

FY2025 Financial Results

Summary

FY2025 Financial Results Summary

- Achieved a high profit margin of 13.6%, despite a decrease in profits due temporary factors.
- Net income reached 34.0 billion yen, exceeding the guidance despite one-off factors such as impairment losses.

FY2026 Full-Year Forecast

- **Profit is expected to increase based on a stronger yen assumption (153 yen to the dollar).**
- The operating profit margin is 13.8%, maintaining a higher level than the previous year.
- Despite uncertainties such as risks in the Middle East, profits increased, supported by the weaker yen.

Capital policy FY2025 FY2026

- FY2025 dividend increased by 30 yen to JPY 110 yen, with a payout ratio of 30%.
- Planning for 1-for-2 stock split, with a record date of September 30, 2026.
- FY2026 dividend is expected to increase by JPY 2 to JPY 112 (pre-split), maintaining a progressive dividend policy.
- Total shareholder returns will be set at 50% or more on a single-year basis.

1. Overview of FY2025 Consolidated

Maintained high OPM despite a temporary decrease in profit

- Sales decreased YoY, but exceeded the forecasts. OPM remained at a high level of 13.6%.
- Net income is 34.0bn, higher than the forecasts.

	FY2024	FY2025	FY2025	
	4Q cumulative	4Q cumulative	Full-year Forecasts	Achievement rate
Net Sales	353.0bn	352.7bn	348.0bn	101.4%
Operating profit (OP margin)	49.2bn (13.9%)	48.1bn (13.6%)	49.5bn (14.2%)	97.0%
Net income¹⁾	44.7bn	34.0bn	30.6bn	111.1%
EPS²⁾	461.95yen	361.44yen	315.76yen	114.5%
ROE	17.2%	12.0%	12.0%	—
FX rates	1USD=JPY151.7	1USD=JPY149.6	1USD=JPY145	—

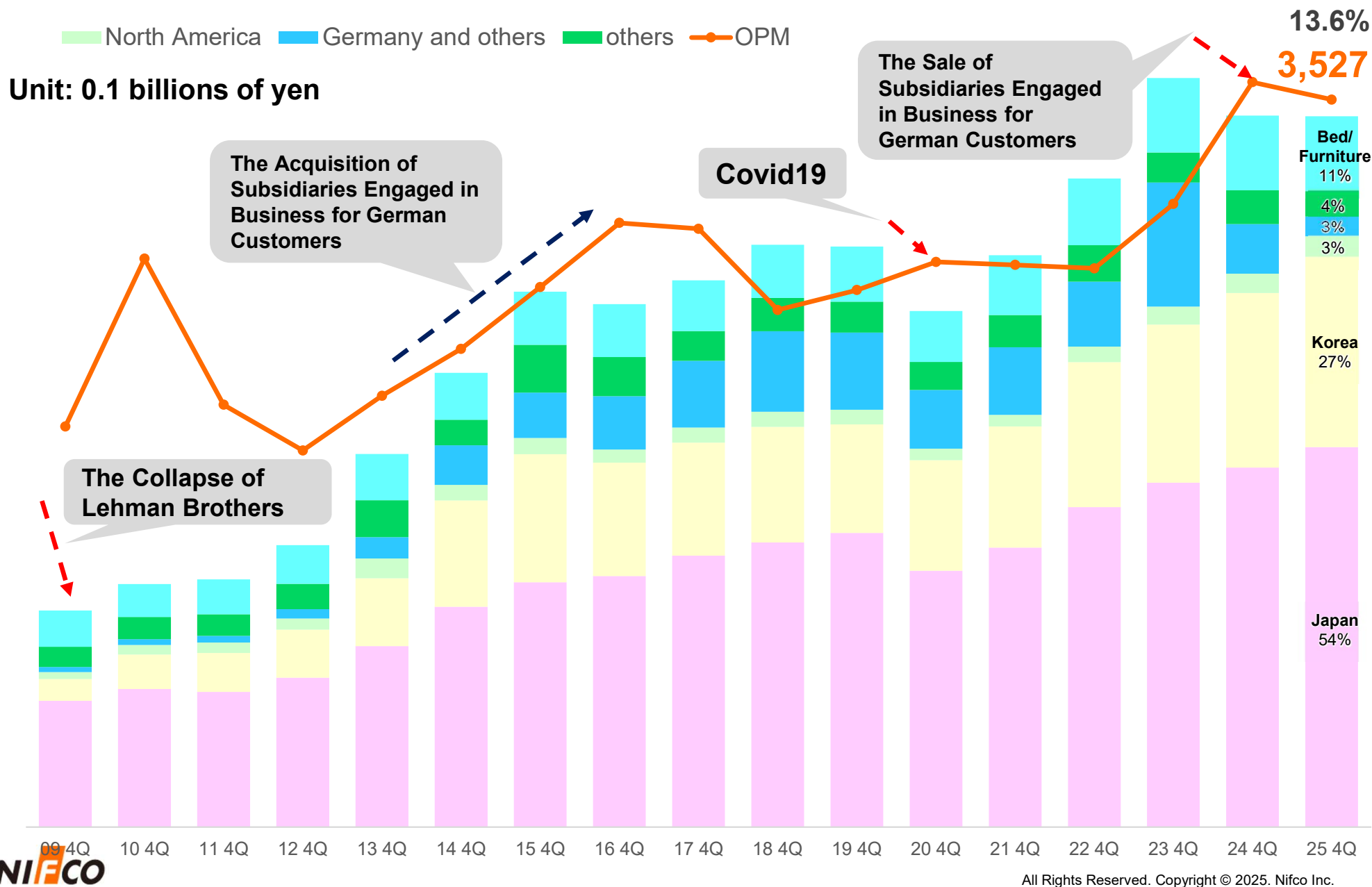
1) Net income is net income attributable to parent company

2) EPS are presented on a pre-share-split basis and do not reflect the stock split with a record date of September 30, 2026.

2. Financial Highlights

Historical Net sales and Operating Profit for 4Q Cumulative

- Although Net sales declined YoY, OPM remained at a high level of around 13.6%.

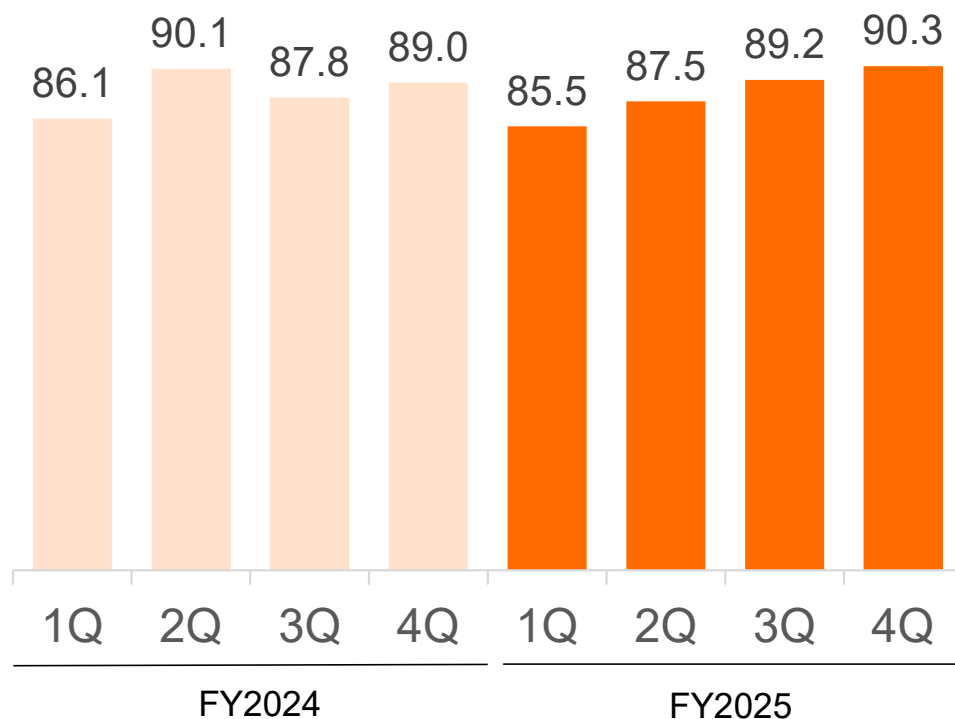


3. Overview of FY2025 4Q Consolidated

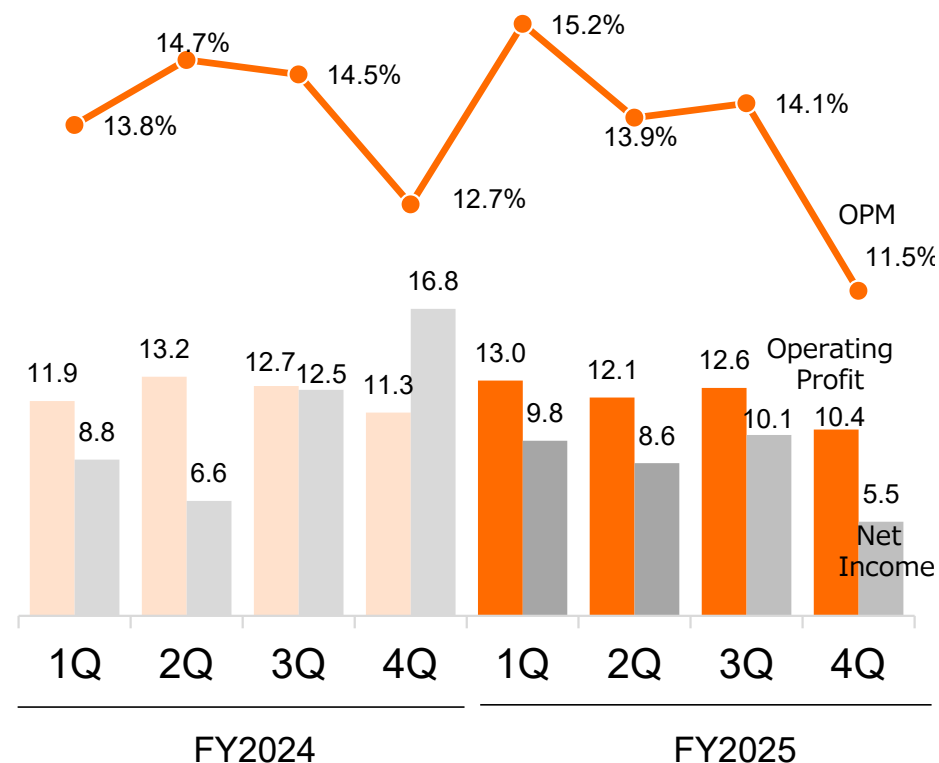
Net sales steadily increased on a quarterly basis.

- Due in part to exchange rate effects, net sales increased YoY.
- Operating profit was influenced by a temporary impact of approximately 1.0 billion yen in 4Q, due to an increase in unrealized inventory profits related to production preparation.
- Net income decreased YoY, mainly due to the recognition of impairment losses.

Net Sales (bn yen)



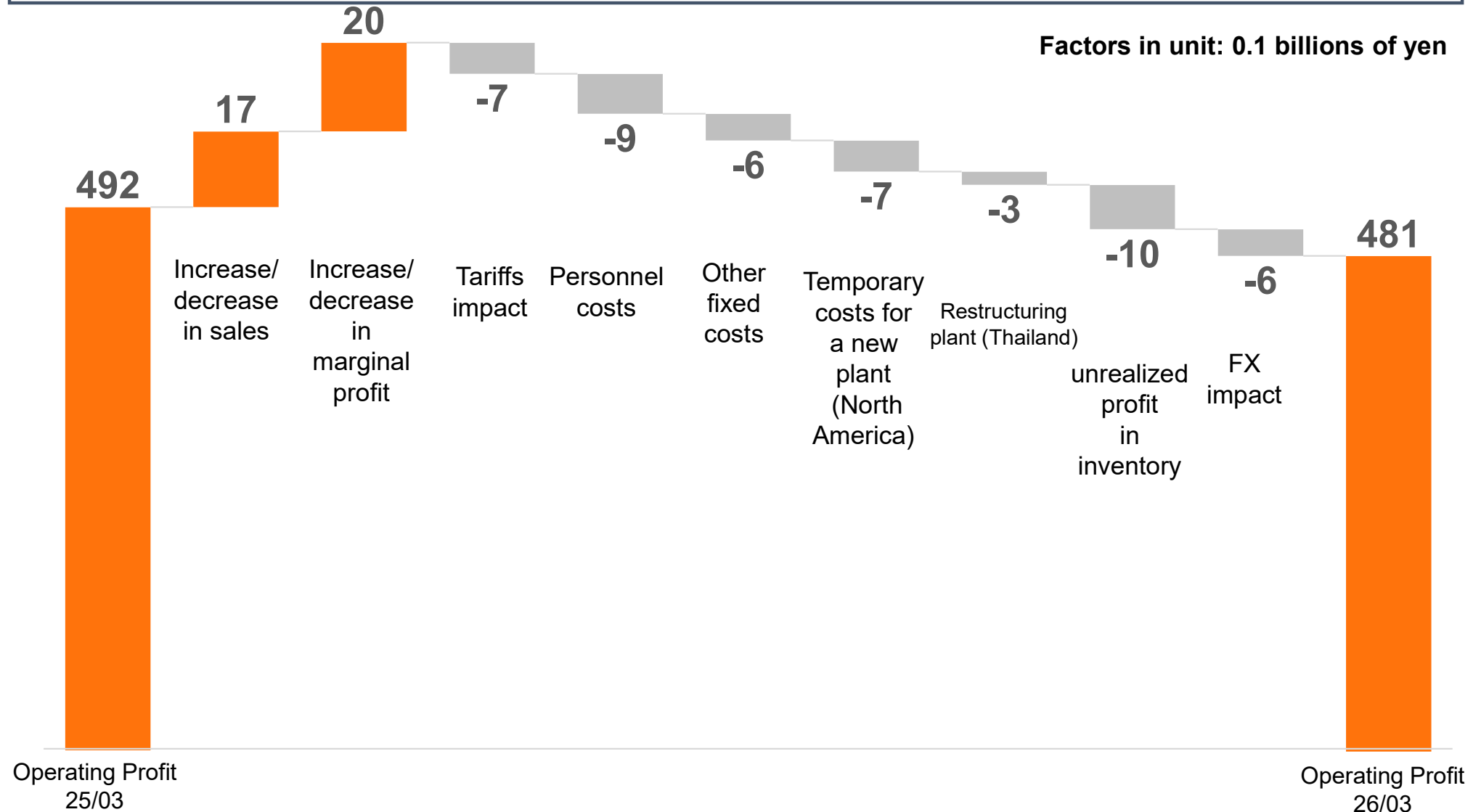
Operating Profit, Net Income, OPM (bn yen, %)



4. FY2025 4Q Consolidated OP (YoY)

Operating Profit Analysis (YoY)

- Material costs were on an upward trend, but marginal profit increased, mainly due to higher sales, lower outsourcing costs, and improvement initiatives.
- The increase in fixed costs were mainly due to higher personnel costs, utilities costs and advertising expenses.
- Expenses increased due to one-off factors, including temporary costs for a new plant in North America, restructuring at a plant in Thailand and unrealized profit in inventory.

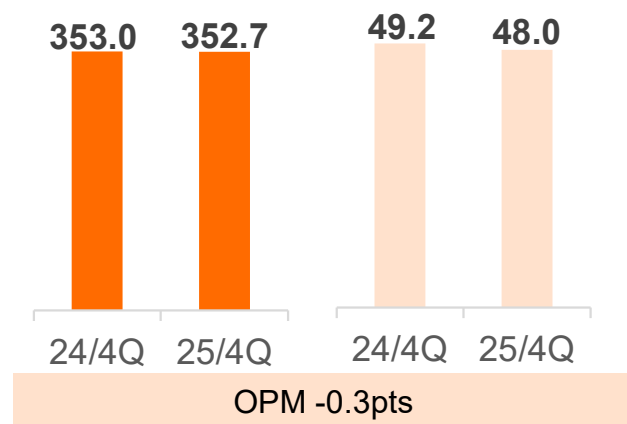
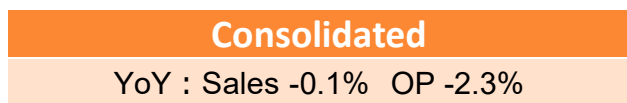


Operating Profit
25/03

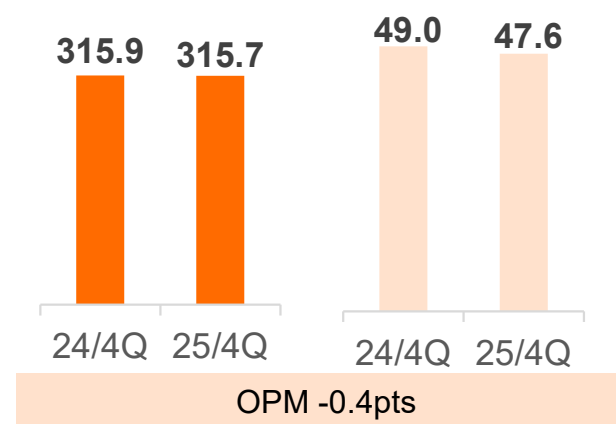
Operating Profit
26/03

5. FY2025 4Q by Segment ¹ FY2025 4Q Sales and OPM

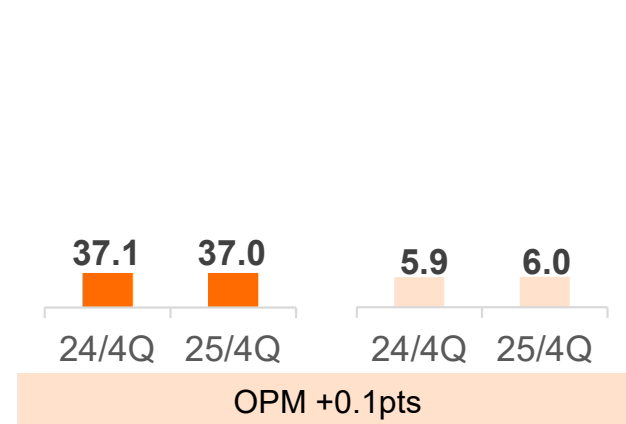
(Billions of yen) ■ Sales ■ OP ● OPM



24/4Q 25/4Q



24/4Q 25/4Q

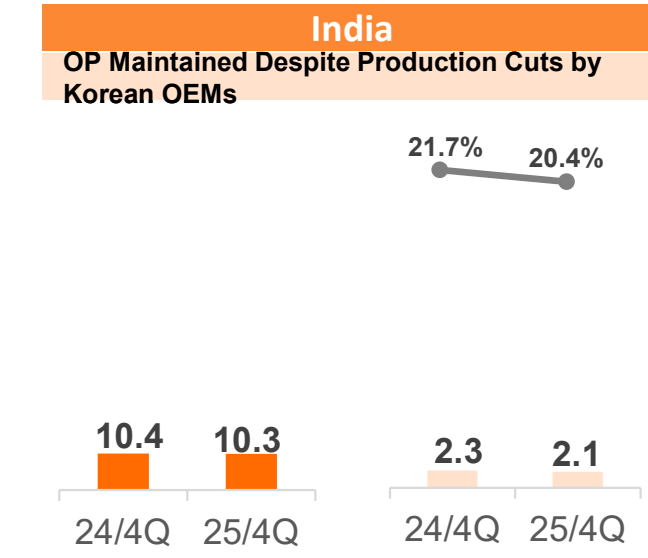
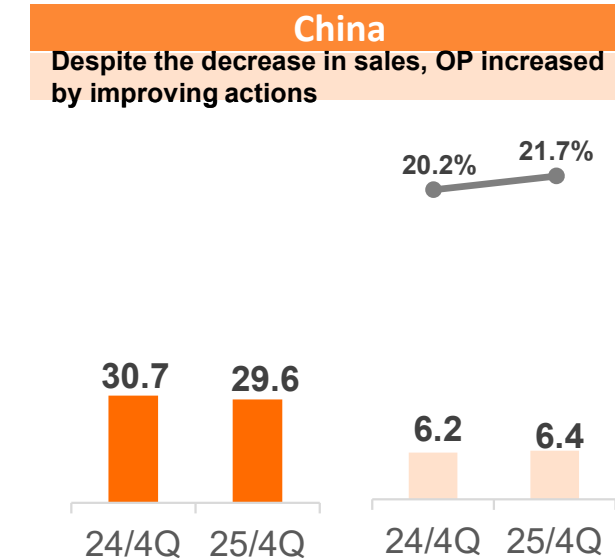
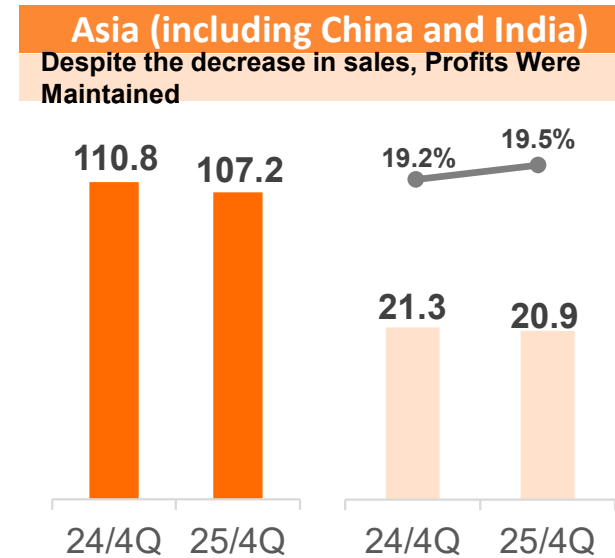
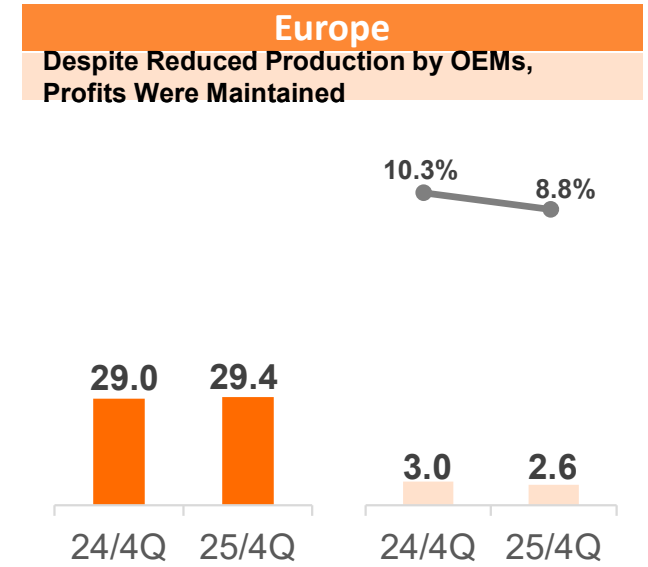
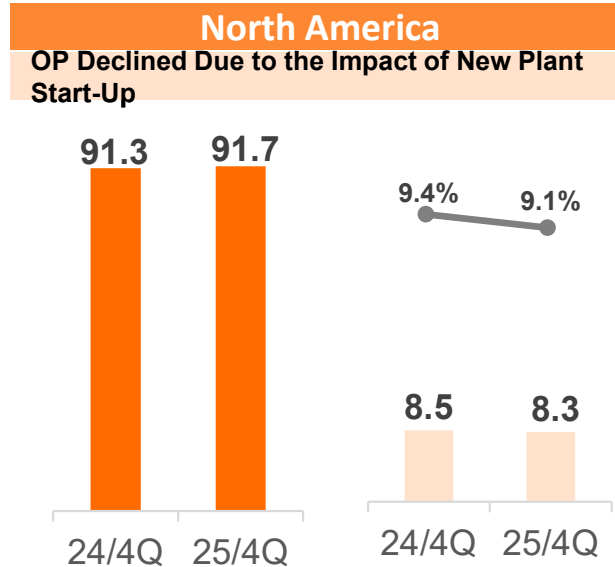
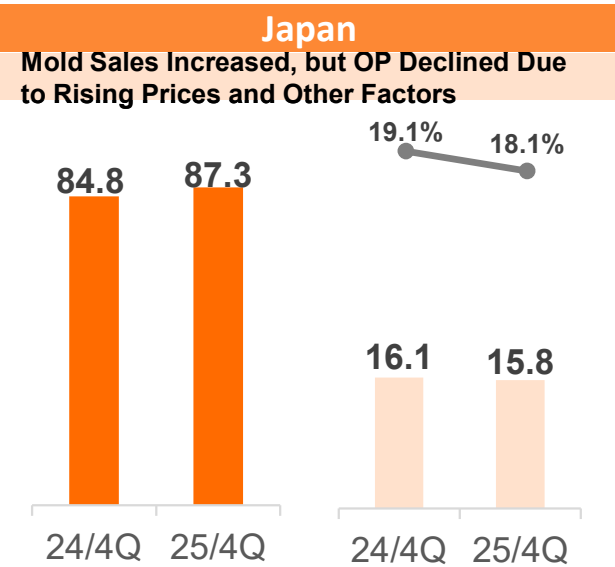


24/4Q 25/4Q

6. FY2025 4Q by Segment (Plastics) ¹

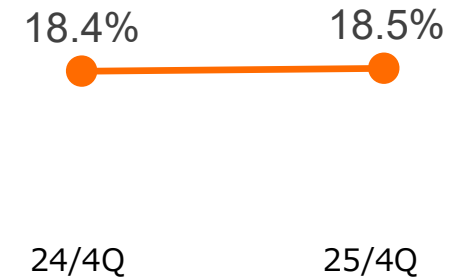
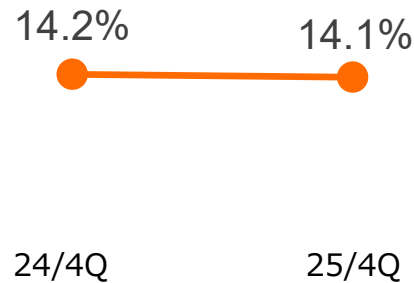
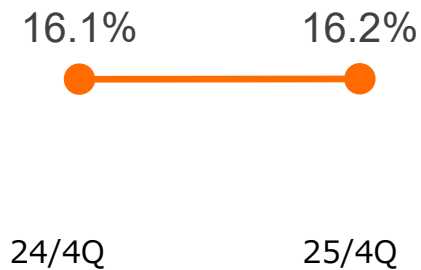
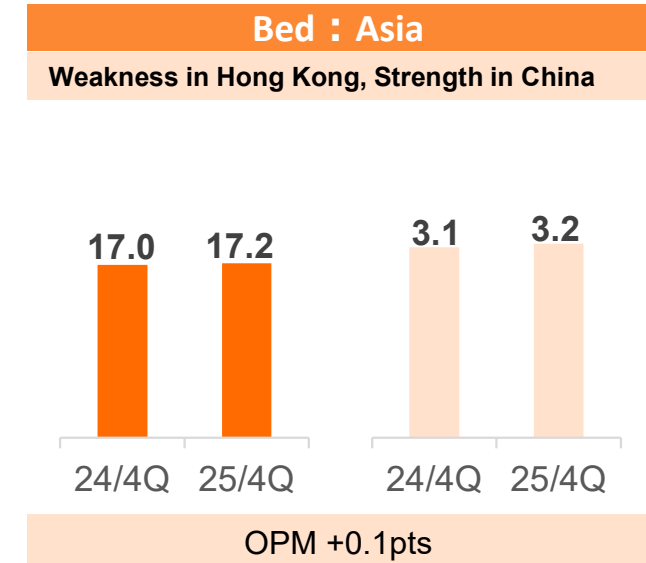
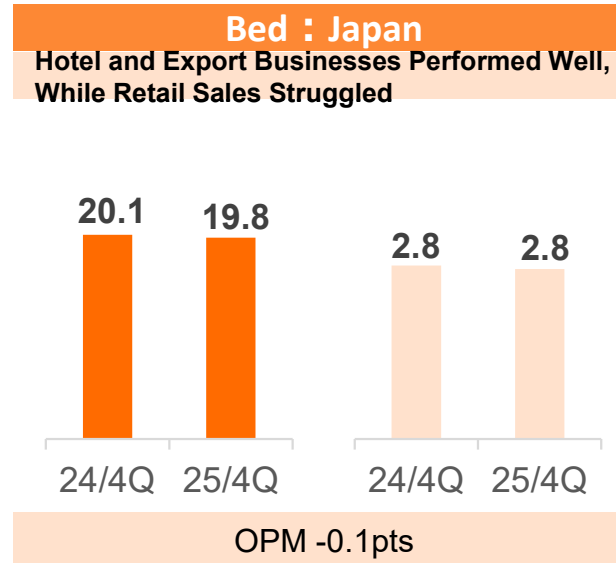
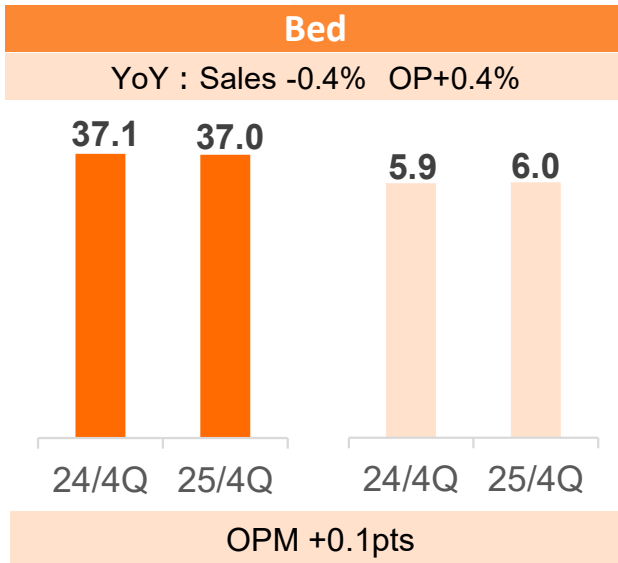
FY2025 4Q Sales and OPM

(Billions of yen) Sales OP OPM



7. FY2025 4Q by Segment (Bed) ¹ FY2025 4Q Sales and OPM

(Billions of yen) Sales OP OPM

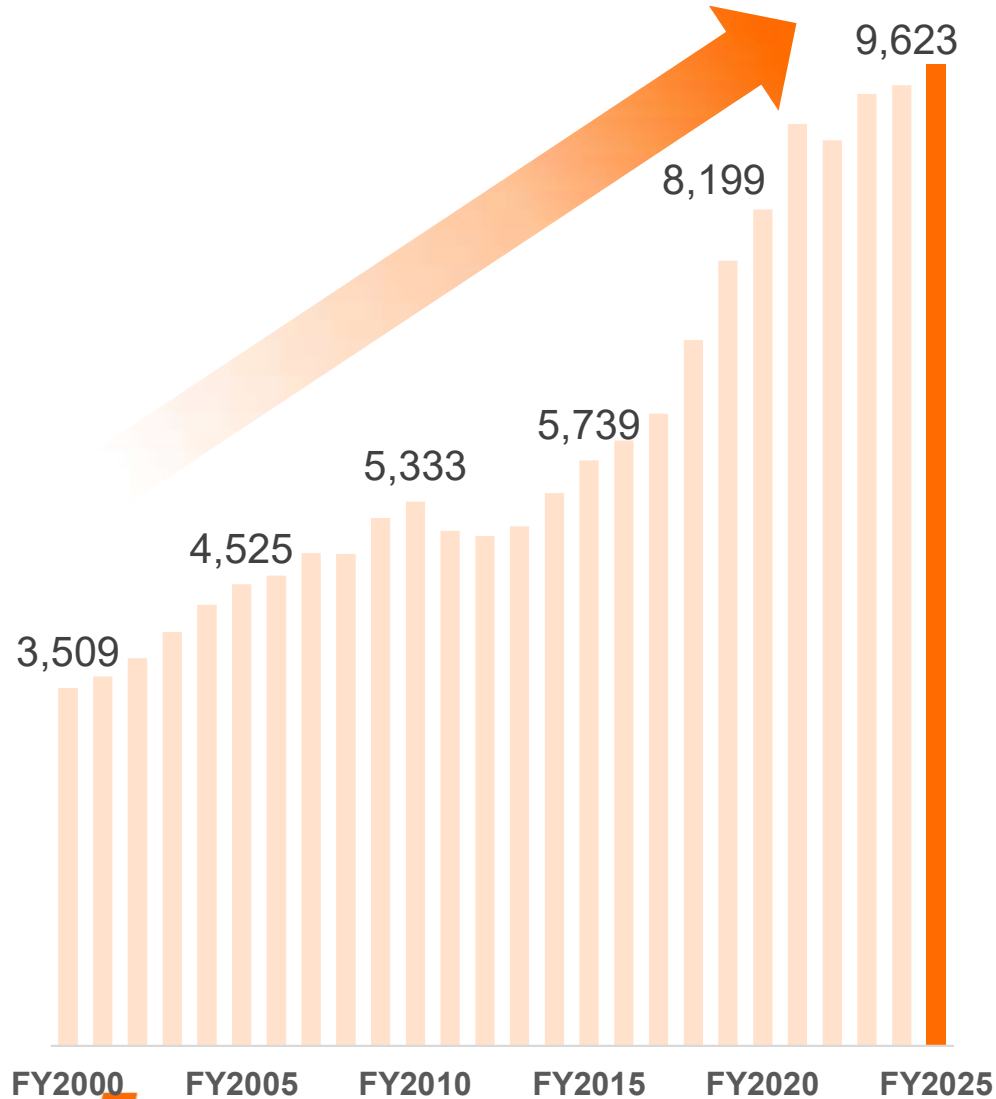


8. Installed Value Per Vehicle for FY2025

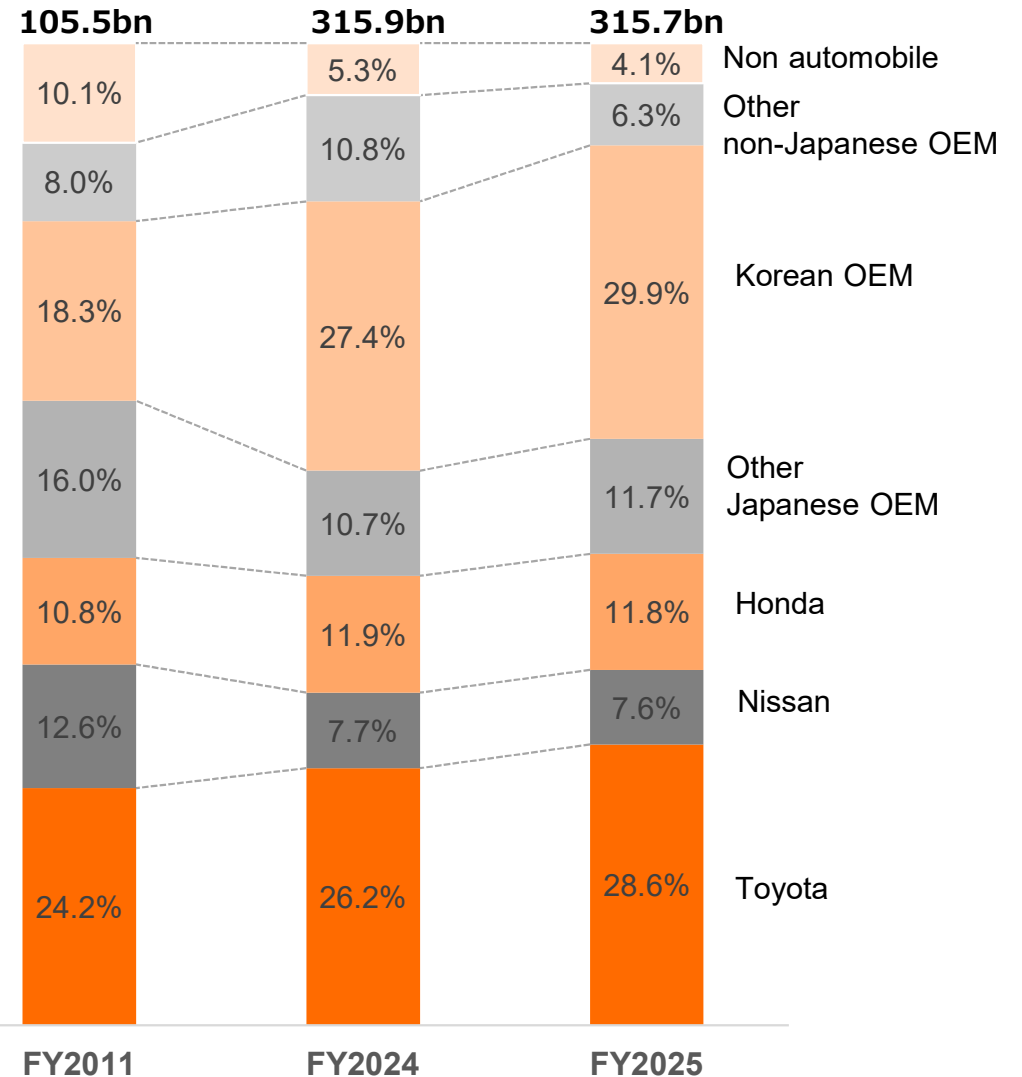
Installed Value per Vehicle

- Domestic average installed value per vehicle is increasing steadily.
- FY2025 Mass production launch models also show increased installed value per vehicle.

Average installed value per vehicle
(Japan) (yen/units)



Customer mix global (plastics)



9. CAPEX and Depreciation

Allocate funds with emphasis on cashflow-oriented management

- Operating CF decreased YoY due to modification in way of payment to domestic suppliers.
- Ending cash equivalent is at the same level of previous year.

(JPN)	<u>FY2024(Full-Year)</u>	<u>FY2025(Full-Year)</u>	<u>Change</u>	<u>Plan(FY2025)</u>
CAPEX	19.7bn	18.5bn	-1.1bn	21.0bn
Depreciation	13.0bn	12.5bn	-0.4bn	13.5bn
R&D	4.4bn	4.4bn	+0.0bn	4.8bn
Operating CF	54.2bn	47.1bn	-7.0bn	46.0bn
Investment CF	-23.8bn	-18.1bn	+5.7bn	-23.0bn
Free CF	30.4bn	29.0bn	-1.3bn	23.0bn
Financial CF	-35.1bn	-31.3bn	+3.7bn	-27.0bn
Cash equivalent balance	141.0bn	141.6bn	+0.5bn	137.0bn



Financial Forecast for the 2026 Financial Year

10. Overview of FY2026 Consolidated

Despite uncertainty risks, we aim to achieve revenue and profit growth.

- The exchange rate assumption is JPY 153/USD (+3.3 yen).
- Despite uncertainty risks stemming from the situation in the Middle East, we expect revenue and profit growth driven by improving actions and the impact of a weaker yen.

	FY2024	FY2025	FY2026	
	4Q Cumulative	4Q Cumulative	4Q Cumulative	YoY
Net Sales	353.0bn	352.7bn	367.0bn	+4.0%
Operating Profit (OPM)	49.2bn (13.9%)	48.1bn (13.6%)	50.8bn (13.8%)	+5.6% (+0.2%pts)
Net income¹⁾	44.7bn	34.0bn	34.0bn	±0%
EPS²⁾	461.95yen	361.44yen	365.10yen	+3.66%
ROE	17.2%	12.0%	12.5%	+0.5%pts
FX assumption	1USD=JPY151.7	1USD=JPY149.7	1USD=JPY153	1USD= JPY+3.3

1) Net income is net income attributable to parent company

2) EPS are presented on a pre-share-split basis and do not reflect the stock split with a record date of September 30, 2026.



Forward-looking statements or projections included in this document, including earnings projections, are based on currently available information and certain premises that are judged to be rational at the time of this writing. Actual results may differ greatly from the forecast figures depending on various factors.