



2025 First Semester Financial Performance & Sustainable Corporate Value Enhancement

**September 11, 2025
Ichikoh Industries, Ltd.**

VISION IN MOTION



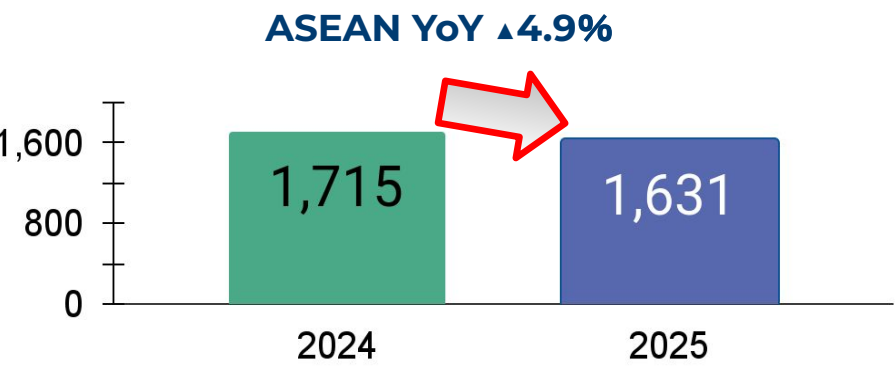
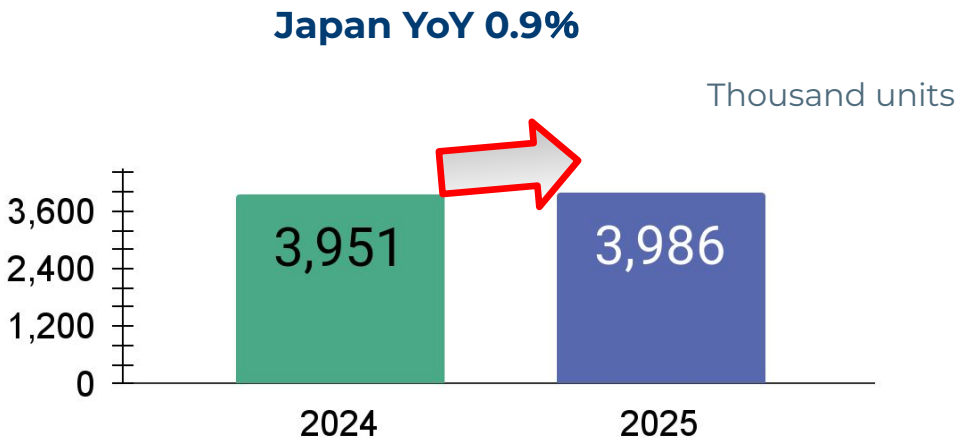
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01 FY 2025 First Semester Financial Results (January~June 2025)

SALES OUTPERFORMANCE VS MARKET

FY 2025 First Semester Production Volume per Market *



*Production volumes from Marklines

FY 2025 First Semester Sales Outperformance vs Market

2025 vs 2024	Sales excl. forex impact and tooling variance	Market Production Volume Evolution	Sales Outperformance
Total	▲2.3%	▲0.9%	▲1.4 pt
JAPAN	▲2.2%	0.9%	▲3.1 pt
ASEAN	▲2.5%	▲4.9%	2.4 pt

- Ichikoh Group : Japan+ASEAN
- Japan:Ichikoh non-consolidated
- ASEAN: Malaysia, Indonesia, Thailand

YOY sales in ASEAN have not fallen as much as the market.
Sales in Japan declined despite a flat market

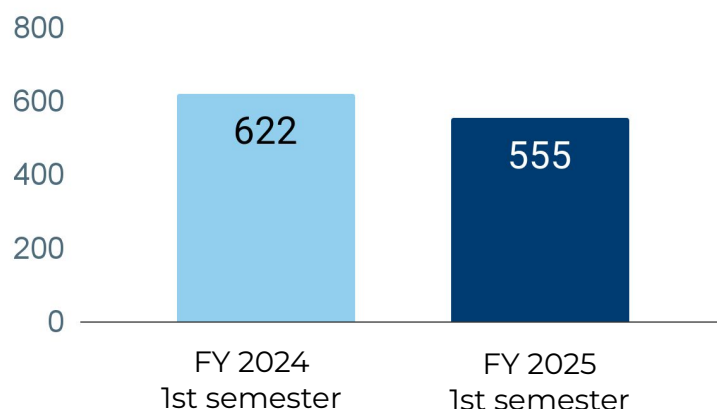
FY 2025 FIRST SEMESTER (YEAR-ON-YEAR)

- ◆ **Sales decrease** vs S1 2024 impacted by perimeter change (PIAA spin off in 2024), end of exports to Mexico and activity slow down with one specific customer.
- ◆ Despite the activity slow down, **operating margin is improving** thanks to **positive** management of the **inflation balance**, **fixed costs reduction** effort, **better DCNQ** and **deployment of the productivity improvement plan** in each country.

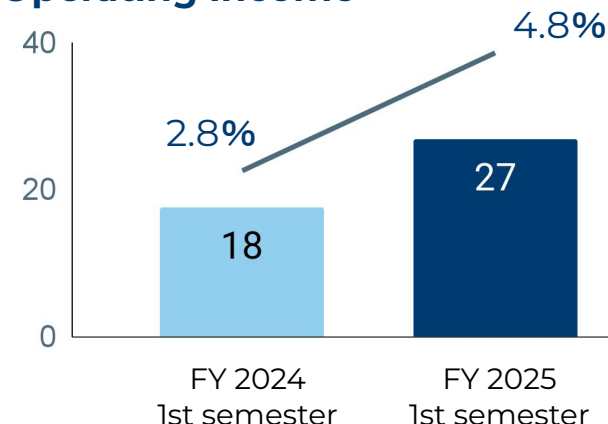
Hundreds million yen

	FY 2024 (Jan.~Jun. 2024)	FY 2025 (Jan.~Jun. 2025)	Increase/Decrease (vs. previous year)		Increase /Decrease %
Sales	622	555	①	▲66	▲10.7%
Operating Income	18	27	②	9	52.7%
Operating Margin (%)	2.8%	4.8%	②/①	▲14.0%	2.0 pt
Ordinary Income	23	37		13	57.3%
Net Income belonging to Parent company's shareholder	14	26		12	87.9%

Sales



Operating Income



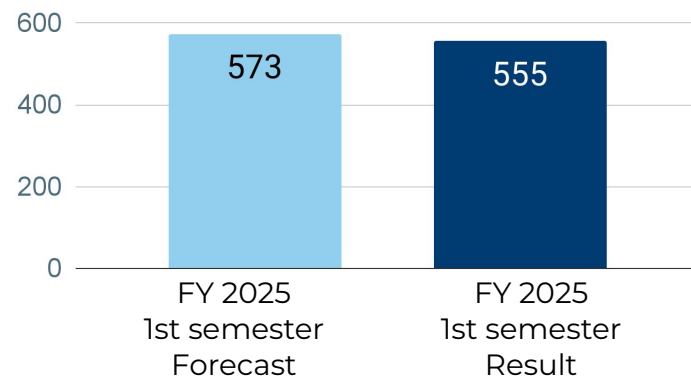
FY 2025 FIRST SEMESTER vs TSE Projection

- ◆ **Lower activity** impacted by one specific customer in Japan and market slow down in Asean.
- ◆ Despite **low activity** and **adverse FX impact** from the JPY remaining weak against USD **Operating Margin is overachieved** thanks to **productivities, break even point reduction** effort, and short term **reduction of the development costs** (delayed RFQs).

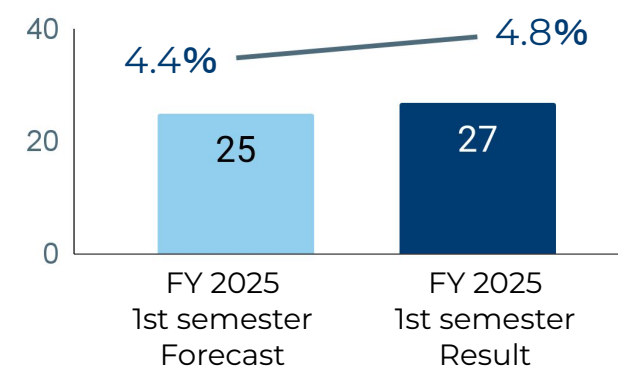
Hundreds million yen

	FY 2025 TSE Projection on 14 Feb. 2025 (Jan.~Jun. 2025)	FY 2025 RESULT (Jan.~Jun. 2025)		Increase /Decrease (vs. forecast)	Increase /Decrease %
Sales	573	555	①	▲18	▲3.1%
Operating Income	25	27	②	2	7.4%
Operating Margin (%)	4.4%	4.8%	②/①	▲10.5%	0.5 pt
Ordinary Income	30	37		7	22.1%
Net Income Attributable to the Parent Company	17	26		9	52.8%

Sales

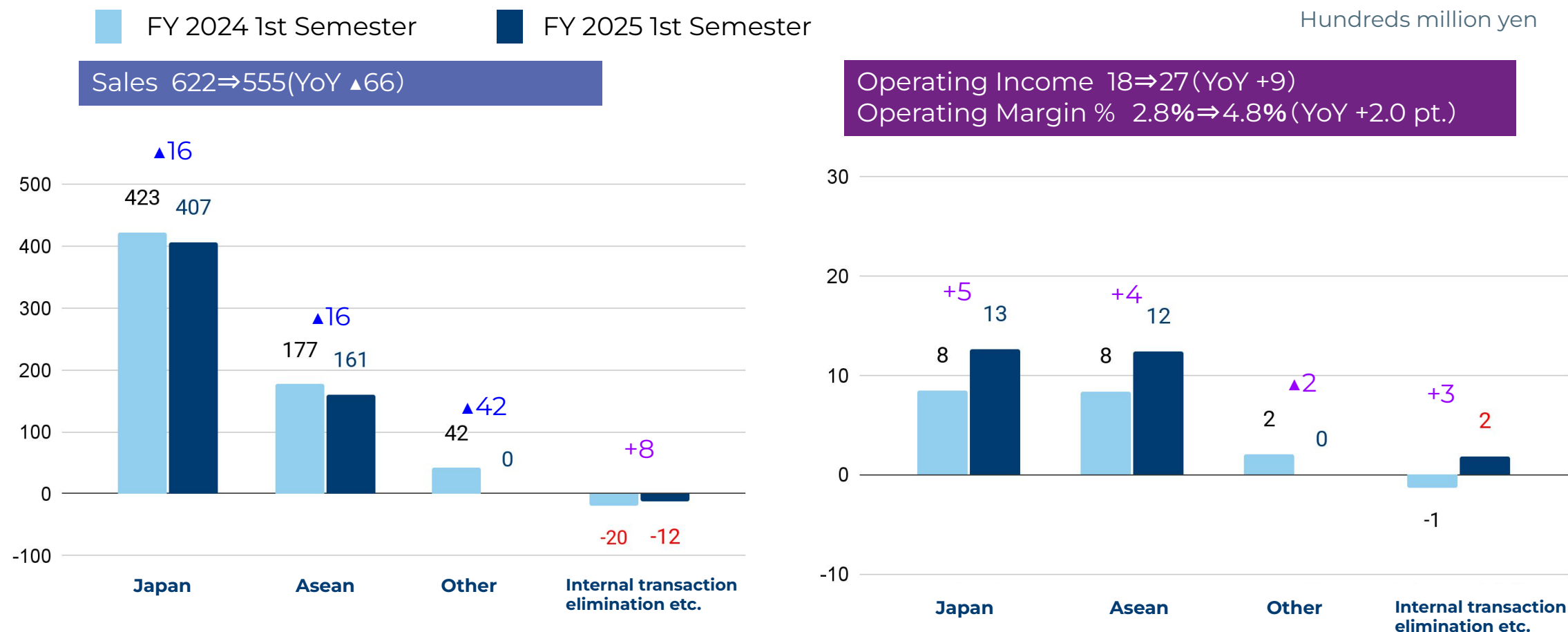


Operating Income



FY 2025 FIRST SEMESTER RESULTS BY REGION vs FY 2024

- ◆ Japan : Despite **activity slowing down** with one specific customer, **profitability is improving** thanks to **inflation balance management, control of developments costs and productivity improvement plan deployment**.
- ◆ Asean : Despite **activity slow down**, **profitability is spurred by recovery of non quality costs and deployment of productivity improvement plan**.

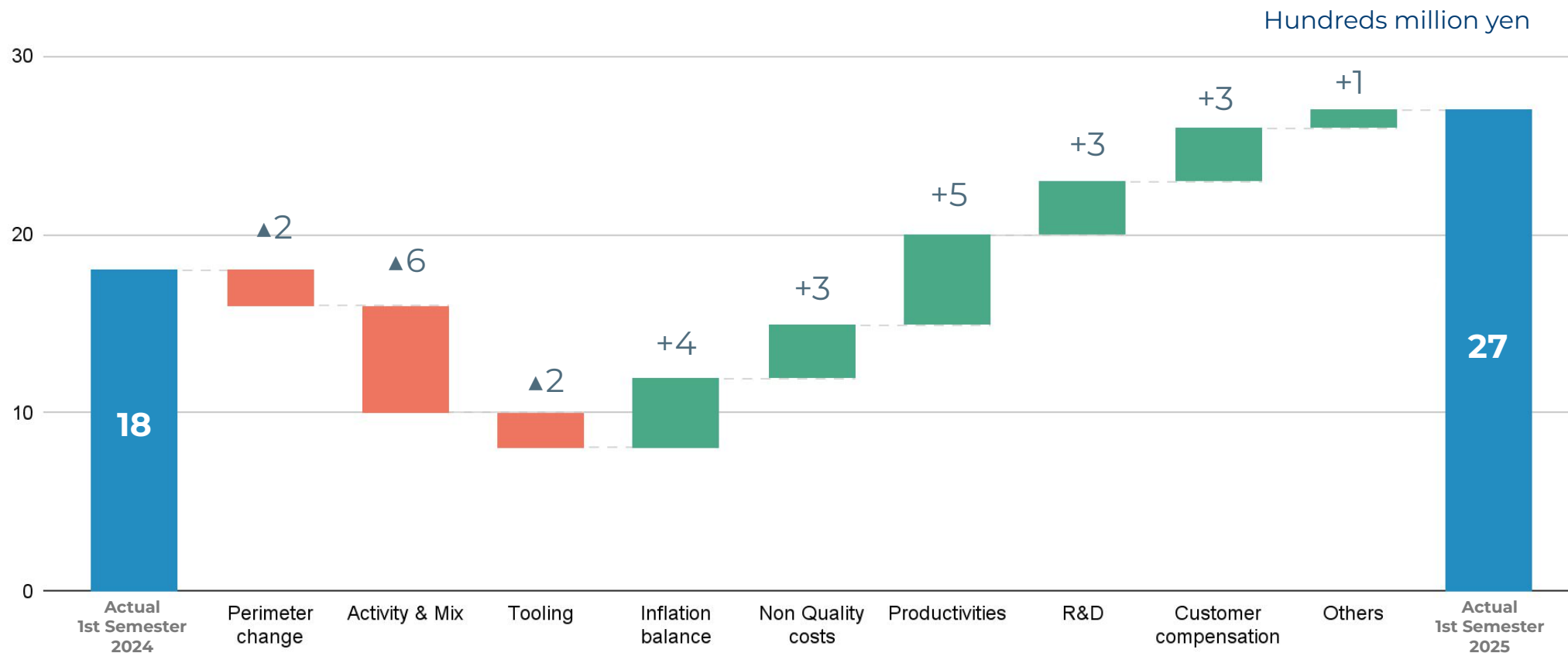


Japan: Ichikoh non-consolidated (Isehara•Fujioka•HQ) and Kyushu Ichikoh (Only Operating Income)
 Overseas : Malaysia•Indonesia•Thailand. Other : Automotive aftermarket business (PIAA)

FY 2025 FIRST SEMESTER FINANCIAL RESULTS POINTS(YEAR-ON-YEAR)

【Operating Income】

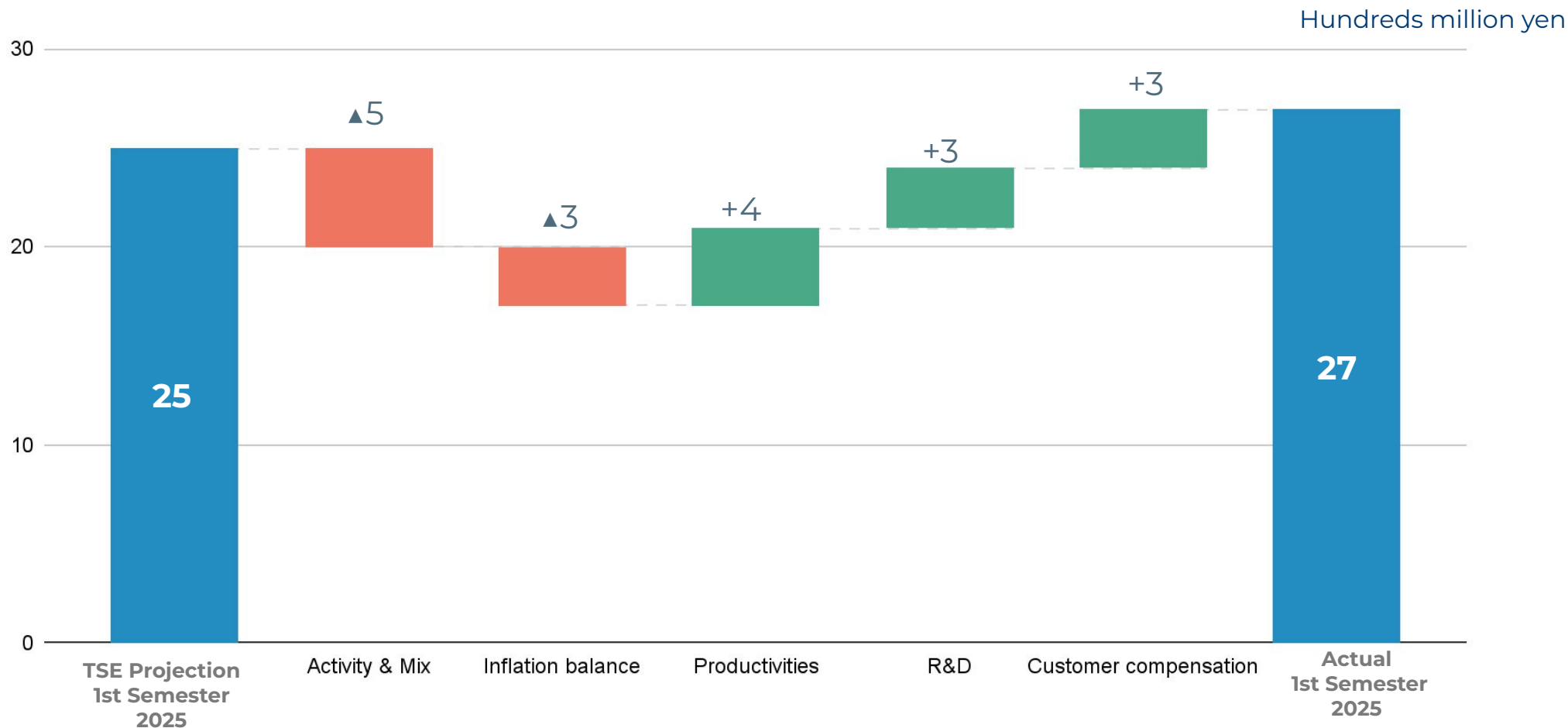
- ◆ Despite **perimeter change(PIAA spin off)** and **lower activity**, the **profitability of the first semester is improving** thanks to **favorable inflation balance management** and **customer volume compensation**, **Productivity improvement plan deployment**, **reduction of Non quality costs** and **short term reduction of the development costs**.



FY 2025 FIRST SEMESTER FINANCIAL RESULTS POINTS(TSE Projection vs Result)

【Operating Income】

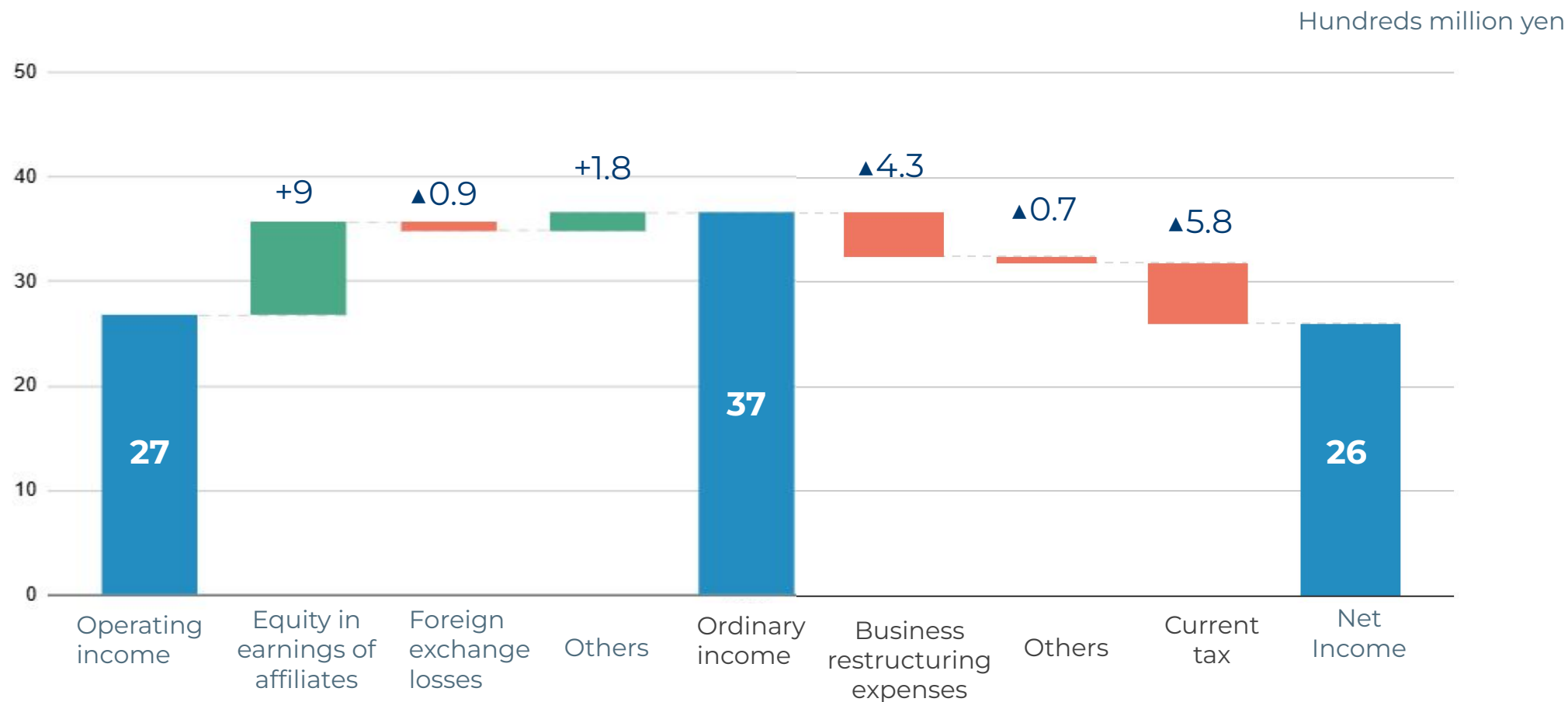
- ◆ **Productivity improvement plan** earlier deployment, short term **reduction of development costs** and **customer volume compensations** are doing more than offsetting **lower activity** and **less favorable inflation balance** due to JPY remaining weak against USD.



FY 2025 FIRST SEMESTER FINANCIAL RESULTS POINTS

【Operating Income~Ordinary Income~Net Income】

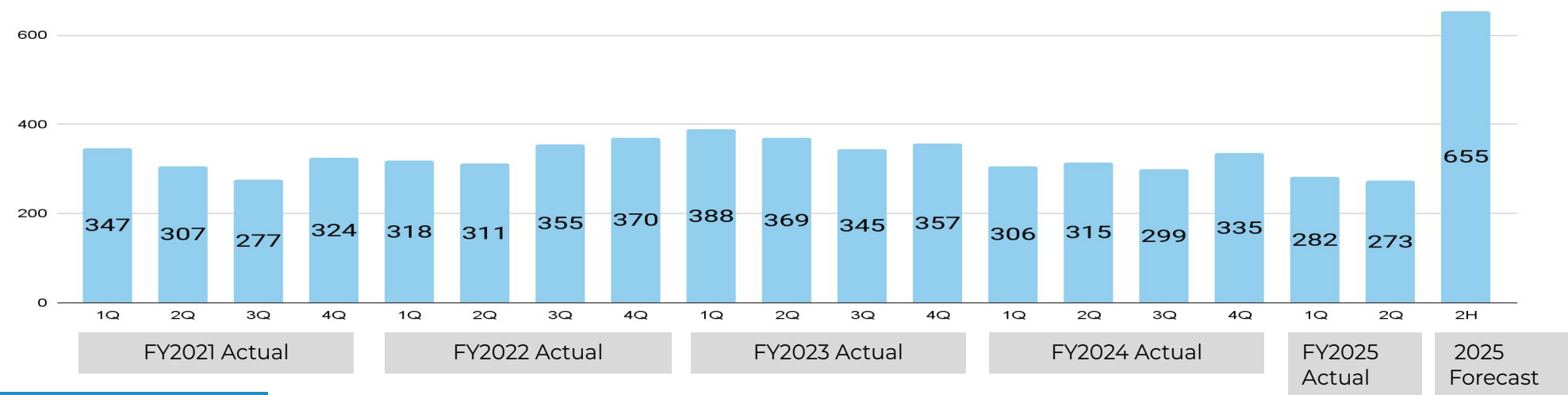
- ◆ **Positive impact from equity income** of affiliates in China
- ◆ **Business restructuring expenses** include special severance payments to the Company and its overseas subsidiaries for restructuring purposes



TREND IN QUARTERLY FINANCIAL RESULTS

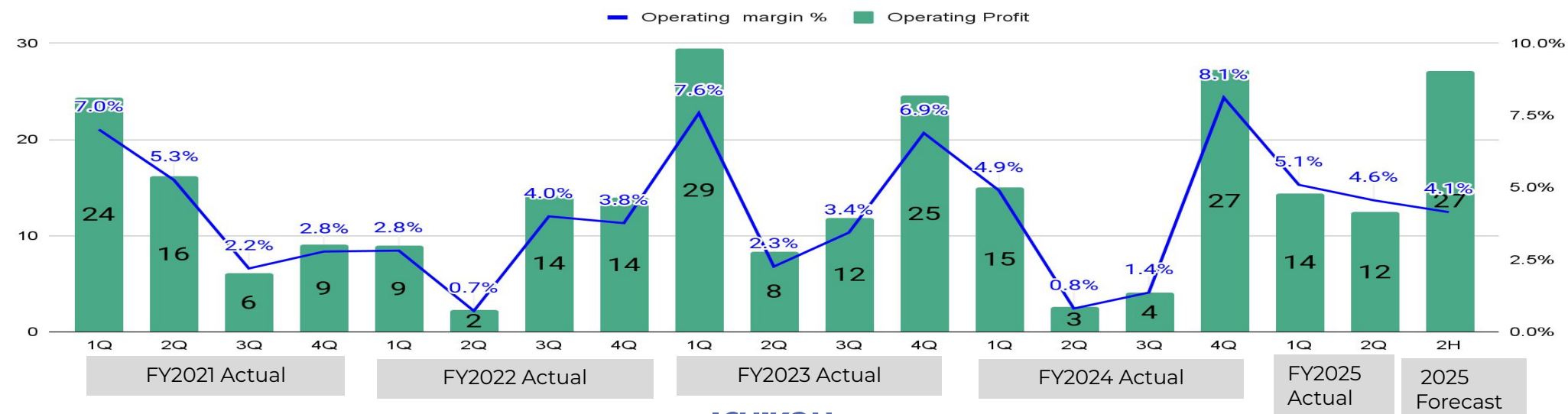
Sales

Hundreds million yen



Operating Income

2025 First Semester showed stable Operating Income



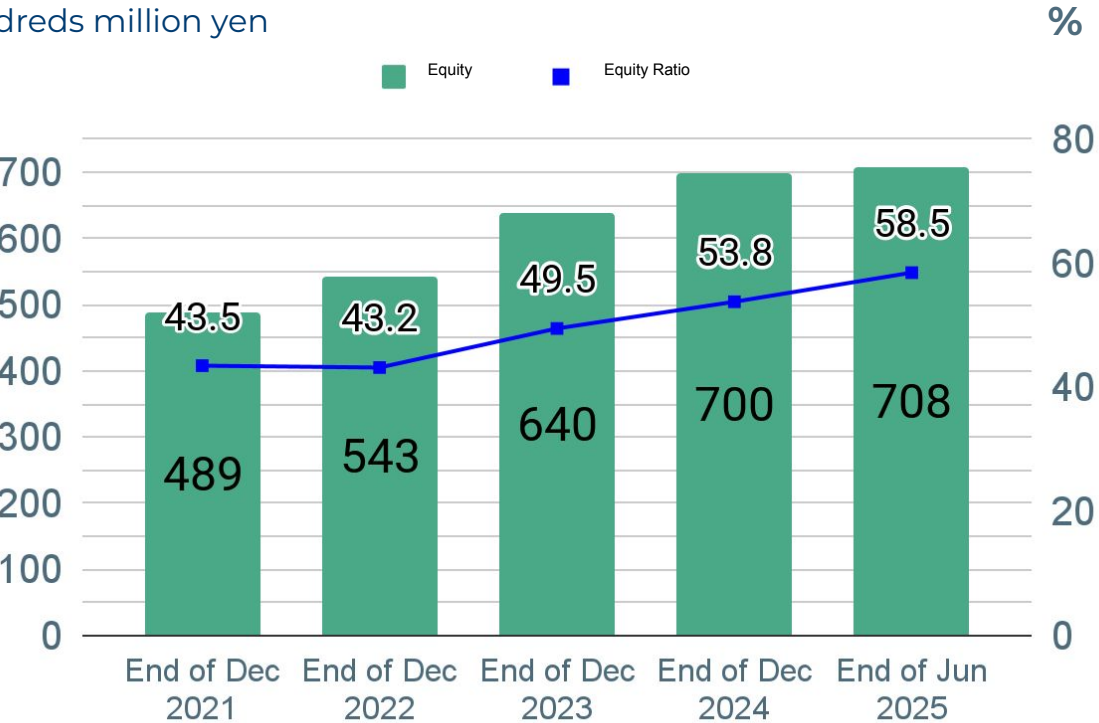
CONSOLIDATED BALANCE SHEET (COMPARISON WITH PREVIOUS PERIOD)

		Hundreds million yen	
	2024/12	2025/6	Inc/Dec
Cash and equivalents	126	120	▲7
Accounts receivable	166	135	▲31
Inventory	88	98	11
Short term loans	259	207	▲52
Tangible and Intangible Fixed Assets	385	381	▲4
Others	276	269	▲7
Total Assets	1,301	1,211	▲89
Payment obligation	306	261	▲45
Interest Bearing Debt	44	54	10
Other Liabilities	241	180	▲61
Total Liabilities	591	495	▲97
Shareholders' Equity	663	683	20
Accumulated other comprehensive income	37	25	▲12
Minority Interest	9	8	▲1
Net Assets	710	717	7

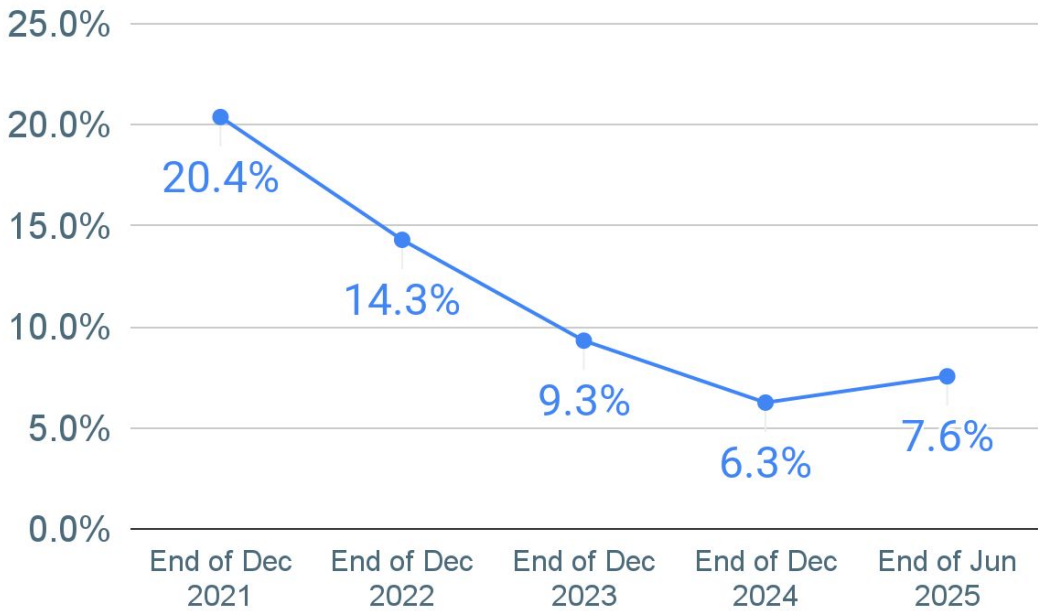
EQUITY RATIO AND D/E RATIO

Equity ratio has exceeded 50 % and continues to increase

Hundreds million yen



D/E ratio impacted by increase of Lease liability to preserve cash



*Equity=Net Assets-Minority Interest

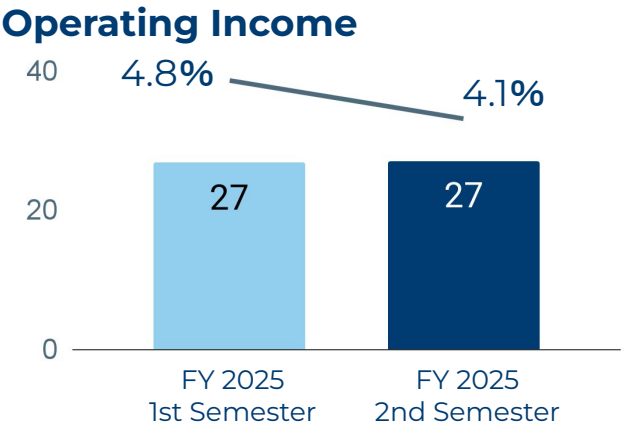
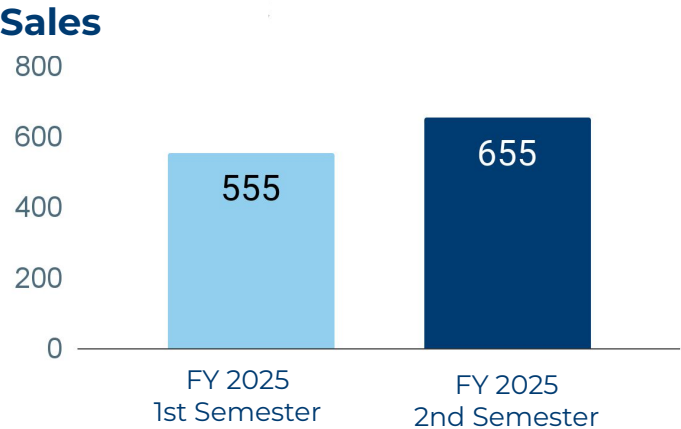
02 FY 2025 Financial Forecast (January ~ December 2025)

FY 2025 FULL YEAR FIRST SEMESTER RESULT vs SECOND SEMESTER FORECAST

- ◆ Although there is considerable uncertainty surrounding the production activities of some automobile manufacturers, sales growth is projected through **the launch of new models** and **tooling sales**

Hundreds million yen

	FY 2025 1st Semester Result (Jan.~June)	FY 2025 2nd Semester Forecast (Jul.~Dec.)	Increase/Decrease (vs. 1st Semester)		Increase /Decrease %	FY 2025 TSE Projection on 14 Feb. 2025 (Jun.~Dec.)
Sales	555	655	①	99	17.8%	1,210
Operating Income	27	27	②	0	1.1%	54
Operating Margin (%)	4.8%	4.1%	②/①	0.3%	▲0.7 pt.	4.5%
Ordinary Income	37	25		▲11.3	▲30.7%	62
Net Income belonging to Parent company's shareholder	26	13		▲12.9	▲49.8%	39



FY 2025 FULL YEAR FIRST SEMESTER RESULT vs SECOND SEMESTER FORECAST

【Operating Income】

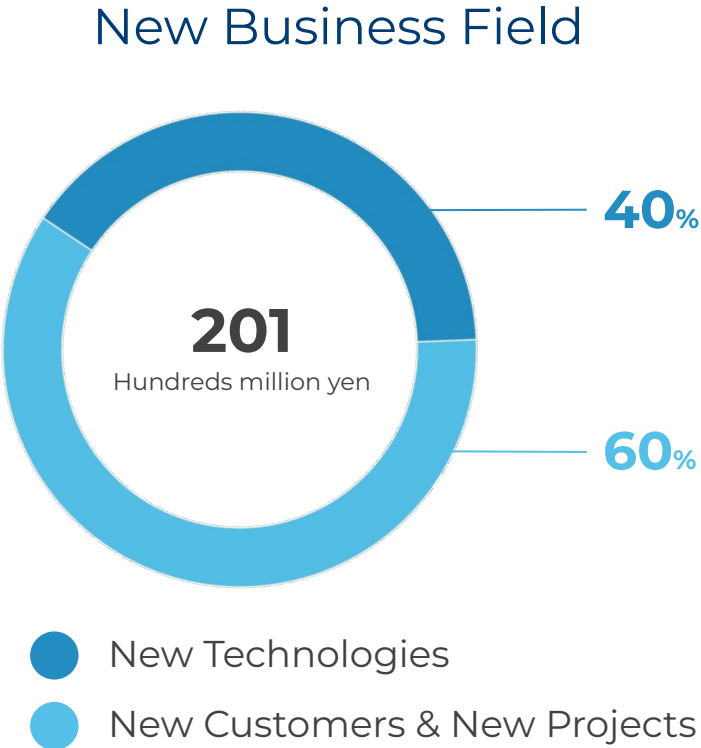
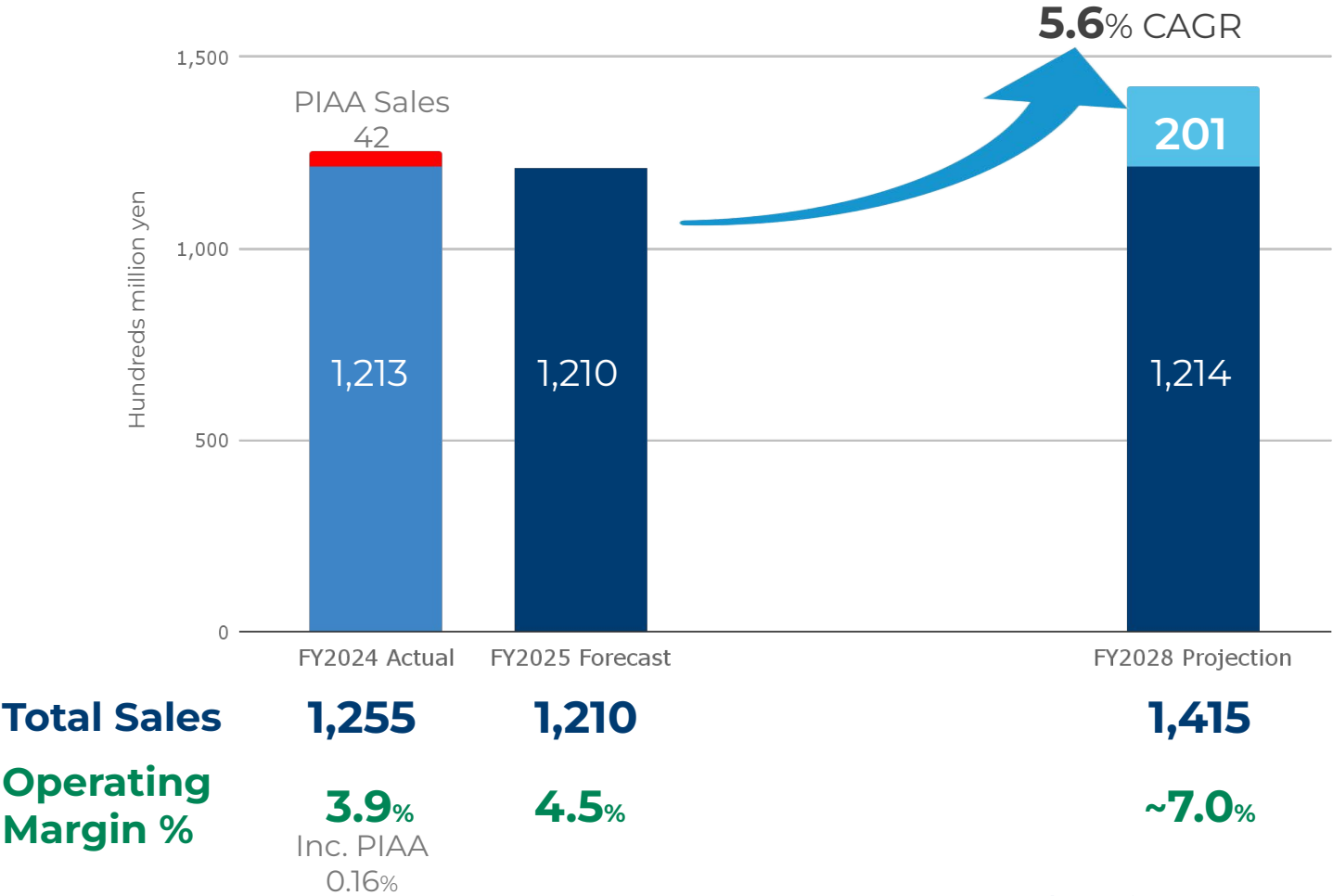
- ◆ **Second Semester Operating Income projected equal with First Semester 2025 with Activity & Tooling revenues offsetting the increase of development costs for new projects, salary inflation, price decrease (Inflation Balance) and Customer volume compensation recorded in S1.**



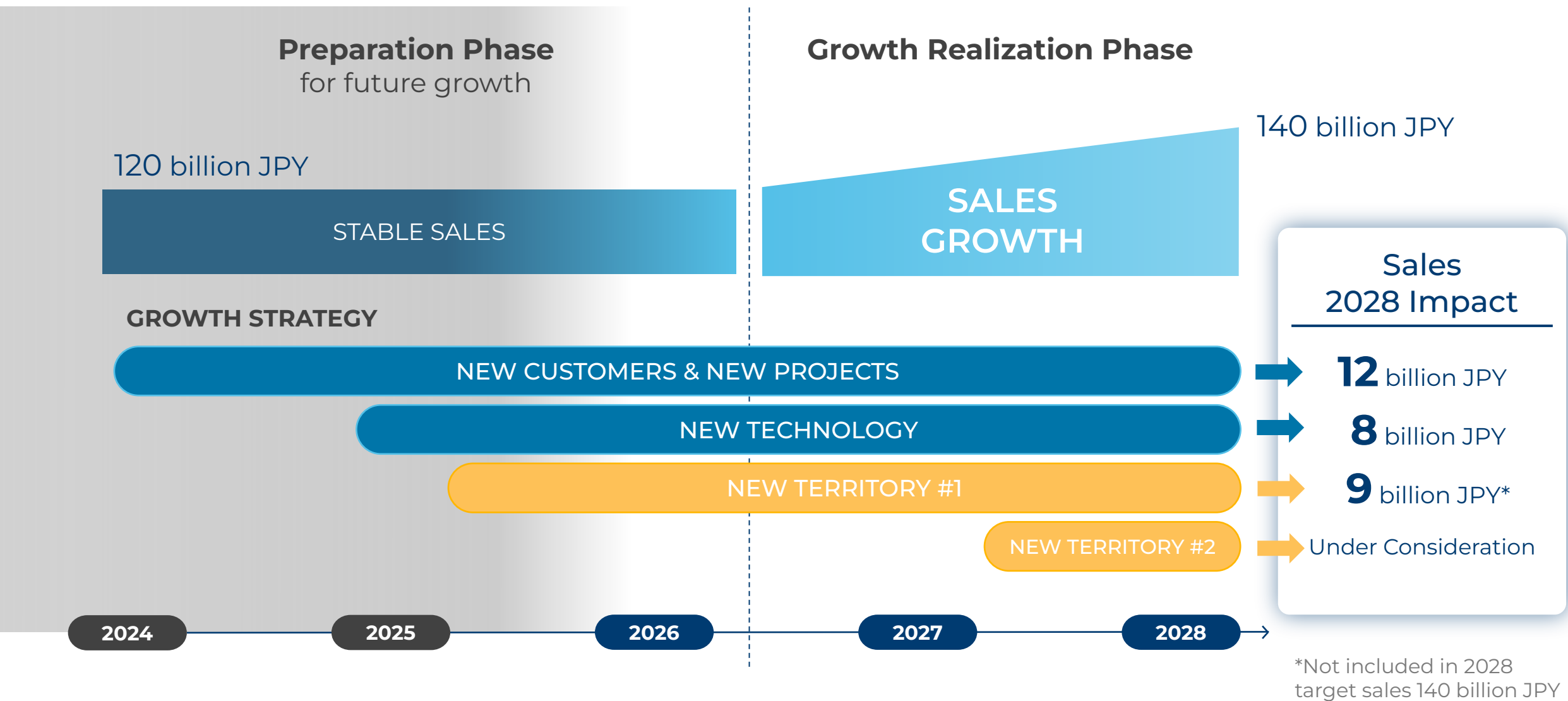
03 Towards Sustainable Enhancement of Corporate Value

OUTLINE OF MID-TERM PLAN - Excluding the Indian business

While the automotive industry continues to face very difficult conditions, including US tariffs and the restructuring of some OEMs' operations, Ichikoh is still targeting to recover growth from 2028 thanks to its growth strategy



GROWTH STRATEGY - TRANSFORMATION PLAN



GROWTH STRATEGY - TRANSFORMATION PLAN

RESTORE GROWTH THROUGH...



*Not included in 2028
target sales 140 billion JPY

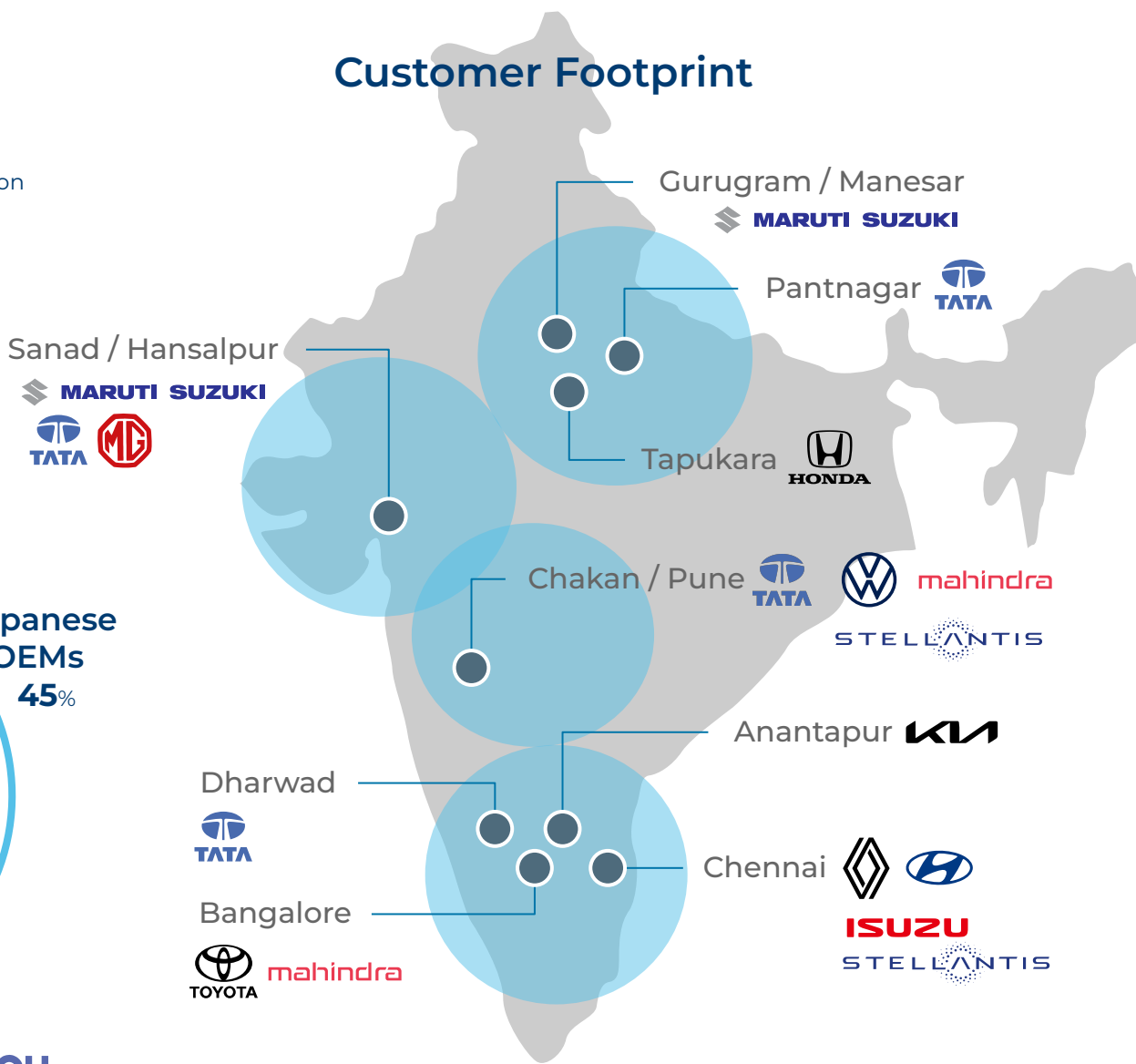
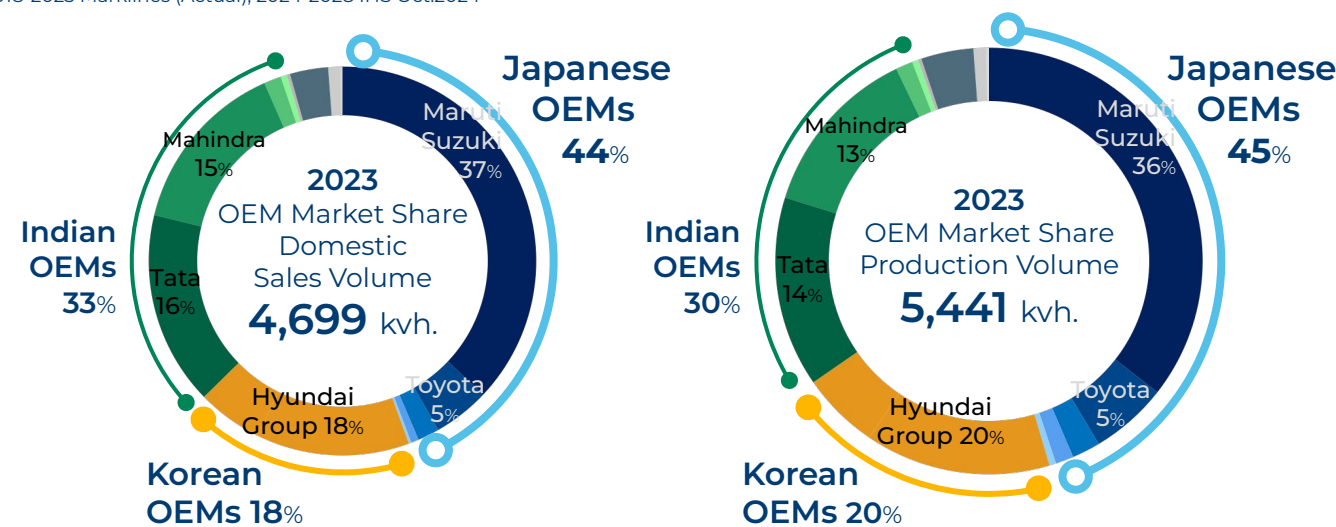
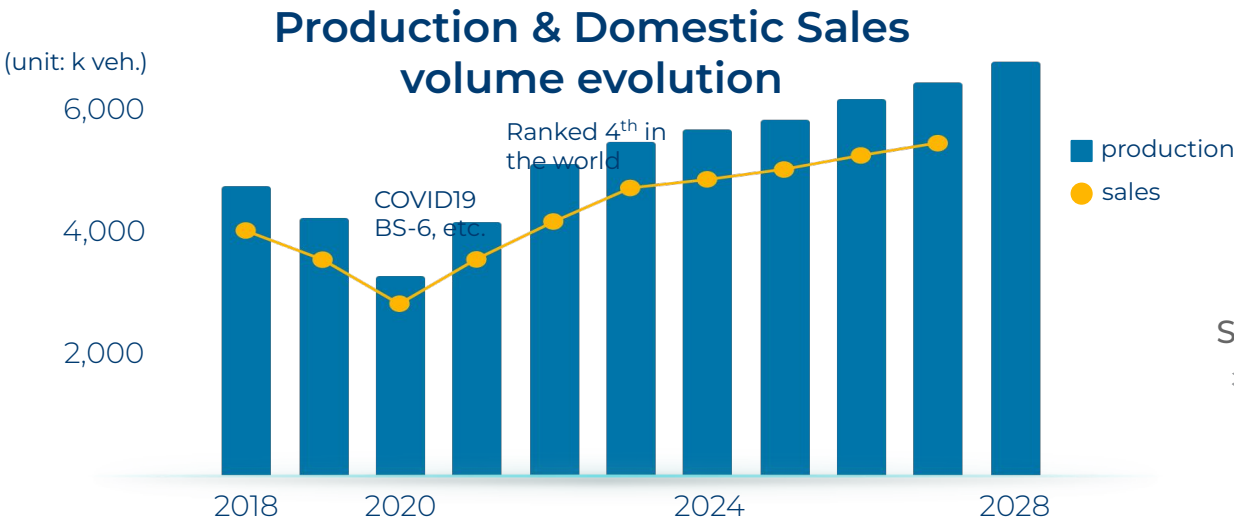
WHERE DO WE STAND...

We are progressing with:

- **New Customers & New Projects:**
9.0 B JPY secured with Ford, Hyundai & Proton/Geely in 2028
- **New Technology:**
5.0 B JPY secured with HD Lighting & Drivers in 2028
- **New Territory#1:**
JV Agreement with TACO in India officialized on August 5th to acquire VLS Chennai

GROWTH STRATEGY - TRANSFORMATION PLAN

New Territory#1: India



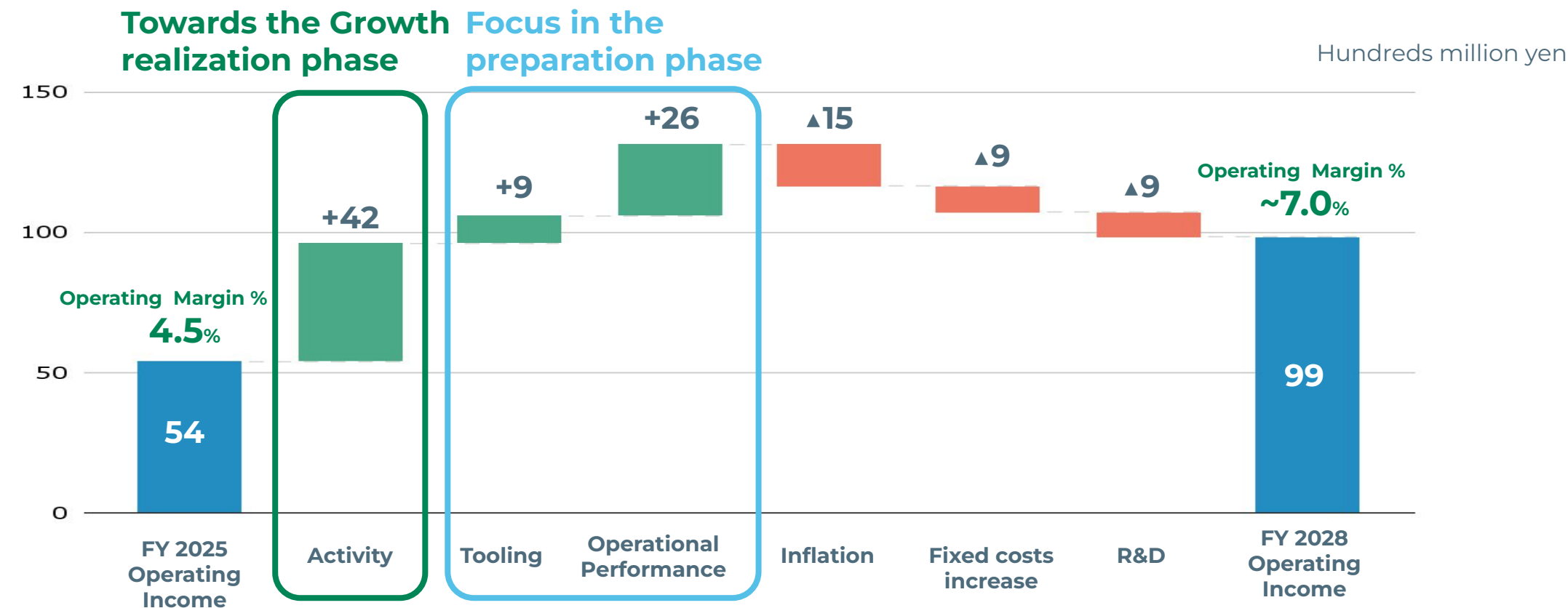
TATA Group at a Glance

TATA AutoComp (TACO) is part of the Automotive Business Portfolio of TATA Group
TACO is now the 2nd biggest Indian Automotive Supplier



MID-TERM PROFITABILITY ROADMAP (2025 -> 2028)

【Operating Income】



Disclaimer regarding forecasted figures

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