

Summary of Consolidated Financial Results for the Third Quarter of Year Ending March 31, 2026 (3Q FY2026)

Feb. 12, 2026

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
3Q FY2026
- II. Revision of Full-Year Earnings Forecast
- III. Progress in Management that is conscious of
cost of capital and stock price

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Consolidated financial results for 2Q FY2026

- ▶ Operating profit and ordinary profit were significantly higher than the same period last year.

Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent
63,260 Million yen	1,273 Million yen	1,386 Million yen	1,608 Million yen

Revision of Full-Year Earnings Forecast in FY2026

- ▶ Although sales are expected to decrease, profits are expected to exceed expectations.

Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent
87,200 Million yen	1,700 Million yen	1,700 Million yen	1,850 Million yen

Year-end dividend

- ▶ We have decided to increase the year-end dividend in accordance with our dividend policy. (disclosed on Feb. 6, 2026)

	Initial Forecast	Disclosure on Aug. 27	Disclosure on Feb. 6
Annual Dividend	20.00yen	22.00yen	27.00yen
		+2yen	+5yen

Summary of Consolidated Financial Results for 3Q FY2026

(単位：百万円)

	3Q FY2025 Result	3Q FY2026 Result	Difference	Change
Net sales	69,700	63,260	-6,439	-9.3%
Operating profit	-463	1,273	1,737	-
Ordinary profit	-431	1,386	1,817	-
Profit attributable to owners of parent	1,658	1,608	-49*	-3.0%

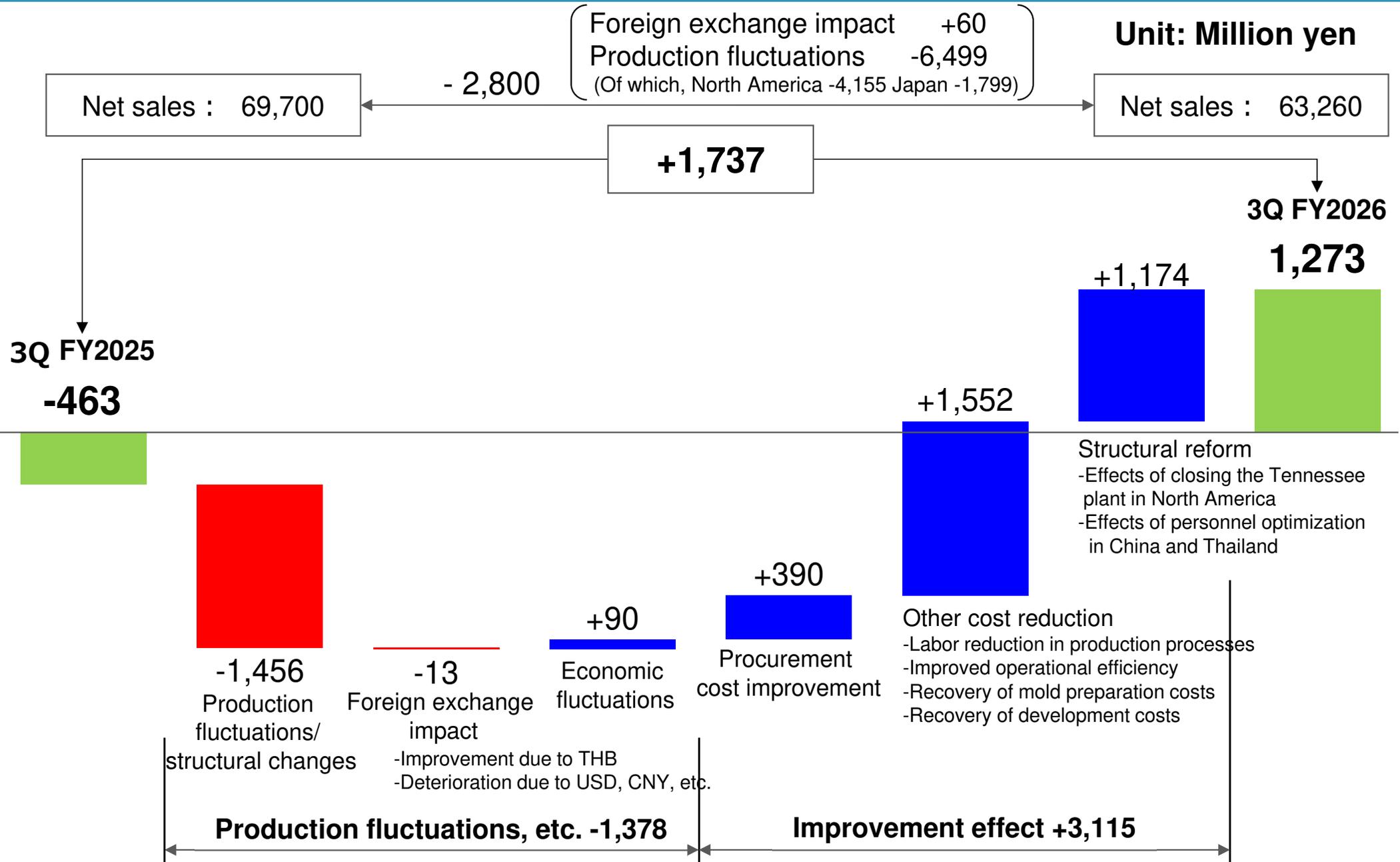
* In 3Q FY2025, we recorded a gain on the sale of investment securities of 3,598 million yen, and in 3Q FY2026, we recorded a gain on the sale of the Tennessee Plant of 841 million yen and a gain on the sale of investment securities of 164 million yen.

Exchange rates	3Q FY2025	3Q FY2026	3Q FY2026
	Average rates	Disclosed expected rates	Average rates
USD	151.46 yen	141.67 yen	148.71 yen
CNY	20.99 yen	19.50 yen	20.77 yen
THB	4.24 yen	4.30 yen	4.57 yen

* 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.

* The disclosed forecast rate is the average of the forecast rate for the first half and the forecast rate for the second half.

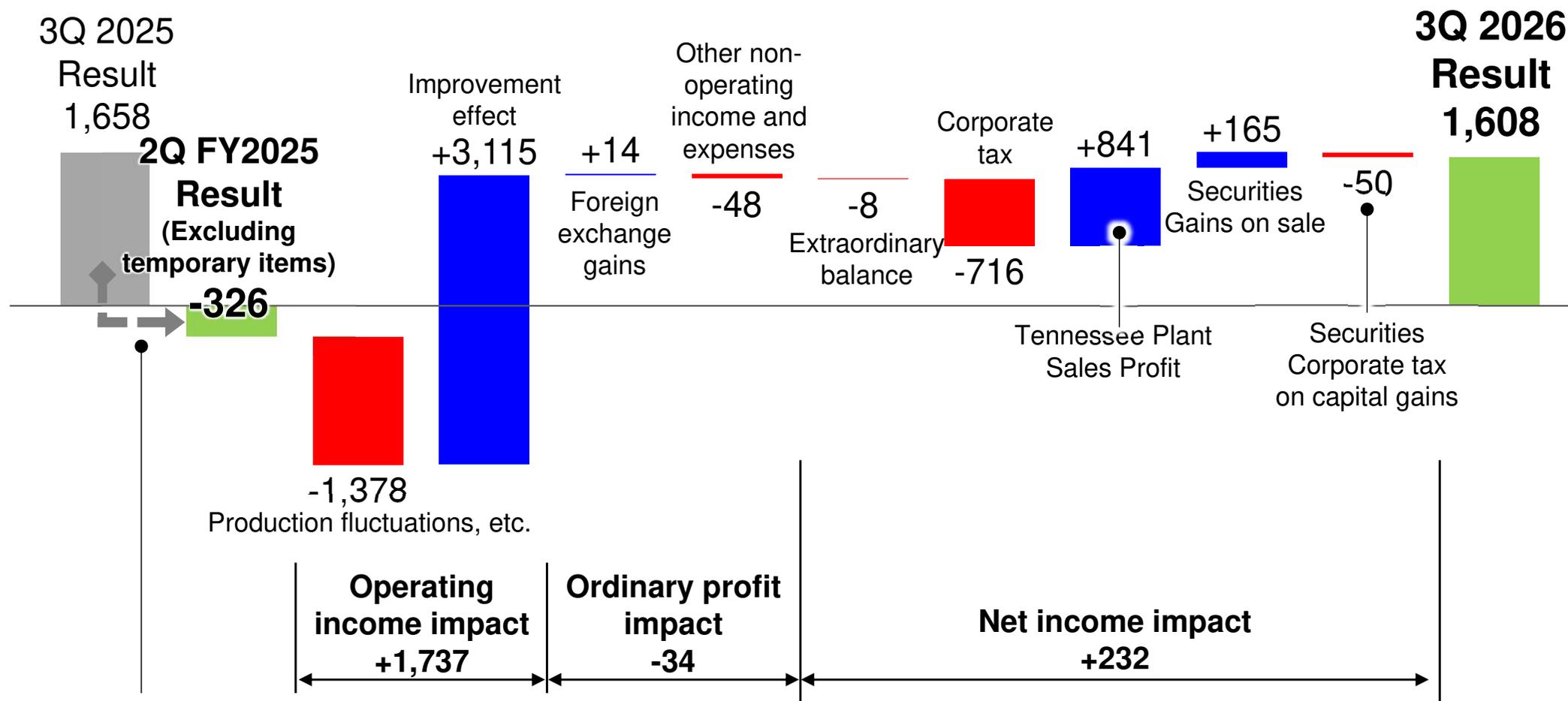
3Q FY2026 Operating Profit



Despite the impact of the decline in sales, profits increased due to the effects of structural reforms and cost reduction activities.

3Q FY2026 Profit attributable to owners of parent

Unit: Million yen



Transient fluctuations in the early period

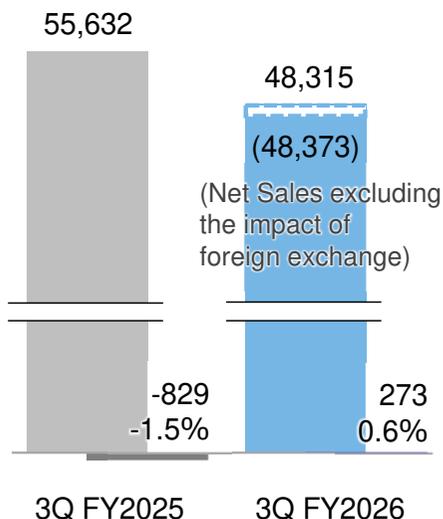
-Securities sales	+3,598	-Mexico plant sold	+133
-Corporate tax on the sale of securities	-1,101	-Foreign exchange loss	-115
-Special retirement benefits	-531		

Compared to the results for the previous fiscal year excluding temporary factors, the actual value of net income improved due to improved operating income.

[Year on Year]

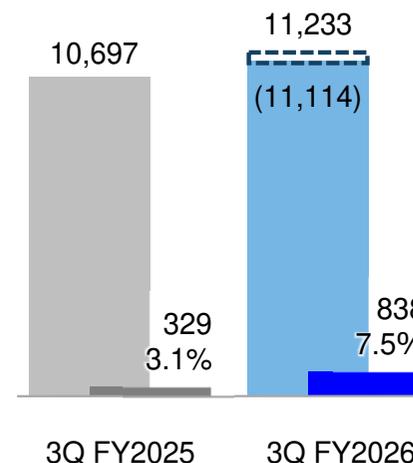
(Unit: Million yen)

Seat and Electrical Equipment Business



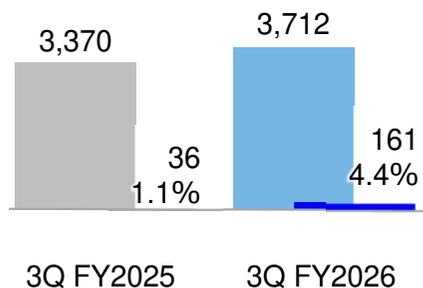
Net sales	-7,317 (-13.2%)
Sales decreased due to the impact of the semiconductor issue, reduced production in China and Thailand, and the end of production of end-of-life models.	
Operating profit	+1,102 (Turning a profit)
Although operating income was affected by the decline in sales, it turned to profitability due to labor-saving measures, procurement cost reductions, and structural reforms .	
Exchange rate impact	
Revenue	-58
Operating profit	+3

Electronics Business



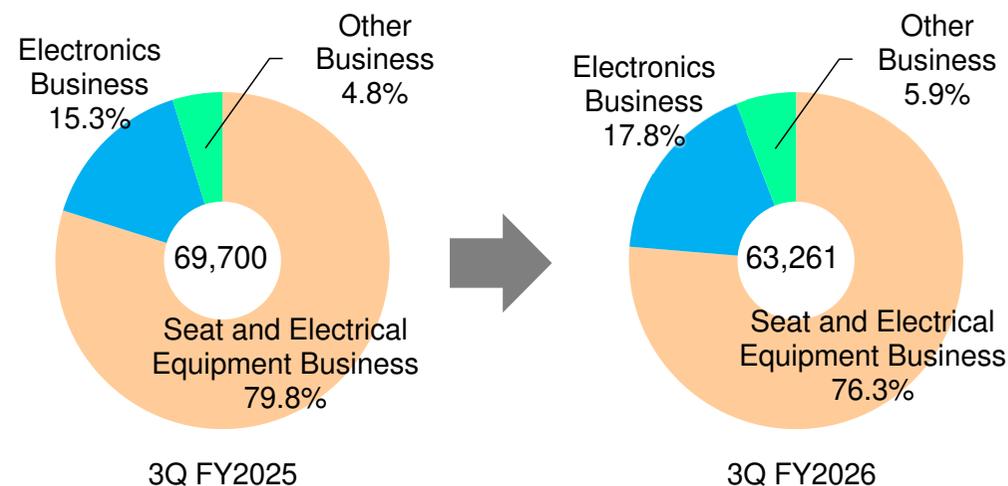
Net sales	+535 (+5.0%)
Revenue increased due to the start of deliveries of new car models and increased technology sales, including the recovery of development costs.	
Operating profit	+509 (+154.7%)
Profit increased due to the impact of increased sales and the recovery of past development costs.	
Exchange rate impact	
Revenue	+118
Operating profit	+20

Other Business



Net sales	+342 (+10.2%)
Revenue increased due to an increase in orders for the wire harness business.	
Operating profit	+125 (+340.0%)
Despite the expense burden of new product development, profits increased due to cost reduction activities and the impact of increased sales.	
Exchange rate impact	
Revenue	0
Operating profit	0

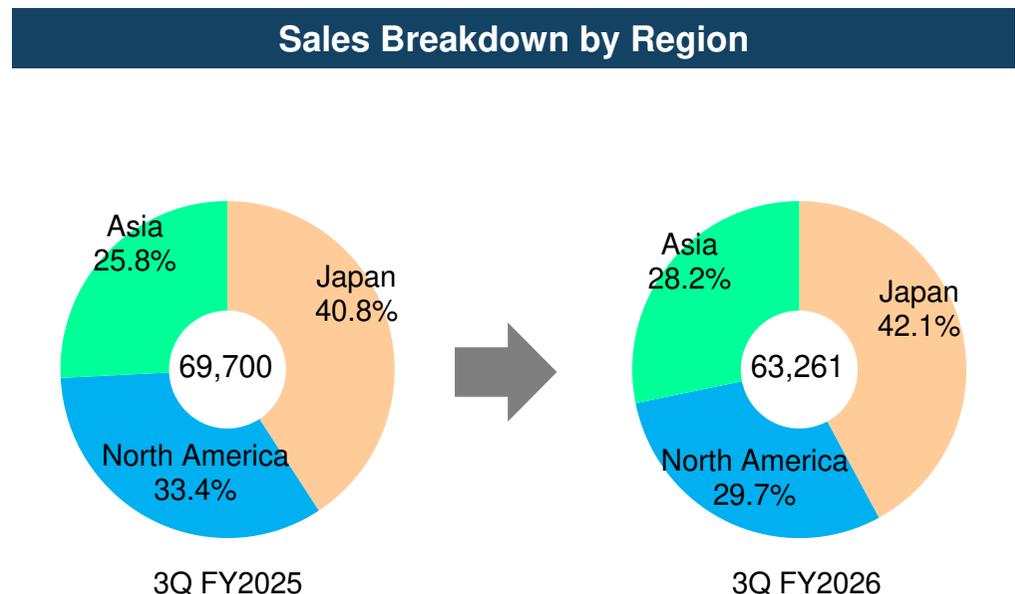
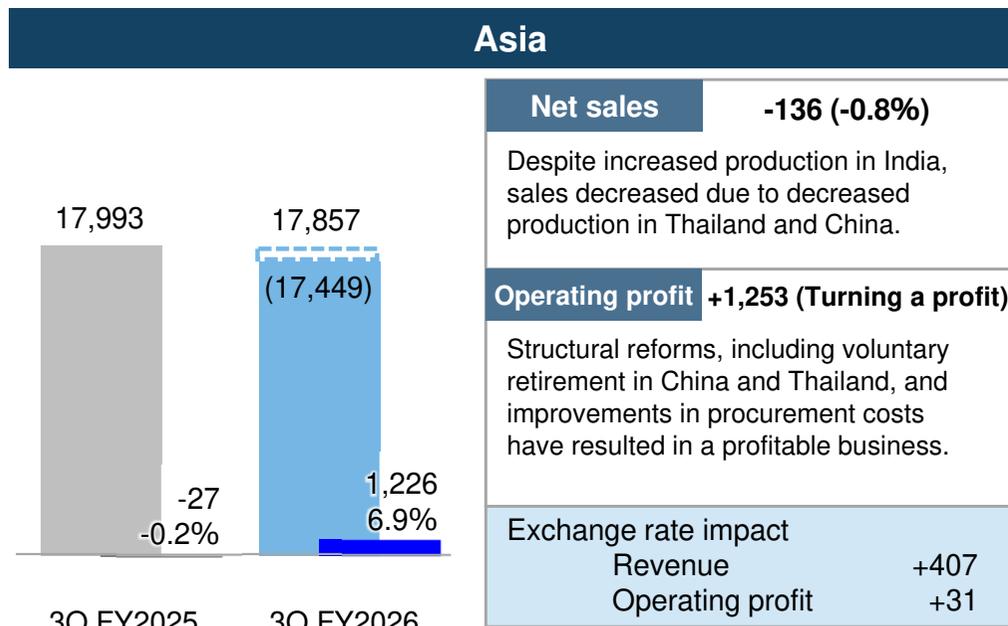
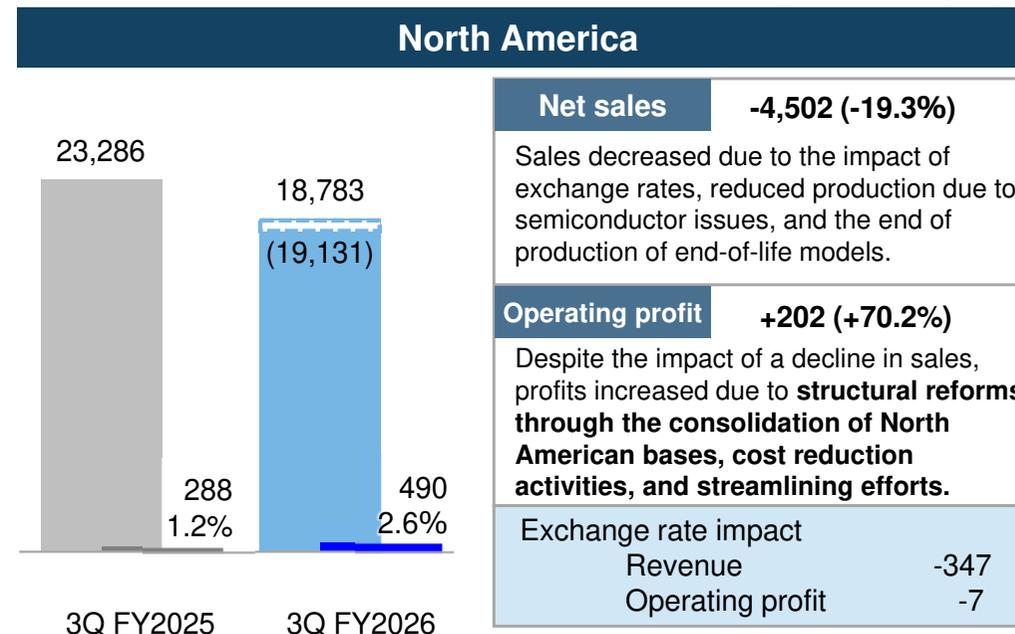
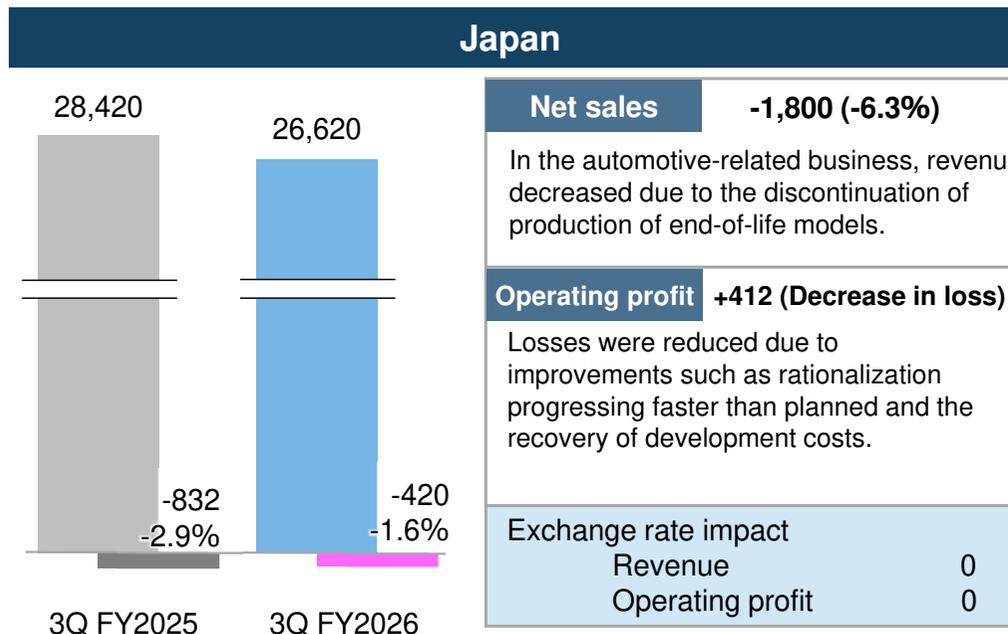
Sales Breakdown by Business



3Q FY2026 Results by Regional Segment

[Year on Year]

(Unit: Million yen)



(Unit: Million yen)

Capital investment

	3Q FY2025	3Q FY2026	Difference
Japan	1,294	1,379	85
North America	525	1,179	654
Asia	961	354	-607
Total	2,781	2,912	131

*From January to March 2025, we invested 599 million yen in North America and 325 million yen in Asia.

Depreciation

	3Q FY2025	3Q FY2026	Difference
Japan	1,041	1,167	126
North America	299	451	152
Asia	857	768	-89
Total	2,199	2,386	187

<Major investments during the period>

-Japan

(growth investment, strengthening the organization)

Improving the development environment for the Electronics Business, preparing to launch inverter products, investing in expanding production capacity for new car models, and investing in domestic restructuring and rationalization.

-North America (growth investment, rationalization)

Investments related to the launch of new car models, expansion of production capacity / expansion of factories.

-Asia (growth investment, rationalization)

Preparation for the launch of new car models in India and investment to expand production capacity were brought forward to January-March, resulting in a decrease in the quarter.

-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.

-Asia

Although there was an increase in India, depreciation expenses decreased in Thailand and China.

Order acquisition status

-Number of orders received up to the third quarter

We were **able to secure the order** through proactive sales activities.

	Number of cars	Number of products	Remarks
Seat products	4 cars	9 products	Acquiring the next model following the current model : 6 products
			New car models : 3 products
Electronic products	3 cars	8 products	Acquiring the next model following the current model : 4 products
			New car models : 4 products

Seat adjuster

Our main products and their features



The rail cross section is one of the smallest in the world, contributing to weight reduction and increased layout flexibility.

Integrated ECU etc.



These electronic components control multiple in-car functions, and contribute to space savings and cost reductions through functional integration.

Orders for both sheet products and electronic products are progressing as planned.

Initiatives to realize smart factories

We will achieve sustainable growth by creating an “autonomous factory where things and information are in harmony.”

Development of Robotic AGV (automated guided vehicle)

This robot picks parts and supplies them to the production line by autonomous driving. It can move smoothly in narrow areas on the side of the line.

Synergy of Group technologies

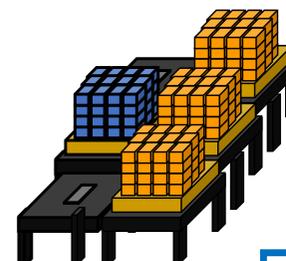
- Camera image recognition
- Small mobility
- Electrical wiring



*Actual image

Construction of an automatic parts transport system

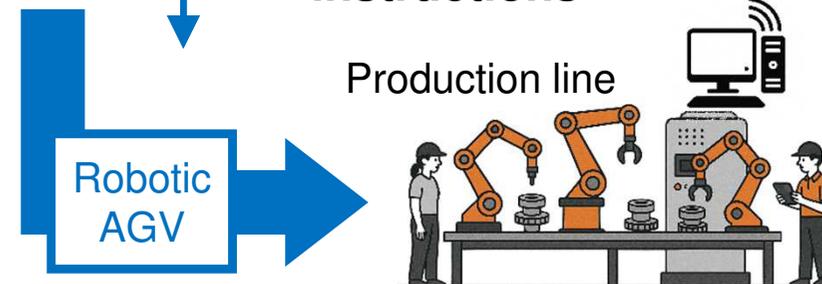
Parts Warehouse



Automating logistics within the plant using robotic AGVs

Parts supply instructions

Production line



Development is underway with the aim of building the system by FY2027

We aim to create a new manufacturing environment by making maximum use of the Group's technological capabilities.

Welfare equipment related business

Electric mobility with high off-road performance

In addition to the conventional wheeled mobility method, we exhibited an electric mobility vehicle with powerful off-road capabilities that combines caterpillar tracks at the International Home Care and Rehabilitation Exhibition 2025 (H.C.R. 2025). *Oct. 8-10, 2025



The three driving modes, combining caterpillar tracks and tires, **enable high-level mobility, including traversing rough terrain, climbing stairs, and crossing ditches.**

This will dramatically expand the range of activities available to people with disabilities.

Appearing on a TV show

Appeared on a TV program broadcast by Aichi Television introducing the manufacturing industry

-The shooting scene

The program explained our company's history, our commitment to seat mechanism development, and our strengths.



After the broadcast, it will be available on TV Aichi's official YouTube channel.
(<https://youtu.be/PU3hntcsU7k>)

This led to PR for our company through television broadcasts and YouTube distribution.

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Full-year earnings forecast revised upward

(Unit: Million yen)

	FY2025 Result	FY2026 Initial forecast	FY2026 Revised forecast	Compared to initial forecast Difference	Change
Net sales	94,341	90,000	87,200	-2,800	-3.1%
Operating profit	393	1,200	1,700	500	41.7%
Ordinary profit	511	1,200	1,700	500	41.7%
Profit attributable to owners of parent	2,084	1,350	1,850	500	37.0%

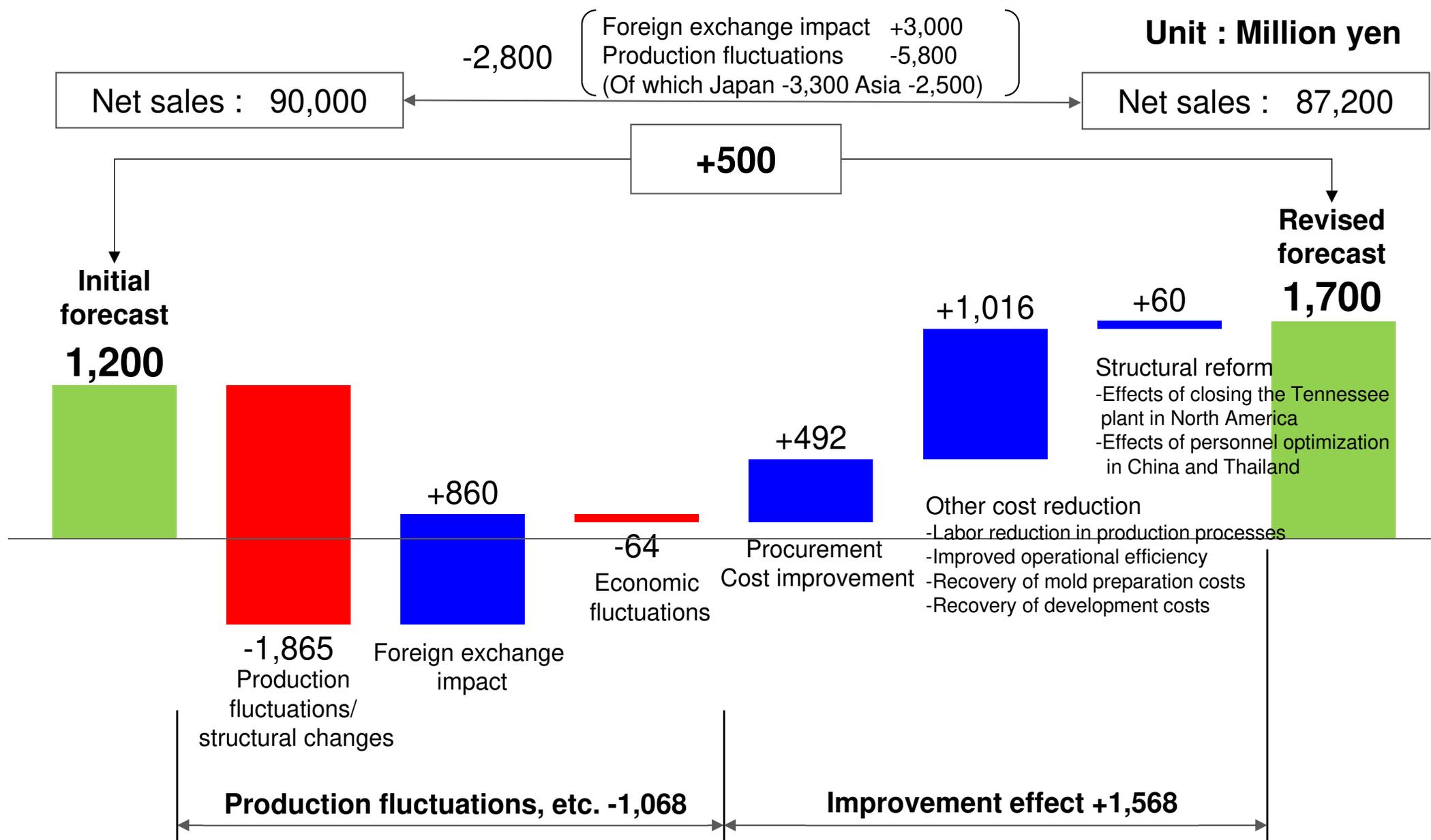
Exchange rates	FY2025	FY2026 Initial forecast	FY2026 Revised forecast
	USD	151.69 yen	140.00 yen
CNY	21.04 yen	19.00 yen	20.70 yen
THB	4.30 yen	4.20 yen	4.55 yen

* 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.

Sales are expected to decrease, but profits are expected to increase.

FY2026 Consolidated earnings forecast - Operating Profit

Unit : Million yen



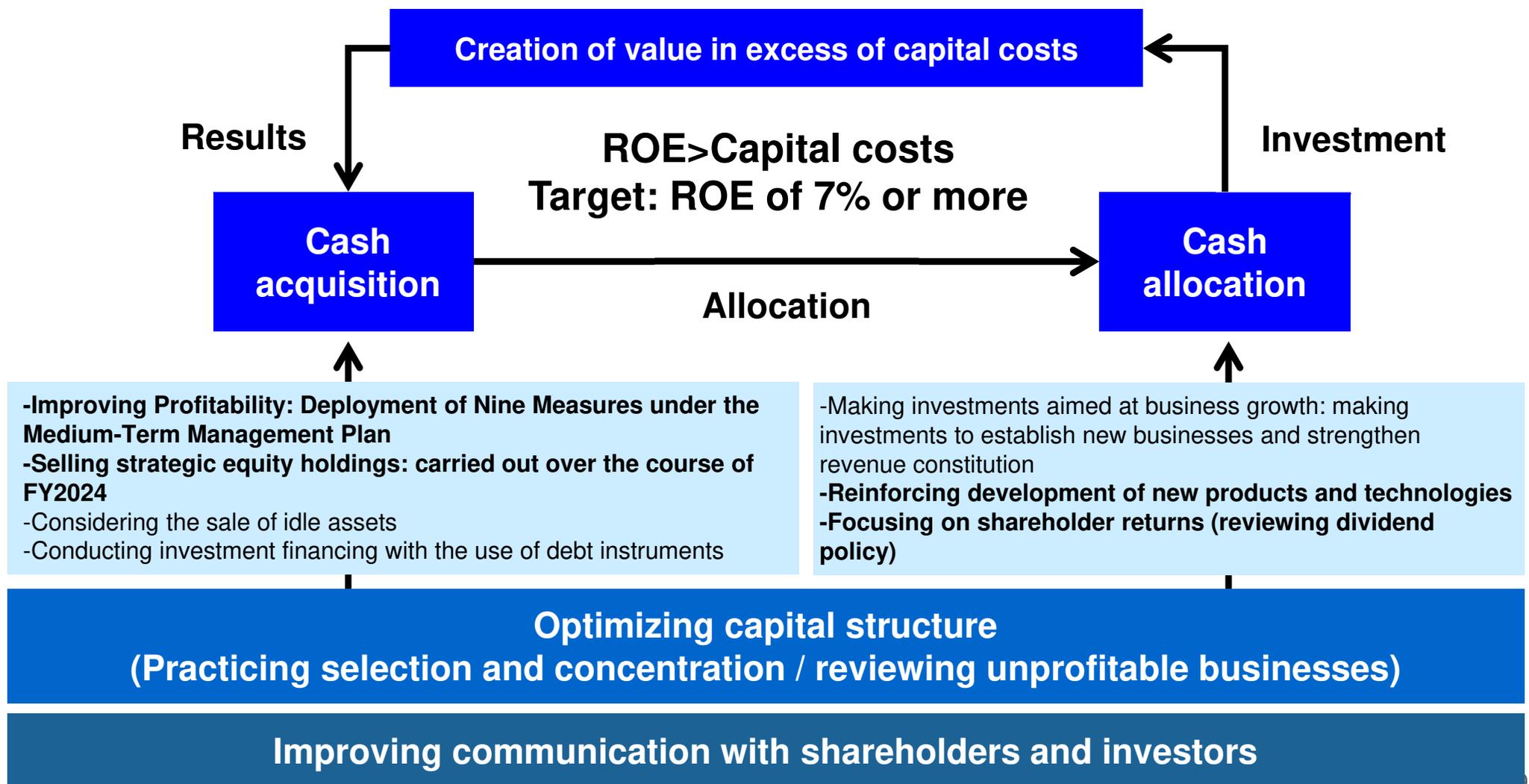
Although affected by the decline in sales, the forecast was revised upward due to cost reductions exceeding the initial plan.

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Basic policies : Use of cash with consideration of capital costs and stock prices

In addition to stabilizing cash generation, we will deploy capital efficiently and in a manner that contributes to future growth while returning profits to our stakeholders

Implementing a cycle to improve capital efficiency



Major initiatives to achieve management that takes capital costs and stock prices into consideration

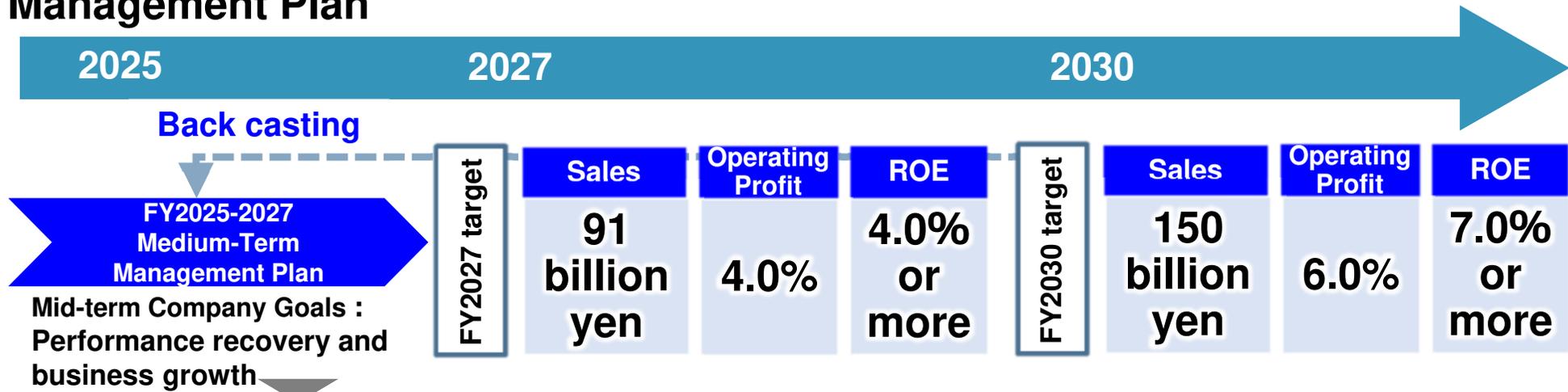
*Apr. 2024 - the end of Sep. 2025

*Contents disclosed on November 14, 2025

Response policy	Summary of initiatives
1- Improving profitability	Medium-term management plan: Formulation and implementation of "Nine Priority Measures"
2- Reduction of cross-shareholdings	Sold 9 stocks totaling 5.5 billion yen
3- Selling idle assets and making effective use of assets	Mexico plant and Tennessee plant sold for a total of 2.3 billion yen
4- Strengthening capital investment and development investment	Plans call for capital investments totaling 5.8 billion yen at global bases, including growth investments (launching new products, expanding production capacity, and restructuring domestic plants) and rationalization investments.
5- Improving shareholder returns	Nov. 2024: Dividend policy review Dec. 2024: Decision to increase dividend by 5 yen Feb. 2025: Decision to acquire and cancel treasury stock Aug. 2025: Decision to increase dividend by 2 yen Implementing a shareholder benefit program
6- Strengthening IR activities	-Hold quarterly financial results briefings (from twice a year to four times a year) -Exhibit at the Nagoya Stock Exchange IR Expo -Plan to hold briefings for individual investors twice a year (starting in FY2026)

Initiatives are being promoted in line with the policy.

Improving revenues through deployment of measures under Medium-Term Management Plan



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
		4) Strengthening profits through restructuring in North America and China
Defense		5) Improving 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

Each measure is progressing as planned

Highlights of the "Nine Priority Measures"



North America – Strengthening the foundation of our North American operations

- ▶ Production transfer from Tennessee plant to Ohio plant ⇒ Tennessee plant sold
- ▶ Active investment in local sourcing, streamlining, and automation

completion



China – Establishing a structure aligned with demand trends in the Chinese market

- ▶ Optimizing personnel through voluntary retirement
- ▶ **Promoting sales expansion for local OEMs** ··· Collaboration with TS Tech/Exhibition at Guangzhou Motor Show 2024
- ▶ **Optimization of the production system** ··· Production facilities were transferred from the Guangzhou plant to the Wuhan plant, where labor costs are lower.
- ▶ **Localization of materials** ··· Strengthening cost competitiveness and reducing supply chain risks



India – Expanding production and improving systems in growing markets

- ▶ **Winning orders from Maruti Suzuki** through sales expansion collaboration with TS Tech
- ▶ Investments aimed at further expanding production
- ▶ **Promoting sales expansion for local OEMs** ··· We are currently promoting our electronic product technology.



Japan – Optimizing domestic bases

- ▶ **Plant reorganization** ··· Consolidation of electrical component production (closure of the Kani Plant and Harusato Plant) Optimization for expanding electronics business
- ▶ **Active rationalization investment** to rebuild earnings power

Promoting proactive investment and sales expansion activities for business growth.

Strengthening the North American Base

-Aggressive investment in rationalization

Automating production lines for existing car models

(Operation begins in July 2026)

Labor saving and productivity improvement through automation

Productivity improved **4.8 times**

*Compared to conventional lines

Introduction of production line for new car models

Further labor savings through automation

Productivity increased by **9.6 times**

*Compared to conventional lines



Assembly automation line

-Promoting investments with a view to increasing capacity

Factory building expansion underway to increase production capacity and promote local production and consumption

*Scheduled for completion in April 2026

Currently proceeding as planned, aiming to start operations in summer 2026

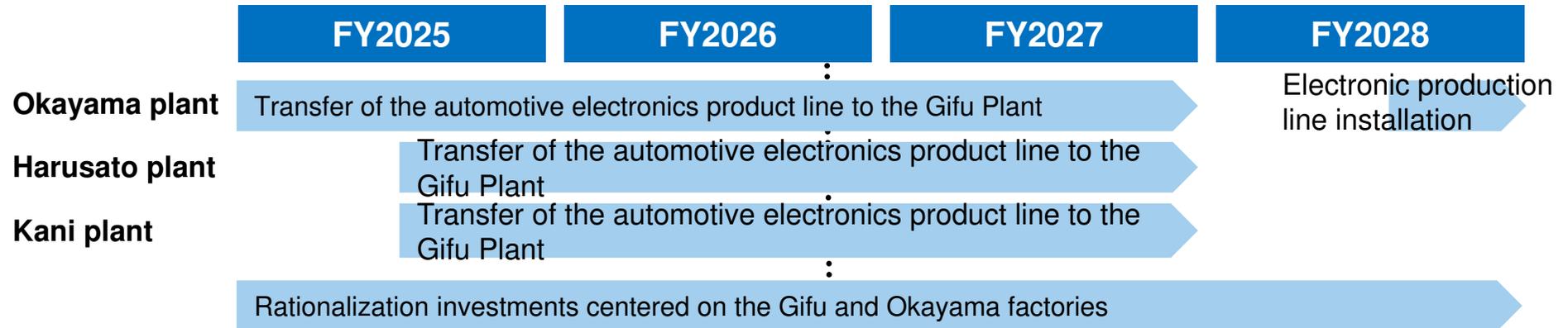
As of January 2026



We will continue to promote investments to localize procurement, streamline operations, automate production, and respond to future increases in orders.

Optimization of bases in Japan

-Domestic plant restructuring schedule



Plant restructuring and rationalization investments are proceeding as planned.

Examples of rationalization

Okayama plant - Introduction of automatic parts setting robot

Robots automate the loading and unloading of **parts onto processing machines**. (Labor saving: 1 person)



We will also consider horizontal expansion to similar tasks.



Rationalization investments and factory restructuring are proceeding as planned, and we expect to see full benefits from FY2027.

Readiness for next-generation inverter products

-Initiation of inverter product development

We are **steadily progressing** with both development and capital investment in order to launch inverter products, which will become one of the main products in our electronics business.



***After mass production begins, we aim to further expand our inverter business**

Securing production space/changing layout

Production equipment under construction

Scheduled to be introduced

Increasing capital investment to start mass production of inverter products.

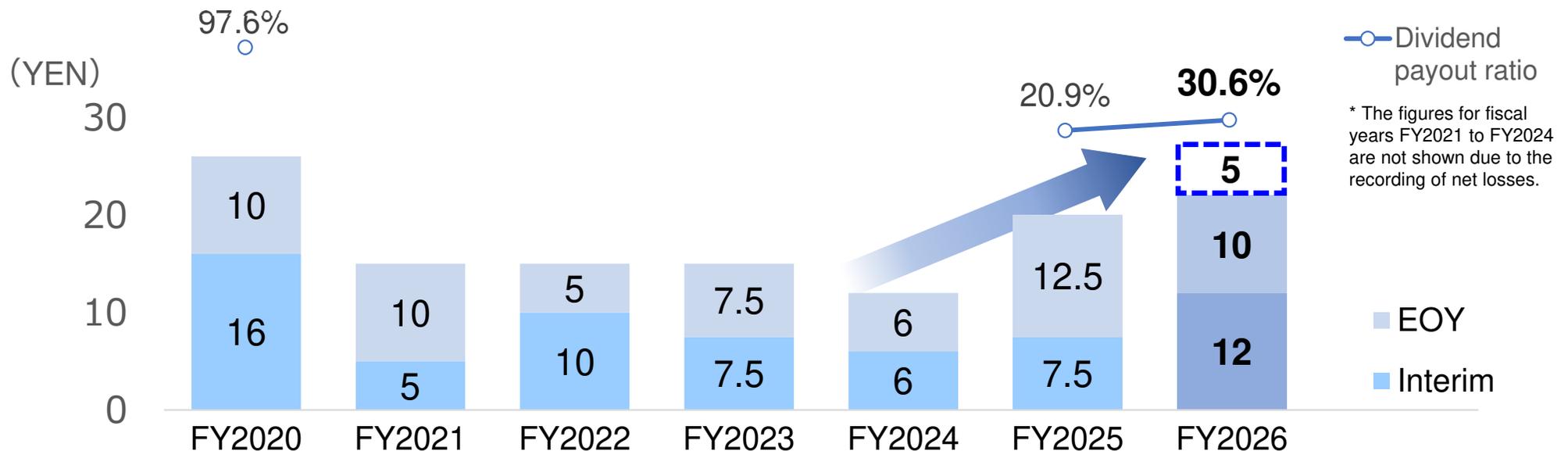
*Disclosed on February 6, 2026

■ Dividend forecast revision (dividend increase)

[Dividend policy]

- **Stable dividend** increase in proportion to business recovery
- Target dividend payout ratio of 30%, **determined annually based on business environment and performance**

Taking into consideration our dividend policy and full-year performance, we have decided to increase the dividend by **5 yen per share**, paying a **year-end dividend of 15 yen (annual dividend of 27 yen)**.



We will continue to actively consider measures to improve shareholder returns.

Enhancement of IR activities

Strengthening IR activities to communicate with investors

Company information session for individual investors

-Nagoya Stock Exchange IR Seminar in Tokyo (Held on May 22, 2025)

May

Number of visitors: Approximately 300 survey response : Approximately 200

-Nikko Investor Relations Web-IR Forum 2025 (Held on Dec. 5, 2025)

Dec.

*Held online + on-demand streaming

Number of online viewers: Approximately 390

Corporate exhibition for individual investors

Sep.

-Nagoya Stock Exchange IR Expo (Held on Sep. 5-6, 2025)

Over 500 individual investors visited our booth. We had the opportunity to interact with many of them and received their opinions through questionnaires, etc.

Holding of financial results briefings (changed from semi-annual to quarterly)

In order to foster dialogue with institutional investors, as in last year, we are holding quarterly financial results briefings in a hybrid format, utilizing online venues.

We will reflect the opinions of our investors in our future IR activities.

IR calendar

2026

* Dates and locations are subject to change.

Feb. 6th Financial results announcement for FY2026 3Q

Today

Feb. 12th Financial results briefing for FY2026 3Q
 at Securities Analysts Association of Japan meeting room (Tokyo)

Early May Financial results announcement for FY2026

Mid May Financial results briefing for FY2026
 at Securities Analysts Association of Japan meeting room (Tokyo)

Early Jun. Briefing for individual investors (NSE IR Seminar in Tokyo)

Late Jun. The 89th Annual General Meeting of Shareholders

Creating the future of mobile space

Challenge by New Imasen

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