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Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (under IFRS)

May 15, 2026

Company name: NIPPON SEIKI CO., LTD. Stock exchange listing: Tokyo Stock Exchange
 Stock code: 7287 URL: <https://www.nippon-seiki.co.jp/>
 Representative: Keiichi Nagano, President
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 Scheduled date of annual general meeting of shareholders: June 26, 2026
 Scheduled date to commence dividend payments: June 29, 2026
 Scheduled date to file annual securities report: June 23, 2026
 Preparation of supplementary explanatory material: Yes
 Holding of financial results briefing: Yes (For institutional investors and analysts)

(Amounts of less than one million yen are rounded down to the nearest million yen)

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 – March 31, 2026)

(1) Consolidated Financial Results (Cumulative)

(%: year-on-year change)

Fiscal year ended	Revenue		Operating profit		Profit before tax		Profit		Profit attributable to owners of parent		Total comprehensive income	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Million yen	%
March 31, 2026	327,894	3.6	11,624	21.3	13,875	48.5	8,727	39.2	8,220	34.3	19,594	—
March 31, 2025	316,397	1.3	9,584	13.0	9,344	(32.9)	6,271	11.5	6,122	15.5	1,351	(94.8)

Fiscal year ended	Basic earnings per share	Diluted earnings per share	Return on equity attributable to owners of the parent	Ratio of profit before tax to total assets	Ratio of operating profit to revenue
	Yen	Yen	%	%	%
March 31, 2026	143.23	143.03	3.7	4.1	3.5
March 31, 2025	104.88	104.74	2.8	2.8	3.0

(2) Consolidated Financial Position

As of	Total assets	Total equity	Equity attributable to owners of parent	Ratio of equity attributable to owners of parent to total assets	Equity attributable to owners of parent per share
	Million yen	Million yen	Million yen	%	Yen
March 31, 2026	347,265	233,880	231,592	66.7	4,029.37
March 31, 2025	332,095	220,230	216,694	65.3	3,777.72

(3) Consolidated cash flows

Fiscal year ended	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Million yen	Million yen	Million yen	Million yen
March 31, 2026	40,481	(12,945)	(13,866)	51,922
March 31, 2025	15,271	(8,309)	(4,754)	35,305

2. Cash Dividends

	Annual cash dividends per share					Total amount of dividends	Payout ratio (Consolidated)	Ratio of dividends on equity attributable to owners of parent (Consolidated)
	End of 1Q	End of 2Q	End of 3Q	End of year	Total			
	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
Fiscal year ended March 31, 2025	—	25.00	—	25.00	50.00	2,900	47.7	1.3
Fiscal year ended March 31, 2026 (plan)	—	40.00	—	40.00	80.00	4,594	55.9	2.0
Fiscal year ended March 31, 2027 (forecast)	—	45.00	—	45.00	90.00		46.9	

(Note) The formal decision of the year-end dividend planned for the fiscal year ending March 31, 2026, is scheduled to be made at the Board of Directors.

3. Forecast of Consolidated Financial Results for the Fiscal Year Ending March 31, 2027 (April 1, 2026 – March 31, 2027)

(%: year-on-year change)

	Revenue		Operating profit		Profit attributable to owners of parent		Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	yen
Full year	320,000	(2.4)	14,000	20.4	10,000	21.6	191.38

* Notes

- (1) Significant changes in the scope of consolidation during the period: None
 Newly included — companies Excluded — company
- (2) Changes in accounting policies and accounting estimates
- 1) Changes in accounting policies required by IFRS: None
- 2) Changes other than 1): None
- 3) Changes in accounting estimates: None

(3) Number of shares issued (common stock)

1) Number of shares issued at the end of the term including treasury stock	As of March 31, 2026	58,471,299 Shares	As of March 31, 2025	58,471,299 Shares
2) Number of treasury stock at the end of the term	As of March 31, 2026	995,240 Shares	As of March 31, 2025	1,109,986 shares
3) Average number of shares during the term (cumulative)	Fiscal Year Ended March 31, 2026	57,393,906 shares	Fiscal year ended March 31, 2025	58,378,321 shares

[Reference] Overview of non-consolidated financial results

1. Non-Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 – March 31, 2026)

(1) Non-consolidated operating results

Fiscal year ended	Net sales		Operating profit		Ordinary profit		profit	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
March 31, 2026	128,769	(5.6)	(2,124)	—	6,458	(13.1)	1,773	(63.0)
March 31, 2025	136,456	0.9	381	—	7,434	(74.6)	4,793	(76.1)

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
March 31, 2026	30.90	30.8
March 31, 2025	82.11	82.00

(2) Non-consolidated financial position

Fiscal year ended	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Million yen	Million yen	%	yen
March 31, 2026	198,782	113,287	57.0	1,970.16
March 31, 2025	202,886	113,821	56.1	1,983.28

Reference: Equity As of March 31, 2026: 113,237million yen As of March 31, 2025: 113,763million yen

*Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

*Explanation regarding the appropriate use of forecasts of financial results and other notes

The consolidated forecasts presented on the previous page are projections made by management at NIPPON SEIKI CO., LTD. (hereinafter the “Company”) on the basis of information available at the time of preparation. For that reason, they involve risks and uncertainties.

*The Company is scheduled to hold a financial results briefing for institutional investors and analysts on May 28, 2026. Financial results presentation will be posted along with the presentation materials on the Company’s web page shortly after the presentation.

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1. Overview of operating results and other indicators

(1) Overview of operating results

Business environment surrounding our group during the current fiscal year (from April 1, 2025 to March 31, 2026) remained uncertain due to many uncertainties that warrant close attention, such as price increases, U.S. trade policy, fluctuations in financial and capital markets, and the impact of the situation in the Middle East, although the domestic economy was recovering moderately due to improvements in the employment and income situation and the effects of various policies. In the United States, while attention must be paid to trade policies, price trends, and employment conditions, the economy continues to expand moderately. In the Asia, China is experiencing a moderate slowdown due to the stagnation in the real estate market. Indonesia's economy is gradually recovering, Thailand is showing signs of a rebound, and India's economy is expanding. In Europe, although there are signs of recovery, it is necessary to pay attention to downside risks due to the impact of restraining interest rates and the impact of U.S. trade policy.

Under these circumstances, our group promoted initiatives to accelerate the recovery of business performance and improve capital profitability, as set forth in the Medium-Term Management Plan (fiscal years ending March 2025 to March 2027). These initiatives included: "Automobile instruments and head-up displays: Implementing business strategies to enhance growth and profitability," "Motorcycle instruments: Accelerating sales of motorcycle instruments in emerging markets," and "Creation of innovative products, services and businesses." Additionally, aiming to build a lean corporate structure resilient to changes in the business environment, we advanced supply chain reforms such as accelerating local production for local consumption and optimizing production layouts, as well as business process reforms and cost reductions through reviewing product specifications.

As a result of the above, revenue for the consolidated fiscal year ended March 31, 2026 was 327,894 million yen (an increase of 3.6% as compared to such revenue for the previous fiscal year,) operating profit was 11,624 million yen (an increase of 21.3% as compared to such operating profit for the previous fiscal year,) and profit attributable to owners of parent was 8,220 million yen (an increase of 34.3% as compared to such consolidated profit attributable to owners of parent for the previous fiscal year.)

Revenue increased due to strong sales of motorcycle instruments mainly in ASEAN countries, India, and Brazil, despite a decline in sales of automobile instruments caused by sluggish sales of Japanese and European automobiles in the Chinese market. Operating profit increased due to higher sales of motorcycle instruments and construction machinery instruments, as well as increased revenue from information system services. Profit attributable to owners of parent increased due to the rise in operating profit and the reversal of foreign exchange losses recorded in the previous fiscal year into foreign exchange gains in this fiscal year.

The performance by business segment is as follows.

Revenue attributable to our "Automotive Business" segment was 267,236 million yen (an increase of 3.5% as compared to such revenue for the previous fiscal year) and operating profit was 8,514 million yen (an increase of 24.0% as compared to such operating profit for the previous fiscal year) due to strong sales of instruments for motorcycles.

Revenue attributable to our "Consumer Business" segment was 13,881 million yen (an increase of 2.3% as compared to such revenue for the previous fiscal year) and operating loss was 307 million yen (an operating loss of 344 million yen for the previous fiscal year) due to increased sales of air conditioners and home equipment controllers.

Revenue attributable to our "Resin Compound Business" segment was 8,374 million yen (a decrease of 8.7% as compared to such revenue for the previous fiscal year) and operating profit was 565 million yen (a decrease of 19.1% as compared to such operating profit for the previous fiscal year) due to a decrease in orders for coloring of resin materials.

Revenue attributable to our "Car Sales" segment was 27,000 million yen (an increase of 2.8% as compared to such revenue for the previous fiscal year), as a decrease in new vehicle sales was offset by an increase in sales related to automobile maintenance.

Operating profit was 1,332 million yen (a decrease of 8.8% as compared to such operating profit for the previous fiscal year) due to a decrease in new vehicle sales.

Revenue attributable to our "Other" business segment was 11,401 million yen (an increase of 23.1% as compared to such revenue for the previous fiscal year) and operating profit was 1,667 million yen (an increase of 49.6% as compared to such operating profit for the previous fiscal year) due to strong sales of information system services.

(2) Overview of financial position

Total assets at the end of the current consolidated fiscal year increased by 15,170 million yen compared to the end of the previous consolidated fiscal year, reaching 347,265 million yen, mainly due to an increase in cash and cash equivalents.

Liabilities increased by 1,520 million yen compared to the end of the previous consolidated fiscal year, reaching 113,384 million yen, mainly due to an increase in trade and other payables.

Equity increased by 13,649 million yen compared to the end of the previous consolidated fiscal year, reaching 233,880 million yen, mainly due to an increase in other components of equity.

(3) Overview of cash flow

Cash and cash equivalents at the end of the fiscal year under review were 51,922 million yen (an increase of 16,617 million yen from the end of the previous fiscal year.)

Cash flows for the fiscal year under review and changes in each type of cash flow from the previous fiscal year are as follows.

Cash flow provided by operating activities was 40,481 million yen. Net flow provided by operating activities increased 25,210 million yen compared with the previous fiscal year, mainly due to a 6,608 million yen increase in inventories and a 5,012 million yen decrease in income taxes paid.

Cash flow used in investing activities was 12,945 million yen. Net flow used in investing activities increased 4,636 million yen due to an 8,212 million yen decrease in proceeds from sales of investment securities compared with the previous fiscal year.

Cash flow used in financing activities was 13,866 million yen. Net flow used in financing activities increased 9,112 million yen, mainly due to a 13,595 million yen decrease in net changes in short-term loans payable compared with the previous fiscal year.

(4) Business Forecast for Next Fiscal Year

The business environment surrounding our group is becoming increasingly uncertain due to factors such as intensified competition in the global market, the need to respond to next-generation technologies in the automotive sector, cost pressures including soaring raw material prices and rising labor costs, and the impact of heightened geopolitical risks—exemplified by the situation in the Middle East—on the stability and efficiency of supply chains. In light of this environment, our group urgently aims to transform into a highly profitable structure resilient to environmental changes by accelerating cost reductions through supply chain reforms, business process reforms, and product specification reviews, while simultaneously creating new value. Based on this understanding, in the fiscal year ending March 2027, the final year of the current medium-term management plan, our group will promote initiatives to maximize corporate value by addressing the following four management challenges.

(i) Automobile instruments and head-up displays: Implementing business strategies to enhance growth and profitability

Ensuring growth and improving the profitability of automobile instruments, particularly head-up displays, which is a future growth driver, is one of our group's key management challenges for sustainable growth. Our group will expand sales through the introduction of new high-value-added models and increase unit prices through the development of advanced functions. At the same time, our group will optimize design and production processes and promote cost reductions in raw materials, manufacturing, logistics and fixed costs.

(ii) Motorcycle instruments: Accelerating sales of motorcycle instruments in emerging markets

The Global South areas, such as India, ASEAN, and South America, are strategic growth markets where demand for motorcycles is expected to increase in the future. To firmly capture this growth opportunity, our group will accelerate product development tailored to the diverse needs of each region and build a globally optimized supply system to establish a competitive advantage in the market.

(iii) Creation of innovative products, services and businesses

Establishing new revenue sources following our existing automotive components business is essential for our group's sustainable growth, and we will accelerate proactive challenges in new business areas. We will expand the UI (user interface) consulting

business by applying the advanced software development expertise cultivated in the automotive components business. Additionally, we will strengthen the development of innovative products and services that meet market needs, such as outdoor-compatible high-visibility LED projectors utilizing optical design technology and high-durability design technology, as well as retrofit machine guidance sensor kits for hydraulic excavators that contribute to improving construction site efficiency and safety. Through these efforts, our group aims to diversify our business portfolio and achieve contributions to earnings.

(iv) Improvement in capital profitability

Our group recognizes improving capital profitability as one of the important management challenges from the perspective of sustainable corporate value enhancement. To achieve a PBR level of 1x at an early stage, we will pursue both strengthening our earning power and improving capital efficiency, while advancing the optimization of the balance sheet, reduction of policy shareholdings, and proper management of inventories.

The following is a forecast of consolidated results for the fiscal year ending March 2027. The exchange rate for the fiscal year ending March 2027 is assumed to be JPY 150 = US \$1 on average.

Revenue	320 billion yen
Operating profit	14 billion yen (4.4%)
Profit attributable to owners of parent	10 billion yen (3.2%)

Forecasts for the next fiscal year include forecasts based on currently available information. Please note that there are uncertainties regarding trends in demand and foreign exchange rates in major markets, and actual results may differ from these forecasts.

The Company plans to make Toyodenso Co., Ltd., which manufactures and sells switches for automobiles and motorcycles, a fully owned subsidiary during the fiscal year ending March 2027, as announced in the "Notice Concerning Execution of Share Transfer Agreements for the Acquisition of Shares of Toyodenso Co., Ltd. (To Make Them Subsidiaries)" on April 20, 2026. However, the impact of this acquisition has not been incorporated into the above consolidated results outlook for the fiscal year ending March 2027. The Company will promptly disclose the impact on our consolidated business performance and financial position resulting from the full acquisition of Toyodenso as soon as it becomes clear.

(5) Basic Policy on Profit Distribution and Dividends for the Current and Next Fiscal Years

The Company aims to sustainably enhance corporate value and achieve a PBR level of 1x early. The Company has positioned profit returns to shareholders as one of the key management issues, and during the current medium-term management plan, it has set a basic policy of achieving a total return ratio of 80% through measures such as dividends and share repurchases.

For the fiscal year ending March 2026, the Company plans to pay a dividend of 80 yen per share (interim dividend of 40 yen and year-end dividend of 40 yen). For the fiscal year ending March 2027, the dividend forecast is 90 yen per share (interim dividend of 45 yen and year-end dividend of 45 yen), representing an increase of 10 yen.

2. Basic approach to selecting accounting standard

Our group has adopted the International Financial Reporting Standards (Hereinafter referred to as "IFRS").

Our group develops businesses on a global scale, we will make domestic and overseas investments by improving the international comparability of financial information.

We will also strive to improve our management effectiveness ratio by standardizing accounting standards within the group through the adoption of IFRS.

3. Consolidated Financial Statements

(1) Consolidated Statement of Financial Position

(Unit: Million yen)

	March 31, 2025	March 31, 2026
Assets		
Current assets		
Cash and cash equivalents	35,305	51,922
Trade and other receivables	52,780	50,709
Other financial assets	12,503	13,179
Inventories	99,567	95,690
Other current assets	16,343	14,691
Total current assets	216,499	226,193
Non-current assets		
Property, plant and equipment	78,370	82,163
Goodwill and Intangible assets	6,746	5,632
Trade and other receivables	1	-
Other financial assets	24,379	26,614
Deferred tax assets	5,835	6,301
Other non-current assets	262	360
Total non-current assets	115,595	121,071
Total assets	332,095	347,265

(Unit: Million yen)

	March 31, 2025	March 31, 2026
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	46,065	50,456
Borrowings	18,440	11,309
Other financial liabilities	1,987	2,030
Income taxes payable	2,859	4,962
Short-term employee benefits	5,859	6,426
Provisions	295	244
Other current liabilities	3,113	4,368
Total current liabilities	78,621	79,799
Non-current liabilities		
Borrowings	13,838	15,137
Other financial liabilities	4,945	4,336
Long-term employee benefits	4,204	4,673
Provisions	424	437
Deferred tax liabilities	9,372	8,686
Other non-current liabilities	456	314
Total non-current liabilities	33,242	33,585
Total liabilities	111,864	113,384
Equity		
Share capital	14,494	14,494
Capital surplus	5,395	3,836
Retained earnings	154,320	158,795
Treasury shares	(1,445)	(1,296)
Other components of equity	43,930	55,762
Equity attributable to owners of parent	216,694	231,592
Non-controlling interests	3,536	2,288
Total equity	220,230	233,880
Total liabilities and equity	332,095	347,265

(2) Consolidated Statements of Profit and Comprehensive income
 Comprehensive Consolidated Statements of Profit
 For the Fiscal year ended March 31, 2025, and 2026

(Unit: Million yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Revenue	316,397	327,894
Cost of sales	(270,057)	(279,042)
Gross profit	46,339	48,852
Selling, general and administrative expenses	(36,780)	(36,963)
Other income	1,686	1,078
Other expenses	(1,660)	(1,342)
Operating profit	9,584	11,624
Finance income	2,103	2,572
Finance costs	(2,343)	(321)
Profit before tax	9,344	13,875
Income tax expense	(3,072)	(5,148)
Profit	6,271	8,727
Profit attributable to		
Owners of parent	6,122	8,220
Non-controlling interests	149	507
Profit	6,271	8,727
Earnings per share		
Basic earnings per share (yen)	104.88	143.23
Diluted earnings per share (yen)	104.74	143.03

Consolidated Statements of Comprehensive Income
For the Fiscal year ended March 31, 2025, and 2026

(Unit: Million yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	6,271	8,727
Other comprehensive income		
Items that will not be reclassified to profit or loss-OCI		
Gains(losses) on financial assets measured at fair value through other comprehensive income	(3,304)	1,052
Remeasurements of defined benefit plans	24	(15)
Total of items that will not be reclassified to profit or loss	(3,279)	1,036
Items that may be reclassified to profit or loss		
Exchange differences on translation of foreign operations	(1,640)	9,829
Total of items that may be reclassified to profit or loss	(1,640)	9,829
Other comprehensive income, net of tax	(4,920)	10,866
Comprehensive income	1,351	19,594
Comprehensive income attributable to		
Owners of parent	1,130	18,688
Non-controlling interests	220	905
Comprehensive income	1,351	19,594

(3) Consolidated Statements of Changes in Equity

For the Fiscal year ended March 31, 2025

(Unit: Million yen)

	Equity attributable to owners of parent					
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity	
					Financial assets measured at fair value through other comprehensive income	Remeasurement of defined benefit liability (asset)
Balance at beginning of period	14,494	5,780	150,775	(1,940)	15,327	—
Comprehensive income						
Profit	—	—	6,122	—	—	—
Other comprehensive income	—	—	—	—	(3,304)	24
Total comprehensive income	—	—	6,122	—	(3,304)	24
Transactions with owners						
Dividends	—	—	(2,956)	—	—	—
Share-based remuneration transactions	—	3	—	—	—	—
Purchase of treasury shares	—	—	—	(2,703)	—	—
Disposal of treasury shares	—	(8)	—	21	—	—
Cancellation of treasury shares	—	(3,176)	—	3,176	—	—
Change in ownership interest in subsidiaries	—	(386)	—	—	—	—
Change in scope of consolidation	—	—	56	—	—	—
Transfer from capital surplus to retained earnings	—	3,182	(3,182)	—	—	—
Transfer from other components of equity to capital surplus	—	—	—	—	—	—
Transfer from other components of equity to retained earnings	—	—	3,505	—	(3,480)	(24)
Total transactions with owners	—	(385)	(2,577)	494	(3,480)	(24)
Balance at end of period	14,494	5,395	154,320	(1,445)	8,542	—

	Equity attributable to owners of parent			Non-controlling interests	Total equity
	Other components of equity		Total equity attributable to owners of parent		
	Exchange differences on translation of foreign operations	Total			
Balance at beginning of period	37,100	52,427	221,537	7,517	229,054
Comprehensive income					
Profit	—	—	6,122	149	6,271
Other comprehensive income	(1,712)	(4,991)	(4,991)	71	(4,920)
Total comprehensive income	(1,712)	(4,991)	1,130	220	1,351
Transactions with owners					
Dividends	—	—	(2,956)	(606)	(3,563)
Share-based remuneration transactions	—	—	3	—	3
Purchase of treasury shares	—	—	(2,703)	—	(2,703)
Disposal of treasury shares	—	—	13	—	13
Cancellation of treasury shares	—	—	—	—	—
Change in ownership interest in subsidiaries	—	—	(386)	(3,595)	(3,981)
Change in scope of consolidation	—	—	56	—	56
Transfer from capital surplus to retained earnings	—	—	—	—	—
Transfer from other components of equity to capital surplus	—	—	—	—	—
Transfer from other components of equity to retained earnings	—	(3,505)	—	—	—
Total transactions with owners	—	(3,505)	(5,973)	(4,202)	(10,175)
Balance at end of period	35,388	43,930	216,694	3,536	220,230

For the Fiscal Year Ended March 31, 2026

(Unit: Million yen)

	Equity attributable to owners of parent					
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity	
					Financial assets measured at fair value through other comprehensive income	Remeasurement of defined benefit liability (asset)
Balance at beginning of period	14,494	5,395	154,320	(1,445)	8,542	—
Comprehensive income						
Profit	—	—	8,220	—	—	—
Other comprehensive income	—	—	—	—	1,052	(15)
Total comprehensive income	—	—	8,220	—	1,052	(15)
Transactions with owners						
Dividends	—	—	(3,729)	—	—	—
Share-based remuneration transactions	—	—	—	—	—	—
Purchase of treasury shares	—	—	—	(0)	—	—
Disposal of treasury shares	—	8	—	149	—	—
Cancellation of treasury shares	—	—	—	—	—	—
Change in ownership interest in subsidiaries	—	—	—	—	—	—
Change in scope of consolidation	—	(995)	—	—	—	—
Transfer from capital surplus to retained earnings	—	—	—	—	—	—
Transfer from other components of equity to capital surplus	—	(571)	—	—	—	—
Transfer from other components of equity to retained earnings	—	—	(15)	—	(0)	15
Total transactions with owners	—	(1,559)	(3,745)	149	(0)	15
Balance at end of period	14,494	3,836	158,795	(1,296)	9,594	—

	Equity attributable to owners of parent			Non-controlling interests	Total equity
	Other components of equity		Total equity attributable to owners of parent		
	Exchange differences on translation of foreign operations	Total			
Balance at beginning of period	35,388	43,930	216,694	3,536	220,230
Comprehensive income					
Profit	—	—	8,220	507	8,727
Other comprehensive income	9,431	10,468	10,468	397	10,866
Total comprehensive income	9,431	10,468	18,688	905	19,594
Transactions with owners					
Dividends	—	—	(3,729)	(55)	(3,785)
Share-based remuneration transactions	—	—	—	—	—
Purchase of treasury shares	—	—	(0)	—	(0)
Disposal of treasury shares	—	—	158	—	158
Cancellation of treasury shares	—	—	—	—	—
Change in ownership interest in subsidiaries	775	775	(219)	(2,097)	(2,316)
Change in scope of consolidation	—	—	—	—	—
Transfer from capital surplus to retained earnings	—	—	—	—	—
Transfer from other components of equity to capital surplus	571	571	—	—	—
Transfer from other components of equity to retained earnings	—	15	—	—	—
Total transactions with owners	1,347	1,363	(3,791)	(2,153)	(5,944)
Balance at end of period	46,168	55,762	231,592	2,288	233,880

(4) Consolidated Statements of Cash Flows
For the Fiscal year ended March 31, 2025, and 2026

(Unit: Million yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before tax	9,344	13,875
Depreciation and amortization	13,027	13,630
Impairment losses	264	896
Interest and dividend income	(2,103)	(1,841)
Interest expenses	220	321
Loss (gain) on sale of fixed assets	(498)	(173)
Decrease (increase) in trade and other receivables	427	5,205
Decrease (increase) in inventories	1,321	7,930
Increase (decrease) in trade and other payables	(304)	201
Increase (decrease) in provisions	(117)	(51)
Increase (decrease) in retirement benefit liability	235	296
Foreign exchange loss (gain)	(24)	34
Other	354	2,296
Subtotal	22,146	42,622
Interest and dividend received	2,054	1,905
Interest paid	(213)	(342)
Income taxes paid	(8,717)	(3,704)
Net cash provided by (used in) operating activities	15,271	40,481
Cash flows from investing activities		
Net decrease (increase) in time deposits	(623)	503
Purchase of property, plant and equipment, and intangible assets	(17,120)	(14,912)
Proceeds from sale of property, plant and equipment, and intangible assets	1,432	2,115
Purchase of investment securities	(139)	(660)
Proceeds from sale of investment securities	8,212	0
Payments for loans receivable	(14)	(8)
Collection of loans receivable	8	18
Other	(64)	(0)
Net cash provided by (used in) investing activities	(8,309)	(12,945)

(Unit: Million yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from financial activities		
Net increase (decrease) in short-term borrowings	6,197	(7,398)
Proceeds from long-term borrowings	8,000	8,500
Repayments of long-term borrowings	(7,064)	(6,953)
Repayments of lease liabilities	(1,717)	(2,014)
Dividends paid to non-controlling interests	(562)	(113)
Net decrease (increase) in treasury shares	(2,649)	157
Dividends paid	(2,955)	(3,727)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(3,981)	(2,317)
Redemption of bonds	(20)	—
Net cash provided by (used in) financial activities	(4,754)	(13,866)
Effect of exchange rate changes on cash and cash equivalents	(159)	2,948
Net increase (decrease) in cash and cash equivalents	2,048	16,617
Cash and cash equivalents at beginning of period	33,257	35,305
Cash and cash equivalents at end of period	35,305	51,922

(5) Notes Concerning Consolidated Financial Statements
(Segment Information)

For the Fiscal year ended March 31, 2025

(Unit: Million yen)

	Reportable segments					Other (Note1)	Total	Adjustments (Note2)	Amounts stated in consolidated F/S (Note3)
	Automotive Business	Consumer Business	Resin Compound Business	Car Sales	Subtotal				
Revenue									
Customers	258,118	13,572	9,168	26,276	307,136	9,260	316,397	–	316,397
Intersegment	–	–	1,493	24	1,518	11,417	12,935	(12,935)	–
Total revenue	258,118	13,572	10,662	26,300	308,654	20,678	329,332	(12,935)	316,397
Segment profit (loss)	6,867	(344)	699	1,461	8,683	1,114	9,797	(212)	9,584
Finance income	–	–	–	–	–	–	–	–	2,103
Finance costs	–	–	–	–	–	–	–	–	(2,343)
Profit before tax	–	–	–	–	–	–	–	–	9,344

(Notes)

1. “Other” is the business segment that is not categorized as reportable segment and includes production and sales of liquid crystal display devices and modules, transportation of cargoes, development and sales of software, and entrusted accounting business etc.
2. Adjustments of (212) million yen for segment profit (loss) are elimination of inter-segment transactions, etc.
3. Segment profit (loss) is adjusted to operating profit in the consolidated statements of profit.

For the Fiscal Year Ended March 31, 2026

(Unit: Million yen)

	Reportable segments					Other (Note1)	Total	Adjustments (Note2)	Amounts stated in consolidated F/S (Note3)
	Automotive Business	Consumer Business	Resin Compound Business	Car Sales	Subtotal				
Revenue									
Customers	267,236	13,881	8,374	27,000	316,492	11,401	327,894	–	327,894
Intersegment	–	–	1,236	22	1,259	12,283	13,542	(13,542)	–
Total revenue	267,236	13,881	9,610	27,023	317,752	23,684	341,436	(13,542)	327,894
Segment profit (loss)	8,514	(307)	565	1,332	10,105	1,667	11,772	(148)	11,624
Finance income	–	–	–	–	–	–	–	–	2,572
Finance costs	–	–	–	–	–	–	–	–	(321)
Profit before tax	–	–	–	–	–	–	–	–	13,875

(Notes)

1. “Other” is the business segment that is not categorized as reportable segment and includes, transportation of cargoes, development and sales of software, and entrusted accounting business etc.
2. Adjustments of (148) million yen for segment profit (loss) are the elimination of unrealized profits, etc.
3. Segment profit (loss) is adjusted to operating profit in the consolidated statements of profit.

(Per share information)

(1) Basis for calculation of basic earnings per share

(i) Profit attributable to owners of parent

(Unit: Million yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit attributable to owners of parent	6,122	8,220

(ii) Weighted average number of common shares

(Unit: Million yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Weighted average number of common shares	58,378	57,393

(2) Basis for calculation of diluted earnings per share

(i) Diluted profit attributable to owners of parent

(Unit: Million yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Diluted profit attributable to owners of parent	6,122	8,220

(ii) Weighted average number of diluted common shares

(Unit: Million yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Weighted average number of common shares	58,378	57,393
Dilutive shares	75	80
Weighted average number of diluted common shares	58,454	57,473

(Subsequent Events)

At a meeting of the Board of Directors held on April 20, 2026, the Company resolved to acquire all shares of Toyodenso Co., Ltd. ("Toyodenso"), and make it a subsidiary, and executed a share transfer agreement on the same date.

1. Overview of Business Combination

(1) Overview of Acquired company

Names: Toyodenso Co., Ltd.

Business: Research, development, production, and sale of automobiles, motorcycles, and general-purpose products

(2) Reasons for the business combination

Based on the group vision of "Generating a harmonious interface connecting the world and people" the Company manufactures and sells instruments for automobiles, motorcycles, construction machinery, and controllers for air conditioning and housing equipment, colorizes high-performance resin materials, and automobile sales.

The Company positions the development of new customers and new products as one of its business strategies in its ongoing medium-term management plan (from the fiscal year ending March 2025 to the fiscal year ending March 2027), and aims to expand its business portfolio by developing new businesses.

Toyodenso, with its corporate philosophy of "Harmony is the key to our philosophy with safe and reliable technology, products inspired from our dream, we will contribute to the society of the future" designs and manufactures switches, human machine interface (HMI) systems, and electronic control equipment for automobiles, motorcycles, and power products worldwide.

The purpose of the Share Acquisition is as follows.

(i) Expansion of Product Portfolio and Utilization of Customer Base

As a result of the share acquisition, Toyodenso's automotive input system products (switches for automobiles and motorcycles) will be added to the Company's product portfolio. By mutually utilizing the customer bases that both companies have built up, we aim to strengthen our proposal capability to customers and expand sales opportunities.

(ii) Creation of Technological Synergies in the HMI Domain

We will promote the development of new HMI solutions that contribute to the safety and reliability of users by mutually leveraging the technologies and knowledge of both companies, including the Company's display and manufacturing technologies for instruments and HUDs (head-up displays), and Toyodenso's strengths in mechanism development technologies that realize reliable operation and comfortable operation feeling.

(iii) Improving Business Efficiency through Collaboration

In addition to promoting joint purchasing by taking advantage of the commonality in materials procurement between the Company and Toyodenso, we will work to improve the efficiency of the entire supply chain by sharing design resources and collaborating in production at overseas plants, thereby generating synergies that reduce costs.

Based on the above, the Company has determined that bringing Toyodenso into our group will be effective in establishing a long-term growth foundation in the HMI domain and will contribute to enhancing our group's overall competitiveness and corporate value and has therefore decided to acquire shares.

(3) Business Combination Date

October 1, 2026 (a target date)

(4) Legal Form of Business Combination

Acquisition of shares with cash consideration

(5) Voting Rights Acquired

55.8%

The Company plans to acquire all shares of Toyodenso.

(6) Main Reasons for Determining Acquirer

The Company acquired shares with cash consideration

2. Acquisition Cost of the Acquired and Type of Consideration

Consideration for acquisition(cash) 49,850 million Yen(planned)

3. Major Acquisition-Related Costs and Amounts

Advisory fees, etc. 700 million Yen(planned)

4. Amount, Cause of goodwill incurred

To be determined

5. Amount and main breakdown of assets acquired, and liabilities assumed on the date of business combination

To be determined

4. Other

(1) Change of Representative Directors

Please refer to the "Notice Concerning Change of Representative Directors" announced on February 20, 2026.