

FY2026 1st Quarter Financial Results

(2025/4 – 2025/6)



1. FY2026 1st Quarter Financial Results

<Sales>

- Recorded the highest for the 1st quarter due to increase in production volume at major customers.

<Operating profit>

- Profits increased year-on-year due to increased sales and our cost reduction activity.

2. FY2026 Financial Forecast

- Although there were some factors that improved performance, such as increased operations in the 1st quarter and other temporary elements, the annual forecast remains unchanged due to ongoing uncertainties, including the potential impact of U.S. tariffs.

1. FY2026 1st Quarter Financial Results

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

2. FY2026 Financial Results Forecast -Unchanged-

- (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. FY2026 1st Quarter Financial Results



(1) Consolidated Financial Results

<div>Unit:¥bn</div> <div>() :Profit %</div>	FY2025	FY2026	Change	Change %	【Details】	
	1Q Actual	1Q Actual			Forex	Act.Change
Sales	151.9	☆ 152.6	+0.7	0.5%	▲ 6.4	+7.1
Operating Profit	7.1	7.8	+0.7	10.0%	▲ 1.0	+1.7
(%)	(4.7%)	(5.1%)				
Ordinary Profit	9.1	9.4	+0.3	3.2%	▲ 1.2	+1.5
(%)	(6.0%)	(6.2%)				
Extraordinary Profit/ Loss	※ 2.2	▲ 0.0	▲ 2.2	-	-	▲ 2.2
Profit attributable to owners of parent	7.5	5.1	▲ 2.4	▲ 31.6%	▲ 1.1	▲ 1.3
(%)	(5.0%)	(3.4%)				
USD Rate	¥154	¥145	▲ 9	-	-	-
EUR Rate	¥165	¥161	▲ 4	-	-	-

※Gain on sales of investment securities +¥2.2bn

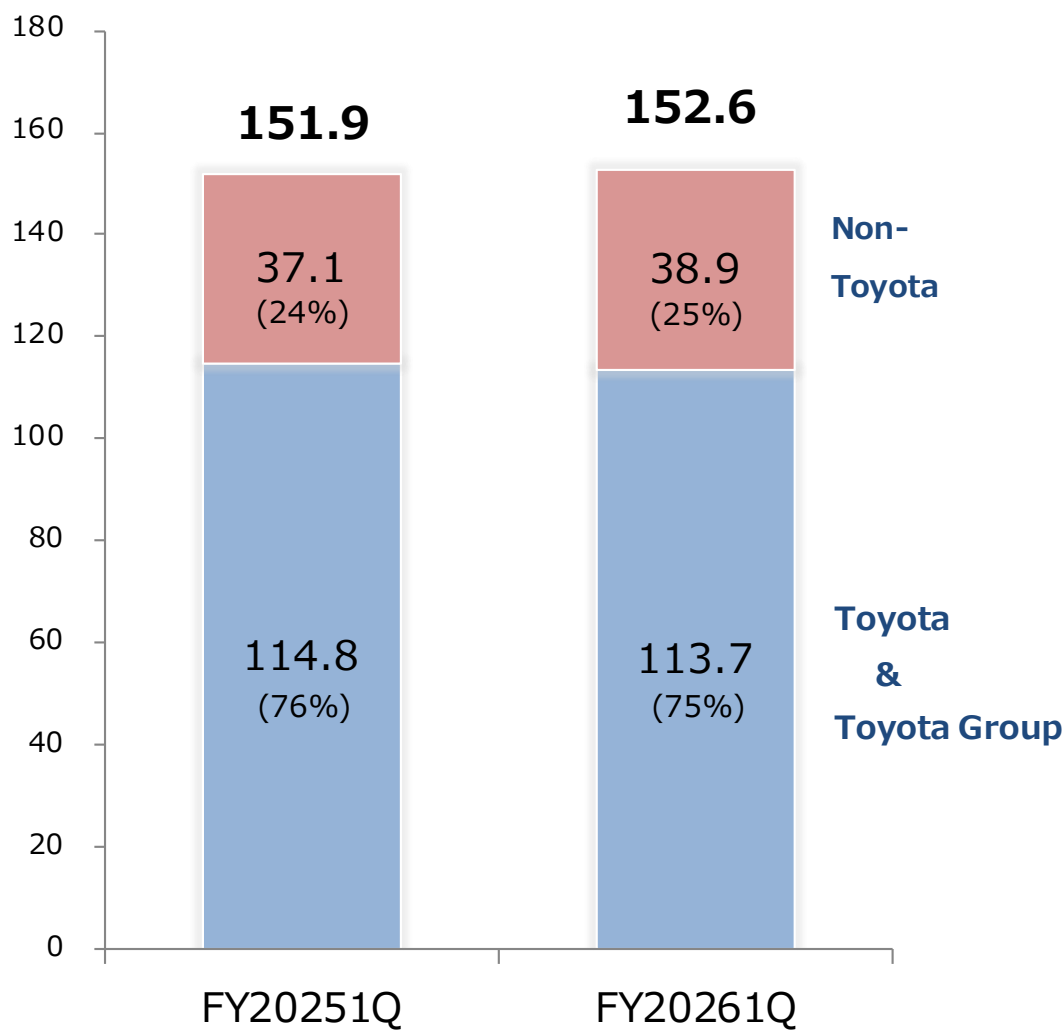
☆ indicates highest record 5/23

(2) Consolidated Sales (By Customer/Product)

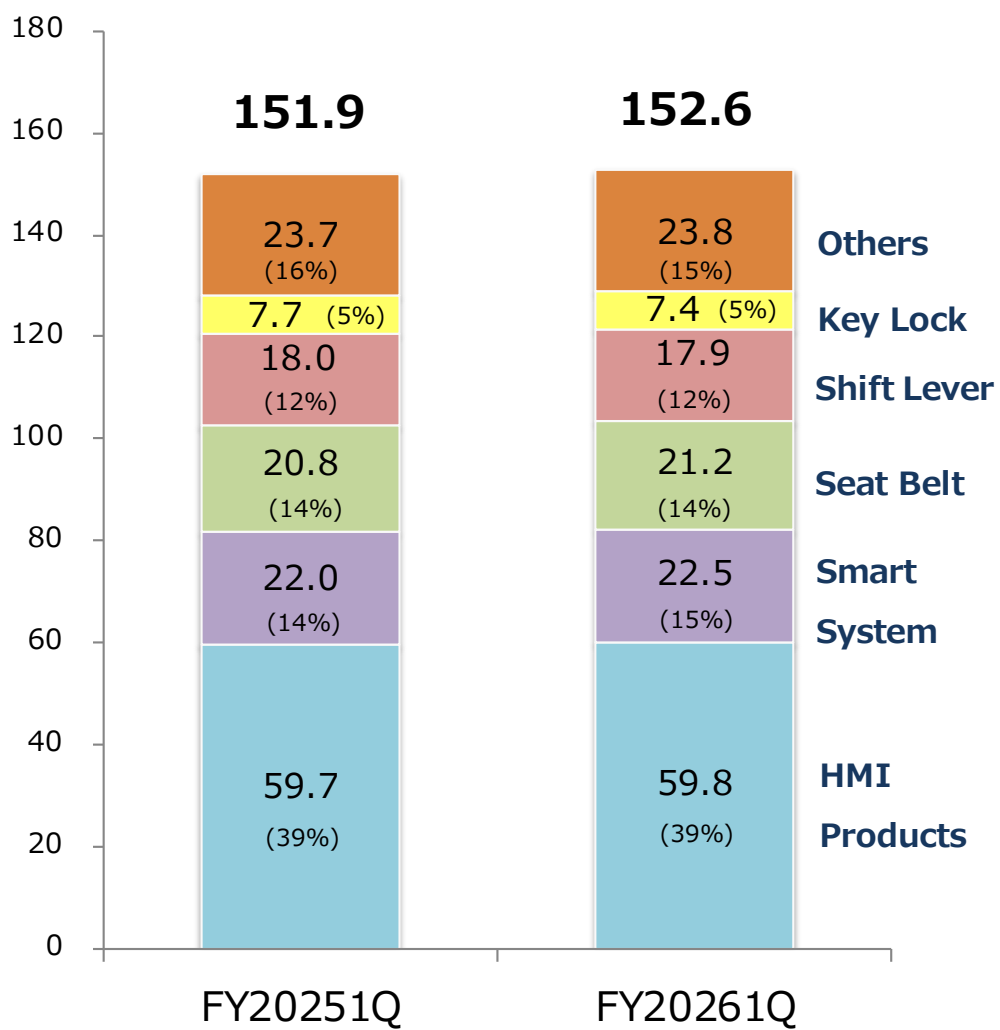


(Unit:¥bn)

By Customer



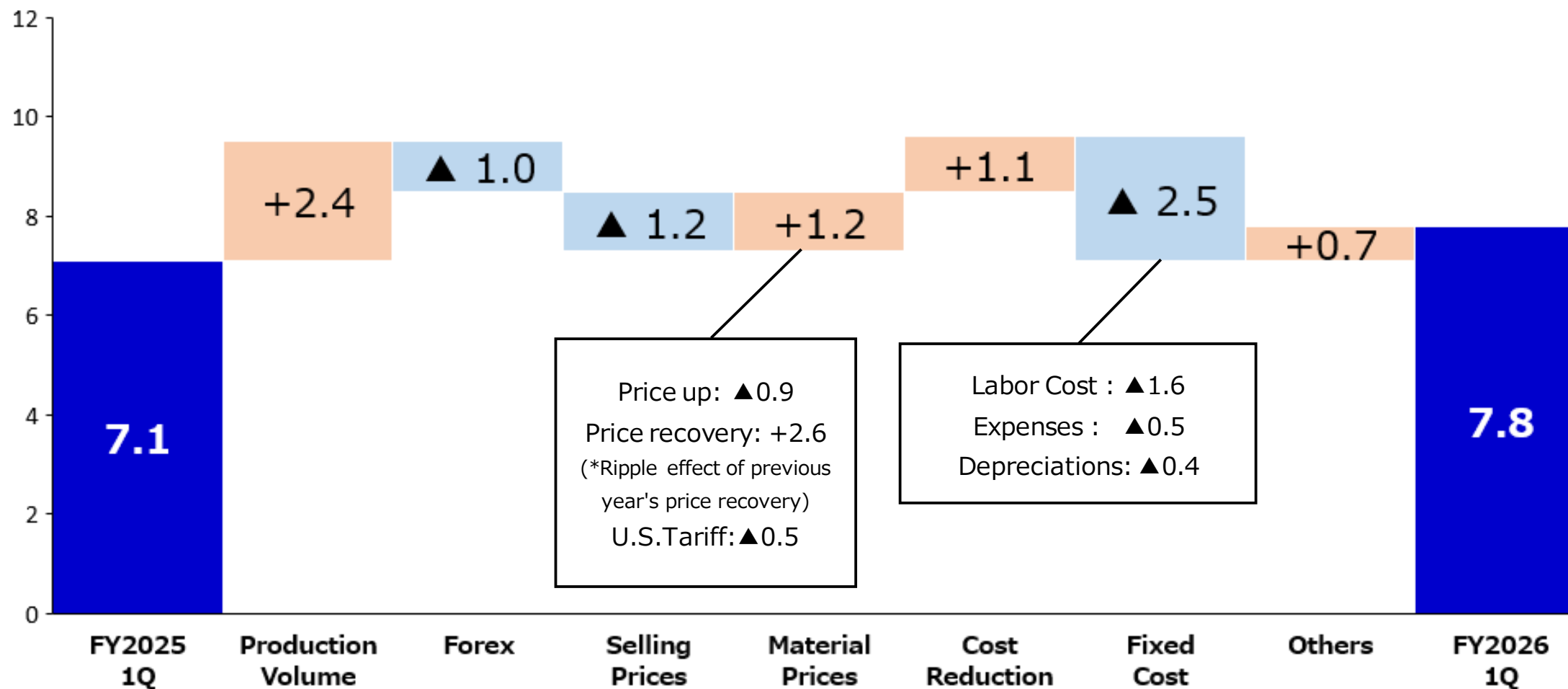
By Product



(3) Operating Profit Change Factors

FY2026 1st Quarter : 0.7 Billions Yen Increase (vs FY2025)

(Unit:¥bn)



(4) Financial Results (By Region)

<div> Unit:¥bn () :Profit % </div>		FY2025	FY2026	Change	Change%	【Details】	
		1Q Actual	1Q Actual			Forex	Act.Change
Japan	Sales	71.5	75.3	+3.8	5.3%	▲ 0.6	+ 4.4
	Operating Profit(%)	▲ 0.3 (▲0.5%)	▲ 1.8 (▲2.4%)	▲ 1.5	438.9%	▲ 0.5	▲ 1.0
Americas	Sales	44.3	43.5	▲ 0.8	▲1.8%	▲ 4.5	+ 3.7
	Operating Profit(%)	0.5 (1.3%)	2.8 (6.6%)	+2.3	389.5%	▲ 0.3	+ 2.6
Asia	Sales	46.3	46.1	▲ 0.2	▲0.6%	▲ 2.0	+ 1.8
	Operating Profit(%)	5.7 (12.5%)	5.7 (12.5%)	▲ 0.0	▲0.3%	▲ 0.1	+ 0.1
Europe	Sales	13.7	11.8	▲ 1.9	▲13.4%	▲ 0.6	▲ 1.3
Brazil	Operating Profit(%)	1.1 (8.3%)	0.9 (8.2%)	▲ 0.2	▲15.2%	▲ 0.1	▲ 0.1
Consolidation Adjustment	Sales	▲ 23.9	▲ 24.1	▲ 0.2	–	+ 1.3	▲ 1.5
	Operating Profit(%)	▲ 0.0	0.0	+0.1	–	+ 0.0	+ 0.1
Total	Sales	151.9	152.6	+0.7	0.5%	▲ 6.4	+ 7.1
	Operating Profit(%)	7.1 (4.7%)	7.8 (5.1%)	+0.7	10.0%	▲ 1.0	+ 1.7

2. FY2026 Financial Results Forecast **-Unchanged-**



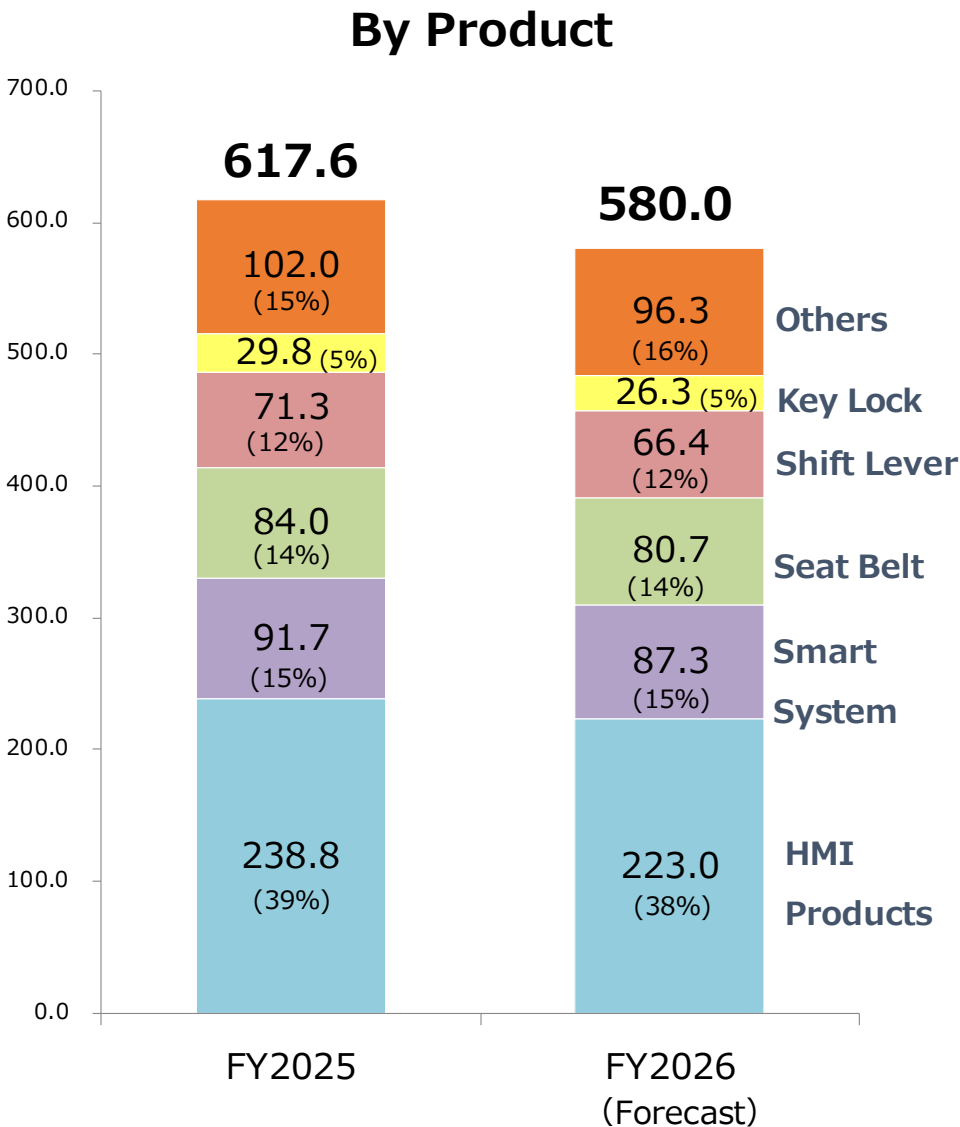
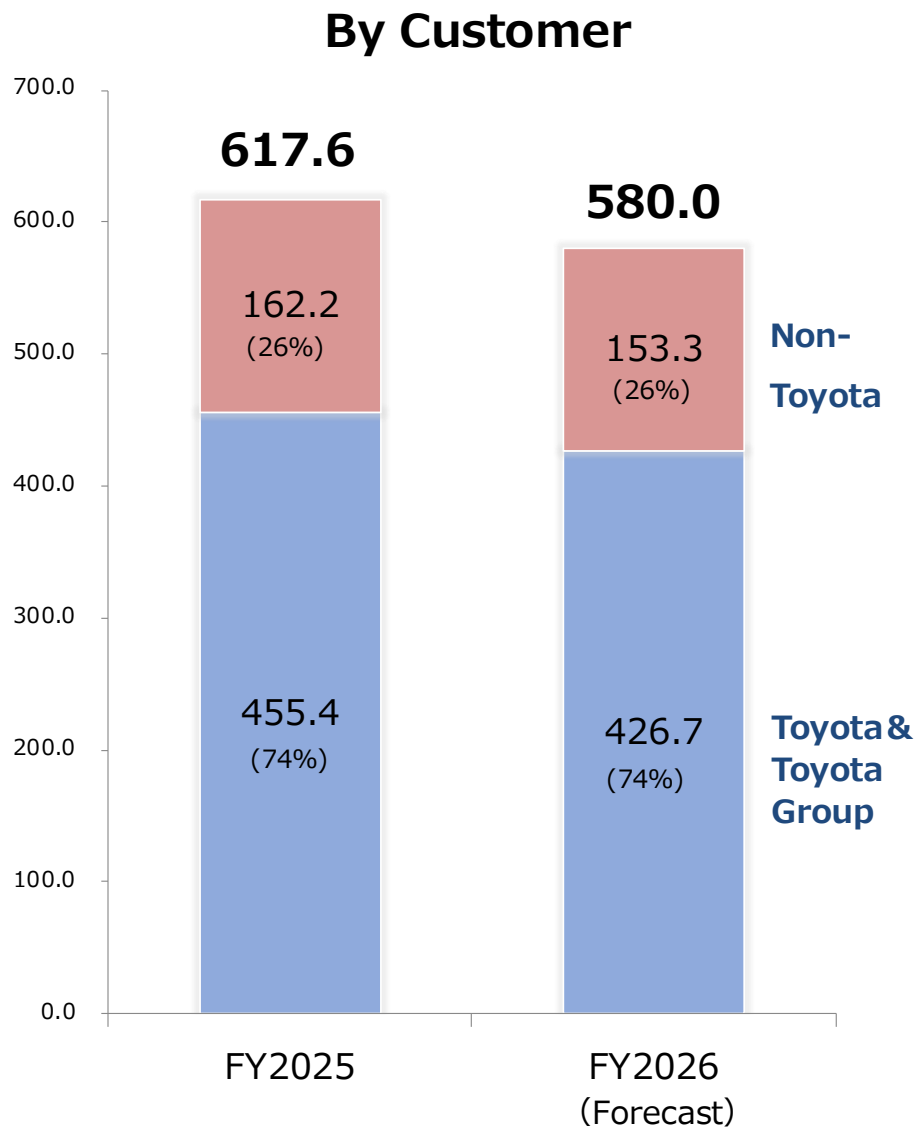
(1) Consolidated Financial Results Forecast

<div> <div>Unit:¥bn</div> <div>() :Profit %</div> </div>	FY2025 Actual	FY2026 Forecast	Change	Change %	【Details】	
					Forex	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	▲0.0	▲5.4	—	—	▲5.4
Profit attributable to owners of parent (%)	☆ 27.8 (4.5%)	14.0 (2.4%)	▲ 13.8	▲49.7%	▲ 4.9	▲ 8.9
USD rate	¥151	¥135	▲16	—	—	—
EUR rate	¥162	¥155	▲7	—	—	—

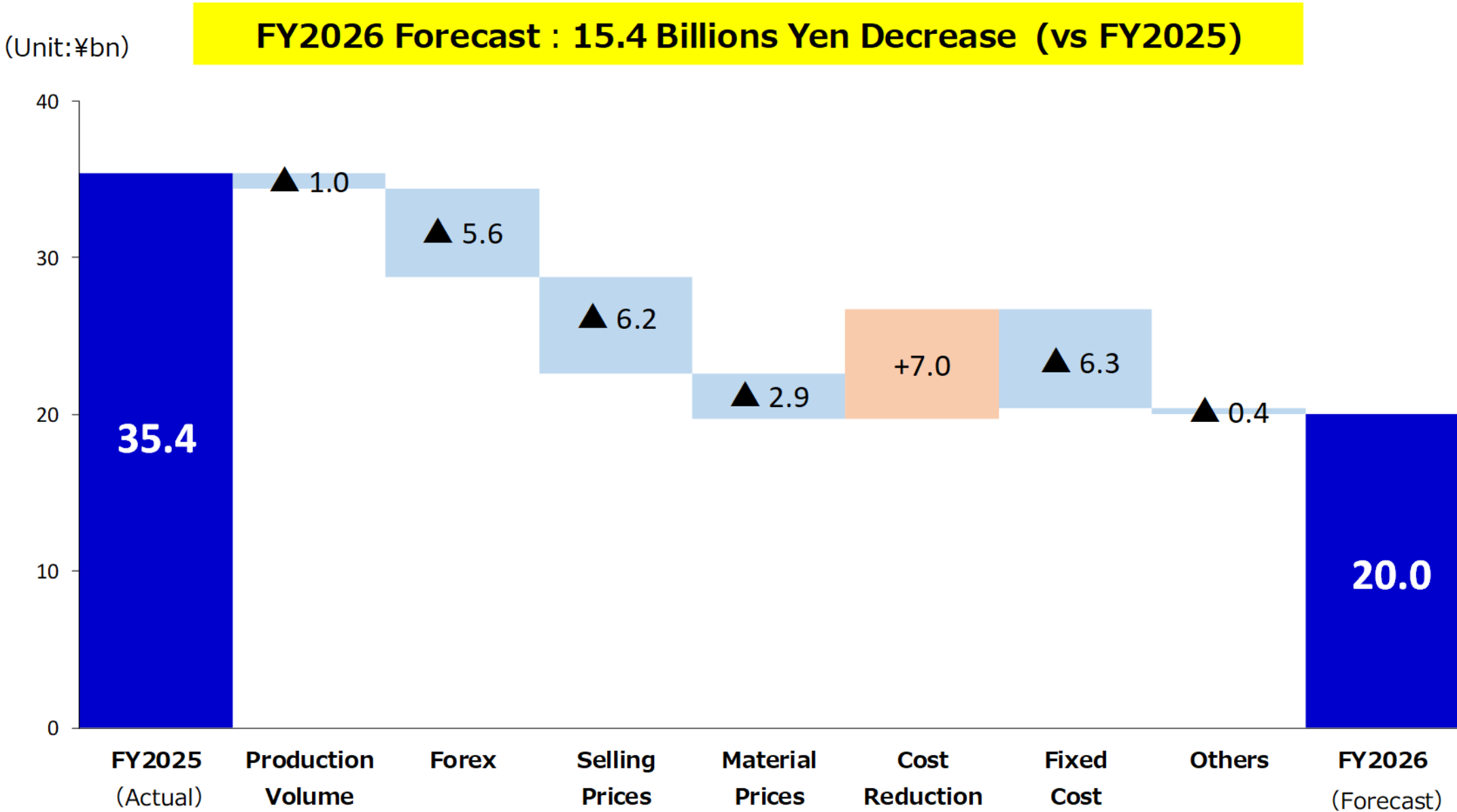
☆ indicate the highest record

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

(Unit:¥bn)



(3) Operating Profit Change Factors Forecast

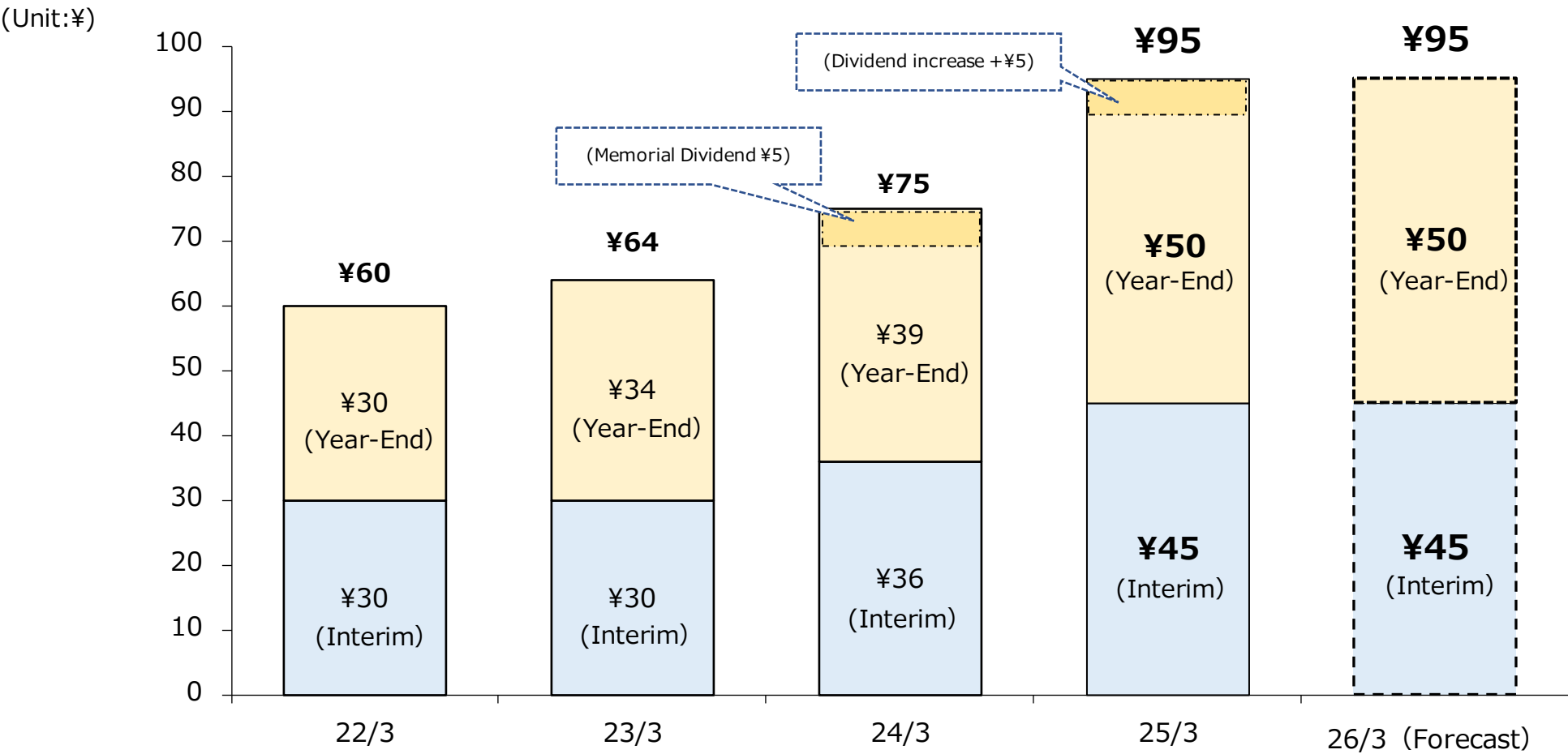


(4) Financial Results Forecast (By Region)

<div> <div>Unit:¥bn</div> <div>() :Profit %</div> </div>		FY2025	FY2026	Change	Change	【Details】	
		Actual	Forecast		%	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	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
Brazil	Sales	▲ 96.8	▲ 82.8	+ 14.0	—	+ 9.4	+ 4.6
	Operating Profit(%)	0.7	0.0	▲ 0.7	—	—	▲0.7
Consolidation Adjustment	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
Total							

3. Dividend





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%

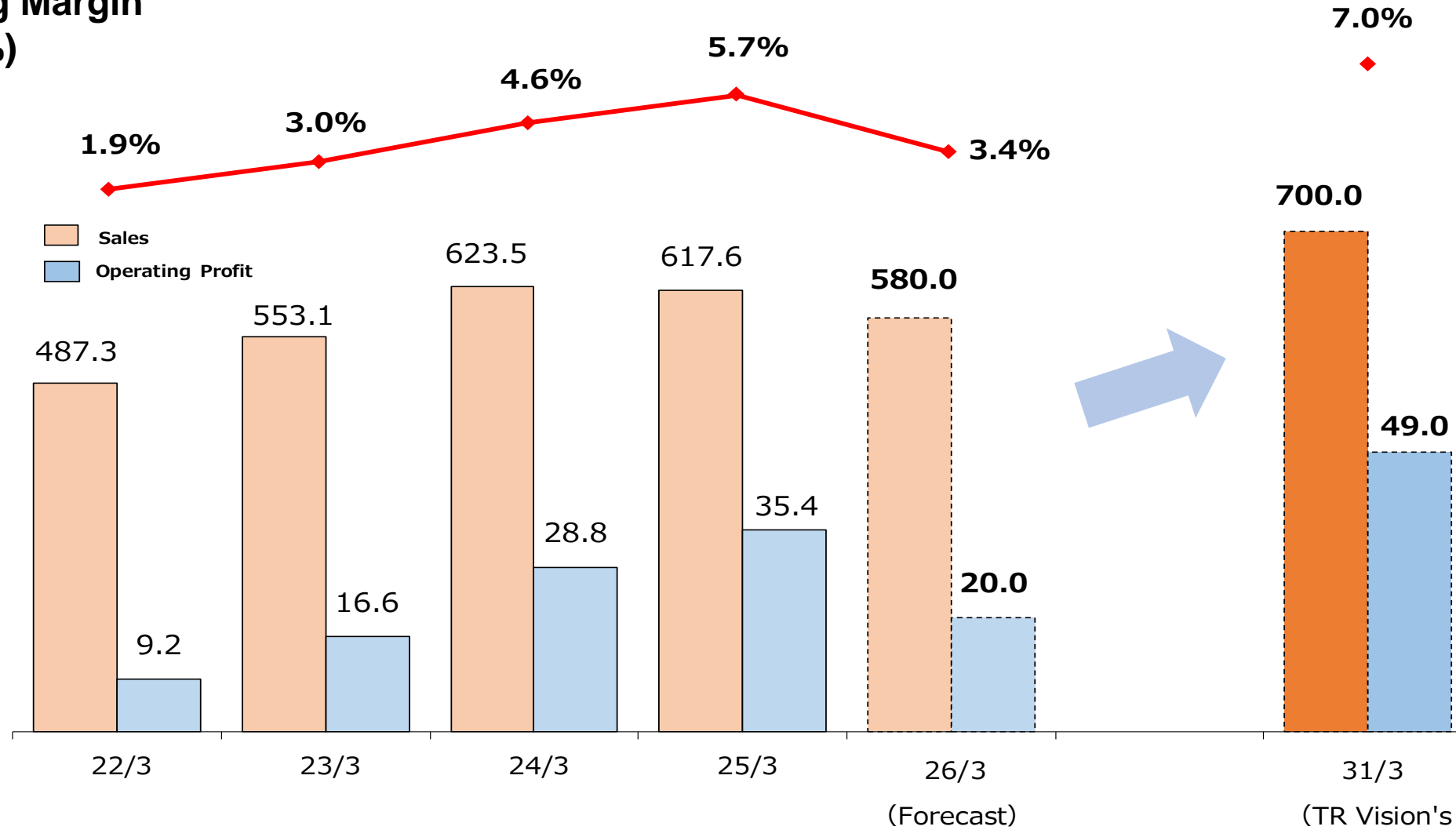
※1. Total payout was 86.0% through share buybacks ※2. Calculated based on stock prices as of the end of Jun.2025

4. Trends in performance, Management KPI



Trends in Financial Results

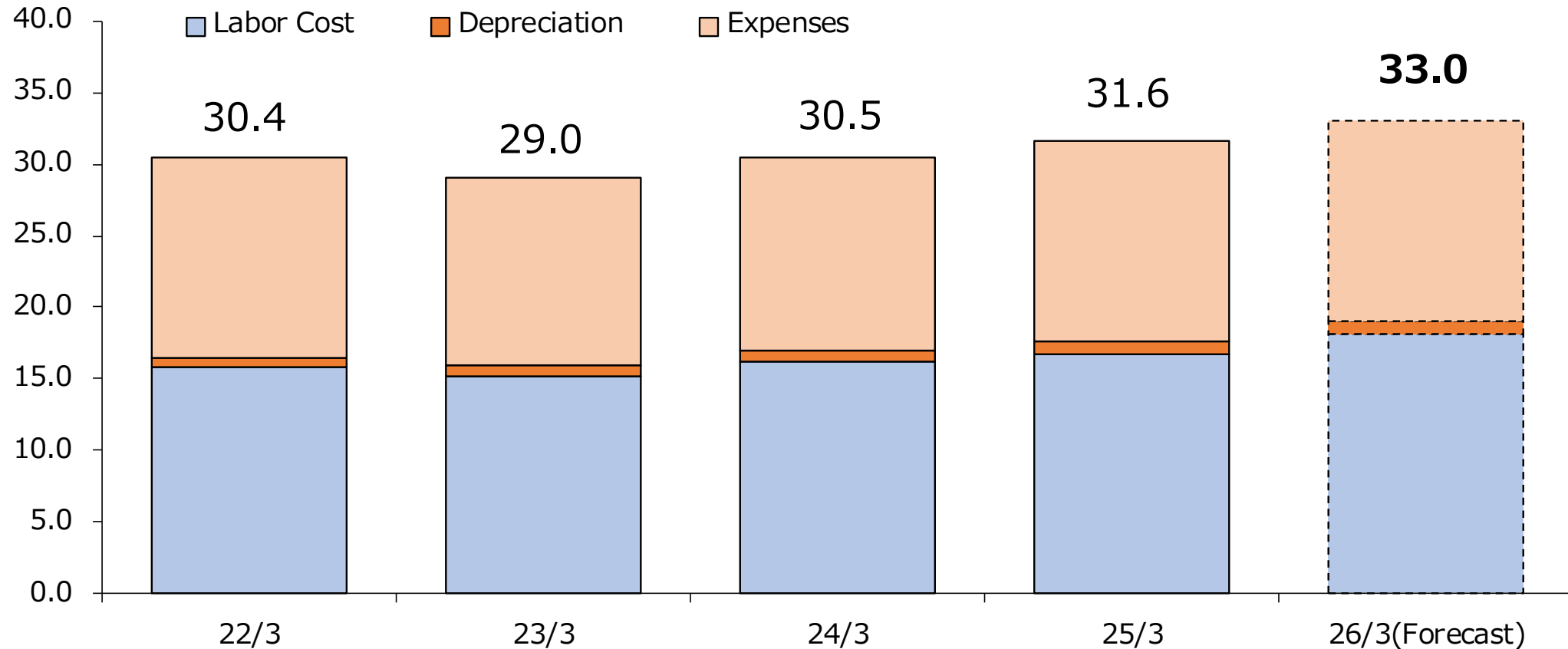
Operating Margin (%)



FX Rate(¥) (Ave.)	USD	111	134	143	151	135	
	EUR	129	139	155	162	155	

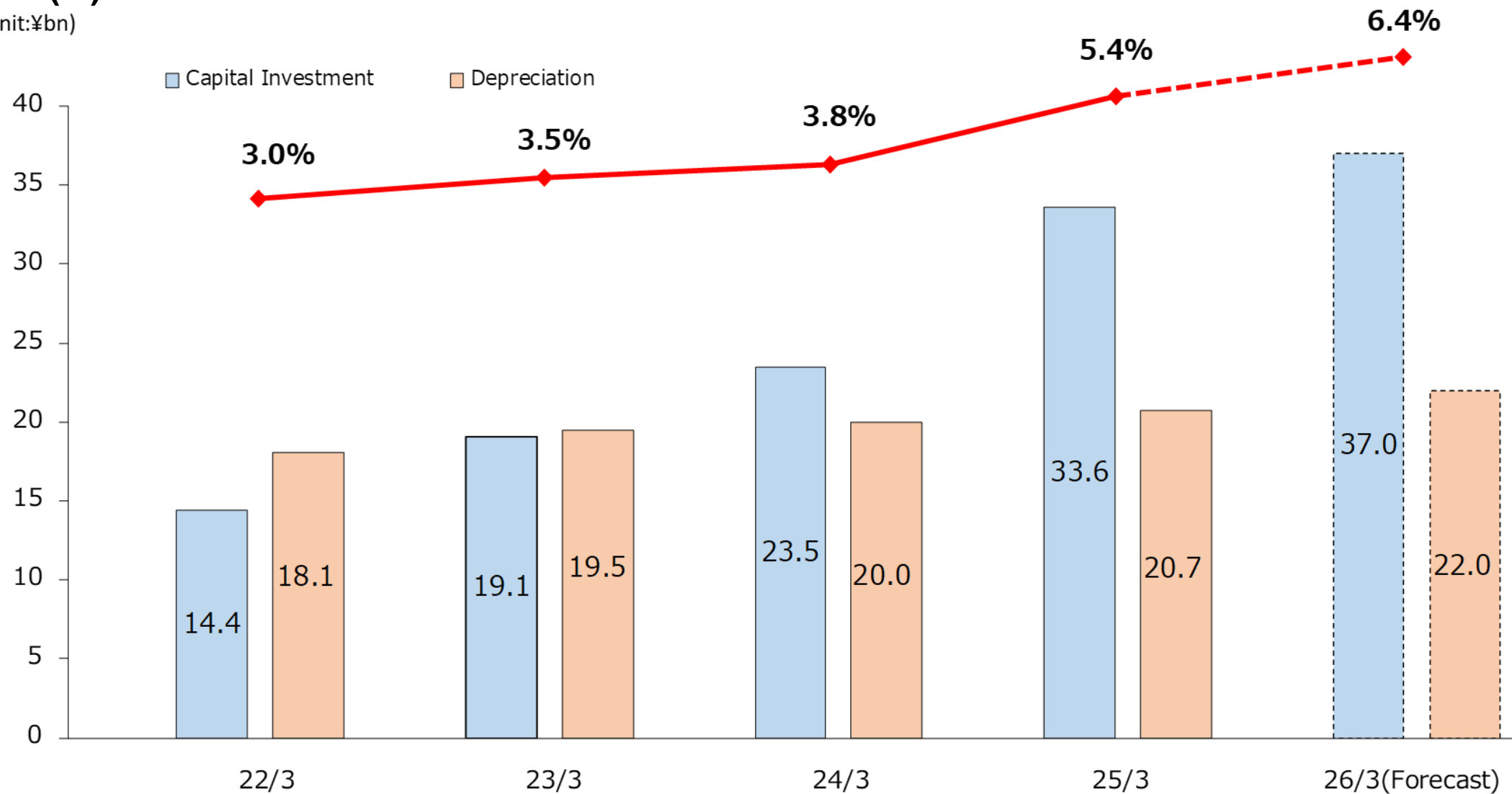
Trends in R&D cost

Ratio of R&D
expenses
to sales (%)



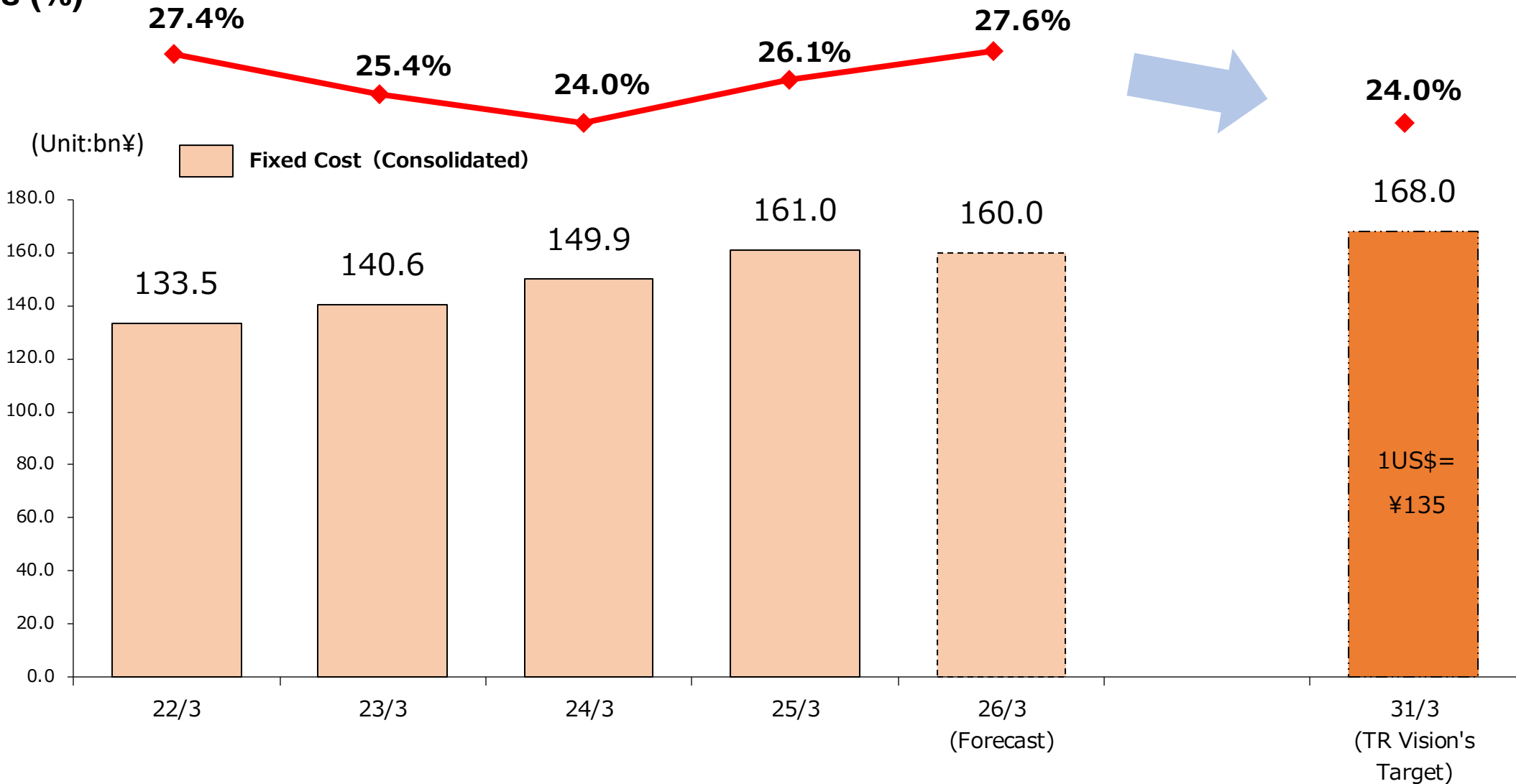
Trends in Capital investment and Depreciation

Ratio of
Capital investment
to sales (%)
(Unit:¥bn)



Trends in consolidated fixed cost

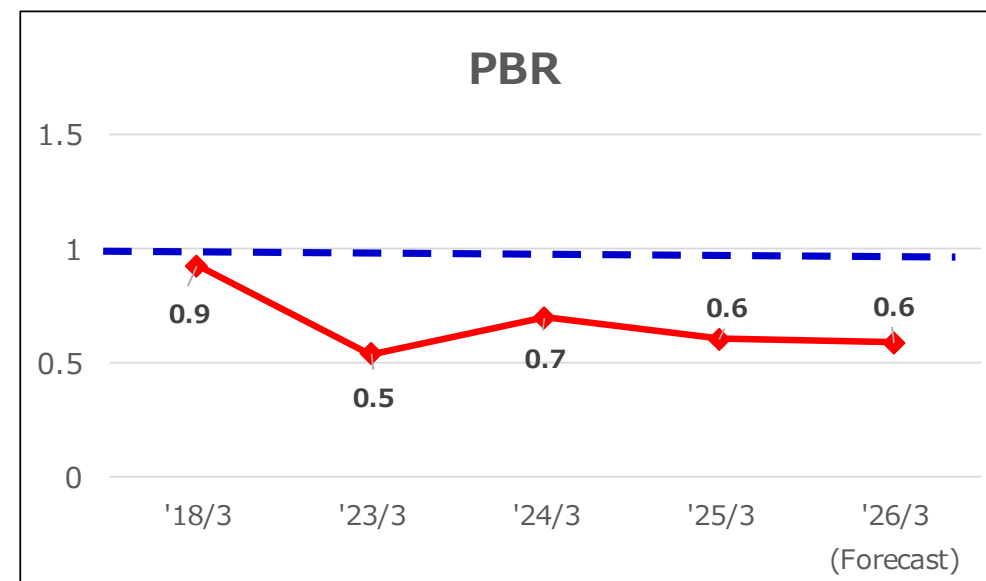
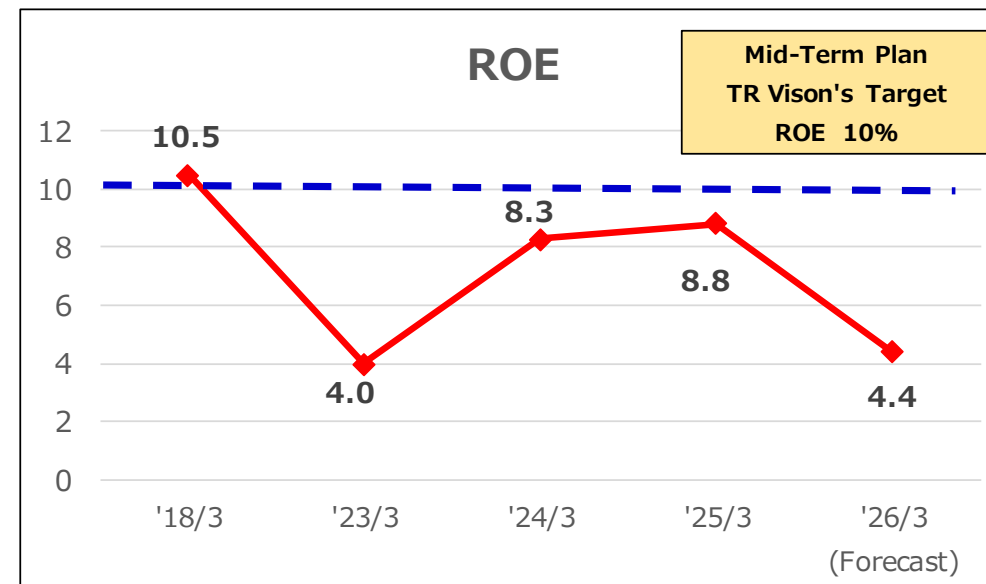
Ratio of
Fixed cost
to sales (%)



Management KPI

	FY2025	FY2026 (Forecast)
Equity (¥bn)	316.0	322.0
Total Assets (¥bn)	510.9	510.9
BPS (¥)	3,717	3,785
EPS (¥)	328	164
Stock Price (¥)	2,234 (Closing price at the end of Mar.2025)	2,222 (Closing price at the end of Jun. 2025)
Equity Ratio (%)	61.9	63.0
ROE(%)	8.8	4.4
PER	6.8	13.5
PBR	0.6	0.6

※ Stock price: end of Jun 2025



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.

◇ Sales by product ◇

(Unit : ¥bn, %)

	FY2025		FY2026 Forecast			
		%		%	Year On Year	
					Change	%
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	%
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 and employees on leave)	20,157	20,184	27