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FY2026 Consolidated Financial Results [IFRS]
(April 1, 2025 through March 31, 2026)



April 28, 2026

Company Name AISIN CORPORATION

Code Number 7259

Representative Moritaka Yoshida , President

Inquiries Takashi Kurauchi , General Manager Finance & Accounting Dept.

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

The expected date of dividends payment : May 29, 2026

Scheduled filing date for reporting on EDINET : June 12, 2026

Additional documents to supplement financial results : Yes

IR presentation : Yes (For analysts and professional investors)

Listed on The Tokyo and Nagoya Stock Exchanges

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1.Consolidated Results for FY2026 (April 1, 2025 through March 31, 2026)

(Amounts less than million yen are rounded down)

(1) Consolidated Financial Results

(Percent shows changes against previous Fiscal Year)

	Revenue		Operating profit		Profit before income taxes		Profit for the period		Profit for the period attributable to owners of the parent		Comprehensive income for the period	
Year ended	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%
March 31, 2026	5,117,764	4.5	228,796	12.7	247,941	43.0	202,326	62.9	171,697	59.6	395,696	-
March 31, 2025	4,896,104	-0.3	202,941	41.5	173,440	15.7	124,220	10.1	107,586	18.5	-17,861	-

	Basic earnings per share		Diluted earnings per share		Ratio of profit for the period to equity attributable to owners of the parent		Ratio of profit before income taxes to total assets		Ratio of operating profit to revenue	
Year ended	Yen		Yen		%		%		%	
March 31, 2026	232.64		—		8.2		5.6		4.5	
March 31, 2025	137.81		—		5.2		3.9		4.1	

(Reference) Equity in earnings of affiliates FY2026 5,578 Million Yen FY2025 5,666 Million Yen

(Note) On October 1, 2024, the Company effected a 3-for-1 split of common stock. Basic earnings per share is calculated on the assumption that the stock split was implemented at the beginning of the previous fiscal year.

(2) Consolidated Financial Position

	Total Assets		Total equity		Equity attributable to owners of the parent		Ratio of equity attributable to owners of the parent		Equity attributable to owners of the parent per share	
As of	Million Yen		Million Yen		Million Yen		%		Yen	
March 31, 2026	4,512,274		2,496,098		2,200,573		48.8		3,037.06	
March 31, 2025	4,284,600		2,233,265		1,977,263		46.1		2,609.69	

(3) Consolidated Cash Flows

	From operating activities		From investing activities		From financing activities		Cash and cash equivalents at the end of period	
Year ended	Million Yen		Million Yen		Million Yen		Million Yen	
March 31, 2026	376,084		-77,180		-181,975		592,398	
March 31, 2025	339,870		-146,948		-270,221		451,690	

2.Cash Dividends

	Annual Cash Dividends Per Share					Dividends total	Dividends Payout Ratio	Ratio of equity attributable to owners of the parent
	1st quarter	2nd quarter	3rd quarter	Year end	FY Total			
	Yen	Yen	Yen	Yen	Yen	Million Yen	%	%
Fiscal year ended March 31, 2025	—	90.00	—	30.00	—	46,132	43.5	2.3
Fiscal year ended March 31, 2026	—	30.00	—	40.00	70.00	51,115	30.1	2.5
Fiscal year ending March 31, 2027 (Forecast)	—	35.00	—	40.00	75.00		35.3	

(Note) On October 1, 2024, the Company effected a 3-for-1 split of common stock. Concerning annual cash dividends per share of FY2025, the 2nd quarter cash dividends per share is shown as the actual amount prior to the stock split and annual total cash dividends per share is shown as "-". In addition, the 2nd quarter cash dividends per share for FY2025 on after-stock-split basis is 30.00 Yen, and the annual total cash dividends per share is 60.00 Yen.

3.Consolidated forecast for FY2027 (April 1, 2026 through March 31, 2027)

(Percent shows changes against corresponding figures for the previous period)

	Revenue		Operating profit		Profit before income taxes		Profit attributable to owners of parent		Earnings per share
	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%	Yen
Full year	5,250,000	2.6	235,000	2.7	245,000	-1.2	150,000	-12.6	212.70

(Note) At the board of directors' meeting held on April 28, 2026, the Company resolved to repurchase its shares of common stock, to conduct tender offer for own shares and to cancel its shares of treasury stock. The "Earnings per share" in Consolidated Financial Forecast for FY2027 take into account the impact of the acquisition of the Company's own shares, consisting of the planned number of shares to be purchased (23,239,227 shares) through the tender offer as stated in "Notice Concerning Share Repurchase and Tender Offer for Own Shares" announced today and the impact of the cancellation of treasury shares (33,000,000 shares) as stated in "Notice Concerning Determination of Matters Relating to Stock Repurchase, Suspension of Stock Repurchase, and Cancellation of Treasury Shares" announced today. Please refer to "Material subsequent events" on page11 for details on the repurchase, tender offer and cancellation of treasury stock.

※ Notes

(1) Changes in significant subsidiaries : Yes

Consolidation scope

Consolidated (New): None

Eliminated : AISIN CHEMICAL CO., LTD.

On April 1, 2025, AISIN CHEMICAL CO., LTD. was merged into AISIN CORPORATION.

(2) Changes in accounting policies and accounting estimation

① Changes in accounting policies required by IFRS : None

② Other changes : None

③ Changes in accounting estimation : Yes

(Note) For more information, please refer to (Changes in accounting estimation) on page9.

(3) Number of outstanding shares (common stocks)

① Number of shares issued including treasury shares as of the respective balance sheet date

② Number of treasury shares as of the respective balance sheet date

③ Average number of common stocks

As of March 31, 2026	759,023,902 shares	As of March 31, 2025	809,023,902 shares
As of March 31, 2026	34,451,032 shares	As of March 31, 2025	51,362,870 shares
Fiscal year ended March 31, 2026	738,038,333 shares	Fiscal year ended March 31, 2025	780,701,492 shares

(Note) On October 1, 2024, the Company effected a 3-for-1 split of common stock. Number of outstanding shares (common stocks) are calculated on the assumption that the stock split was implemented at the beginning of the previous fiscal year.

(Reference) Non-consolidated Results for FY2026 (April 1, 2025 through March 31, 2026)

(1) Non-consolidated Financial Results

(Percent indications show the percentage of changes against last Fiscal year)

	Revenue		Operating profit		Ordinary profit		Profit for the period	
Year ended	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%
March 31, 2026	2,479,761	2.0	29,727	16.6	119,785	13.1	223,611	128.8
March 31, 2025	2,431,018	-2.1	25,491	48.8	105,888	113.0	97,744	-11.1

	Earnings per share	Diluted earnings per share
Year ended	Yen	Yen
March 31, 2026	302.98	—
March 31, 2025	125.20	—

(Note) On October 1, 2024, the Company effected a 3-for-1 split of common stock. Earnings per share is calculated on the assumption that the stock split was implemented at the beginning of the previous fiscal year.

(2) Non-consolidated Financial Position

	Total Assets	Total equity	Tangible net worth ratio	Net worth per share
As of	Million Yen	Million Yen	%	Yen
March 31, 2026	2,680,818	1,173,846	43.8	1,620.05
March 31, 2025	2,586,258	1,063,905	41.1	1,404.20

(Reference) Tangible net worth FY2026 1,173,846 Million Yen FY2025 1,063,905 Million Yen

(Note) The numbers shown on Non-consolidated Financial Results are based on Japanese Standard.

(Reasons for the differences between non-consolidated financial results and the previous fiscal year's results)

There were differences between the results for the previous fiscal year and those for the current fiscal year, mainly due to the recognition of extraordinary income from gains on sales of investment securities resulting from the sale of cross-shareholdings during the current fiscal year.

※ This report is exempt from the audit procedure by certified public accountant or audit firm.

※ Explanation regarding the appropriate use of forecasts, and other additional information

1. The forecasts included in this document are based on information that the Company has obtained at the time of this disclosure and certain assumptions that the Company considers reasonable. The Company does not guarantee the predicted outcome of the forecasts.
Actual results may differ significantly from the forecast due to a variety of factors, such as exchange rates and conditions of the global market.
For more information on these matters, please refer to "1. Qualitative information regarding financial results for the fiscal year ended March 31, 2026 (4) Explanation of consolidated earnings forecasts and other forward-looking statements" on page3 of the attached materials.
2. The Company is scheduled to hold the earnings briefing for analysts and professional investors on April 28, 2026. The presentation materials for the earnings briefing will be posted on its website promptly following the presentation.

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1. Qualitative information regarding financial results for the fiscal year ended March 31, 2026

(1) Information regarding operating results

Revenue for the fiscal year increased by 4.5% from the same period of the previous fiscal year (¥4,896.1 billion) to ¥5,117.7 billion, due to the increase in vehicle production volume at customers and sales of powertrain units, etc.

In terms of profit, operating profit increased by 12.7% from the same period of the previous fiscal year (¥202.9 billion) to ¥228.7 billion, profit before income taxes increased by 43.0% from the same period of the previous fiscal year (¥173.4 billion) to ¥247.9 billion, and profit for the period attributable to owners of the parent increased by 59.6% from the same period of the previous fiscal year (¥107.5 billion) to ¥171.6 billion, due to the effects of the efforts to improve the corporate structure and structural reforms, etc, despite the increase in investments for human capital and the future, the tariff impact.

Performance by segment is as follows.

i) Japan

Revenue increased by 2.4% from the same period of the previous fiscal year (¥3,139.3 billion) to ¥3,214.7 billion, due to the increase in the sales of hybrid transmission units and eAxe, etc. Operating profit increased by 8.9% from the same period of the previous fiscal year (¥73.6 billion) to ¥80.2 billion, due to the effects of the efforts to improve the corporate structure, despite the investments for human capital and the future.

ii) North America

Revenue increased by 10.0% from the same period of the previous fiscal year (¥1,086.9 billion) to ¥1,195.8 billion, due to the increase in production volume of hybrid transmission units, etc. Operating profit increased by 33.5% from the same period of the previous fiscal year (¥29.3 billion) to ¥39.1 billion, due to the increase in revenue and the effects of the efforts to improve the corporate structure, despite the tariff impact.

iii) Europe

Revenue decreased by 3.9% from the same period of the previous fiscal year (¥295.9 billion) to ¥284.2 billion, due to the decrease in sales of automatic transmissions. Operating profit decreased by 6.1% from the same period of the previous fiscal year (¥4.3 billion) to ¥4.1 billion, due to the decrease in revenue, etc, despite the effects of one-time income.

iv) China

Revenue decreased by 3.2% from the same period of the previous fiscal year (¥618.9 billion) to ¥598.9 billion, due to the decrease in sales of automatic transmissions. Operating profit decreased by 5.3% from the same period of the previous fiscal year (¥32.3 billion) to ¥30.6 billion, due to the decrease in revenue and one-time cost such as structural reforms cost.

v) ASEAN and India

Revenue increased by 15.7% from the same period of the previous fiscal year (¥530.1 billion) to ¥613.4 billion, due to the increase in vehicle production volume at customers and sales of powertrain units. Operating profit increased by 17.3% from the same period of the previous fiscal year (¥59.3 billion) to ¥69.6 billion, due to the increase in revenue and the continued trend of weaker yen.

(Note) The amounts of revenue for each segment include intersegment revenue in addition to revenue from external customers.

(2) Explanation of financial position

At the end of the fiscal year ended March 31, 2026, assets increased by 5.3% from the end of the previous fiscal year (¥4,284.6 billion) to ¥4,512.2 billion, mainly due to the increase in cash and cash equivalents and inventories, etc. Liabilities decreased by 1.7% from the end of the previous fiscal year (¥2,051.3 billion) to ¥2,016.1 billion, due to the decrease in trade and other payables and retirement benefit liabilities, despite the increase in income tax payables, etc. Equity increased by 11.8% from the end of the previous fiscal year (¥2,233.2 billion) to ¥2,496.0 billion, mainly due to profit for the period, etc.

(3) Explanation of cash flows

As for the status of cash flows in the current consolidated fiscal year, cash and cash equivalents (hereinafter referred to as "cash") increased by ¥376.0 billion by operating activities, decreased by ¥77.1 billion by investing activities, decreased by ¥181.9 billion by financing activities, increased by ¥23.7 billion by translation adjustments on cash and cash equivalents. As of the end of the consolidated fiscal year, cash totaled ¥592.3 billion, by the increase ¥140.7 billion (31.2%) from the end of the previous fiscal year (¥451.6 billion).

(Net cash provided by operating activities)

Net cash provided by operating activities increased by ¥36.2 billion (10.7%) from the previous fiscal year (¥339.8 billion) to ¥376.0 billion. This increase was mainly due to the increase cash by the increase by ¥74.5 billion in profit before income tax, the increase by ¥54.2 billion in decrease (increase) in trade and other receivables and the decrease by ¥44.0 billion in income taxes paid, despite the decrease in using cash by the decrease by ¥112.4 billion in increase (decrease) in trade and other payables.

(Net cash used in investing activities)

Net cash used in investing activities decreased by ¥69.7 billion (47.5%) from the previous fiscal year (¥146.9 billion) to ¥77.1 billion. This decrease was mainly due to the decrease in using cash by the increase by ¥135.5 billion in proceeds from sales and redemption of investment securities, despite the increase in using cash by the decrease by ¥39.9 billion in proceeds from sales of investments accounted for using equity method.

(Net cash used in financing activities)

Net cash used in financing activities decreased by ¥88.2 billion (32.7%) from the previous fiscal year (¥270.2 billion) to ¥181.9 billion. This decrease was mainly due to the decrease in using cash by the decrease by ¥140.0 billion in redemption of bonds, despite the increase in using cash by the decrease by ¥36.5 billion in loans payable and its repayment.

(4) Explanation of consolidated earnings forecasts and other forward-looking statements

Regarding consolidated financial forecast for the fiscal year ending March 31, 2027, the Company expects revenue to be ¥5,250.0 billion (increase by ¥132.2 billion (2.6%) compared to the previous fiscal year), due to the expanded sales of electrified products such as hybrid transmissions and eAxle, despite negative impact on revenue based on a strong-yen exchange rate assumption.

In addition, while taking into account increased investments for human capital and the future aimed at mid- to long-term growth and the impact of the situation in the Middle East, the Company will accelerate efforts to improve the corporate structure and structural reforms, and expects operating profit of ¥235.0 billion (increase by ¥6.2 billion (2.7%) compared to the previous fiscal year), profit before income taxes of ¥245.0 billion (decrease by ¥2.9 billion (1.2%) compared to the previous fiscal year), and profit attributable to owners of the parent of ¥150.0 billion (decrease by ¥21.6 billion (12.6%) compared to the previous fiscal year). Assumptions of exchange rates between the Japanese yen and the U.S. dollar, and the Chinese yuan are 150 yen and 21.5 yen, respectively.

Although it is difficult at this point to reasonably estimate the impact on the Company's business and financial performance of rising raw material prices and supply chain disruptions resulting from heightened geopolitical risks in the Middle East, the Company has factored in negative impact on profit of ¥15.0 billion, reflecting, among other factors, a certain time lag in passing on continued increases in raw material prices to selling prices.

The financial performance forecasts mentioned above include forward-looking statements based on information currently available to the Company. Actual financial performance may differ significantly from the above forecasts due to changes in internal and external circumstances, such as future operation of the business and exchange rate fluctuations.

2. Basic Policy to the Selection of Accounting Standards

The Group has adopted International Financial Reporting Standards ("IFRS"), aiming to improve the international comparability of financial information in the capital market.

3. Consolidated Financial Statements

(1) Consolidated Statements of Financial Position

(Million Yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and cash equivalents	451,690	592,398
Trade and other receivables	737,206	773,800
Other financial assets	17,754	18,502
Inventories	530,082	580,272
Other current assets	93,262	75,334
Total current assets	1,829,996	2,040,308
Non-current assets		
Property, plant and equipment	1,424,038	1,444,048
Intangible assets	56,623	53,437
Right-of-use assets	72,427	75,564
Investments accounted for using the equity method	78,247	84,515
Other financial assets	692,778	677,756
Deferred tax assets	88,204	86,646
Other non-current assets	42,285	49,996
Total non-current assets	2,454,604	2,471,966
Total assets	4,284,600	4,512,274
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	928,595	879,532
Bonds and loans payable	90,694	97,755
Lease liabilities	18,780	13,871
Other financial liabilities	7,106	7,275
Provisions	46,325	42,853
Income tax payables	19,713	52,184
Other current liabilities	42,530	48,292
Total current liabilities	1,153,746	1,141,765
Non-current liabilities		
Bonds and loans payable	539,167	523,522
Lease liabilities	48,654	50,854
Other financial liabilities	18,278	20,533
Retirement benefit liabilities	197,013	187,026
Provisions	2,460	2,557
Deferred tax liabilities	75,401	75,234
Other non-current liabilities	16,614	14,682
Total non-current liabilities	897,589	874,410
Total liabilities	2,051,335	2,016,176
Equity		
Capital stock	45,049	45,049
Capital surplus	80,578	79,847
Treasury stock	-84,621	-80,262
Other components of equity	444,397	511,703
Retained earnings	1,491,859	1,644,235
Equity attributable to owners of the parent company	1,977,263	2,200,573
Non-controlling interests	256,001	295,524
Total equity	2,233,265	2,496,098
Total liabilities and equity	4,284,600	4,512,274

(2) Consolidated Statements of Income / Consolidated Statements of Comprehensive Income

(Consolidated Statements of Income)

(Million Yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Revenue	4,896,104	5,117,764
Cost of revenue	-4,332,615	-4,498,831
Gross profit	563,489	618,932
Selling, general and administrative expenses	-375,083	-383,524
Other income	36,115	26,787
Other expenses	-21,579	-33,398
Operating profit	202,941	228,796
Finance income	30,452	28,787
Finance expenses	-49,402	-15,221
Equity in earnings of affiliates	5,666	5,578
Gains (losses) on sales of investments accounted for using equity method	-16,217	—
Profit before income taxes	173,440	247,941
Income tax expenses	-49,220	-45,615
Profit for the period	124,220	202,326
Profit for the period attributable to:		
Owners of the parent	107,586	171,697
Non-controlling interests	16,634	30,628
Total	124,220	202,326
Earnings per share		
Basic earnings per share (Yen)	137.81	232.64
Diluted earnings per share (Yen)	—	—

(Consolidated Statements of Comprehensive Income)

(Million Yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit for the period	124,220	202,326
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Remeasurements of defined benefit plans	-7,862	14,408
Net changes in revaluation of financial assets measured at fair value through other comprehensive income (loss)	-136,251	97,952
Share of other comprehensive income (loss) of associates accounted for using the equity method	29	-56
Total	-144,084	112,303
Items that may be reclassified subsequently to profit or loss		
Net changes in revaluation of financial assets measured at fair value through other comprehensive income (loss)	-15	-136
Cash flow hedges	57	57
Exchange differences on translating foreign operations	2,478	79,777
Share of other comprehensive income (loss) of associates accounted for using the equity method	-518	1,367
Total	2,001	81,065
Other comprehensive income (loss) total	-142,082	193,369
Comprehensive income (loss) for the period	-17,861	395,696
Comprehensive income (loss) for the period attributable to:		
Owners of the parent	-37,780	344,224
Non-controlling interests	19,919	51,471
Total	-17,861	395,696

(3) Consolidated Statements of Changes in Equity

Fiscal year ended March 31, 2025

(Million Yen)

	Equity attributable to owners of the parent							
	Capital stock	Capital surplus	Treasury stock	Remeasurements of defined benefit plans	Other components of equity			Total
					Net changes in revaluation of financial assets measured at fair value through other comprehensive income	Cash flow hedges	Exchange differences on translation of foreign operations	
Balance as of April 1, 2024	45,049	79,352	-115,627	—	504,099	-34	73,526	577,590
Profit for the period	—	—	—	—	—	—	—	—
Other comprehensive income (loss)	—	—	—	-9,992	-135,100	68	-343	-145,367
Comprehensive income (loss) for the period	—	—	—	-9,992	-135,100	68	-343	-145,367
Hyperinflation adjustment	—	—	—	—	—	—	—	—
Acquisition of treasury stock	—	—	-83,921	—	—	—	—	—
Disposal of treasury stock	—	9	108	—	—	—	—	—
Cancellation of treasury stock	—	-10,952	114,818	—	—	—	—	—
Dividends	—	—	—	—	—	—	—	—
Changes in the ownership interest in subsidiaries	—	12,169	—	-59	—	—	—	-59
Change in scope of consolidation	—	—	—	—	—	—	198	198
Transfer from other components of equity to retained earnings	—	—	—	10,051	1,983	—	—	12,035
Total transactions with owners	—	1,226	31,005	9,992	1,983	—	198	12,174
Balance as of March 31, 2025	45,049	80,578	-84,621	—	370,982	34	73,381	444,397

	Equity attributable to owners of the parent		Non-controlling interests	Total equity
	Retained earnings	Total		
Balance as of April 1, 2024	1,549,472	2,135,837	266,192	2,402,029
Profit for the period	107,586	107,586	16,634	124,220
Other comprehensive income (loss)	—	-145,367	3,284	-142,082
Comprehensive income (loss) for the period	107,586	-37,780	19,919	-17,861
Hyperinflation adjustment	1,291	1,291	—	1,291
Acquisition of treasury stock	—	-83,921	—	-83,921
Disposal of treasury stock	—	118	—	118
Cancellation of treasury stock	-106,749	-2,883	2,883	—
Dividends	-47,705	-47,705	-14,436	-62,142
Changes in the ownership interest in subsidiaries	—	12,109	-18,293	-6,183
Change in scope of consolidation	—	198	-263	-65
Transfer from other components of equity to retained earnings	-12,035	—	—	—
Total transactions with owners	-166,490	-122,083	-30,110	-152,193
Balance as of March 31, 2025	1,491,859	1,977,263	256,001	2,233,265

	Equity attributable to owners of the parent							
	Capital stock	Capital surplus	Treasury stock	Remeasurements of defined benefit plans	Other components of equity			Total
					Net changes in revaluation of financial assets measured at fair value through other comprehensive income	Cash flow hedges	Exchange differences on translation of foreign operations	
Balance as of April 1, 2025	45,049	80,578	-84,621	—	370,982	34	73,381	444,397
Profit for the period	—	—	—	—	—	—	—	—
Other comprehensive income	—	—	—	11,243	97,260	37	63,984	172,526
Comprehensive income for the period	—	—	—	11,243	97,260	37	63,984	172,526
Hyperinflation adjustment	—	—	—	—	—	—	—	—
Acquisition of treasury stock	—	—	-78,420	—	—	—	—	—
Disposal of treasury stock	—	15	404	—	—	—	—	—
Cancellation of treasury stock	—	—	82,376	—	—	—	—	—
Dividends	—	—	—	—	—	—	—	—
Changes in the ownership interest in subsidiaries	—	-746	—	3	—	—	—	3
Transfer from other components of equity to retained earnings	—	—	—	-11,247	-93,977	—	—	-105,224
Total transactions with owners	—	-730	4,359	-11,243	-93,977	—	—	-105,221
Balance as of Mar. 31, 2026	45,049	79,847	-80,262	—	374,265	72	137,365	511,703

	Equity attributable to owners of the parent		Non-controlling interests	Total equity
	Retained earnings	Total		
Balance as of April 1, 2025	1,491,859	1,977,263	256,001	2,233,265
Profit for the period	171,697	171,697	30,628	202,326
Other comprehensive income	—	172,526	20,842	193,369
Comprehensive income for the period	171,697	344,224	51,471	395,696
Hyperinflation adjustment	2,691	2,691	—	2,691
Acquisition of treasury stock	—	-78,420	—	-78,420
Disposal of treasury stock	—	419	—	419
Cancellation of treasury stock	-82,376	—	—	—
Dividends	-44,862	-44,862	-11,890	-56,752
Changes in the ownership interest in subsidiaries	—	-743	-57	-800
Transfer from other components of equity to retained earnings	105,224	—	—	—
Total transactions with owners	-22,013	-123,606	-11,948	-135,554
Balance as of Mar. 31, 2026	1,644,235	2,200,573	295,524	2,496,098

(4) Consolidated Statements of Cash Flows

(Million Yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net cash provided by (used in) operating activities		
Profit before income tax	173,440	247,941
Depreciation and amortization	272,839	264,634
Impairment losses	4,201	15,233
Losses (gains) on sales of investments accounted for using equity method	16,217	—
Decrease (increase) in trade and other receivables	-38,621	15,579
Decrease (increase) in inventories	1,355	-19,351
Increase (decrease) in trade and other payables	14,354	-98,118
Other, net	-29,240	-15,959
Subtotal	414,547	409,958
Interest income received	5,458	5,517
Dividends income received	21,734	21,356
Interest expenses paid	-4,621	-7,535
Income taxes paid	-97,249	-53,212
Net cash provided by (used in) operating activities	339,870	376,084
Net cash provided by (used in) investing activities		
Decrease (increase) in time deposits	415	728
Purchase of property, plant and equipment	-218,851	-241,798
Proceeds from sales of property, plant and equipment	13,925	10,607
Purchase of intangible assets	-17,571	-18,351
Purchase of investment securities	-17,653	-22,881
Proceeds from sales and redemption of investment securities	34,234	169,752
Proceeds from collection of lease receivables	12,843	21,401
Proceeds from sales of subsidiaries or other businesses	2,446	1,482
Proceeds from sales of investments accounted for using equity method	39,924	—
Other, net	3,337	1,877
Net cash provided by (used in) investing activities	-146,948	-77,180
Net cash provided by (used in) financing activities		
Increase (decrease) in short-term bank loans and commercial papers	-12,172	10,401
Proceeds from long-term loans payable	90,000	69,520
Repayment of long-term loans payable	-53,832	-92,440
Proceeds from issuance of bonds	20,000	—
Redemption of bonds	-140,000	—
Repayment of lease payables	-25,905	-33,642
Acquisition of treasury stock	-83,923	-78,420
Cash dividends paid	-47,687	-44,863
Cash dividends paid to non-controlling interests	-14,436	-11,890
Other, net	-2,262	-640
Net cash provided by (used in) financing activities	-270,221	-181,975
Effect of exchange rate change on cash and cash equivalents	1,669	23,778
Net increase (decrease) in cash and cash equivalents	-75,629	140,707
Cash and cash equivalents at beginning of period	527,191	451,690
To reclassify cash and cash equivalents included in assets held for sale	129	—
Cash and cash equivalents at end of period	451,690	592,398

(5) Notes to the Consolidated Financial Statements

(Going concern assumption)

None

(Changes in accounting estimation)

From the current fiscal year, the Company has revised its accounting estimation method for market action costs, including recall-related costs determined by customers such as automobile manufacturers. Previously, the Company applied both an individual estimation method and a comprehensive estimation method for product warranty provisions at the time of product sales. Under the revised method, the Company generally estimates product warranty provisions comprehensively at the time of product sales, except for certain cases where individual estimation is considered more appropriate based on the nature and scale of the costs. This change is due to the accumulation of sufficient historical performance data, which has enabled the Company, as a general principle, to reasonably estimate costs related to market action measures through a comprehensive calculation. As a result of this change in the estimation method, the product warranty provisions decreased by ¥5,862 million as of the end of the current fiscal year. This decrease is included in selling, general, and administrative expenses.

(Changes in presentation method)

"Purchase of short-term securities with maturities of more than three months" and "proceeds from sales and redemption of short-term securities with maturities of more than three months," which had been included in "Decrease (increase) in time deposits" on a net basis in the consolidated statements of cash flows for the previous fiscal year, have been included in "Purchase of investment securities" and "Proceeds from sales and redemption of investment securities" respectively from the current fiscal year in order to enhance clarity of presentation. Accordingly, the consolidated statements of cash flows for the previous fiscal year have been reclassified to reflect this change in presentation.

As the result, in the consolidated statements of cash flows for the previous fiscal year, the amounts of ¥17,130 million presented in "Decrease (increase) in time deposits", -¥5,653 million presented in "Purchase of investment securities", and ¥5,519 million presented in "Proceeds from sales and redemption of investment securities" under "Net cash provided by (used in) investing activities" have been reclassified as ¥415 million in "Decrease (increase) in time deposits", -¥17,653 million in "Purchase of investment securities" and ¥34,234 million in "Proceeds from sales and redemption of investment securities", respectively.

(Segments information)

1. General information regarding reportable segments

The reportable segments of the Group are components for which financial information is available and whose operating results are periodically reviewed by the Board of Directors to make decisions about allocation of resources and to assess performance.

We devise strategies, policies and goals for maximizing sustainable business value for the entire Group by meeting diverse needs near major automobile manufacturers around the world, and developing, producing, and selling high value-added products. We have assigned officers in charge of each region to supervise the devising of comprehensive strategies in the regions. In addition, the Group mainly manufactures and sells automobile parts, etc., and each company is conducting business activities based on the economic conditions and automobile parts market trends in each region, as well as business strategies and sales activities.

Therefore, the Group consists of segments by location of the company based on the manufacture and sale of automobile parts, etc., and set five reportable segments with similar economic characteristics, etc.: "Japan", "North America", "Europe", "China", and "ASEAN and India".

Reportable segments and their products and services are as follows.

Segment	Major products and services
Japan	Primarily the manufacture and sale of automotive parts Energy solution related products etc.
North America	Primarily the manufacture and sale of automotive parts
Europe	Primarily the manufacture and sale of automotive parts
China	Primarily the manufacture and sale of automotive parts
ASEAN and India	Primarily the manufacture and sale of automotive parts

2. Revenue and profit by reportable segments

Fiscal year ended March 31, 2025

(Million Yen)

	Reportable Segments						Others	Adjustments	Total
	Japan	North America	Europe	China	ASEAN and India	Total			
Revenue									
(1) Revenue from third parties	2,440,604	1,071,808	284,182	595,126	466,465	4,858,187	37,917	—	4,896,104
(2) Inter-segment	698,737	15,119	11,747	23,775	63,719	813,099	31	-813,130	—
Total	3,139,341	1,086,928	295,929	618,902	530,184	5,671,286	37,948	-813,130	4,896,104
Segment profit	73,694	29,311	4,390	32,381	59,356	199,135	3,527	278	202,941
Finance income									30,452
Finance expenses									-49,402
Equity in earnings of affiliates									5,666
Gains (losses) on sales of investments accounted for using equity method									-16,217
Profit before income taxes									173,440

(Note1) Others include omitted non-core regions that manufacture and sell automotive parts, such as Brazil.

(Note2) Inter-segment revenue is based on transaction price negotiated each year in consideration of market price and total cost.

(Note3) Segment profit is based on Operating profit.

Fiscal year ended March 31, 2026

(Million Yen)

	Reportable Segments						Others	Adjustments	Total
	Japan	North America	Europe	China	ASEAN and India	Total			
Revenue									
(1) Revenue from third parties	2,518,054	1,181,242	268,672	566,074	544,258	5,078,302	39,461	—	5,117,764
(2) Inter-segment	696,682	14,609	15,579	32,842	69,158	828,873	21	-828,895	—
Total	3,214,736	1,195,852	284,252	598,917	613,417	5,907,175	39,483	-828,895	5,117,764
Segment profit	80,257	39,133	4,123	30,657	69,618	223,790	4,244	761	228,796
Finance income									28,787
Finance expenses									-15,221
Equity in earnings of affiliates									5,578
Profit before income taxes									247,941

(Note1) Others include omitted non-core regions that manufacture and sell automotive parts, such as Brazil.

(Note2) Inter-segment revenue is based on transaction price negotiated each year in consideration of market price and total cost.

(Note3) Segment profit is based on Operating profit.

(Earning per share)

Basic earnings per share is based on information below.

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit for the period attributable to owners of the parent (Million Yen)	107,586	171,697
Average number of common stocks (Thousand shares)	780,701	738,038
Basic earnings per share (Yen)	137.81	232.64

(Note1) Diluted earnings is not stated because there are no latent shares.

(Note2) On October 1, 2024, the Company effected a 3-for-1 split of common stock. Basic earnings per share is calculated on the assumption that the stock split was implemented at the beginning of the previous fiscal year.

(Material Subsequent Events)

(Share Repurchase, Tender Offer for Own Shares and Cancellation of Treasury Shares)

The Company has resolved to repurchase its common stock pursuant to the provisions of Article 156 of the Companies Act of Japan, as applied pursuant to the provisions of paragraph 3, Article 165 of the Companies Act, conduct the tender offer for its own shares (the "Tender Offer") as a specific method for acquiring treasury shares pursuant to the provisions of paragraph 1, Article 156 of the Companies Act of Japan, as applied pursuant to the provisions of paragraph 3, Article 165 of the Companies Act and the Company's articles of incorporation and resolved to cancel the treasury shares pursuant to the provisions of Article 178 of the Companies Act at the board of directors' meeting held on April 28, 2026.

(1) Reason for the share repurchase

In FYE2029 Mid-Term Business Plan announced on February 19, 2026, the Company has a policy of expanding business in growth areas and improving capital efficiency in order to achieve sustainable growth and enhance corporate value over the medium to long-term.

This share repurchase is in line with the above policy and is intended to improve capital efficiency and enhance corporate value. Going forward, the Company will continue to strengthen shareholder returns through stable and continuous dividends and agile share repurchases, taking into account the balance between financial stability and capital efficiency, as well as future investment trends.

(2) Contents of Repurchase

i) Class of shares to be repurchased	Common stock of the Company
ii) Total number of shares to be repurchased	65,000,000 shares (maximum) (Note1) (9.0% of the total number of issued shares (excluding treasury shares))
iii) Aggregate amount of repurchase cost	¥100.0 billion (maximum) (Note1)
iv) Period of repurchase	April 30, 2026 to March 31, 2027
v) Method of repurchase	Market purchase on the Tokyo Stock Exchange, Inc., Off-floor trading (ToSTNeT-3) and a tender offer for the Company's own shares
vi) Other	Decisions relating to any other necessary matters for the repurchase of own shares will be entrusted to the Representative Director of the Company. However, this will exclude the purchase of the Company's own shares by way of a tender offer.

(Note1) "Total number of shares to be repurchased" and "Aggregate amount of repurchase cost" include the amounts described in (3) Contents of Tender Offer for own shares below.

(Note2) There is a possibility that some or all of the purchase may not be carried out due to market trends and other factors.

(3) Contents of Tender Offer for own shares

i) Total number of shares to be purchased	23,239,327 shares (maximum)
ii) Public notice of commencement of the Tender offer	April 30, 2026
iii) Tender offer period	April 30, 2026 to June 1, 2026
iv) Price of tendering	¥1,986 per common share
v) Total amount of purchase cost	¥46.1 billion
vi) Settlement commencement date	June 23, 2026

(4) Contents of Cancellation

i) Class of shares to be cancelled	Common stock of the Company
ii) Total number of shares to be cancelled	33,000,000 shares (4.3% of the total number of issued shares before the cancellation)
iii) Scheduled date of the cancellation	May 29, 2026