



SHOWA
SHOWA CORPORATION

ANNUAL REPORT
2018

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SHOWA Philosophy



— Our Fundamental Beliefs —

Respect for the individuals

Trust/Fairness/Independence

— Our Corporate Principle —

With the aim of becoming a global company trusted by customers worldwide, we are committed to making continuous innovations to provide superior products of the best technology and the highest quality to meet users' needs.

— Policies of Conduct —

1. Let actions be driven by ideals and visions
2. Value time and ideas, and approach problems based on fundamentals and principles
3. Place value on communications and understand the situation of others
4. Maintain operational transparency and soundness
5. Always be aware of environmental preservation, and make contributions to the community and society

Message from the President



Dear Shareholders

We would like to express our sincere appreciation for your continued support. We are pleased to present this summary of our results for the 110th term (April 1, 2017 to March 31, 2018).

In the 110th term, sales revenue grew year-on-year on increased sales of motorcycle, automotive, and steering products. Operating profit, pre-tax income, and net income attributable to owners of the parent grew year-on-year due to changes in the variable cost ratio to sales, successful cost reduction measures, and a decline in provisions for product warranties.

Upon comprehensive consideration of the long-term outlook for our business endeavors and earnings results, we have decided to raise the year-end dividend to 12 yen per share at the 110th General Meeting of Shareholders to express our gratitude for your continued support. With an interim dividend of 10 yen per share, we intend to pay an annual dividend of 22 yen per share.

Based on our projections for business performance and earnings results for the next term (April 1, 2018 to March 31, 2019), we expect to set the interim and the year-end dividends both to 15 yen per share, and pay an annual dividend of 30 yen per share.

We kindly ask for your continued support and understanding.

September 2018

杉山 伸幸

Nobuyuki Sugiyama
President

“Supplementary materials”

Earnings results for the fiscal year ended March 31, 2018**Status of our group****Overview of consolidated earnings**

In the fiscal year ended March 31, 2018, the global economy was on the path of gradual recovery. Market environments surrounding SHOWA slowly recovered in Japan and the US, and showed continued signs of recovery in China. In the automotive market, sales in the US fell year-on-year, but sales in Japan grew prompted by the launch of new kei cars (light automobiles). Sales in China and Europe were robust as well. Under such circumstances, SHOWA made progress in the following initiatives implemented based on the group's medium- to long-term policy: Establishing a stable production base, optimizing production allocation, developing new technology and products, strengthening basic technology to respond to commoditization of products, improving cost competitiveness through optimized procurement, and enhancing quality by strictly adhering to the global quality control standards. Sales revenue for the fiscal year ended March 31, 2018 increased by 32,493 million yen (+12.5%) year-on-year to 291,989 million yen due to increased sales of motorcycle, automotive, and steering products. Operating profit came to 25,296 million yen (vs. an operating loss of 3,263 million yen in the previous fiscal year) due to changes in the variable cost ratio to sales, successful cost reduction measures, and a decline in provisions for product warranties. Pre-tax income was 26,042 million yen (vs. a pre-tax loss of 2,407 million yen in the previous fiscal year). Net income attributable to owners of parent was 13,855 million yen (vs. a net loss of 11,444 million yen in the previous fiscal year). Earnings results by segments are as follows.

Motorcycle and Hydraulic Components segment

Sales of motorcycle products increase year-on-year owing to sales growth in Japan and other regions in Asia. Sales revenue of the Motorcycle and Hydraulic Components segment was up by 8,689 million yen (+11.7%) year-on-year to 82,678 million yen thanks to growth in the sale of motorcycle products. Operating profit rose 2,805 million yen (+30.1%) year-on-year to 12,139 million yen.

Automotive Components segment

Sales of automotive components increased year-on-year on higher sales mainly in China and Japan. Sales revenue of the Automotive Components segment was up by 7,645 million yen (+9.0%) year-on-year to 92,209 million yen thanks to an increase in sales of automotive products. Operating profit was up 1,167 million yen (+24.3%) year-on-year to 5,969 million yen.

Steering Systems Components segment

Sales of steering products grew year-on-year largely on the back of higher sales in China and other regions in Asia. Sales revenue at the Steering Systems Components segment was up 15,835 million yen (+18.4%) year-on-year to 102,041 million yen thanks to an increase in the sale of steering products. Operating profit rose 7,290 million yen (+93.2%) year-on-year to 15,110 million yen.

Gas Springs segment

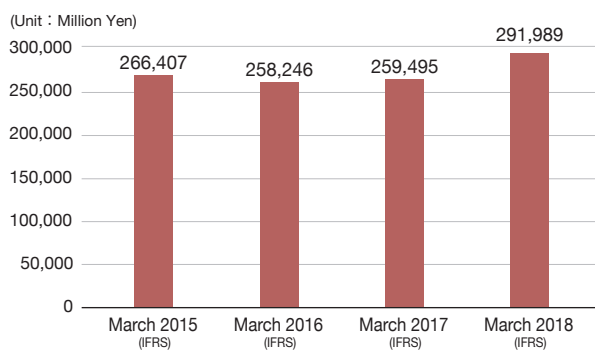
Sales revenue at the Gas Springs segment fell 219 million yen (-6.3%) year-on-year to 3,245 million yen. Operating loss came to 8,397 million yen (vs. an operating loss of 25,703 million yen in the previous fiscal year) due to the booking of provisions for product warranties.

Other segment

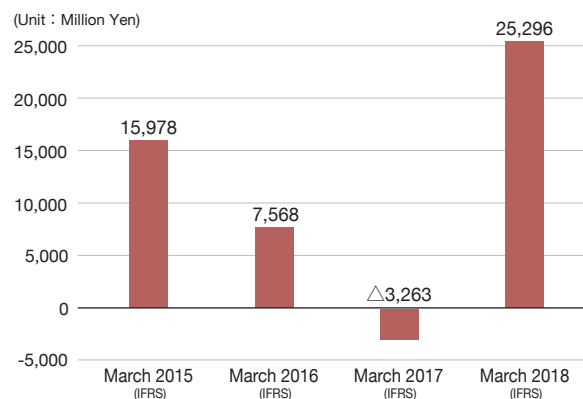
Sales revenue at the Other segment was up by 542 million yen (+4.8%) year-on-year to 11,815 million yen. Operating profit fell by 93 million yen (-16.4%) year-on-year to 475 million yen.

Review of Operations

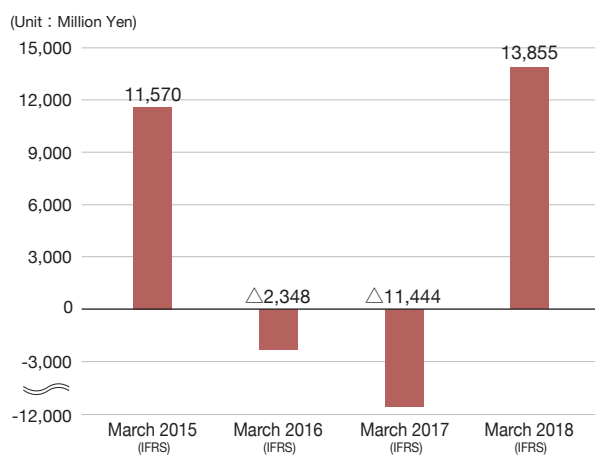
Sales revenue



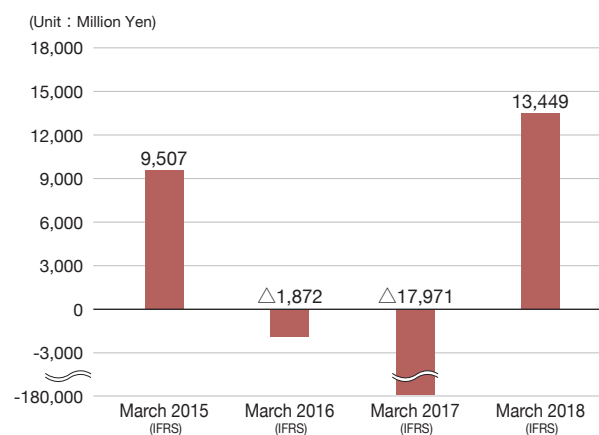
Operating profit



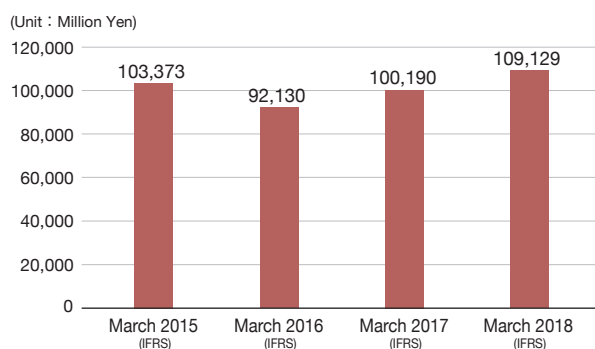
Profit for the year Attributable to owners of the parent



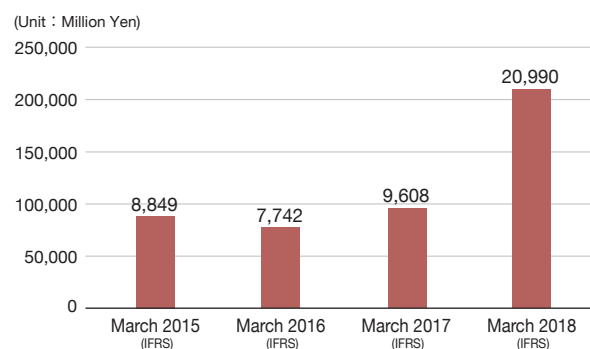
Net income per share



Sales



Recurring profit



* From the previous fiscal year, our group has made a switch from Japanese accounting standards to voluntary application of International Financial Reporting Standards (IFRS). The 106th reports are based on Japanese standards, and the 107th, 108th and 109th on IFRS.

Review of Operations

(Numerical unit of bar graph: 1 million yen)

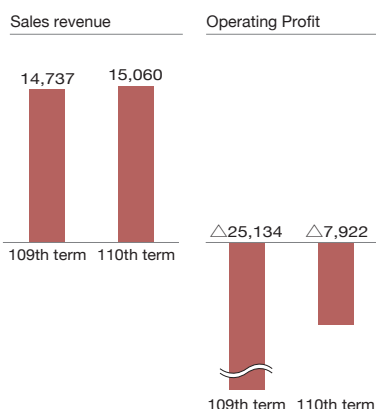
* From the previous fiscal year, our group has made a switch from Japanese accounting standards to voluntary application of International Financial Reporting Standards (IFRS), and therefore, 107th and 108th reports are based on IFRS.

5.2%

Gas springs segment/Others

Sales revenue 15,060 million
(2.2% increase from the previous fiscal year)

Operating Profit Δ 7,922 million
(Operating loss in the previous fiscal year was 25,134 million yen)

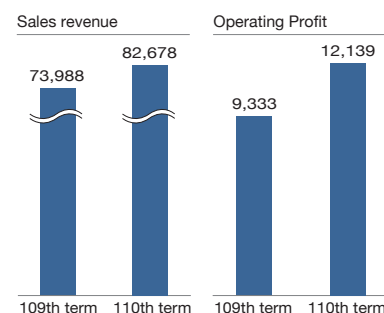


28.3%

Motorcycle and Hydraulic components segment

Sales revenue 82,678 million
(11.7% increase from the previous fiscal year)

Operating Profit 12,139 million
(30.1% increase from the previous fiscal year)



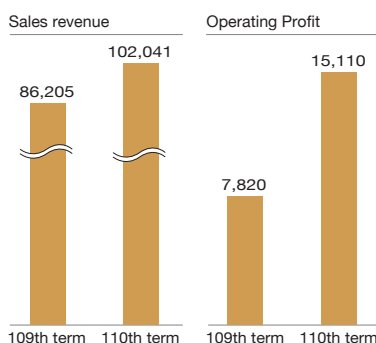
Sales revenue
by Operational
Segment Total
291,989million

34.9%

Steering systems components segment

Sales revenue 102,041 million
(18.4% increase from the previous fiscal year)

Operating Profit 15,110 million
(93.2% increase from the previous fiscal year)

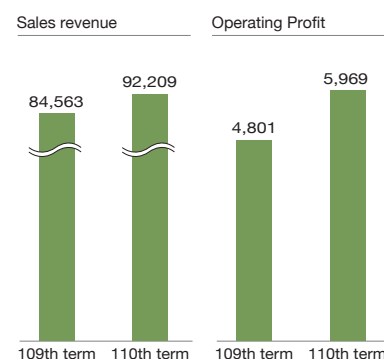


31.6%

Automotive components segment

Sales revenue 92,209 million
(9.0% increase from the previous fiscal year)

Operating Profit 5,969 million
(24.3% increase from the previous fiscal year)



Segment results

Segment	Main cause
Motorcycle and Hydraulic components segment	Although sales of motorcycle products decreased mainly in South America, overall sales increased over the previous fiscal year due to sales increase in Asia.
Automotive components segment	Overall sales of automotive products decreased compared with the previous fiscal year mainly due to a decline in sales in North America.
Steering components segment	Overall sales of steering products increased over the previous fiscal year mainly due to an increase in sales in North America and China.

Consolidated Financial Statements

※1 \$ = 106.24 Yen

Consolidated Balance Sheet (Summary)	Millions of yen	Millions of yen	Thousands of U.S. dollars
	2017	2018	2018
Assets			
Current assets	115,647	119,846	1,128,069
Noncurrent assets	90238	82,120	772,967
Total assets	205885	201,967	1,901,045
Liabilities			
Current liabilities	85695	74,219	698,598
Noncurrent liabilities	22849	18,089	170,265
Total Liabilities	108,544	85,680	806,476
shareholders' equity			
Common stock	12,698	12,698	119,522
Capital surplus	13,417	13,417	126,290
Retained earnings	53,186	68,679	646,451
Treasury stock	-54	-54	-508
Other components of shareholders' equity	4,904	1,335	12,566
Equity attributable to owners of the parent company	84,152	96,075	904,320
Noncontrolling interest	13,188	13,582	127,843
Total shareholders' equity	97,340	109,658	1,032,172
Total liabilities and shareholders' equity	205,885	201,967	1,901,045

Assets, liabilities, and shareholders' equity: Total assets at the end of the fiscal year ended March 31, 2018 was 201,967 million yen, down 3,917 million yen year-on-year.

Current assets : Up by 4,199 million yen year-on-year largely due to an increase in cash and cash equivalents despite a decline in other current assets.

Noncurrent assets : Fell by 8,117 million yen year-on-year mainly on declines in tangible assets and other financial assets.

Current liabilities : Declined by 11,475 million yen year-on-year largely due to decreases in short-term interest bearing debts and provisions.

Noncurrent liabilities : Fell by 4,759 million yen year-on-year on declines in other financial liabilities and deferred tax liabilities.

Shareholders' equity : Increased by 12,317 million yen year-on-year on higher retained earnings.

Consolidated Financial Statements

※1 \$ = 106.24 Yen

Profit and loss calculator (Summary)

	Millions of yen	Millions of yen	Thousands of U.S. dollars
	2017	2018	2018
Sales revenue	259,495	291,989	2,748,390
Cost of sales	(204,701)	(223,885)	(2,107,351)
Gross profit	54,794	68,103	641,030
Selling, general and administrative expenses	(56,230)	(42,362)	(398,739)
Other income	471	2,147	20,209
Other expense	(2,298)	(2,592)	(24,398)
Operating income	(3,263)	25,296	238,102
Finance income	748	736	6,928
Finance costs	(198)	(532)	(5,008)
Gains and losses on equity method investment	306	542	5,102
Income before income taxes	(2,407)	26,042	245,124
Corporate income tax	(5,932)	(7,704)	(72,515)
Current net income	(8,340)	18,338	172,609
Attributable net income			
Owners of the parent	(11,444)	13,855	130,412
Non-controlling interests	3,103	4,483	42,197

Cash flow (Summary)

※1 \$ = 112.68 Yen

	Millions of yen	Millions of yen	Thousands of U.S. dollars
	2017	2018	2018
Net cash provided by (used in) operating activities	7,144	24,921	234,573
Net cash provided by (used in) investing activities	(11,048)	(4,287)	(40,352)
Net cash provided by (used in) financial activities	7,420	(11,669)	(109,836)
Effect of exchange rate change on cash and cash equivalents	(440)	(596)	(5,610)
Effect of exchange rate change on cash and cash equivalents (△:decrease)	3,076	8,367	78,756
Cash and cash equivalents at Beginning of Year	27,139	30,215	284,403
Cash and cash equivalents at End of Year	30,215	38,583	363,168

Status of cash flows: The balance of cash and cash equivalents (hereinafter capital) at the end of the current term was 38,583 million yen, up by 8,367 million yen year-on-year.

Net cash provided by (used in) operating activities: Pre-tax income of 26,042 million yen and depreciation and amortization costs of 9,663 million yen contributed to an increase in cash flows. Cash outflows were largely due to 7,506 million yen in income tax payments and a 4,882 million yen increase in provisions for product warranties.

Net cash provided by (used in) investing activities: Cash inflows were largely from a gain of 3,861 million yen on the sale or redemption of financial assets, and cash outflows were mainly attributed to payments of 7,545 million yen accompanying the acquisition of tangible assets.

Net cash provided by (used in) financing activities: Cash outflows were largely attributed to a net decrease of 6,551 million yen in short-term interest bearing debts and dividend payments of 3,462 million yen to non-controlling shareholders.

Topics

Expanded the range of automobiles with electronically controlled damper IECAS and high-performance model S-SEESII installed

We have been able to expand the range of automobiles with our products installed. Electronically controlled damper IECAS (Intelligent Electronic Control Adaptive Suspension) is newly installed in Honda Motor's high-grade models of new CIVIC Si (for North American and European markets) and new ACCORD (for the North American market). Further, our high-performance model S-SEESII (Showa Super Empowering Efficient Suspension) is installed in Honda Motor's new N-BOX. By using a hollow rod, S-SEESII contributed to reducing the weight of N-BOX.



CIVIC Si



N-BOX

Business transactions with India's motorcycle manufacturer TVS Motor Co., Ltd. has begun

We have initiated business transactions with our new customer TVS Motor, a motorcycle manufacturer with the third largest market share in India. Our front fork and rear cushion are adopted in TVS Motor's Jupiter (125cc scooter), and we have started manufacturing these products at SHOWA India Pvt. Ltd. (India). We aim to further increase our market share in India, which boasts the world's largest motorcycle sales volume.



Jupiter (125 cc scooter)



Front fork

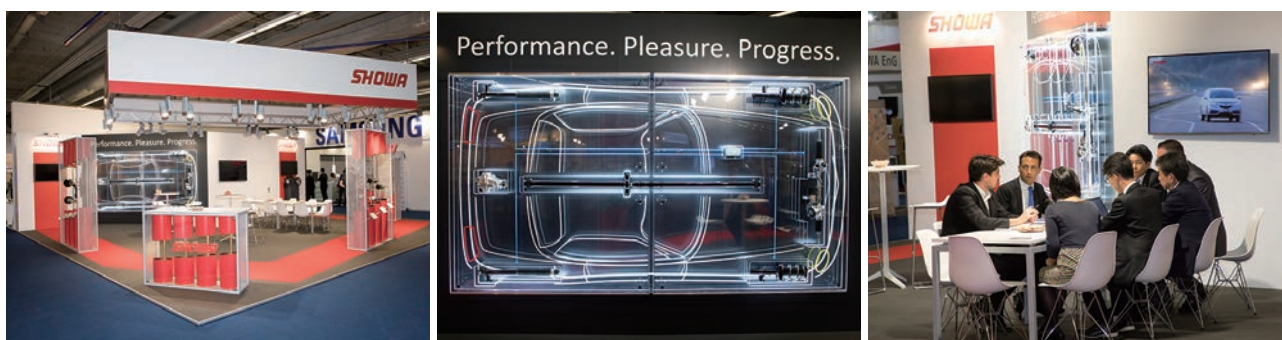


Rear cushion

Topics

Status of our group

Following our participation in IAA 2015, we exhibited our products at IAA 2017 held in Frankfurt, Germany in September 2017. With the theme of “Performance, Pleasure, and Progress: Bringing ultimate comfort and excitement to all,” we presented steering/suspension cooperative control that is realized by combining electric power steering technology and electronically controlled damper technology. Further, we introduced our products and technologies that are compatible with autonomous driving and electrification.



Completed construction of winding courses at Tochigi R&D Center Shioya Proving Groundn

We held a ceremony for the completion of winding courses at Tochigi R&D Center Shioya Proving Ground on October 20, 2017. Many attended the ceremony including municipality officials and our valued customers. In the first phase of construction in 2015, straight roads, curves, and special roads were completed first and then the winding courses that mimic general roads of the US and Europe were built in the second phase of construction. Prompted by the completion of the winding courses, we will continue to propose and develop products and technologies with an aim of strengthening a V-shaped development system.



Topics

Electronically controlled variable damping force damper SHOWA EERA Balance Free Damping Force was installed in Kawasaki' s Ninja ZX-10R

Our electronically controlled variable damping force damper SHOWA EERA Balance Free Damping Force has been adopted in Kawasaki Heavy Industries, Ltd.' s Ninja ZX-10R SE (overseas model). We have developed electronically controlled hydraulic valves that can generate ideal damping force based on driving conditions quickly and accurately. With SHOWA EERA, we have realized superior handling stability and ride comfort.



SHOWA EERA
Balance Free Damping Force



Ninja ZX-10R SE

Substantially increased production volume of IECAS and DPA-EPS accompanying their expansion of application

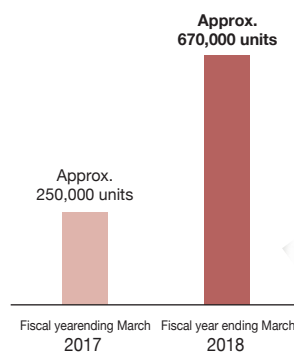
The production volumes of IECAS (Intelligent Electronic Control Adoptive Suspension), electronically controlled variable damping force damper that realizes superior handling and driving comfort and DPA-EPS (Dual Pinion Assist-EPS), electronic power steering that achieves both smooth steering feel and damping properties have substantially increased due to the expansion in the range of their applicable automobiles.

We aim to further expand the range of automobiles these products can be installed in.



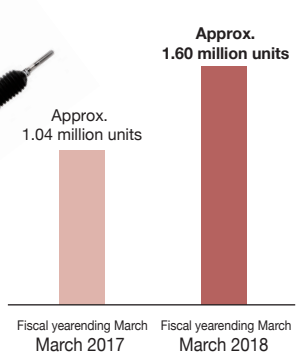
IECAS

[Production volume of IECAS]



DPA-EPS

[Production volume of DPA-EPS]



Topics

EICMA 2017 (Milan Show)

SHOWA participated in the world's largest motorcycle show EICMA 2017 (Milan Show) held in Milan, Italy from November 7 to 12, 2017.

We presented our electronic-control technology "SHOWA EERA" and option parts "GP series A-Kit" which we have refined through participating in motorcross races. The exhibition was successful as we had many attendees visit our booth, including courtesy visits from riders we support.

The video of the exhibition is available via the QR code on the right. (also available via our website)



Hosted a tour of the Gotemba Plant for individual shareholders

On Friday, March 2, 2018, we hosted a tour of the Gotemba Plant (No.1 Plant) for our individual shareholders. On the tour, we gave an overview of the company and Gotemba plant, latest topics, and technology involved in manufacturing steering products. Then, we gave a tour of the facility where power steering products are manufactured. Through hosting such events in the future, we will continue to deepen mutual understanding and enhance communication with all our stakeholders including shareholders, institutional investors, and analysts.



SHOWA' s Global Network

As of 31st March 2018

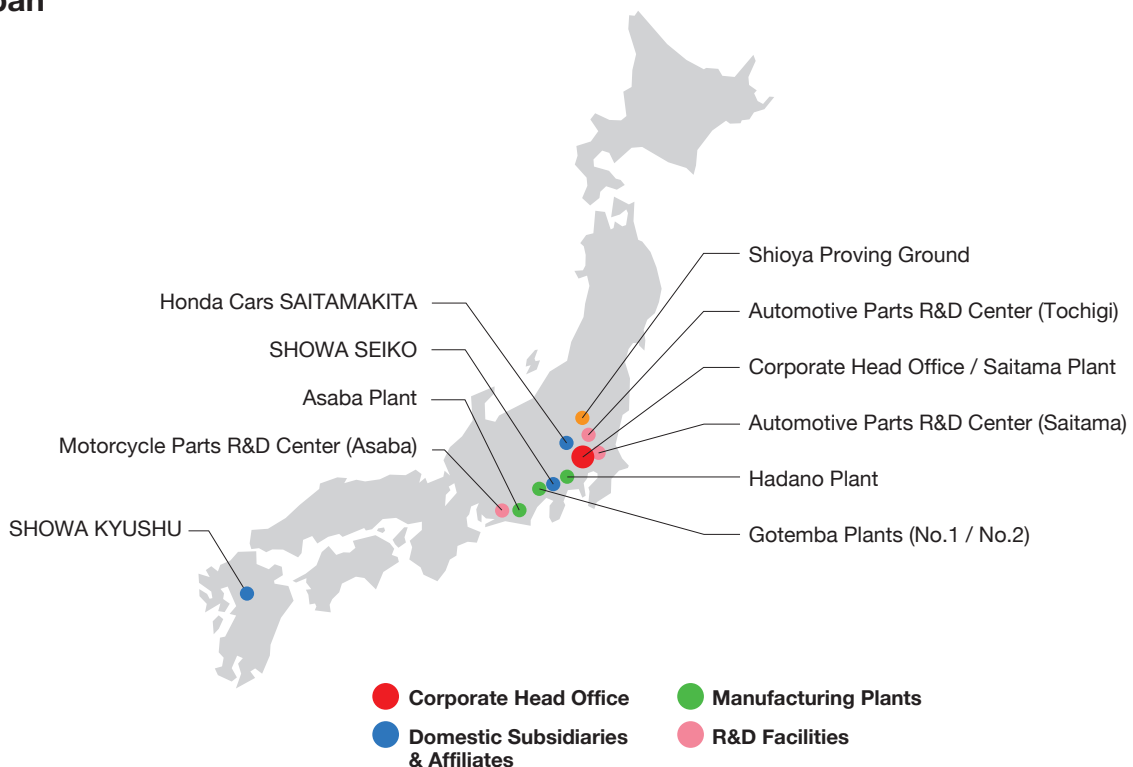
Overview of Business

The SHOWA Group consists of our company, 15 subsidiaries and three affiliates, and our main businesses are the manufacture and sale of automotive parts.

Corporate Head Office, Plants and R&D Facilities

Corporate Head Office	1-14-1, Fujiwara-cho, Gyoda, Saitama
Plants	Saitama Plant (Gyoda, Saitama), Hadano Plant (Hadano, Kanagawa), Gotemba Plant (Gotemba, Shizuoka), Asaba Plant (Fukuroi, Shizuoka),
R&D Facilities	Automotive Parts R&D Centers (Haga, Tochigi / Gyoda, Saitama) Motorcycle Parts R&D Center (Fukuroi, Shizuoka)

Japan



SHOWA' s Global Network

As of 31st March 2018

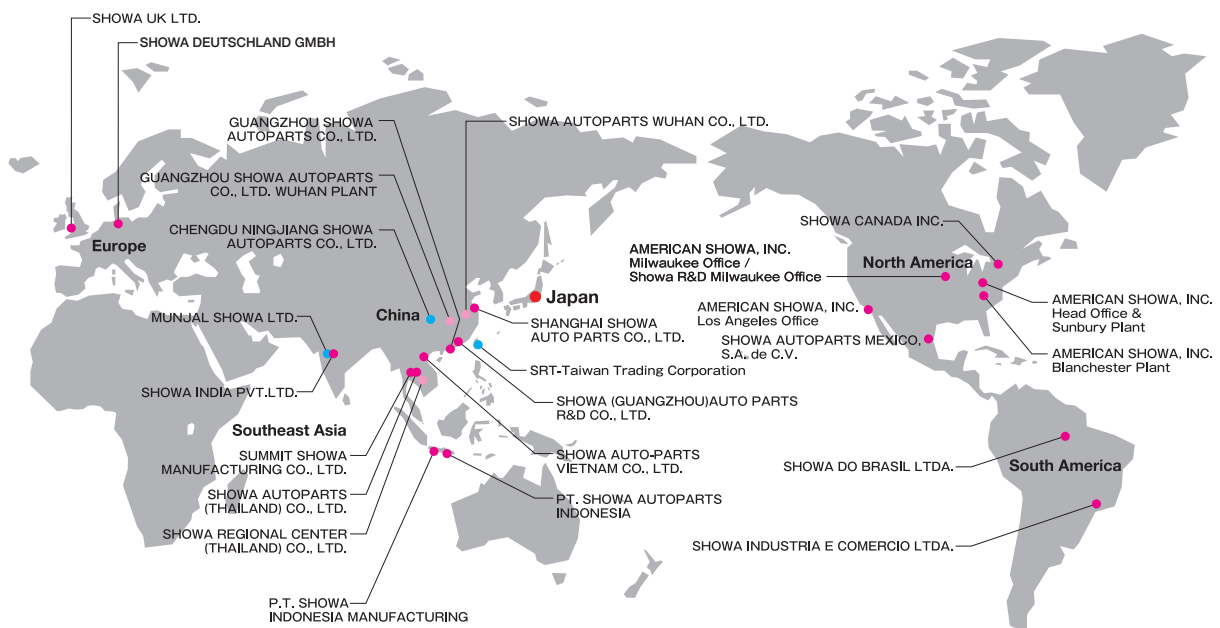
Overview of Subsidiaries and Affiliates

Consolidated Subsidiaries

- P.T. SHOWA INDONESIA MANUFACTURING
- AMERICAN SHOWA, INC.
- SHOWA DO BRAZIL LTDA.
- SHOWA KYUSHU CORPORATION
- SUMMIT SHOWA MANUFACTURING CO., LTD.
- SHOWA CANADA INC.
- SHOWA INDUSTRIA E COMERCIO LTDA.
- SHOWA SEIKO CO., LTD.
- GUANGZHOU SHOWA AUTOPARTS CO., LTD.
- SHOWA UK LTD
- SHANGHAI SHOWA AUTO PARTS CO., LTD.
- SHOWA INDIA PVT. LTD.
- SHOWA AUTOPARTS (THAILAND) CO., LTD.
- SHOWA AUTO-PARTS VIETNAM CO., LTD.
- Honda Cars SAITAMAKITA
- SHOWA REGIONAL CENTER (THAILAND) CO., LTD.
- PT. SHOWA AUTOPARTS INDONESIA
- SHOWA AUTOPARTS MEXICO, S.A. de C.V.
- SHOWA AUTOPARTS WUHAN CO., LTD.
- SHOWA (GUANGZHOU) AUTO PARTS R&D CO.,LTD.
- SRT-Taiwan Trading Corporation
- CHENGDU NINGJIANG SHOWA AUTOPARTS CO.,LTD

Equity Method Affiliates

Overseas



- Corporate Head Office
- Consolidated Subsidiary
- Equity Method Affiliate

SHOWA' s Technology

Automotive Components

Shock Absorbers

Shock absorbers are critical to an automobile's character because they make the auto comfortable to ride and affect the attitude and stability of the automobile body. With their superior performance and quality, Showa brand shock absorbers have created satisfied customers around the world. Showa has years of experience with strut modules and is also working on suspension modules combined with peripheral components.

Shock Absorbers



Propeller Shafts

The propeller shaft's function is to transmit the driving force of the engine to the wheel axis. The long cylindrical shaft rotates at high speed. It must limit vibration and noise while ensuring high durability. Showa supplies leading-edge technologies, and our structural analysis enables a smaller number of components and lighter weight. Further, we have implemented friction welding to achieve high precision, dynamic balance and ultra-strong parts connections.

Propeller Shafts



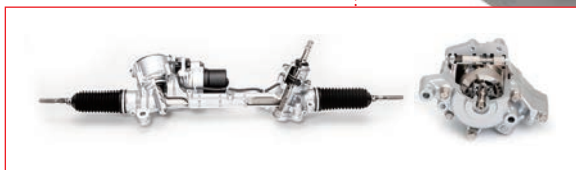
Gas Springs



Differential Gears



Steering Systems



Steering Systems

Of all automobile components, steering systems must provide performance and reliability. The steering system is the man/machine interface that transmits the driver's steering motion to the automobile and conveys information on running conditions from the automobile to the driver. The term "power steering system" refers to a component that assists steering and provides drivers with comfortable maneuverability.

Power steering systems are classified into hydraulic power steering systems (HPS), which use the engine's power as a drive source, and electric power steering systems (EPS), utilizing the vehicle's battery. Showa has a full line of power steering models.

Gas Springs

Gas springs help to open and close front hoods and rear gates by using gas reaction force. They come with speed-adjustment devices that enable operators to open and close the hood and trunk at optimal speed. Showa develops a variety of products to meet customers' diverse needs.

Differential Gears

The role of a differential mechanism is to absorb the difference in rotation between the right and left wheels when an automobile is cornering. These products must offer durability, transmission efficiency and quiet operation. Showa's differential gears are light in weight while exhibiting high performance in automobiles from subcompacts to SUVs.

SHOWA' s Technology

Motorcycle Components

Shock Absorbers

Showa motorcycle shock absorbers are used extensively in motorcycle races around the world. From racing machines to scooters, we use our technology and experience to meet a wide variety of performance needs.

Drive Unit Products

For motorcycle and ATV drive unit products, Showa has achieved lighter weights through analysis of functions, shapes, and materials, while maintaining excellent durability, transmission efficiency and quiet operation.

Front Forks

The front fork is a key structural component of a motorcycle, holding the front wheel securely and providing the steering function. This vital part must be able to closely follow road contours through smooth operation and steady damping force, while retaining high rigidity.

Rear Cushions

The rear cushion is attached to the rear fork directly or through a link. By controlling the attitude and energy absorption of the motorcycle body, the rear cushion helps the rear wheel to follow road contours.

Front Forks



Rear Cushions



Drive Unit Products



Outboard Marine Engine Components

Power Tilt and Trim Units

Power trim and tilt units change the angle of outboard engines and provide the following three functions. The trim function provides good screw efficiency and steady cruising by adjusting the angle of the outboard engine while running. The tilt function enables owners to prevent outboard engine damage from clinging shellfish by raising the engine above the water's surface when moored. When driftwood or other objects strike the outboard engine while under way, shocks are absorbed, helping to prevent damage to the outboard engine and boat.



Drive Unit Products



Outlook of Consolidated Business Performance

As of 31st March 2018

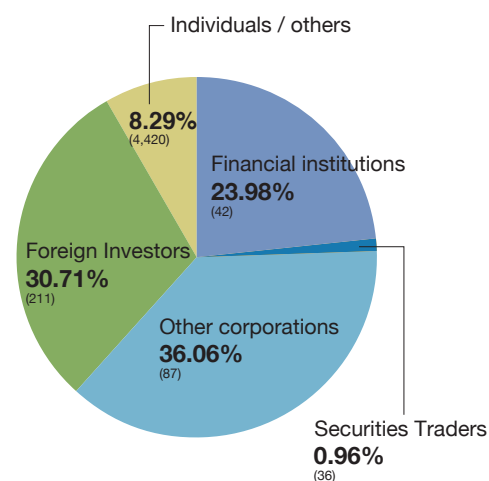
Status of Shares

Total Number of Authorized Shares	180,000,000 shares
Total Number of Issued Share	76,020,019 shares
Number of Shareholders	4,798 persons

Major shareholders

Shareholder Name	Shares held (shares)	Investment ratio (%)
Honda Motor Co., Ltd.	25,447,856	33.5
Japan Trustee Services Bank, Ltd. (Trust Account) CHASE MANHATTAN BANK GTS CLIENTS	4,658,100	6.1
ACCOUNT ESCROW	3,292,998	4.3
The Master Trust Bank of Japan, Ltd. (Trust Account)	2,960,100	3.9
Japan Trustee Services Bank, Ltd. (Trust Account 9)	2,090,600	2.8
Showa Business Partners Shareholders' Association	1,750,160	2.3
MUFG Bank, Ltd.	1,291,480	1.7
GOVERNMENT OF NORWAY	1,252,000	1.6
Japan Trustee Services Bank, Ltd. (Trust Account 5)	992,100	1.3
STATE STREET BANK AND TRUST COMPANY 505001	937,002	1.2

Share Distribution by Shareholders



Board of Directors and Corporate Auditors

As of 23th June 2018

Representative Director President	Nobuyuki Sugiyama	Operating Officer	Shinichi Miyajima
Representative Director Senior Managing Officer	Hiroshi Ichimura	Director Operating Officer	Yuji Kumagai
Director Managing Officer	Takeshi Nagao	Operating Officer	Yoshiaki Kawakami
Director Managing Officer	Narutoshi Wakiyama	Director Operating Officer	Takahiro Furuhashi
Director Managing Officer	Tetsuya Matsumura	Operating Officer	Tetsuro Eguchi
Managing Officer	Yosuke Sekino	Director(Audit and Supervisory Committee)	Yosuke Mano
Operating Officer	Hidehiko Koyano	Outside Director(Audit and Supervisory Committee)	Tsuneo Mizusawa
Director Operating Officer	Kazuhiro Nishioka		