

## FY2025 Consolidated Financial Results [IFRS] (April 1, 2025 through March 31, 2026)

(English translated from the original Japanese document)

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 Scheduled Date for the General Shareholders Meeting: June 19, 2026  
 Scheduled Date to commence dividend payments: June 22, 2026  
 Scheduled Filing Date for Annual Securities Report on EDINET: June 15, 2026  
 Preparation of supplementary material on Financial Results: Yes  
 Holding of financial results briefing: Yes (For Analysts and professional investors)

(Note: All amounts less than one million yen are rounded off)

### 1. Consolidated Financial Results for the FY2025 (April 1, 2025 to March 31, 2026)

#### (1) Consolidated Operating Results (cumulative) (Percentage of change from previous year)

	Revenue		Operating Profit		Profit before Tax		Profit		Profit Attributable to Owners of Parent		Total Comprehensive Income	
	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%	Million Yen	%
FY2025	303,933	(1.8)	22,230	1.8	23,649	15.9	15,626	11.6	13,680	7.3	24,707	74.4
FY2024	309,564	0.4	21,845	-	20,405	-	14,007	-	12,744	-	14,166	-

	Basic Earnings per Share	Diluted Earnings per Share	Ratio of Profit to Equity Attributable to Owners of Parent	Ratio of Income before Income Taxes to Total Assets	Ratio of Operating Profit to Revenue
	yen	yen	%	%	%
FY2025	374.31	374.31	7.3	7.6	7.3
FY2024	304.13	304.13	6.4	6.5	7.1

(Reference) Equity in Earnings(Loss) of Affiliates is ¥ (203) million for FY2025 and ¥ (588) million for FY2024.

(Note) In the current consolidated accounting period, the Company finalized the provisional accounting treatment for the business combination.

#### (2) Consolidated Financial Position

	Total Assets	Total Equity	Equity Attributable to Owners of Parent	Ratio for Equity Attributable to Owners of Parent	Equity per Share Attributable to Owners of Parent
	Million Yen	Million Yen	Million Yen	%	yen
FY2025	320,103	208,272	192,711	60.2	5,274.06
FY2024	303,912	194,268	180,478	59.4	4,927.00

#### (3) Consolidated Cash Flows

	Cash Flows from Operating Activities	Cash Flows from Investing Activities	Cash Flows from Financing Activities	Balance of Cash and Cash Equivalents at End of Period
	millions of yen	millions of yen	millions of yen	millions of yen
FY2025	40,567	(20,093)	(16,962)	74,473
FY2024	31,495	(8,724)	(28,720)	68,160

### 2. Dividends

	Annual Dividends per Share					Dividends (Total)	Payout Ratio (Consolidate)	Ratio of Dividend to Equity Attributable to Owners of Parent
	1st Quarter	2nd Quarter	3rd Quarter	Fiscal Year-end	Total			
	yen	yen	yen	yen	yen			
FY2024	-	100.00	-	150.00	250.00	9,692	82.2	5.2
FY2025	-	150.00	-	150.00	300.00	10,982	80.1	5.9
FY2025(Forecast)	-	175.00	-	175.00	350.00		89.3	

### 3. FY2026 Consolidated Financial Forecast (April 1, 2026 to March 31, 2027)

(Percentage of change from previous year)

	Revenue		Operating Profit		Income before Income Taxes		Profit Attributable to Owners of Parent		Basic Earnings Per Share
	millions of yen	%	millions of yen	%	millions of yen	%	millions of yen	%	yen
FY2026	305,000	0.4	24,500	10.2	23,000	(2.7)	14,000	2.3	391.72

(Note) The Consolidated Financial Forecast does not include the impact from escalation of tensions in the Middle East.

※ General Notes

(1) Significant changes in the scope of consolidation during the period: None

(2) Changes in Accounting Policies, Accounting Estimations

① Changes in accounting policies required by IFRS : None

② Changes in accounting policies except ① : None

③ Changes in accounting estimates : None

(Note) For the details, refer to p.12 “3. Consolidated Financial Statements and Principal Notes (5) Notes on Consolidated Financial Statements”

(3) Number of Outstanding Shares (Ordinary shares)

① Number of shares outstanding at the end of period (including treasury shares)	FY2025 Q4	48,593,736 shares	FY2024 Q4	48,593,736 shares
② Number of treasury shares at the end of period	FY2025 Q4	12,054,346 shares	FY2024 Q4	11,963,329 shares
③ Average number of ordinary shares outstanding during the period	FY2025 Q4	36,547,480 shares	FY2024 Q4	41,901,529 shares

(Note) The shares held within the ESOP trust accounts (FY2025: 59,400 shares, FY2024: 71,200 shares) are included in the number of Treasury Shares at the end of period. Furthermore, the shares held within the ESOP trust accounts are included in Treasury Shares that are deducted in the calculation of the average number of shares for the period. (FY2025: 63,492 shares, FY2024: 74,662 shares)

※ This Financial Results are not subject to audit by certified accountants or audit corporations.

※ Regarding the appropriate use of Financial forecasts and other information

(Note: statement regarding forward-looking statements, etc.)

The above forecast is based on the information available, or the assumptions which the company thinks reasonable as of the release of this report. Actual results might be different from the above estimates due to subsequent changes in circumstances. Regarding notes of usage and performance forecast assumptions, please refer to attachment p.3, 1. Overview of Operating Results etc. (4) Forward-Looking Information.

(Availability of the financial results presentation materials)

The Company plans to hold an analyst meeting on Tuesday, April 28, 2026. The materials and video of this presentation will be posted on the Company's website after the meeting.

## Table of Contents of Attachments

1. Overview of Operating Results etc. ....	2
(1) Overview of Operating Results for Current Period.....	2
(2) Overview of Financial Position for Current Period.....	3
(3) Overview of Cash Flow for the Current Period.....	3
(4) Forward-Looking Information.....	3
2. Basic Way of Thinking Regarding to Selection of Accounting Standard.....	4
3. Consolidated Financial Statements and Principal Notes.....	5
(1) Consolidated Statement of Financial Position.....	5
(2) Consolidated Statement of Income/Consolidated Statement of Comprehensive Income .....	7
(3) Consolidated Statement of Changes in Equity.....	9
(4) Consolidated Statement of Cash Flow.....	11
(5) Notes on Consolidated Financial Statements.....	12
(Notes for Going Concern) .....	12
(Change of Accounting Policy) .....	12
(Segment Information) .....	12
(Per Share Information) .....	13
(Significant Subsequent Events) .....	13

## 1. Overview of Operating Results etc.

In the current consolidated accounting period, the Company finalized the provisional accounting treatment for the business combination.

### (1) Overview of Operating Results for Current Period

In the current consolidated period, the revenue decreased due to the impact of a decrease in orders at the AT business segment. In terms of profits, despite a decrease in revenue and an increase in labor costs, Operating Profit increased due to efforts to improve productivity through closing an unprofitable U.S. subsidiary in the previous fiscal year. Profit before Tax and Profit Attributable to Owners of the Parent increased due to the rise in Operating profit as well as an increase in Finance income from investment profit.

The results for the current consolidated fiscal year were, Revenue ¥ 303.9 billion (decreased by 1.8% from the previous fiscal year), Operating profit ¥ 22.2 billion (increased by 1.8% from the previous fiscal year), Profit before tax ¥ 23.6 billion (increased by 15.9% from the previous fiscal year), Profit attributable to owners of the parent company was ¥13.7 billion (increased by 7.3% from the previous fiscal year).

#### <Segment Information>

The summary by type of reportable segment is as follows.

##### [MT (Manual Automotive Drivetrain related business)]

Revenue was ¥75.5 billion (increased by 2.2% from the previous fiscal year). Segment profit was ¥11.5 billion (increased by 7.0% from the previous fiscal year) due to an increase in revenue.

##### [AT (Automatic Automotive Drivetrain related business)]

Revenue was ¥188.3 billion (decreased by 5.7% from the previous fiscal year). The segment profit was ¥15.7 billion (increased by 26.1% from the previous fiscal year), despite a decrease in revenue by a decline in orders, due to efforts to improve productivity through closing an unprofitable U.S. subsidiary in the previous fiscal year and passing on the increased costs to selling prices.

##### [TS (Industrial machine Drivetrain operations)]

Revenue was ¥12.8 billion (decreased by 7.9% from the previous fiscal year). Segment profit was ¥1.5 billion (decreased by 8.7% from the previous fiscal year), due to a decrease in revenue.

##### [Others]

Revenue was ¥27.4 billion (increased by 23.4% from the previous fiscal year). Segment loss was ¥2.8 billion (¥3.0 million Segment profit in the previous fiscal year), due to an increase in R&D expenses, despite an increase in revenue from motorcycle clutches in the India-ASEAN region.

#### <Location Information>

The summary by location is as follows.

##### [Japan]

Revenue was ¥121.3 billion (decreased by 1.8% from the previous fiscal year). This was due to a decrease in orders received, resulting in lower revenue in the AT business. Operating Profit was ¥6.1 billion (decreased by 41.5% from the the previous fiscal year), due to a decrease in revenue and an increase in labor costs.

##### [Americas]

Revenue was ¥46.9 billion (decreased by 17.3% from the previous fiscal year). This was due to closing an unprofitable U.S. subsidiary in the previous fiscal year. Operating Profit was ¥0.5 billion (¥1.4 billion Operating Loss in the previous fiscal year) due to effort for productivity improvements.

##### [Asia and Oceania]

Revenue was ¥123.5 billion (increased by 5.6% from the previous fiscal year). This was mainly due to an increase in revenue from motorcycle clutches in the India-ASEAN region and an increase in revenue from AT business segment in China and Thailand. Operating Profit was ¥14.9 billion (increased by 23.9% from the previous fiscal year) due to an increase in revenue.

## [Others]

Revenue was ¥12.2 billion (decreased by 1.0% from the same period of the previous fiscal year). Operating Profit was ¥0.7 billion (decreased by 14.9% from the previous fiscal year) due to a decrease in revenue.

## (2) Overview of Financial Position for Current Period.

In terms of the assets at the end of this consolidated accounting period, the total assets were ¥ 320.1 billion (¥303.9 billion at the end of the previous consolidated fiscal year), increased by ¥16.2 billion (5.3%) from the end of the previous fiscal year. The main contents are ¥6.3 billion increase in Cash and cash equivalents, ¥5.2 billion increase Goodwill and Intangible assets, ¥4.0 billion increase in Other financial assets, ¥2.4 billion increase in Investments accounted for using equity method and ¥1.3 billion decrease in Tangible fixed assets.

Total liabilities were ¥111.8 billion (¥109.6 billion at the end of the previous consolidated fiscal year), increased by ¥2.2 billion (2.0%) from the end of the previous fiscal year. The main contents are ¥1.4 billion increase Trade and other payables, ¥1.4 billion increase in Income taxes payable, ¥0.9 billion increase in Other financial liabilities, and ¥1.7 billion decrease in corporate Bonds and borrowings.

Total equity was ¥208.3 billion (¥194.3 billion in the previous consolidated fiscal year), increased by ¥14.0 billion (7.2%) from the end of the previous fiscal year. The primary details are as follows; ¥2.2 billion increase in Capital surplus, ¥1.8 billion increase in Non-controlling interests, ¥6.6 billion increase in Other components of equity, ¥3.9 billion increase in Retained earnings (¥13.7 billion increase due to the Profit attributable to owners of the parent, and ¥11.0 billion decrease due to the Appropriation of surplus (dividend), etc.) and ¥0.4 billion decrease by acquisition of Treasury shares.

## (3) Overview of Cash Flow for the Current Period

Cash inflows from operating activities in the current consolidated fiscal year was ¥ 40.6 billion which increased by ¥ 9.1 billion (28.8%) from the previous year (¥ 31.5 billion). This was due to the increase of ¥3.2 billion Income before Income Taxes, the changes in Trade and other receivables increased by ¥ 1.8 billion, the changes in Inventories increased by ¥ 1.4 billion, Share-based payment expenses increased by ¥ 2.5 billion.

Cash outflows from investing activities was ¥ 20.1 billion which increased by ¥ 11.4 billion (130.3%) from the previous year (¥8.7 billion). This was mainly due to the increase in ¥4.2 billion in Purchase of shares of subsidiaries, the decrease in ¥ 3.4 billion in Sales of property, plant and equipment, the increase of ¥ 2.9 billion in deposits into and withdrawals from time deposits and the increase of ¥1.8 billion in Purchase of investment securities.

Cash outflows from financing activities was ¥ 17.0 billion, which decreased by ¥ 11.8 billion (40.9%) from the previous year (¥ 28.7 billion). This was mainly due to the decrease of ¥ 43.9 billion in Purchase of treasury shares, the decrease of ¥ 30.3 billion in Proceeds from long-term borrowings and the increase of ¥ 4.0 billion in dividend payment.

In addition to the above, there was the increase of ¥ 2.8 billion in Effect of exchange rate changes on cash and cash equivalents (¥ 0.1 billion increase in the previous year), as the results the balance of cash and cash equivalents in the current consolidated fiscal year was ¥ 74.5 billion which increased by ¥ 6.3 billion (9.3%) from ¥ 68.2 billion at the end of the previous consolidated fiscal year.

## (4) Forward-Looking Information

Regarding the forward-Looking information, the outlook remains uncertain due to continuing geopolitical risks such as the prolonged Russia–Ukraine war and increasing tensions in the Middle East. In particular, the Company is unable to appropriately estimate the impact of a Strait of Hormuz blockade on production and orders. Accordingly, this impact has not been reflected in the current earnings forecast at this time.

Based on these assumptions, the Company expects consolidated revenue for the fiscal year ending March 31, 2027 to be roughly the same level as the previous fiscal year, as the decline in orders for AT (automatic transmission-related business) has somewhat eased amid a temporary slowdown in the shift to BEVs for passenger cars. In terms of profits, the Company will strive to secure profits by further promoting group-wide efforts to improve overall management efficiency, such as improving facility utilization rates and reducing overhead costs, while appropriately reflecting in selling prices any cost increases resulting from inflation and rising crude oil price.

As a result, the Company expects the revenue for the fiscal year ending March 2027 to be ¥305.0 billion (0.4%

increase from this fiscal year), operating profit will be ¥24.5 billion (10.2% increase from this fiscal year), and Profit before Tax will be ¥23.0 billion (2.7% decrease from this fiscal year). Profit attributable to owners of the parent company is expected to be ¥14.0 billion (2.3% increase from this fiscal year).

The exchange rate is assumed to be ¥155 per US dollar.

**2. Basic Way of Thinking Regarding to Selection of Accounting Standard**

The Group applies IFRS for the purpose of improving the international comparability of financial information in capital markets.

## 3. Consolidated Financial Statements and Principal Notes

## (1) Consolidated Statement of Financial Position

	As of March 31, 2025	As of March 31, 2026
	Millions of yen	Millions of yen
Assets		
Current assets		
Cash and cash equivalents	68,160	74,473
Trade and other receivables	52,044	52,778
Other financial assets	2,722	6,514
Inventories	41,746	40,984
Other current assets	3,808	4,394
Total current assets	168,480	179,144
Non-current assets		
Property, plant and equipment	107,754	106,476
Goodwill and intangible assets	3,677	8,906
Investments accounted for using equity method	1,825	4,175
Investments in Equity Instruments	5,020	4,965
Other financial assets	363	593
Deferred tax assets	14,642	13,598
Retirement benefit asset	1,431	1,580
Other non-current assets	721	665
Total non-current assets	135,432	140,959
Total assets	303,912	320,103

	As of March 31, 2025	As of March 31, 2026
	Millions of yen	Millions of yen
Liabilities and equity		
Liabilities		
Current liabilities		
Bonds and borrowings	4,749	23,101
Trade and other payables	33,845	35,271
Other financial liabilities	675	795
Income taxes payable	1,192	2,547
Employee benefits accruals	2,592	2,760
Provisions	1,973	1,868
Other current liabilities	2,615	2,528
Total current liabilities	47,641	68,870
Non-current liabilities		
Bonds and borrowings	51,543	31,457
Other financial liabilities	1,161	1,951
Retirement benefit liability	6,518	6,816
Deferred tax liabilities	24	22
Other non-current liabilities	2,757	2,715
Total non-current liabilities	62,003	42,961
Total liabilities	109,644	111,830
Equity		
Share capital	8,284	8,284
Capital surplus	4,184	6,428
Treasury shares	(43,777)	(44,200)
Other components of equity	17,631	24,191
Retained earnings	194,155	198,008
Total equity attributable to owners of parent	180,478	192,711
Non-controlling interests	13,790	15,561
Total equity	194,268	208,272
Total liabilities and equity	303,912	320,103

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

	FY2024 (April 1, 2024 through March 31, 2025)	FY2025 (April 1, 2025 through March 31, 2026)
	Millions of yen	Millions of yen
Revenue	309,564	303,933
Cost of sales	250,137	241,173
Gross profit	59,427	62,759
Selling, general and administrative expenses	36,511	38,848
Other income	3,948	1,202
Other expenses	5,018	2,883
Operating profit	21,845	22,230
Finance income	579	2,597
Finance costs	1,432	975
Share of profit of investments accounted for using equity method	(588)	(203)
Profit before tax	20,405	23,649
Income tax expense	6,397	8,022
Profit	14,007	15,626
Profit attributable to		
Owners of parent	12,744	13,680
Non-controlling interests	1,264	1,946
Profit	14,007	15,626
Earnings per share		
Basic and diluted earnings per share	304.13	374.31

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## (Consolidated Statement of Comprehensive Income)

	FY2024 (April 1, 2024 through March 31, 2025)	FY2025 (April 1, 2025 through March 31, 2026)
	Millions of yen	Millions of yen
Profit	14,007	15,626
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Net change in fair value of equity instruments designated as measured at fair value through other comprehensive income	(357)	(195)
Remeasurements of defined benefit plans	280	184
Total of items that will not be reclassified to profit or loss	(77)	(11)
Items that may be reclassified to profit or loss		
Exchange differences on translation of foreign operations	245	9,095
Share of other comprehensive income of investments accounted for using equity method	(10)	(3)
Total of items that may be reclassified to profit or loss	235	9,092
Total other comprehensive income	159	9,080
Comprehensive income	14,166	24,707
Comprehensive income attributable to		
Owners of parent	12,381	21,390
Non-controlling interests	1,785	3,317
Comprehensive income	14,166	24,707

## (3) Consolidated Statement of Changes in Equity

Previous consolidated cumulative period

(April 1, 2024 through March 31, 2025)

	Equity attributable to owners of parent						Total
	Share capital	Capital surplus	Treasury shares	Exchange differences on translation of foreign operations	Other components of equity		
					Net change in fair value of equity instruments designated as measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	
Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	
Balance as of April 1, 2024	8,284	7,543	(3,682)	19,365	(1,091)	-	18,274
Profit for the period	-	-	-	-	-	-	-
Other comprehensive income	-	-	-	(286)	(357)	280	(363)
Comprehensive income	-	-	-	(286)	(357)	280	(363)
Purchase of treasury shares	-	(183)	(44,510)	-	-	-	-
Disposal of treasury shares	-	7	25	-	-	-	-
Dividends of surplus	-	-	-	-	-	-	-
Share-based remuneration transactions	-	(4,140)	4,390	-	-	-	-
Changes in ownership interest in subsidiaries	-	958	-	-	-	-	-
Obtaining of control of subsidiaries	-	-	-	-	-	-	-
Liquidation of consolidated subsidiaries	-	-	-	-	-	-	-
Capital transaction with non controlling interests	-	-	-	-	-	-	-
Transfer to retained earnings	-	-	-	-	-	(280)	(280)
Total transactions with owners	-	(3,358)	(40,094)	-	-	(280)	(280)
Total changes in equity	-	(3,358)	(40,094)	(286)	(357)	-	(643)
Balance as of March 31, 2025	8,284	4,184	(43,777)	19,079	(1,448)	-	17,631

	Equity attributable to owners of parent		Non-controlling interests	Total
	Retained earnings	Total		
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Balance as of April 1, 2024	188,129	218,548	14,991	233,539
Profit for the period	12,744	12,744	1,264	14,007
Other comprehensive income	-	(363)	522	159
Comprehensive income	12,744	12,381	1,785	14,166
Purchase of treasury shares	-	(44,693)	-	(44,693)
Disposal of treasury shares	-	32	-	32
Dividends of surplus	(6,997)	(6,997)	(1,975)	(8,973)
Share-based remuneration transactions	-	250	-	250
Changes in ownership interest in subsidiaries	-	958	(958)	-
Obtaining of control of subsidiaries	-	-	(53)	(53)
Liquidation of consolidated subsidiaries	-	-	-	-
Capital transaction with non controlling interests	-	-	-	-
Transfer to retained earnings	280	-	-	-
Total transactions with owners	(6,717)	(50,450)	(2,987)	(53,437)
Total changes in equity	6,026	(38,069)	(1,201)	(39,271)
Balance as of March 31, 2025	194,155	180,478	13,790	194,268

Current consolidated cumulative period  
(April 1, 2025 through March 31, 2026)

	Equity attributable to owners of parent						Total
	Share capital	Capital surplus	Treasury shares	Exchange differences on translation of foreign operations	Other components of equity		
					Net change in fair value of equity instruments designated as measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	
Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	
Balances as of March 31, 2025	8,284	4,184	(43,777)	19,079	(1,448)	—	17,631
Profit	—	—	—	—	—	—	—
Other comprehensive income	—	—	—	7,721	(195)	184	7,710
Total	—	—	—	7,721	(195)	184	7,710
Purchase of treasury shares	—	(302)	(491)	—	—	—	—
Disposal of treasury shares	—	7	43	—	—	—	—
Dividends of surplus	—	—	—	—	—	—	—
Share-based payment transactions	—	2,740	24	—	—	—	—
Changes in ownership interest in subsidiaries	—	—	—	—	—	—	—
Obtaining of control of subsidiaries	—	—	—	—	—	—	—
Liquidation of consolidated subsidiaries	—	(202)	—	—	—	—	—
Capital transaction with non controlling interests	—	—	—	—	—	—	—
Transfer to retained earnings	—	—	—	—	(966)	(184)	(1,150)
Total transactions with owners	—	2,244	(423)	—	(966)	(184)	(1,150)
Total changes in equity	—	2,244	(423)	7,721	(1,161)	—	6,560
Balances as of March 31, 2026	8,284	6,428	(44,200)	26,800	(2,609)	—	24,191

	Equity attributable to owners of parent		Non-controlling interests	Total
	Retained earnings	Total		
	Millions of yen	Millions of yen		
Balances as of March 31, 2025	194,155	180,478	13,790	194,268
Profit	13,680	13,680	1,946	15,626
Other comprehensive income	—	7,710	1,371	9,080
Total	13,680	21,390	3,317	24,707
Purchase of treasury shares	—	(793)	—	(793)
Disposal of treasury shares	—	50	—	50
Dividends of surplus	(10,977)	(10,977)	(2,165)	(13,142)
Share-based payment transactions	—	2,765	—	2,765
Changes in ownership interest in subsidiaries	—	—	—	—
Obtaining of control of subsidiaries	—	—	298	298
Liquidation of consolidated subsidiaries	—	(202)	(28)	(229)
Capital transaction with non controlling interests	—	—	349	349
Transfer to retained earnings	1,150	—	—	—
Total transactions with owners	(9,827)	(9,157)	(1,546)	(10,703)
Total changes in equity	3,853	12,233	1,771	14,004
Balances as of March 31, 2026	198,008	192,711	15,561	208,272

## (4) Consolidated Statement of Cash Flows

	FY2024 (April 1, 2024 through March 31, 2025)	FY2025 (April 1, 2025 through March 31, 2026)
	Millions of yen	Millions of yen
Cash flows from operating activities		
Profit before tax	20,405	23,649
Depreciation and amortization	14,345	13,469
Impairment losses	1,559	1,464
Interest and dividend income	(523)	(570)
Interest expenses	682	668
Share of loss (profit) of investments accounted for using equity method	588	203
Foreign exchange loss (gain)	27	117
Decrease (increase) in inventories	2,587	4,033
Decrease (increase) in trade and other receivables	1,253	3,053
Increase (decrease) in trade and other payables	(2,316)	(1,661)
Share-based payment expenses	250	2,765
Other	(829)	(2,103)
Subtotal	38,027	45,086
Interest and dividends received	582	598
Interest paid	(673)	(675)
Income taxes paid	(6,440)	(4,442)
Net cash provided by (used in) operating activities	31,495	40,567
Cash flows from investing activities		
Payments into time deposits	(3,812)	(8,372)
Proceeds from withdrawal of time deposits	3,206	4,892
Purchase of property, plant and equipment	(7,562)	(7,163)
Proceeds from sale of property, plant and equipment	3,496	111
Purchase of intangible assets	(476)	(1,185)
Purchase of investment securities	(808)	(2,651)
Proceeds from sale of investment securities	—	1,667
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(1,173)	(5,412)
Purchase of investments accounted for using equity method	(1,412)	(1,539)
Other	(183)	(441)
Net cash provided by (used in) investing activities	(8,724)	(20,093)
Cash flows from financing activities		
Proceeds from short-term borrowings	8,475	4,907
Repayments of short-term borrowings	(9,859)	(5,121)
Proceeds from long-term borrowings	30,288	—
Repayments of long-term borrowings	(3,275)	(2,234)
Purchase of treasury shares	(44,783)	(926)
Dividends paid	(7,003)	(10,993)
Dividends paid to non-controlling interests	(1,975)	(2,165)
Other	(589)	(429)
Net cash provided by (used in) financing activities	(28,720)	(16,962)
Effect of exchange rate changes on cash and cash equivalents	66	2,801
Net increase (decrease) in cash and cash equivalents	(5,883)	6,313
Cash and cash equivalents at beginning of period	74,043	68,160
Cash and cash equivalents	68,160	74,473

## (5) Notes on Consolidated Financial Statements

(Notes for Going Concern)

Not applicable

(Change in Accounting Policy)

Not applicable

(Change in Accounting Estimate)

Not applicable

(Segment Information)

## (1) Overview of Reportable Segments

The reportable segments are components of business activities for which discrete financial information is available, and such information is regularly reviewed by the Company's Board of Directors to make decisions about the allocation of resources and assess its performance.

The Company and its consolidated subsidiaries are mainly engaged in the manufacture and sale of automotive parts. From the aspects of function, technological specification and productive structure, the product lines of the Company are classified roughly into 3 group, "Manual Transmission Parts", "Automatic Transmission Parts" and "Industrial machine Drivetrain Parts". The Company, in corporation with its consolidated subsidiaries, design business strategy and conduct business for these 3 product lines inside Japan and overseas. Accordingly, the reportable segments of the Company are composed of 3 segments, "MT (Manual Automotive Drivetrain related business)" which manufactures and sells Manual Transmission Parts, "AT (Automatic Automotive Drivetrain related business)" which manufactures and sells Automatic Transmission Parts and "TS (Industrial machine Drivetrain operations)" which manufactures and sells parts for construction machinery and industrial vehicles.

In the current consolidated accounting period, the Company finalized the provisional accounting treatment for the business combination.

## (2) Information on Revenue, Profit and Loss by Segment and The Amount of Other Important Items

Previous consolidated cumulative period (April 1, 2024 to March 31, 2025)

(Million Yen)

	Reportable Segment				Other (Note 1)	Adjustments (Note 4)	Consolidated
	MT	AT	TS	Total			
Revenue							
External Customers	73,800	199,715	13,881	287,396	22,167	-	309,564
Intersegments (Note 2)	253	479	47	779	5,468	(6,247)	-
Total	74,053	200,194	13,928	288,175	27,635	(6,247)	309,564
Segment Profit (Note 3)	10,766	12,436	1,672	24,873	3	(3,030)	21,845
Finance Income							579
Finance Costs							1,432
Share of profit of investments accounted for using equity method							(588)
Profit before Tax							20,405

(Note) 1. Others include businesses which is not part of any of the reportable segments, and contain clutches for motorcycle operation, transport operation, etc.

2. Amount of intersegments transactions is based on market price.

3. Segment profit is based on operating profit on consolidated income statement.

4. Elimination of intersegment transactions and corporate expenses are included in adjustments.

Current consolidated cumulative period (April 1, 2025 to March 31, 2026)

(Million Yen)

	Reportable Segment				Other (Note 1)	Adjustments (Note 4)	Consolidated
	MT	AT	TS	Total			
Revenue							
External Customers	75,461	188,325	12,784	276,570	27,363	—	303,933
Intersegments (Note 2)	233	402	38	672	5,394	(6,066)	—
Total	75,693	188,727	12,822	277,242	32,757	(6,066)	303,933
Segment Profit(Loss) (Note 3)	11,521	15,683	1,526	28,730	(2,840)	(3,661)	22,230
Finance Income							2,597
Finance Costs							975
Share of profit of investments accounted for using equity method							(203)
Profit before Tax							23,649

(Note) 1. Others include businesses which is not part of any of the reportable segments, and contain clutches for motorcycle operation, transport operation, etc.

2. Amount of intersegments transactions is based on market price.

3. Segment profit is based on operating profit on consolidated income statement.

4. Elimination of intersegment transactions and corporate expenses are included in adjustments.

(Per Share Information)

Basis for calculating profit per share is as follows. There are no potentially dilutive ordinary shares during previous consolidated fiscal year and current consolidated fiscal year.

## 1. Profit Attributable to Owners of Parent

(Millions of yen)

	FY2024 (April 1, 2024 to March 31, 2025)	FY2025 (April 1, 2025 to March 31, 2026)
Profit Attributable to Owners of Parent	12,744	13,680

## 2. Average Number of Shares Outstanding during the Period

	FY2024 (April 1, 2024 to March 31, 2025)	FY2025 (April 1, 2025 to March 31, 2026)
Average Number of Shares Outstanding during the Period	41,901,529	36,547,480

(Significant Subsequent Events)

Not applicable.