



**Fiscal Year Ending March 2026  
Financial Results Supplemental Material**

**Nippon Seiki Co., Ltd. (Ticker:7287)**

**May 15, 2026**

# Executive Summary of Financial Results for FYE2026

FYE2026  
Result

Revenue and profit increased driven by sales of motorcycle instruments in the Global South

1. Revenue 327.8 billion yen (+3.6% YoY), Operating Profit 11.6 billion yen (+21.3% YoY)
  - Strong Sales of Motorcycle Instruments in ASEAN, India and the South America.
  - Automobile instrument sales decreased due to a slump in China and decreased sales of Head-up Displays (HUD) in the North America.
  - Operating profit increased mainly due to increased sales of motorcycle instruments and cost reduction initiatives.
2. Year-end dividend is expected to be 40 yen (interim: 40 yen, year-end: 40 yen, annual: 80 yen), as originally forecasted.

FYE2027  
Forecast

Revenue 320 billion yen (-2.4% YoY), Operating Profit 14 billion yen (+20.4% YoY)

1. Revenue will decline due to lower sales of automobile instruments, but profit will increase due to the contribution of maintaining profits from motorcycle instruments.
  - Sales declined due to a decrease in sales of automobile instruments, by the declining market share of Japanese and European OEMs in the Chinese market.
  - Operating profit is expected to increase due to the contribution of motorcycle instruments; however, considering the surge in memory prices and the impact of rising crude oil prices caused by geopolitical risks, the medium-term profit target has been lowered. (The medium-term operating profit target was revised from 16.5 billion yen to 14.0 billion yen.)
  - The above forecast does not take into account the impact of Toyodenso becoming a subsidiary; the effect on performance will be disclosed promptly once it becomes clear.
2. The annual dividend is planned to increase by 10 yen, reaching 90 yen (interim: 45 yen, year-end: 45 yen)

# Financial Results for FYE2026

|   | Q4 (3 months) |               |        | Cumulative Q4 (12 months) |                |        | Initial Plan |                  |
|---|---------------|---------------|--------|---------------------------|----------------|--------|--------------|------------------|
|   | FYE2025       | FYE2026       | YoY    | FYE2025                   | FYE2026        | YoY    | FYE2026      | Achievement rate |
| Million Yen                             |               |               |        |                           |                |        |              |                  |
| Revenue                                 | 88,597        | <b>93,532</b> | +5.6%  | 316,397                   | <b>327,894</b> | +3.6%  | 320,000      | 102.5%           |
| Gross Profit                            | 13,500        | <b>13,700</b> | +1.5%  | 46,339                    | <b>48,852</b>  | +5.4%  | -            | -                |
| Gross Profit Margin                     | 15.2%         | <b>14.6%</b>  | -      | 14.6%                     | <b>14.9%</b>   | -      | -            | -                |
| Operating Profit                        | 3,958         | <b>3,058</b>  | -22.7% | 9,584                     | <b>11,624</b>  | +21.3% | 11,300       | 102.9%           |
| Operating Profit Margin                 | 4.5%          | <b>3.3%</b>   | -      | 3.0%                      | <b>3.5%</b>    | -      | 3.5%         | -                |
| Profit before Tax                       | 4,535         | <b>3,034</b>  | -33.1% | 9,344                     | <b>13,875</b>  | +48.5% | -            | -                |
| Profit Attributable to Owners of Parent | 3,755         | <b>1,612</b>  | -57.1% | 6,122                     | <b>8,220</b>   | +34.3% | 8,000        | 102.8%           |

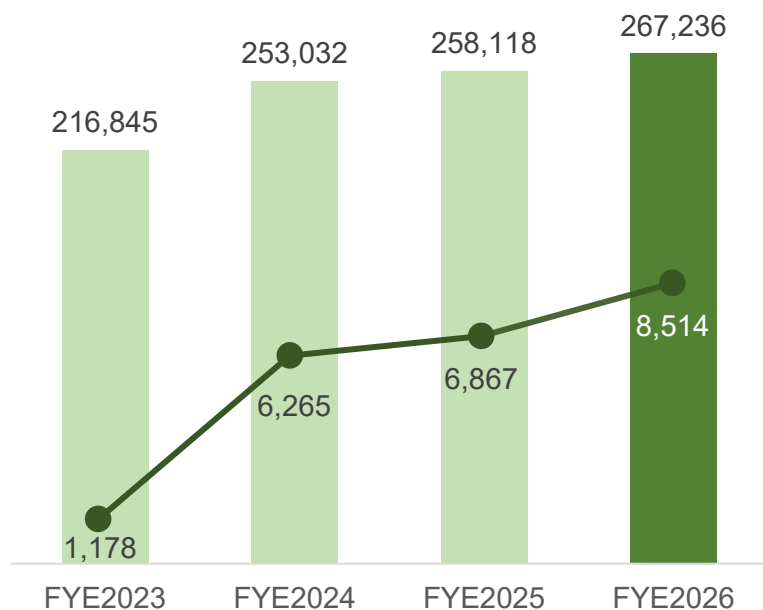
1 USD = 150.67 JPY (FYE2025:152.64 JPY)

# Financial Results by Business Segment 1

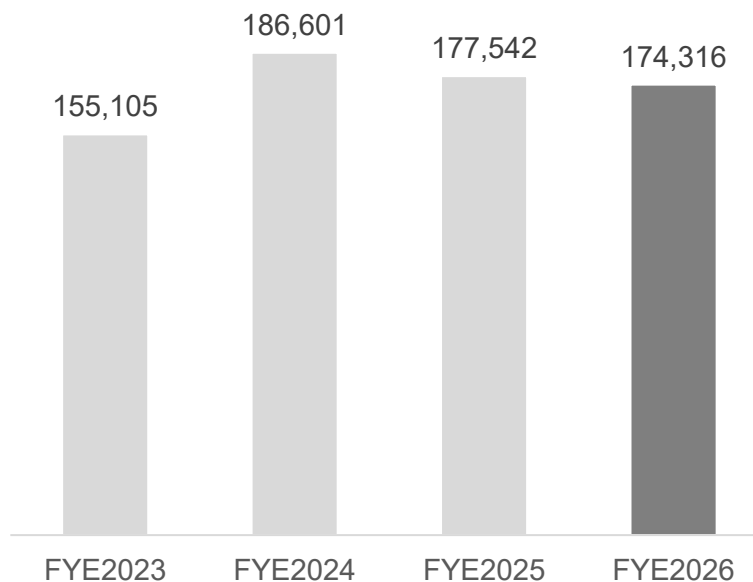
- Automobiles:** Decreased revenue and profit due to reduced sales of HUDs to European and American OEM, as well as one-time payments and impairment of some advanced development assets.
- Motorcycles:** Increased revenue and profit due to the rise in sales of motorcycle instruments in ASEAN, India, and Brazil.

(million yen)

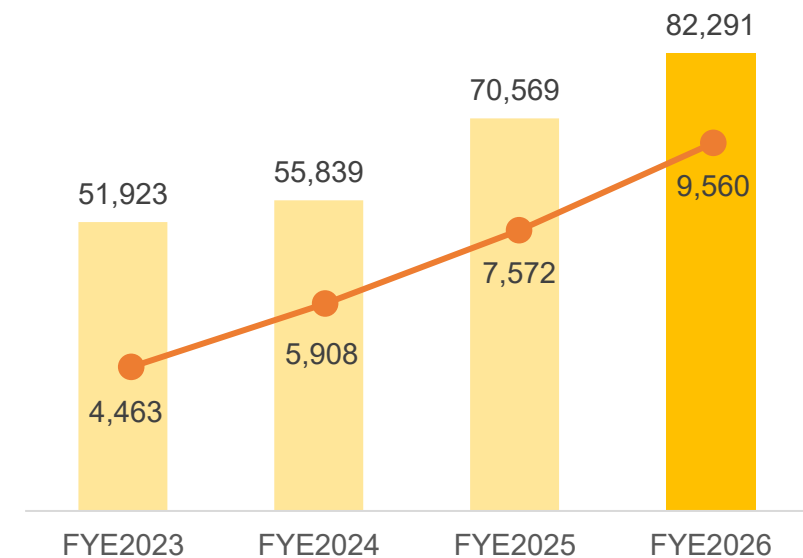
## Automotive



## Automobiles (4 wheeler)



## Motorcycles

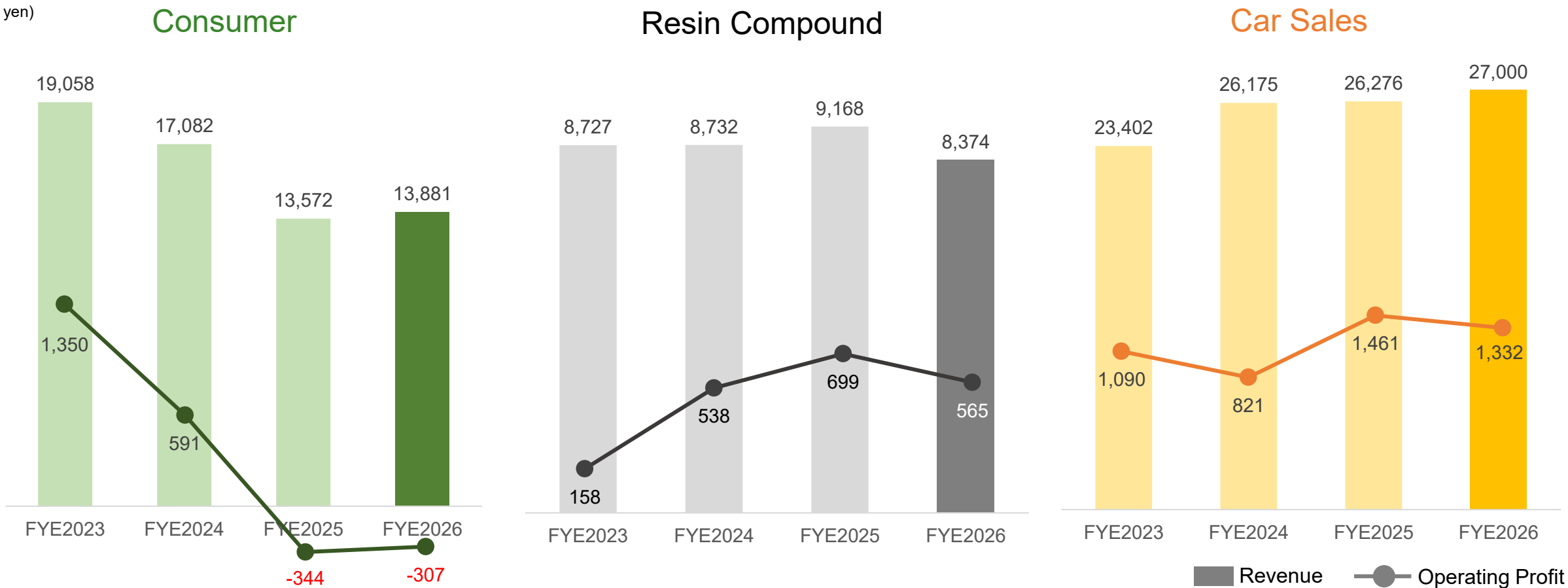


■ Revenue ● Operating Profit

# Financial Results by Business Segment 2

- Consumer** : In 4Q, sales of air conditioners and home equipment controllers turned to an increase, resulting in a slight rise in both revenue and profit.
- Resin compound** : Decrease in revenue and profit due to a decline in orders for coloring processing of resin materials.
- Car Sales** : Revenue increased due to higher sales related to maintenance, but profit declined due to a decrease in new car sales.

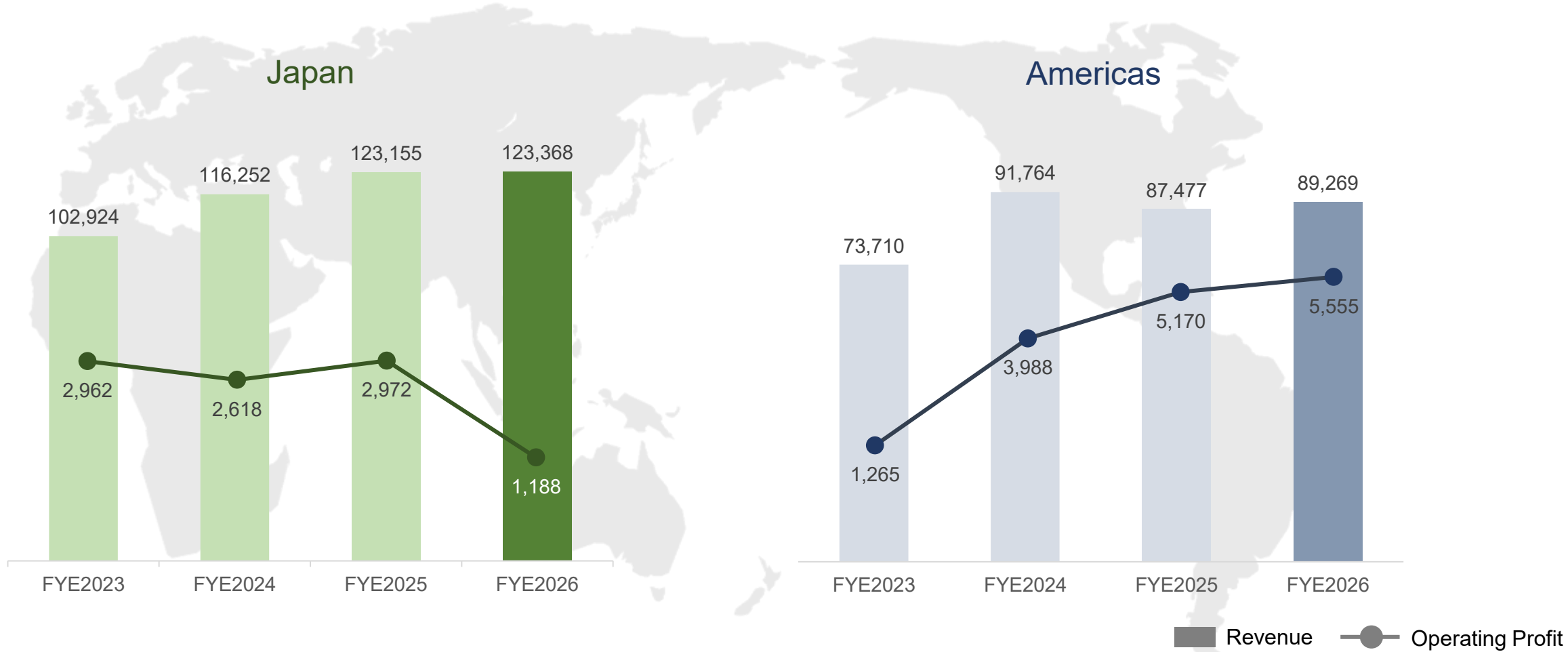
(million yen)



# Financial Results by Region 1

- **Japan** : Profit decreased due to lower sales of automotive instrument components and impairment of some advanced development assets due to customer OEM's withdrawal from the EV.
- **Americas** : In addition to the impact of tariffs, although there were increases and decreases for automobile instrument among OEMs, revenue and profit ended at the same level as the previous fiscal year.

(million yen)

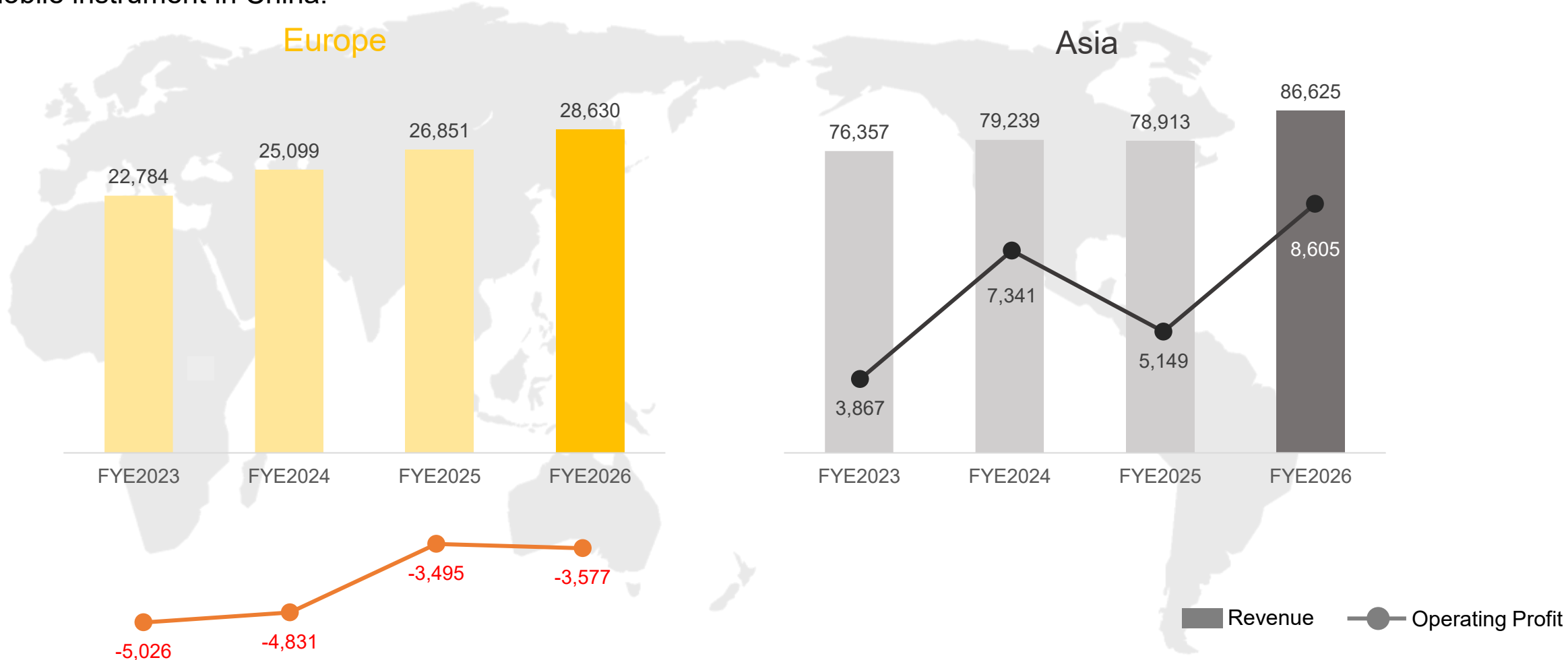


# Financial Results by Region 2

■ **Europe** : Revenue increased due to the launch of new HUD models despite sluggish sales of European vehicles in the Chinese market. Operating loss increased due to a one- time payment to customer.

■ **Asia** : Revenue and profit increased due to a rise in motorcycle instrument in ASEAN and India, despite a decline in automobile instrument in China.

(million yen)



# FYE2027 Forecasts

## ■ Increasing uncertainties, such as the heightened geopolitical risks in the Middle East, are affecting the stability of supply chains.

- Revenue are planned to decrease due to a decline in sales of automobile instruments, affected by the reduced market share of Japanese and European OEMs in the Chinese market.
- Operating profit is planned to increase due to the contribution of motorcycle instruments and the promotion of cost reduction activities. However, the medium-term target value was lowered in consideration of the impact of rising oil prices caused by soaring memory prices and increased geopolitical risks.

| Million yen                             | FYE2026 | FYE2027  |                  |                         |
|---|---------|--|------------------|-------------------------|
|   |         | FYE2027 target at medium term management plan 2026 | FYE2027 Forecast | YoY change From FYE2026 |
| Revenue                                 | 327,894 | 330,000  | <b>320,000</b>   | -2.4%                   |
| Operating Profit                        | 11,624  | 16,500   | <b>14,000</b>    | +20.4%                  |
| Operating Profit Margin                 | 3.5%    | 5.0%   | <b>4.4%</b>      | -                       |
| Profit Attributable to Owners of Parent | 8,220   | -  | <b>10,000</b>    | +21.6%                  |

1 USD = 150.00 JPY (FYE2026: 150.67 JPY)

Regarding the acquisition of Toyodenso

• As for Toyodenso Co., Ltd., which is scheduled to become a wholly-owned subsidiary during the FYE2027, the impact of this change has not been reflected in the current consolidated financial forecast. The impact of the acquisition on the consolidated financial results and financial position will be disclosed promptly once it becomes clear.

# Shareholder Returns

## ■ Shareholder return policy: Maintaining a total shareholder return ratio of 80% during the current medium-term management plan period

- We recognize profit returns to shareholders as one of the key management priorities to achieve sustainable enhancement of corporate value, as well as the early attainment of a PBR level of 1.0. During the current medium-term management plan period, we maintain the basic policy of shareholder returns with a total return ratio of 80%\*1 and implement return measures accordingly.

\*1: (We plan to conduct shareholder returns at 80% of 3 years total net profit from FYE2025-2027, the current medium-term management plan period).

## ■ Dividend: The year-end dividend for FYE2026 is expected to be 40 yen, as originally forecasted (Interim dividend: 40 yen, Year-end dividend: 40 yen, Total annual dividend: 80 yen)

- The annual dividend forecast for FYE2027 is 90 yen, an increase of 10 yen from FYE2026 (interim dividend: 45 yen, year-end dividend: 45 yen, annual dividend: 90 yen).

| Dividend per share           | FYE2025 | FYE2026<br>(Plan)    | FYE2027<br>(Forecast) |
|------------------------------|---------|----------------------|-----------------------|
| Interim dividend             | 25 yen  | 40 yen               | 45 yen                |
| Year-end dividend            | 25 yen  | 40 yen <sup>*2</sup> | 45 yen                |
| Total                        | 50 yen  | 80 yen               | 90 yen                |
| Total dividend (million yen) | 2,900   | 4,594                | -                     |

\*2: The formal decision of the year-end dividend planned for FYE2026, is scheduled to be made at the Board of Directors.

## Note

These forecasts are based on currently available information and include risks and uncertainties. Therefore, please refrain from making investment decisions solely based on these forecasts. Actual results may differ materially from these forecasts due to various important factors. Important factors affecting actual results include the political and economic conditions surrounding our company's business areas, and the exchange rate of yen against the dollar and other currencies.