

Supplementary Data for Preliminary Report on Performance Values
 <Fiscal 1st Quarter (April –June) of Year Ending March 31, 2026>

July 24, 2025

1. Financial Highlights

(Yen in millions)	IFRS											
	FY2022			FY2023			FY2024			FY2025		
	1st Half	2nd Half	Full Year	1st Half	2nd Half	Full Year	1st Half	2nd Half	Full Year	1st Half (e)	2nd Half (e)	Full Year (e)
Net Sales	1,118,571	1,111,456	2,230,027	1,157,448	1,189,711	2,347,159	1,293,811	1,313,283	2,607,094	1,280,000	1,320,000	2,600,000
Operating Profit	88,670	1,253	89,923	115,309	46,547	161,856	120,474	119,726	240,200	120,000	140,000	260,000
(Operating Profit Ratio)	7.9%	0.1%	4.0%	10.0%	3.9%	6.9%	9.3%	9.1%	9.2%	9.4%	10.6%	10.0%
Profit Before Income Taxes	110,677	(242)	110,435	144,886	56,783	201,669	99,648	136,880	236,528	125,000	145,000	270,000
Profit attributable to owners of the parent	80,571	(43,589)	36,982	105,710	18,745	124,455	75,377	92,311	167,688	92,000	108,000	200,000
EPS (Basic) (Yen)	69.88	(37.75)	32.13	91.99	16.31	108.30	65.59	80.36	145.95	80.26	94.21	174.47
Dividend Per Share (Yen)	17.50	17.50	35.00	17.50	20.00	37.50	20.00	20.00	40.00	20.00	22.50	42.50

(Yen in millions)	IFRS											
	FY2023				FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net Sales	564,362	593,086	587,625	602,086	648,166	645,645	652,153	661,130	637,899			
Operating Profit	60,176	55,133	51,795	(5,248)	60,062	60,412	54,279	65,447	61,450			
(Operating Profit Ratio)	10.7%	9.3%	8.8%	-0.9%	9.3%	9.4%	8.3%	9.9%	9.6%			
Profit Before Income Taxes	86,105	58,781	46,641	10,142	78,406	21,242	82,101	54,779	58,951			
Profit attributable to owners of the parent	64,066	41,644	38,527	(19,782)	55,987	19,390	58,948	33,363	45,515			
EPS (Basic) (Yen)	55.75	36.24	33.52	(17.21)	48.72	16.88	51.29	29.06	39.70			

Notes:

Adjusted based on the 2-for-1 split implemented as of October 1, 2024. "EPS" and "Dividends" are expressed assuming that the stock split occurred at the beginning of FY2022.

2. Sales and Operating Profit (OP) by Product Category

(Yen in millions)		IFRS											
		FY2022			FY2023			FY2024			FY2025		
		1st Half	2nd Half	Full Year	1st Half	2nd Half	Full Year	1st Half	2nd Half	Full Year	1st Half	2nd Half	Full Year
Small Precision Motors	Sales	225,441	199,857	425,298	204,055	211,654	415,709	242,588	245,301	487,889			
	OP	23,960	2,714	26,674	16,685	20,789	37,474	29,079	29,291	58,370			
Automotive Products	Sales	254,150	265,504	519,654	282,176	298,733	580,909	330,780	333,843	664,623			
	OP	5,463	(47,754)	(42,291)	16,363	(47,555)	(31,192)	19,572	6,806	26,378			
Appliance, Commercial and Industrial Products	Sales	453,396	460,590	913,986	479,663	486,419	966,082	520,080	531,856	1,051,936			
	OP	38,292	32,525	70,817	58,624	56,250	114,874	58,253	61,538	119,791			
Machinery	Sales	142,039	141,681	283,720	146,254	152,121	298,375	153,512	161,079	314,591			
	OP	20,336	15,050	35,386	23,302	19,867	43,169	16,758	21,156	37,914			
Electronic & Optical Components	Sales	41,501	41,510	83,011	42,986	38,853	81,839	44,972	39,432	84,404			
	OP	7,694	5,888	13,582	7,823	5,391	13,214	6,356	7,683	14,039			
Others	Sales	2,044	2,314	4,358	2,314	1,931	4,245	1,879	1,772	3,651			
	OP	229	245	474	239	110	349	139	68	207			
Eliminations/Corporate	OP	(7,304)	(7,415)	(14,719)	(7,727)	(8,305)	(16,032)	(9,683)	(6,816)	(16,499)			

(Yen in millions)		IFRS											
		FY2023				FY2024				FY2025			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Small Precision Motors	Sales	94,670	109,385	106,536	105,118	118,513	124,075	125,701	119,600	119,005			
	OP	5,919	10,766	12,362	8,427	13,101	15,978	14,278	15,013	17,150			
Automotive Products	Sales	137,600	144,576	151,990	146,743	165,639	165,141	165,247	168,596	164,801			
	OP	11,028	5,335	6,104	(53,659)	13,727	5,845	2,718	4,088	5,082			
Appliance, Commercial and Industrial Products	Sales	238,879	240,784	237,528	248,891	265,626	254,454	259,579	272,277	262,270			
	OP	30,905	27,719	27,358	28,892	26,550	31,703	28,472	33,066	29,739			
Machinery	Sales	70,167	76,087	70,759	81,362	75,489	78,023	79,817	81,262	69,592			
	OP	11,176	12,126	7,070	12,797	8,134	8,624	9,269	11,887	9,947			
Electronic & Optical Components	Sales	21,858	21,128	19,768	19,085	21,997	22,975	20,862	18,570	21,199			
	OP	4,213	3,610	3,203	2,188	2,877	3,479	3,419	4,264	3,632			
Others	Sales	1,188	1,126	1,044	887	902	977	947	825	1,032			
	OP	166	73	36	74	72	67	60	8	269			
Eliminations/Corporate	OP	(3,231)	(4,496)	(4,338)	(3,967)	(4,399)	(5,284)	(3,937)	(2,879)	(4,369)			

3. Capital Expenditure, Depreciation, R&D

(Yen in millions)		IFRS											
		FY2022			FY2023			FY2024			FY2025		
		1st Half	2nd Half	Full Year	1st Half	2nd Half	Full Year	1st Half	2nd Half	Full Year	1st Half (e)	2nd Half (e)	Full Year (e)
Capital Expenditure		66,649	71,165	137,814	54,634	57,415	112,049	53,475	67,236	120,711	70,000	70,000	140,000
Depreciation		58,320	61,202	119,522	61,938	70,595	132,533	68,543	69,525	138,068	70,000	70,000	140,000
R & D		38,742	42,595	81,337	40,845	40,210	81,055	40,655	40,794	81,449	50,000	50,000	100,000

Note:

The preliminary values in this document do not take into account the impact on the consolidated financial statements of the additional investigation currently ongoing regarding trade transaction issues and tariff issues at our consolidated subsidiaries and may be revised following the results of the additional investigation and the audit by the accounting auditor for the fiscal year ended March 31, 2025.