



November 27, 2025

PRESS RELEASE

KOITO MANUFACTURING CO., LTD.
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 (Stock Code: 7276 Prime Market, TSE)
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Announcement Regarding Change in Consolidated Subsidiary (Transfer of Shares)

KOITO MANUFACTURING CO., LTD. (“KOITO”) hereby announces that, at its Board of Directors meeting held on November 27, 2025, it has resolved to sell all shares of Koito Europe Limited (“KEL”), a consolidated subsidiary, to Shapers’ Group Limited (headquartered in the UK; “Shapers”).

1. Reason for the transfer of shares

KOITO is committed to strengthening its revenue base and increasing its medium- to long-term corporate value in line with its 1st Medium-Term Management Plan (FY2024-FY2026). As part of this effort, we are reorganising our production.

Accordingly, to further streamline our operations, we have decided to sell KEL, our signal lamp factory that has been supplying lighting equipment to the UK and other European countries, to Shapers, a UK auto parts manufacturer. We believe that, by transferring it to a local manufacturer with strong relationships with local OEMs, we can expect KEL to develop further in the UK, where the market share of Japanese automakers is declining. We will continue to provide technical support to KEL after its integration into Shapers.

We aim to further strengthen our revenue base by continuing our business reorganisation focused on strategic business selection and efficient resources allocation.

2. Overview of the Consolidated Subsidiary

(1)	Name	Koito Europe Limited	
(2)	Adress	Kingswood Road, Hampton Lovett Industrial Estate, Droitwich, Worcestershire WR9 0QH, U.K.	
(3)	Name and title of representative	Yasunori Aoshima, Managing Director	
(4)	Business Lines	Manufacturing and marketing of automotive lighting equipment	
(5)	Capital	¥12,675 million	
(6)	Establishment	January 8, 1969	
(7)	Major shareholder and ownership percentage	KOITO MANUFACTURING CO., LTD. : 100.0%	
(8)	Relations between KOITO and KEL	Capital	KEL is a consolidated subsidiary.
		Personnel	Two Board members of KOITO are appointed as Board members of KEL.
		Business	KOITO provides KEL with component parts to be used for their production of lamps.

(9) Consolidated business results and financial position of KEL for the last three years			
Fiscal year	Ended Dec. 31, 2022	Ended Dec. 31, 2023	Ended Dec. 31, 2024
Net assets	42,530 thousand GBP (¥8,293 million)	38,653 thousand GBP (¥7,537 million)	37,304 thousand GBP (¥7,274 million)
Total assets	55,786 thousand GBP (¥10,878 million)	50,353 thousand GBP (¥9,818 million)	45,062 thousand GBP (¥8,787 million)
Net sales	67,282 thousand GBP (¥13,120 million)	74,510 thousand GBP (¥14,529 million)	55,396 thousand GBP (¥10,802 million)
Operating income	△1,847 thousand GBP (¥△360 million)	△4,507 thousand GBP (¥△879 million)	△2,186 thousand GBP (¥△426 million)
Net income	△3,053 thousand GBP (¥△595 million)	△3,877 thousand GBP (¥△756 million)	△1,348 thousand GBP (¥△262 million)

(Note) Calculated at the exchange rate of GBP1 = JPY195

3. Summary of the Transferee

(1) Name	Shapers' Group Limited		
(2) Address	23-25 Sovereign Road Kings Norton Business Centre, Birmingham, United Kingdom, B30 3HN		
(3) Name and title of representative	Barry Coughlan, CEO		
(4) Line of business	- Injection molding of plastic parts such as automobile bumpers and grills - Automotive mold design and manufacturing industry		
(5) Capital	253 thousand GBP (¥49 million)		
(6) Establishment	July 15, 2021		
(7) Net assets	11,083 thousand GBP (¥2,161 million)		
(8) Total assets	40,911 thousand GBP (¥7,977 million)		
(9) Major shareholder and ownership percentage	Shapers' Holdings Limited 100% *As of November 27, 2025		
(10) Relations between KOITO and KEL	Capital	There are no items that should be included.	
	Personnel	There are no items that should be included.	
	Business	There are no items that should be included.	
	Status as a related company	There are no items that should be included.	

(Note) Calculated at the exchange rate of GBP1 = JPY195

4. Number of the shares for the Transaction, the price and changes in shareholding

(1) Ratio of shares before transfer (Ratio of voting rights held)	100%
(2) Ratio of shares to be transferred	100%
(3) Transfer price	Approx. 16 million GBP (Approx. ¥3,160 million)

(4)	Ratio of shares after transfer	0%
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5. Transaction Schedule

(1)	Board resolution	November 27, 2025
(2)	Share Purchase Agreement	November 28, 2025
(3)	Transfer of Shares	November 28, 2025 (scheduled) or upon completion of procedures required after the execution of the agreement

6. Financial Outlook

KOITO does not expect any significant effects on its consolidated business results for fiscal 2025, the year ending March 31, 2026. We will promptly disclose any additional information that should arise in the future.