



Pressing Toward a Brighter Tomorrow

FY2025 3rd Quarter Financial Results

February 20, 2026

1. FY2025 Q3 Financial Results
 2. Forecast of FY2025
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FY2025 Q3 Financial Results

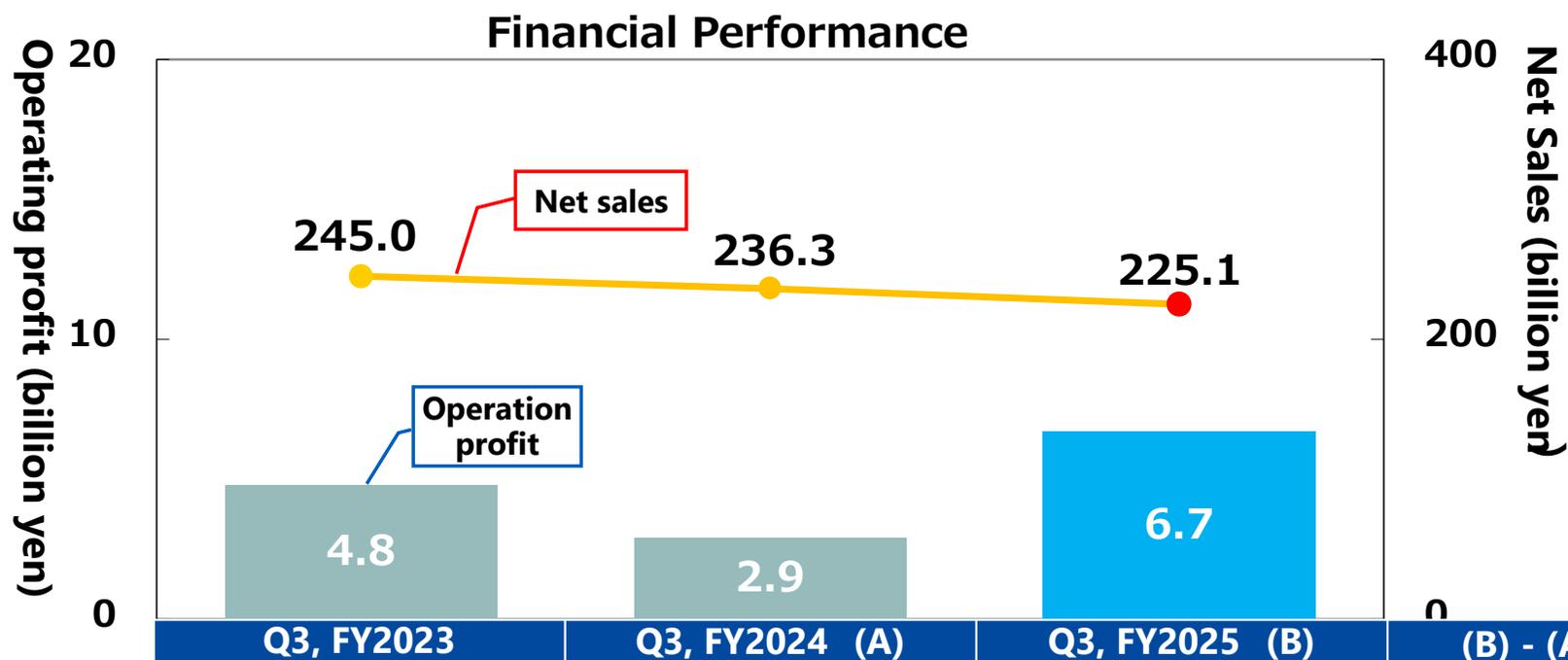
Key Highlights for Q3, FY2025 (consolidated-basis)

**Net sales decreased to 225.1 billion yen due to the customers' production decrease and foreign exchange conversion.
Operating profit increased to 6.7 billion yen because of positive effects from a reduction in depreciation cost and streamlining efforts.**

**At the strong request of some shareholders in consolidated subsidiaries in the Americas, we have shifted the treatment of adjustments for transfer pricing taxation between Japan and the Americas from accounting adjustments to tax adjustments.
As a result, during the consolidated accounting period until the end of the third quarter, there are no adjustments for transfer pricing taxation recorded, which were recorded in the first quarter and in the interim accounting period.**

Summary of Q3, FY2025

- Net sales decreased by 11.2 billion yen (-4.7%) year-over-year.
- Operating profit increased by 3.8 billion yen (+131.0%) year-over-year.



	Q3, FY2023	Q3, FY2024 (A)	Q3, FY2025 (B)	(B) - (A)
Net sales	245.0	236.3	225.1	-11.2
Operating profit	4.8	2.9	6.7	+3.8
Ordinary profit	5.4	4.2	7.2	+3.0
Net income attributable to owners of parent	2.4	0.1	0.2	+0.1

Consolidated Sales by Product Group

(billion yen)

	Q3, FY2024		Q3, FY2025		Variance	Variance %
	Sales	%	Sales	%		
Car body press products	206.5	87.4%	198.9	88.3%	-7.6	+0.9%
Precision press products	25.4	10.7%	21.5	9.6%	-3.9	-1.1%
Plastic press products	3.1	1.3%	3.4	1.5%	+0.3	+0.2%
Other	1.3	0.6%	1.3	0.6%	0.0	0.0%
Total	236.3	100%	225.1	100%	-11.2	—

Consolidated Sales by Customer (Nissan Motor-related products)

- Sales to Nissan Mexicana and Nissan North America increased, but sales to Nissan Motor (Japan), Dongfeng Motor, and others decreased. As a result, the ratio remained unchanged.

	Q3, FY2024		Q3, FY2025		Variance % (billion yen)
	Sales	%	Sales	%	
Nissan Motor-related products Sub-total	177.3	75.0%	168.0	74.6%	-0.4%
Nissan Mexicana	34.8	14.7%	40.8	18.1%	+3.4%
Nissan North America	31.5	13.3%	37.2	16.5%	+3.2%
Nissan Motor (Japan)	38.0	16.1%	30.3	13.5%	-2.6%
Nissan Europe	21.6	9.1%	18.8	8.4%	-0.7%
Dongfeng Motor Company Limited	20.2	8.5%	16.0	7.1%	-1.4%
JATCO (Incl. overseas operations)	14.0	5.9%	11.4	5.1%	-0.8%
NISSAN SHATAI	8.9	3.8%	6.9	3.1%	-0.7%
Renault Nissan India / Nissan Motor India	2.9	1.2%	2.8	1.2%	0.0%
Marelli Corporation (Incl. overseas operations)	3.5	1.5%	2.7	1.2%	-0.3%
Nissan Thailand	1.8	0.8%	1.1	0.5%	-0.3%
Zhengzhou Nissan	0.1	0.03%	0.04	0.02%	-0.01%

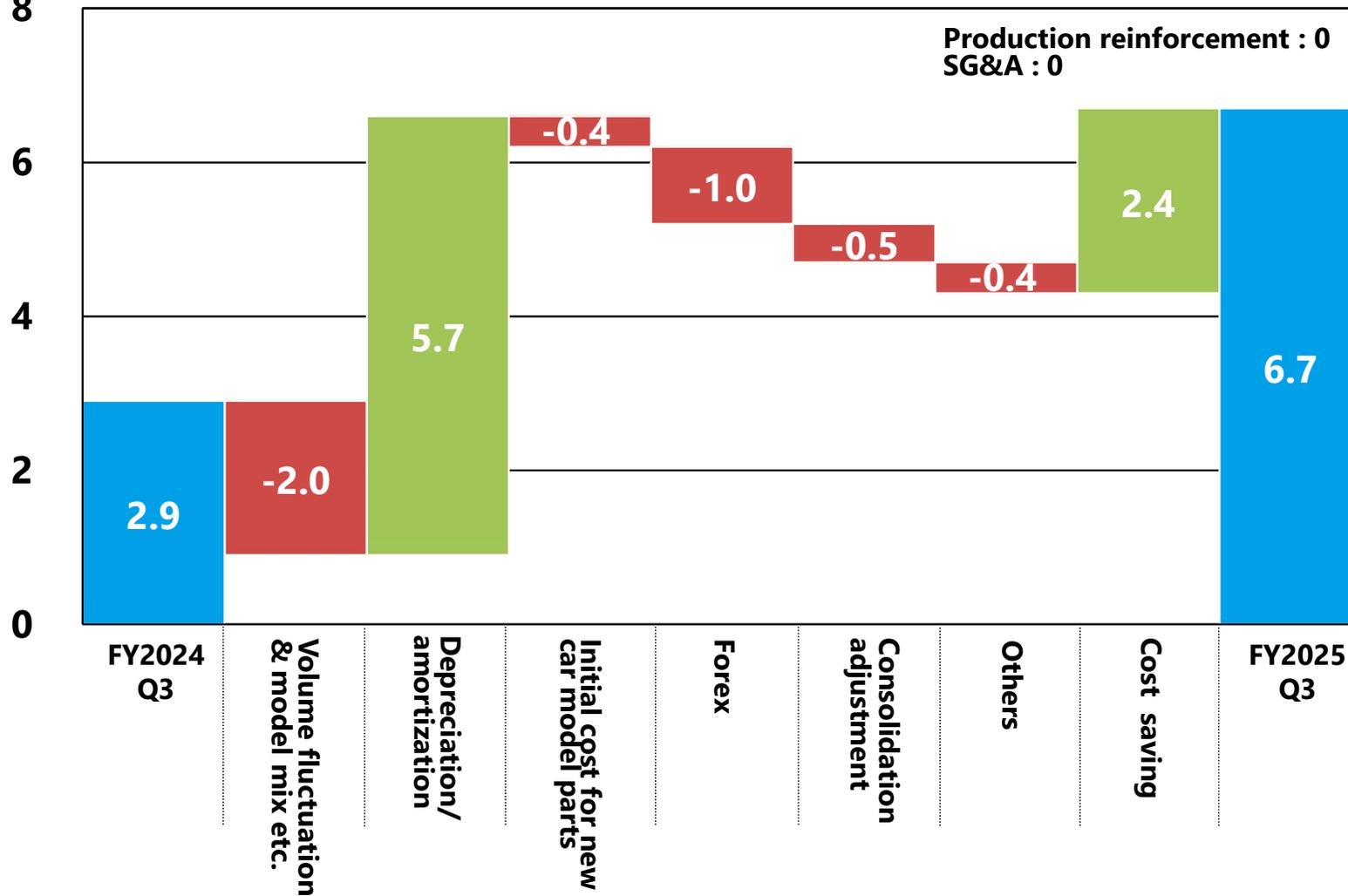
Consolidated Sales by Customer (Other Customers)

- Sales to Renault and others decreased, but sales to NIO, Honda of America Manufacturing, Honda de Mexico, and others increased. Therefore, the ratio remained unchanged.

		Q3, FY2024		Q3, FY2025		Variance %	(billion yen)
		Sales	%	Sales	%		
Other customers Sub-total		59.0	25.0%	57.1	25.4%	+0.4%	
Honda	Honda of America Mfg., Inc.	10.1	4.3%	10.6	4.7%	+0.4%	
	Honda De Mexico, S.A. De C.V.	3.1	1.3%	3.8	1.7%	+0.4%	
	Honda Motor Co., Ltd. (Japan)	2.4	1.0%	2.2	1.0%	0.0%	
	P.T. Honda Prospect Motor	0.8	0.4%	0.6	0.3%	-0.1%	
MITSUBISHI MOTORS CORPORATION (Incl. overseas operations)		10.6	4.5%	9.3	4.1%	-0.4%	
Renault	Renault	6.9	2.9%	4.2	1.9%	-1.0%	
	Renault Nissan India	1.0	0.4%	1.0	0.4%	0.0%	
AISIN CORPORATION (Incl. overseas operations)		3.5	1.5%	3.4	1.5%	0.0%	
Stellantis N.V.		3.9	1.7%	2.8	1.3%	-0.4%	
Mazda	Mazda Motor Corporation	1.8	0.8%	1.8	0.8%	0.0%	
	Mazda Motor Manufacturing de Mexico, S.A. de C.V.	1.0	0.4%	0.9	0.4%	0.0%	
JATCO (Excl. Nissan Motor) (Incl. overseas operations)		1.7	0.7%	1.5	0.7%	0.0%	
NIO Inc.		0.02	0.01%	1.2	0.5%	+0.5%	
Musashi Seimitsu Industry Co., Ltd. (Incl. overseas operations)		0.8	0.3%	0.9	0.4%	+0.1%	
Dynax Corporation (Incl. overseas operations)		1.0	0.4%	0.8	0.4%	0.0%	
SUBARU CORPORATION		1.0	0.4%	0.7	0.3%	-0.1%	
SUZUKI MOTOR CORPORATION. (Incl. overseas operations)		0.3	0.1%	0.3	0.2%	+0.1%	
TOYODA IRON WORKS CO., LTD. (Incl. overseas operations)		0.3	0.1%	0.3	0.2%	+0.1%	
UD Trucks Corporation		0.2	0.1%	0.2	0.1%	0.0%	
BYD Company Limited		0.1	0.03%	0.2	0.1%	+0.1%	
Hino Motors, Ltd. (Incl. overseas operations)		0.2	0.1%	0.1	0.1%	0.0%	
Isuzu Motors Limited (Incl. overseas operations)		0.2	0.1%	0.1	0.1%	0.0%	
NSK-Warner K.K.		0.1	0.03%	0.1	0.03%	0.0%	

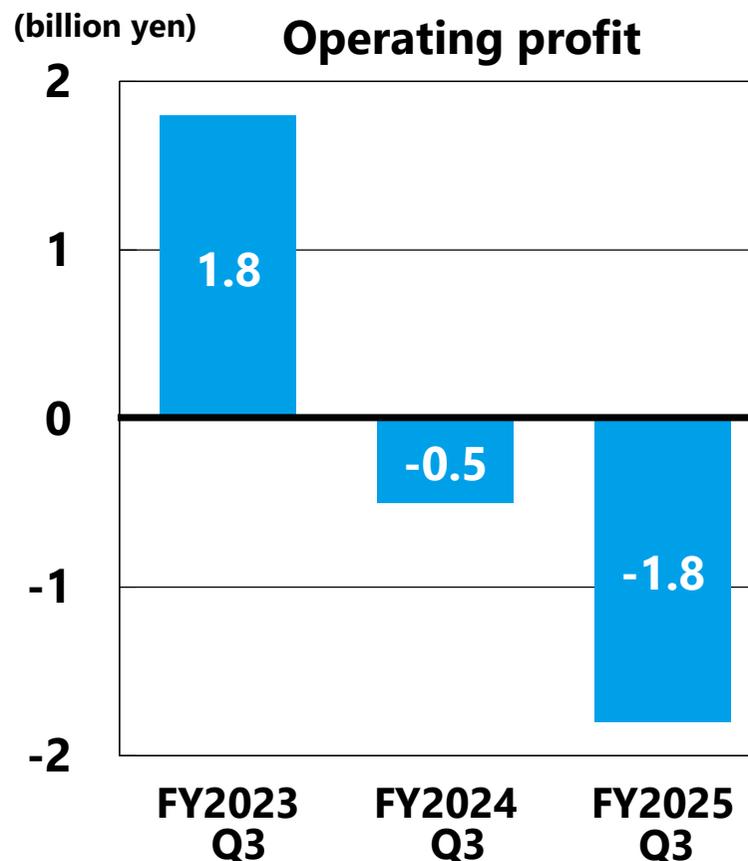
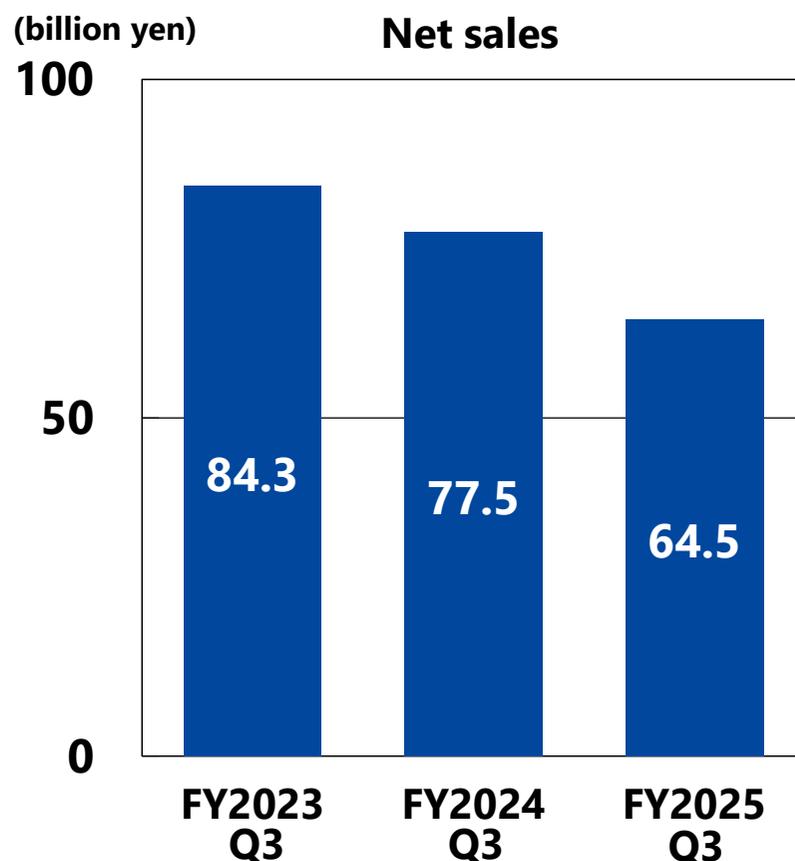
Operating Profit Variance Analysis

(billion yen)



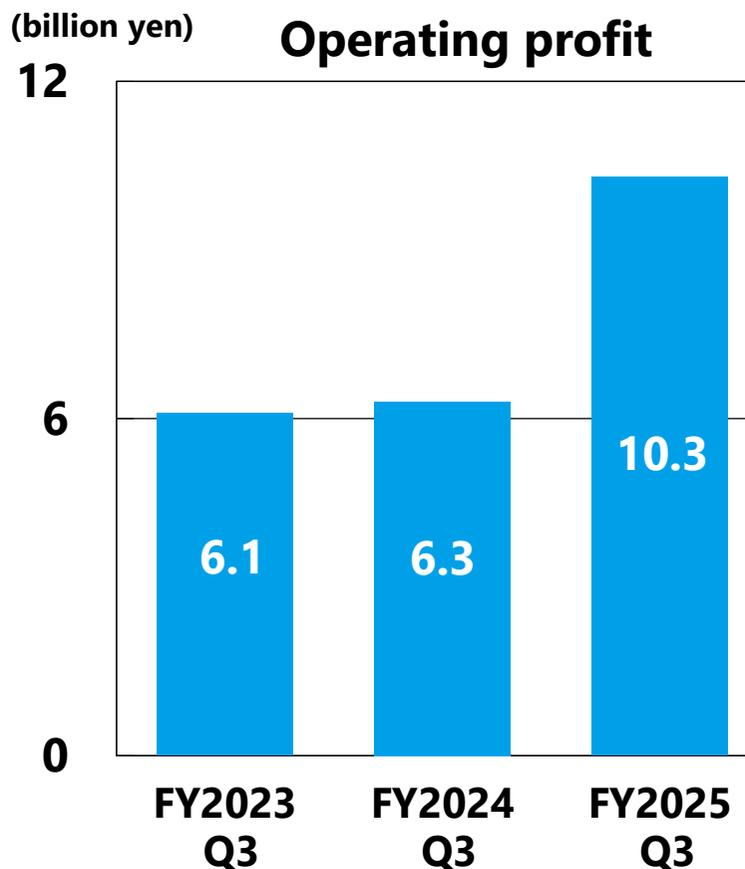
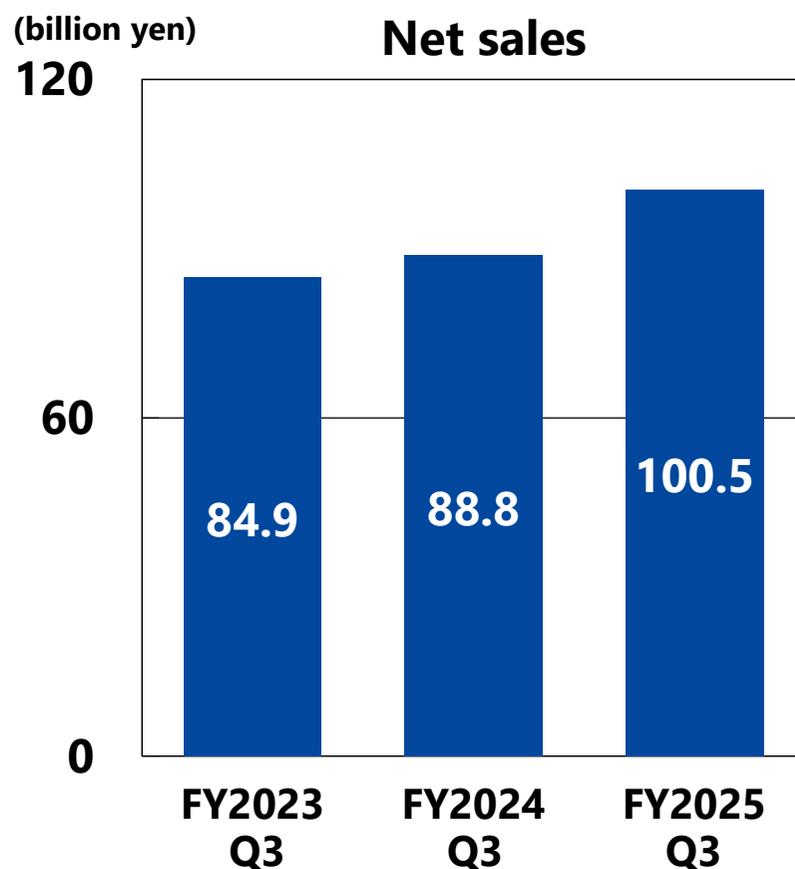
Net Sales/Operating Profit by Region (Japan)

- Net sales decreased by 16.8% mainly due to the impact of customers' production decrease.
- Operating loss was 1.8 billion yen because of the sales decrease.



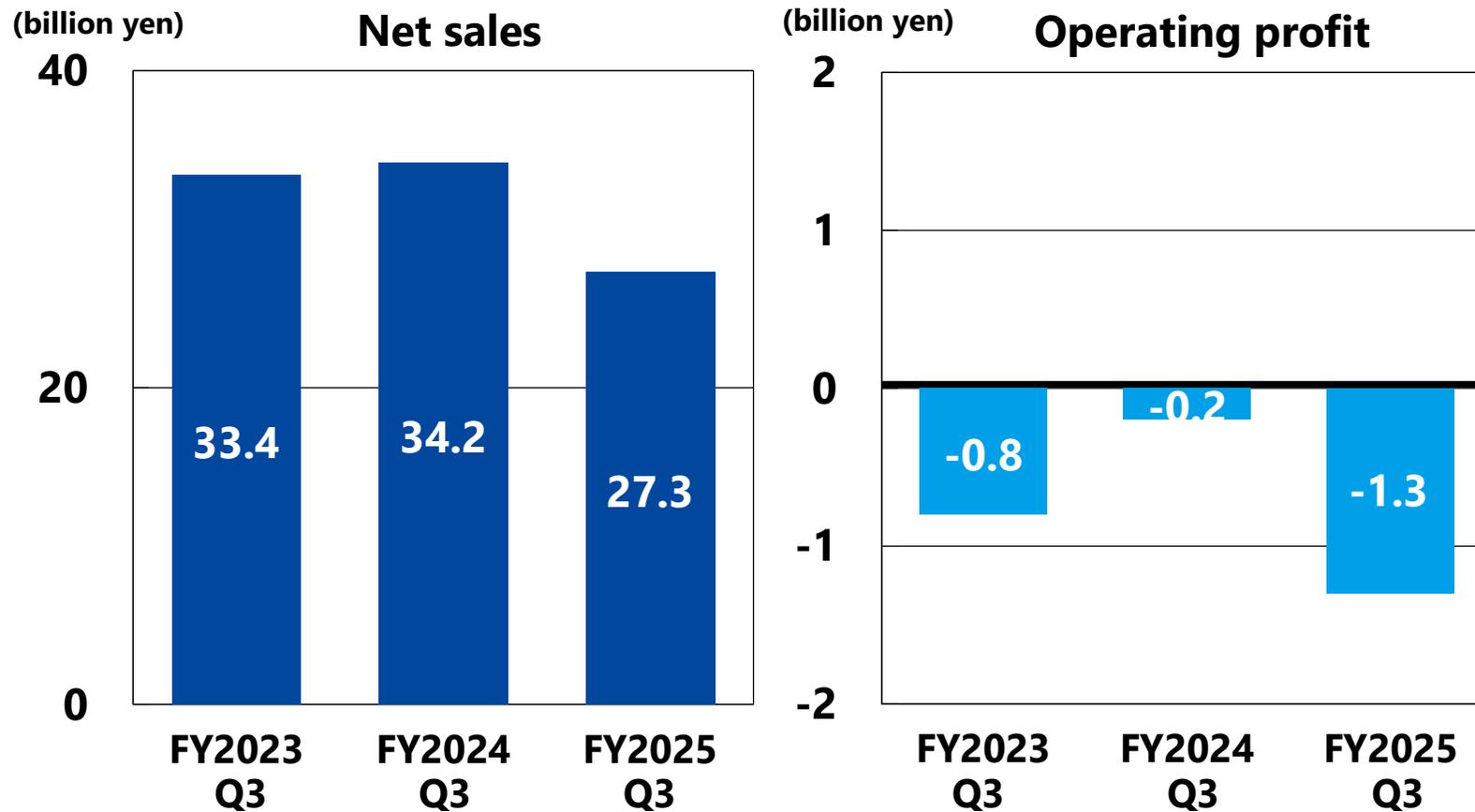
Net Sales/Operating Profit by Region (The Americas)

- Net sales increased by 13.2%.
- Operating profit increased by 63.5% due to the positive effects from an increase in sales and streamlining efforts.



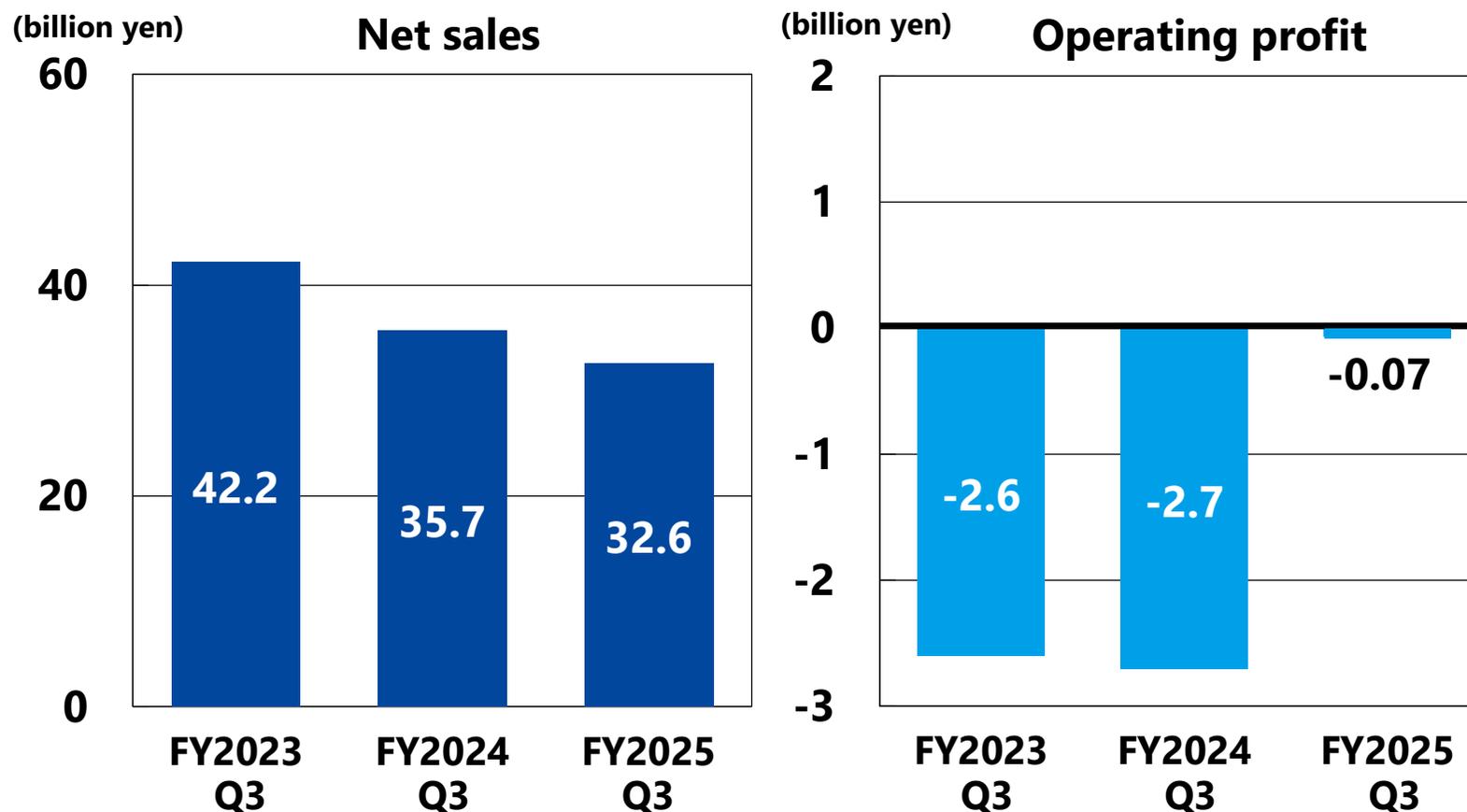
Net Sales/Operating profit by Region (Europe)

- Net sales decreased by 20.2% due to the impact of customers' production decrease.
- Operating loss was 1.3 billion yen because of the sales decrease.



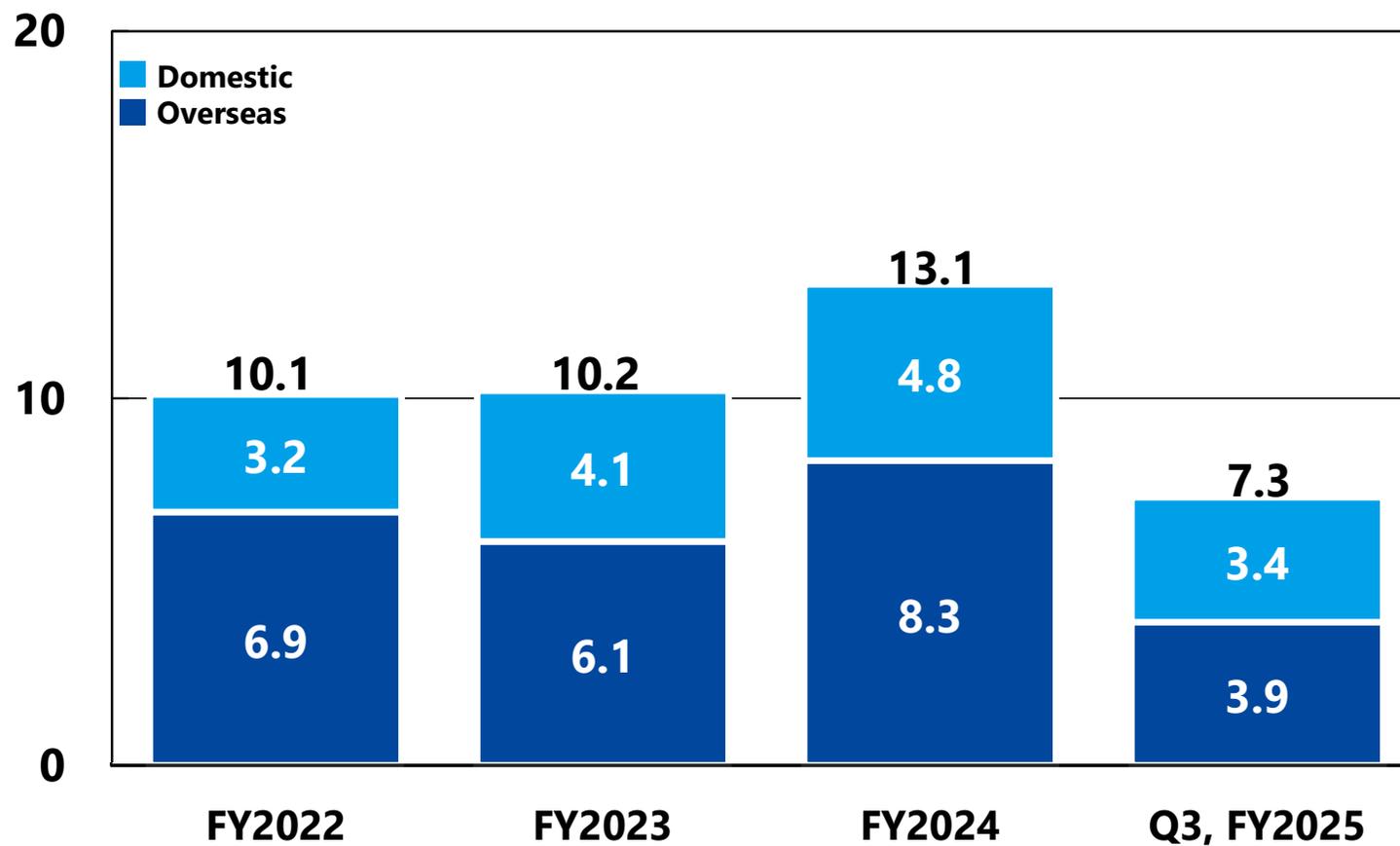
Net Sales/Operating Profit by Region (Asia)

- Net sales decreased by 8.7% due to the customers' production decrease.
- Operating profit was significantly improved due to the positive effect from a reduction in depreciation cost in spite of the impact of volume fluctuation.



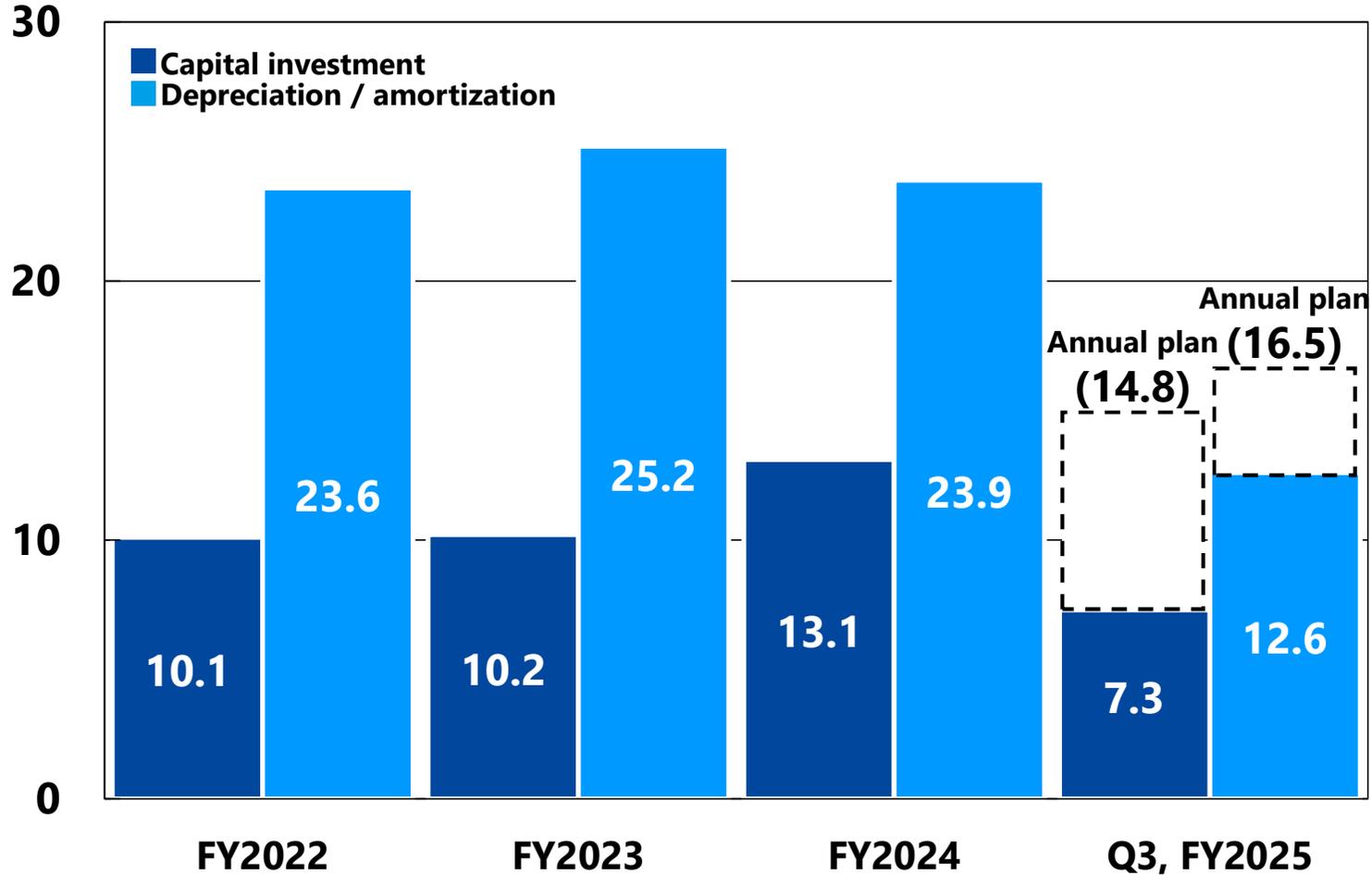
Capital Investment

(billion yen)



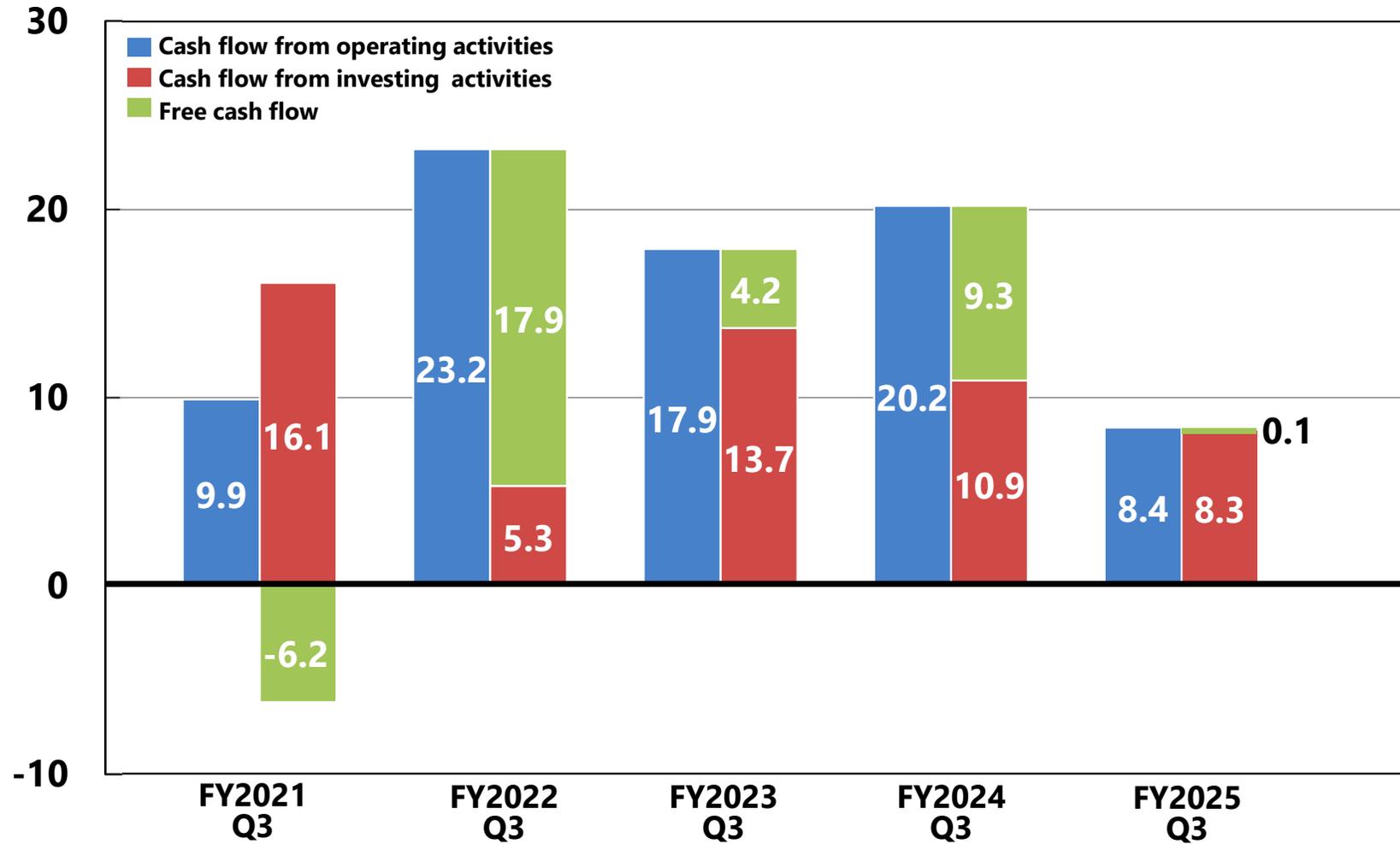
Capital Investment & Depreciation/Amortization

(billion yen)



Cash Flows

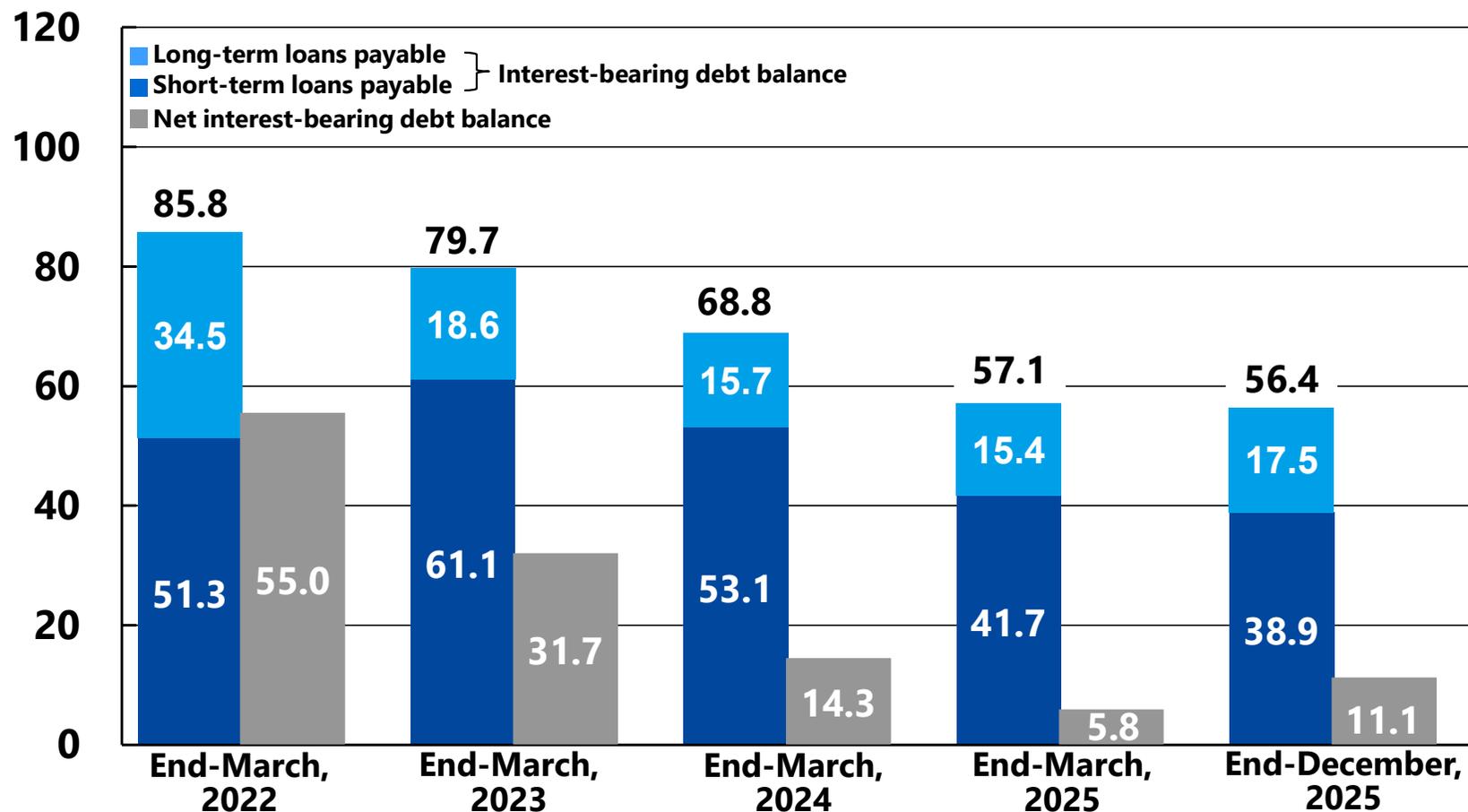
(billion yen)



Interest-bearing Debt & Net Interest-bearing Debt Balance

- Interest-bearing debts decreased by 0.7 billion yen compared with the end-March, 2025.
- Net interest-bearing debts including cash and deposits was 11.1 billion yen.

(billion yen)



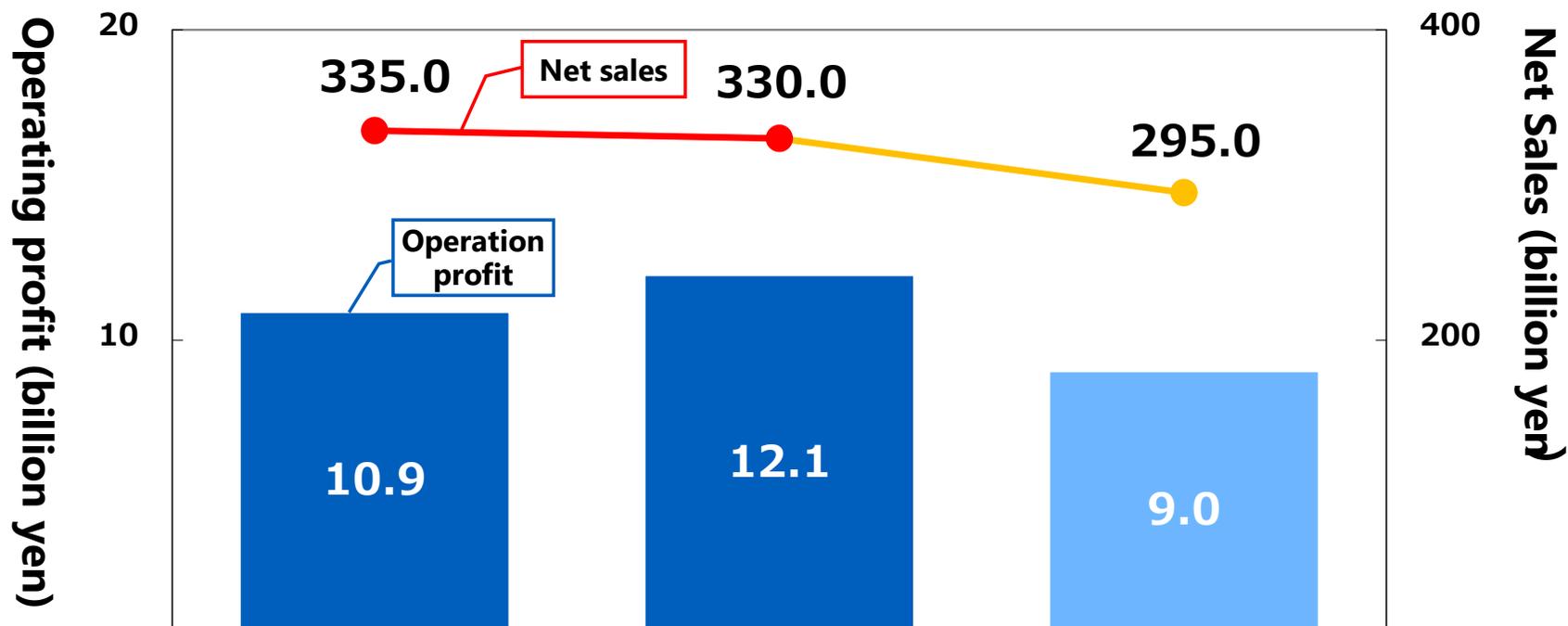
Forecast of FY2025

On November 6, 2025, we announced the revised projections for FY2025. Financial results for the third quarter are generally as projected, and there is no change in the projections of FY2025.

Net sales are expected to decline from the previous year due to the effects of production cuts by client companies, foreign exchange conversion, and so on.

Operating income is expected to decrease from the previous year due to the effects of sales declines, etc., even though there are positive effects from a reduction in depreciation cost and streamlining efforts.

Consolidated Business Forecast for FY2025



	FY2023	FY2024 (A)	FY2025 (B) The revised plan released on November 6, 2025	(B) - (A)
Net sales	335.0	330.0	295.0	-35.0
Operating profit	10.9	12.1	9.0	-3.1
Ordinary profit	12.5	13.6	9.0	-4.6
Net income attributable to owners of parent	5.2	-21.0	-4.5	+16.5



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Reference



(yen)

	Q3, FY2024		Q3, FY2025		Preconditions of FY2025 forecast	
	Average for the period	term end	Average for the period	term end	At first	Full year
US \$	153.07	158.17	149.31	156.54	135.00	147.49
STG £	194.13	191.08	194.92	199.86	180.00	196.15
EURO	164.63	159.53	165.55	174.51	150.00	167.79
MEX \$	8.48	7.25	7.60	8.10	6.75	7.73
RMB	21.06	20.47	20.48	20.88	18.50	20.58
INR	1.82	1.85	1.71	1.74	1.60	1.69
THB	4.26	4.41	4.47	4.62	4.00	4.51
IDR	0.0095	0.0094	0.0090	0.0089	0.0082	0.0090

Precautions for treatment of material

The future outlook of the Company mentioned in this presentation material was prepared based on information available to the Company that point in time.

This is absolutely an expectation about the future at this point in time, which contains risks and uncertain factors, and therefore, may vary widely from actual results.

The main factors out of these uncertain factors include, but are not limited to, the following:

- Economic conditions of the main markets (Japan, Americas, Europe and Asia etc.), consumer trends, rapid fluctuations in supply and demand for products in connection with business conditions and strategies of our customers in the automobile industry etc.
- Impact on production costs of our products in connection with sharp price increases in oil and steel materials
- Large fluctuations in exchange rates
- Changes in interest rates in the money and capital markets

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