

## Financial position (Full Year) (IFRS)

(millions of yen)

	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
<b>Assets</b>										
Current assets										
Cash and cash equivalents	99,937	92,628	149,913	124,830	89,901	123,823	117,670	180,574	127,134	89,904
Trade and other receivables	249,498	243,195	263,453	275,563	260,850	262,849	280,214	313,494	319,518	289,640
Inventories	121,361	136,020	139,536	144,703	162,575	156,942	185,661	242,108	219,065	207,644
Income tax receivables	3,210	1,878	4,327	3,305	4,775	7,609	3,884	4,444	3,642	2,736
Other financial assets	3,327	6,924	1,427	3,406	6,113	3,203	970	2,481	858	35,766
Other current assets	18,249	18,799	23,018	27,128	26,938	27,595	30,449	34,487	37,316	35,769
Subtotal	495,585	499,446	581,676	578,937	551,154	582,024	618,851	777,590	707,536	661,461
Assets held for sale	-	-	-	-	-	-	-	-	26,689	26,344
Total current assets	496,216	499,446	581,676	578,937	551,154	582,024	618,851	777,590	744,225	687,805
Non-current assets										
Property, plant and equipment	187,322	190,580	192,941	207,138	309,457	292,535	287,749	289,127	282,225	265,618
Goodwill and intangible assets	178,390	209,577	332,699	346,133	337,785	347,478	354,094	258,886	270,980	171,327
Investments accounted for using the equity method	3,614	3,489	3,601	913	644	9	9	391	88	1,019
Other financial assets	38,646	47,542	47,507	46,711	38,394	36,997	28,320	21,444	21,781	20,906
Deferred tax assets	59,052	48,129	37,540	32,505	34,562	36,365	29,570	32,648	32,166	27,697
Other non-current assets	13,128	6,668	7,942	6,647	4,770	4,342	19,527	33,688	36,585	43,272
Total non-current assets	480,154	505,988	622,230	640,048	725,614	717,728	719,272	636,187	643,827	529,835
Total assets	976,370	1,005,435	1,203,907	1,218,986	1,276,768	1,299,752	1,338,124	1,413,777	1,388,052	1,217,641
<b>Liabilities</b>										
Current liabilities										
Trade and other payables	162,907	156,090	173,996	175,268	162,886	185,793	182,063	200,508	193,838	170,722
Bonds and borrowings	42,624	41,294	33,136	24,648	59,267	92,072	194,597	284,220	198,327	129,668
Lease liabilities	-	-	-	-	18,456	18,833	17,336	17,985	20,418	18,551
Income tax payables	3,317	5,554	5,038	7,875	286	2,234	4,389	3,323	3,543	3,202
Provisions	6,821	5,659	8,472	12,260	12,028	12,270	11,319	14,910	10,820	26,256
Other financial liabilities	200	372	1,874	463	2927	34974	45,095	39,079	3,625	415
Other current liabilities	39,379	41,275	48,888	50,857	47,556	53,487	56,192	59,661	63,223	57,476
Subtotal	255,251	250,246	271,407	271,374	303,409	399,667	510,995	619,688	493,796	406,292
Liabilities directly associated with assets held for sale	-	-	-	-	-	-	-	-	10,718	15,760
Total current liabilities	255,251	250,246	271,407	271,374	303,409	399,667	510,995	619,688	504,515	422,053
Non-current liabilities										
Bonds and borrowings	125,653	144,218	260,530	249,088	230,027	223,247	159,709	184,874	228,306	213,616
Lease liabilities	-	-	-	-	95,760	76,547	77,012	81,211	75,529	76,334
Retirement benefit liabilities	67,913	61,267	51,599	38,457	33,840	18,191	10,603	8,839	8,525	16,656
Provisions	1,227	1,136	4,288	15,540	15,205	7,054	6,685	7,456	7,863	8,149
Other financial liabilities	3,611	4,362	59,781	58,284	46,381	5,795	4,076	1,533	2,319	1,140
Deferred tax liabilities	3,443	5,222	12,558	12,497	11,973	11,219	4,719	4,960	3,435	2,530
Other non-current liabilities	4,286	4,833	8,152	7,760	6,404	7,327	2,821	5,335	4,174	3,080
Total non-current liabilities	206,137	221,040	396,911	381,628	439,593	349,382	265,628	294,211	330,154	321,509
Total liabilities	461,389	471,286	668,318	653,002	743,002	749,049	776,623	913,899	834,669	743,562
<b>Equity</b>										
Share capital	37,519	37,519	37,519	37,519	37,519	37,519	37,519	37,519	37,519	37,519
Share premium	203,397	202,631	184,841	188,333	196,135	203,753	194,060	204,154	203,831	203,899
Retained earnings	258,562	276,709	298,366	324,628	307,179	294,283	269,461	164,682	167,927	116,401
Treasury shares	-9,408	-9,214	-10,189	-9,979	-9,684	-9,694	-9,517	-9,358	-8,886	-8,652
Share acquisition rights	1,009	998	934	836	728	551	464	427	250	188
Other components of equity	23,204	15,685	13,041	14,350	-8,133	13,475	57,822	89,999	139,175	113,798
Equity attributable to owners of the Company	514,285	524,331	524,513	555,689	523,745	539,888	549,810	487,424	539,816	463,154
Non-controlling interests	696	9,818	11,075	10,294	10,020	10,814	11,690	12,453	13,566	10,924
Total equity	514,981	534,149	535,588	565,983	533,766	550,703	561,500	499,877	553,382	474,079
Total liabilities and equity	976,370	1,005,435	1,203,907	1,218,986	1,276,768	1,299,752	1,338,124	1,413,777	1,388,052	1,217,641

**Financial position (Quarter) [IFRS]**

(millions of yen)

	2025/3 Q2	2025/3 Q3	2025/3 Q4	2026/3 Q1
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	107,499	104,079	89,904	86,357
Trade and other receivables	299,337	300,465	289,640	277,441
Inventories	216,218	246,502	207,644	215,117
Income tax receivables	2,755	3,679	2,736	2,972
Other financial assets	4,259	4,417	35,766	20,939
Other current assets	40,260	41,280	35,769	42,381
Subtotal	670,330	700,425	661,461	645,210
Assets held for sale	11,991	96,878	26,344	1,949
Total current assets	682,321	797,303	687,805	647,160
<b>Non-current assets</b>				
Property, plant and equipment	279,654	275,985	265,618	253,217
Goodwill and intangible assets	261,434	205,561	171,327	171,650
Investments accounted for using the equity method	91	84	1,019	1,003
Other financial assets	21,702	21,935	20,900	20,845
Deferred tax assets	35,404	38,543	27,697	28,075
Other non-current assets	43,371	43,382	43,272	43,366
Total non-current assets	641,660	585,494	529,835	518,158
Total assets	1,323,982	1,382,798	1,217,641	1,165,318
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	182,276	191,549	170,722	153,619
Bonds and borrowings	159,320	173,323	129,668	148,448
Lease liabilities	19,014	18,810	18,551	18,231
Income tax payables	4,308	8,487	3,202	4,509
Provisions	16,857	15,619	26,256	13,481
Other financial liabilities	1,736	2,627	415	2,189
Other current liabilities	56,690	54,882	57,476	52,854
Subtotal	440,204	465,300	406,292	393,335
Liabilities directly associated with assets held for sale	1,503	9,538	15,760	950
Total current liabilities	441,708	474,839	422,053	394,286
<b>Non-current liabilities</b>				
Bonds and borrowings	246,538	246,133	213,616	213,782
Lease liabilities	80,503	79,369	76,334	51,903
Retirement benefit liabilities	14,813	14,920	16,656	17,316
Provisions	8,196	8,357	8,149	3,614
Other financial liabilities	2,228	1,613	1,140	1,125
Deferred tax liabilities	3,245	5,243	2,530	2,801
Other non-current liabilities	4,038	3,347	3,080	3,028
Total non-current liabilities	359,565	358,986	321,509	293,572
Total liabilities	801,273	833,825	743,562	687,859
<b>Equity</b>				
Share capital	37,519	37,519	37,519	37,519
Share premium	203,835	203,867	203,899	203,801
Retained earnings	154,980	152,295	116,401	123,128
Treasury shares	-8,663	-8,664	-8,652	-8,952
Share acquisition rights	198	198	188	169
Other components of equity	120,139	150,095	113,798	111,261
Equity attributable to owners of the Company	508,010	535,312	463,154	466,927
Non-controlling interests	14,698	13,659	10,924	10,531
Total equity	522,708	548,972	474,079	477,459
Total liabilities and equity	1,323,982	1,382,798	1,217,641	1,165,318

## Financial position (Latest 10 years) [J-GAAP]

(millions of yen)

	Mar-06	Mar-07	Mar-08	Mar-09	Mar-10	Mar-11	Mar-12	Mar-13	Mar-14	Mar-15
<b>Assets</b>										
<b>Current assets</b>										
Cash and deposits	80,878	85,677	89,218	85,753	85,533	87,886	90,640	93,413	95,490	95,444
Notes and accounts receivable-trade	246,264	257,380	234,862	171,835	177,720	163,363	174,193	194,038	220,120	226,899
Lease receivables and investment assets	-	-	-	13,598	13,993	14,327	13,775	16,007	21,211	23,010
Short-term investment securities	-	909	33,000	48,000	79,000	87,261	141,293	120,501	92,999	82,006
Inventories	149,428	133,550	132,936	129,160	98,263	100,243	105,080	112,479	115,275	121,067
Deferred tax assets	43,242	41,336	37,086	25,326	19,085	30,393	20,100	20,259	18,806	22,795
Accounts receivable-other	10,048	10,999	14,284	16,531	7,639	10,536	13,467	12,602	14,636	10,425
Other	19,681	19,489	21,330	19,463	12,720	12,084	11,759	14,860	16,435	18,680
Allowance for doubtful accounts	-9,393	-5,106	-5,608	-4,749	-4,703	-4,220	-4,385	-4,568	-5,643	-6,057
<b>Total current assets</b>	<b>540,152</b>	<b>544,237</b>	<b>557,110</b>	<b>504,919</b>	<b>489,253</b>	<b>501,876</b>	<b>565,923</b>	<b>579,593</b>	<b>589,331</b>	<b>594,271</b>
<b>Noncurrent assets</b>										
<b>Property, plant and equipment</b>										
Buildings and structures, net	63,426	65,368	71,815	71,937	66,708	69,372	66,874	68,601	61,441	67,919
Machinery, equipment and vehicles, net	55,607	69,264	86,088	69,726	52,782	51,530	39,773	33,900	23,542	29,437
Tools, furniture and fixtures, net	25,227	28,643	26,846	26,875	22,026	20,154	22,407	24,584	27,058	27,917
Land	35,871	33,065	35,961	35,033	34,320	33,777	33,609	34,013	34,310	31,991
Lease assets, net	-	-	-	196	366	488	415	480	521	440
Construction in progress	13,128	12,406	5,201	11,522	16,901	6,589	7,817	6,969	13,819	4,153
Assets for rent, net	22,866	21,346	20,076	12,568	11,952	8,788	8,101	11,354	12,668	13,240
<b>Total property, plant and equipment</b>	<b>216,127</b>	<b>230,094</b>	<b>245,989</b>	<b>227,860</b>	<b>205,057</b>	<b>190,701</b>	<b>178,999</b>	<b>179,903</b>	<b>173,362</b>	<b>175,100</b>
<b>Intangible assets</b>										
Goodwill	-	82,074	75,809	81,374	71,936	63,146	59,727	69,465	65,734	61,563
Consolidated goodwill	80,789	-	-	-	-	-	-	-	-	-
Other	22,694	15,897	18,038	30,248	27,137	25,225	27,613	41,472	45,627	48,289
<b>Total intangible assets</b>	<b>103,483</b>	<b>97,971</b>	<b>93,848</b>	<b>111,623</b>	<b>99,074</b>	<b>88,371</b>	<b>87,341</b>	<b>110,937</b>	<b>111,362</b>	<b>109,852</b>
<b>Investments and other assets</b>										
Investment securities	37,459	33,948	28,651	18,068	22,029	20,893	19,073	23,236	29,256	33,806
Long-term loans receivable	1,051	614	430	461	164	154	133	126	83	74
Long-term prepaid expenses	4,462	4,393	3,589	3,438	3,353	3,030	2,650	2,387	3,230	4,646
Deferred tax assets	29,135	27,306	28,604	39,608	35,304	30,404	38,281	33,000	48,040	39,887
Other	13,328	13,037	12,743	12,596	12,375	10,752	10,355	12,735	12,277	13,699
Allowance for doubtful accounts	-1,146	-552	-430	-519	-815	-732	-706	-1,366	-883	-853
<b>Total investments and other assets</b>	<b>84,291</b>	<b>78,748</b>	<b>73,589</b>	<b>73,654</b>	<b>72,411</b>	<b>64,504</b>	<b>69,788</b>	<b>70,118</b>	<b>92,003</b>	<b>91,260</b>
<b>Total noncurrent assets</b>	<b>403,902</b>	<b>406,814</b>	<b>413,427</b>	<b>413,138</b>	<b>376,544</b>	<b>343,577</b>	<b>336,128</b>	<b>360,960</b>	<b>376,729</b>	<b>376,213</b>
<b>Total assets</b>	<b>944,054</b>	<b>951,052</b>	<b>970,538</b>	<b>918,058</b>	<b>865,797</b>	<b>845,453</b>	<b>902,052</b>	<b>940,553</b>	<b>966,060</b>	<b>970,485</b>
<b>Liabilities</b>										
<b>Current liabilities</b>										
Notes and accounts payable-trade	117,974	121,707	109,413	87,105	83,118	74,640	88,129	85,424	96,240	98,152
Short-term loans payable	135,362	79,927	93,875	64,980	58,231	50,018	32,913	67,398	37,078	25,844
Current portion of long-term loans payable	8,086	17,075	6,363	12,102	27,501	24,516	11,994	23,990	27,003	5,001
Current portion of bonds	14,037	29	5,000	30,066	-	-	-	-	-	20,000
Accounts payable-other	27,948	44,230	54,286	36,443	30,536	31,490	30,295	32,462	39,824	39,202
Accrued expenses	77,044	36,799	33,355	27,770	24,882	24,282	25,305	28,993	34,509	39,476
Income taxes payable	8,778	14,171	16,449	2,534	2,488	5,199	6,908	7,376	5,652	6,957
Provision for bonuses	-	13,485	15,121	11,736	11,173	10,911	10,826	10,841	13,007	13,402
Provision for directors' bonuses	-	278	257	85	149	130	203	229	244	256
Provision for product warranties	5,084	4,994	4,342	2,496	1,869	1,622	1,050	1,199	1,441	1,770
Provision for loss on business liquidation	58,078	28,097	11,727	7,268	4,714	26	-	-	195	-
Notes payable-facilities	6,035	5,082	2,070	2,444	562	585	1,062	975	1,185	1,451
Asset retirement obligations	-	-	-	-	-	42	146	33	256	164
Other	18,128	11,188	13,307	25,853	22,086	19,013	20,124	23,745	28,580	31,724
<b>Total current liabilities</b>	<b>476,559</b>	<b>377,069</b>	<b>365,570</b>	<b>310,889</b>	<b>267,313</b>	<b>242,480</b>	<b>228,958</b>	<b>282,671</b>	<b>285,220</b>	<b>283,404</b>
<b>Noncurrent liabilities</b>										
Bonds payable	5,030	75,266	70,166	40,000	40,000	70,000	110,000	70,000	70,000	50,000
Long-term loans payable	74,045	57,065	50,620	83,259	71,625	48,033	73,025	63,507	62,042	58,696
Deferred tax liabilities for land revaluation	4,042	4,028	4,010	3,889	3,733	3,733	3,269	3,269	3,269	2,907
Provision for retirement benefits	64,869	57,947	53,367	57,962	54,245	44,734	44,545	43,754	-	-
Net defined benefit liability	-	-	-	-	-	-	-	-	53563	139
Provision for directors' retirement benefits	442	459	544	534	450	329	341	282	237	61749
Asset retirement obligations	-	-	-	-	-	963	931	981	1,012	976
Other	22,493	10,590	7,946	7,238	7,654	6,192	5,992	9,669	10,658	10,925
<b>Total noncurrent liabilities</b>	<b>170,924</b>	<b>205,358</b>	<b>186,656</b>	<b>192,884</b>	<b>177,708</b>	<b>173,985</b>	<b>238,105</b>	<b>191,465</b>	<b>200,785</b>	<b>185,395</b>
<b>Total liabilities</b>	<b>647,483</b>	<b>582,427</b>	<b>552,227</b>	<b>503,773</b>	<b>445,022</b>	<b>416,465</b>	<b>467,064</b>	<b>474,136</b>	<b>486,005</b>	<b>468,800</b>
<b>Net assets</b>										
<b>Shareholders' equity</b>										
Capital stock	37,519	37,519	37,519	37,519	37,519	37,519	37,519	37,519	37,519	37,519
Capital surplus	226,069	204,143	204,140	204,140	204,140	204,140	204,142	204,140	204,140	204,140
Retained earnings	20,088	115,704	176,684	185,453	193,790	211,467	222,848	229,713	242,460	238,558
Treasury stock	-915	-1,097	-1,340	-1,662	-1,743	-1,670	-1,597	-1,548	-17,322	-10,727
<b>Total shareholders' equity</b>	<b>293,817</b>	<b>356,269</b>	<b>417,003</b>	<b>425,451</b>	<b>433,707</b>	<b>451,457</b>	<b>462,913</b>	<b>469,825</b>	<b>466,797</b>	<b>469,490</b>
<b>Accumulated other comprehensive income</b>										
Valuation difference on available-for-sale securities	10,180	7,454	2,913	-513	741	478	1,183	3,345	5,086	8,497
Deferred gains or losses on hedges	-	-90	-319	198	33	-94	-228	2	-38	40
Foreign currency translation adjustment	875	3,834	-2,431	-11,755	-14,947	-24,193	-30,199	-8,268	15,055	30,303
Remeasurements of defined benefit plans	-	-	-	-	-	-	-	-	-8497	-8,735
<b>Total accumulated other comprehensive income</b>	<b>11,055</b>	<b>11,198</b>	<b>162</b>	<b>-12,070</b>	<b>-14,172</b>	<b>-23,809</b>	<b>-29,243</b>	<b>-4,920</b>	<b>11,607</b>	<b>30,105</b>
Subscription rights to shares	-	108	286	460	618	658	682	764	910	1,016
Minority interests	2,753	1,048	858	444	622	682	635	747	740	1,071
<b>Total net assets</b>	<b>307,625</b>	<b>368,624</b>	<b>418,310</b>	<b>414,284</b>	<b>420,775</b>	<b>428,987</b>	<b>434,987</b>	<b>466,416</b>	<b>480,055</b>	<b>501,684</b>
<b>Total liabilities and net assets</b>	<b>944,054</b>	<b>951,052</b>	<b>970,538</b>	<b>918,058</b>	<b>865,797</b>	<b>845,453</b>	<b>902,052</b>	<b>940,553</b>	<b>966,060</b>	<b>970,485</b>