

Consolidated Balance Sheets

As of March 31, 2026 and 2025

	Millions of yen		Thousands of U.S. dollars (Note 3)
	2026	2025	2026
Assets			
Current Assets:			
Cash and cash equivalents (Note 7)	¥ 69,873	¥ 62,675	\$ 439,455
Short-term investments (Notes 5, 7 and 8)	1,058	866	6,657
Notes receivable-trade (Notes 2 and 7)	10,181	12,718	64,034
Electronically recorded monetary claims -trade (Notes 2 and 7)	55,642	61,894	349,950
Accounts receivable-trade (Note 7)	273,200	249,353	1,718,241
Contract assets	105,640	93,830	664,408
Inventories (Note 4)	257,075	238,650	1,616,827
Other current assets	68,095	57,087	428,257
Allowance for doubtful accounts	(8,920)	(10,401)	(56,106)
Total Current Assets	831,844	766,672	5,231,723
Property, Plant and Equipment (Notes 5 and 6):			
Buildings and structures	330,034	315,592	2,075,691
Machinery and equipment	365,152	334,398	2,296,556
Land	36,313	36,019	228,385
Lease assets (Note 21)	53,734	75,354	337,955
Construction in progress	59,972	49,093	377,171
Others	7,111	5,590	44,725
	852,316	816,046	5,360,483
Less accumulated depreciation	(503,451)	(468,972)	(3,166,364)
Net Property, Plant and Equipment	348,865	347,074	2,194,119
Investments and Other Assets:			
Investment securities (Notes 5, 7 and 8):			
Unconsolidated subsidiaries and affiliates	20,896	20,549	131,427
Other	99,836	88,164	627,904
Long-term loans receivable	3,681	3,948	23,155
Deferred tax assets (Note 18)	10,634	18,275	66,884
Net defined benefit asset (Notes 2 and 12)	38,136	26,052	239,852
Other investments and other assets (Notes 6 and 21)	56,931	45,068	358,039
Allowance for doubtful accounts	(4,154)	(3,627)	(26,126)
Total Investments and Other Assets	225,960	198,429	1,421,135
Total Assets	¥1,406,669	¥1,312,175	\$8,846,977

The accompanying Notes to the Consolidated Financial Statements are an integral part of these statements.

	Millions of yen		Thousands of U.S. dollars (Note 3)
	2026	2025	2026
Liabilities and Net Assets			
Current Liabilities:			
Trade payables (Notes 5 and 7)	¥ 190,893	¥ 192,834	\$1,200,586
Short-term debt (Notes 5, 7 and 10)	6,801	10,593	42,778
Current portion of long-term debt (Notes 5, 7 and 10)	15,025	122	94,501
Lease obligations (Notes 7 and 11)	10,159	14,292	63,894
Income taxes payable (Note 18)	30,553	28,121	192,161
Contract liabilities	78,689	67,129	494,902
Provision for product warranties (Note 2)	3,276	3,706	20,606
Other current liabilities (Note 25)	98,651	114,669	620,430
Total Current Liabilities	434,047	431,466	2,729,858
Long-term Liabilities:			
Long-term debt (Notes 5, 7 and 10)	45,057	60,073	283,380
Lease obligations (Notes 7 and 11)	7,502	16,212	47,183
Deferred tax liabilities (Note 18)	1,137	916	7,157
Provision for directors' retirement benefits	126	95	795
Net defined benefit liability (Notes 2 and 12)	60,775	66,797	382,238
Other long-term liabilities (Note 25)	15,089	5,958	94,876
Total Long-term Liabilities	129,686	150,051	815,629
Total Liabilities	563,733	581,517	3,545,487
Contingent Liabilities (Note 20):			
Net Assets (Note 26)			
Shareholders' Equity:			
Capital stock (Note 13):			
Authorized - 320,000,000 shares			
Issued- 149,296,991 shares as of March 31, 2026	47,586	47,586	299,283
149,296,991 shares as of March 31, 2025	—	—	—
Capital surplus	63,784	64,573	401,158
Retained earnings	565,936	493,885	3,559,347
Treasury stock at cost (Note 13):			
1,900,322 shares as of March 31, 2026	(3,700)	—	(23,271)
1,973,223 shares as of March 31, 2025	—	(4,273)	—
Total Shareholders' Equity	673,606	601,771	4,236,517
Accumulated Other Comprehensive Income (Loss):			
Valuation difference on available-for-sale securities	57,031	49,318	358,686
Deferred gains or losses on hedges (Notes 7 and 9)	789	(2)	4,968
Foreign currency translation adjustments	54,738	40,047	344,261
Remeasurements of defined benefit plans	13,997	633	88,031
Total Accumulated Other Comprehensive Income	126,555	89,996	795,946
Non-controlling interests	42,775	38,891	269,027
Total Net Assets	842,936	730,658	5,301,490
Total Liabilities and Net Assets	¥1,406,669	¥1,312,175	\$8,846,977