

Supplementary Materials on Financial Results

(February 2, 2026)

T.RAD Co., Ltd.



Results briefing

February, 2026

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01 Supplementary Explanation for Q3 FY3/2026

Consolidated Financial Results for Q3 FY3/2026



	Q3 FY3/2025 Actual		Q3 FY3/2026 Actual				FY3/2026 Full-year Forecast	
	Previous Forecast (Millions of Yen)	Net Sales Ratio (%)	Amount (Millions of Yen)	Net Sales Ratio (%)	Year-on-Year		Amount (Millions of Yen)	Net Sales Ratio (%)
					Increase (Millions of yen)	Rate of Change (%)		
Net Sales	113,844	100	118,082	100	4,238	3.7	160,000	100
Operating Income	3,105	2.7	8,328	7.1	5,223	168.2	10,900	6.8
Ordinary Income	4,117	3.6	9,224	7.8	5,106	124.0	12,200	7.6
Profit Attributable to Owners of the Parent	1,156	1.0	6,869	5.8	5,712	493.9	8,700	5.4

[Q3 FY3/2026 Results]

- **Domestic segment revenue increased year-on-year.**
- In the overseas segment, on a basis that includes the impact of foreign exchange, revenue declined in China, while ASEAN subsidiaries and other regions recorded revenue growth; overall, the segment achieved a year-on-year increase in revenue.
- As a result, **consolidated net sales increased by 3.7% year-on-year.**
- **Operating profit increased by 168.2% year-on-year**, driven by higher domestic sales, improved profitability in U.S. and China operations, and increased profits in the ASEAN business.

Additionally, due to the absence of extraordinary losses recorded in the previous period, **profit attributable to owners of the parent increased by 493.9% year-on-year.**

	FY2024 September	FY2025 September	FY2025 December
USD/JPY	142.82	148.89	156.54
THB/JPY	4.41	4.62	4.95
CNY/JPY	20.47	20.88	22.37
CZK/JPY	6.35	7.18	7.6
IDR/JPY	0.0094	0.0089	0.0093
VND/JPY	0.0058	0.0056	0.0060
EUR/JPY	159.53	174.51	184.26

Revision of FY3/2026 Full-year Forecast



	Consolidated				Non-Consolidated			
	Previous Forecast (Millions of Yen)	Revised Forecast (Millions of Yen)	Difference (Millions of Yen)	Rate of Change (%)	Previous Forecast (Millions of Yen)	Revised Forecast (Millions of Yen)	Difference (Millions of Yen)	Rate of Change (%)
Net Sales	154,000	160,000	6,000	3.9%	83,000	82,000	-1,000	-1.2%
Operating Income	8,800	10,900	2,100	23.9%	3,300	3,700	400	12.1%
Ordinary Income	9,800	12,200	2,400	24.5%	9,200	11,100	1,900	20.7%
Profit Attributable to Owners of the Parent	6,400	8,700	2,300	35.9%	7,600	9,400	1,800	23.7%

Reason

- In preparing this earnings forecast, the Company reviewed and updated the sales plans of its business partners. Based on the exchange rate as of the end of December 2025, consolidated sales have been revised upward, as the Company's subsidiaries in Asia and the United States are expected to record revenue growth.
- In addition, each profit item has been revised upward, taking into account the projected increase in marginal profit driven by revenue growth in the overseas segment, progress in negotiations to pass on U.S. tariffs to customers, and improvements in profit margins in the domestic segment.

Segment Overview for Q3 FY3/2026



	Net Sales (Millions of Yen)			Operating Income (Millions of Yen)		
	Q3 FY3/2025 Results	Q3 FY3/2026 Results	Year-on-Year	Q3 FY3/2025 Results	Q3 FY3/2025 Results	Year-on-Year
	Amount	Amount	Change	Amount	Amount	Change
Japan	53,063	55,943	2,879	873	3,338	2,464
United States	30,947	31,701	754	-864	336	1,201
Europe	3,415	4,017	601	-157	13	171
Asia	15,422	17,079	1,657	3,047	3,633	586
China	10,818	9,093	-1,724	251	878	626
Others (including eliminations)	176	245	68	-45	128	173
Total	113,844	118,082	4,238	3,105	8,328	5,223

Japan

- Sales increased in both the automotive and construction equipment segments. Overall revenue in the geographic segment rose by approximately ¥2.9 billion year-on-year. In addition, profit increased by approximately ¥2.5 billion, reflecting the effects of productivity-improvement, cost reduction activities, and a decrease in research expenses that had been temporarily recorded in the previous fiscal year.

United States

- Although revenue decreased by 1.7% year-on-year on a foreign currency basis, on a basis that takes exchange rates into account, revenue increased by approximately ¥0.8 billion compared with the previous fiscal year. In addition, production transfer projects to Japan and ASEAN progressed, and the passing on of tariffs to customers began, resulting in a year-on-year increase in operating profit of approximately ¥1.2 billion.

Europe

- Sales for commercial vehicles turned upward, resulting in a revenue increase of approximately ¥0.6 billion compared with the previous term. Operating profit increased by approximately ¥0.2 billion year-on-year.

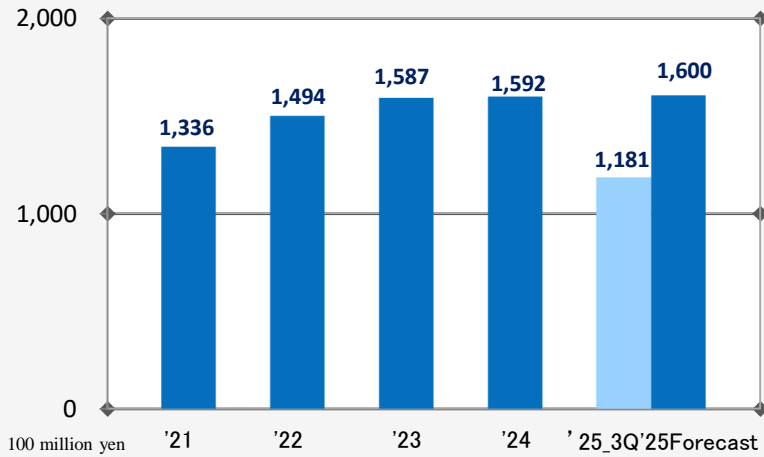
Asia

- Automotive sales remained solid, and supported by the effects of yen depreciation, revenue increased by approximately ¥1.7 billion year-on-year.
- Operating profit increased by approximately ¥0.6 billion compared with the previous term, driven by higher sales.

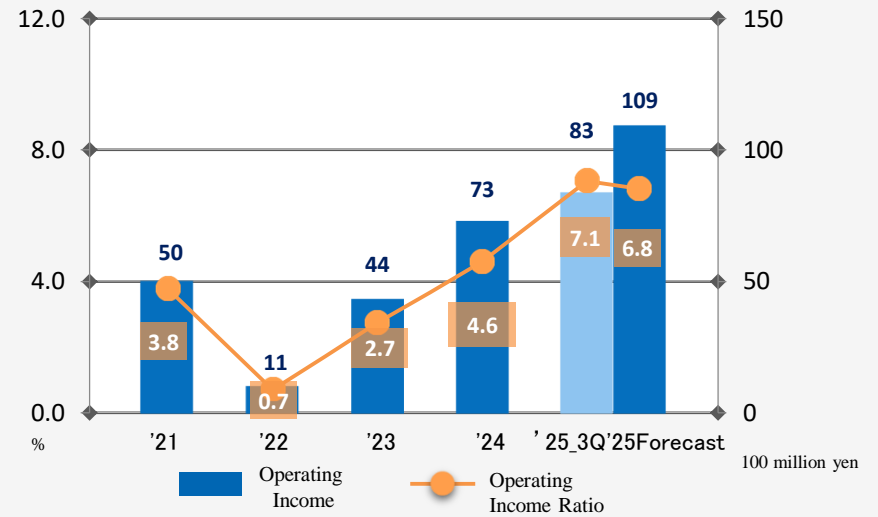
China

- In the automotive and commercial vehicle segments, the decline in orders continued, while sales for construction equipment increased; however, overall revenue decreased by approximately ¥1.7 billion compared with the previous fiscal year. Operating profit increased by approximately ¥0.6 billion compared with the previous fiscal year, reflecting the effects of fixed cost reductions and a decrease in provisions recorded in the previous period.

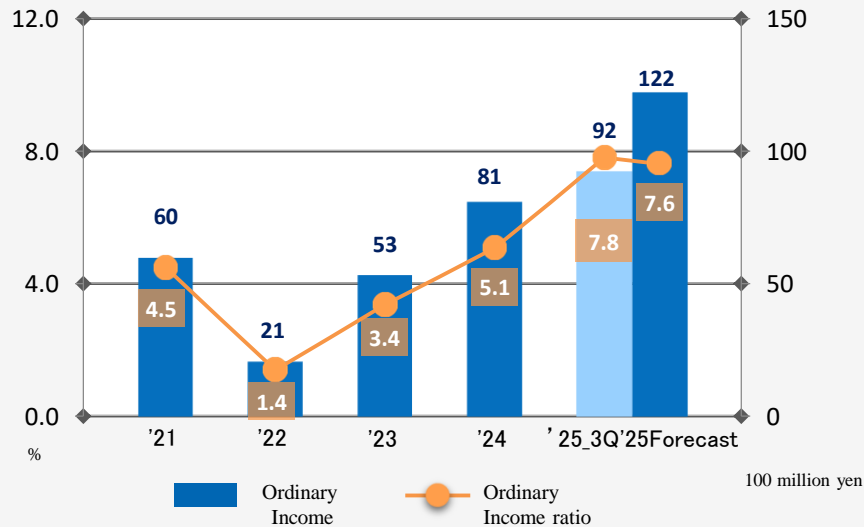
Net sales



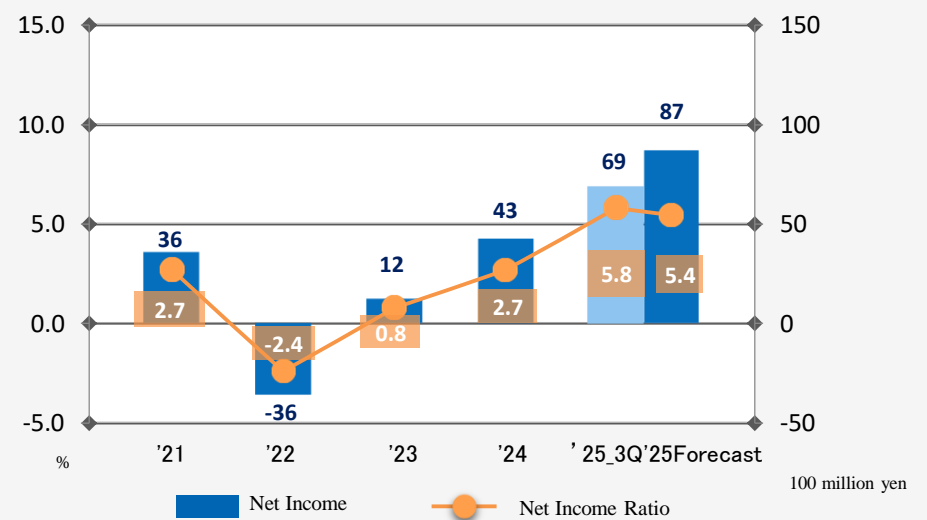
Operating Income



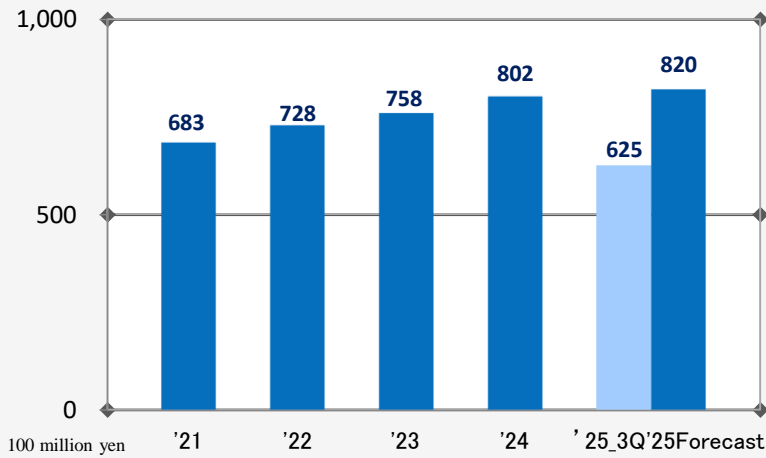
Ordinary Income



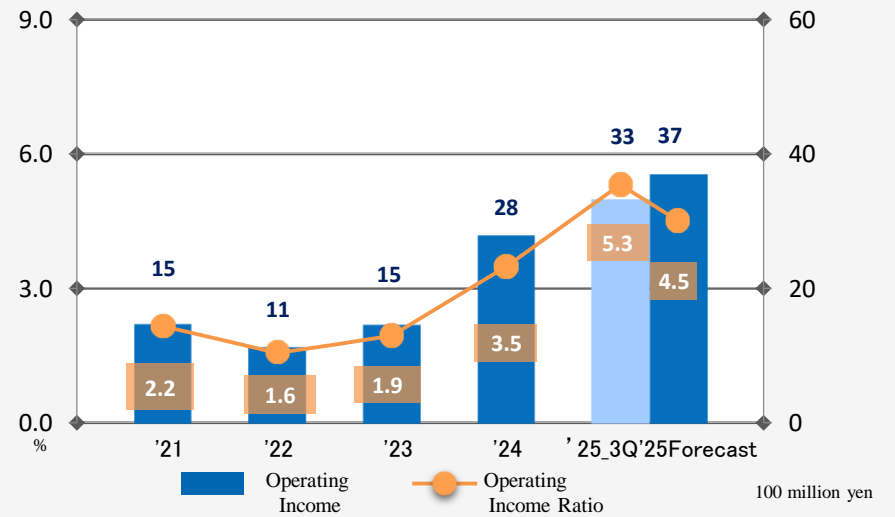
Net Income



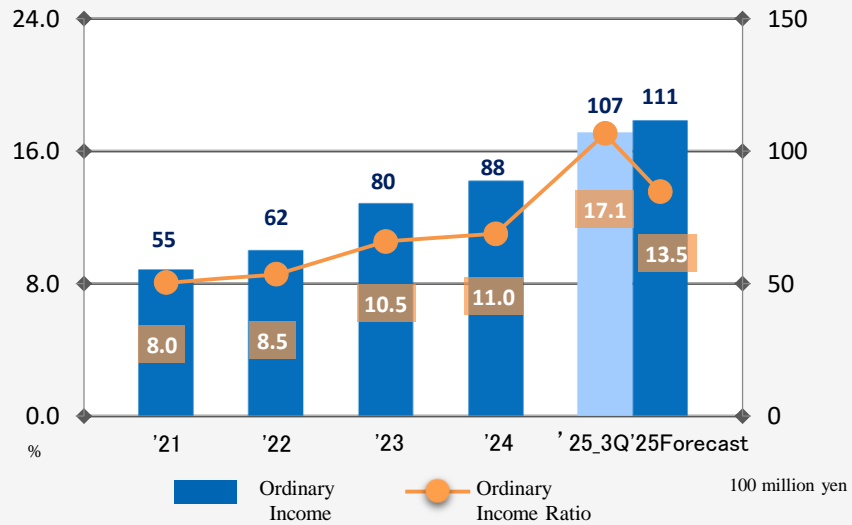
Net sales



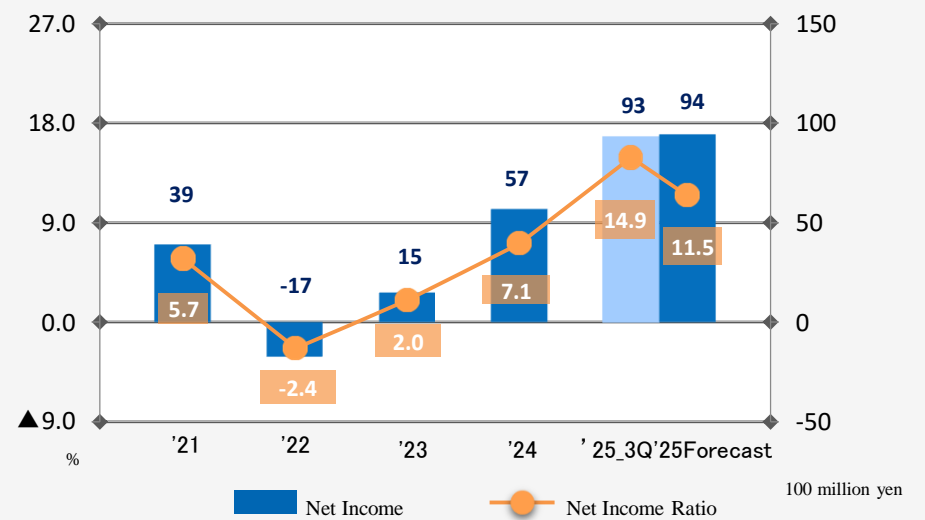
Operating Income



Ordinary Income



Net Income



Financial Results and Forecast



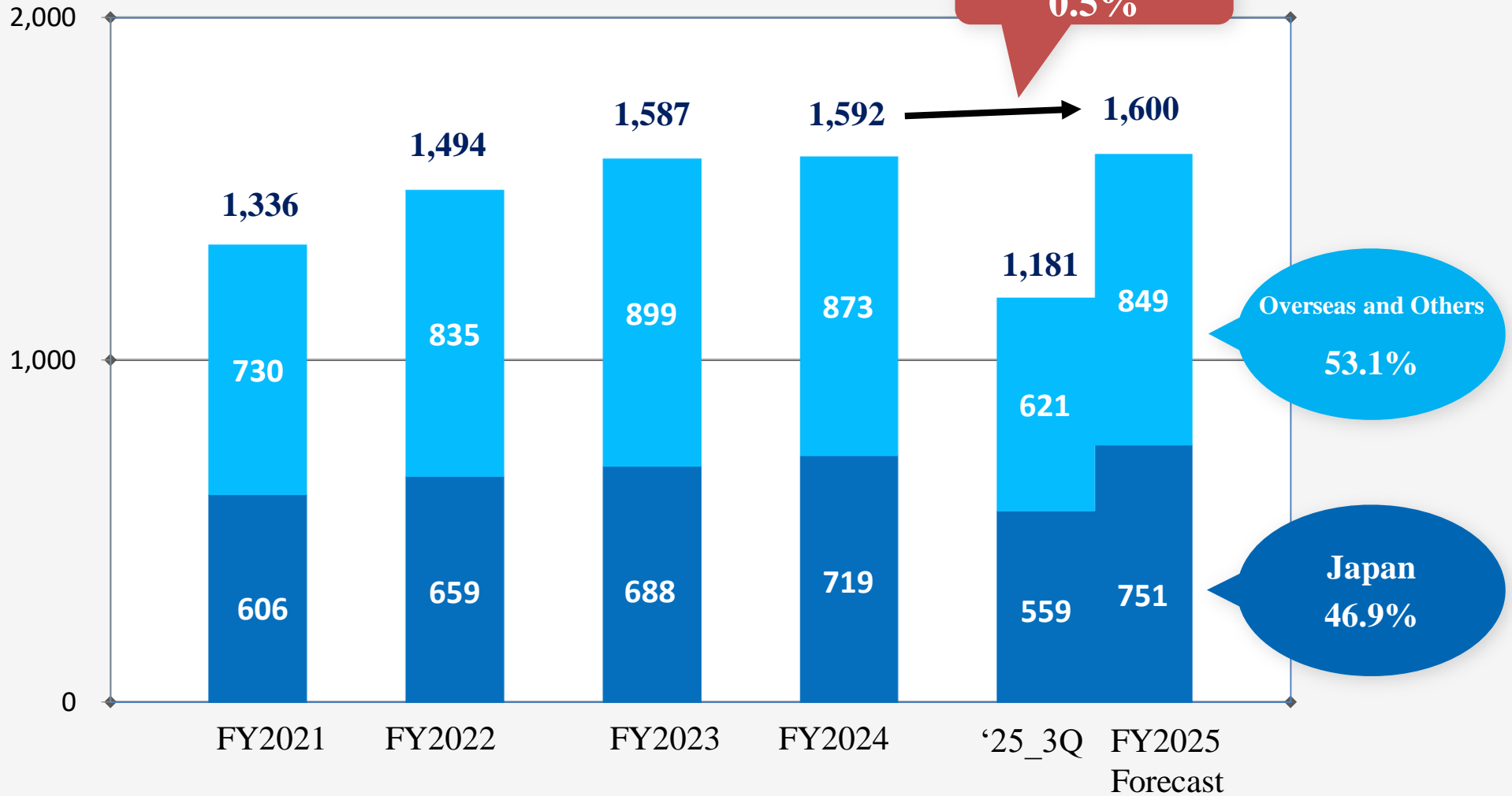
(100 million yen)

		FY2024				FY2025				Increase, Decrease (-)			
		3Q Results		FY2024 Results		3Q Results		FY2025 Forecast		'25_3Q-'24_3Q		'25Forecast- '24Results	
		Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Net sales	Consolidated	1,138	100.0	1,592	100.0	1,181	100.0	1,600	100.0	42	3.7	8	0.5
	Non-Consolidated	591	100.0	802	100.0	625	100.0	820	100.0	35	5.9	18	2.3
Operating Income	Consolidated	31	2.7	73	4.6	83	7.1	109	6.8	52	168.2	36	49.0
	Non-Consolidated	10	1.7	28	3.5	33	5.3	37	4.5	23	234.0	9	32.4
Ordinary Income	Consolidated	41	3.6	81	5.1	92	7.8	122	7.6	51	124.0	41	50.6
	Non-Consolidated	72	12.2	88	11.0	107	17.1	111	13.5	35	48.0	23	25.7
Profit attributable to owners of parent	Consolidated	12	1.0	43	2.7	69	5.8	87	5.4	57	493.9	45	104.7
	Non-Consolidated	38	6.5	57	7.1	93	14.9	94	11.5	55	144.0	37	65.6

Net Sales(Consolidated)



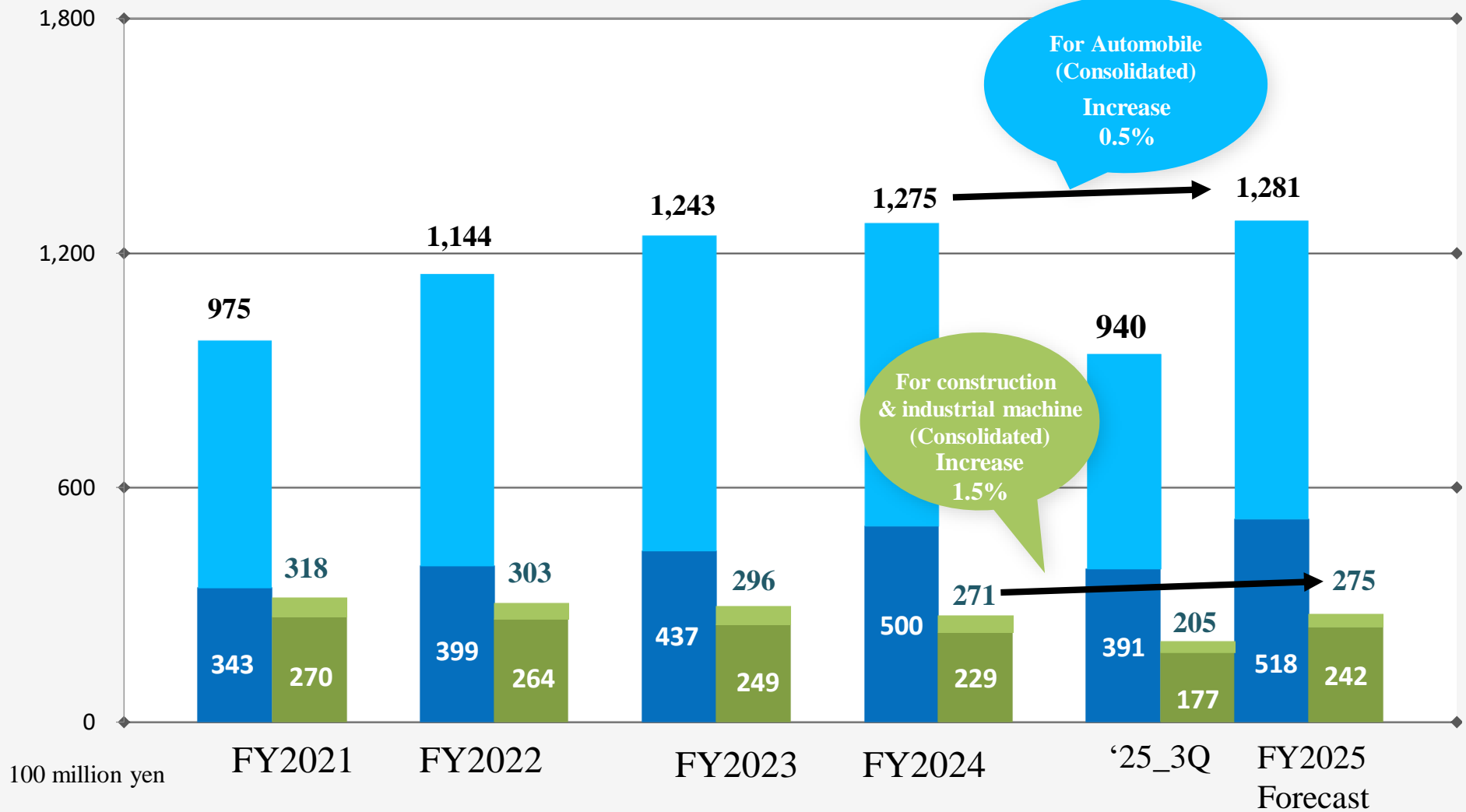
100 million yen



Sales by Application



■ For Automobile (Non-Consolidated)
 ■ For Automobile (Consolidated)
 ■ For construction & industrial machine (Non-Consolidated)
 ■ For construction & industrial machine (Consolidated)

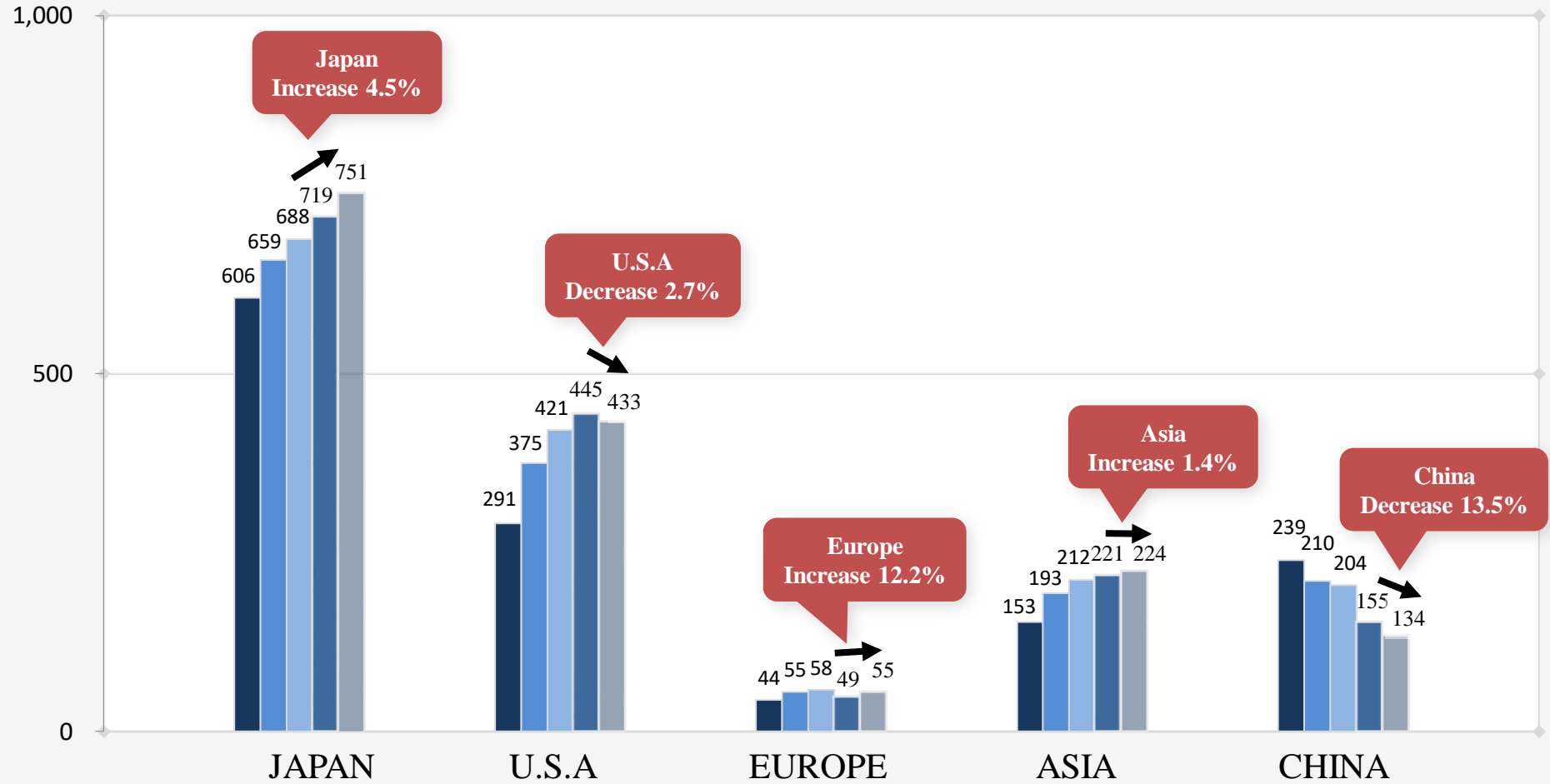


Sales by Region



100 million yen

FY2021
 FY2022
 FY2023
 FY2024
 FY2025 Forecast

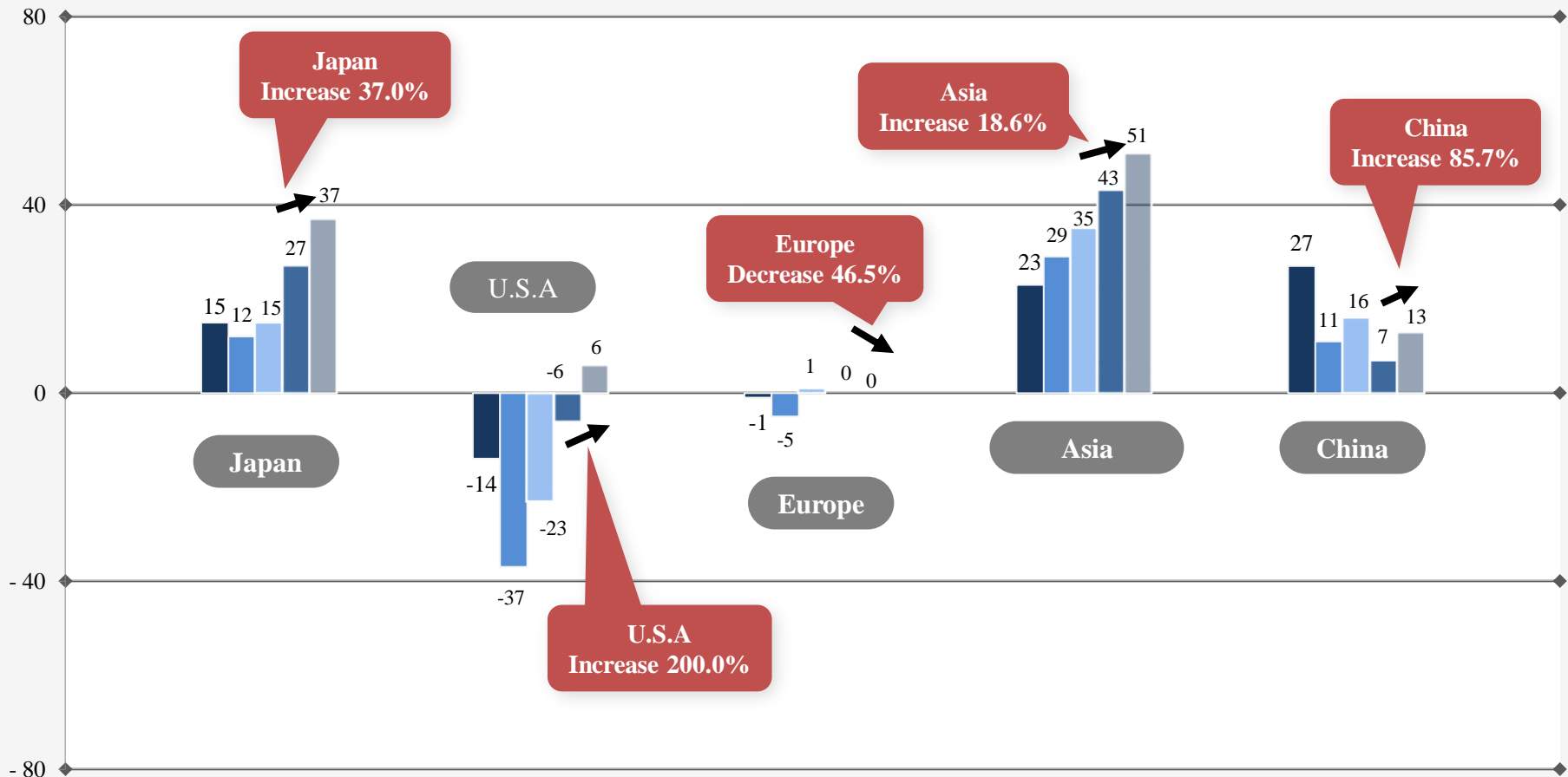


Exchange Rate(Dec. 2024⇒Dec. 2025) USD: 158.17⇒156.54, THB: 4.65⇒4.95, CNY: 21.67⇒22.37, CZK: 6.55⇒7.6, IDR: 0.0097⇒0.0093, VND: 0.0062⇒0.006, EUR: 164.86⇒184.26

Operating Income by Region



FY2021
 FY2022
 FY2023
 FY2024
 FY2025 Forecast



100 million yen

Exchange Rate(Dec. 2024⇒Dec. 2025) USD: 158.17⇒156.54, THB: 4.65⇒4.95, CNY: 21.67⇒22.37, CZK: 6.55⇒7.6,
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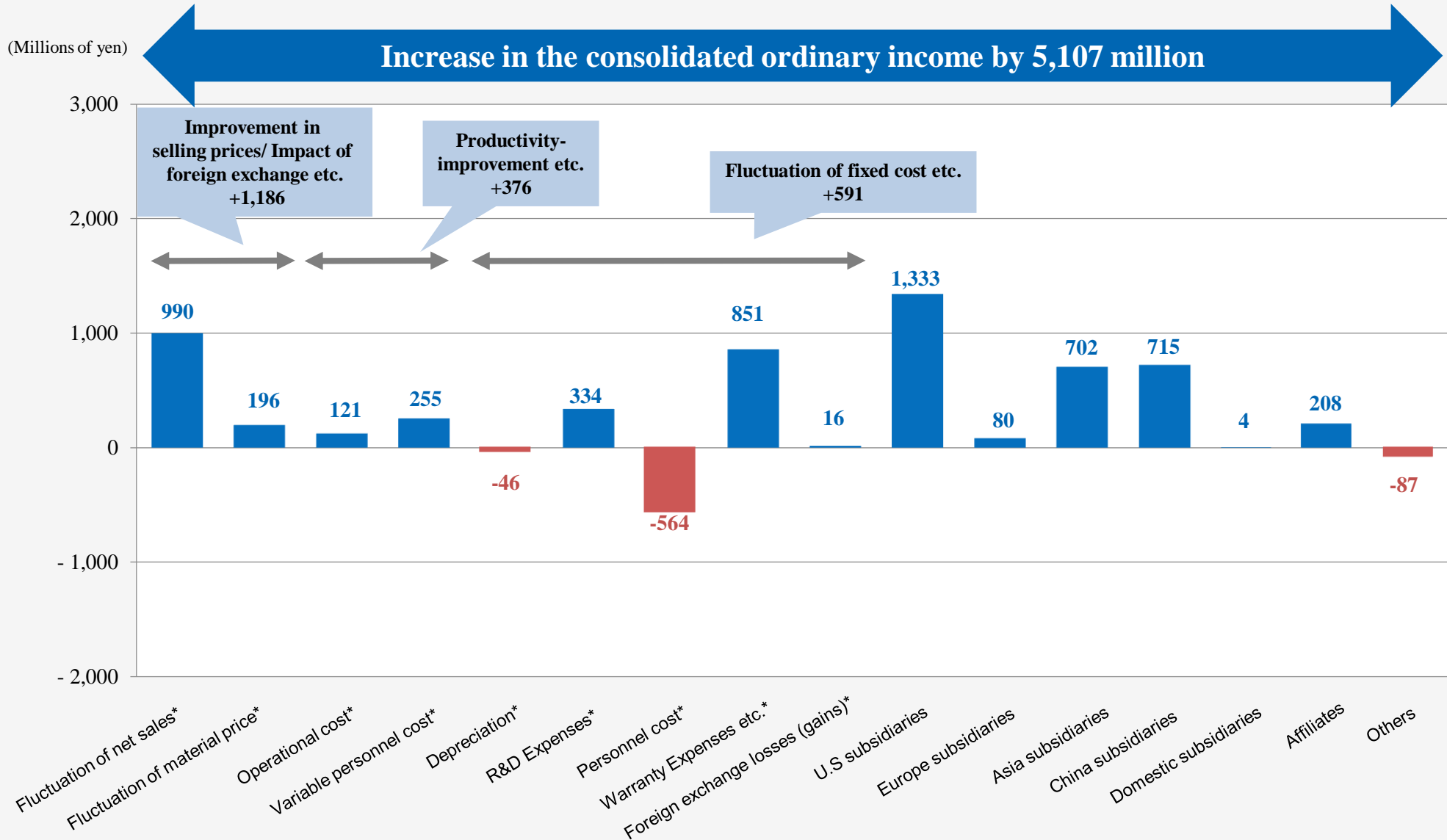
Performance Trends by Region



100 million yen

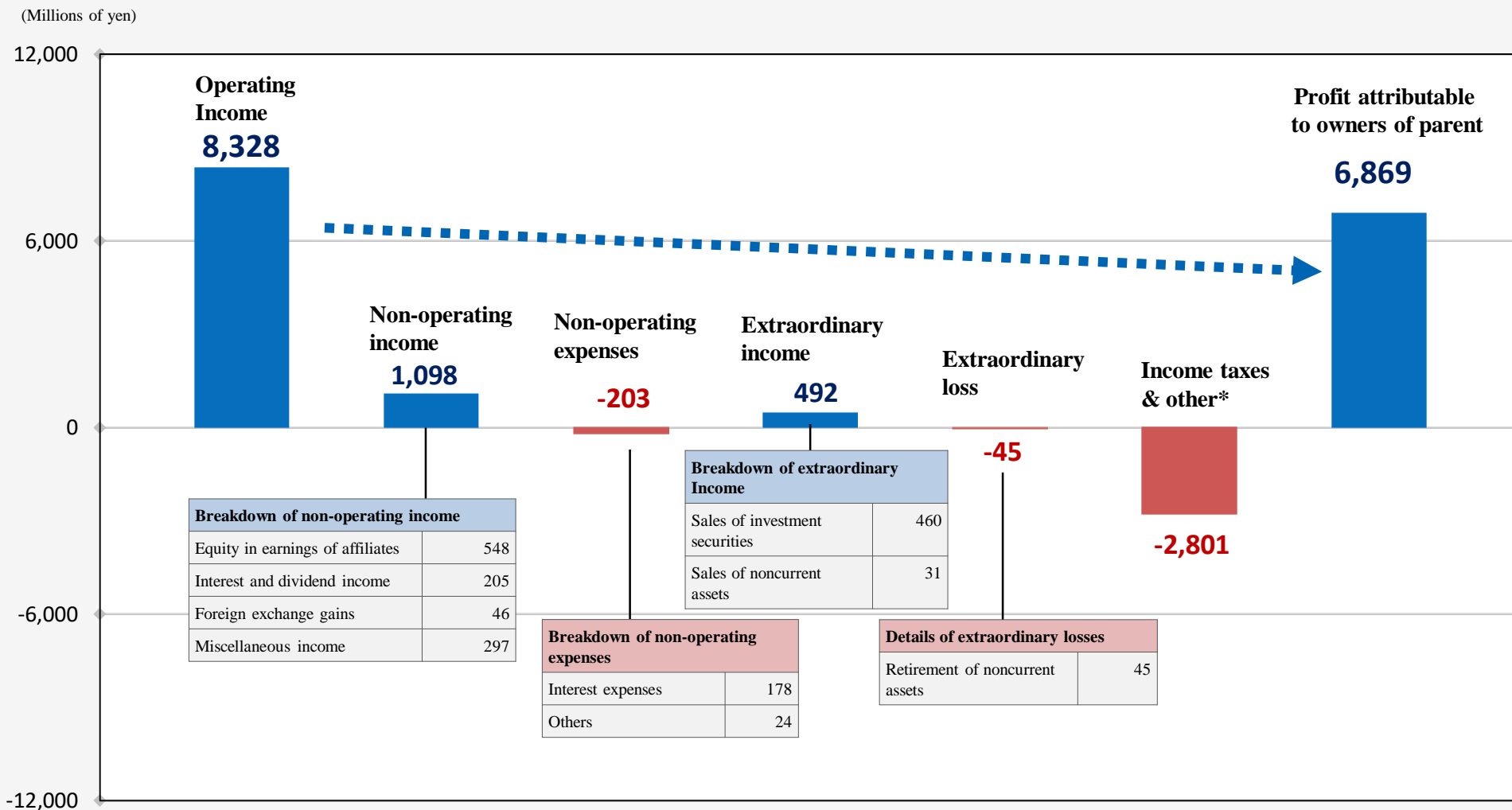
	Item	2023					2024					2025 Forecast				
		1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q	Total	1Q	2Q	3Q	4Q Forecast	Total
Japan	Sales	168	178	180	162	688	168	173	190	189	719	185	185	189	191	751
	Operating Income	3	6	2	3	15	6	1	2	18	27	12	10	12	4	37
	Operating income Ratio (%)	1.6	3.7	1.3	2.1	2.2	3.8	0.3	1.0	9.6	3.7	6.3	5.3	6.2	1.9	4.9
United States	Sales	97	116	119	89	421	112	127	70	135	445	108	101	108	116	433
	Operating Income	-7	-8	-7	-1	-23	-3	-3	-3	3	-6	3	0	-0	3	6
	Operating income Ratio (%)	-7.0	-7.3	-5.8	-1.4	-5.6	-2.6	-2.0	-4.5	2.1	-1.3	3.0	0.3	-0.2	2.2	1.4
Europe	Sales	14	17	13	13	58	13	13	8	15	49	10	14	15	15	55
	Operating Income	1	-0	0	0	1	-0	-1	-1	2	0	-0	-0	0	0	0
	Operating income Ratio (%)	5.1	-2.5	1.7	3.4	1.7	-1.1	-4.3	-11.0	13.9	0.9	-0.1	-1.1	2.0	0.8	0.5
Asia	Sales	56	53	54	49	212	51	52	51	67	221	57	52	62	53	224
	Operating Income	10	8	9	8	35	9	10	11	12	43	12	10	14	15	51
	Operating income Ratio (%)	17.0	15.1	16.5	16.8	16.3	18.1	19.4	21.9	18.1	19.3	20.6	19.8	23.2	27.6	22.8
China	Sales	50	52	52	51	204	38	41	29	47	155	29	31	31	43	134
	Operating Income	4	4	4	3	16	4	-1	-1	4	7	2	3	3	4	13
	Operating income Ratio (%)	8.7	8.5	8.1	5.2	7.6	9.6	-1.5	-1.9	8.5	4.2	8.6	10.9	9.5	9.2	9.5
Others	Sales	1	1	1	1	3	1	1	0	1	3	1	1	1	1	3
	Operating Income	0	1	2	-2	1	-1	3	-3	3	2	1	0	0	1	2
	Operating income Ratio (%)	33.8	64.6	202.5	-175.0	23.1	-102.7	431.6	—	229.1	81.2	74.4	56.0	30.4	100.0	64.1
Total	Sales	386	417	419	365	1,587	383	407	348	454	1,592	391	384	406	419	1,600
	Operating Income	11	11	10	12	43	15	10	5	42	74	30	24	29	26	109
	Operating income Ratio (%)	2.8	2.5	2.5	3.3	2.7	4.0	2.5	1.6	9.3	4.6	7.6	6.3	7.2	6.1	6.8

Analysis of Increase Factor of the Consolidated Ordinary Income (Q3 FY3/2026 vs. Q3 FY3/2025)



(*Fluctuation factor of non-consolidated)

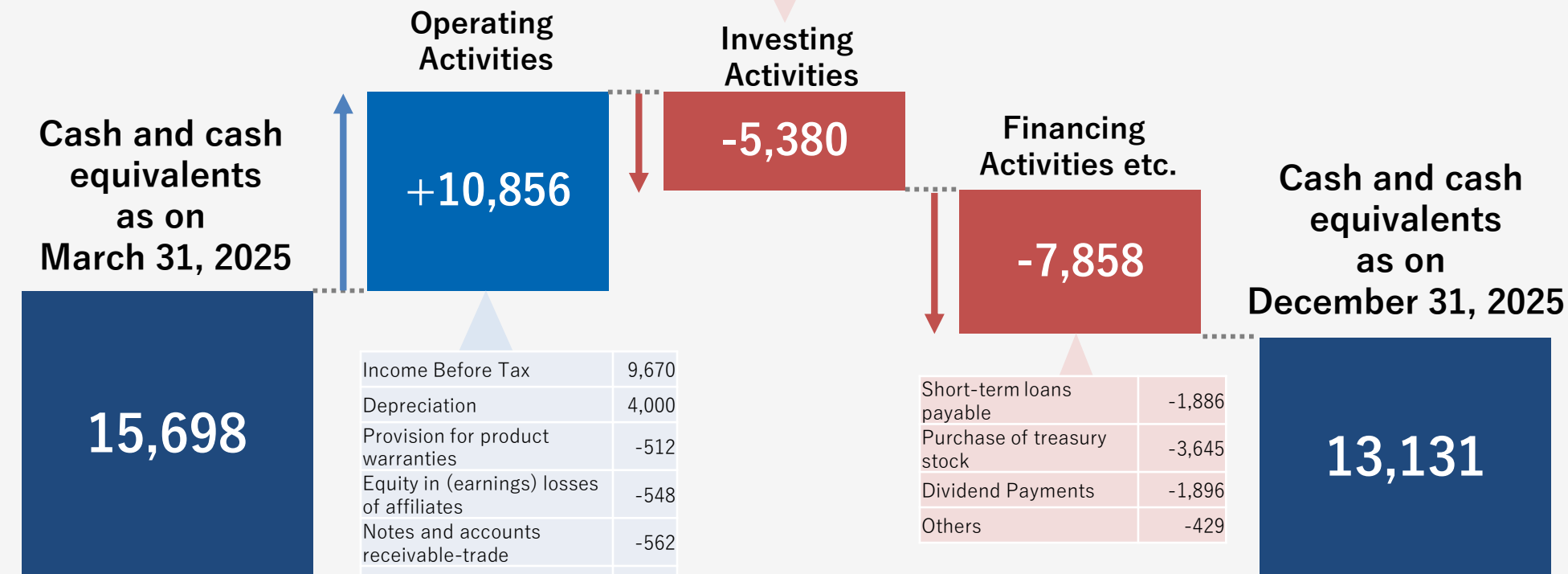
Non-operating Income/Expenses and Extraordinary Income / Loss for Q3 FY3/2026 (Consolidated)



Q3 FY3/2026 Cash Flow Status (Consolidated)

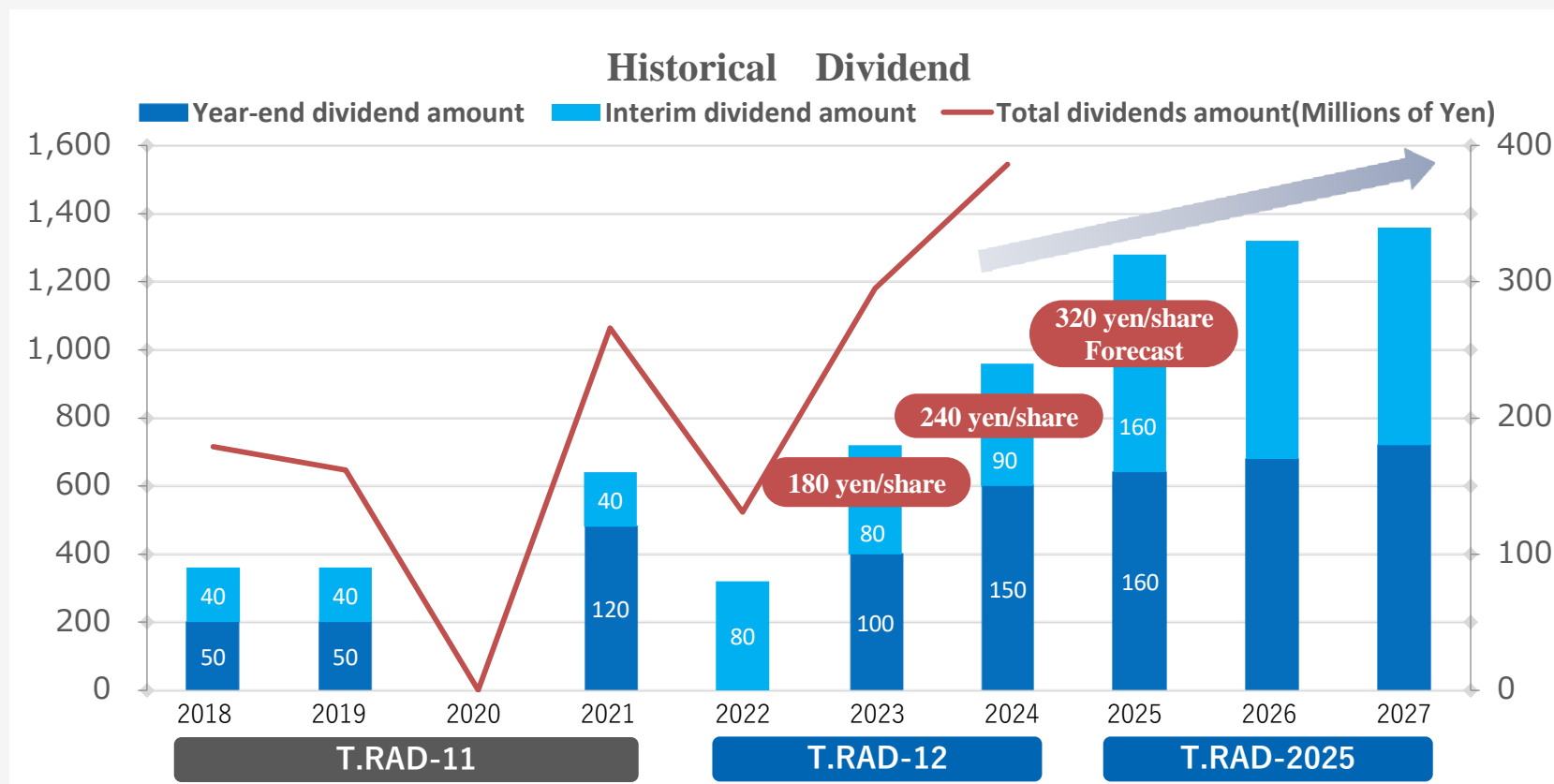


Purchase of tangible fixed assets	-5,205
Purchase of intangible assets	-163
Sales of investment securities	464
Others	-477



(Millions of yen)

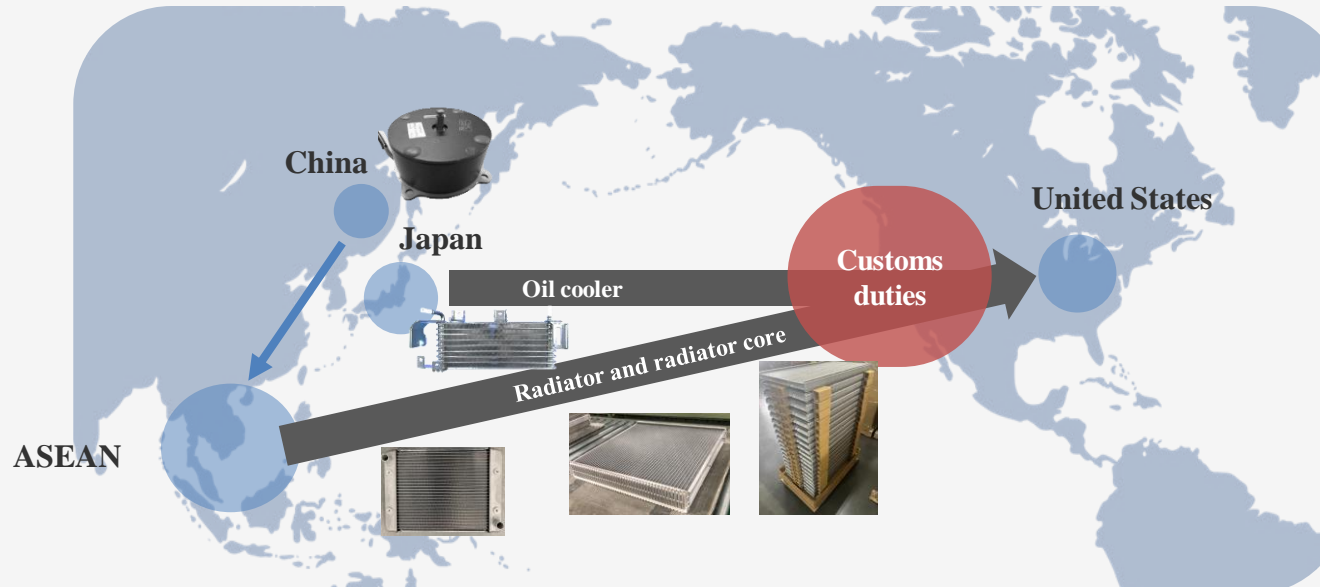
Capital Expenditure / Depreciation	Q3 FY3/2025 Results	Q3 FY3/2026 Results	
	Actual	Actual	Year-on-Year
Capital Expenditure	4,352	5,368	+1,016
Depreciation	3,985	4,000	+15



	FY2018	FY2019	FY 2020	FY2021	FY2022	FY2023	FY2024	FY2025 Forecast
Dividend per share(yen)	90	90	0	160	80	180	240	320
Treasury Stock Buyback (million yen)	1	1,356	0	2,159	116	0	819	4,000
Dividend Ratio(%)	41%	45%	0%	31%	Net profit loss	95%	33%	21%
Total Return Ratio(%)	41%	140%	0%	91%	Net profit loss	95%	55%	68%
DOE(%)	1.6%	1.5%	0.0%	2.6%	1.2%	2.7%	3.3%	3.8%
PBR(times)	0.4	0.20	0.40	0.40	0.40	0.60	0.50	1.00

02 Customs Duty Impact and Countermeasure Progress

Respond promptly and flexibly while monitoring developments in the Trump administration's customs policy.



Action ① Efforts to Maintain Profitability

- **Restructure material procurement routes**
 - Consider supplier transfer (from China to ASEAN, etc.)
- **Collaboration and negotiations with business partners**
 - Discussions on passing on tariff cost increases
 - Current status of settlement (estimated for FY2025)
 - ➔ Completed: Approx. 1.0 billion yen
 - ➔ Not yet settled: Approx. 0.3 billion yen

Action ② Efforts to Optimize Production System

- **Strengthen local production and securing human resources**
 - Enhance local production through the introduction of automation equipment
 - Expansion of existing production plants and establishment of a second site in neighboring areas

Consider enhancements to production capacity in the U.S.
- **Reassessment of global production allocation**
- Consider expansion of domestic production bases

03 Forecast and Analysis of Consolidated Profitability

FY3/2025 (Actual)

FY3/2026 (Forecast)

6.6 bn yen

Loss on disposal of fixed assets
Provision for product warranties
Allowance for doubtful accounts etc.

23bn yen

Net Income
4.3bn yen

8.5 bn yen

0.3 bn yen

Unsettled Tariff Recovery Amount

0.5 bn yen

Sales of investment securities

Net Income
8.7bn yen

*Revenue forecast excluding temporary profit and loss factors

(Billions of yen)

	FY3/2024		FY3/2025		FY3/2026 (Forecast)
Sales	158.7		159.2		160.0
Operating Income	4.4	⇒	7.3	⇒	10.9
Operating Income Ratio	2.8%		4.6%		6.8%

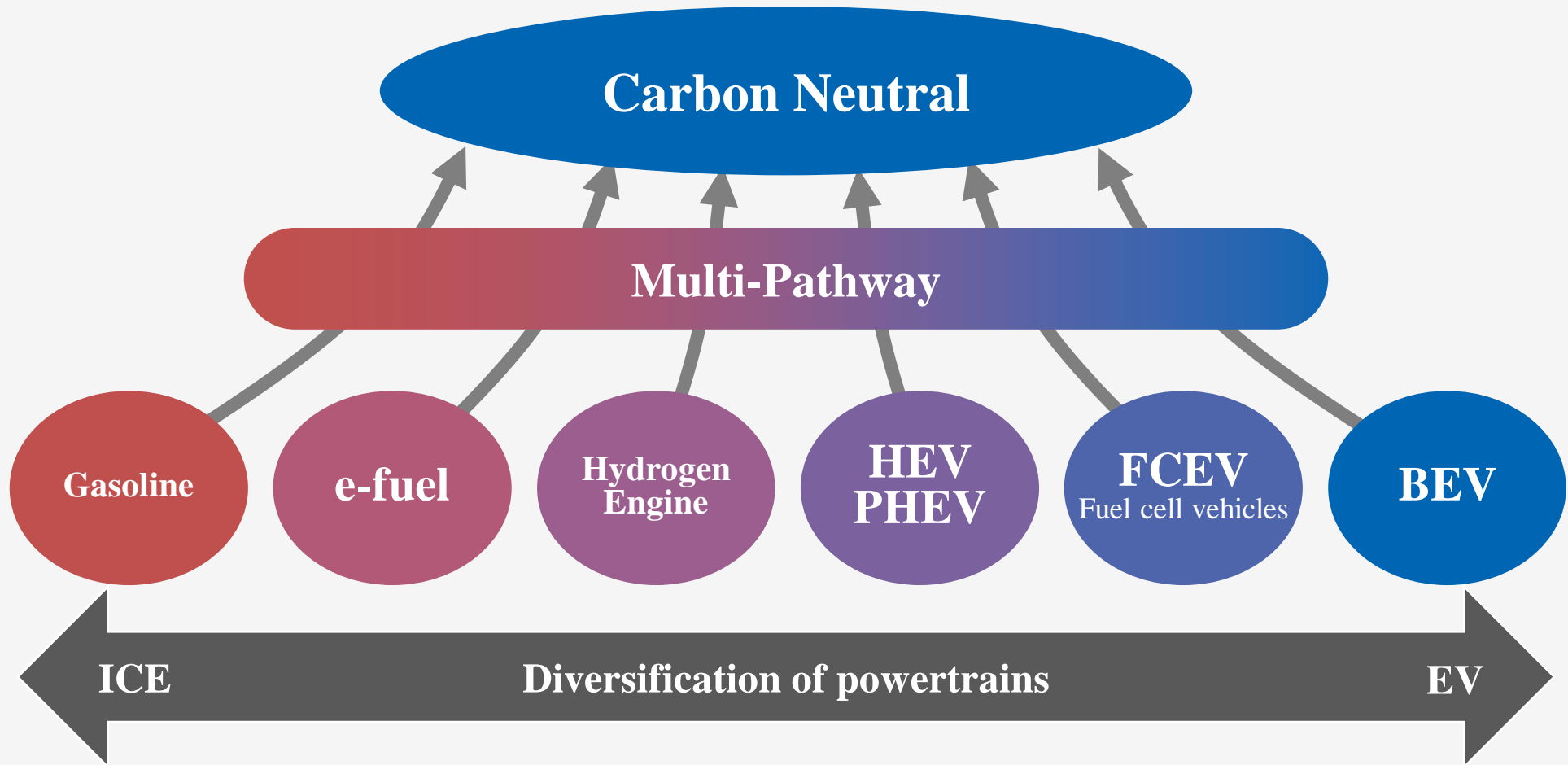
(Reference)

Operating Income(U.S.)	-2.3		-0.6		0.6
EBITDA	10.6		13.0		16.4
EBITDA Margins	6.7%		8.2%		10.3%

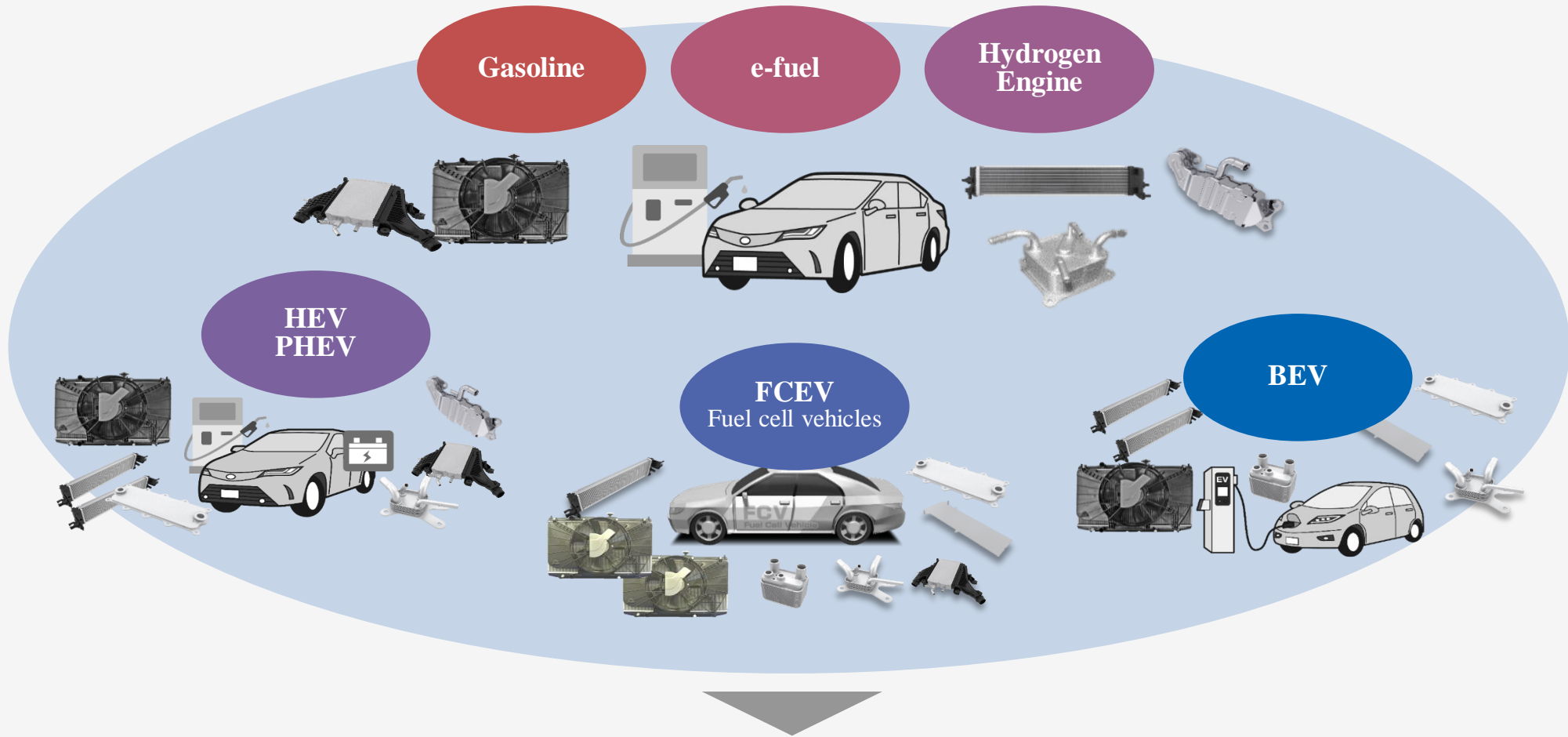
Improvement Factors

- Higher selling prices and cost reduction
→ Improvement in marginal profit
- Improved profitability in the U.S. segment

04 Environmental Awareness and Growth Strategies



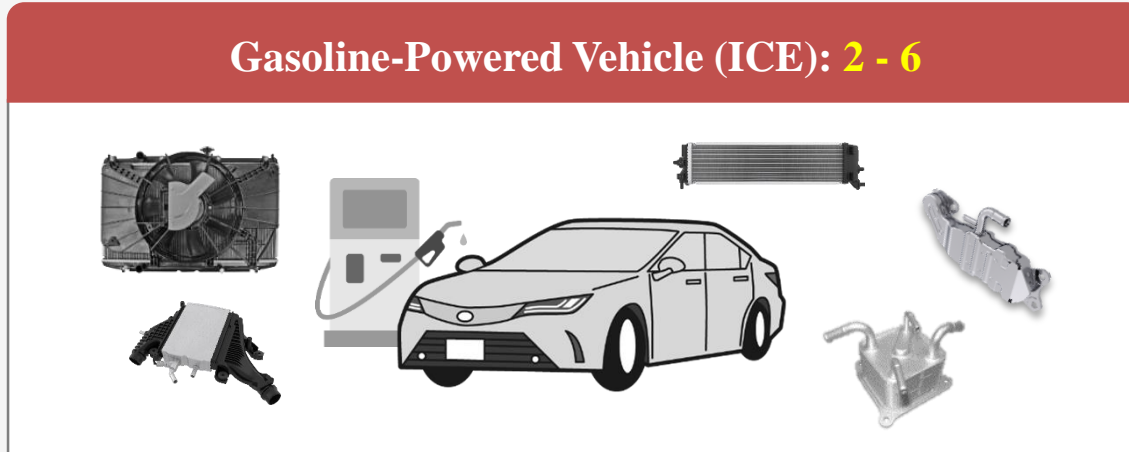
There is a global recognition that **a multi-pathway approach**—offering not only BEVs but also a variety of powertrain options—is the quickest route to achieving carbon neutrality.



**In the era of multi-pathway approaches,
the demand of heat exchanger is increasing and becoming more diverse.**

➔ Significant opportunity for market expansion for T.RAD!

Gasoline-Powered Vehicle (ICE): 2 - 6



HEV / PHEV: 4 - 9



FCEV: 5 - 7



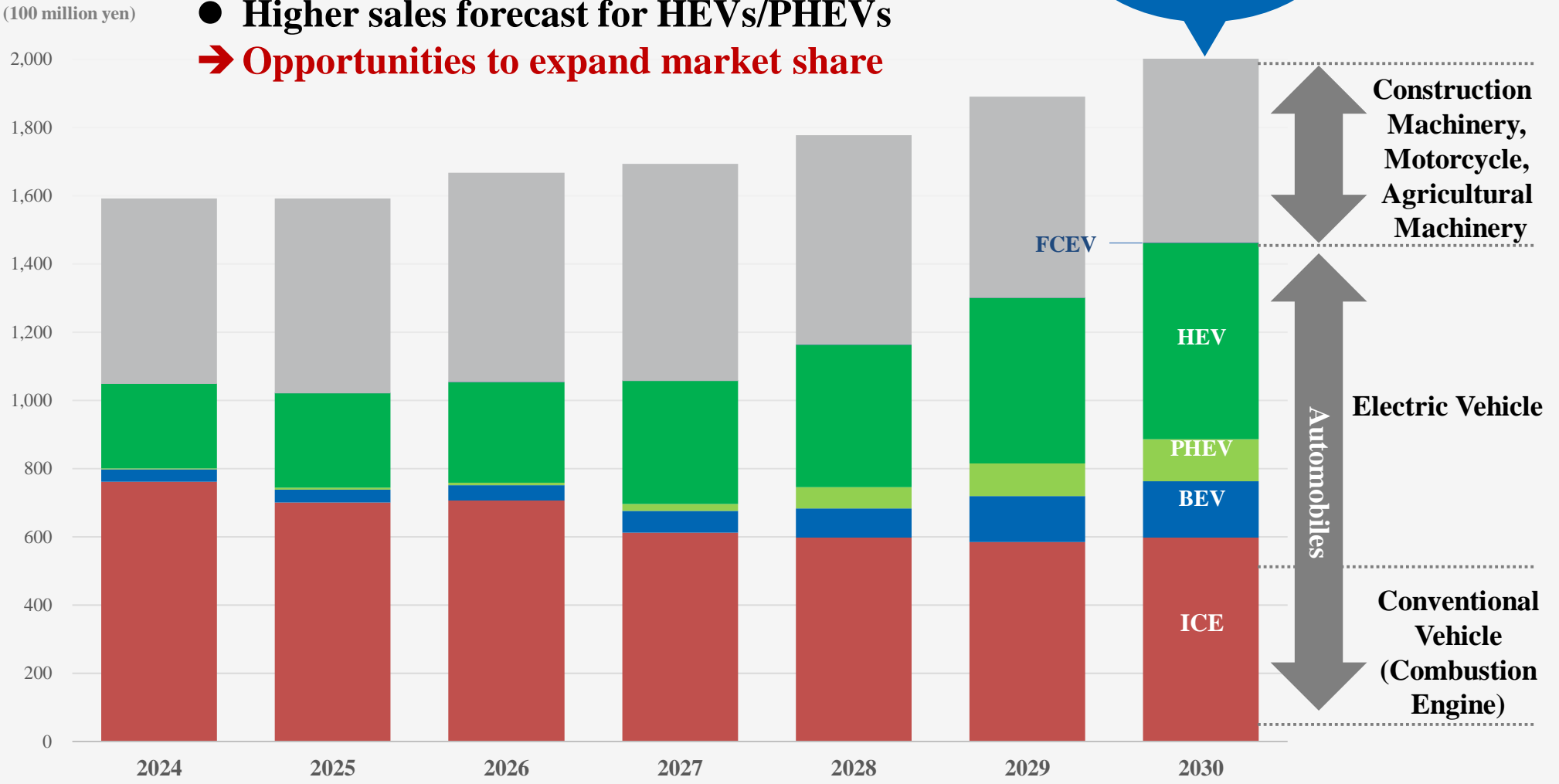
BEV: 3 - 7



The number of heat exchangers tends to increase as vehicle electrification progresses.

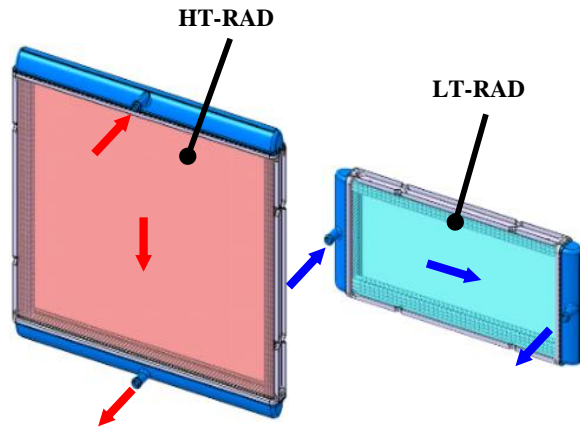
- **Slower growth in BEVs**
- **Higher sales forecast for HEVs/PHEVs**
- ➔ **Opportunities to expand market share**

FY2030
200
Billions of yen

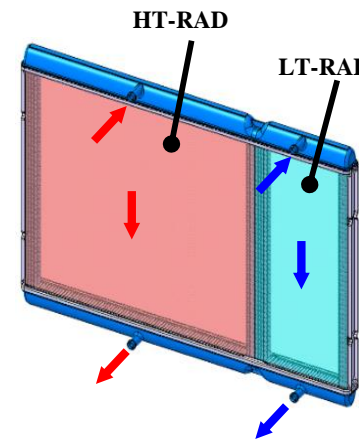


Major automakers have adopted our multi-function radiators.

Conventional: Separate Radiators



Newly Developed: Multi-Function Radiators



A flagship strategic product for HEVs/PHEVs

North America

Confirmed Orders
0.3 mn units
2.3 bn yen

Future Plans
1 mn units

*Includes 230,000 (1.7 billion yen) of multi-function radiators
➔ Plan to expand new factories

China

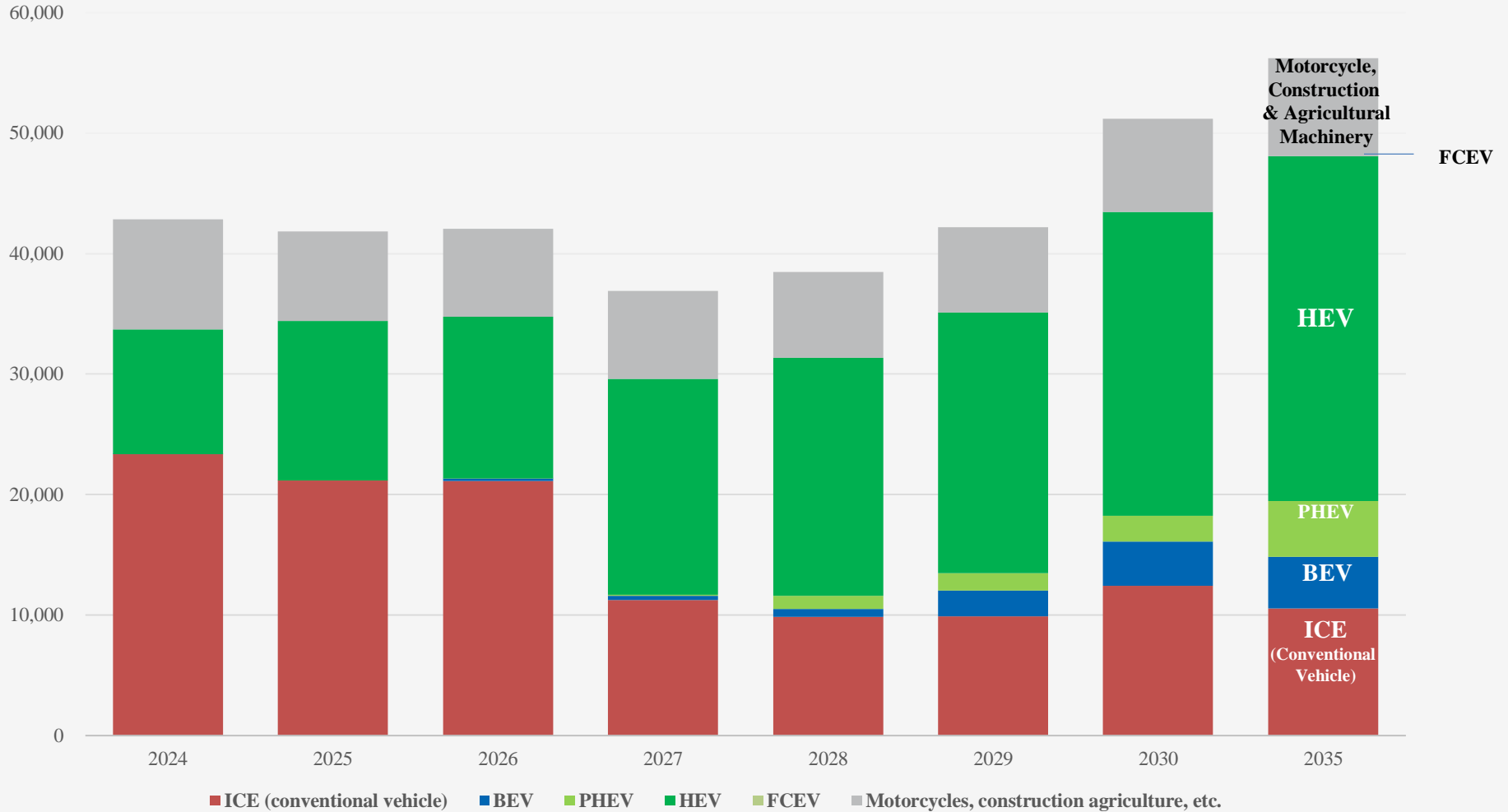
Confirmed Orders
120,000 units
0.4 bn yen

Future Plans
0.4 mn units

*All are multi-function radiators

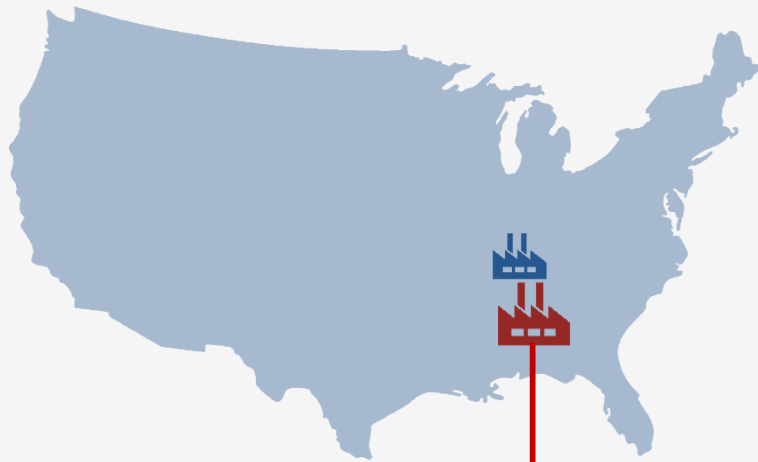
*Similar initiatives are underway in Japan and Europe

TRA Sales Forecast: By Category and Powertrains



05 Investment Plan to Expand Manufacturing Bases

Manufacturing Bases in North America



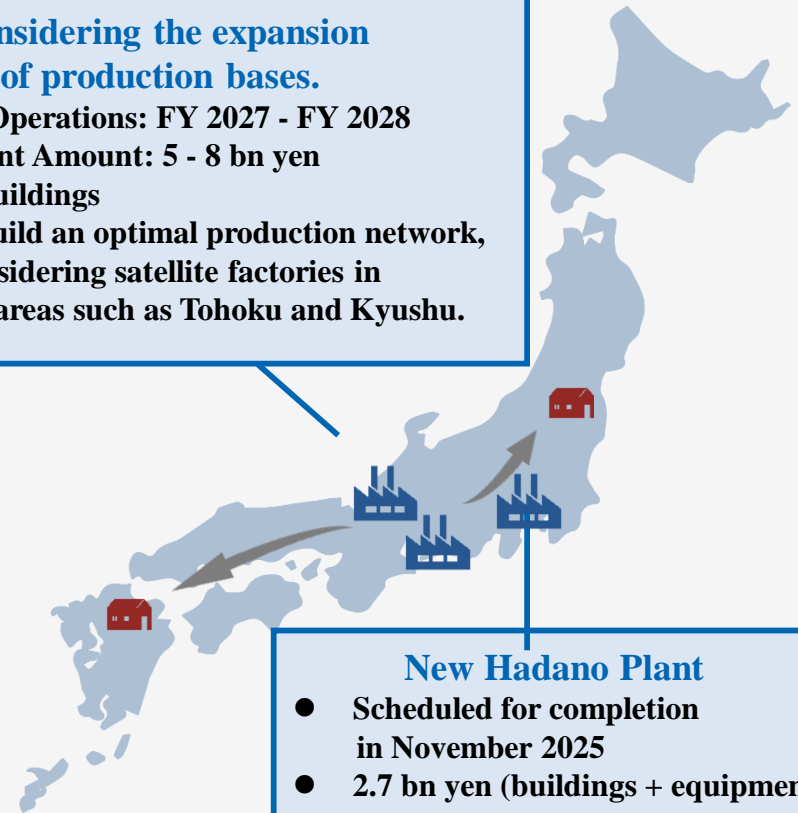
North America Second Manufacturing Base

- Start of Operations: FY 2028
- Investment Amount: 1 - 4 bn yen (land + buildings)

Manufacturing Bases in Japan

Considering the expansion of production bases.

- Start of Operations: FY 2027 - FY 2028
 - Investment Amount: 5 - 8 bn yen (land + buildings)
- *Aiming to build an optimal production network, including considering satellite factories in undeveloped areas such as Tohoku and Kyushu.



New Hadano Plant

- Scheduled for completion in November 2025
- 2.7 bn yen (buildings + equipment)

We are working to capture market share opportunities by expanding our production capacity.

*The above figures are based on current assumptions and have not been formally approved.
Appropriate disclosure will be made in the future as internal processes progress.



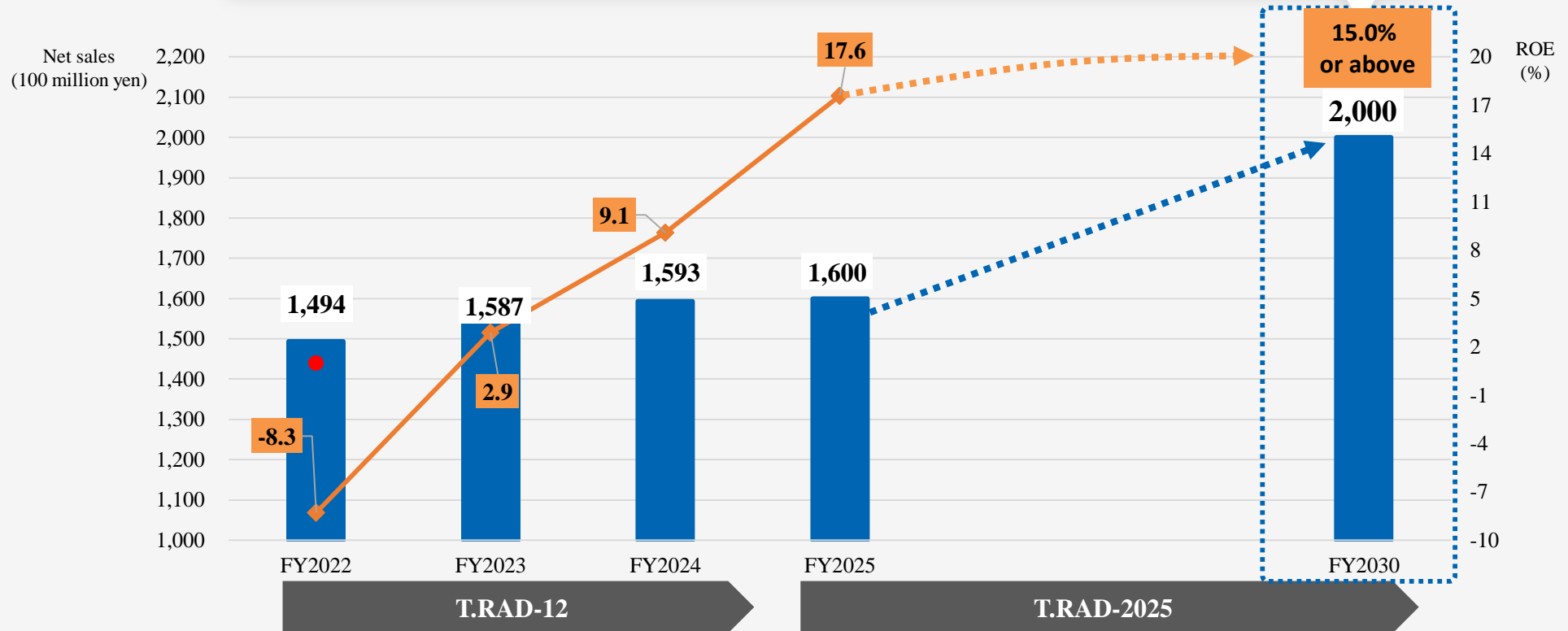
06 T.RAD-2025 Performance Targets

Net Sales (FY2030 Target)

200 bn yen

ROE

15.0% or above



- Leveraging the strengths as an independent supplier, the company is conducting focused sales promotion activities targeting a wide range of customers
- The targets are set at feasible levels, considering realistic achievability

Operating cash flow (10 to 15 bn yen per year) + Borrowing (5 bn yen per year*)

*Assuming an equity ratio of 40% or higher

15 to 20 billion yen per year

Growth Investment

Strengthen Existing Businesses

- Development of heat exchangers compatible with multi-pathway strategies
- Introduction of labor-saving, automation, and productivity-improvement equipment
- DX and environmental investments
- Investment in human resources

Strategic Investment

Invest in the Future

- Expansion of production capacity and promotion of global production reallocation
- Consideration of expanding production sites in the U.S.
- Expansion of investment in India
- Consideration of M&A opportunities
- New business initiatives

Shareholder Returns

Become a Company Valued by the Market

- Achieving stable dividends and flexible share buybacks through DOE
- Balancing capital efficiency and financial stability (equity ratio)
- Pursuit of stable achievement of ROE targets

- Allocate Cash to investment in a timely manner, premised on achieving returns above the WACC (6%)
- Aim to become a top-runner in heat exchanger manufacturer with unmatched capabilities

FY2024 Actual	Annual dividend 240 yen	=	Interim dividend 90 yen	+	Year-end dividend 150 yen
	DOE 3.3%	=	ROE 9.1%	×	Dividend payout ratio 36%
FY2025 Forecast	Annual dividend 320 yen	=	Interim dividend 160 yen	+	Year-end dividend 160 yen
	DOE 3.8%	=	ROE 18%	×	Dividend payout ratio 21%
FY2030 Target	DOE 5.0% or above	=	ROE 15.0% or above	×	Dividend payout ratio 34% or above

Since FY2024, we have been using **consolidated dividends on equity (DOE)** as a new indicator to improve capital efficiency and realize stable long-term returns to shareholders.

*DOE = Annual total dividends ÷ Averages of consolidated net assets (excluding non-controlling interests) at the end of the previous fiscal year and the end of the current fiscal year. Effective from FY2024

T.RAD-2025 Shareholder Return Policy



T.RAD-12

T.RAD-2025

Management Targets

FY2024 Results

Net sales **159.2 bn yen**

ROE **9.1%**

PBR **0.5 times**

Achieving a stable ROE target of over 15%

FY2030 Targets

Net sales **200 bn yen**

ROE **15.0%**

PBR **1.0 times**

Shareholder Returns

Share buyback **8.2 bn yen**

DOE **3.3%**
Annual dividend **240 yen**

Share buyback **4 bn yen or more**

DOE **3.3% or above**
Annual dividend **320 yen**

Scheduled to buy back **4 bn yen** of treasury stock in FY2025

Consider buying back shares in consideration of market liquidity going forward

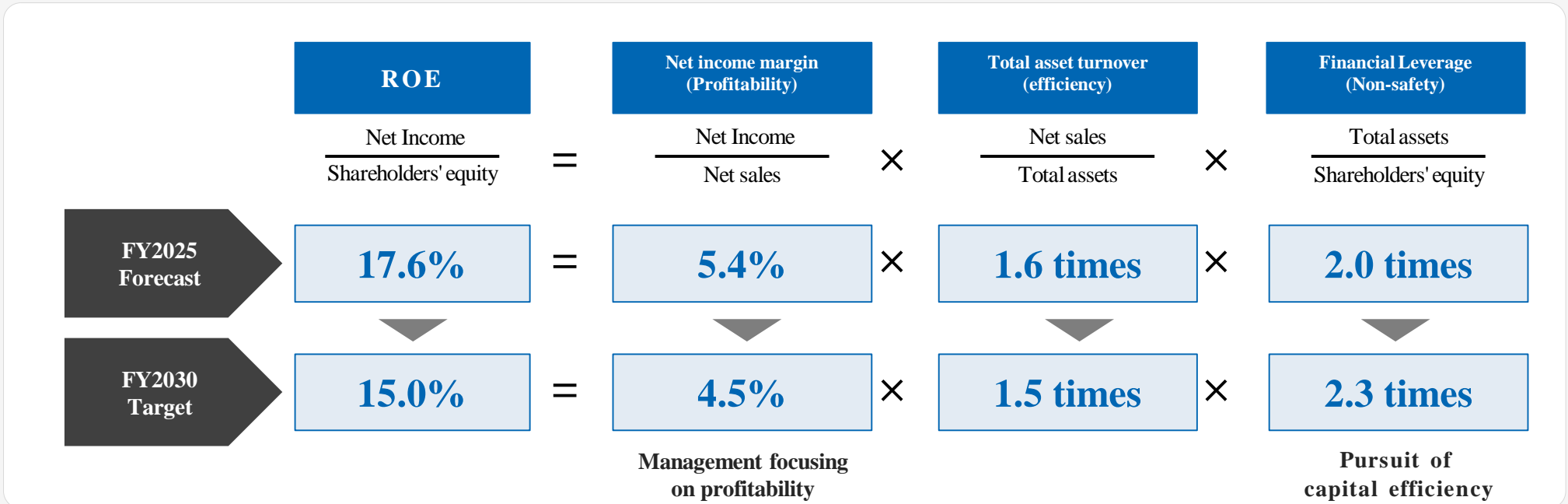
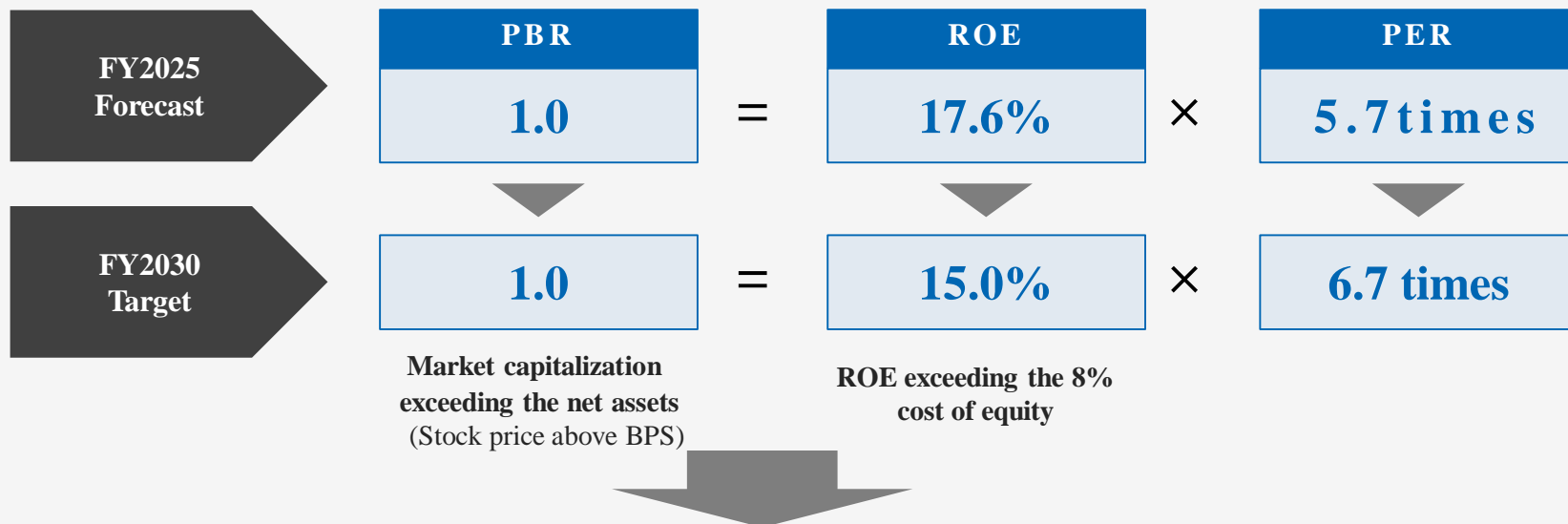
Strengthen DOE levels while improving ROE

DOE **5.0% or more**

- Increase in sales and ROE through further market share gains
- Timely and appropriate investments, as well as shareholder returns, supported by operating cash flow generation

Implementing management with awareness on capital efficiency and stock price

Initiatives to Improve T.RAD-2025 PBR



T.RAD-2025 FY2030 Performance Assumptions



	FY2025 Forecast	FY2030 Assumptions	(Billions of yen)
Sales	160.0	200.0	
Operating Income	10.9	11.0	
Operating Income Ratio	6.8%	5.5%	
Net Income	8.7	9.0	
Net Income Ratio	5.4%	4.5%	
Net Assets	50.0	60.0	
ROE	17.6%	15.0%	
(Reference)			
Depreciation and Amortization	5.5	7.5	
EBITDA	16.4	18.5	
EBITDA Margins	10.3%	9.3%	

To achieve the FY2030 sales and ROE targets set under T.RAD-25, we will work to expand market share, improve profitability, and continue striving for capital efficiency.

A great opportunity for market expansion has arrived!

Market Environment



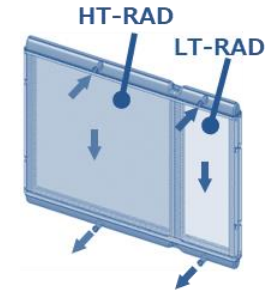
Higher sales forecasts for HEVs/PHEVs, supported by multi-pathway strategies

Competitive Environment



Growing inquiries driven by strategic changes among domestic competitors

Competitive Position of Products

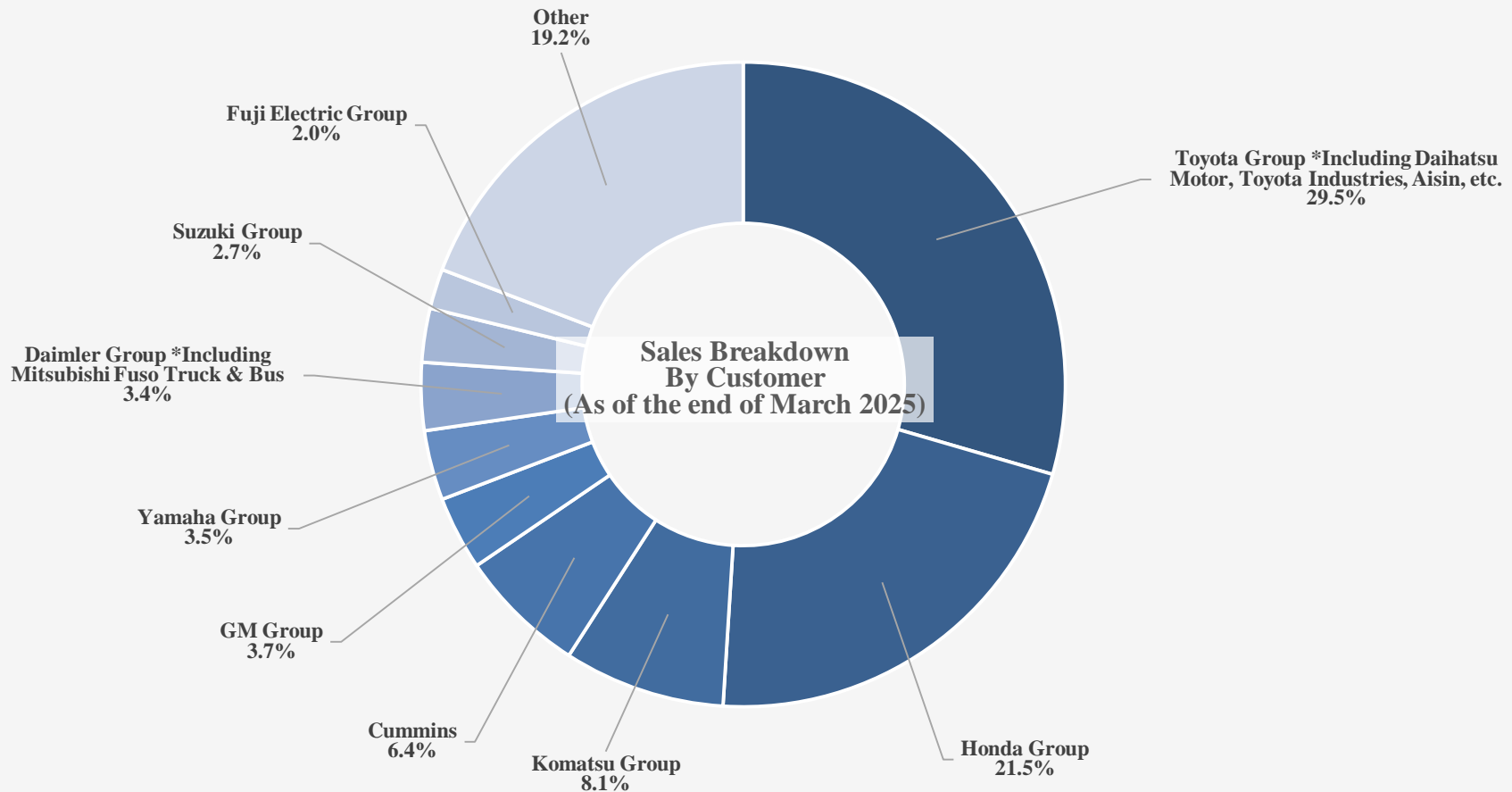


**Flagship multi-function radiator
Increased orders from major automakers**

To achieve the FY2030 sales target of 200 billion yen, now is an excellent opportunity to expand market share by increasing production capacity.

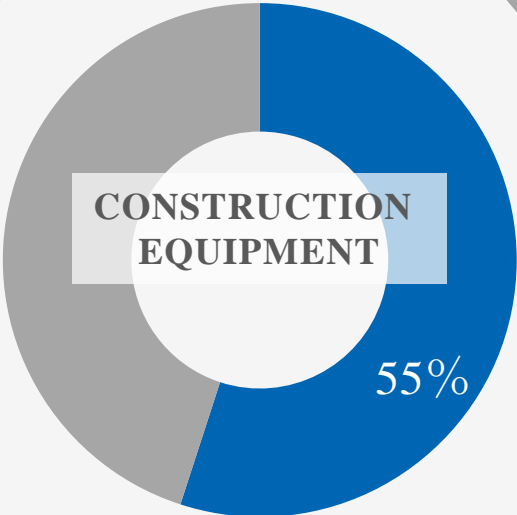
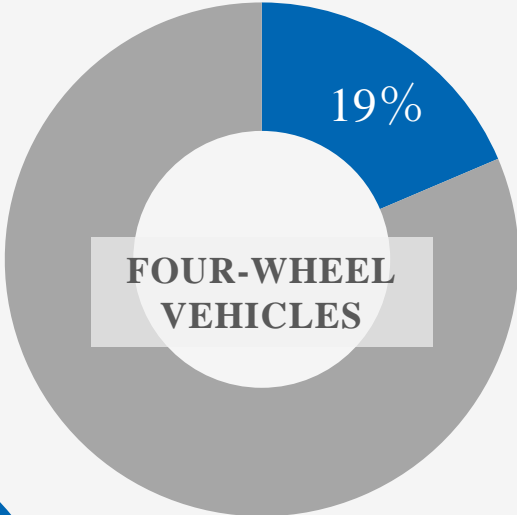
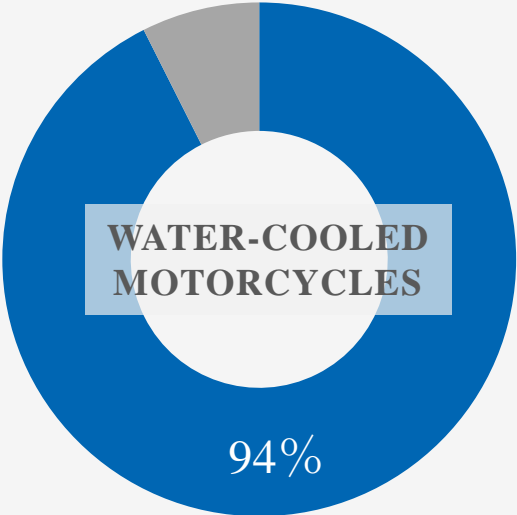
07 Appendix

As an independent company not affiliated with any specific automaker group, we conduct business with a wide range of domestic and international automotive and industrial equipment manufacturers.





Our market share among Japanese OEMs in 2025



■ Company Overview (As of the End of March 2025)

Company Name	T.RAD Co., Ltd.
Founded on	November 11, 1936
Capital	8.57 billion yen
Market	Tokyo Stock Exchange Prime Market (Security Code: 7236)
Number of Employees	4,270 (consolidated)
Main Products	Radiators, oil coolers, EGR coolers, charge air coolers, fin coils for air conditioning equipment, and various heat exchangers

■ Share Status (As of the End of December 2025)

Total Number of Authorized Shares	15,000,000 shares
Total Number of Issued Shares	5,900,000 shares
Number of Shareholders with Voting Rights	3,333

Shareholder's Name	Number of Shares	Shareholding Ratio
Jinya Connect Co., Ltd.	2,200,000	38.225
The Master Trust Bank of Japan, Ltd. (Trust Account)	474,500	8.244
YAMAKIN (JAPAN) CO., LTD.	159,000	2.762
T.RAD Employee Shareholding Association	108,816	1.89
Nippon Life Insurance Company	99,746	1.733
Custody Bank of Japan, Ltd. (Trust Account)	70,100	1.218
BNY Mellon, Global Custody Division Institutional Investor Custody Account	67,500	1.172
DFA International Small Cap Value Portfolio	64,900	1.127
State Street Bank and Trust Company (Custody Account 505103)	61,303	1.065
BNY Mellon (GCM Client Accounts/Segment E/ISM Management)	55,698	0.967

■ Executive Status (As of the End of January 2026)

Representative Director, CEO & COO President & Executive Officer	Tomio Miyazaki
Director and Managing Executive Officer	Tatsuya Kikuyama
Outside Director	Yoshisada Takahashi
Outside Director	Ryuichi Murata
Outside Director	Jinning Tu
Audit & Supervisory Board Member	Kosei Tamura
Audit & Supervisory Board Member	Satoshi Iwasaki
Outside Audit & Supervisory Board Member	Mikio Endo
Provisional Outside Audit & Supervisory Board Member*	Hisashi Fujii
Managing Executive Officer	Yasushi Hotta
Managing Executive Officer	Hirokazu Urano
Managing Executive Officer	Seiichi Furuya
Managing Executive Officer	Kaoru Kinoshita

*Appointment to be proposed at the shareholders' meeting scheduled for June 2026

■ Shareholding Ratio by Owner Type (As of the End of December 2025)

