

1. Consolidated Financial Results

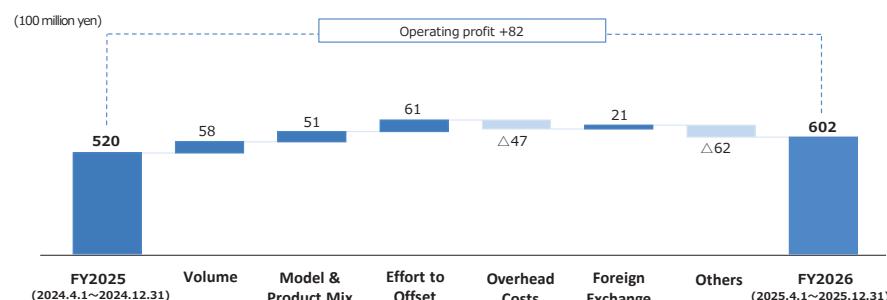
	FY2025 (2024.4.1~2024.12.31)		FY2026 (2025.4.1~2025.12.31)		Change Amount	Change YOY change ratio(%)
	Revenue	Operating profit	Revenue	Operating profit		
Revenue	(100.0)	14,466	(100.0)	15,062	595	4.1
Operating profit	(3.6)	520	(4.0)	602	82	15.8
Profit before income taxes	(3.8)	552	(4.3)	654	101	18.4
Profit attributable to owners of the parent	(2.0)	282	(1.9)	286	3	1.2
Capital investment ※		513		388	△125	△ 24.3
Depreciation ※		390		365	△24	△ 6.4
Exchange rate (USD) (EUR) (THB) (CNY)	JPY 153 165 4.34 21.2	JPY 149 172 4.57 20.8	JPY 148 171 4.6 20.7			
Consolidated subsidiaries Associates accounted for using equity method	69 companies 20 companies	69 companies 20 companies			-	-

※ The amounts for capital investment and depreciation do not include right-of-use assets.

2. Geographic Segment Information

	FY2025 (2024.4.1~2024.12.31)		FY2026 (2025.4.1~2025.12.31)		Change Amount	Change YOY change ratio(%)
	Revenue	Operating profit	Revenue	Operating profit		
Japan	(48.0)	6,939	(47.4)	7,140	201	2.9
	[92]	[161]	[69]	[75.3]		
North, Central and South America	(24.3)	3,520	(26.8)	4,035	514	14.6
	[△59]	[△59]	[7]	[66]		[-]
China	(12.6)	1,816	(10.6)	1,603	△213	△ 11.7
	[164]	[117]	[△46]	[△28.1]		
Asia	(14.9)	2,156	(14.8)	2,224	67	3.1
	[282]	[292]	[10]	[3.6]		
Europe and Africa	(6.0)	874	(5.9)	885	10	1.2
	[39]	[23]	[△15]	[△40.4]		
Eliminations	(△ 5.8)	△841	(△ 5.5)	△827	13	-
	[1]	[△0]	[△2]	[-]		
Total	(100.0)	14,466	(100.0)	15,062	595	4.1
	[520]	[602]	[82]	[15.8]		

3. Operating Profit Variance Analysis



4. Consolidated Statement of Financial Position

Subject	Assets			Liabilities and equity			
	As of 2025.3.31	As of 2025.12.31	Change	Subject	As of 2025.3.31	As of 2025.12.31	Change
Current Assets	6,686	7,005	319	Current liabilities	3,874	3,843	△ 30
Cash and cash equivalents	2,497	3,086	588	Trade and other payables	2,348	2,046	△ 302
Trade and other receivables	2,902	2,447	△ 454	Bonds and borrowings	207	406	199
Inventories	871	1,007	135	Other current liabilities	1,317	1,390	72
Other current assets	415	464	49	Non-current liabilities	2,173	2,287	114
Non-current Assets	4,261	4,429	167	Bonds and borrowings	1,465	1,550	84
Property, plant and equipment	3,172	3,315	143	Other non-current liabilities	707	737	30
Intangible assets	244	232	△ 12	Total liabilities	6,047	6,131	83
Other non-current assets	844	881	36	Share capital	84	84	-
				Capital surplus	32	33	0
				Retained earnings	3,763	3,889	126
				Other components of equity	594	853	258
				Total equity attributable to owners of the parent	4,474	4,860	386
				Non-controlling interests	426	443	17
				Total equity	4,900	5,303	403
				[Ratio of equity attributable to owners of the parent]	[40.9%]	[42.5%]	
Total assets	10,948	11,435	487	Total liabilities and equity	10,948	11,435	487

5. KPI Trends

