



# Financial Results for the Fiscal Year 2025

**EXEDY Corporation**  
Securities Code: 7278

Amounts are rounded to the nearest billion yen.  
Figures are presented based on IFRS.



## Contents

1. Results for FY2025
2. Forecast for FY2026
3. Progress of the Mid- to Long-Term Strategy
  - 1) Overview
  - 2) Business Strategy
  - 3) ESG Strategy
  - 4) IR&SR Strategy

## ➤ Results for FY2025

- ✓ Despite profit-decreasing factors such as lower orders for AT products and higher costs related to human capital, the Company achieved year-on-year profit growth despite lower sales, driven by the withdrawal from an unprofitable U.S. subsidiary, increased sales in Asia, and the pass-through of higher costs into selling prices. ROE improved to 7.3% (+0.9 pt year on year).

## ➤ Forecast for FY2026

- ✓ Despite a decline in AT product order volumes, the Company expects to achieve net sales of JPY 305.0 billion, operating profit of JPY 24.5 billion, net profit of JPY 14.0 billion, and ROE of 7.5%, driven by price pass-through to customers and the monetization of non-operating assets in Thailand. (Net sales, operating profit, and net profit have all been revised upward from the initial forecast.)
- ✓ To improve capital efficiency, the Company has decided to increase dividends (JPY 300 → JPY 350 per share per year) and conduct share buybacks (JPY 8.0 billion through open-market purchases).
- ✓ The impact of the situation in the Middle East is not reflected in this forecast.

## ➤ Progress of the Mid- to Long-Term Strategy

- ✓ **Overview:** Steady progress toward the FY2030 ROE target of 10%, through the execution of business strategies and financial strategies.
- ✓ **Business Strategy:**
  - Core businesses: Achieving appropriate pricing through the pass-through of cost increases
  - Aftermarket business: Expanding product lineup
  - New businesses: Developing six electrification businesses and creating additional growth areas
- ✓ **ESG Strategy:** Majority independent outside directors on the Board achieved, with approximately 30% female representation. To further enhance management transparency, the Company plans to transition to a Company with a Nomination Committees, etc.
- ✓ **IR & SR Strategy:** The Company has proactively promoted SR meetings and small meetings with the Representative Director serving as the speaker, resulting in a doubling of the number of engaged shareholders and investors year on year. While working to deepen understanding of the Company's strategy through these dialogues, insights that contribute to enhancing corporate value are being actively incorporated into management.



## Contents

### 1. Results for FY2025

### 2. Forecast for FY2026

### 3. Progress of the Mid- to Long-Term Strategy

- 1) Overview
- 2) Business Strategy
- 3) ESG Strategy
- 4) IR&SR Strategy

# 1. Results for FY2025

## Consolidated Financial Summary

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- ✓ **Sales** : Net sales declined slightly year on year, as lower order volumes for AT products in the Americas and Japan were offset by higher sales of motorcycle and AT products in Asia.
- ✓ **Operating Profit** : Operating profit increased year on year, despite profit-decreasing factors such as lower orders for AT products and higher human capital-related costs, driven by the withdrawal from an unprofitable U.S. subsidiary, higher sales in Asia, and the pass-through of higher costs into selling prices.
- ✓ **Net Profit** : Net profit increased, driven by higher operating profit and investment income. As a result, ROE improved to 7.3% (+0.9pt year on year).

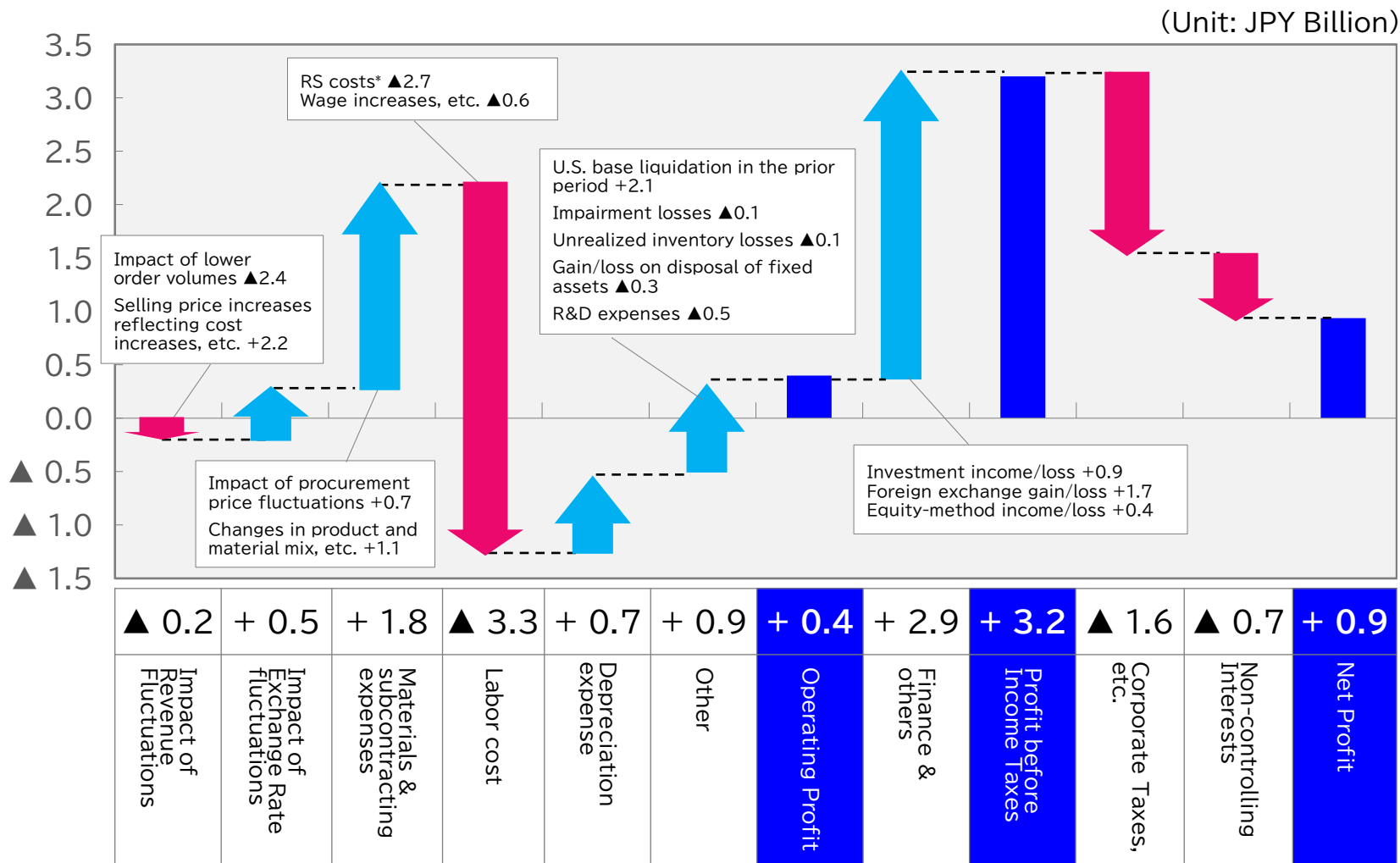
Unit: JPY Billion	FY 2024 Results	FY 2025 Results	Increase /Decrease	Rate of Change	Announced on January 28 Forecast for FY2025	vs Forecast
Revenue	309.6	303.9	▲ 5.6	▲ 1.8%	300.0	101.3%
Operating Profit	21.8	22.2	+ 0.4	+ 1.7%	22.0	101.0%
Ratio to Revenue	7.1%	7.3%	+ 0.3pt	—	7.3%	—
Net Profit	12.7	13.7	+ 0.9	+ 7.3%	13.5	101.3%
Ratio to Revenue	4.1%	4.5%	+ 0.4pt	—	4.5%	—
ROE	6.4%	7.3%	+ 0.9pt	—	7.2%	—
FX Rate (USD-JPY) (average)	152.5	151.0	▲ 1.5	▲ 1.0%	151.0	—

# 1. Results for FY2025

## Profit Increase / Decrease Factors FY2025 Results vs. FY2024 Results

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\*RS cost: Labor cost related to the Restricted Stock Incentive for Employee Shareholding Association implemented in FY2024

# 1. Results for FY2025

## Business/Location Segment Matrix - Revenue

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Unit: JPY Billion	Location	MT	AT	TS	2W	Other	Total
FY 2024 Results	Japan	18.5	89.3	11.9	0.1	3.9	123.6
	Americas	7.5	47.5	1.7	0.0	0.0	56.7
	China	5.0	39.7	0.3	0.0	0.0	45.0
	Asia/Oceania	36.9	16.9	0.0	17.9	0.2	72.0
	Others	5.9	6.4	0.0	0.0	0.1	12.3
	Total	73.8	199.7	13.9	18.0	4.1	309.6

FY 2025 Results	Japan	19.6	84.8	11.3	0.2	5.5	121.3
	Americas	7.6	38.1	1.3	0.0	0.0	46.9
	China	4.5	39.4	0.2	0.0	0.0	44.2
	Asia/Oceania	37.8	19.8	0.0	21.4	0.2	79.3
	Others	5.9	6.2	0.0	0.0	0.0	12.2
	Total	75.5	188.3	12.8	21.6	5.8	303.9

Difference	Japan	+ 1.2	▲ 4.5	▲ 0.6	+ 0.1	+ 1.6	▲ 2.2
	Americas	+ 0.0	▲ 9.4	▲ 0.4	0	▲ 0.0	▲ 9.8
	China	▲ 0.5	▲ 0.3	▲ 0.0	+ 0.0	+ 0.0	▲ 0.8
	Asia/Oceania	+ 0.9	+ 2.9	+ 0.0	+ 3.5	+ 0.0	+ 7.3
	Others	+ 0.0	▲ 0.1	0	0	▲ 0.0	▲ 0.1
	Total	+ 1.7	▲ 11.4	▲ 1.1	+ 3.6	+ 1.6	▲ 5.6

For reference Differences excluding exchange rate translation effects*	Japan	+ 1.2	▲ 4.5	▲ 0.6	+ 0.1	+ 1.6	▲ 2.2
	Americas	+ 0.1	▲ 9.0	▲ 0.4	0	▲ 0.0	▲ 9.4
	China	▲ 0.5	▲ 0.6	▲ 0.0	+ 0.0	+ 0.0	▲ 1.1
	Asia/Oceania	+ 1.0	+ 1.8	+ 0.0	+ 4.2	+ 0.0	+ 7.0
	Others	▲ 0.2	▲ 0.5	0	0	▲ 0.0	▲ 0.7
	Total	+ 1.6	▲ 12.8	▲ 1.1	+ 4.3	+ 1.6	▲ 6.4

\*Impact of exchange rate differences from the translation of overseas subsidiaries' foreign currency financial statements into yen.

# 1. Results for FY2025

## Business/Location Segment Matrix - Operating Profit

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Unit: JPY Billion	Location	MT	AT	TS	2W	Other	Company-wide expenses	Total*1
FY 2024 Results	Japan	5.64	8.10	0.06	1.59	▲ 0.19	▲ 1.34	10.43
	Americas	0.60	▲ 2.07	0.06	0.05	0.00	0.01	▲ 1.45
	China	▲ 0.13	4.42	0.03	0.03	0.00	0.00	4.61
	Asia/Oceania	4.54	1.50	1.39	0.00	1.41	▲ 0.02	7.44
	Others	0.30	0.25	0.13	0.00	0.00	0.13	0.78
	Consolidation adjustment	▲ 0.18	0.24	▲ 0.00	0.00	▲ 0.00	0.00	0.04
	<b>Total</b>	<b>10.77</b>	<b>12.44</b>	<b>1.67</b>	<b>1.67</b>	<b>1.21</b>	<b>▲ 1.21</b>	<b>21.85</b>

FY 2025 Results	Japan	5.84	7.59	▲ 3.25	1.45	▲ 0.04	▲ 4.66	6.24
	Americas	0.46	0.13	0.04	0.02	0.00	0.02	0.53
	China	0.07	5.20	0.06	0.06	▲ 0.00	0.01	5.65
	Asia/Oceania	4.72	2.72	1.72	0.00	1.84	▲ 0.12	9.26
	Others	0.38	0.07	0.09	0.00	0.00	0.09	0.66
	Consolidation adjustment	0.05	▲ 0.03	0.03	▲ 0.00	0.03	▲ 0.01	▲ 0.11
	<b>Total</b>	<b>11.52</b>	<b>15.68</b>	<b>▲ 1.31</b>	<b>1.53</b>	<b>1.84</b>	<b>▲ 4.68</b>	<b>22.23</b>

Difference	Japan	+ 0.21	▲ 0.51	▲ 3.31	▲ 0.14	+ 0.16	▲ 3.32	▲ 4.19
	Americas	▲ 0.14	+ 2.20	▲ 0.02	▲ 0.03	0.0	+ 0.01	+ 1.98
	China	+ 0.20	+ 0.78	+ 0.03	+ 0.02	▲ 0.00	+ 0.01	+ 1.04
	Asia/Oceania	+ 0.18	+ 1.22	+ 0.33	▲ 0.00	+ 0.43	▲ 0.10	+ 1.82
	Others	+ 0.09	▲ 0.18	▲ 0.04	0.0	0.0	▲ 0.04	▲ 0.12
	Consolidation adjustment	+ 0.23	▲ 0.26	+ 0.03	▲ 0.00	+ 0.04	▲ 0.01	▲ 0.15
	<b>Total</b>	<b>+ 0.76</b>	<b>+ 3.25</b>	<b>▲ 2.99</b>	<b>▲ 0.15</b>	<b>+ 0.62</b>	<b>▲ 3.47</b>	<b>+ 0.38</b>

For reference Differences excluding exchange rate translation effects*2	Japan	+ 0.21	▲ 0.51	▲ 3.31	▲ 0.14	+ 0.16	▲ 3.32	▲ 4.19
	Americas	▲ 0.14	+ 2.20	▲ 0.02	▲ 0.03	0.0	+ 0.01	+ 1.99
	China	+ 0.20	+ 0.73	+ 0.03	+ 0.02	▲ 0.00	+ 0.01	+ 0.99
	Asia/Oceania	+ 0.08	+ 1.08	+ 0.37	▲ 0.00	+ 0.48	▲ 0.10	+ 1.62
	Others	+ 0.07	▲ 0.18	▲ 0.05	0.0	0.0	▲ 0.05	▲ 0.15
	Consolidation adjustment	+ 0.23	▲ 0.26	+ 0.03	▲ 0.00	+ 0.04	▲ 0.01	▲ 0.15
	<b>Total</b>	<b>+ 0.64</b>	<b>+ 3.06</b>	<b>▲ 2.94</b>	<b>▲ 0.15</b>	<b>+ 0.67</b>	<b>▲ 3.47</b>	<b>+ 0.11</b>

\*1: The total figures include other revenue and expenses.

\*2: Impact of exchange rate differences from the translation of overseas subsidiaries' foreign currency financial statements into yen.





## Contents

1. Financial Results for FY2025

**2. Forecast for FY2026**

3. Progress of the Mid- to Long-Term Strategy

- 1) Overview
- 2) Business Strategy
- 3) ESG Strategy
- 4) IR&SR Strategy

Impact in the Event of a One-Month Suspension of Marine Transportation to the Middle East

(Unit: JPY billion)

		Impact on Revenue
EXEDY	Direct impact*	▲ 0.572
	Indirect impact	▲ 0.070
Overseas subsidiaries	Direct impact*	▲ 0.005
Total		▲ 0.647



- ✓ In the event of a one-month suspension of marine transportation to the Middle East, the impact on consolidated revenue for the Group is estimated at ▲JPY 0.7 billion.
- ✓ As the impact of potential order volume declines arising from this situation cannot be appropriately estimated at this time, it has not been reflected in the forecast for FY2026.

## 2. Forecast for FY2026

# Consolidated Financial Summary

**Drive our future.**

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- ✓ **Sales** : Despite a decline in order volumes for AT products, net sales are expected to increase by 0.4% compared with FY2025, supported by the ramp-up of new businesses and price pass-through to customers.
- ✓ **Operating Profit** : Despite lower orders for AT products, operating profit is expected to increase by 10.2% compared with FY2025, driven by price pass-through to customers and the monetization of non-operating assets in Thailand.
- ✓ **Net Profit** : Net profit is expected to increase by 2.3% in line with higher operating profit. Net sales, operating profit, and net profit have all been revised upward. ROE is expected to improve to 7.5% (+0.2pt compared with FY2025).

Unit: JPY Billion	FY 2025 Results (Second Year of the Mid-term Plan)	FY 2026 Forecast (Final Year of the Mid-term Plan)	Increase /Decrease	Rate of change	Reference: Announced on October 29, 2025 Target for FY 2026
Revenue	303.9	305.0	+ 1.1	+ 0.4%	285.0
Operating Profit	22.2	24.5	+ 2.3	+ 10.2%	22.0
Ratio to Revenue	7.3%	8.0%	+ 0.7pt	—	7.7%
Net Profit	13.7	14.0	+ 0.3	+ 2.3%	13.8
Ratio to Revenue	4.5%	4.6%	+ 0.1pt	—	4.8%
ROE	7.3%	7.5%	+ 0.2pt	—	7.5%
FX Rate (USD- JPY) (average)	151.0	155.0	+ 4.0	+ 2.7%	—

# 1. Forecast for FY2026

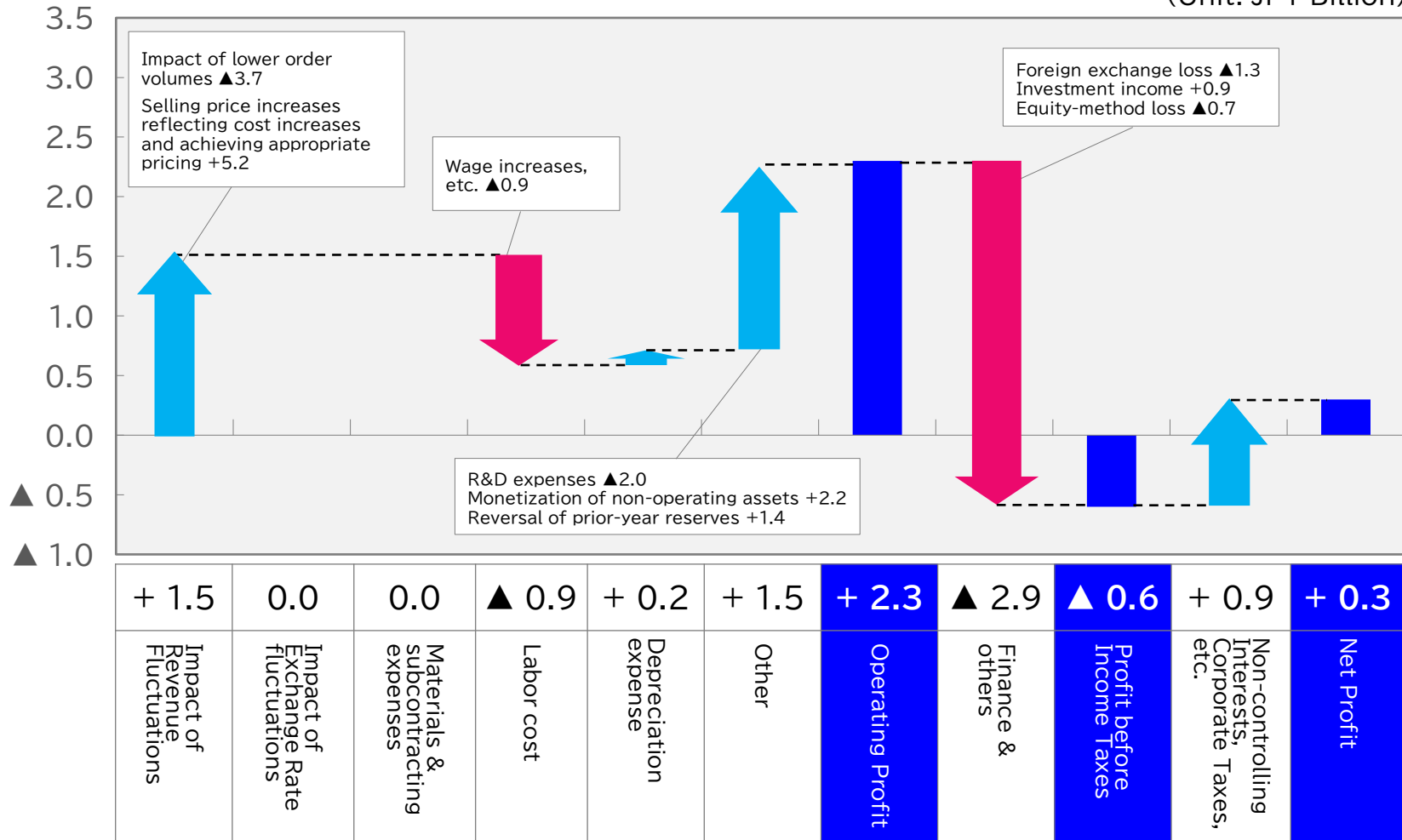
## Profit Increase / Decrease Factors

### FY2026 Forecast vs. FY2025 Results

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(Unit: JPY Billion)



## 2. Forecast for FY2026

### Business/Location Segment Matrix - Revenue

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Unit: JPY Billion	Location	MT	AT	TS	2W	Other	Total
FY 2025 Results	Japan	19.6	84.8	11.3	0.2	5.5	121.3
	Americas	7.6	38.1	1.3	0.0	0.0	46.9
	China	4.5	39.4	0.2	0.0	0.0	44.2
	Asia/Oceania	37.8	19.8	0.0	21.4	0.2	79.3
	Others	5.9	6.2	0.0	0.0	0.0	12.2
	Total	75.5	188.3	12.8	21.6	5.8	303.9

FY 2026 Forecast	Japan	20.3	85.4	11.3	0.1	10.2	127.3
	Americas	7.8	39.3	0.9	0.0	0.8	48.9
	China	4.7	28.1	0.2	0.0	0.0	33.2
	Asia/Oceania	39.0	18.4	0.0	22.6	1.6	81.6
	Others	6.2	6.3	0.0	0.0	1.5	14.0
	Total	78.1	177.6	12.5	22.7	14.1	305.0

Difference	Japan	+ 0.7	+ 0.6	+ 0.0	▲ 0.1	+ 4.7	+ 6.0
	Americas	+ 0.2	+ 1.3	▲ 0.4	0.0	+ 0.8	+ 2.0
	China	+ 0.2	▲ 11.3	+ 0.0	+ 0.0	+ 0.0	▲ 11.1
	Asia/Oceania	+ 1.2	▲ 1.4	+ 0.0	+ 1.2	+ 1.4	+ 2.3
	Others	+ 0.3	+ 0.0	0.0	0.0	+ 1.5	+ 1.8
	Total	+ 2.6	▲ 10.8	▲ 0.3	+ 1.1	+ 8.4	+ 1.0

For reference Differences excluding exchange rate translation effects*	Japan	+ 0.7	+ 0.6	+ 0.0	▲ 0.1	+ 4.7	+ 6.0
	Americas	+ 0.1	+ 0.3	▲ 0.4	0.0	+ 0.8	+ 0.7
	China	+ 0.2	▲ 11.3	+ 0.0	+ 0.0	+ 0.0	▲ 11.1
	Asia/Oceania	+ 1.2	▲ 1.4	+ 0.0	+ 1.2	+ 1.4	+ 2.3
	Others	+ 0.3	+ 0.0	0.0	0.0	+ 1.5	+ 1.8
	Total	+ 2.5	▲ 12.2	▲ 0.3	+ 1.8	+ 8.4	+ 0.2

\*Impact of exchange rate differences from the translation of overseas subsidiaries' foreign currency financial statements into yen.

## 2. Forecast for FY2026

# Business/Location Segment Matrix - Operating Profit

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Unit: JPY Billion	Location	MT	AT	TS	2W	Other	Company-wide expenses	Total*1
FY 2025 Results	Japan	5.84	7.59	1.45	▲ 0.04	▲ 4.66	▲ 3.78	6.24
	Americas	0.46	0.13	0.02	0.00	0.02	0.00	0.53
	China	0.07	5.20	0.06	▲ 0.00	0.01	0.00	5.65
	Asia/Oceania	4.72	2.72	0.00	1.84	▲ 0.12	0.00	9.26
	Others	0.38	0.07	0.00	0.00	0.09	0.00	0.66
	Consolidation adjustment	0.05	▲ 0.03	▲ 0.00	0.03	▲ 0.01	▲ 0.16	▲ 0.11
	<b>Total</b>	<b>11.52</b>	<b>15.68</b>	<b>1.53</b>	<b>1.84</b>	<b>▲ 4.68</b>	<b>▲ 3.94</b>	<b>22.23</b>

FY 2026 Forecast	Japan	6.22	8.46	1.48	▲ 0.27	▲ 2.80	▲ 5.31	7.80
	Americas	0.65	1.08	0.05	0.00	0.13	0.06	1.96
	China	0.16	2.89	0.08	0.00	0.00	0.91	4.05
	Asia/Oceania	4.88	2.28	0.00	1.85	▲ 0.17	2.15	10.99
	Others	0.32	0.07	0.00	0.00	▲ 0.76	0.11	▲ 0.27
	Consolidation adjustment	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>Total</b>	<b>12.23</b>	<b>14.79</b>	<b>1.61</b>	<b>1.58</b>	<b>▲ 3.60</b>	<b>▲ 2.08</b>	<b>24.53</b>

Difference	Japan	+ 0.38	+ 0.87	+ 0.03	▲ 0.23	+ 1.86	▲ 1.52	+ 1.55
	Americas	+ 0.19	+ 0.95	+ 0.03	0.0	+ 0.11	+ 0.06	+ 1.44
	China	+ 0.09	▲ 2.31	+ 0.03	+ 0.00	▲ 0.00	+ 0.91	▲ 1.60
	Asia/Oceania	+ 0.17	▲ 0.44	+ 0.00	+ 0.00	▲ 0.05	+ 2.15	+ 1.74
	Others	▲ 0.07	▲ 0.00	0.0	0.0	▲ 0.85	+ 0.11	▲ 0.93
	Consolidation adjustment	▲ 0.05	+ 0.03	+ 0.00	▲ 0.03	+ 0.01	+ 0.16	+ 0.11
	<b>Total</b>	<b>+ 0.71</b>	<b>▲ 0.90</b>	<b>+ 0.09</b>	<b>▲ 0.26</b>	<b>+ 1.08</b>	<b>+ 1.86</b>	<b>+ 2.30</b>

For reference Differences excluding exchange rate translation effects*2	Japan	+ 0.38	+ 0.87	+ 0.03	▲ 0.23	+ 1.86	▲ 1.52	+ 1.55
	Americas	+ 0.19	+ 0.93	+ 0.00	▲ 0.00	+ 0.11	+ 0.06	+ 1.39
	China	+ 0.09	▲ 2.31	+ 0.03	+ 0.00	▲ 0.00	+ 0.91	▲ 1.60
	Asia/Oceania	+ 0.17	▲ 0.44	+ 0.00	+ 0.00	▲ 0.05	+ 2.15	+ 1.74
	Others	▲ 0.07	▲ 0.00	0.0	0.0	▲ 0.85	+ 0.11	▲ 0.93
	Consolidation adjustment	▲ 0.05	+ 0.03	+ 0.00	▲ 0.03	+ 0.01	+ 0.16	+ 0.11
	<b>Total</b>	<b>+ 0.71</b>	<b>▲ 0.91</b>	<b>+ 0.07</b>	<b>▲ 0.29</b>	<b>+ 1.08</b>	<b>+ 1.86</b>	<b>+ 2.26</b>

\*1: The total figures include other revenue and expenses.

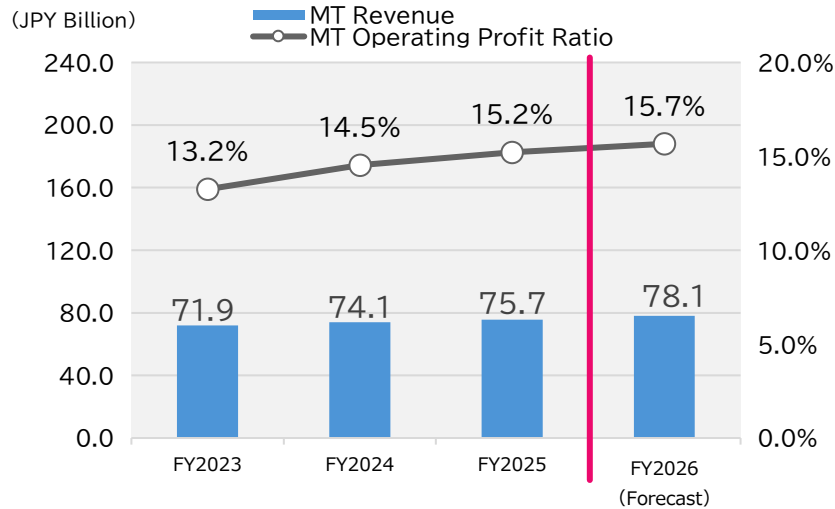
\*2: Impact of exchange rate differences from the translation of overseas subsidiaries' foreign currency financial statements into yen.

## 2. Forecast for FY2026 Business Segment Performance Trends

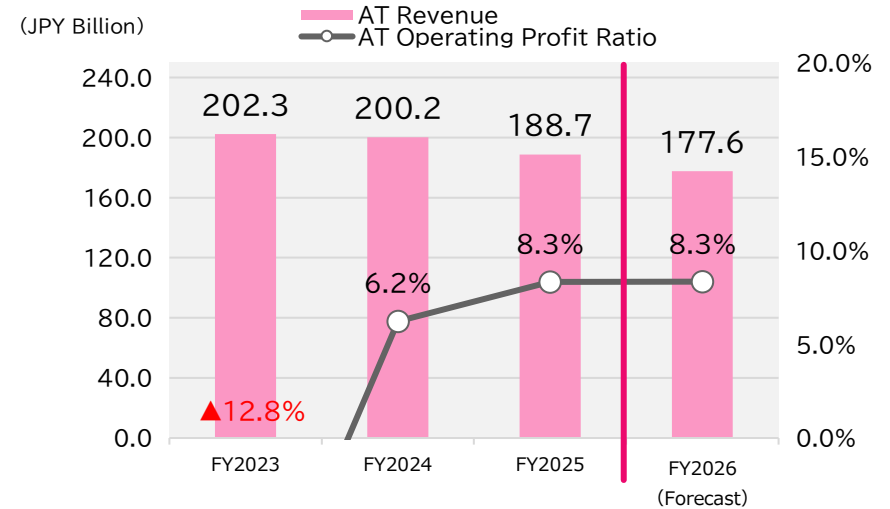
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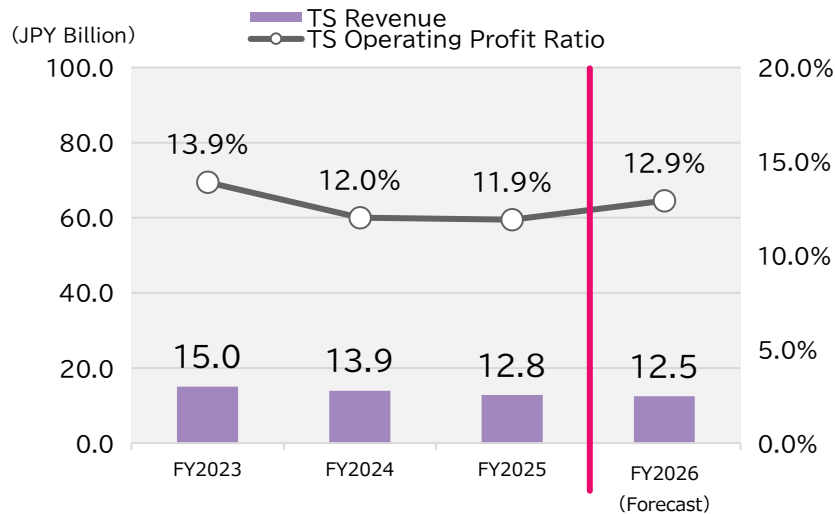
### MT



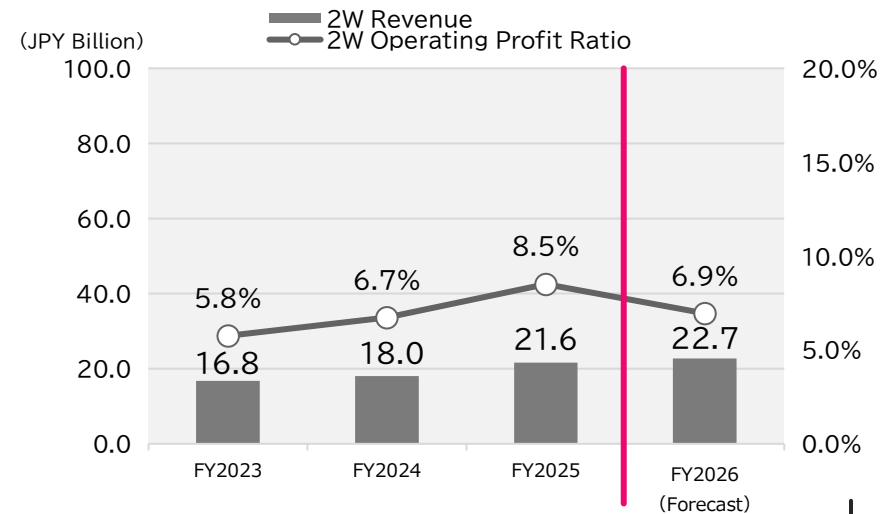
### AT



### TS



### 2W



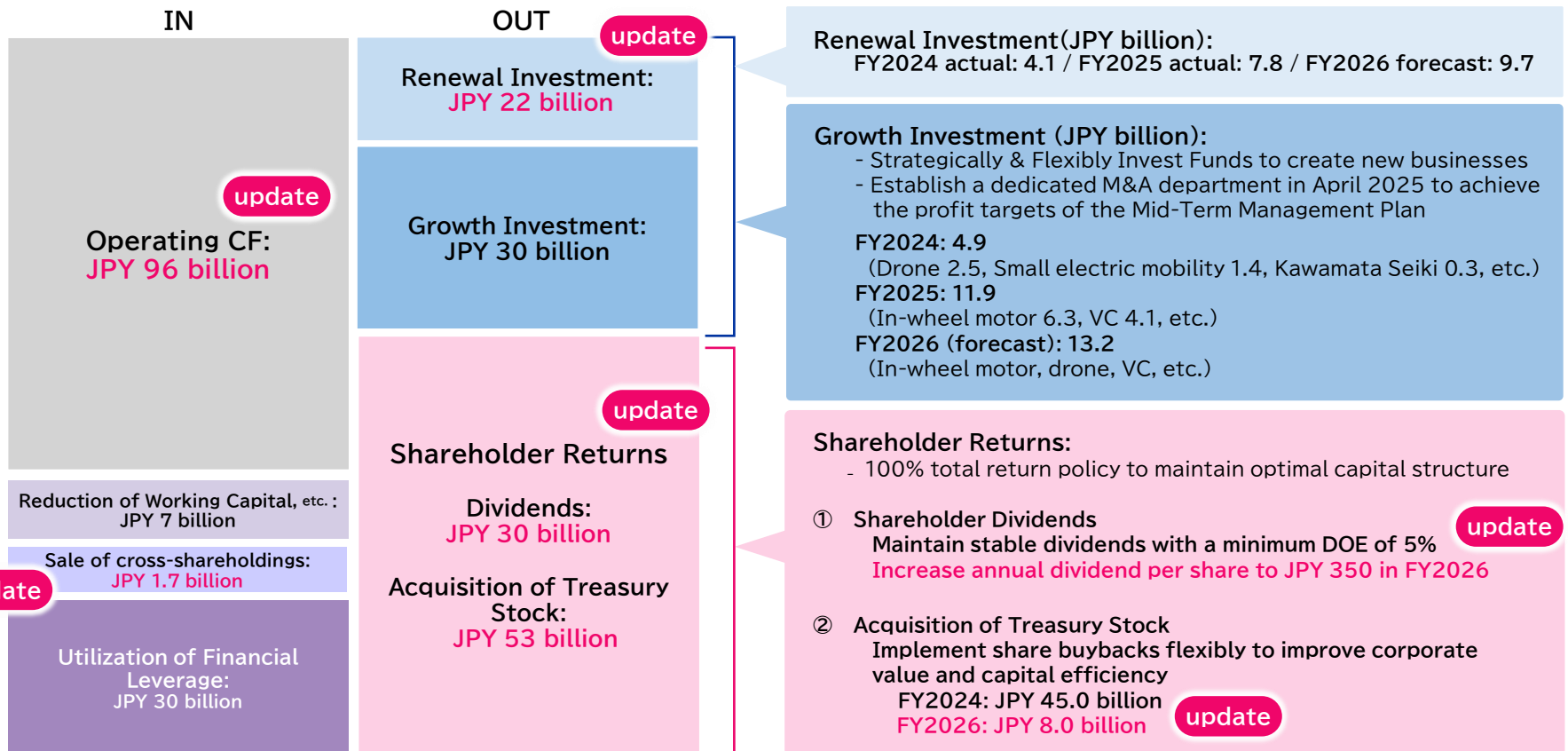
## 2. Forecast for FY2026 Capital Allocation

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### Capital Allocation for FY2024-FY2026

#### Cash Flow (3-years cumulative)



- ✓ Cash-IN is expected to increase by JPY 9.0 billion due to an upswing in operating cash flow and the sale of all strategic shareholdings (completed in FY2025).
- ✓ Capital will be prioritized for growth investments; however, taking into account the deal pipeline and available investment capacity, shareholder returns will be enhanced through increased dividends and share buybacks.

## 2. Forecast for FY2026 Shareholder Returns

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### Shareholder returns aimed at enhancing corporate value & capital efficiency

					REVOLUTION 2026 (3 years)		
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Per Share Dividend	JPY 60	JPY 90	JPY 90	JPY 120	JPY 250	JPY 300	Annual JPY 350 Or more <span style="color: red;">update</span>
	Mid-year: JPY 30 Year-end: JPY 30	Mid-year: JPY 40 Year-end: JPY 50	Mid-year: JPY 45 Year-end: JPY 45	Mid-year: JPY 60 Year-end: JPY 60	Mid-year: JPY 100 Year-end: JPY 150	Mid-year: JPY 150 Year-end: JPY 150	
Total Return Ratio	56%	34%	92%	▲56%	425%	100% total return ratio in 2 years	
DOE*	1.4%	1.9%	1.9%	2.6%	5.2%	5.9%	DOE 5% as a lower limit
Treasury Stock Acquisition	-	-	-	-	JPY 45.0 billion	-	JPY 8.0 billion <span style="color: red;">update</span>

#### [FY2025 & FY2026]

To maintain an optimal capital structure (target equity ratio of 60%), we will adopt a 100% total return policy on a cumulative basis over two years.

- ✓ In FY2026, to improve capital efficiency, we have decided to increase dividends (from JPY 300 to JPY 350 per share) and conduct share buybacks (open-market purchases totaling JPY 8.0 billion).

#### [After the conclusion of the current Mid-Term Management Plan]

As with the current Mid-Term Management Plan, any excess capital above an appropriate equity level will be returned to shareholders, primarily through dividends.

- ✓ We will continue to provide stable dividends with a minimum DOE of 5%, while also implementing share buybacks flexibly.



## Contents

1. Results for FY2025
2. Forecast for FY2026
- 3. Progress of the Mid- to Long-Term Strategy**
  - 1) Overview
  - 2) Business Strategy
  - 3) ESG Strategy
  - 4) IR&SR Strategy

### 3. Progress of the Mid- to Long-Term Strategy

#### Overview / Positioning of the Current Medium-Term Management Plan in the Mid- to Long-Term Strategy

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Performance	Medium-Term Management Plan "REVOLUTION2026"								(JPY billion)
	FY2023	FY2024		FY2025		FY2026	FY2027	FY2030	
	Results	Target*1	Results	Target*2	Results	Target*3	Target*4	Target*4	
Revenue	308.3	300.0	309.6	285.0	303.9	305.0	282.0	330.0	
Operating Profit	▲ 15.4	16.0	21.8	19.0	22.2	24.5	23.5	30.0	
Net Profit	▲ 10.0	10.0	12.7	12.0	13.7	14.0	14.8	18.6	
ROE	▲4.5%	4.5%	6.4%	6.6%	7.3%	7.5%	8.0%	10.0%	
Equity*5	218.5	-	180.5	-	192.7	←Decrease of JPY 25.8 billion vs. FY2023			
Equity Ratio*5	67.9%	-	59.4%	-	60.2%	(Improved to 7.7%)			

\*1 Disclosed on April 26, 2024, \*2 Disclosed on April 25, 2025, \*3 Disclosed on April 27, 2026, \*4 Disclosed on October 29, 2025,

\*5 Figures as of period-end

Key Initiatives				FY2023	FY2024	FY2025	FY2026	
Business Strategy	Core Biz	OEM	Production Restructuring (AT)	Impairment Loss of JPY 31.9 billion	Liquidation of U.S. subsidiary / Workforce reduction at two sites in China	Under Continuous Review		
			Price Increases		Passing on Cost Increases to Selling Prices	Achieving appropriate pricing		
		After market	Product Line Expansion		See details on p. 23			
	New Biz	Development	Electrification Products	See details on p. 26				
		Creation	Leveraging M&A		Secured Growth Investment Capacity of JPY 30 billion	Dedicated M&A Department	Active Promotion	
Financial Strategy	Balance Sheet Policy				Establishment of an Optimal Capital Structure (Equity ratio: 60%, Equity: JPY 180 billion)			
	Shareholder Returns	Total return ratio of 100% / DOE of 5%	Dividends		JPY 120→250	JPY 250→300	JPY 300→350	
			Share Repurchases		JPY 45 billion	-	JPY 8 billion	

### 3. Progress of the Mid- to Long-Term Strategy

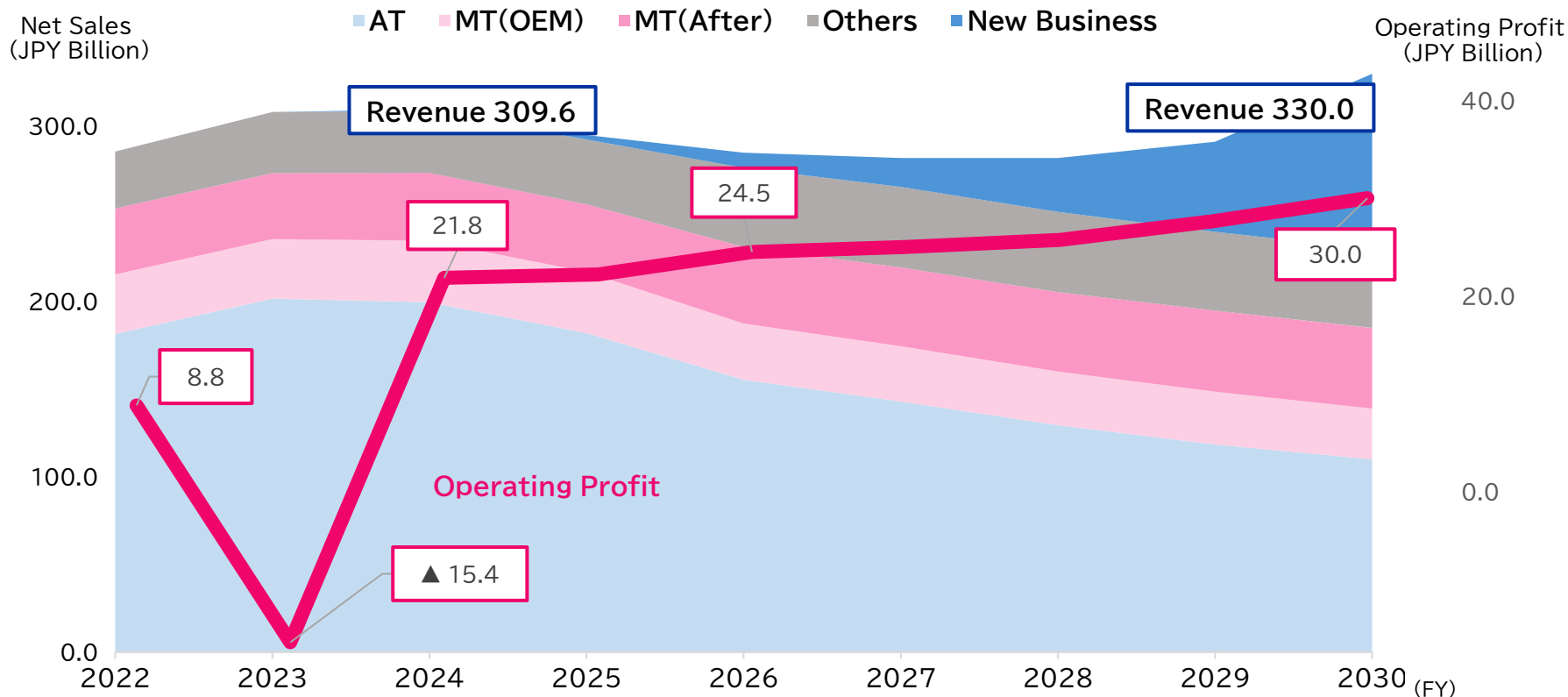
#### Business Strategy / Overview: Roadmap towards the FY 2030

**Drive our future.**

Let's create fulfillment for all, and our future.

- ✓ In the automotive industry, which is undergoing a major transformation, the reduction of internal combustion engine vehicles inevitably leads to a contraction of the OEM (AT) business.
- ✓ Aim to shift from an AT business bias to a balanced business portfolio of three businesses (AT, MT, and new businesses) by promoting Mid- to Long-term Strategy

**Transform the Business Portfolio by 2030 to improve “Earning Power”.**



### 3. Progress of the Mid- to Long-Term Strategy

#### Business Strategy / Core Businesses: Medium-Term Management Plan

#### “REVOLUTION 2026”

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- ✓ OEM business (AT & MT) is improving profitability through price pass-through reflecting cost increases, as well as the implementation of appropriate pricing.
- ✓ The aftermarket business is expanding profit by broadening its product lineup, leveraging its proprietary global sales network.

		Revenue(JPY Billion) / Sales composition ratio			Operating Profit(JPY Billion) / Ratio to Revenue			
		FY 2024 Results	FY 2025 Results	FY2026 Target	FY 2024 Results	FY 2025 Results	FY2026 Target	
Core Businesses	AT (OEM& After)	199.7	188.3	177.6	12.4	15.7	14.8	
		65%	62%	60%	6%	8%	8%	
	MT (OEM)	33.8	33.8	35.6	1.7	1.1	1.8	
		11%	11%	12%	5%	3%	5%	
	MT (After)	40.0	41.7	42.4	9.1	10.4	10.4	
		13%	14%	14%	23%	25%	24%	
	Others (TS, 2W, etc.)	35.2	37.9	40.1	3.3	3.5	3.5	
		11%	13%	14%	9%	9%	9%	
			<b>308.7</b>	<b>301.7</b>	<b>295.7</b>	<b>26.5</b>	<b>30.7</b>	<b>30.5</b>
			100%	100%	100%	9%	10%	10%

### 3. Progress of the Mid- to Long-Term Strategy Business Strategy / Core Businesses: Aftermarket

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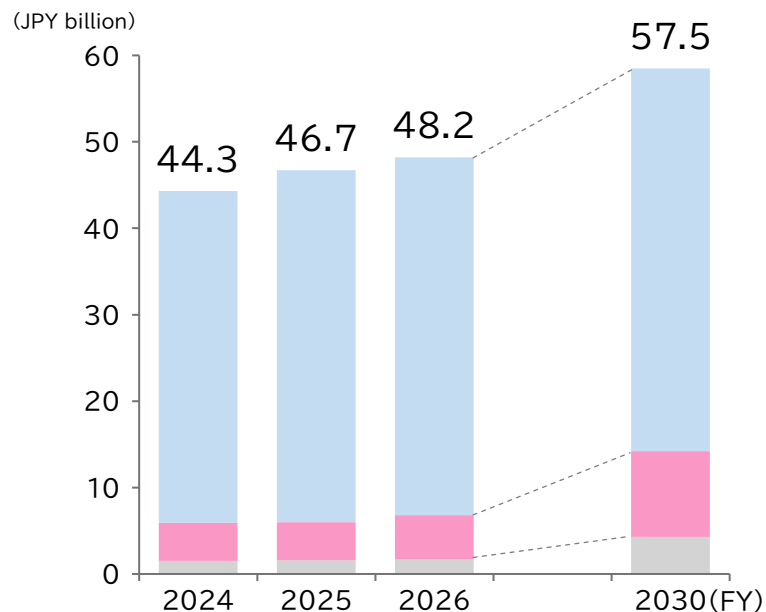
Let's create fulfillment for all, and our future.

#### FY2030 Targets & Strategy

Aftermarket Product Sales  
JPY 57.5 billion

- Expansion of MT repair parts lineup & price competitiveness by cost reduction
- Expansion of AT repair parts business (deployment of Oceania model within the group)
- Strengthening of business in Other repair parts such as brakes & suspensions

#### Sales Plan by Segment\* and Initiatives during the Medium-Term Management Plan



	Key Initiatives	FY2025 Results
MT	Expanding the line-up of clutch-related products for Korean, Chinese and European large vehicles	Started handling 54 non-Japanese vehicle models at three locations
AT	I. Expanding the line-up of friction material related products II. Expansion of sales bases for transmission-related products (Alltranz Business Expansion)	I. Developed 12 models and commenced sales II. Malaysia site commenced handling
Others	I. Launch of suspension- and brake-related products II. Expansion of sales bases for two-wheeler products	I. Established a JV with a suspension manufacturer (>P24) II. Two ASEAN sites started consideration

- ✓ To leverage the global sales network developed aftermarket of MT, we will promote the expansion of the lineup of existing products & the introduction of new products.

### 3. Progress of the Mid- to Long-Term Strategy Business Strategy / Core Businesses: Aftermarket (Strengthening of Other Replacement Parts Business)

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## Joint Venture with FRAP S.p.A. (Italy) to Expand Product Lineup (March 2026)



**Global sales leveraging EXEDY's sales network**  
FY2030 sales target  
EXEDY Group basis: **JPY 2.9 billion**  
Standalone basis: **JPY 1.7 billion**



<https://www.frap.it/en/>

**FRAP S.p.A.**

**Headquarters:** Turin, Italy **Established:** 1932

**Business:** Manufacturing of suspension and steering components

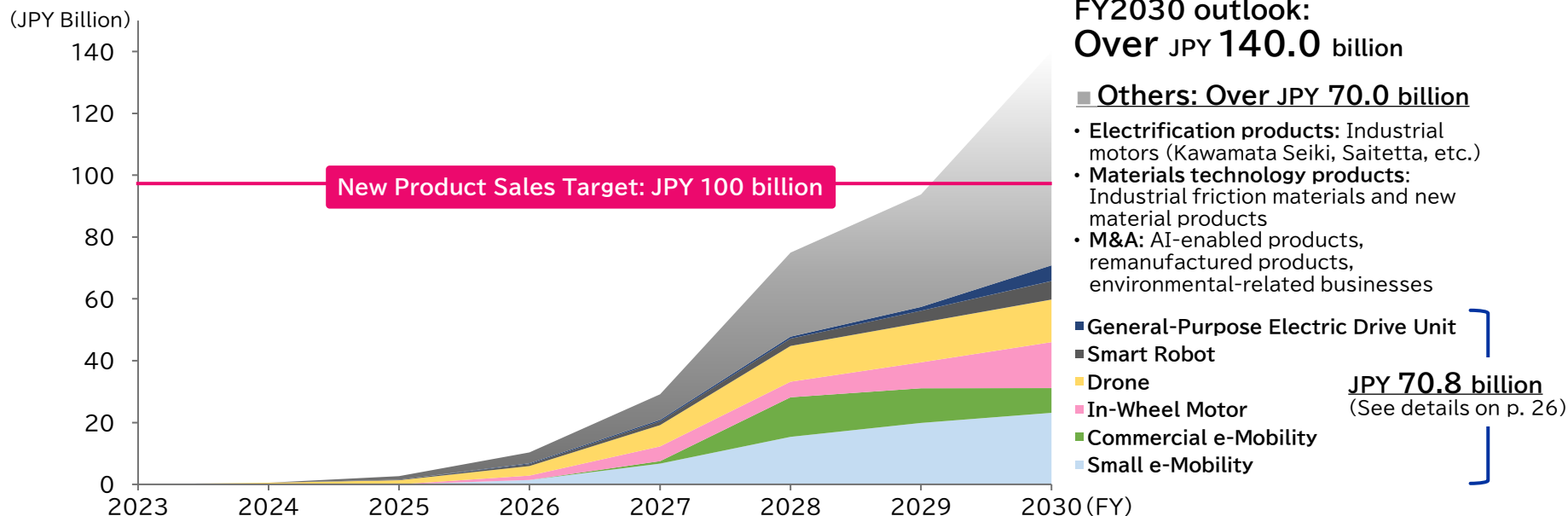
**Customers:** European OEMs and Tier 1 suppliers

## New Business Target & Measures for FY 2030

New product sales  
JPY 100 billion

- Accelerate Electrification Strategies by acquiring insufficient resources from outside through collaboration etc. (EXEDY's strengths x External knowledge)
- Prioritize allocation of management resources to Projects for early realization
- Creating more further New Businesses

## Revenue Plan for New Businesses Under Development









- ✓ The FY2030 outlook for the following six projects is JPY 70.8 billion. Including other projects (totaling over JPY 70.0 billion), initiatives are underway to accelerate early commercialization.

- ① Small electric mobility ② Commercial e-Mobility ③ In-wheel motor ④ Drone  
⑤ Smart robot ⑥ General-purpose electric drive units

### 3. Progress of the Mid- to Long-Term Strategy Business Strategy / New Businesses: Key Electrification Businesses

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		Mobility Area			Drone	Plant Solutions Area	
		Small e-Mobility	Commercial e-Mobility	In-Wheel Motor <span style="background-color: #e91e63; color: white; border-radius: 10px; padding: 2px 5px;">NEW</span>		Smart Robot	General-Purpose Electric Drive Unit
<b>Products</b>							
<b>Sales Plan</b>	FY2025	JPY 0.004 billion	–	–	JPY 1.25 billion	JPY 0.07 billion	JPY 0.03 billion
	FY2026	JPY 1.42 billion	–	JPY 1.38 billion	JPY 2.32 billion	JPY 0.52 billion	JPY 0.27 billion
	FY2030	JPY 23.1 billion	JPY 8.0 billion	JPY 14.9 billion	JPY 13.8 billion	JPY 6.0 billion	JPY 5.1 billion
<b>Target Markets</b>		India: 2-wheel & 3-wheel market	Japan: Logistics and distribution industry, truck business market Truck business	Europe / ASEAN / Japan: Premium BEV market	North America: Agricultural drone market Japan: Survey and service drone market	Japan / North America: Logistics, Indoor Delivery, and Customer Service Markets	Japan / Overseas: Factory and warehouse transportation
<b>Strengths</b>		<ul style="list-style-type: none"> <li>✓ Strong driving force at start-up</li> <li>✓ Smooth shifting performance</li> </ul>	<ul style="list-style-type: none"> <li>✓ Reduced CO<sub>2</sub> emissions</li> <li>✓ Extended driving range</li> <li>✓ Utilization of existing vehicles</li> </ul>	<ul style="list-style-type: none"> <li>✓ Energy Efficiency</li> <li>✓ Vehicle dynamics performance</li> <li>✓ Cabin Space &amp; Packaging</li> </ul>	<ul style="list-style-type: none"> <li>✓ Assured automotive-grade quality</li> <li>✓ Made in Japan (Geopolitical risk mitigation)</li> </ul>	<ul style="list-style-type: none"> <li>✓ AI-enabled</li> <li>✓ Easy installation and operation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Safe and easy operation</li> </ul>
<b>Topics</b>		<ul style="list-style-type: none"> <li>✓ Mass production of electric three-wheel drive units began in September 2025</li> </ul>	<ul style="list-style-type: none"> <li>✓ Target Customers &amp; FY2030 Plan Revised (&gt;p. 27)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Acquired Protean as a subsidiary in March 2026 (&gt;p. 28)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Mass production for North American models shifted to September 2026 (&gt;p. 29)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Major Customers                             <ul style="list-style-type: none"> <li>• Logistics subsidiaries</li> <li>• Major retailers</li> <li>• Ritsumeikan Univ.</li> </ul> </li> <li>✓ Appointed as "PR Ambassador for the Osaka Prefectural Police"</li> </ul>	<ul style="list-style-type: none"> <li>✓ Major Customers                             <ul style="list-style-type: none"> <li>• Okudaya Giken Co., Ltd.</li> </ul> </li> </ul>

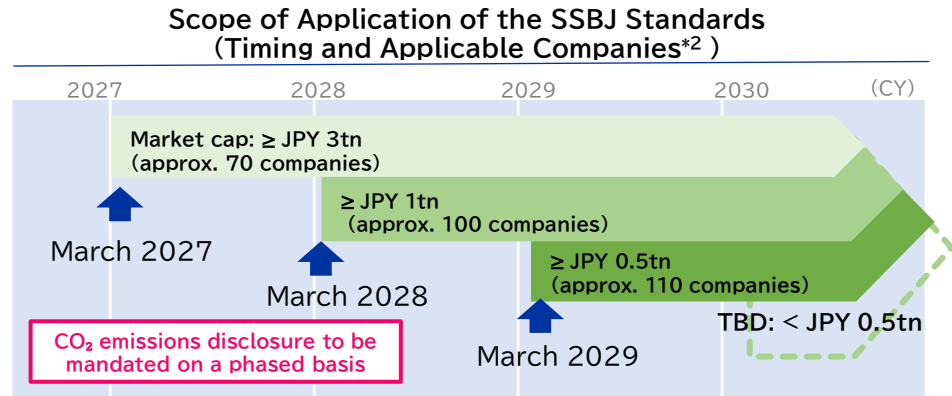
### 3. Progress of the Mid- to Long-Term Strategy Business Strategy / New Businesses: Commercial e-Mobility

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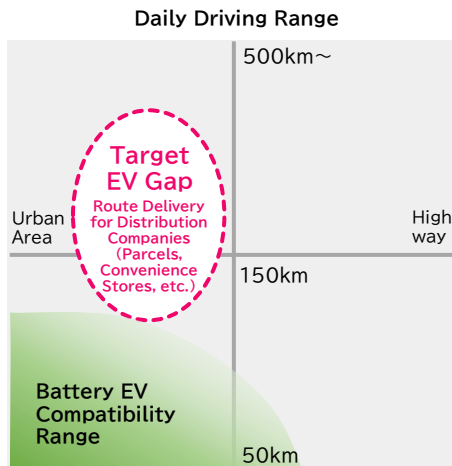
Let's create fulfillment for all, and our future.

In response to the SSBJ Standards\*1, we have shifted our target to logistics and distribution operators with strong CO<sub>2</sub>-reduction needs.

Sales Plan	FY2030 JPY 8.0 billion	Planned start of mass production: FY2028
Products	Commercial Series Hybrid Electric System (SHEV*3)	
Target Customers	Logistics and distribution operators (e.g., trucking companies, delivery service providers)	
Customer Needs	Mandatory application of the SSBJ Standards has made CO <sub>2</sub> emissions reduction an urgent management issue.	



### Market Opportunity

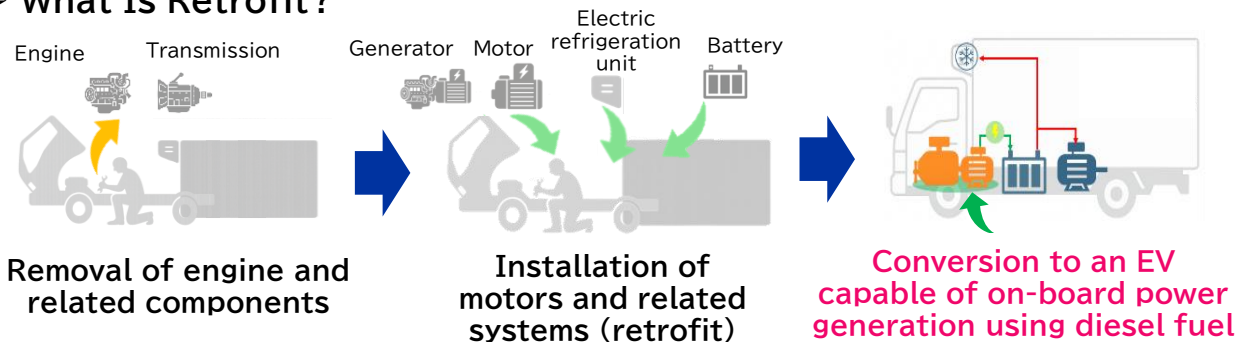


Market opportunities lie in areas not fully covered by BEVs.

### Product Advantages

- **Rapid Market Delivery** of “Self-Generating EVs” through SHEV Retrofit
  - ✓ Diesel-powered driving with on-board power generation to secure long driving range
  - ✓ Electrification reduces fuel consumption and CO<sub>2</sub> emissions
  - ✓ Leveraging existing vehicles to minimize initial investment

### ➤ What Is Retrofit?



\*1 SSBJ Standards: Sustainability disclosure standards developed by the FSA.

\*2: Based on FSA Working Group materials (9th meeting, Oct. 30, 2025); differences calculated by the Company.

\*3 SHEV (Series Hybrid Electric Vehicle): A system in which the engine is used exclusively for power generation, and the electricity generated by the engine is used to drive the vehicle.

### 3. Progress of the Mid- to Long-Term Strategy Business Strategy / New Businesses: In-Wheel Motor

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In March 2026, we acquired Protean Electric Ltd. (UK), an in-wheel motor developer, manufacturer, and distributor.

Sales Plan	FY2026 JPY <b>1.38</b> billion / FY2030 JPY <b>14.9</b> billion
Products	<b>In-Wheel Motor</b>
Target Customers	<b>[Europe / ASEAN / Japan] OEMs</b>
Strategy	Integrating Protean's electrical and control-development expertise with our drivetrain technologies, quality, customer base, and global footprint

#### About Protean Electric Ltd.

Established: November 2008

Employees (consolidated): 98 UK / Head Office: 57

China / Tianjin Plant: 32 Shanghai Office: 9

- A leading company in in-wheel motor technology
- Develops inverter-integrated drive units
- Holds more than 300 patents worldwide (group basis)
- Proven adoption in high-performance EVs, EV conversions, and concept vehicles, with mass-production experience

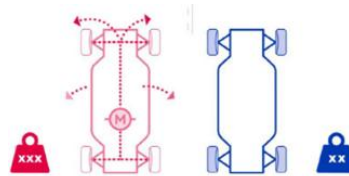


#### Adopted by a European OEM

First mass-produced vehicle equipped with Protean's in-wheel motors by a major European passenger car manufacturer  
Adopted for  
**Renault 5 Turbo 3E**

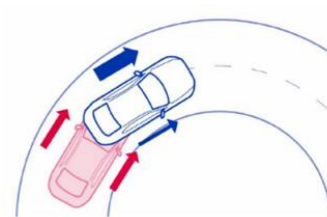
#### Product Advantages

##### (1) Energy Efficiency



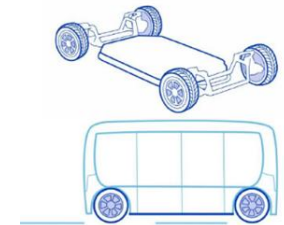
Direct-drive architecture without gears or shafts reduces power-transmission loss and improves efficiency

##### (2) Vehicle Dynamics



Independent control of all four wheels delivers high driving stability, controllability, and safety

##### (3) Cabin Space & Packaging



Drive units integrated within the wheels expand cabin space and enhance vehicle-design flexibility

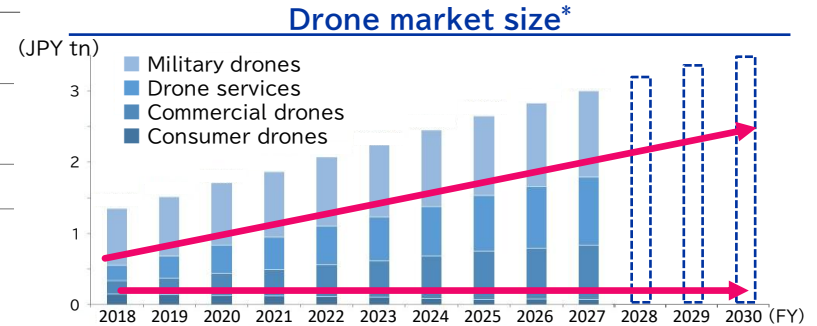
### 3. Progress of the Mid- to Long-Term Strategy Business Strategy / New Businesses: Drone

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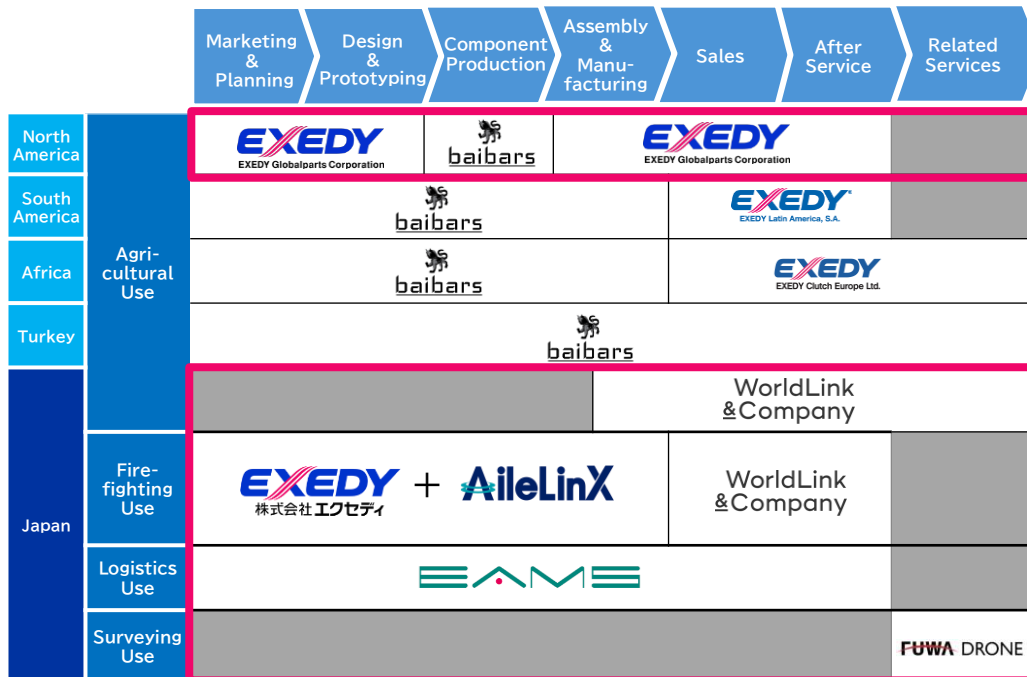
Let's create fulfillment for all, and our future.

By combining our investees' expertise with our technology, manufacturing, and global sales network, we will internalize the entire value chain.

Sales Plan	FY2026 JPY <b>2.32 billion</b> / FY2030 JPY <b>13.8 billion</b>
Target Market	<b>Industrial Equipment</b> Manufacturing and Services (Agriculture, Firefighting, Logistics, Surveying, etc.)
Regions	<b>Japan, North America, ASEAN, Europe</b>
Growth Potential	<b>Growing demand worldwide</b> Increasing needs for Made-in-Japan drones driven by geopolitical risk considerations



### Drone Value Chain



### North American Market

- Development of agricultural drones based on Baibars products
  - **Mass production start planned for September 2026 (for U.S. market)**
- FY2030 sales target: JPY 8.9 billion



### Domestic Market (Japan)

- April 2025: Acquired Fuwa Drones as a subsidiary, expanding surveying service operations
- **December 2025: Acquired AileLinX's airframe control technologies and human resources, strengthening Japan-made drone development**



Logistics-oriented drones



Firefighting drones



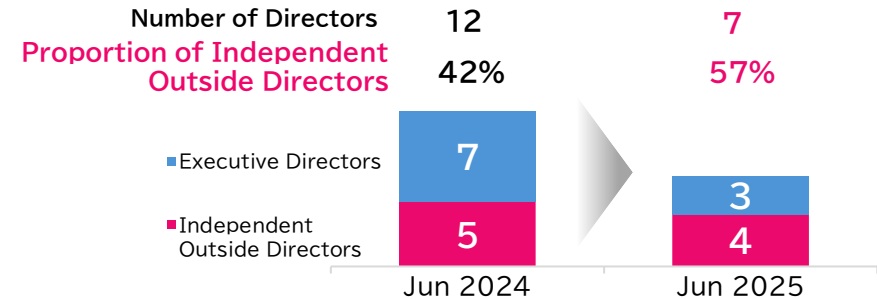
Surveying services

## Initiatives to Enhance Transparency and Independence of Management

### FY2025

#### Shifted to a majority-independent Board (57%)

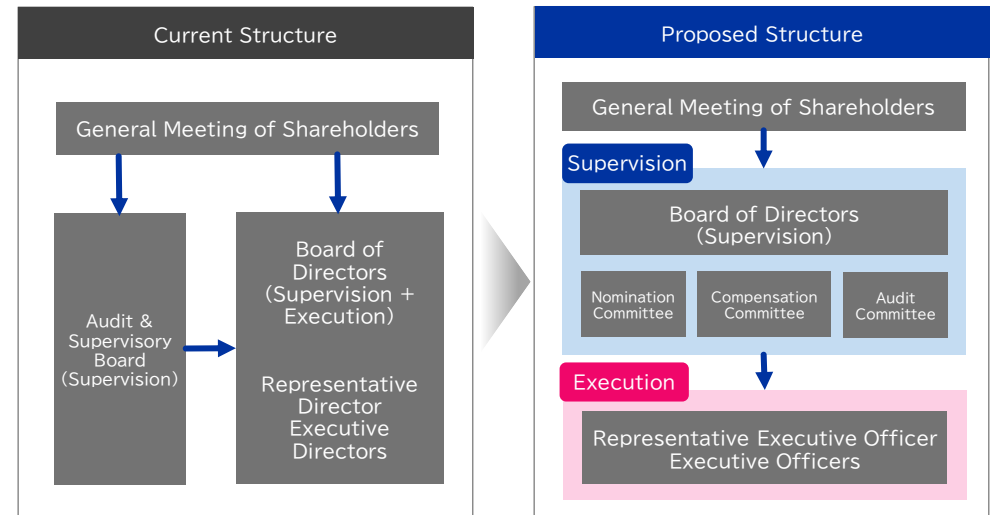
- ✓ Independent and objective supervision to enhance the effectiveness of oversight
- ✓ A board structure including two female directors (approx. 30% of the seven-member board)



### FY2026

#### Transition to a Company with a Nomination Committees, etc.\*

- ✓ Clear separation of execution and supervision, with the Board focusing on oversight
- ✓ Enhanced transparency of Nomination, Compensation, and Audit Committees (each chaired by an Independent Director)
- ✓ Faster and more agile decision-making through delegation of authority



- To enhance the effectiveness of corporate governance, break away from passive business-operation structures, and achieve a management system capable of faster decision-making by defining our own business themes and future vision.

### 3. Progress of the Mid- to Long-Term Strategy

#### SR & IR Strategy:

#### Status of Dialogue with Shareholders and Investors

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## SR & IR Framework

Officer in charge: **Representative Director & Senior Executive Managing Officer**

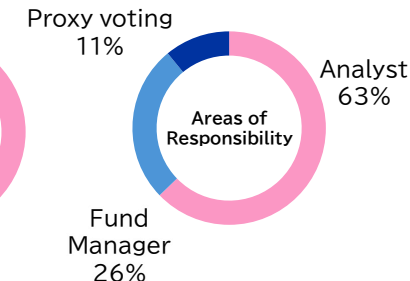
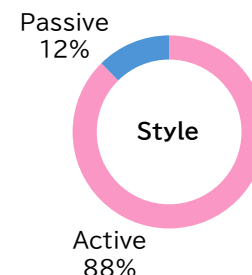
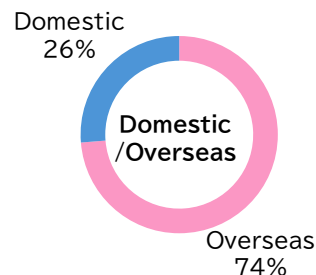
Department in charge: **ESG-IR Promotion Department**

Main Correspondents	Financial Results Briefing	SR MTG	IR Small Meetings	IR 1on1 MTG
Representative Director & President	●			
Representative Director & Senior Executive Managing Officer	●	●	●	●
Senior Group Manager of Sustainability Group & General Manager of ESG/IR Promotion Department				●

## Overview of dialogue with shareholders & investors in FY 2025

	FY2024	FY2025
<b>Companies engaged in dialogue</b> <small>*Total number of companies</small>	<b>71</b>	<b>137</b>
1 on 1 IRMTG	8	16
SR MTG	46	52
IR Small MTG	15	69
Institutional Investors Collective Engagement Forum	2	—

(Number of counterparties **doubled** year-on-year)



- Actively promoted SR meetings and small meetings led by the **Representative Director** (the total number of dialogue counterparties **approximately doubled year on year**).
  - ✓ While working to deepen shareholders' and investors' understanding of our strategy, we are incorporating feedback that contributes to enhancing corporate value into management decision-making.
- Please refer to the Appendix for **details of the main discussion topics**.

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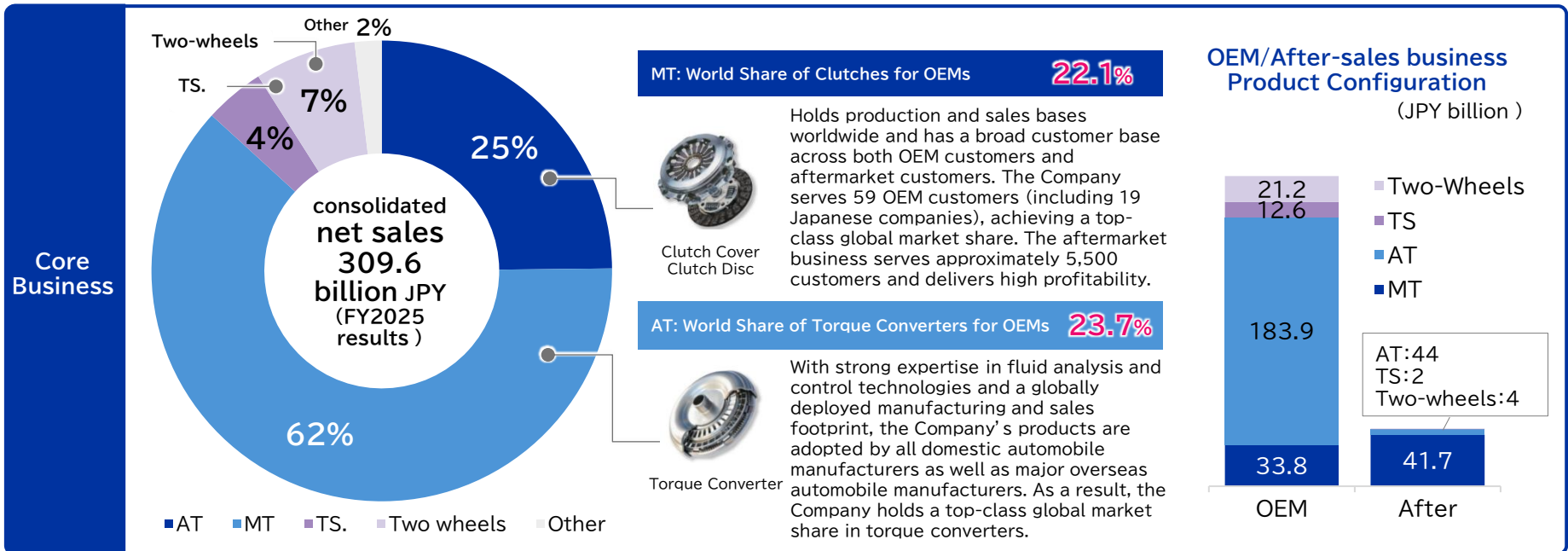
# Appendix

# Reference: EXEDY Group Business Overview

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- ✓ 58 companies in 26 countries, and the world's leading share of clutches/torque converters for OEMs (according to our own estimates).
- ✓ In the aftermarket business, we achieve high profitability through a unique sales network and strong brand power.
- ✓ In addition to the core businesses mentioned above, we are focusing on developing new products, such as those for electrification, as part of our new business initiatives.



## New Business

We are progressing with new product development to "make the movement of people & goods comfortable" by leveraging core technologies in friction, vibration, and fluid dynamics that we have cultivated through the development of drive system components so far, adapting to decarbonization & lifestyle changes.



Two-wheel/Three-wheel BEV drive unit



Drone



Commercial Series Hybrid Electric System



General Purpose Electric Drive Unit



Smart robot

## Reference: Mid- to Long-term Strategy for FY2030

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- ✓ Based on the mid-to-long-term strategy formulated in April 2024, we will improve the earning power of our core business while concentrating management resources on creating new businesses to transform our business portfolio.

### Business Portfolio Transformation

- Improve earning power in core businesses and focus human resources and capital on new business creation

### Securing & improving profitability of Core Biz

- Aftermarket:  
Expansion of product lines and development of the spare parts market in emerging countries
- OEM:  
Pursuit of efficient management through optimization of the production system, and strengthening profitability by achieving appropriate pricing

### Creation & Development of New Businesses

- Accelerate the Electrification Strategy by acquiring lacking resources through collaboration, etc.
- Prioritize management resources for Projects & achieve early realization
- Create additional new businesses through the proactive use of M&A and other initiatives

### Business Strategy KPIs (FY 2030 Targets)

ROE  
8%→10%

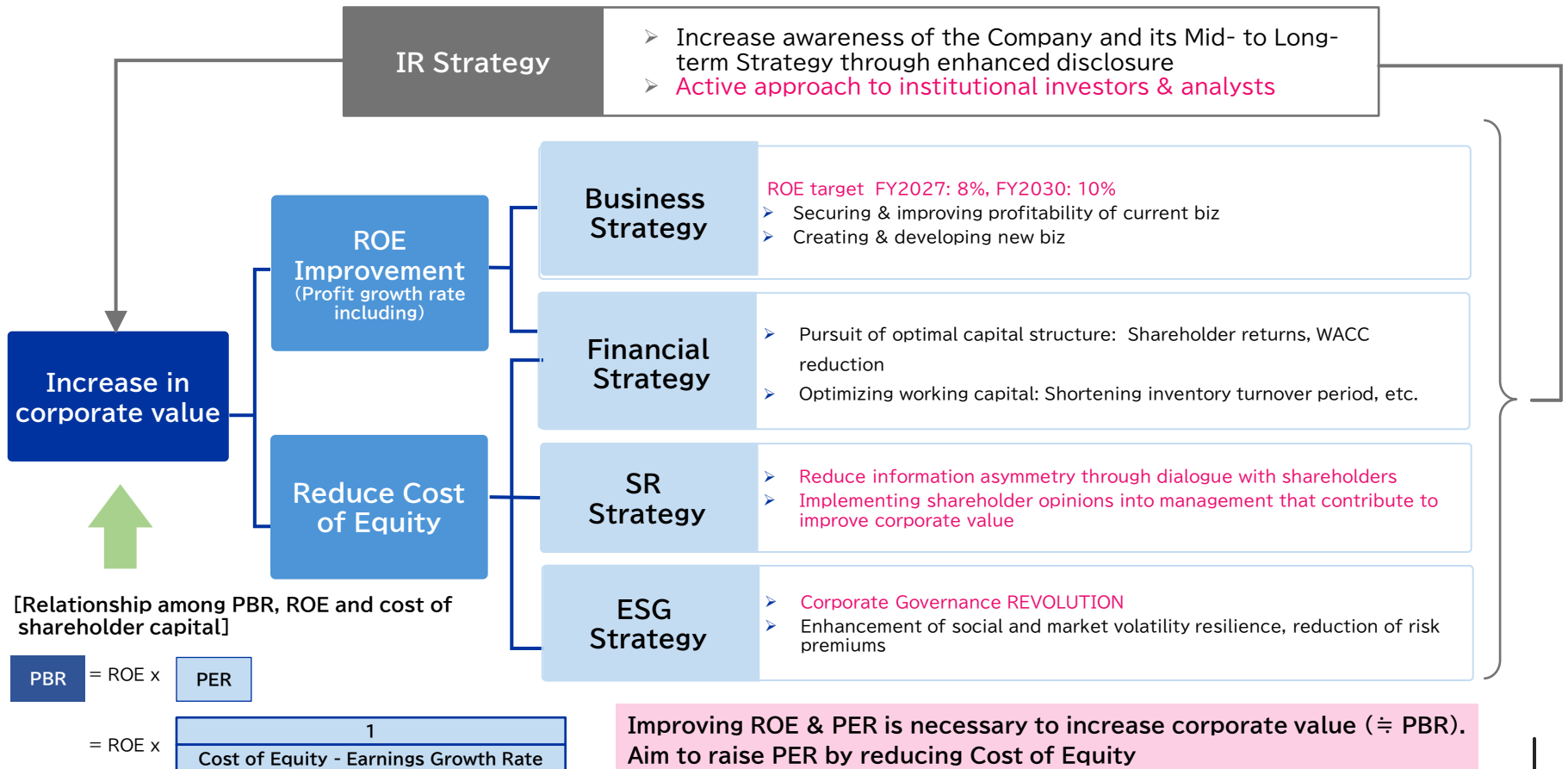
Operating Profit  
JPY 30 billion  
<Operating Profit  
Margin 9%>

Net Sales  
JPY 330 billion

New product  
sales ratio  
30%

# Overall Picture of Improve Corporate Value Initiatives

- ✓ We are promoting initiatives to increase corporate value through the execution of our business, financial, ESG, and IR strategies. In October 2025, we disclosed an increase in our ROE target for FY2030 (from 8% to 10%), and we are strengthening our earning power.
- ✓ In Oct 2025, the SR strategy was developed. Reduce asymmetric information and incorporate shareholder opinions (which contribute to improve corporate value) into management through increased dialogue with shareholders, leading to a reduction in the cost of shareholders' equity.



Reference:  
Key Topics from Dialogue with Shareholders and Investors

(data) item	Question	Answer
<p>Regarding the achievement of appropriate pricing</p>	<p>It is understood that improving the profitability of our core businesses is key to achieving the ROE target. Could you please elaborate on "achieving appropriate pricing," which is an important strategy for this purpose?</p>	<p>Regarding pricing, we have two key concepts: <b>passing on cost increases and achieving appropriate pricing</b>. Passing on cost increases means transferring increases in steel material costs, labor costs, supplier personnel expenses, and other cost rises to customers. A few years ago, we sometimes absorbed part of these increases internally. However, the cost increases in recent years have reached a level that can no longer be absorbed through internal efforts alone. As a result, we clearly communicate our policy of passing on all cost increases to customers and engage in discussions with them accordingly. In addition, <b>achieving appropriate pricing</b> is based on the idea of <b>securing a certain level of profit in order to ensure the stable supply</b> of torque converters. Traditionally, the automotive industry assumed that production volumes would continue to increase each year, and annual price reductions were considered standard practice. However, even within our AT-related business, which currently accounts for 65% of our sales, <b>the torque converter business is expected to decline in volume going forward</b>. Under these circumstances, <b>appropriate pricing is essential to continue providing high-quality products in a stable manner</b>. We believe this is not only an issue for our Company, but also an extremely important strategy for <b>ensuring the sustainability of the entire supply chain</b>. We recognized in advance that this approach might be perceived as unconventional in the automotive industry. Therefore, we carefully explained its significance to our sales teams, who are at the forefront of negotiations. Currently, sales representatives who have undergone a mindset transformation are engaging in discussions with customers in order to fulfill our long-term supply responsibilities.</p>

Reference:  
Key Topics from Dialogue with Shareholders and Investors

(data) item	Question	Answer
Market share of core businesses	<p>In the process of achieving appropriate pricing, are you considering further increasing your global market share, for example by taking over other companies' businesses?</p>	<p>No, we are not aiming to increase our share in the OEM business. Torque converters are designed to correspond one-to-one with current manufacturing lines. Moreover, because the investment required is substantial—ranging from 2 to 3 billion JPY—and the payback period is long, it is difficult to produce products from our company's Line A on a competitor's Line B. Taking on projects that other companies are handling would require us to make significant capital investments as well. We aim not to pursue volume, but rather to achieve fair pricing within our existing market share and improve our profit margins.</p>

(data) item	Question	Answer
<p>Aftermarket Business Strategy</p>	<p>What is your <b>future growth strategy for the "aftermarket business,"</b> another key strategy for improving profitability? Are there different strategies for MT and AT?</p>	<p>The market for repair parts is completely different for MT and AT. MT clutches are consumable items that are subject to wear, and <b>there is a demand for periodic replacement, especially in commercial vehicles.</b> Since they are often ultimately exchanged at garages in town, <b>it is easy for us to control prices</b> by building our own sales network. On the other hand, AT transmissions are very complex in structure and cannot be easily repaired at a factory in town. This made it difficult for us to control the price as much as MT. Therefore, we acquired Alltranz, a highly profitable company in the Oceania region, to expand our repair business, which had been focused on MT, into the AT segment. We are preparing to expand this company's business expertise to the ASEAN market and other markets where AT is increasingly being used. In addition, in the future, <b>we would like to expand our sales network to include aftermarket products that we do not currently manufacture,</b> such as power steering and brakes, in order to increase customer convenience and expand our overall business base.</p> <p>➤ <b>March 2026: Established a joint venture with FRAP S.p.A. (Italy), a suspension and steering components manufacturer (For details, see p. 24)</b></p>

Reference:  
Key Topics from Dialogue with Shareholders and Investors

(data) item	Question	Answer
<p>Investment decisions and exit criteria for new businesses</p>	<p>You mentioned that new businesses are necessary to exceed 8% ROE. What are your thoughts on investment decisions and withdrawal criteria?</p>	<p>When creating and nurturing new businesses, we use the "stage gate method" to determine whether or not a business can move to the next stage, which consists of business idea creation, initial research, business plan formulation, product development, verification and preparation for market launch, and market launch.</p> <p>The decision maker for Gate 1 is the Executive General Manager of the drafting department, and the decision maker for Gate 2 and beyond is the Representative Director and President. The overall decision is based on 22 items, including value provided, commercialization plan, EXIT plan, and field test results. Furthermore, from the product development stage onward, we have adopted a project-based system, and evaluate projects based on <b>business scale (sales of 5 billion JPY or more) and return on invested capital (ROIC over 10%)</b>.</p> <p>In addition, with the aim of early commercialization, <b>leaders of project-based initiatives are granted authority over budget execution and personnel affairs</b>. Additionally, the "Project Board of Directors," which is held every other month for each project, has attendance by the Representative Director and President, as well as the Executive General Manager of the Corporate Strategy Promotion Headquarters, Strategic Business Headquarters, and Development Headquarters. If it is determined that there is a significant divergence from the original plan's milestones, the rule is to suspend or withdraw from that project. Regarding the new business, we are proceeding as mentioned above, but there are still many challenges. To address these, we established the Strategic Business Headquarters in the organizational restructuring implemented in Apr 2025, and we are working on improving the current stage-gate method as well as strengthening the management and supervision of the business performance of our investment destinations.</p>

(data) item	Question	Answer
Human Capital Enhancement	<p>I have the impression that your company has changed a lot in the past 2.3 years. Have there been any changes in the attitudes of your executives and employees? Also, please describe your human capital initiatives.</p>	<p>I think both board members and employees are slowly changing; when I spoke about the Long-term Vision at a management meeting around 2019, I honestly got very little response. However, we did not give up and continued to say, "This is what we must do," and actually implemented such measures as dissolving the capital relationship with AISIN CORPORATION, aggressive capital policies, and thorough price shifting. In addition, to motivate employees to achieve the mid-term plan, we introduced the "Restricted Stock Incentive for Employee Shareholding Association," which seems to have raised employees' awareness of the stock price, and several questions about the stock price were raised at the Town Hall MTG, a place where management and employees have direct dialogues. This has led to an increase in employee awareness of the stock price. I feel that more and more employees are seeing the measures the company takes and the impact they have on the stock price, and are realizing that the company is really changing.</p> <p>On the other hand, the optimal allocation of human capital in conjunction with business strategies and the development and hiring of skilled human resources are major issues. Although a major reorganization took place in Apr 2025, the essential REVOLUTION is still in progress. The urgent task is to restructure the business operations to balance efficiency and value creation in order to improve the profitability of the core businesses, and to build a human resource portfolio to determine how many people with skills in which areas are needed to create new businesses. We would like to break away from the traditional promotion model and work in a way that recognizes and utilizes the talents of the job function and the individual. We will also use the advice of experts to deepen our analysis and increase the effectiveness of initiatives that contribute to improving employee engagement so that they can maximize their potential. Furthermore, since the development of management personnel is also an essential issue from a medium- to long-term perspective, we have recently strengthened the Nominating Committee structure. First, redefine the roles required of management and select candidates for the next management level, ensuring objectivity and transparency. and will be monitored qualitatively. The Board of Directors then deliberates and determines eligibility through direct interviews with the candidates. Mr. Hayashi, an outside director, will chair the committee, which we believe will further enhance its impartiality and strengthen corporate governance.</p> <p>➤ FY2026: Planned transition to a Company with Three Committees (For details, see p. 30)</p>

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