

Consolidated Result Overview for 6 Months Ended September 30, 2025

HIGH-LIGHT

- Revenue: Increased driven by recovery in sales in Japan and North America, despite the negative impact of stronger yen.
- Business Profit: Increased supported by higher sales and improvements driven by Task Force Team of North America, despite challenges such as U.S. tariffs and foreign exchange impact.
- Net Profit: Increased reflecting higher business profit, despite incurring costs related to structural reforms in Europe and North America which are promoted in line with the medium-term business plan.
- Forecast of Financial Results: Revenue forecast revised upward reflecting changes in the assumed foreign exchange rates. Profit forecasts remain unchanged from the figures disclosed at the beginning of the fiscal year, reflecting the timing shift in the recovery of U.S. tariffs.

1. 6 Months Result

(100 Millions of Yen)

	FY2024 2Q (Apr.2024-Sep.2024)		FY2025 2Q (Apr.2025-Sep.2025)		Increase/ Decrease	% Change	Full Year Forecast (Apr.2025-Mar.2026)	
Revenue	100.0%	9,184	100.0%	9,301	116	1.3%	100.0%	18,400
Cost of Revenue	85.6%	7,858	84.7%	7,875	17	0.2%		
SG&A Expenses	11.7%	1,070	11.8%	1,094	24	2.3%		
Business Profit	2.8%	256	3.6%	331	75	29.3%	3.3%	600
Operating Profit	2.8%	255	2.8%	260	5	2.0%	2.7%	500
Profit Before Income Taxes	2.1%	194	2.5%	236	41	21.4%	2.4%	450
Profit attributable to owners of the parent company	0.7%	62	1.3%	121	59	95.2%	1.1%	200
Basic Earnings per Share		18.17 Yen		38.21 Yen				62.83 Yen
Cash dividend per Share		25 Yen		30 Yen				60 Yen
DOE (Dividend on Equity Ratio)		1.1%		1.3%				2.6%
Exchange Rate (US\$)		153 Yen		146 Yen			(After 3Q 145 Yen)	145 Yen
Exchange Rate (EUR)		166 Yen		168 Yen			(After 3Q 170 Yen)	169 Yen
Capital Expenditures		334		360	25	7.8%		800
Depreciation and Amortization		353		341	(12)	(3.5%)		710
R&D Expenses		271		272	0	0.1%		580
Consolidated Subsidiaries		117		111				
Consolidated Equity Method Companies		14		14				

(Note) %: Ratio to Revenue

2. Revenue by Business Segment

(100 Millions of Yen)

	FY2024 2Q (Apr.2024-Sep.2024)		FY2025 2Q (Apr.2025-Sep.2025)		Increase/ Decrease	% Change
Steering Systems	47.3%	4,345	46.3%	4,309	(36)	(0.8%)
Drivelines	23.2%	2,129	24.5%	2,278	148	7.0%
Automotive	70.5%	6,475	70.8%	6,587	111	1.7%
Industrial & Bearings	19.2%	1,759	18.5%	1,721	(37)	(2.2%)
Machine Tools	10.3%	949	10.7%	992	42	4.5%
Total	100.0%	9,184	100.0%	9,301	116	1.3%

(Note) %: Ratio to Revenue

Toyota Sales Share	19.9%	21.8%
Toyota Group Sales Share	40.2%	43.1%

3. Business Profit Analysis

(100 Millions of Yen)

Increase		Decrease	
Cost Improvement	111	U.S. Tariffs Increase	(70)
Sales Volume Increase	81	Inflation Impact	(20)
U.S. Tariffs Recovery	40	Exchange Rates	(19)
		Lower Sales Prices	(15)
		Others	(33)
Total	232	Total	(157)
(Net)	Business Profit Increase		75

4. Appendix

(Appendix 1) Consolidated Statement of Financial Position

(100 Millions of Yen)

Assets	FY2024	FY2025 2Q	Increase/ Decrease	Liabilities and Equity	FY2024	FY2025 2Q	Increase/ Decrease
Current Assets	7,628	7,512	(116)	Current Liabilities	4,822	4,565	(257)
Cash and cash equivalents	1,190	1,273	82	Non-Current Liabilities	3,056	3,119	62
Trade and other receivables	3,682	3,598	(83)	Total Liabilities	7,879	7,684	(194)
Inventories	2,577	2,594	16	Equity attributable to owners of the parent company	7,450	7,490	40
Others	177	46	(131)	Capital/Capital surplus	1,466	1,466	(0)
Non-Current Assets	8,025	7,986	(39)	Retained Earnings/Treasury Stock	5,304	5,314	10
Property, Plant and Equipment	4,805	4,868	62	Other components of equity	679	709	29
Goodwill and Intangible assets	454	439	(14)	Non-controlling interests	324	322	(1)
Others	2,765	2,677	(87)	Total equity	7,774	7,813	38
Total	15,653	15,498	(155)	Total	15,653	15,498	(155)

(Appendix 2) Transition of Financial Indicators

