transactions.
(3)“Adjustments” of depreciation and amortization is the fixed assets that have not been allocated to each reporting segment and due to the elimination of unrealized profits and losses related to corporate assets.
(4)“Adjustments” of Investment amount in equity method affiliates is due to the elimination of unrealized gains and losses related to inventory.
(5)“Adjustments” of Increase in tangible and intangible fixed assets is the fixed assets that have not been allocated to each reporting segment and due to the elimination of unrealized profits and losses related to corporate assets.
- * 3 Segment profit is adjusted with the operating profit from the quarterly consolidated income statement.

FY2026 (April 1, 2025-March 31, 2026)

(Millions of yen)								
	Reporting Segment				Others	Total	Adjustments	Consolidated
	Japan	North Americas	Asia	Total				
Net Sales								
Customers	259,592	173,250	161,962	594,806	49,895	644,701	-	644,701
Intersegment	66,195	179	33,293	99,667	706	100,374	△100,374	-
Total	325,788	173,429	195,255	694,473	50,601	745,075	△100,374	644,701
Segment profit(loss)	△1,426	8,260	24,848	31,681	4,248	35,930	△306	35,623
Segment assets	321,458	102,911	121,488	545,857	34,022	579,880	△31,545	548,334
Others								
Depreciation and amortization	10,963	4,724	5,978	21,667	1,405	23,072	260	23,333
Investment amount in equity method affiliates	5,394	911	-	6,306	-	6,306	△2	6,304
Increase in tangible and intangible fixed assets	16,992	6,995	5,080	29,067	1,826	30,893	3,166	34,060

(Note)

- * 1 “Others” include segments that are not part of the reporting segments and encompasses the business activities of local subsidiaries in Europe and South Americas.
- * 2 (1)“Adjustments” of segment profit(loss) is the elimination of intersegment transactions.
(2)“Adjustments” of segment assets is the corporate assets not allocated to each reporting segment and the elimination of intersegment transactions.
(3)“Adjustments” of depreciation and amortization is the fixed assets that have not been allocated to each reporting segment and due to the elimination of unrealized profits and losses related to corporate assets.
(4)“Adjustments” of Investment amount in equity method affiliates is due to the elimination of unrealized gains and losses related to inventory.
(5)“Adjustments” of Increase in tangible and intangible fixed assets is the fixed assets that have not been allocated to each reporting segment and due to the elimination of unrealized profits and losses related to corporate assets.
- * 3 Segment profit is adjusted with the operating profit from the quarterly consolidated income statement.

IV Information on impairment losses of fixed assets by reporting segment

FY2025 (April 1, 2024-March 31, 2025)

In the segment of 'Japan', the amount of impairment loss of 375 million yen is recognized for FY2025 due to changes in the use of the assets.

FY2026 (April 1, 2025-March 31, 2026)

In the segment of 'Japan', some business environments are challenging, and the book value of production facilities has been reduced to their recoverable amount. The amount of impairment loss recognized is 3,219 million yen for FY2026.

(Information Per Share)

	FY2025 (April 1, 2024-March 31, 2025)	FY2026 (April 1, 2025-March 31, 2026)
Equity per share (yen)	3,620.68	4,086.29
Net income per share (yen)	307.54	346.32

- * 1 There is no disclosure of diluted net income per share for the current period as there are no potential shares.
- * 2 The Company's shares held by the Employee Stock Grant Trust, which are recorded as treasury stock in shareholders' equity, are included in treasury stock as a deduction in the calculation of the average number of shares outstanding during the fiscal year for the purpose of calculating net income per share, and are also included in treasury stock as a deduction in the calculation of the number of shares outstanding at the end of the fiscal year for the purpose of calculating net assets per share.
The average number of such treasury shares deducted in calculating net income per share was 390 thousand shares in the previous consolidated fiscal year and 315 thousand shares in the current consolidated fiscal year.
The number of such treasury shares deducted in calculating net assets per share at the end of the period was 358 thousand shares in the previous consolidated fiscal year and 311 thousand shares in the current consolidated fiscal year.
- * 3 The basis for calculating the net income per share for the current period is as follows.

	FY2025 (April 1, 2024-March 31, 2025)	FY2026 (April 1, 2025-March 31, 2026)
Net income per share		
Net income attributable to parent company shareholders (million yen)	26,047	29,471
Amounts not attributable to common shareholders (million yen)	-	-
Net income attributable to parent company shareholders for common sheres (million yen)	26,047	29,471
Weighted-average shares (thousand)	84,695	85,099

(Note on Assumption of Going Concern)

There are no applicable items.

(Significant Subsequent Events)

There are no applicable items.

(Omitted disclosures)

Disclosures of notes regarding changes in scope of consolidation and application of the equity method, consolidated balance sheets, consolidated statement of income and comprehensive income, consolidated statement of changes in net assets, consolidated statement of cash flows, lease transactions, financial instruments, securities, derivative transactions, retirement benefits, stock options, tax effect accounting, business combination, revenue recognition, asset retirement obligations, real estate for lease, and related party information are omitted because we believe this information is not significant enough to be disclosed in this report.

4 . Chenges and Boards of Directors and Auditors

At the Annual General Meeting scheduled for June 12, 2026, we plan to make the following changes to the directors and auditors.

(1) Changes in Directors and Auditors

< Resignation (Directors) >
Kei Fujioka

< New candidate (Directors) >
Yoshiyuki Miyabe

< New candidate (Auditors) >
Hiroaki Shimizu

(2) Executive Structure of Directors and Auditors after June 12, 2026

< Directors >		〔Directors Total〕 6 members(including 3 Outside members) ※ (Reappointment)			
Representative Director and President	Hiroyoshi Ninoyu	※	Outside Director	Minako Miyama	※
Representative Director and Vice President	Masahiko Sato	※	Outside Director	Kazushi Ambe	※
Director	Katsuyuki Imaeda	※	Outside Director	Yoshiyuki Miyabe	

< Auditors >		〔Auditors Total〕 4 members(including 2 Outside members) ※ (Reappointment)			
Auditor	Toshiaki Tsuchiya		Outside Auditor	Yoshinori Yamada	
Auditor	Hiroaki Shimizu		Outside Auditor	Akihiro Deshimaru	

< Substitute Auditors >		〔Substitute Auditor Total〕 1 member(including 1 Outside member)			
Outside Auditor	Chikako Takeuchi				

5 . Boards of Executive Officer

(1) Structure of Corporate Officer after June 12, 2026

< Corporate Officers >		〔Corporate Officers Total〕 10 members			
President	Hiroyoshi Ninoyu	Corporate Officer	Koichiro Yamagishi	Corporate Officer	Eiji Kagohashi
Vice President	Masahiko Sato	Corporate Officer	Satoru Ishida	Corporate Officer	Takehiko Ban
Corporate Officer	Taketoshi Sakurai	Corporate Officer	Sumikazu Sasaki		
Corporate Officer	Katsuyuki Imaeda	Corporate Officer	Yoshihiro Sato		