

# Consolidated Financial Results for the Fiscal Year Ended December 31, 2022 (Japanese GAAP)



February 13, 2023

Company Name: RYOBILIMITED  
 Stock Code: 5851  
 (URL: <https://www.ryobi-group.co.jp/>)  
 Stock Exchange Listing: Tokyo  
 Representative: Akira Urakami, President and CEO  
 Contact: Hiromu Arihiro, Corporate Officer  
           Divisional Deputy General Manager of Corporate Planning Division  
           General Manager of Finance Department  
 Phone: +81-3-3501-0511  
 Scheduled date of Ordinary General Meeting of Shareholders : March 29, 2023  
 Scheduled date to submit the Annual Securities Report : March 29, 2023  
 Date of scheduled payment of dividend : March 30, 2023  
 Availability of supplementary briefing material on yearly results : Yes  
 Presentation Meeting : Yes (for securities analysts / institutional investors)

(Any amount less than one million is disregarded.)

## 1. Consolidated Financial Results for the Fiscal Year Ended December 31, 2022 (From January 1, 2022 to December 31, 2022)

### (1) Consolidated Results of Operations

(% indicates changes from the previous fiscal year.)

|                  | Net sales       |      | Operating income |   | Ordinary income |   | Net income attributable to owners of parent |   |
|------------------|-----------------|------|------------------|---|-----------------|---|---------------------------------------------|---|
|                  | Millions of yen | %    | Millions of yen  | % | Millions of yen | % | Millions of yen                             | % |
| FY December 2022 | 249,521         | 26.0 | 6,969            | — | 7,791           | — | 4,784                                       | — |
| FY December 2021 | 198,073         | 15.9 | (1,524)          | — | 4               | — | (4,397)                                     | — |

(Note) Comprehensive income: FY December 31, 2022: 12,215 million yen [99.2%]  
 FY December 31, 2021: 6,131 million yen [—%]

|                  | Net income per share | Fully diluted net income per share | Return on equity | Ordinary income to total assets ratio | Operating income to net sales ratio |
|------------------|----------------------|------------------------------------|------------------|---------------------------------------|-------------------------------------|
|                  | Yen                  | Yen                                | %                | %                                     | %                                   |
| FY December 2022 | 147.80               | —                                  | 3.7              | 2.7                                   | 2.8                                 |
| FY December 2021 | (135.87)             | —                                  | (3.7)            | 0.0                                   | (0.8)                               |

(Reference) Equity in earnings of affiliated companies FY December 31, 2022 : (225) million yen  
 FY December 31, 2021 : 59 million yen

\* As year-on-year percentage changes of ordinary profit for FY December 2022 would be more than 1,000%, it is indicated as “-”.

### (2) Consolidated Financial Position

|                         | Total assets    | Net assets      | Shareholders' equity ratio | Shareholders' equity per share |
|-------------------------|-----------------|-----------------|----------------------------|--------------------------------|
|                         | Millions of yen | Millions of yen | %                          | Yen                            |
| As of December 31, 2022 | 300,285         | 143,723         | 44.8                       | 4,154.04                       |
| As of December 31, 2021 | 279,422         | 131,717         | 44.0                       | 3,797.69                       |

(Reference) Shareholders' Equity: As of December 31, 2022 : 134,460 million yen  
 As of December 31, 2021 : 122,926 million yen

### (3) Consolidated Cash Flows

|                  | Net cash provided by<br>(used in) operating<br>activities | Net cash provided by<br>(used in) investing<br>activities | Net cash provided by<br>(used in) financing<br>activities | Cash and cash<br>equivalents<br>at end of period |
|------------------|-----------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------|
|                  | Millions of yen                                           | Millions of yen                                           | Millions of yen                                           | Millions of yen                                  |
| FY December 2022 | 16,787                                                    | (15,860)                                                  | (2,856)                                                   | 26,099                                           |
| FY December 2021 | 14,900                                                    | (12,162)                                                  | (1,936)                                                   | 27,388                                           |

### 2. Dividends

|                                | Cash dividends per share |           |           |          |        | Total dividends<br>paid(annual) | Payout ratio<br>(consolidated) | Dividends to net<br>assets ratio<br>(consolidated) |
|--------------------------------|--------------------------|-----------|-----------|----------|--------|---------------------------------|--------------------------------|----------------------------------------------------|
|                                | End of 1Q                | End of 2Q | End of 3Q | Year-end | Annual |                                 |                                |                                                    |
|                                | Yen                      | Yen       | Yen       | Yen      | Yen    | Millions of yen                 | %                              | %                                                  |
| FY December 2021               | —                        | 10.00     | —         | 10.00    | 20.00  | 647                             | —                              | 0.5                                                |
| FY December 2022               | —                        | 20.00     | —         | 25.00    | 45.00  | 1,456                           | 30.4                           | 1.1                                                |
| FY December 2023<br>(Forecast) | —                        | 25.00     | —         | 25.00    | 50.00  |                                 | 29.4                           |                                                    |

### 3. Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2023 (From January 1, 2023 to December 31, 2023)

(% indicates percentage changes as compared with the previous corresponding fiscal period or fiscal year, as applicable.)

|            | Net sales       |      | Operating income |      | Ordinary income |        | Net income attributable<br>to owners of parent |       | Net income<br>per share |
|------------|-----------------|------|------------------|------|-----------------|--------|------------------------------------------------|-------|-------------------------|
|            | Millions of yen | %    | Millions of yen  | %    | Millions of yen | %      | Millions of yen                                | %     | Yen                     |
| First half | 129,000         | 13.6 | 2,500            | 22.1 | 2,400           | (22.4) | 1,700                                          | (5.9) | 52.52                   |
| Full year  | 266,000         | 6.6  | 7,500            | 7.6  | 7,400           | (5.0)  | 5,500                                          | 15.0  | 169.92                  |

#### \*Notes

(1) Significant changes of companies during the fiscal year ended December 31, 2022 (changes in specific companies involving changes in the scope of consolidation): Not applicable  
New Company: —  
Excluded companies: —

(2) Changes in accounting policies, changes in accounting estimates and restatements  
1) Changes in accounting policies due to the revision of accounting standards: Applicable  
2) Changes in accounting policies other than 1): Not applicable  
3) Changes in accounting estimates: Not applicable  
4) Restatements: Not applicable

\* For details, please see “3. Consolidated Financial Statements and Important Notes (5) Notes Regarding the Consolidated Financial Statements (Changes in Accounting policies)” on page 13 of the accompanying materials.

(3) Shares issued (common stock)

1) Shares issued  
(including treasury stock)

|                         |            |                         |            |
|-------------------------|------------|-------------------------|------------|
| As of December 31, 2022 | 32,646,143 | As of December 31, 2021 | 32,646,143 |
|-------------------------|------------|-------------------------|------------|

2) Treasury stock

|                         |         |                         |         |
|-------------------------|---------|-------------------------|---------|
| As of December 31, 2022 | 277,580 | As of December 31, 2021 | 277,412 |
|-------------------------|---------|-------------------------|---------|

3) Average shares outstanding  
during the period

|                      |            |                      |            |
|----------------------|------------|----------------------|------------|
| FY December 31, 2022 | 32,368,647 | FY December 31, 2021 | 32,368,784 |
|----------------------|------------|----------------------|------------|

## (Reference) Summary of the Non-consolidated Financial Results

**Overview of the Non-consolidated Financial Results for the Fiscal Year Ended December 31, 2022****(From January 1, 2022 to December 31, 2022)**

## (1) Non-consolidated Results of Operations

|                  | Net sales       |      | Operating income |   | Ordinary income |       | Net income      |   |
|------------------|-----------------|------|------------------|---|-----------------|-------|-----------------|---|
|                  | Millions of yen | %    | Millions of yen  | % | Millions of yen | %     | Millions of yen | % |
| FY December 2022 | 97,947          | 5.9  | 1,643            | — | 6,864           | 223.7 | 5,125           | — |
| FY December 2021 | 92,508          | 20.4 | (1,868)          | — | 2,120           | 149.1 | (3,372)         | — |

|                  | Net income per share | Fully diluted net income per share |
|------------------|----------------------|------------------------------------|
|                  | Yen                  | Yen                                |
| FY December 2022 | 158.35               | —                                  |
| FY December 2021 | (104.18)             | —                                  |

## (2) Non-consolidated Financial Position

|                         | Total assets    | Net assets      | Shareholders' equity ratio | Shareholders' equity per share |
|-------------------------|-----------------|-----------------|----------------------------|--------------------------------|
|                         | Millions of yen | Millions of yen | %                          | Yen                            |
| As of December 31, 2022 | 174,991         | 76,331          | 43.6                       | 2,358.19                       |
| As of December 31, 2021 | 167,028         | 71,429          | 42.8                       | 2,206.73                       |

(Reference) Shareholders' Equity As of December 31, 2022: 76,331 million yen  
As of December 31, 2021: 71,429 million yen

\* These consolidated financial results are outside the scope of audit.

\* Explanation for the appropriate use of performance forecasts and other special notes:

(Cautionary note on forward-looking statement)

The forecasts presented herein are based on information currently available and certain assumptions deemed reasonable by the Company, and actual results may differ significantly from these forecasts due to various factors. For notes on the use of the results forecasts and assumptions as the basis for the results forecasts, please see "1. Overview of Operating Results 3) Outlook for the fiscal year ending December 31, 2023" on page 3 of the accompanying materials.

## Index of Attached Documents

|                                                                                                 |        |
|-------------------------------------------------------------------------------------------------|--------|
| 1. Overview of Operating Results.....                                                           | - 2 -  |
| (1) Overview of Operating Results for the Fiscal Year under Review .....                        | - 2 -  |
| (2) Overview of Financial Position for the Fiscal Year under Review .....                       | - 4 -  |
| (3) Basic Profit Allocation Policy, and Dividends for the Current and New Fiscal Year .....     | - 5 -  |
| 2. Basic Policy for the Selection of Accounting Standards .....                                 | - 5 -  |
| 3. Consolidated Financial Statements and Important Notes .....                                  | - 6 -  |
| (1) Consolidated Balance Sheets .....                                                           | - 6 -  |
| (2) Consolidated Statements of Income and Consolidated Statements of Comprehensive Income ..... | - 8 -  |
| (Consolidated Statements of Income) .....                                                       | - 8 -  |
| (Consolidated Statements of Comprehensive Income) .....                                         | - 9 -  |
| (3) Consolidated Statements of Changes in Equity .....                                          | - 10 - |
| (4) Consolidated Statements of Cash Flows .....                                                 | - 12 - |
| (5) Notes Regarding the Consolidated Financial Statements.....                                  | - 13 - |
| (Note related to going-concern assumption) .....                                                | - 13 - |
| (Changes in accounting policies) .....                                                          | - 13 - |
| (Segment information) .....                                                                     | - 14 - |
| (Per share information).....                                                                    | - 16 - |
| (Important subsequent events) .....                                                             | - 16 - |
| 4. Non-consolidated Financial Statements and Important Note .....                               | - 17 - |
| (1) Balance Sheets.....                                                                         | - 17 - |
| (2) Statements of Income .....                                                                  | - 19 - |
| (3) Statements of Changes in Equity.....                                                        | - 20 - |
| 5. Others.....                                                                                  | - 22 - |
| Changes in Officers .....                                                                       | - 22 - |

(Appendix) Supplementary materials for financial results for the fiscal year ended December 31, 2022

## 1. Overview of Operating Results

### (1) Overview of Operating Results for the Fiscal Year under Review

#### 1) Operating Results for the Consolidated Fiscal Year under Review

The environment surrounding the Group in the consolidated fiscal year under review trended toward gradual recovery. This was despite global supply chain disruptions stemming from semiconductor shortages and China's lockdown, the protracted conflict in Ukraine, soaring energy and materials costs, and rapid foreign exchange movements, among other factors, as well as the lingering effects of COVID-19.

Under these circumstances, the Group pursued energetic sales activities and implemented initiatives to cut costs, improve productivity, strengthen operational efficiency, and make progress toward other goals.

As a result, sales and profit for the current consolidated fiscal year increased compared to the previous fiscal year, as indicated below.

#### Consolidated business result

|                                                    | Results for the Fiscal Year Ended December 31, 2021 |       | Results for the Fiscal Year Ended December 31, 2022 |     | Increase / decrease |      |
|----------------------------------------------------|-----------------------------------------------------|-------|-----------------------------------------------------|-----|---------------------|------|
|                                                    | Millions of yen                                     | %     | Millions of yen                                     | %   | Millions of yen     | %    |
| Net sales                                          | 198,073                                             |       | 249,521                                             |     | 51,447              | 26.0 |
| Operating income (loss)                            | (1,524)                                             | (0.8) | 6,969                                               | 2.8 | 8,493               | —    |
| Ordinary income                                    | 4                                                   | 0.0   | 7,791                                               | 3.1 | 7,787               | —    |
| Net income (loss) attributable to owners of parent | (4,397)                                             | (2.2) | 4,784                                               | 1.9 | 9,182               | —    |

% indicates the profit margin on sales.

% in the increase/decrease column indicates the increase/decrease rate.

#### 2) Performance by Segment

The Die Castings business posted higher sales and profit than in the previous consolidated fiscal year. While domestic sales volume (weight) declined due to the impact of semiconductor shortages and other factors on automobile production, overseas sales volumes expanded as economic activity returned to normal, resulting in modest overall gains. More upward revisions of sales prices to offset rising raw material (aluminum) prices and higher yen-based sales of overseas subsidiaries due to the weak yen, among other factors, led to higher sales. Due primarily to higher sales, earnings also grew, despite soaring energy prices and other factors.

The Builders' Hardware business posted higher sales and lower profit compared to the previous consolidated fiscal year. While both domestic and overseas sales increased, especially due to robust demand in the construction market in Japan, profit declined despite efforts to reduce costs and expenses due to the impact of higher procurement costs attributable to the appreciation of the Chinese yuan.

The Printing Equipment business posted higher sales and profits than in the previous consolidated fiscal year. Sales grew both domestically and overseas. Subsidies from the government and other entities, which stimulated capital investment, drove growth in domestic sales. Demand recovery continued to drive recovery in overseas sales, except certain regions. Despite higher raw material costs, sales growth and other factors led to higher earnings.

#### Sales by segment

|                    | Results for the Fiscal Year Ended December 31, 2021 |      | Results for the Fiscal Year Ended December 31, 2022 |      | Increase / decrease |      |
|--------------------|-----------------------------------------------------|------|-----------------------------------------------------|------|---------------------|------|
|                    | Millions of yen                                     | %    | Millions of yen                                     | %    | Millions of yen     | %    |
| Die Castings       | 169,898                                             | 85.8 | 215,726                                             | 86.5 | 45,827              | 27.0 |
| Builders' Hardware | 9,574                                               | 4.8  | 10,145                                              | 4.1  | 570                 | 6.0  |
| Printing Equipment | 18,393                                              | 9.3  | 23,417                                              | 9.4  | 5,023               | 27.3 |

% indicates the percentage of each segment sales to net sales.

% in the increase/decrease column indicates the increase/decrease rate.

### Operating income by segment

|                    | Results for the Fiscal Year Ended December 31, 2021 |       | Results for the Fiscal Year Ended December 31, 2022 |     | Increase / decrease |        |
|--------------------|-----------------------------------------------------|-------|-----------------------------------------------------|-----|---------------------|--------|
|                    | Millions of yen                                     | %     | Millions of yen                                     | %   | Millions of yen     | %      |
| Die Castings       | (1,449)                                             | (0.9) | 5,232                                               | 2.4 | 6,682               | —      |
| Builders' Hardware | 362                                                 | 3.8   | 226                                                 | 2.2 | (135)               | (37.4) |
| Printing Equipment | (417)                                               | (2.3) | 1,506                                               | 6.4 | 1,923               | —      |

% indicates the profit margin on sales.

% in the increase/decrease column indicates the increase/decrease rate.

### 3) Outlook for the fiscal year ending December 31, 2023

We expect the Japanese economy to maintain a course of gradual recovery under the 'living-with-Covid' situation; however, supply chain disruptions due to semiconductor shortages and other factors, as well as soaring energy and materials costs.

Under these circumstances, as shown below, we currently expect higher sales and profits for the consolidated full-year results for the fiscal year ending December 2023 compared to the current consolidated fiscal year.

The assumed foreign exchange rates are 125 yen to the US dollar, 155 yen to the British pound, 18.5 yen to the Chinese yuan, and 3.6 yen to the Thai baht.

### Consolidated business forecast

|                                             | Results for the Fiscal Year Ended December 31, 2022 |     | Forecasts for the Fiscal Year Ending December 31, 2023 |     | Increase / decrease |       |
|---------------------------------------------|-----------------------------------------------------|-----|--------------------------------------------------------|-----|---------------------|-------|
|                                             | Millions of yen                                     | %   | Millions of yen                                        | %   | Millions of yen     | %     |
| Net sales                                   | 249,521                                             |     | 266,000                                                |     | 16,478              | 6.6   |
| Operating income                            | 6,969                                               | 2.8 | 7,500                                                  | 2.8 | 530                 | 7.6   |
| Ordinary income                             | 7,791                                               | 3.1 | 7,400                                                  | 2.8 | (391)               | (5.0) |
| Net income attributable to owners of parent | 4,784                                               | 1.9 | 5,500                                                  | 2.1 | 715                 | 15.0  |

% indicates the profit margin on sales.

% in the increase/decrease column indicates the increase/decrease rate.

The outlook for the full-year consolidated performance by segment for the next fiscal year is as follows:

We expect sales of the Die Castings business to increase both domestically and overseas. We anticipate gradual improvements in semiconductor shortages and their effects on automobile production; and profits growth driven by higher sales.

Sales of the Builders' Hardware business are expected to increase both domestically and overseas. We expect this sales growth to generate higher profits.

Sales of the Printing Equipment business are expected to remain largely flat both domestically and overseas. We expect profits to decline due to the effects of soaring raw material prices, among other factors.

### Sales by segment

|                    | Results for the Fiscal Year Ended December 31, 2022 |      | Forecasts for the Fiscal Year Ending December 31, 2023 |      | Increase / decrease |       |
|--------------------|-----------------------------------------------------|------|--------------------------------------------------------|------|---------------------|-------|
|                    | Millions of yen                                     | %    | Millions of yen                                        | %    | Millions of yen     | %     |
| Die Castings       | 215,726                                             | 86.5 | 231,700                                                | 87.1 | 15,973              | 7.4   |
| Builders' Hardware | 10,145                                              | 4.1  | 11,000                                                 | 4.1  | 854                 | 8.4   |
| Printing Equipment | 23,417                                              | 9.4  | 23,300                                                 | 8.8  | (117)               | (0.5) |

% indicates the percentage of each segment sales to net sales.

% in the increase/decrease column indicates the increase/decrease rate.

Operating income by segment

|                    | Results for the Fiscal Year Ended December 31, 2022 |     | Forecasts for the Fiscal Year Ending December 31, 2023 |     | Increase / decrease |        |
|--------------------|-----------------------------------------------------|-----|--------------------------------------------------------|-----|---------------------|--------|
|                    | Millions of yen                                     | %   | Millions of yen                                        | %   | Millions of yen     | %      |
| Die Castings       | 5,232                                               | 2.4 | 6,500                                                  | 2.8 | 1,267               | 24.2   |
| Builders' Hardware | 226                                                 | 2.2 | 300                                                    | 2.7 | 73                  | 32.3   |
| Printing Equipment | 1,506                                               | 6.4 | 700                                                    | 3.0 | (806)               | (53.5) |

% indicates the profit margin on sales.

% in the increase/decrease column indicates the increase/decrease rate.

(2) Overview of Financial Position for the Fiscal Year under Review

1) Asset, liabilities and net assets

Total assets at the end of the fiscal year under review increased by 20,862 million yen from the end of the previous consolidated fiscal year to 300,285 million yen. This increase was due mainly to increases in notes and accounts receivable-trade of 14,009 million yen and property, plant and equipment of 6.8 billion yen. Certain assets declined, including a decline in cash and deposits of 1,216 million yen.

Liabilities grew by 8,855 million yen from the end of the previous consolidated fiscal year to 156,561 million yen, due mainly to increases in notes and accounts payable-trade of 4,939 million yen and long- and short-term borrowings of 2,088 million yen. Certain liabilities shrank, including bonds payable, which declined by 1.5 billion yen. Interest-bearing debt outstanding, excluding discounted notes receivable and lease obligations, was 74,358 million yen.

Net assets increased by 12,006 million yen from the end of the previous consolidated fiscal year to 143,723 million yen, due mainly to a foreign currency translation adjustment of 7,387 million yen and retained earnings of 4,531 million yen. Shareholders' equity—net assets minus non-controlling interests—increased by 11,533 million yen from the end of the previous fiscal year to 134,460 million yen. As a result, the shareholders' equity ratio increased by 0.8 percentage points from the end of the previous consolidated fiscal year to 44.8%.

|                       | As of December 31, 2021 |      | As of December 31, 2022 |      | Increase / decrease |     |
|-----------------------|-------------------------|------|-------------------------|------|---------------------|-----|
|                       | Millions of yen         | %    | Millions of yen         | %    | Millions of yen     | %   |
| Total assets          | 279,422                 |      | 300,285                 |      | 20,862              | 7.5 |
| Shareholders' equity  | 122,926                 | 44.0 | 134,460                 | 44.8 | 11,533              | 9.4 |
| Interest-bearing debt | 73,769                  | 26.4 | 74,358                  | 24.8 | 588                 | 0.8 |

% indicates the percentage of each item to total assets.

% in the increase/decrease column indicates the increase/decrease rate.

2) Cash flows

Cash and cash equivalents at the end of the fiscal year under review decreased by 1,289 million yen from the end of the previous consolidated fiscal year to 26,099 million yen.

Cash flows from operating activities increased funds by 16,787 million yen. The increase in funds was due mainly to depreciation expenses of 18,327 million yen, income before income taxes of 6,960 million yen, and an increase in trade payables of 4,074 million yen. Funds declined due to an increase in trade receivables of 12,038 million yen, among other factors.

Cash flows from investing activities—primarily expenditures of 16,879 million yen for the purchase of property, plant and equipment—reduced funds by 15,860 million yen.

Cash flows from financing activities—primarily redemptions of bonds of 1.5 billion yen and dividend payments of 973 million yen—reduced funds by 2,856 million yen.

|                                      | Results for the Fiscal Year<br>Ended December 31,2021 | Results for the Fiscal Year<br>Ended December 31,2022 | Increase / decrease |
|--------------------------------------|-------------------------------------------------------|-------------------------------------------------------|---------------------|
|                                      | Millions of yen                                       | Millions of yen                                       | Millions of yen     |
| Cash flows from operating activities | 14,900                                                | 16,787                                                | 1,886               |
| Cash flows from investing activities | (12,162)                                              | (15,860)                                              | (3,698)             |
| Cash flows from financing activities | (1,936)                                               | (2,856)                                               | (919)               |

The trend in cash flow indicators is as follows.

|                                              | Results for the Fiscal Year Ended<br>December 31,2021 | Results for the Fiscal Year Ended<br>December 31,2022 |
|----------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| Shareholders' equity ratio                   | 44.0%                                                 | 44.8%                                                 |
| Equity ratio based on market value           | 12.7%                                                 | 12.4%                                                 |
| Ratio of interest-bearing debt to cash flows | 5.0 years                                             | 4.4 years                                             |
| Interest coverage ratio                      | 16.5 times                                            | 16.6 times                                            |

(Notes) Shareholders' equity ratio : Shareholders' equity / Total asset

Equity ratio based on market value : Market capitalization / Total assets

Ratio of interest-bearing debt to cash flows: Interest-bearing debt / Cash flows from Operating activities

Interest coverage ratio : Cash flows from Operating activities / Interest paid

1. Each indicator is calculated based on consolidated figures.
2. Market capitalization is calculated as the closing stock price at the end of the term × the number of shares issued (net of treasury stock) at the end of the term.
3. Interest-bearing debt covers debt recorded on the consolidated balance sheet on which interest is paid (discounted notes receivable and lease obligations are excluded).
4. Operating cash flow is the cash flow from operating activities stated on the consolidated cash flow statement.
5. Interest paid is the amount of interest paid stated on the consolidated statement of cash flows.

### (3) Basic Profit Allocation Policy, and Dividends for the Current and New Fiscal Year

Our basic profit distribution policy is to maintain a stable return of profits to shareholders while securing funds for growth investment along with a medium- to long-term improvement in consolidated operating performance. In addition, we determine profit distribution after considering various factors, using a dividend payout ratio of 30% as a guide, in addition to maintaining stable dividends. Funds retained internally are used to strengthen our production and sales systems in response to changes in the business environment, capital expenditures for growth, the development of new technologies and products, operational rationalization, and other efforts to strengthen competitiveness and improve earnings power over the medium to long term.

Given various factors, including our performance in the period under review and our financial position based on the above policy, the board of directors resolved at their meeting on February 13, 2023 to increase the most recent year-end dividend planned for the fiscal year ended December 2022 of 20 yen by 5 yen to 25 yen per share, which is 15 yen higher than in the previous period, and to submit this proposal to the general meeting of shareholders to be held on March 29, 2023. As a result, the annual dividend including the 20-yen interim dividend will be 45 yen per share, 25 yen higher than in the previous period.

The planned dividend for the fiscal year ending December 2023 is 50 yen per share per annum (interim dividend of 25 yen and year-end dividend of 25 yen).

## 2. Basic Policy for the Selection of Accounting Standards

The Group's policy is to prepare consolidated financial statements based on Japanese Accounting Standards with consideration for inter-period and inter-company comparability.

Regarding the application of International Accounting Standards, our policy is to respond appropriately after taking into account domestic and overseas conditions.



### 3. Consolidated Financial Statements and Important Notes

#### (1) Consolidated Balance Sheets

(Millions of yen)

|                                            | 2021/12/31     | 2022/12/31     |
|--------------------------------------------|----------------|----------------|
| <b>Assets</b>                              |                |                |
| <b>Current assets</b>                      |                |                |
| Cash and deposits                          | 28,538         | 27,339         |
| Notes and accounts receivable - trade      | 44,327         | 58,337         |
| Securities                                 | 740            | 650            |
| Merchandise and finished goods             | 19,603         | 18,104         |
| Work in process                            | 14,813         | 16,829         |
| Raw materials and supplies                 | 18,092         | 20,526         |
| Other                                      | 3,505          | 3,586          |
| Allowance for doubtful accounts            | (30)           | (32)           |
| <b>Total current assets</b>                | <b>129,591</b> | <b>145,341</b> |
| <b>Non-current assets</b>                  |                |                |
| <b>Property, plant and equipment</b>       |                |                |
| Buildings and structures, net              | 32,793         | 32,716         |
| Machinery, equipment and vehicles, net     | 51,314         | 56,196         |
| Land                                       | 15,598         | 15,778         |
| Construction in progress                   | 11,733         | 13,084         |
| Other, net                                 | 5,718          | 6,183          |
| <b>Total property, plant and equipment</b> | <b>117,158</b> | <b>123,959</b> |
| <b>Intangible assets</b>                   |                |                |
| Other                                      | 3,159          | 2,803          |
| <b>Total intangible assets</b>             | <b>3,159</b>   | <b>2,803</b>   |
| <b>Investments and other assets</b>        |                |                |
| Investment securities                      | 15,772         | 14,826         |
| Retirement benefit asset                   | 6,916          | 6,439          |
| Deferred tax assets                        | 3,879          | 4,053          |
| Other                                      | 3,006          | 2,923          |
| Allowance for doubtful accounts            | (62)           | (63)           |
| <b>Total investments and other assets</b>  | <b>29,512</b>  | <b>28,179</b>  |
| <b>Total non-current assets</b>            | <b>149,830</b> | <b>154,943</b> |
| <b>Deferred assets</b>                     |                |                |
| Bond issuance costs                        | 0              | —              |
| <b>Total deferred assets</b>               | <b>0</b>       | <b>—</b>       |
| <b>Total assets</b>                        | <b>279,422</b> | <b>300,285</b> |

|                                                       | 2021/12/31     | 2022/12/31     |
|-------------------------------------------------------|----------------|----------------|
| <b>Liabilities</b>                                    |                |                |
| Current liabilities                                   |                |                |
| Notes and accounts payable - trade                    | 41,606         | 46,546         |
| Short-term borrowings                                 | 36,498         | 39,942         |
| Current portion of bonds payable                      | 1,500          | —              |
| Current portion of long-term borrowings               | 13,005         | 6,545          |
| Income taxes payable                                  | 636            | 879            |
| Provision for bonuses                                 | 387            | 549            |
| Provision for board member's bonuses                  | —              | 36             |
| Other                                                 | 17,131         | 20,199         |
| Total current liabilities                             | 110,765        | 114,698        |
| Non-current liabilities                               |                |                |
| Long-term borrowings                                  | 22,765         | 27,869         |
| Deferred tax liabilities                              | 2,948          | 3,242          |
| Deferred tax liabilities for land revaluation         | 510            | 510            |
| Retirement benefit liability                          | 7,872          | 7,183          |
| Other                                                 | 2,842          | 3,056          |
| Total non-current liabilities                         | 36,939         | 41,863         |
| Total liabilities                                     | 147,705        | 156,561        |
| <b>Net assets</b>                                     |                |                |
| Shareholders' equity                                  |                |                |
| Common stock                                          | 18,472         | 18,472         |
| Additional paid in capital                            | 21,875         | 21,892         |
| Retained earnings                                     | 71,587         | 76,118         |
| Treasury stock                                        | (346)          | (346)          |
| Total shareholders' equity                            | 111,588        | 116,136        |
| Accumulated other comprehensive income                |                |                |
| Valuation difference on available-for-sale securities | 5,503          | 5,649          |
| Revaluation reserve for land                          | 811            | 811            |
| Foreign currency translation adjustment               | 4,288          | 11,675         |
| Remeasurements of defined benefit plans               | 734            | 186            |
| Total accumulated other comprehensive income          | 11,337         | 18,323         |
| Non-controlling interests                             | 8,790          | 9,263          |
| Total net assets                                      | 131,717        | 143,723        |
| <b>Total liabilities and net assets</b>               | <b>279,422</b> | <b>300,285</b> |

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

(Millions of yen)

|                                                               | from:2021/1/1<br>to:2021/12/31 | from:2022/1/1<br>to:2022/12/31 |
|---------------------------------------------------------------|--------------------------------|--------------------------------|
| Net sales                                                     | 198,073                        | 249,521                        |
| Cost of sales                                                 | 179,600                        | 221,275                        |
| Gross profit                                                  | 18,472                         | 28,245                         |
| Selling, general and administrative expenses                  | 19,996                         | 21,276                         |
| Operating income (loss)                                       | (1,524)                        | 6,969                          |
| Non-operating income                                          |                                |                                |
| Interest income                                               | 164                            | 123                            |
| Dividend income                                               | 366                            | 413                            |
| Rental income                                                 | 164                            | 156                            |
| Foreign exchange gains                                        | 200                            | 321                            |
| Dividend income of insurance                                  | 145                            | 41                             |
| Share of profit of entities accounted for using equity method | 59                             | —                              |
| Usage income of trademark                                     | 270                            | 342                            |
| Subsidy income                                                | 378                            | 66                             |
| Other                                                         | 833                            | 823                            |
| Total non-operating income                                    | 2,582                          | 2,289                          |
| Non-operating expenses                                        |                                |                                |
| Interest expenses                                             | 894                            | 1,025                          |
| Loss on abandonment of inventories                            | 31                             | 44                             |
| Depreciation                                                  | 16                             | 13                             |
| Share of loss of entities accounted for using equity method   | —                              | 225                            |
| Other                                                         | 112                            | 156                            |
| Total non-operating expenses                                  | 1,054                          | 1,466                          |
| Ordinary income                                               | 4                              | 7,791                          |
| Extraordinary income                                          |                                |                                |
| Gain on disposal of non-current assets                        | 4                              | 23                             |
| Gain on sale of investment securities                         | 0                              | —                              |
| Total extraordinary income                                    | 5                              | 23                             |
| Extraordinary losses                                          |                                |                                |
| Loss on disposal of non-current assets                        | 203                            | 170                            |
| Impairment losses                                             | 4,134                          | —                              |
| Loss on valuation of investment securities                    | 2                              | 4                              |
| Loss on sale of investment securities                         | —                              | 250                            |
| Compensation expenses                                         | —                              | 430                            |
| Total extraordinary losses                                    | 4,339                          | 855                            |
| Net income (loss) before income taxes                         | (4,329)                        | 6,960                          |
| Income taxes - current                                        | 1,001                          | 1,345                          |
| Income taxes - deferred                                       | (969)                          | 374                            |
| Total income taxes                                            | 31                             | 1,720                          |
| Net income (loss)                                             | (4,361)                        | 5,240                          |
| Net income (loss) attributable to non-controlling interests   | 36                             | 455                            |
| Net income (loss) attributable to owners of parent            | (4,397)                        | 4,784                          |

## (Consolidated Statements of Comprehensive Income)

(Millions of yen)

|                                                                                   | from: 2021/1/1<br>to: 2021/12/31 | from: 2022/1/1<br>to: 2022/12/31 |
|-----------------------------------------------------------------------------------|----------------------------------|----------------------------------|
| Net income (loss)                                                                 | (4,361)                          | 5,240                            |
| Other comprehensive income                                                        |                                  |                                  |
| Valuation difference on available-for-sale securities                             | 771                              | 137                              |
| Revaluation reserve for land                                                      | 0                                | —                                |
| Foreign currency translation adjustment                                           | 7,821                            | 7,251                            |
| Remeasurements of defined benefit plans, net of tax                               | 1,618                            | (549)                            |
| Share of other comprehensive income of entities accounted for using equity method | 281                              | 136                              |
| Total other comprehensive income                                                  | 10,492                           | 6,975                            |
| Comprehensive income                                                              | 6,131                            | 12,215                           |
| Comprehensive income attributable to                                              |                                  |                                  |
| Comprehensive income attributable to owners of parent                             | 6,087                            | 11,769                           |
| Comprehensive income attributable to non-controlling interests                    | 43                               | 445                              |

(3) Consolidated Statements of Changes in Equity  
 Previous consolidated fiscal year (January 1, 2021 - December 31, 2021)

(Millions of yen)

|                                                                                           | Shareholders' equity |                            |                   |                |                            |
|-------------------------------------------------------------------------------------------|----------------------|----------------------------|-------------------|----------------|----------------------------|
|                                                                                           | Common stock         | Additional paid in capital | Retained earnings | Treasury stock | Total shareholders' equity |
| Balance at beginning of period                                                            | 18,472               | 21,861                     | 76,309            | (346)          | 116,295                    |
| Cumulative impact of changes in accounting policies                                       |                      |                            |                   |                | —                          |
| Balance at beginning of period reflecting changes in accounting policies                  | 18,472               | 21,861                     | 76,309            | (346)          | 116,295                    |
| Changes during period                                                                     |                      |                            |                   |                |                            |
| Dividends of surplus                                                                      |                      |                            | (323)             |                | (323)                      |
| Net income (loss) attributable to owners of parent                                        |                      |                            | (4,397)           |                | (4,397)                    |
| Purchase of treasury stock                                                                |                      |                            |                   | (0)            | (0)                        |
| Change in ownership interest of parent due to transactions with non-controlling interests |                      | 14                         |                   |                | 14                         |
| Net changes in items other than shareholders' equity                                      |                      |                            |                   |                |                            |
| Total changes during period                                                               | —                    | 14                         | (4,721)           | (0)            | (4,707)                    |
| Balance at end of period                                                                  | 18,472               | 21,875                     | 71,587            | (346)          | 111,588                    |

|                                                                                           | Accumulated other comprehensive income                |                              |                                         |                                         |                                              | Non-controlling interests | Total net assets |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------|------------------------------|-----------------------------------------|-----------------------------------------|----------------------------------------------|---------------------------|------------------|
|                                                                                           | Valuation difference on available-for-sale securities | Revaluation reserve for land | Foreign currency translation adjustment | Remeasurements of defined benefit plans | Total accumulated other comprehensive income |                           |                  |
| Balance at beginning of period                                                            | 4,733                                                 | 810                          | (3,814)                                 | (877)                                   | 852                                          | 8,782                     | 125,930          |
| Cumulative impact of changes in accounting policies                                       |                                                       |                              |                                         |                                         |                                              |                           | —                |
| Balance at beginning of period reflecting changes in accounting policies                  | 4,733                                                 | 810                          | (3,814)                                 | (877)                                   | 852                                          | 8,782                     | 125,930          |
| Changes during period                                                                     |                                                       |                              |                                         |                                         |                                              |                           |                  |
| Dividends of surplus                                                                      |                                                       |                              |                                         |                                         |                                              |                           | (323)            |
| Net income (loss) attributable to owners of parent                                        |                                                       |                              |                                         |                                         |                                              |                           | (4,397)          |
| Purchase of treasury stock                                                                |                                                       |                              |                                         |                                         |                                              |                           | (0)              |
| Change in ownership interest of parent due to transactions with non-controlling interests |                                                       |                              |                                         |                                         |                                              |                           | 14               |
| Net changes in items other than shareholders' equity                                      | 770                                                   | 0                            | 8,102                                   | 1,611                                   | 10,485                                       | 8                         | 10,494           |
| Total changes during period                                                               | 770                                                   | 0                            | 8,102                                   | 1,611                                   | 10,485                                       | 8                         | 5,786            |
| Balance at end of period                                                                  | 5,503                                                 | 811                          | 4,288                                   | 734                                     | 11,337                                       | 8,790                     | 131,717          |

|                                                                                           | Shareholders' equity |                            |                   |                |                            |
|-------------------------------------------------------------------------------------------|----------------------|----------------------------|-------------------|----------------|----------------------------|
|                                                                                           | Common stock         | Additional paid in capital | Retained earnings | Treasury stock | Total shareholders' equity |
| Balance at beginning of period                                                            | 18,472               | 21,875                     | 71,587            | (346)          | 111,588                    |
| Cumulative impact of changes in accounting policies                                       |                      |                            | 718               |                | 718                        |
| Balance at beginning of period reflecting changes in accounting policies                  | 18,472               | 21,875                     | 72,305            | (346)          | 112,306                    |
| Changes during period                                                                     |                      |                            |                   |                |                            |
| Dividends of surplus                                                                      |                      |                            | (971)             |                | (971)                      |
| Net income (loss) attributable to owners of parent                                        |                      |                            | 4,784             |                | 4,784                      |
| Purchase of treasury stock                                                                |                      |                            |                   | (0)            | (0)                        |
| Change in ownership interest of parent due to transactions with non-controlling interests |                      | 17                         |                   |                | 17                         |
| Net changes in items other than shareholders' equity                                      |                      |                            |                   |                |                            |
| Total changes during period                                                               | —                    | 17                         | 3,813             | (0)            | 3,830                      |
| Balance at end of period                                                                  | 18,472               | 21,892                     | 76,118            | (346)          | 116,136                    |

|                                                                                           | Accumulated other comprehensive income                |                              |                                         |                                         |                                              | Non-controlling interests | Total net assets |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------|------------------------------|-----------------------------------------|-----------------------------------------|----------------------------------------------|---------------------------|------------------|
|                                                                                           | Valuation difference on available-for-sale securities | Revaluation reserve for land | Foreign currency translation adjustment | Remeasurements of defined benefit plans | Total accumulated other comprehensive income |                           |                  |
| Balance at beginning of period                                                            | 5,503                                                 | 811                          | 4,288                                   | 734                                     | 11,337                                       | 8,790                     | 131,717          |
| Cumulative impact of changes in accounting policies                                       |                                                       |                              |                                         |                                         |                                              |                           | 718              |
| Balance at beginning of period reflecting changes in accounting policies                  | 5,503                                                 | 811                          | 4,288                                   | 734                                     | 11,337                                       | 8,790                     | 132,435          |
| Changes during period                                                                     |                                                       |                              |                                         |                                         |                                              |                           |                  |
| Dividends of surplus                                                                      |                                                       |                              |                                         |                                         |                                              |                           | (971)            |
| Net income (loss) attributable to owners of parent                                        |                                                       |                              |                                         |                                         |                                              |                           | 4,784            |
| Purchase of treasury stock                                                                |                                                       |                              |                                         |                                         |                                              |                           | (0)              |
| Change in ownership interest of parent due to transactions with non-controlling interests |                                                       |                              |                                         |                                         |                                              |                           | 17               |
| Net changes in items other than shareholders' equity                                      | 146                                                   | —                            | 7,387                                   | (547)                                   | 6,985                                        | 472                       | 7,458            |
| Total changes during period                                                               | 146                                                   | —                            | 7,387                                   | (547)                                   | 6,985                                        | 472                       | 11,288           |
| Balance at end of period                                                                  | 5,649                                                 | 811                          | 11,675                                  | 186                                     | 18,323                                       | 9,263                     | 143,723          |

## (4) Consolidated Statements of Cash Flows

(Millions of yen)

|                                                                      | from: 2021/1/1<br>to: 2021/12/31 | from: 2022/1/1<br>to: 2022/12/31 |
|----------------------------------------------------------------------|----------------------------------|----------------------------------|
| <b>Cash flows from operating activities</b>                          |                                  |                                  |
| Net income (loss) before income taxes                                | (4,329)                          | 6,960                            |
| Depreciation                                                         | 17,240                           | 18,327                           |
| Impairment losses                                                    | 4,134                            | —                                |
| Increase (decrease) in allowance for doubtful accounts               | (3)                              | 2                                |
| Increase (decrease) in provision for bonuses                         | (3)                              | 161                              |
| Increase (decrease) in retirement benefit liability                  | 33                               | (319)                            |
| Interest and dividend income                                         | (530)                            | (537)                            |
| Interest expenses                                                    | 894                              | 1,025                            |
| Subsidy income                                                       | (378)                            | (66)                             |
| Share of loss (profit) of entities accounted for using equity method | (59)                             | 225                              |
| Loss (gain) on disposal of non-current assets                        | 198                              | 147                              |
| Loss (gain) on sale of investment securities                         | —                                | 250                              |
| Loss (gain) on valuation of investment securities                    | 2                                | 4                                |
| Decrease (increase) in trade receivables                             | (2,520)                          | (12,038)                         |
| Decrease (increase) in inventories                                   | (9,214)                          | (1,538)                          |
| Decrease (increase) in other current assets                          | (208)                            | (14)                             |
| Increase (decrease) in trade payables                                | 11,934                           | 4,074                            |
| Increase (decrease) in other current liabilities                     | (1,253)                          | 1,038                            |
| Other, net                                                           | (424)                            | 246                              |
| Subtotal                                                             | 15,510                           | 17,947                           |
| Interest and dividends received                                      | 613                              | 600                              |
| Interest paid                                                        | (904)                            | (1,011)                          |
| Subsidies received                                                   | 455                              | 86                               |
| Income taxes refund (paid)                                           | (773)                            | (835)                            |
| Net cash provided by (used in) operating activities                  | 14,900                           | 16,787                           |
| <b>Cash flows from investing activities</b>                          |                                  |                                  |
| Purchase of property, plant and equipment                            | (11,851)                         | (16,879)                         |
| Proceeds from sale of property, plant and equipment                  | 520                              | 76                               |
| Purchase of securities                                               | (1,300)                          | (1,300)                          |
| Proceeds from sale of securities                                     | 1,330                            | 1,300                            |
| Purchase of investment securities                                    | (15)                             | (11)                             |
| Proceeds from sale of investment securities                          | 13                               | 750                              |
| Payments into time deposits                                          | (2,404)                          | (2,404)                          |
| Proceeds from withdrawal of time deposits                            | 2,404                            | 2,404                            |
| Other, net                                                           | (859)                            | 202                              |
| Net cash provided by (used in) investing activities                  | (12,162)                         | (15,860)                         |
| <b>Cash flows from financing activities</b>                          |                                  |                                  |
| Net increase (decrease) in short-term borrowings                     | 9,325                            | 2,039                            |
| Proceeds from long-term borrowings                                   | 1,866                            | 11,110                           |
| Repayments of long-term borrowings                                   | (8,050)                          | (13,365)                         |
| Redemption of bonds                                                  | (4,600)                          | (1,500)                          |
| Purchase of treasury stock                                           | (0)                              | (0)                              |
| Dividends paid                                                       | (328)                            | (973)                            |
| Other, net                                                           | (150)                            | (167)                            |
| Net cash provided by (used in) financing activities                  | (1,936)                          | (2,856)                          |
| Effect of exchange rate change on cash and cash equivalents          | 1,182                            | 640                              |
| Net increase (decrease) in cash and cash equivalents                 | 1,983                            | (1,289)                          |
| Cash and cash equivalents at beginning of period                     | 25,405                           | 27,388                           |
| Cash and cash equivalents at end of period                           | 27,388                           | 26,099                           |

(5) Notes Regarding the Consolidated Financial Statements

(Note related to going-concern assumption)

Not applicable.

(Changes in accounting policies)

(Application of accounting standards for revenue recognition and other rules)

We have applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) from the consolidated fiscal year under review and recognize revenue upon the transfer of control of promised goods or services to the customer in the amount expected to be received in exchange for goods or services.

As a result, we have changed our method of revenue recognition for transactions in which we procure raw materials and other items from the customer and sell the finished goods after processing them. The new method adopted recognizes the net amount of the consideration excluding the procurement price of the raw materials and other items as revenue, rather than recognizing the total amount of the consideration including the procurement price of the raw materials and other items. We have also changed the method of revenue recognition for transactions in which we collect the cost of dies from the customer over a certain period; the new method recognizes revenue at one time, rather than doing so over the collection period. In addition, we changed the method of revenue recognition for certain sales to recognize revenue at the time of the incoming goods inspection, rather than upon shipment.

In applying the Accounting Standard for Revenue Recognition and other rules, we have followed the transitional procedures set forth in the proviso of paragraph 84 of the Accounting Standard for Revenue Recognition. Thus, we adjusted the retained earnings at the beginning of the consolidated fiscal year under review by the cumulative impact that would have accrued had we applied the new accounting policy retrospectively, before the start of the consolidated fiscal year under review. We then applied the new accounting policy to the adjusted beginning balance.

As a result, sales for the consolidated fiscal year under review decreased by 5,555 million yen, while cost of goods sold decreased by 5,869 million yen. Operating income, ordinary income, and income before income taxes all increased by 313 million yen. Similarly, the balance of retained earnings at the beginning of the fiscal year under review increased by 718 million yen.

(Application of accounting standards for fair value measurement and other rules)

We have applied the Accounting Standard for Fair Value Measurement (ASBJ Statement No. 30 Accounting Standard for Fair Value Measurement, July 4, 2019) and other rules from the beginning of the consolidated fiscal year under review; going forward, we will apply the new accounting policy stipulated by the Accounting Standard for Fair Value Measurement and other rules in accordance with the transitional procedures set forth in paragraph 19 of the Accounting Standards for Fair Value Measurement and paragraph 44-2 of the Accounting Standard for Financial Instruments (ASBJ Statement No. 10 Accounting Standard for Financial Instruments, July 4, 2019). This change does not affect the consolidated financial statement for the consolidated fiscal year under review.



(Segment information)

a. Segment Information

1. Overview of reported segments

The Company's reported segments are the constituent units of the Company for which separate financial information is available. They are subject to periodic review by the board of directors to determine the allocation of the company's resources and to provide a management evaluation.

The Group consists of product-based segments, with Die Castings, Builders' Hardware, and Printing Equipment representing the three reported segments.

Die Castings consists of die-cast products and aluminum castings used as components for automobiles and other equipment.

Builders' Hardware consists of door closers and other products.

Printing Equipment consists of offset-printing machines, printing peripheral equipment, and other products.

2. Method of calculating amounts of net sales, profits or losses, assets and other items by reportable segment

The earnings of the reported segments are operating profits or operating losses. Intersegment sales or transfers are based on arm's-length prices.

3. Information regarding amounts of net sales, profits or losses, assets and other items by reportable segment

Previous consolidated fiscal year (from January 1, 2021 to December 31, 2021)

(Millions of yen)

|                                                                        | Reported segment |                       |                       |         | Other<br>(Note)1 | Total   | Adjustment<br>(Note)2 | Consolidated<br>(Note)3 |
|------------------------------------------------------------------------|------------------|-----------------------|-----------------------|---------|------------------|---------|-----------------------|-------------------------|
|                                                                        | Die<br>Castings  | Builders'<br>Hardware | Printing<br>Equipment | Total   |                  |         |                       |                         |
| Net Sales:                                                             |                  |                       |                       |         |                  |         |                       |                         |
| Unaffiliated<br>customers                                              | 169,898          | 9,574                 | 18,393                | 197,867 | 205              | 198,073 | —                     | 198,073                 |
| Intersegment                                                           | 75               | —                     | —                     | 75      | 24               | 99      | (99)                  | —                       |
| Total                                                                  | 169,974          | 9,574                 | 18,393                | 197,942 | 229              | 198,172 | (99)                  | 198,073                 |
| Segment profit<br>(loss)                                               | (1,449)          | 362                   | (417)                 | (1,505) | (18)             | (1,523) | (0)                   | (1,524)                 |
| Segment assets                                                         | 214,262          | 10,606                | 22,240                | 247,109 | 179              | 247,289 | 32,133                | 279,422                 |
| Other items                                                            |                  |                       |                       |         |                  |         |                       |                         |
| Depreciation                                                           | 16,783           | 195                   | 258                   | 17,237  | 2                | 17,240  | —                     | 17,240                  |
| Amount invested<br>in equity-method<br>affiliates                      | —                | 2,312                 | —                     | 2,312   | —                | 2,312   | —                     | 2,312                   |
| Increase in tangible<br>fixed assets and<br>intangible fixed<br>assets | 12,829           | 139                   | 53                    | 13,021  | 48               | 13,070  | —                     | 13,070                  |

(Notes) 1. Other refers to business segments not included in the reported segments, including the insurance agency business and golf course management.

2. The adjustment amounts are as follows:

(1) Adjustments to segment profits or losses are due to the elimination of inter-segment transactions, etc.

(2) Adjustments to segment assets are due to corporate assets and the elimination of inter-segment transactions, etc.

3. Segment profit or loss matches the operating loss stated on the consolidated income statement.

|                                                               | Reported segment |                       |                       |         | Other<br>(Note)1 | Total   | Adjustment<br>(Note)2 | Consolidated<br>(Note)3 |
|---------------------------------------------------------------|------------------|-----------------------|-----------------------|---------|------------------|---------|-----------------------|-------------------------|
|                                                               | Die<br>Castings  | Builders'<br>Hardware | Printing<br>Equipment | Total   |                  |         |                       |                         |
| Net Sales:                                                    |                  |                       |                       |         |                  |         |                       |                         |
| Unaffiliated customers                                        | 215,726          | 10,145                | 23,417                | 249,288 | 232              | 249,521 | —                     | 249,521                 |
| Intersegment                                                  | 63               | —                     | —                     | 63      | 14               | 78      | (78)                  | —                       |
| Total                                                         | 215,789          | 10,145                | 23,417                | 249,351 | 247              | 249,599 | (78)                  | 249,521                 |
| Segment profit (loss)                                         | 5,232            | 226                   | 1,506                 | 6,965   | 4                | 6,969   | (0)                   | 6,969                   |
| Segment assets                                                | 234,174          | 11,283                | 23,028                | 268,486 | 228              | 268,714 | 31,570                | 300,285                 |
| Other items                                                   |                  |                       |                       |         |                  |         |                       |                         |
| Depreciation                                                  | 17,881           | 203                   | 241                   | 18,326  | 0                | 18,327  | —                     | 18,327                  |
| Amount invested in equity-method affiliates                   | —                | 2,168                 | —                     | 2,168   | —                | 2,168   | —                     | 2,168                   |
| Increase in tangible fixed assets and intangible fixed assets | 18,307           | 202                   | 123                   | 18,633  | 12               | 18,646  | —                     | 18,646                  |

(Notes) 1. Other refers to business segments not included in the reported segments, including the insurance agency business and golf course management.

2. The adjustment amounts are as follows:

(1) Adjustments to segment profits or losses are due to the elimination of inter-segment transactions, etc.

(2) Adjustments to segment assets are due to corporate assets and the elimination of inter-segment transactions, etc.

3. Segment profit or loss matches the operating loss stated on the consolidated income statement.

#### b. Related information

Previous consolidated fiscal year (from January 1, 2021 to December 31, 2021)

##### 1. Information by product and service

It is omitted here because similar information is disclosed in the segment information section.

##### 2. Information by region

###### (1) Net sales

(Millions of yen)

| Japan   | U.S.A. | China  | Others | Total   |
|---------|--------|--------|--------|---------|
| 103,649 | 20,814 | 38,605 | 35,003 | 198,073 |

(Notes) Sales by region are based on the locations of customers and are classified by country or region.

###### (2) Tangible fixed assets

(Millions of yen)

| Japan  | U.S.A. | Mexico | China  | Others | Total   |
|--------|--------|--------|--------|--------|---------|
| 51,191 | 14,271 | 9,951  | 32,940 | 8,803  | 117,158 |

Consolidated fiscal year under review(from January 1, 2022 to December 31, 2022)

##### 1. Information by product and service

It is omitted here because similar information is disclosed in the segment information section.

##### 2. Information by region

###### (1) Net sales

(Millions of yen)

| Japan   | U.S.A. | China  | Others | Total   |
|---------|--------|--------|--------|---------|
| 114,726 | 36,951 | 45,002 | 52,840 | 249,521 |

(Notes) Sales by region are based on the locations of customers and are classified by country or region.

## (2) Tangible fixed assets

(Millions of yen)

| Japan  | U.S.A. | Mexico | China  | Others | Total   |
|--------|--------|--------|--------|--------|---------|
| 50,938 | 18,633 | 10,821 | 33,168 | 10,398 | 123,959 |

## c. Information on impairment losses on fixed assets by reported segment

Previous consolidated fiscal year (from January 1, 2021 to December 31, 2021)

(Millions of yen)

|                 | Die Castings | Builders' Hardware | Printing Equipment | Other | Eliminations / Corporate | Total |
|-----------------|--------------|--------------------|--------------------|-------|--------------------------|-------|
| Impairment loss | 3,993        | —                  | —                  | 140   | —                        | 4,134 |

Consolidated fiscal year under review (from January 1, 2022 to December 31, 2022)

Not applicable.

## (Per share information)

|                                    | Previous consolidated fiscal year<br>(from January 1, 2021 to December 31, 2021) | Consolidated fiscal year under review<br>(from January 1, 2022 to December 31, 2022) |
|------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Net asset per share                | 3,797.69 yen                                                                     | 4,154.04 yen                                                                         |
| Net income (loss) per share        | (135.87) yen                                                                     | 147.80 yen                                                                           |
| Fully diluted net income per share | —                                                                                | —                                                                                    |

(Notes) 1. Diluted net income per share was omitted because there are no dilutive shares.

2. The basis for calculating net loss per share ( ) is as follows.

|                                                                                               | Previous consolidated fiscal year<br>(from January 1, 2021 to December 31, 2021) | Consolidated fiscal year under review<br>(from January 1, 2022 to December 31, 2022) |
|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Net income (loss) attributable to owners of parent (million yen)                              | (4,397)                                                                          | 4,784                                                                                |
| Amount not attributable to common shareholders (million yen)                                  | —                                                                                | —                                                                                    |
| Net income (loss) attributable to owners of parent in relation to common shares (million yen) | (4,397)                                                                          | 4,784                                                                                |
| Average number of shares during the fiscal year (thousand shares)                             | 32,368                                                                           | 32,368                                                                               |

## (Important subsequent events)

Not applicable.

## 4. Non-consolidated Financial Statements and Important Note

## (1) Balance Sheets

(Millions of yen)

|                                                       | 2021/12/31     | 2022/12/31     |
|-------------------------------------------------------|----------------|----------------|
| <b>Assets</b>                                         |                |                |
| <b>Current assets</b>                                 |                |                |
| Cash and deposits                                     | 13,204         | 13,926         |
| Notes receivable - trade                              | 492            | 426            |
| Electronically recorded monetary claims - operating   | 2,452          | 3,500          |
| Accounts receivable - trade                           | 23,047         | 27,831         |
| Securities                                            | 650            | 650            |
| Merchandise and finished goods                        | 6,184          | 4,227          |
| Work in process                                       | 6,939          | 6,674          |
| Raw materials and supplies                            | 2,956          | 2,536          |
| Accounts receivable - other                           | 3,942          | 5,560          |
| Short-term loans receivable                           | 6,604          | 10,990         |
| Other                                                 | 175            | 769            |
| Allowance for doubtful accounts                       | (1,554)        | (3,070)        |
| <b>Total current assets</b>                           | <b>65,094</b>  | <b>74,022</b>  |
| <b>Non-current assets</b>                             |                |                |
| <b>Property, plant and equipment</b>                  |                |                |
| Buildings                                             | 9,722          | 9,225          |
| Structures                                            | 662            | 633            |
| Machinery and equipment                               | 7,987          | 7,350          |
| Vehicles                                              | 66             | 50             |
| Tools, furniture and fixtures                         | 2,892          | 3,223          |
| Land                                                  | 11,827         | 11,843         |
| Construction in progress                              | 2,721          | 3,140          |
| Other                                                 | 2              | 0              |
| <b>Total property, plant and equipment</b>            | <b>35,882</b>  | <b>35,467</b>  |
| <b>Intangible assets</b>                              |                |                |
| Software                                              | 1,747          | 1,274          |
| Other                                                 | 31             | 127            |
| <b>Total intangible assets</b>                        | <b>1,779</b>   | <b>1,402</b>   |
| <b>Investments and other assets</b>                   |                |                |
| Investment securities                                 | 11,734         | 10,971         |
| Shares of subsidiaries and associates                 | 17,789         | 17,789         |
| Investments in capital of subsidiaries and associates | 29,041         | 29,041         |
| Other                                                 | 6,763          | 7,339          |
| Allowance for doubtful accounts                       | (1,057)        | (1,043)        |
| <b>Total investments and other assets</b>             | <b>64,271</b>  | <b>64,098</b>  |
| <b>Total non-current assets</b>                       | <b>101,933</b> | <b>100,968</b> |
| <b>Deferred assets</b>                                |                |                |
| Bond issuance costs                                   | 0              | —              |
| <b>Total deferred assets</b>                          | <b>0</b>       | <b>—</b>       |
| <b>Total assets</b>                                   | <b>167,028</b> | <b>174,991</b> |

|                                                       | 2021/12/31     | 2022/12/31     |
|-------------------------------------------------------|----------------|----------------|
| <b>Liabilities</b>                                    |                |                |
| <b>Current liabilities</b>                            |                |                |
| Electronically recorded obligations - operating       | 12,371         | 13,071         |
| Accounts payable - trade                              | 14,735         | 16,462         |
| Short-term borrowings                                 | 26,490         | 27,380         |
| Current portion of bonds payable                      | 1,500          | —              |
| Current portion of long-term borrowings               | 8,855          | 2,955          |
| Accounts payable - other                              | 3,101          | 4,651          |
| Accrued expenses                                      | 810            | 1,199          |
| Income taxes payable                                  | 191            | 535            |
| Provision for bonuses                                 | 189            | 287            |
| Provision for board member's bonuses                  | —              | 36             |
| Deposits received from employees                      | 1,634          | 1,604          |
| Electronically recorded obligations-facilities        | 354            | 1,062          |
| Other                                                 | 177            | 199            |
| <b>Total current liabilities</b>                      | <b>70,410</b>  | <b>69,446</b>  |
| <b>Non-current liabilities</b>                        |                |                |
| Long-term borrowings                                  | 17,060         | 22,604         |
| Provision for retirement benefits                     | 5,720          | 5,421          |
| Deferred tax liabilities                              | 499            | 1,152          |
| Provision for loss on guarantees                      | 1,874          | —              |
| Other                                                 | 34             | 34             |
| <b>Total non-current liabilities</b>                  | <b>25,188</b>  | <b>29,212</b>  |
| <b>Total liabilities</b>                              | <b>95,599</b>  | <b>98,659</b>  |
| <b>Net assets</b>                                     |                |                |
| <b>Shareholders' equity</b>                           |                |                |
| Common stock                                          | 18,472         | 18,472         |
| Additional paid in capital                            |                |                |
| Legal capital surplus                                 | 11,617         | 11,617         |
| Other capital surplus                                 | 10,052         | 10,052         |
| <b>Total additional paid in capital</b>               | <b>21,669</b>  | <b>21,669</b>  |
| Retained earnings                                     |                |                |
| Other retained earnings                               |                |                |
| Retained earnings brought forward                     | 26,431         | 31,169         |
| <b>Total retained earnings</b>                        | <b>26,431</b>  | <b>31,169</b>  |
| Treasury stock                                        | (346)          | (346)          |
| <b>Total shareholders' equity</b>                     | <b>66,226</b>  | <b>70,964</b>  |
| <b>Valuation and translation adjustments</b>          |                |                |
| Valuation difference on available-for-sale securities | 5,202          | 5,366          |
| <b>Total valuation and translation adjustments</b>    | <b>5,202</b>   | <b>5,366</b>   |
| <b>Total net assets</b>                               | <b>71,429</b>  | <b>76,331</b>  |
| <b>Total liabilities and net assets</b>               | <b>167,028</b> | <b>174,991</b> |

## (2) Statements of Income

(Millions of yen)

|                                                            | from:2021/1/1<br>to:2021/12/31 | from:2022/1/1<br>to:2022/12/31 |
|------------------------------------------------------------|--------------------------------|--------------------------------|
| Net sales                                                  | 92,508                         | 97,947                         |
| Cost of sales                                              | 82,291                         | 84,106                         |
| Gross profit                                               | 10,217                         | 13,840                         |
| Selling, general and administrative expenses               | 12,085                         | 12,196                         |
| Operating income (loss)                                    | (1,868)                        | 1,643                          |
| Non-operating income                                       |                                |                                |
| Interest income                                            | 71                             | 133                            |
| Dividend income                                            | 2,577                          | 3,467                          |
| Rental income                                              | 442                            | 440                            |
| Outsourcing service income                                 | 258                            | 244                            |
| Foreign exchange gains                                     | 176                            | 229                            |
| Reversal of provision for loss guarantees                  | —                              | 1,874                          |
| Other                                                      | 1,020                          | 882                            |
| Total non-operating income                                 | 4,547                          | 7,273                          |
| Non-operating expenses                                     |                                |                                |
| Interest expenses                                          | 313                            | 321                            |
| Depreciation                                               | 159                            | 142                            |
| Loss on abandonment of inventories                         | 13                             | 12                             |
| Provision of allowance for doubtful accounts               | —                              | 1,502                          |
| Other                                                      | 71                             | 73                             |
| Total non-operating expenses                               | 558                            | 2,052                          |
| Ordinary income                                            | 2,120                          | 6,864                          |
| Extraordinary income                                       |                                |                                |
| Gain on disposal of non-current assets                     | 0                              | 0                              |
| Gain on sale of investment securities                      | 0                              | —                              |
| Total extraordinary income                                 | 1                              | 0                              |
| Extraordinary losses                                       |                                |                                |
| Loss on disposal of non-current assets                     | 87                             | 27                             |
| Loss on valuation of investment securities                 | 2                              | 4                              |
| Loss on sale of investment securities                      | —                              | 250                            |
| Loss on valuation of shares of subsidiaries and associates | 1,678                          | —                              |
| Provision of allowance for doubtful accounts               | 1,671                          | —                              |
| Provision for loss on guarantees                           | 1,874                          | —                              |
| Compensation expenses                                      | —                              | 430                            |
| Total extraordinary losses                                 | 5,314                          | 711                            |
| Net income (loss) before income taxes                      | (3,193)                        | 6,153                          |
| Income taxes – current                                     | 295                            | 698                            |
| Income taxes – deferred                                    | (116)                          | 329                            |
| Total income taxes                                         | 178                            | 1,028                          |
| Net income (loss)                                          | (3,372)                        | 5,125                          |

## (3) Statements of Changes in Equity

Previous non-consolidated fiscal year (from January 1, 2021 to December 31, 2021)

(Millions of yen)

|                                                                          | Shareholders' equity |                            |                       |                                  |                                                              |                         |                |                            |
|--------------------------------------------------------------------------|----------------------|----------------------------|-----------------------|----------------------------------|--------------------------------------------------------------|-------------------------|----------------|----------------------------|
|                                                                          | Common stock         | Additional paid in capital |                       |                                  | Retained earnings                                            |                         | Treasury stock | Total shareholders' equity |
|                                                                          |                      | Legal capital surplus      | Other capital surplus | Total additional paid in capital | Other retained earnings<br>Retained earnings brought forward | Total retained earnings |                |                            |
| Balance at beginning of period                                           | 18,472               | 11,617                     | 10,052                | 21,669                           | 30,126                                                       | 30,126                  | (346)          | 69,922                     |
| Cumulative impact of changes in accounting policies                      |                      |                            |                       |                                  |                                                              |                         |                | —                          |
| Balance at beginning of period reflecting changes in accounting policies | 18,472               | 11,617                     | 10,052                | 21,669                           | 30,126                                                       | 30,126                  | (346)          | 69,922                     |
| Changes during period                                                    |                      |                            |                       |                                  |                                                              |                         |                |                            |
| Dividends of surplus                                                     |                      |                            |                       |                                  | (323)                                                        | (323)                   |                | (323)                      |
| Net income (loss)                                                        |                      |                            |                       |                                  | (3,372)                                                      | (3,372)                 |                | (3,372)                    |
| Purchase of treasury stock                                               |                      |                            |                       |                                  |                                                              |                         | (0)            | (0)                        |
| Net changes in items other than shareholders' equity                     |                      |                            |                       |                                  |                                                              |                         |                |                            |
| Total changes during period                                              | —                    | —                          | —                     | —                                | (3,695)                                                      | (3,695)                 | (0)            | (3,695)                    |
| Balance at end of period                                                 | 18,472               | 11,617                     | 10,052                | 21,669                           | 26,431                                                       | 26,431                  | (346)          | 66,226                     |

|                                                                          | Valuation and translation adjustments                 |                                             | Total net assets |
|--------------------------------------------------------------------------|-------------------------------------------------------|---------------------------------------------|------------------|
|                                                                          | Valuation difference on available-for-sale securities | Total valuation and translation adjustments |                  |
| Balance at beginning of period                                           | 4,433                                                 | 4,433                                       | 74,536           |
| Cumulative impact of changes in accounting policies                      |                                                       |                                             | —                |
| Balance at beginning of period reflecting changes in accounting policies | 4,433                                                 | 4,433                                       | 74,536           |
| Changes during period                                                    |                                                       |                                             |                  |
| Dividends of surplus                                                     |                                                       |                                             | (323)            |
| Net income (loss)                                                        |                                                       |                                             | (3,372)          |
| Purchase of treasury stock                                               |                                                       |                                             | (0)              |
| Net changes in items other than shareholders' equity                     | 768                                                   | 768                                         | 768              |
| Total changes during period                                              | 768                                                   | 768                                         | (2,927)          |
| Balance at end of period                                                 | 5,202                                                 | 5,202                                       | 71,429           |

|                                                                          | Shareholders' equity |                            |                       |                                  |                                   |                         |                |                            |
|--------------------------------------------------------------------------|----------------------|----------------------------|-----------------------|----------------------------------|-----------------------------------|-------------------------|----------------|----------------------------|
|                                                                          | Share capital        | Additional paid in capital |                       |                                  | Retained earnings                 |                         | Treasury stock | Total shareholders' equity |
|                                                                          |                      | Legal capital surplus      | Other capital surplus | Total additional paid in capital | Other retained earnings           | Total retained earnings |                |                            |
|                                                                          |                      |                            |                       |                                  | Retained earnings brought forward |                         |                |                            |
| Balance at beginning of period                                           | 18,472               | 11,617                     | 10,052                | 21,669                           | 26,431                            | 26,431                  | (346)          | 66,226                     |
| Cumulative impact of changes in accounting policies                      |                      |                            |                       |                                  | 584                               | 584                     |                | 584                        |
| Balance at beginning of period reflecting changes in accounting policies | 18,472               | 11,617                     | 10,052                | 21,669                           | 27,015                            | 27,015                  | (346)          | 66,810                     |
| Changes during period                                                    |                      |                            |                       |                                  |                                   |                         |                |                            |
| Dividends of surplus                                                     |                      |                            |                       |                                  | (971)                             | (971)                   |                | (971)                      |
| Net income (loss)                                                        |                      |                            |                       |                                  | 5,125                             | 5,125                   |                | 5,125                      |
| Purchase of treasury stock                                               |                      |                            |                       |                                  |                                   |                         | (0)            | (0)                        |
| Net changes in items other than shareholders' equity                     |                      |                            |                       |                                  |                                   |                         |                |                            |
| Total changes during period                                              | —                    | —                          | —                     | —                                | 4,154                             | 4,154                   | (0)            | 4,154                      |
| Balance at end of period                                                 | 18,472               | 11,617                     | 10,052                | 21,669                           | 31,169                            | 31,169                  | (346)          | 70,964                     |

|                                                                          | Valuation and translation adjustments                 |                                             | Total net assets |
|--------------------------------------------------------------------------|-------------------------------------------------------|---------------------------------------------|------------------|
|                                                                          | Valuation difference on available-for-sale securities | Total valuation and translation adjustments |                  |
| Balance at beginning of period                                           | 5,202                                                 | 5,202                                       | 71,429           |
| Cumulative impact of changes in accounting policies                      |                                                       |                                             | 584              |
| Balance at beginning of period reflecting changes in accounting policies | 5,202                                                 | 5,202                                       | 72,013           |
| Changes during period                                                    |                                                       |                                             |                  |
| Dividends of surplus                                                     |                                                       |                                             | (971)            |
| Net income (loss)                                                        |                                                       |                                             | 5,125            |
| Purchase of treasury stock                                               |                                                       |                                             | (0)              |
| Net changes in items other than shareholders' equity                     | 163                                                   | 163                                         | 163              |
| Total changes during period                                              | 163                                                   | 163                                         | 4,317            |
| Balance at end of period                                                 | 5,366                                                 | 5,366                                       | 76,331           |



5. Others

Changes in Officers (scheduled for March 29, 2023)

Changes in other officers

• Candidate for new director

| Name     | New position                 | Current position                                        |
|----------|------------------------------|---------------------------------------------------------|
| Mami Ito | Outside Director (part-time) | Nihon Dento Kougyo Co., Ltd.<br>Representative Director |

• Director scheduled to retire

| Name          | Current position             |
|---------------|------------------------------|
| Yuji Yamamoto | Outside Director (part-time) |

## Consolidated

(unit: millions of yen, %)

|                                             | '19/12    | '20/12        | '21/12        | '22/12    | '23/12 (Forecast) |           |
|---------------------------------------------|-----------|---------------|---------------|-----------|-------------------|-----------|
|                                             |           |               |               |           | First half        |           |
| Net sales                                   | 220,519   | 170,973       | 198,073       | 249,521   | 266,000           | 129,000   |
| Operating income                            | 8,495 3.9 | (1,789) (1.0) | (1,524) (0.8) | 6,969 2.8 | 7,500 2.8         | 2,500 1.9 |
| Ordinary income                             | 8,734 4.0 | (35) (0.0)    | 4 0.0         | 7,791 3.1 | 7,400 2.8         | 2,400 1.9 |
| Net income attributable to owners of parent | 4,913 2.2 | (697) (0.4)   | (4,397) (2.2) | 4,784 1.9 | 5,500 2.1         | 1,700 1.3 |

|                                          |        |         |          |        |        |       |
|------------------------------------------|--------|---------|----------|--------|--------|-------|
| Price earnings ratio (unit: yen)         | 151.79 | (21.54) | (135.87) | 147.80 | 169.92 | 52.52 |
| Return on equity (%)                     | 4.1    | (0.6)   | (3.7)    | 3.7%   | —      | —     |
| Ordinary income to total asset ratio (%) | 3.3    | (0.0)   | 0.0      | 2.7%   | —      | —     |

## Net sales by segment

|                    |              |              |              |              |              |              |
|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Die Castings       | 185,938 84.3 | 145,869 85.3 | 169,898 85.8 | 215,726 86.5 | 231,700 87.1 | 112,400 87.1 |
| Builders' Hardware | 10,712 4.9   | 9,406 5.5    | 9,574 4.8    | 10,145 4.1   | 11,000 4.1   | 5,200 4.0    |
| Printing Equipment | 23,661 10.7  | 15,513 9.1   | 18,393 9.3   | 23,417 9.4   | 23,300 8.8   | 11,400 8.8   |
| In Japan           | 116,571 52.9 | 91,088 53.3  | 103,649 52.3 | 114,726 46.0 | 122,300 46.0 | 58,700 45.5  |
| Overseas           | 103,948 47.1 | 79,884 46.7  | 94,424 47.7  | 134,794 54.0 | 143,700 54.0 | 70,300 54.5  |

## Operating income by segment

|                    |           |               |               |           |           |           |
|--------------------|-----------|---------------|---------------|-----------|-----------|-----------|
| Die Castings       | 7,659 4.1 | (1,612) (1.1) | (1,449) (0.9) | 5,232 2.4 | 6,500 2.8 | 2,000 1.8 |
| Builders' Hardware | 697 6.5   | 799 8.5       | 362 3.8       | 226 2.2   | 300 2.7   | 100 1.9   |
| Printing Equipment | 144 0.6   | (944) (6.1)   | (417) (2.3)   | 1,506 6.4 | 700 3.0   | 400 3.5   |

|                       |              |              |              |              |        |   |
|-----------------------|--------------|--------------|--------------|--------------|--------|---|
| Total asset           | 263,179      | 258,660      | 279,422      | 300,285      | —      | — |
| Shareholders' equity  | 120,520 45.8 | 117,147 45.3 | 122,926 44.0 | 134,460 44.8 | —      | — |
| Retained earnings     | 78,139 29.7  | 76,309 29.5  | 71,587 25.6  | 76,118 25.3  | —      | — |
| Interest-bearing debt | 61,908 23.5  | 72,475 28.0  | 73,769 26.4  | 74,358 24.8  | 70,000 | — |

|                     |        |        |        |        |        |   |
|---------------------|--------|--------|--------|--------|--------|---|
| Capital expenditure | 24,839 | 17,392 | 13,070 | 18,646 | 18,000 | — |
| Depreciation        | 15,370 | 16,402 | 17,240 | 18,327 | 18,000 | — |

|                                      |          |          |          |          |   |   |
|--------------------------------------|----------|----------|----------|----------|---|---|
| Cash flows from operating activities | 30,326   | 11,795   | 14,900   | 16,787   | — | — |
| Cash flows from investing activities | (26,278) | (17,567) | (12,162) | (15,860) | — | — |
| Cash flows from financing activities | (2,268)  | 9,718    | (1,936)  | (2,856)  | — | — |

(unit: people)

|                |       |       |       |       |   |   |
|----------------|-------|-------|-------|-------|---|---|
| Year-end staff | 7,683 | 7,396 | 7,243 | 7,375 | — | — |
|----------------|-------|-------|-------|-------|---|---|

Assumed foreign exchange rates for FY2022

|         |      |         |     |
|---------|------|---------|-----|
| USD/JPY | 125  | GBP/JPY | 155 |
| CNY/JPY | 18.5 | THB/JPY | 3.6 |