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24-April, 2025

Consolidated Financial Results
for the Fiscal Year Ended March 31, 2025
(Under Japanese GAAP)

Company name: TOKAI RIKA CO., LTD
Listing: Tokyo Stock Exchange and Nagoya Stock Exchange
Securities code: 6995
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Scheduled date to annual general meeting of shareholders: 13-June, 2025
Scheduled date to commence dividend payments: 27-May, 2025
Scheduled date to file annual securities report: 10-June, 2025
Preparation of supplementary material on quarterly financial results: Yes
Holding of quarterly financial results briefing: None

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended March 31, 2025, (from April 1, 2024 to March 31, 2025)

(1) Consolidated operating results (cumulative) (Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	617,660	(0.9)	35,439	23.0	34,479	(12.9)	27,808	11.9
March 31, 2024	623,558	12.7	28,822	73.0	39,592	64.5	24,850	128.0

Note: Comprehensive income For the fiscal year ended March 31, 2025 5,923 million [-90.9%]
For the fiscal year ended March 31, 2024 65,253 million [297.4%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	328.34	-	8.8	6.7	5.7
March 31, 2024	276.80	-	8.3	8.1	4.6

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	510,942	337,877	61.9	3,716.86
March 31, 2024	519,718	339,488	61.2	3,037.31

Reference: Equity

As of March 31, 2025 ¥316,079 million

As of March 31, 2024 ¥317,867 million

(2) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at the end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2025	39,312	(26,172)	(7,980)	74,609
March 31, 2024	53,266	(31,474)	(22,574)	69,384

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
March 31, 2024	-	36.00	-	39.00	75.00	6,586	27.1	2.2
March 31, 2025	-	45.00	-	50.00	95.00	8112	28.9	2.5
March 31, 2026 (Forecast)	-	45.00	-	50.00	95.00		57.7	

Notes: Revisions to the forecast of cash dividends most recently announced: None

3. Consolidated earnings forecast for the fiscal year ending March 31,2026(from April 1, 2025 to March 31, 2026)

(Percentages indicate the changes of the same period of the previous year.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	580,000	(6.1)	20,000	(43.6)	20,000	(42.0)	14,000	(49.7)	164.55

* Notes

(1) Significant changes in the scope of consolidation during the period: None

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i)Changes in accounting policies due to revisions to accounting standards and other regulations: Yes

(ii)Changes in accounting policies due to other reasons: None

(iii)Changes in accounting estimates: None

(iv)Restatement: None

(3) Number of issued shares (common shares)

(i)Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2025 94,234,171 shares

As of March 31, 2024 94,234,171 shares

(ii)Number of treasury shares at the end of the period

As of March 31, 2025 9,195,446 shares

As of March 31, 2024 9,654,293 shares

(iii)Average number of shares outstanding during the period

Year ended March 31, 2025 84,695,363 shares

Year ended March 31, 2024 89,775,746 shares

*The number of treasury stock deducted from the calculation of the number of treasury stock at the end of the fiscal year ended March 31, 2025 and the average number of shares during the fiscal year (accumulated) includes the Company's shares held by the Employee Stock Grant Trust.

【Reference】Overview of non-consolidated financial results

1. Non-Consolidated financial results for the fiscal year ended March 31, 2025, (from April 1, 2024 to March 31, 2025)

(1) Non-Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended								
March 31, 2025	267,427	(0.9)	(2,642)	-	22,037	17.9	23,657	39.7
March 31, 2024	269,953	16.0	(12,176)	-	18,691	55.3	16,937	95.7

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2025	279.32	-
March 31, 2024	188.66	-

(2) Non-Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
Fiscal year ended	Millions of yen	Millions of yen	%	Yen
March 31, 2025	306,226	192,442	62.8	2,263.00
March 31, 2024	300,060	184,351	61.4	2,179.61

Reference: Equity

As of March 31, 2025 ¥192,442 million

As of March 31, 2024 ¥184,351 million

* Review of the Japanese-language originals of the attached consolidated quarterly financial statements by certified public accountants or an audit firm: None

* Proper use of earnings forecasts, and other special matters

The above forward-looking statements are prepared based on judgment and assumption from information currently available to the Company.

These statements do not purport that the Company pledges to realize such statements. Actual business results may differ from the forecast figures due to various factors such as uncertainties of the information, future economic conditions, stock prices and exchange rates trends.

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1 . Financial Results and Position

(1) Consolidated Financial Results for FY2025

1) Progress and Results of the Business

【Economic Conditions】

During the consolidated fiscal year under review, the global economy continued to face a high degree of uncertainty, although it maintained steady growth against a backdrop of changes in monetary policy and other factors.

【Automotive Industry】

In the automotive industry, despite stable growth in India, there are concerns about intensifying competition and low growth in the Chinese market, and economic stagnation in the ASEAN countries as a whole.

【Initiatives】

Tokai Rika Group has been making a concerted and continuous effort under the fiscal year policies of "conducting measures focusing on safety, security, and physical and mental health," "ensuring quality that customers continue to choose Tokai Rika," "pioneering and progressive promotion of carbon neutrality and circular economy," "implementing a capital policy centered on stock price and dividends that attracts shareholders," "promoting human capital management," and "management that creates the future of Tokai Rika", and the entire group has made continuous efforts to achieve these goals.

Major topics are as follows.

< Existing Products >

Sales expansion of human interface systems contributed to the expansion of our business.

Our wheel full ornament, which features a newly developed metallic coating that achieves a high level of design and texture in resin comparable to aluminum wheels, was awarded the "Best Technology Development Prize" by Toyota Motor Corporation in recognition of our contribution to improve vehicle aerodynamic performance and weight reduction, and to reduce the number of types of aluminum wheels by standardizing their use.

Furthermore, "Tengo Furai," a system for detecting signs of wheel coming off in large vehicles, was developed based on our existing technologies, and was adopted in the "Verification Study on Wheel Loss Prevention (Hardware Measures) for Large Vehicles" conducted by the Ministry of Land, Infrastructure, Transport and Tourism. In order to contribute to the elimination of accidents involving wheels falling off, we will continue approaching to companies that handle trucks.

< New Business >

Tokai Rika, which provides company car management system called “Bqey”, Global Mobility Service Inc., which owns remote startup control technology for mobility vehicles, and Dai Nippon Printing CO., Ltd, which has a cooperative relationship with each of them, have realized a "system that will not start the engine when the driver drinks" by linking an alcohol checker with a vehicle startup system, and began offering an alcohol interlock function for company vehicles. In addition to reducing the burden of administrative work, the thorough enforcement of alcohol checkers will prevent traffic accidents and help realize a society in which people can live safely and securely.

< New Plant >

We acquired a new factory in Konan City, Kochi Prefecture, to begin production of "BAMBOO+," a biomass composite material containing more than 50% of bamboo fiber, with the aim of utilizing abandoned bamboo forests and contributing to local communities by creating employment.

On the other hand, Tokai Rika Tohoku Corporation, our subsidiary established to expand business in the Tohoku region and contribute to the region through manufacturing, began supplying collated ECUs and shift-by-wire shifters. We are also working to become a company rooted in the community by participating in and enlivening various events in Yokote City.

Overseas, our subsidiary TOKAI RIKA MINDA INDIA Private Limited. started supplying shift levers at its new plant in India, where future economic and automobile market growth is expected, and we are aggressively working to expand transactions.

< Construction of a new building >

We have decided to construct a "New Technology Development Building" on our head office premises to integrate co-creation and manufacturing as part of our efforts to reform the way we work, and are making preparations for its completion in 2027. We will consolidate operations that were previously conducted in different locations, create an environment where each work project can be discussed in the same place, and speed up the launching of new products to realize better work styles for the future.

< Health Management >

Tokai Rika has been selected as one of the "White 500" enterprises in the 2025 Outstanding Organizations of KENKO Investment for Health by the Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi, for the sixth consecutive year. We are working daily to create a company where employees can work with smiles and energy.

< TR SPORTS >

The hardball team participated in the Inter-City Baseball Tournament for the second consecutive year. All employees joined together to support the team both on site and at public viewing events, fostering a sense of unity within the company. At the Paris 2024 Paralympic Games, our athlete Tokito Oda won the gold medal in the singles wheelchair tennis event and the silver medal in the doubles event, becoming the youngest athlete in history to do so.

< SDGs, Environmental and Community Contribution Initiatives >

In recognition of our biodiversity preservation activities, we were certified as an Aichi Biodiversity Certified Company by Aichi Prefecture, which recognizes companies that are actively engaged in biodiversity preservation.

Think Scrap, a sustainable and upcycled brand using seatbelt scraps, has been selling various upcycled products through tie-ups with high schools and welfare facilities in Aichi Prefecture. Think Scrap pen cases and pouches were adopted as hometown tax return gifts from the town of Oguchi-cho, Niwa-gun, Aichi Prefecture, where our headquarter is located in.

< Introduction of an Employee Stock Compensation Plan >

The Company introduced a stock-based compensation program for employees with the aim of enhancing medium to long-term corporate value by fostering a sense of belonging and participation in management, and by raising awareness of the Company's performance and stock price.

< Change in Dividend Policy >

As part of our efforts to enhance corporate value, we reviewed our dividend policy in line with the approach to shareholder returns outlined in our May 2024 Medium-Term Management Plan, and based on the policy of maintaining stable dividends, we set a target dividend on equity (DOE) ratio of 3% and determine the amount of dividends by comprehensively considering our earnings and financial conditions, as well as our consolidated dividend payout ratio and dividend yield.

【Financial Results for FY 2025】

For FY2025, consolidated net sales decreased by 5,898 million yen or 0.9%, year on year, to 617,660 million yen. Consolidated operating income increased by 6,617 million yen or 23.0%, year on year, to 35,439 million yen. Consolidated ordinary income decreased by 5,113 million yen or 12.9%, year on year, to 34,479 million yen. Profit attributable to owners of parent company shareholders increased by 2,958 million yen or 11.9%, year on year, to 27,808 million yen.

Results by segment were as follows.

(Japan)

Net sales decreased by 5,485 million yen or 1.8% year on year, to 307,672 million yen due to a decline in client production volume. Operating income increased by 9,036 million yen to 783 million yen.

(North Americas)

Net sales increased by 598 million yen or 0.4% year on year, to 164,765 million yen due to the impact of yen depreciation. Operating income decreased by 1,585 million yen or 16.4% year on year, to 8,061 million yen due to the impact of price fluctuations.

(Asia)

Net sales decreased by 3,109 million yen or 1.6% year on year, to 192,730 million yen due to a decline in client production volume. Operating income decreased by 1,363 million yen or 5.4% year on year, to 23,964 million yen due to a decline in revenue.

(Others)

Net sales decreased by 190 million yen or 0.4% year on year, to 49,326 million yen. Operating income decreased by 74 million yen or 2.1% year on year, to 3,495 million yen.

2) Issues to be addressed for growth and future initiatives

【Global Situation】

In addition to a further rise in geopolitical risks, the inauguration of the new U.S. administration may possibly force the restructuring of supply chains, and review of production and procurement systems, and a downward swing in global growth rates is expected.

【Future Initiatives】

In May 2024, we clarified our Purpose, company's aspiration and will, Vision, initiatives to realize our aspiration, and Value, guidelines shared by our employees. We are working to achieve both the realization of a better society and further growth of our company for the future.

①Accelerating Challenges in New Business Areas

In order to "create new business opportunities and growth areas" and "promote innovation throughout the organization," we have established a "Creative collaboration team" consisting of members with different skills, knowledge, and perspectives that are not bound by conventional organizational frameworks. This will break down the barriers between departments and realize quick decision-making and high productivity.

②Investment in Future Creation

We are promoting "Future Business Creation Investment" to accelerate the challenge of new technologies and new business fields, and to imagine our future. As part of our "Future Business Creation Investment," we have entered into a capital and business alliance with Meijo Nano Carbon Co.,Ltd. By the combination of Meijo Nano Carbon's high-quality carbon nanotubes and our product development and mass production management capabilities cultivated in our automotive parts business, we will plan, develop, and produce products such as thermoelectric conversion devices using threaded carbon nanotubes, and promptly commercialize and market them in various fields such as automobiles and space.

Moreover, we will expand our storage battery business by investing in NU-Rei Corporation, a Nagoya University venture that possesses innovative technology to improve the performance of lithium-ion batteries.

The Group will strive to enhance its corporate value by aiming to become a company that "contributes to the creation of an affluent society" by providing people-friendly and people-friendly products and services.

【Forecast of Consolidated Financial Results for FY 2026】

Regarding the forecast for consolidated financial results for the fiscal year ending March 31, 2026, we expect net sales revenues of 580,000 million yen, operating income of 20,000 million yen, ordinary income of 20,000 million yen, and net income attributable to parent company shareholders of 14,000 million yen. This forecast assumes average exchange rates through the fiscal year of 135 yen per US\$1 and 155 yen per 1 euro.

The descriptions regarding forecast and other matters contained in this document are based on information currently available to us and certain assumptions that we deem reasonable, and actual performance may differ significantly due to various factors.

(2) Consolidated Financial Position for FY2025

①Financial Position

Assets at the end of the quarter in consolidated accounts were 510,943 million yen, a decline by 8,775 million yen from the end of previous year due to a decline in securities.

Liabilities at the end of the quarter in consolidated accounts were 173,065 million yen, a decline by 7,165 million yen from the end of previous year due to a decline in deferred tax liabilities.

Net assets at the end of the quarter in consolidated accounts were 337,878 million yen, a decline by 1,611 million yen from the end of previous year due to a decline in remeasurements of defined benefit plans.

②Overview of Cash Flow

Cash and cash equivalents (hereinafter referred to as the 'Cash') increased by 2,920 million yen to 69,414 million yen at the end of FY2025 compared with the end of FY2024.

Cash flows from operating activities resulted in a decrease in cash by 13,954 million yen at the end of FY2025 compared with the end of FY2024. This is mainly the result that the provision for accrued product warranty decreased by 13,742 million yen.

Cash flows from investing activities resulted in an increase in cash by 5,274 million yen at the end of FY2025 compared with the end of FY2024. This is mainly the result that income from the sale and redemption of securities decreased by 6,825 million yen.

Cash flows from financial activities resulted in an increase in cash by 14,594 million yen at the end of FY2025 compared with the end of FY2024. This is mainly the result that expenditures due to the acquisition of treasury common stock increased by 14,756 million yen..

(3) Basic Policy on Profit Distribution and Dividends for FY2025 and FY2026

The company considers the interests of our shareholders as one of our important management policies, and based on the continuation of stable dividends, we have established a basic policy for profit distribution that aims for a consolidated dividend payout ratio of 30%, which will be determined by comprehensively taking into account our earnings and financial conditions.

Regarding the dividends for this period, we set the interim dividend at 45 yen per share in November, 2024. For the year-end dividend, we have increased the forecast by 5 yen from the most recent prediction, making it 50 yen per share. The total for the year will be 95 yen per share which is an increase of 20 yen from FY2024.

For FY2026 (forecast), we plan to distribute an annual dividend of 95 yen.

2 . Basic Concept Regarding the Selection of Accounting Standards

Our group prepares its consolidated financial statements in accordance with the "Regulations on the Terms, Formats, and Preparation Methods of Consolidated Financial Statements (excluding Chapters 7 and 8)" (Ministry of Finance Ordinance No. 28 of 1976) to ensure the comparability of periods in the consolidated financial statements and the comparability between companies.

Furthermore, regarding the application of IFRS, we plan to respond appropriately, taking into account domestic and international circumstances.

3 . Financial Results and Position

(1) Consolidated Balance Sheet

Millions of Yen			
ASSETS	As of March 31, 2024	As of March 31, 2025	Increase (Decrease)
CURRENT ASSETS:			
Cash and deposits	73,779	75,074	1,295
Notes and accounts receivable	82,403	81,774	(629)
Electronically recorded monetary claims-opc	13,022	11,823	(1,199)
Marketable securities	4,743	23,198	18,455
Finished goods	25,934	26,131	197
Work-in-process	40,744	41,502	758
Raw materials and supplies	9,617	9,675	58
Other current assets	13,812	16,387	2,575
Less: Allowance for doubtful accounts	(55)	(43)	12
Total current assets	264,002	285,523	21,521
NON-CURRENT ASSETS:			
Tangible non-current assets			
Buildings and structures	39,741	44,280	4,539
Machinery and vehicle	32,408	35,807	3,399
Tools and furniture	10,684	10,084	(600)
Land	15,083	14,043	(1,040)
Tangible lease assets	1,411	2,032	621
Construction in progress	18,979	17,343	(1,636)
Others	46,157	43,502	(2,655)
Intangible non-current assets			
Software	1,999	4,194	2,195
Others	1,688	250	(1,438)
Total intangible non-current assets	3,687	4,445	758
Investments and other assets:			
Investments securities	60,288	32,579	(27,709)
Long-term loans	356	337	(19)
Net defined benefit asset	59,588	50,099	(9,489)
Deferred tax assets	4,224	5,033	809
Others	9,340	9,410	70
Less: Allowance for doubtful accounts	(80)	(79)	1
Total investments and other assets	133,719	97,382	(36,337)
Total noncurrent assets	255,715	225,419	(30,296)
TOTAL	519,718	510,942	(8,776)

Millions of Yen

LIABILITIES AND EQUITY	As of March 31, 2024	As of March 31, 2025	Increase (Decrease)
CURRENT LIABILITIES:			
Notes and accounts payable	51,042	51,306	264
Electronically recorded obligations-operating	11,099	9,605	(1,494)
Short-term lease liabilities	477	375	(102)
Accrued expenses	27,062	26,657	(405)
Income taxes payable	3,342	2,547	(795)
Provision for bonuses to employees	10,932	11,373	441
Provision for Environment(current)	-	1,033	1,033
Provision for product warranty	14,294	12,244	(2,050)
Other provisions	177	194	17
Others	13,432	15,839	2,407
Total current liabilities	131,862	131,179	(683)
NONCURRENT LIABILITIES:			
Bonds payable	10,000	10,000	-
Long-term lease liabilities	770	687	(83)
Deferred tax liabilities	18,670	10,528	(8,142)
Provision for retirement benefits for director	252	270	18
Provision for Environment(fixed)	990	-	(990)
Defined benefit liability	17,467	20,055	2,588
Long-term asset retirement obligations	72	72	-
Others	144	271	127
Total noncurrent liabilities	48,367	41,885	(6,482)
Total liabilities	180,229	173,064	(7,165)
SHAREHOLDERS' EQUITY:			
Capital stock	22,856	22,856	-
Capital surplus	25,640	25,637	(3)
Retained earnings	220,393	241,060	20,667
Treasury stock	(19,964)	(19,001)	963
Total shareholders' equity	248,925	270,552	21,627
ACCUMULATED OTHER COMPREHENSIVE INCOME			
Net unrealized gain on available-for-sale sec	14,633	5,068	(9,565)
Foreign currency translation adjustments	25,871	23,303	(2,568)
Remeasurements of defined benefit plans	28,437	17,151	(11,286)
Total accumulated other comprehens	68,941	45,523	(23,418)
STOCK ACQUISITION RIGHTS			
Total equity	339,488	337,877	(1,611)
TOTAL	519,718	510,942	(8,776)

(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income

(Consolidated Statement of Income)		Millions of Yen	
	Year Ended March 31, 2024	Year Ended March 31, 2025	Increase (Decrease)
NET SALES	623,558	617,660	(5,898)
COST OF SALES	531,983	528,005	(3,978)
Gross profit	91,575	89,654	(1,921)
SELLING, GENERAL AND ADMINISTRATIVE EXPENSES	62,753	54,214	(8,539)
Operating income	28,822	35,439	6,617
NON-OPERATING INCOME			
Interest income	1242	1,266	2,338
Dividend income	601	623	22
Share of profit of entities accounted for	910	707	(203)
Foreign exchange gain	7,388	-	(7,388)
Compensation income	25	440	415
Other	809	957	148
Total non-operating income	10,978	3,996	(6,982)
NON-OPERATING EXPENSES			
Interest expenses	44	43	(1)
Foreign exchange loss	-	4,333	4,333
Other	163	579	416
Total non-operating expenses	207	4,956	4,749
Ordinary income	39,592	34,479	(5,113)
EXTRAORDINARY INCOME			
Gain on sales of non-current assets	-	781	781
Gain on sales of investment securities	732	5,420	4,688
Total extraordinary income	732	6,201	5,469
EXTRAORDINARY LOSS			
Loss on sales and retirement of non-current assets	316	114	(202)
Impairment loss	2,688	375	(2,313)
provision for environment	990	43	(947)
Loss on valuation of investment securities	80	-	(80)
Loss on liquidation of subsidiaries	-	108	108
Total extraordinary loss	4,075	641	(3,434)
INCOME BEFORE INCOME TAXES	36,249	40,039	3,790
INCOME TAXES	8,913	10,440	1,527
Current	12,205	10,687	(1,518)
Deferred	(3,292)	(247)	3,045
PROFIT	27,336	29,599	2,263
PROFIT ATTRIBUTABLE TO NON-CONTROLLING INTERESTS	2,486	1,790	(696)
PROFIT ATTRIBUTABLE TO OWNERS OF PARENT	24,850	27,808	2,958

(Consolidated Statement of Comprehensive Income)

Millions of Yen

	Year Ended March 31, 2024	Year Ended March 31, 2025	Increase (Decrease)
PROFIT	27,336	29,599	2,263
OTHER COMPREHENSIVE INCOME			
Net unrealized gain on available-for-sale securities	7,199	(9,671)	(16,870)
Foreign currency translation adjustments	12,024	(2,605)	(14,629)
Remeasurements of defined benefit plans	18,453	(11,276)	(29,729)
Share of equity method affiliated companies	-		0
Share of other comprehensive income of entities	238	(122)	(360)
Total other comprehensive income	37,916	(23,675)	
COMPREHENSIVE INCOME	65,253	5,923	(59,330)
(Breakdown)			
Comprehensive income attributable to owners of parent	61,583	4,390	(57,193)
Comprehensive income attributable to non-controlling interests	3,669	1,533	(2,136)

(3) Consolidated Statement of Changes in Shareholders' Equity

Year Ended March 31, 2024

Millions of Yen

	Shareholders' equity				
	Common Stock	Capital Surplus	Retained earnings	Treasury common stock, at cost	Total shareholders' equity
Balance at beginning of period	22,856	25,613	201,936	(5,238)	245,167
Change of items during the period					
Cash dividends			(6,393)		(6,393)
Profit attributable to owners of parent			24,850		24,850
Purchase of treasury common stock				(14,756)	(14,756)
Disposal of treasury common stock		4		31	35
Purchase of shares of consolidated subsidiaries		22			22
Net changes of items other than shareholders' equity					-
Total changes of items during the period	-	26	18,457	(14,725)	3,758
Balance at end of period	22,856	25,640	220,393	(19,964)	248,925

	Accumulated other comprehensive income				Non-controlling interests	Total equity
	Net unrealized gain on available-for-sale securities	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total Accumulated other comprehensive income		
Balance at beginning of period	7,700	14,468	10,038	32,208	19,026	296,401
Change of items during the period						
Cash dividends				-		(6,393)
Profit attributable to owners of parent				-		24,850
Purchase of treasury common stock				-		(14,756)
Disposal of treasury common stock				-		35
Purchase of shares of consolidated subsidiaries				-		22
Net changes of items other than shareholders' equity	6,932	11,402	18,398	36,733	2,595	39,328
Total changes of items during the period	6,932	11,402	18,398	36,733	2,595	43,086
Balance at end of period	14,633	25,871	28,437	68,941	21,621	339,488

Year Ended March 31, 2025

Millions of Yen

	Shareholders' equity				
	Common Stock	Capital Surplus	Retained earnings	Treasury common stock, at cost	Total shareholders' equity
Balance at beginning of period	22,856	25,640	220,393	(19,964)	248,925
Change of items during the period					
Cash dividends			(7,141)		(7,141)
Profit attributable to owners of parent			27,808		27,808
Purchase of treasury common stock				(0)	(0)
Disposal of treasury common stock		(27)		963	935
Purchase of shares of consolidated subsidiaries		25			25
Net changes of items other than shareholders' equity					-
Total changes of items during the period	-	(2)	20,667	962	21,627
Balance at end of period	22,856	25,637	241,060	(19,001)	270,552

	Accumulated other comprehensive income				Non-controlling interests	Total equity
	Net unrealized gain on available-for-sale securities	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total Accumulated other comprehensive income		
Balance at beginning of period	14,633	25,871	28,437	68,941	21,621	339,488
Change of items during the period						
Cash dividends				-		(7,141)
Profit attributable to owners of parent				-		27,808
Purchase of treasury common stock				-		(0)
Disposal of treasury common stock				-		935
Purchase of shares of consolidated subsidiaries				-		25
Net changes of items other than shareholders' equity	(9,564)	(2,568)	(11,285)	(23,418)	179	(23,238)
Total changes of items during the period	(9,564)	(2,568)	(11,285)	(23,418)	179	(1,610)
Balance at end of period	5,068	23,303	17,151	45,523	21,801	337,877

(4) Consolidated Statement of Cash Flows

	Millions of Yen	
	Year Ended March 31, 2024	Year Ended March 31, 2025
CASH FLOWS FROM OPERATING ACTIVITIES		
Income before income taxes	36,249	40,039
Depreciation	20,061	20,732
Impairment loss	2,688	375
Increase (Decrease) in allowance for doubtful accounts	(18)	(12)
Increase (Decrease) in accrued bonuses	2,011	455
Increase (Decrease) in accrued bonuses to directors	0	16
Increase (Decrease) in provision for accrued product warranty	11,699	(2,043)
Increase (Decrease) in retirement allowances for	(48)	18
Increase (Decrease) in net defined benefit liability	327	219
Increase (Decrease) in net defined benefit asset	(2,882)	(4,489)
Interest and dividend income	(1,844)	(1,890)
Interest expenses	44	43
Equity in earnings of affiliated companies	(910)	(707)
Foreign exchange gain or loss	(6,318)	3,869
Gain on sales of property, plant and equipment	368	(606)
Gain(Loss) on sales of investment securities	(732)	(5,420)
Increase (Decrease) in notes and accounts receivable	7,223	818
Increase (Decrease) in inventories	2,856	986
Increase (Decrease) in notes and accounts payable	(5,987)	(315)
Increase (Decrease) in consumption taxes payable	(62)	(737)
Others, net	186	(2,291)
Sub - Total	64,912	49,062
Interest and dividend income received	2,003	1,971
Interest expenses paid	(44)	(43)
Income taxes paid	(13,605)	(11,676)
Net cash provided by operating activities	53,266	39,312
CASH FLOWS FROM INVESTING ACTIVITIES		
Disbursement for fixed deposits	(3,998)	(9,983)
Proceeds from fixed deposits	2,517	2,957
Purchases of marketable securities	(46)	-
Proceeds from sales of marketable securities	300	4,743
Purchases of tangible fixed assets	(26,869)	(30,737)
Proceeds from sales of tangible fixed assets	47	1,268
Purchases of investment securities	(3,305)	(1,366)
Proceeds from sales of investment securities	2,000	8,825
Disbursement for originating loans	(249)	(263)
Proceeds from collections of loans	248	271
Others, net	(2,091)	(1,887)
Net cash used in investing activities	(31,446)	(26,172)
CASH FLOWS FROM FINANCING ACTIVITIES		
Lease liabilities paid	(410)	(447)
Dividends paid	(6,391)	(7,140)
Dividends paid to non-controlling interests	(1,048)	(1,324)
Purchases of treasury stock	(14,756)	(0)
Others, net	32	932
Net cash provided by (used in) financing activities	(22,574)	(7,980)
EFFECT OF FOREIGN CURRENCY TRANSLATION	3,674	36
ADJUSTMENTS ON CASH AND CASH EQUIVALENTS		
NET INCREASE(DECREASE) IN CASH AND CASH EQUIVALENTS	2,919	5,195
CASH AND CASH EQUIVALENTS, BEGINNING OF PERIOD	66,494	69,414
CASH AND CASH EQUIVALENTS, END OF PERIOD	69,414	74,609

(5) Notes to the Summary of the Consolidated Financial Statements

(Note on Changes in Accounting Policies)

The Company has applied the Accounting Standard for Current Income Taxes (ASBJ Statement No. 27, October 28, 2022; referred to as the “2022 Revised Accounting Standard”) and other standards from the start of the first quarter of the fiscal year under review.

Regarding revisions to the classification in which income taxes should be recorded (taxation of other comprehensive income), the Company follows the transitional treatment specified in the proviso to paragraph 20-3 of the 2022 Revised Accounting Standard and the transitional treatment specified in the proviso to paragraph 65-2(2) of the Implementation Guidance on Tax Effect Accounting (ASBJ Guidance No. 28, October 28, 2022; referred to as the “2022 Revised Implementation Guidance”).

Also, for revisions relating to reviews of the accounting treatment for consolidated financial statements when gains and losses on sale of shares in subsidiaries and the like resulting from transactions between consolidated companies are deferred for tax purposes, the Company has applied the 2022 Revised Implementation Guidance from the start of the first quarter of the fiscal year under review.

These changes in accounting policies have no impact on the quarterly consolidated financial statements and the consolidated financial statements.

(Additional Information)

(Employee Stock Compensation System)

Our company will strengthen its investment in human resources, which is a key management capital for sustainable growth. By fostering employees' sense of belonging and participation in management, and by raising awareness of our performance and stock price increase, we aim to enhance our medium- to long-term corporate value through the introduction of the employee stock compensation system (hereinafter referred to as "this system") in August 2024.

(1) Overview of the System

This system is an incentive plan in which a trust established by our company (hereinafter referred to as "this trust") acquires our common stock (hereinafter referred to as "our stock") and grants a number of our stocks to employees who meet certain criteria, based on the number of points awarded by the company.

The points are awarded according to the stock grant regulations set by our board of directors, based on the employee's position, etc., and the number of our stocks granted to each employee is determined by the number of points awarded.

Furthermore, the funds for acquiring our stocks through this trust will be fully contributed by the company, so there is no burden on the employees.

The stocks granted will be subject to transfer restrictions until retirement by entering into a transfer restriction agreement between the company and each employee.

(2) Remaining Company Shares in Trust

The company shares remaining in this trust are recorded in the net assets section as treasury stock at their book value in this trust (excluding incidental costs). The book value and number of shares of these treasury stocks at the end of the third quarter consolidated accounting period are 728 million yen and 358 thousand shares, respectively.

(Notes on Segment Information, etc)

【Segment information】

I Outline of reporting segments

Our reporting segments are those for which separate financial information is available among the constituent units of our group, and are regularly reviewed by decision-making bodies for the purpose of determining the allocation of management resources and evaluating performance.

Our group is a specialized manufacturer of automotive parts such as HMI products, seat belts, key locks, and shift levers. In Japan, we have our company, 10 consolidated subsidiaries, and 2 equity-method affiliates, while overseas, we have established 28 consolidated subsidiaries and 3 equity-method affiliates in various locations, each responsible for production and sales.

Therefore, our company has established three reporting segments: "Japan", "North Americas", and "Asia", primarily considering the production and sales systems as well as the quantitative scale.

II The method for calculating of revenue, profit or loss, assets, liabilities, and other items by reporting segment

The accounting treatment of the reporting segments is the same as that described in the "Key Matters Fundamental to the Preparation of Consolidated Financial Statements."

Internal revenues and transfer amounts between segments are determined with due consideration of market prices and other factors.

III Information on revenue and profit or loss amounts by reporting segment

FY2024 (April 1, 2023-March 31, 2024)

(Millions of yen)

	Reporting Segment				Others * 1	Total	Adjustments * 2	Consolidated * 3
	Japan	North Americas	Asia	Total				
Net Sales								
Customers	249,888	163,756	160,812	574,457	49,101	623,558	-	623,558
Intersegment	63,269	410	35,027	98,707	415	99,123	△99,123	-
Total	313,157	164,167	195,839	673,165	49,516	722,682	△99,123	623,558
Segment profit(loss)	△9,819	9,646	25,327	25,153	3,569	28,723	98	28,822
Segment assets	332,237	94,891	115,505	542,634	31,409	574,044	△54,325	519,718
Others								
Depreciation and amortization	7,657	4,683	6,177	18,517	1,350	19,868	193	20,061
Investment amount in equity method affiliates	4,563	864	-	5,428	-	5,428	△1	5,426
Increase in tangible and intangible fixed assets	16,521	5,732	6,233	28,487	1,328	29,816	261	30,078

(Note)

- * 1 “Others” include segments that are not part of the reporting segments and encompasses the business activities of local subsidiaries in Europe and South Americas.
- * 2 (1)“Adjustments” of segment profit(loss) is the elimination of intersegment transactions.
(2)“Adjustments” of segment assets is the corporate assets not allocated to each reporting segment and the elimination of intersegment transactions.
(3)“Adjustments” of depreciation and amortization is the fixed assets that have not been allocated to each reporting segment and due to the elimination of unrealized profits and losses related to corporate assets.
(4)“Adjustments” of Investment amount in equity method affiliates is due to the elimination of unrealized gains and losses related to inventory.
(5)“Adjustments” of Increase in tangible and intangible fixed assets is the fixed assets that have not been allocated to each reporting segment and due to the elimination of unrealized profits and losses related to corporate assets.
- * 3 Segment profit is adjusted with the operating profit from the quarterly consolidated income statement.

FY2025 (April 1, 2024-March 31, 2025)

(Millions of yen)								
	Reporting Segment				Others	Total	Adjustments	Consolidated
	Japan	North Americas	Asia	Total				
Net Sales								
Customers	246,180	164,518	158,209	568,908	48,751	617,660	-	617,660
Intersegment	61,491	246	34,520	96,259	574	96,834	△96,834	-
Total	307,672	164,765	192,730	665,167	49,326	714,494	△96,834	617,660
Segment profit(loss)	△783	8,061	23,964	31,241	3,495	34,737	702	35,439
Segment assets	311,367	90,485	115,247	517,099	29,210	546,310	△35,367	510,942
Others								
Depreciation and amortization	8,159	4,827	6,162	19,148	1,375	20,523	208	20,732
Investment amount in equity method affiliates	4,909	853	0	5,763	0	5,763	△2	5,761
Increase in tangible and intangible fixed assets	19,956	4,594	5,901	30,452	1,516	31,968	209	32,178

(Note)

- * 1 “Others” include segments that are not part of the reporting segments and encompasses the business activities of local subsidiaries in Europe and South Americas.
- * 2 (1)“Adjustments” of segment profit(loss) is the elimination of intersegment transactions.
(2)“Adjustments” of segment assets is the corporate assets not allocated to each reporting segment and the elimination of intersegment transactions.
(3)“Adjustments” of depreciation and amortization is the fixed assets that have not been allocated to each reporting segment and due to the elimination of unrealized profits and losses related to corporate assets.
(4)“Adjustments” of Investment amount in equity method affiliates is due to the elimination of unrealized gains and losses related to inventory.
(5)“Adjustments” of Increase in tangible and intangible fixed assets is the fixed assets that have not been allocated to each reporting segment and due to the elimination of unrealized profits and losses related to corporate assets.
- * 3 Segment profit is adjusted with the operating profit from the quarterly consolidated income statement.

IV Information on impairment losses of fixed assets by reporting segment

FY2024 (April 1, 2023-March 31, 2024)

In the segment of 'Japan', some business environments are challenging, and the book value of production facilities has been reduced to their recoverable amount. The amount of impairment loss recognized is 1,100 million yen for FY2024.

FY2025 (April 1, 2024-March 31, 2025)

In the segment of 'Japan', the amount of impairment loss of 2,688 million yen is recognized for FY2025 due to changes in the use of the assets.

(Information Per Share)

	FY2024 (April 1, 2023-March 31, 2024)	FY2025 (April 1, 2024-March 31, 2025)
Equity per share (yen)	3,758.19	3,716.86
Net income per share (yen)	276.80	328.34
Net income per share after potential shares adjustment	-	-

- * 1 There is no disclosure of diluted net income per share for the current period as there are no potential shares.
- * 2 The Company's shares held by the Employee Stock Grant Trust, which are recorded as treasury stock in shareholders' equity, are included in treasury stock as a deduction in the calculation of the average number of shares outstanding during the fiscal year for the purpose of calculating net income per share, and are also included in treasury stock as a deduction in the calculation of the number of shares outstanding at the end of the fiscal year for the purpose of calculating net assets per share.
The average number of such treasury stock during the period deducted for the calculation of net income per share is 390 thousand shares for the current consolidated fiscal year, and the number of such treasury stock at the end of the period deducted for the calculation of net assets per share is 358 thousand shares for the current consolidated fiscal year.
- * 3 The basis for calculating the net income per share and the diluted net income per share for the current period is as follows.

	FY2024 (April 1, 2023-March 31, 2024)	FY2025 (April 1, 2024-March 31, 2025)
Net income per share		
Net income attributable to parent company shareholders (million yen)	24,850	27,809
Amounts not attributable to common shareholders (million yen)	-	-
Net income attributable to parent company shareholders for common shares (million yen)	24,850	27,809
Weighted-average shares (thousand)	89,775	84,695
Net Income per share after potential shares adjustment		
Adjustment amount of net income attributable to parent company shareholders (million yen)	-	-
Increases of common shares (thousand)	-	-
(New share acquisition rights out of them)	-	-
Overview of potential shares that were not included in the calculation of net income per share after potential share adjustments due to the lack of dilution effect	-	-

(Note on Assumption of Going Concern)

There are no applicable items.

(Significant Subsequent Events)

(Cancellation of Own Shares)

At the meeting of the Board of Directors held on April 24, 2025, the Company resolved to conduct cancellation of a number of its shares pursuant to the provisions of Article 178 of the Companies Act.

(1) Class of shares to be cancelled	Common Stock
(2) Total number of shares to be cancelled	5,000,000 shares (5.3% of the total number of shares issued before cancellation)
(3) Scheduled date of cancellation	May 30, 2025

(Omitted disclosures)

Disclosures of notes regarding changes in scope of consolidation and application of the equity method, consolidated balance sheets, consolidated statement of income and comprehensive income, consolidated statement of changes in net assets, consolidated statement of cash flows, lease transactions, financial instruments, securities, derivative transactions, retirement benefits, stock options, tax effect accounting, business combination, revenue recognition, asset retirement obligations, real estate for lease, and related party information are omitted because we believe this information is not significant enough to be disclosed in this report.

4 . Chenges and Boards of Directors and Auditors

At the Annual General Meeting scheduled for June 13, 2025, we plan to make the following changes to the directors and auditors.

(1) Changes in Directors and Auditors

< Resignation (Auditors) >
Minoru Chida

< New candidate (Auditors) >
Akihiro Deshimaru

(2) Executive Structure of Directors and Auditors after June 13, 2025

< Directors >		〔Directors Total〕 6 members(including 3 Outside members)		※ (Reappointment)	
Representative Director and President	Hiroyoshi Ninoyu	※	Outside Director	Kei Fujioka	※
Representative Director and Vice President	Masahiko Sato	※	Outside Director	Minako Miyama	※
Director	Katsuyuki Imaeda	※	Outside Director	Kazushi Ambe	※

< Auditors >		〔Auditors Total〕 4 members(including 2 Outside members)		※ (Reappointment)	
Auditor	Toshiaki Tsuchiya	※	Outside Auditor	Yoshinori Yamada	※
Auditor	Toshiki Akita	※	Outside Auditor	Akihiro Deshimaru	

< Substitute Auditors >		〔Substitute Auditor Total〕 1 member(including 1 Outside member)	
Outside Auditor	Naoto Uozumi		

5 . Boards of Executive Officer

(1) Structure of Corporate Officer after June 13, 2025

< Corporate Officers >		〔Corporate Officers Total〕 10 members			
President	Hiroyoshi Ninoyu	Corporate Officer	Taketoshi Sakurai	Corporate Officer	Sumikazu Sasaki
Vice President	Masahiko Sato	Corporate Officer	Katsuyuki Imaeda	Corporate Officer	Yoshihiro Sato
Corporate Officer	Kazuhiro Ikai	Corporate Officer	Koichiro Yamagishi		
Corporate Officer	Toshiki Nogami	Corporate Officer	Satoru Ishida		