Lighting for Your Safety

1st Quarter for FY2026
Earnings Release Conference

July 29, 2026

KOITO MANUFACTURING CO., LTD.

Summary of FY26 1st Quarter Results and Full-year Forecasts

【 FY26 1st Quarter Results】

（Net Sales）

- Increased both year-on-year and versus the forecast, supported by the weaker yen, new orders in Japan, the Americas, and Asia, and increased sales volumes of ordered vehicle models.

（Operating Profit）

- Increased both year-on-year and versus the forecast, supported by higher sales volumes and promotion of rationalization in each region.

【 FY26 Full-year Forecasts】

- Although net sales and profit exceeded expectations in the 1st quarter, KOITO maintained the forecast announced on May 13, due to the uncertain business environment, including the situation in the Middle East.

Financial Results for the 1st Quarter of FY26, Year Ending March 31, 2027

(1) 1st Quarter of FY26: Consolidated Net Sales (Compared to the previous fiscal year)

(Billions of yen)

		FY25 1Q Results (25/4-25/6)	FY26 1Q Results (26/4-26/6)	YoY Change	YoY Ratio	Constant Forex Change	Constant Forex Ratio	Remarks
KOITO MANUFACTURING		77.7	83.4	+5.6	107%	+5.6	107%	Domestic automobile production volume 102％
Japan (13 Companies)	KOITO Group	42.4	45.8	+3.4	108%	+3.4	108%	
	KOITO ELECTRIC, etc.	8.6	9.3	+0.6	108%	+0.6	108%	Increase in lighting equipment, etc.
	Subtotal	51.0	55.2	+4.1	108%	+4.1	108%	
Overseas (13 Companies*)	Americas	76.7	91.1	+14.3	119%	+2.4	103%	Production volume 99%
	China	17.6	12.9	△4.7	73%	△6.7	62%	Production volume 98% ・Japanese OEMs 79% ・Chinese OEMs 109% ・Termination of production at FUZHOU KOITO (May 2025)
	Asia	37.5	45.6	+8.0	122%	+4.6	112%	Production volume 108%
	Europe	8.5	7.3	△1.1	86%	△2.1	75%	Production volume 97% ・Deconsolidation of KEL(Nov. 2025)
	Subtotal	140.4	157.0	+16.5	112%	△1.7	99%	Overseas production volume 100%
Elimination, others		△49.6	△54.8	△5.1		△5.1		
Consolidated		219.7	240.8	+21.1	110%	+2.7	101%	Global production volume100％

<Forex Rate>	FY25 1Q	FY26 1Q
US$	¥143.8	¥160.7
Chinese Yuan	¥19.9	¥23.6

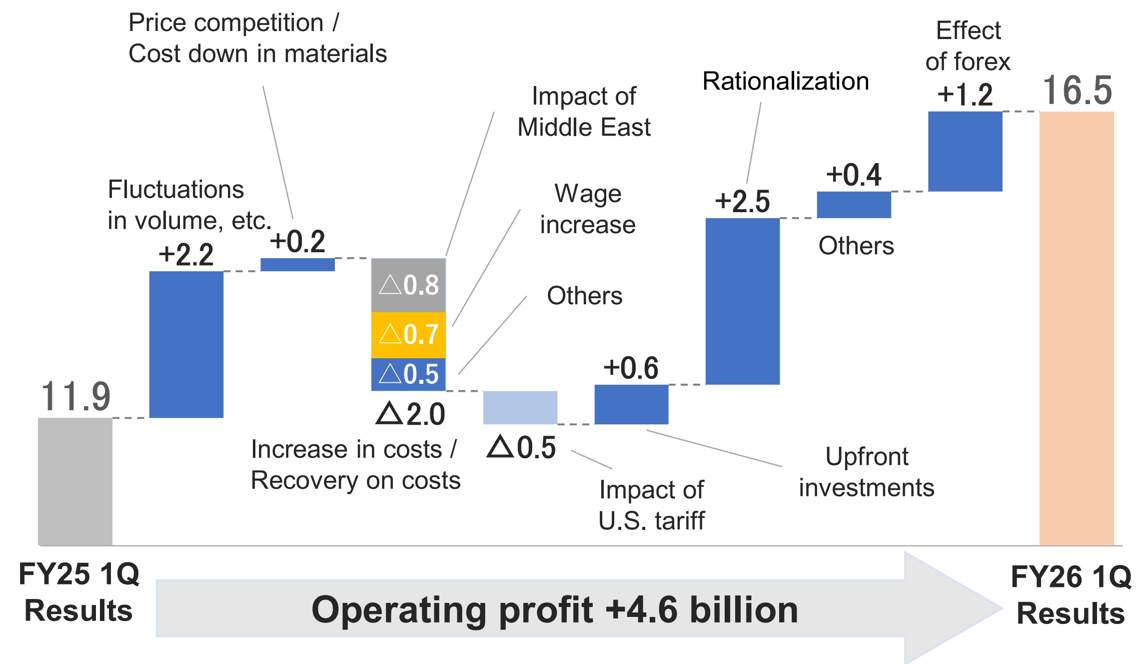
*Items of overseas
(Americas) NAL, NAL Mexico and NAL Brasil (China) GUANGZHOU, Hubei and FUZHOU (Asia) THAI, INDONESIA, Ta Yih, IJL and MALAYSIA (Europe) KEL and KCZ

(2) 1st Quarter of FY26: Consolidated Statements of Income (Compared to the previous fiscal year)

	FY25 1Q Results (25/4-25/6)	FY26 1Q Results (26/4-26/6)	YoY Change	YoY Ratio
Net sales	**219.7**	**240.8**	**+21.1**	**110%**
(Constant Forex)		(222.5)	(+2.7)	(101%)
Cost of sales	192.8	210.0	+17.2	
Gross profit	26.8	30.7	+3.9	115%
Selling, general and administrative expenses	14.9	14.2	△0.6	
Operating profit	**11.9**	**16.5**	**+4.6**	**139%**
(Constant Forex)		(15.3)	(+3.4)	(129%)
(Operating profit margin)	(5.4%)	(6.9%)		
Non-operating profit and loss	0.6	1.9	+1.2	
Ordinary profit	**12.6**	**18.4**	**+5.8**	**146%**
Extraordinary gains and losses	0.1	2.4	**+2.2**	
Income before income taxes	12.7	20.8	**+8.1**	164%
Net income	**10.1**	**14.6**	**+4.5**	**145%**

Analysis of operating profit

(Billions of yen)



Analyses of Non-Operating Profit and Loss, and Extraordinary Gains and Losses

Non-Operating Profit and Loss +1.2 billion	･Foreign exchange gains, etc. +1.2 billion
Extraordinary Gains and Losses +2.2 billion	･Gain on sales of investment securities +2.5 billion

(3) 1st Quarter of FY26: Statements of Income by Segments (Compared to the previous fiscal year)

（Billions of yen）

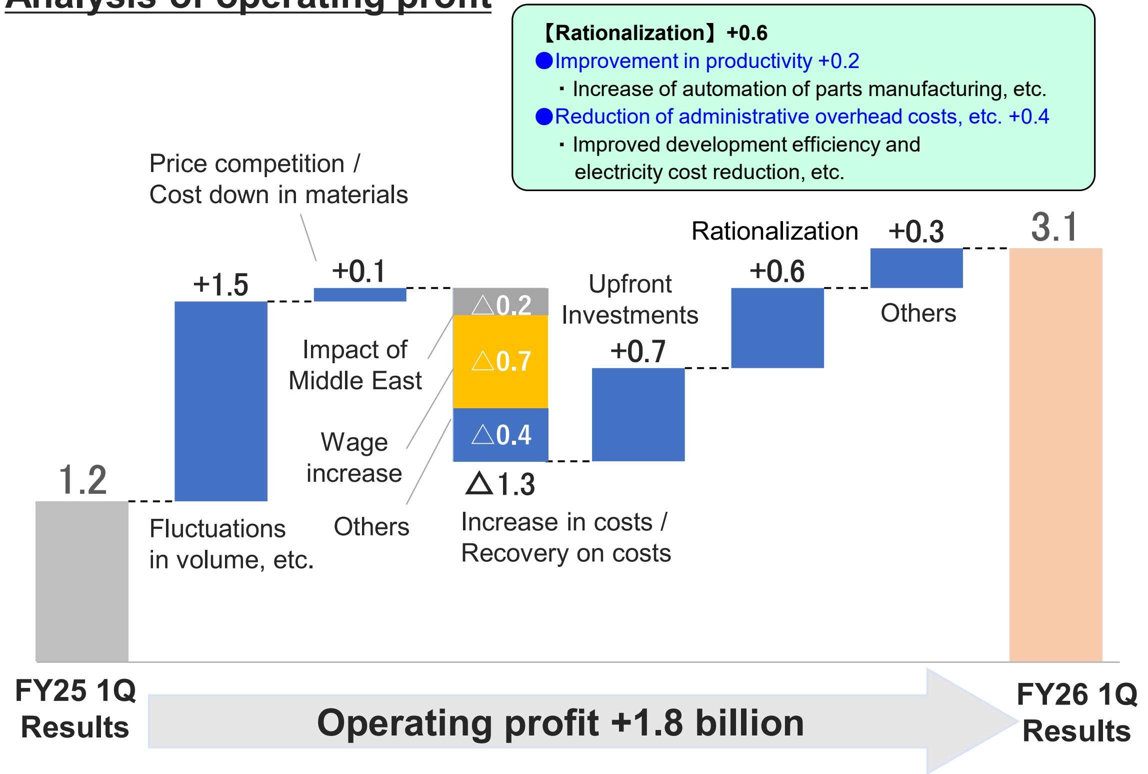
		FY25 1Q Results (25/4-25/6)		FY26 1Q Results (26/4-26/6)		YoY		Constant Forex	
						Change	Ratio	Change	Ratio
KOITO MANUFACTURING	Net sales	77.7		83.4		+5.6	107%	+5.6	107%
	Opreating profit	1.2	(1.6%)	3.1	(3.8%)	+1.8	253%	+1.8	253%
Domestic subsidiaries	Net sales	51.0		55.2		+4.1	108%	+4.1	108%
	Opreating profit	1.0	(2.0%)	0.7	(1.4%)	△0.2	76%	△0.2	76%
Americas	Net sales	76.7		91.1		+14.3	119%	+2.4	103%
	Opreating profit	4.2	(5.6%)	4.7	(5.2%)	+0.4	111%	△0.2	95%
China	Net sales	17.6		12.9		△4.7	73%	△6.7	62%
	Opreating profit	0.3	(2.2%)	△0.2	—	△0.5	—	△0.5	—
Asia	Net sales	37.5		45.6		+8.0	122%	+4.6	112%
	Opreating profit	3.9	(10.5%)	6.3	(13.8%)	+2.3	160%	+1.7	144%
Europe	Net sales	8.5		7.3		△1.1	86%	△2.1	75%
	Opreating profit	△0.2	—	0.0	—	+0.2	—	+0.2	—
Overseas	Net sales	140.4		157.0		+16.5	112%	△1.7	99%
	Opreating profit	8.3	(6.0%)	10.8	(6.9%)	+2.4	129%	+1.2	115%
Elimination, others	Net sales	△49.6		△54.8		△5.1	—	△5.1	—
	Opreating profit	1.2	—	1.8	—	+0.5	—	+0.5	—
Consolidated	Net sales	219.7		240.8		+21.1	110%	+2.7	101%
	Opreating profit	11.9	(5.4%)	16.5	(6.9%)	+4.6	139%	+3.4	129%

(4) 1st Quarter of FY26: Non-Consolidated Statements of Income (Compared to the previous fiscal year)

(Billions of yen)

	FY25 1Q Results (25/4-25/6)	FY26 1Q Results (26/4-26/6)	YoY	
			Change	Ratio
Net sales	**77.7**	**83.4**	**+5.6**	**107%**
Cost of sales	70.4	74.2	+3.7	
Gross profit	7.3	9.2	+1.9	126%
Selling, general and administrative expenses	6.0	6.0	+0.0	
Operating profit	**1.2**	**3.1**	**+1.8**	**253%**
(Operating profit margin)	(1.6%)	(3.8%)		
Non-operating profit and loss	13.2	18.2	+4.9	
Ordinary profit	**14.4**	**21.3**	**+6.8**	**148%**
Extraordinary gains and losses	0.3	2.5	+2.1	
Income before income taxes	14.8	23.9	+9.0	161%
Net income	**13.5**	**20.6**	**+7.1**	**153%**

Analysis of operating profit



Analyses of Non-Operating Profit and Loss, and Extraordinary Gains and Losses

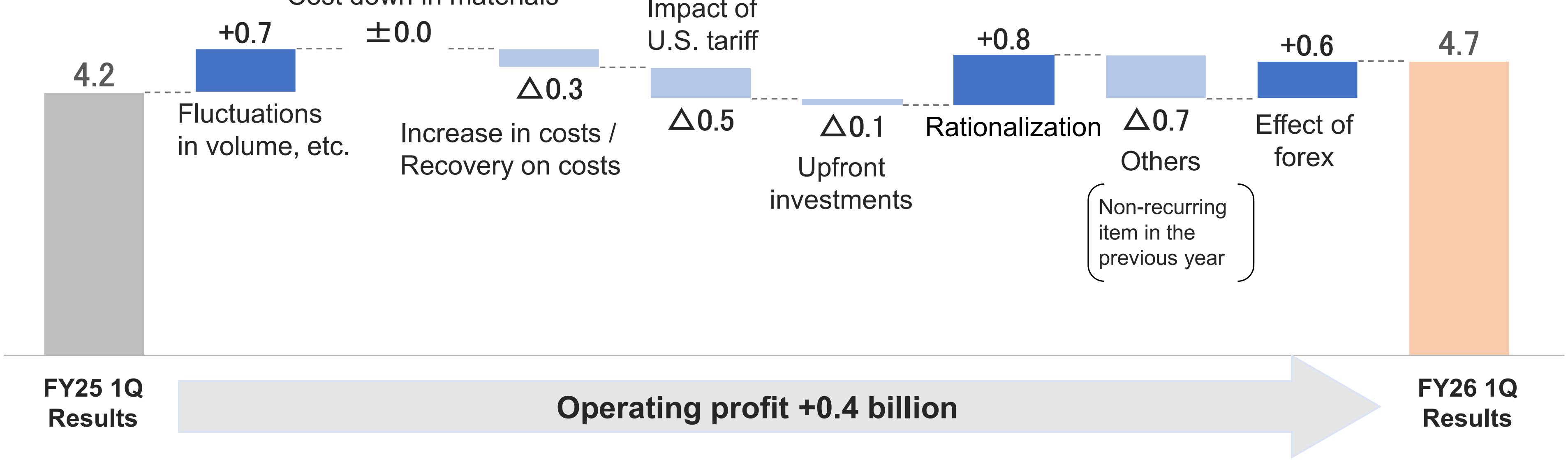
Non-Operating Profit and Loss +4.9 billion	･Dividend income from affiliated companies +4.5 billion
Extraordinary gains and losses +2.1 billion	･Gain on sales of investment securities +2.5 billion

(5) 1st Quarter of FY26: Statements of Income in the Americas (Compared to the previous fiscal year)

(Billions of yen)

Analysis of operating profit (Americas)

【Rationalization】+0.8
- ●Improving productivity in manufacturing operations +0.7
  - ・Automation of logistics and inspection processes to improve manufacturing efficiency
  - ・Reduction of equipment through consolidation of production lines, etc.
- ●Optimization of administrative and indirect personnel +0.1
  - ・ In design, production engineering, management and other departments, etc.



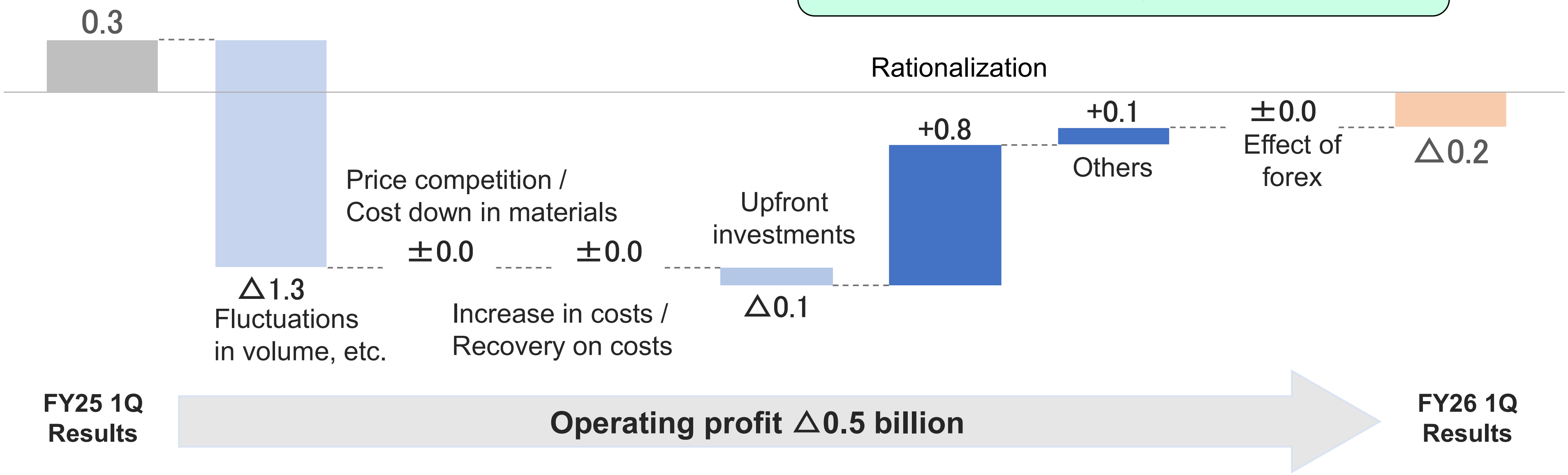
	FY25 1Q Results (25/4-25/6)	FY26 1Q Results (26/4-26/6)	YoY Change	YoY Ratio	Constant Forex Change	Constant Forex Ratio
Net sales	76.7	91.1	+14.3	119%	+2.4	103%
Operating profit	4.2	4.7	+0.4	111%	△0.2	95%
(Operating profit margin)	(5.6%)	(5.2%)				
Adjusted operating profit	(3.1)	(4.5)	(+1.4)			
	(4.0%)	(5.0%)	(+1.0%)			

(6) 1st Quarter of FY26: Statements of Income in China (Compared to the previous fiscal year)

(Billions of yen)

Analysis of operating profit (China)

【Rationalization】+0.8
●Restructuring +0.6
・Reduction in fixed costs associated with the liquidation of FUZHOU KOITO, and operational restructuring at Hubei Koito
●Cost reduction, etc. +0.2
・Promotion of development localization, and reduction of external warehouses, etc.

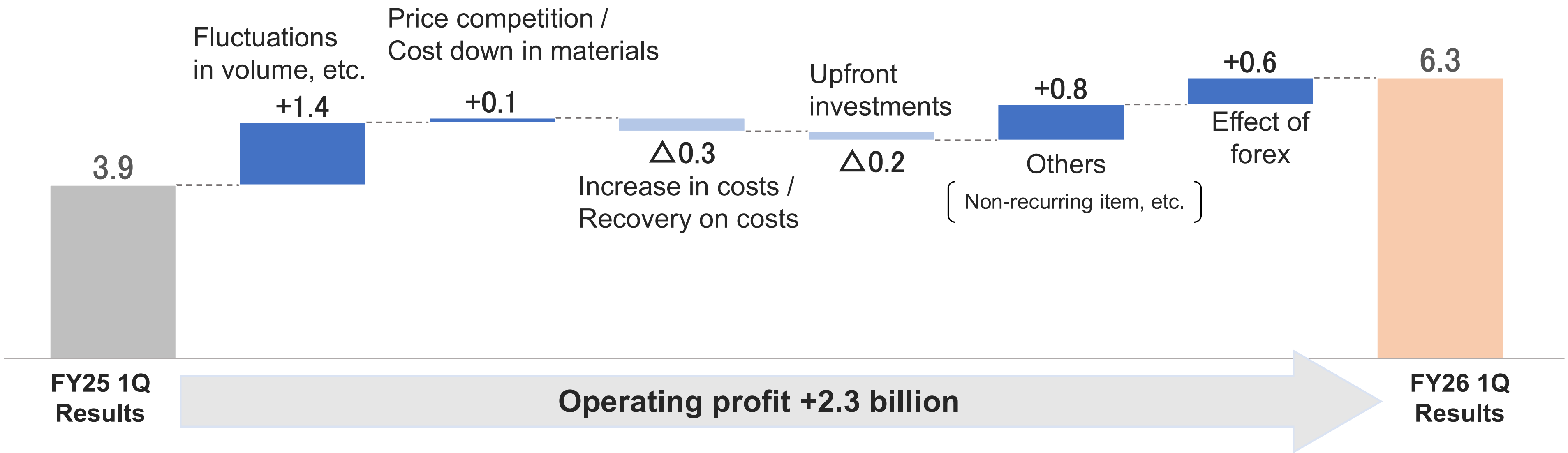


	FY25 1Q Results (25/4-25/6)	FY26 1Q Results (26/4-26/6)	YoY		Constant Forex	
			Change	Ratio	Change	Ratio
Net sales	17.6	12.9	△4.7	73%	△6.7	62%
Operating profit	0.3	△0.2	△0.5	—	△0.5	—
(Operating profit margin)	(2.2%)	—				

(7) 1st Quarter of FY26: Statements of Income in Asia (Compared to the previous fiscal year)

(Billions of yen)

Analysis of operating profit (Asia)



	FY25 1Q Results (25/4-25/6)	FY26 1Q Results (26/4-26/6)	YoY		Constant Forex	
			Change	Ratio	Change	Ratio
Net sales	37.5	45.6	+8.0	122%	+4.6	112%
Operating profit	3.9	6.3	+2.3	160%	+1.7	144%
(Operating profit margin	(10.5%)	(13.8%)				

(8) 1st Quarter of FY26: Statements of Income by Segments (Compared to the forecasts)

（Billions of yen）

		FY26 1Q Forecasts (26/4-26/6)		FY26 1Q Results (26/4-26/6)		VS Forecasts Change	VS Forecasts Ratio	Constant Forex Change	Constant Forex Ratio
KOITO MANUFACTURING	Net sales	81.3		83.4		+2.1	103%	+2.1	103%
	Opreating profit	2.0	(2.5%)	3.1	(3.8%)	+1.1	157%	+1.1	157%
Domestic subsidiaries	Net sales	55.6		55.2		△0.3	99%	△0.3	99%
	Opreating profit	1.1	(2.0%)	0.7	(1.4%)	△0.3	69%	△0.3	69%
Americas	Net sales	83.2		91.1		+7.9	110%	+1.3	102%
	Opreating profit	4.5	(5.4%)	4.7	(5.2%)	+0.2	105%	△0.1	97%
China	Net sales	12.5		12.9		+0.4	103%	△0.4	96%
	Opreating profit	0.1	(0.8%)	△0.2	—	△0.3	—	△0.2	—
Asia	Net sales	41.2		45.6		+4.4	111%	+2.4	106%
	Opreating profit	4.6	(11.2%)	6.3	(13.8%)	+1.7	137%	+1.4	132%
Europe	Net sales	6.6		7.3		+0.7	112%	+0.2	104%
	Opreating profit	△0.2	—	0.0	—	+0.2	—	+0.2	—
Overseas	Net sales	143.5		157.0		+13.5	109%	+3.6	103%
	Opreating profit	9.0	(6.3%)	10.8	(6.9%)	+1.8	120%	+1.2	113%
Elimination, others	Net sales	△53.0		△54.8		△1.8	—	△1.8	—
	Opreating profit	1.3	—	1.8	—	+0.5	—	+0.5	—
Consolidated	Net sales	227.4		240.8		+13.4	106%	+3.6	102%
	Opreating profit	13.5	(5.9%)	16.5	(6.9%)	+3.0	123%	+2.4	118%

【 Analysis 】
・Increase in volume, etc. +0.5
・Upfront investment +0.4 (customer development schedule slippage, etc.)
・Rationalization +0.2

【 Analysis 】
・Increase in volume, etc. +0.3
・Impact of U.S. tariff △0.5(delay in collection)
・Others +0.1

【 Analysis 】
・Increase in volume, etc. +0.6
・Others +0.8 (non-recurring items, etc.)

(9) Consolidated Financial Results (Trends by half-year)

(Billions of yen)

		FY25 Results			FY26 Forecasts		
		1st half	2nd half	Full-year	1st half	2nd half	Full-year
Consolidated profit and loss	Net sales	446.8	500.7	947.6	455.0	478.0	933.0
	Operating profit	19.8	31.5	51.4	25.0	35.0	60.0
	Operating profit margin	4.4%	6.3%	5.4%	5.5%	7.3%	6.4%
(Impact of Middle East)	(Net sales)	0.0	0.0	0.0	(△2.2)	(3.5)	(1.3)
	(Operating profit)	0.0	0.0	0.0	(△3.7)	(0.1)	(△3.6)
Excluding impact of Middle East	Net sales	446.8	500.7	947.6	457.2	474.5	931.7
	Operating profit	19.8	31.5	51.4	28.7	34.9	63.6
	Operating profit margin	4.4%	6.3%	5.4%	6.3%	7.4%	6.8%

Disclaimer

This presentation contains forward-looking statements concerning KOITO MANUFACTURING CO., LTD. and its consolidated subsidiaries' future plans and performance, which are based on assumptions from available information at the present moment.
Furthermore, they are subject to a number of risks and uncertainties including, but not limited to economic conditions, worldwide competition in the automotive industry, market trends, foreign currency exchange rates, tax rules, regulations and other factors.
Koito therefore wishes to caution readers that actual results may differ from our forecasts.