

All to brighten the world

FURUKAWA
ELECTRIC

FACT BOOK

Financial results for the fiscal year 2025
ended March 31, 2026

<Contents>

- P/L Summary
- Segment
 - 【Net sales】
 - 【Operating profit】
 - 【Operating profit margin on sales】
 - 【CAPEX】
 - 【Depreciation】
 - 【Research and development expenses】
 - 【Total assets】
- Area
 - 【Net sales】
- P/L
- B/S
- Cash flow
- Financial index

(Figures are rounded down to the nearest one million yen)

| P/L Summary | | FY2019 | FY2020 (Restated)* ¹ | FY2021 (Restated)* ¹ | FY2022 (Restated)* ¹ | FY2023 (Restated)* ¹ | FY2024 (Restated)* ^{2,3} | FY2025 |
|--|--|---------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|-----------|
| Net sales | | 914,439 | 811,600 | 930,496 | 1,066,326 | 1,056,528 | 1,201,762 | 1,307,560 |
| Operating profit | | 23,565 | 8,429 | 11,428 | 15,441 | 11,171 | 47,032 | 63,856 |
| Operating profit margin on sales | | 2.6% | 1.0% | 1.2% | 1.4% | 1.1% | 3.9% | 4.9% |
| Share of profit (loss) of entities accounted for using equity method | | 2,458 | -893 | 9,045 | 3,610 | 6,323 | 10,602 | 16,535 |
| Other non-operating profit (loss) | | -3,253 | -2,347 | -807 | -1,793 | -7,227 | -9,128 | -4,533 |
| Ordinary profit | | 22,771 | 5,189 | 19,666 | 17,258 | 10,267 | 48,506 | 75,858 |
| Extraordinary income | | 14,934 | 33,430 | 9,580 | 17,642 | 14,908 | 19,821 | 40,159 |
| Extraordinary losses | | 6,953 | 17,303 | 8,816 | 6,979 | 5,110 | 14,303 | 11,072 |
| Profit (loss) before income taxes | | 30,751 | 21,316 | 20,430 | 27,921 | 20,064 | 54,025 | 104,944 |
| Income taxes | | 11,754 | 9,219 | 7,190 | 10,289 | 11,587 | 16,724 | 29,047 |
| Profit attributable to non-controlling interests | | 1,357 | 2,095 | 3,145 | 1,737 | 1,968 | 3,943 | 3,383 |
| Profit attributable to owners of parent | | 17,639 | 10,001 | 10,093 | 15,894 | 6,508 | 33,357 | 72,514 |

| | | | | | | | |
|---------------------------------|-------|-------|---------|---------|---------|---------|---------|
| Average exchange rate(JPY/US\$) | 108.7 | 106.1 | 112.4 | 135.5 | 144.6 | 152.6 | 150.7 |
| Average cooper price(JPY/kg) | 681.5 | 769.5 | 1,136.1 | 1,209.2 | 1,261.6 | 1,478.3 | 1,695.4 |

| Segment | 【Net sales】 | FY2019 | FY2020 (Restated)* ¹ | FY2021 (Restated)* ¹ | FY2022 (Restated)* ¹ | FY2023 (Restated)* ¹ | FY2024 (Restated)* ^{2,3} | FY2025 |
|----------------------------------|-------------|---------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|-----------|
| Infrastructure | | 280,932 | 259,186 | 296,950 | 323,908 | 278,184 | 309,058 | 370,856 |
| Communications Solutions | | 166,428 | 158,300 | 191,252 | 217,642 | 167,959 | 166,963 | 229,280 |
| Energy infrastructure | | 114,504 | 100,885 | 105,698 | 106,265 | 110,224 | 142,095 | 141,575 |
| Electronics & Automotive Systems | | 509,300 | 433,039 | 500,713 | 610,347 | 653,700 | 736,428 | 765,067 |
| Automotive Products & Batteries | | 257,626 | 235,076 | 249,942 | 337,369 | 379,762 | 409,477 | 397,810 |
| Electronics Component Materials | | 251,674 | 197,962 | 250,770 | 272,977 | 273,938 | 326,951 | 367,257 |
| Functional Products | | 115,877 | 114,680 | 129,998 | 126,481 | 115,423 | 147,030 | 161,089 |
| Service and Developments, etc. | | 50,318 | 38,712 | 34,479 | 31,735 | 31,575 | 34,827 | 42,208 |
| Adjustments | | -41,988 | -34,018 | -31,645 | -26,146 | -22,355 | -25,583 | -31,662 |
| Total | | 914,439 | 811,600 | 930,496 | 1,066,326 | 1,056,528 | 1,201,762 | 1,307,560 |

| Segment | 【Operating profit】 | FY2019 | FY2020 (Restated)* ¹ | FY2021 (Restated)* ¹ | FY2022 (Restated)* ¹ | FY2023 (Restated)* ¹ | FY2024 (Restated)* ^{2,3} | FY2025 |
|----------------------------------|--------------------|--------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|--------|
| Infrastructure | | 1,710 | -2,129 | 5,184 | 8,609 | -11,252 | 5,700 | 21,439 |
| Communications Solutions | | 1,610 | -248 | 3,831 | 6,509 | -12,969 | -4,095 | 11,811 |
| Energy infrastructure | | 100 | -1,881 | 1,352 | 2,100 | 1,716 | 9,796 | 9,627 |
| Electronics & Automotive Systems | | 14,818 | 5,858 | 123 | 4,694 | 18,702 | 32,619 | 33,887 |
| Automotive Products & Batteries | | 10,884 | 4,957 | -4,630 | 1,477 | 15,630 | 27,592 | 27,990 |
| Electronics Component Materials | | 3,933 | 900 | 4,754 | 3,217 | 3,072 | 5,027 | 5,897 |
| Functional Products | | 7,467 | 6,298 | 7,583 | 4,179 | 5,509 | 14,127 | 15,379 |
| Service and Developments, etc. | | -349 | -1,707 | -1,368 | -2,109 | -1,904 | -5,359 | -6,703 |
| Adjustments | | -80 | 110 | -94 | 66 | 116 | -54 | -147 |
| Total | | 23,565 | 8,429 | 11,428 | 15,441 | 11,171 | 47,032 | 63,856 |

| Segment | 【Operating profit margin on sales】 | FY2019 | FY2020 (Restated)* ¹ | FY2021 (Restated)* ¹ | FY2022 (Restated)* ¹ | FY2023 (Restated)* ¹ | FY2024 (Restated)* ^{2,3} | FY2025 |
|----------------------------------|------------------------------------|--------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|--------|
| Infrastructure | | 0.6% | -0.8% | 1.7% | 2.7% | -4.0% | 1.8% | 5.8% |
| Communications Solutions | | 1.0% | -0.2% | 2.0% | 3.0% | -7.7% | -2.5% | 5.2% |
| Energy infrastructure | | 0.1% | -1.9% | 1.3% | 2.0% | 1.6% | 6.9% | 6.8% |
| Electronics & Automotive Systems | | 2.9% | 1.4% | 0.0% | 0.8% | 2.9% | 4.4% | 4.4% |
| Automotive Products & Batteries | | 4.2% | 2.1% | -1.9% | 0.4% | 4.1% | 6.7% | 7.0% |
| Electronics Component Materials | | 1.6% | 0.5% | 1.9% | 1.2% | 1.1% | 1.5% | 1.6% |
| Functional Products | | 6.4% | 5.5% | 5.8% | 3.3% | 4.8% | 9.6% | 9.5% |
| Service and Developments, etc. | | -0.7% | -4.4% | -4.0% | -6.6% | -6.0% | -15.4% | -15.9% |
| Adjustments | | 0.2% | -0.3% | 0.3% | -0.3% | -0.5% | 0.2% | 0.5% |
| Total | | 2.6% | 1.0% | 1.2% | 1.4% | 1.1% | 3.9% | 4.9% |

| Segment | 【CAPEX】 | FY2019 | FY2020 (Restated)* ¹ | FY2021 (Restated)* ¹ | FY2022 (Restated)* ¹ | FY2023 (Restated)* ¹ | FY2024 (Restated)* ^{2,3} | FY2025 |
|----------------------------------|---------|--------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|--------|
| Infrastructure | | 18,428 | 10,329 | 11,384 | 12,921 | 9,757 | 11,577 | 25,432 |
| Electronics & Automotive Systems | | 21,505 | 15,492 | 15,494 | 17,822 | 15,523 | 13,490 | 14,332 |
| Functional Products | | 4,772 | 6,708 | 5,790 | 5,997 | 9,117 | 8,891 | 9,743 |
| Service and Developments, etc. | | 2,599 | 1,940 | 1,415 | 4,351 | 1,898 | 1,978 | 4,176 |
| Adjustments or corporate | | 5,838 | 5,492 | 4,059 | 2,698 | 2,655 | 2,662 | 2,976 |
| Total | | 53,144 | 39,963 | 38,144 | 43,792 | 38,953 | 38,600 | 56,662 |

| Segment | 【Depreciation】 | FY2019 | FY2020 (Restated)* ¹ | FY2021 (Restated)* ¹ | FY2022 (Restated)* ¹ | FY2023 (Restated)* ¹ | FY2024 (Restated)* ^{2,3} | FY2025 |
|----------------------------------|----------------|--------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|--------|
| Infrastructure | | 9,043 | 10,244 | 11,046 | 12,341 | 12,762 | 13,681 | 15,172 |
| Electronics & Automotive Systems | | 13,035 | 13,195 | 13,715 | 16,575 | 16,034 | 16,566 | 15,856 |
| Functional Products | | 4,496 | 4,843 | 5,341 | 5,896 | 5,570 | 6,201 | 6,935 |
| Service and Developments, etc. | | 1,458 | 1,592 | 1,524 | 1,427 | 1,514 | 1,756 | 2,166 |
| Adjustments or corporate | | 1,389 | 2,286 | 2,093 | 2,857 | 3,069 | 3,144 | 3,086 |
| Total | | 29,423 | 32,163 | 33,721 | 39,098 | 38,951 | 41,349 | 43,218 |

| Segment | 【Research and development expenses】 | FY2019 | FY2020 (Restated)* ¹ | FY2021 (Restated)* ¹ | FY2022 (Restated)* ¹ | FY2023 (Restated)* ¹ | FY2024 (Restated)* ^{2,3} | FY2025 |
|----------------------------------|-------------------------------------|--------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|--------|
| Infrastructure | | 11,333 | 10,396 | 10,850 | 11,944 | 12,876 | 12,604 | 15,808 |
| Electronics & Automotive Systems | | 5,046 | 4,350 | 4,021 | 4,732 | 5,219 | 4,878 | 4,139 |
| Functional Products | | 2,180 | 2,051 | 2,112 | 2,166 | 1,869 | 2,595 | 3,006 |
| Service and Developments, etc. | | 3,089 | 3,419 | 3,777 | 4,479 | 4,574 | 5,371 | 5,469 |
| Total | | 21,650 | 20,217 | 20,761 | 23,324 | 24,539 | 25,449 | 28,423 |

| Segment | 【Total assets】 | FY2019 | FY2020 (Restated)* ¹ | FY2021 (Restated)* ¹ | FY2022 (Restated)* ¹ | FY2023 (Restated)* ¹ | FY2024 (Restated)* ^{2,3} | FY2025 |
|----------------------------------|----------------|---------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|-----------|
| Infrastructure | | 261,220 | 248,733 | 283,283 | 296,652 | 292,536 | 300,265 | 331,690 |
| Electronics & Automotive Systems | | 320,802 | 289,171 | 348,381 | 364,255 | 380,982 | 387,615 | 378,947 |
| Functional Products | | 100,616 | 100,788 | 120,729 | 96,213 | 119,404 | 145,933 | 178,309 |
| Service and Developments, etc. | | 148,366 | 99,889 | 110,487 | 120,615 | 112,846 | 77,210 | 74,648 |
| Adjustments | | -36,389 | 93,461 | 72,994 | 55,732 | 79,238 | 77,028 | 102,777 |
| Total | | 794,616 | 832,044 | 935,876 | 933,469 | 985,007 | 988,052 | 1,066,372 |

| Area | 【Net sales】 | FY2019 | FY2020 (Restated)* ¹ | FY2021 (Restated)* ¹ | FY2022 (Restated)* ¹ | FY2023 (Restated)* ¹ | FY2024 (Restated)* ^{2,3} | FY2025 |
|-------------------------------------|-------------|---------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|-----------|
| Japan | | 495,658 | 435,195 | 461,450 | 517,358 | 511,296 | 563,925 | 645,598 |
| China | | 75,059 | 82,777 | 100,457 | 104,326 | 103,443 | 119,823 | 125,685 |
| Asia (except Japan and China) | | 183,033 | 141,029 | 190,877 | 224,931 | 242,820 | 290,654 | 290,197 |
| North America, Central America | | 78,302 | 78,179 | 91,716 | 127,793 | 120,569 | 153,840 | 178,583 |
| Other (Europe, Russia, Brazil etc.) | | 82,386 | 74,418 | 85,994 | 91,915 | 78,400 | 73,519 | 67,495 |
| Total | | 914,439 | 811,600 | 930,496 | 1,066,326 | 1,056,528 | 1,201,762 | 1,307,560 |
| Overseas sales | | 418,781 | 376,404 | 469,046 | 548,967 | 545,232 | 637,837 | 661,961 |
| Overseas sales ratio | | 45.8% | 46.4% | 50.4% | 51.5% | 51.6% | 53.1% | 50.6% |

| P/L | | FY2019 | FY2020 (Restated)* ¹ | FY2021 (Restated)* ¹ | FY2022 (Restated)* ¹ | FY2023 (Restated)* ¹ | FY2024 (Restated)* ^{2,3} | FY2025 |
|-----|--|---------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|-----------|
| | Net sales | 914,439 | 811,600 | 930,496 | 1,066,326 | 1,056,528 | 1,201,762 | 1,307,560 |
| | Cost of sales | 764,200 | 682,288 | 791,804 | 909,622 | 897,535 | 1,000,143 | 1,077,746 |
| | Gross profit | 150,239 | 129,311 | 138,691 | 156,703 | 158,993 | 201,619 | 229,813 |
| | Selling, general and administrative expenses | 126,674 | 120,881 | 127,263 | 141,262 | 147,821 | 154,586 | 165,957 |
| | Selling expenses | 38,752 | 34,621 | 38,850 | 47,732 | 49,016 | 45,284 | 45,235 |
| | General and administrative expenses | 87,921 | 86,260 | 88,413 | 93,530 | 98,805 | 109,302 | 120,721 |
| | Operating profit (loss) | 23,565 | 8,429 | 11,428 | 15,441 | 11,171 | 47,032 | 63,856 |
| | Non-operating profit | 7,446 | 4,723 | 14,510 | 11,066 | 11,940 | 16,318 | 23,578 |
| | Interest income | 584 | 611 | 549 | 1,095 | 1,875 | 1,197 | 982 |
| | Dividend income | 2,067 | 1,690 | 1,611 | 1,423 | 1,150 | 2,171 | 2,981 |
| | Foreign exchange gains | - | 502 | 1,496 | 1,668 | - | - | 155 |
| | Share of profit of entities accounted for using equity | 2,458 | - | 9,045 | 3,610 | 6,323 | 10,602 | 16,535 |
| | Other | 2,335 | 1,918 | 1,807 | 3,267 | 2,592 | 2,346 | 2,922 |
| | Non-operating expenses | 8,240 | 7,963 | 6,272 | 9,248 | 12,844 | 14,844 | 11,576 |
| | Interest expenses | 4,326 | 3,586 | 3,375 | 6,334 | 9,238 | 9,222 | 9,005 |
| | Foreign exchange losses | 1,014 | - | - | - | 96 | 2,210 | - |
| | Share of loss of entities accounted for using equity | - | 893 | - | - | - | - | - |
| | Other | 2,900 | 3,484 | 2,897 | 2,914 | 3,509 | 3,411 | 2,570 |
| | Ordinary profit (loss) | 22,771 | 5,189 | 19,666 | 17,258 | 10,267 | 48,506 | 75,858 |
| | Extraordinary income | 14,934 | 33,430 | 9,580 | 17,642 | 14,908 | 19,821 | 40,159 |
| | Extraordinary losses | 6,953 | 17,303 | 8,816 | 6,979 | 5,110 | 14,303 | 11,072 |
| | Profit (loss) before income taxes | 30,751 | 21,316 | 20,430 | 27,921 | 20,064 | 54,025 | 104,944 |
| | Income taxes-current | 7,793 | 6,047 | 5,673 | 9,455 | 9,262 | 18,566 | 19,440 |
| | Income taxes for prior periods | - | - | - | - | - | - | - |
| | Income taxes - deferred | 3,960 | 3,171 | 1,517 | 833 | 2,325 | -1,841 | 9,607 |
| | Profit | 18,997 | 12,097 | 13,239 | 17,631 | 8,476 | 37,300 | 75,897 |
| | Profit attributable to non-controlling interests | 1,357 | 2,095 | 3,145 | 1,737 | 1,968 | 3,943 | 3,383 |
| | Profit attributable to owners of parent | 17,639 | 10,001 | 10,093 | 15,894 | 6,508 | 33,357 | 72,514 |

| B/S | | FY2019 | FY2020 (Restated)* ¹ | FY2021 (Restated)* ¹ | FY2022 (Restated)* ¹ | FY2023 (Restated)* ¹ | FY2024 (Restated)* ^{2,3} | FY2025 |
|--------|---|----------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|-----------|
| Assets | Current assets | 386,179 | 429,812 | 502,963 | 486,821 | 517,767 | 556,437 | 595,508 |
| | Cash and deposits | 54,357 | 84,362 | 65,153 | 47,432 | 48,895 | 59,967 | 69,150 |
| | Notes and accounts receivable - trade, and contract | 192,513 | 191,930 | 230,326 | 229,550 | 245,712 | 260,565 | 266,458 |
| | Securities | 899 | 2,923 | 3,257 | 5,127 | 4,747 | 6,813 | 1,822 |
| | Merchandise and finished goods | 34,550 | 38,210 | 59,932 | 65,755 | 73,088 | 76,450 | 75,085 |
| | Work in process | 33,849 | 34,512 | 40,116 | 38,556 | 43,899 | 48,660 | 53,427 |
| | Raw materials and supplies | 47,462 | 48,114 | 64,067 | 67,985 | 66,659 | 69,930 | 82,384 |
| | Deferred tax assets | - | - | - | - | - | - | - |
| | Other | 23,801 | 30,653 | 41,157 | 33,803 | 35,974 | 35,300 | 52,047 |
| | Allowance for doubtful accounts | -1,254 | -894 | -1,048 | -1,389 | -1,210 | -1,251 | -4,867 |
| | Non-current assets | 408,436 | 402,231 | 432,912 | 446,647 | 467,240 | 431,614 | 470,864 |
| | Property, plant and equipment | | | | | | | |
| | Buildings and structures | 229,611 | 235,399 | 246,887 | 247,121 | 263,129 | 269,894 | 259,093 |
| | Machinery and delivery equipment | 475,766 | 446,936 | 475,919 | 491,387 | 517,262 | 529,647 | 511,681 |
| | Tools, furniture and fixtures | 74,798 | 74,520 | 75,229 | 76,458 | 80,522 | 81,229 | 81,679 |
| | Land | 36,354 | 35,127 | 35,935 | 33,473 | 33,971 | 34,679 | 30,423 |
| | Leased assets | 1,261 | 1,257 | 1,273 | 1,169 | 1,072 | 1,348 | 1,485 |
| | Right of Use Assets | 10,934 | 11,390 | 15,078 | 23,099 | 25,144 | 25,294 | 25,889 |
| | Construction in progress | 34,529 | 27,108 | 20,074 | 23,069 | 20,788 | 27,323 | 37,406 |
| | Accumulated depreciation | -609,037 | -584,996 | -610,235 | -626,488 | -663,250 | -692,401 | -670,732 |
| | Total property, plant and equipment | 254,219 | 246,744 | 260,163 | 269,288 | 278,640 | 277,017 | 276,925 |
| | Intangible assets | | | | | | | |
| | Goodwill | 2,072 | 1,450 | 573 | 211 | 50 | 570 | 2,452 |
| | Other | 14,022 | 18,799 | 19,947 | 20,024 | 20,234 | 23,428 | 22,952 |
| | Total intangible assets | 16,095 | 20,250 | 20,520 | 20,236 | 20,284 | 23,999 | 25,404 |
| | Investments and other assets | | | | | | | |
| | Investment securities | 100,933 | 101,708 | 116,767 | 119,552 | 131,694 | 98,794 | 145,478 |
| | Investments in capital | 6,466 | 8,965 | 6,082 | 4,262 | 1,290 | 465 | 377 |
| | Retirement benefit asset | 5,899 | 6,859 | 8,127 | 8,900 | 11,241 | 11,924 | 6,112 |
| | Deferred tax assets | 14,726 | 6,948 | 7,899 | 9,428 | 8,563 | 6,613 | 3,771 |
| | Other | 11,162 | 11,788 | 14,264 | 15,894 | 16,464 | 13,763 | 13,746 |
| | Allowance for doubtful accounts | -1,065 | -1,034 | -912 | -915 | -939 | -962 | -953 |
| | Total investments and other assets | 138,122 | 135,236 | 152,228 | 157,122 | 168,315 | 130,598 | 168,533 |
| | Total assets | 794,616 | 832,044 | 935,876 | 933,469 | 985,007 | 988,052 | 1,066,372 |

| B/S | | FY2019 | FY2020 (Restated)* ¹ | FY2021 (Restated)* ¹ | FY2022 (Restated)* ¹ | FY2023 (Restated)* ¹ | FY2024 (Restated)* ^{2,3} | FY2025 |
|----------------------------|---|---------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|-----------|
| Liabilities and Net assets | Current liabilities | 319,647 | 315,204 | 379,716 | 381,025 | 400,894 | 394,461 | 428,665 |
| | Notes and accounts payable - trade | 111,586 | 115,502 | 127,988 | 125,409 | 128,780 | 136,673 | 140,543 |
| | Short-term borrowings | 110,515 | 103,523 | 115,000 | 141,281 | 137,371 | 153,296 | 149,405 |
| | Commercial papers | 15,000 | 30,000 | 54,000 | 28,000 | 35,500 | 1,500 | 15,000 |
| | Income taxes payable | 2,785 | 2,033 | 2,649 | 4,730 | 4,451 | 13,322 | 7,534 |
| | Deferred tax liabilities | - | - | - | - | - | - | - |
| | Provision for product warranties | 17,711 | 4,022 | 3,045 | 2,238 | 5,264 | 5,354 | 3,931 |
| | Other | 62,048 | 60,121 | 77,033 | 79,365 | 89,526 | 84,313 | 112,250 |
| | Non-current liabilities | 201,937 | 225,015 | 241,890 | 223,141 | 225,867 | 219,825 | 202,475 |
| | Bonds payable | 30,000 | 30,000 | 40,000 | 40,000 | 40,000 | 40,000 | 30,000 |
| | Long-term borrowings | 95,573 | 127,094 | 133,120 | 114,547 | 120,168 | 111,354 | 112,257 |
| | Deferred tax liabilities | 391 | 1,181 | 2,356 | 3,384 | 7,400 | 3,828 | 15,060 |
| | Provision for retirement benefits | - | - | - | - | - | - | - |
| | Retirement benefit liability | 53,460 | 44,514 | 43,806 | 38,239 | 29,239 | 31,559 | 13,641 |
| | Provision for environmental measures | 10,396 | 10,229 | 9,343 | 9,284 | 9,224 | 9,105 | 9,082 |
| | Lease liabilities ⁴ | - | - | - | 12,548 | 12,517 | 12,478 | 12,701 |
| | Asset retirement obligations | 1,304 | 1,323 | 1,485 | 1,588 | 1,717 | 2,053 | 2,077 |
| | Other | 10,811 | 10,673 | 11,777 | 3,549 | 5,599 | 9,445 | 7,654 |
| | Total liabilities | 521,585 | 540,219 | 621,606 | 604,167 | 626,761 | 614,286 | 631,141 |
| | Share capital | 69,395 | 69,395 | 69,395 | 69,395 | 69,395 | 69,395 | 69,395 |
| | Capital surplus | 22,787 | 23,028 | 23,178 | 23,179 | 23,178 | 23,907 | 23,808 |
| | Retained earnings | 165,101 | 168,748 | 174,553 | 191,970 | 193,062 | 198,830 | 264,698 |
| | Treasury shares | -598 | -576 | -901 | -871 | -691 | -651 | -1,745 |
| | Total shareholders' equity | 256,685 | 260,595 | 266,224 | 283,673 | 284,945 | 291,481 | 356,156 |
| | Valuation difference on available-for-sale securities | 10,950 | 13,929 | 12,446 | 10,669 | 12,218 | 24,084 | 29,519 |
| | Deferred gains or losses on hedges | -1,691 | 2,677 | 2,963 | 191 | 1,195 | 94 | 1,315 |
| | Remeasurements of foreign subsidiaries' defined benefit plans | - | - | - | - | - | - | - |
| | Remeasurements of defined benefit plans | -12,810 | -3,829 | -3,024 | -2,282 | 4,682 | 1,863 | 983 |
| | Foreign currency translation adjustment | -12,853 | -13,295 | 817 | 9,606 | 25,286 | 23,905 | 29,073 |
| | Total accumulated other comprehensive income | -16,405 | -518 | 13,201 | 18,185 | 43,383 | 49,948 | 60,892 |
| | Non-controlling interests | 32,750 | 31,747 | 34,843 | 27,442 | 29,916 | 32,335 | 18,182 |
| | Total net assets | 273,030 | 291,824 | 314,269 | 329,302 | 358,245 | 373,766 | 435,231 |
| | Total liabilities and net assets | 794,616 | 832,044 | 935,876 | 933,469 | 985,007 | 988,052 | 1,066,372 |

| Cash flow | FY2019 | FY2020 (Restated)*1 | FY2021 (Restated)*1 | FY2022 (Restated)*1 | FY2023 (Restated)*1 | FY2024 (Restated)*2,3 | FY2025 |
|---|----------------|------------------------|------------------------|------------------------|------------------------|--------------------------|----------------|
| I Net cash provided by (used in) operating activities | 41,942 | -479 | -13,269 | 36,516 | 31,896 | 59,833 | 28,116 |
| Profit (loss) before income taxes | 30,751 | 21,316 | 20,430 | 27,921 | 20,064 | 54,025 | 104,944 |
| Depreciation | 29,423 | 32,163 | 33,721 | 39,098 | 38,951 | 41,349 | 43,218 |
| Share of loss (profit;-) of entities accounted for using equity method | -2,458 | 893 | -9,045 | -3,610 | -6,323 | -10,602 | -16,535 |
| Loss (gain;-) on disposal of non-current assets | -5,050 | -20,840 | -786 | 29 | 860 | -390 | 707 |
| Impairment losses | 623 | 2,542 | 1,489 | 402 | 184 | 2,648 | 1,583 |
| Loss on valuation of inventories | 388 | 1,907 | 373 | 725 | 1,450 | 342 | 1,696 |
| Interest and dividend income | -2,652 | -2,302 | -2,160 | -2,519 | -3,025 | -3,369 | -3,964 |
| Interest expenses | 4,326 | 3,586 | 3,375 | 6,334 | 9,238 | 9,222 | 9,005 |
| Foreign exchange losses (gains;-) | -591 | 338 | 1,309 | -1,612 | -4,651 | 3,684 | -4,044 |
| Decrease (increase;-) in notes and accounts receivable - trade and contract liability | 23,499 | -13,788 | -28,208 | 5,775 | -5,909 | -7,193 | -23,827 |
| Decrease (increase;-) in inventories | 4,071 | -14,431 | -36,005 | -3,419 | -5,020 | -7,609 | -26,070 |
| Increase (decrease;-) in trade payables | -17,252 | 12,161 | 11,922 | -8,656 | -3,884 | 2,544 | 5,942 |
| Other, net | -13,805 | -16,781 | -2,349 | -17,076 | 4,327 | -15,139 | -39,931 |
| Subtotal | 51,273 | 6,764 | -5,934 | 43,392 | 46,262 | 69,512 | 52,724 |
| Interest and dividends received | 4,682 | 3,287 | 2,473 | 5,296 | 6,478 | 6,132 | 6,616 |
| Interest paid | -4,344 | -3,603 | -3,429 | -6,442 | -9,306 | -8,895 | -8,760 |
| Income taxes refund (paid;-) | -8,952 | -8,209 | -6,867 | -6,529 | -11,136 | -8,941 | -22,463 |
| Other, net | -717 | 1,281 | 487 | 800 | -401 | 2,025 | - |
| II Net cash provided by (used in) investing activities | -33,119 | -1,908 | -40,074 | -21,677 | -24,794 | -7,235 | -47,137 |
| Purchase of investment securities | -1,543 | -2,112 | -2,353 | -1,200 | -691 | -9,526 | -3,269 |
| Proceeds from sales of investment securities | 10,916 | 14,804 | 2,462 | 6,613 | 13,042 | 43,268 | 29,286 |
| Purchase of property, plant and equipment | -47,312 | -33,386 | -36,493 | -35,878 | -36,419 | -36,749 | -46,118 |
| Purchase of intangible assets | -6,550 | -7,325 | -3,521 | -3,378 | -3,844 | -4,778 | -6,008 |
| Proceeds from sales of non-current assets | 6,789 | 22,370 | 2,220 | 2,302 | 351 | 2,086 | 1,393 |
| Decrease (increase;-) in short-term loans receivable | 4,950 | 3,540 | 72 | -155 | 1,066 | 312 | 10,551 |
| Other, net | -369 | 201 | -2,461 | 10,019 | 1,701 | -1,848 | -32,972 |
| III Net cash provided by (used in) financing activities | -171 | 35,140 | 35,020 | -34,475 | -9,322 | -44,150 | 19,930 |
| Net increase (decrease;-) in short-term loans payable | 1,735 | 2,008 | 17,085 | 1,857 | -12,025 | 385 | 4,642 |
| Net increase (decrease;-) in commercial papers | 15,000 | 15,000 | 24,000 | -26,000 | 7,500 | -34,000 | 13,500 |
| Proceeds from long-term borrowings | 8,935 | 55,965 | 16,049 | 10,568 | 29,566 | 60,694 | 49,716 |
| Repayments of long-term borrowings | -27,390 | -30,100 | -24,776 | -13,000 | -25,351 | -59,478 | -33,927 |
| Proceeds from issuance of bonds | 10,000 | - | 10,000 | - | - | - | - |
| Redemption of bonds | - | - | - | - | - | - | - |
| Dividends paid | -5,998 | -6,001 | -4,240 | -4,234 | -5,636 | -4,241 | -8,461 |
| Dividends paid to non-controlling interests | -1,379 | -521 | -825 | -1,204 | -611 | -1,077 | -1,354 |
| Repayments of lease liabilities ⁴ | - | - | - | -2,464 | -2,805 | -3,911 | -3,092 |
| Other, net | -1,073 | -1,209 | -2,272 | 1 | 42 | -2,520 | -1,092 |
| Effect of exchange rate change on cash and cash equivalents | -928 | -594 | -1,815 | 2,750 | 3,018 | 3,255 | 2,629 |
| Net increase in cash and cash equivalents | 7,722 | 32,158 | -20,139 | -16,885 | 798 | 11,702 | 3,538 |
| Cash and cash equivalents at beginning of period | 46,838 | 55,055 | 87,189 | 67,632 | 51,950 | 53,098 | 66,092 |
| Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation | 494 | 819 | 582 | 1,197 | 275 | 1,291 | 375 |
| Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation | - | -866 | - | - | - | - | - |
| Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries | - | 22 | - | 6 | 73 | - | 467 |
| Cash and cash equivalents at end of period | 55,055 | 87,189 | 67,632 | 51,950 | 53,098 | 66,092 | 70,474 |

| Financial index | FY2019 | FY2020 (Restated)*1 | FY2021 (Restated)*1 | FY2022 (Restated)*1 | FY2023 (Restated)*1 | FY2024 (Restated)*2,3 | FY2025 |
|---|----------|------------------------|------------------------|------------------------|------------------------|--------------------------|-----------|
| Profitability | | | | | | | |
| Net sales | 914,439 | 811,600 | 930,496 | 1,066,326 | 1,056,528 | 1,201,762 | 1,307,560 |
| Operating profit | 23,565 | 8,429 | 11,428 | 15,441 | 11,171 | 47,032 | 63,856 |
| Ordinary profit | 22,771 | 5,189 | 19,666 | 17,258 | 10,267 | 48,506 | 75,858 |
| Profit (loss) before income taxes | 30,751 | 21,316 | 20,430 | 27,921 | 20,064 | 54,025 | 104,944 |
| Profit attributable to owners of parent | 17,639 | 10,001 | 10,093 | 15,894 | 6,508 | 33,357 | 72,514 |
| Total assets | 794,616 | 832,044 | 935,876 | 933,469 | 985,007 | 988,052 | 1,066,372 |
| Net assets | 273,030 | 291,824 | 314,269 | 329,302 | 358,245 | 373,766 | 435,231 |
| Equity capital | 240,280 | 260,076 | 279,426 | 301,859 | 328,328 | 341,430 | 417,048 |
| ROE | 7.2% | 4.0% | 3.7% | 5.5% | 2.1% | 10.0% | 19.1% |
| ROA | 2.8% | 0.6% | 2.2% | 1.8% | 1.1% | 4.9% | 7.4% |
| Operating assets | 386,176 | 387,832 | 444,800 | 461,822 | 482,573 | 496,057 | 513,227 |
| Return on operating assets | 6.1% | 2.2% | 2.6% | 3.3% | 2.3% | 9.5% | 12.4% |
| Operating profit margin on sales | 2.6% | 1.0% | 1.2% | 1.4% | 1.1% | 3.9% | 4.9% |
| Ordinary profit margin on sales | 2.5% | 0.6% | 2.1% | 1.6% | 1.0% | 4.0% | 5.8% |
| Profit margin on sales | 1.9% | 1.2% | 1.1% | 1.5% | 0.6% | 2.8% | 5.5% |
| Safety | | | | | | | |
| Equity capital ratio | 30.2% | 31.3% | 29.9% | 32.3% | 33.3% | 34.6% | 39.1% |
| Interest-bearing debt balance | 251,089 | 290,617 | 342,120 | 323,828 | 333,039 | 306,151 | 316,662 |
| D/E ratio | 1.04 | 1.12 | 1.22 | 1.07 | 1.01 | 0.90 | 0.76 |
| Net interest-bearing debt balance | 196,732 | 206,255 | 276,967 | 276,395 | 284,144 | 246,183 | 247,512 |
| Net D/E ratio | 0.82 | 0.79 | 0.99 | 0.92 | 0.87 | 0.72 | 0.59 |
| Current assets | 386,179 | 429,812 | 502,963 | 486,821 | 517,767 | 556,437 | 595,508 |
| Current liabilities | 319,647 | 315,204 | 379,716 | 381,025 | 400,894 | 394,461 | 428,665 |
| Current ratio | 120.8% | 136.4% | 132.5% | 127.8% | 129.2% | 141.1% | 138.9% |
| Efficiency | | | | | | | |
| Total asset turnover ratio | 1.13 | 1.00 | 1.05 | 1.14 | 1.10 | 1.22 | 1.27 |
| Balance of inventory assets | 115,862 | 120,837 | 164,116 | 172,297 | 183,647 | 195,041 | 210,897 |
| Days inventory outstanding | 52.30 | 52.20 | 66.65 | 65.66 | 69.36 | 67.42 | 66.27 |
| Balance of account receivable | 192,513 | 191,930 | 230,326 | 229,550 | 245,712 | 260,565 | 266,458 |
| Days receivable outstanding | 72.71 | 69.49 | 79.86 | 73.68 | 76.99 | 74.36 | 67.79 |
| Index per share | | | | | | | |
| Basic earnings per share (Yen) | 250.25 | 141.88 | 143.40 | 225.80 | 92.40 | 473.36 | 1,030.17 |
| Net assets per share (Yen) | 3,408.86 | 3,689.29 | 3,970.02 | 4,288.09 | 4,659.87 | 4,844.82 | 5,928.21 |

*1 Partially Restated the FY2022-FY2023 financial results following the changes in the accounting standards for corporate taxes, municipal taxes and business taxes (shaded items).

*2 Partially Restated the FY2024 financial results following the changes to the segment and sub-segment (shaded items).

*3 Partially Restated following the determination in FY25 of the provisional accounting treatment concerning business combination, the financial results for FY24 (shaded items).

*4 Figures for FY2022 and earlier are included in "Other".