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FY2025
Financial Results
(2024/4－2025/3)

Summary

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1. FY2025 Financial Results

- Sales decreased due to decrease in production volume at major customers, etc.
- Operating profit increased (highest record) due to weak yen, cost improvements, and decrease of quality costs in the previous fiscal year.

2. FY2026 Financial Forecast

- We expect that sales and profits will decrease year on year due to the burden of development costs resulting from strong orders for HMI products and Mirai Investments, in addition to the impact of strong yen.

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1. FY2025 Financial Results

(1) Consolidated Financial Results

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Unit:¥bn ( ) :Profit %	FY2024 Actual	FY2025 Actual	Change	Change %	【Details】 Forex	【Details】 Act.Change
Sales	☆ 623.5	**617.6**	▲ 5.9	▲0.9%	+12.3	▲ 18.2
Operating Profit (%)	28.8 (4.6%)	☆ **35.4** **(5.7%)**	+6.6	23.0%	+2.7	+3.9
Ordinary Profit (%)	Forex Gain 7.3 ☆ 39.5 (6.3%)	Forex Loss▲4.3 **34.4** **(5.6%)**	▲ 5.1	▲12.9%	+2.9	▲ 8.0
Extraordinary Profit/ Loss	※2 ▲ 3.3	※1 **5.5**	+8.8	-	-	+8.8
Profit attributable to owners of parent (%)	24.8 (4.0%)	☆ **27.8** **(4.5%)**	+3.0	11.9%	+2.5	+0.5
USD Rate EUR Rate	¥143 ¥155	¥151 ¥162	+8 +7	-	-	-

※1.Gain on sales of investment securities +¥5.4bn, Gain on sales of fixed assets +¥0.7bn, Loss on disposal of fixed assets and others ▲¥0.5bn
※2.Impairment loss on fixed assets ▲¥2.6bn, and others

☆ indicates highest record

(2) Consolidated Sales (By Customer/Product)

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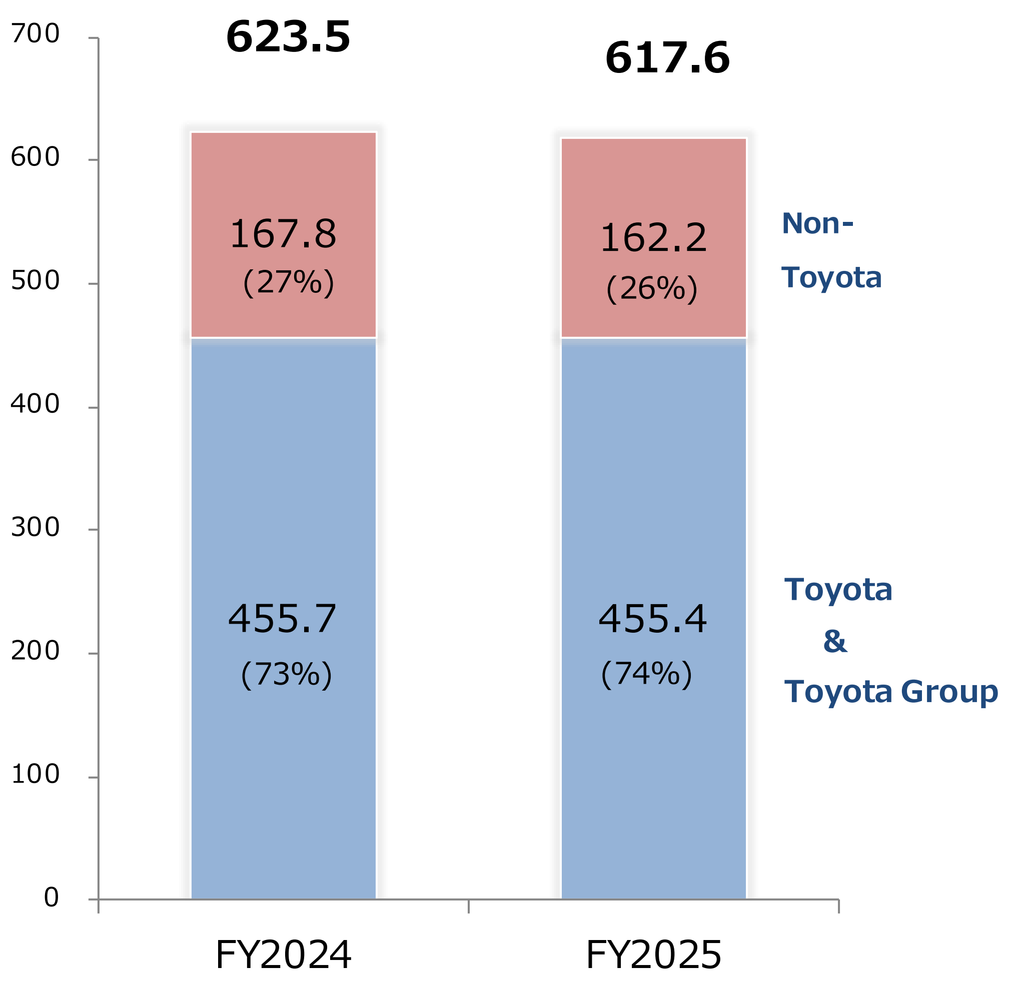
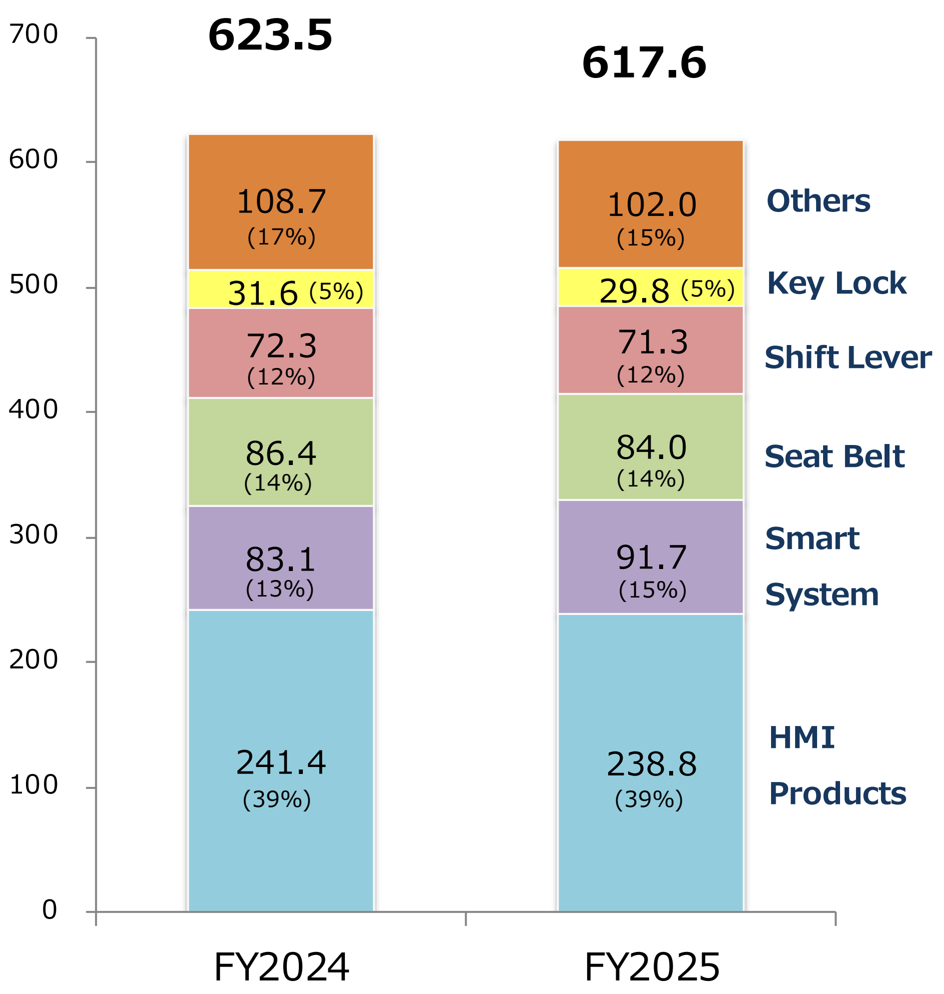
By Customer

(Unit:¥bn)



By Product



(3) Operating Profit Change Factors

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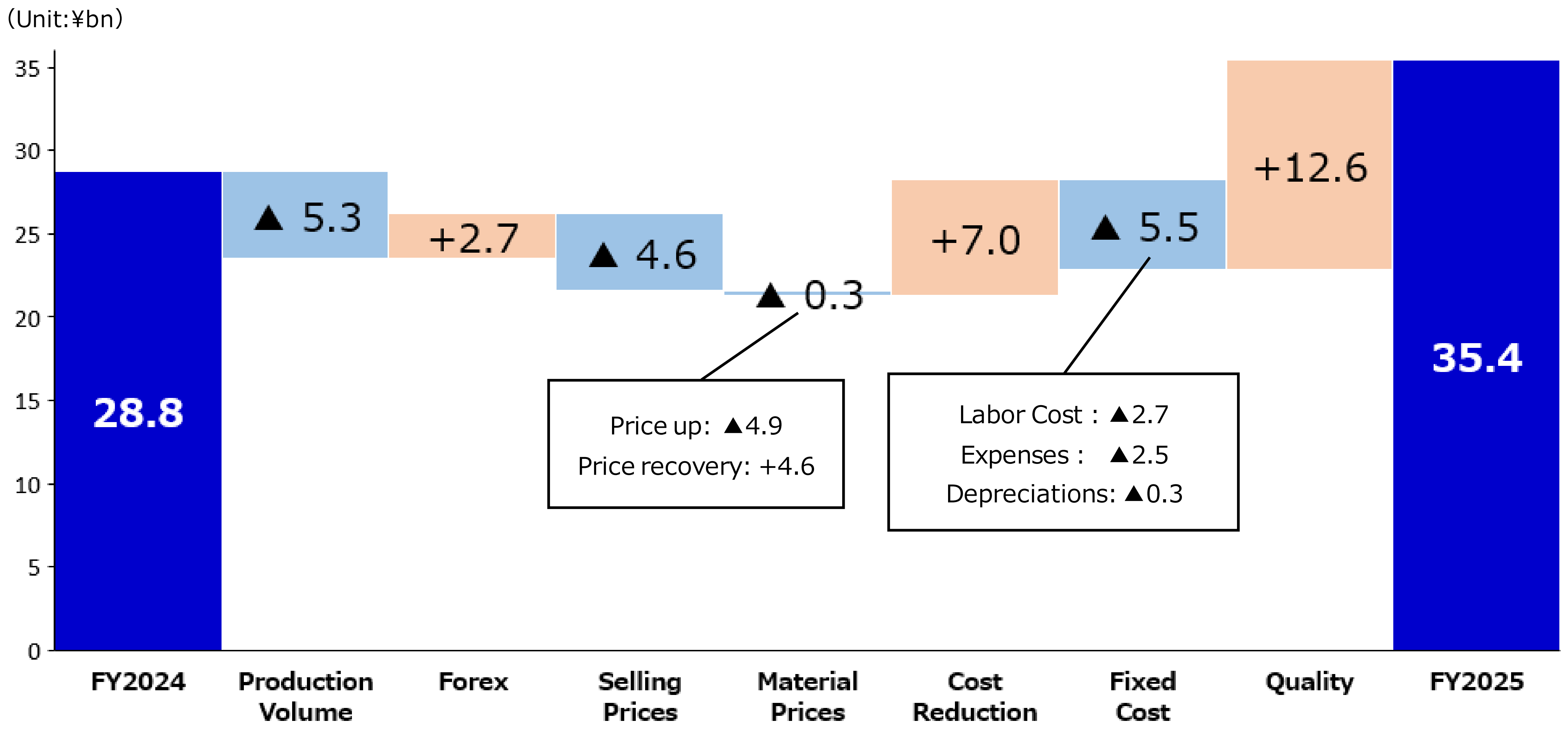
FY2025 : 6.6 Billions Yen Increase (vs FY2024)



(4) Financial Results (By Region)

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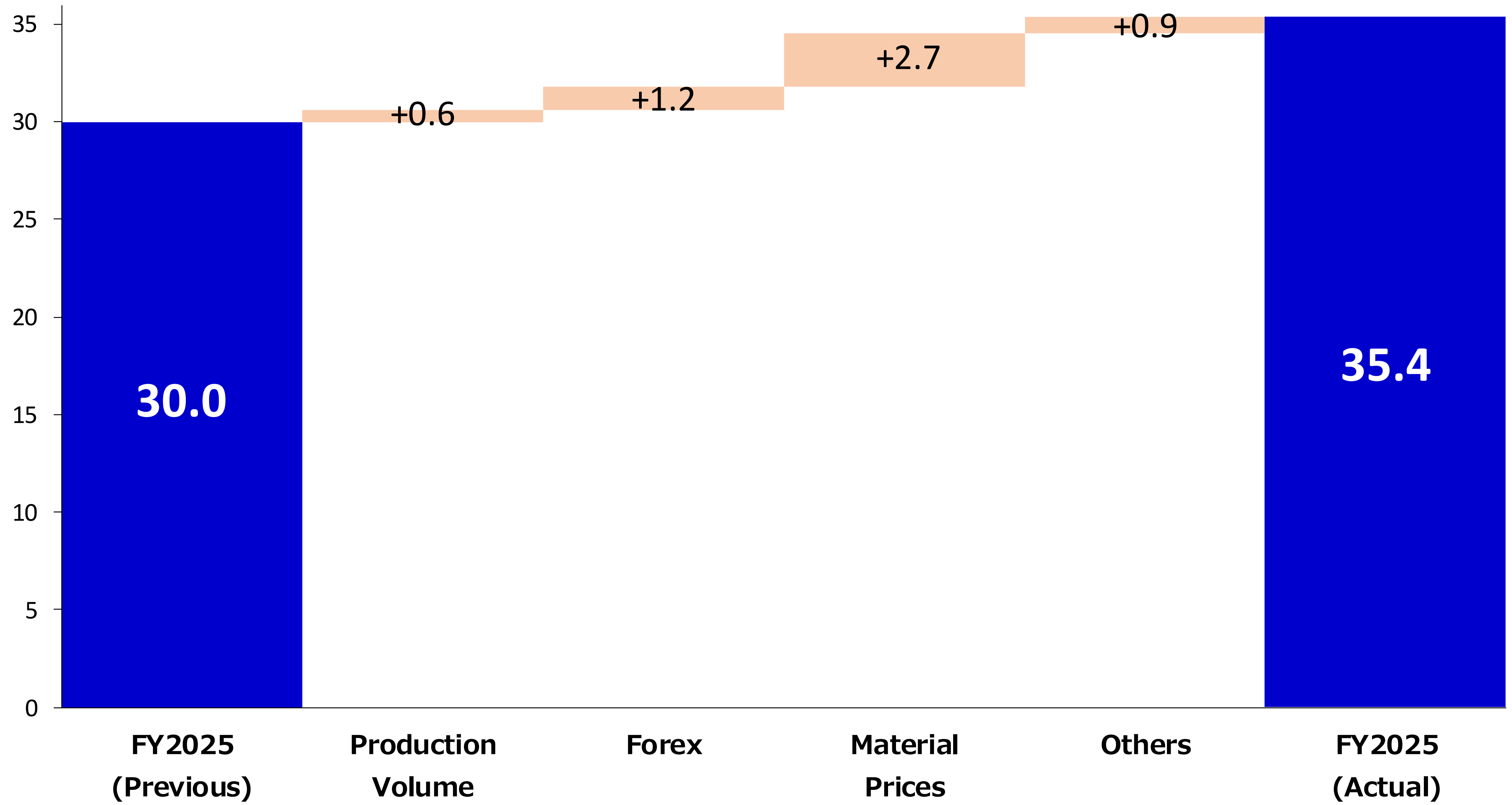
Unit:¥bn () :Profit %		FY2024 Actual		**FY2025 Actual**		Change	Change%	【Details】 Forex	【Details】 Act.Change
Japan	Sales	313.1		**307.6**		▲ 5.5	▲1.8%	+ 2.2	▲ 7.7
	Operating Profit(%)	▲ 9.8	(▲3.1%)	**▲ 0.7**	(▲0.3%)	+9.1	▲92.0%	+ 1.3	+ 7.8
Americas	Sales	164.1		**164.7**		+0.6	0.4%	+ 5.6	▲ 5.0
	Operating Profit(%)	9.6	(5.9%)	**8.0**	(4.9%)	▲ 1.6	▲16.4%	+ 0.2	▲ 1.8
Asia	Sales	195.8		**192.7**		▲ 3.1	▲1.6%	+ 9.2	▲ 12.3
	Operating Profit(%)	25.3	(12.9%)	**23.9**	(12.4%)	▲ 1.4	▲5.4%	+ 1.2	▲ 2.6
Europe Brazil	Sales	49.5		**49.3**		▲ 0.2	▲0.4%	+ 0.2	▲ 0.4
	Operating Profit(%)	3.5	(7.2%)	**3.4**	(7.1%)	▲ 0.1	▲2.1%	▲ 0.1	+ 0.0
Consolidation Adjustment	Sales	▲ 99.1		**▲ 96.8**		+2.3	–	▲ 4.9	+ 7.2
	Operating Profit(%)	0.0		**0.7**		+0.7	–	+ 0.1	+ 0.6
Total	Sales	623.5		**617.6**		▲ 5.9	▲0.9%	+ 12.3	▲ 18.2
	Operating Profit(%)	28.8	(4.6%)	**35.4**	(5.7%)	+6.6	23.0%	+ 2.7	+ 3.9

(5) Operating Profit Change Factors (vs Previous announcement)

FY2025 : 5.4 Billions Yen Increase (vs Previous announcement)

(Unit:¥bn)



2. FY2026 Financial Results Forecast

(1) Consolidated Financial Results Forecast

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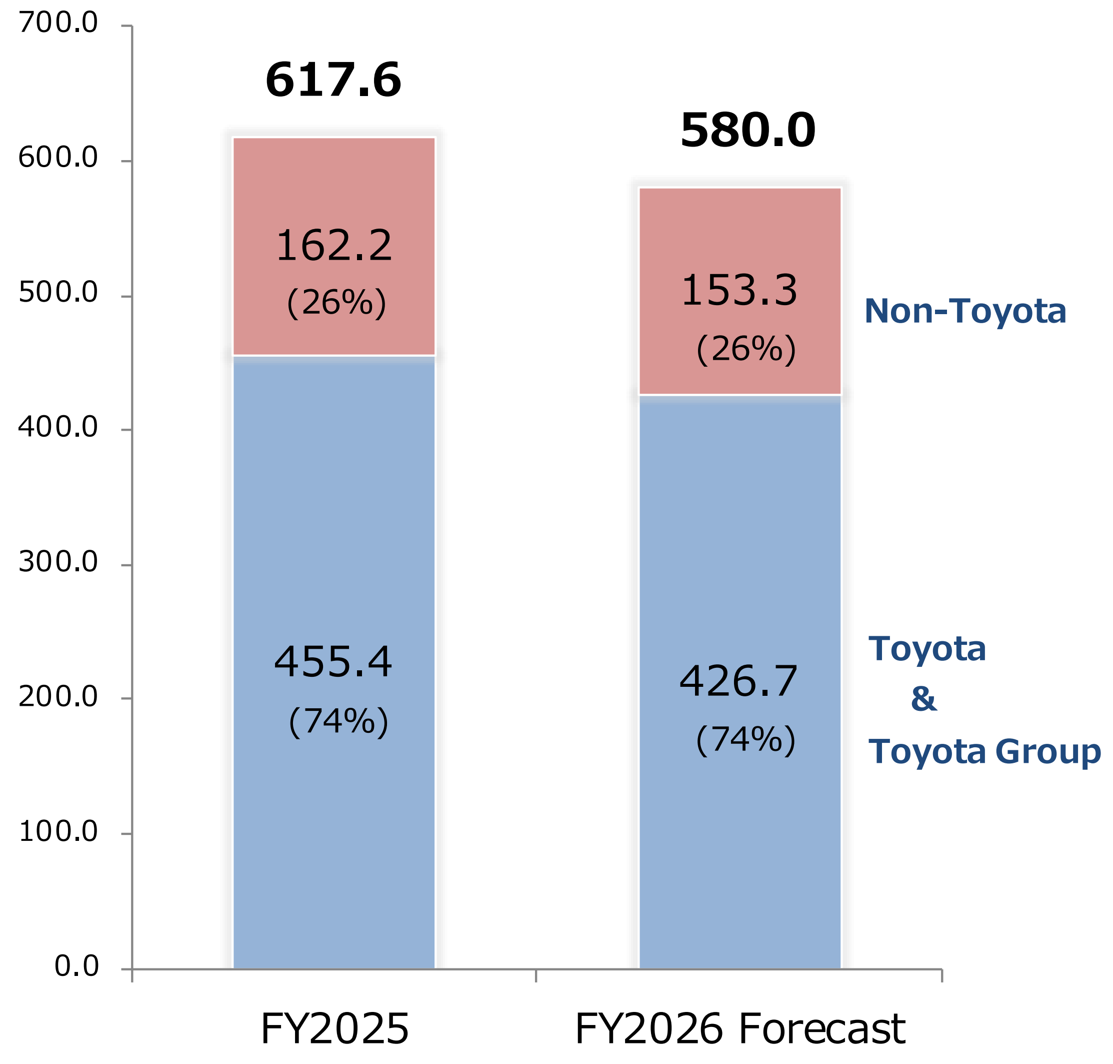
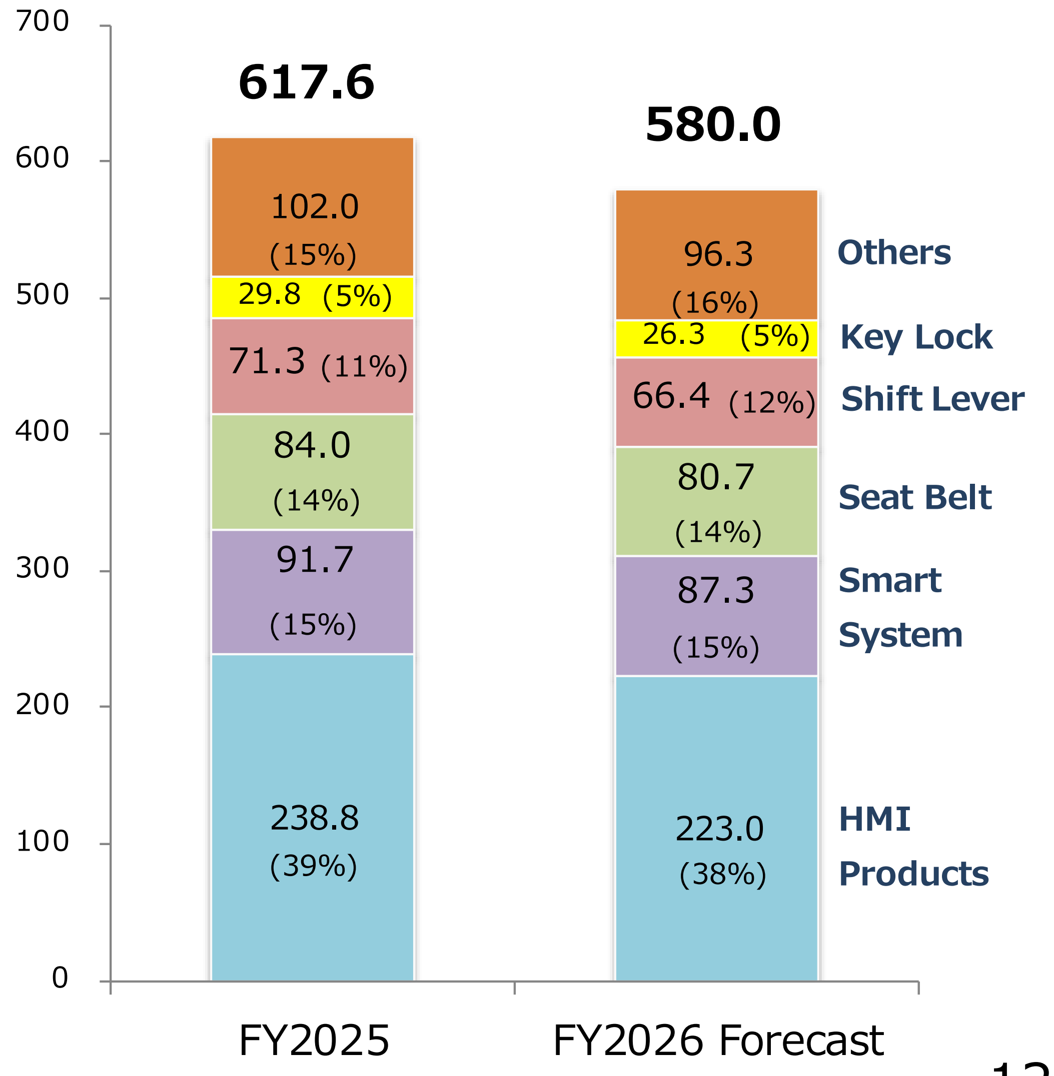
Unit:¥bn () :Profit %	FY2025 Actual	FY2026 Forecast	Change	Change %	【Details】 Forex	【Details】 Act. Change
Sales	617.6	**580.0**	▲ 37.6	▲6.1%	▲ 39.7	+2.1
Operating Profit (%)	☆ 35.4 (5.7%)	**20.0** **(3.4%)**	▲ 15.4	▲43.6%	▲ 5.6	▲ 9.8
Ordinary Profit (%)	Forex Loss ▲4.3 34.4 (5.6%)	Forex Loss ▲2.5 **20.0** **(3.4%)**	▲ 14.4	▲42.0%	▲ 5.5	▲ 8.9
Extraordinary profit/loss	5.5	**–**	–	–	–	–
Profit attributable to owners of parent (%)	☆ 27.8 (4.5%)	**14.0** **(2.4%)**	▲ 13.8	▲49.7%	▲ 4.9	▲ 8.9
USD rate EUR rate	¥151 ¥162	¥135 ¥155	▲16 ▲7	–	–	–

☆ indicate highest record

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

(Unit:¥bn)





(3) Operating Profit Change Factors Forecast

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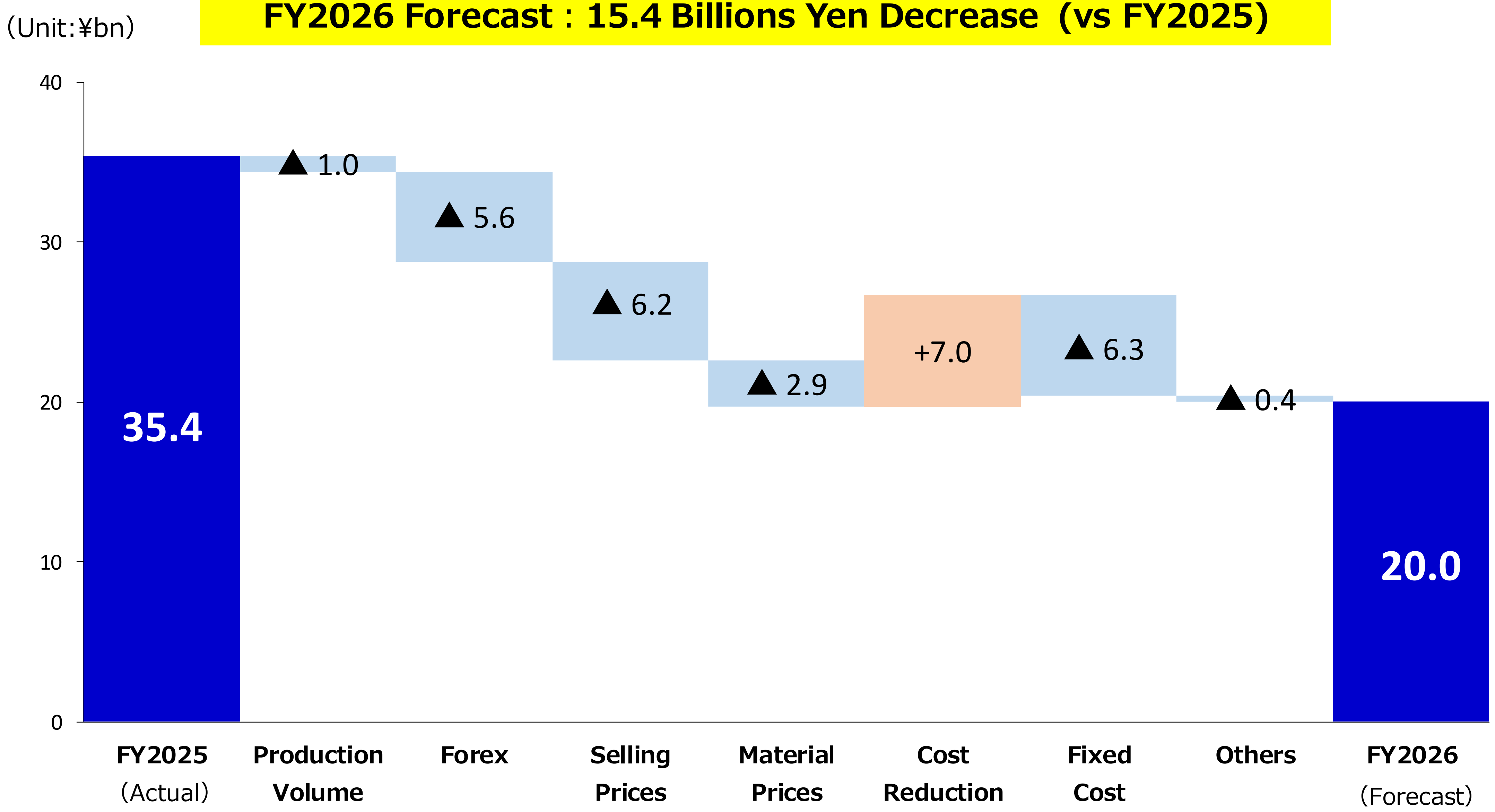
FY2026 Forecast : 15.4 Billions Yen Decrease (vs FY2025)

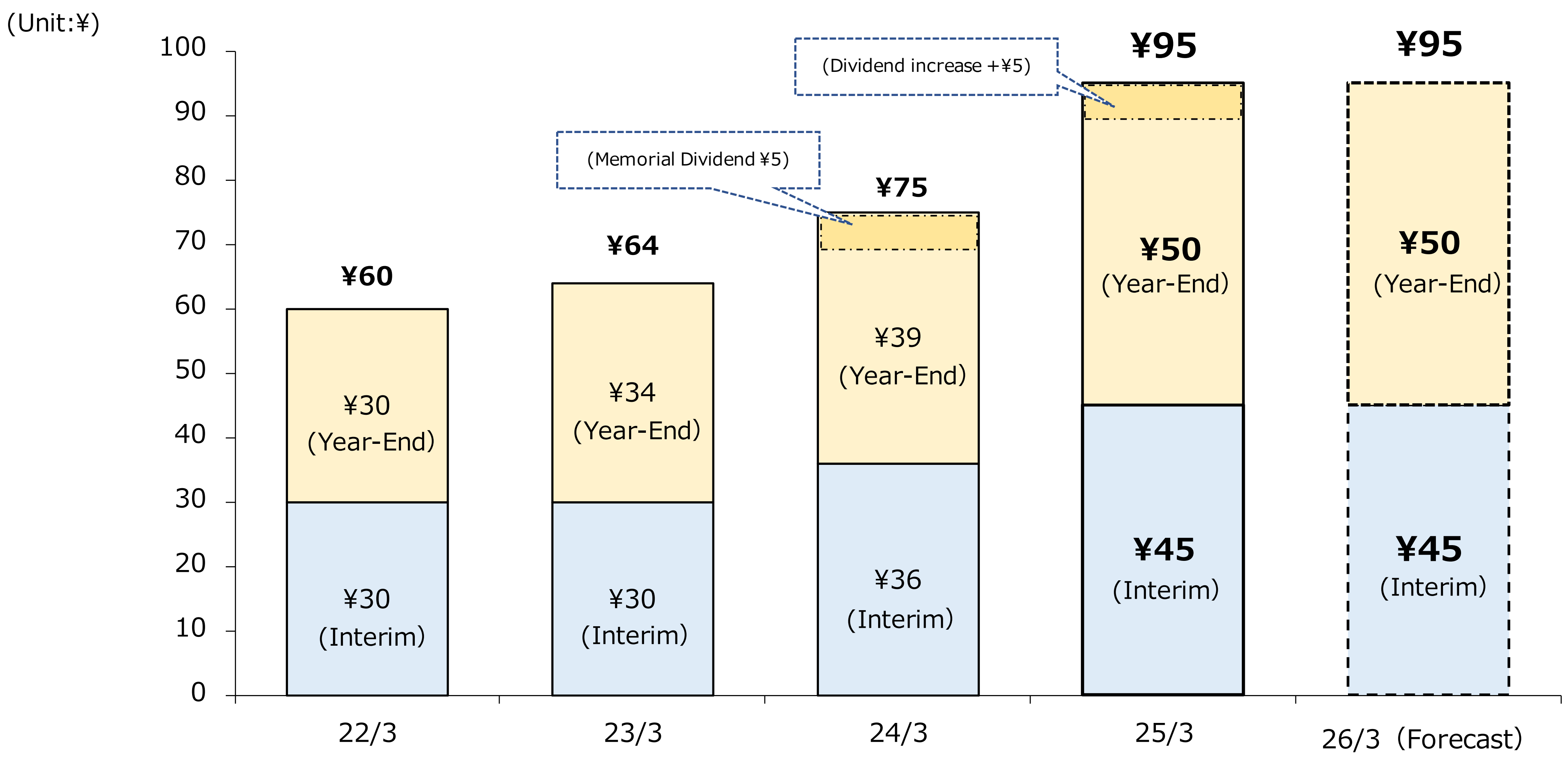


(4) Financial Results Forecast (By Region)

Unit:¥bn () :Profit %		FY2025 Actual		FY2026 Forecast		Change	Change %	【Details】 Forex	Act.Change
Japan	Sales	307.6		**312.3**		+ 4.7	1.5%	▲ 4.2	+ 8.9
	Operating Profit(%)	▲ 0.7	(▲0.3%)	**▲ 7.1**	(▲2.3%)	▲ 6.4	–	▲ 2.4	▲ 4.0
Americas	Sales	164.7		**141.1**		▲ 23.6	▲14.4%	▲ 20.6	▲ 3.0
	Operating Profit(%)	8.0	(4.9%)	**5.5**	(3.9%)	▲ 2.5	▲31.8%	▲ 0.8	▲ 1.7
Asia	Sales	192.7		**168.5**		▲ 24.2	▲12.6%	▲ 20.9	▲ 3.3
	Operating Profit(%)	23.9	(12.4%)	**19.8**	(11.8%)	▲ 4.1	▲17.4%	▲ 2.2	▲ 1.9
Europe Brazil	Sales	49.3		**40.9**		▲ 8.4	▲17.1%	▲ 3.4	▲ 5.0
	Operating Profit(%)	3.4	(7.1%)	**1.8**	(4.4%)	▲ 1.6	▲48.5%	▲ 0.2	▲ 1.4
Consolidation Adjustment	Sales	▲ 96.8		**▲ 82.8**		+ 14.0	–	+ 9.4	+ 4.6
	Operating Profit(%)	0.7		**0.0**		▲ 0.7	–	–	▲0.7
Total	Sales	**617.6**		**580.0**		▲ 37.6	▲6.1%	▲ 39.7	+ 2.1
	Operating Profit(%)	**35.4**	(5.7%)	**20.0**	(3.4%)	▲ 15.4	▲43.6%	▲ 5.6	▲ 9.8

3. Dividend

Dividend



	22/3	23/3	24/3	25/3	26/3 (Forecast)
Dividend Payout	**153.5%**	**53.6%**	**27.1% ※1**	**28.9%**	**57.7%**
Dividend Yield	**4.0%**	**3.9%**	**2.9%**	**4.3%**	**4.3% ※2**
Dividend on Shareholder's Equity	**2.3%**	**2.4%**	**2.7%**	**3.1%**	**3.0%**

※1. Total payout was 86.0% through share buybacks. ※2. Calculated based on stock prices as of the end of Mar.2025

4. Trends in performance, Management KPI

Trends in Financial Results

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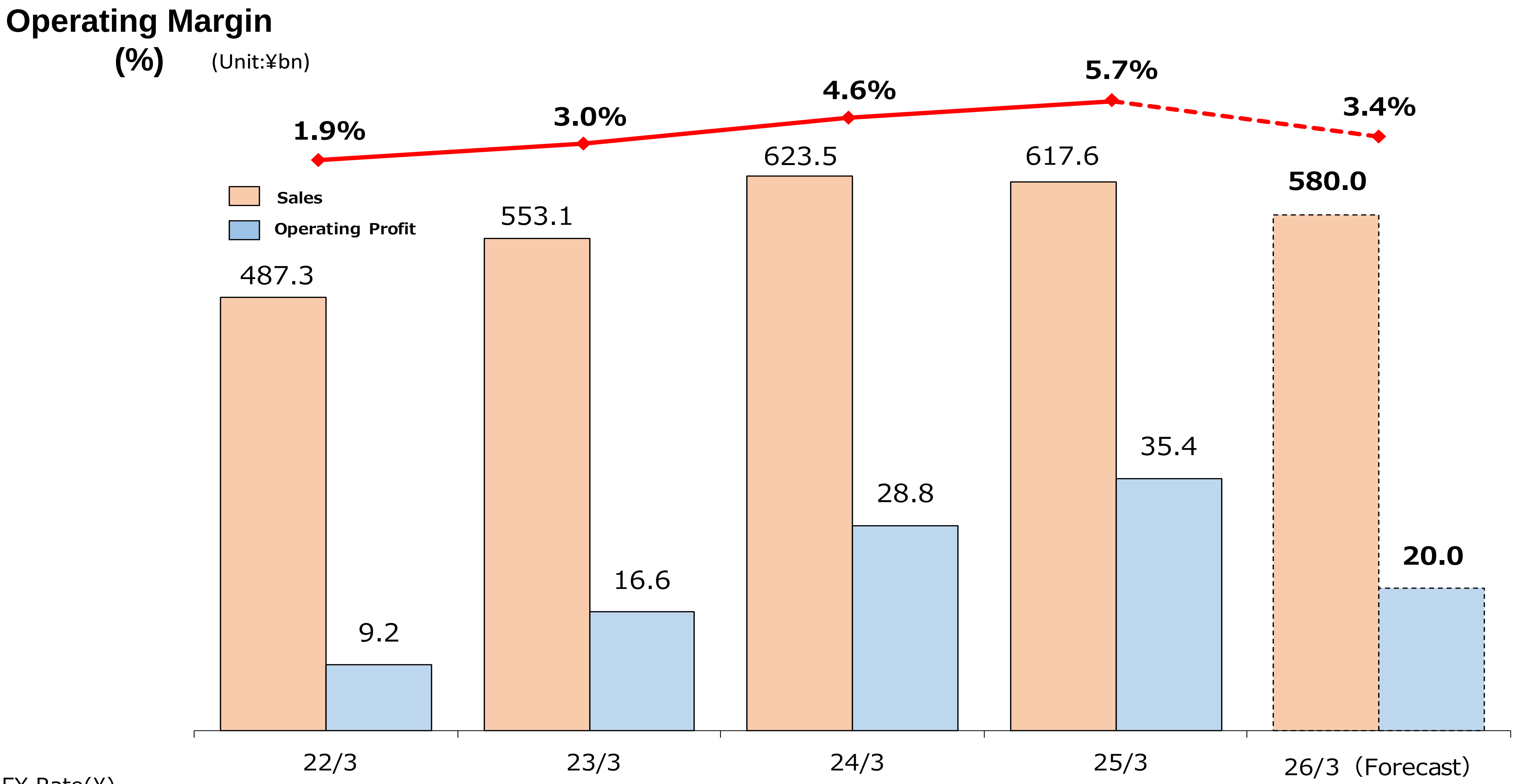
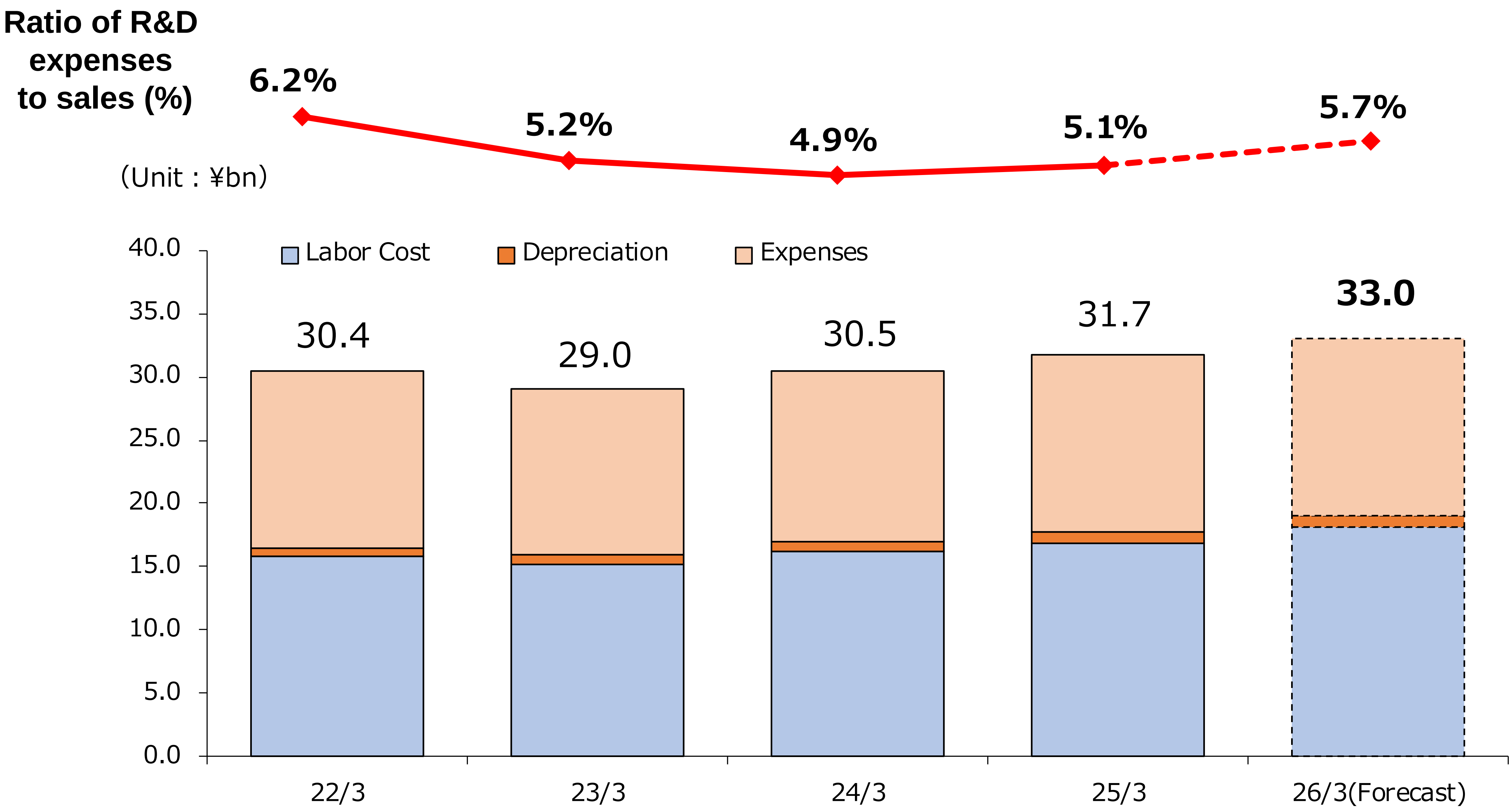


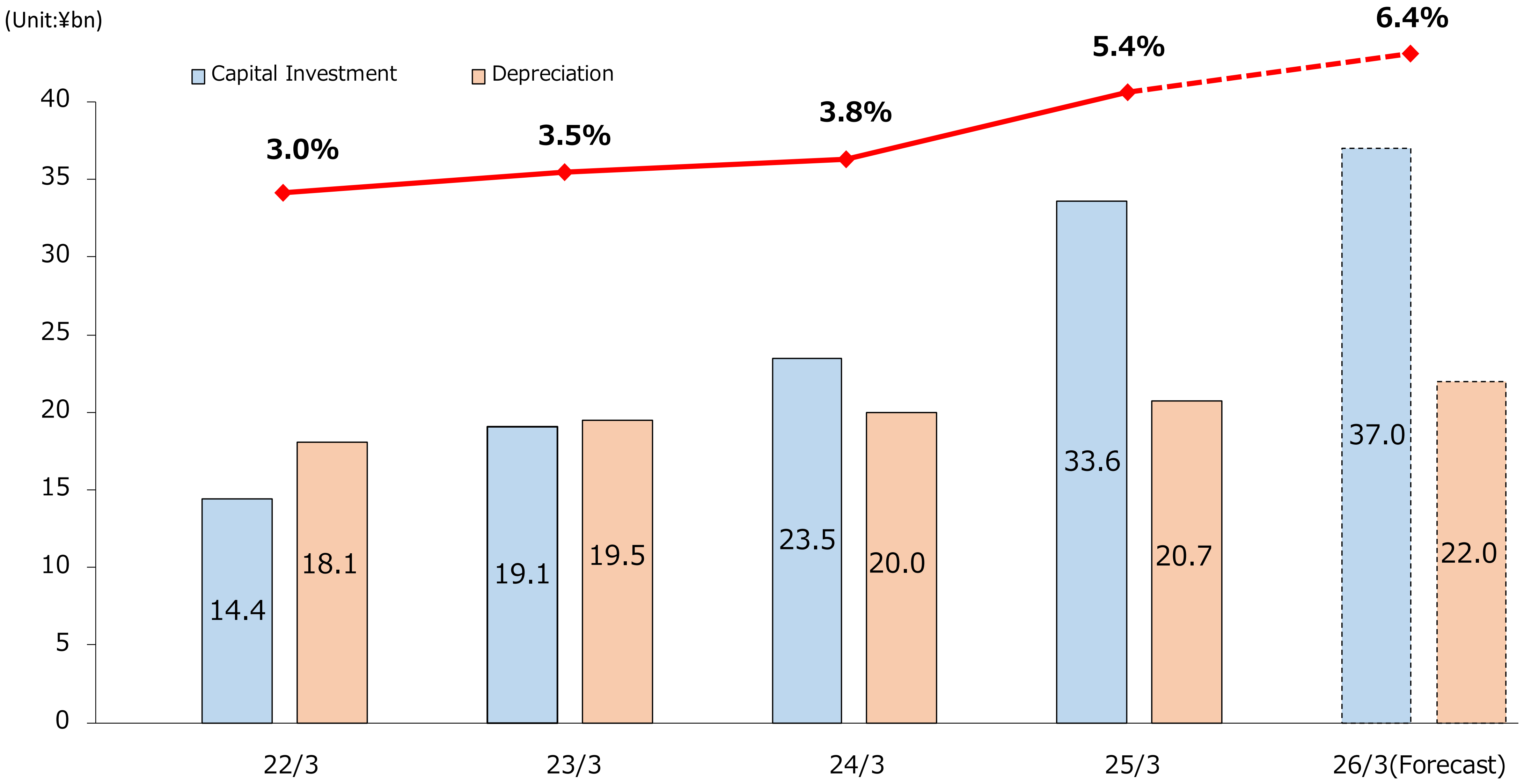
FX Rate(¥) (Ave.)		22/3	23/3	24/3	25/3	26/3 (Forecast)
	USD	111	134	143	151	135
	EUR	129	139	155	162	155

Trends in R&D cost

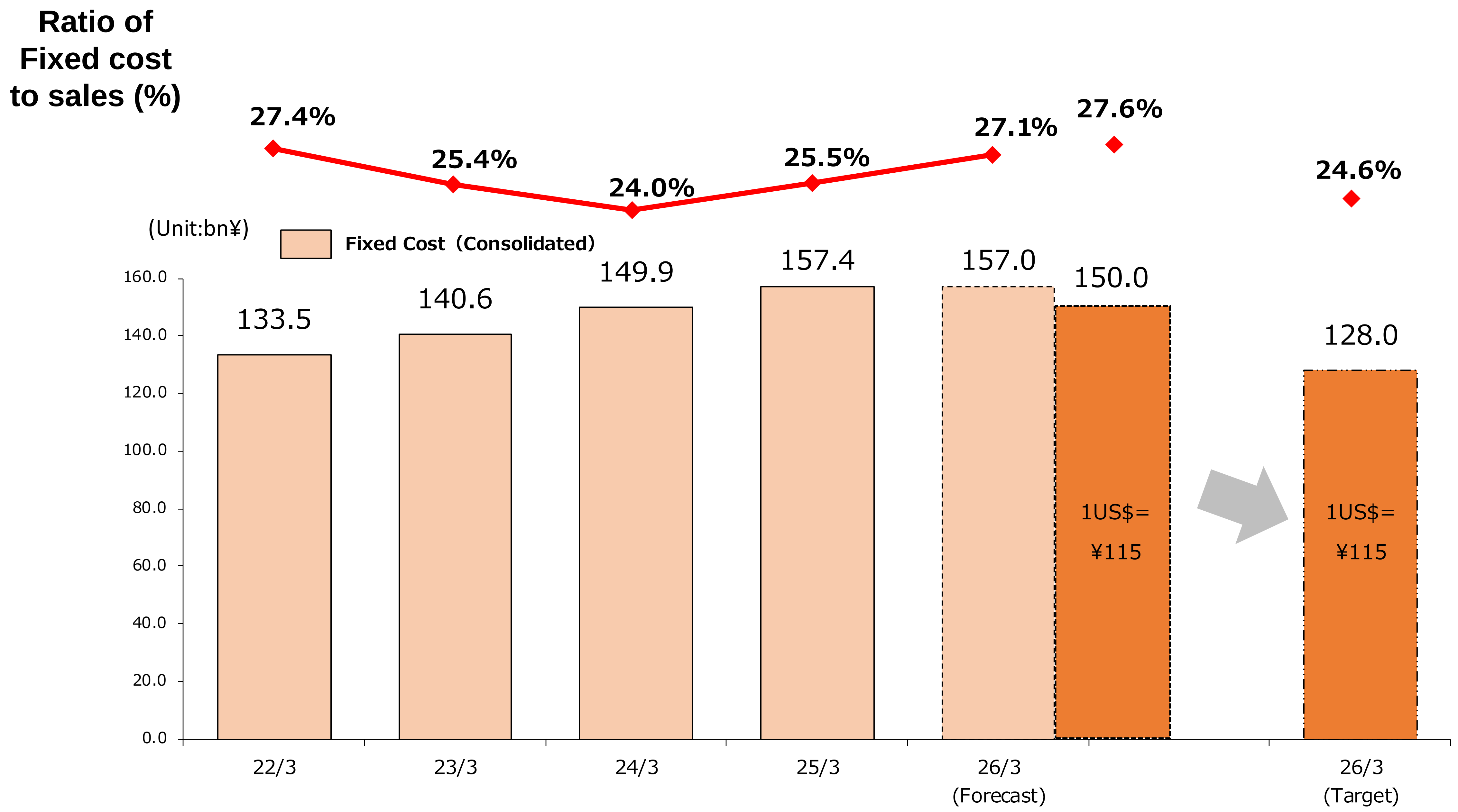


Trends in Capital investment and Depreciation

Ratio of Capital investment to sales (%)

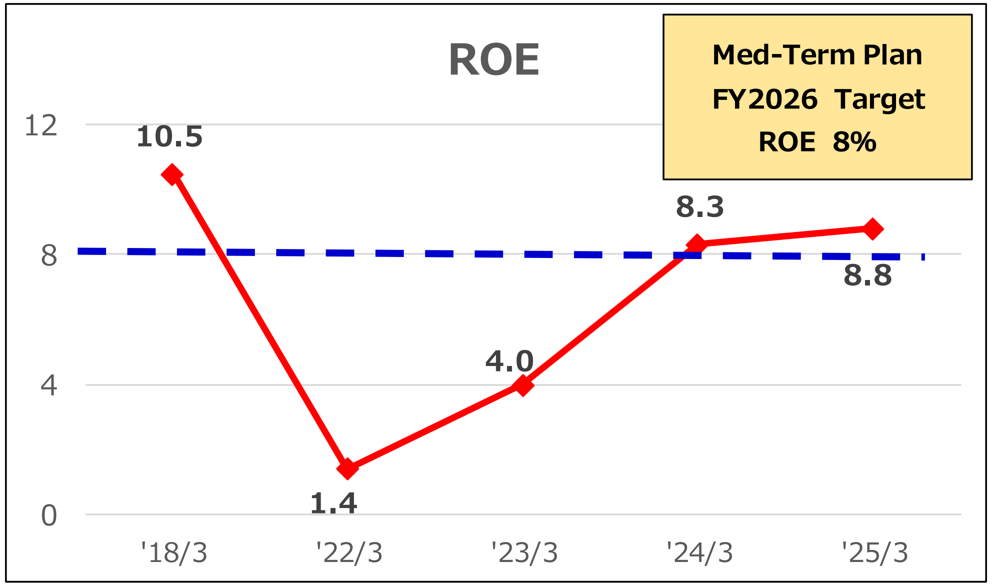


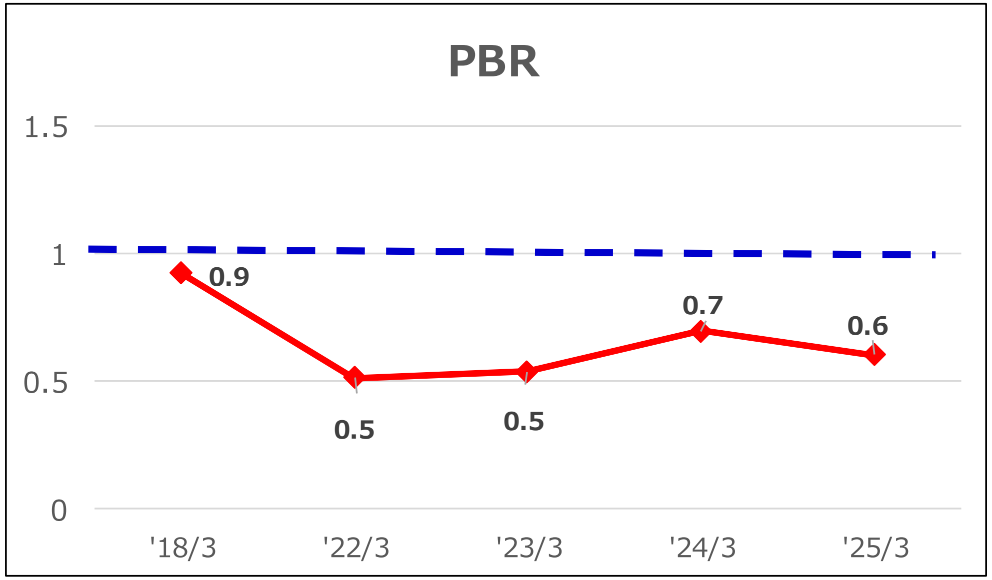
Trends in consolidated fixed cost



Management KPI

	FY2025	FY2026 (Forecast)
Equity（¥bn)	317.8	316.1
Total Assets（¥bn)	519.7	510.9
BPS（¥)	3,758	3,717
EPS（¥)	277	328
Stock Price（¥)	2,618 (Closing price at the end of Mar.2024)	2,234 (Closing price at the end of Mar. 2025)
Equity Ratio（%)	**61.2**	**61.9**
ROE(%)	**8.3**	**8.8**
PER	**9.5**	※ **6.8**
PBR	**0.7**	※ **0.6**





※ Stock price: end of Mar 2025

Disclaimer

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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.

Appendix

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◇ Sales by product ◇

(Unit : ¥bn、%)

	FY2025		FY2026 Forecast			
		%		%	Year On Year Change	Year On Year %
Total Sales	617.6	100.0	**580.0**	**100.0**	**▲ 37.6**	**▲ 6.1**
Parts for Automobiles	563.3	91.2	**525.9**	**90.7**	**▲ 37.4**	**▲ 6.6**
HMI Products	238.8	38.7	**223.0**	**38.4**	**▲ 15.8**	**▲ 6.6**
Smart System	91.7	14.9	**87.3**	**15.1**	**▲ 4.4**	**▲ 4.8**
Seatbelt	84.0	13.6	**80.7**	**13.9**	**▲ 3.3**	**▲ 3.8**
Shift Lever	71.3	11.5	**66.4**	**11.5**	**▲ 4.9**	**▲ 6.9**
Key Lock	29.8	4.8	**26.3**	**4.5**	**▲ 3.5**	**▲ 11.9**
Car Mirror	16.3	2.7	**14.2**	**2.5**	**▲ 2.1**	**▲ 13.2**
Connector	11.7	1.9	**12.5**	**2.2**	**0.8**	**6.9**
Steering Wheel	9.4	1.5	**6.1**	**1.1**	**▲ 3.3**	**▲ 34.5**
Others	10.0	1.6	**9.2**	**1.6**	**▲ 0.8**	**▲ 8.0**
For agricultural & construction machinery	17.4	2.8	**17.5**	**3.0**	**0.1**	**0.9**
General electrical parts, Others	36.9	6.0	**36.4**	**6.3**	**▲ 0.5**	**▲ 1.3**

◇ Sales by customer ◇

(Unit : ¥bn、%)

	FY2025		FY2026 Forecast			
		%		%	Year On Year Change	Year On Year %
Total Sales	617.6	100.0	**580.0**	**100.0**	**▲ 37.6**	**▲ 6.1**
Toyota（Japan）	133.5	21.6	**140.5**	**24.2**	**7.0**	**5.2**
Toyota（Overseas）	273.8	44.3	**234.5**	**40.4**	**▲ 39.3**	**▲ 14.4**
Toyota group companies	48.0	7.8	**51.6**	**8.9**	**3.6**	**7.6**
Suzuki	22.5	3.6	**23.5**	**4.1**	**1.0**	**4.5**
Subaru	25.9	4.2	**23.0**	**4.0**	**▲ 2.9**	**▲ 11.2**
Ford	24.5	4.0	**20.9**	**3.6**	**▲ 3.6**	**▲ 14.6**
Isuzu	5.4	0.9	**6.0**	**1.0**	**0.6**	**10.5**
Mazda	4.6	0.8	**4.3**	**0.7**	**▲ 0.3**	**▲ 7.4**
Mitsubishi	4.9	0.8	**3.7**	**0.7**	**▲ 1.2**	**▲ 23.2**
Nissan	2.7	0.4	**2.2**	**0.4**	**▲ 0.5**	**▲ 20.0**
Others	71.3	11.6	**69.3**	**12.0**	**▲ 2.0**	**▲ 2.7**

◇ Capital Investment ◇

(Unit : ¥bn)

	FY2025	FY2026 Forecast	YoY
Capital Investment	33.6	**37.0**	**3.4**

⇩

(Unit : ¥bn)

By purpose		By Region	
For new products, automation, labor saving	12.9	Japan	21.6
For capacity expansion, maintenance,renewal	6.4	Americas	8.4
Strategic/Mirai investments	6.2	Asia	6.0
Others	11.5	Others	1.0

◇ Number of employees ◇

(Unit : person)

	FY2025	FY2026 Forecast	YoY
Number of employees (excluding outside personnel)	20,476	**20,363**	**▲ 113**