

Cash Flow (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
Cash flows from operating activities										
Profit (loss) before tax	58,029	49,341	49,124	60,138	284	-20,000	-23,617	-101,872	13,566	-79,156
Profit (loss) before tax from Discontinued Operation	-	-	-	-	-	-	-	-	-1,768	42,687
Depreciation and amortization expenses	51,333	51,804	56,257	59,039	77,105	77,568	75,754	75,295	75,774	74,588
Impairment losses and reversal of impairment losses	51	379	592	942	3,074	856	10,951	116,668	1,231	52,548
Share of (profit) loss of investments accounted for using the equity method	16	66	647	624	255	(12)	-	96	236	-4
Interest and dividend income	-1,919	-2,688	-3,201	-4,544	-4,503	-4,065	-3,256	-3,753	-3,032	-3,181
Interest expense	2,243	2,848	5,043	6,642	9,279	7,866	6,565	9,144	12,805	11,961
(Gain) loss on sales and disposals of property, plant and equipment and intangible assets	-2,329	1	-19,889	-17,395	3,394	1,076	1,697	939	1,861	4,619
(Increase) decrease in trade and other receivables	-6,212	1,806	-7,665	-14,113	-228	14,921	3,995	-14,007	26,534	-1,375
(Increase) decrease in inventories	-4,780	-12,446	-169	-5,954	-23,197	13,783	-17,301	-46,878	38,820	6,947
Increase (decrease) in trade and other payables	-10,300	1,171	11,546	3,472	-4,842	-4,849	2,141	2,305	-24,261	-8,599
Decrease in transfer of lease assets	-7,529	-6,831	-6,856	-7,333	-7,505	-4,907	-4,017	-5,279	-7,263	-7,368
Increase (decrease) in retirement benefit liabilities	-3,646	-3,045	-4,786	-10,335	-2,376	-2,510	-2,748	-2,646	-15	47
Impairment losses and reversal of impairment losses in assets held for sale	-	-	-	-	-	-	-	-	776	11,907
Impairment losses and reversal of impairment losses in assets held for sale of discontinued operation (Gain on reversal of impairment losses)	-	-	-	-	-	-	-	-	-3,634	-24,359
Others	1,460	-5,145	139	-1,482	-416	5,499	-10,112	-3,685	-34,761	-13,437
Subtotal	76,415	77,263	80,783	69,698	50,322	85,228	40,051	26,326	98,637	67,825
Dividends received	546	525	605	640	676	645	622	640	585	339
Interest received	1,416	2,007	2,041	3,787	3,925	3,559	2,566	3,265	2,984	2,576
Interest paid	-2,191	-2,792	-4,010	-6,586	-9,066	-8,415	-6,499	-8,909	-12,973	-11,972
Income taxes paid	-16,942	-8,843	-14,052	-10,373	-15,709	-2,957	696	-8,003	-5,895	-7,675
Net cash flows from operating activities	59,244	68,659	65,367	57,166	30,148	78,060	37,438	13,319	83,338	51,093
Cash flows from investing activities										
Purchase of property, plant and equipment	-38,313	-32,731	-26,941	-35,064	-36,625	-25,674	-41,261	-21,770	-27,262	-25,794
Purchase of intangible assets	9,541	-8,733	-11,014	-16,281	-12,928	-14,523	-19,784	-19,009	-17,864	-15,569
Proceeds from sales of property, plant and equipment, and intangible assets	-11,952	1,873	23,486	21,576	3,993	3,955	1,086	948	922	3,321
Purchase of investments in subsidiaries	-57,543	-25,453	-116,942	-9,957	-6,368	-5,069	-	-806	-1,409	-699
Payments for sales of subsidiaries	-	-	-	-	-	-	-	-	-	-1,935
Sales of investments in subsidiaries	-	-	-	-	-	-	2,155	-	-	66,112
Purchase of interests in investments accounted for using the equity method	-2,644	-	-741	-250	-	-	-	-	-	-
Proceeds from sales of investments accounted for using the equity method	-	-	-	2341	-	663	-	-	-	-
Purchase of investment securities	-148	-178	-1610	-143	-388	-237	-	-	-	-
Proceeds from sales of investment securities	287	111	2,357	2,227	1,537	8,642	6,162	4,709	2,693	737
Payments for loans receivable	-184	-123	-46	-112	-	-	-	-	-	-
Collection of loans receivable	131	139	122	65	-	-	-	-	-	-
Proceeds from transfer of business	-	-	-	-	-	-	2,077	-	-	-
Payments for transfer of business	-3,324	-3,845	-1,060	-3,062	-325	-771	-38	-89	-112	-
Others	-6,639	-1,514	-1,345	-2,817	1,061	-1,315	-1,398	-1,481	-1,501	-1,564
Net cash flows from investing activities	-110,788	-70,594	-133,737	-41,480	-50,043	-34,330	-50,999	-37,498	-44,534	24,607
Cash flows from financing activities										
Increase (decrease) in short-term loans payable	-9,414	3,140	-15,187	1,301	11,680	37,827	57,879	114,153	-55,541	-79,954
Proceeds from bond issuance and long-term loans payable	38,704	36,833	145,712	375	30,937	25,851	10,670	133,841	40,292	28,289
Redemption of bonds and repayments of longterm loans payable	-27,772	-27,829	-23,325	-27,039	-20,862	-42,763	-32,314	-131,546	-27,793	-33,255
Redemption of bonds and repayments of longterm loans payable	-	-	-	-	-18,764	-20,534	-19,206	-20,251	-21,593	-22,086
Purchase of treasury shares	-10,014	-3	-1,164	-5	-2	-734	-	-	-	-
Cash dividends paid	-12,447	-14,858	-14,848	-14,831	-14,876	-9,921	-14,877	-12,424	-13	-2,353
Payment of dividends to non-controlling interests	-	-	-	-	-	-	-	-	-120	-158
Payment of dividends to non-controlling shareholders	-	-	-	-46	-21	-23	-23	-	-	-
Proceeds from stock issuance to non-controlling interests	-	-	-	-	-	-	-	470	-	41
Payments for acquisition of interests in subsidiaries from non-controlling interests	-102	-	35,419	-	-	-2,786	-	-	-32,082	-
Proceeds from sales of investments in subsidiaries without loss of control	-	-	-	-	-	-	-	78	-	-
Others	475	370	32	0	0	0	-1	-1	-1	-1,383
Net cash flows from financing activities	-20,571	-2,347	126,638	-40,246	-11,910	-13,085	2,125	84,321	-96,853	-110,861
Effect of exchange rate changes on cash and cash equivalents	-5,442	-3,029	-980	-522	-3,123	3,274	5,283	2,760	7,107	-1,583
Net increase (decrease) in cash and cash equivalents	-77,559	-7,309	57,285	-25,083	-34,929	33,921	-6,152	62,904	-50,942	-36,744
Cash and cash equivalents at the beginning of the year	177,496	99,937	92,628	149,913	124,830	89,901	123,823	117,670	180,574	129,631
Cash and cash equivalents at the end of the year	99,937	92,628	149,913	124,830	89,901	123,823	117,670	180,574	129,631	92,887

Cash Flow (Quarter) [IFRS]

(millions of yen)

	2025/3 Q2 6M	2025/3 Q3 9M	2025/3 Q4 12M	2026/3 Q1
Cash flows from operating activities				
Profit (loss) before tax	-10,025	-28,537	-79,156	8,891
Profit (loss) before tax from Discontinued Operation	-	21,510	42,687	2,971
Depreciation and amortization expenses	37,257	56,704	74,588	13,902
Impairment losses and reversal of impairment losses	-	-	52,548	208
Share of (profit) loss of investments accounted for using the equity method	-	-	-4	-2
Interest and dividends income	-1,593	-2,473	-3,181	-795
Interest expenses	6,065	9,153	11,961	2,648
(Gain) loss on sales and disposals of property, plant and equipment, and intangible assets	877	1,922	4,619	-348
(Increase) decrease in trade and other receivables	9,186	18,615	-1,375	12,200
(Increase) decrease in inventories	-2,728	-21,377	6,947	-7,099
Increase (decrease) in trade and other payables	-598	-2,688	-8,599	-14,294
Decrease due to transfer of rental assets	-3,583	-5,231	-7,368	-1,172
Increase (decrease) in retirement benefit liabilities	-196	-11	47	-22
Impairment losses and reversal of impairment losses in assets held for sale	-	776	11,907	-
Impairment losses and reversal of impairment losses in assets held for sale of discontinued operation (Gain on reversal of impairment losses)	-	-3,634	-24,359	-
Others	1,242	-5,232	-13,437	-22,605
Subtotal	35,902	42,354	67,825	-5,519
Dividends received	158	295	339	115
Interest received	1,379	2,203	2,576	806
Interest paid	-6,177	-9,762	-11,972	-3,034
Income taxes (paid) refunded	-3,491	-5,601	-7,675	-3,888
Net cash provided by (used in) operating activities	27,771	29,489	51,093	-11,519
Cash flows from investing activities				
Purchase of property, plant and equipment	-12,472	-19,824	-25,794	-24,899
Purchase of intangible assets	-7,540	-11,349	-15,569	-2,787
Proceeds from sales of property, plant and equipment, and intangible assets	1,007	1,159	3,321	1,449
Purchase of investments in subsidiaries	-315	-699	-699	-
Payments for sales of subsidiaries	-	-	-1,935	-1,046
Proceeds from sales of subsidiaries	9,344	9,344	66,112	3,096
Proceeds from sales of investment securities	80	11	737	16,966
Others	-1,144	-1,429	-1,564	-85
Net cash provided by (used in) investing activities	-11,040	-22,787	24,607	-7,305
Cash flows from financing activities				
Increase (decrease) in short-term loans payable	-37,789	-9,671	-79,954	18,877
Proceeds from bonds issuance and long-term loan	27,333	27,374	28,289	52
Redemption of bonds and repayments of long-term loans payable	-11,753	-27,548	-33,255	-144
Repayments of lease liabilities	-11,110	-16,667	-22,086	-5,191
Cash dividends paid	-2,350	-2,352	-2,353	-1
Payment of dividends to non-controlling interests	-	-158	-158	-
Proceeds from stock issuance to non-controlling interests	41	41	41	-
Payment for purchases of investments in subsidiaries with no changes in scope of consolidation	-	-	-	-266
Others	0	-1	-1,383	-325
Net cash provided by (used in) financing activities	-35,630	-28,985	-110,861	13,001
Effect of exchange rate changes on cash and cash equivalents	-1,610	1,677	-1,583	-411
Net increase (decrease) in cash and cash equivalents	-20,510	-20,606	-36,744	-6,234
Cash and cash equivalents at the beginning of the period	129,631	129,631	129,631	92,887
Cash and cash equivalents at the end of the period	109,121	109,025	92,887	86,652

Cash Flow (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
Net cash provided by (used in) operating activities										
Income before income taxes and minority interests	-35,934	104,890	98,996	33,224	36,082	28,111	32,815	33,836	23,503	55,221
Depreciation and amortization	51,198	52,692	60,443	70,179	61,174	55,129	49,239	45,999	47,371	50,892
Impairment loss	4,143	640	5,702	1,168	2,561	1,027	893	2,902	17,424	3,789
Amortization of consolidated goodwill	5,595	-	-	-	-	-	-	-	-	-
Amortization of goodwill	-	6,476	7,171	8,909	9,233	8,401	8,804	9,863	9,406	9,215
Increase (decrease) in allowance for doubtful accounts	465	-4,378	780	-131	-	-	-	-	-	-
Interest and dividends income	-1,756	-2,316	-2,643	-2,176	-2,107	-1,807	-1,563	-1,476	-2,122	-2,533
Interest expenses	5,427	5,088	4,465	4,866	3,808	3,129	2,519	2,499	2,852	2,398
Loss (gain) on sales and retirement of noncurrent assets	2,434	-4,484	3,224	2,866	1,980	1,526	1,693	1,661	1,999	-1,210
Loss (gain) on sales and valuation of investment securities	-1,099	-2,717	293	3,820	150	678	2,698	-53	-26	-1064
Loss (gain) on sales and valuation of subsidiaries/affiliates' stocks	-	-580	6	-2,803	-	-	-	-	-	997
Licence related income	-	-	-8,080	-	-	-	-	-	-	-
Reversal of loss on business liquidation	-	-	-590	-	-	-	-	-	-	-
Loss on litigation	-	-	625	-	-	-	-	-	-	-
Environmental expenses	-	-	1,856	-	-	-	-	-	-	-
Special additional severance benefits	6,484	-	460	-	-	-	-	-	-	-
Loss (gain) on transfer of business	-	-	-	-3,063	-	-	-	-	-	-
Loss (gain) on sales and valuation of investments in capital	-	-	-	-	-	-	-604	-	-	-
Gain on reversal of foreign currency translation adjustment	-	-	-	-	-	-	-3,730	-	-	-
Extraordinary Loss In Foreign Subsidiaries	-	-	1,731	-	-	-	-	-	-	-
Increase (decrease) in provision for bonuses	-	-	-	-	-544	-203	-85	-178	1,915	178
Increase (decrease) in provision for retirement benefits	-	-8,383	-4,462	5,708	-2,926	-8,358	359	-1,789	-	-
Increase decrease in net defined benefit liability	-	-	-	-	-	-	-	-	9,609	-2,044
Transition obligations due to adoption of new accounting standards	-	-	-	-	-	-	-	-	-	-
Special premium for withdrawal from national employee's pension	-	-	-	-	-	-	-	-	-	-
Transfers to reserve for deferred pension and past service	-	-	-	-	-	-	-	-	-	-
Management integration rationalization expenses	-	-	-	-	-	-	-	-	-	-
Gain (loss) related to switch of defined contribution benefit plan	-	-	-	-	-	-	-	-	-	-
Restructuring expenses	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in provision for loss on business liquidation	-	-29,980	-16,370	-4,459	-2,553	-4,688	-26	-	-	-
Payment for dissolution of business	96,625	-	-	-	-	-	-	-	-	-
Transfers to allowance for doubtful accounts	-	-	-	-	-	-	-	-	-	-
Amortization of consolidation goodwill	2,361	-	-	-	-	-34,330	-	-	-	-
Decrease (increase) in notes and accounts receivable-trade	7,257	-976	11,157	50,596	-10,718	3,411	-13,442	4,958	-1,503	7,783
Decrease (increase) in inventories	22,032	19,262	-6,422	-3,550	28,688	-7,800	-6,268	4,963	9,098	521
Increase (decrease) in notes and accounts payable-trade	-31,855	-5,064	-2,027	-10,372	-451	433	14,715	-21,095	-6,742	-9,574
Transfer of assets for rent	-	-	-11,847	-7,419	-7,707	-5,324	-4,700	-6,169	-5,837	-6,785
Decrease (increase) in accounts receivable-other	-	-	-	-	1,900	-543	-4,449	1,749	-376	2,631
Increase (decrease) in accounts payable-other and accrued	-	-	-	-	-6,554	2,402	866	855	5,735	4,691
Decrease/increase in consumption taxes receivable/payable	400	-1,969	904	-919	3,646	-479	1,249	-473	713	911
Reversal of reserve for impairment of lease Assets	-	-3,129	-171	-106	-	-	-	-	-	-
Increase (decrease) on transfer of lease assets used in sales	-11,278	-10,168	-	-	-	-	-	-	-	-
Other extraordinary losses	2,372	-	-	-	-	-	-	-	-	-
Other, net	-11,821	-16,764	7,468	-1,399	889	3,603	-1,543	2,986	-8,445	-2,686
Subtotal	113,051	98,137	152,674	144,939	116,551	78,650	79,439	81,040	104,575	113,332
Interest and dividends income received	1,524	2,473	2,681	2,000	2,271	1,808	1,534	1,530	2,091	2,536
Interest expenses paid	-5,488	-5,220	-4,444	-4,594	-3,874	-3,098	-2,414	-2,597	-2,927	-2,386
Payments for extra retirement payments	-	-6,484	-355	-105	-	-	-	-	-	-
Income taxes (paid) refund	-30,162	-22,193	-27,543	-34,676	-1,572	-9,402	-6,192	-13,506	-13,793	-11,748
Net cash provided by (used in) operating activities	78,924	66,712	123,014	107,563	113,377	67,957	72,367	66,467	89,945	101,733
Net cash provided by (used in) investing activities										
Purchase of property, plant and equipment	-51,904	-62,517	-62,969	-61,645	-33,687	-37,026	-29,104	-31,015	-36,487	-39,063
Proceeds from sales of property, plant and equipment	5,551	12,064	2,907	1,767	1,663	1,155	504	987	2,355	8,630
Purchase of intangible assets	-8,809	-6,703	-5,864	-7,774	-5,837	-5,808	-5,862	-8,092	-8,654	-8,676
Proceeds from transfer of business	8,599	-	-	4,585	-	577	-	-	-	-
Payments for transfer of business	-	-	-	-	-	-	-2,393	-2,199	-2,102	-6,709
Payment for additional acquisition of securities of consolidated	-	-2,744	-	-	-	-	-	-	-	-
Proceeds from sales of investments in subsidiaries resulting in	-	1,744	-	3,177	-	-	-	-	-	-
Purchase of investments in subsidiaries resulting in change in	-1,729	-	-6,832	-27,987	-	-2,508	-5,506	-9,974	-1,777	-4,360
Purchase of investments in subsidiaries equity resulting in change	-	-	-	-	-	-	-	-10,336	-616	-
Purchase of additional investments in consolidated subsidiaries	-	-	-	-	-	-	-	-	-1,633	-293
Payments of loans receivable	-541	-891	-113	-286	-296	-475	-248	-301	-306	-97
Collection of loans receivable	1,556	1,142	265	216	254	240	138	96	159	83
Purchase of investment securities	-42	-1,411	-1,718	-990	-2,927	-96	-6	-744	-4,910	-729
Proceeds from sales of investment securities	5,057	3,461	35	18	1,197	29	2	298	397	3266
Payment for acquisition of additional shares of consolidated	-	-	-855	-	-	-	-	-607	-297	-1764
Proceeds from sales of investments in capital	-	-	-	-	-	-	1,315	-	-	-
Payments of valuation of other investments	-3,236	-2,129	-2,609	-1,440	-1,207	-1,271	-1,773	-2,347	-2,718	-5,157
Other, net	2,352	1,585	939	191	383	445	177	795	816	563
Net cash provided by (used in) investing activities	-43,146	-56,401	-76,815	-90,169	-40,457	-44,738	-42,757	-63,442	-55,776	-54,308
Net cash provided by (used in) financing activities										
Net increase (decrease) in short-term loans payable	-25,819	-53,125	16,314	-16,504	-6,266	-6,551	-16,439	22,701	-35,013	-11,411
Proceeds from long-term loans payable	27,502	-	-	44,817	16,005	989	38,304	14,504	25,598	-
Repayment of long-term loans payable	-7,396	-8,079	-17,159	-6,364	-12,237	-27,565	-25,805	-12,174	-24,061	-28,287
Proceeds from issuance of bonds	9,184	70,300	-	-	-	30,000	40,000	-	-	-
Redemption of bonds	-17,536	-14,002	-30	-5,000	-30,000	-	-	-40,000	-	-
Repayments of lease obligations	-	-	-	-1,993	-1,938	-1,838	-1,715	-1,661	-2,658	-2,141
Proceeds from sales of treasury stock	10	9	16	218	14	4	3	1	0	0
Purchase of treasury stock	-135	-190	-289	-665	-109	-76	-11	-9	-15,806	-13,509
Payments made to trust account for acquisition of treasury stock	-	-	-	-	-	-	-	-	-727	-
Cash dividends paid	-2,661	-12	-9,271	-9,279	-9,271	-7,942	-7,945	-7,957	-9,284	-8,908
Proceeds from stock issuance to minority shareholders	-	-	-	-	-	51	-	-	-	-
Dividend payments to minority shareholders	-	-70	-126	-268	-	-	-	-	-	-
Other, net	-	-	-	-	-	-	-	-	-	2,486
Net cash provided by (used in) financing activities	-16,850	-5,170	-10,545	4,959	-43,803	-12,928	26,390	-24,596	-61,954	-61,770
Effect of exchange rate change on cash and cash equivalents	2,463	322	-347	-11,311	1,302	711	785	3,552	1,690	3,160
Net increase (decrease) in cash and cash equivalents	21,391	5,463	35,305	11,041	30,418	11,002	56,785	-18,018	-26,094	-11,185
Cash and cash equivalents at beginning of period	59,485	80,878	86,587	122,187	133,727	164,146	175,148	231,933	213,914	188,489
Increase in cash and cash equivalents from newly consolidated	1	245	294	498	-	-	-	-	669	146
Increase in cash and cash equivalents due to exchange of shares	-	-	-	-	-	-	-	-	-	-
Cash and cash equivalents at end of period	80,878	86,587	122,187	133,727	164,146	175,148	231,933	213,914	188,489	177,450