



Summary of Consolidated Financial Results for the Fiscal Year Ended March 2026 [Japan GAAP]

May 8, 2026

Company name: SPK Corporation Stock exchange listing: Prime Market of the Tokyo Stock Exchange
 Stock code: 7466 URL: <https://www.spk.co.jp/english/>
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 Scheduled date of Annual General Meeting of Shareholders: June 25, 2026
 Scheduled date of filing of Annual Securities Report: June 18, 2026
 Scheduled date of commencement of dividend payment: June 8, 2026
 Supplementary materials for financial results: Yes
 Briefing on financial results: None

(Figures are rounded down to the nearest one million yen.)

1. Consolidated financial results for the fiscal year ended March 31, 2026 (April 1, 2025 – March 31, 2026)

(1) Consolidated results of operations

(Percentages represent year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Fiscal year ended March 2026	75,246	9.5	3,587	8.4	3,889	9.0	2,692	7.8
Fiscal year ended March 2025	68,720	8.6	3,311	5.3	3,568	6.3	2,497	4.4

(Note) Comprehensive income: FY3/26 2,912 Million yen [(0.1)%] FY3/25 2,914 Million yen (8.8%)

	Earnings per share	Diluted earnings per share	Return on equity	Ordinary profit to total assets	Operating profit to net sales
	Yen	Yen	%	%	%
Fiscal year ended March 2026	133.35	-	9.6	8.5	4.8
Fiscal year ended March 2025	123.97	-	9.7	8.6	4.8

(Reference) Equity in earnings (losses) of affiliates: FY3/26 - Million yen FY3/25 - Million yen

(Note) The Company split its common shares at a ratio of two (2) shares for every one (1) share effective April 1, 2026. Earnings per share was calculated assuming that the share split had been conducted at the beginning of the previous consolidated fiscal year.

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
Fiscal year ended March 2026	47,797	29,332	61.0	1,444.86
Fiscal year ended March 2025	44,172	27,062	61.0	1,334.51

(Reference) Shareholders' equity: As of Mar.31, 2026: 29,176 Million yen As of Mar.31, 2025: 26,930 Million yen

(Note) The Company split its common shares at a ratio of two (2) shares for every one (1) share effective April 1, 2026. Net assets per share was calculated assuming that the share split had been conducted at the beginning of the previous consolidated fiscal year.

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Million yen	Million yen	Million yen	Million yen
Fiscal year ended March 2026	2,556	(778)	(88)	9,478
Fiscal year ended March 2025	1,192	(2,888)	2,490	7,757

2. Dividends

	Dividend per share					Annual Total	Payout ratio (consolidated)	Dividends to net assets (consolidated)
	End of first quarter	End of second quarter	End of third quarter	Year-end	Annual			
	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
FY3/25	-	28.00	-	32.00	60.00	605	24.2	2.3
FY3/26	-	33.00	-	40.00	73.00	737	27.4	2.6
FY3/27 (forecast)	-	20.00	-	21.00	41.00		30.3	

(Note) The Company split its common shares at a ratio of two (2) shares for every one (1) share effective April 1, 2026. The amounts shown for FY3/25 and FY3/26 are the actual dividend amounts before the share split.

3. Consolidated forecasts for the fiscal year ending March 31, 2027 (April 1, 2026 – March 31, 2027)

(Percentages represent year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
First half	38,500	5.6	1,720	(4.9)	1,840	(5.8)	1,290	(2.4)	63.90
Full year	80,000	6.3	3,700	3.1	3,900	0.3	2,730	1.4	135.22

(Note) The Company split its common shares at a ratio of two (2) shares for every one (1) share effective April 1, 2026. Earnings per share in the consolidated earnings forecast for FY3/27 reflects the impact of the share split.

* Notes

(1) Changes in important subsidiaries during the period: None

Newly included: – (Company name) – Excluded: – (Company name) –

(2) Changes in accounting policies, accounting estimates and restatement

(i) Changes in accounting policies caused by revision of accounting standards: None

(ii) Changes in accounting policies other than (i): None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(3) Number of shares outstanding (common shares):

(i) Number of shares outstanding at end of period (including treasury shares)

End of FY3/26	20,907,600 shares	End of FY3/25	20,907,600 shares
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(ii) Number of treasury shares at end of period

End of FY3/26	714,280 shares	End of FY3/25	727,390 shares
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(iii) Average number of shares outstanding during the period

End of FY3/26	20,189,286 shares	End of FY3/25	20,144,240 shares
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(Note) The Company split its common shares at a ratio of two (2) shares for every one (1) share effective April 1, 2026. The number of shares outstanding, the number of treasury shares, and average number of shares outstanding during the period were calculated assuming that the share split had been conducted at the beginning of the previous consolidated fiscal year.

(Reference) Summary of non-consolidated financial results

Financial results for the fiscal year ended March 31, 2026 (April 1, 2025 – March 31, 2026)

(1) Non-consolidated results of operations

(Percentages represent year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Fiscal year ended March 2026	55,777	6.0	2,099	3.8	2,939	2.4	2,272	(0.4)
Fiscal year ended March 2025	52,599	9.3	2,023	20.7	2,870	45.1	2,281	56.0

	Earnings per share	Diluted earnings per share
	Yen	Yen
Fiscal year ended March 2026	112.58	-
Fiscal year ended March 2025	113.24	-

(Note) The Company split its common shares at a ratio of two (2) shares for every one (1) share effective April 1, 2026. Earnings per share was calculated assuming that the share split had been conducted at the beginning of the previous fiscal year.

(2) Non-consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
Fiscal year ended March 2026	37,894	22,493	59.4	1,113.89
Fiscal year ended March 2025	34,062	20,814	61.1	1,031.45

(Reference) Shareholders' equity: FY3/26 22,493 Million yen As of Mar.31, 2025: 20,814 Million yen

(Note) The Company split its common shares at a ratio of two (2) shares for every one (1) share effective April 1, 2026. Net assets per share was calculated assuming that the share split had been conducted at the beginning of the previous fiscal year.

* This financial summary is not subject to the statutory review by a certified public accountant or an audit corporation.

* Explanations and other special notes concerning the appropriate use of business performance forecasts

(Disclaimer Regarding Forward-Looking Statements)

The forward-looking statements in these materials, including financial prospects included in this report, are based on information available to the Company when this report was prepared and assumptions that the management considers reasonable, which do not guarantee the achievement of such projected results. Actual results may differ significantly from these statements for a number of reasons. For more information about these assumptions and other conditions that form the basis of these forecasts, please see page 4 of supplementary information, 1. Overview of results of operations, etc., (4) Future outlook.

(Changes to the Presentation Unit for Amounts)

The amounts for items and other matters presented in the Company's annual consolidated financial statements were previously stated in units of thousands of yen, but have been changed to units of millions of yen starting from the current fiscal year. For ease of comparison, figures for the previous fiscal year ended March 31, 2025 have also been restated in millions of yen.

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1. Overview of results of operations, etc.

(1) Overview of results of operations for the fiscal year under review

(i) Consolidated operating results

(Million yen, %)

	Current fiscal year	Previous fiscal year	YoY
Net sales	75,246	68,720	109.5
Operating profit	3,587	3,311	108.4
Ordinary profit	3,889	3,568	109.0
Profit attributable to owners of parent	2,692	2,497	107.8

(ii) Consolidated net sales

(Million yen, %)

	Current fiscal year	Previous fiscal year	YoY
Domestic Sales Division	32,076	30,668	104.6
Overseas Business Division	27,979	25,342	110.4
Machinery Equipment Division	7,988	8,046	99.3
CUSPA Division	7,202	4,663	154.4
Consolidated net sales	75,246	68,720	109.5

During the fiscal year under review, the economic environment surrounding the Group became increasingly uncertain against the backdrop of financial and trade policies in major countries, heightened geopolitical risks, and significant impacts on related supply chains.

Amidst this business environment, the Group has engaged in initiatives for the second year of the 2nd Cycle (2024–2026) three-year mid-term management plan of “VISION2030” in which we aim to establish the Group as a global general trading company of mobility business by 2030. The machinery equipment business continued to face difficult conditions due to the impact of demand adjustments in North American and European markets. However, the mainstay automotive aftermarket repair parts business, supported by stable demand driven by the number of vehicles in the market, continued to perform solidly domestically and overseas, achieving increased revenue year-on-year. In addition, the CUSPA business achieved a significant increase in revenue due to the contribution of large acquisitions made in the previous consolidated fiscal year. Meanwhile, selling, general, and administrative expenses increased by 13.5% year on year due to expanded investment in human capital, and persistently high various costs, including logistics expenses.

As a result, the operating results of the SPK Group (SPK and its consolidated subsidiaries) for the fiscal year ended March 2026 were net sales of 75,246 million yen (up 9.5% from a year earlier), operating profit of 3,587 million yen (up 8.4%), ordinary profit of 3,889 million yen (up 9.0%), and profit attributable to owners of parent of 2,692 million yen (up 7.8%).

Results of operations by business segment are as follows: From the current fiscal year ended March 2026, Del Auto Co., Ltd., which had previously been included in the Domestic Sales Division, has been changed to the Machinery Equipment Division due to the transfer of the division in charge brought about by changes in the business environment. For year-on-year comparisons of segments, figures for the previous fiscal year ended March 31, 2025 have been reclassified according to the revised segment classification for comparison purposes.

(Domestic Sales Division)

In the Domestic Sales Division, sales to core customers were steady, driven by stable demand for replacement parts due to the solid number of vehicles owned and the increasing age of vehicles. By product category, core items such as PB products, batteries, undercarriage products, windshield wipers, and air conditioning filters maintained strong sales, resulting in performance exceeding the previous year. Performance at domestic consolidated group companies declined due to challenges with certain domestic and overseas customers, but overall performance remained solid.

As a result, net sales increased 4.6% year on year, to 32,076 million yen. Despite concerns about the impact on performance from ongoing increases in various costs and heightened geopolitical risks, the division will continue to address these challenges by transforming its logistics system and enhancing operational efficiency through system upgrades. The division will also strengthen collaboration with business partners and Group companies, and work to optimize and build value chain capable of responding to changes in the environment.

(Overseas Business Division)

In the Overseas Business Division, the fourth quarter was challenging due to a major change in the business environment caused by the U.S. and Israeli attacks on Iran that occurred at the end of February 2026. This resulted in exports to the Middle East planned for March failing to grow as expected. However, the division managed to avoid a significant decline for the full fiscal year due to sales remaining solid through the third quarter. In addition, although it was an extremely challenging year for the North American replacement parts market due to the disruption caused by U.S. tariff policies, efforts to expand new products enabled the division, including its local subsidiaries, to exceed the previous year's results. Sales expanded steadily in the Asian and Central and South American regions, supported by stable demand in the replacement parts market and a weak yen environment, despite geopolitical

issues occurring frequently.

As a result, net sales increased 10.4% year on year, to 27,979 million yen. There are concerns that rising crude oil prices caused by the situation in Iran will impact the global replacement parts market. The division will continue to maintain close contact with business partners and formulate swift responses as circumstances require.

(Machinery Equipment Division)

The Machinery Equipment Division sells assembly parts to manufacturers of construction equipment, farming equipment and industrial vehicles. While sales for construction and farming equipment remained steady in the fourth quarter, sales of forklift parts for North America, Europe, and the domestic market did not recover. This resulted in full-year sales falling below the previous year's level, with performance differing by industry.

As a result, net sales decreased 0.7% year on year, to 7,988 million yen. As for future expectations, we anticipate a gradual recovery in demand in the North America and European markets, assuming that the impact of the situation in Iran remains limited. In addition to expanding and maintaining existing businesses, the Group will accelerate the development of new business areas and strengthen proposal-based sales activities that help address business partners' issues. The Group will also contribute to a society of "working vehicles" by further enhancing efficiency and competitiveness through the advancement of organizational capabilities and business processes.

(CUSPA Division)

The CUSPA Division has continued to be affected by challenging external factors such as surging cost of raw materials and rising import prices due to the weakened yen. In addition to price revisions of the Company's in-house brand products and a review of the shipping fee structure, the Division also worked to further enhance collaboration with BLITZ Corporation, a new addition to the Group. In addition, the Division focused on selective investment in areas such as development expenses and advertising expenses while strengthening collaboration with new automakers and the simulator-related business.

As a result, net sales increased 54.4% year on year, to 7,202 million yen. Going forward, amid ongoing geopolitical risks, we will continue our business activities while closely monitoring shifts in the market, including raw material prices and foreign exchange fluctuations. In addition, following the announcement in March 2026 of our first completed vehicle sales in 104 years, we will promote active product development and continue to take on challenges that lead to further business expansion.

(2) Overview of financial position for the fiscal year under review

(Assets)

Current assets totaled 37,527 million yen at the end of the fiscal year, an increase of 3,230 million yen from the end of the previous fiscal year. The main contributing factors were increases of 1,721 million yen in cash and deposits and 1,527 million yen in inventories. Non-current assets stood at 10,270 million yen, an increase of 393 million yen from the end of the previous fiscal year. As a result, total assets were 47,797 million yen, an increase of 3,624 million yen from the end of the previous fiscal year.

(Liabilities)

Current liabilities at the end of fiscal year came to 14,986 million yen, an increase of 3,509 million yen from the end of the previous fiscal year. This was mainly due to an increase of 3,309 million yen in short-term borrowings. Non-current liabilities came to 3,478 million yen, a decrease of 2,155 million yen from the end of the previous fiscal year. This was mainly due to a decrease of 2,321 million yen in long-term borrowings.

As a result, total liabilities were 18,464 million yen, an increase of 1,354 million yen from the end of the previous fiscal year.

(Net assets)

Total net assets at the end of the fiscal year were 29,332 million yen, an increase of 2,270 million yen from the end of the previous fiscal year. This was primarily due to profit attributable to owners of parent amounting to 2,692 million yen and dividends of surplus of 656 million yen.

As a result, the equity ratio stood at 61.0% (compared to 61.0% at the end of the previous fiscal year).

(3) Overview of cash flows for the fiscal year under review

Cash and cash equivalents ("cash") at the end of the fiscal year totaled 9,478 million yen, an increase of 1,721 million yen from the beginning of the fiscal year (compared to an increase of 904 million yen in the previous fiscal year). The following is a summary of cash flows and major factors.

(Cash flows from operating activities)

Net cash provided by operating activities was 2,556 million yen (compared with net cash provided by operating activities of 1,192 million yen in the previous fiscal year). This was mainly due to 3,899 million yen in profit before income taxes, a decrease of 585 million yen in trade receivables contributing to cash generation, an increase of 1,393 million yen in inventories, a decrease of 390 million yen in trade payables, and 1,268 million yen in income taxes paid.

(Cash flows from investing activities)

Net cash used in investing activities was 778 million yen (compared with net cash used in investing activities of 2,888 million yen in

the previous fiscal year). This is chiefly attributable to 349 million yen in payments for the acquisition of investment securities, 228 million yen in purchase of property, plant and equipment, and 273 million yen in purchase of intangible assets.

(Cash flows from financing activities)

Net cash used in financing activities was 88 million yen (compared with net cash provided by financing activities of 2,490 million yen in the previous fiscal year). This chiefly reflects an increase of 3,270 million yen in short-term borrowings, 2,451 million yen in repayments of long-term borrowings, and 656 million yen in dividends paid.

The table below shows the Group's cash flow-related data.

	FY3/25	FY3/26
Equity ratio (%)	61.0	61.0
Market cap equity ratio (%)	47.4	53.3
Cash flows to interest-bearing debt (%)	670.3	351.2
Interest coverage ratio (times)	29.1	39.8

(Notes) Equity ratio: Shareholders' equity / Total assets

Equity ratio based on fair value: Market capitalization / Total assets

Cash flows to interest-bearing debt: Interest-bearing debt / cash flows

Interest coverage ratio: Cash flows / Interest payments

1. Each indicator is calculated based on consolidated figures.
2. Total market capitalization is calculated on the basis of the total number of shares outstanding excluding treasury shares.
3. Cash flows mean cash provided from operating activities.
4. Interest-bearing debt denotes all liabilities recorded on the Consolidated Balance Sheets for which interests are paid.

(4) Future outlook

The 2nd Cycle (2024–2026) mid-term management plan is positioned as a period for strengthening the foundation for further growth. Although the international situation and economic environment are expected to remain uncertain, steady growth continues to be anticipated in both revenue and profits.

In the domestic business for automotive aftermarket parts, the market is mature, but the Group will aim for growth while further strengthening the business foundation and working to increase productivity. It is believed that the market's growth potential will continue in the overseas business for automotive aftermarket parts, and the Group will work to further strengthen commercial rights while closely monitoring the international situation, ensuring that increased demand is not missed.

In the machinery equipment business, in addition to strengthening existing operations, the Group will also pursue new markets, products, and customers to drive future growth.

In the CUSPA business, the Group will fully leverage synergies with subsidiaries to expand the scale of business while working to bolster collaboration with automakers and promoting new business initiatives.

The Group will focus on strengthening human capital management and improving cash flow as key initiatives, while enhancing corporate functions across all management areas to promote integrated Group management, and aim to increase corporate value.

Based on its understanding of these circumstances and the business environment, the Company has made the following consolidated results forecasts for the fiscal year ending March 31, 2027.

Net sales	80,000 million yen	(up 6.3% YoY)
Operating profit	3,700 million yen	(up 3.1% YoY)
Ordinary profit	3,900 million yen	(up 0.3% YoY)
Profit attributable to owners of parent	2,730 million yen	(up 1.4% YoY)

(5) Basic policy for dividends and dividends for the fiscal year under review and the next fiscal year

(i) Basic policy on profit allocation

The Group aims to maintain a stable management base and considers the return of profits to shareholders to be one of its management priorities. The Group actively returns profits to shareholders in line with its operating results and financial position.

(ii) Dividends for the fiscal year under review

The Company plans to pay a year-end dividend for the fiscal year under review of 40 yen per share. Combined with the interim dividend of 33 yen per share already paid on December 1, 2025, this will bring the annual dividend to 73 yen per share.

Consequently, the consolidated payout ratio will be 27.4%.

(iii) Dividends for the next fiscal year

The Company considers the increase of dividends and will strive to return profits to shareholders more actively than it has done previously, in line with its results. The Company will use retained earnings effectively for business activities and to strengthen its management base.

2. Basic approach to selection of accounting standards

The Group will continue to use Japanese accounting standards. The Group is considering adopting the IFRS and is discussing the system for and the timing of doing so.

3. Consolidated financial statements and important notes

(1) Consolidated balance sheets

(Million yen, %)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	7,872	9,593
Notes and accounts receivable - trade	11,656	10,223
Electronically recorded monetary claims - operating	2,173	3,191
Inventories	11,114	12,641
Accounts receivable - other	531	758
Other	991	1,167
Allowance for doubtful accounts	(43)	(50)
Total current assets	34,296	37,527
Non-current assets		
Property, plant and equipment		
Buildings and structures	3,791	3,848
Accumulated depreciation	(1,465)	(1,611)
Buildings and structures, net	2,325	2,236
Machinery, equipment and vehicles	1,119	1,152
Accumulated depreciation	(759)	(826)
Machinery, equipment and vehicles, net	360	325
Land	2,990	2,990
Leased assets	555	903
Accumulated depreciation	(312)	(426)
Leased assets, net	242	477
Construction in progress	98	2
Other	853	989
Accumulated depreciation	(667)	(747)
Other, net	185	242
Total property, plant and equipment	6,203	6,276
Intangible assets		
Goodwill	917	666
Customer-related intangible assets	687	599
Leasehold interests in land	19	19
Software	489	620
Leased assets	9	24
Other	16	16
Total intangible assets	2,140	1,946
Investments and other assets		
Investment securities	430	866
Deferred tax assets	370	446
Retirement benefit asset	2	-
Other	736	741
Allowance for doubtful accounts	(6)	(7)
Total investments and other assets	1,533	2,047
Total non-current assets	9,876	10,270
Total assets	44,172	47,797

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	5,380	5,197
Electronically recorded obligations - operating	491	552
Short-term borrowings	555	3,864
Current portion of bonds payable	120	-
Current portion of long-term borrowings	2,342	2,211
Income taxes payable	712	791
Provision for bonuses	438	553
Other	1,436	1,814
Total current liabilities	11,476	14,986
Non-current liabilities		
Long-term borrowings	4,571	2,249
Retirement benefit liability	501	514
Long-term guarantee deposits	148	147
Long-term accounts payable - other	26	22
Other	386	544
Total non-current liabilities	5,633	3,478
Total liabilities	17,110	18,464
Net assets		
Shareholders' equity		
Share capital	898	898
Capital surplus	1,018	1,025
Retained earnings	24,162	26,198
Treasury shares	(384)	(377)
Total shareholders' equity	25,695	27,745
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	103	169
Deferred gains or losses on hedges	5	(3)
Foreign currency translation adjustment	1,126	1,265
Total accumulated other comprehensive income	1,235	1,431
Non-controlling interests	131	156
Total net assets	27,062	29,332
Total liabilities and net assets	44,172	47,797

(2) Consolidated statements of income and consolidated statements of comprehensive income
(Consolidated statements of income)

(Million yen, %)

	Fiscal year ended March 31, 2025 (April 1, 2024 – March 31, 2025)	Fiscal year ended March 31, 2026 (April 1, 2025 – March 31, 2026)
Net sales	68,720	75,246
Cost of sales	55,849	60,809
Gross profit	12,871	14,437
Selling, general and administrative expenses	9,560	10,849
Operating profit	3,311	3,587
Non-operating income		
Interest income	13	11
Dividend income	16	138
Purchase discounts	123	83
Rental income from real estate	48	32
Outsourcing service income	38	50
Foreign exchange gains	56	59
Other	42	29
Total non-operating income	339	405
Non-operating expenses		
Interest expenses	40	64
Rental expenses on real estate	28	14
Other	12	26
Total non-operating expenses	81	104
Ordinary profit	3,568	3,889
Extraordinary income		
Gain on sale of investment securities	87	-
Gain on sale of non-current assets	3	11
Total extraordinary income	91	11
Extraordinary losses		
Loss on sale and retirement of non-current assets	7	0
Loss on sale of investment securities	2	-
Total extraordinary losses	10	0
Profit before income taxes	3,649	3,899
Income taxes - current	1,137	1,334
Income taxes - deferred	7	(140)
Total income taxes	1,144	1,193
Profit	2,504	2,706
Profit attributable to non-controlling interests	7	14
Profit attributable to owners of parent	2,497	2,692

(Consolidated statements of comprehensive income)

(Million yen)

	Fiscal year ended March 31, 2025 (April 1, 2024 – March 31, 2025)	Fiscal year ended March 31, 2026 (April 1, 2025 – March 31, 2026)
Profit	2,504	2,706
Other comprehensive income		
Valuation difference on available-for-sale securities	(14)	65
Deferred gains or losses on hedges	10	(9)
Foreign currency translation adjustment	414	149
Total other comprehensive income	409	206
Comprehensive income	2,914	2,912
Breakdown		
Comprehensive income attributable to owners of parent	2,893	2,887
Comprehensive income attributable to non-controlling interests	21	24

(3) Consolidated statements of changes in equity
Previous fiscal year (April 1, 2024 – March 31, 2025)

(Million yen, %)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	898	961	22,219	(435)	23,643
Changes during period					
Dividends of surplus			(553)		(553)
Profit attributable to owners of parent			2,497		2,497
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		57		50	108
Capital increase of consolidated subsidiaries					
Net changes in items other than shareholders' equity					
Total changes during period	-	57	1,943	50	2,052
Balance at end of period	898	1,018	24,162	(384)	25,695

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	118	(5)	726	839	108	24,591
Changes during period						
Dividends of surplus						(553)
Profit attributable to owners of parent						2,497
Purchase of treasury shares						(0)
Disposal of treasury shares						108
Capital increase of consolidated subsidiaries					1	1
Net changes in items other than shareholders' equity	(14)	10	400	395	21	417
Total changes during period	(14)	10	400	395	23	2,470
Balance at end of period	103	5	1,126	1,235	131	27,062

Current fiscal year (April 1, 2025 – March 31, 2026)

(Million yen, %)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	898	1,018	24,162	(384)	25,695
Changes during period					
Dividends of surplus			(656)		(656)
Profit attributable to owners of parent			2,692		2,692
Purchase of treasury shares					
Disposal of treasury shares		6		6	13
Capital increase of consolidated subsidiaries					
Net changes in items other than shareholders' equity					
Total changes during period	-	6	2,036	6	2,049
Balance at end of period	898	1,025	26,198	(377)	27,745

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	103	5	1,126	1,235	131	27,062
Changes during period						
Dividends of surplus						(656)
Profit attributable to owners of parent						2,692
Purchase of treasury shares						-
Disposal of treasury shares						13
Capital increase of consolidated subsidiaries						-
Net changes in items other than shareholders' equity	65	(9)	139	195	24	220
Total changes during period	65	(9)	139	195	24	2,270
Balance at end of period	169	(3)	1,265	1,431	156	29,332

(4) Consolidated statement of cash flows

(Million yen, %)

	Fiscal year ended March 31, 2025 (April 1, 2024 – March 31, 2025)	Fiscal year ended March 31, 2026 (April 1, 2025 – March 31, 2026)
Net cash provided by (used in) operating activities		
Profit before income taxes	3,649	3,899
Depreciation	530	681
Amortization of goodwill	192	244
Amortization of long-term prepaid expenses	7	9
Increase (decrease) in allowance for doubtful accounts	35	6
Increase (decrease) in provision for bonuses	(44)	115
Increase (decrease) in retirement benefit liability	27	14
Interest and dividend income	(29)	(149)
Interest expenses	40	64
Foreign exchange losses (gains)	(26)	(34)
Loss (gain) on sales of investment securities	(84)	-
Loss (gain) on sale and retirement of property, plant and equipment	3	(10)
Decrease (increase) in trade receivables	(1,122)	585
Decrease (increase) in inventories	(203)	(1,393)
Increase (decrease) in trade payables	(311)	(390)
Decrease (increase) in consumption taxes refund receivable	(68)	42
Increase (decrease) in accrued consumption taxes	1	54
Other	(347)	6
Subtotal	2,250	3,745
Interest and dividends received	27	148
Interest paid	(42)	(68)
Income taxes paid	(1,043)	(1,268)
Net cash provided by (used in) operating activities	1,192	2,556
Net cash provided by (used in) investing activities		
Purchase of investment securities	(1)	(349)
Proceeds from sale of investment securities	127	-
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(2,035)	-
Purchase of shares of subsidiaries	(5)	-
Purchase of property, plant and equipment	(696)	(228)
Proceeds from sales of property, plant and equipment	14	56
Purchase of intangible assets	(222)	(273)
Loan advances	(32)	(1)
Proceeds from collection of loans receivable	5	33
Other	(42)	(15)
Net cash provided by (used in) investing activities	(2,888)	(778)
Net cash provided by (used in) financing activities		
Increase (decrease) in short-term borrowings	(324)	3,270
Proceeds from long-term borrowings	5,550	-
Repayments of long-term borrowings	(2,137)	(2,451)
Redemption of bonds	(20)	(120)
Repayments of lease obligations	(117)	(131)
Dividends paid	(553)	(656)
Decrease (increase) in treasury shares	94	-
Net cash provided by (used in) financing activities	2,490	(88)
Effect of exchange rate change on cash and cash equivalents	110	31
Net increase (decrease) in cash and cash equivalents	904	1,721
Cash and cash equivalents at beginning of period	6,852	7,757
Cash and cash equivalents at end of period	7,757	9,478

(5) Notes to annual consolidated financial statements

(Note to going concern assumptions)

None

(Notes on Segment Information)

[Segment information]

1. Description of reporting segments

Reporting segments of the Company and its subsidiaries are individual units for which separate financial information is available and that are subject to a periodic review by the Board of Directors for the purposes of evaluating performance and determining the allocation of resources.

The Group primarily engages in the domestic sales and exports and imports of auto parts and supplies, the planning and sale of parts for industrial vehicles, and the planning and sale of customized parts. The Domestic Sales Division is responsible for selling auto parts and supplies and repair parts for forklifts in Japan. The Overseas Business Division is responsible for handling international auto parts transactions. The Machinery Equipment Division is responsible for planning and selling parts for industrial vehicles. The CUSPA Division is responsible for planning and selling customized parts.

The Group is divided into segments based on these business divisions, which have different sales systems. The Group has four reporting segments: the Domestic Sales Division, the Overseas Business Division, the Machinery Equipment Division and the CUSPA Division.

From the current fiscal year ended March 2026, Del Auto Co., Ltd., which had previously been included in the Domestic Sales Division, has been changed to the Machinery Equipment Division due to the transfer of the division in charge brought about by changes in the business environment. Furthermore, segment information for the previous fiscal year ended March 31, 2025 has been prepared and disclosed based on the reportable segment classifications for the current consolidated fiscal year ended March 31, 2026.

2. Methods for calculating sales, profit (loss), assets, liabilities and other items by reportable segment

The accounting method of reported business segments complies with the accounting policy adopted for preparing consolidated financial statements.

Reportable segment profit is presented based on ordinary profit.

Intersegment sales or transfers of funds are presented based on actual market prices.

No assets are allocated to business segments.

3. Information regarding sales, profit (loss), assets, liabilities and other items for each reportable business segment

Previous fiscal year (April 1, 2024 – March 31, 2025)

(Million yen)

	Reportable segment				Total
	Domestic Sales Division	Overseas Business Division	Machinery Equipment Division	CUSPA Division	
Net sales					
Sales to external customers	30,668	25,342	8,046	4,663	68,720
Intersegment internal sales and transfers	721	20	187	9	938
Total	31,389	25,362	8,234	4,672	69,659
Segment profit	1,482	1,106	586	99	3,275
Other items					
Depreciation	178	149	52	82	462
Amortization of goodwill	35	110	12	33	192
Interest income	0	7	3	0	11
Interest expenses	98	43	36	18	196

	Adjustment	Amount recorded in consolidated statements of income
Net sales		
Sales to external customers	-	68,720
Intersegment internal sales and transfers	(938)	-
Total	(938)	68,720
Segment profit	293	3,568
Other items		
Depreciation	67	530
Amortization of goodwill	-	192
Interest income	1	13
Interest expenses	(155)	40

(Note) The details of the adjustment are as follows.

- (1) The breakdown of the segment profit adjustment of 293 million yen consists of 47 million yen in non-operating income from the administration division, which does not belong to any reportable segments, 64 million yen in allocation differences of general and administrative expenses borne by each division, and 181 million yen in allocation differences of non-operating expenses.
- (2) The 67 million yen in adjustment of depreciation is the depreciation of the administration division, which does not belong to any reportable segments.
- (3) The 1 million yen in adjustment of interest income is the interest income of administration division, which does not belong to any reportable segments.
- (4) The (155) million yen in adjustment of interest expenses is the allocation differences in interest expenses borne by each division.

Current fiscal year (April 1, 2025 – March 31, 2026)

(Million yen)

	Reportable segment				Total
	Domestic Sales Division	Overseas Business Division	Machinery Equipment Division	CUSPA Division	
Net sales					
Sales to external customers	32,076	27,979	7,988	7,202	75,246
Intersegment internal sales and transfers	912	23	172	22	1,130
Total	32,989	28,003	8,160	7,224	76,377
Segment profit	1,520	979	570	415	3,485
Other items					
Depreciation	178	175	74	182	610
Amortization of goodwill	35	99	12	97	244
Interest income	0	4	1	2	8
Interest expenses	66	57	23	8	155

	Adjustment	Amount recorded in consolidated statements of income
Net sales		
Sales to external customers	-	75,246
Intersegment internal sales and transfers	(1,130)	-
Total	(1,130)	75,246
Segment profit	403	3,889
Other items		
Depreciation	71	681
Amortization of goodwill	-	244
Interest income	2	11
Interest expenses	(90)	64

(Note) The details of the adjustment are as follows.

- (1) The breakdown of the segment profit adjustment of 403 million yen consists of 141 million yen in non-operating income from the administration division, which does not belong to any reportable segments, 50 million yen in allocation differences of general and administrative expenses borne by each division, and 212 million yen in allocation differences of non-operating expenses.
- (2) The 71 million yen in adjustment of depreciation is the depreciation of the administration division, which does not belong to any reportable segments.
- (3) The 2 million yen in adjustment of interest income is the interest income of administration division, which does not belong to any reportable segments.
- (4) The (90) million yen in adjustment of interest expenses is the allocation differences in interest expenses borne by each division.

[Related information]

Previous fiscal year (April 1, 2024 – March 31, 2025)

1. Information by products and services

The Group sells parts for automobiles and industrial vehicles. Net sales to external customers for a single classification of products and services exceed 90% of net sales stated in the consolidated statement of income, so this information is omitted.

2. Information by geographical areas

(1) Net sales

(Million yen)

Japan	Asia/Oceania	Central and South America	Other	Total
41,766	11,356	5,602	9,994	68,720

(Note) Net sales are based on the locations of customers and categorized in accordance with countries or regions

(2) Property, plant and equipment

Description is omitted because the amount of property, plant and equipment in Japan exceed 90% of the amount of property plant and equipment indicated in the consolidated balance sheet.

3. Information on a major customer

The said information is omitted because there is no customer whose purchases account for 10% or more of the Group's net sales in the income statement.

Current fiscal year (April 1, 2025 – March 31, 2026)

1. Information by products and services

The Group sells parts for automobiles and industrial vehicles. Net sales to external customers for a single classification of products and services exceed 90% of net sales stated in the consolidated statement of income, so this information is omitted.

2. Information by geographical areas

(1) Net sales

(Million yen)

Japan	Asia/Oceania	Central and South America	Other	Total
45,957	12,405	5,908	10,974	75,246

(Note) Net sales are based on the locations of customers and categorized in accordance with countries or regions

(2) Property, plant and equipment

Description is omitted because the amount of property, plant and equipment in Japan exceed 90% of the amount of property plant and equipment indicated in the consolidated balance sheet.

3. Information on a major customer

The said information is omitted because there is no customer whose purchases account for 10% or more of the Group's net sales in the income statement.

[Segment information for impairment of non-current assets]

None

[Information on amortization of goodwill and unamortized balance by reportable segment]

Previous fiscal year (April 1, 2024 – March 31, 2025)

(Million yen)

	Domestic Sales Division	Overseas Business Division	Machinery Equipment Division	CUSPA Division	Total
Amortization of goodwill	35	110	12	33	192
Balance at end of period	116	105	21	674	917

Current fiscal year (April 1, 2025 – March 31, 2026)

(Million yen)

	Domestic Sales Division	Overseas Business Division	Machinery Equipment Division	CUSPA Division	Total
Amortization of goodwill	35	99	12	97	244
Balance at end of period	80	-	9	577	666

[Information on gain on bargain purchase by reportable segment]

None

(Per-share information)

	Previous fiscal year (April 1, 2024 – March 31, 2025)	Current fiscal year (April 1, 2025 – March 31, 2026)
Net assets per share	1,334.51	1,444.86
Earnings per share	123.97	133.35

(Notes) 1. Diluted earnings per share is not stated because there is no dilutive share.

2. The basis for calculation of earnings per share is as stated below.

	Previous fiscal year (April 1, 2024 – March 31, 2025)	Current fiscal year (April 1, 2025 – March 31, 2026)
Earnings per share		
Profit attributable to owners of parent (Million yen)	2,497	2,692
Amount not attributable to common shareholders (Million yen)	-	-
Profit attributable to owners of parent pertaining to common stock (Million yen)	2,497	2,692
Average number of shares of common stock outstanding during the period (Thousand shares)	20,144	20,189

(Note) The Company split its common shares at a ratio of two (2) shares for every one (1) share effective April 1, 2026. Net assets per share and earnings per share were calculated assuming that the share split had been conducted at the beginning of the previous consolidated fiscal year.

(Significant events after the reporting period)

(Share split and partial amendment to the articles of incorporation associated with the share split.)

The Company implemented a share split on April 1, 2026, based on a resolution at the Board of Directors meeting held on February 9, 2026.

(1) Purpose of share split

The purpose of this split is to improve liquidity of the Company's shares and expand the investor base by reducing the investment unit price.

(2) Overview of Share Split

(i) Method of the share split

The record date of the share split is March 31, 2026. The Company's common shares held by shareholders listed or recorded as the end of the record date were split at a ratio of two (2) shares for every one (1) share.

(ii) Number of shares to be increased by the share split

Total number of common shares issued before the share split	10,453,800 shares
Number of common shares to be increased by the share split	10,453,800 shares
Total number of common shares issued after the share split	20,907,600 shares
Total number of common shares authorized to be issued after the share split	80,000,000 shares

(iii) Schedule of the share split

Date of public notice for the record date:	March 16, 2026
Record date:	March 31, 2026
Effective date:	April 1, 2026

(iv) Impact on per-share information

The impact on per-share information is provided in the relevant sections.

(3) Partial amendment to Articles of Incorporation associated with the share split

(i) Reason for the amendment

In connection with the share split, the Company will partially amend its articles of incorporation on April 1, 2026 pursuant to Article 184, Paragraph 2 of the Companies Act.

(ii) Details of the amendment to the Articles of Incorporation

The details of the amendment are as follows.

(Underlined sections indicate amendments)

Current Articles of Incorporation	Amended Articles of Incorporation
(Total number of shares authorized to be issued) Article 6 - the total number of shares authorized to be issued by the company shall be <u>forty million (40,000,000)</u> shares.	(Total number of shares authorized to be issued) Article 6 - the total number of shares authorized to be issued by the company shall be <u>eighty million (80,000,000)</u> shares.

(iii) Schedule of the amendment to the Articles of Incorporation

Effective date: April 1, 2026

(4) Adjustment to the total number of shares granted annually under the restricted share-based remuneration plan

In connection with the share split, the total annual number of common shares to be newly issued or disposed of as restricted stock to eligible Directors will be adjusted as follows effective April 1, 2026.

Total Annual Number of Common Shares to Be Newly Issued or Disposed Of	
Pre-Share Split	Post-Share Split
<u>30,000 shares or less</u>	<u>60,000 shares or less</u>

(Reference) Please refer to the following disclosure documents for details of the restricted share-based remuneration plan.

"Notice Regarding Adoption of a Restricted Share-based Remuneration Plan" was disclosed on May 16, 2024.

(5) Other

(i) Change in Share Capital

There will be no change to share capital in connection with the share split.

(ii) Dividends

As the effective date of the share split is April 1, 2026, the year-end dividend for fiscal year ended March 2026 will be based on the number of shares prior to the share split, as the record date is March 31, 2026.