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## Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)

May 13, 2026

Company name: DaikyoNishikawa Corporation

Listing: Tokyo Stock Exchange

Securities code: 4246

URL: <https://www.daikyonishikawa.co.jp/en/>

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Representative Director and President

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Scheduled date of annual general meeting of shareholders: June 19, 2026

Scheduled date to commence dividend payments: June 22, 2026

Scheduled date to file annual securities report: June 18, 2026

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

### 1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2026	165,706	(1.7)	10,251	2.5	10,709	10.5	8,661	33.3
March 31, 2025	168,561	6.0	10,004	15.1	9,688	10.4	6,498	12.4

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥ 9,568 million [ 3.3%]  
For the fiscal year ended March 31, 2025: ¥ 9,261 million [ 33.5%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	126.29	-	9.8	6.8	6.2
March 31, 2025	91.36	-	7.7	6.1	5.9

Reference: Share of profit (loss) of entities accounted for using equity method

For the fiscal year ended March 31, 2026: ¥ 6 million

For the fiscal year ended March 31, 2025: ¥ 36 million

#### (2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	158,633	90,332	55.9	1,346.42
March 31, 2025	154,554	89,949	56.5	1,227.65

Reference: Equity

As of March 31, 2026: ¥ 88,679 million

As of March 31, 2025: ¥ 87,337 million

#### (3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	17,627	(4,943)	(2,734)	34,027
March 31, 2025	16,783	(7,582)	(18,348)	23,999

## 2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	-	17.00	-	19.00	36.00	2,561	39.4	3.0
Fiscal year ended March 31, 2026	-	19.00	-	33.00	52.00	3,470	41.2	4.0
Fiscal year ending March 31, 2027 (Forecast)	-	28.00	-	29.00	57.00		40.8	

The calculation of the dividend payout ratio (consolidated) for the fiscal year ending March 31, 2027 (forecast) does not include the impact of the acquisition of treasury stock resolved at the Board of Directors' meeting held on May 13, 2026.

## 3. Consolidated financial result forecasts for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2026	81,300	(0.5)	4,600	(4.9)	4,500	(14.1)	3,300	(15.3)	50.10
Full year	161,800	(2.4)	8,800	(14.2)	8,700	(18.8)	9,200	6.2	139.68

The calculation of basic earnings per share does not include the impact of the acquisition of treasury stock resolved at the Board of Directors' meeting held on May 13, 2026.

### \* Notes

(1) Significant changes in the scope of consolidation during the period: Yes

Newly included: - companies( )  
 Excluded: 1 companies( DMS Tech Co.,Ltd. )

(2) Changes in accounting policies, changes in accounting estimates, and restatement

- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2026	70,997,800 shares
As of March 31, 2025	73,896,400 shares

(ii) Number of treasury shares at the end of the period

As of March 31, 2026	5,134,934 shares
As of March 31, 2025	2,754,608 shares

(iii) Average number of shares outstanding during the period

Fiscal Year ended March 31, 2026	68,585,562 shares
Fiscal Year ended March 31, 2025	71,130,373 shares

**[Reference] Overview of non-consolidated financial results**

**1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)**

**(1) Non-consolidated operating results**

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended								
March 31, 2026	103,160	(4.5)	2,751	(54.7)	6,509	(25.6)	5,587	(16.9)
March 31, 2025	108,070	0.6	6,072	45.1	8,749	(18.4)	6,727	(32.6)

	Basic earnings per share		Diluted earnings per share	
	Yen	Yen	Yen	Yen
Fiscal year ended				
March 31, 2026	81.46	-	-	-
March 31, 2025	94.57	-	-	-

**(2) Non-consolidated financial position**

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of				
March 31, 2026	110,034	68,933	62.6	1,046.62
March 31, 2025	102,205	69,887	68.4	982.36

Reference: Equity

As of March 31, 2026: ¥ 68,933 million

As of March 31, 2025: ¥ 69,887 million

\*This financial results report is not subject to audit by certified public accountants or audit firm.

\*Proper use of earnings forecasts, and other special matters

(Caution concerning forward-looking statements)

The earnings forecasts and other descriptions of the future presented in this report are based on information currently available to the Company and on certain assumptions deemed to be reasonable. Actual results may differ substantially due to various factors.

(Supplementary materials for financial results)

Supplementary materials will be posted on our website later.

○Attachment

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# 1. Overview of Operating Results

## (1) Overview of Operating Results for the Fiscal Year under Review

During the consolidated fiscal year under review (April 1, 2025 to March 31, 2026), the outlook for the global economy became increasingly uncertain against the backdrop of heightened geopolitical risks, such as rising tensions in the Middle East, in addition to the impact of U.S. tariff policies and exchange rate fluctuations, including the depreciation of the yen.

In the automotive industry, while the shift to BEVs is positioned as a medium - to long-term trend, demand growth is currently slowing down. The business environment is growing more complex in each region, including environmental regulations in Europe and intensifying competition due to the rapid progress of Chinese OEM, and global business operations require a flexible response capability based on policy trends and market characteristics.

In this environment, the Group is promoting initiatives with the two wheels of "product-led growth" and "management structure transformation" in accordance with the medium-term management plan. To achieve "product-led growth," we are steadily promoting our efforts in the areas of "environmental responsiveness," "weight reduction," "functional enhancement," and "strengthening cost competitiveness" as areas where we should focus our efforts. In addition, to "transform our management structure," we are continuously improving the efficiency of facilities and reducing energy consumption by eliminating waste and improving work efficiency through process improvements and standardization of business processes. Furthermore, we are working to improve profitability by strengthening cost competitiveness through Monozukuri reforms that integrate design, procurement, and production.

For the fiscal year ended March 31, 2026, net sales decreased by 2.855 billion (1.7%) year on year to 165.706 billion due to a decrease in production volume in Japan, Mexico, and Thailand, despite an increase in customer production volume in the United States and an increase due to new orders for exterior parts. Operating profit increased by 246 million (2.5%) year on year, to 10.251 billion, despite the impact of decreased sales, due to the effect of increased sales in the United States, the results of thorough cost improvement activities at each company, and the foreign exchange impact resulting from the appreciation of the peso in Mexico. Ordinary profit increased by 1.021 billion (10.5%) year on year to 10.709 billion due to the recording of foreign exchange gains. Profit attributable to owners of parent increased by 2.162 billion, or 33.3%, to 8.661 billion.

Results by business segment are as follows.

### (Japan)

In Japan, despite an increase in sales of new products, sales decreased by 5.06 billion (4.6%) year on year to 103.795 billion due to a decrease in production volume of major customers and a decrease in sales of tools. Segment profit (operating profit) decreased by 3.367 billion (49.5%) year on year to 3.429 billion due to the impact of decreased sales, mass production preparation expenses for new products, and differences in retirement benefit actuarial calculations, despite the steady results of cost improvement activities.

### (North America)

In North America, net sales increased by 535 million (1.2%) year on year to 46.872 billion due to an increase in production volume by customers in the United States and new orders for exterior parts, despite a decrease in production volume by customers in Mexico. Segment profit (operating profit) increased by 2.649 billion (89.6%) year on year, to 5.607 billion, due to the effect of increased sales in the United States and the foreign exchange impact resulting from the appreciation of the peso in Mexico.

(ASEAN)

In ASEAN, net sales decreased by 55 million (0.5%) year on year to 10.988 billion as a result of sluggish production at Japanese OEMs in Thailand due to the impact of government policies, including subsidies centered on BEVs, despite an increase in customer production volume in Indonesia. Segment profit (operating profit) increased by 2 million (0.5%) year on year to 546 million due to a decrease in development expenses and the effect of increased sales in Indonesia.

(China, Korea)

In China and South Korea, net sales decreased by 769,000,000 (8.4%) year on year to 8,415,000,000 due to a decrease in sales of tools in China and the impact of translation into Japanese yen, despite the acquisition of new sales in the design business in the home appliance domain in South Korea. Segment profit (Operating profit) was 77 million yen (loss of 98 million yen in the same period of the previous fiscal year) due to cost improvements mainly in quality measures, despite the impact of lower sales of tools.

## (2) Overview of Financial Position for the Fiscal Year under Review

Total assets for the fiscal year under review increased by 4.078 billion (2.6%) compared with the end of the previous fiscal year, to 158.633 billion. This was mainly due to an increase in cash and deposits, despite decreases in construction in progress and buildings and structures.

Liabilities increased by 3.694 billion (5.7%) compared with the end of the previous fiscal year, to 68.3 billion. This was mainly due to an increase in long-term borrowings, despite a decrease in notes and accounts payable - trade.

Net assets increased by 383 million (0.4%) compared with the end of the previous fiscal year, to 90.332 billion. This was mainly due to an increase in retained earnings, despite decreases in capital surplus and non-controlling interests.

As a result, net assets per share increased by 118.77 from the end of the previous fiscal year to 1346.42 and the equity ratio decreased by 0.6 percentage points from 56.5% to 55.9%.

## (3) Overview of Cash Flows for the Fiscal Year under Review

Cash and cash equivalents at the end of the fiscal year under review increased by 10.027 billion (41.8%) from the end of the previous fiscal year to 34.027 billion.

### ① Net cash provided by operating activities

Net cash provided by operating activities was 17.627 billion yen (16.783 billion yen provided in the previous fiscal year). This was mainly due to depreciation of 10.762 billion yen and profit before income taxes of 10.556 billion yen, while income taxes paid amounted to 2.553 billion yen.

### ② Cash flow from investing activities

Net cash used in investing activities was 4.943 billion yen (7.582 billion yen used in the previous fiscal year). This was mainly due to purchase of property, plant and equipment of 7.629 billion yen and purchase of intangible assets of 1.808 billion yen, while there was proceeds from net increase (decrease) in time deposits of 4.54 billion yen.

### ③ Cash flow from financing activities

Net cash used in financing activities was 2.734 billion yen (18.348 billion yen used in the previous fiscal year). The main factors were repayments of long-term borrowings of 4.922 billion yen, purchase of treasury shares of 4.034 billion yen, and dividends paid of 2.648 billion yen, while there were proceeds from long-term borrowings of 11 billion yen.

Reference: Trend of cash flow indicators

	Year ended March 2022	Year ended March 2023	Year ended March 2024	Year ended March 2025	Year ended March 2026
Shareholders' equity ratio (%)	47.5	46.4	50.1	56.5	55.9
Shareholders' equity ratio on market value basis (%)	24.6	28.1	34.0	27.5	34.4
Interest-bearing debt to cash flow ratio (years)	12.4	3.2	2.0	1.6	1.9
Interest coverage ratio (times)	8.3	12.5	13.9	12.3	22.6

Shareholders' equity ratio: Shareholders' equity / Total assets

Shareholders' equity ratio on market value basis: Market capitalization / Total assets

Interest-bearing debt to cash flow ratio: Interest-bearing debt / Cash flow

Interest coverage ratio: Cash flow / Interest payments

Notes: 1. All indicators are calculated on a consolidated basis.

2. Market capitalization is based on the year-end share price multiplied by the number of shares issued and outstanding at year-end (after deducting treasury shares).

3. Cash flow is based on the cash flows from operating activities in the Consolidated Statements of Cash Flows.

4. Interest-bearing debt covers all interest-bearing debt in the Consolidated Balance Sheets. Interest payments are based on the amount shown in the Consolidated Statements of Cash Flows.

#### (4) Future Outlook

With regard to the business performance in the next fiscal year, there are uncertainties that could affect the Group's business performance, such as the procurement environment for raw materials, including resin materials and paints, and production trends of customers, in addition to the instability of global crude oil procurement amid the continuing tension in the Middle East. Of these, factors that can be grasped at this time, such as requests from suppliers to raise prices due to the unstable situation in the Middle East, have been incorporated into the earnings forecast based on the assumptions established by the Company. On the other hand, the Group does not reflect the impact of factors for which it is difficult to make a reasonable projection of future conditions in its earnings forecasts, and if these risks materialize, the Group's earnings could be affected.

Under these circumstances, for the next fiscal year, we forecast consolidated net sales of 161.8 billion yen (down 2.4% year on year), operating profit of 8.8 billion yen (down 14.2% year on year), ordinary profit of 8.7 billion yen (down 18.8% year on year), and profit attributable to owners of parent of 9.2 billion yen (up 6.2% year on year). Reflecting recent trends in customer production and foreign exchange rates, as well as increases in raw material costs and mass production preparation expenses associated with new product orders, both net sales and profits are expected to decline at the ordinary profit level. On the other hand, profit attributable to owners of parent is expected to increase due to a review of the recoverability of deferred tax assets on the premise of the next fiscal year's results of the U.S. subsidiary.

The Group will continue to eliminate waste by improving processes and reviewing business processes. We will also strive to improve our business performance in a sustainable manner while responding to changes in the business environment by strengthening our cost competitiveness and improving profitability.

## 2. Basic Rationale for the Selection of Accounting Standards

We have adopted the accounting principles generally accepted in Japan (Japanese GAAP).

With regard to future accounting standards, we will compare and examine accounting standards that we believe are useful as a means for investors to make decisions based on the status of application of the systems in our country.

### 3.Consolidated Financial Statements and Primary Notes

#### (1)Consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Assets</b>		
Current assets		
Cash and deposits	30,922	37,122
Electronically recorded monetary claims - operating	2,666	2,586
Accounts receivable - trade	28,093	28,707
Contract assets	751	389
Merchandise and finished goods	2,443	1,605
Work in process	1,163	1,680
Raw materials and supplies	4,639	4,615
Accounts receivable - other	281	178
Other	2,175	3,215
Allowance for doubtful accounts	(41)	(94)
Total current assets	73,097	80,006
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	29,499	27,983
Machinery, equipment and vehicles, net	22,978	21,755
Tools, furniture and fixtures, net	2,443	2,717
Land	12,367	12,394
Leased assets, net	2,661	3,378
Construction in progress	5,893	4,118
Total property, plant and equipment	75,843	72,348
Intangible assets		
Investments and other assets	1,555	3,180
Investments and other assets		
Investment securities	1,480	1,592
Deferred tax assets	1,077	571
Retirement benefit asset	28	74
Other	1,472	858
Total investments and other assets	4,058	3,097
Total non-current assets	81,457	78,626
Total assets	154,554	158,633

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Liabilities</b>		
Current liabilities		
Electronically recorded obligations - operating	180	339
Notes and accounts payable - trade	23,232	21,294
Short-term borrowings	1,550	1,571
Current portion of long-term borrowings	5,052	6,611
Lease liabilities	1,589	2,229
Accounts payable - other	4,614	4,277
Accrued expenses	1,444	1,412
Income taxes payable	959	283
Contract liabilities	772	1,069
Provision for bonuses	2,241	2,637
Provision for product warranties	52	50
Notes payable - facilities	24	5
Electronically recorded obligations - facilities	47	97
Other	1,270	1,346
<b>Total current liabilities</b>	<b>43,031</b>	<b>43,225</b>
Non-current liabilities		
Long-term borrowings	18,106	22,348
Lease liabilities	724	847
Retirement benefit liability	1,894	974
Provision for retirement benefits for directors (and other officers)	2	4
Provision for share-based payments	3	4
Asset retirement obligations	170	174
Deferred tax liabilities	121	204
Other	551	516
<b>Total non-current liabilities</b>	<b>21,573</b>	<b>25,074</b>
<b>Total liabilities</b>	<b>64,605</b>	<b>68,300</b>
<b>Net assets</b>		
Shareholders' equity		
Share capital	5,426	5,426
Capital surplus	10,573	7,424
Retained earnings	65,302	69,946
Treasury shares	(3,996)	(4,819)
<b>Total shareholders' equity</b>	<b>77,306</b>	<b>77,977</b>
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	21	74
Foreign currency translation adjustment	9,944	10,044
Remeasurements of defined benefit plans	65	583
<b>Total accumulated other comprehensive income</b>	<b>10,031</b>	<b>10,701</b>
Non-controlling interests	2,611	1,653
<b>Total net assets</b>	<b>89,949</b>	<b>90,332</b>
<b>Total liabilities and net assets</b>	<b>154,554</b>	<b>158,633</b>

## (2) Consolidated Statements of Income and Comprehensive Income

## Consolidated Statement of Income

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net sales	168,561	165,706
Cost of sales	146,186	143,043
Gross profit	22,375	22,662
Selling, general and administrative expenses		
Packing and transportation costs	2,025	2,057
Salaries and allowances	2,564	2,617
Provision for bonuses	223	273
Provision of allowance for doubtful accounts	39	0
Retirement benefit expenses	(30)	103
Provision for retirement benefits for directors (and other officers)	1	1
Research and development expenses	1,266	1,148
Other	6,280	6,208
Total selling, general and administrative expenses	12,370	12,411
Operating profit	10,004	10,251
Non-operating income		
Interest income	394	412
Dividend income	43	40
Share of profit of entities accounted for using equity method	36	6
Revenue of development discontinuation	1,677	78
Subsidy income	51	187
Foreign exchange gains	-	552
Other	188	182
Total non-operating income	2,391	1,459
Non-operating expenses		
Interest expenses	1,374	789
Expense of compensation for development discontinuation	902	0
Foreign exchange losses	386	-
Other	44	210
Total non-operating expenses	2,707	1,000
Ordinary profit	9,688	10,709
Extraordinary income		
Gain on sale of non-current assets	10	4
Total extraordinary income	10	4
Extraordinary losses		
Loss on sale and retirement of non-current assets	62	158
Impairment losses	93	-
Total extraordinary losses	155	158
Profit before income taxes	9,543	10,556
Income taxes - current	2,791	1,339
Income taxes - deferred	173	322
Total income taxes	2,964	1,661
Profit	6,578	8,895
Profit attributable to non-controlling interests	80	233
Profit attributable to owners of parent	6,498	8,661

Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Profit	6,578	8,895
Other comprehensive income		
Valuation difference on available-for-sale securities	(400)	53
Foreign currency translation adjustment	3,497	74
Remeasurements of defined benefit plans, net of tax	(450)	517
Share of other comprehensive income of entities accounted for using equity method	36	28
Total other comprehensive income	2,682	673
Comprehensive income	9,261	9,568
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	9,036	9,331
Comprehensive income attributable to non-controlling interests	224	236

## (3) Consolidated Statement of Changes in Equity

For the fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity					Accumulated other comprehensive income
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities
Balance at beginning of period	5,426	10,620	61,222	(4,050)	73,218	421
Changes during period						
Dividends of surplus			(2,418)		(2,418)	
Profit attributable to owners of parent			6,498		6,498	
Purchase of treasury shares				(0)	(0)	
Disposal of treasury shares		(28)		53	25	
Cancellation of treasury shares					-	
Change in ownership interest of parent due to transactions with non-controlling interests		(17)			(17)	
Net changes in items other than shareholders' equity						(400)
Total changes during period	-	(46)	4,080	53	4,087	(400)
Balance at end of period	5,426	10,573	65,302	(3,996)	77,306	21

	Accumulated other comprehensive income			Non-controlling interests	Total net assets
	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	6,558	512	7,492	2,542	83,254
Changes during period					
Dividends of surplus					(2,418)
Profit attributable to owners of parent					6,498
Purchase of treasury shares					(0)
Disposal of treasury shares					25
Cancellation of treasury shares					-
Change in ownership interest of parent due to transactions with non-controlling interests					(17)
Net changes in items other than shareholders' equity	3,386	(447)	2,538	69	2,607
Total changes during period	3,386	(447)	2,538	69	6,695
Balance at end of period	9,944	65	10,031	2,611	89,949

For the fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity					Accumulated other comprehensive income
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities
Balance at beginning of period	5,426	10,573	65,302	(3,996)	77,306	21
Changes during period						
Dividends of surplus			(2,649)		(2,649)	
Profit attributable to owners of parent			8,661		8,661	
Purchase of treasury shares				(4,034)	(4,034)	
Disposal of treasury shares		(21)	(28)	138	89	
Cancellation of treasury shares		(1,732)	(1,340)	3,072	-	
Change in ownership interest of parent due to transactions with non-controlling interests		(1,395)			(1,395)	
Net changes in items other than shareholders' equity						53
Total changes during period	-	(3,149)	4,643	(823)	671	53
Balance at end of period	5,426	7,424	69,946	(4,819)	77,977	74

	Accumulated other comprehensive income			Non-controlling interests	Total net assets
	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	9,944	65	10,031	2,611	89,949
Changes during period					
Dividends of surplus					(2,649)
Profit attributable to owners of parent					8,661
Purchase of treasury shares					(4,034)
Disposal of treasury shares					89
Cancellation of treasury shares					-
Change in ownership interest of parent due to transactions with non-controlling interests					(1,395)
Net changes in items other than shareholders' equity	99	517	670	(958)	(287)
Total changes during period	99	517	670	(958)	383
Balance at end of period	10,044	583	10,701	1,653	90,332

## (4) Consolidated Statement of Cash Flows

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
<b>Cash flows from operating activities</b>		
Profit before income taxes	9,543	10,556
Depreciation	10,998	10,762
Impairment losses	93	-
Share-based payment expenses	25	47
Increase (decrease) in allowance for doubtful accounts	39	48
Increase (decrease) in provision for bonuses	(131)	397
Increase (decrease) in provision for share-based payments	(1)	1
Increase (decrease) in provision for product warranties	(2)	(2)
Increase or decrease in net defined benefit asset and liability	(221)	(985)
Increase (decrease) in provision for retirement benefits for directors (and other officers)	(18)	1
Interest and dividend income	(437)	(452)
Interest expenses	1,374	789
Share of loss (profit) of entities accounted for using equity method	(36)	(6)
Loss (gain) on sale and retirement of non-current assets	52	153
Subsidy income	(51)	(187)
Decrease (increase) in trade receivables	(142)	(517)
Decrease (increase) in inventories	474	317
Increase (decrease) in trade payables	283	(1,720)
Other, net	(618)	1,059
<b>Subtotal</b>	<b>21,220</b>	<b>20,263</b>
Interest and dividends received	419	483
Interest paid	(1,365)	(778)
Income taxes refund (paid)	(3,861)	(2,553)
Proceeds from compensation	18	-
Subsidies received	351	212
<b>Net cash provided by (used in) operating activities</b>	<b>16,783</b>	<b>17,627</b>
<b>Cash flows from investing activities</b>		
Payments into long-term time deposits	(210)	-
Proceeds from withdrawal of long term deposit	1,074	-
Net decrease (increase) in time deposits	(378)	4,540
Purchase of property, plant and equipment	(7,369)	(7,629)
Proceeds from sale of property, plant and equipment	11	4
Purchase of intangible assets	(689)	(1,808)
Proceeds from sale of intangible assets	0	0
Other, net	(21)	(50)
<b>Net cash provided by (used in) investing activities</b>	<b>(7,582)</b>	<b>(4,943)</b>

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
<b>Cash flows from financing activities</b>		
Proceeds from long-term borrowings	-	11,000
Repayments of long-term borrowings	(13,266)	(4,922)
Proceeds from sale and leaseback transactions	219	3,008
Repayments of lease liabilities	(2,697)	(2,546)
Purchase of treasury shares	(0)	(4,034)
Dividends paid	(2,430)	(2,648)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(173)	(2,590)
Net cash provided by (used in) financing activities	(18,348)	(2,734)
Effect of exchange rate change on cash and cash equivalents	1,024	77
Net increase (decrease) in cash and cash equivalents	(8,123)	10,027
Cash and cash equivalents at beginning of period	32,123	23,999
Cash and cash equivalents at end of period	23,999	34,027

## (5) Notes for Consolidated Financial Statements

(Notes on the Going Concern Assumption)

Not applicable.

(Changes in Presentation Method)

(Consolidated Statements of Income)

In the previous consolidated fiscal year, "Subsidy income," which had been included in "Other" under "Non-operating income," is presented separately from the current consolidated fiscal year because it exceeded 10% of total non-operating income.

As a result, ¥239 million presented as "Other" under "Non-operating income" in the consolidated statement of income for the previous fiscal year has been reclassified as "Subsidy income" of ¥51 million and "Other" of ¥188 million.

(Segment Informations)

[Segment Information]

1) Overview of Reportable Segments

Our reportable segments are our constituent units for which separate financial information is available and which are subject to periodic review by the Board of Directors in order to determine the allocation of management resources and assess performance.

Our group mainly manufactures and sells automotive parts. Domestically, we and our domestic subsidiaries are in charge of overseas operations. Overseas, our overseas subsidiaries are in charge of North America (Mexico and the United States), ASEAN (Thailand and Indonesia), and China and South Korea. Each overseas subsidiary is an independent management unit and develops a comprehensive strategy for the products it handles and conducts business activities in each region.

Accordingly, we have four reportable segments based on our manufacturing and sales structure: Japan, North America, ASEAN, and China and South Korea.

2) Measurement of Sales, Income or Loss, Assets, and Other Items by Reportable Segments

Income of reportable segments is based on operating income. Intersegment sales and transfers are based on prevailing market prices.

3) Sales, Income or Loss, Assets, and Other Items by Reportable Segments

FY2024 (April 1, 2024 to March 31, 2025)

(Millions of Yen)

	Reportable Segments					Adjustment (Note 1)	Consolidated (Note 2)
	Japan	North America	ASEAN	China/Korea	Total		
Net sales:							
Product sales	96,959	43,172	10,284	6,294	156,710	—	156,710
Tool sales	5,654	2,347	482	1,133	9,617	—	9,617
Other sales	1,177	788	40	226	2,233	—	2,233
Revenue from contracts with customers	103,791	46,308	10,807	7,654	168,561	—	168,561
Sales to third parties	103,791	46,308	10,807	7,654	168,561	—	168,561
Intersegment sales and transactions	5,064	28	237	1,531	6,861	(6,861)	—
Total	108,855	46,336	11,044	9,185	175,422	(6,861)	168,561
Segment profit (or loss)	6,797	2,957	544	(98)	10,200	(196)	10,004
Segment assets	108,956	53,656	12,350	8,670	183,633	(29,078)	154,554
Segment liabilities	34,903	28,189	2,463	3,688	69,245	(4,639)	64,605
Other items							
Depreciation and amortization	6,827	3,482	388	302	11,000	(1)	10,998
Interest income	107	203	131	55	497	(102)	394
Interest expenses	128	1,400	3	26	1,558	(184)	1,374
Share of loss of entities accounted for using equity method	36	—	—	—	36	—	36
Investments in affiliated companies on the equity method	773	—	—	—	773	—	773
Increase in tangible and intangible fixed assets	7,943	736	204	172	9,057	—	9,057

Notes:

- 1 Adjustment amount of segment profit(or loss), adjustment for segment assets and liabilities refers to the elimination of intersegment transactions.
- 2 Segment profit (or loss) is reconciled to operating income in the consolidated statements of income.

FY2025 (April 1, 2025 to March 31, 2026)

(Millions of Yen)

	Reportable Segments					Adjustment (Note 1)	Consolidated (Note 2)
	Japan	North America	ASEAN	China/Korea	Total		
Net sales:							
Product sales	95,102	44,040	10,223	6,205	155,572	—	155,572
Tool sales	5,383	2,195	615	196	8,390	—	8,390
Other sales	819	623	38	261	1,743	—	1,743
Revenue from contracts with customers	101,305	46,859	10,878	6,663	165,706	—	165,706
Sales to third parties	101,305	46,859	10,878	6,663	165,706	—	165,706
Intersegment sales and transactions	2,489	13	110	1,752	4,366	△4,366	—
Total	103,795	46,872	10,988	8,415	170,072	△4,366	165,706
Segment profit	3,429	5,607	546	77	9,661	589	10,251
Segment assets	114,863	52,398	12,722	8,992	188,977	△30,343	158,633
Segment liabilities	42,298	21,941	2,359	3,788	70,388	△2,088	68,300
Other items							
Depreciation and amortization	6,828	3,274	385	270	10,759	2	10,762
Interest income	93	238	120	35	488	△76	412
Interest expenses	210	683	5	25	925	△135	789
Share of loss of entities accounted for using equity method	6	—	—	—	6	—	6
Investments in affiliated companies on the equity method	808	—	—	—	808	—	808
Increase in tangible and intangible fixed assets	8,517	524	189	88	9,320	—	9,320

Notes:

- 1 Adjustment amount of segment profit(or loss), adjustment for segment assets and liabilities refers to the elimination of intersegment transactions.
- 2 Segment profit (or loss) is reconciled to operating income in the consolidated statements of income.

[Related Information]

FY2024 (April 1, 2024 to March 31, 2025)

#### 1. Information by Product/Service

This information is not presented because sales to outside customers exceed 90% of net sales on the consolidated statements of income.

#### 2. Geographic Information

##### (1) Net sales

(Millions of yen)

Japan	North America		ASEAN	China/Korea	Total
	Mexico	America.			
103,791	27,800	18,507	10,807	7,654	168,561

## (2) Property, plants and equipment

(Millions of yen)

Japan	North America		ASEAN	China/Korea	Total
	Mexico	America.			
40,482	6,323	24,630	2,036	2,371	75,843

## 3. Major Customer Information

(Millions of yen)

Name of the Customer	Net sales	Relevant Segment Name
Mazda Motor Corporation	80,011	Japan
Mazda Motor Manufacturing de Mexico, S.A. de C.V.	26,191	North America
Daihatsu Motor Co., Ltd.	7,965	Japan

FY2025 (April 1, 2025 to March 31, 2026)

## 1. Information by Product/Service

This information is not presented because sales to outside customers in Japan exceed 90% of net sales on the consolidated statements of income.

## 2. Geographic Information

## (1) Net sales

(Millions of yen)

Japan	North America		ASEAN	China/Korea	Total
	Mexico	America.			
101,305	23,885	22,973	10,878	6,663	165,706

## (2) Property, plants and equipment

(Millions of yen)

Japan	North America		ASEAN	China/Korea	Total
	Mexico	America.			
40,349	5,309	22,445	1,993	2,250	72,348

## 3. Major Customer Information

(Millions of yen)

Name of the Customer	Net sales	Relevant Segment Name
Mazda Motor Corporation	73,666	Japan
Mazda Motor Manufacturing de Mexico, S.A. de C.V.	20,910	North America
Mazda North American Operations	16,458	North America
Daihatsu Motor Co., Ltd.	9,816	Japan

(Information on Amounts Per Share of Common Stock)

	FY2024 (April 1, 2024 to March 31, 2025)	FY2025 (April 1, 2025 to March 31, 2026)
Net assets per share of common stock (Yen)	1227.65	1346.42
Net income per share of common stock (Basic) (Yen)	91.36	126.29

Note1: Diluted net income per share is not presented because there are no dilutive shares.

2: The calculation basis of Net income per share of common stock is as follows.

	FY2024 (April 1, 2024 to March 31, 2025)	FY2025 (April 1, 2025 to March 31, 2026)
Net income per share of common stock:		
Net income attributable to owners of the parent (Millions of Yen)	6,498	8,661
Amount not attribute to common stock shareholders (Millions of Yen)	-	-
Net income attributable to owners of the parent related to common stock (Millions of Yen)	6,498	8,661
Average number of shares outstanding during the period(shares)	71,130,373	68,585,562

Note3: The calculation basis of Net assets per share of common stock is as follows.

	FY2024 (April 1, 2024 to March 31, 2025)	FY2025 (April 1, 2025 to March 31, 2026)
Total Net assets (Millions of Yen)	89,949	90,332
Amount deducted from total Net assets (Millions of Yen)	2,611	1,653
(of which Non-controlling Interests (Millions of Yen))	(2,611)	(1,653)
Net assets related to common stock (Millions of Yen)	87,337	88,679
Number of common stock used in the calculation of net assets per share(Thousands of shares)	71,141,792	65,862,866

(Significant Subsequent Events)

We hereby announce that, at the meeting of the Board of Directors held on May 13, 2026, it was resolved to acquire treasury shares in accordance with the provisions of Article 156 of the Companies Act, as applied pursuant to Article 165, Paragraph 3 of the same Act.

1. Reason for the Share Repurchase

The Company will repurchase its own shares to improve capital efficiency, increase earnings per share, and further return profits to shareholders.

2. Contents of matters pertaining to the acquisition

- (1) Class of Shares Subject to Acquisition Our Common Stock
- (2) Total number of shares that can be acquired: 2,850,000 shares (maximum)  
(4.3% of the total number of issued shares (excluding treasury stock))
- (3) Total purchase price of shares: ¥2 billion (maximum)
- (4) Period to be acquired From May. 14, 2026 to Sep. 30, 2026
- (5) Method of acquisition: Market purchase on the Tokyo Stock Exchange