

FY2026 3rd Quarter Financial Results

(2025/4 – 2025/12)



1. FY2026 3rd Quarter Financial Results

<Sales> ¥479.6bn

- Recorded the highest for the 3rd quarter due to increase in production volume at major customers. (highest record)

<Operating profit> ¥29.5bn

- Profits increased year-on-year due to increased sales and our cost reduction activity. (+¥1.9bn)

2. FY2026 Financial Forecast …Upward revision

(Operating profit ¥29bn⇒¥34bn)

- The forecast has been revised upward to reflect the impact of the weak yen and progress on price pass-through.

1. FY2026 3rd 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

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

3. Dividend

4. Trends in performance, Management KPI

1. FY2026 3rd Quarter Financial Results



(1) Consolidated Financial Results

☆ indicates highest record

Unit:¥bn () :Profit %	FY2025 3Q Actual	FY2026 3Q Actual	Change	Change %	【Details】	
					Forex	Act.Change
Sales	459.4	☆ 479.6	+20.2	4.4%	▲ 2.2	+22.4
Operating Profit (%)	27.6 (6.0%)	29.5 (6.2%)	+1.9	7.2%	▲ 0.0	+1.9
	Forex Loss▲2.3	Forex Gain 4				
Ordinary Profit (%)	27.5 (6.0%)	36.5 (7.6%)	+9.0	32.6%	▲ 0.0	+9.0
Extraordinary Profit/ Loss	※1 5.7	※2 2.4	▲ 3.3	-	-	▲ 3.3
Profit attributable to owners of parent (%)	22.6 (4.9%)	26.5 (5.5%)	+3.9	16.9%	▲ 0.0	+3.9
USD Rate	¥151	¥148	▲ 3	-	-	-
EUR Rate	¥163	¥170	+7			

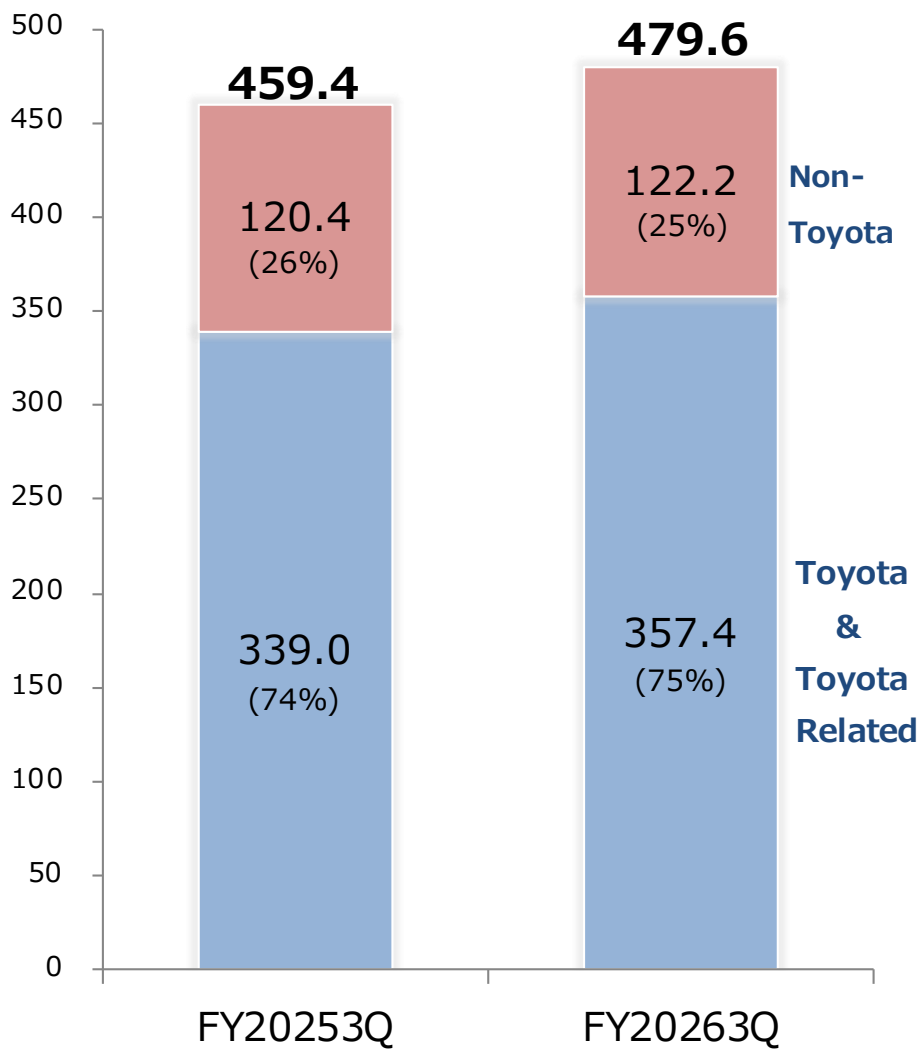
※1: Gain on sales of investment securities ¥5.4bn, Gain on sales of fixed assets ¥0.7bn, Loss on valuation/disposal of fixed assets ▲¥0.4bn

※2: Gain on sales of investment securities ¥2.5bn

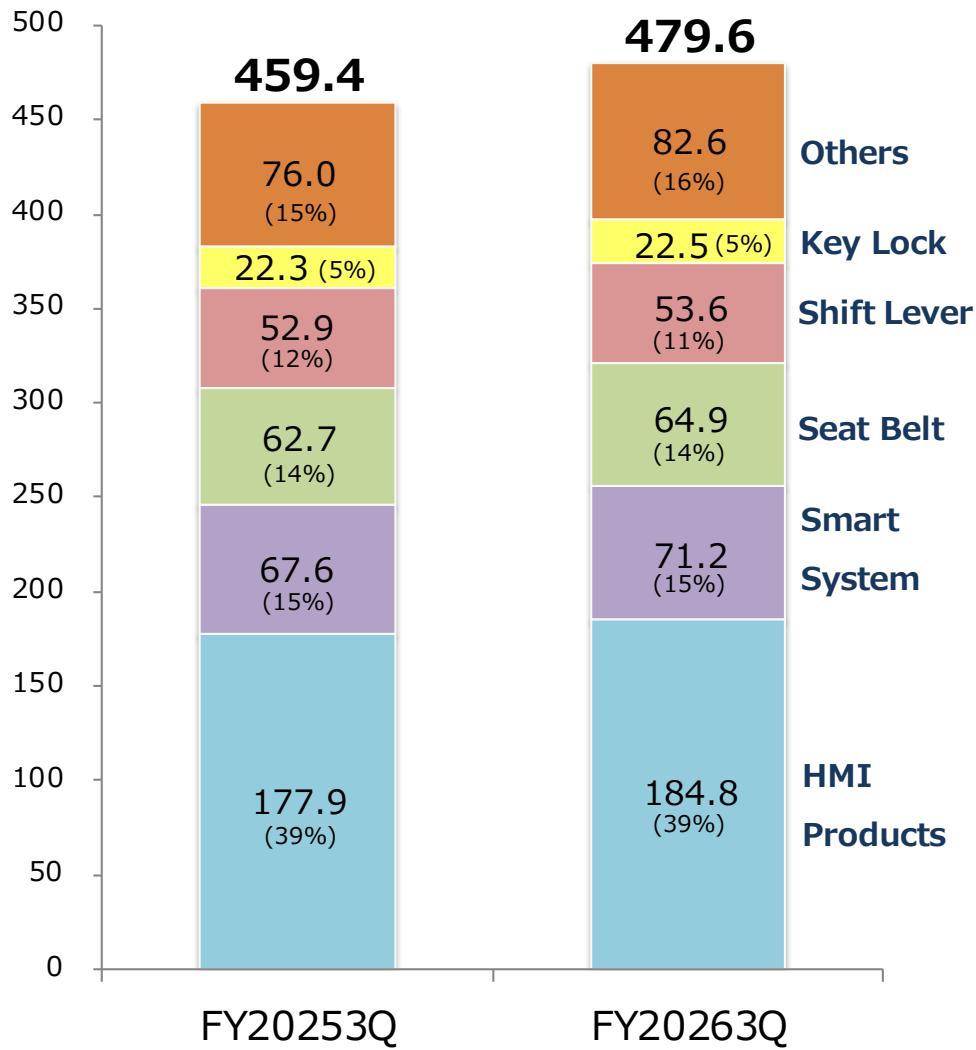
(2) Consolidated Sales (By Customer/Product)

(Unit:¥bn)

By Customer



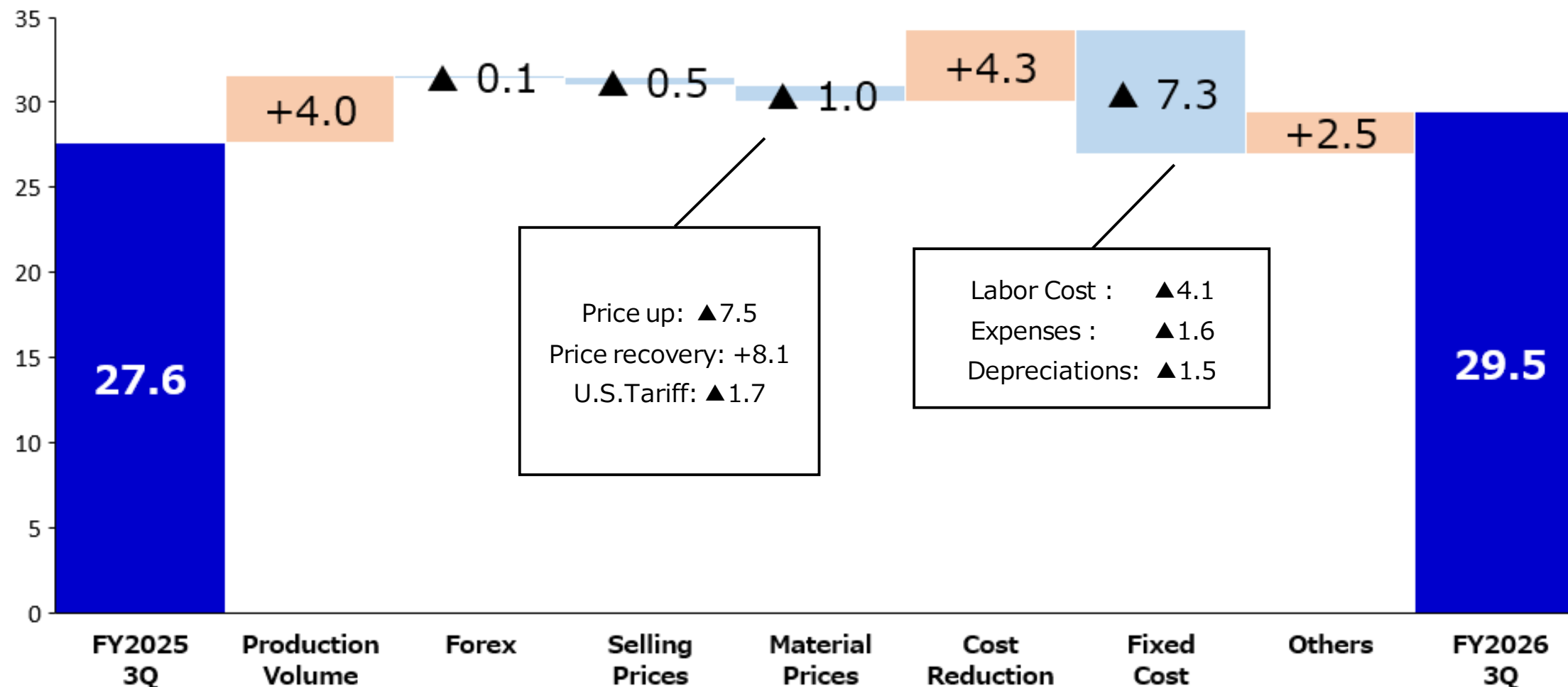
By Product



(3) Operating Profit Change Factors

FY2026 3rd Quarter : 1.9 Billions Yen Increase (vs FY2025)

(Unit:¥bn)



(4) Financial Results (By Region)

<div> Unit:¥bn () :Profit % </div>		FY2025	FY2026	Change	Change%	【Details】	
		3Q Actual	3Q Actual			Forex	Act.Change
Japan	Sales	227.6	241.6	+14.0	5.8%	▲ 0.4	+ 14.4
	Operating Profit(%)	0.3 (0.1%)	0.2 (0.1%)	▲ 0.1	122.0%	▲ 0.2	+ 0.1
Americas	Sales	121.5	131.2	+9.7	5.5%	▲ 3.6	+ 13.3
	Operating Profit(%)	5.9 (4.9%)	7.8 (6.0%)	+1.9	22.2%	▲ 0.2	+ 2.1
Asia	Sales	145.7	145.6	▲ 0.1	1.5%	▲ 0.2	+ 0.1
	Operating Profit(%)	18.2 (12.5%)	18.7 (12.9%)	+0.5	5.4%	+ 0.2	+ 0.3
Europe	Sales	37.0	36.4	▲ 0.6	▲5.8%	+ 1.6	▲ 2.2
Brazil	Operating Profit(%)	2.8 (7.6%)	3.2 (8.8%)	+0.4	3.5%	+ 0.1	+ 0.3
Consolidation Adjustment	Sales	▲ 72.4	▲ 75.2	▲ 2.8	—	+ 0.4	▲ 3.2
	Operating Profit(%)	0.2	▲ 0.4	▲ 0.6	—	—	▲ 0.6
Total	Sales	459.4	479.6	+20.2	3.6%	▲ 2.2	+ 22.4
	Operating Profit(%)	27.6 (6.0%)	29.5 (6.2%)	+1.9	8.3%	▲ 0.0	+ 1.9

2. FY2026 Financial Results Forecast



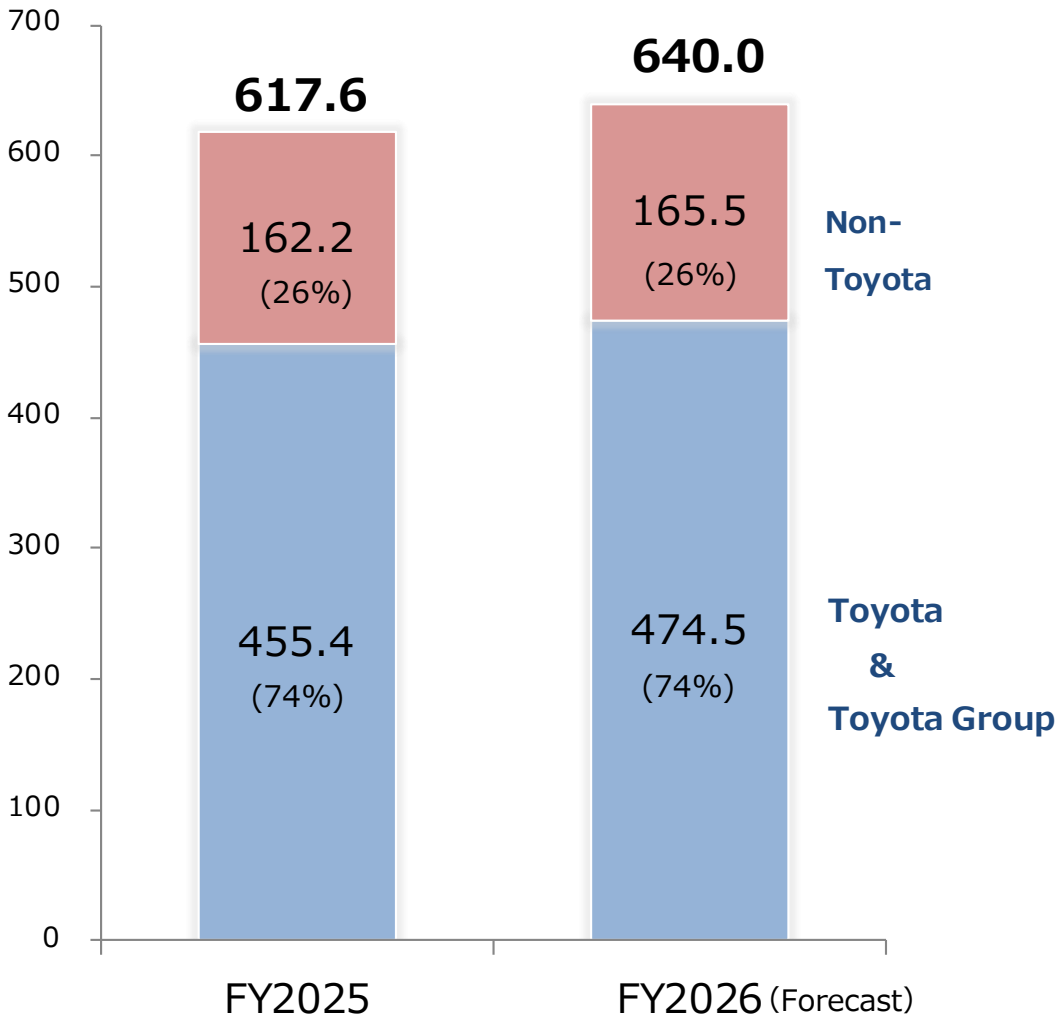
(1) Consolidated Financial Results Forecast

<div> <div>Unit:¥bn</div> <div>() :Profit %</div> </div>	FY2025 Actual	FY2026 Forecast	Change	Change %	【Details】		Previous announce ment
					Forex	Act. Change	
Sales	617.6	☆ 640.0	+22.4	3.6%	▲ 1.3	+23.7	620.0
Operating Profit (%)	35.4 (5.7%)	34.0 (5.3%)	▲ 1.4	▲4.1%	+0.0	▲ 1.4	29.0 (4.7%)
Ordinary Profit (%)	Forex Loss ▲4.3 34.4 (5.6%)	Forex Gain +2.5 39.0 (6.1%)	+4.6	13.1%	+0.0	+4.6	Forex Gain +0.2 34.0 (5.5%)
Extraordinary profit/loss	5.5	2.4	▲ 3.1	—	—	▲ 3.1	2.4
Profit attributable to owners of parent (%)	27.8 (4.5%)	☆ 29.0 (4.5%)	+1.2	4.3%	+0.0	+1.2	26.0 (4.2%)
USD rate	¥151	¥147	▲4	—	—	—	¥143
EUR rate	¥162	¥171	+9	—	—	—	¥163

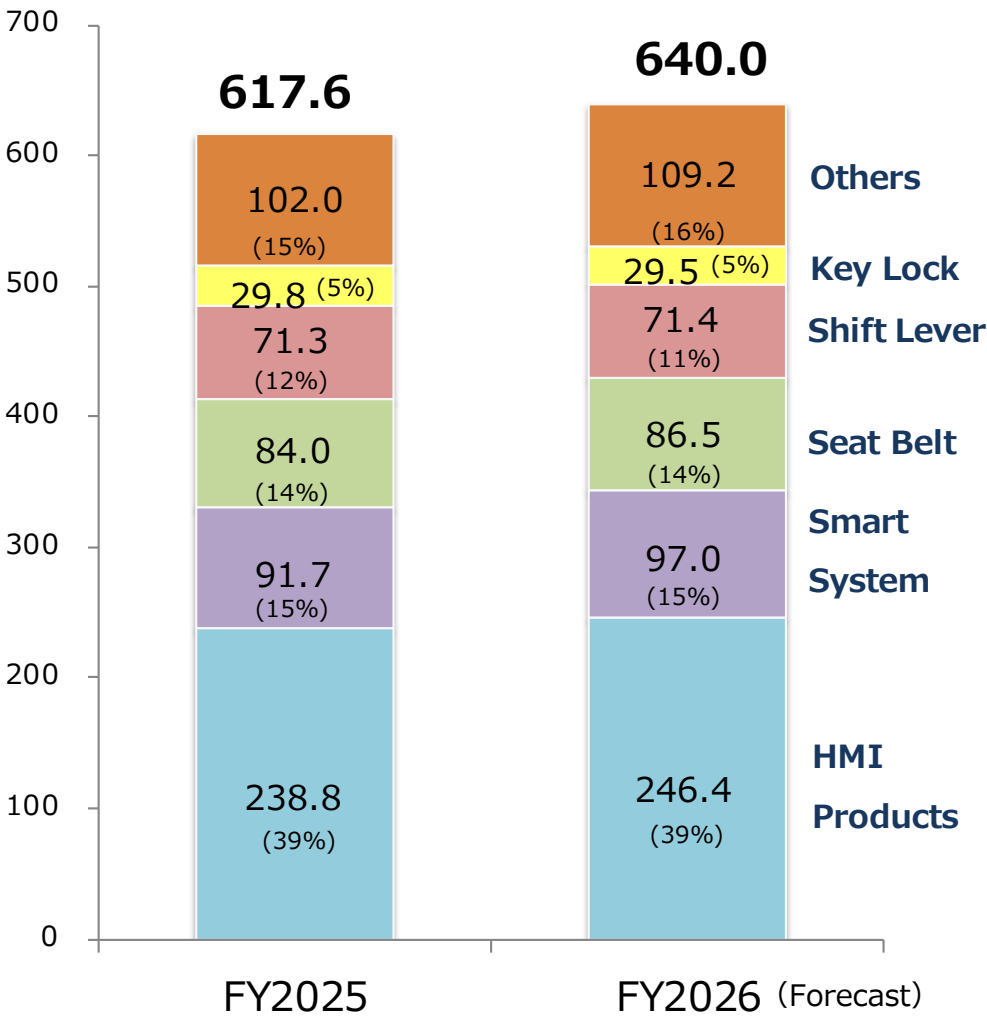
(2) Consolidated Sales Forecast (By Customer/Product)

(Unit:¥bn)

By Customer



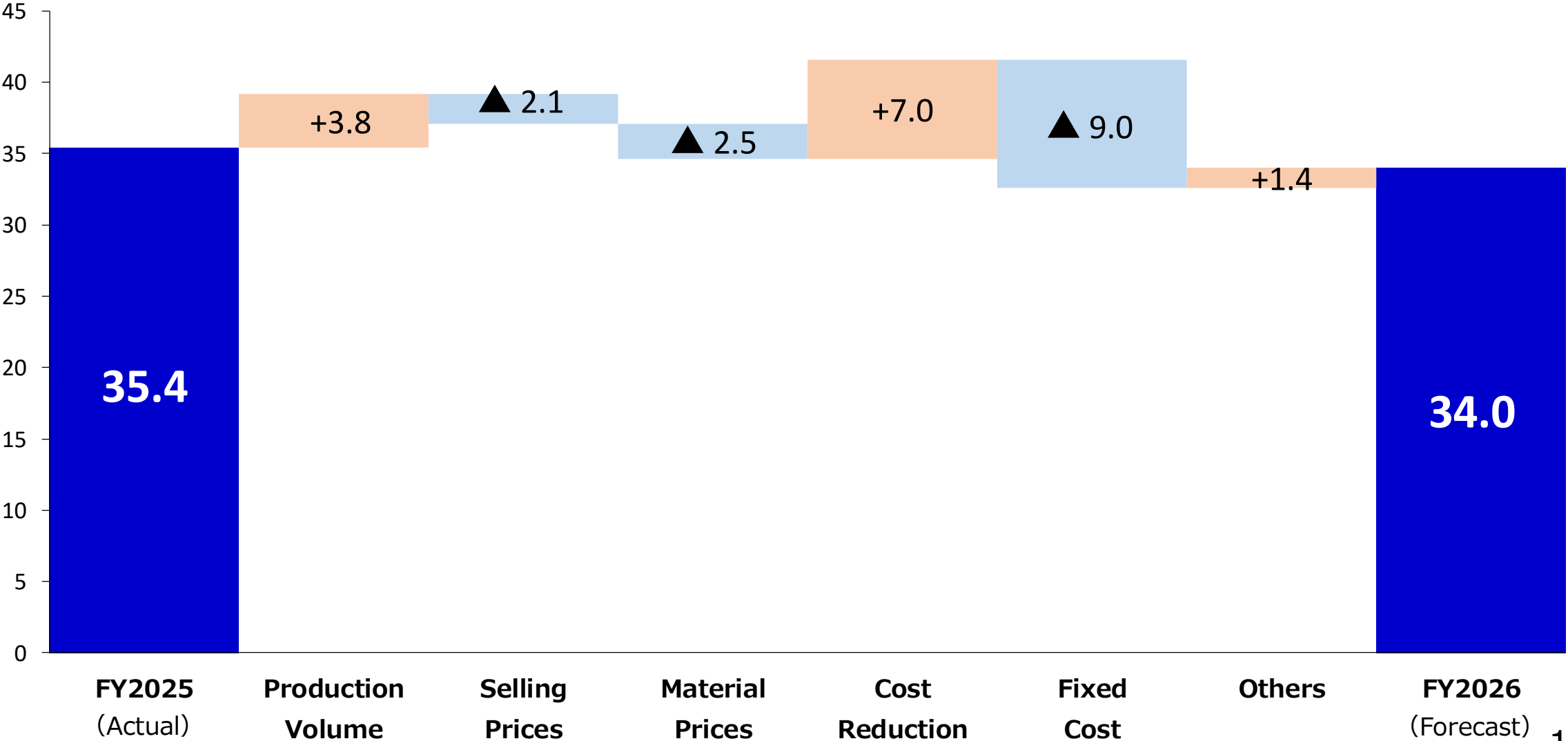
By Product



(3) Operating Profit Change Factors Forecast

FY2026 Forecast : 1.4 Billions Yen Decrease (vs FY2025)

(Unit:¥bn)



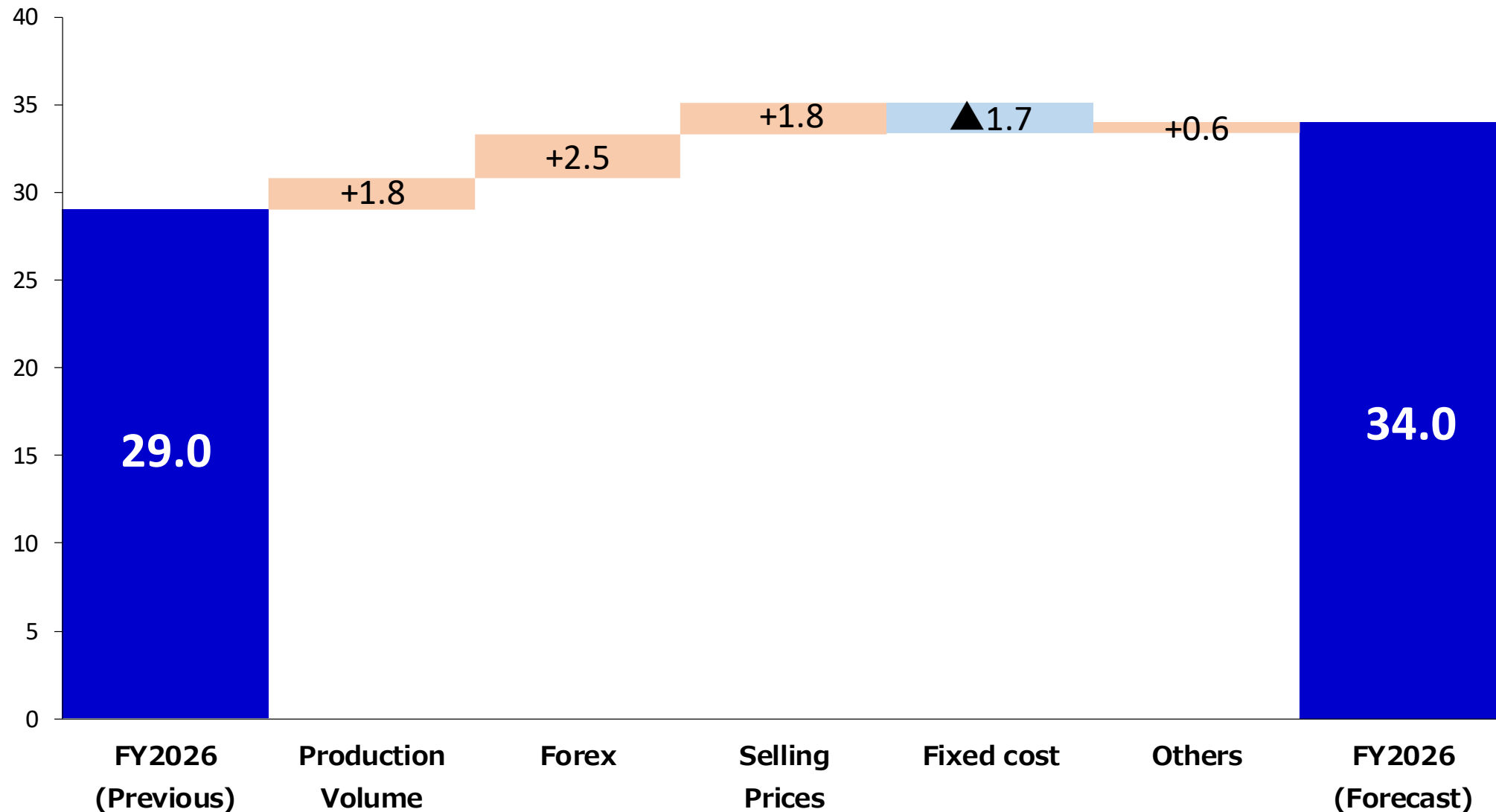
(4) Financial Results Forecast (By Region)

Unit:¥bn () :Profit %		FY2025 Actual	FY2026 Forecast	Change	Change %	【Details】	
						Forex	Act.Change
Japan	Sales	307.6	324.1	+ 16.5	5.3%	▲ 0.8	+ 17.3
	Operating Profit(%)	▲ 0.7 (▲0.3%)	▲ 4.0 (▲1.2%)	▲ 3.3	—	▲ 0.3	▲ 3.0
Americas	Sales	164.7	171.7	+ 7.0	4.2%	▲ 4.2	+ 11.2
	Operating Profit(%)	8.0 (4.9%)	9.9 (5.8%)	+ 1.9	22.8%	▲ 0.2	+ 2.1
Asia	Sales	192.7	192.0	▲ 0.7	▲0.4%	+ 0.1	▲ 0.8
	Operating Profit(%)	23.9 (12.4%)	24.5 (12.8%)	+ 0.6	2.2%	+ 0.3	+ 0.3
Europe Brazil	Sales	49.3	49.3	▲ 0.0	▲0.1%	+ 2.8	▲ 2.8
	Operating Profit(%)	3.4 (7.1%)	3.5 (7.1%)	+ 0.1	0.1%	+ 0.2	▲ 0.1
Consolidation Adjustment	Sales	▲ 96.8	▲ 97.1	▲ 0.3	—	+ 0.8	▲ 1.1
	Operating Profit(%)	0.7	0.1	▲ 0.6	—	—	▲0.6
Total	Sales	617.6	640.0	+ 22.4	3.6%	▲ 1.3	+ 23.7
	Operating Profit(%)	35.4 (5.7%)	34.0 (5.3%)	▲ 1.4	▲4.1%	+ 0.0	▲ 1.4

(3) Operating Profit Change Factors Forecast (vs Previous announcement)

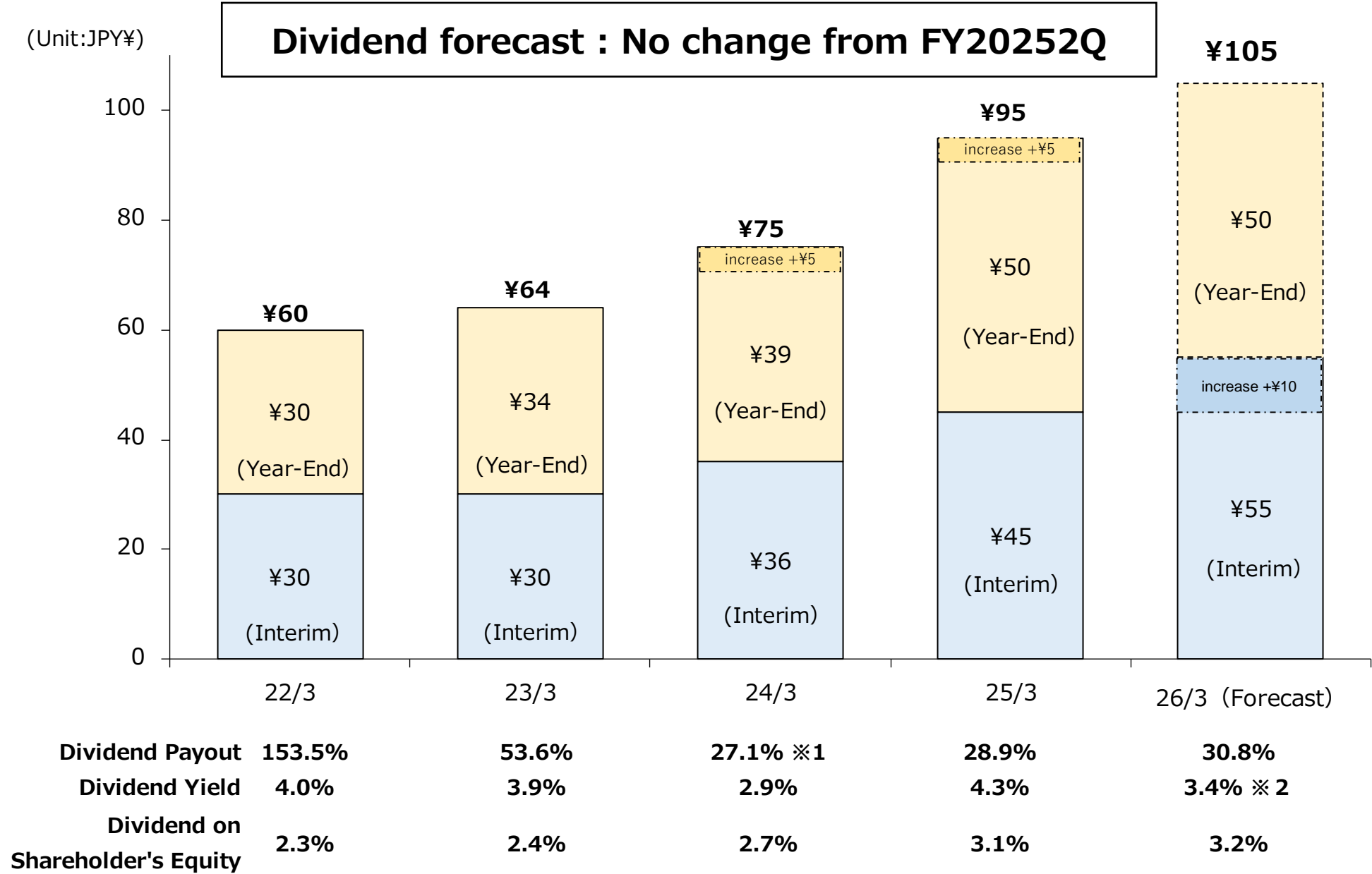
FY2026 Forecast : 5.0Billions Yen Increase (vs Previous announcement)

(Unit:¥bn)



3. Dividend



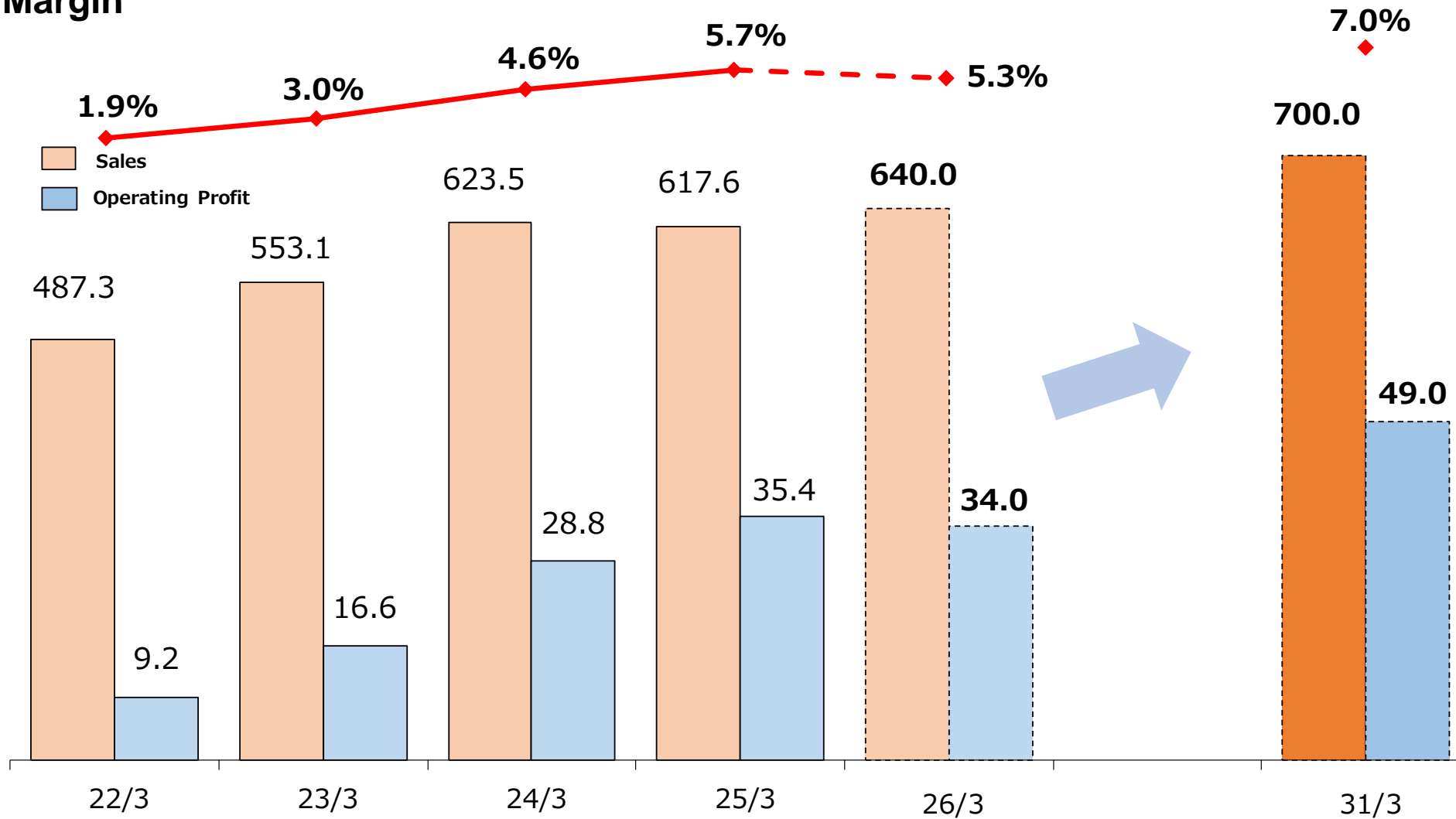


4. Trends in performance, Management KPI



Trends in Financial Results

Operating Margin (%)



FX Rate(¥)
(Ave.)

USD
EUR

111
129

134
139

143
155

151
162

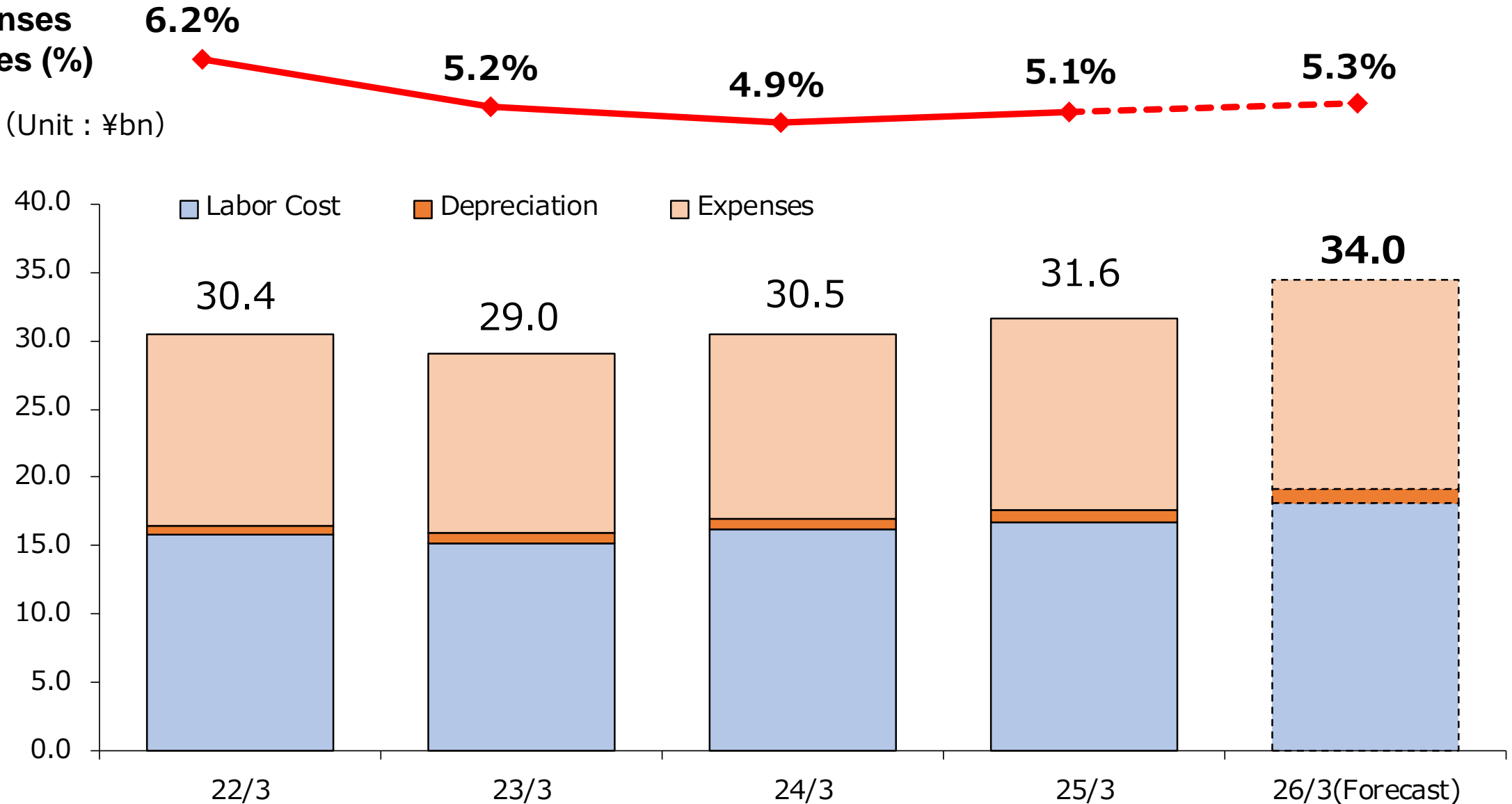
(Forecast)
147
171

(TRV Target)
135

Trends in R&D cost

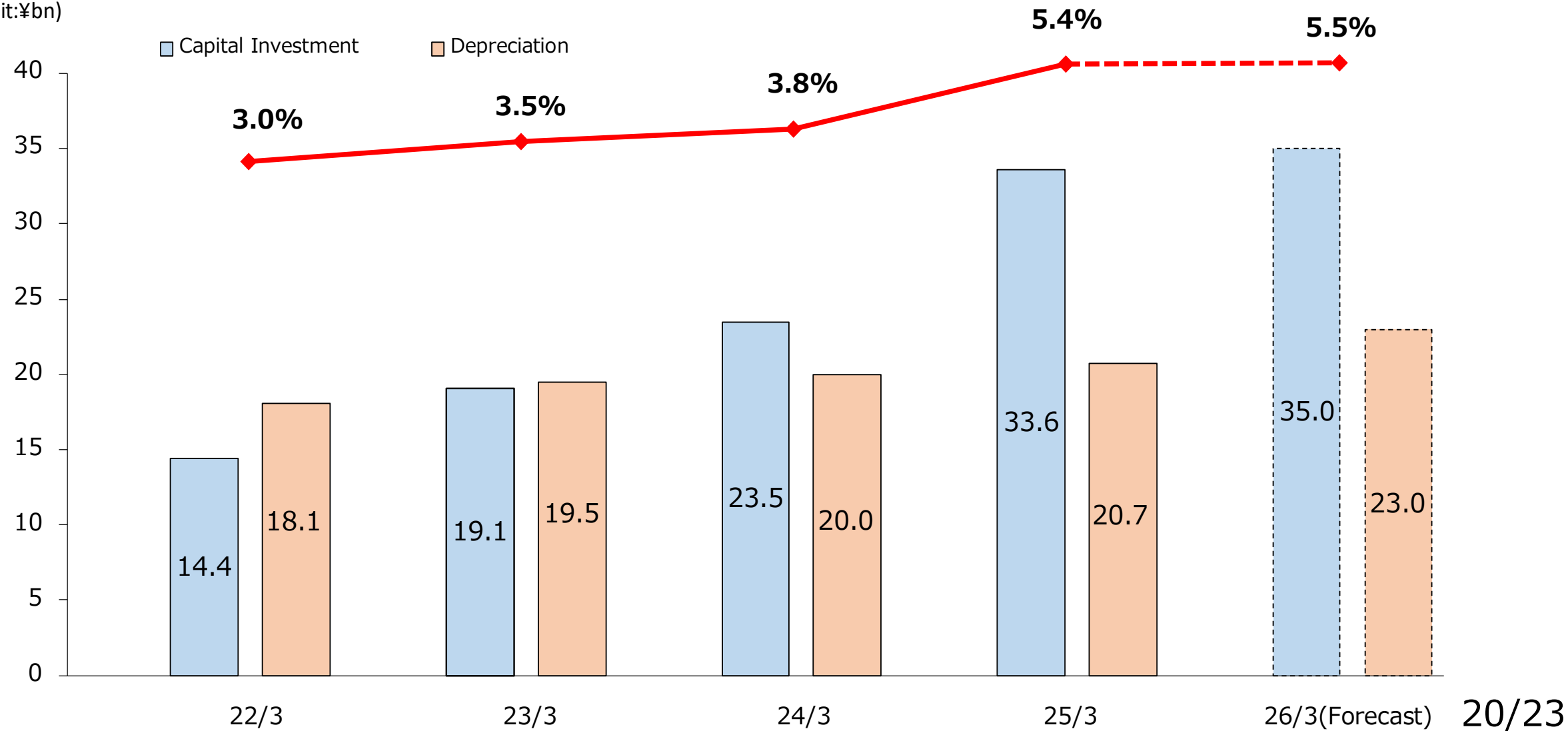
Ratio of R&D
expenses
to sales (%)

(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 (%)

27.4%

25.4%

24.0%

26.1%

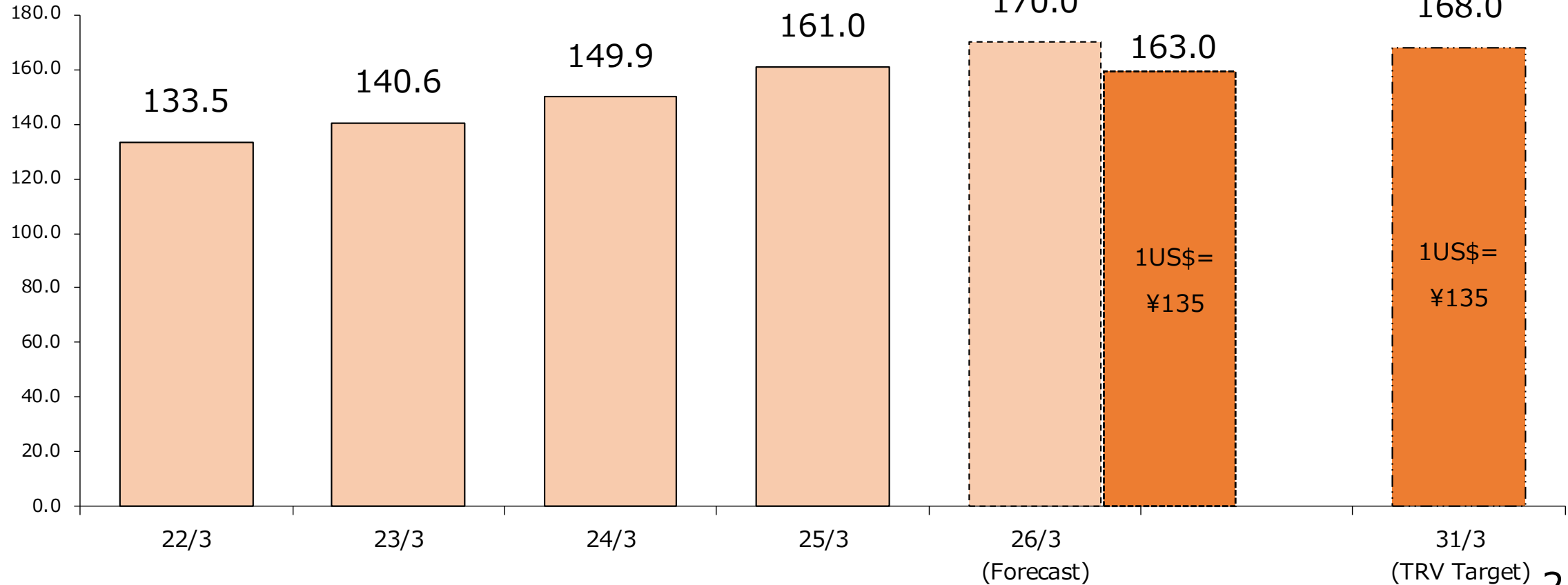
26.6%

27.2%

24.0%

(Unit:bn¥)

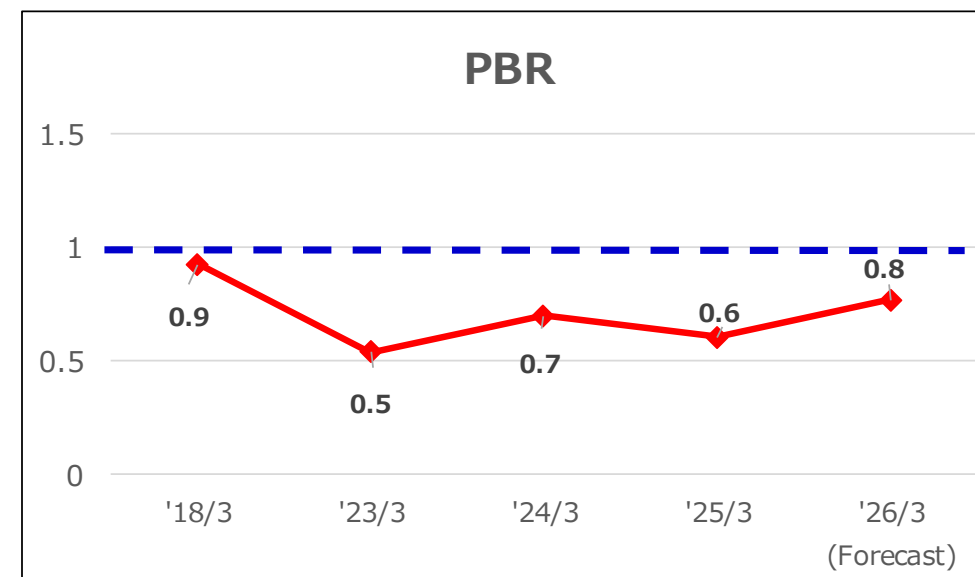
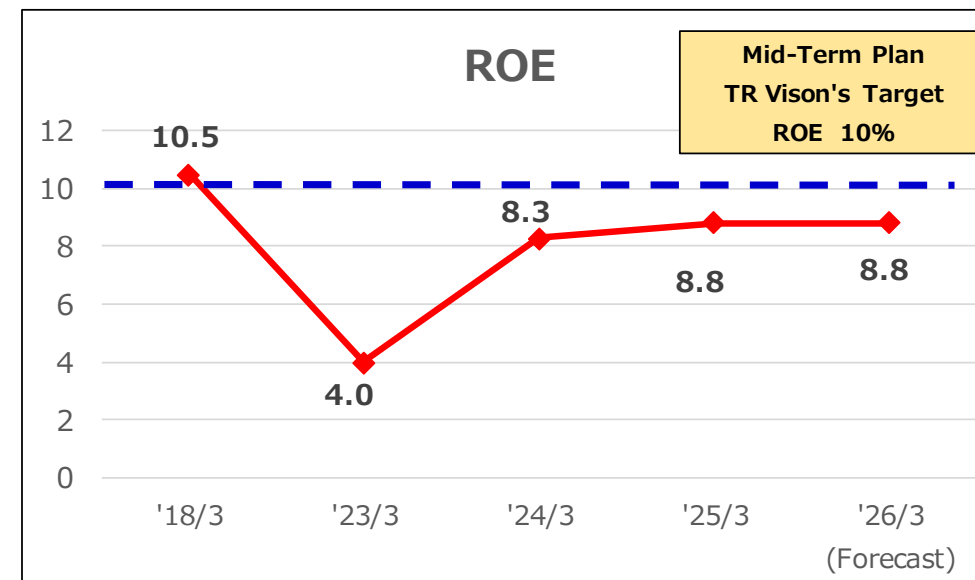
 Fixed Cost (Consolidated)



Management KPI

	FY2025	FY2026 (Forecast)
Equity (¥bn)	316.0	346.6
Total Assets (¥bn)	510.9	529.4
BPS (¥)	3,717	4,073
EPS (¥)	328	341
Stock Price (¥)	2,234 (Closing price at the end of Mar.2025)	3,115 (Closing price at the end of Dec. 2025)
Equity Ratio (%)	61.9	65.5
ROE(%)	8.8	8.8
PER	6.8	9.1
PBR	0.6	0.8

※ Stock price: end of Dec.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.

Appendix

◇ Sales by product ◇

(Unit : ¥bn, %)

	FY2025		FY2026 Forecast			
		%		%	Year On Year	
					Change	%
Total Sales	617.6	100.0	640.0	100.0	22.4	3.6
Parts for Automobiles	563.3	91.2	578.8	90.5	15.5	2.8
HMI Products	238.8	38.7	246.4	38.5	7.6	3.2
Smart System	91.7	14.9	97.0	15.2	5.3	5.7
Seat belt	84.0	13.6	86.5	13.5	2.5	3.0
Shift Lever	71.3	11.5	71.4	11.2	0.1	0.2
Key Lock	29.8	4.8	29.5	4.6	▲ 0.3	▲ 1.0
Car Mirror	16.3	2.7	18.0	2.8	1.7	10.2
Connector	11.7	1.9	12.1	1.9	0.4	4.1
Steering Wheel	9.4	1.5	7.1	1.1	▲ 2.3	▲ 24.3
Others	10.0	1.6	10.4	1.7	0.4	4.7
For agricultural & construction machinery	17.4	2.8	18.0	2.8	0.6	3.3
General electrical parts, Others	36.9	6.0	43.1	6.7	6.2	16.8

◇ Sales by customer ◇

(Unit : ¥bn, %)

	FY2025		FY2026 Forecast			
		%		%	Year On Year	
					Change	%
Total Sales	617.6	100.0	640.0	100.0	22.4	3.6
Toyota (Japan)	133.5	21.6	139.2	21.8	5.7	4.3
Toyota (Overseas)	273.8	44.3	282.9	44.2	9.1	3.3
Toyota related companies	48.0	7.8	52.3	8.2	4.3	9.0
Subaru	25.9	4.2	24.8	3.9	▲ 1.1	▲ 4.3
Suzuki	22.5	3.6	24.2	3.8	1.7	7.6
Ford	24.5	4.0	23.5	3.7	▲ 1.0	▲ 4.2
Isuzu	5.4	0.9	5.9	0.9	0.5	10.3
Mazda	4.6	0.8	4.8	0.8	0.2	3.4
Mitsubishi	4.9	0.8	4.8	0.8	▲ 0.1	▲ 2.2
Nissan	2.7	0.4	1.9	0.3	▲ 0.8	▲ 28.9
Others	71.3	11.6	75.2	11.6	3.9	5.5

◇ Capital Investment ◇

(Unit : ¥bn)

	FY2025	FY2026 Forecast	
		YoY	
Capital Investment	33.6	35.0	1.4



(Unit : ¥bn)

By purpose		By Region	
For new products, automation, labor saving	10.8	Japan	21.7
For capacity expansion, maintenance, renewal	5.2	Americas	6.6
Strategic/Mirai investments	6.6	Asia	5.1
Others	12.4	Others	1.6

◇ Number of employees ◇

(Unit : person)

	FY2025	FY2026 Forecast	
		YoY	
Number of employees (excluding outside personnel and employees on leave)	20,157	20,322	165