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Annual Financial Report

For the year ended March 31, 2026

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(1) 【Consolidated Financial Statements】

① Consolidated Statement of Financial Position

(Millions of yen)

	Notes	As of March 31, 2025	As of March 31, 2026
Assets			
Current assets			
Cash and cash equivalents	8	118,769	131,814
Trade and other receivables	9	176,384	199,449
Other financial assets	10	22,559	16,925
Inventories	11	93,270	107,890
Other current assets		27,163	30,846
Total current assets		438,148	486,926
Non-current assets			
Property, plant and equipment	12, 17	338,243	379,884
Intangible assets	13	6,408	6,399
Other financial assets	10	57,544	57,493
Investments accounted for using equity method		26,976	21,982
Retirement benefit asset	20	1,417	2,185
Deferred tax assets	15	20,184	14,893
Other non-current assets	25	24,115	23,142
Total non-current assets		474,890	505,981
Total assets		913,039	992,907

(Millions of yen)

	Notes	As of March 31, 2025	As of March 31, 2026
Liabilities and equity			
Liabilities			
Current liabilities			
Trade and other payables	18	149,662	176,490
Bonds and borrowings	16	19,067	46,810
Other financial liabilities	19	4,247	6,194
Income taxes payable	15	3,074	4,941
Provisions	22	3,256	4,806
Other current liabilities		6,405	9,489
Total current liabilities		185,715	248,732
Non-current liabilities			
Bonds and borrowings	16	90,458	76,527
Other financial liabilities	19	10,768	12,151
Retirement benefit liability	20	31,244	32,558
Provisions	22	3,964	4,024
Deferred tax liabilities	15	925	1,797
Other non-current liabilities		1,558	1,953
Total non-current liabilities		138,920	129,013
Total liabilities		324,635	377,746
Equity			
Share capital	23	28,119	28,119
Capital surplus	23	24,727	25,866
Treasury shares	23	(1,625)	(2,042)
Other components of equity	23	78,575	99,533
Retained earnings	23	412,829	417,086
Total equity attributable to owners of parent		542,625	568,563
Non-controlling interests		45,778	46,597
Total equity		588,404	615,161
Total liabilities and equity		913,039	992,907

② Consolidated Statement of Profit or Loss and Consolidated Statement of Comprehensive Income
(Consolidated Statement of Profit or Loss)

(Millions of yen)

	Notes	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Revenue	25	1,059,798	1,146,772
Cost of sales		(899,458)	(960,598)
Gross profit		160,340	186,174
Selling, general and administrative expenses	26	(91,805)	(103,275)
Other income	27	3,602	8,883
Other expenses	27	(12,293)	(12,230)
Operating profit		59,844	79,551
Finance income	28	5,963	11,320
Finance costs	28	(8,832)	(3,324)
Share of profit of investments accounted for using equity method		2,193	2,673
Profit before tax		59,168	90,221
Income tax expenses	15	(16,226)	(22,061)
Profit		42,942	68,159
Profit attributable to			
Owners of parent		36,331	62,009
Non-controlling interests		6,610	6,150
Profit		42,942	68,159
Earnings per share			
Basic earnings per share (yen)	30	286.00	494.11
Diluted earnings per share (yen)	30	285.85	493.62

③ Consolidated Statement of Comprehensive Income

(Millions of yen)

	Notes	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit		42,942	68,159
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Equity financial assets measured at fair value through other comprehensive income	29, 32	(1,431)	(1,984)
Remeasurements of defined benefit plans	20, 29	765	2,663
Share of other comprehensive income of investments accounted for using equity method	29	(243)	(175)
Total		(909)	503
Items that may be reclassified to profit or loss			
Exchange differences on translation of foreign operations	29	(1,954)	23,994
Share of other comprehensive income of investments accounted for using equity method	29	66	688
Total		(1,887)	24,682
Total other comprehensive income		(2,797)	25,186
Total comprehensive income		40,145	93,346
Comprehensive income attributable to			
Owners of parent		33,777	84,321
Non-controlling interests		6,367	9,024
Total comprehensive income		40,145	93,346

④ Consolidated Statement of Changes in Equity

Fiscal year ended March 31, 2025

(Millions of yen)

(millions of yen)								
Equity attributable to owners of parent								
	Notes	Share capital	Capital surplus	Treasury shares	Other components of equity			
					Exchange differences on translation of foreign operations	Equity financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Total components of equity
Balance at April 1, 2024		28,114	24,722	(1,736)	52,576	30,024	-	82,601
Profit		-	-	-	-	-	-	-
Other comprehensive income		-	-	-	(1,611)	(1,503)	560	(2,553)
Total comprehensive income		-	-	-	(1,611)	(1,503)	560	(2,553)
Issuance of new shares	21, 23	4	4	-	-	-	-	-
Purchase of treasury shares	23	-	-	(0)	-	-	-	-
Disposal of treasury shares	23	-	-	112	-	-	-	-
Dividends	24	-	-	-	-	-	-	-
Transfer from other components of equity to retained earnings		-	-	-	-	(652)	(560)	(1,212)
other		-	-	-	(259)	-	-	(259)
Total transactions with owners		4	4	111	(259)	(652)	(560)	(1,472)
Balance at March 31, 2025		28,119	24,727	(1,625)	50,705	27,869	-	78,575

	Notes	Equity attributable to owners of parent		Non-controlling interests	Total equity
		Retained earnings	Total		
Balance at April 1, 2024		388,635	522,337	44,396	566,734
Profit		36,331	36,331	6,610	42,942
Other comprehensive income		-	(2,553)	(243)	(2,797)
Total comprehensive income		36,331	33,777	6,367	40,145
Issuance of new shares	21, 23	-	9	-	9
Purchase of treasury shares	23	-	(0)	-	(0)
Disposal of treasury shares	23	(15)	96	-	96
Dividends	24	(13,595)	(13,595)	(4,984)	(18,580)
Transfer from other components of equity to retained earnings		1,212	-	-	-
other		259	-	-	-
Total transactions with owners		(12,138)	(13,490)	(4,984)	(18,475)
Balance at March 31, 2025		412,829	542,625	45,778	588,404

	Notes	Equity attributable to owners of parent						
		Share capital	Capital surplus	Treasury shares	Other components of equity			
					Exchange differences on translation of foreign operations	Equity financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Total components of equity
Balance at April 1, 2025		28,119	24,727	(1,625)	50,705	27,869	-	78,575
Profit		-	-	-	-	-	-	-
Other comprehensive income		-	-	-	21,826	(1,894)	2,379	22,312
Total comprehensive income		-	-	-	21,826	(1,894)	2,379	22,312
Purchase of treasury shares	23	-	-	(45,359)	-	-	-	-
Disposal of treasury shares	23	-	-	225	-	-	-	-
Cancellation of treasury shares	23	-	-	44,717	-	-	-	-
Dividends	24	-	-	-	-	-	-	-
Changes in the scope of consolidation		-	1,139	-	(74)	9	-	(64)
Transfer from other components of equity to retained earnings		-	-	-	-	886	(2,379)	(1,493)
other		-	-	-	204	-	-	204
Total transactions with owners		-	1,139	(416)	129	896	(2,379)	(1,353)
Balance at March 31, 2026		28,119	25,866	(2,042)	72,662	26,871	-	99,533

	Notes	Equity attributable to owners of parent		Non-controlling interests	Total equity
		Retained earnings	Total		
Balance at April 1, 2025		412,829	542,625	45,778	588,404
Profit		62,009	62,009	6,150	68,159
Other comprehensive income		-	22,312	2,874	25,186
Total comprehensive income		62,009	84,321	9,024	93,346
Purchase of treasury shares	23	-	(45,359)	-	(45,359)
Disposal of treasury shares	23	120	345	-	345
Cancellation of treasury shares	23	(44,717)	-	-	-
Dividends	24	(13,361)	(13,361)	(8,229)	(21,590)
Changes in the scope of consolidation		(1,126)	(51)	23	(27)
Transfer from other components of equity to retained earnings		1,493	-	-	-
other		(160)	43	-	43
Total transactions with owners		(57,752)	(58,383)	(8,205)	(66,589)
Balance at March 31, 2026		417,086	568,563	46,597	615,161

⑤ Consolidated Statement of Cash Flows

(Millions of yen)

	Notes	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities			
Profit before tax		59,168	90,221
Depreciation and amortization		53,250	53,655
Impairment losses (reversal of impairment losses)	14	5,877	5,389
Gain on bargain purchase	7	-	(5,252)
Increase (decrease) in provision		(1,677)	9
Increase (decrease) in retirement benefit liability		2,205	1,997
Decrease (increase) in retirement benefit asset		(759)	(949)
Finance income		(8,676)	(5,476)
Finance costs		2,735	5,061
Share of loss (profit) of investments accounted for using equity method		(2,193)	(2,673)
Loss (gain) on sale of fixed assets		796	3,045
Decrease (increase) in inventories		(6,312)	2,206
Decrease (increase) in trade and other receivables		6,510	(245)
Increase (decrease) in trade and other payables		1,165	15
Other		(736)	(1,036)
Subtotal		111,355	145,969
Interest received		4,894	4,289
Dividends received		1,622	1,587
Interest paid		(2,721)	(3,333)
Income taxes paid		(23,139)	(16,821)
Net cash provided by (used in) operating activities		92,011	131,691
Cash flows from investing activities			
Payments into time deposits		(44,037)	(20,889)
Proceeds from withdrawal of time deposits		30,871	28,557
Purchase of property, plant and equipment, and intangible assets		(58,380)	(57,447)
Proceeds from sale of property, plant and equipment, and intangible assets		1,598	2,835
Purchase of investments		(2,123)	(592)
Proceeds from sale of investments		1,102	665
Purchase of shares of subsidiaries resulting in change in scope of consolidation	7	-	(2,430)
Other		(854)	(343)
Net cash provided by (used in) investing activities		(71,823)	(49,646)
Cash flows from financing activities			
Proceeds from short-term borrowings	31	2,022	6,162
Repayments of short-term borrowings	31	(5,343)	(3,973)
Proceeds from long-term borrowings	31	-	8,036
Repayments of long-term borrowings	31	(25,354)	(20,612)
Proceeds from Issuance of corporate bonds	31	9,965	9,955
Redemption of corporate bonds	31	(9,994)	-
Repayments of lease liabilities	31	(3,397)	(3,518)
Payments for purchase of treasury shares		(0)	(45,359)
Dividends paid	24	(13,592)	(13,354)
Dividends paid to non-controlling interests		(4,984)	(8,229)
Net cash provided by (used in) financing activities		(50,680)	(70,894)
Net increase (decrease) in cash and cash equivalents		(30,493)	11,151
Cash and cash equivalents at beginning of period		146,000	118,769
Effect of exchange rate changes on cash and cash equivalents		3,262	1,893
Cash and cash equivalents at end of period	8	118,769	131,814

Notes to Consolidated Financial Statements

1. Reporting Entity

Toyoda Gosei Co., Ltd. (hereinafter the “Company”) is an entity located in Japan. The accompanying consolidated financial statements are for the reporting period ended March 31, 2026 and comprise the Company, its consolidated subsidiaries, and the Company’s interests in affiliates (collectively, the “Group”).

The main business of the Group is manufacturing and selling automotive parts. Detailed information about each segment is provided in “6. Segment Information.”

2. Basis of Presentation

(1) Compliance with IFRS

The Group’s consolidated financial statements satisfy the requirements of “Specified Company Applying Designated International Financial Reporting Standards” pursuant to Article 1-2 of the Regulation on Terminology, Forms and Preparation Methods of Consolidated Financial Statements (Ministry of Finance Order No. 28 of 1976), and have been prepared in accordance with International Financial Reporting Standards (“IFRS”) set out in Article 312 of the regulation.

These consolidated financial statements were approved by Katsumi Saito, President on June 16, 2026.

(2) Functional currency and presentation currency

The Group’s consolidated financial statements are presented in Japanese yen, which is the Company’s functional currency, rounded down to the nearest million yen.

3. Material Accounting Policies

(1) Basis of consolidation

(i) Subsidiaries

Subsidiaries are entities the Group controls. The Group controls an entity when the Group is exposed, or has rights, to variable returns from the Group’s involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries’ financial statements are included in the scope of consolidation from the date on which the Group acquired control to the date on which the control is forfeited.

Subsidiaries’ financial statements are adjusted as needed if their accounting policies differ from those of the Group. Intra-group balances, transactions, and any unrealized gains or losses resulting from intra-group transactions are eliminated in preparing the consolidated financial statements.

Subsidiaries’ comprehensive income is allocated according to equity attributable to owners of parent and non-controlling interests, even when the balance of non-controlling interests is negative.

When the Group loses control of a subsidiary, gain or loss on disposal is calculated as the difference between the total of the fair value of the consideration received and the fair value of the residual interest and the carrying amount of the subsidiary’s assets (including goodwill), liabilities and non-controlling interests at the time control is lost, and is recognized in profit or loss.

(ii) Associates

Associates are entities over which the Group has significant influence in participating in the financial and operating policy decisions but of which the Group does not control or jointly control of those policies. When the Group owns 20% or more but 50% or less of the voting rights of another entity, the Group is presumed to have significant influence over that entity.

Investments into associates are recognized on an acquisition cost basis at the time of acquisition and accounted for using the equity method thereafter.

Associates’ financial statements are adjusted as needed if their accounting policies differ from those of the Group.

(2) Business combinations

Business combinations are accounted for using the acquisition method. The consideration for acquisition is measured as the sum of the acquisition-date fair values of the assets transferred in exchange of control of the acquiree, the liabilities incurred by the Group to former owners of the acquiree, and the equity interests issued by the Company. Any excess of the consideration for acquisition over the fair value of the identifiable assets and liabilities is recognized as goodwill in the consolidated statement of financial position. If the consideration for acquisition is lower than the fair value of the identifiable assets and liabilities, the difference is immediately recognized as profit or loss in the consolidated statement of profit or loss.

Brokerage fees, lawyer’s fees, due diligence fees, and other costs that arise in relation to business combinations are recorded as expenses when they arise.

The additional acquisition of non-controlling interests is accounted for as an equity transaction; therefore, goodwill is not recognized.

The Group chooses on a transaction-by-transaction basis whether non-controlling interests are measured at fair value or based on the proportionate share of non-controlling interests in the acquiree’s identifiable net assets.

(3) Foreign currency translation

(i) Foreign currency transactions

Each company in the Group designates their own functional currency as the currency of the primary economic environment in which they conduct business activities; these functional currencies are used to measure the respective companies.

When each company prepares its financial statements, it translates each transaction in a currency other than their functional currency using the exchange rate on the day of the transaction.

Monetary assets and liabilities denominated in foreign currencies at the end of a reporting period are translated into the functional currency using the exchange rate at the end of the period. Non-monetary assets denominated in foreign currencies that are measured at fair value are translated into the functional currency using the exchange rate at the date of measurement. Translation differences arising from these translations or settlements are recognized as profit or loss.

(ii) Financial statements of foreign operations

Assets and liabilities of foreign operations are translated at the exchange rate at the end of the reporting period. Income and expenses of foreign operations are translated into Japanese yen at the average exchange rates during the reporting period, except in cases where exchange rates fluctuate significantly. Translation differences arising from translation of financial statements of foreign operations are recognized as other comprehensive income. Translation differences of foreign operations are recognized as profit or loss in the period in which the foreign operations were disposed of.

(4) Financial instruments

Financial instruments are agreements that generate financial assets for one entity and financial liabilities or equity instruments for another entity. The Group recognizes financial instruments as financial assets or financial liabilities when the Group becomes a party to an agreement. The sale or purchase of financial assets are recognized or derecognized on the transaction date.

(i) Financial assets other than derivatives

The Group classifies financial assets other than derivatives at initial recognition as financial assets measured at amortized cost, equity instruments measured at fair value through other comprehensive income, or financial assets measured at fair value through profit or loss. Each of these financial assets—except those measured at fair value through profit or loss—is measured by adding the fair value to the transaction cost directly attributable to it. Please refer to “32. Financial Instruments (8) Fair value of financial instruments” for details about fair value measurement.

Financial assets measured at amortized cost

The Group classifies financial assets that are owned for business purposes for collecting contractual cash flows and that generate cash flows solely through payments of principal and interest on the principal amount outstanding on specified dates under the contractual terms thereof as financial assets measured at amortized cost. After initial recognition, financial assets measured at amortized cost are measured at amortized cost using the effective interest method.

Equity instruments measured at fair value through other comprehensive income

Shares and other financial assets held primarily to maintain and reinforce business relations with investees are designated as equity instruments measured at fair value through other comprehensive income at initial recognition.

Regarding equity instruments measured at fair value through other comprehensive income, fluctuations of fair value after initial recognition are recognized as other comprehensive income.

However, dividend income from equity instruments measured at fair value through other comprehensive income is recognized as profit or loss.

When equity instruments measured at fair value through other comprehensive income are derecognized, the accumulated amount of other comprehensive income recognized as other components of equity on the consolidated statement of financial position is transferred directly to retained earnings.

Financial assets measured at fair value through profit or loss

Financial assets measured at fair value but not designated as equity instruments measured at fair value through other comprehensive income are classified as financial assets measured at fair value through profit or loss.

Financial assets measured at fair value through profit or loss are measured at fair value at initial recognition, and fluctuations of fair value thereafter are recognized as profit or loss.

(ii) Financial liabilities other than derivatives

The Group measures financial liabilities other than derivatives at fair value at initial recognition and measures them at amortized cost using the effective interest method thereafter. These financial liabilities are measured using fair value less the transaction expenses directly attributable to those financial liabilities.

The Group derecognizes financial liabilities when contractual obligations are discharged or cancelled or expired.

(iii) Derivatives

The Group uses forward exchange contracts, currency swaps, and interest rate swaps as necessary to hedge against risks of exchange and interest rate fluctuations. The Group initially recognizes all of these derivatives as assets or liabilities when the Group becomes a party to a derivative agreement, and measures them at fair value. All fluctuations of the fair value of these derivatives are immediately recognized as profit or loss.

(iv) Offsetting financial assets and liabilities

The Group has the legally enforceable right to offset the values of financial assets and financial liabilities recognized as assets and liabilities, and offsets them only when the Group intends either to settle on a net basis or realize the assets and settle the liabilities simultaneously, presenting the net amount on the consolidated statement of financial position.

(5) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, demand deposits, and short-term investments that are readily convertible to known amounts of cash and subject to insignificant risk of change in value and due within three months from the date of acquisition.

(6) Inventories

Inventories are measured at the lower of acquisition cost and net realizable value. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated selling cost. The acquisition cost of inventories is determined mainly by using the weighted-average method, and comprises all costs of purchase, costs of conversion and other costs incurred in bringing them to the present location and condition.

(7) Property, plant and equipment

Property, plant and equipment are measured using the cost model and stated at the acquisition cost less accumulated depreciation and accumulated impairment losses.

The cost of property, plant and equipment includes cost directly incidental to the acquisition of assets, the costs of dismantling and removal and the cost of restoring land, as well as borrowing costs to be capitalized.

These assets—except those that are not subject to depreciation such as land and construction in progress—are depreciated using the straight-line method over the respective estimated useful lives. The estimated useful lives of major asset items are as follows:

- Buildings and structures 8–50 years
- Machinery and equipment and vehicles 3–10 years
- Tools, furniture and fixtures 2–15 years

The estimated useful lives, residual values and depreciation methods of assets are reviewed at the end of each fiscal year, and any changes are applied prospectively as a change in an accounting estimate.

(8) Intangible assets

Intangible assets are measured using the cost model and stated at the acquisition cost less accumulated amortization and accumulated impairment losses.

(i) Intangible assets acquired separately

Intangible assets acquired separately with finite useful lives are presented as the acquisition cost less accumulated amortization and accumulated impairment losses. Intangible assets acquired separately with indefinite useful lives are presented as the acquisition cost less accumulated impairment losses, without being amortized but tested for impairment.

(ii) Internally generated intangible assets

Expenditure on research activities is recognized as an expense in the consolidated statement of profit or loss in the reporting period in which it is incurred.

Costs arising in the development process (or the development phase of an internal project) are capitalized if, and only if, the Group can demonstrate all of the following:

- i) the technical feasibility of completing the intangible asset so that it will be available for use or sale
- ii) the entity's intention to complete the intangible asset and use or sell it
- iii) the entity's ability to use or sell the intangible asset
- iv) how the intangible asset will generate probable future economic benefits
- v) the availability of adequate technical, financial and other resources to complete development and to use or sell the intangible asset
- vi) the entity's ability to measure reliably the expenditure attributable to the intangible asset during its development

The amount initially recognized of an internally generated intangible asset is the sum of expenditure incurred from the date when the intangible asset first meets all of the recognition criteria above until the development is complete. When internally generated intangible assets are not recognized, development cost is recognized as an expense in the consolidated statement of profit or loss in the reporting period in which it is incurred.

After initial recognition, internally generated intangible assets are carried at cost less accumulated amortization and accumulated impairment losses.

(iii) Intangible assets acquired in a business combination

The acquisition cost of intangible assets acquired in a business combination is measured at fair value at the acquisition date. After initial recognition, intangible assets acquired in a business combination are carried at cost less accumulated amortization and accumulated impairment losses.

(iv) Amortization of intangible assets

Intangible assets with finite useful lives are amortized on a straight-line basis over their estimated useful lives. The estimated useful lives of the main items are as follows:

- Software 5 years
- Development cost 6 years

(v) Derecognition of intangible assets

Intangible assets are derecognized on disposal or when future economic benefits are no longer expected from their continued use or disposal. Any gain or loss arising from derecognition of intangible assets is included in profit or loss when they are derecognized.

(9) Government grants

Government grants are recognized at fair value when there is reasonable assurance that the Group will satisfy the collateral conditions for receiving them, and that the grants will be received.

Government grants related to assets are presented by deducting the grant in arriving at the carrying amount of the asset.

Grants related to income are recognized as profit or loss. When grants are intended to supplement related expenses, they are deducted from the related expenses, and grants received under any other conditions are recorded as other income.

(10) Leases

(i) Leases as lessee

The definition of leases in IFRS 16 “Leases” is the basis for determining whether a contract is, or contains, a lease. Right-of-use assets, which represent the right to use an underlying asset, and lease liabilities, which represent the obligation to pay lease payments, are recognized on the commencement date of the lease.

On the commencement date of the lease, right-of-use assets are recognized at the initially measured amount of lease liabilities adjusted for initial direct costs at acquisition and others and with the cost of restoring the underlying asset to the condition required by the terms and conditions of the lease and the like added, and lease liabilities are recognized at the discounted present value of lease payments. Normally, the Group uses the interest rate of additional loans as the discount rate. After the commencement date of the lease, right-of-use assets are measured using the cost model and stated at the acquisition cost less accumulated depreciation and accumulated impairment losses. Depreciation of right-of-use assets is recorded using the straight-line method from the commencement date of the lease until the earlier of the useful lives of the underlying assets or the conclusion of the lease term, except in cases where it is reasonably certain that the Group will acquire ownership of the leased asset at the conclusion of the lease term.

Lease payments are accounted for as reductions to lease liabilities, less interest on the lease liabilities. Finance costs are classified and presented as depreciation of right-of-use assets on the consolidated statement of profit or loss. Notably, lease payments for leases with a lease term ending within 12 months and leases with underlying assets of low value are recognized on the consolidated statement of profit or loss as expenses using the straight-line method throughout the lease term.

(ii) Leases as lessor

For lease receivables related to finance lease transactions, an amount equal to the net investment in the lease transactions is recorded as receivables. If the Group is a manufacturer lessor in a finance lease, profit or loss from the sale of the finance lease is recognized according to the same accounting policies as for sales of goods (Please refer to “15. Revenues” for accounting policies for sales of goods).

(11) Impairment

(i) Financial assets

The Group considers impairment of financial assets measured at amortized cost based on expected credit loss.

At the end of the reporting period, if credit risk associated with financial instruments has not increased significantly since initial recognition, the amount of loss allowance is calculated based on the expected credit losses resulting from default events that are possible within 12 months after the reporting date (12-month expected credit losses). On the other hand, at the end of the reporting period, if credit risk associated with financial instruments has increased significantly since initial recognition, the amount of loss allowance is calculated based on the expected credit losses resulting from all possible default events over the expected life of the financial instrument (lifetime expected credit losses).

However, regardless of the above, lifetime expected credit loss measurement always applies to lease receivables and trade receivables that do not contain any significant financing components.

A significant increase in credit risk is a significant increase in the risk of default at the end of the period compared to the level at initial recognition. When a debtor’s payment of interest or principal is delayed, the Group determines whether a credit risk significantly increases in light of the likelihood that a debtor’s ability to repay will change in the future.

The Group also determines that receivables for which over 90 days have passed since the payment due date fall under default.

For details, please refer to “31. Financial Instruments (3) Credit risk management.”

(ii) Non-financial assets

The Group reviews the carrying amounts of non-financial assets of the Company, excluding inventories and deferred tax assets, at the end of each reporting period to determine whether there is any indication of impairment. When an indication of impairment is present, the Group estimates the recoverable amount of the asset. For goodwill, intangible assets with indefinite useful lives, and intangible assets not yet available for use, the Group estimates the recoverable amount at the same time every year. Although these estimates are conducted based on management’s best estimates, they may differ from actual results due to changes in uncertain economic conditions in the future.

The recoverable amount of an asset or cash-generating unit is the higher of its value in use and its fair value disposal costs expenses. In the calculation of value in use, estimated future cash flows are discounted to present value using a pre-tax discount rate that reflects the time value of money and the risks specific to the asset. Assets not tested individually for impairment are integrated into the smallest cash-generating unit that, through continued use, generates cash inflows that are generally independent of the cash inflows of other assets and asset groups. When testing goodwill for impairment, cash-generating units to which goodwill is allocated are integrated such that impairment is tested to reflect the smallest unit with which the goodwill is associated. Goodwill acquired in business combinations is allocated to cash-generating units expected to yield the synergy of the combinations.

The Group’s corporate assets do not generate independent cash inflows. When there is any indication of impairment in corporate assets, the recoverable amount of cash-generating units to which corporate assets are attributable is determined.

Impairment loss is recognized when the carrying amount of the asset or cash-generating unit exceeds the estimated recoverable amount. An impairment loss recognized in relation to a cash-generating unit is allocated to first reduce the carrying amount of goodwill allocated to the cash-generating unit, and then the carrying amount of other assets within the cash-generating unit is reduced on a pro rata basis.

An impairment loss recognized for goodwill is not reversed. Previously recognized impairment loss for other assets is evaluated at the end of each reporting period to determine whether there is any indication that the loss has decreased or been extinguished. When the estimates used to determine recoverable amounts change, impairment loss is reversed. Impairment loss is reversed up to the carrying amount when impairment loss was not recognized, less the necessary depreciation and amortization expenses.

(12) Employee benefits

(i) Post-employment benefits

The Group manages defined benefit plans and defined contribution plans as employee retirement benefit plans.

The Group uses the projected unit credit method to calculate the present value of defined benefit obligations as well as related current and past service costs. Notably, defined benefit obligations include estimates of discount rates, future wage levels, retirement rates, mortality rates, and the like.

Discount rates are calculated based on market yields on high-grade investment corporate bonds at the end of each reporting period corresponding to discount periods set based on the period through the expected day of benefit payment in each future fiscal year.

Liabilities and assets associated with defined benefit plans are recognized by adjusting the asset ceiling where necessary, considering economic benefits available, with respect to the present value of defined benefit obligations less the fair value of plan assets.

The net interest expense of the net amount of defined benefit liabilities (assets) is calculated by multiplying the net amount of defined benefit liabilities (assets) by the discount rate, and is recorded as employee benefit expenses.

Remeasurements of defined benefit plans are recognized in sum with the other components of other comprehensive income in the period in which they arise and are immediately reclassified from other components of equity to retained earnings.

When plans are revised or reduced, changes in the present value of defined benefit obligations caused by changes in benefits paid for past work performed by employees are immediately recognized as profit or loss.

Expenses associated with defined contribution-type retirement benefits are recognized as expenses when the employees provide the services.

(ii) Short-term employee benefits

Costs of short-term employee benefits are expensed as the relevant services are provided and are not discounted.

When the Group has legal or constructive obligations to pay bonus accrual and paid absences, and when reliable estimates of the obligation can be made, the Group recognizes the estimated amount to be paid based on these plans as a liability.

(13) Share-based payment

The Company has introduced a transfer-restricted share-based remuneration plan to provide incentives to Company directors (excluding outside directors) and executive officers who do not concurrently serve as directors of the Company. Compensation under the transfer-restricted share-based remuneration plan is measured in reference to the fair value of common share of the Company on the grant date and is recognized as an expense over the vesting period from the grant date, and the corresponding amount is recognized as an increase in equity.

(14) Provisions

Provisions are recognized when the Group bears present legal or constructive obligations as a result of past events, it is probable that outflows of economic resources will arise to settle the obligations, and reliable estimates can be made of the amount of obligations. Regarding provisions, estimated future cash flows are discounted to present value using a pre-tax discount rate that reflects the time value of money and the risks specific to the asset. The unwinding of the discount due to the passage of time is recognized as finance costs.

For warranty provision, the Group records an estimated amount of claims expected to arise in the future based on the occurrence rate of past claims to prepare for warranty expenses that arise after goods are delivered. While the Group makes efforts to manufacture highly reliable products based on globally accepted quality control standards, the Group's warranty liabilities are impacted by factors such as defect rates and actual repair costs. Accordingly, when actual defect rates or repair costs differ from estimations, the estimated amount of the warranty provision must be revised.

(15) Revenues

The Group applies the following steps to recognize revenue from contracts with customers other than mold revenue based on IFRS 16 "Leases" and the like.

- Step 1: Identify the contract with a customer.
- Step 2: Identify the performance obligations in the contract.
- Step 3: Determine the transaction price.
- Step 4: Allocate the transaction price to the performance obligations in the contract.
- Step 5: Recognize revenue when (or as) the performance obligations are satisfied.

The Group manufactures and sells mainly safety systems, interiors and exteriors, functional components, and weatherstrips, and its main customers are Japanese and foreign automobile manufacturers and automotive parts manufacturers.

Performance obligations for revenue recorded for automobile manufacturers and automotive parts manufacturers, who are the Group's major customers, are satisfied after the Group's products complete the acceptance inspection by the customer, at which time revenue is recorded.

This is because control of the product is considered to have been transferred when the Group's product is delivered to the customer's designated location and inspected, at which point the customer is able to use the product at their own discretion and derive benefit from it.

Revenue from the sale of products is measured at the amount of consideration under the sales contract, less discounts and other items.

(16) Finance income and finance costs

Finance income consists of interest income, dividend income, profit on foreign currency translation, derivative income, and the like. Interest income is recognized using the effective interest method. Dividend income is recognized on the Group's vesting day. Finance costs consist of interest expenses, losses on foreign currency translation, derivative losses, and the like.

(17) Income taxes

Income taxes consist of current taxes and deferred taxes. The income taxes are recognized in profit or loss, except for items that are recognized in other comprehensive income or directly in equity and those arising from business combinations.

Current taxes are measured at the amount that expected to be paid to or refunded from the taxation authorities. When calculating taxes, the Group uses the tax rates and abides by the tax laws that were enacted or substantively enacted by the end of the consolidated reporting period in each country in which the Group engaged in business activities and earned profits subject to taxation.

Deferred taxes are recognized in terms of temporary differences between carrying amounts of assets and liabilities for accounting purposes and monetary amounts of assets and liabilities for tax purposes at the end of the reporting period.

In principle, deferred tax liabilities are recognized in terms of all taxable temporary differences. Deferred tax assets are recognized in terms of all future deductible temporary differences to the extent that it is probable that sufficient taxable profits will be available to allow the future deductible temporary differences to be utilized.

Deferred tax assets and liabilities are not recognized for the following temporary differences:

- Taxable temporary differences arising from the initial recognition of goodwill;
- Temporary differences arising from the initial recognition of assets or liabilities in transactions other than business combinations that affect neither accounting profits nor taxable profits and that do not result in identical taxable or deductible temporary differences when the transactions occur;
- For taxable temporary differences associated with investments in subsidiaries and associates, in cases where the timing of reversal can be controlled and it is probable that the temporary differences are not reversed in a foreseeable future; and
- For future deductible temporary differences associated with investments in subsidiaries and associates, in cases where it is not probable that sufficient taxable profits will be available against which the benefits of the temporary differences can be utilized, or cases where it is not probable that the temporary differences are expected to be reversed in the foreseeable future.

The carrying amount of deferred tax assets is reviewed in every period and reduced for the portion for which it is not probable that sufficient taxable profits will be available to allow the benefit of all or part of that deferred tax asset to be utilized.

Unrecognized deferred tax assets are reassessed in every period and recognized to the extent that it has become probable that the deferred tax assets can be recovered by future taxable profits.

Deferred tax assets are recognized to the extent that it is probable that sufficient taxable profits will be available to allow future deductible temporary differences to be utilized. In the process of judging the possibility of taxable profits being available, the timing and amounts of taxable profits are estimated based on business plans. Although these estimates are conducted based on management's best estimates, they may differ from actual results due to changes in uncertain economic conditions in the future.

Deferred tax assets and liabilities are measured using tax rates and tax laws expected to apply to the period when the assets are realized or the liability is settled, based on tax rates and tax laws that were enacted or substantively enacted by the end of the consolidated reporting period.

Deferred tax assets and liabilities are offset if, and only if the Group has a legally enforceable right to offset current tax assets against current tax liabilities, and they are related to income taxes levied by the same taxation authority on the same taxable entity.

(18) Earnings per share

Basic earnings per share are calculated by dividing current profit or loss attributable to common shareholders of parent by the weighted-average number of common shares outstanding, adjusted by the number of treasury shares, during the period.

Diluted earnings per share are calculated with respect to the effect of all common shares that could possibly be converted, by dividing current profit or loss attributable to common shareholders of parent by the weighted-average number of common shares outstanding, adjusted by the number of treasury shares, during the period.

(19) Equity

The amount of common shares issued by the Company is recognized in share capital and capital surplus, and direct issuance costs (after tax effect) are deducted from capital surplus.

When the Company acquires treasury shares, the consideration paid, together with direct transaction costs and tax effects, is recognized as a deduction from equity. When the Company sells treasury shares, the difference between the carrying amount and the consideration received is recognized as capital surplus.

4. Significant Accounting Estimates and Judgments

The preparation of the consolidated financial statements under IFRS requires management to make judgments, estimates, and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, revenues, and expenses.

Actual results could differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. The effect of a change in accounting estimates is recognized in the period in which the change takes place and future periods.

The judgments and estimates that have a significant effect on the amounts in the consolidated financial statements are as follows.

- Impairment of non-financial assets (Note 14)
- Recoverability of deferred tax assets (Note 3 (17))
- Accounting treatment and measurement of provisions (Note 3 (14))
- Measurement of defined benefit obligations (Note 20)
- Fair value of financial instruments (Note 32)
- Business combinations (Note 7)

The judgments and estimates that have a particularly significant effect on the amounts in the consolidated financial statements are as follows.

(Recoverability of deferred tax assets)

Deferred tax assets are recorded for future deductible temporary differences to the extent that they will reduce the future tax burden. In making this assessment, the timing of the reversal of future deductible temporary differences and the timing and amount of future taxable income are estimated based on business plans and similar data.

The deferred tax assets of 14,893 million yen (1.5% of total assets) are recognized in the consolidated statement of financial position.

The amount is the total of deferred tax assets related to tax loss carryforwards and deductible temporary differences, after deducting 15,079 million yen deemed not to be recoverable and subsequently offsetting the remaining deferred tax assets (45,791 million yen) against deferred tax liabilities within the same taxable entity. Of the deferred tax assets before offsetting, the amount recognized by the Company was 23,560 million yen (51.4% of deferred tax assets before offsetting). This included deferred tax assets related to tax loss carryforwards.

The Group has determined that the estimates used to assess the recoverability of deferred tax assets are reasonable. The assumptions that form the basis for these estimates use our most recent forecasts in light of operating status in the current fiscal year and recent status.

Although the recoverability of deferred tax assets is evaluated based on management's best estimates, the amount of deferred tax assets on the consolidated financial statements for the following fiscal year may be reduced to the recoverable amount as a result of any decrease in orders received accompanying economic downturns in the Group's major markets, including Japan, the Americas, Europe and Africa, China, Asia and India.

(Impairment losses on fixed assets)

In calculating impairment losses, the Group carries out grouping by the smallest cash-generating unit that, through continued use, generates cash inflows that are generally independent of the cash inflows of other assets and asset groups, testing at the end of each reporting period to determine whether there is any indication of impairment.

In the fiscal year ended March 31, 2026, the Group identified indications of impairment at a consolidated subsidiary belonging to the China segment, as changes in the business climate in China meant that profits and losses from business activities were consistently negative, leading to deterioration in the subsidiary's finances.

After testing to determine whether the recoverable amount of the consolidated subsidiary's property, plant and equipment and intangible assets had fallen below the carrying amount, the Group recognized an impairment loss of 5,176 million yen, recorded under "Other expenses" on the consolidated statement of profit or loss.

As a result, the carrying amount of property, plant and equipment and intangible assets was 7,727 million yen.

The recoverable amount is measured at fair value less costs of disposal. This is calculated by deducting estimated disposal costs, determined based on historical results, from a reasonable valuation primarily based on appraisals by external experts.

The reasonable approximation based on fair value assessment is calculated using a method that determines present value using a discount rate that reflects the time value of money and risks specific to the asset in question, based primarily on a valuation amount that is derived from the perspective of market participants and takes into account the expected period until sale.

Thus, any change in the real estate market conditions that surround the asset in question and form the basis for the fair value assessment could have a material impact on consolidated financial statements for the following consolidated fiscal year.

5. New Standards not yet Adopted

The main new or amended standards and interpretations that have been published as of the date of approval of the consolidated financial statements are as follows. These have not been adopted by the Group as of March 31, 2026. It is not possible at present to establish reasonable estimates of the impact of the adoption of IFRS 18 Presentation and Disclosure in Financial Statements.

Standard	Name of standard	Compulsory adoption date (from start of next FY)	First FY for adoption	Outline of new / revised standard
IFRS 18	Presentation and Disclosure in Financial Statements	January 1, 2027	FY2027	Improved comparability in the statement of profit or loss, improved transparency for KPIs defined by management, alongside other changes

6. Segment Information

(1) Overview of reportable segments

The reportable segments of the Group are those components for which discrete financial information is available and whose operating results are regularly reviewed by the Board of Directors to make decisions about resources and assess performance.

The Group manufactures and sells automotive parts. Decisions regarding products are taken independently by the management of the Company and domestic consolidated subsidiaries, in the case of Japan, and of local consolidated subsidiaries, in the case of overseas markets, based on comprehensive strategies and business activity tailored to each region. Accordingly, the Group is structured into geographic segments, reflecting the regions in which its companies manufacture and sell automotive parts.

(2) Segment revenue and performance

The revenue and performance of the Group's reportable segments are as follows.

Note that inter-segment revenue is based on market prices.

Additionally, profits of reportable segments are based on operating profit.

FY2024 (From April 1, 2024 to March 31, 2025)

	Reportable segment						Total	Adjustment	(Millions of yen) Consolidated
	Japan	Americas	Europe & Africa	China	Asia	India			
Revenue									
Revenue from external customers	402,678	400,450	31,275	92,132	91,204	42,057	1,059,798	-	1,059,798
Inter-segment revenue	37,222	3,469	1,461	2,792	47,384	311	92,642	(92,642)	-
Total	439,901	403,920	32,736	94,924	138,589	42,368	1,152,440	(92,642)	1,059,798
Segment profit (loss)	11,430	34,155	2,690	(7,217)	14,169	4,360	59,589	254	59,844
Finance income									5,963
Finance costs									(8,832)
Share of profit of investments accounted for using equity method									2,193
Profit before tax									59,168
Segment assets	646,255	269,707	20,157	68,872	97,795	28,263	1,131,052	(218,012)	913,039
Other items									
Depreciation and amortization	18,021	21,522	1,418	5,768	5,247	1,577	53,556	(306)	53,250
Capital expenditure	22,613	26,134	1,016	2,244	4,632	4,990	61,632	(237)	61,395

(Notes) 1. The total of segment profit (loss) matches the operating profit on the consolidated statement of profit or loss.

2. The adjustments are eliminations of inter-segment transactions and the like.

FY2025 (From April 1, 2025 to March 31, 2026)

	Reportable segment						Total	Adjustment	(Millions of yen) Consolidated
	Japan	Americas	Europe & Africa	China	Asia	India			
Revenue									
Revenue from external customers	447,868	425,037	33,266	86,198	102,908	51,492	1,146,772	-	1,146,772
Inter-segment revenue	40,762	3,355	1,365	4,620	51,022	366	101,492	(101,492)	-
Total	488,631	428,393	34,632	90,818	153,931	51,858	1,248,264	(101,492)	1,146,772
Segment profit (loss)	23,529	34,992	2,662	(2,087)	14,923	5,767	79,787	(236)	79,551
Finance income									11,320
Finance costs									(3,324)
Share of profit of investments accounted for using equity method									2,673
Profit before tax									90,221
Segment assets	651,459	310,691	20,824	74,553	99,666	37,324	1,194,519	(201,612)	992,907
Other items									
Depreciation and amortization	20,276	20,662	1,622	3,939	5,321	2,169	53,993	(337)	53,655
Capital expenditure	25,105	27,061	930	1,335	4,056	5,741	64,229	(337)	63,892

- (Notes) 1. The total of segment profit (loss) matches the operating profit on the consolidated statement of profit or loss.
2. The adjustments are eliminations of inter-segment transactions and the like.

(3) Information about products and services

Since revenue from external customers for automotive parts comprises nearly all revenue on the consolidated statement of profit or loss, the information is omitted.

(4) Region-specific information

The following is a breakdown of revenue and non-current assets for individual regions.

Revenue from external customers

	(Millions of yen)	
	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Japan	389,974	443,994
USA	262,110	278,957
China	92,594	86,480
Other	315,119	337,340
Total	1,059,798	1,146,772

(Note) Revenue depends on where the products are sold.

Non-current assets

	(Millions of yen)	
	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Japan	159,527	180,447
USA	113,333	145,479
China	23,789	18,434
Other	72,118	65,065
Total	368,768	409,426

(Note) Non-current assets depend on the location of the assets, and do not include assets associated with financial instruments, deferred tax assets, or retirement benefit assets.

(5) Principal customer information

The principal customers are Toyota Motor Corporation and its subsidiaries; revenue for these customers was 606,956 million yen in fiscal 2024 and 665,003 million yen in fiscal 2025.

Notably, revenue for these customers is included in all reportable segments.

7. Business Combinations

At a meeting of the Board of Directors held on August 8, 2025, the Company resolved to acquire the common shares and stock acquisition rights of Ashimori Industry Co., Ltd. (“Ashimori Industry”) through a tender offer under the Financial Instruments and Exchange Act (the “Tender Offer”). The Tender Offer commenced on August 12, 2025 and was completed on October 30, 2025. As a result of the Tender Offer, the Company came to hold 61.4% of the voting rights of Ashimori Industry, and Ashimori Industry became a consolidated subsidiary of the Company on November 6, 2025.

In addition, through subsequent additional acquisitions and a share consolidation with an effective date of March 1, 2026, the Company obtained 100% of the voting rights. The Company has determined that it is appropriate to account for these acquisitions as a single transaction in combination with the acquisition of shares through the tender offer.

(1) Details of Business Combination

Acquired company: Ashimori Industry, 14 subsidiaries, and one affiliated company

Businesses of acquired company: Automobile safety parts, Others (Materials and equipment for pipeline rehabilitation etc.)

Primary reason for the business combination

The Company acquired Ashimori Industry as a consolidated subsidiary to accelerate growth in the Company’s safety systems business through closer cooperation with Ashimori Industry, and to generate synergies in Ashimori Industry’s Other business.

Date of business combination: November 6, 2025

Legal form of business combination: Acquisition of shares through tender offer

Proportion of voting rights acquired: 100%

(2) Acquisition consideration and its breakdown

(Millions of yen)	
	Amount
Consideration in cash and others (Note)	17,909
Fair value of equity interests in Ashimori Industry previously held at the time of obtaining control	7,052
Total acquisition consideration	24,961

(Note) Consideration in cash and others includes other payables of 8,442 million yen.

As a result of remeasuring the equity interests in Ashimori Industry previously held by the Company at their fair value as of the acquisition date, a loss of 1,071 million yen was recognized. This loss is recorded under “Other expenses” in the condensed consolidated statement of profit or loss.

In addition, acquisition-related costs of 691 million yen, including advisory fees related to the business combination, are mainly recorded under “Selling, general and administrative expenses.”

(3) Fair value of assets and liabilities and goodwill at the acquisition date

(Millions of yen)

	Amount
Total consideration	24,961
Assets	
Cash and cash equivalents	7,035
Trade and other receivables	14,495
Inventories	12,124
Property, plant and equipment	23,913
Other assets	4,596
Total assets	62,166
Liabilities	
Current liabilities	23,908
Non-current liabilities	8,043
Total liabilities	31,952
Net assets	30,213
Gain on bargain purchase	5,252

The contractual amounts receivable of the acquired trade and other receivables amounted to 14,515 million yen, and the estimated contractual cash flows not expected to be collected amounted to 19 million yen.

In addition, as the acquired assets and assumed liabilities were measured at fair value in connection with the business combination and compared with the acquisition consideration, any resulting gain on bargain purchase is recorded under "Other income".

(4) Cash outflow for acquisition of control of subsidiaries

(Millions of yen)

	Amount
Payment of acquisition consideration (Note)	(9,466)
Cash and cash equivalents held by the acquiree at the time of obtaining control	7,035
Total cash flow impact from acquisition of control of subsidiaries (outflow)	(2,430)

(Note) Payment of acquisition consideration does not include other payables of 8,442 million yen.

(5) Revenue and profit of the acquiree

The revenue and profit of the acquiree, before elimination of intercompany transactions, recognized in the condensed quarterly consolidated statement of income for the period from the acquisition date onward, are not material.

(6) Consolidated revenue and consolidated net profit assuming the business combination had been completed at the beginning of the period

With respect to the business combination with Ashimori Industry, assuming that the acquisition date had been April 1, 2025, the unaudited pro forma information relating to the Company's consolidated operating results for the twelve-month period ended March 31, 2026 is as follows.

(Millions of yen)

	Amount
Revenue (pro forma information)	1,191,939
Profit (pro forma information)	69,008

8. Cash and Cash Equivalents

Cash and cash equivalents consist of the following.

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Cash and cash equivalents		
Cash and deposits	109,382	128,188
Time deposits with a deposit term of no more than three months	9,387	3,626
Total	118,769	131,814

The balance of cash and cash equivalents on the consolidated statement of financial position matches the balance of cash and cash equivalents on the consolidated statement of cash flows.

9. Trade and Other Receivables

The breakdown of trade and other receivables is as follows.

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Trade notes and accounts receivable	151,140	183,241
Accounts receivable-other	6,795	8,188
Lease receivables	18,945	8,605
Allowance for doubtful accounts	(497)	(584)
Total	176,384	199,449
Current assets	176,384	199,449
Non-current assets	-	-
Total	176,384	199,449

(Note) Trade and other receivables are classified as financial assets measured at amortized cost.

10. Other Financial Assets

(1) Breakdown of other financial assets

The breakdown of other financial assets is as follows.

	(Millions of yen)	
	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Other financial assets		
Time deposits with a deposit term longer than three months (Note 1)	22,494	16,899
Derivative assets (Note 2)	55	1,042
Marketable securities (Note 3)	56,344	54,891
Other	1,210	1,584
Total	80,104	74,418
Current assets	22,559	16,925
Non-current assets	57,544	57,493
Total	80,104	74,418

- (Notes) 1. Time deposits with a deposit term longer than three months are classified as financial assets measured at amortized cost.
2. Derivative assets are classified as financial assets measured at fair value through profit or loss.
3. Marketable securities are mainly classified as equity instruments measured at fair value through other comprehensive income.

(2) Equity instruments measured at fair value through other comprehensive income

Major investees and their fair values of equity instruments measured at fair value through other comprehensive income are as follows.

	(Millions of yen)	
Name	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
TOYOTA MOTOR CORPORATION	23,782	28,771
Toyota Fudosan Co., Ltd.	25,092	18,560
NIPPON KAYAKU CO., LTD.	1,027	1,277
Daicel Corporation	986	1,137
TOKAI RIKI CO., LTD.	294	392
Nitta Corporation	-	382
Subaru Corporation	-	206
Zeon Corporation	74	87
SUZUKI MOTOR CORPORATION	-	78
TOKAI CARBON CO., LTD.	48	54
Honda Motor Co., Ltd.	-	29
Mazda Motor Corporation	-	21
Synspective Inc.	386	-
Misonoza Theatrical Corporation	12	-

- (Notes) Shares are held for the purpose of maintaining and reinforcing business relations and the like, and are therefore designated as equity instruments measured at fair value through other comprehensive income.

(3) Derecognition of equity instruments measured at fair value through other comprehensive income

A portion of equity instruments measured at fair value through other comprehensive income were sold and derecognized to increase efficiency and promote the effective use of assets in holding. Cumulative profit and loss and dividend income recognized at fair value at the time of the sale and as other comprehensive income in each fiscal year are as follows.

Additionally, the entire amounts of cumulative profit (loss) from disposal have been reclassified as retained earnings.

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Fair value at derecognition	978	668
Cumulative profit (loss) from disposal	652	294
Dividends	18	0

11. Inventories

The breakdown of inventories is as follows.

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Merchandise and finished goods	26,022	27,122
Work in process	15,908	19,656
Raw materials	37,600	47,356
Supplies	13,739	13,755
Total	93,270	107,890

The amounts of inventories recognized as expenses were 899,458 million yen in fiscal 2024 and 960,598 million yen in fiscal 2025. Additionally, the write-downs of inventories expensed as cost of sales in fiscal 2024 and fiscal 2025 were 1,710 million yen and 533 million yen, respectively.

12. Property, Plant and Equipment

(1) Breakdown of property, plant and equipment

The breakdown of “Property, plant and equipment” in the consolidated statement of financial position is as follows.

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Property, plant and equipment	324,221	362,376
Right-of-use assets	14,021	17,507
Total	338,243	379,884

(2) Schedule of changes in property, plant and equipment (excluding right-of-use assets)

Changes in acquisition cost, accumulated depreciation and accumulated impairment losses and the carrying amounts of property, plant and equipment are as follows.

Acquisition cost

	Buildings and structures	Machinery and equipment and vehicles	Tools, furniture and fixtures	Land	Construction in progress	(Millions of yen) Total
April 1, 2024	281,305	539,099	82,521	34,426	24,136	961,488
Acquisition	7,204	8,517	3,960	53	36,865	56,602
Sale or disposal	(553)	(20,198)	(4,309)	(41)	(131)	(25,234)
Exchange differences on translation of foreign operations	(1,974)	(5,872)	(14)	(89)	(598)	(8,550)
Other	5,927	17,718	2,393	(9)	(26,952)	(922)
March 31, 2025	291,910	539,263	84,550	34,339	33,319	983,383
Acquisition	3,978	11,422	4,394	1,138	38,773	59,707
Sale or disposal	(417)	(20,790)	(5,579)	(21)	(1,486)	(28,295)
Changes in the scope of consolidation	5,742	3,099	1,059	13,323	352	23,577
Exchange differences on translation of foreign operations	12,917	30,001	5,345	656	1,351	50,273
Other	5,832	29,852	4,410	66	(41,239)	(1,078)
March 31, 2026	319,965	592,848	94,182	49,503	31,069	1,087,569

(Notes) 1. Amounts related to property, plant and equipment under construction are presented as construction in progress.

2. "Other" includes transfers from "Construction in progress" to each item.

Accumulated depreciation and accumulated impairment losses

	Buildings and structures	Machinery and equipment and vehicles	Tools, furniture and fixtures	Land	Construction in progress	(Millions of yen) Total
April 1, 2024	163,520	401,521	68,469	20	455	633,987
Depreciation	9,877	33,123	7,157	-	-	50,158
Impairment losses	853	3,523	617	-	-	4,993
Sale or disposal	(407)	(18,282)	(4,150)	-	-	(22,839)
Exchange differences on translation of foreign operations	(860)	(4,804)	5	(0)	-	(5,660)
Other	(86)	(133)	(803)	1	(455)	(1,447)
March 31, 2025	172,896	414,948	71,295	21	-	659,162
Depreciation	9,982	32,462	6,920	-	-	49,365
Impairment losses	-	3,905	853	-	27	4,786
Sale or disposal	(264)	(18,228)	(5,351)	-	-	(23,844)
Exchange differences on translation of foreign operations	7,001	23,884	4,841	(0)	-	35,726
Other	(1,158)	650	502	1	-	(4)
March 31, 2026	188,457	457,623	79,061	21	27	725,192

(Note) Depreciation of property, plant and equipment is included in "Cost of sales" and "Selling, general and administrative expenses" in the consolidated statement of profit or loss.

Carrying amount

	Buildings and structures	Machinery and equipment and vehicles	Tools, furniture and fixtures	Land	Construction in progress	(Millions of yen) Total
April 1, 2024	117,784	137,577	14,052	34,405	23,681	327,500
March 31, 2025	119,013	124,315	13,255	34,318	33,319	324,221
March 31, 2026	131,507	135,224	15,120	49,481	31,042	362,376

(3) Right-of-use assets

The carrying amounts of the right-of-use assets are as follows.

	Buildings and structures	Machinery and equipment and vehicles	Tools, furniture and fixtures	Land	(Millions of yen) Total
April 1, 2024	9,211	962	272	3,842	14,289
March 31, 2025	9,106	1,015	303	3,596	14,021
March 31, 2026	12,792	1,199	280	3,234	17,507

(Note) The increase due to changes in the scope of consolidation for the current consolidated fiscal year is 328 million yen.

13. Intangible Assets

(1) Schedule of changes

Changes in acquisition cost, accumulated amortization and accumulated impairment losses and the carrying amounts of intangible assets are as follows.

Acquisition cost

(Millions of yen)

	Intangible assets			
	Software	Development cost	Other	Total
April 1, 2024	14,655	3,332	3,632	21,620
Acquisition	1,690	333	50	2,073
Sale or disposal	(83)	-	(0)	(83)
Exchange differences on translation of foreign operations	(42)	-	(2)	(45)
Other	(0)	-	25	25
March 31, 2025	16,219	3,666	3,705	23,591
Acquisition	1,597	326	88	2,012
Sale or disposal	(353)	-	(460)	(813)
Changes in the scope of consolidation	85	-	511	597
Exchange differences on translation of foreign operations	378	-	224	602
Other	(20)	-	35	15
March 31, 2026	17,907	3,992	4,104	26,005

Accumulated amortization and accumulated impairment losses

(Millions of yen)

	Intangible assets			
	Software	Development cost	Other	Total
April 1, 2024	11,611	1,325	2,492	15,430
Amortization expenses	1,061	387	61	1,510
Impairment losses	312	-	-	312
Sale or disposal	(82)	-	(0)	(82)
Exchange differences on translation of foreign operations	(35)	-	8	(27)
Other	0	-	37	37
March 31, 2025	12,868	1,713	2,600	17,182
Amortization expenses	1,236	387	93	1,717
Impairment losses	584	-	-	584
Sale or disposal	(355)	-	-	(355)
Exchange differences on translation of foreign operations	313	-	164	477
Other	(0)	-	-	(0)
March 31, 2026	14,645	2,101	2,858	19,605

(Note) Amortization expenses of intangible assets are included in “Cost of sales” and “Selling, general and administrative expenses” in the consolidated statement of profit or loss.

Carrying amount

(Millions of yen)

	Intangible assets			
	Software	Development cost	Other	Total
April 1, 2024	3,043	2,007	1,139	6,190
March 31, 2025	3,351	1,952	1,104	6,408
March 31, 2026	3,262	1,891	1,246	6,399

The Group’s expenditures for research and development recognized as expenses during fiscal 2024 and fiscal 2025 amounted to 33,329 million yen and 37,533 million yen, respectively, and are included in “Cost of sales” and “Selling, general and administrative expenses” in the consolidated statement of profit or loss.

14. Impairment of Non-financial Assets

In calculating impairment losses, the Group carries out grouping by the smallest cash-generating unit that, through continued use, generates cash inflows that are generally independent of the cash inflows of other assets and asset groups, testing at the end of each reporting period to determine whether there is any indication of impairment.

Impairments are booked to other operating expenses in the consolidated statement of profit or loss.

The breakdown of impairments and impairment reversals by asset category is as follows.

(millions of yen)

	FY2024 (From April 1, 2024 to March 31, 2025)		FY2025 (From April 1, 2025 to March 31, 2026)	
	Impairments	Reversals	Impairments	Reversals
Property, plant and equipment				
Buildings and structures	853	-	-	-
Machinery, equipment & vehicles	3,523	-	3,905	-
Tools, furniture and fixtures	617	-	853	-
Land	-	-	-	-
Construction in progress	-	-	27	-
Intangible assets				
Software	312	-	584	-
Other non-current assets				
Other	571	-	18	-
Total	5,877	-	5,389	-

FY2024(From April 1, 2024 to March 31, 2025)

Impairments recognized in the current fiscal year are mainly to reduce the book value of machinery, equipment & vehicles, and buildings & structures to the recoverable amount, accompanying a decline in profitability. The recoverable amount is measured at fair value less costs of disposal, based mainly on third party evaluations using the market approach. The fair value hierarchy is classified as Level 3.

FY2025(From April 1, 2025 to March 31, 2026)

Impairments recognized in the fiscal year ended March 31, 2026, mainly reduced the book value of machinery, equipment & vehicles, and tools, furniture & fixtures to the recoverable amount accompanying a decline in profitability. The recoverable amount is measured at fair value less selling expenses, calculated using a method that determines present value using a discount rate that reflects the time value of money and risks specific to the asset in question, based primarily on a valuation amount that is derived from the perspective of market participants and takes into account the expected period until sale. The fair value hierarchy is classified as Level 3.

The segmental breakdown for impairments is as follows.

	FY2024 (From April 1, 2024 to March 31, 2025)		FY2025 (From April 1, 2025 to March 31, 2026)	
	million yen		million yen	
Japan	-	-	-	-
Americas	-	-	62	-
Europe & Africa	-	-	-	-
China	5,877	-	5,326	-
Asia	-	-	-	-
India	-	-	-	-
Total	5,877	-	5,389	-

15. Income Taxes

(1) Deferred tax assets and deferred tax liabilities

The major components and changes in deferred tax assets and liabilities are as follows.

FY2024 (From April 1, 2024 to March 31, 2025)

	April 1, 2024	Recognized in profit or loss	Recognized in other comprehensive income	(Millions of yen) March 31, 2025
Deferred tax assets				
Accrued bonuses	4,369	110	-	4,479
Warranty provision	1,001	(122)	-	878
Assets and liabilities for retirement benefits	6,686	2,567	(105)	9,148
Property, plant and equipment and intangible assets	7,867	(2,459)	-	5,408
Allowance for paid vacation	2,295	133	-	2,428
Net operating loss carry- forwards for tax purposes	580	334	-	915
Investments in subsidiaries	15,100	427	-	15,527
Assets for research and development	4,492	1,605	-	6,097
Other	4,930	465	-	5,395
Total	47,323	3,062	(105)	50,280
Deferred tax liabilities				
Equity instruments measured at fair value through other comprehensive income	(13,672)	-	390	(13,282)
Property, plant and equipment and intangible assets	(13,410)	2,160	-	(11,250)
Undistributed profits	(3,547)	(887)	-	(4,434)
Other	(1,021)	(1,034)	-	(2,055)
Total	(31,651)	239	390	(31,021)
Net amount	15,672	3,302	284	19,258

FY2025 (From April 1, 2025 to March 31, 2026)

	April 1, 2025	Changes in the scope of consolidation	Recognized in profit or loss	Recognized in other comprehensive income	(Millions of yen) March 31, 2026
Deferred tax assets					
Accrued bonuses	4,479	210	1,066	-	5,756
Warranty provision	878	363	(319)	-	922
Assets and liabilities for retirement benefits	9,148	367	741	(1,125)	9,131
Property, plant and equipment and intangible assets	5,408	-	3,761	-	9,169
Allowance for paid vacation	2,428	195	118	-	2,742
Net operating loss carry-forwards for tax purposes	915	3	2,948	-	3,866
Investments in subsidiaries	15,527	-	(13,842)	-	1,685
Assets for research and development	6,097	-	(1,388)	-	4,708
Other	5,395	299	2,112	-	7,807
Total	50,280	1,439	(4,803)	(1,125)	45,791
Deferred tax liabilities					
Equity instruments measured at fair value through other comprehensive income	(13,282)	(159)	-	485	(12,955)
Property, plant and equipment and intangible assets	(11,250)	(1,999)	366	-	(12,882)
Undistributed profits	(4,434)	(288)	(906)	-	(5,569)
Other	(2,055)	(17)	786	-	(1,287)
Total	(31,021)	(2,405)	246	485	(32,695)
Net amount	19,258	(965)	(4,557)	(640)	13,096

“Deferred tax assets” and “Deferred tax liabilities” on the consolidated statement of financial position consist of the following.

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Deferred tax assets	20,184	14,893
Deferred tax liabilities	925	1,797
Net amount	19,258	13,096

(2) Unrecognized deferred tax assets

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Net operating loss carried forward for tax purposes	14,350	14,604
Deductible temporary differences	29,281	39,417
Foreign Tax Credit Carryforward	2,613	-

(Note) Tax loss carryforwards and future deductible temporary differences are presented in income-based amounts, while tax credit carryforwards are presented in tax-based amounts.

The amounts of net operating loss carried forward for which deferred tax assets are not recognized, by expiration date, are as follows.

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
First year	322	526
Second year	890	1,666
Third year	2,019	1,005
Fourth year	1,318	6,244
Fifth year and thereafter	9,798	5,161
Total net operating loss carry-forwards for tax purposes	14,350	14,604

(3) Unrecognized deferred tax liabilities

The amounts of taxable temporary differences associated with investments in subsidiaries for which deferred tax liabilities are not recognized are as follows.

Deferred tax liabilities are not recognized for these temporary differences because the timing of their reversal is controllable and it is more likely than not that they will not reverse within a foreseeable period of time.

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Temporary differences associated with investments in subsidiaries for which deferred tax liabilities are not recognized	127,723	147,004
Total	127,723	147,004

(4) Income tax expenses

The breakdown of income tax expenses is as follows.

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Current tax expenses	15,640	17,856
Deferred tax expenses	585	4,205
Total income tax expenses	16,226	22,061
Income taxes on other comprehensive income	(570)	226
Total	15,656	22,288

(5) Tax rate adjustments

Reconciliation between the statutory effective tax rate and the average actual tax rate consists of the following.

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)	(%)
Statutory effective tax rate	31.19	31.19	
Tax credits	(5.27)	(1.33)	
Dividends received from foreign subsidiaries, etc.	2.14	4.23	
Difference from applicable tax rates of foreign subsidiaries	(8.74)	(8.58)	
Foreign withholding dividend taxes	2.40	2.67	
Net operating loss carry-forwards for tax purposes by subsidiaries	5.57	2.54	
Effect of assessment of recoverability of deferred tax assets	4.17	(4.73)	
Effect of investments accounted for using the equity method	(1.16)	(0.92)	
Other	(2.88)	(0.62)	
Average actual tax rate	27.42	24.45	

16. Bonds and Borrowings

(1) Breakdown of financial liabilities

The breakdown of bonds and borrowings is as follows.

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)	Average interest rate	Repayment due
	Millions of yen	Millions of yen	%	
Short-term borrowings	1,234	10,865	1.94	—
Current portion of long-term borrowings	17,833	35,944	0.41	—
Long-term borrowings	75,518	51,618	0.65	2027–2036
Corporate bonds	14,940	24,908	—	—
Total	109,526	123,338	—	—
Current liabilities	19,067	46,810	—	—
Non-current liabilities	90,458	76,527	—	—
Total	109,526	123,338	—	—

(Note) The average interest rate reflects the weighted-average interest rate against the balance at the end of the fiscal year ended March 31, 2026. Bonds are shown in (3) Bond issuance information.

Bonds and borrowings are financial liabilities measured at amortized cost.

(2) Assets pledged as collateral

Assets pledged as collateral for borrowings are as follows.

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)	(Millions of yen)
Land	338	605	
Buildings and structures	334	452	
Total	673	1,058	

The corresponding liabilities are as follows.

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)	(Millions of yen)
Long-term borrowings (including current portion of long-term borrowings)	24	285	
Total	24	285	

(3) Bond issuance information

A summary of the terms of the bond issuance is as follows.

(Millions of yen)

Company name	Name	Issuance date	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)	Interest rate (%)	Collateral	Maturity date
Submitting company	5th unsecured bonds	March 12, 2024	5,000	5,000	0.69	None	March 12, 2029
Submitting company	6th unsecured bonds	January 28, 2025	10,000	10,000	1.10	None	January 28, 2030
Submitting company	7th unsecured bonds	February 27, 2026	-	10,000	1.91	None	February 27, 2031

17. Leases

(1) Lease transactions as lessee

As a lessee, the Group leases buildings and structures, machinery and equipment and vehicles, tools, furniture and fixtures, and land, and lease liabilities are included in “Other financial liabilities” in the consolidated statement of financial position.

For the lease agreements, there are no material items in the variable lease payments, residual value guarantees, leases entered into by the lessee but not yet commenced, restrictions or limitations imposed by the lease, or sale and leaseback transactions.

(i) Disclosures about lessee lease expenses

The breakdown of the expenses associated with the lessee’s leases is as follows.

(Millions of yen)

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Depreciation of right-of-use assets		
Buildings and structures	1,714	2,343
Machinery and equipment and vehicles	452	493
Tools, furniture and fixtures	93	104
Land	425	421
Total	2,686	3,363
Short-term lease expenses	290	586
Small-value asset lease expenses	1,216	1,683

(ii) Extension and cancellation options

Extension and cancellation options are included in leases primarily for the Group’s real estate.

We consider the need to exercise these options from time to time for the purpose of utilizing real estate for our business.

(iii) Breakdown of carrying amount of right-of-use assets

The breakdown of the carrying amount of right-of-use assets is provided in Note “12. Property, Plant and Equipment.”

(iv) Increase in right-of-use assets

The increase in right-of-use assets is as follows.

(Millions of yen)

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Increase in right-of-use assets	3,645	5,037

(v) Cash outflows for leases

The cash outflows for leases are as follows.

(Millions of yen)

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Cash outflows for leases	4,903	6,185

(vi) Maturity analysis of lease liabilities

Maturity analysis of lease liabilities is provided in “32. Financial Instruments, (4) Liquidity risk management.”

(2) Lease transactions as lessor

As a lessor, the Group leases molds and other equipment classified as finance leases.

For finance leases, the amount of revenue related to sales gains and losses, finance income on net investment in leases, and revenue from variable lease payments that are not included in the measurement of net investment in leases is not material.

In addition, there is neither unearned finance income nor discounted unguaranteed residual value relating to lease receivables.

Maturity analysis of lease receivables based on finance leases consists of the following.

	(Millions of yen)	
	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Within one year	9,468	5,826
Over one year but within two years	8,158	1,656
Over two years but within three years	1,119	781
Over three years but within four years	190	216
Over four years but within five years	0	117
Over five years	8	7
Total	18,945	8,605

18. Trade and Other Payables

The breakdown of trade and other payables is as follows.

	(Millions of yen)	
	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Trade notes and accounts payable	83,882	91,744
Accrued expenses	43,814	49,915
Other	21,964	34,831
Total	149,662	176,490

(Note) Trade and other payables are mainly financial liabilities measured at amortized cost. Other includes primarily short-term employee benefit obligations and accounts payable.

19. Other Financial Liabilities

The breakdown of other financial liabilities is as follows.

	(Millions of yen)	
	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Derivative liabilities	1,137	1,746
Lease liabilities	13,878	16,600
Total	15,016	18,346
Current liabilities	4,247	6,194
Non-current liabilities	10,768	12,151
Total	15,016	18,346

20. Employee Benefits

The Company and some of its consolidated subsidiaries have a defined benefit plan consisting of a corporate pension fund plan and a lump-sum retirement benefit plan (unfunded). In addition, certain consolidated subsidiaries have defined contribution plans, which cover almost all employees.

(1) Defined benefit plans

(i) Breakdown of retirement benefit liabilities (assets)

The relationship between the defined benefit obligations and plan assets and the net defined benefit liabilities and assets recognized in the consolidated statement of financial position is as follows.

	(Millions of yen)	
	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Present value of defined benefit obligations of funded plans	46,389	45,085
Fair value of plan assets	(69,017)	(78,035)
Effect of asset ceiling	22,046	32,000
Subtotal	(581)	(949)
Present value of defined benefit obligations of unfunded plans	30,408	31,323
Net amount of defined benefit obligations and plan assets	29,827	30,373
Liabilities for defined benefits, net	31,244	32,558
Assets for defined benefits, net	1,417	2,185
Net defined benefit obligations and plan assets recognized in the consolidated statement of financial position	29,827	30,373

(ii) Reconciliation of present value of defined benefit obligations

Changes in present value of defined benefit obligations are as follows.

	(Millions of yen)	
	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Balance of present value of defined benefit obligations at beginning of period	80,602	76,797
Service cost	2,978	2,657
Interest cost	1,868	2,190
Remeasurement		
Actuarial gains and losses arising from changes in demographic assumptions	148	108
Actuarial gains and losses arising from changes in financial assumptions	(5,735)	(6,554)
Actuarial gains and losses arising from revised results	969	(1,465)
Benefits paid	(3,245)	(3,474)
Exchange differences on translation of foreign operations	(789)	2,327
Changes in the scope of consolidation	-	3,821
Balance of present value of defined benefit obligations at end of period	76,797	76,408

The weighted-average duration of the defined benefit obligations was 15.3 years in fiscal 2024 and 13.9 years in fiscal 2025.

(iii) Significant actuarial assumptions and sensitivity analysis

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Discount rate	2.9	3.8

Assuming no change in other assumptions, if the discount rate were to change by the percentages shown below, the defined benefit obligation would change as follows. The sensitivity analysis assumes no change in other assumptions, but in actuality, changes in other assumptions may affect the sensitivity analysis.

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
If the discount rate increases by 0.5%	(4,144)	(3,612)
If the discount rate decreases by 0.5%	4,582	3,967

(iv) Reconciliation of fair value of plan assets

Changes in the fair value of plan assets are as follows.

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Balance of fair value of plan assets at beginning of period	69,253	69,017
Interest income	1,661	2,083
Remeasurement		
Income from plan assets	502	4,248
Employer contributions	1,382	1,098
Benefits paid	(2,582)	(2,765)
Exchange differences on translation of foreign operations	(1,200)	1,767
Changes in the scope of consolidation	-	2,584
Balance of fair value of plan assets at end of period	69,017	78,035

(Note) The expected contribution amount for fiscal 2026 is 1,189 million yen.

(v) Itemized breakdown of plan assets

The breakdown of plan assets by major category is as follows.

	FY2024 (As of March 31, 2025)			FY2025 (As of March 31, 2026)		
	Assets with quoted prices in an active market	Assets without quoted prices in an active market	Total	Assets with quoted prices in an active market	Assets without quoted prices in an active market	Total
Cash and cash equivalents	1,778	-	1,778	1,547	-	1,547
Jointly managed trust (stock)	-	21,881	21,881	-	21,682	21,682
Jointly managed trust (bonds)	-	23,911	23,911	-	30,745	30,745
Life insurance general account	-	11,695	11,695	-	13,862	13,862
Other	-	9,750	9,750	-	10,197	10,197
Total	1,778	67,238	69,017	1,547	76,487	78,035

(Note) The other include alternative investments.

The Group's basic policy for the management of plan assets is primarily aimed at securing the necessary comprehensive income over the long term in order to ensure the future payment of pension and lump-sum benefits as stipulated in the fund's rules and regulations.

The target rate of return is the rate of return necessary to maintain sound pension operations in the future, specifically, the rate of return over the long term that exceeds the expected interest rate on pension financing and other factors.

The asset composition to achieve the investment objectives is reviewed as necessary whenever the conditions at the time of formulation change. Corporate pension funds fall under the category of related parties.

(vi) Effect of asset ceiling

Changes in the impact of the asset ceiling are as follows.

	(Millions of yen)	
	FY2024	FY2025
	(From April 1, 2024 to March 31, 2025)	(From April 1, 2025 to March 31, 2026)
Effect at the beginning of period	17,504	22,046
Interest cost	293	546
Remeasurements of defined benefit plans		
Changes in effect of asset ceiling	4,248	8,371
Changes in the scope of consolidation	-	867
Other	-	169
Effect at the end of period	22,046	32,000

When a defined benefit plan is overfunded, the defined benefit asset (retirement benefit asset) recognized in the consolidated statement of financial position uses the present value of the available future economic benefits in the form of reduced future contributions to the defined benefit plan as the asset ceiling amount.

(2) Defined contribution plan

The amounts recognized as expenses for the defined contribution plan were 4,317 million yen in fiscal 2024 and 4,367 million yen in fiscal 2025. Welfare insurance premiums are accounted for in the same way as the defined contribution plan and included in employee benefit expenses.

(3) Employee benefit expenses

The total employee benefit expenses were included in “Cost of sales” and “Selling, general and administrative expenses” in the consolidated statement of profit or loss for fiscal 2024 and fiscal 2025 and amounted to 155,527 million yen and 160,782 million yen, respectively.

21. Share-based Payment

The Company has introduced a restricted stock compensation plan to incentivize the sustained improvement of corporate value and to achieve closer alignment of values with those of the shareholders. Under the plan, the following eligible persons pay all monetary claims provided by the Company as assets contributed in kind, and receive issuance or disposal of common shares of the Company.

(1) Restricted stock compensation plan for officers

(I) The details of the plan are as follows.

Eligibility	Company directors (excluding outside directors) and executive officers who do not concurrently serve as directors of the Company (collectively, "Eligible Directors")
Transfer restriction period	The period from the allotment date until the retirement from a position predetermined by the Board of Directors of the Company
Conditions for lifting transfer restrictions	Restriction is lifted upon expiration of the transfer restriction period
Acquisition by the Company without compensation	If an eligible director resigns from a position predetermined by the Board of Directors before the expiration of the period from the commencement date of the transfer restriction period until the conclusion of the first subsequent ordinary general meeting of shareholders, the Company shall acquire the allotted shares without compensation, except in the case of expiration of term of office, death, or other justifiable reason.

(II) Number and fair value of shares granted during the period

Details of the restricted stock granted in the previous and current fiscal year are as follows.

The fair value per share on the grant date is measured based on the closing price of the Company's common shares on the Tokyo Stock Exchange on the business day prior to the date immediately preceding the grant date .

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Grant date	June 21, 2024	June 27, 2025
Number of restricted shares granted	Ordinary shares of the Company 17,078 shares	Ordinary shares of the Company 17,864 shares
Fair value per share on grant date	2,788.5 yen	2,766 yen

(Note) Expected dividends have not been factored into the fair value measurement.

(III) Share-based payment costs

Share-based payment costs are included in selling, general & administrative expenses in the consolidated statement of profit or loss. The amounts were 45 million yen of the previous fiscal year and 48 million yen for the current fiscal year.

(2) Restricted stock compensation plan for employees

(I) The details of the plan are as follows.

Eligibility	Eligible Company employees who are members of the shareholding association
Transfer restriction period	From November 1, 2024 until October 31, 2027
Conditions for lifting transfer restrictions	The transfer restrictions will be lifted when the transfer restriction period lapses, with respect to all of the allotted shares held by the eligible employees who have been a member of the shareholding association continuously during the transfer restriction period.
Acquisition by the Company without compensation	In the event that the eligible employee violates laws or regulations during the transfer restriction period, or for any other reason specified in the allocation agreement, the Company shall acquire all of the allotted shares held by the eligible employee at the time without compensation. In addition, the Company will acquire, without compensation, the allotted shares for which the transfer restriction will not be lifted when the transfer restriction period lapses, or when the transfer restrictions are removed on account of the eligible employee ceasing to be a member of the shareholding association or resident of Japan.

(II) Number and fair value of shares granted during the period

Details of the restricted stock granted in the current fiscal year are as follows.

The fair value per share on the grant date is measured based on the closing price of the Company's common shares on the Tokyo Stock Exchange on the business day prior to the date immediately preceding the grant date .

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Grant date	October 30, 2024	-
Number of restricted shares granted	Ordinary shares of the Company 168,120 shares	-
Fair value per share on grant date	2,615.0 yen	-

(III) Share-based payment costs

Share-based payment costs are included in cost of sales and selling, general & administrative expenses in the consolidated statement of profit or loss. The amounts were 61 million yen of the previous fiscal year and 146 million yen for the current fiscal year.

22. Provisions

The breakdown of provisions and changes in provisions are as follows.

	Warranty provision	Asset retirement obligation	Other provisions	(Millions of yen) Total
April 1, 2024	1,595	3,078	4,381	9,055
Increase during the period	762	258	3,861	4,882
Decrease during the period (intended use)	(346)	-	(6,181)	(6,527)
Decrease during the period (reversal)	(12)	(102)	(2)	(117)
Exchange differences on translation of foreign operations	(27)	(29)	(15)	(72)
March 31, 2025	1,971	3,205	2,044	7,220
Increase during the period	1,037	292	845	2,175
Decrease during the period (intended use)	(941)	-	(850)	(1,791)
Decrease during the period (reversal)	-	(385)	(76)	(461)
Changes in the scope of consolidation	1,190	29	55	1,275
Exchange differences on translation of foreign operations	100	152	159	412
March 31, 2026	3,357	3,294	2,177	8,830

The warranty provision is recognized as a provision for the amount expected to be spent for future free-of-charge repairs. Most of the expenditures are expected to be addressed and spent within one year of occurrence, but some expenditures are expected to be made over several years due to the time required for product recalls and similar measures.

The asset retirement obligation is recognized as provisions for the expected future expenditures of restoring plant facilities and the like used by the Group to original condition and removing hazardous substances. Although we expect to incur most of these expenditures at least one year after closing, they will be affected by future business plans and the like.

23. Equity and Other Equity Items

(1) Number of shares authorized

The number of shares authorized is as follows.

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Number of shares authorized	200,000,000	200,000,000

(2) Total number of shares issued

The authorized number of shares is as follows: All shares issued by the Company are common shares, which have no restrictions on shareholders' rights and no par value. All issued shares are fully paid.

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Total number of shares issued		
Balance at beginning of period	127,614,147	127,614,147
Increase/decrease during the period	-	(10,000,000)
Balance at end of period	127,614,147	117,614,147

(Note) The decrease in the number of shares issued in fiscal 2025 is due to the decrease from the cancellation of treasury shares.

(3) Treasury shares

The number of treasury shares is as follows.

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Number of treasury shares	555,116	483,705

(4) Capital surplus

The details of capital surplus are as follows.

(i) Capital reserve

The Companies Act in Japan stipulates that at least one-half of the amount to be paid or delivered upon the issuance of shares shall be incorporated into share capital, and the amount not to be accounted for as share capital shall be accounted for as capital reserve.

(ii) Other capital surplus

Changes in ownership interests in subsidiaries that do not involve a loss of control are treated as equity transactions, and the difference resulting from changes in the Company's ownership interests in subsidiaries is recorded as other capital surplus.

(5) Retained earnings

The details of retained earnings are as follows.

(i) Retained earnings reserve

The Companies Act in Japan stipulates that one-tenth of the amount to be appropriated as dividends from capital surplus excluding capital reserve and from retained earnings excluding retained earnings reserve shall be transferred to capital reserve or retained earnings reserve, respectively, until the total amount of capital reserve and retained earnings reserve equals one-fourth of share capital. Certain foreign subsidiaries are also required to make similar accumulations in accordance with local laws.

(ii) Other retained earnings

This is the cumulative amount of profit earned by the Group.

(6) Description and purpose of other components of equity

(i) Exchange differences on translation of foreign operations

These are translation differences arising from the consolidation of financial statements of foreign subsidiaries prepared in foreign currencies.

(ii) Equity instruments measured at fair value through other comprehensive income

These are the valuation differences for fair values of equity instruments measured at fair value through other comprehensive income.

(iii) Remeasurements of defined benefit plans

Remeasurements of defined benefit plans are the effect of differences between actuarial assumptions and actual results at the beginning of the period and the effect of changes in actuarial assumptions. This is recognized in other comprehensive income as incurred and transferred immediately from other components of equity to retained earnings.

24. Dividends

The amount of dividends paid is as follows.

FY2024 (From April 1, 2024 to March 31, 2025)

Date of resolution	Total dividends (Millions of yen)	Dividends per share (yen)	Record date	Effective date	Source of dividends
Board of Directors meeting held on April 26, 2024	7,242	57.00	March 31, 2024	May 30, 2024	Retained earnings
Board of Directors meeting held on October 31, 2024	6,353	50.00	September 30, 2024	November 26, 2024	Retained earnings

FY2025 (From April 1, 2025 to March 31, 2026)

Date of resolution	Total dividends (Millions of yen)	Dividends per share (yen)	Record date	Effective date	Source of dividends
Board of Directors meeting held on April 25, 2025	6,998	55.00	March 31, 2025	May 29, 2025	Retained earnings
Board of Directors meeting held on October 31, 2025	6,362	50.00	September 30, 2025	November 26, 2025	Retained earnings

Dividends whose effective dates are in the following year are as follows.

FY2024 (From April 1, 2024 to March 31, 2025)

Date of resolution	Total dividends (Millions of yen)	Dividends per share (yen)	Record date	Effective date	Source of dividends
Board of Directors meeting held on April 25, 2025	6,998	55.00	March 31, 2025	May 29, 2025	Retained earnings

FY2025 (From April 1, 2025 to March 31, 2026)

Date of resolution	Total dividends (Millions of yen)	Dividends per share (yen)	Record date	Effective date	Source of dividends
Board of Directors meeting held on April 28, 2026	10,318	88.00	March 31, 2026	May 29, 2026	Retained earnings

25. Revenue

(1) Disaggregation of revenues

(i) Revenue from contracts with customers and other sources

(Millions of yen)

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Revenue from contracts with customers	1,050,048	1,126,296
Revenue from other sources	9,749	20,476
Total	1,059,798	1,146,772

(Note) Revenue from other sources is revenue in accordance with IFRS 16.

(ii) Relationship between disaggregated revenue and segment revenue

(Millions of yen)

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Safety systems	414,113	454,965
Interiors and exteriors	341,581	354,067
Functional components	177,949	187,084
Weatherstrips	116,404	120,396
Other	-	9,782
Total	1,050,048	1,126,296

The Group manufactures and sells mainly safety systems, interiors and exteriors, functional components, and weatherstrips, and its main customers are Japanese and foreign automobile manufacturers and automotive parts manufacturers.

Performance obligations for revenue recorded for automobile manufacturers and automotive parts manufacturers, who are the Group's major customers, are satisfied after the Group's products complete the acceptance inspection by the customer, at which time revenue is recorded.

This is because control of the product is considered to have been transferred when the Group's product is delivered to the customer's designated location and inspected, at which point the customer is able to use the product at their own discretion and derive benefit from it.

Payment is generally received within three months after inspection and acceptance of the product, which is the point at which the performance obligation is satisfied.

Revenue from the sale of products is measured at the amount of consideration under the sales contract, less discounts and other items.

While revenues recorded based on provisional unit prices mainly fall under variable consideration, no material difference has arisen between these and the finalized unit prices.

Revenue by region is shown in Note "6. Segment Information." In addition, revenues generated from other sources are primarily from the Japan segment.

(2) Contract balances

The breakdown of receivables from contracts with customers and contract assets is as follows.

(Millions of yen)

	Balance as of April 1, 2024	Balance as of March 31, 2025	Balance as of March 31, 2026
Receivables from contracts with customers	152,804	157,298	181,848
Contract assets	107	140	807
Contract liabilities	-	-	260

Contract assets relate to consideration for work that has not been completed as of the reporting date, primarily for subcontracted design contracts for automotive parts and pipeline rehabilitation work in other businesses. Contract assets are transferred to receivables when the work is completed.

Contract liabilities relate primarily to consideration received prior to performance under contracts for pipeline rehabilitation work in other businesses. Contract liabilities are transferred to revenue as the contracted performance obligation is satisfied.

The revenue amount recognized from performance obligations satisfied (or partially satisfied) in previous fiscal years was not material.

(3) Transaction price allocated to remaining performance obligations

The table below shows the total amount of transaction prices allocated to remaining performance obligations at the end of the fiscal year ended March 31, 2026, and the period over which the associated revenue is expected to be recognized. Note that the Group applies the practical expedient to omit disclosure of transaction prices allocated to remaining performance obligations for contracts where the initial expected duration is Within one year.

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Within one year	-	3,135
Over one year	-	3,175
Total	-	6,310

(4) Assets recognized from the cost of fulfilling the contract

Assets recognized from the cost of fulfilling the contract are as follows.

(Millions of yen)

	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Assets recognized from the cost of fulfilling the contract	29,637	28,513

Assets recognized from the cost of fulfilling the contract are those that are directly related to that contract or to a specifically identifiable contract, that create or increase resources that will be used in the future to satisfy performance obligations, and that are expected to be recovered.

Assets recognized from the cost of fulfilling the contract are mainly included in “Other non-current assets” in the consolidated statement of financial position. Amortization expenses, which amounted to 7,839 million yen in fiscal 2024 and 7,877 million yen in fiscal 2025, are amortized in proportion to the revenue earned from the performance of the contracts. These are mainly included in “Cost of sales” in the consolidated statement of profit or loss. No impairment loss was recognized in either fiscal 2023 or fiscal 2024.

26. Selling, General and Administrative Expenses

Major expenses included in selling, general and administrative expenses are as follows.

(Millions of yen)

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Packing and transport charges	5,903	6,780
Product warranty provisions	619	678
Salary and benefits	32,623	35,790
Welfare expenses	4,422	4,819
Retirement benefit expenses	3,290	2,980
Depreciation	7,010	7,527
Research and development expenses	9,457	9,865
Other	28,476	34,833
Total	91,805	103,275

27. Other Income and Other Expenses

The breakdown of other income is as follows.

(Millions of yen)

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Gain on sale of fixed assets	53	221
Subsidy income	440	311
Rental income	265	371
Compensation received	763	89
Scrap sales	835	659
Gain on bargain purchase	-	5,252
Other	1,243	1,977
Total	3,602	8,883

The breakdown of other expenses is as follows.

(Millions of yen)

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Loss on sale of fixed assets	895	3,267
Loss on tax purpose reduction entry of fixed assets	118	132
Impairment losses	5,877	5,389
Compensation paid	2,045	876
Loss on valuation of investment securities	1,127	-
Loss on step acquisition	-	1,071
Other	2,228	1,494
Total	12,293	12,230

28. Finance Income and Finance Costs

The breakdown of finance income is as follows.

(Millions of yen)

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Interest income		
Financial assets measured at amortized cost	4,923	4,234
Dividends income		
Financial assets measured at fair value through profit or loss	112	10
Equity instruments measured at fair value through other comprehensive income	928	1,230
Gains on foreign currency translation	-	5,831
Other	0	12
Total	5,963	11,320

The breakdown of finance costs is as follows.

(Millions of yen)

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Interest expenses		
Financial liabilities measured at amortized cost	(2,694)	(3,278)
Losses on foreign currency translation	(6,097)	-
Other	(40)	(45)
Total	(8,832)	(3,324)

29. Other Comprehensive Income

The amounts incurred during the period and reclassification adjustments to profit or loss for each item of other comprehensive income and the tax effects are as follows.

FY2024 (From April 1, 2024 to March 31, 2025)

	Amount incurred during the period	Reclassification adjustments	Before tax effect	Tax effect	(Millions of yen) After tax effect
Items that will not be reclassified to profit or loss					
Equity instruments measured at fair value through other comprehensive income	(2,107)	-	(2,107)	675	(1,431)
Remeasurements of defined benefit plans	871	-	871	(105)	765
Share of other comprehensive income of investments accounted for using equity method	(243)	-	(243)	-	(243)
Total for items that will not be reclassified to profit or loss	(1,479)	-	(1,479)	570	(909)
Items that may be reclassified to profit or loss					
Exchange differences on translation of foreign operations	(1,954)	-	(1,954)	-	(1,954)
Share of other comprehensive income of investments accounted for using equity method	66	-	66	-	66
Total for items that may be reclassified to profit or loss	(1,887)	-	(1,887)	-	(1,887)
Total	(3,367)	-	(3,367)	570	(2,797)

FY2025 (From April 1, 2025 to March 31, 2026)

	Amount incurred during the period	Reclassification adjustments	Before tax effect	Tax effect	(Millions of yen) After tax effect
Items that will not be reclassified to profit or loss					
Equity instruments measured at fair value through other comprehensive income	(2,883)	-	(2,883)	899	(1,984)
Remeasurements of defined benefit plans	3,788	-	3,788	(1,125)	2,663
Share of other comprehensive income of investments accounted for using equity method	(175)	-	(175)	-	(175)
Total for items that will not be reclassified to profit or loss	730	-	730	(226)	503
Items that may be reclassified to profit or loss					
Exchange differences on translation of foreign operations	24,085	(91)	23,994	-	23,994
Share of other comprehensive income of investments accounted for using equity method	688	-	688	-	688
Total for items that may be reclassified to profit or loss	24,774	(91)	24,682	-	24,682
Total	25,504	(91)	25,413	(226)	25,186

30. Earnings per Share

Basis of calculation for basic earnings per share and diluted earnings per share during the period is as follows.

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Basis of calculation for basic earnings per share		
Profit attributable to owners of parent (millions of yen)	36,331	62,009
Profit not attributable to common shareholders of parent (millions of yen)	-	-
Profit for the period used for calculation of basic earnings per share (millions of yen)	36,331	62,009
Weighted-average number of common shares outstanding (thousands of shares)	127,036	125,496
Basic earnings per share (yen)	286.00	494.11
Basis of calculation for diluted earnings per share		
Profit for the period used for calculation of basic earnings per share (millions of yen)	36,331	62,009
Profit for the period adjustment (millions of yen)	-	-
Profit for the period used for calculation of diluted earnings per share (millions of yen)	36,331	62,009
Weighted-average number of common shares outstanding (thousands of shares)	127,036	125,496
Increase in common shares due to transfer-restricted share- based remuneration plan (thousands of shares)	65	125
Weighted-average number of diluted common shares outstanding (thousands of shares)	127,102	125,621
Diluted earnings per share (yen)	285.85	493.62

31. Cash Flow Information

(1) Changes in liabilities arising from financing activities

Changes in liabilities arising from financing activities are as follows.

FY2024 (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	April 1, 2024	Changes with cash flows	Changes without cash flows			March 31, 2025
			New leases	Foreign exchange fluctuations	Other	
Short-term borrowings	4,583	(3,321)	-	(27)	-	1,234
Long-term borrowings	118,826	(25,354)	-	(119)	-	93,351
Corporate bonds	14,969	(28)	-	-	-	14,940
Lease liabilities	14,637	(3,397)	4,415	(1,776)	-	13,878
Derivative liabilities	377	-	-	(22)	(89)	265
Total	153,393	(32,102)	4,415	(1,945)	(89)	123,670

- (Notes) 1. Long-term borrowings include current portion of long-term borrowings.
2. Corporate bonds include those scheduled to mature within one year.
3. Derivatives are held to hedge against foreign exchange and interest rate risk on long-term borrowings.

FY2025 (From April 1, 2025 to March 31, 2026)

(Millions of yen)

	April 1, 2025	Changes with cash flows	Changes without cash flows				March 31, 2026
			New leases	Changes in the scope of consolidation	Foreign exchange fluctuations	Other	
Short-term borrowings	1,234	2,188	-	7,478	(35)	-	10,865
Long-term borrowings	93,351	(12,575)	-	6,518	269	-	87,563
Corporate bonds	14,940	9,955	-	-	12	-	24,908
Lease liabilities	13,878	(3,518)	6,660	413	(833)	-	16,600
Derivative liabilities	265	-	-	-	15	(111)	168
Total	123,670	(3,950)	6,660	14,409	(572)	(111)	140,107

- (Notes) 1. Long-term borrowings include current portion of long-term borrowings.
2. Corporate bonds include those scheduled to mature within one year.
3. Derivatives are held to hedge against foreign exchange and interest rate risk on long-term borrowings.

(2) Significant non-cash transactions

FY2024 (From April 1, 2024 to March 31, 2025)

The increase in right-of-use assets is shown in Note “17. Leases.”

FY2025 (From April 1, 2025 to March 31, 2026)

The increase in right-of-use assets is shown in Note “17. Leases.”

32. Financial Instruments

(1) Capital management

The Group aims to maximize corporate value through sustainable growth while ensuring a sound financial position.

The business funds required for this purpose will be basically financed through operating cash flow by maintaining and strengthening the revenues and cash generation capabilities of the consolidated companies, and will be supplemented by corporate bonds and borrowings as needed.

There are no significant capital controls to which the Group is subject.

(2) Financial risk management

In the course of its management operations, the Group is exposed to financial risks (credit risk, liquidity risk, foreign exchange risk, interest rate risk, and market price fluctuation risk) and manages risks in order to mitigate such financial risks.

The Group uses derivatives transactions to hedge against foreign exchange and interest rate fluctuation risks and does not engage in speculative transactions.

(3) Credit risk management

Credit risk is the risk that a customer will default on a contractual obligation, resulting in financial loss to the Group.

Most of the Group's receivables are due from Toyota Motor Corporation and its group companies and are exposed to the credit risk of the group, but the credit risk is limited due to their high creditworthiness.

The Group sets and manages credit limits for its business partners in accordance with its credit management rules and regulations.

Derivatives are exposed to credit risk of contracted financial institutions. The use of derivatives is limited to highly rated financial institutions and their credit risk is limited.

The carrying amount of financial assets presented in the consolidated financial statements after impairment represents the maximum exposure of the Group's financial assets to credit risk.

The Group always establishes an allowance for doubtful accounts for trade and lease receivables that do not contain significant financing components in an amount equal to the expected credit loss for the entire period.

Changes in allowance for doubtful accounts are as follows.

	(Millions of yen)	
	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Balance at beginning of period	570	562
Changes in the scope of consolidation	-	35
Increase during the period	93	108
Decrease during the period (intended use)	(2)	(13)
Decrease during the period (reversal)	(95)	(81)
Other increases (decreases)	(4)	52
Balance at end of period	562	662

(4) Liquidity risk management

Liquidity risk is the risk that the Group will be unable to meet its obligations to repay financial liabilities as they fall due.

The Group manages liquidity risk by preparing adequate funds for repayment, securing lines of credit available from financial institutions from time to time, and monitoring cash flow plans and performance on an ongoing basis.

The balances of financial liabilities (including derivative financial instruments) by due date are as follows.

FY2024 (As of March 31, 2025)

	(Millions of yen)						
	Within one year	Over one year but within two years	Over two years but within three years	Over three years but within four years	Over four years but within five years	Over five years	Total
Non-derivative financial liabilities							
Trade and other payables	149,662	-	-	-	-	-	149,662
Bonds and borrowings	19,766	28,745	21,450	30,380	10,282	565	111,190
Lease liabilities	3,375	2,822	1,629	1,483	1,281	3,286	13,878
Derivative financial liabilities							
Derivatives	872	265	-	-	-	-	1,137
Total	173,676	31,833	23,079	31,863	11,563	3,852	275,869

FY2025 (As of March 31, 2026)

	(Millions of yen)						
	Within one year	Over one year but within two years	Over two years but within three years	Over three years but within four years	Over four years but within five years	Over five years	Total
Non-derivative financial liabilities							
Trade and other payables	176,490	-	-	-	-	-	176,490
Bonds and borrowings	45,361	25,304	29,241	10,338	12,230	1,038	123,515
Lease liabilities	4,617	4,684	2,275	1,935	1,104	1,983	16,600
Derivative financial liabilities							
Derivatives	1,746	-	-	-	-	-	1,746
Total	228,215	29,989	31,517	12,273	13,334	3,021	318,352

(5) Foreign exchange risk management

Since the Group operates internationally through investments, equity participation, and the establishment of joint ventures, fluctuations in the exchange rate of the U.S. dollar mainly have a significant impact on our business results.

As for derivative transactions, the Group utilizes principally forward exchange contracts for trade receivables and payables denominated in foreign currencies and currency swaps for borrowings denominated in foreign currencies, to mitigate foreign exchange fluctuation risks.

Forward exchange contracts and other transactions are executed as necessary in accordance with internal management procedures that stipulate transaction authority and other details.

The details of foreign exchange risk in the Group are as follows.

Derivative transactions to which hedge accounting is not applied

	(Millions of yen)					
	FY2024 (As of March 31, 2025)			FY2025 (As of March 31, 2026)		
	Contract amount	Of which, over one year	Fair value	Contract amount	Of which, over one year	Fair value
Forward exchange contract transactions						
Sell:						
U.S. dollar	2,899	1,900	(211)	1,900	-	(168)
Canadian dollar	182	-	1	-	-	-
Euro	2,026	-	1	-	-	-
Currency and interest rate swap transactions						
Currency swap						
Receive JPY/Pay U.S dollar	7,870	7,870	(371)	9,420	9,097	(1,079)
Receive JPY/Pay Chinese yuan	1,111	1,111	(134)	1,247	594	(282)
Receive JPY/Pay Indian rupee	3,440	3,440	(367)	3,343	2,545	(176)
Receive JPY/Pay Brazilian real	-	-	-	914	-	(26)
Total	17,530	14,322	(1,082)	16,825	12,236	(1,733)

Exchange rate sensitivity analysis

The effect on profit before tax of a 1% change in the Japanese yen against the relevant foreign exchange in each fiscal year is as follows. It does not include the effect of translating into yen the assets and liabilities, and revenues and expenses of financial instruments denominated in the functional currency and of foreign operations. Other variable factors are assumed to remain constant.

	(Millions of yen)	
	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Profit before tax		
U.S. dollar	329	361

(6) Interest rate risk management

The Group is exposed to various interest rate risks in the course of its business operations, and in particular, changes in interest rates have a significant impact on borrowing costs.

Floating-rate borrowings are, in principle, subject to interest rate swap agreements, which have substantially the same effect as fixed-rate borrowings. Interest rate swaps are executed as necessary in accordance with internal management procedures that stipulate transaction authority and other details.

There were no floating-rate borrowings in fiscal 2024 or fiscal 2025.

(7) Market price fluctuation risk management

The Group holds equity instruments such as listed shares of companies with which it has business relationships and is exposed to the risk of fluctuations in the market value of such assets. In view of the purpose for which they are held, they are designated as equity instruments measured at fair value through other comprehensive income, which means that fluctuations in their fair value affects other comprehensive income rather than profit or loss.

The Company regularly monitors the fair value and the financial condition of the issuer and reports changes in holdings and fair value to the officer in charge of the accounting department.

The effect on other comprehensive income (before tax effect) of a 10% change in the market price of equity instruments held by the Group as of the end of the period is as follows.

In this analysis, other variable factors are assumed to remain constant.

(Millions of yen)		
	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Other comprehensive income (before tax effect)	2,662	3,149

(8) Fair value of financial instruments

(i) Financial instruments measured at amortized cost

The carrying amounts and fair values of financial instruments measured at amortized cost are as follows.

Financial instruments measured at amortized cost, except for long-term borrowings (including current portion of long-term borrowings) and corporate bonds, are not included in the following table because their carrying amounts are a reasonable approximation of fair value due to their short maturities.

	FY2024 (As of March 31, 2025)		FY2025 (As of March 31, 2026)	
	Carrying amount	Fair value	Carrying amount	Fair value
Long-term borrowings	93,351	91,414	87,563	83,224
Corporate bonds	14,940	14,828	24,908	24,558
Total	108,292	106,242	112,472	107,783

(Note) The fair value hierarchy of financial liabilities measured at amortized cost is Level 2.

The fair value of long-term borrowings is determined based on the present value obtained by discounting the total principal and interest at the interest rate when newly undertaking a similar borrowing. The fair value of corporate bonds is determined based on market prices.

(ii) Financial instruments measured at fair value

For financial instruments measured at fair value, fair value measurements are classified into Level 1, Level 2 or Level 3 according to observability and materiality of inputs used for the measurement.

Level 1: Market value of identical assets or liabilities in an active market

Level 2: Fair value calculated directly or indirectly using observable inputs, other than Level 1

Level 3: Fair value calculated from valuation techniques that include unobservable inputs

The Group recognizes transfers of financial instruments between levels of the fair value hierarchy on the final day of the reporting period in which the transfer or the change in circumstances giving rise to the transfer occurred.

FY2024 (As of March 31, 2025)

	Level 1	Level 2	Level 3	(Millions of yen) Total
Assets:				
Financial assets measured at fair value through profit or loss				
Marketable securities	-	-	1,524	1,524
Derivative assets	-	55	-	55
Equity instruments measured at fair value through other comprehensive income				
Marketable securities	26,613	-	27,431	54,044
Total	26,613	55	28,955	55,625
Liabilities:				
Financial liabilities measured at fair value through profit or loss				
Derivative liabilities	-	1,137	-	1,137
Total	-	1,137	-	1,137

(Note) In the previous consolidated accounting year, we have transferred our holdings from Level 3 to Level 1 due to their listing on the exchange.

FY2025 (As of March 31, 2026)

	Level 1	Level 2	Level 3	(Millions of yen) Total
Assets:				
Financial assets measured at fair value through profit or loss				
Marketable securities	-	-	1,352	1,352
Derivative assets	-	1,042	-	1,042
Equity instruments measured at fair value through other comprehensive income				
Marketable securities	32,447	-	21,091	53,539
Total	32,447	1,042	22,444	55,934
Liabilities:				
Financial liabilities measured at fair value through profit or loss				
Derivative liabilities	-	1,746	-	1,746
Total	-	1,746	-	1,746

(Note) There were no financial instruments that were materially transferred between levels in fiscal 2025.

Level 1 financial instruments are shares issued by a publicly traded company. The fair value of listed shares is based on the value at the end of the period of an active market.

Level 2 financial instruments are forward exchange contracts, interest rate swaps, and currency swaps. The fair value of forward exchange contracts is determined based on forward exchange rates and other factors. The fair value of interest rate swaps and currency swaps is determined using prices quoted by counterparty financial institutions.

The main financial instruments in Level 3 are shares issued by unlisted Japanese companies. The fair value of unlisted shares is calculated based on the market approach, using appropriate valuation techniques such as the comparable listed company method (in which multiples are calculated for various financial indicators against market-based share price for comparable listed companies, with adjustments made as necessary), and the book value net asset method. The unobservable input for the fair value measurement of financial assets classified as Level 3 is the illiquidity discount, and the calculations using the comparable listed company analysis method are based on the comparison of several comparable listed companies on an ongoing basis and also take into account the illiquidity discount, with the illiquidity discount calculated at 30%. The relationship is such that when the illiquidity discount increases, the fair value decreases.

Unobservable inputs may be affected by the outcome of future changes in uncertain economic conditions, which, if they were to be reviewed, could have a significant impact on the fair value of the financial instrument.

A reconciliation of balances at the beginning and end of the period for financial instruments classified as Level 3 is as follows.

(Millions of yen)

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Balance at beginning of period	19,446	28,955
Purchase	2,123	556
Sale	-	(17)
Other comprehensive income (Note 1)	9,037	(6,771)
Profit or loss	(1,402)	(301)
Other (Note 2)	(249)	22
Balance at end of period	28,955	22,444

(Note 1) Gains and losses included in other comprehensive income are those for financial assets measured at fair value through other comprehensive income. These gains and losses are included in “Equity instruments measured at fair value through other comprehensive income” in the consolidated statement of comprehensive income.

(Note 2) The transfer from Other recognized in the previous consolidated fiscal year resulted from the listing of an investee on a stock exchange.

(9) Offsetting financial assets and liabilities

The Group has the legally enforceable right to offset the recognized amounts of certain financial assets and financial liabilities, and has the intention to settle them on a net basis or to realize the asset and settle the liability simultaneously, thus offsetting the financial assets and liabilities and presenting them on a net basis in the consolidated statement of financial position.

The following is a breakdown of the amounts of financial assets and financial liabilities recognized for the same counterparty that were offset in the consolidated statement of financial position and the amounts recognized in the consolidated statement of financial position.

FY2024 (As of March 31, 2025)

(Millions of yen)

	Total financial assets	Total financial liabilities offset in the consolidated statement of financial position	Net financial assets presented in the consolidated statement of financial position
Financial assets			
Trade and other receivables	12,756	(6,038)	6,717
Other financial assets	58,854	(26,292)	32,561

(Millions of yen)

	Total financial liabilities	Total financial assets offset in the consolidated statement of financial position	Net financial liabilities presented in the consolidated statement of financial position
Financial liabilities			
Trade and other payables	89,438	(6,038)	83,399
Bonds and borrowings	101,811	(26,292)	75,518

FY2025 (As of March 31, 2026)

(Millions of yen)

	Total financial assets	Total financial liabilities offset in the consolidated statement of financial position	Net financial assets presented in the consolidated statement of financial position
Financial assets			
Trade and other receivables	11,701	(5,992)	5,709
Other financial assets	59,322	(32,146)	27,175

(Millions of yen)

	Total financial liabilities	Total financial assets offset in the consolidated statement of financial position	Net financial liabilities presented in the consolidated statement of financial position
Financial liabilities			
Trade and other payables	107,076	(5,992)	101,084
Bonds and borrowings	83,765	(32,146)	51,618

33. Major Consolidated Subsidiaries

The breakdown of the major consolidated subsidiaries of the Group as of the end of the fiscal year ended March 31, 2025 is as follows.

Company name	Location	Reportable segments	Percentage of voting rights of the company(%)
Toyoda Gosei North America Corporation	Michigan, United States of America	Americas	100.0
TG Missouri Corporation	Missouri, United States of America	Americas	80.0
TG Kentucky, LLC	Kentucky, United States of America	Americas	100.0
TG Automotive Sealing Kentucky, LLC	Kentucky, United States of America	Americas	100.0
Toyoda Gosei Texas, LLC	Texas, United States of America	Americas	100.0
Toyoda Gosei Holdings Inc.	Quebec, Canada	Americas	100.0
Waterville TG Inc.	Quebec, Canada	Americas	100.0
TG Minto Corporation	Ontario, Canada	Americas	100.0
Toyoda Gosei Automotive Sealing Mexico, S.A. de C.V.	San Luis Potosi, Mexico	Americas	100.0
Toyoda Gosei Irapuato Mexico, S.A. de C.V.	Guanajuato, Mexico	Americas	91.4
Ashimori Industria De Mexico S.A. de C.V.	Guanajuato, Mexico	Americas	100.0
GDBR Industria e Comercio de Componentes Quimicos e de Borracha Ltda.	Sao Paulo, Brazil	Americas	94.8
Pecval Industria Ltda.	Sao Paulo, Brazil	Americas	95.0
Toyoda Gosei Czech, s.r.o.	Klasterec Nad Ohri, Czech Republic	Europe & Africa	80.0
Toyoda Gosei(China) Investment Co., Ltd.	Shanghai, China	China	100.0
Tianjin Toyoda Gosei Co., Ltd.	Tianjin, China	China	90.1
Toyoda Gosei (Zhangjiagang) Co., Ltd.	Zhangjiagang Free Trade Zone, Jiangsu Province, China	China	100.0
Toyoda Gosei (Foshan) Rubber Parts Co., Ltd.	Foshan City, Guangdong Province, China	China	70.0
Toyoda Gosei (Foshan) Auto Parts Co., Ltd.	Foshan City, Guangdong Province, China	China	95.0
Toyoda Gosei Star Light(Tianjin) Auto Parts Co.,Ltd.	Tianjin, China	China	100.0
Toyoda Gosei Asia Co., Ltd.	Chonburi, Thailand	Asia	100.0

Company name	Location	Reportable segments	Percentage of voting rights of the company(%)
Toyoda Gosei (Thailand) Co., Ltd.	Chonburi, Thailand	Asia	78.5
Toyoda Gosei Rubber (Thailand) Co., Ltd.	Samutsakorn, Thailand	Asia	70.0
Toyoda Gosei Haiphong Co., Ltd.	Haiphong City, Vietnam	Asia	95.0
PT Toyoda Gosei Indonesia	Jawa Barat, Indonesia	Asia	80.0
Toyoda Gosei Uno Minda India Pvt. Ltd.	Alwar Rajasthan, India	India	50.1
Toyoda Gosei South India Pvt. Ltd.	Ramanagara Taluk, India	India	95.0
Ashimori India Pvt. Ltd.	Alwar Rajasthan, India	India	100.0
Ashimori Industry Co.,Ltd	Settsu, Osaka	Japan	100.0
Ichiei Kogyo Co., Ltd.	Ichinomiya, Aichi	Japan	65.0
Toyoda Gosei Hinode Co., Ltd.	Yokkaichi, Mie	Japan	100.0
Hoshin Gosei Co., Ltd.	Nakagawa, Kamiina-gun, Nagano	Japan	100.0
TG Opseed Co., Ltd.	Chuo-ku Hamamatsu, Shizuoka	Japan	100.0
Toyoda Gosei East Japan Co.,Ltd.	Kurihara, Miyagi	Japan	100.0
Toyoda Gosei Kyushu Co., Ltd.	Miyawaka, Fukuoka	Japan	100.0

34. Related Parties

(1) Related party transactions

Transactions between the Group and related parties are as follows.

Terms and conditions of transactions with related parties are determined by presenting a suggested price in consideration of market price and total cost, and negotiating the price every term.

FY2024 (From April 1, 2024 to March 31, 2025)

(Millions of yen)				
Category	Company name, etc.	Transaction	Transaction amount	Outstanding amount
Entity with significant influence over the Group	Toyota Motor Corporation and its subsidiaries	Sales of automotive parts, etc.	606,956	74,345

FY2025 (From April 1, 2025 to March 31, 2026)

(Millions of yen)				
Category	Company name, etc.	Transaction	Transaction amount	Outstanding amount
Entity with significant influence over the Group	Toyota Motor Corporation and its subsidiaries	Sales of automotive parts, etc.	665,003	86,399

(2) Compensation for key management personnel

Compensation to directors and Audit & Supervisory Board members of the Company is as follows.

(Millions of yen)				
		FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)	
Basic compensation		371	379	
Bonuses		117	153	
Share-based payment		31	31	
Total		520	564	

35. Commitments

Commitments related to expenditures subsequent to the end of the period are as follows.

(Millions of yen)		
	FY2024 (As of March 31, 2025)	FY2025 (As of March 31, 2026)
Acquisition of property, plant and equipment	9,198	8,568

36. Subsequent Events

(Stock Split and Partial Amendment to the Articles of Incorporation)

At a meeting of the Board of Directors held on April 28, 2026, Toyoda Gosei Co., Ltd. (the “Company”) resolved to implement a stock split, and accordingly, partially amend the Articles of Incorporation.

(1) Stock split

(i) Purpose of the Stock Split

The purpose is to reduce the minimum investment price through the stock split, thereby creating an environment where it is easier to invest in the Company’s shares and expanding its investor base, as well as increasing the liquidity of the Company’s shares.

(ii) Summary of the Stock Split

(A) Method of the Stock Split

With September 30, 2026 (Wednesday) as the record date, each share of common stock held by shareholders recorded in the final shareholder register as of the record date will be split into five shares.

(B) Number of Shares to be increased by the Stock Split

Total number of issued shares before the stock split	117,614,147 shares
Number of shares to be increased by the stock split	470,456,588 shares
Total number of issued shares following the stock split	588,070,735 shares
Total number of authorized shares following the stock split	1,000,000,000 shares

(iii) Schedule of the Stock Split

Public notice of record date (tentative)	September 15, 2026
Record date	September 30, 2026
Effective date	October 1, 2026

(iv) Impact on Per Share Information

Per share information, assuming that the share split had been implemented at the beginning of the previous fiscal year, is as follows.

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)
Equity per share attributable to owners of the parent (yen)	854.13	970.82
Basic earnings per share (yen)	57.20	98.82
Diluted earnings per share (yen)	57.17	98.72

(2) Partial Amendment to the Articles of Incorporation

(i) Reason for the Amendment

In connection with the stock split, an associated part of the Articles of Incorporation will be amended effective October 1, 2026 in accordance with Article 184, Paragraph 2 of the Companies Act.

(ii) Details of the Amendment

(Underlined parts indicates the amendments.)

Current Articles of Incorporation	Proposed Amendments
(Total Number of Authorized Shares) Article 6 The total number of authorized shares of the Company shall be <u>200,000,000 shares</u> .	(Total Number of Authorized Shares) Article 6 The total number of authorized shares of the Company shall be <u>1,000,000,000 shares</u> .

(iii) Schedule of the Amendment

Date of Resolution of the Board of Directors	April 28, 2026
Effective date	October 1, 2026

(3) Dividends

Since the effective date of this stock split is October 1, 2026, the interim dividend for the fiscal year ending March 31, 2027, which has a dividend record date of September 30, 2026, will be applied to the shares of common stock before the stock split.

(4) Others

There will be no change in the amount of stated capital as a result of this stock split.

(2) 【Other】

Quarterly information in the fiscal year ended March 31, 2026

(Cumulative period)	First quarter	Second quarter	Third quarter	Full year
Revenue (Millions of yen)	260,417	535,645	830,618	1,146,772
Profit before taxes (Millions of yen)	18,233	35,704	60,437	90,221
Profit attributable to owners of the parent (Millions of yen)	13,473	27,730	43,893	62,009
Basic earnings per share (Yen)	106.04	218.22	345.38	494.11

(Accounting period)	First quarter	Second quarter	Third quarter	Fourth quarter
Quarterly basic earnings per share (Yen)	106.04	112.18	127.16	148.73

(Note) The Company prepares quarterly financial information for the first and third quarters in accordance with the rules established by the stock exchange, but such quarterly financial information is not subject to reviews.



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