#### Translation

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# Summary of Consolidated Financial Results for the Year Ended March 31, 2023 (Based on Japanese GAAP)

May 12, 2023

Company name: TOKYO RADIATOR MFG. CO.,LTD.

Stock exchange listing: Tokyo

Stock code: 7235 URL http://www.tokyo-radiator.co.jp/

Representative: President Hisao Ochiai

Inquiries: Executive Corporate Officer Kazuhiko Yano TEL 0466-87-1231

Scheduled date of ordinary general meeting of shareholders: June 29, 2023
Scheduled date to file Securities Report: June 29, 2023
Scheduled date to commence dividend payments: June 30, 2023

Preparation of supplementary material on financial results: No Holding of financial results meeting: No

(Amounts less than one million yen are rounded down)

Percentages indicate year-on-year changes

1. Consolidated financial results for the year ended March 31, 2023 (from April 1, 2022 to March 31, 2023)

#### (1) Consolidated operating results

` ' ' '						_		_
	Net sales		Operating pr	ofit	Ordinary pro	ofit	Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended March 31, 2023	31,785	17.8	823	_	849	784.7	(718)	-[
Year ended March 31, 2022	26,988	_	(92)	_	95	-	(801)	-

	Earnings per share	Diluted earnings per share	Profit attributable to owners of parent/equity	Ordinary profit/total assets	Operating profit/net sales
	Yen	Yen	%	%	%
Year ended March 31, 2023	(52.78)	_	(3.7)	2.8	2.6
Year ended March 31, 2022	(55.68)	_ `	(3.7)	0.3	(0.3)

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share	
	Millions of yen	Millions of yen	%	Yen	
As of March 31, 2023	29,168	19,149	59.4	1,844.51	
As of March 31, 2022	31,640	23,349	68.4	1,503.91	

#### (3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Year ended March 31, 2023	3,503	(908)	(3,985)	5,214
Year ended March 31, 2022	(180)	(991)	(622)	6,487

#### 2. Cash dividends

		Annu	al dividends per		Total cash	Dividend payout	Ratio of dividends to net assets	
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total	dividends (Total)	ratio (Consolidated)	(Consolidated)
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Year ended March 31, 2022	_	8.00	_	0.00	8.00	115	(14.4)	0.5
Year ended March 31, 2023	-	8.00	-	8.00	16.00	190	(30.3)	1.0
Year ending March 31, 2024 (Forecast)	_	9.00	_	9.00	18.00		30.7	

#### 3. Forecast of consolidated financial results for the year ending March 31, 2024 (from April 1, 2023 to March 31, 2024)

Percentages indicate year-on-year changes

	Net sales		Operating pr	ofit	Ordinary pro	ofit	Profit attributable to owners of parent		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	33,000	3.8	900	9.3	1,000	17.8	550	_	58.59

Note: The average number of shares outstanding during fiscal year ended 31 March 2024, which is the basis for calculating "Earnings per share," is the number of shares issued as of March 31, 2023 (excluding treasury stock).

#### 4. Notes

(1) Changes in significant subsidiaries during the year ended March 31, 2023
(changes in specified subsidiaries resulting in the change in scope of consolidation):

(2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements

Changes in accounting policies due to revisions to accounting standards and other regulations:

No
Changes in accounting policies due to other reasons:

No
Changes in accounting estimates:

No
Restatement of prior period financial statements:

No

#### (3) Number of issued shares (common shares)

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

total number of issued shares at the end of the period (including treasury shares)									
As of March 31, 2023	I I	14,400,000 shar	000 shares As of March 31, 2022		1	14,400,000 shares			
Number of treasury shares at the end of the	ne peri	od							
As of March 31, 2023	I I	5,012,107 share	es	As of March 31, 2022	! !	12,083 shares			
Average number of shares during the per	od								
Year ended March 31, 2023	i i	13,618,679 share	es	Year ended March 31, 2022	 	14,387,917 shares			

## Consolidated financial statements Consolidated balance sheets

Current assets		As of March 31, 2022	As of March 31, 2023
Cash and deposits         8,272,842         6,913,007           Notes and accounts receivable - trade, and contract assets         7,516,177         5,491,375           Electronically recorded monetary claims - operating         808,526         1,050,852           Merchandise and finished goods         986,997         1,146,948           Work in process         424,826         526,493           Raw materials and supplies         2,199,556         2,468,420           Income taxes refund receivable         23,954         36,911           Other         453,196         516,285           Total current assets         20,686,077         18,150,294           Non-current assets         8         20,285,077         18,150,294           Non-current assets         8         6,222,832         6,220,265           Accumulated depreciation         (3,409,284)         (3,596,905)           Buildings and structures, net         2,613,547         2,623,360           Machinery, equipment and vehicles         16,218,769         17,477,738           Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564 </td <td>Assets</td> <td></td> <td></td>	Assets		
Notes and accounts receivable - trade, and contract assets         7,516,177         5,491,375           Electronically recorded monetary claims - operating         808,526         1,950,852           Merchandise and finished goods         986,997         1,146,948           Work in process         424,826         526,493           Raw materials and supplies         2,199,556         2,468,420           Income taxes refund receivable         23,954         36,911           Other         453,196         516,285           Total current assets         20,686,077         18,150,294           Non-current assets         20,686,077         18,150,294           Non-current assets         6,022,832         6,220,265           Accumulated depreciation         (3,409,284)         (3,596,905)           Buildings and structures         6,022,832         6,220,265           Accumulated depreciation         (16,218,769         17,477,738           Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furnitur	Current assets		
Electronically recorded monetary claims - operating         808,526         1,050,852           Merchandise and finished goods         986,997         1,146,948           Work in process         424,826         526,493           Raw materials and supplies         2,199,556         2,468,840           Income taxes refund receivable         23,954         36,911           Other         453,196         516,285           Total current assets         70,686,077         18,150,294           Non-current assets         8         453,196         516,285           Property, plant and equipment         8         453,196         516,285           Buildings and structures         6,022,832         6,220,265           Accumulated depreciation         3,409,284         (3,596,905)           Buildings and structures, net         2,613,547         2,623,360           Machinery, equipment and vehicles         16,218,769         17,477,738           Accumulated depreciation         (12,506,801)         (13,198,845)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143) <td< td=""><td>Cash and deposits</td><td>8,272,842</td><td>6,913,007</td></td<>	Cash and deposits	8,272,842	6,913,007
Merchandise and finished goods         986,997         1,146,948           Work in process         424,826         526,493           Raw materials and supplies         2,199,556         2,468,420           Income taxes refund receivable         23,954         36,911           Other         453,196         516,285           Total current assets         20,686,077         18,150,294           Non-current assets         8         20,686,077         18,150,294           Non-current assets         6,022,832         6,220,265         6,220,265           Accumulated depreciation         3,409,284         3,596,905         36,905           Buildings and structures, net         2,613,547         2,623,360           Machinery, equipment and vehicles         16,218,769         17,477,738           Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,06,558           Constr	Notes and accounts receivable - trade, and contract assets	7,516,177	5,491,375
Work in process         424,826         526,493           Raw materials and supplies         2,199,556         2,468,420           Income taxes refund receivable         23,954         36,911           Other         453,196         516,285           Total current assets         20,686,077         18,150,294           Non-current assets         8         20,686,077         18,150,294           Non-current assets         8         20,2832         6,220,265           Accumulated depreciation         3,409,284         3,596,905           Buildings and structures, net         2,613,547         2,623,360           Machinery, equipment and vehicles         16,218,769         17,477,738           Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,106,558           Construction in progress         692,680         225,941           Total property, plant and equipment	Electronically recorded monetary claims - operating	808,526	1,050,852
Raw materials and supplies         2,199,556         2,468,420           Income taxes refund receivable         23,954         36,911           Other         453,196         516,285           Total current assets         20,686,077         18,150,294           Non-current assets         8         20,686,077         18,150,294           Property, plant and equipment         8         8         2,20,265         4,220,265         4,220,2832         6,220,265         4,220,284         3,596,905)         3,409,284         3,596,905)         3,261,347         2,623,360         2,613,547         2,623,360         3,717,738         4,279,284	Merchandise and finished goods	986,997	1,146,948
Income taxes refund receivable         23,954         36,911           Other         453,196         516,285           Total current assets         20,686,077         18,150,294           Non-current assets         8           Property, plant and equipment         8           Buildings and structures         6,222,832         6,220,265           Accumulated depreciation         (3,409,284)         (3,596,095)           Buildings and structures, net         2,613,547         2,623,360           Machinery, equipment and vehicles         16,218,769         17,477,738           Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,2421           Land         1,106,558         1,06,558           Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Investments and other assets         1,237,087         1,285,929 <td< td=""><td>Work in process</td><td>424,826</td><td>526,493</td></td<>	Work in process	424,826	526,493
Other         453,196         516,285           Total current assets         20,686,077         18,150,294           Non-current assets         8           Property, plant and equipment         8         6,222,832         6,220,265           Accumulated depreciation         3,409,284         3,596,095           Buildings and structures, net         2,613,547         2,623,360           Machinery, equipment and vehicles         16,218,769         17,477,788           Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,106,558           Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         -	Raw materials and supplies	2,199,556	2,468,420
Total current assets         20,686,077         18,150,294           Non-current assets         Property, plant and equipment           Buildings and structures         6,022,832         6,220,265           Accumulated depreciation         (3,409,284)         (3,596,905)           Buildings and structures, net         2,613,547         2,623,360           Machinery, equipment and vehicles         16,218,769         17,477,738           Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,06,558           Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Intagible assets         243,959         202,887           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423	Income taxes refund receivable	23,954	36,911
Non-current assets           Property, plant and equipment         6,022,832         6,220,265           Accumulated depreciation         (3,409,284)         (3,596,905)           Buildings and structures, net         2,613,547         2,623,360           Machinery, equipment and vehicles         16,218,769         17,477,738           Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,106,558           Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Intagible assets         243,959         202,887           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         -           Other         72,578         79,448           Allow	Other	453,196	516,285
Property, plant and equipment         6,022,832         6,220,265           Accumulated depreciation         (3,409,284)         (3,596,905)           Buildings and structures, net         2,613,547         2,623,360           Machinery, equipment and vehicles         16,218,769         17,477,738           Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,106,558           Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Intagible assets         243,959         202,887           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         -           Other         72,578         79,448           Allowance for doubtful accounts         -         (15,	Total current assets	20,686,077	18,150,294
Buildings and structures         6,022,832         6,220,265           Accumulated depreciation         (3,409,284)         (3,596,905)           Buildings and structures, net         2,613,547         2,623,360           Machinery, equipment and vehicles         16,218,769         17,477,738           Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,106,558           Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         -           Other         72,578         79,448           Allowance for doubtful accounts         -         (15,000)           Total investments and other assets         1,441,794	Non-current assets		
Accumulated depreciation         (3,409,284)         (3,596,905)           Buildings and structures, net         2,613,547         2,623,360           Machinery, equipment and vehicles         16,218,769         17,477,738           Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,106,558           Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Intangible assets         243,959         202,887           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         —           Other         72,578         79,448           Allowance for doubtful accounts         —         (15,000)           Total investments and other assets         1,441,794 <td< td=""><td>Property, plant and equipment</td><td></td><td></td></td<>	Property, plant and equipment		
Buildings and structures, net         2,613,547         2,623,360           Machinery, equipment and vehicles         16,218,769         17,477,738           Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,106,558           Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Intangible assets         243,959         202,887           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         -           Other         72,578         79,448           Allowance for doubtful accounts         -         (15,000)           Total investments and other assets         1,441,794         1,407,597           Total non-current assets         10,954,713         11	Buildings and structures	6,022,832	6,220,265
Machinery, equipment and vehicles         16,218,769         17,477,738           Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,106,558           Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Investments and other assets         243,959         202,887           Investments securities         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         -           Other         72,578         79,448           Allowance for doubtful accounts         -         (15,000)           Total investments and other assets         1,441,794         1,407,597           Total non-current assets         10,954,713         11,018,051	Accumulated depreciation	(3,409,284)	(3,596,905)
Accumulated depreciation         (12,506,801)         (13,198,453)           Machinery, equipment and vehicles, net         3,711,967         4,279,284           Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,106,558           Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Intangible assets         243,959         202,887           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         —           Other         72,578         79,448           Allowance for doubtful accounts         —         (15,000)           Total investments and other assets         1,441,794         1,407,597           Total non-current assets         10,954,713         11,018,051	Buildings and structures, net	2,613,547	2,623,360
Machinery, equipment and vehicles, net       3,711,967       4,279,284         Tools, furniture and fixtures       7,261,655       7,166,564         Accumulated depreciation       (6,117,451)       (5,994,143)         Tools, furniture and fixtures, net       1,144,204       1,172,421         Land       1,106,558       1,106,558         Construction in progress       692,680       225,941         Total property, plant and equipment       9,268,959       9,407,566         Intangible assets       243,959       202,887         Investments and other assets       1,237,087       1,285,929         Deferred tax assets       53,704       57,219         Retirement benefit asset       78,423       -         Other       72,578       79,448         Allowance for doubtful accounts       -       (15,000)         Total investments and other assets       1,441,794       1,407,597         Total non-current assets       10,954,713       11,018,051	Machinery, equipment and vehicles	16,218,769	17,477,738
Tools, furniture and fixtures         7,261,655         7,166,564           Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,106,558           Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Intangible assets         243,959         202,887           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         -           Other         72,578         79,448           Allowance for doubtful accounts         -         (15,000)           Total investments and other assets         1,441,794         1,407,597           Total non-current assets         10,954,713         11,018,051	Accumulated depreciation	(12,506,801)	(13,198,453)
Accumulated depreciation         (6,117,451)         (5,994,143)           Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,106,558           Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Intangible assets         243,959         202,887           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         -           Other         72,578         79,448           Allowance for doubtful accounts         -         (15,000)           Total investments and other assets         1,441,794         1,407,597           Total non-current assets         10,954,713         11,018,051	Machinery, equipment and vehicles, net	3,711,967	4,279,284
Tools, furniture and fixtures, net         1,144,204         1,172,421           Land         1,106,558         1,106,558           Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Intangible assets         243,959         202,887           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         -           Other         72,578         79,448           Allowance for doubtful accounts         -         (15,000)           Total investments and other assets         1,441,794         1,407,597           Total non-current assets         10,954,713         11,018,051	Tools, furniture and fixtures	7,261,655	7,166,564
Land       1,106,558       1,106,558         Construction in progress       692,680       225,941         Total property, plant and equipment       9,268,959       9,407,566         Intangible assets       243,959       202,887         Investments and other assets       1,237,087       1,285,929         Deferred tax assets       53,704       57,219         Retirement benefit asset       78,423       -         Other       72,578       79,448         Allowance for doubtful accounts       -       (15,000)         Total investments and other assets       1,441,794       1,407,597         Total non-current assets       10,954,713       11,018,051	Accumulated depreciation	(6,117,451)	(5,994,143)
Construction in progress         692,680         225,941           Total property, plant and equipment         9,268,959         9,407,566           Intangible assets         243,959         202,887           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         -           Other         72,578         79,448           Allowance for doubtful accounts         -         (15,000)           Total investments and other assets         1,441,794         1,407,597           Total non-current assets         10,954,713         11,018,051	Tools, furniture and fixtures, net	1,144,204	1,172,421
Total property, plant and equipment         9,268,959         9,407,566           Intangible assets         243,959         202,887           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         -           Other         72,578         79,448           Allowance for doubtful accounts         -         (15,000)           Total investments and other assets         1,441,794         1,407,597           Total non-current assets         10,954,713         11,018,051	Land	1,106,558	1,106,558
Intangible assets         243,959         202,887           Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         -           Other         72,578         79,448           Allowance for doubtful accounts         -         (15,000)           Total investments and other assets         1,441,794         1,407,597           Total non-current assets         10,954,713         11,018,051	Construction in progress	692,680	225,941
Investments and other assets         1,237,087         1,285,929           Deferred tax assets         53,704         57,219           Retirement benefit asset         78,423         -           Other         72,578         79,448           Allowance for doubtful accounts         -         (15,000)           Total investments and other assets         1,441,794         1,407,597           Total non-current assets         10,954,713         11,018,051	Total property, plant and equipment	9,268,959	9,407,566
Investment securities       1,237,087       1,285,929         Deferred tax assets       53,704       57,219         Retirement benefit asset       78,423       -         Other       72,578       79,448         Allowance for doubtful accounts       -       (15,000)         Total investments and other assets       1,441,794       1,407,597         Total non-current assets       10,954,713       11,018,051	Intangible assets	243,959	202,887
Deferred tax assets       53,704       57,219         Retirement benefit asset       78,423       -         Other       72,578       79,448         Allowance for doubtful accounts       -       (15,000)         Total investments and other assets       1,441,794       1,407,597         Total non-current assets       10,954,713       11,018,051	Investments and other assets		
Retirement benefit asset       78,423       -         Other       72,578       79,448         Allowance for doubtful accounts       -       (15,000)         Total investments and other assets       1,441,794       1,407,597         Total non-current assets       10,954,713       11,018,051	Investment securities	1,237,087	1,285,929
Other         72,578         79,448           Allowance for doubtful accounts         —         (15,000)           Total investments and other assets         1,441,794         1,407,597           Total non-current assets         10,954,713         11,018,051	Deferred tax assets	53,704	57,219
Allowance for doubtful accounts         —         (15,000)           Total investments and other assets         1,441,794         1,407,597           Total non-current assets         10,954,713         11,018,051	Retirement benefit asset	78,423	-
Total investments and other assets         1,441,794         1,407,597           Total non-current assets         10,954,713         11,018,051	Other	72,578	79,448
Total non-current assets 10,954,713 11,018,051	Allowance for doubtful accounts	=	(15,000)
	Total investments and other assets	1,441,794	1,407,597
Total assets 31,640,791 29,168,346	Total non-current assets	10,954,713	11,018,051
	Total assets	31,640,791	29,168,346

		(Thousands of yell)
	As of March 31, 2022	As of March 31, 2023
Liabilities		
Current liabilities		
Notes and accounts payable - trade	3,082,362	3,177,749
Electronically recorded obligations - operating	2,335,075	2,717,481
Accrued expenses	941,239	1,428,910
Income taxes payable	97,162	87,438
Provision for product warranties	35,036	35,632
Provision for loss on special claims	_	449,525
Notes payable - facilities	_	4,577
Electronically recorded obligations - non-operating	125,764	281,926
Accounts payable - facilities	427,694	209,694
Other	282,459	371,083
Total current liabilities	7,326,794	8,764,019
Non-current liabilities		
Retirement benefit liability	17,349	129,014
Deferred tax liabilities	753,895	931,826
Other	193,248	194,152
Total non-current liabilities	964,493	1,254,993
Total liabilities	8,291,287	10,019,013
Net assets		
Shareholders' equity		
Share capital	1,317,600	1,317,600
Capital surplus	778,300	778,300
Retained earnings	17,676,048	16,842,178
Treasury shares	(4,587)	(3,704,603)
Total shareholders' equity	19,767,361	15,233,474
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	571,101	577,438
Foreign currency translation adjustment	931,966	1,371,318
Remeasurements of defined benefit plans	367,668	133,877
Total accumulated other comprehensive income	1,870,736	2,082,634
Non-controlling interests	1,711,406	1,833,223
Total net assets	23,349,504	19,149,332
Total liabilities and net assets	31,640,791	29,168,346

# Consolidated statements of income and consolidated statements of comprehensive income Consolidated statements of income

(Thousands of yen) Fiscal year ended Fiscal year ended March 31, 2022 March 31, 2023 Net sales 26,988,673 31,785,486 Cost of sales 24,441,057 28,033,056 Gross profit 2,547,616 3,752,430 Selling, general and administrative expenses 2,640,431 2,929,087 Operating profit (loss) (92,815)823,342 Non-operating income Interest income 102,355 88,267 Dividend income 37,402 56,551 Foreign exchange gains 33,264 Rental income 2,368 2,618 Commission income 9,625 9,827 Subsidies for employment adjustment 17,671 9,693 Other 40,641 47,437 Total non-operating income 210,064 247,659 Non-operating expenses Interest expenses 12,323 15,834 Foreign exchange losses 7,749 Vehicle Referral system incentive fee 188 264 Commission for purchase of treasury shares 198,510 Other 927 7,316 21,264 221,848 Total non-operating expenses Ordinary profit 95,985 849,153 Extraordinary income 329 Gain on sale of non-current assets 4,760 Total extraordinary income 4,760 329 Extraordinary losses Loss on sale of non-current assets 249 Loss on retirement of non-current assets 48,978 27,104 Loss on special claims 922,996 Total extraordinary losses 49,228 950,101 Profit (loss) before income taxes 51,517 (100,617)262,476 Income taxes - current 216,883 Income taxes - deferred 543,690 222,743 Total income taxes 760,574 485,220 Loss (709,057)(585,837) 132,929 Profit attributable to non-controlling interests 91,991 Loss attributable to owners of parent (801,048)(718,766)

# Consolidated statements of comprehensive income

		(Thousands of you)
	Fiscal year ended	Fiscal year ended
	March 31, 2022	March 31, 2023
Loss	(709,057)	(585,837)
Other comprehensive income		
Valuation difference on available-for-sale securities	198,671	6,337
Foreign currency translation adjustment	1,090,265	541,940
Remeasurements of defined benefit plans, net of tax	13,576	(233,790)
Total other comprehensive income	1,302,513	314,487
Comprehensive income	593,455	(271,350)
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	313,239	(506,868)
Comprehensive income attributable to non-controlling interests	280,216	235,518

# **Consolidated statements of changes in equity** Fiscal year ended March 31, 2022

		Shareholders' equity								
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity					
Balance at beginning of period	1,317,600	778,300	18,700,109	(4,587)	20,791,422					
Changes during period										
Dividends of surplus			(223,012)		(223,012)					
Profit (loss) attributable to owners of parent			(801,048)		(801,048)					
Purchase of treasury shares					-					
Net changes in items other than shareholders' equity										
Total changes during period	-	_	(1,024,061)	-	(1,024,061)					
Balance at end of period	1,317,600	778,300	17,676,048	(4,587)	19,767,361					

		Accumulated other co	omprehensive income	е		
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance at beginning of period	372,429	29,926	354,004	756,359	1,737,960	23,285,743
Changes during period						
Dividends of surplus						(223,012)
Profit (loss) attributable to owners of parent						(801,048)
Purchase of treasury shares						
Net changes in items other than shareholders' equity	198,671	902,040	13,664	1,114,376	(26,553)	1,087,822
Total changes during period	198,671	902,040	13,664	1,114,376	(26,553)	63,760
Balance at end of period	571,101	931,966	367,668	1,870,736	1,711,406	23,349,504

	Shareholders' equity						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity		
Balance at beginning of period	1,317,600	778,300	17,676,048	(4,587)	19,767,361		
Changes during period							
Dividends of surplus			(115,103)		(115,103)		
Profit (loss) attributable to owners of parent			(718,766)		(718,766)		
Purchase of treasury shares				(3,700,016)	(3,700,016)		
Net changes in items other than shareholders' equity							
Total changes during period	_	_	(833,870)	(3,700,016)	(4,533,887)		
Balance at end of period	1,317,600	778,300	16,842,178	(3,704,603)	15,233,474		

	1	Accumulated other co				
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance at beginning of period	571,101	931,966	367,668	1,870,736	1,711,406	23,349,504
Changes during period						
Dividends of surplus						(115,103)
Profit (loss) attributable to owners of parent						(718,766)
Purchase of treasury shares						(3,700,016)
Net changes in items other than shareholders' equity	6,337	439,351	(233,790)	211,898	121,817	333,715
Total changes during period	6,337	439,351	(233,790)	211,898	121,817	(4,200,171)
Balance at end of period	577,438	1,371,318	133,877	2,082,634	1,833,223	19,149,332

### Consolidated statements of cash flows

		(Thousands of yen)	
	Fiscal year ended	Fiscal year ended	
	March 31, 2022	March 31, 2023	
Cash flows from operating activities			
Profit before income taxes	51,517	(100,617	
Depreciation	1,133,262	1,292,062	
Commission for purchase of treasury shares	_	198,510	
Increase (decrease) in provisions	8,091	465,121	
Increase (decrease) in retirement benefit liability	(52,109)	(122,843)	
Decrease (increase) in retirement benefit asset	(78,423)	78,423	
Interest and dividend income	(139,757)	(144,818)	
Interest expenses	12,323	15,834	
Foreign exchange losses (gains)	8,897	976	
Loss on retirement of non-current assets	48,978	27,104	
Decrease (increase) in trade receivables	54,399	1,906,405	
Decrease (increase) in inventories	(851,973)	(407,125	
Decrease (increase) in dies for sales	354	(238,638)	
Increase (decrease) in trade payables	(310,849)	424,640	
Increase (decrease) in accrued expenses	(162,699)	235,090	
Increase (decrease) in accrued consumption taxes	(15,923)	73,766	
Other, net	175,352	(43,051	
Subtotal	(118,560)	3,660,840	
Interest and dividends received	151,297	144,875	
Interest paid	(12,323)	(15,834	
Income taxes refund (paid)	(201,256)	(286,689	
Net cash provided by (used in) operating activities	(180,843)	3,503,192	
Cash flows from investing activities			
Payments into time deposits	(31,200)	(18,000	
Proceeds from withdrawal of time deposits	728,000	200,686	
Purchase of property, plant and equipment	(1,648,259)	(1,015,751	
Proceeds from sale of property, plant and equipment	8,635	330	
Purchase of intangible assets	(18,711)	(33,019	
Purchase of investment securities	(30,420)	(43,208	
Other, net	553	165	
Net cash provided by (used in) investing activities	(991,401)	(908,798	
Cash flows from financing activities			
Dividends paid	(223,012)	(115,103	
Dividends paid to non-controlling interests	(306,682)	(113,701	
Repayments of lease liabilities	(92,641)	(33,881	
Purchase of treasury shares	-	(3,722,988	
Net cash provided by (used in) financing activities	(622,336)	(3,985,675)	
Effect of exchange rate change on cash and cash equivalents	284,739	118,270	
Net increase (decrease) in cash and cash equivalents	(1,509,842)	(1,273,010	
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Cash and eash equivalents at beginning of period	7,997,119	6,487,277	
Cash and cash equivalents at end of period	6,487,277	5,214,267	