

# Summary of Consolidated Financial Results for the Year Ending March 31, 2025 (FY2025)

May 16, 2025

Imasen Electric Industrial Co., Ltd.

Tokyo Stock Exchange Standard Market, Nagoya Stock Exchange Premier Market  
Stock code: 7266

- I. Summary of Consolidated Financial Results for FY2025
- II. Forecasts of Consolidated Financial Results for FY2026
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# Summary of Consolidated Financial Results for FY2025

(Unit: Million yen)

	<b>FY2024 Results</b>	<b>FY2025 Disclosed forecasts*</b>	<b>FY2025 Results</b>	<b>Difference</b>	<b>Change</b>
<b>Net sales</b>	99,730	94,500	94,341	-5,388	-5.4%
<b>Operating profit</b>	14	250	393	379	-
<b>Ordinary profit</b>	260	500	511	251	+96.6%
<b>Profit attributable to owners of parent</b>	-71	2,000	2,084	2,156	-

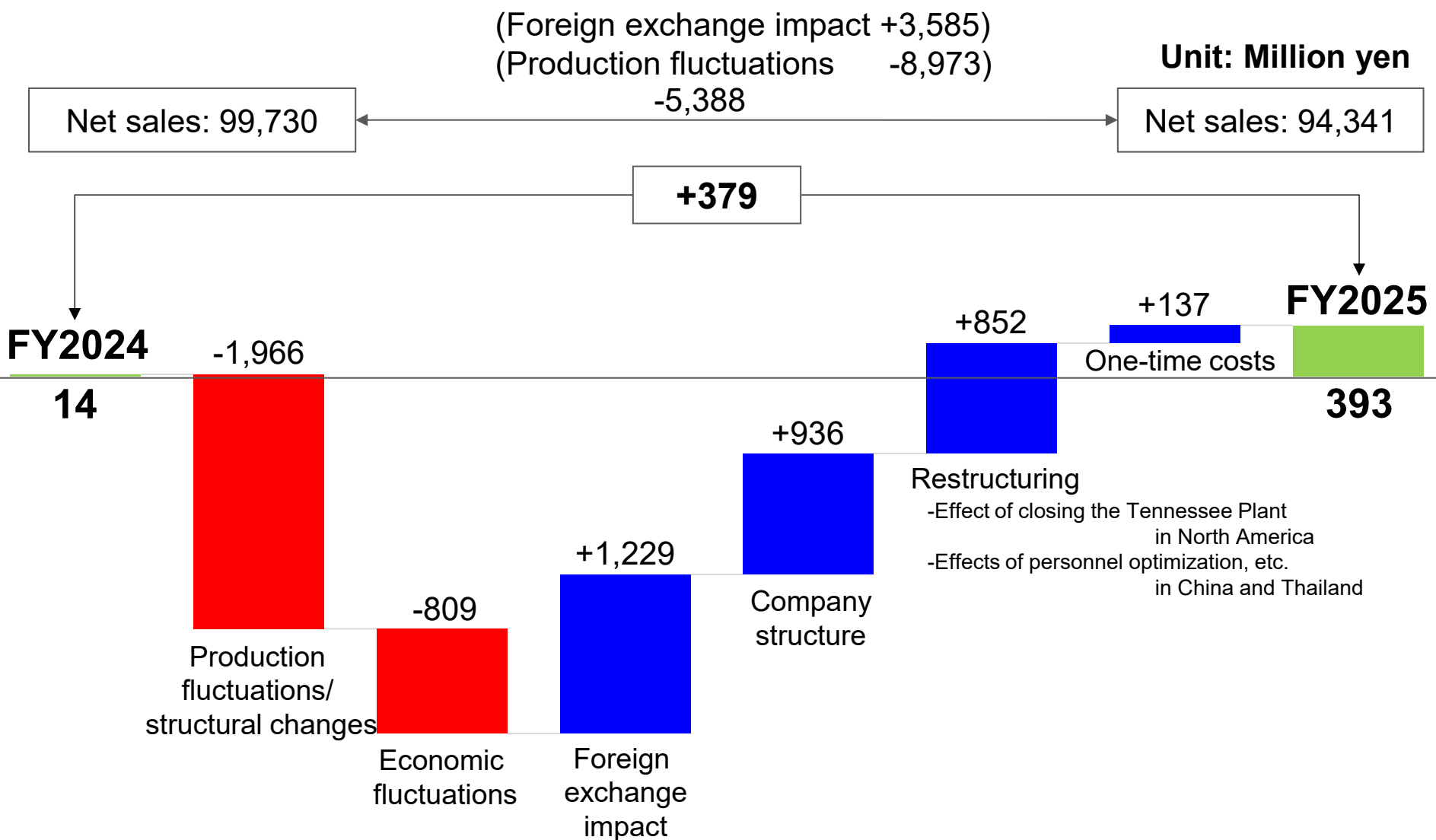
\* Disclosed forecasts are figures revised and disclosed in February 2024.

Exchange rates		<b>FY2024 Results</b>	<b>FY2025 Disclosed forecasts</b>	<b>FY2025 Results</b>
	USD	140.67 yen	151.69 yen	151.69 yen
	CNY	19.82 yen	21.04 yen	21.04 yen
	THB	4.04 yen	4.30 yen	4.30 yen

Exchange rates are averages of Jan-Dec.

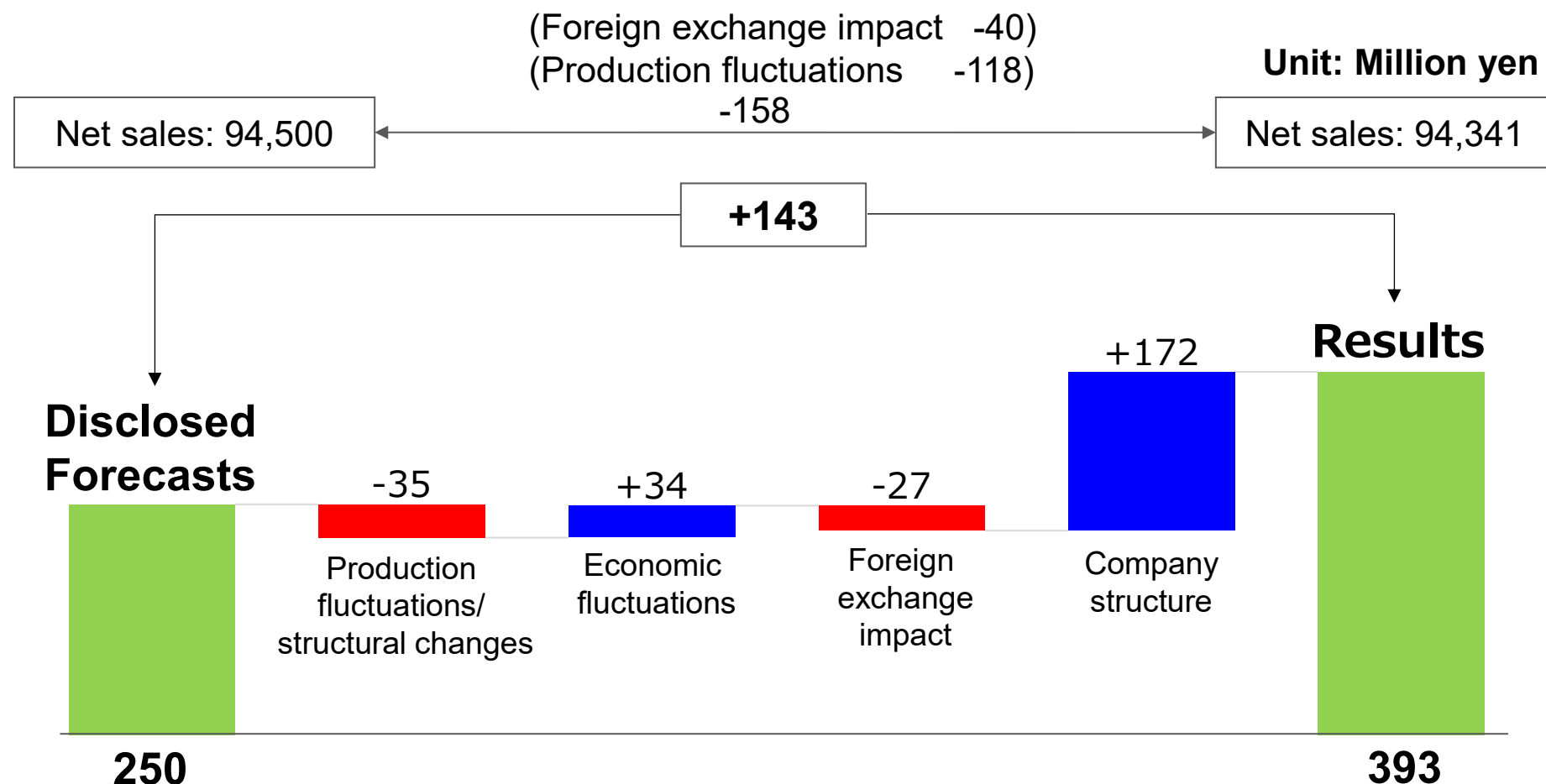
# FY2025 Operating Profit (Year on Year)

Unit: Million yen



Although production cuts were impacted mainly in Asia, including China, profits increased due to the impact of exchange rates and the effects of restructuring in North America and China.

# FY2025 Operating Profit (Disclosed Forecasts vs Results)



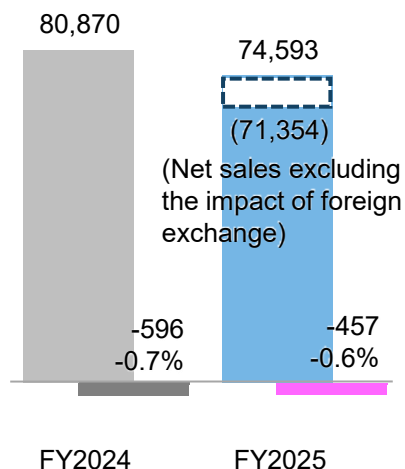
\*Disclosed forecast figures are revised disclosures for Feb 2025.

Despite the impact of production cutbacks, profit was boosted by improvements in the non-consolidated structure.

[Year on Year]

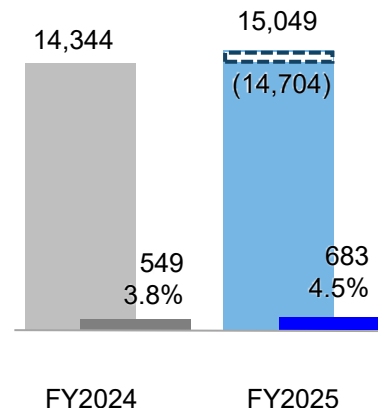
(Unit: Million yen)

## Seat and Electrical Equipment Business



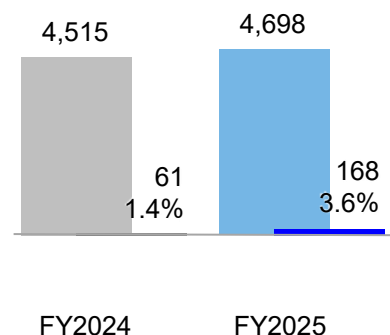
Net sales	-6,276 (-7.8%)
Despite an upswing attributable to the impact of foreign currency translations, <b>production dropped sharply, especially in China</b> , resulting in lower sales.	
Operating profit	+138 (Decrease in loss)
Despite the decline in sales, <b>losses were reduced due to profitability in North America and business structural improvements in China</b> .	
Exchange rate impact	
Net sales	+3,239
Operating profit	+18

## Electronics Business



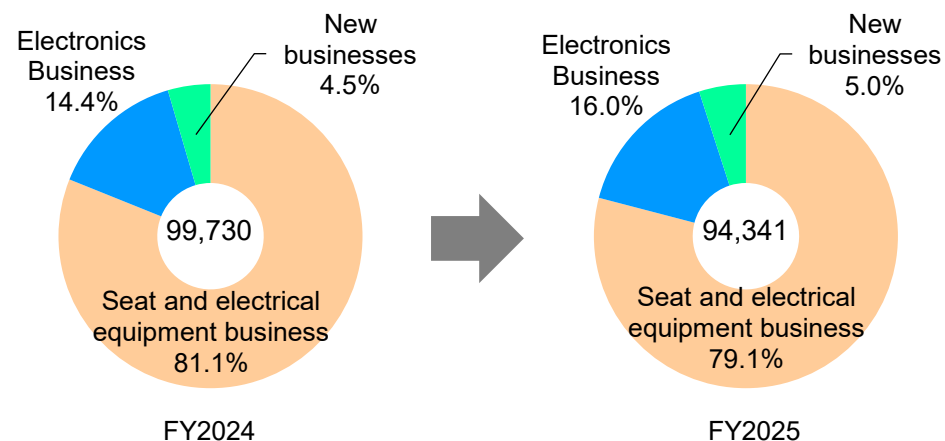
Net sales	+705 (+4.9%)
Sales rose due to the impact of foreign currency translations and <b>increased production in North America and China</b> .	
Operating profit	+133 (+24.3%)
Profits rose due to sales growth in North America.	
Exchange rate impact	
Net sales	+345
Operating profit	+41

## Other Businesses



Net sales	+182 (+4.0%)
Sales grew due to growth in orders in the wire harness business.	
Operating profit	+107 (+175.4%)
Profits grew due both to cost cutting measures and higher sales.	
Exchange rate impact	
Net sales	0
Operating profit	0

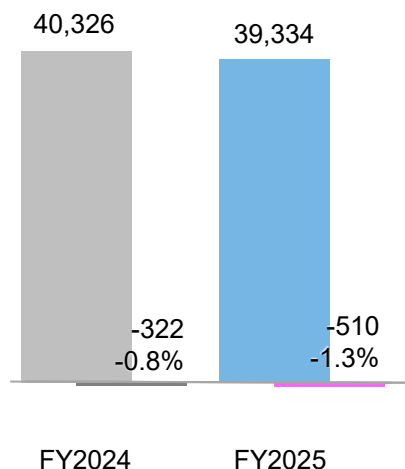
## Sales Breakdown by Business



[Year on Year]

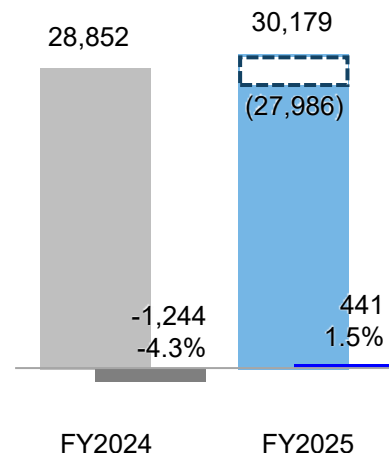
(Unit: Million yen)

## Japan



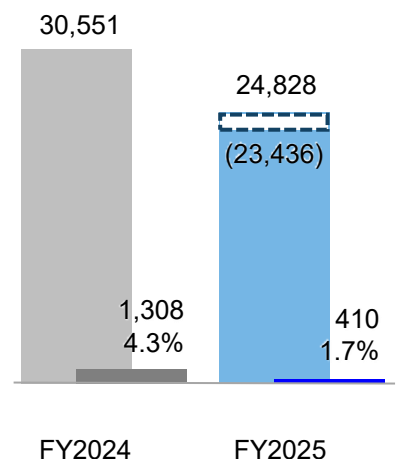
<b>Net sales</b>	<b>-992 (-2.5%)</b>
Sales declined due to lower production on a non-consolidated basis.	
<b>Operating profit</b>	<b>-188 (Increase in loss)</b>
Despite cost improvement efforts, losses grew due to higher labor and other expenses associated with efforts to strengthen the management structure.	
<b>Exchange rate impact</b>	
Net sales	0
Operating profit	0

## North America



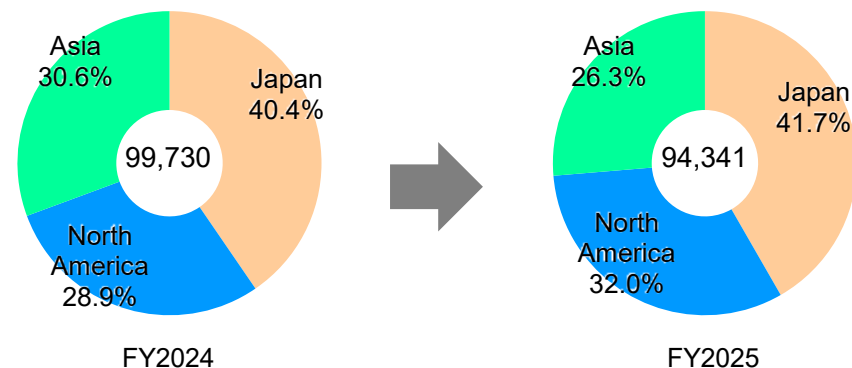
<b>Net sales</b>	<b>+1,326 (+4.6%)</b>
Sales rose due to a weak yen.	
<b>Operating profit</b>	<b>+1,686 (Turning a profit)</b>
<b>Business structure improvement measures</b> , including discontinuation of production at the Tennessee Plant, helped achieve profitability.	
<b>Exchange rate impact</b>	
Net sales	+2,192
Operating profit	+39

## Asia



<b>Net sales</b>	<b>-5,722 (-18.7%)</b>
Sales fell due to production declines attributable to sluggish sales of Japanese vehicles in China.	
<b>Operating profit</b>	<b>-897 (-68.6%)</b>
Profits fell due to the impact of lower sales, despite cost reduction efforts, and due to costs associated with a voluntary separation program in China.	
<b>Exchange rate impact</b>	
Net sales	+1,392
Operating profit	+19

## Sales Breakdown by Region





(Unit: Million yen)

### Capital investment

	FY2024	FY2025	Difference
Japan	1,908	1,642	-265
North America	201	525	323
Asia	1,355	961	-393
Total	3,464	3,129	-335

### Depreciation expenses

	FY2024	FY2025	Difference
Japan	1,346	1,417	70
North America	477	469	-7
Asia	1,132	1,114	-17
Total	2,956	3,002	46

### <Major investments in the previous fiscal year>

- **Japan (strengthening production structures)**  
 Gifu Plant: Introduction of high-efficiency lines  
 Hiroshima Plant: Enhancements of electronics production equipment
- **North America (rationalization)**  
 Increased due to investments to reorganize the North American bases, including the transfer of pressing capabilities from Tennessee to Ohio
- **Asia (launch of new products, automation, and local procurement)**  
 Investments targeting production capacity boosts in India for the launch of products for new vehicle models, and investment for local procurement in China and die renewal in Thailand

- **Japan**  
 Increased due to investments in the electronics business in the previous fiscal year

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# Forecasts of Consolidated Financial Results for FY2026

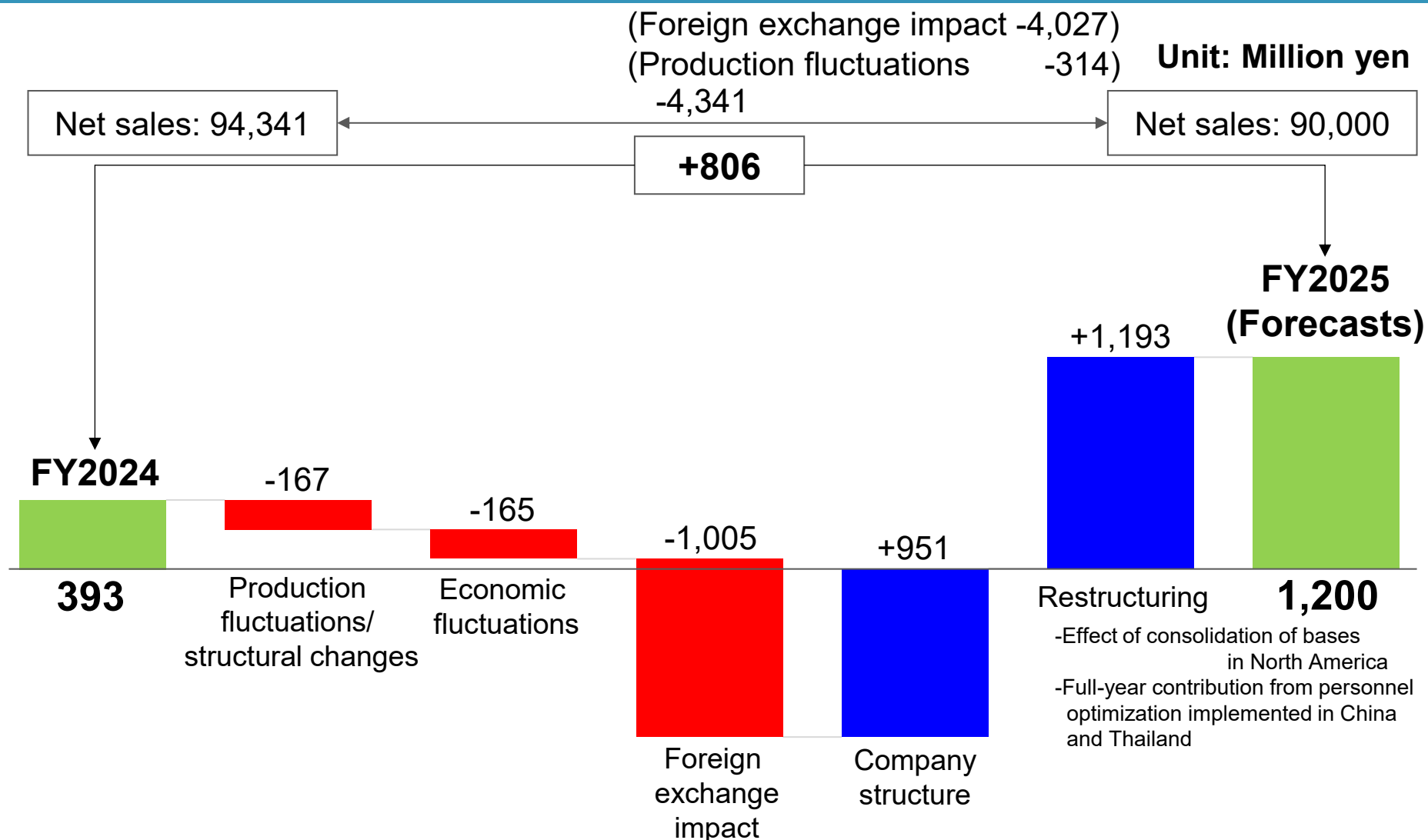
(Unit: Million yen)

	FY2025	FY2026 (Forecasts)	Difference	Change
Net sales	94,341	90,000	-4,341	-4.6%
Operating profit	393	1,200	+806	+204.9%
Ordinary profit	511	1,200	+688	+134.5%
Profit attributable to owners of parent	2,084	1,350	-734	-35.2%

Exchange rates	FY2025		FY2026(Forecasts)	
	USD	151.69 yen	▶	140.00 yen
	CNY	21.04 yen		19.00 yen
	THB	4.30 yen		4.20 yen

\*Change the accounting period of overseas subsidiaries from 'January to December' to 'April to March' from the fiscal year ending March 2026.

# Operating Profit Forecasts for FY2026

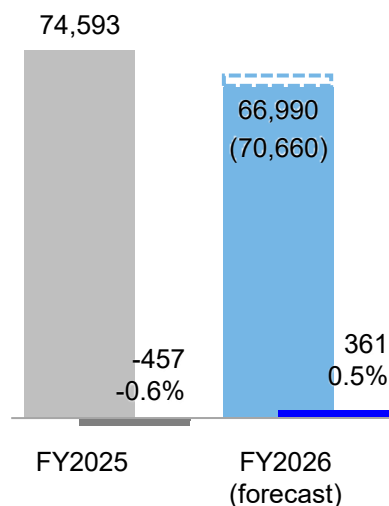


Although sales decline and yen appreciation will have an adverse impact, However, profit is expected to increase due to structural reforms and improvement in the quality of the company's structure.

[Year on Year]

(Unit: Million yen)

## Seat and Electrical Equipment Business



**Net sales** -7,603 (-10.2%)

Sales are expected to decline due to the impact of lower production and foreign currency translations.

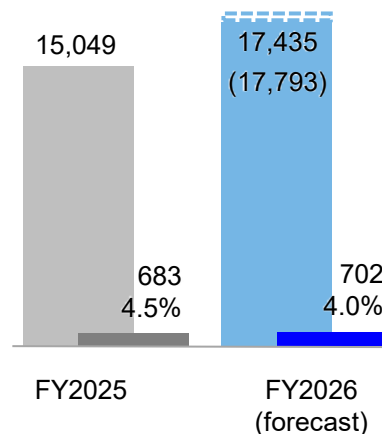
**Operating profit** +819 (Turning a profit)

We anticipate achieving **profitability** due to **efforts to strengthen the business foundation in Japan** and business structure improvements in North America and China in FY2025.

Exchange rate impact

Net sales	-3,669
Operating profit	-63

## Electronics Business



**Net sales** +2,385 (+15.8%)

We anticipate sales growth driven by **new orders in China, etc.**

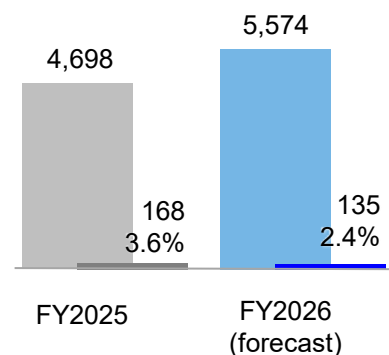
**Operating profit** +19 (+2.8%)

We anticipate profit growth driven by higher sales.

Exchange rate impact

Net sales	-358
Operating profit	-19

## Other Businesses



**Net sales** +876 (+18.7%)

We anticipate sales growth driven by new orders in the aircraft wire harness business.

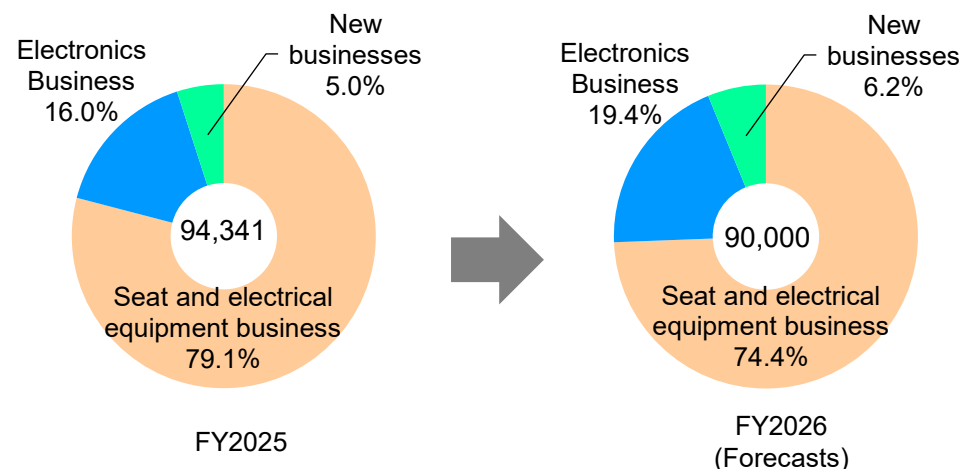
**Operating profit** -32 (-19.1%)

We anticipate lower profits due to rising costs for materials in the aircraft wire harness business.

Exchange rate impact

Net sales	0
Operating profit	0

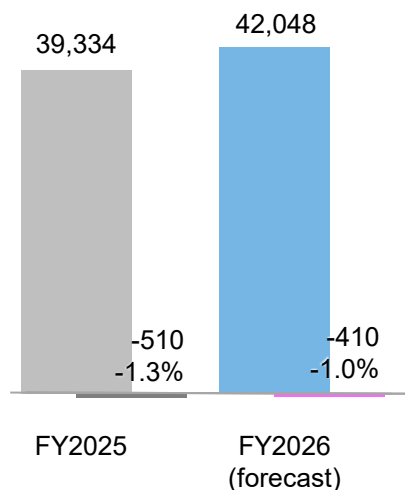
## Sales Breakdown by Business



[Year on Year]

(Unit: Million yen)

## Japan



**Net sales** **+2,714 (+6.9%)**

We anticipate sales growth driven by growth in external transactions on a non-consolidated basis.

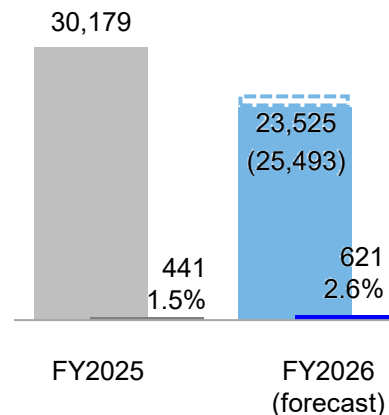
**Operating profit** **+100 (+19.6%)**

We anticipate profit growth driven by **efforts to strengthen our business foundation** and the impact of higher sales.

Exchange rate impact

Net sales	0
Operating profit	0

## North America



**Net sales** **-6,653 (-22.0%)**

Sales will decrease due to **the discontinuation of production at the Tennessee Plant** and the negative impact of foreign currency translation.

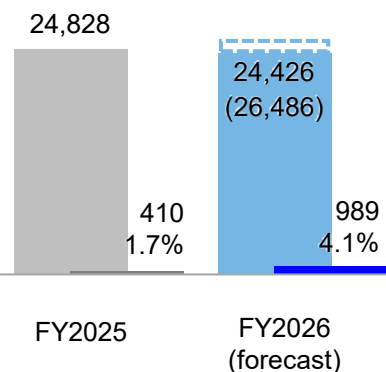
**Operating profit** **+179 (+40.7%)**

We anticipate profit growth driven by **improvements in business structure resulting from North American base consolidation, etc.**

Exchange rate impact

Net sales	-1,968
Operating profit	-34

## Asia



**Net sales** **-402 (-1.6%)**

We expect sales to remain virtually unchanged due to new OEM orders in India, despite the impact of several negative factors, such as lower production in China and unfavorable foreign currency exchange rates.

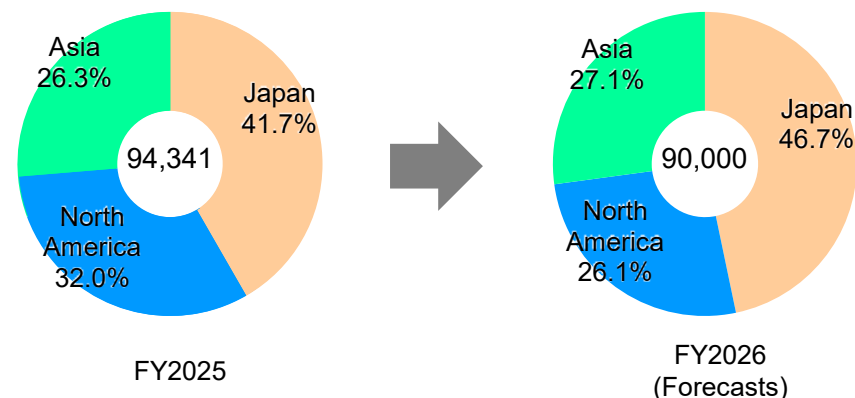
**Operating profit** **+578 (+140.8%)**

We anticipate profit growth driven by **structural improvements and greater use of local materials in China**, in addition to the impact of business structure improvements implemented in the previous fiscal year, though lower sales in China will have some impact.

Exchange rate impact

Net sales	-2,059
Operating profit	-48

## Sales Breakdown by Region



(Unit: Million yen)

## Capital investment

	FY2025	FY2026	Difference
Japan	1,642	<b>3,151</b>	1,509
North America	525	<b>2,065</b>	1,540
Asia	961	<b>1,484</b>	523
Total	3,129	<b>6,700</b>	3,571

## Depreciation expenses

	FY2025	FY2026	Difference
Japan	1,417	<b>1,625</b>	208
North America	469	<b>1,167</b>	698
Asia	1,114	<b>1,146</b>	32
Total	3,002	<b>3,938</b>	936

## <Major investments during the period>

- **Japan (rationalization)**  
Increase due to investment for plant reorganization and smart factory establishment, etc.
- **North America (launch of new products, rationalization)**  
Increase due to investments to launch products for new vehicle models and rationalization
- **Asia (production expansion, launch of new products, rationalization)**  
Increase due to investments in production capacity boosts in India, launch of products for new vehicle models in China and Thailand, and rationalization

- **Japan**  
Increase due to introduction of high-efficiency lines in the Gifu Plant in the previous fiscal year
- **North America**  
Increase due to investments to reorganize North American bases in the previous fiscal year
- **Asia**  
Increase due to investments to launch products for new vehicle models in India (despite reductions in investments in China the previous fiscal year)

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Corporate goal for the medium term:

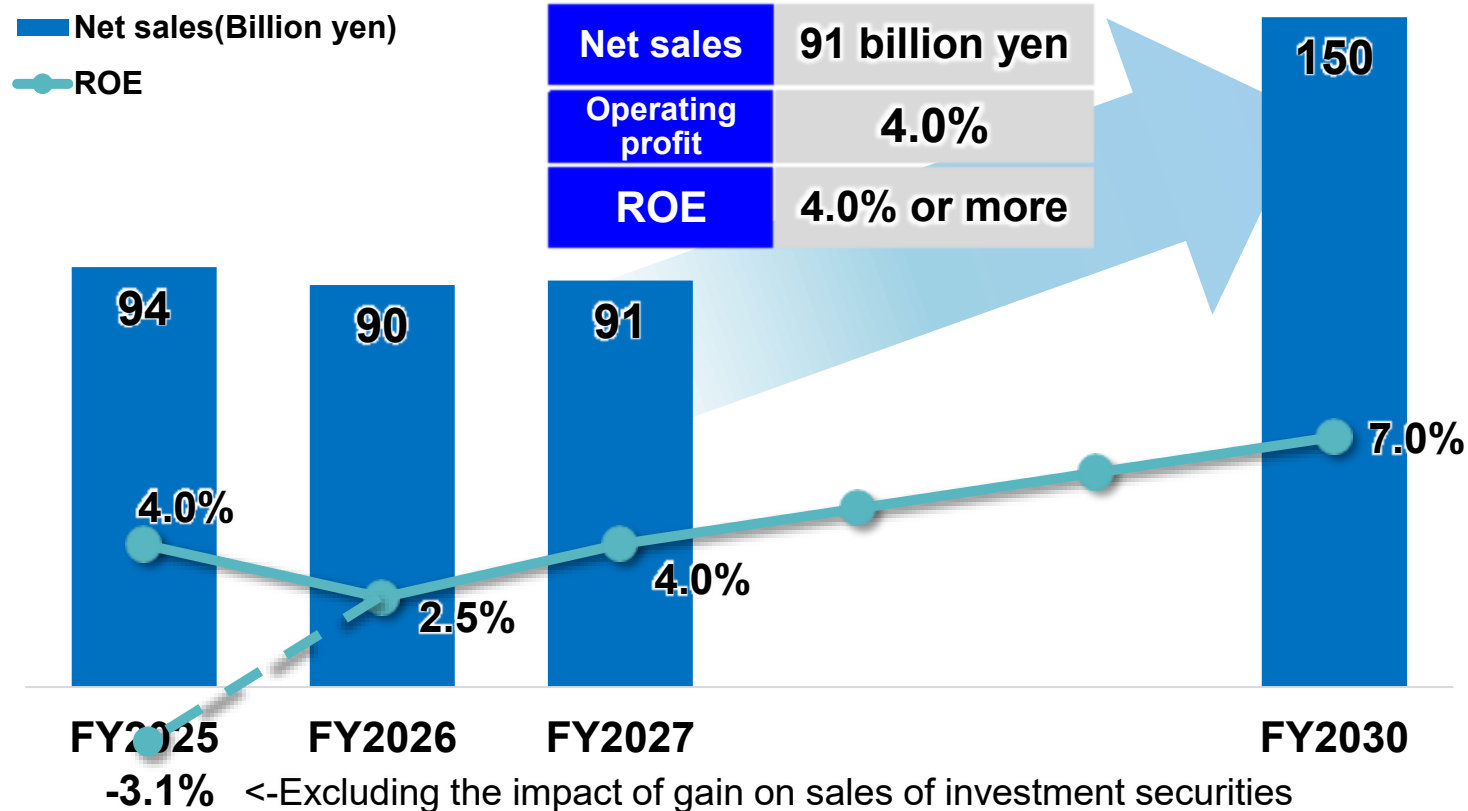
## Performance recovery and business growth

FY2030 long-term targets

Net sales	150 billion yen
Operating profit	6.0%
ROE	7.0% or more

FY2027 medium-term revenue targets

Net sales	91 billion yen
Operating profit	4.0%
ROE	4.0% or more



We are developing Nine Priority Measures to realize our mid-term and long-term goals.

## Nine Priority Measures

Speed of management	Revenue	(1) Accelerating decision-making and promoting the delegation of authority
Offense		(2) Strengthening sales functions
		(3) Strengthening competitiveness beyond that of mega-suppliers
Defense		(4) Strengthening profits through restructuring in North America and China
		(5) Improve material cost ratios by restructuring procurement structure
		(6) Reconstruction of earning power
	Capital Efficiency	(7) Capital policy that takes into account ROE and capital costs
Synergy	Revenue	(8) Future product development through group synergy
Business Foundation		(9) Promoting ESG management

Promoting measures that balance offensive and defensive measures with a sense of speed.

Nine Priority Measures		Major Initiatives	Evaluation
1	Accelerating decision-making and promoting the delegation of authority	• Reconsider meetings and <b>shorten</b> the decision-making <b>process by 50%</b> .	○
2	Strengthening sales functions	• Draw on TS TECH's global bases to <b>promote sales expansion jointly</b> .	○
3	Strengthening competitiveness beyond that of mega-suppliers	• Realize production boosts by increasing <b>capital investment</b> with the expanding Indian market in mind.	○
4	Strengthening profits through restructuring in North America and China	<ul style="list-style-type: none"> <li>• [North America] Discontinue production at the Tennessee Plant and <b>concentrate production capabilities at the Ohio Plant</b>.</li> <li>• [China] Rebuild profit-generating structures by <b>human resource optimization</b>.</li> </ul>	○
5	Improve material cost ratios by restructuring procurement structure	• Rebuild procurement structures via <b>local procurement and in-house production</b> .	○
6	Reconstruction of earning power	• <b>Optimize Japanese bases</b> to improve profit-making structures in Japan.	○
7	Capital policy that takes into account ROE and capital costs	<ul style="list-style-type: none"> <li>• <b>Increase</b> FY2025 year-end <b>dividends</b>.</li> <li>• Raise shareholder returns via <b>acquisition</b> and cancellation of <b>treasury stocks</b>.</li> </ul>	○
8	Future product development through group synergy	• Choose <b>new product development</b> themes to achieve future growth.	○
9	Promoting ESG management	• Change the members of the Advisory Committee to <b>enhance governance</b> .	○

Implement resiliency measures in response to changes in the business environment.

## Nine Priority Measures

- 1 Accelerating decision-making and promoting the delegation of authority
- 2 Strengthening sales functions
- 3 Strengthening competitiveness beyond that of mega-suppliers
- 4 Strengthening profits through restructuring in North America and China
- 5 Improve material cost ratios by restructuring procurement structure
- 6 Reconstruction of earning power
- 7 Capital policy that takes into account ROE and capital costs
- 8 Future product development through group synergy
- 9 Promoting ESG management

- Promote nine priority measures.
- Respond to environmental changes and issues.

## Major business issues

- Realize further production boosts in the Indian market.
- Respond to changes in the external environment, such as the U.S. tariff policies.
- Respond to the uncertain Chinese market.
- Reconstruct the earning power of domestic operations.
- Achieve further sales expansion to achieve long-term targets.

## Additional major enhancement measures

- 1 Acceleration of the business decision-making process by raising the percentage of outside directors
- 2 Global sales expansion activities in cooperation with TS TECH
- 3 **Increase of capital investments in Indian bases**  
**Mass production for new OEM customers, and expansion of electronics sales**
- 3 **Investment for enhancing competitive positions in North America**  
**Expansion of the Ohio Plant, and promotion of local production and consumption**
- 4 Chinese base optimization, and promotion of local production and consumption
- 5 Cost competitiveness enhancement by improving “specifications,” “workmanship,” and “procurement”
- 5 **Japanese base optimization**  
**Actions and resource optimization to expand the electronics business**
- 6 Acquisition and cancellation of treasury stocks, and proactive IR activities
- 7 Promotion of “smart factory,” “new vehicle interior space,” and “personal mobility” development under synergistic projects
- 8 Improving the EcoVadis rating, and human capital initiatives
- 9

We will continue pursuing the nine priority measures, and enhance them in response to environmental changes.

## 1) Expansion of the Indian market

- Promote rationalization investment for business structure improvement.

- **Improve equipment to enable increased production volume.**

When introducing new equipment, choose models with higher productivity.

- **Introduce in-house power generation equipment.**

Secure power for the production volume increase.

- **Invest for new models.**

**The mass production of new models for new OEM customers already began in FY2026.**

We will continue investment for the mass production of new products from FY2027.



### India Plant



**We aim to achieve long-term sales expansion through ongoing efforts to increase production over the medium to long term.**

We will promote vigorous sales expansion activities based on expected growth in demand for **electronic products** in India.

**FY2026    FY2027    FY2028**

**Equipment enhancement**

**Investment for new models**

**Installation of additional power generation equipment**

Our initiatives include expanding the sales of electronics as well as achieving production boosts and cost reductions.

## 2) Strengthening of profit-making structures and competitiveness in North America



- Investment for strengthening the production structures

### Expand the Ohio Plant.

Current building area: 13,132 m<sup>2</sup>



After expansion: 18,440 m<sup>2</sup>

(The expansion work will be completed by March 2026.)

Expand by  
approx.  
5,300 m<sup>2</sup>.



(Plant layout)

### Ohio Plant

Current area (13,132 m<sup>2</sup>)

Added area (approx. 5,300 m<sup>2</sup>)

### Further improvement of the business foundation

In-house fulfillment of  
currently outsourced warehousing  
capabilities

Shortening of  
logistics traffic lines

Order increase

Rationalization of  
on-site logistics

Promotion of local  
production and consumption

We will achieve further business growth by proactive investment.

## 3) Optimization of bases in Japan

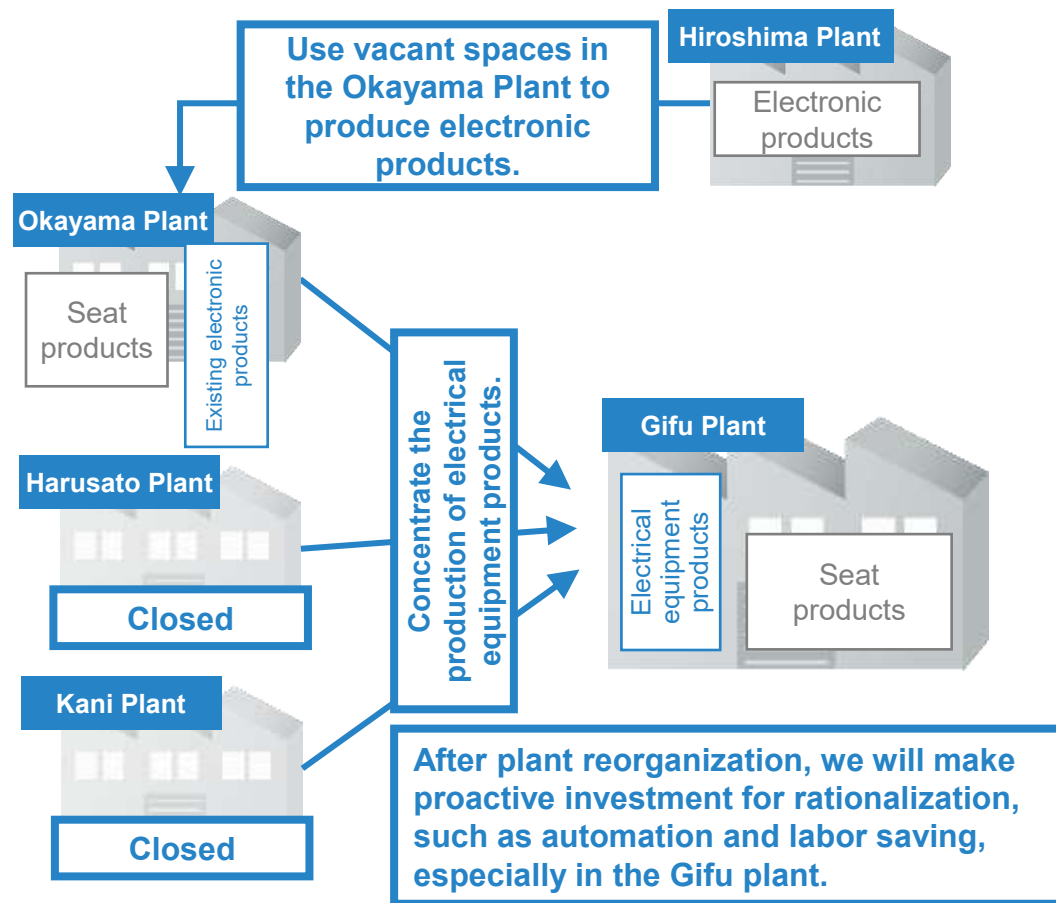
Take actions for expanding the electronics business, and utilize the resources of each production base to promote rationalization across business boundaries.

### Actions for expanding the electronics business

- Launch of inverter products
- Re-allocation of the existing product families

### Resource optimization

- Various cost reduction by production concentration
- Establishment of the earning power of domestic operations



We will establish the earning power of domestic operations.



## 4) Development of systems to meet demand trends in the Chinese market



Characteristics of the bases

Guangzhou Plant

**Management control capabilities,**  
production engineering capabilities,  
**design/sales capabilities**



Wuhan Plant

**Low wages,** high press equipment  
capacities, high painting equipment  
capacities



**Transfer** manufacture of core parts **to highly cost-competitive plant in Wuhan.**

Core parts: Common and important parts among the parts that make up a seat

### Roles of the Guangzhou Plant

- **Manufacture of core parts**
- **Design and development, sales expansion**
- **Supervision of Chinese operations**
- Sales in the Guangzhou area

**New**

### Roles of the Wuhan Plant

- **Manufacture of core parts**
- Sales in the Wuhan area

The Guangzhou Plant will **focus its energy on development and sales activities**, and will be assigned the new role of **supervising the Chinese region.**

**We will enhance resiliency to address trend changes in the Chinese market.**



## 5) Initiatives related to local production and consumption

- In order to increase our cost competitiveness, we will adopt totally new procurement methods for the parts, which make up a large part of materials costs.
- Initiatives related to local production and consumption of power devices

Core parts: Common and important parts among the parts that make up a seat



### [China]

	Last FY	Current FY
Core parts	In-house production + Materials supplied from Japan	Materials supplied from Japan ⇒ <b>Replace with local materials</b> (from July 2025)



### [North America]

	Last FY	Current FY
Core parts	Supplied from Japan	<b>Promoting local in-house production will begin starting with the next model.</b>



### [Thailand]

	Last FY	Current FY
Materials	Materials supplied from Japan	<b>Promoting replacement with local materials</b>



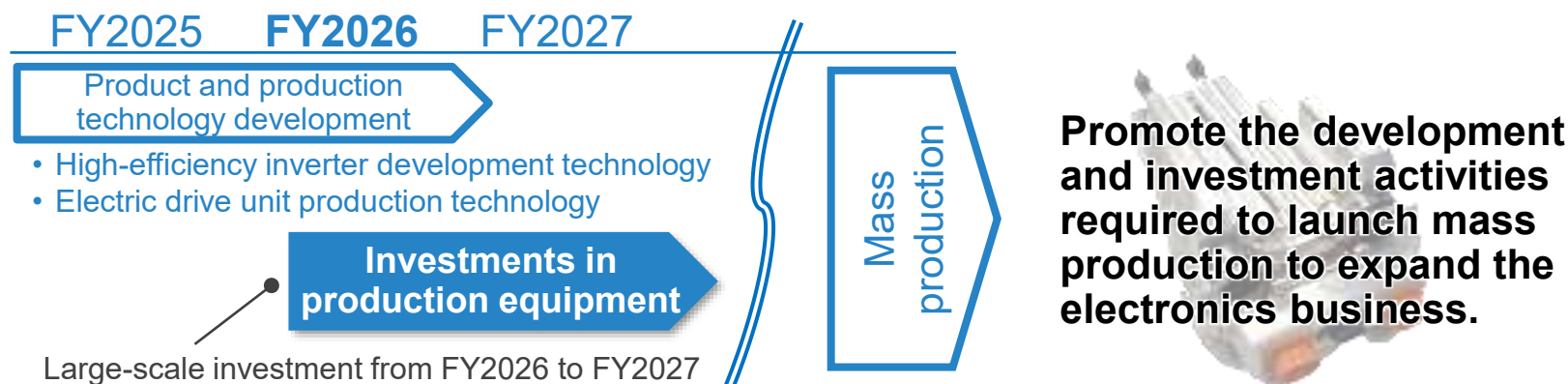
### [India]

	Last FY	Current FY
Core parts	Supplied from Japan	<b>Supplier selection is underway to start local in-house production starting with the next model.</b>

We will work on the local production and consumption of power seat products to optimize procurement, stabilize supply, and increase competitiveness.

## 6) Securing the competitiveness of the electronics business

### ➤ Development and investment activities to secure competitiveness



### ➤ Order solicitation activities to expand the electronics business

We strengthened activities for offering electronic products to customers in the seat business. On this basis, we are seeking to win new orders.



In addition to investing in inverter products, we will secure competitiveness through sales activities that draw on our strengths.

## 7) Initiatives for new OEM orders

Promoting joint sales expansion by utilizing TS TECH's global bases

**New system started in Apr. 2025**

Technical sales representatives working with TS TECH  
in North America, China, India, and Europe



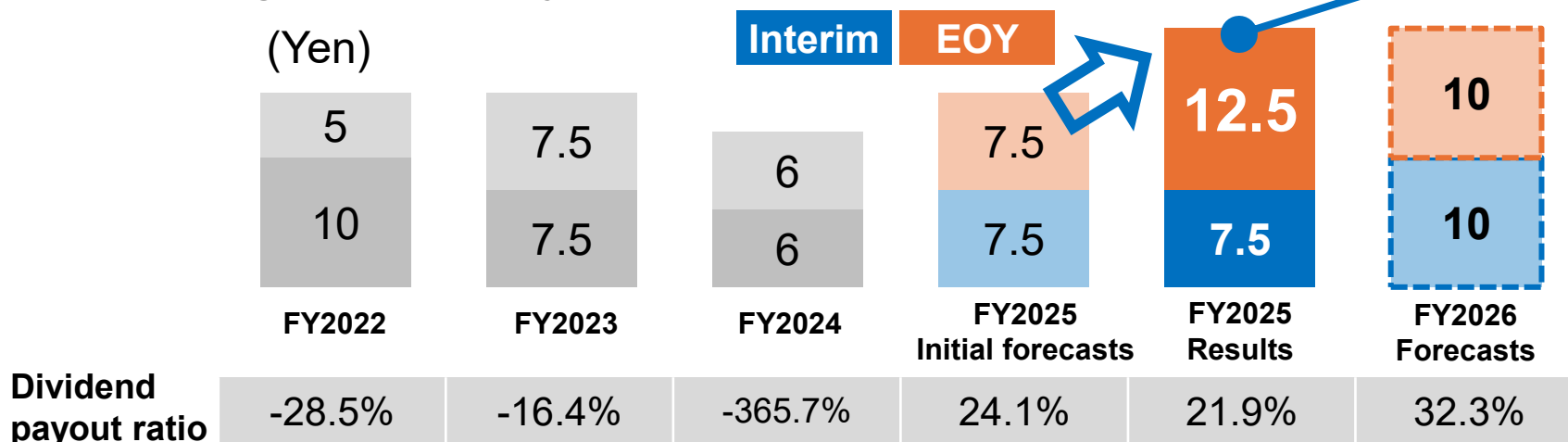
Collaboration with TS TECH to expand business for both companies

## ➤ Increase in FY2025 year-end dividend

[Dividend policy]

- Stable dividend increase in proportion to business recovery
- Target dividend payout ratio: 30%

We decided to **increase the FY2025 year-end dividend** as forecast and announced in December 2024.



## ➤ Acquisition and cancellation of treasury stocks

We decided to **acquire and cancel treasury stocks** to further increase shareholder returns and improve capital efficiency.

Acquisition	Quantity: <b>700,000 shares</b> (maximum)	Progress (as of end of April 2025)	
	Total acquisition cost: <b>500 million yen</b> (maximum)		
	Acquisition period: <b>February 10, 2025 to February 6, 2026</b>	Number of acquired shares	231,500 shares
Cancellation	Quantity: <b>700,000 shares</b> (maximum)	Acquisition cost	141 million yen
	Scheduled cancellation date: <b>February 27, 2026</b>		

Depending on future performance, we will seek to achieve results equal to or better than those in the disclosed plan, and will consider a dividend increase.

## IR calendar

**New** indicates initiatives launched in the current fiscal year.

2025

\* Dates and locations are subject to change.

<b>New</b>	May 22	Briefing for individual investors at Zendentsu Hall (Tokyo)
	June 25	The 88th Annual General meeting of shareholders
	Early August	Financial results announcement for FY2026 1Q
	Mid August	Financial results briefing for FY2026 1Q at Securities Analysts Association of Japan Conference Room (Tokyo)
	September 5 to 6	Participation in Meisho IR Expo at Fukiage Hall (Nagoya)
	Early November	Financial results announcement for FY2026 2Q
	Mid November	Financial results briefing for FY2026 2Q at Securities Analysts Association of Japan meeting room (Tokyo)
<b>New</b>	December	Briefing for individual investors (TBD)

From FY2025: Hold quarterly financial results briefings four times a year.

**From FY2026: Hold briefings for individual investors twice a year, in May and December.**

# Creating the future of mobile space

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- Actual results may differ from projections for various reasons.

### ○ Address any IR-related inquiries to:

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