Summary of Consolidated Financial Results for the First Quarter of Year Ending March 31, 2026 (1Q FY2026)

Aug 22, 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 1Q FY2026

II. Progress of the Medium-term Management Plan

I. Summary of Consolidated Financial Results for 1Q FY2026

II. Progress of the Medium-term Management Plan

Consolidated financial results for 1Q FY2026

▶ **Operating profit: 29 million yen (+275 million yen from the previous period)**

Seat and Electrical Equipment Business:Losses reduced due to restructuring in North America and China.
Electronics Business:Profits decreased due to lower sales and increased development costs associated with new orders in Japan.

Consolidated earnings forecast for FY2026

▶ **1Q is progressing as planned, and there are no changes to the previously disclosed forecasts.**

The direction of US tariff measures remains unclear, but we currently expect the impact on our business performance to be limited.
We will calculate reasonably and promptly notify you if adjustments to the projected values are necessary.

Reduction of cross-shareholdings

▶ **Sales of investment securities (disclosed on Aug 8, 2025))**

Sale details : 4 listed securities
Expected gains from sale : August to March
Profit from sale (estimated): 139 million yen

Summary of Consolidated Financial Results for 1Q FY2026

(Unit: Million yen)

	1Q FY2025 Result	1Q FY2025 Result (Excluding temporary factors)*2	1Q FY2026 Result	Difference	Change
Net sales	23,319	23,319	20,963	-2,356	-10.1%
Operating profit	-245	-245	29	275	-
Ordinary profit	360	-182	-67 *1	-428	-
Profit attributable to owners of parent	2,156	-469	-190	-2,346	-

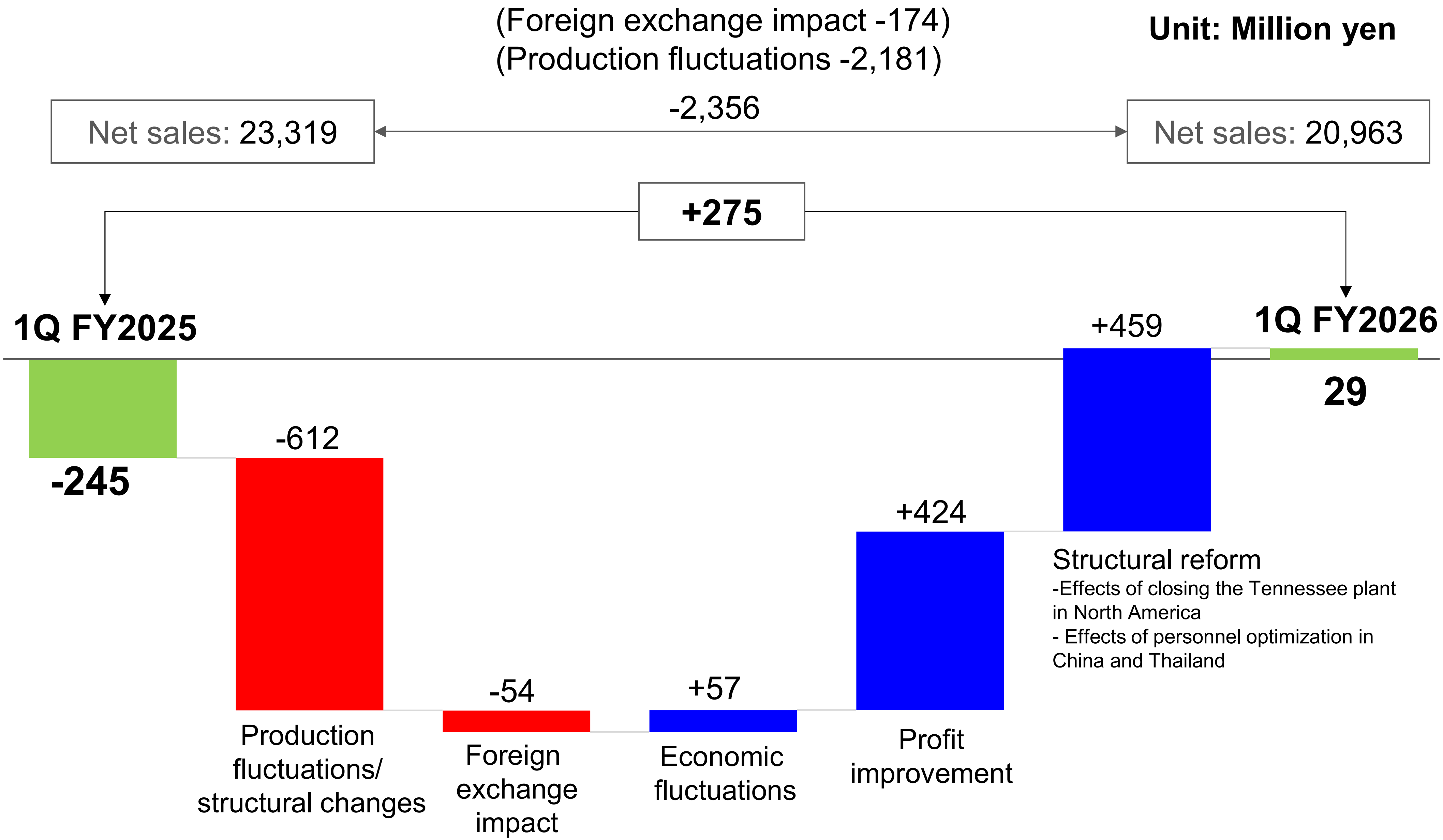
* Starting this fiscal period, due to the unification of the fiscal year-end for overseas subsidiaries, results for January-March are recorded in FY2025 and results for April-June are recorded in FY2026.

*1 In the 1Q FY2026 Result, a foreign exchange loss of 144 million yen was incurred.

*2 The figures exclude the impact of foreign exchange gains of 542 million yen and gains on sales of investment securities of 2,990 million yen from the 1Q FY2026 Result.

		1Q FY2025 Average rates	1Q FY2026 Disclosed expected rates	1Q FY2026 Average
Exchange rates	USD	148.63 yen	140.00 yen	144.49 yen
	CNY	20.63 yen	19.00 yen	19.99 yen
	THB	4.17 yen	4.20 yen	4.36 yen

1Q FY2026 Operating Profit

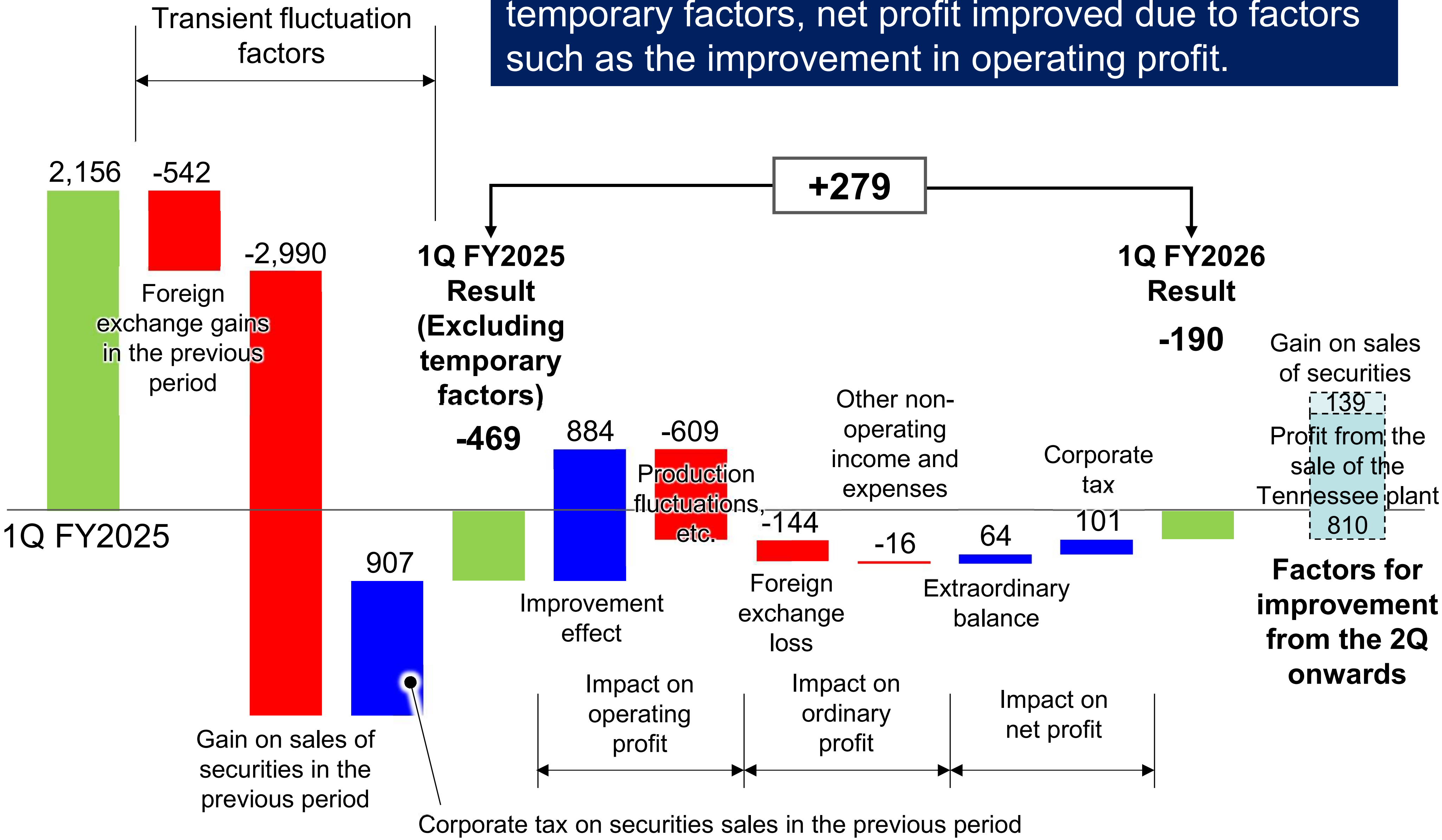


Although sales were affected by the decline, profits increased due to the effects of structural reforms in North America and China.

1Q FY2026 Profit attributable to owners of parent

Unit: Million yen

Compared to the previous period's results excluding temporary factors, net profit improved due to factors such as the improvement in operating profit.

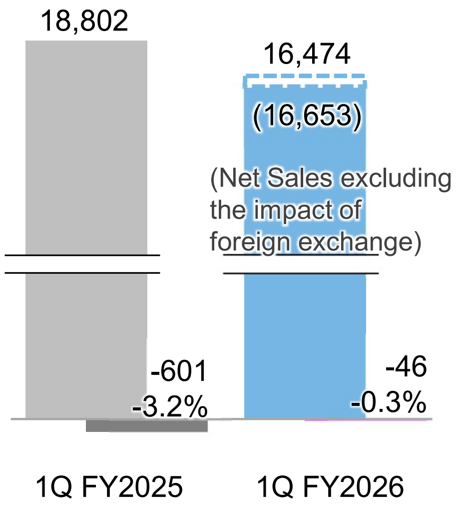


1Q FY2026 Results by Business Segment

[Year on Year]

(Unit: Million yen)

Seat and Electrical Equipment Business



Net sales	-2,328 (-12.4%)

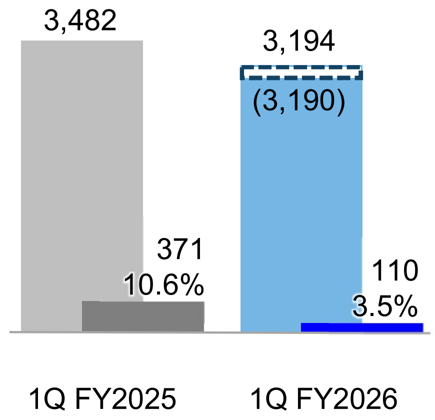
Revenue decreased due to production cuts in Thailand and China, as well as the discontinuation of end-of-model-cycle products following a shift in production items in North America.

Operating profit	+554 (Decrease in loss)

Despite the impact of reduced revenue, losses were significantly reduced through structural reforms in North America and China.

Exchange rate impact	
Revenue	-179
Operating profit	-1

Electronics Business



Net sales	-288 (-8.3%)

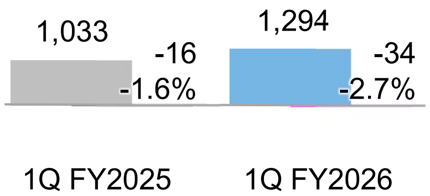
Revenue decreased due to reduced production in Japan and Thailand.

Operating profit	-260 (-70.1%)

In addition to the impact of reduced revenue, profits declined due to increased development costs associated with new orders in Japan.

Exchange rate impact	
Revenue	+4
Operating profit	+2

Other Business



Net sales	+260 (+25.2%)

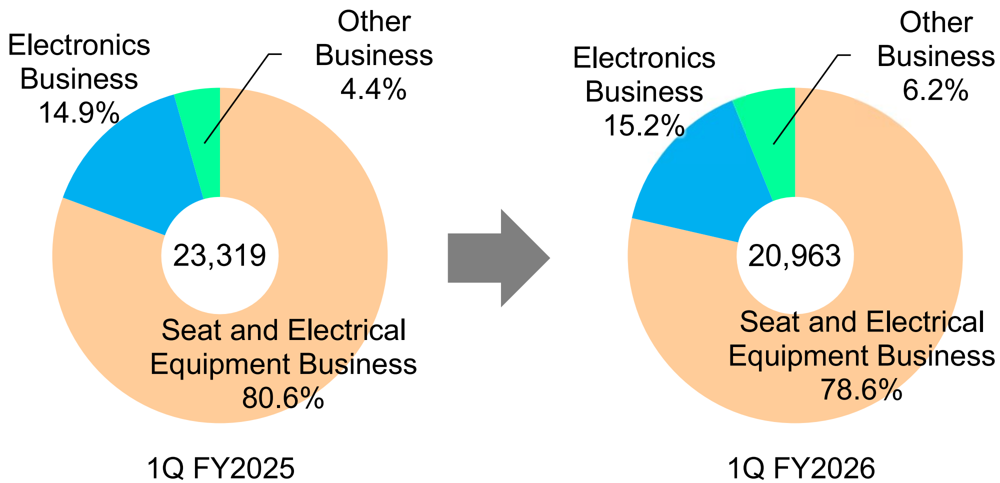
Revenue increased due to a rise in orders for the wire harness business.

Operating profit	-19 (Increase in loss)

The profit decline resulted from upfront development costs.

Exchange rate impact	
Revenue	0
Operating profit	0

Sales Breakdown by Business



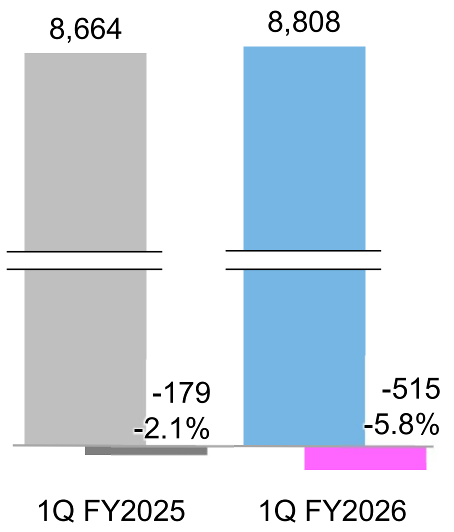
1Q FY2026 Results by Regional Segment

IMASEN ELECTRIC INDUSTRIAL CO., LTD.

[Year on Year]

(Unit: Million yen)

Japan



Net sales **+143 (+1.7%)**

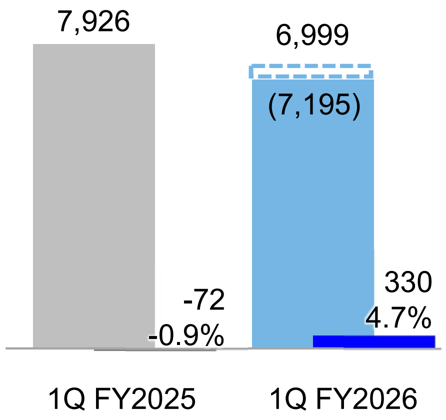
Sales in the automotive-related business declined, but revenue increased due to a rise in orders in other businesses.

Operating profit **-335 (Increase in loss)**

Although there were effects such as improvements in physical constitution, profits decreased due to increased development costs associated with new orders.

Exchange rate impact	
Revenue	0
Operating profit	0

North America



Net sales **-926 (-11.7%)**

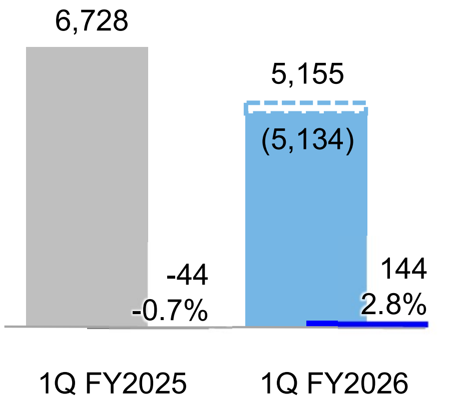
Revenue decreased due to the discontinuation of end-of-model-cycle products following a shift in production items.

Operating profit **+402 (Turning a profit)**

Turning a profit through improvement measures such as **consolidating our North American bases**, automating assembly lines, and streamlining in-plant logistics..

Exchange rate impact	
Revenue	-195
Operating profit	-8

Asia



Net sales **-1,572 (-23.4%)**

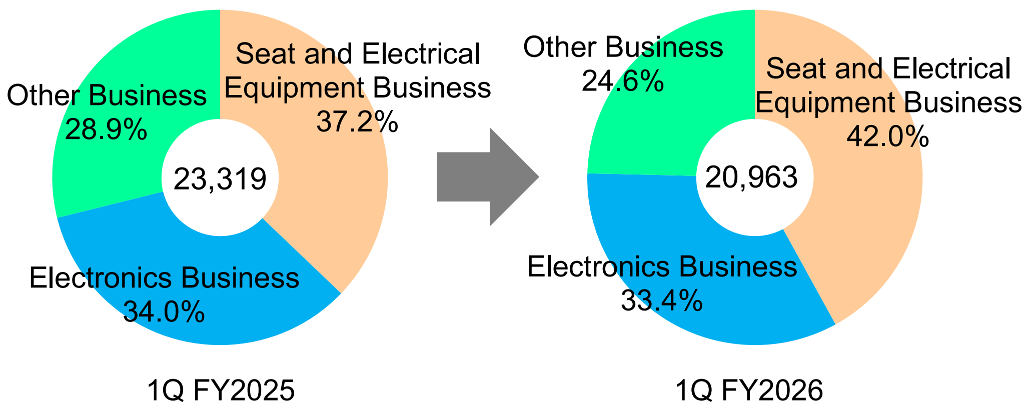
Revenue decreased due to reduced production in Thailand and China.

Operating profit **+189 (Turning a profit)**

Turning a profit through structural reforms including **voluntary retirement programs**, cost adjustments, and automation of assembly lines.

Exchange rate impact	
Revenue	20
Operating profit	9

Sales Breakdown by Region



1Q FY2026 Capital Investment and Depreciation Expense

IMASEN ELECTRIC INDUSTRIAL CO., LTD.

(Unit: Million yen)

Capital investment

	1Q FY2025	1Q FY2026	Difference
Japan	202	**333**	131
North America	89	**572**	483
Asia	597	**115**	-482
Total	888	**1,019**	131

<Major investments during the period>

-Japan (Corporate strengthening)
Investment in production equipment for the launch of inverter products in the electronics business and in establishing development environments for new models.

-North America (New Launch/Streamlining)
Response to new model launches and rationalization, Investment accompanying production capacity expansion

-Asia
Investment related to the launch of new vehicle models in India was brought forward to January-March, resulting in a decrease for this quarter.

Depreciation

	1Q FY2025	1Q FY2026	Difference
Japan	342	**369**	27
North America	116	**143**	27
Asia	280	**255**	-25
Total	738	**767**	29

-Japan
Increased due to the high-efficiency production line for seat manufacturing introduced in the previous term and the multi-product automated production line (multi-line) for electronic product manufacturing.

-North America
Increased due to investments associated with the restructuring of North American bases in the previous period

Forecasts of Consolidated Financial Results for FY2026

Disclosed on May 14, 2025

(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%

		FY2025 Average rates	FY2026 Disclosed expected rates
Exchange rates	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.

No change to the consolidated earnings forecast for the FY2026

IMASEN ELECTRIC INDUSTRIAL CO., LTD.

Reducing Policy-Held Shares

We are proceeding with the gradual sale of shares held for policy purposes as our basic policy.

Disclosed on Aug 8, 2025

2025年 8月 8日

各　　位

会　社　名　株式会社今仙電機製作所
代　表　者　代表取締役 社長執行役員　長谷川 健一
（コード番号：7266　東証ｽﾀﾝﾀﾞｰﾄﾞ・名証ﾌﾟﾚﾐｱ）
問合せ先　経営企画部長　神谷明彦
ＴＥＬ　０５６８－６７－１２１１

投資有価証券売却に伴う特別利益の計上見込みに関するお知らせ

当社は、本日開催の取締役会において、当社の保有する投資有価証券の一部売却を決議しました。これに伴い、投資有価証券売却益を特別利益として計上する見込みとなりましたので、下記のとおりお知らせいたします。

記

1．売却の理由

当社はコーポレートガバナンス・コードに基づき、政策保有株式の保有効果を検証した上で保有の適否を判断し、縮減を進めており、売却により更なる資産効率の向上と財務体質の強化を図り、将来

-For Reference: Planned Sales-

Sales Details: **4 listed securities**

Expected Sales Period: **August to March**

Projected Sales Gain: **139 million yen**

While reducing policy-held shares, we will strengthen our financial position to prepare for future investments.

IMASEN ELECTRIC INDUSTRIAL CO., LTD.

Improving customer satisfaction

-Certificate of Appreciation for Quality from Nissan Motor Co., Ltd.

Our rear combination lamps have been recognized for their excellent quality **for two consecutive years**.

NISSAN
MOTOR CORPORATION

優良品質 感謝状

- FY24 SSC トップランク -

株式会社今仙電機製作所

授与対象 Business Unit
SEATS SAFETY LIGHTING AND FASTENERS

貴社は2024年度通期の日本地域における
品質実績において優良な成績をおさめられました
その功績は誠に顕著なものがあります

よってその功績に心から感謝の意を表し
ここに感謝状をお贈り致します

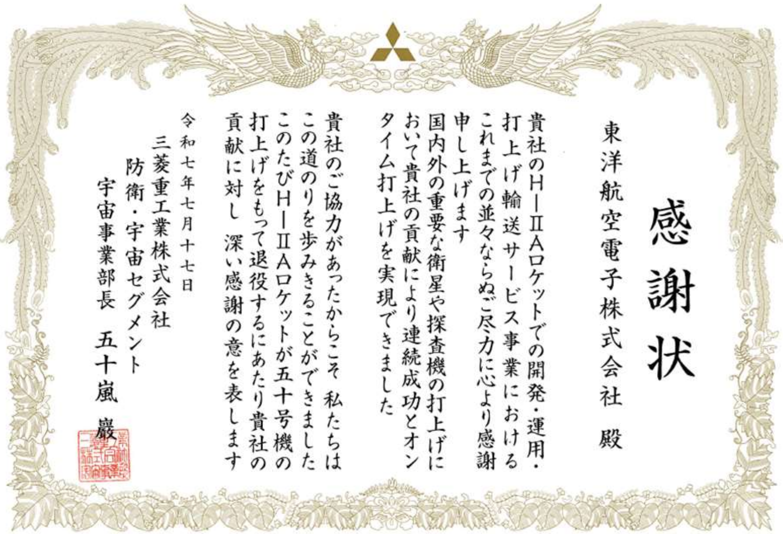
2025年7月
日産自動車株式会社
チーフクオリティオフィサー 安徳光郎

[Target Products]
Rear combination lamp

*Received as of July 2025

-Letter of Appreciation from MITSUBISHI HEAVY INDUSTRIES, LTD.

The launch support equipment of Toyo Koku Denshi Co., Ltd., a consolidated subsidiary, was used on the H-IIA rocket. A letter of appreciation was received in recognition of contributions made from the first unit to the final unit, the 50th unit.



感謝状

東洋航空電子株式会社 殿

貴社のH－ⅡAロケットでの開発・運用・打上げ輸送サービス事業における
これまでの並々ならぬご尽力に心より感謝申し上げます
国内外の重要な衛星や探査機の打上げにおいて貴社の貢献により連続成功とオンタイム打上げを実現できました
貴社のご協力があったからこそ 私たちはこの道のりを歩みきることができました
このたびH－ⅡAロケットが五十号機の打上げをもって退役するにあたり貴社の貢献に対し 深い感謝の意を表します

令和七年七月十七日
三菱重工業株式会社
防衛・宇宙セグメント
宇宙事業部長 五十嵐 巖

*Received as of July 2025

We will continue to strive as a group to meet our customers' expectations.

Initiatives in Welfare-Related Businesses

-Rental Business

Target Products

Light6
Electric wheelchair with reclining and tilt functions

myride
Electric carts that deliver the joy of moving under your own power

Other lineup items

STAR : Transfer Assistance Robot

M4 :Next-generation electric wheelchair with advanced features

We currently have **rental agency agreements with 13 companies** and are expanding our business operations in the Hokkaido, Kanto, Tokai, Kansai, Chugoku/Shikoku, and Kyushu regions.

-Participation in a demonstration experiment aimed at achieving barrier-free mobility

ANA's “MoVA” demonstration project, which aims to achieve barrier-free mobility both inside and outside airports, features participation from IMASEN Group's **'myride'.**

We are currently promoting business development aligned with customer needs.

I. Summary of Consolidated Financial Results for 1Q FY2026

II. Progress of the Medium-term Management Plan

IMASEN ELECTRIC INDUSTRIAL CO., LTD.

Corporate goal for the medium term:

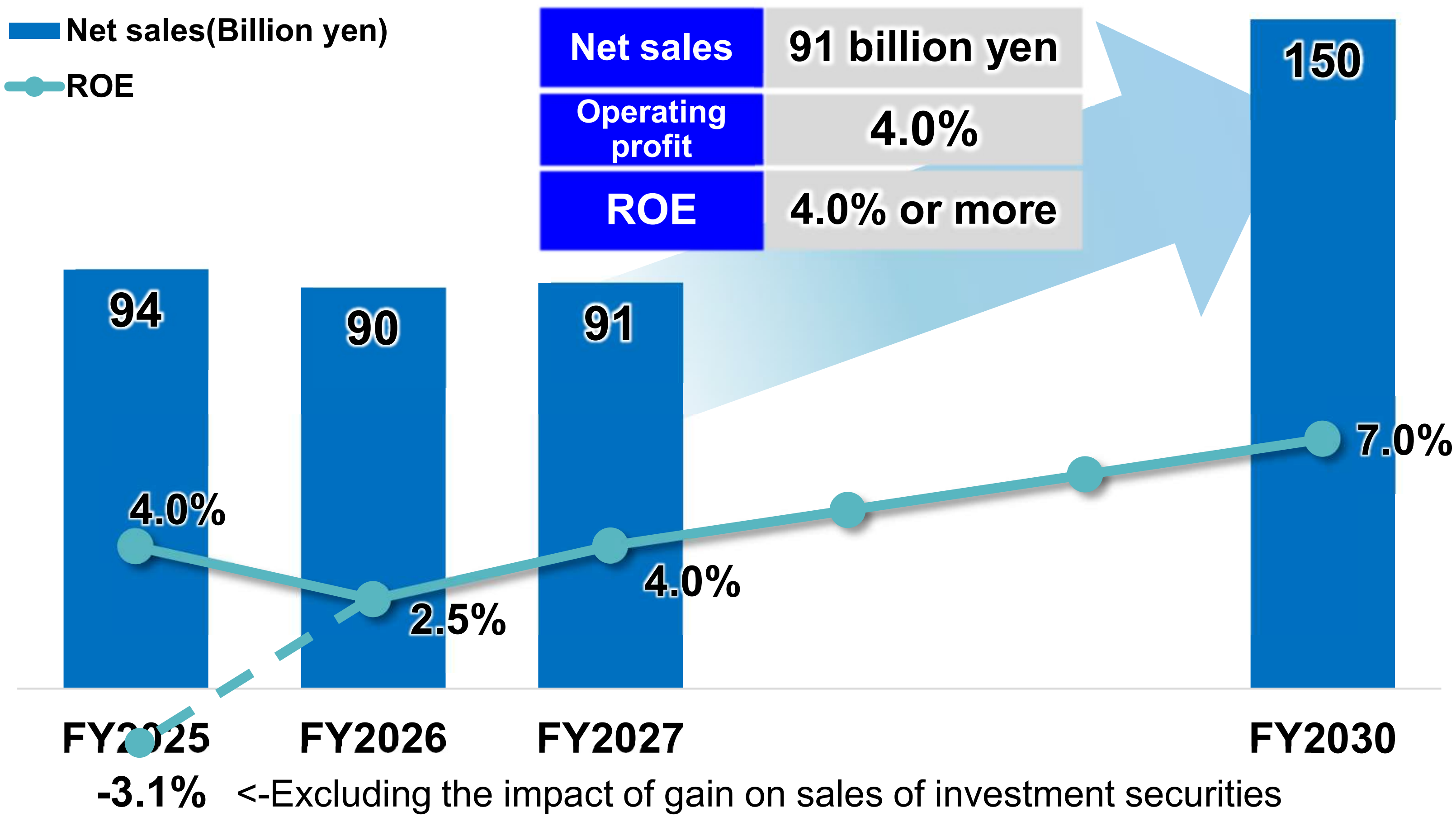
Performance recovery and business growth

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



<-Excluding the impact of gain on sales of investment securities

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

Major Initiatives in FY2026

*As explained at the financial results briefing held on May 16, 2025

IMASEN ELECTRIC INDUSTRIAL CO., LTD.

*Items in blue will be explained on the following pages.

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.

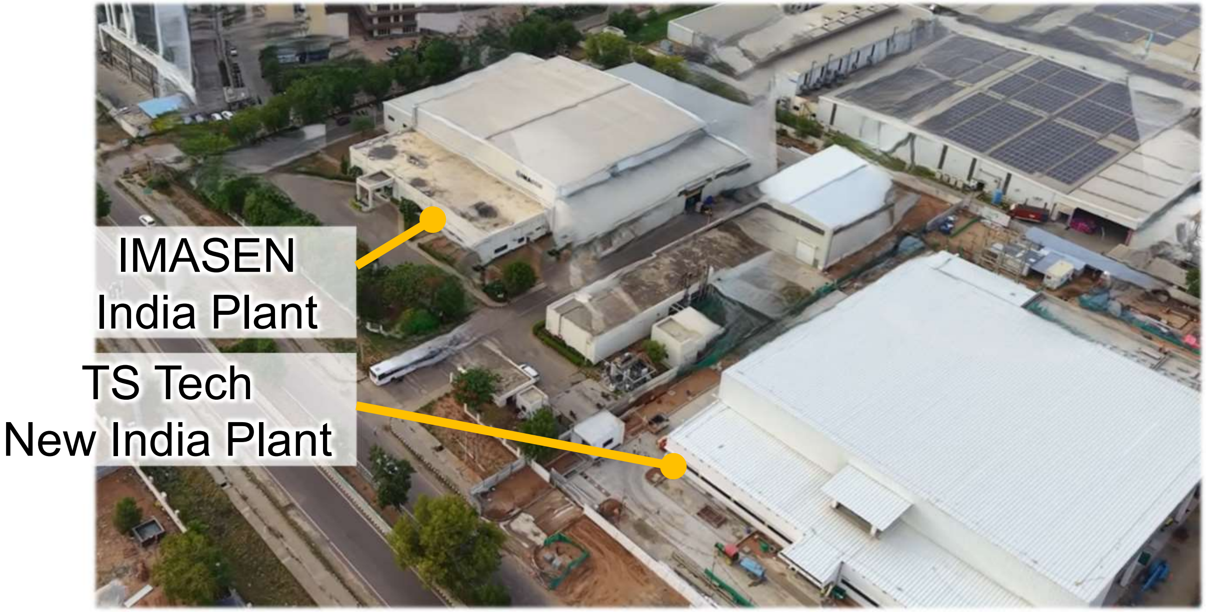
Major business issues

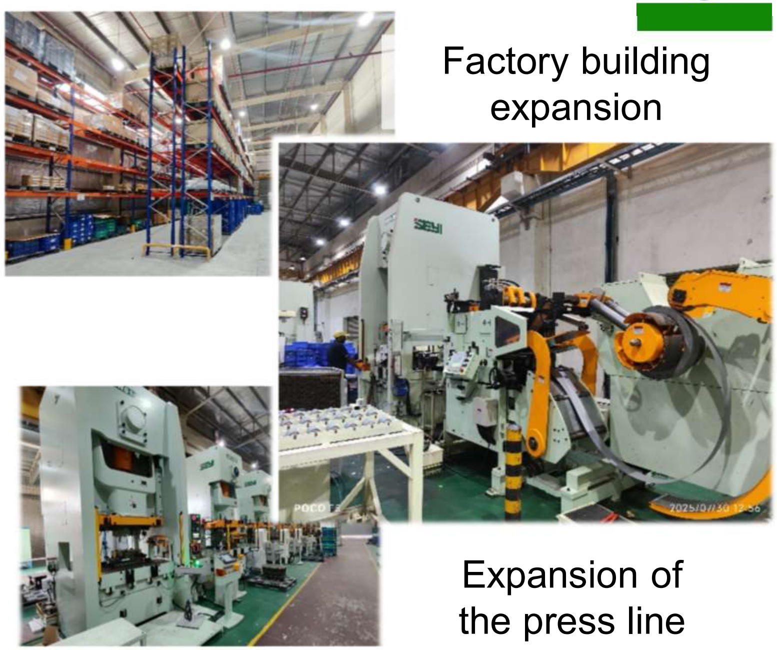
- Realize further production boosts in the Indian market.
- Respond to changes in the external environment, such as the U.S. tariff policies.
- Respond to the uncertain Chinese market.
- Reconstruct the earning power of domestic operations.
- Achieve further sales expansion to achieve long-term targets.

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**
4	**Investment for enhancing competitive positions in North America** **Expansion of the Ohio Plant, and promotion of local production and consumption** Chinese base optimization, and promotion of local production and consumption
5	Cost competitiveness enhancement by improving "specifications," "workmanship," and "procurement"
6	**Japanese base optimization** **Actions and resource optimization to expand the electronics business**
7	**Acquisition and cancellation of treasury stocks, and proactive IR activities**
8	Promotion of "smart factory," "new vehicle interior space," and "personal mobility" development under synergistic projects
9	Improving the EcoVadis rating, and human capital initiatives

We will continue to advance our nine key initiatives and step them up in response to changes in the environment.

1) Establishing a production system with an eye toward expansion in the Indian market





Factory building expansion

Expansion of the press line

Collaboration promotion with TS TECH Co.,Ltd.

Construction of the TS Tech New India Plant on the grounds of our India Plant.

-Commencing mass production of a new model for Maruti Suzuki India Limited

-Implemented new robot press/assembly equipment
-Promoting rationalization investments to reduce costs and strengthen operations
-Planning investments for additional new model launches

-Sales promotion activities for electronic products

We are **intensifying sales activities** for existing seat business clients.
This fall, we plan to hold an exhibition for local OEMs.

Production system setup in collaboration with the client has been completed.

2) Strengthening the North American Base

Tennessee plant closures

Disclosure in Feb 2025

To enhance asset efficiency through effective utilization of management resources, we have decided to sell the Tennessee plant owned by our North American base.

The factory was sold as planned, and its closure was completed.

Tennessee Plant Sale Gains
850 million yen (Exchange rate as of July 31, 2025)

Recorded as extraordinary income in the 2Q consolidated financial statements.
Included in our consolidated earnings forecast for the FY2026.

Ohio Plant Expansion

Construction on the expansion of the Ohio plant began in June of this year.

Proactive investment for business growth

To achieve ‘on-site standardization’ ‘rationalization’ ‘automation’ and ‘capacity for increased future orders’ we plan to invest approximately 150 million over this fiscal year and the next.

Strengthen our foundation through effective utilization of management resources and investments aimed at business growth.

3) Optimization of bases in Japan

-Overview of Plant Restructuring

Integration of Seat and Electrical Equipment

Expansion of Electronic Product Manufacturing

- -**Centralizing production** of electrical equipment at the **Gifu Plant**
- -**Closing** the Harusato Plant and Kani Plant
- -Utilizing surplus space at the Okayama Plant for **future expansion of electronic product manufacturing**
- -**Making aggressive rationalization investments**, primarily at the Gifu Plant, in automation and labor-saving measures

Inside the Okayama Factory

-Implementation Status of Factory Restructuring

Q1 FY2026 Consolidation Implementation Status

Transfer of **10** lines completed
(Progress rate: 100%)

We plan to transfer an additional **18** lines within FY2026

Progressing as planned toward rebuilding domestic earning power.

IMASEN ELECTRIC INDUSTRIAL CO., LTD.

4) Ensuring Competitiveness in the Electronics Business

-Development and investment activities to ensure competitiveness

We are currently promoting development and order acquisition activities to further expand our electronics business.

Next-Generation Inverter Products	New Orders and Sales Expansion Activities
-Development of high-efficiency inverters -**Plans for large-scale investment starting** in FY2026 to establish production systems	-Domestic and international exhibition -based sales activities- Identifying target projects -Marketing **utilizing our proprietary technologies**

-Order Acquisition Status

Order Acquisition Status for Q1 FY2026

Through proactive sales activities targeting clients, **we secured orders for new products**.

Secured **5** orders

-Retention of current models plus acquisition of next-generation models: **3** orders

-New vehicle models: **2** orders

Alongside investments in inverter products, we will secure competitiveness through order acquisition activities that leverage our strengths.

5) Investment in next-generation inverter products

-Establishing Production Systems for Inverter Products for Mazda Motor Corporation

Hiroshima Plant will advance **large-scale investments** toward establishing production systems during FY2026–2027.

FY2026 **FY2026**

Production Equipment Investment → **Mass production**

[Implementation Status]

Securing factory space for mass production.
(Implementing line consolidation and layout changes)

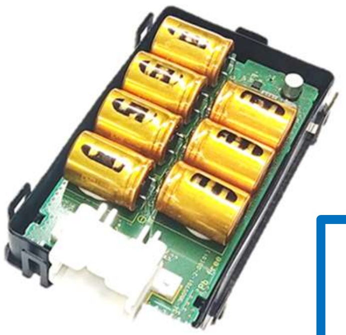
Upcoming Schedule

-Utilize the second and third factories to **secure additional space** for equipment installation
-Review factory layouts to **ensure optimal logistics flow**
-Introduce clean rooms

Along with preparations for introducing production equipment, we are also advancing the development of the production environment.

6) Introduction to Electronic Products

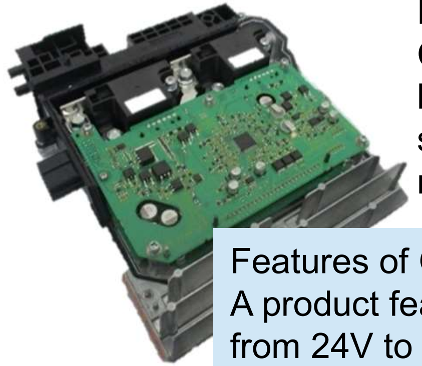
-Backup power supply



Function:
Provides power to unlock the door when the battery power supply is lost.

Identify similar needs for various in-vehicle devices beyond door locks and leverage them to expand sales.

-DC-DC converter



Function:
Converts regenerative energy during braking into electricity, stores it, and supplies it to onboard equipment as needed.

Features of Our Product:
A product featuring both a step-down function from 24V to 12V and the capability to supply 12V power directly to the vehicle side.

-Integrated ECU

DASH Integrated ECU

REAR Integrated ECU

Seat Memory ECU

Example of a Rear Integrated ECU

Control 16 in-vehicle functions with a **single ECU**

1. Brake lamp
2. Clearance lamp
3. License lamp
4. Rear fog lamp
5. Reverse lamp
6. Rear Turn Signal Lamp
7. Tailgate latch actuation
8. Trunk room lamp
9. Rear wiper drive
10. Rear seatbelt monitoring
11. Detection of rear-seat occupancy
12. Anti-theft Security Alarm
13. Door open/close detection
14. Fuel door unlock/lock
15. Fuel level measurement
16. 4WD Power control

We will pursue further sales expansion by leveraging our proprietary technology in product development.

7) ESG Initiatives

-Cleanup activity

In collaboration with local governments, **we conduct community beautification activities** at our headquarters, Nagoya Plant, and Hiroshima Plant.

Collaborative activities with the government

-Participation in the '**Clean Town Inuyama Promotion Project**' in Inuyama City, Aichi Prefecture

-Participation in the "**Community Cleanup Program***" in Hiroshima Prefecture

*A community cleanup supported by local government.

-Development of mobility support devices

Imasen Technical Research Institute Co., Ltd., a consolidated subsidiary, develops mobility support devices for children with walking difficulties.

Providing children with the joy of moving independently.

CarryLoco

Electric conversion kit for pediatric buggies

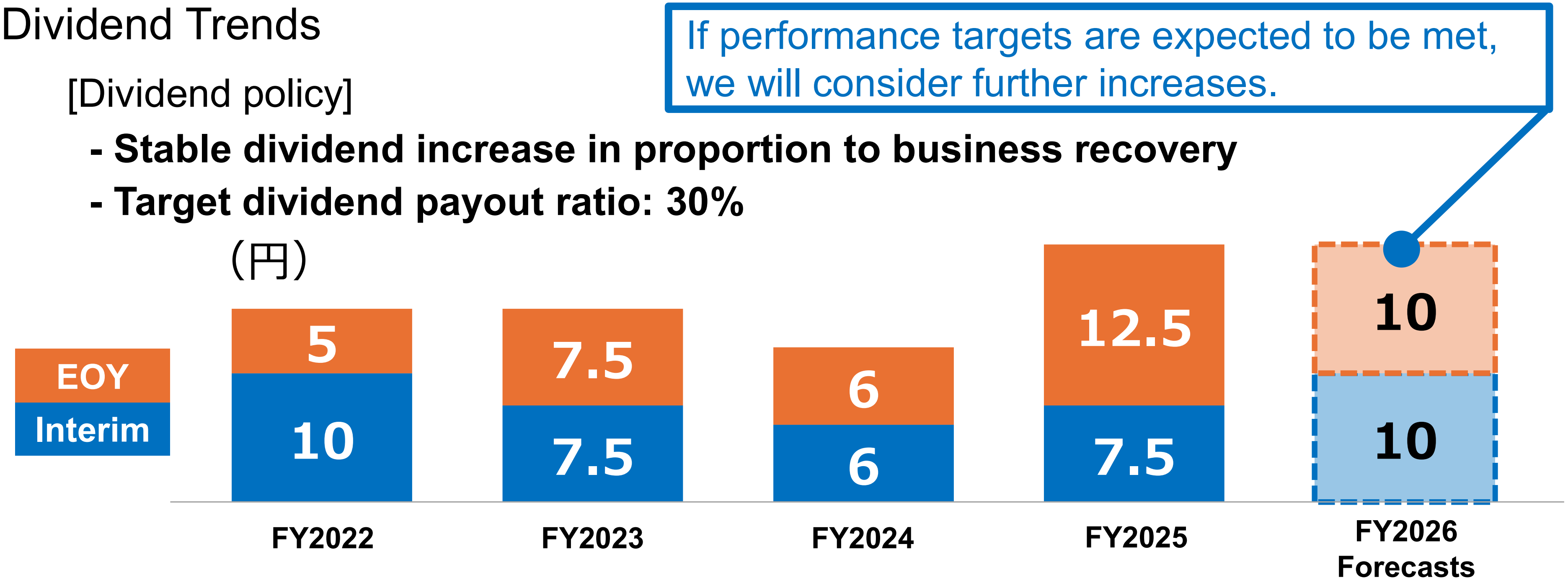
*Simply attach the buggy's rear wheels to the Carry Loco to use it.

Aiming to be a company needed through community contribution and social welfare activities.

-Dividend Trends

[Dividend policy]

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



Dividend payout ratio	-28.5%	-16.4%	-365.7%	21.9%	32.3%

-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: **700,000 shares** (maximum) Total acquisition cost: **500 million yen** (maximum) Acquisition period: **February 10, 2025 to February 6, 2026**
Cancellation	Quantity: **700,000 shares** (maximum) Scheduled cancellation date: **February 27, 2026**

Progress (as of end of Jul 2025)	
Number of acquired shares	399,600 shares
Acquisition cost	255 million yen

We will increase the level of shareholder returns in accordance with the progress of performance against the disclosure plan.

Company Information Session for Individual Investors

As part of our efforts to strengthen investor relations activities, we have begun exhibiting at company information sessions for individual investors starting this fiscal year.

Nagoya Stock Exchange IR Seminar in Tokyo (May 22)
Attendees: 273

We welcomed 273 attendees on the day of the event. In addition to questions raised at the venue, we received valuable feedback from approximately 200 attendees through our survey.
We will incorporate this feedback into our future IR activities.

*Company information sessions are also scheduled for December this year.

We are working to further enhance our visibility and promote our company as an investment target.

IR calendar

New indicates initiatives launched in the current fiscal year.

* Dates and locations are subject to change.

2025

	September 5 to 6	Nagoya Stock Exchange IR Expo Participation 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)
New	December	Briefing for individual investors (TBD)

2026

Early February	Financial results announcement for FY2026 3Q
Mid February	Financial results briefing for FY2026 3Q at Securities Analysts Association of Japan meeting room (Tokyo)

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

Challenge by New Imasen

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