

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

14th May 2026

(Amounts are rounded down to the nearest million yen)

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

(1) Consolidated Operating Results (percentage figures represent year-on-year changes)

	Net Sales		Operating Profit		Ordinary Profit		Profit Attributable to Owners of the Parent	
	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%
FYE March 2026	62,400	Δ4.6	1,302	Δ14.2	1,326	Δ16.3	712	14.0
FYE March 2025	65,441	2.9	1,517	Δ32.1	1,584	Δ48.6	624	Δ76.8

	Earnings per Share (EPS)	Diluted Earnings per Share (Diluted EPS)	Return on Equity (ROE)	Return on Assets (ROA)	Operating Profit Margin
	Yen	Yen	%	%	%
FYE March 2026	228.01	—	2.9	2.9	2.1
FYE March 2025	199.92	—	2.6	3.4	2.3

(2) Consolidated Financial Position

	Total Assets	Net Assets	Equity Ratio	Net Assets per share
	Million Yen	Million Yen	%	Yen
FYE March 2026	45,010	25,031	55.5	7995.11
FYE March 2025	46,049	24,583	53.3	7852.00

(Reference) Shareholders' Equity FYE March 2026: 24,989 Million Yen FYE March 2025: 24,543 Million Yen

(3) Consolidated Cash Flow Position

	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
FYE March 2026	4,206	Δ2,525	Δ2,052	3,852
FYE March 2025	5,600	Δ1,455	Δ2,718	4,310

(4) Net Sales and Profit or Loss by Reportable Segment (percentage figures represent year-on-year changes)

	Automotive Electrical Components		Consumer and Industrial Equipment		Wire Harness		Others		Total	
	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%
Net Sales										
FYE March 2026	22,267	1.5	18,929	Δ2.1	20,935	Δ12.5	268	8.9	62,400	Δ4.6
FYE March 2025	21,931	0.9	19,335	10.0	23,927	Δ1.0	246	112.9	65,441	2.9
Profit & Loss										
FYE March 2026	361	Δ51.1	541	23.7	375	23.5	Δ15	—	1,302	Δ14.2
FYE March 2025	740	11.0	437	1,661.6	304	Δ81.1	Δ18	—	1,517	Δ32.1

2. Dividend Information

	Annual Dividend					Total Dividends	Dividend Payout Ratio (Consolidated)	Dividend on Equity Ratio (Consolidated)
	1Q End	2Q End	3Q End	FY End	Total			
	Yen	Yen	Yen	Yen	Yen	Million Yen	%	%
FYE March 2025	—	0.00	—	110.00	110.00	343	55.0	1.4
FYE March 2026	—	0.00	—	80.00	80.00	250	35.1	1.0
FYE March 2027 (Forecast)	—	0.00	—	80.00	80.00		35.7	

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

(percentage figures represent year-on-year changes)

	Net Sales		Operating Profit		Ordinary Profit		Net Income		Earnings per Share (EPS)
	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%	Yen
Full Year	58,000	Δ7.1	1,000	Δ23.2	1,000	Δ24.6	700	Δ1.8	223.95

1. Overview of Operating Results

(1) Overview of Consolidated Financial Results for the Fiscal Year

The business environment surrounding our company during the current fiscal year has remained challenging due to the following factors:

- Fragmentation of the global economy driven by U.S. trade policies
- Increasing geopolitical tensions in the Middle East
- A decline in exports to the U.S. from China
- Slowdown of the Chinese economy (attributable to declining domestic demand due to population decrease and intensified price competition within China)
- Reduction in exports of automotive components from Vietnam to the U.S.
- The impact of the Chinese government's export restrictions on rare earth materials, which has also impacted India.

Furthermore, rising material and production costs associated with the depreciation of the Japanese yen could not be fully passed on to sales prices, resulting in a continued harsh business environment.

Under these circumstances, our group has continued its efforts to achieve the key initiatives in the final year of the mid-term management plan (VISION 2025). Among these key initiatives, the India business has been positioned as the top priority. In order to further expand operations in India, we have been proceeding as planned with the launch of new product production lines at the Gujarat plant, as well as the expansion of the Manesar plant.

Regarding the Group's performance for the current fiscal year, net sales decreased to JPY 62,400 million (down 4.6% year-on-year), primarily due to the withdrawal from the wire harness business in China. Operating income decreased to JPY 1,302 million (down 14.2% year-on-year), mainly due to a decline in profits associated with reduced sales of in-house designed products. Ordinary income amounted to JPY 1,326 million (down 16.3% year-on-year). Profit attributable to owners of the parent increased to JPY 712 million (up 14.0% year-on-year). This was mainly attributable to a gain on the sale of fixed assets of JPY 605 million resulting from the withdrawal from the wire harness business at the China operations, as well as a business restructuring loss of JPY 854 million associated with the reorganization of the China business.

Segment results are as follows:

- A) Automotive Electrical Components
Net sales of automotive electrical components increased slightly to JPY 22,267 million (up 1.5% year-on-year). However, operating income declined to JPY 361 million (down 51.1% year-on-year), mainly due to reduced profits associated with a reduced sale of in-house designed products.
- B) Consumer and Industrial Equipment
Net sales of consumer and industrial equipment decreased slightly to JPY 18,929 million (down 2.1% year-on-year). However, operating income increased to JPY 541 million (up 23.7% year-on-year), mainly due to increased sales of communication switch units and other products in Japan.
- C) Wire Harnesses
Net sales in the wire harness business decreased to JPY 20,935 million (down 12.5% year-on-year), primarily due to reduced sales resulting from the withdrawal from operations in China. However, operating income increased to JPY 375 million (up 23.5% year-on-year), mainly attributable to increased sales of wire harnesses for motorcycles and outboard motors in Japan, as well as a reduction in losses following the business withdrawal in China.
- D) Others
In the 'Others' segment, net sales increased to JPY 268 million (up 8.9% year-on-year), mainly due to the expansion of sales of medical-related products. However, operating loss amounted to JPY 15 million (compared to an operating loss of JPY 18 million in the previous fiscal year), primarily due to an increase in expenses in other businesses.

(2) Overview of Consolidated Financial Position for the Current Fiscal Year

(Assets)

As of the end of the current fiscal year, current assets amounted to JPY 28,113 million (down 5.0% compared to the end of the previous fiscal year). This was mainly due to a decrease in raw materials and supplies of JPY 1,542 million (down 13.7% year-on-year).

Non-current assets as of the end of the current fiscal year amounted to JPY 16,896 million (up 2.7% compared to the end of the previous fiscal year). This was primarily attributable to an increase in construction in progress of JPY 1,098 million (up 153.9% year-on-year).

(Liabilities)

As of the end of the current fiscal year, current liabilities amounted to JPY 11,363 million (down 5.6% compared to the end of the previous fiscal year). This was mainly due to a decrease in short-term borrowings of JPY 611 million (down 13.9% year-on-year).

Non-current liabilities as of the end of the current fiscal year amounted to JPY 8,614 million (down 8.7% compared to the end of the previous fiscal year). This was primarily attributable to a decrease in long-term borrowings of JPY 1,045 million (down 11.6% year-on-year).

(Net Assets)

As of the end of the current fiscal year, net assets amounted to JPY 25,031 million (up 1.8% compared to the end of the previous fiscal year). This was mainly due to an increase in retained earnings of JPY 368 million (up 2.1% year-on-year).

(3) Overview of Consolidated Cash Flows for the Current Fiscal Year

As of the end of the current fiscal year, cash and cash equivalents (hereinafter referred to as “funds”) on a consolidated basis decreased by JPY 457 million compared to the end of the previous fiscal year, to JPY 3,852 million.

(Cash flows from operating activities)

Cash inflows from operating activities for the current fiscal year amounted to JPY 4,206 million (compared to an inflow of JPY 5,600 million in the previous fiscal year). This was mainly attributable to depreciation of JPY 1,901 million and a decrease in trade receivables of JPY 1,164 million.

(Cash flows from investing activities)

Cash outflows from investing activities for the current fiscal year amounted to JPY 2,525 million (compared to an outflow of JPY 1,455 million in the previous fiscal year). This was mainly attributable to purchase of property, plant and equipment of JPY 2,509 million.

(Cash flows from financing activities)

Cash outflows from financing activities for the current fiscal year amounted to JPY 2,052 million (compared to an outflow of JPY 2,718 million in the previous fiscal year). This was mainly attributable to repayments of long-term borrowings of JPY 2,440 million.

(4) Future Outlook

(Forecast for the Next Fiscal Year)

Regarding the future outlook, the business environment surrounding our Group is expected to remain challenging due to the following factors: uncertainty in order trends and concerns over an economic slowdown arising from unstable crude oil supply conditions related to the situation in the Middle East, as well as rising raw material prices driven by the continued depreciation of the Japanese yen.

Under these circumstances, the company has formulated a new mid-term management plan (VISION 2030) and will commence initiatives aimed at achieving new targets, focusing on four key business areas: the India business, various electronic components related to electric vehicles (EVs), wire harnesses for motorcycles and outboard motors, and medical-related products. In particular, overseas operations, we will prioritize the expansion of sales in India as its top priority. Furthermore, the Company will strengthen its research and development framework in Vietnam and India and will promote global R&D activities.

With regard to the forecast for the next fiscal year, the following results are anticipated:

Net Sales	JPY 58,000 million (down 7.1% compared to the current fiscal year)
Operating Profit	JPY 1,000 million (down 23.2% year-on-year)
Ordinary Profit	JPY 1,000 million (down 24.6% year-on-year)
Profit Attributable to Owners of the Parent	JPY 700 million (down 1.8% year-on-year)

2. Consolidated Financial Statements and Notes

(1) Consolidated Balance Sheet

(Thousands of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Assets		
Current assets		
Cash and deposits	4,391,504	4,818,717
Notes and accounts receivable - trade	8,801,603	7,782,824
Electronically recorded monetary claims - operating	1,323,351	1,289,666
Merchandise and finished goods	1,768,609	2,096,807
Work in process	1,313,264	1,382,858
Raw materials and supplies	11,284,626	9,742,578
Accounts receivable - other	257,581	529,471
Other	459,430	471,098
Allowance for doubtful accounts	(567)	(613)
Total current assets	29,599,404	28,113,409
Non-current assets		
Property, plant and equipment		
Buildings and structures	13,665,770	13,553,654
Accumulated depreciation	(6,939,224)	(7,349,418)
Buildings and structures, net	6,726,545	6,204,235
Machinery, equipment and vehicles	14,544,594	14,634,253
Accumulated depreciation	(11,177,151)	(11,601,570)
Machinery, equipment and vehicles, net	3,367,443	3,032,683
Tools, furniture and fixtures	4,632,310	4,742,404
Accumulated depreciation	(4,190,526)	(4,181,253)
Tools, furniture and fixtures, net	441,783	561,151
Land	2,891,441	2,956,104
Leased assets	144,999	406,402
Accumulated depreciation	(80,792)	(135,880)
Leased assets, net	64,206	270,522
Construction in progress	713,646	1,812,013
Total property, plant and equipment	14,205,067	14,836,710
Intangible assets	855,161	711,424
Investments and other assets		
Investment securities	702,729	818,282
Deferred tax assets	386,967	232,262
Other	301,929	300,165
Allowance for doubtful accounts	(1,930)	(2,071)
Total investments and other assets	1,389,696	1,348,640
Total non-current assets	16,449,925	16,896,775
Total assets	46,049,330	45,010,184

(Thousands of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	4,907,292	4,793,374
Short-term borrowings	4,392,861	3,781,408
Accounts payable - other	1,536,329	1,490,919
Lease liabilities	27,328	66,313
Income taxes payable	169,868	208,212
Provision for bonuses	633,476	648,884
Provision for product warranties	10,703	6,879
Other	356,988	367,459
Total current liabilities	12,034,848	11,363,452
Non-current liabilities		
Long-term borrowings	9,041,087	7,995,628
Lease liabilities	39,015	215,856
Deferred tax liabilities	52,739	63,424
Retirement benefit liability	190,915	212,924
Other	107,424	127,016
Total non-current liabilities	9,431,182	8,614,849
Total liabilities	21,466,031	19,978,302
Net assets		
Shareholders' equity		
Share capital	2,476,232	2,476,232
Capital surplus	2,640,082	2,640,082
Retained earnings	17,359,167	17,728,013
Treasury shares	(418,949)	(419,220)
Total shareholders' equity	22,056,533	22,425,107
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	391,205	471,214
Foreign currency translation adjustment	2,095,569	2,093,429
Total accumulated other comprehensive income	2,486,774	2,564,644
Non-controlling interests	39,991	42,131
Total net assets	24,583,298	25,031,882
Total liabilities and net assets	46,049,330	45,010,184

(2) Consolidated Statement of Profit and Loss and Consolidated Statement of Comprehensive Income
(Consolidated Statement of Profit and Loss)

(Thousands of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	65,441,375	62,400,669
Cost of sales	59,059,435	55,949,816
Gross profit	6,381,939	6,450,853
Selling, general and administrative expenses		
Freight-out	307,768	324,321
Provision for product warranties	23	718
Remuneration for directors (and other officers)	112,790	109,720
Salaries and bonuses	1,772,727	1,933,030
Welfare expenses	402,461	419,434
Provision for bonuses	167,710	179,714
Retirement benefit expenses	82,270	80,318
Depreciation	420,046	363,833
Commission expenses	278,664	299,341
Other	1,319,552	1,438,132
Total selling, general and administrative expenses	4,864,015	5,148,565
Operating profit	1,517,924	1,302,288
Non-operating income		
Interest income	61,023	75,306
Dividend income	18,248	19,176
Subsidy income	134,457	67,936
Other	112,321	56,553
Total non-operating income	326,051	218,973
Non-operating expenses		
Interest expenses	96,177	120,059
Foreign exchange losses	44,908	30,557
Loss on valuation of derivatives	—	14,382
Loss on tax purpose reduction entry of non-current assets	40,570	—
Other	77,992	30,087
Total non-operating expenses	259,649	195,087
Ordinary profit	1,584,326	1,326,174
Extraordinary income		
Gain on sale of non-current assets	7,009	605,303
Gain on sale of investment securities	3,537	—
Other	—	778
Total extraordinary income	10,546	606,081
Extraordinary losses		
Loss on disposal of non-current assets	19,254	19,951
Impairment losses	238,000	—
Loss on liquidation of business	—	854,817
Total extraordinary losses	257,254	874,768
Profit before income taxes	1,337,618	1,057,486
Income taxes - current	658,683	456,747
Income taxes - deferred	45,800	(114,991)
Total income taxes	704,484	341,755
Profit	633,134	715,730
Profit attributable to non-controlling interests	8,238	3,053
Profit attributable to owners of parent	624,896	712,677

(Consolidated Statement of Comprehensive Income)

(Thousands of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	633,134	715,730
Other comprehensive income		
Valuation difference on available-for-sale securities	12,438	80,009
Foreign currency translation adjustment	88,054	(3,053)
Total other comprehensive income	100,492	76,955
Comprehensive income	733,627	792,686
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	726,659	790,546
Comprehensive income attributable to non-controlling interests	6,968	2,139