

	FY2020	FY2021	FY2022	FY2023	FY2024
Assets					
Current Assets					
Cash and Deposits	6,510	6,874	8,275	9,217	10,098
Notes and Accounts Receivable – Trade	11,876	-	-	-	-
Notes and Accounts Receivable – Trade, and Contract Assets	-	13,179	13,654	15,114	14,459
Merchandise and Finished Goods	2,364	2,076	2,791	2,987	3,620
Work in Process	807	766	791	757	865
Raw Materials and Supplies	3,113	3,314	3,874	4,038	3,300
Other	920	1,193	1,899	2,106	947
Allowance for Doubtful Accounts	(15)	(20)	(20)	(13)	(16)
Total Current Assets	25,577	27,383	31,266	34,208	33,275
Non-Current Assets					
Property, Plant and Equipment					
Buildings and Structures, Net	41,883	43,104	46,100	48,261	49,576
Accumulated Depreciation	(25,788)	(26,615)	(27,911)	(29,270)	(30,766)
Buildings and Structures, net	16,095	16,489	18,188	18,990	18,810
Machinery, Equipment and Vehicles	61,357	62,891	68,868	69,100	70,539
Accumulated Depreciation	(43,933)	(45,416)	(47,592)	(48,820)	(51,037)
Machinery, Equipment and Vehicles, Net	17,424	17,475	21,275	20,279	19,501
Land	7,199	7,269	7,269	7,269	7,263
Lease Assets	2,913	3,320	4,255	3,689	4,670
Accumulated Depreciation	(1,146)	(1,337)	(1,231)	(1,203)	(1,351)
Lease Assets, Net	1,767	1,983	3,024	2,485	3,318
Construction in Progress	1,919	5,370	1,071	1,978	4,123
Other	4,000	4,081	4,335	4,512	4,753
Accumulated Depreciation	(2,880)	(2,940)	(3,184)	(3,444)	(3,738)
Other, Net	1,119	1,140	1,151	1,068	1,015
Total Property, Plant and Equipment	45,525	49,728	51,981	52,071	54,034
Intangible Assets					
Goodwill	844	2,177	2,125	2,085	1,911
Lease Assets	26	17	15	9	4
Customer-related Assets	722	961	887	816	712
Trademark Assets	587	861	795	730	631
Technology-related Assets	364	534	493	453	391
Other	1,003	1,092	1,065	1,159	1,388
Total Intangible Assets	3,547	5,645	5,382	5,255	5,039
Investments and Other Assets					
Investment Securities	12,545	12,931	14,941	17,336	18,096
Deferred Tax Assets	1,040	571	531	275	301
Net Defined Benefit Asset	3,574	6,022	5,855	10,053	11,656
Other	1,122	1,187	1,267	1,354	1,492
Allowance for Doubtful Accounts	(45)	(45)	(44)	(43)	(34)
Total Investments and Other Assets	18,237	20,667	22,551	28,975	31,513
Total Non-Current Assets	67,311	76,038	79,915	86,302	90,587
Total Assets	92,888	103,421	111,182	120,510	123,862
Liabilities					
Current Liabilities					
Notes and Accounts Payable – Trade	3,668	3,853	4,571	4,563	4,862
Electronically Recorded Obligations – Operating	2,499	2,460	2,910	3,014	2,895
Short-term Borrowings	6,502	11,721	7,034	9,652	6,401
Lease Liabilities	312	376	607	609	713
Income Taxes Payable	1,062	326	498	1,101	828
Provision for Bonuses	1,401	1,309	1,455	1,516	1,704
Provision for Directors' Bonuses	135	122	64	94	148
Provision for Sales Promotion Expenses	833	-	-	-	-
Provision for Loss on Factory Closure	41	-	-	-	-
Asset Retirement Obligations	67	67	67	70	78
Other	6,121	7,864	8,511	9,234	7,446
Total Current Liabilities	22,646	28,102	25,722	29,856	25,081
Non-Current Liabilities					
Long-term Borrowings	7,953	6,001	13,470	11,189	15,417
Lease Liabilities	904	1,026	2,406	2,331	2,188
Deferred Tax Liabilities	606	1,350	740	2,509	1,319
Net Defined Benefit Liability	531	520	539	582	613
Asset Retirement Obligations	262	271	282	298	303
Other	87	101	23	23	29
Total Non-Current Liabilities	10,346	9,272	17,462	16,934	19,873
Total Liabilities	32,992	37,375	43,185	46,791	44,954
Net Assets					
Shareholders' Equity					
Share Capital	1,946	1,946	1,946	1,946	1,946
Capital Surplus	170	170	170	170	719
Retained Earnings	55,514	58,408	59,163	60,260	64,498
Treasury Shares	(1,900)	(1,901)	(1,901)	(1,903)	(1,903)
Total Shareholders' Equity	55,730	58,632	59,378	60,474	65,260
Accumulated Other Comprehensive Income					
Valuation Difference on Available-for-Sale Securities	734	715	665	1,023	1,001
Deferred Gains or Losses on Hedges	-	4	1	-	0
Foreign Currency Translation Adjustment	1,245	2,749	4,443	5,846	6,657
Remeasurements of Defined Benefit Plans	507	1,321	366	2,594	2,674
Total Accumulated Other Comprehensive Income	2,487	4,791	5,477	9,463	10,333
Non-controlling Interests	1,678	2,631	3,141	3,780	3,314
Total Net Assets	59,895	66,046	67,996	73,718	78,908
Total Liabilities and Net Assets	92,888	103,421	111,182	120,510	123,862

	FY2020	FY2021	FY2022	FY2023	FY2024
Net Sales	103,305	85,163	94,992	95,534	103,262
Cost of Sales	58,670	61,286	70,458	69,760	75,197
Gross Profit	44,634	23,876	24,533	25,774	28,064
Selling, General and Administrative Expenses (SG&A)	39,014	19,044	20,968	21,307	22,564
Operating Income	5,620	4,832	3,564	4,467	5,500
Non-Operating Income					
Interest Income	7	31	85	131	130
Dividend Income	49	50	53	59	71
Share of Profit of Entities Accounted for Using Equity Method	926	706	991	864	1,524
Foreign Exchange Gains	58	380	419	1,065	-
Other	380	186	252	373	298
Total Non-Operating Income	1,420	1,355	1,802	2,494	2,024
Non-Operating Expenses					
Interest Expenses	86	52	95	89	136
Commitment Fees	15	20	-	-	-
Depreciation of Idle Non-Current Assets	8	20	-	-	-
Foreign Exchange Losses	-	-	-	-	180
Settlement Expenses	-	-	-	-	63
Miscellaneous Losses	-	-	-	-	121
Other	41	25	56	73	106
Total Non-Operating Expenses	151	119	152	163	608
Ordinary Income	6,889	6,068	5,215	6,798	6,916
Extraordinary Income					
Gain on Sale of Non-Current Assets	46	-	-	-	-
Gain on Step Acquisitions	-	730	-	-	-
Subsidy Income	-	-	335	914	-
Total Extraordinary Income	46	730	335	914	-
Extraordinary Losses					
Loss on Disposal of Non-Current Assets	220	202	394	237	193
Impairment Loss	385	446	2,166	2,368	643
Loss on Valuation of Investment Securities	-	-	89	-	-
Total Extraordinary Losses	605	648	2,649	2,606	837
Income before Income Taxes	6,330	6,149	2,901	5,106	6,079
Income Taxes – Current	1,720	799	845	1,460	1,543
Income Taxes – Deferred	(84)	853	(104)	871	(1,345)
Total Income Taxes	1,635	1,652	741	2,332	197
Profit	4,694	4,496	2,159	2,774	5,882
Profit Attributable to Non-controlling Interests	(62)	77	266	517	464
Profit Attributable to Owners of Parent	4,757	4,419	1,892	2,257	5,417

	FY2020	FY2021	FY2022	FY2023	FY2024
Cash Flows from Operating Activities					
Income before Income Taxes	6,330	6,149	2,901	5,106	6,079
Depreciation and Amortization	4,612	5,063	5,922	6,008	6,174
Impairment Loss	385	446	2,166	2,368	643
Amortization of Goodwill	74	121	168	173	175
Loss (Gain) on Step Acquisitions	-	(730)	-	-	-
Increase (Decrease) in Provision for Bonuses	(3)	(109)	144	55	180
Increase (Decrease) in Provision for Directors' Bonuses	29	(13)	(58)	30	54
Increase (Decrease) in Provision for Directors' Retirement Benefits	(53)	-	-	-	-
Increase (Decrease) in Provision for Sales Promotion Expenses	(26)	-	-	-	-
Increase (Decrease) in Provision for Loss on Factory Closure	(114)	(41)	-	-	-
Increase (Decrease) in Net Defined Benefit Liability	38	(10)	14	39	24
Increase (Decrease) in Net Defined Benefit Asset	(672)	(1,278)	(1,209)	(990)	(1,434)
Interest and Dividend Income	(56)	(82)	(139)	(191)	(201)
Interest Expenses	86	52	95	89	136
Share of Loss (Profit) of Entities Accounted for Using Equity Method	(926)	(706)	(991)	(864)	(1,524)
Loss (Gain) on Sale of Property, Plant and Equipment	(46)	-	-	-	-
Foreign Exchange Loss (Gain)	-	-	(447)	(1,103)	112
Loss (Gain) on Disposal of Non-Current Assets	220	202	394	237	193
Subsidy Income	-	-	(335)	(914)	-
Settlement Expenses	-	-	-	-	63
Miscellaneous Losses	-	-	-	-	121
Loss (Gain) on Valuation of Investment Securities	-	-	89	-	-
Decrease (Increase) in Trade Receivables	828	(1,055)	(304)	(1,348)	888
Decrease (Increase) in Inventories	(302)	335	(1,147)	(198)	182
Increase (Decrease) in Trade Payables	(594)	6	1,123	50	110
Decrease (Increase) in Other Assets	207	5	(888)	676	287
Increase (Decrease) in Other Liabilities	(285)	268	817	52	(760)
Increase (Decrease) in Accrued Consumption Taxes	(143)	140	(121)	613	(564)
Other	(80)	156	(20)	(14)	(399)
Subtotal	9,506	8,923	8,173	9,877	10,543
Interest and Dividends Received	684	1,203	636	815	766
Interest Paid	(94)	(43)	(116)	(74)	(127)
Income Taxes Paid	(1,425)	(1,778)	(408)	(887)	(1,739)
Net Cash Provided by Operating Activities	8,671	8,305	8,285	9,730	9,442
Cash Flows from Investing Activities					
Net Decrease (Increase) in Time Deposits	0	(38)	(319)	(368)	(280)
Net Decrease (Increase) in Long-term Time Deposits	(12)	-	-	-	-
Purchase of Securities	(5,778)	(8,168)	(7,252)	(7,303)	(7,789)
Proceeds from Sale of Securities	47	12	5	7	2
Payments for Removal of Property, Plant and Equipment	(102)	(89)	(98)	(119)	(110)
Purchase of Investment Securities	(14)	(117)	(734)	(13)	(15)
Proceeds from Sale of Investment Securities	68	2	0	0	10
Purchase of Intangible Assets and Investments	(207)	(284)	(401)	(347)	(568)
Proceeds from Sale of Intangible Assets and Investments	8	20	25	3	5
Payments for Acquisition of Subsidiaries Resulting in Change in Scope of Consolidation	(346)	(1,179)	-	-	-
Subsidies Received	-	-	335	-	914
Other	-	-	(1)	1	-
Net Cash Used in Investing Activities	(6,337)	(9,841)	(8,442)	(8,140)	(7,830)
Cash Flows from Financing Activities					
Net Increase (Decrease) in Short-term Borrowings	(536)	5,120	(5,238)	2,833	(3,534)
Proceeds from Long-term Borrowings	5,000	-	10,000	-	7,000
Repayments of Long-term Borrowings	(3,298)	(2,445)	(2,262)	(2,531)	(2,531)
Repayments of Lease Liabilities	(324)	(359)	(339)	(325)	(355)
Purchase of Treasury Shares	(1)	(1)	0	(1)	0
Dividends Paid	(1,096)	(1,116)	(1,137)	(1,159)	(1,180)
Dividends Paid to Non-controlling Interests	-	-	(49)	(71)	(129)
Payments for Acquisition of Subsidiaries without Change in Scope of Consolidation	-	-	-	-	(484)
Net Cash Used in Financing Activities	(257)	1,198	972	(1,255)	(1,215)
Effect of Exchange Rate Change on Cash and Cash Equivalents	(151)	(223)	214	133	282
Net Increase (Decrease) in Cash and Cash Equivalents	1,924	(560)	1,029	467	678
Cash and Cash Equivalents at Beginning of Period	4,581	6,505	5,944	6,974	7,442
Cash and Cash Equivalents at End of Period	6,505	5,944	6,974	7,442	8,120