

1. Consolidated Financial Results

(Unit: 100 million yen, %, (): Revenue ratio)

	FY2025 (2024.4.1~2025.3.31)		FY2026 (2025.4.1~2026.3.31)		Change		FY2027 Forecast (2026.4.1~2027.3.31)		YOY change ratio(%)
					Amount	%			
Revenue	(100.0)	19,542	(100.0)	20,370	828	4.2	(100.0)	21,200	4.1
Operating profit	(2.2)	423	(2.6)	539	115	27.2	(3.8)	800	48.3
Profit before income taxes	(2.4)	470	(3.0)	619	148	31.5	(3.9)	830	34.0
Profit attributable to owners of the parent	(0.9)	167	(1.1)	232	65	39.2	(2.3)	480	106.3
Capital investment ※		781		680	△100	△ 12.9		940	38.2
Depreciation ※		521		487	△34	△ 6.6		530	8.8
Exchange rate (USD)	JPY	153	JPY	151			JPY	150	
(EUR)	JPY	164	JPY	175			JPY	180	
(THB)	JPY	4.38	JPY	4.67			JPY	4.7	
(CNY)	JPY	21.1	JPY	21.2			JPY	21.7	
Consolidated subsidiaries	69 companies		69 companies					-	
Associates accounted for using equity method	20 companies		20 companies					-	

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

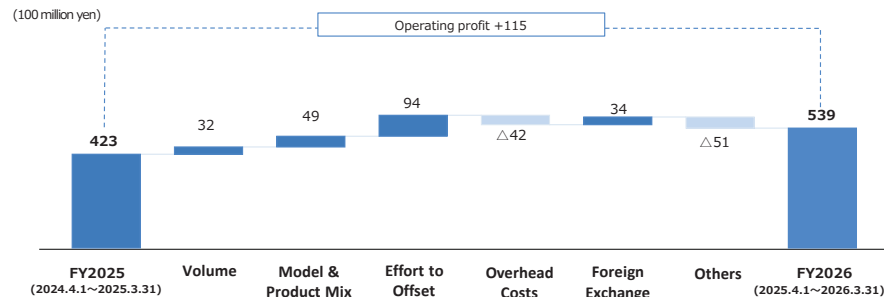
2. Geographic Segment Information

(Unit: 100 million yen, %, (): Composition ratio,

upper row: Revenue, lower row []: Operating profit)

	FY2025 (2024.4.1~2025.3.31)		FY2026 (2025.4.1~2026.3.31)		Change		FY2027 Forecast (2026.4.1~2027.3.31)		YOY change ratio(%)
					Amount	%			
Japan	(48.1)	9,392	(47.5)	9,680	287	3.1	(47.2)	10,000	3.3
		[101]		[51]	[Δ50]	[Δ49.8]		[190]	[271.8]
North, Central and South America	(25.0)	4,890	(26.6)	5,423	532	10.9	(26.4)	5,600	3.3
		[Δ260]		[Δ98]	[161]	[-]		[40]	[-]
China	(12.0)	2,335	(10.6)	2,160	Δ174	Δ 7.5	(10.8)	2,300	6.5
		[165]		[147]	[Δ18]	[Δ10.9]		[140]	[Δ5.1]
Asia	(14.6)	2,862	(14.8)	3,022	160	5.6	(15.6)	3,300	9.2
		[361]		[400]	[38]	[10.6]		[400]	[Δ0.0]
Europe and Africa	(6.0)	1,181	(6.1)	1,240	58	5.0	(5.7)	1,200	Δ 3.3
		[54]		[37]	[Δ16]	[Δ30.6]		[30]	[Δ20.9]
Eliminations	(Δ 5.7)	Δ1,121	(Δ 5.6)	Δ1,156	Δ35	-	(Δ 5.7)	Δ1,200	-
		[0]		[1]	[1]	[-]			
Total	(100.0)	19,542	(100.0)	20,370	828	4.2	(100.0)	21,200	4.1
		[423]		[539]	[115]	[27.2]		[800]	[48.3]

3. Operating Profit Variance Analysis



4. Consolidated Statement of Financial Position

(100 million yen)

Assets				Liabilities and equity			
Subject	As of 2025.3.31	As of 2026.3.31	Change	Subject	As of 2025.3.31	As of 2026.3.31	Change
Current Assets	6,686	7,233	547	Current liabilities	3,874	4,281	406
Cash and cash equivalents	2,497	2,785	287	Trade and other payables	2,348	2,240	△107
Trade and other receivables	2,902	2,977	75	Bonds and borrowings	207	343	135
Inventories	871	940	68	Other current liabilities	1,317	1,697	379
Other current assets	415	530	115	Non-current liabilities	2,173	2,251	78
Non-current Assets	4,261	4,589	327	Bonds and borrowings	1,465	1,550	84
Property, plant and equipment	3,172	3,453	281	Other non-current liabilities	707	701	△5
Intangible assets	244	236	△8	Total liabilities	6,047	6,533	485
Other non-current assets	844	899	54	Share capital	84	84	-
				Capital surplus	32	33	0
				Retained earnings	3,763	3,859	96
				Other components of equity	594	875	281
				Total equity attributable to owners of the parent	4,474	4,852	378
				Non-controlling interests	426	438	11
				Total equity	4,900	5,290	390
				[Ratio of equity attributable to owners of the parent]	[40.9%]	[41.0%]	
Total assets	10,948	11,823	875	Total liabilities and equity	10,948	11,823	875

5. KPI Trends

