

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

May 22, 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
FY2026
- II. Forecasts of Consolidated Financial Results for
FY2027
- III. Major Initiatives for FY2027

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Consolidated financial results for FY2026

Operating profit and ordinary profit significantly exceeded the figures for the same period last year and the earnings forecast.



Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent
87,149 Million yen	2,037 Million yen 	2,122 Million yen 	2,480 Million yen 

Determination of the current year's dividend amount. (disclosed on May 15, 2026)

Interlim: **12.00** yen Year-end: **15.00** yen Full-year: **27.00** yen

Forecasts of Consolidated Financial Results for FY2027

While sales are expected to remain flat, operating profit and ordinary profit are projected to increase.

Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent
86,000 Million yen	3,000 Million yen 	2,800 Million yen 	2,250 Million yen

Due to increased profits resulting from improved corporate structure, a dividend increase of 5 yen compared to the previous period is expected.

Interlim: **16.00** yen Year-end: **16.00** yen Full-year: **32.00** yen  +5.0 yen compared to the previous period.

Summary of Consolidated Financial Results for FY2026

(Unit: Million yen)

	FY2025 Result	FY2026 Disclosure forecast (Feb. 6,2026)	FY2026 Result	Difference from previous period	Change
Net sales	94,341	87,200	87,149	-7,192	-7.6%
Operating profit	393	1,700	2,037	1,644	417.8%
Ordinary profit	511	1,700	2,122	1,610	314.7%
Profit attributable to owners of parent	* 2,084	1,850	2,480	395	19.0%

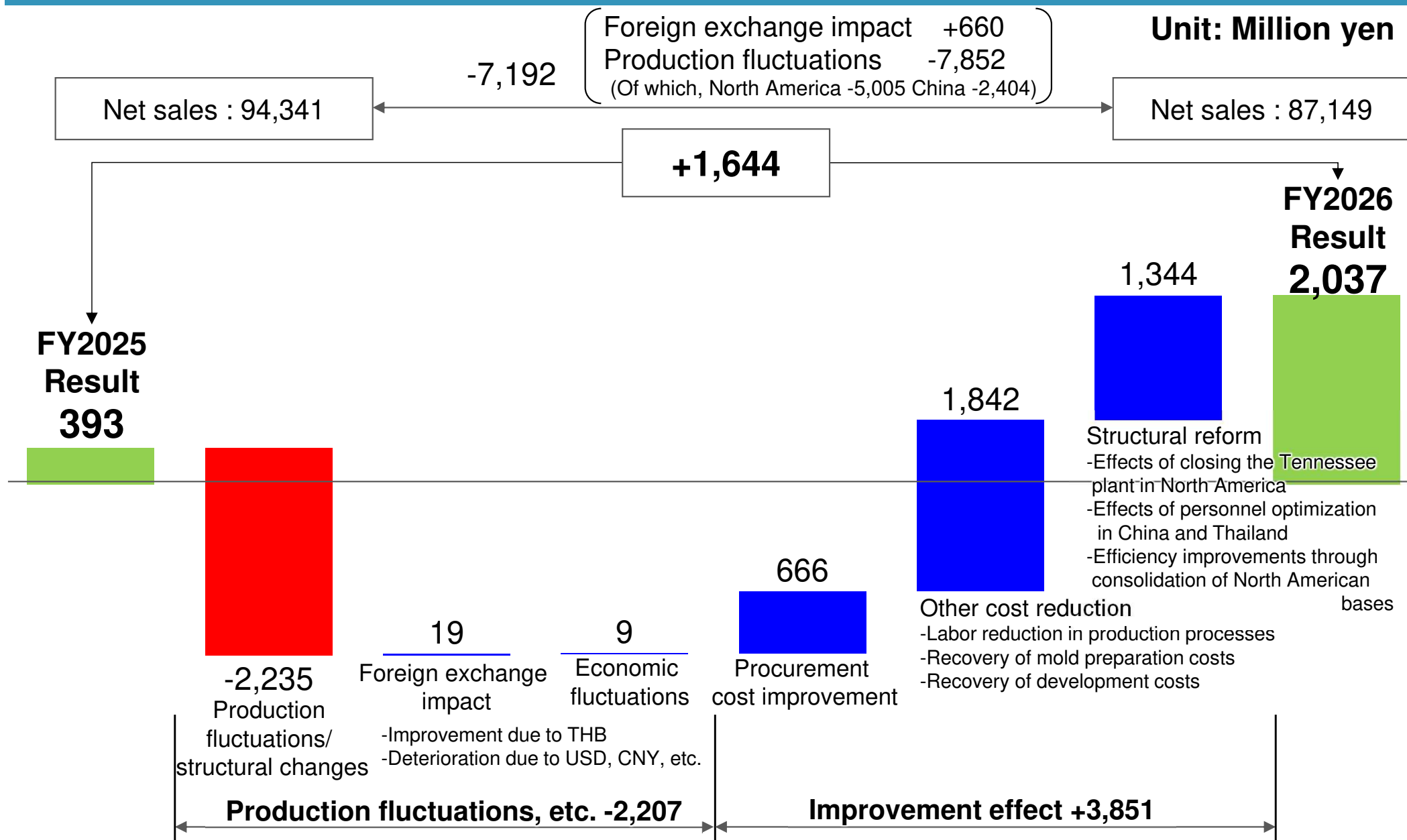
* In FY2025, we recorded a gain on the sale of investment securities of 3,598 million yen, and in FY2026, we recorded a gain on the sale of the Tennessee Plant of 852 million yen and a gain on the sale of investment securities of 164 million yen.

Exchange rates	FY2025	FY2026	FY2026
	Average rates	Disclosed expected rates	Average rates
USD	151.69 yen	147.78 yen	150.67 yen
CNY	21.04 yen	20.70 yen	21.22 yen
THB	4.30 yen	4.55 yen	4.67 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.

FY2026 Operating Profit

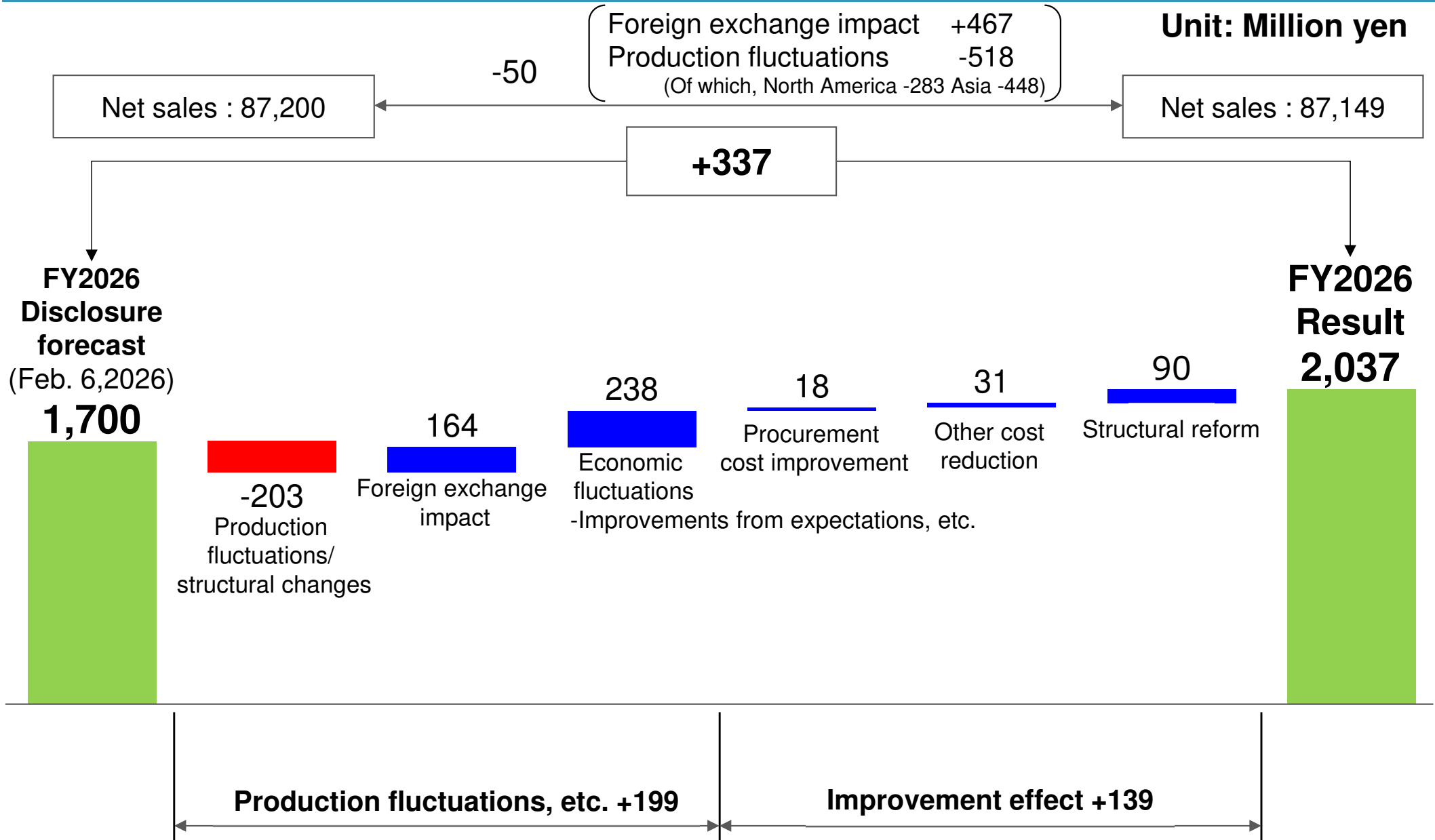
Unit: Million yen



Despite the impact of reduced revenue, profits increased due to the reaping of the effects of structural reforms in the previous fiscal year and cost reduction activities.

FY2026 Operating Profit (Regarding the expected disclosure)

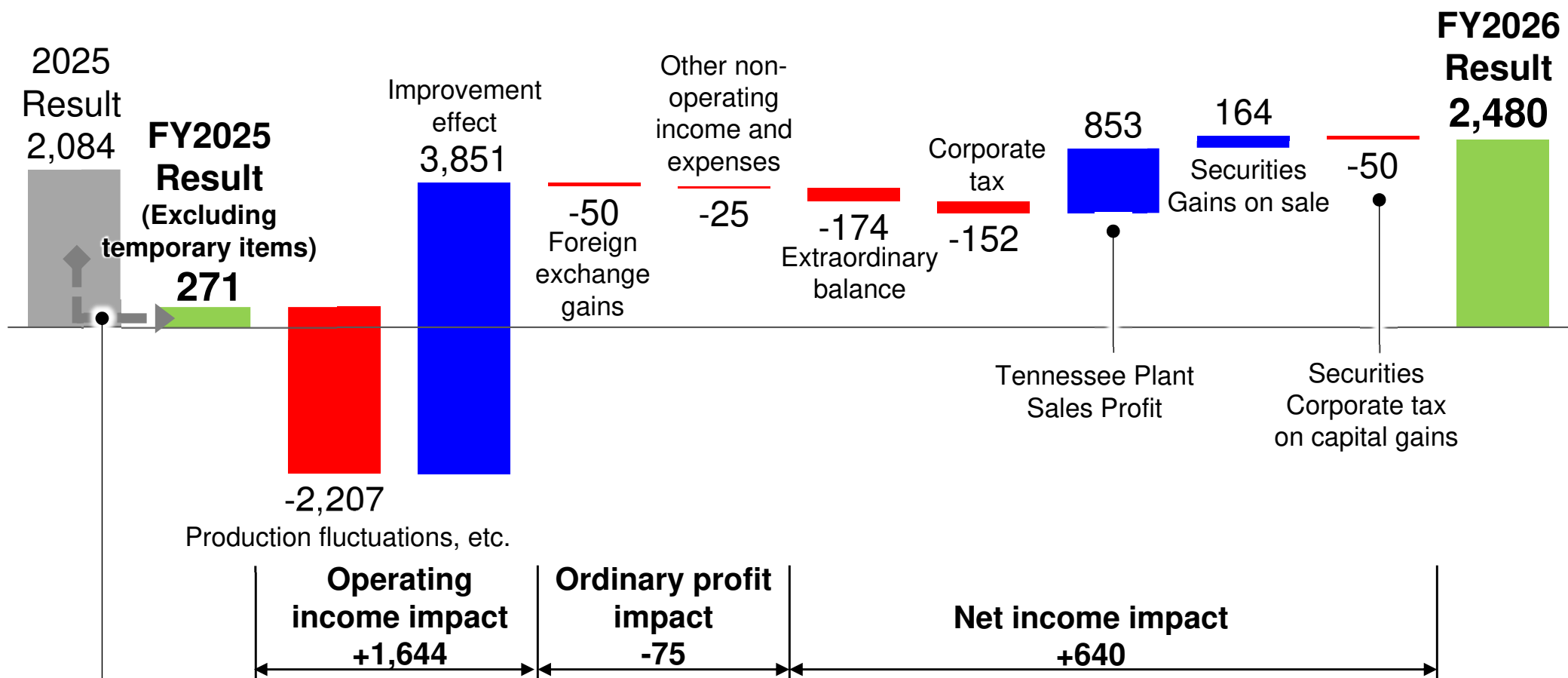
Unit: Million yen



In addition to the boost from economic factors, including exchange rates, we exceeded our previous forecast thanks to improvement activities that went beyond our planned targets.

FY2026 Profit attributable to owners of parent

Unit: Million yen



Transient fluctuations in the early period

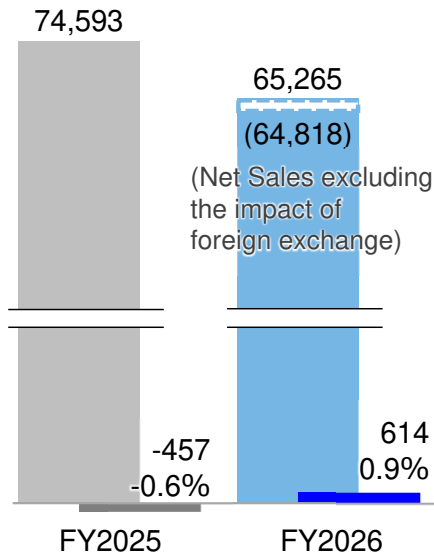
-Securities sales	+3,598	-Mexico plant sold	+134
-Corporate tax on the sale of securities	-1,101	-Impairment losses on fixed assets, mainly due to the sale of the Mexico plant.	-125
-Special retirement benefits	-651	-Foreign exchange loss	-41

Excluding one-off factors, net profit improved due to better operating profit compared to the previous period's results.

[Year on Year]

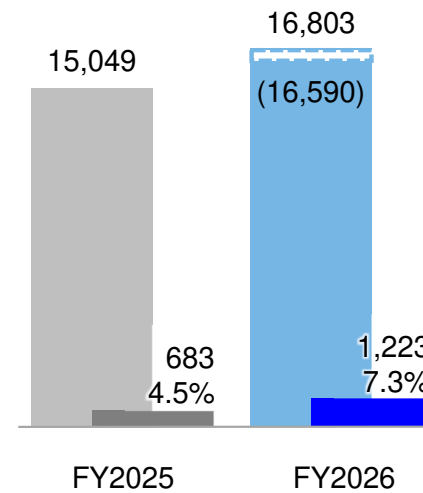
(Unit: Million yen)

Seat and Electrical Equipment Business



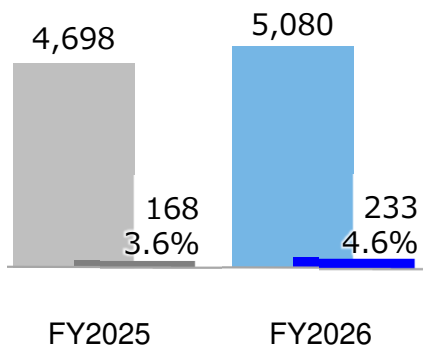
Net sales	-9,328 (-12.5%)
Sales decreased due to the impact of the semiconductor issue, reduced production in China and Thailand, and the end of production of current models.	
Operating profit	+1,071 (Turning a profit)
In addition to streamlining production and reducing procurement costs, the company achieved profitability through structural reforms implemented in North America and China.	
Exchange rate impact	
Revenue	+446
Operating profit	-6

Electronics Business



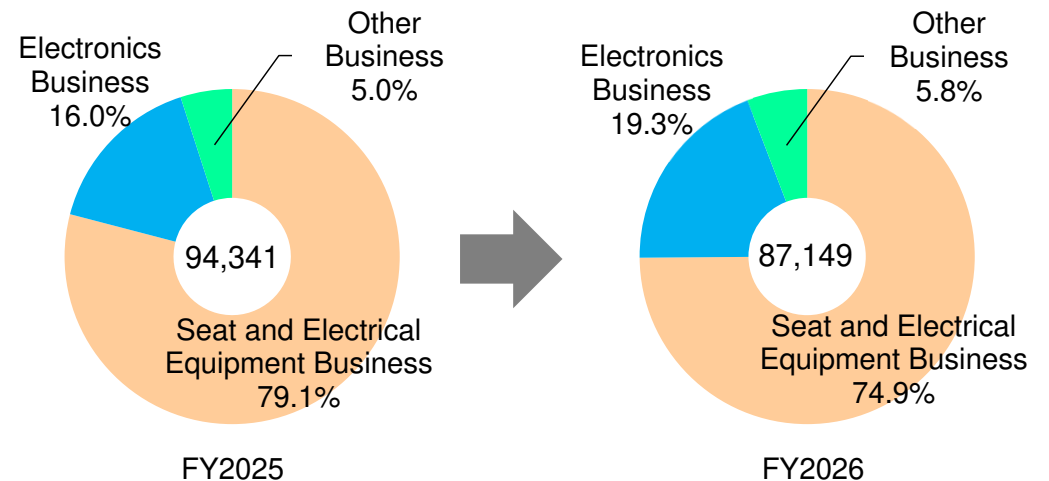
Net sales	+1,753 (+11.7%)
Revenue increased due to the start of deliveries of new car models and increased technology sales, including the recovery of development costs.	
Operating profit	+540 (+79.1%)
In addition to the impact of increased revenue, profits increased due to the effects of rationalization investments.	
Exchange rate impact	
Revenue	+213
Operating profit	+33

Other Business



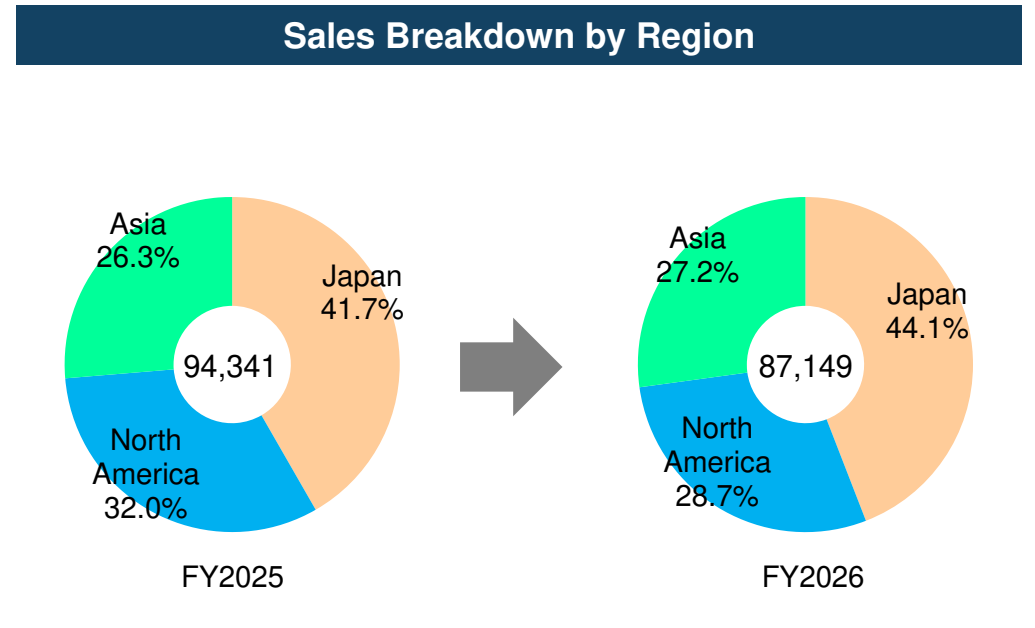
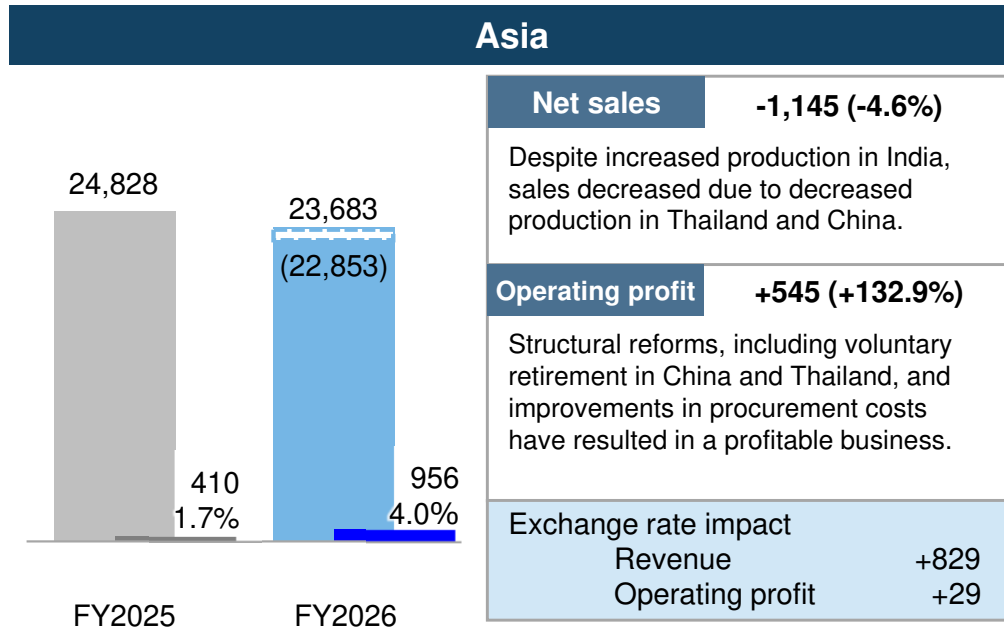
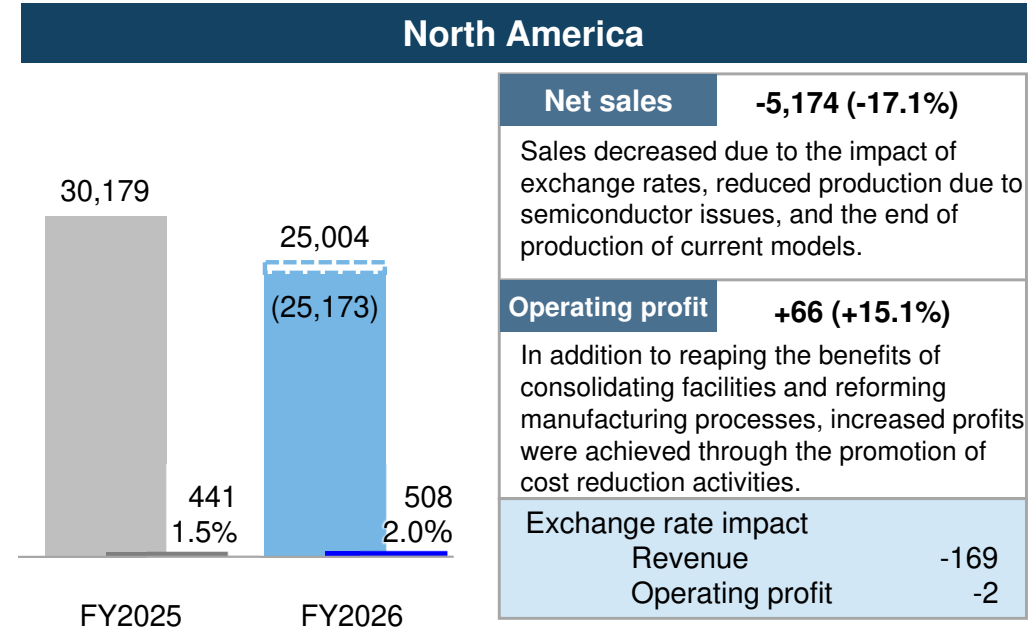
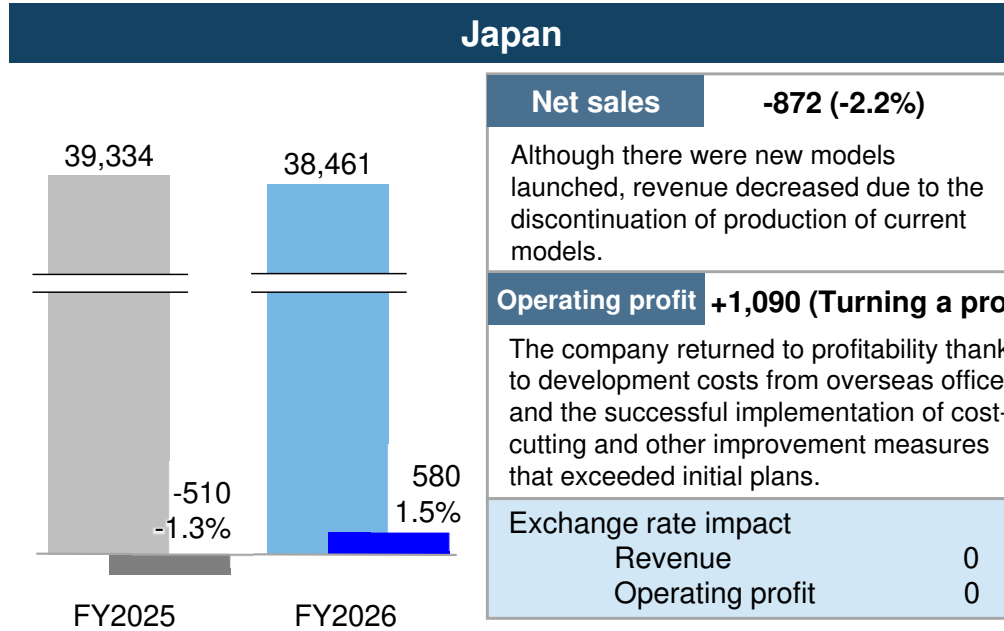
Net sales	+382 (+8.1%)
Revenue increased due to an increase in orders for the wire harness business.	
Operating profit	+65 (+39.1%)
Despite the expense burden of new product development, profits increased due to cost reduction activities and the impact of increased sales.	
Exchange rate impact	
Revenue	0
Operating profit	0

Sales Breakdown by Business



[Year on Year]

(Unit: Million yen)



(Unit: Million yen)

Capital investment			
	FY2025	FY2026	Difference
Japan	1,642	2,173	531
North America	525	1,223	698
Asia	961	409	-552
Total	3,128	3,805	677

Depreciation			
	FY2025	FY2026	Difference
Japan	1,417	1,594	177
North America	470	421	-49
Asia	1,115	1,023	-92
Total	3,002	3,038	36

<Major investments during the period>

-Japan

(growth investment, strengthening the organization)

Improving the development environment for the Electronics Business, preparing to launch inverter products, 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)

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

Although there was an increase due to investments related to the restructuring of North American facilities in the previous period, there was a decrease due to the decommissioning of the Tennessee plant/equipment.

-Asia

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

Order acquisition status

-Number of orders received up to the FY2026

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	5 cars	10 products	Acquiring the next model following the current model : 6 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.

Decision to relocate headquarters (disclosed on Mar. 25, 2026)

We will be relocating our headquarters functions from our current headquarters building to the current IMASEN Global Development & Training Center, located in the same city. (scheduled for Apr. 2027)

Objectives

- Effective utilization of assets / Strengthening of BCP / Promotion of interdepartmental collaboration and communication
- To secure space for increased personnel and promote human capital management, thereby striving to further enhance corporate value.



-Relocation Date
Apr. 2027 (planned)

-New Location
Inuyama, Inuyama City, Aichi
Prefecture 418-4 Higashikoken
(Current IMASEN Global Development & Training Center)

We will continue to promote the effective use of assets and the enhancement of corporate value.

Improving customer satisfaction



Award from **Suzuki Indomobil Motor** (Indonesia)

Our company's manual slide rails were evaluated based on their **"quality standards"** **"efficiency"** and **"support for a continuous cooperative relationship with the company"**



* Received in Apr. 2026



Award from **Auto Alliance Thailand** (Thailand) * Mazda local subsidiary

Our electronic units have achieved **zero defects for seven consecutive years.** Our commitment to **high quality** and **continuous improvement** has been recognized, and we have received this award for the fifth consecutive year.

* Received in Mar. 2026



Award from **TS TECH**

We received this award for our contribution **to strengthening cost competitiveness** by optimizing procurement and reducing the number of parts in the designed product's mechanism.



* Received in May. 2026

We will continue to strive to meet customer expectations across the entire group.

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(Unit: Million yen)

	FY2026 Result	FY2027 Forecast	Difference	Change
Net sales	87,149	86,000	-1,149	-1.3%
Operating profit	2,037	3,000	962	47.2%
Ordinary profit	2,122	2,800	677	32.0%
Profit attributable to owners of parent	※ 2,480	2,300	-180	-7.3%

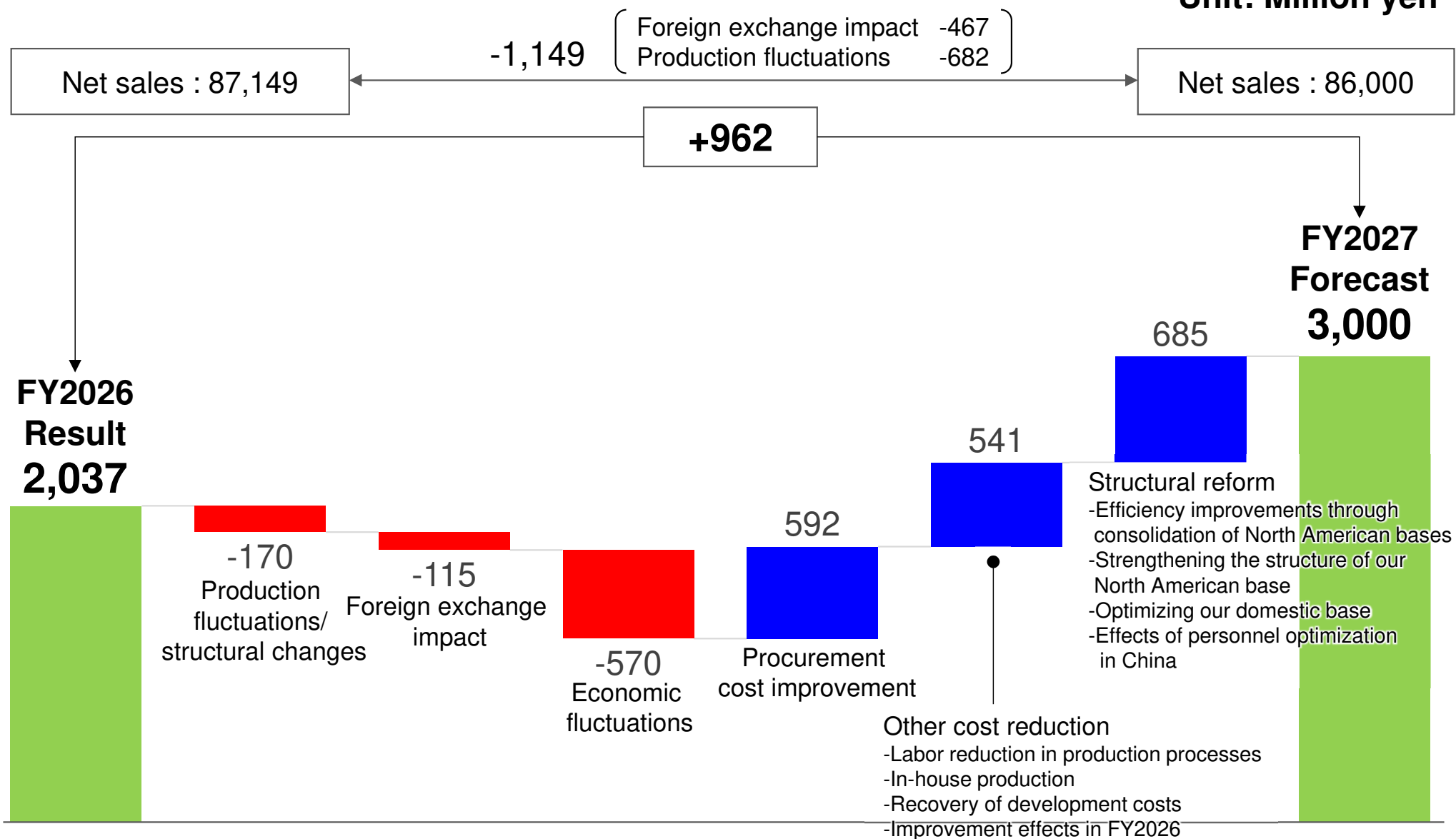
* In FY2026, we recorded a gain on the sale of the Tennessee Plant of 852 million yen and a gain on the sale of investment securities of 164 million yen.

Exchange rates	FY2026 Average rates		▶	FY2027 Forecast	
	USD	150.67 yen		150.00 yen	
CNY	21.22 yen	21.50 yen			
THB	4.67 yen	4.60 yen			

Changes to our Medium-Term earnings targets will be explained in the next section.

Operating Profit Forecasts for FY2027

Unit: Million yen

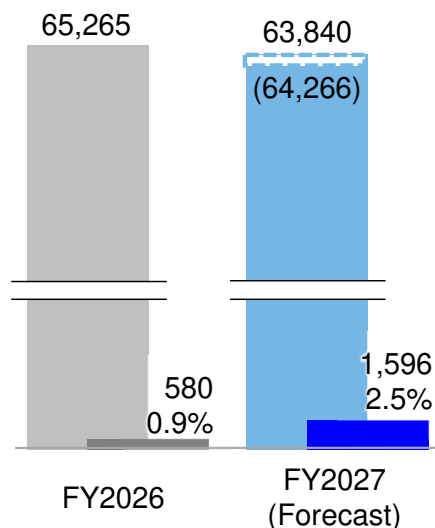


Despite the impact of reduced production and exchange rate fluctuations, increased profits are expected due to improvements in the company's structure and reforms.

[Year on Year]

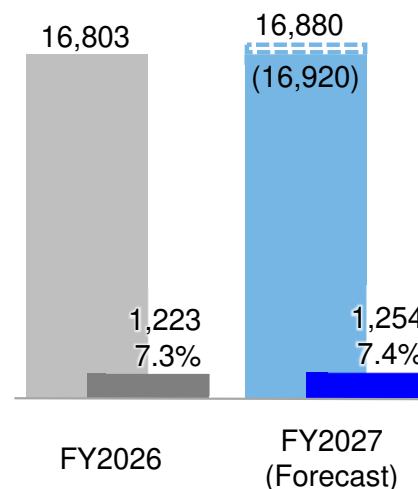
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Seat and Electrical Equipment Business



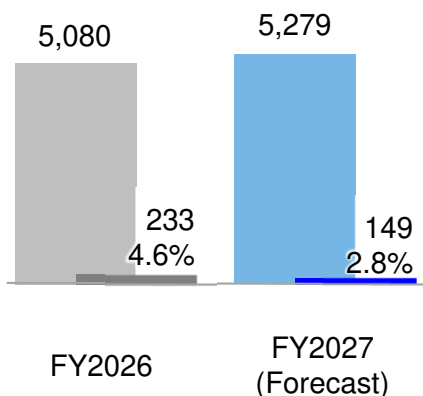
Net sales	-1,425 (-2.2%)
Revenue is expected to decline due to sluggish sales of Japanese cars in China and Thailand.	
Operating profit	+1,016 (+175.1%)
Increased profits are expected due to increased efficiency through the consolidation of operations in North America, as well as the structural reform effects of reorganizing domestic base.	
Exchange rate impact	
Revenue	-426
Operating profit	-13

Electronics Business



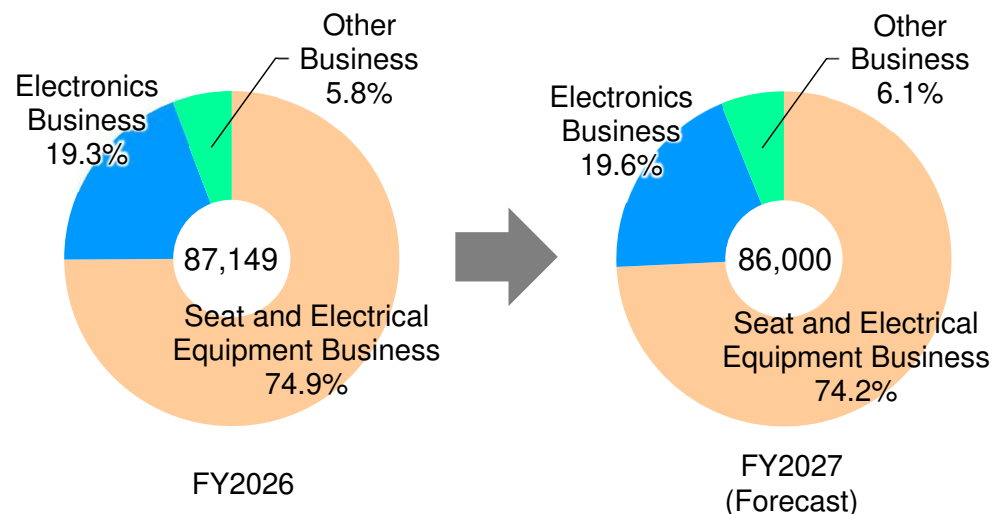
Net sales	+76 (+0.5%)
Although domestic revenue is expected to increase, it is projected to remain flat due to decreased revenue in China and Thailand.	
Operating profit	+30 (+2.5%)
While revenues are expected to decrease in China and Thailand, they are projected to remain flat due to increased domestic revenue and the structural reform effects of reorganizing domestic base.	
Exchange rate impact	
Revenue	-40
Operating profit	-7

Other Business



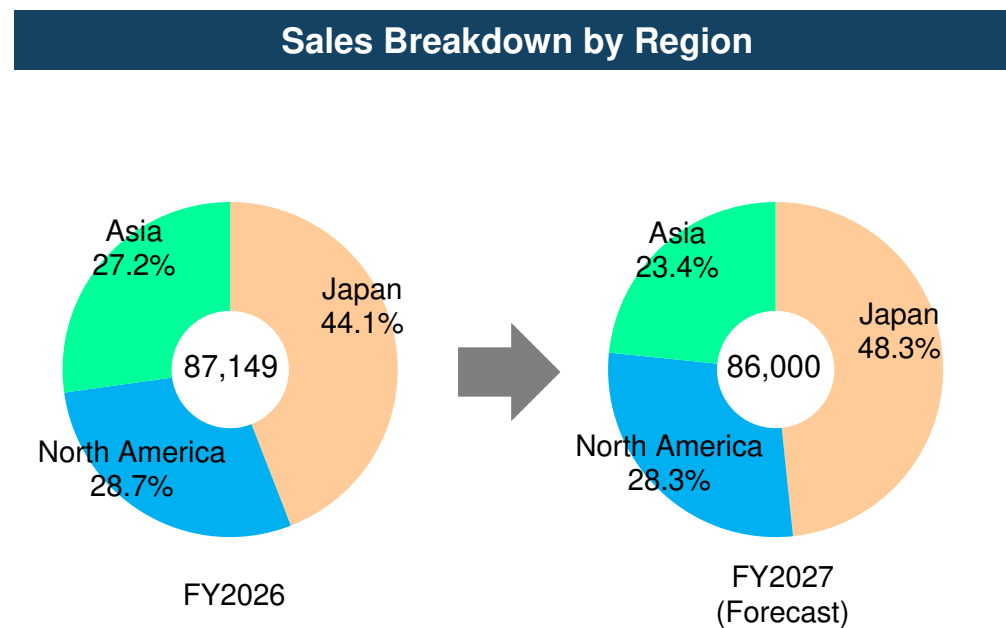
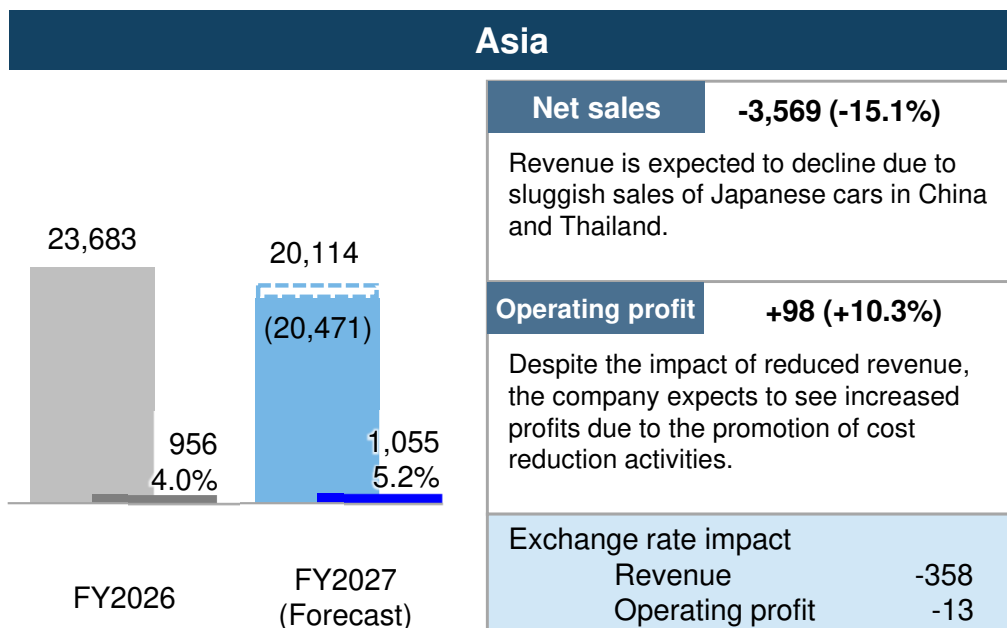
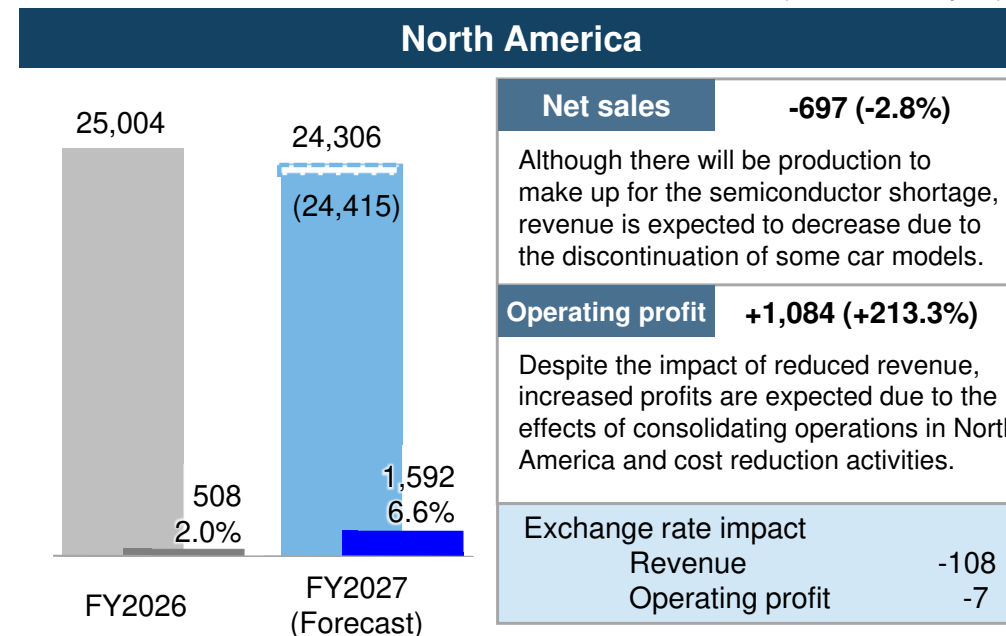
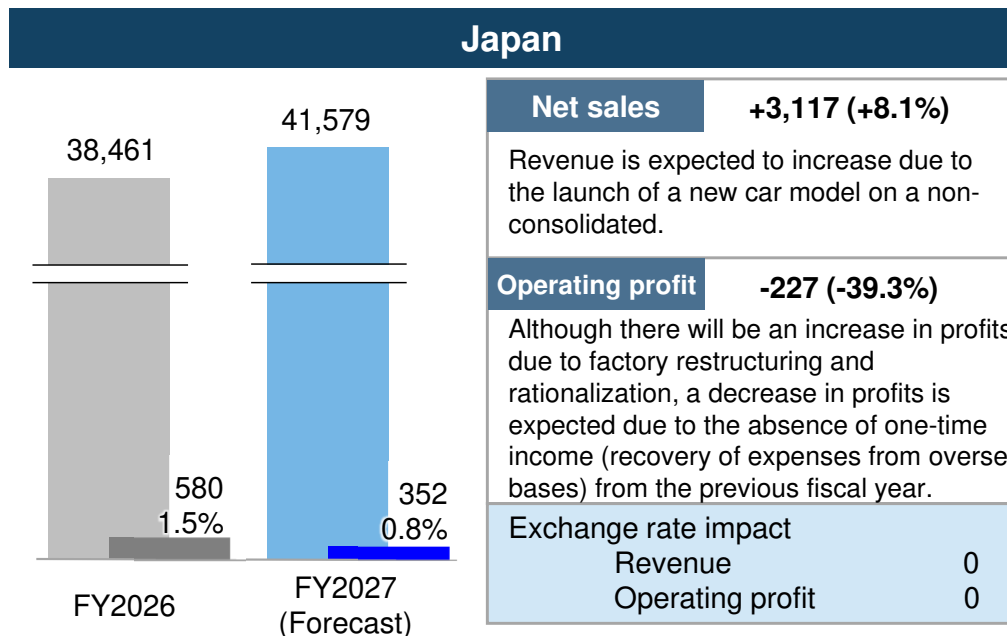
Net sales	+199 (+3.9%)
Revenue is expected to increase due to a rise in orders in the welfare and camera businesses.	
Operating profit	▲84 (▲36.2%)
Although increased revenue is expected, profits are projected to decrease due to increased costs associated with new product development.	
Exchange rate impact	
Revenue	0
Operating profit	0

Sales Breakdown by Business



[Year on Year]

(Unit: Million yen)



(Unit: Million yen)

Capital investment			
	FY2026	FY2027	Difference
Japan	2,173	5,421	3,248
North America	1,223	996	-227
Asia	409	1,248	839
Total	3,805	7,665	3,860

Depreciation expenses			
	FY2026	FY2027	Difference
Japan	1,594	1,690	96
North America	421	494	73
Asia	1,023	1,058	35
Total	3,038	3,242	204

<Major investments during the period>

-Japan

(growth investment, strengthening the organization)

Increased due to preparations for the launch of inverter products, factory restructuring, rationalization/in-house production, system-related investments, and investments related to the relocation of headquarters.

-North America (strengthening the organization)

While investment in launching new vehicle models will decrease compared to the previous year, rationalization investments such as updating painting equipment and automation will continue.

-Asia (strengthening the organization)

Increased due to rationalization, localization, and in-house production investments.

-Japan

This represents an increase compared to the previous year's investments in growth in the electronics business, domestic restructuring, and rationalization.

-North America

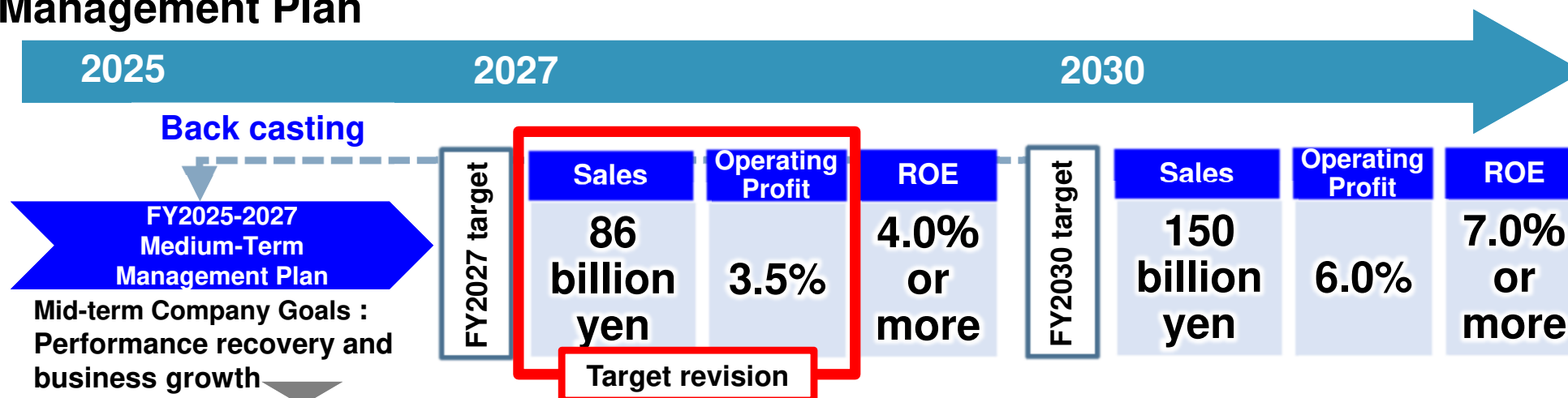
The increase was due to investments made in response to the launch of new models in the previous year, expansion of production capacity, and factory expansion.

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Nine Priority Measures	Main implementation details	Evaluation
1) Accelerating decision-making and promoting the delegation of authority	-Speeding up management decisions by increasing the proportion of outside directors	○
2) Strengthening sales functions	-Global sales expansion activities in collaboration with TS-TECH	○
3) Strengthening competitiveness beyond that of mega suppliers	-Mass production for new OEMs begins at Indian base.	○
4) Strengthening profits through restructuring in North America and China	-[North America] Ohio plant expansion -[China] Optimization of China base	○
5) Improving material cost ratios by restructuring procurement structure	-Strengthening cost competitiveness through improvements in "specifications" "manufacturing" and "purchasing"	○
6) Reconstruction of earning power	-Optimization of domestic bases -Responding to the expansion of the electronics business	○
7) Capital policy that takes into account ROE and capital costs	-Share buybacks and cancellations / Enhanced shareholder returns / Proactive investor relations activities	○
8) Future product development through group synergy	-Development promotion through synergy projects	○
9) Promoting ESG management	-Initiatives for human capital	○

Each measure was implemented as planned.

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

Current business environment

-Changes in external factors impact sales

Geopolitical risks

- Russia/Ukraine
- Strait of Hormuz



A shift in electric vehicle strategy



Production decline due to poor performance of Japanese OEMs

Asia

Production volume is stagnating.

Intensifying competition with mega suppliers and local suppliers

-Target values for FY2026

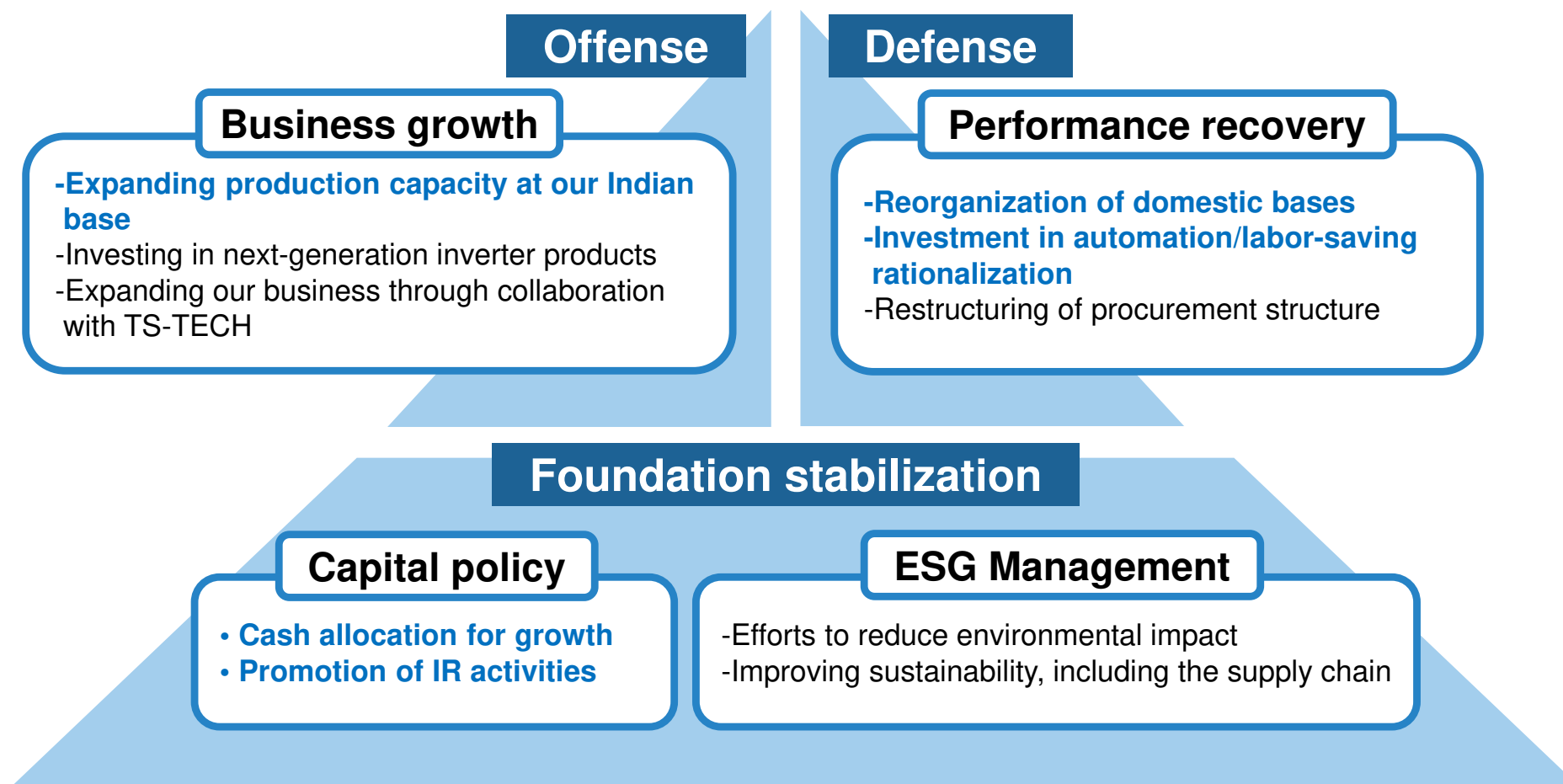
Due to changes in the business environment that exceeded expectations, we have revised our target values.

Target values for FY2026	Before	After
Net sales	91 billion yen	86 billion yen
Operating profit	4.0%	3.5%
ROE		4.0% or more (Maintain)

In response to sales declines caused by external factors, measures are needed in each region.

Responding to environmental changes and challenges

In order to respond quickly to the uncertain business environment, we will implement nine key measures **at double speed** and promote the following measures to **establish a stable revenue base**.



Adapting to environmental changes and taking things to the next level.

Responding to the Expanding Indian Market



Responding to the need for on-site surveys

Intensifying cost competition

Recommendation of domestic production in India (Government policy)

We plan to invest in bringing production in-house/on-site production

Promoting the expansion of sales of electronic products

We are currently working towards localizing the development and production of electronic products

Sales activities in collaboration with TS-TECH



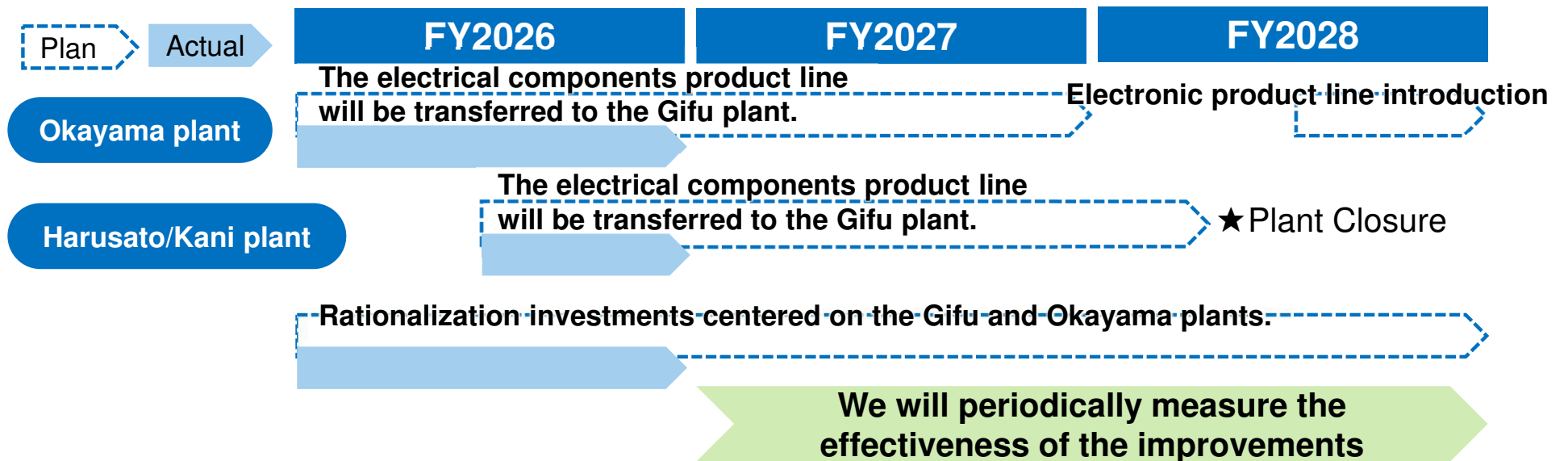
With the expansion of the Indian market, we will promote the expansion of ordered products through collaboration with TS-TECH

Continued investment towards mass production and localization, and promotion of sales expansion activities.

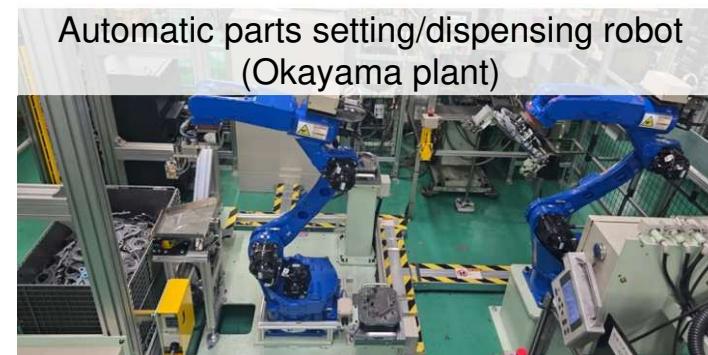
Optimization of domestic bases

-Promoting the reorganization of domestic bases

We will promote optimization and rationalization, and **gradually begin to reap the benefits.**



Example of progress



We will gradually reap the benefits of our domestic base restructuring and rationalization investments.

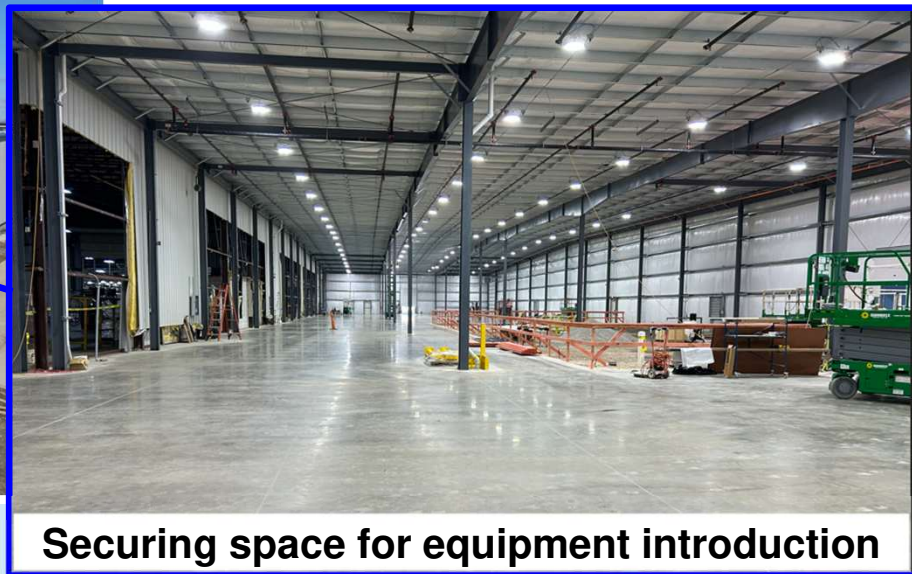
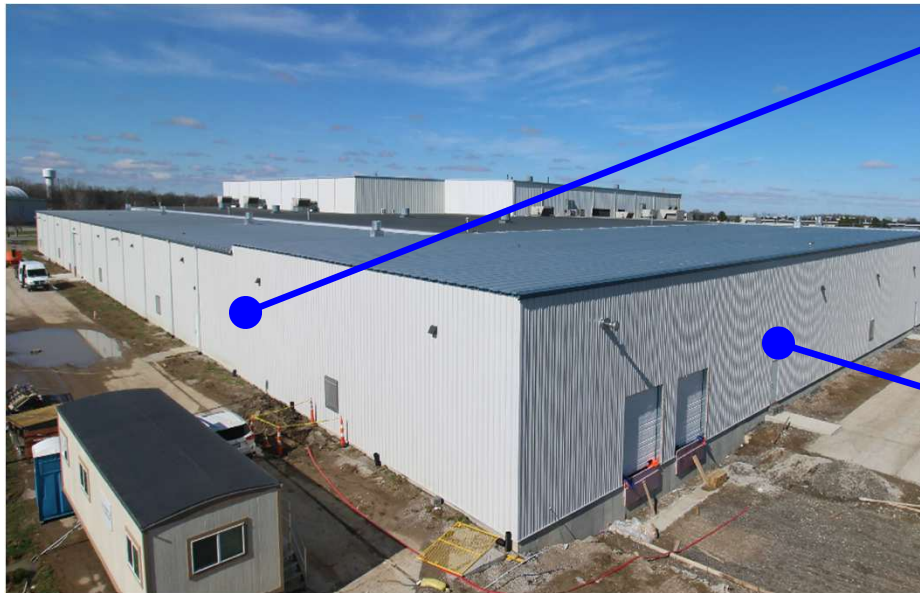
Strengthening the structure of the North American base



-Promoting investment to strengthen competitiveness and increase capacity

The factory expansion work was completed as planned in April 2026.

Start of importing parts from external warehouses



Installation of painting equipment

We aim to strengthen our competitiveness by introducing painting equipment with higher capacity than before. Construction will begin in FY2026 (scheduled for completion in summer 2027).

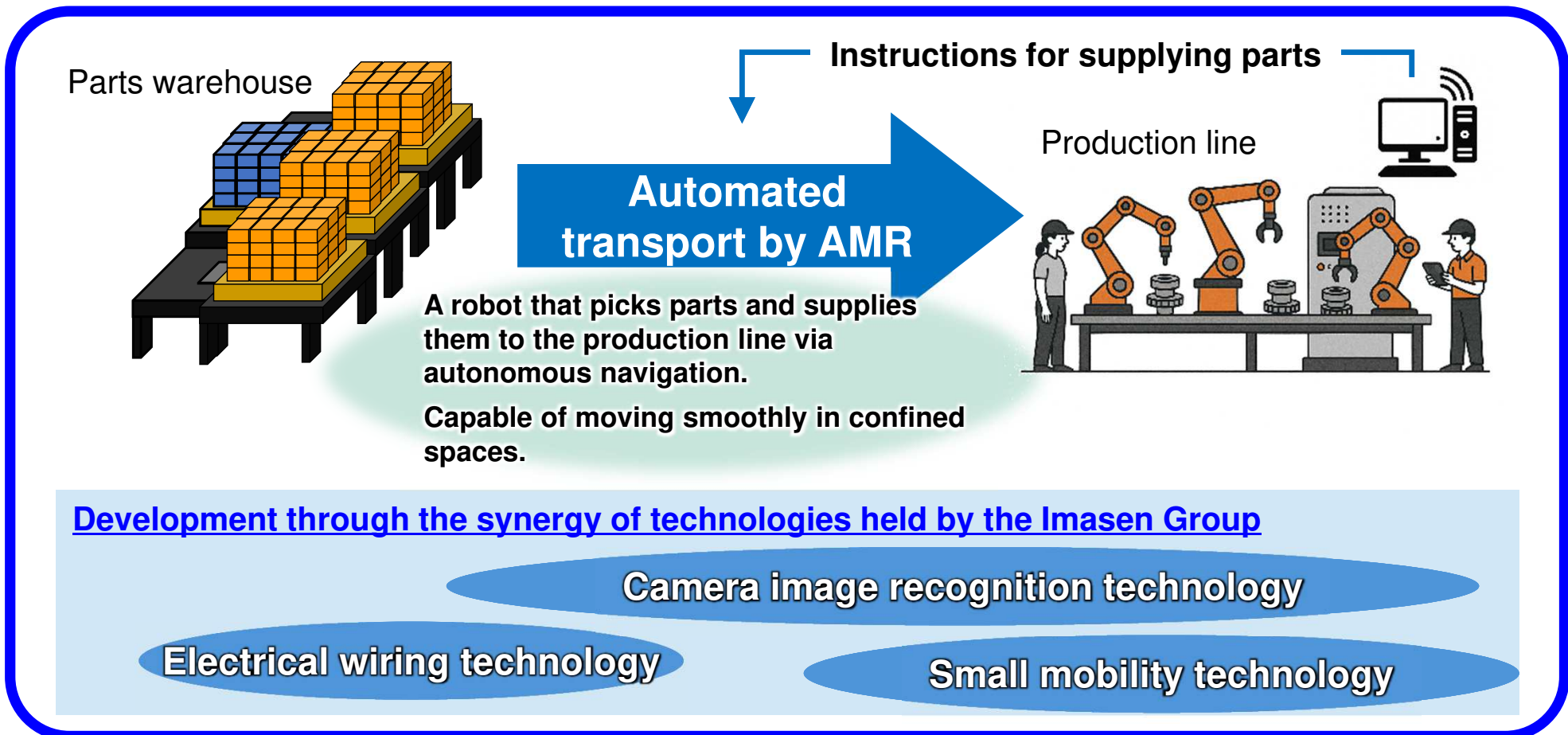
➡ **Strengthening cost competitiveness / Promoting expansion of production capacity for the future**

Securing space for equipment introduction

We are promoting investment to address localization, rationalization, and increased orders.

Initiatives toward realizing smart factories

Development and introduction of AMR (Autonomous Mobile Robots) equipped with robotic arms



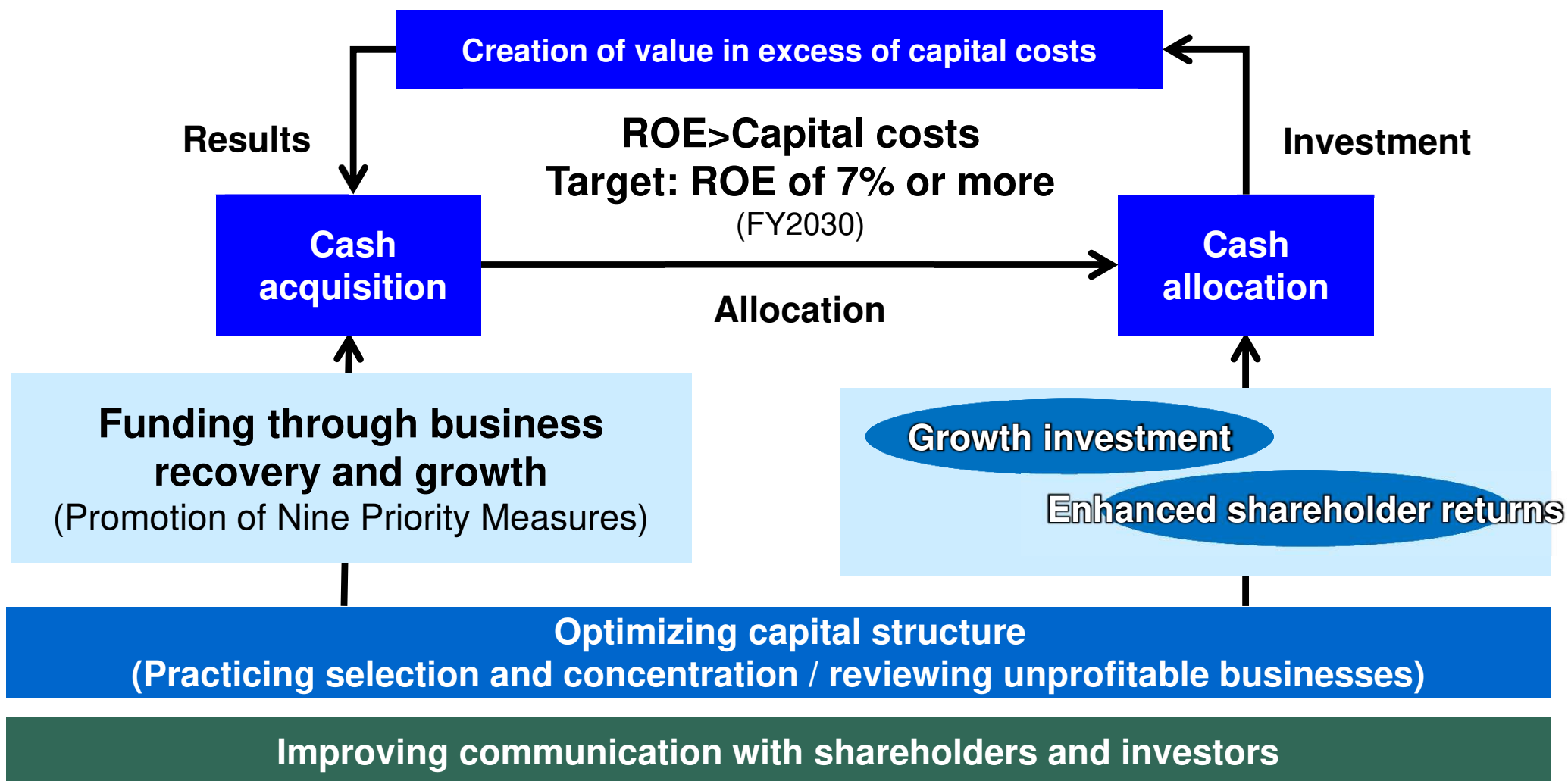
We will begin evaluation and verification at our own factory from FY2026.

We aim to achieve stable manufacturing by strengthening our production facilities.

Capital policy for growth

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

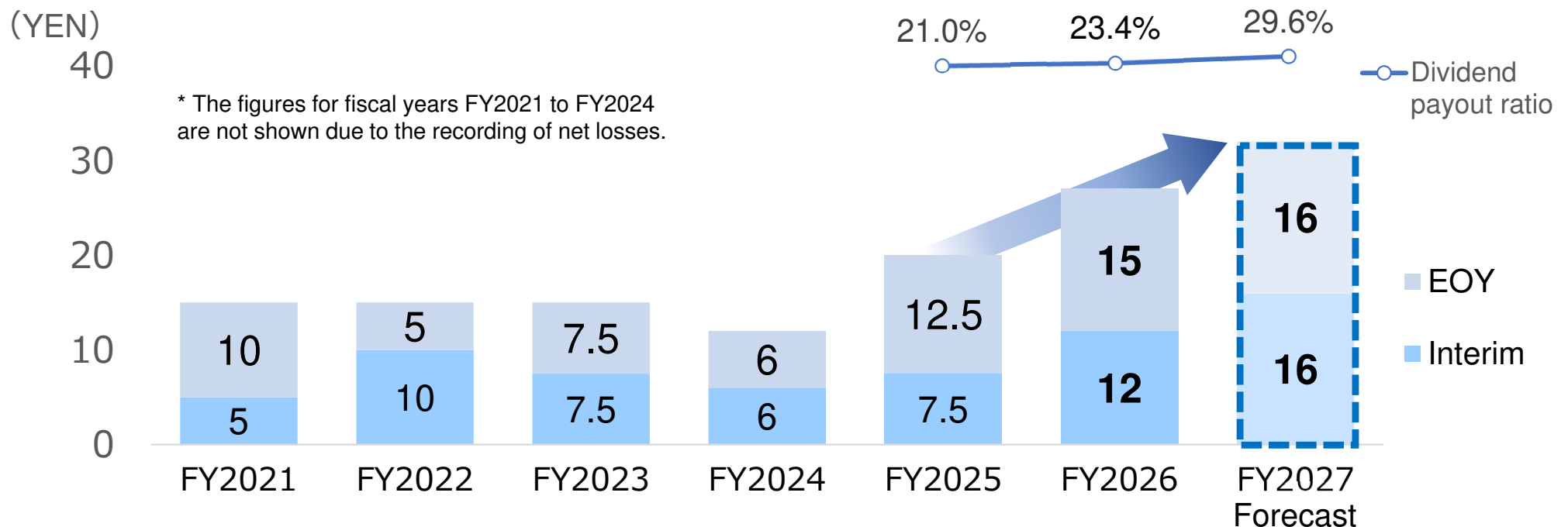
Implementing a cycle to improve capital efficiency



Dividends

[Dividend policy]

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



If the performance plan is expected to be achieved, we will consider adding further bonuses.

We will continue to actively consider measures to improve the level of shareholder returns.

Enhancement of IR activities

To maintain communication with our investors, we will continue our investor relations IR activities in FY2026.

Exhibiting at the Nagoya Stock Exchange IR Seminar in Tokyo

Following last year's participation, we will once again participate in the investor briefing hosted by the Nagoya Stock Exchange to help investors understand our company and to promote dialogue with individual investors.



We will incorporate feedback from our investors into our future investor relations activities.

IR calendar

2026

* Dates and locations are subject to change.

May 15 Financial results announcement for FY2026

Today

May 22 Financial results briefing for FY2026

Jun. 2 Briefing for individual investors
(NSE IR Seminar in Tokyo)

Jun. 23 The 89th Annual General Meeting of Shareholders

Mid Aug. Financial results announcement for FY2027 1Q

Late Aug. Financial results briefing for FY2027 1Q

Creating the future of mobile space

Challenge by New Imasen

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