# FY2026 Third Quarter Financial Results
# IR Presentation

## Hi-Lex Corporation

## September 4, 2026

# Table of Contents

# Performance & Financial Highlights

# Overview of FY2026 Third Quarter Financial Results

# Summary of FY2026 Third Quarter Financial Results

HI-LEX
To be the First-Call Company

*Net sales increased, driven by an approximately JPY 78.3 billion contribution from the initial consolidation of HI-LEX ACT ("ACT"), as well as an approximately JPY 11.4 billion positive foreign exchange translation impact from yen depreciation and other factors in pre-integration businesses (excluding newly consolidated subsidiaries).
* Operating profit increased by approximately JPY 0.1 billion. In addition to an approximately JPY 0.6 billion profit contribution from ACT, improved profitability in the U.S., Europe, and Japan offset lower earnings resulting from weak sales in China, lost orders in Korea, and higher labor cost ratios in Mexico within the pre-integration businesses.

(￥millions)

| | FY2026 Third Quarter Results | FY2025 Third Quarter Results | Change | Change Rate |
|---|---|---|---|---|
| Net Sales | 320,556 | 227,679 | +92,876 | +40.8% |
| Operating Profit | 3,882 | 3,152 | +729 | +23.1% |
| Ordinary Profit | 8,032 | 5,866 | +2,166 | +36.9% |
| Quarterly Net Income | 40,842 | 3,401 | +37,440 | +1,100.6% |

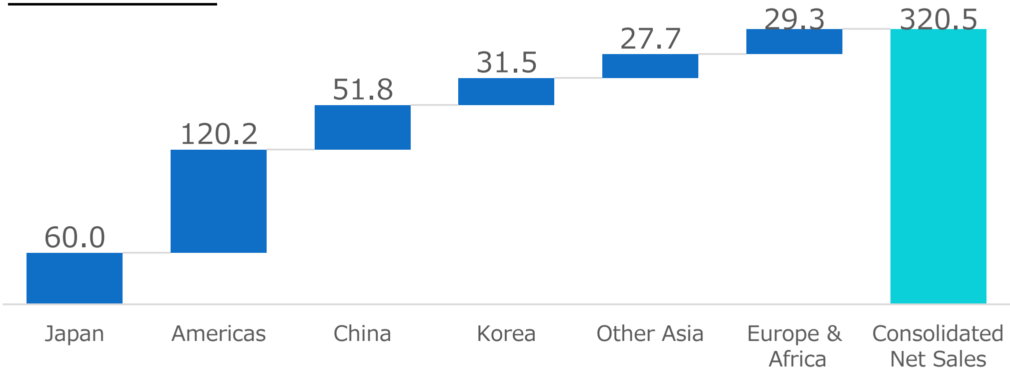
Primarily impacted by a gain on sale of investment securities of JPY 13,931 million (JPY 9,662 million after tax) and a gain on bargain purchase of JPY 28,308 million

# Consolidated Net Sales and Operating Profit by Region

## ＊Third Quarter Cumulative Net Sales and Operating Profit by Segment

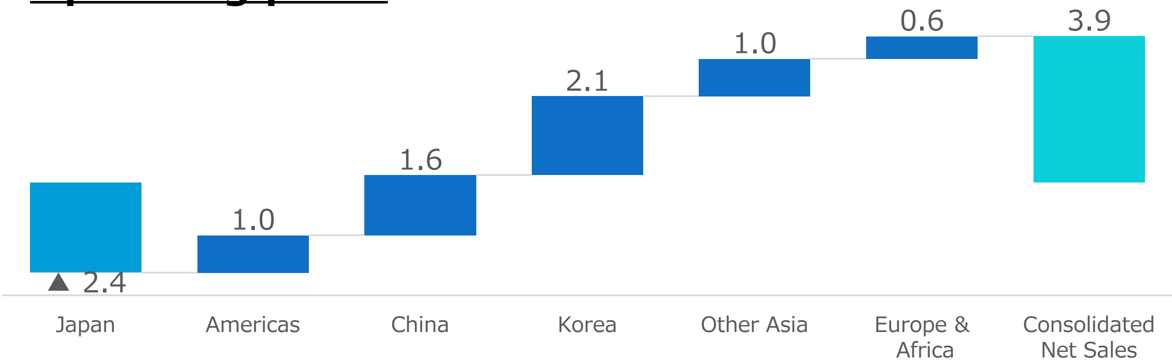
### Net Sales

（¥ billions)




### Operating profit

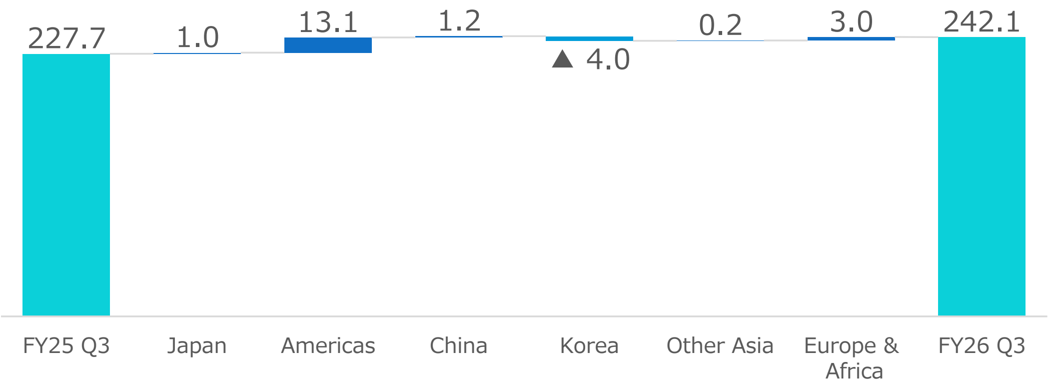
（¥ billions)




## ＊ Pre-Integration Businesses: Changes in Net Sales and Operating Profit

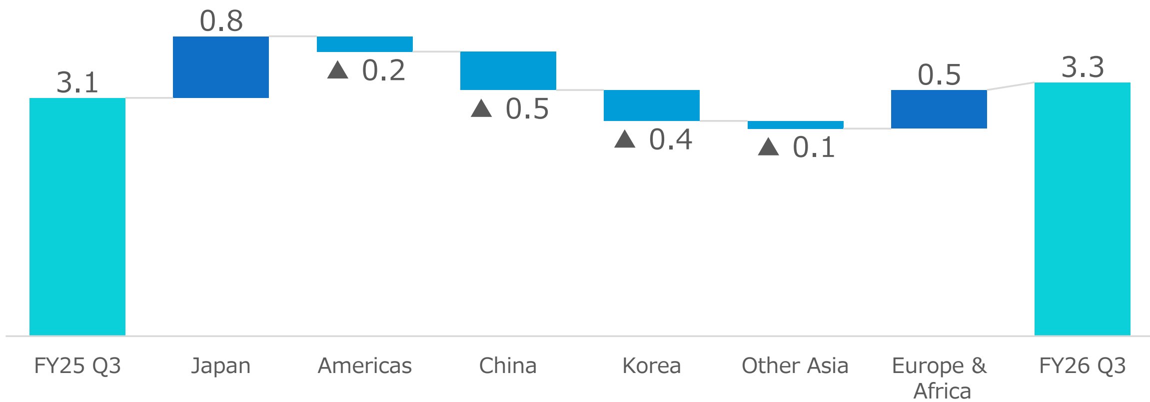
### Net Sales

（¥ billions)




### Operating profit

（¥ billions)

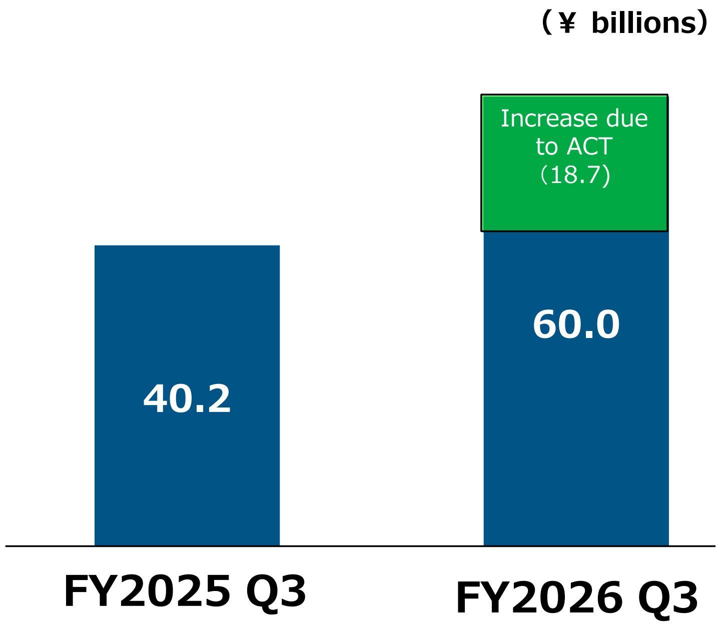


# Segment: Japan

*Net sales increased by 49.3% YoY, driven by ACT consolidation and 2.7% growth in pre-integration businesses.

*Although operating losses expanded by approximately JPY 2.4 billion due to the impact of ACT consolidation, pre-integration businesses improved earnings by approximately JPY 0.8 billion YoY, supported by profitability enhancement initiatives for low-margin products.

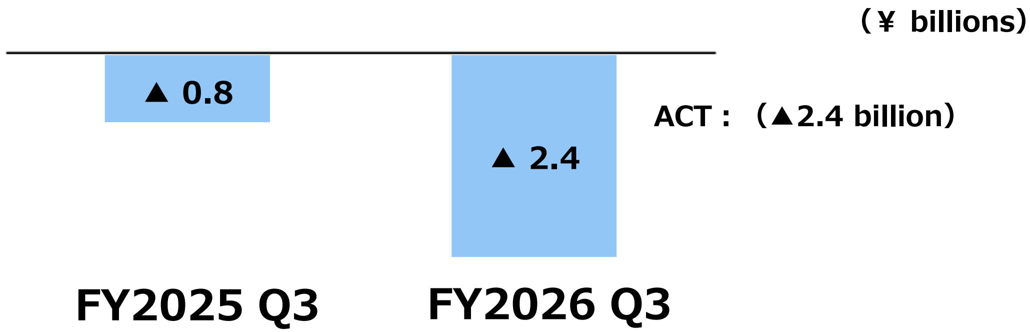
■ Net Sales




■ Change vs. FY2025: Amount and Rate

| | |
|---|---|
| Net Sales | +19.8 billion (+49.3%) |
| Operating Profit | ▲1.6 billion (loss increase) |

■ Operating Profit



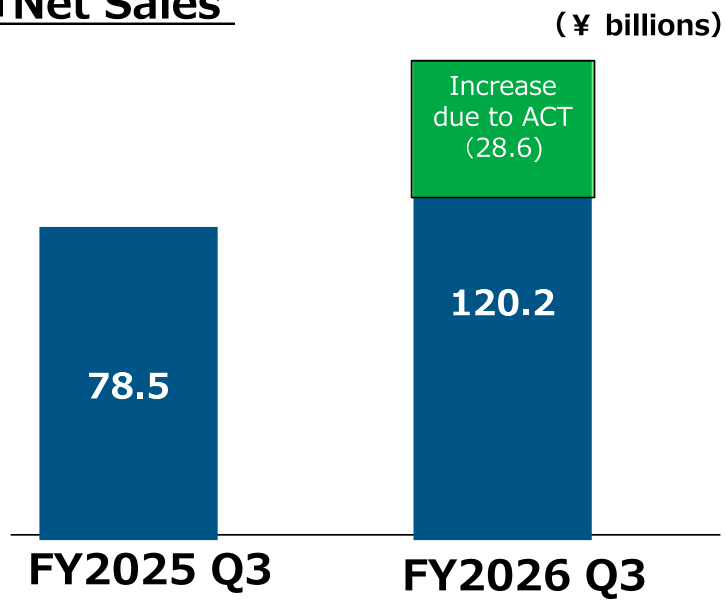
# Segment: Americas (USA / Mexico / Brazil)

*Net sales increased by 53.1% YoY, driven by ACT consolidation, a positive foreign exchange impact of approximately JPY 4.7 billion, and 17.0% growth in pre-integration businesses.

*Operating profit increased by approximately JPY 0.4 billion (86.9%) YoY,, supported by a profit contribution of approximately JPY 0.6 billion from ACT consolidation.

*In the pre-integration businesses, operating profit improved by approximately JPY 0.6 billion in the U.S. due to strong sales, but decreased by approximately JPY 0.8 billion in Mexico as temporary production cuts and peso appreciation increased labor cost ratios.

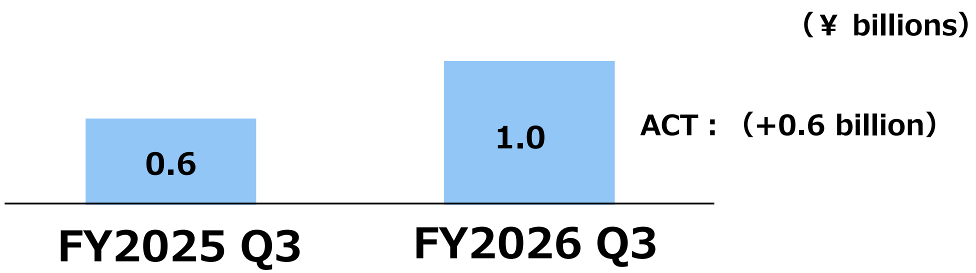
## ■Net Sales




## ■Change vs. FY2025: Amount and Rate

| | |
|---|---|
| Net Sales | +41.7 billion (+53.1%) |
| Operating Profit | +0.4 billion (+86.9%) |

## ■Operating Profit



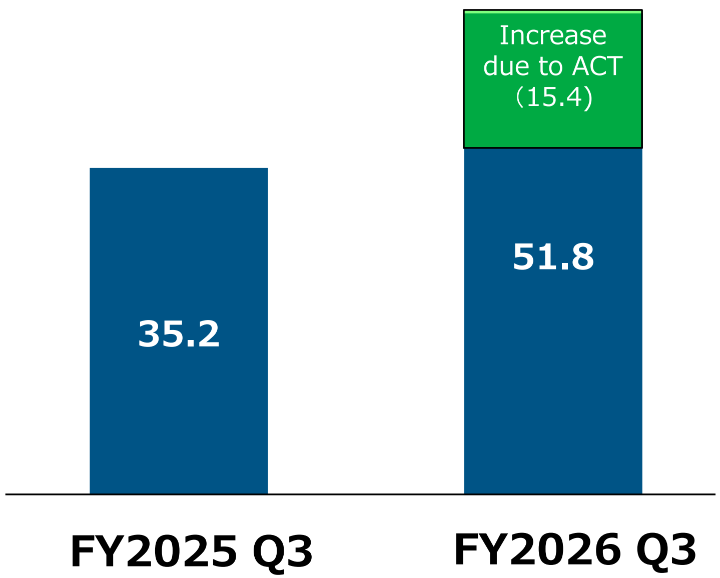
# Segment: China

*Net sales increased by 47.1% YoY, driven primarily by the consolidation of ACT. Excluding the positive foreign exchange impact of approximately JPY 3.1 billion, pre-integration businesses recorded a decline of approximately JPY 1.9 billion (-5.4%), reflecting weak demand from Chinese customers.

*Operating profit increased by 169.9% YoY, supported by a profit contribution of approximately JPY 1.5 billion from ACT consolidation.In the pre-integration businesses, earnings declined by approximately JPY 0.5 billion YoY due to lower sales volumes to major customers.

## ■ Net Sales

(¥ billions)

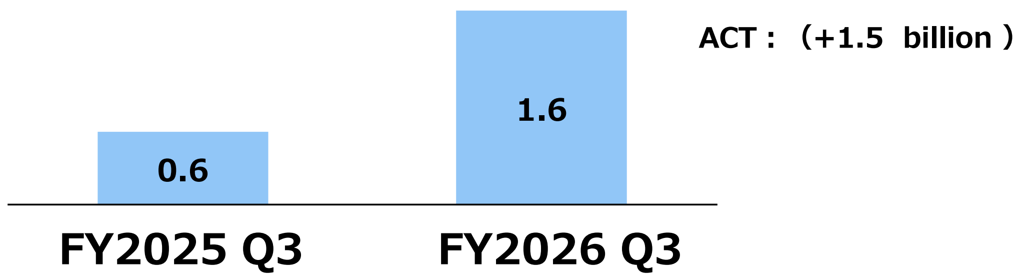



## ■ Change vs. FY2025: Amount and Rate

| | |
|---|---|
| Net Sales | +16.6 billion（+47.1%) |
| Operating Profit | +1.0 billion (+169.9%) |

## ■ Operating Profit

(¥ billions)



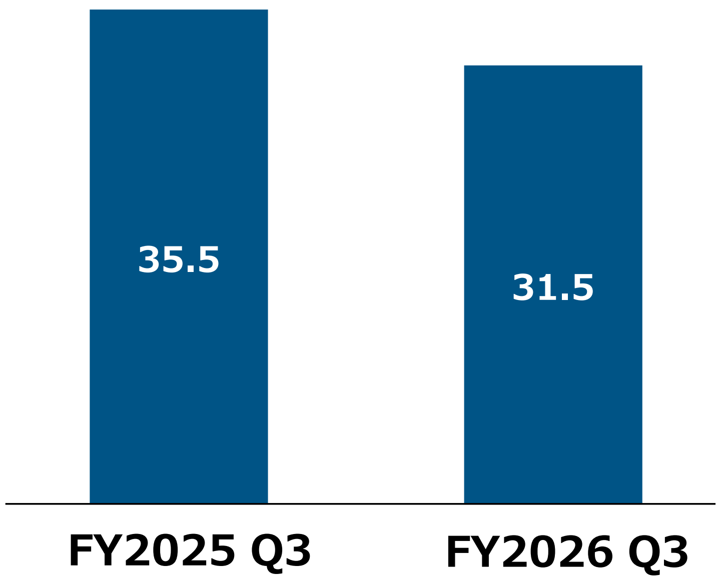
# Segment: Korea

*Net sales declined by JPY 4.0 billion (11.3%) YoY, reflecting lost business for system products (Power Lift Gates) following changes in customers’ distribution channels.

*Operating profit decreased by JPY 0.4 billion (16.6%) YoY, mainly due to lower gross profit resulting from lost orders.

■Net Sales

(¥ billions)

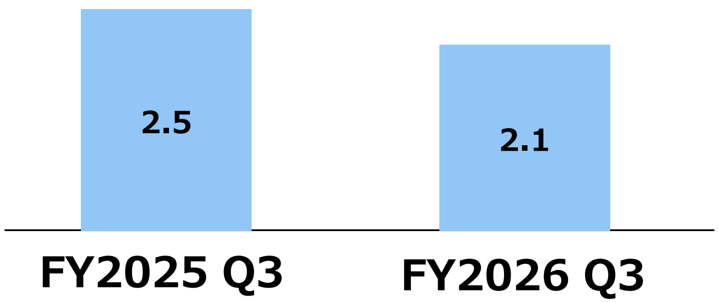



■Change vs. FY2025: Amount and Rate

| | |
|---|---|
| Net Sales | ▲4.0 billion（▲11.3%) |
| Operating Profit | ▲0.4 billion（▲16.6%) |

■Operating Profit

(¥ billions)

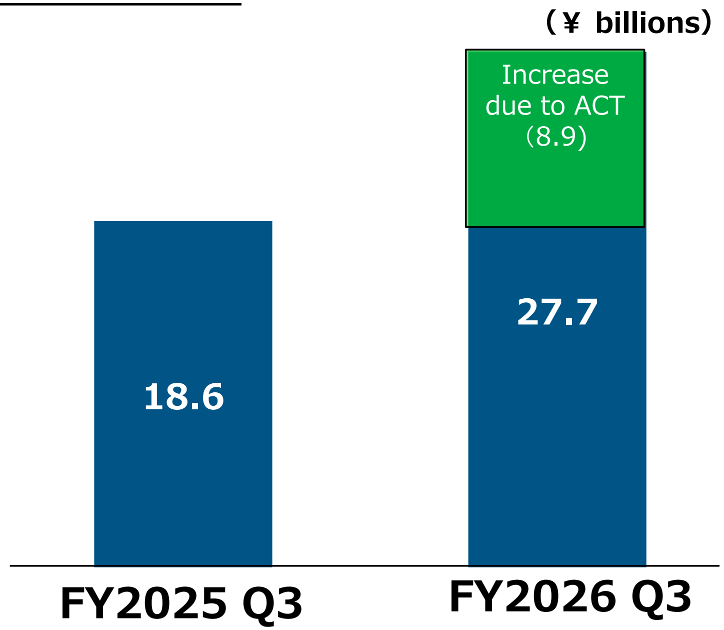


# Segment: Other Asia (India / Indonesia / Vietnam / Thailand)

*Net sales increased by 48.6% YoY, driven by ACT consolidation, while pre-integration businesses remained broadly in line with the prior year.

*Operating profit increased, supported by a profit contribution of approximately JPY 1.0 billion from ACT consolidation.In the pre-integration businesses, earnings declined by approximately JPY 0.1 billion YoY, reflecting lower profitability in the India business.

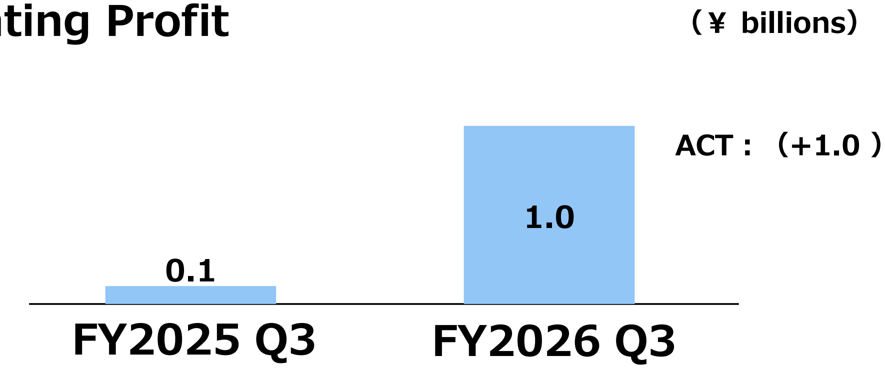
## ■Net Sales




## ■Change vs. FY2025: Amount and Rate

| | |
|---|---|
| Net Sales | +9.1billion (+48.6%) |
| Operating Profit | +0.9billion (+1,108.2%) |

## ■Operating Profit

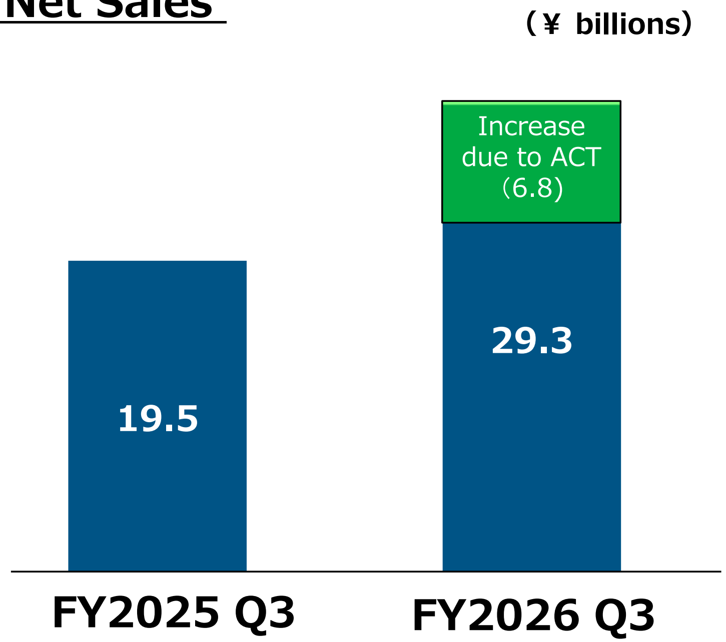


# Segment: Europe & Africa
## (Hungary / Italy / Spain / Czech / Serbia / Morocco / UK)

*Net sales increased by 50.2% YoY, driven by ACT consolidation, a positive foreign exchange impact of approximately JPY 2.5 billion, and higher sales at the Czech and Hungary operations in the pre-integration businesses.

*Operating profit increased by approximately JPY 0.5 billion YoY, supported by improved profitability at the Czech and Hungary operations in the pre-integration businesses.

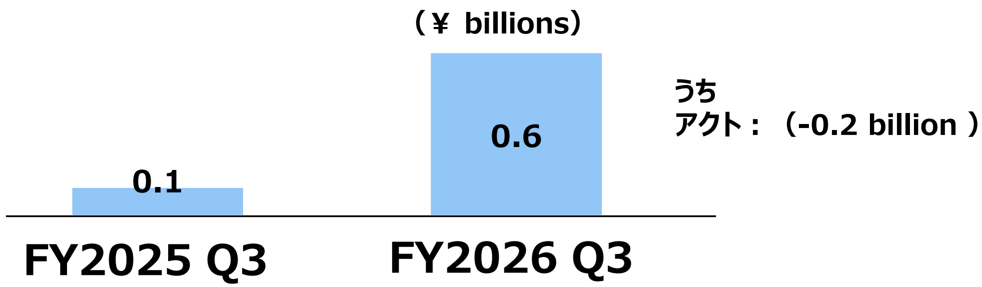
### ■Net Sales




### ■Change vs. FY2025: Amount and Rate

| | |
|---|---|
| Net Sales | +9.8 billion（+50.2%） |
| Operating Profit | +0.5 billion（+487.5%） |

### ■Operating Profit



# Impact of Tariffs and the Middle East Situation

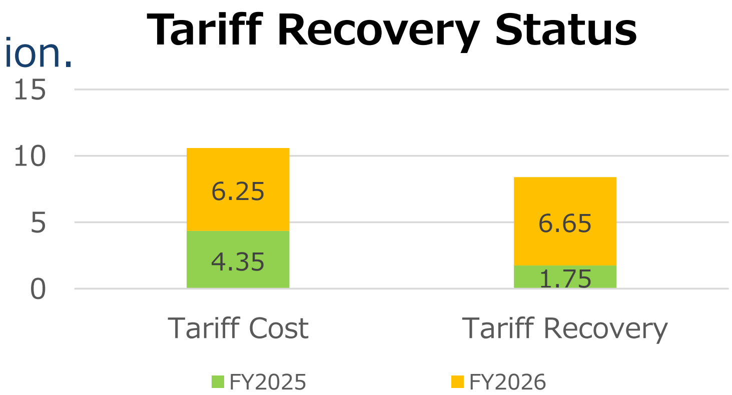
# Impact of Tariffs and the Middle East Situation

## Impact of Tariffs on the Americas Business

## (including imported components from Japan, China, Korea, and other Asian regions)

■ Since the onset of tariff impacts in FY2025,
the Americas business has been affected by approximately USD 10.6 million.
Of this amount, approximately USD 8.4 million (around 79%) has been recovered to date.

➡Due to the review of tariff measures, discussions with customers are ongoing. We will continue negotiations to mitigate the impact of tariffs as much as possible.




## Impact of the Middle East Situation

■ The impact of rising raw material costs totaled approximately JPY 60 million through July, with approximately JPY 10 million recovered to date.
Supplier price increase requests are being reviewed, and recovery negotiations with customers are ongoing.

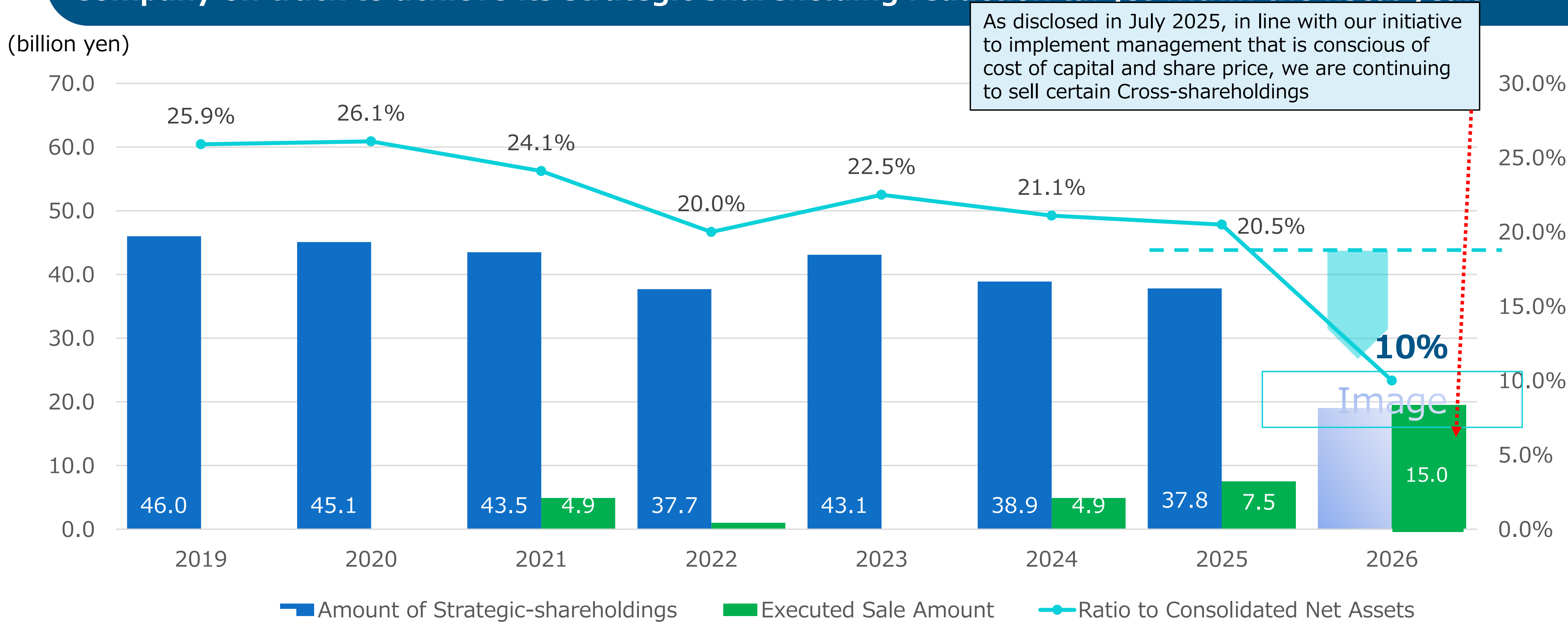
➡ We will continue implementing pricing measures to minimize the impact.

# Policy on Sale of Cross-shareholdings & Shareholder Returns

# Policy on Cross-Shareholdings

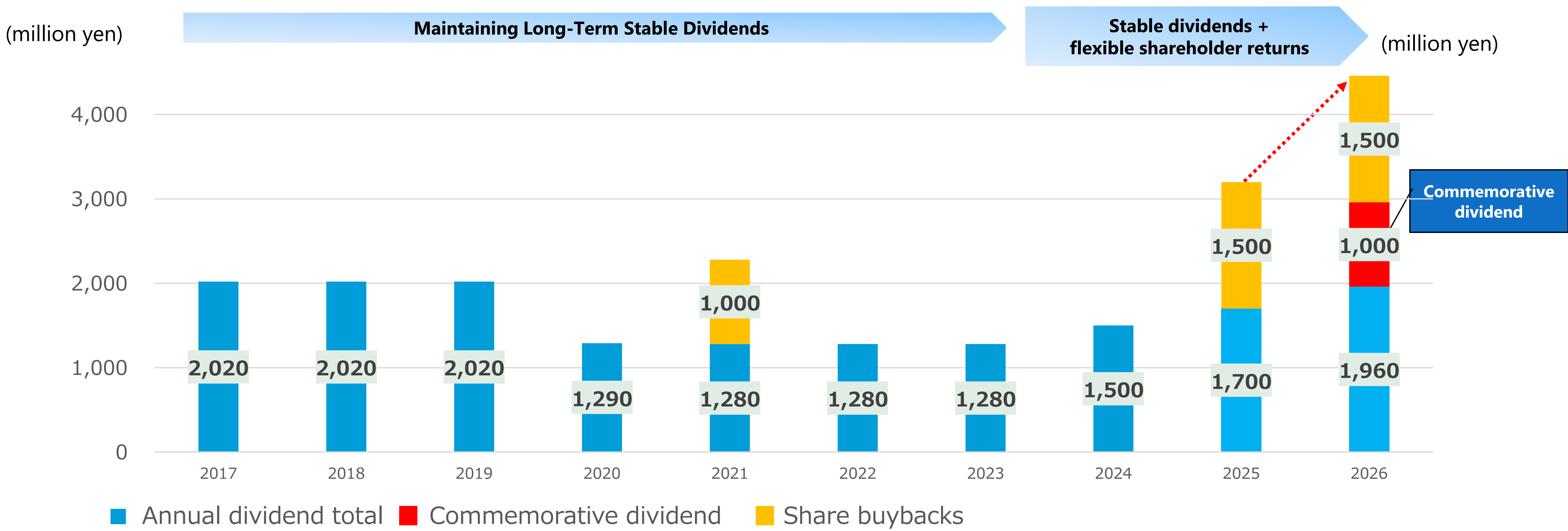
HI-LEX
To be the First-Call Company

**Taking into account share price fluctuations, we will continue to sell these holdings until either of the following conditions is met during FY ending October 2026:**
**(i) The ratio to consolidated net assets falls to 10% or below; or**
**(ii) Target Amount of Share Sales Calculated to Meet Condition (i) as of July 2025**
**→ Total share sales are expected to reach approximately JPY 15.0 billion in FY2026, putting the Company on track to achieve its strategic shareholding reduction target within the fiscal year.**



# Shareholder Returns

- Continue providing stable, long-term dividends.
- Execute share buybacks flexibly.
- In FY2026, marking our 80th anniversary, we distributed a commemorative dividend.



# Shareholder Returns

## Basic Policy: Maintain Long-Term Stable dividends

**Growth Investment**

Investment in human capital
New product development
M&A

**Shareholder Returns**

Stable dividends
Share buybacks

**Structural Reforms**

Production capacity optimization
Optimization of logistics routes

**Make decisions based on overall balance**

As we continue to refine our attractive technologies and human resources,
we strive to be a company that customers turn to first whenever they face challenges.

**“To be the First-Call Company for Customer’s better choice!!”**

We have defined this as our mission statement,
and Hi-Lex Corporation will continue to grow while valuing each and every one of these connections.

**Disclaimer**

This material is for informational purposes only and does not constitute an investment solicitation.

Forward-looking statements are based on information available at the time of preparation and are subject to risks and uncertainties.

Actual results may differ materially; the Company assumes no obligation to update such statements.