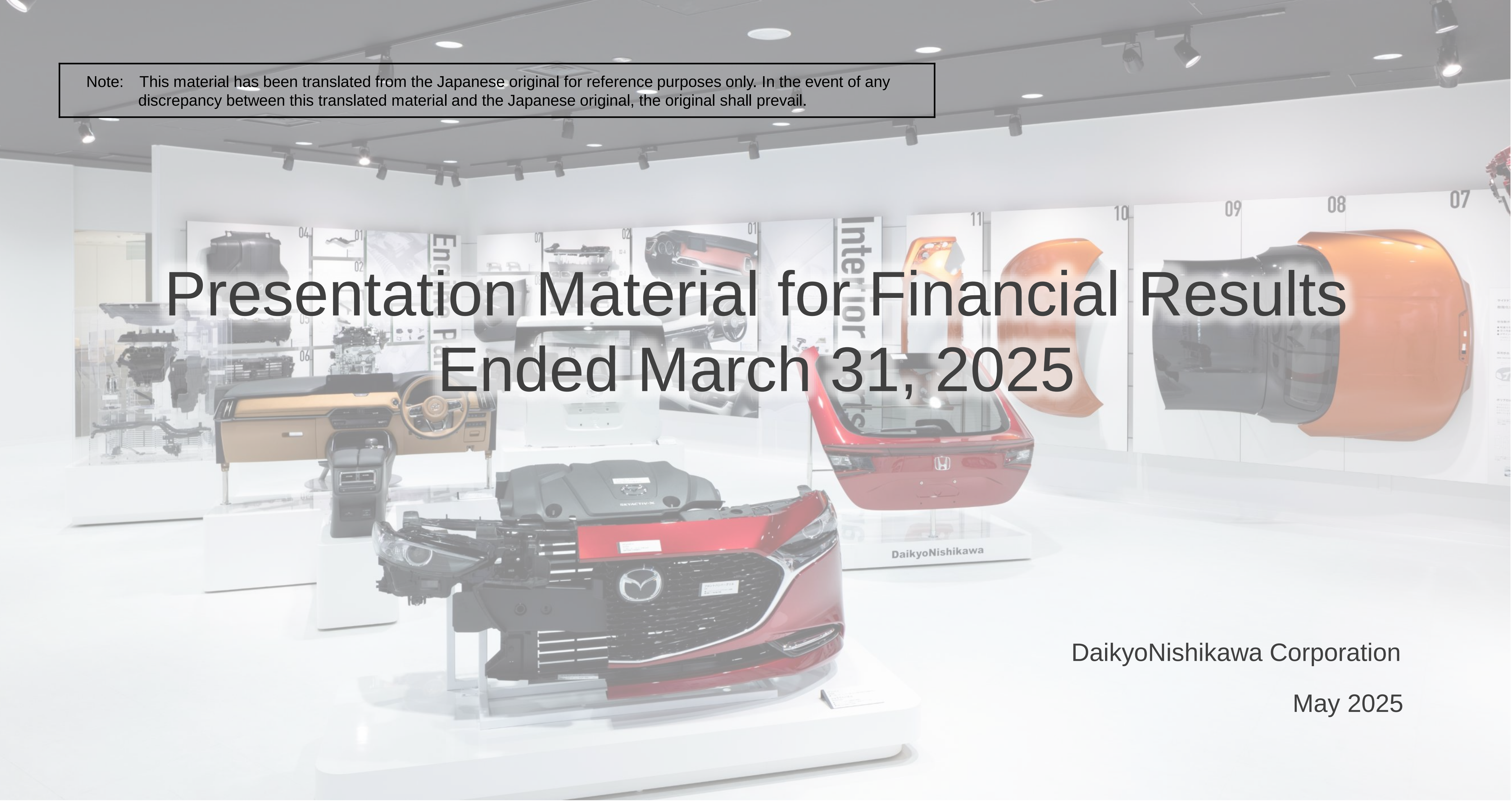
Note: This material has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated material and the Japanese original, the original shall prevail.



Presentation Material for Financial Results Ended March 31, 2025

DaikyoNishikawa Corporation

May 2025

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* ”Net profit” in this presentation indicates “Profit attributable to owners of the parent”.
Overseas consolidated subsidiaries for fiscal year under review is from January 1 to December 31.

1. Financial Results for Fiscal 2024

FY2024 Consolidated Results (vs. Forecasts)

Summary	**Sales and profits increased compared to the earnings forecast announced in November**
Net sales	Sales increased due to increased production volume by major customers
Operating profit	Profit increased due to increased sales, despite the impact of the exchange rate in Central America
Ordinary profit	Profit increased due to development discontinuation compensation income and foreign exchange gains recorded in the second half

(Millions of yen)

	FY2024 forecasts (Announced in Nov.)	FY2024	Changes	Rate of change
Net sales	166,900	168,561	1,661	1.0%
Operating profit	9,700	10,004	304	3.1%
Operating profit margin	5.8%	5.9%	0.1pts	
Ordinary profit	8,600	9,688	1,088	12.7%
Net profit	5,700	6,498	798	14.0%

FY2024 Consolidated Results (Year on Year)

Summary	**Sales and profits increased compared with the previous fiscal year.**
Net sales	Sales increased due to the full-year contribution of dual-shift production in North America and the impact of yen conversions, etc.
Operating profit	Profit increased due to cost improvement activities and a decrease in depreciation.
Ordinary profit	Increased mainly due to increased operating income, despite foreign exchange losses. (-386 million yen)

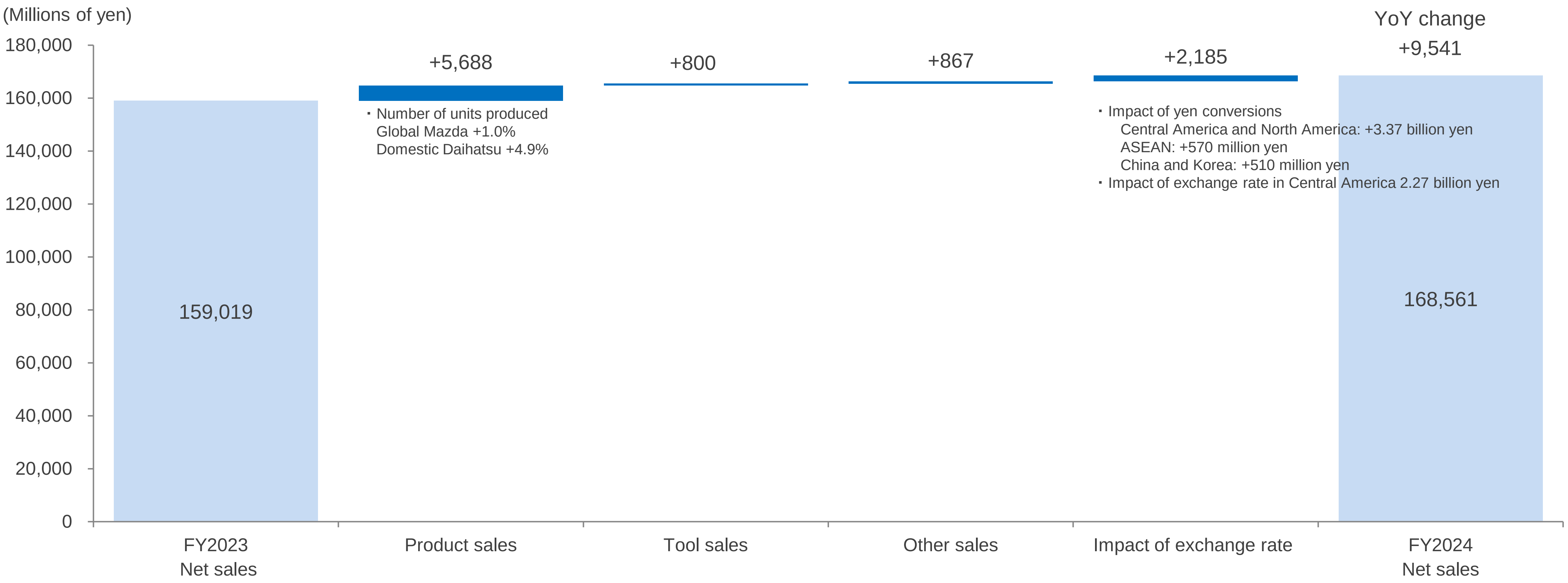
(Millions of yen)

	FY2023 actual	FY2024 actual	Changes	Rate of change
Net sales	159,019	168,561	9,541	6.0%
Operating profit	8,690	10,004	1,314	15.1%
Operating profit margin	5.5%	5.9%	0.4pts	
Ordinary profit	8,775	9,688	912	10.4%
Net profit	5,782	6,498	715	12.4%

Exchange rate (vs. U.S. dollar)	Actual: 140.55 yen	Actual: 151.57 yen

FY2024 Net Sales Increase/Decrease Factors (Year on Year)

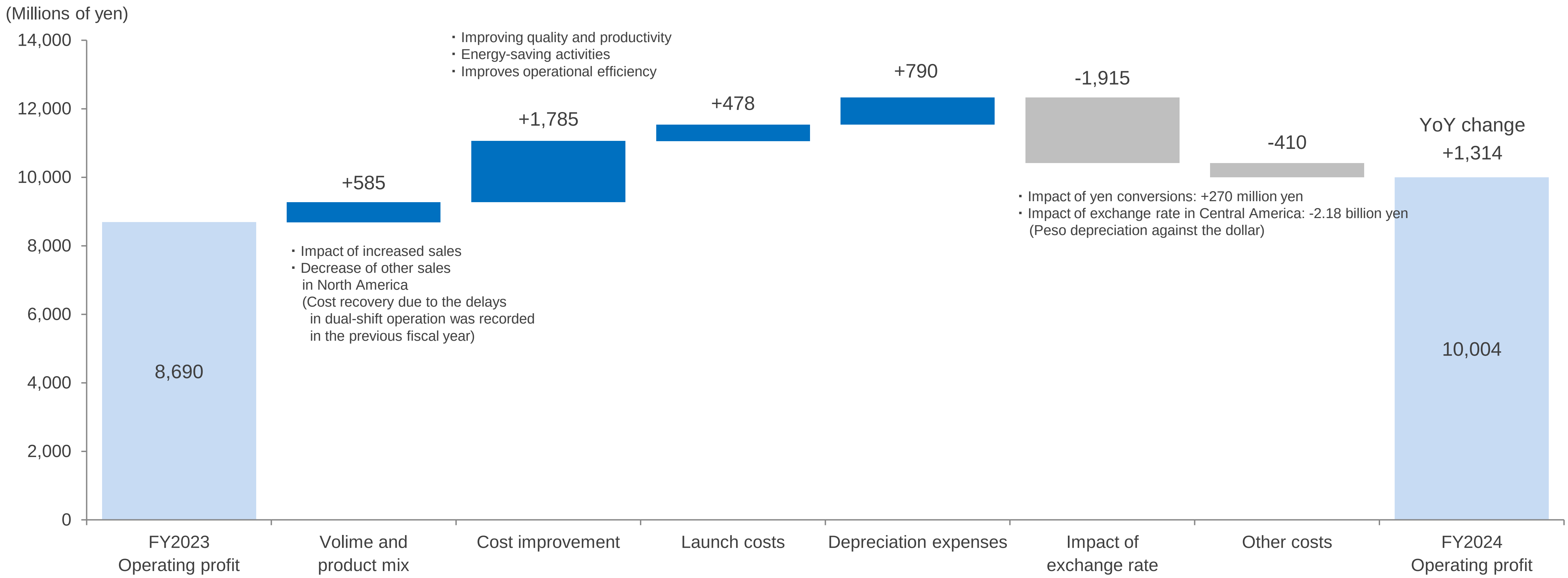
Summary	**Net sales increased due to the full-year contribution of dual-shift production in North America and the impact of yen conversions.**
Product sales	Increased due to an increase in production by major customers, mainly in Central America and North America.
Impact of exchange rate	Increased due to the impact of yen conversion, despite the impact of exchange rates in Central America.



DaikyoNishikawa Corporation

FY2024 Operating Profit Increase/Decrease Factors (Year on Year)

Summary	**Profit increased due to cost improvement activities and a decrease in depreciation**
Cost reduction	Improving quality and productivity, promoting energy-saving activities and operational efficiency
Impact of exchange rate	Decreased due to the impact of exchange rates in Central America, despite the impact of yen conversion



FY2024 Sales by Segments (Year on Year)

Japan	Despite a decrease in production volume by major customers, sales increased due to an increase in tool sales and other sales
Central and North America	Sales increased due to the full-year contribution of dual-shift production in North America and the impact of yen conversions.
ASEAN	Sales decreased due to a decrease in production units by customers in both Thailand and Indonesia.
China and Korea	Sales increased due to an increase in product sales to local customers, an increase in equipment sales, and the impact of yen conversions.

(Millions of yen)

		FY2023 actual		FY2024 actual		Year on Year change	
		Net sales	Composition ratio	Net sales	Composition ratio	Changes	Rate of change
Domestic	**Japan**	**103,292**	**65.0%**	**103,791**	**61.6%**	**499**	**0.5%**
Overseas	**Overseas Total**	**55,727**	**35.0%**	**64,769**	**38.4%**	**9,042**	**16.2%**
	Central and North America	38,181	24.0%	46,308	27.5%	8,126	21.3%
	ASEAN	11,965	7.5%	10,807	6.4%	-1,157	-9.7%
	China and Korea	5,580	3.5%	7,654	4.5%	2,073	37.2%
Total		159,019	100.0%	168,561	100.0%	9,541	6.0%

FY2024 Operating Profit (Loss) by Segment (Year on Year)

Japan	Profit increased due to cost improvement activities and a decrease in depreciation
Central and North America	Profit decreased due to a decrease in other sales in North America (compensation for delayed dual-shift operation was recorded in the previous fiscal year) and the impact of exchange rates in Central America.
ASEAN	Profit decreased due to the impact of lower sales, etc.
China and Korea	Losses narrowed due to an increase in tool sales and a decrease in launch costs.

(Millions of yen)

		FY2023 actual		FY2024 actual		Year on Year change	
		Operating profit	Composition ratio	Operating profit	Composition ratio	Changes	Rate of change
Domestic	**Japan**	**4,713**	**53.6%**	**6,797**	**66.6%**	**2,083**	**44.2%**
Overseas	**Overseas Total**	**4,086**	**46.4%**	**3,403**	**33.4%**	**-683**	**-16.7%**
	Central and North America	3,697	—	2,957	—	-739	-20.0%
	ASEAN	742	—	544	—	-198	-26.7%
	China and Korea	-352	—	-98	—	254	—
Consolidation adjustment		-110		-196			
Total		8,690	100.0%	10,004	100.0%	1,314	15.1%

2. Financial Forecasts for Fiscal 2025

Financial Forecast for Fiscal 2025

Assumptions **Calculation based on our own assumptions, although there are uncertainties such as tariffs in the United States**

Forecast lower sales and profits due to factors such as recent production trends, impact of exchange rate and an increase in mass production preparation costs associated with new products.

Strive to improve performance by eliminating all kinds of waste and pursuing the essence of earning power

(Millions of yen)

	FY2024 actual	FY2025 forecasts		
	Full year	Full year	Year on Year change	
			Changes	Rate of change
Net sales	168,561	165,800	-2,761	-1.6%
Operating profit	10,004	7,100	-2,904	-29.0%
Operating profit margin	5.9%	4.3%	-1.6Pts	
Ordinary profit	9,688	6,900	-2,788	-28.8%
Net Profit	6,498	5,200	-1,298	-20.0%

Exchange rate (vs. U.S. dollar)	Actual: 151.57 yen	Forecast: 144 yen

Estimated impact of tariffs

■Sales

・Approx. 1% of consolidated net sales

(Export from Japan and Mexico subsidiaries to the U.S.)

■Material procurement

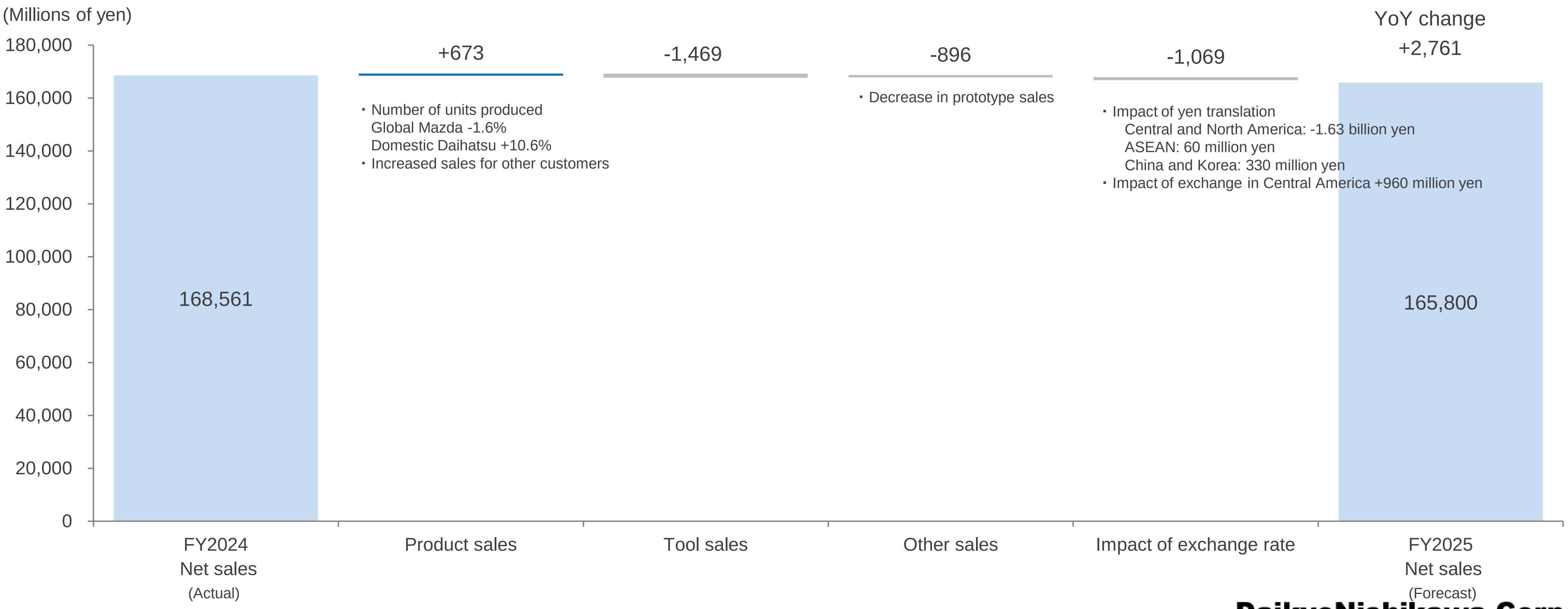
・The direct impact will be minor as the amount of import transactions in question is less than 1% of consolidated sales.

■Production

・The indirect impact on automobiles and automobile parts exported to the U.S. through customers is difficult to estimate, so we have set it ourselves.

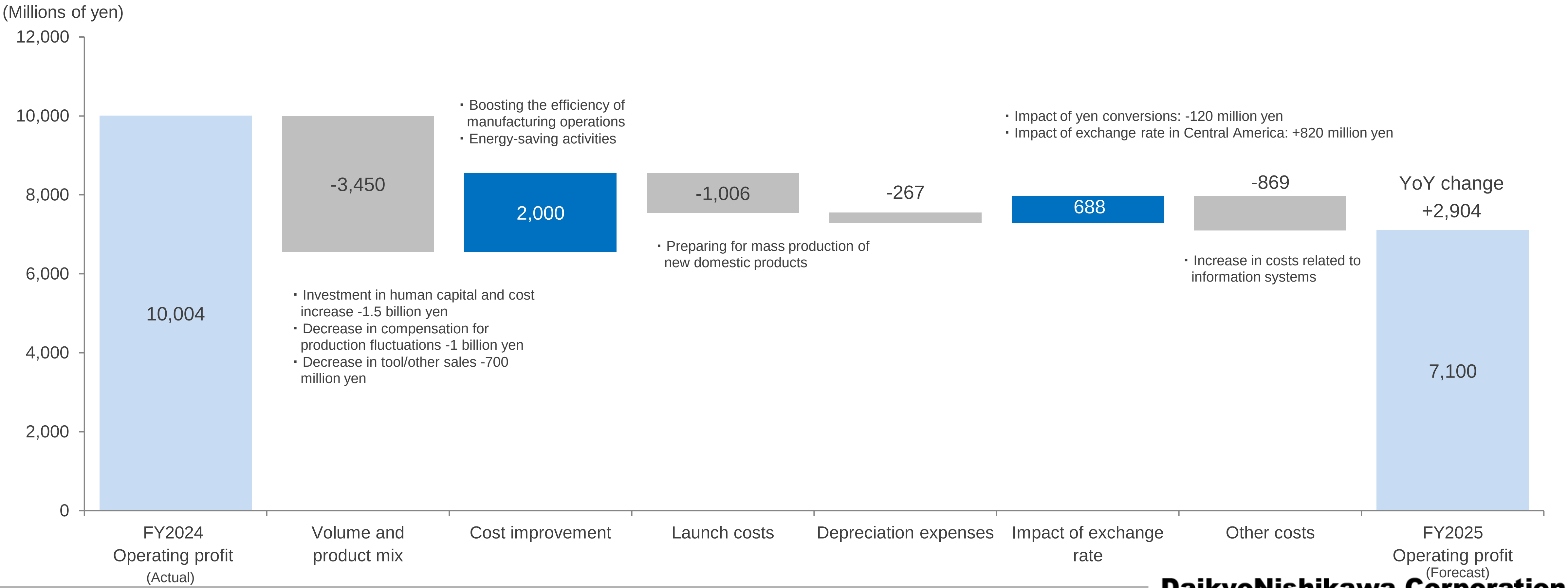
FY2025 Net Sales Increase/Decrease Factors (Year on Year)

Summary	**Decreased due to lower tool sales and other sales, and the impact of exchange rates etc.**
Product sales	Expecting growth both domestic and overseas business
Tool sales	A reactionary decrease is expected due to the tool sales for products that began mass production recorded in the previous fiscal year



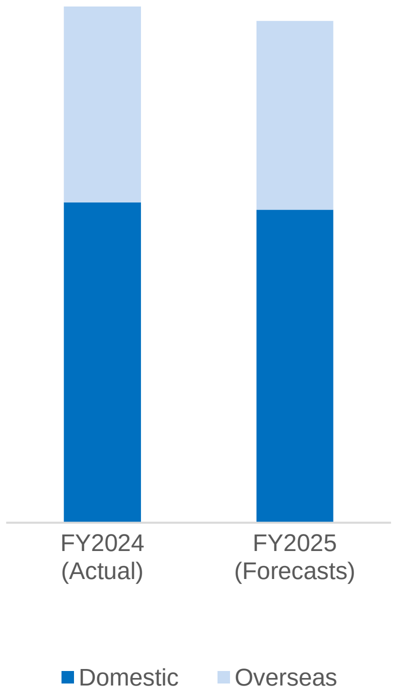
FY2025 Operating Profit Increase/Decrease Factors (Year on Year)

Summary	**Strive to improve business performance by eliminating all kinds of waste, despite the impact of reduced production**
Volume and product mix	Decrease due to a decrease in compensation due to rapid production fluctuations and a decrease in tool sales
Launch cost	Incorporating an increase in mass production preparation costs for new products

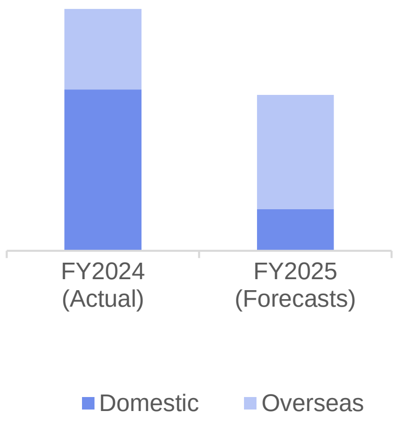


In fiscal year 2025, production volume is expected to fall short of the previous fiscal year's results due to our own production volume assumptions

Net sales



Operating income



Segments	FY2025 forecasts	Factors behind changes
Japan	Decrease in sales and profits	• Sales: Decreased due to a decrease in the number of units manufactured and tool sales. • Profits: Decreased due to a decrease in compensation for sudden production fluctuations and an increase in mass production preparation costs.
Central and North America	Decrease in sales and increase in profits	• Sales: Decreased due to a decrease in production volume in Central America and the impact of yen conversion, although there was an increase in sales due to increased production in North America. • Profit: Decreased due to the impact of lower sales in Central America.
ASEAN	Decrease in sales and increase in profits	• Sales: Decreased due to a decrease in the number of units manufactured by customers and tool sales. • Profit: Increased due to cost improvements such as fixed cost reductions and cost reductions despite the impact of reduced production.
China and Korea	Return to profitable despite of lower sales	• Sales: Decreased due to a decrease in tool sales, etc. • Profit: Material cost rate improvement due to product mix impact and reduction in quality response costs resulted in a turnaround to profitability

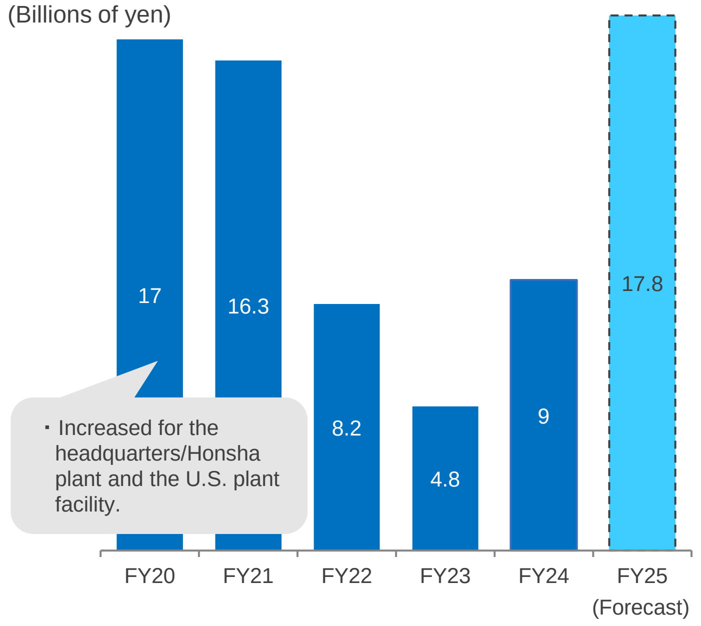
Capital Investment, Depreciation Expenses, and R&D Expenses

≪ Capital investment≫

FY2025 forecast
Plans to prepare for mass production of new ordered products and update facilities for more efficient manufacturing

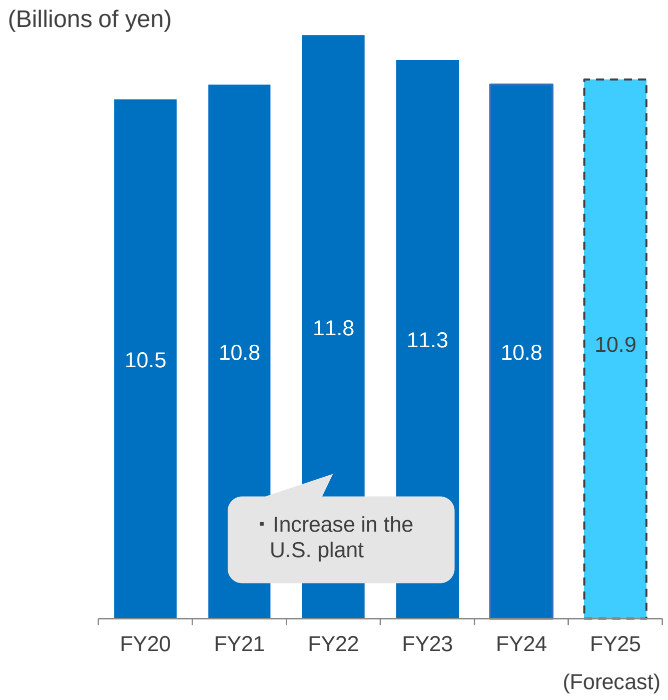
Breakdown of FY2025

Renewal of facilities and improvement of efficiency, etc.	12.6 billion yen
ESG related	4.8 billion yen
Others	400 million yen



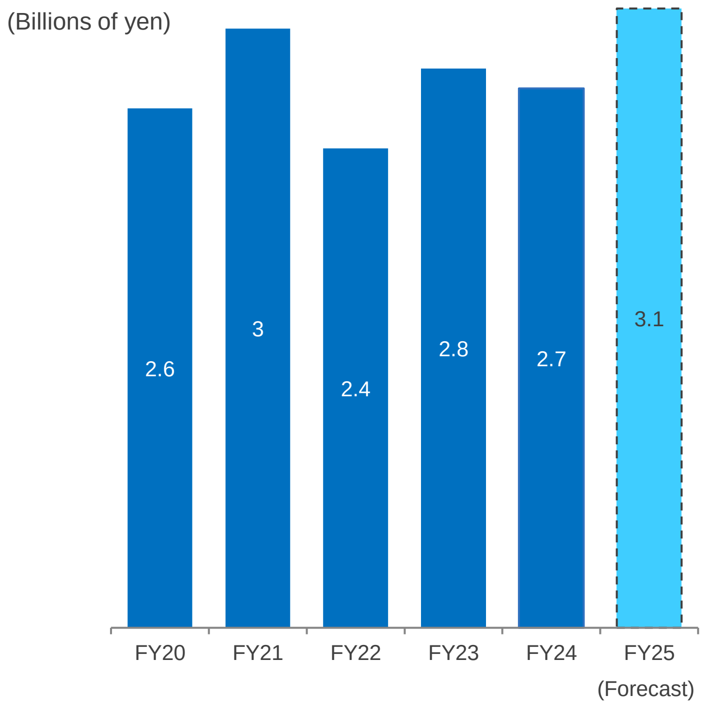
≪ Depreciation expenses≫

FY2025 forecast
Plans for 10.9 billion yen, the same level as the previous fiscal year



≪ R&D expenses≫

FY2025 forecast
Strengthening research and development to create products that exceed the expectations of society and customers



3. Progress of the FY2027 Medium-Term Management Plan

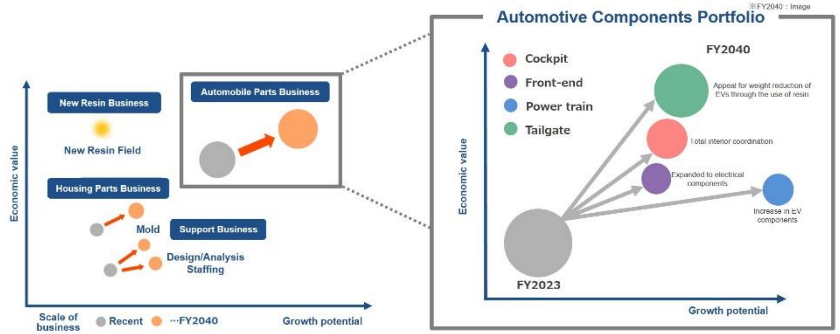
Long-Term Vision

Vision 2040

An essential company where people with rich personalities pursue the possibilities of resins and contribute to people, society, and the earth on a global scale.

-Established a resin circulation cycle and is providing products to new fields.
-Engagement has increased and all employees are proud of the company.

Business portfolio



Materiality

People & society

- D&I Promotion and Respect for Human Rights
- Career development
- Branding
- Contribution to the community

Manufacturing

- Develop and expand sales of high value-added resin products
- Develop and expand sales of environmentally friendly resin products

The earth

- Carbon neutral
- Circular economy

Management Bases

- Improve financial performance
- Strengthen risk management
- DX promotion
- Fair and equitable business activities

Mid-Term Management Plan

For the first time in achieving our long-term vision for FY2040
Positioning the 4 Years as "Building a Foundation"

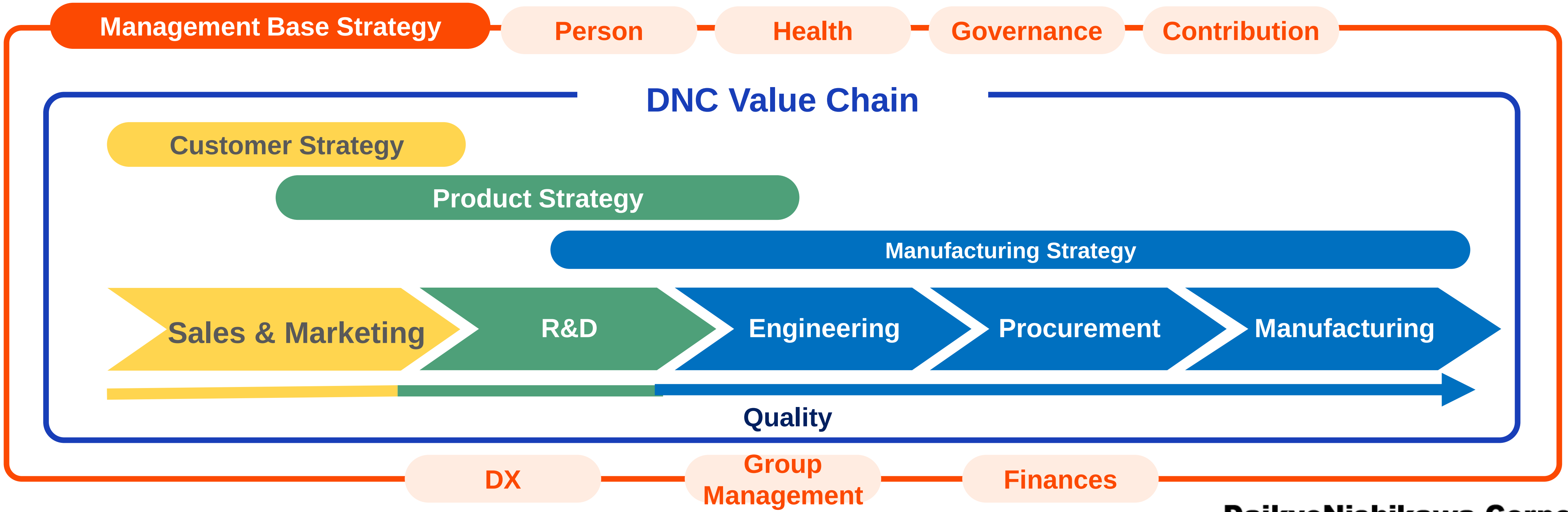
FY2024-FY2027

Mid-Term Management Plan	Mid-Term Management Plan	Mid-Term Management Plan	Mid-Term Management Plan	GOAL
Stage1 To build a foundation	Stage2 Get on track	Stage3 Further strengthen	Stage4 To establish	Long-Term Vision

Work on measures to resolve issues and realize our long-term vision based on four management strategies

Medium-term Management Policy

- Create a model for a product that achieves a cyclical cycle of resin.
- Implement marketing with a view to doubling the number of business partners.
- Create a comfortable and pleasant work environment so that each employee can maximize his or her abilities.



Changes in the External Environment and Medium-Term Management Plan Policies

Changes in the external environment since the formulation of the medium-term management plan

The additional tariff in the U.S.

- DNC Group will accelerate fixed cost reduction and cost reduction to lower the break-even point.
- Expand sales by utilizing the U.S. plant (DNUS) and strengthen sales promotion activities.

Sluggish performance in China and ASEAN segment

- Acquire new orders for major customers' new product introductions (China: EU models, next-generation EVs, Thailand: compact SUVs)
- Create synergies between Thai bases (DMST/DNTH)

Management that considers capital costs and stock prices

- Actively make growth investments aimed at the sustainable growth of the company, while implementing cash allocation that reconsiders the balance between returns to shareholders and employees.

Decline in the labor force in Japan

- Improve business efficiency by updating seven core systems
- Implement manufacturing strategies to improve added-value labor productivity (promotion of automation, non-stop production, quality improvement, IoT, etc.)

The outlook is becoming increasingly uncertain, but we will not change its targets in the medium-term management plan.

Review the level of strategies and measures and the timing of their implementation, and strive to achieve management targets.

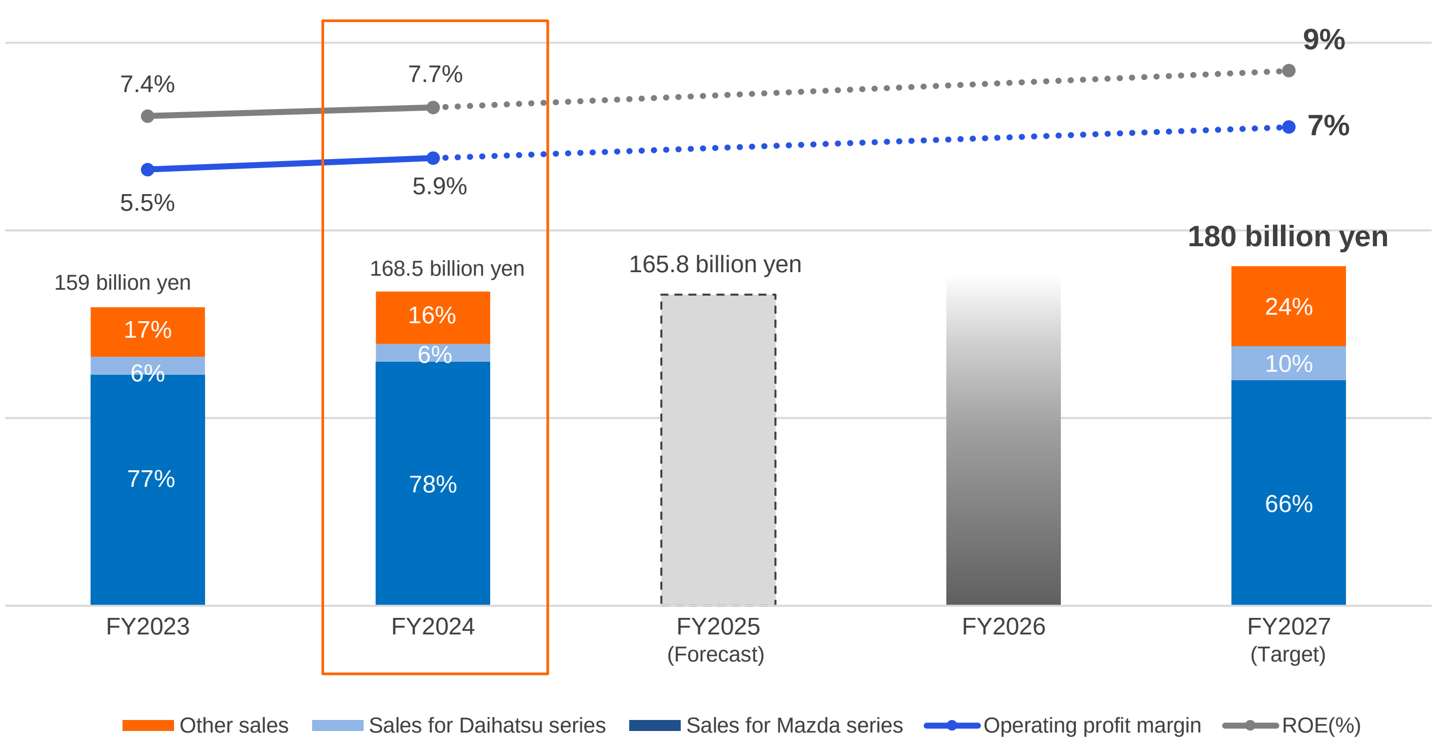
Progress of the FY2027 Medium-Term Management Plan

Solidify management foundation for sustainable growth in addition to securing stable earnings

Consolidated net sales : Maintain and expand business with existing OEMs while developing new OEMs/Tier 1s/new areas for sustained growth.
Operating profit margin : Continue to strengthen CSR management to contribute to solving social issues and improve profitability by cutting fixed costs and reducing costs.
ROE: Sustainably increase ROE by improving profitability, strengthening shareholder returns and optimization of cash reserves

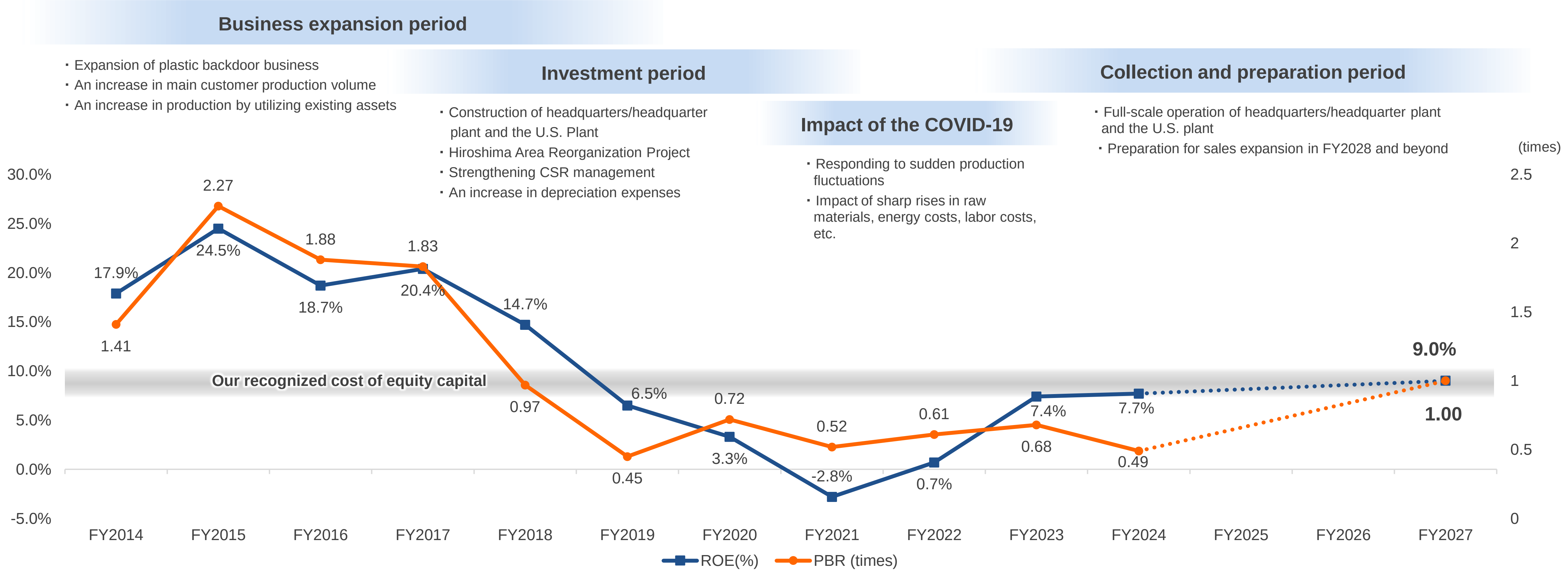
	Previous Medium-Term Management Plan (FY2023)	Medium-Term Management Plan Targets (FY2027)	Difference
Consolidated net sales	159 billion yen	180 billion yen	+21 billion yen
Operating profit margin	5.5%	7.0%	+1.5Pts
ROE	7.4%	9.0%	+1.6Pts

Medium-Term Management Plan Indicators: Results/Targets



DaikyoNishikawa Corporation

- In Nov. 2024, we formulated and announced initiatives to increase corporate value.
- In FY2024, although ROE performed well, PBR was 0.49 times at the end of March 2025 due to the decline in stock prices.
- Concrete financial strategies and growth stories and swiftly implement measures to increase corporate value



※PBR and ROE are calculated using the data at the end of each fiscal year. The closing stock price at the end of each fiscal year is used to calculate PBR.

Implementing a growth story aimed at enhancing corporate value and promoting effective measures

Target

PBR≧1x

Achievement

Current situation

PBR is less than 1 times

For ROE's cost of equity
Be below

FY2024 Results

ROE:7.7%

Direction for Improving PBR

Improve profitability and capital efficiency

Improve ROE

Aiming to realize the long-term vision (Vision 2040) and achieve the medium-term management plan, which is positioned as the 4-year period for building the foundation

Earning the trust and reputation of the market

CoE* Reduction

Enhance measures to support sustainable corporate growth through the promotion of sustainability management, improve transparency by strengthening IR, and fulfill accountability

*CoE... cost of equity

Main Initiatives

Growth Strategy (Business Strategy)

■Sales expansion

- ✓ Enhancing the added value of products
- ✓ Strengthen sales expansion to other companies
- ✓ Expansion into new areas and fields

Customer strategy

Product strategy

Financial Strategy

■Improve profitability and capital efficiency

- ✓ Highly efficient manufacturing
- ✓ Improves operational efficiency
- ✓ Optimize cost of capital
  - ・Boost shareholders returns

Manufacturing Strategy

Management Base Strategy

Non-Financial Strategy

■Reinforcement of business infrastructure

- ✓ Human capital management
- ✓ Strengthen ESG activities

Management Base Strategy

Enhance added value of growth strategy products

Basic policies and strategies | **Tailgate**

Establishment of environmentally friendly tailgate

Establishment of “easy-to-dismantle” construction and establishment of ALL plastic tailgate for further weight reduction

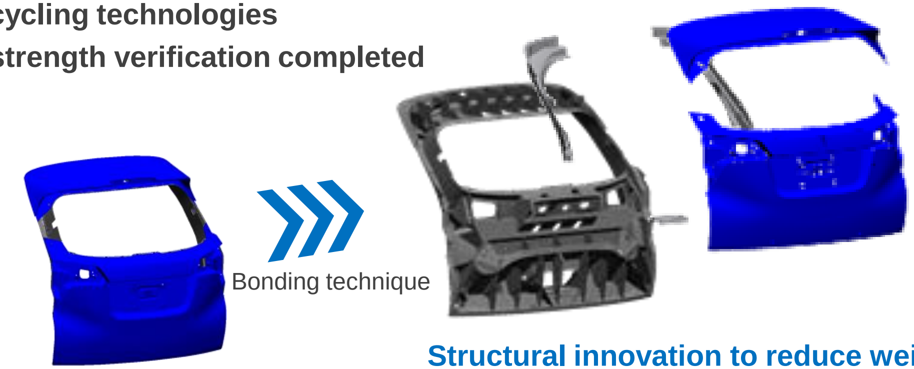
Technological development that surpasses customer expectations

Functional integration, safety, and improvement of design (value-added technology)

FY2024 performance

Establishment of easy-to-dismantle structure

- **Development Concept/Roadmap Planning**
- **Selection of Joint Structure Proposal**
- **Started development of elemental joining/recycling technologies**
- **Welding strength verification completed**



Structural innovation to reduce weight

Initiatives to FY2027

Establishment of environmentally friendly tailgate/Development of technologies that exceed customer expectations

Easy-to-dismantle structure

- Easy-release panel joints
- Part-detachable UP
- Plastics PIR*

Functional integration

- Light sensor Component integration

Integrated functional development through OEM and other co-creation activities

ALL Plastics Tailgate

- No metal reinforcement
- Single resin

Safety and design

- Lighting function integration
- Integration of display functions
- Seamless, etc.

*PIR...Post Industrial Recycling (recycling of waste)

Enhance added value of growth strategy products

Basic policies and strategies | **Cockpit**

*A/B…Air bag
*HMI…Human Machine Interface (Equipment that acts as an intermediary between man and machine)
*CCB…Cross Car Beam (Strength member frame supporting steering)

Value Creation through Plastics and Providing Value as a System Creator

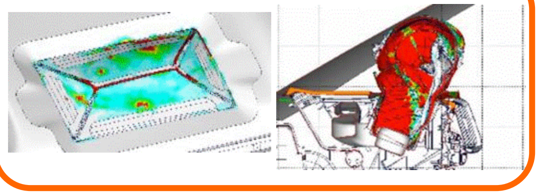
"Internalization of technology/skills required for interior system creators"

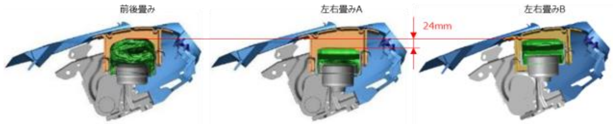
FY2024 performance

Completed construction of scenario for next-generation technology development

・Technological Development of Next-generation Vehicles (A/B * Desktop Validation of Structural Development)

Construction of A/B expansion analysis method





Development of analysis techniques for the development of safety performance assessment A/B

Initiatives to FY2027

Toward next-generation vehicles Completion of optimum structural development

Compatibility between weight reduction and texture

Evolution of recycling technology

Elucidation of the mechanism of vehicle collision performance

Integrate functions (transfer of functions)/Evolve into CCB*

Interior system Toward Creators

Responding to new HMI* techniques

Realizing spaces that respond to diversity

Toward the realization of new value
Internalization of the hands of technology
Development of added value (functional integration)

Realization model-based development of highly efficient short-term development processes

DaikyoNishikawa Corporation

Basic policies and strategies | **Front end**

Maximize basic functions (safety, aerodynamics and cooling) with optimum structure
“ Light collision damage/aerodynamic performance/cooling, Integration of ADAS and design"

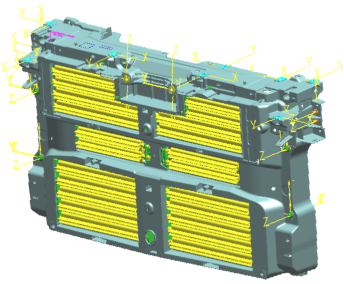
FY2024 performance

Development of next-generation technologies

Development of independent technologies

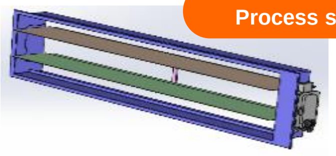
Grillschatter Corp.
Started mass production of products developed in-house

Minimize physical quantity

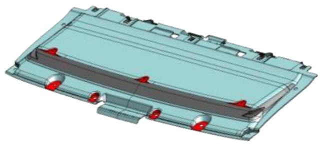


・Next-generation Grillschatter
Completion of prototype (in-mold assembly method)

Process saving by molding



・Undercover with improved aerodynamics
Prototype
Aerodynamic evaluation

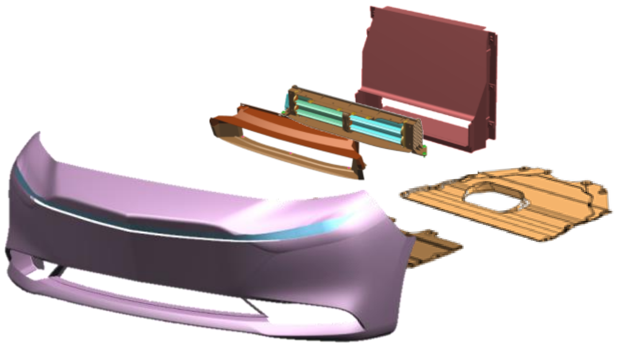


Initiatives to FY2027

Developing high-value-added products with new value and expanded target areas

・Functionally integrated front-end
Evolve into modules

- **Value Creation for the Entire Area**
- **Optimum guided air structure**
- **Miniaturization of grille shutter**
- **Millimeter wave radar**
- **Development of environmentally friendly grills**



Realize front-end to contribute to higher power costs

Development of Technologies for Aerodynamics and Environmental Contribution

Enhance added value of growth strategy products

Basic policies and strategies | Powertrain

Pursuing the possibility of using resin in motor/battery systems "Promoting the development of functional integration and modularized physical quantity optimization"

Adapt to electric vehicles that combine new technologies for EV and diversify "Develop products for powertrain mix including internal combustion engines"

FY2024 performance

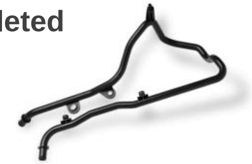
Technological development to maximize the benefits of resinization

① Development of resin for inverters completed

- Impact resistance and confidentiality of different materials

② Development of cooling pipes completed

- Gas assist method (plastic balls)



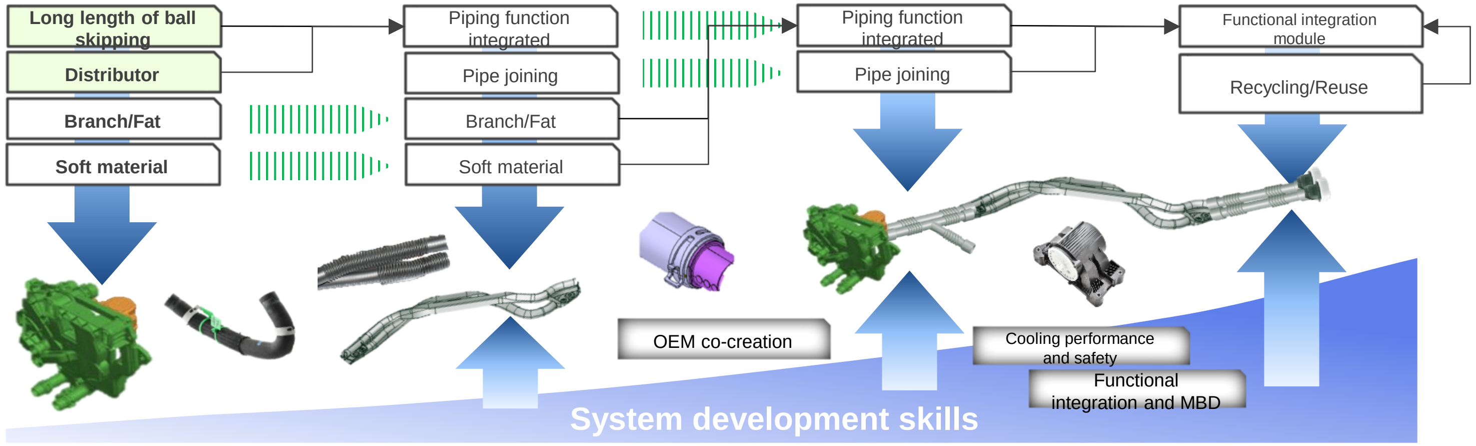
③ New orders for high-voltage busbars

- BEVs respondence

※Image

Initiatives to FY2027

Development of products for electric vehicles, centering on cooling piping function integration modules



Evolution of individual items/module development

Refining existing product development

Large-scale Battery cover

Oil strainer

Enhance added value of growth strategy products

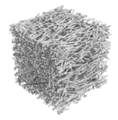
Basic policies and strategies | Model-based development (MBD) and Model-based research (MBR)

Make evolve a MBR・MBD to realize a highly efficient short-term development-process

FY2024 performance → Initiatives to FY2027

Model-based research (MBR)

Predicting models that satisfy required performance on a desk

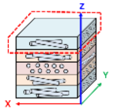


X-ray CT imaging

To clarify the mechanism

Material functions and construction methods

Material modeling realized

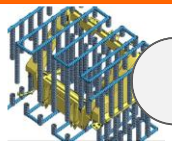


Material model

MBD analysis techniques

Development of analysis technology for resin flow and warpage deformation

Awarded the Excellence Award at the Monozukuri Site Innovation Awards



Investigation of internal cooling piping

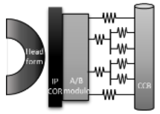
Developing the practical skills of young employees through a place to learn, practice and evaluate.

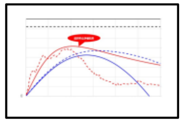
Model-Based Development (MBD) Toward Interior System Creators

Development of analysis techniques for the development of safety performance assessment A/B

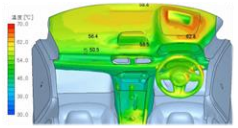
Construction of A/B expansion analysis method

Realization of highly efficient short-term development processes



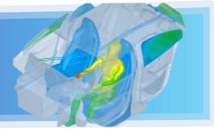


Development of thermal manikin technology to evaluate indoor comfort



Thermal environment in the cabin
Simulation technique expected to establish

Establishment of a method for evaluating comfort



Evolution of simulation technology for realizing highly efficient manufacturing in pursuit of non-defective product conditions

Autonomy

Collaborative/General-purpose Robot Introduction

Realization of straight production

Smart Factories

Non-stop production

Offering New Value
With the necessary technical skills
Internalize the hands

With high efficiency and high quality
Realization of manufacturing

DaikyoNishikawa Corporation

Promote the development of high-value-added and environment-friendly products, leading to the acquisition of new orders in the global market

Focusing on expanding sales of new technologies and products

HMI panels using transmission and decoration techniques

- World's first* technology that enables the provision of new value
- Our first order
- Scheduled start of supply in FY2025

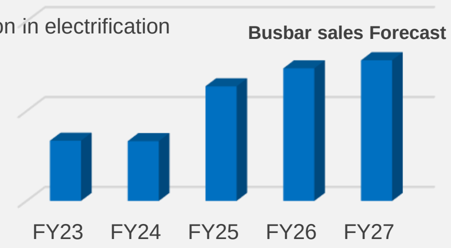
※Image

*Our survey as of Apr. 2025

Increase orders for high-voltage bus bars

- Compatible with space savings with high voltage and large current
- Expect to expand adoption in electrification

※Image



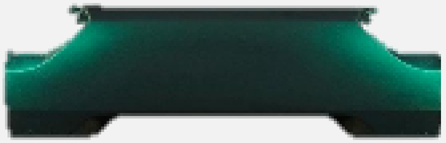
Exterior coating products in Mexico

- Started supply from Dec. 2024.
- Mexico Plant Receives first order for exterior coating products from a Non-Mazda affiliate.

※Image

Exterior paint using CNF*

- Approximately 30% reduction in CO_2 emissions compared to conventional products
- Weight reduced by approximately 17% compared to existing products
- Improve recyclability



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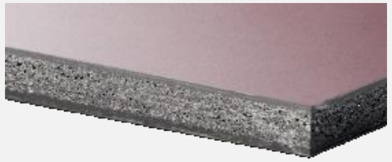
*CNF... Cellulose Nanofiber

Exterior coating products using fine foaming technology

- Approximately 35% reduction in CO_2 emissions compared to current products
- Weight reduced by approximately 40% compared to existing products



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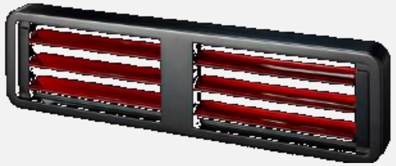
Evolution of Active Grille Shutter

- Contributing to the Extension of Vehicle Driving Distances
- To reduce CO_2 emissions
- Significant reduction in the number of components



※Image

Expansion into new growth strategy areas

Promote the development of products in new domains that incorporate electrical equipment technology into resins (to be released at "Automotive Engineering Exposition 2025 Yokohama)

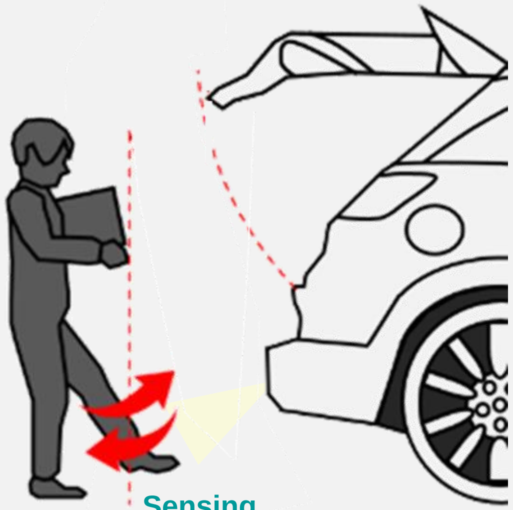
Smart kick sensor

With 4D millimeter-wave sensors and AI learning to open and close the backdoor
Safe and reliable operation

New Technical

The sensor's detection range has been optimized so that customers can operate it from a safe position.

It is controlled by a 4D millimeter wave sensor and AI learning so that it only responds to kick actions, preventing operational errors.



Elemental technologies for comfortable spaces

Elemental techniques that embody C2035 interior concept model

New Technical

Taking on the Challenge of New Fields by Leveraging the Technological Capabilities Cultivated in Automotive Parts

Expansion into new areas

Expansion of design business

Increased orders for design operations in the home appliance domain by applying design know-how developed in automotive parts design

Creation of new fields

Collaboration with start-up companies

Promoting business development in collaboration with two start-up companies through a new business creation program

Progress

Establishing a concept for creating new fields ⟫ Establishing a roadmap for creating new fields ⟫ **Demonstration experiment aimed at creating new fields** ⟫ Decision on commercialization ⟫ **Contribution to social issues**

Preparation			Testing, evaluation, operation testing, etc.			Market testing and verification		
Sample selection	Sample preparation	Internal explanation	Data analysis	Preparation for introduction	Acquisition of methods	Tri-verification	Safety verification	Business feasibility verification

※Progress image of demonstration experiment themes

Chemical recycling utilizing catalyst technology

Aiming for Zero-Waste-to-Landfill through Recycling of Waste Plastics Generated in Manufacturing

Visualization of Sensitivity Expressed in Onomatopes

Development of materials that provide a sense of security and peace of mind based on Kansei Engineering

* Onomatopes…Words that reproduce various states, movements, etc. in sound.

Profitability Improvement Realization of Smart Factories

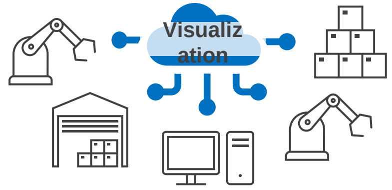
Promote automation and non-stop production through the use of IoT to improve production performance

*Production performance ratio = non-defective operating hours/total working hours

	FY2024 performance	FY2025 planning	FY2026 planning	FY2027 planning
Production performance ratio* (compared to FY2023) Labor saving	**3.4%UP** Equivalent to 156 hours	**4.5%UP** Equivalent to 182 hours	**7.5%UP** Equivalent to 252 hours	**10.5%UP** Equivalent to 326 hours
Promote autonomy Hand internalization of elemental technologies	**+2 elements** 13/28 elements (45%)	**+4 elements** 17/28 elements (60%)	**+2 elements** 19/28 elements (65%)	**+2 elements** 21/28 element (75%)
Non-stop production of equipment Facility failure time (vs. FY2023)	**10% reduction** **Collection of learning data** • Collection of Equipment Information Analysis Learning Database (DB) • Preliminary preparation for systemization	**25% reduction** **Construction of a conservation system** • Collection of analytical learning DB and maintenance instructions	**35% reduction** **Linkage with IoT** • Constant state collection • Collection of facility status DB	**50% reduction** **Predictive maintenance based on AI analyses** • Capital Condition DB and Analytical Learning DB Collection
Improving the defect rate by improving IoT Molding defect rate (vs. FY2023)	**5% reduction** Organize big data for molding machines and start molding defect analysis	**10% reduction** Poor Analysis of 3 Large Defects by Utilizing Big Data for Molding Machinery	**15% reduction** Determination of defective/defective products in equipment using defective factors in molding	**20% reduction** **Predictive management by big data analysis** (Improve efficiency/Reduce loss of defects and breakdowns)

Vision

Use of Big Data



For all elements

Total autonomy

Through prior control of facility defects utilizing AI

Non-stop production

By having AI adjust the terms of good products

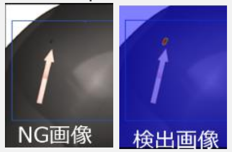
Zero defect process

Profitability Improvement Realization of Smart Factories

Introduction of automation technology

Replaces human work elements with automation techniques, verifies and tries, and establishes automation technologies

	FY2024 performance	FY2025 planning	FY2026 planning	FY2027 planning
Hand internalization of elemental technologies Cumulative FY2023: 11/28 elements	**+2 elements** Cumulative: 13/28 elements (45%)	**+4 elements** Cumulative: 17/28 elements (60%)	**+2 elements** Cumulative: 19/28 elements (65%)	**+2 elements** Cumulative: **21/28** elements (75%)
Internalization items	Mascot attachment Torch finish	Tape attachment Molding appearance inspection Plastic Clip Nut assembly	Protector paste (Rubber) Iron clip assembly	Rivet assembly Bolt assembly



Horizontal deployment of automation technologies

Introduction of in-hand technology in autonomous machines and planned automation of in-plant transportation ⇒ Cost improvement by expanding automation

	FY2024 performance	FY2025 planning	FY2026 planning	FY2027 planning
Automotive introduction process	**+14 processes** Cumulative: 14 processes	**+10 processes** Total: 24 processes	**+15 processes** Cumulative: 39 processes	**+10 processes** Cumulative: **49** processes
Labor-saving man-hours	**+28-man hours** Cumulative: 28-man hours	**+20-man hours** Cumulative: 48-man hours	**+31-man hours** Cumulative: 79-man hours	**+21-man hours** Cumulative: **100**-man hours

Profit Improvement at DNUS (US)

Achieved full-year profitability in net income in FY2024 through flexible production response to increased production by customers

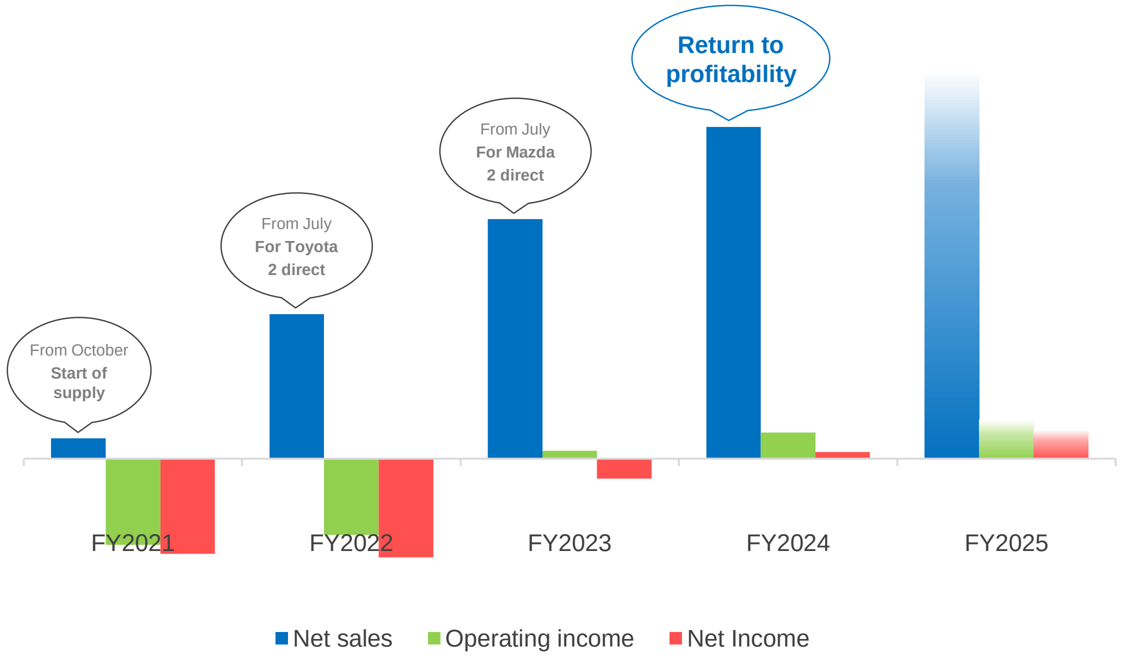
Production System

- Flexible response to increased production for Mazda
- Restrain labor costs by starting operation of autonomous production lines

Actual

- Achieved full-year net income profitability through increased production and ongoing cost reduction activities

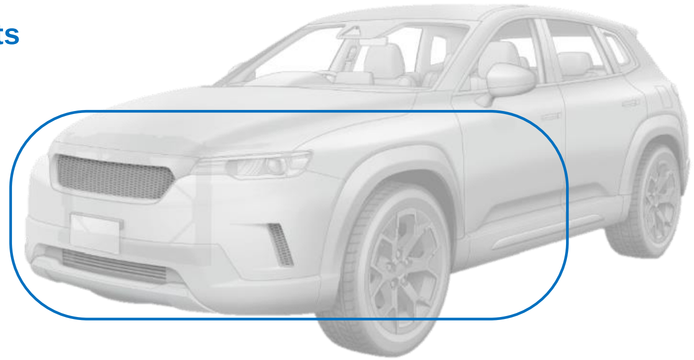
DNUS Business Trends



Recent sales expansion and production status

Expand sales of exterior parts (around the front)

Continue proposal activities to expand the number of products for which orders are received



- Achieve short-term development and vertical start-up, which are customer requirements.
- Implementing systematic recruitment/training to cope with increased production and starting mass production smoothly.

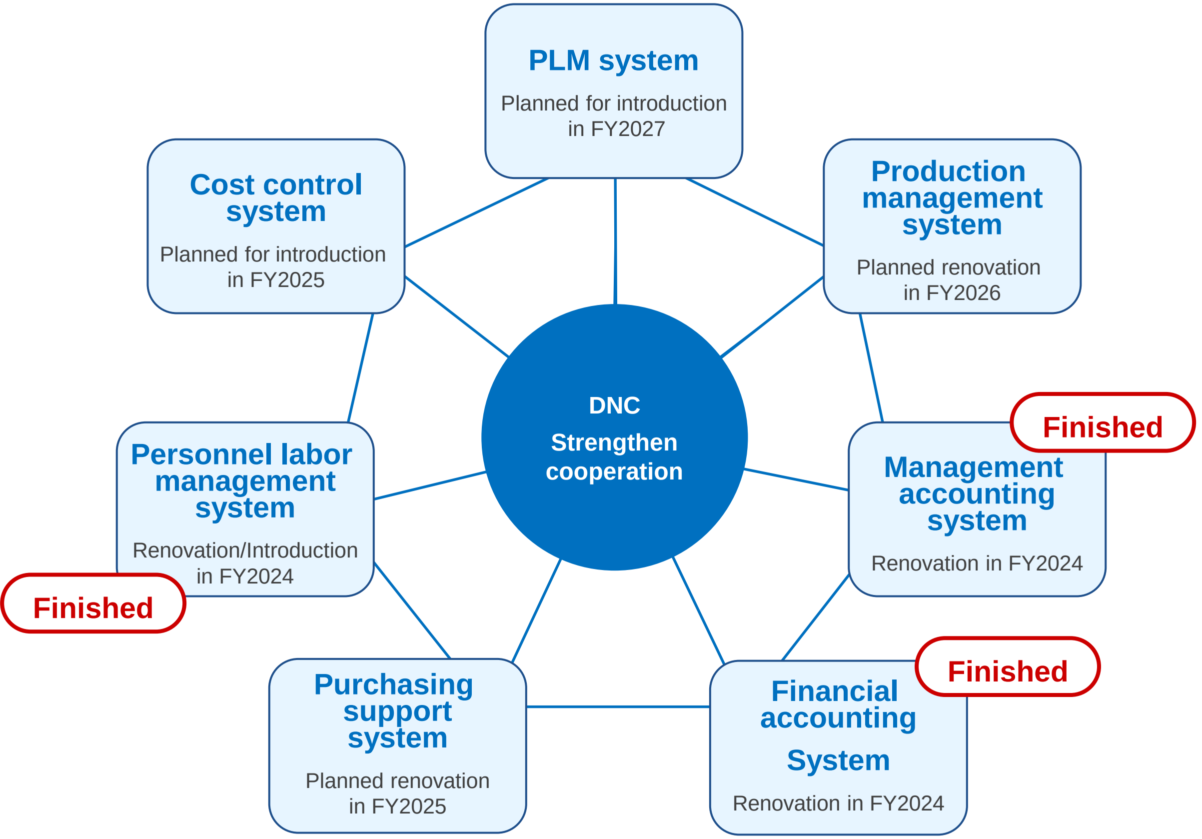
Outlook for the Current Fiscal Year and Toward Further Growth

- Steadily following increases in production in the future.
- Focus on presentations to acquire new customers.

Improving the efficiency of indirect operations through digital transformation

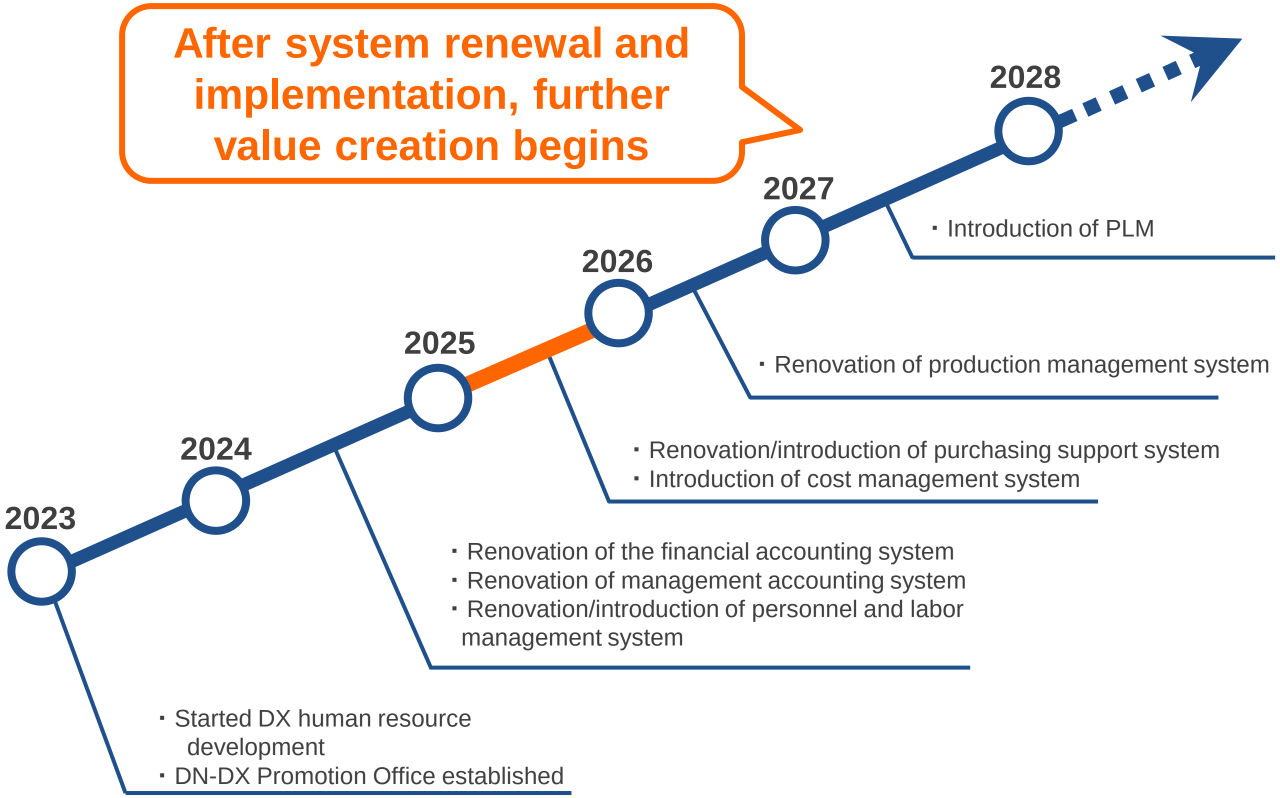
Linkage of mission-critical systems by promoting DX

Accelerate optimization of business processes with the aim of transforming from individual optimization to total optimization by strengthening linkage between the 7 systems



Improving Operational Efficiency through System Renovation

Promote operational reforms centered on system renovation,
Aiming to reduce indirect operation man-hours by 30% by FY2027



Achieve the medium-term management plan

Achieve the medium-term management plan by strengthening cooperation between human capital and business strategy

Human capital management | **Business Strategy**

Vision

Creating People that Leverage Individual Individuality

01 Clarification of necessary human resources

- Build a dynamic human resources portfolio that visualizes the human resources needed as an organization

Competency assessment

Visualize the behavioral characteristics required for organizational leaders

Developing a Job Description

Clarify the human resources required for each post by dividing them into 4 elements

02 Measures against "as is"/"to be" gaps

- Understand the gap between the current status (As is) and ideal (To be) of human resources and strengthen various measures such as allocation, recruitment, and training

Career building

Strengthen recruitment

Succession planning

Appropriate location

03 Creating an environment where employees can demonstrate their abilities

Promotion of D&I

- Generate innovation through the combination of new knowledge and create new value

Enhancing Engagement

- Create an organization that is proactive and voluntary and is diverse

E Environment

Response to carbon neutrality

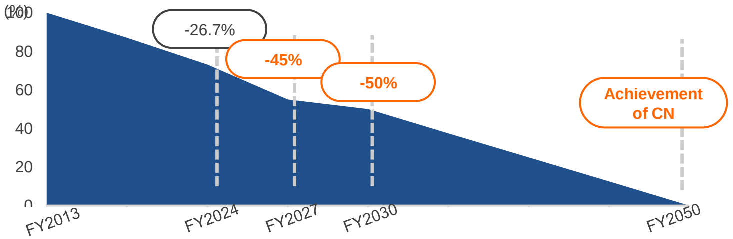
- **FY2027 Targets**

  CO_2 emissions (Scope 1-2)

  45% reduction compared to FY2013

- **Progress in FY2024: 26.7% reduction**

CO_2Emissions reduction roadmap



- **Major Initiatives to Achieve Targets**
  - ✓ Energy conservation efforts
  - ✓ Energy Saving (Production Technology Innovation)
  - ✓ Use of Renewable Energy

S Society

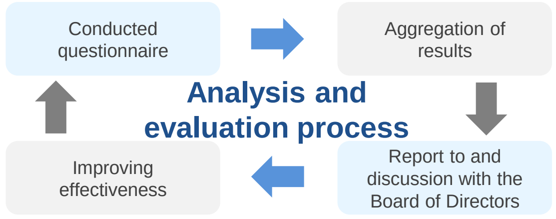
Initiatives for D&I

- **FY2027 Targets**
  - ➢ Female managers: **13**
  - ➢ Women in supervisory positions: **42**
  - ➢ Percentage of men taking childcare leave: **90%**
- **Progress as of the end of Mar. 2025**
  - ➢ 10 female managers
  - ➢ Female supervisors: 29
  - ➢ Percentage of men taking childcare leave: 38.7%
- **Major Initiatives to Achieve Targets**
  - ✓ Promotion of D&I promotion project
  - ✓ Implementation of level-specific education and activities to promote understanding of D&I
  - ✓ Implementation of Engagement Survey and Evaluation

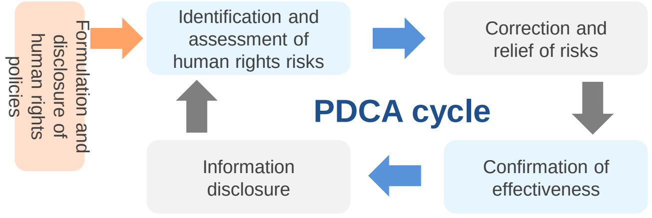
G Governance

Consolidation of Corporate Governance

- **Improving the effectiveness of the Board of Directors**
  - ✓ Improve attendance rate at Board of Directors meetings
  - ✓ Consideration for securing diversity of members



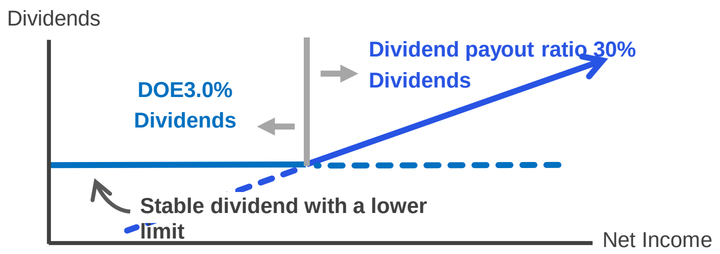
- **Establishment of human rights due diligence**
  - ✓ Formulate and disclose human rights policies and implement PDCA



Financial Strategy Strengthen Shareholder Returns

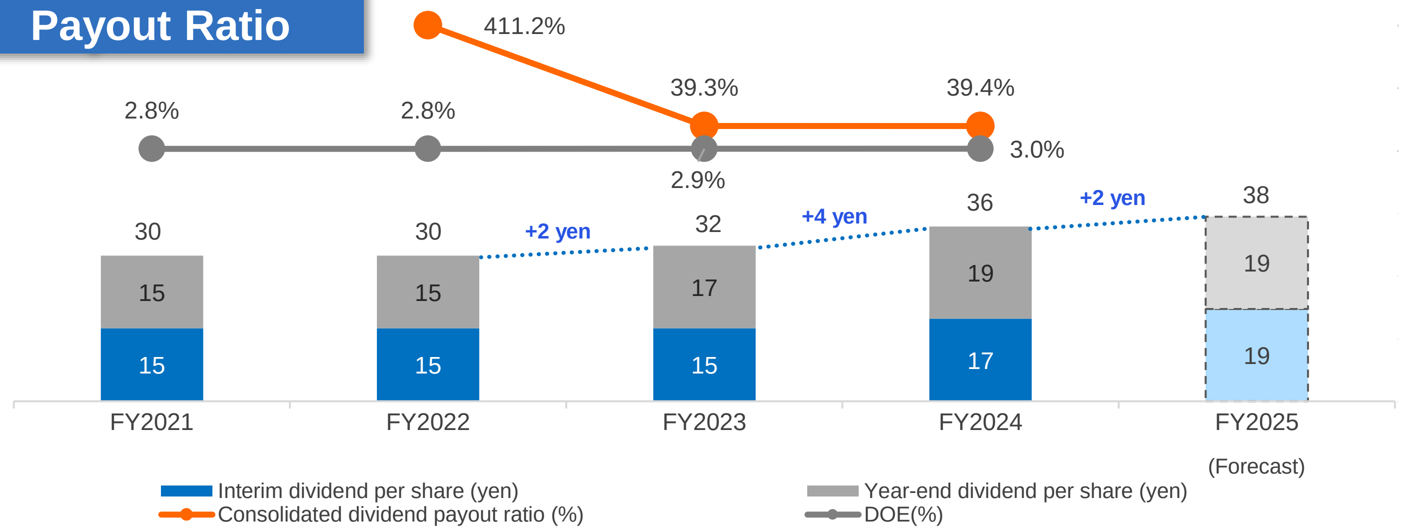
Revision of Dividend Policy

■A minimum consolidated dividend on equity (DOE) of 3.0% and a target consolidated dividend payout ratio of around 30%



Returning profits to shareholders is a key management priority, and our basic policy is to provide stable and continuous dividends.

Dividends and Payout Ratio



※FY2023 year-end dividends per share include a commemorative dividend of 2 yen.

Purchase of treasury stock

Policy

Execute as appropriate in light of financial conditions and medium-to long-term demand for funds.

Implement share buybacks

Type of stock to be acquired	Shares of our common stock
Total number of shares that can be acquired	Up to 4,250 thousand shares (Maximum)
Total value of shares repurchased	Up to 2 billion yen (Maximum)
Acquisition period	From May 14th, 2025 to Oct. 31st, 2025
Acquisition method	On Tokyo Stock Exchange trading Market purchase

The Company plans to retire all shares to be repurchased through this share buyback.

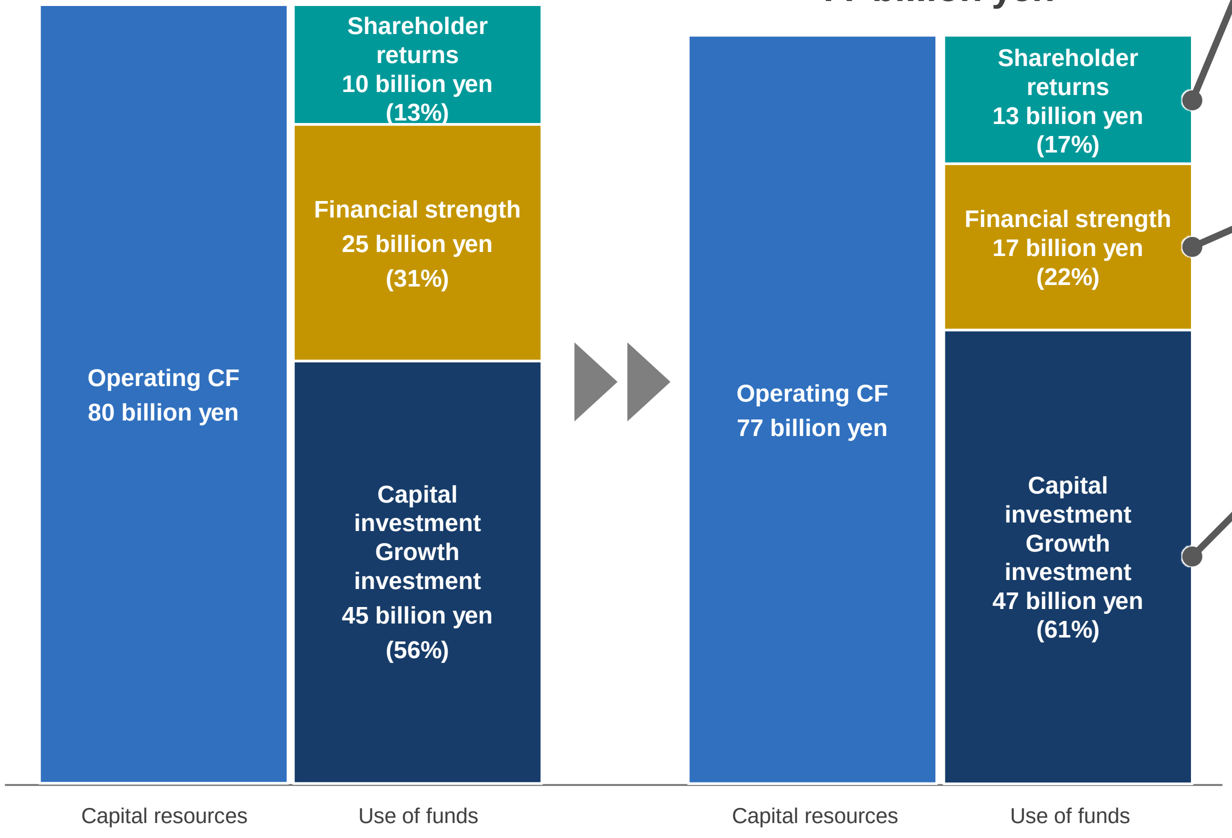
Cash allocation

Fund allocation before review

Revised allocation of funds

(Before revision)
Accumulated FY2024~FY2027 approx. 80 billion yen

(after revision)
FY2024~FY2027 estimate: Approx. 77 billion yen



Shareholder returns

- Dividends: Stable dividends with a **lower limit of DOE 3.0%** and a consolidated dividend payout ratio of around 30%
- **The acquisition of our own shares: Decision to the acquisition up to 2.0 billion and the cancellation of those shares**

Financial strength

- Strengthening group fund operation management
- Appropriate allocation to shareholder returns and capital investment/growth investment based on future business conditions.

Capital investment / Growth Investment

- Renewal or enhancement of existing facilities and tooling investment
- Investment in development of new car models
- R&D：Plastic recirculation cycle development
- Human capital：Implement a talent management system for career development
- DX：Building a foundation for rapid, data-driven decision-making
- Carbon neutral：Resin recycle cycle development

[Important Information]

This presentation material contains certain statements describing the future plans, strategies, and performance of DaikyoNishikawa Corporation and its consolidated subsidiaries. These statements are not based on historical or present fact, but rather assumptions and estimates based on information currently available. These future plans, strategies, and performances are subject to known and unknown risks, uncertainties, and other factors. DaikyoNishikawa Corporation’s actual performance, business activities, and financial position may differ materially from the assumptions and estimates provided on account of the risks, uncertainties, and other factors. The information contained on this presentation should not be considered as an offer, or solicitation, to deal in any of the investments or funds.

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Appendix

Key performance and financial indicators (consolidated)

(Millions of yen)

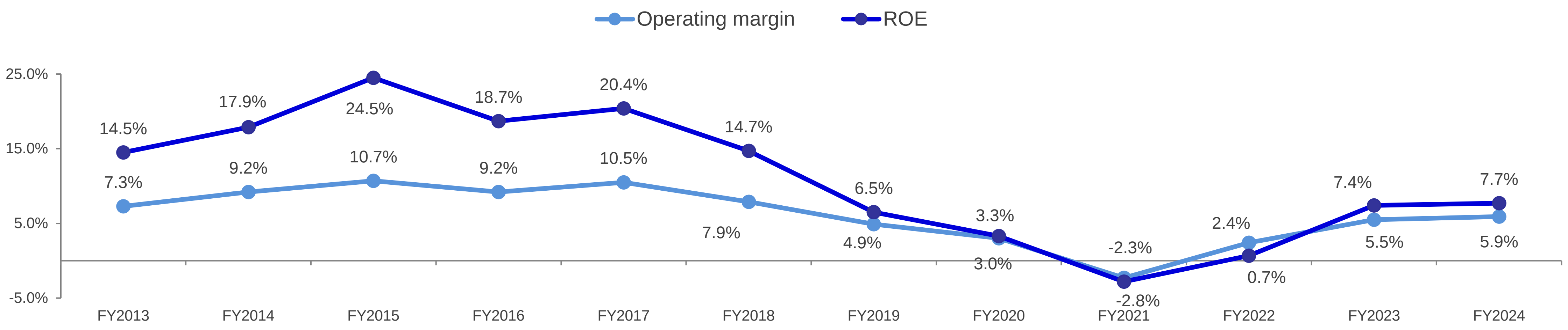
	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales	184,314	182,219	150,234	116,669	145,744	159,019	168,561
Cost of sales	160,738	163,780	136,690	108,934	131,955	138,550	146,186
Gross profit	23,575	18,438	13,544	7,735	13,789	20,469	22,375
Selling general and administrative expenses	8,954	9,443	9,087	10,368	10,335	11,778	12,370
Operating profit(loss)	14,621	8,995	4,456	-2,632	3,453	8,690	10,004
Operating profit ratio	7.9%	4.9%	3.0%	-2.3%	2.4%	5.5%	5.9%
Non-operating income	764	1,121	1,273	2,191	807	1,634	2,391
Non-operating expenses	550	616	342	544	1,396	1,548	2,707
Ordinary profit(loss)	14,836	9,500	5,386	-985	2,864	8,775	9,688
Extraordinary income	332	318	2,264	1,277	19	1,851	10
Extoraordinary losses	279	2,140	4,097	1,201	368	2,371	155
Income before income taxes	14,889	7,678	3,553	-909	2,515	8,255	9,543
Income taxes	3,838	2,455	1,595	1,274	1,975	2,872	2,964
Net income(loss) attributable to non-controlling interests	648	315	-578	-98	21	-399	80
Net income(loss) attributable to owners of the patent	10,402	4,907	2,536	-2,085	518	5,782	6,498
Capital investment	16,489	25,012	17,011	16,313	8,278	4,811	9,097
Depreciation expense	9,561	10,716	10,510	10,798	11,895	11,383	10,885
R&D expense	3,003	2,968	2,603	3,049	2,473	2,842	2,714
Sales growth rate	7.2%	-1.1%	-17.6%	-22.3%	24.9%	9.1%	6.0%
Return on equity(ROE)	14.7%	6.5%	3.3%	-2.8%	0.7%	7.4%	7.7%
Return on assets(ROA)	10.4%	6.4%	3.5%	-0.6%	1.8%	5.4%	6.1%
Earnings per share(EPS) (yen)	146.82	69.27	35.75	-29.37	7.30	81.34	91.36
Book value Per Share(BPS)	1,048.45	1,088.74	1,089.41	1,045.26	1,063.76	1,135.11	1,227.65
Dividend per share(yen)	34.00	30.00	30.00	30.00	30.00	32.00	36.00
Dividend payout ratio (%)	23.2%	43.3%	83.9%	-	411.2%	39.3%	39.4%
Dividend on equity ratio(DOE)(	3.4%	2.8%	2.8%	2.8%	2.8%	2.9%	3.0%
Dividend yeld(%)	3.3%	6.1%	3.9%	5.6%	4.7%	4.2%	6.0%
Price book-value ratio(PBR)	0.97	0.45	0.72	0.52	0.61	0.68	0.49
Price earnings ratio(PER)	6.92	7.13	21.65	-	88.36	7.35	6.55
Number of employees	5,265	5,432	5,414	5,482	5,461	5,601	5,779

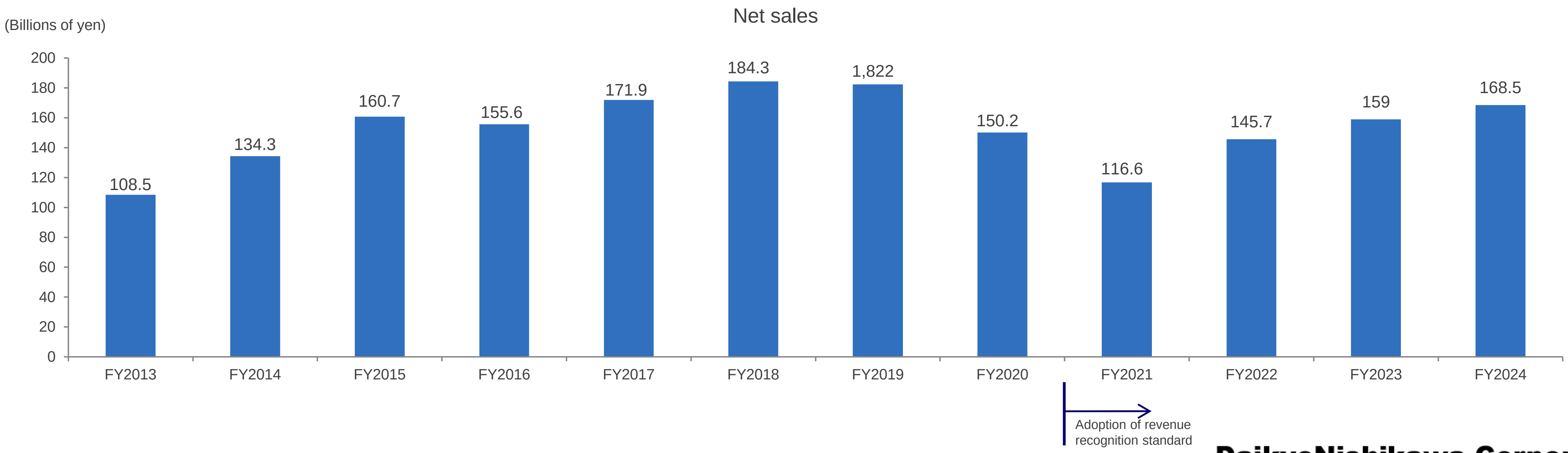
	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Current assets	85,554	77,137	80,257	69,316	73,672	80,327	73,097
Cash and deposits	37,571	32,529	39,842	28,455	28,070	39,079	30,922
Trade notes and accounts receivable etc.	35,995	33,056	31,760	29,138	33,916	29,647	30,760
Inventories	10,119	9,564	7,399	7,592	8,136	8,349	8,247
Other	1,867	1,987	1,255	4,130	3,548	3,250	3,167
Not-current assets	60,801	73,347	79,037	86,845	89,226	80,898	81,457
Property,plant and equipment	55,189	68,346	73,167	80,432	81,036	75,670	75,843
Intangible assets	976	767	741	799	887	1,105	1,555
Investments and other assets	4,634	4,233	5,128	5,613	7,302	4,121	4,058
Total assets	146,356	150,484	159,295	156,162	162,899	161,225	154,554
Current liabilities	47,057	47,007	45,557	39,067	45,456	44,793	43,031
Trade notes and accounts payable etc.	26,448	25,579	24,823	22,904	24,999	22,278	23,412
Short-term loans payable	2,509	1,757	1,694	1,442	1,470	1,498	1,550
Long-term loans payable due within one year	2,941	2,912	2,272	4,882	5,562	5,779	5,052
Lease obligations	3,298	3,344	2,807	2,755	2,729	2,846	1,589
Other	11,859	13,412	13,958	7,083	10,693	12,390	11,426
Non-current liabilities	22,097	23,089	33,848	40,176	39,020	33,178	21,573
Bonds	15,549	17,658	29,241	34,128	32,191	28,068	18,106
Lease obligations	2,790	2,089	1,431	2,899	2,930	2,102	724
Other	3,757	3,341	3,175	3,147	3,898	3,007	2,743
Total liabilities	69,155	70,096	79,405	79,243	84,477	77,971	64,605
Total net assets	77,200	80,387	79,889	76,918	78,422	83,254	89,949
Interest-bearing debt	27,089	27,762	37,447	46,108	44,885	40,294	27,022
Net interest-bearing debt	-10,482	-4,766	-2,394	17,652	16,814	1,214	-3,899
Capital adequacy ratio	50.8%	51.3%	48.5%	47.5%	46.4%	50.1%	56.5%
Operating cash flow	3,219	19,584	16,788	3,705	14,048	20,372	16,783
Investment cash flow	-19,539	-24,370	-17,567	-20,107	-8,991	1,593	-7,582
Financial cash flow	10,286	-2,012	8,565	3,579	-7,618	-8,801	-18,348
FCF	-16,320	-4,786	-779	-16,402	5,056	21,966	9,200

※ With the adoption of the “Accounting Standard for Revenue Recognition” from the fiscal year ended March 31, 2022, the Company previously recognized revenue at the gross amount of consideration including the purchase price of parts supplied but now recognizes revenue at the net amount of consideration excluding the purchase price of parts.

※ Dividends per share for FY2023 include a commemorative dividend of 2 yen to commemorate the 10th anniversary of listing on the Tokyo Stock Exchange.

Trends in Management Indicators





DaikyoNishikawa Corporation

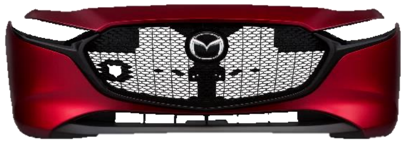
Currently focusing on expanding sales of plastic back doors in addition to interior and exterior plastic products, including instrument panels and bumpers
Pioneer in the industry in replacing metal oil strainers with plastic oil strainers
Promoting sales expansion of battery covers as a new strategic product in anticipation of EVs in the future

Main products

Instrumental panels

Mazda, Daihatsu, and Honda

Bumpers



Mazda, Toyota, Daihatsu, and Mitsubishi

Priority products

Tailgates/Backdoors

Daihatsu, Honda

Strategic products for new customers

Oil strainers

Cooling water pipes

Mazda, Daihatsu, Toyota, Honda, Nissan, SUBARU etc.

Strategic products for EVs

Battery covers

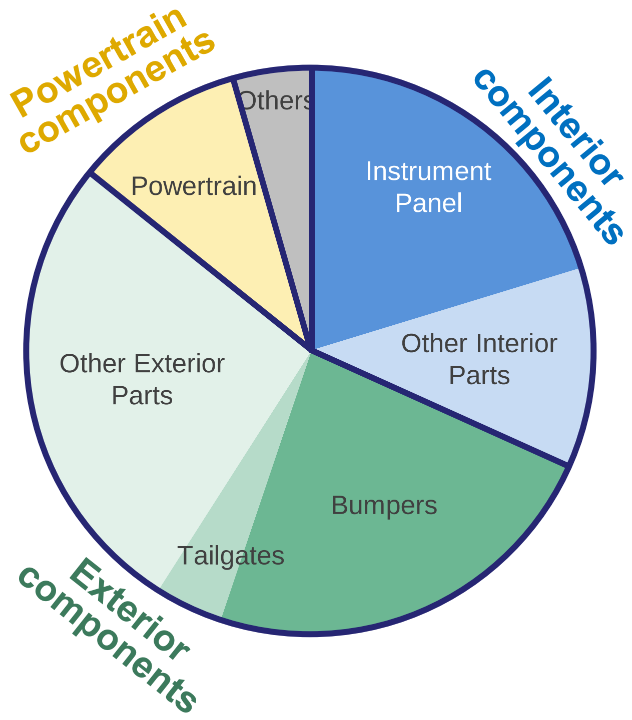
Busbars

Charging ports

Mazda, Toyota,, SUBARU etc.

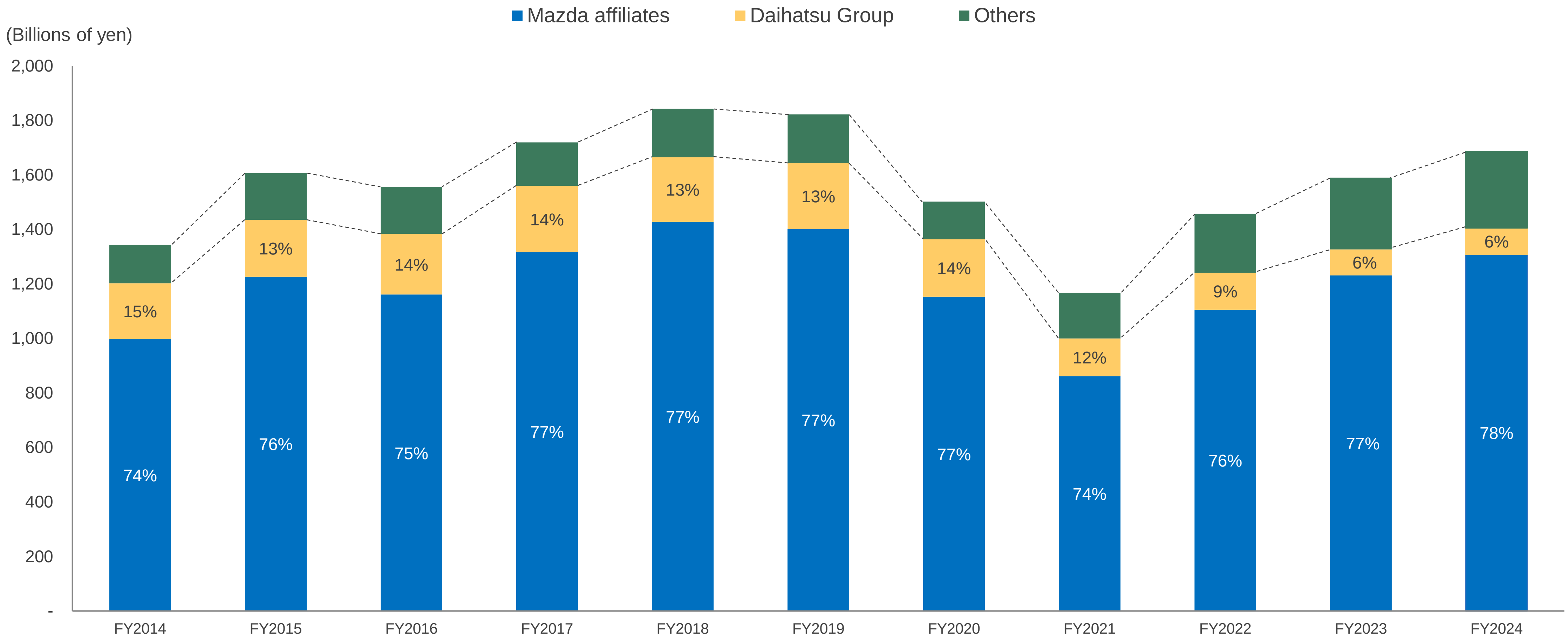
Sales by Product

Net sales 168.5 billion yen (FY2024)



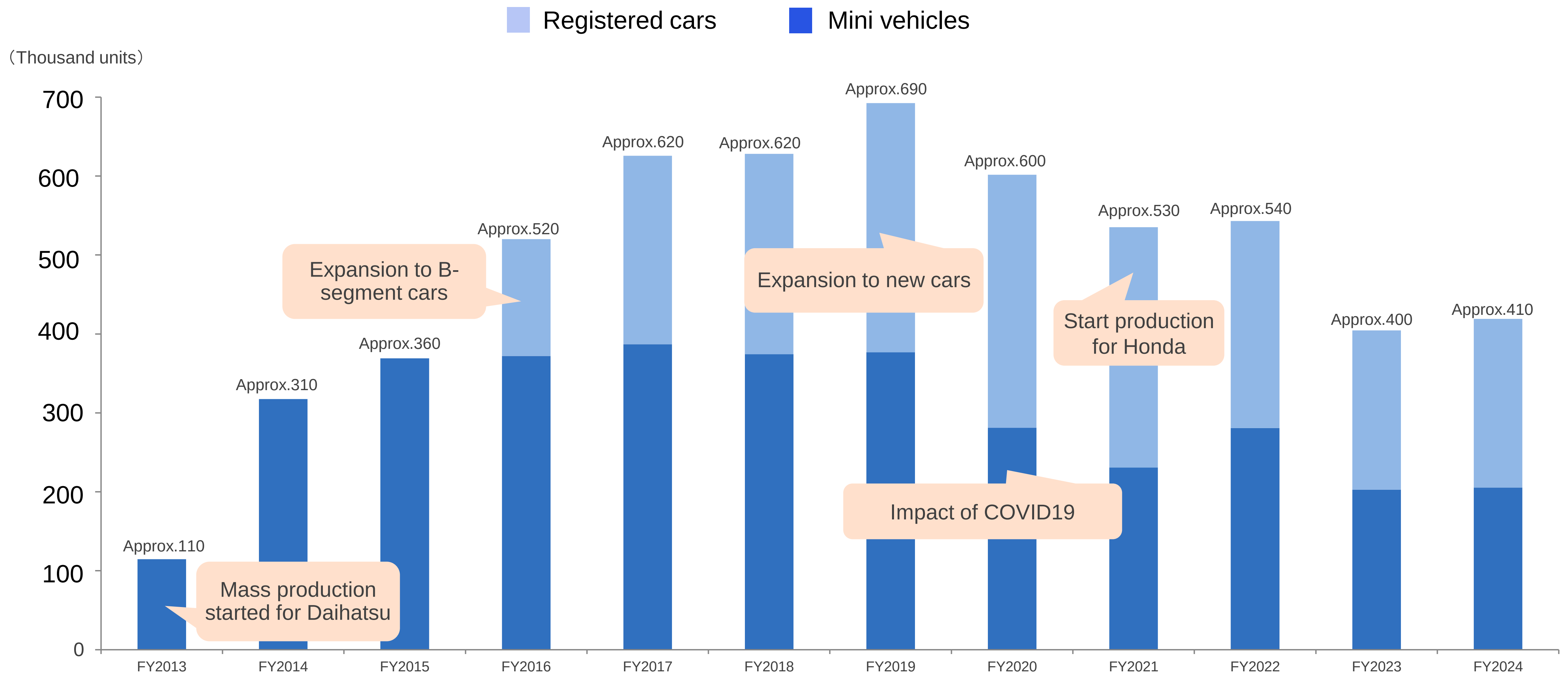
DaikyoNishikawa Corporation

Change in composition ratio due to diversification of customers



Plastic Tailgate Production Units

Focusing on expanding sales to OEM companies with the aim of further expanding recruitment



FY2024 Consolidated Results (Quarterly Trends)

Summary	**Higher sales and profits in the fourth quarter compared to the third quarter**
Net sales	Increased due to compensation for production fluctuation in the U.S. and the impact of exchange rates in Central America and yen conversions.
Operating profit	Increased due to compensation for production fluctuation in the U.S., the impact of exchange rates in Central America and the absence of one-time expenses recorded in the third quarter.
Ordinary profit	Increased due to revenue of development discontinuation and increase in operating profit
Net profit	Increased due to a decrease in income taxes due to the reflection of the amount for the special deduction year of corporation tax.

(Millions of yen)

	FY2023				FY2024				Change FY24Q4/FY24Q3	Rate of change FY24Q4/FY24Q3
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Net sales	37,217	40,253	42,897	38,651	40,568	42,930	41,835	43,226	1,391	3.3%
Operating profit	1,339	2,945	2,890	1,514	2,675	3,016	1,156	3,156	1,999	172.9%
Operating profit margin	3.6%	7.3%	6.7%	3.9%	6.6%	7.0%	2.8%	7.3%	4.5pts	
Ordinary profit	1,749	2,868	2,513	1,644	3,357	1,975	1,292	3,062	1,769	136.8%
Net profit	1,150	1,799	2,324	507	2,331	922	575	2,668	2,093	364.0%

FY2024 Sales by Segment (Quarterly Trends)

Japan	Sales decreased due to a decrease in the number of units produced by major customers.
Central and North America	Sales increased due to compensation for production fluctuation in the U.S., the impact of exchange rates in Central America and yen conversions.
ASEAN	Sales decreased due to a decrease in the number of units manufactured by customers, etc.
China and Korea	Sales increased due to an increase in the number of units produced by major customers and domestic customers in China.

(Millions of yen)

		FY2023				FY2024				Change FY24Q4/FY24Q3	Change FY24Q4/FY24Q3
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Domestic	Japan	23,973	28,107	28,487	22,723	24,826	26,297	26,525	26,142	-383	-1.4%
Overseas	Overseas Total	13,244	12,145	14,409	15,928	15,741	16,632	15,310	17,084	1,774	11.6%
	Central and North America	9,186	8,275	10,295	10,424	11,615	11,648	10,667	12,375	1,707	16.0%
	ASEAN	3,465	2,581	2,825	3,092	2,633	2,506	3,093	2,574	-519	-16.8%
	China and Korea	592	1,288	1,288	2,411	1,492	2,478	1,548	2,134	586	37.8%
Total		37,217	40,253	42,897	38,651	40,568	42,930	41,835	43,226	1,391	3.3%

FY2024 Operating Income (Loss) by Segment (Quarterly Trends)

Japan	Profit increased due to a decrease in expenses, despite the impact of lower sales.
Central and North America	Increased due to compensation for production fluctuation in the U.S., the absence of one-time expenses recorded in the third quarter and the impact of exchange rates in Central America.
ASEAN	Decreased due to the impact of lower sales, etc.
China and Korea	Loss narrowed due to the impact of increased sales, etc.

(Millions of yen)

		FY2023				FY2024				Change FY24Q4/FY24Q3	Change FY24Q4/FY24Q3
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Domestic	Japan	165	2,387	1,649	511	1,611	1,968	1,368	1,849	480	35.1%
Overseas	Overseas Total	1,583	837	876	790	1,232	1,217	-125	1,079	1,204	-
	Central and North America	1,322	674	1,074	625	1,117	787	-296	1,349	1,646	-
	ASEAN	521	170	-40	91	237	81	371	-146	-517	-
	China and Korea	-260	-7	-157	72	-122	347	-200	-123	76	-
Consolidation adjustment		-409	-278	364	213	-168	-169	-86	227		
Consolidated operating income		1,339	2,945	2,890	1,514	2,675	3,016	1,156	3,156	1,999	172.9%