



## Consolidated Financial Results for Fiscal Year Ended March 31, 2024 (Under Japanese GAAP)

May 10, 2024

Listed company name: MITSUBA Corporation

Listing: Tokyo Stock Exchange

Securities code: 7280

URL <https://www.mitsuba.co.jp/>

Representative: (Title) Representative Director, President

(Name) Katsuyoshi Kitada

Inquiries: (Title) General Manager of Accounting and Finance Department

(Name) Koji Ogino (TEL) 0277-52-0113

Scheduled date of the annual general meeting of shareholders: June 20, 2024

Scheduled date to commence dividend payment: June 5, 2024

Scheduled date of securities report filing: June 20, 2024

Preparation of supplementary materials on financial results: Yes

Holding of financial results briefing: Yes (for institutional investors and analysts)

(Yen amounts are rounded down to nearest million, unless otherwise noted)

### 1. Consolidated financial results for fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

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

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Fiscal year ended March 2024	344,154	7.7	21,152	214.8	22,344	269.4	13,741	-
Fiscal year ended March 2023	319,500	11.5	6,718	(6.5)	6,049	(19.7)	1,185	-

(Note) Comprehensive income Fiscal year ended March 2024 ¥35,499 million [ 346.7%] Fiscal year ended March 2023 ¥7,946 million [ (40.0)%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
	Yen	Yen	%	%	%
Fiscal year ended March 2024	293.62	162.19	16.3	6.5	6.1
Fiscal year ended March 2023	26.49	20.59	1.8	1.8	2.1

(Reference) Share of profit (loss) of entities accounted for using equity method Fiscal year ended March 2024 ¥446 million Fiscal year ended March 2023 ¥27 million

#### (2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Million yen	Million yen	%	Yen
Fiscal year ended March 2024	357,492	122,581	28.4	1,922.39
Fiscal year ended March 2023	328,452	86,958	20.3	1,143.28

(Reference) Equity As of March 31, 2024 ¥101,638 million As of March 31, 2023 ¥66,768 million

#### (3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Million yen	Million yen	Million yen	Million yen
As of March 31, 2024	41,509	(5,241)	(13,793)	101,490
As of March 31, 2023	29,618	(9,168)	(20,677)	74,301

### 2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
As of March 31, 2023	-	0.00	-	3.00	3.00	134	11.3	0.3
As of March 31, 2024	-	0.00	-	6.00	6.00	268	2.0	0.4
Fiscal year ending March 2025 (Forecast)	-	0.00	-	10.00	10.00		4.8	

(Note) "Cash dividends" above presents the status of dividends related to common shares. Please refer to "Cash dividends of class stock" below for the status of dividends for class stocks (unlisted) that have different rights from the common shares that the Company issues.

### 3. Consolidated earnings forecast for the fiscal year ending March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Percentages indicate change from the previous corresponding period)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
First 6 months (Cumulative)	170,000	2.4	8,000	14.6	7,000	(18.0)	3,500	(22.4)	73.81
Full year	345,000	0.2	18,000	(14.9)	16,000	(28.4)	10,000	(27.2)	210.35

#### \* Notes

(1) Changes in significant subsidiaries during the period  
(changes in specified subsidiaries resulting in the change in scope of consolidation): None

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

- 1) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- 2) Changes in accounting policies due to other reasons: None
- 3) Changes in accounting estimates: None
- 4) Restatement: None

(3) Number of issued shares (common shares)

1) Total number of issued shares at the end of the period (including treasury shares)	As of March 31, 2024	45,581,809 shares	As of March 31, 2023	45,581,809 shares
2) Number of treasury shares at the end of the period	As of March 31, 2024	826,041 shares	As of March 31, 2023	825,819 shares
3) Average number of shares outstanding during the period	As of March 31, 2024	44,755,873 shares	As of March 31, 2023	44,756,098 shares

#### (Reference) Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(1) Non-consolidated operating results (Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Fiscal year ended March 2024	158,722	14.6	5,231	-	12,366	477.5	12,806	-
Fiscal year ended March 2023	138,512	6.0	(1,777)	-	2,141	(10.3)	(466)	-

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Fiscal year ended March 2024	272.74	151.16
Fiscal year ended March 2023	(10.42)	-

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Million yen	Million yen	%	Yen
Fiscal year ended March 2024	232,664	50,297	21.6	775.27
Fiscal year ended March 2023	221,571	34,736	15.7	427.57

(Reference) Equity As of March 31, 2024 ¥50,297 million As of March 31, 2023 ¥34,736 million

\* Financial results reports are exempt from audits conducted by certified public accountants or an audit corporation

\* Proper use of earnings forecasts, and other special matters

Earnings forecasts and other forward-looking statements in this report are based on information currently available to the Company and certain assumptions that the Company deems reasonable. Therefore, actual results and others may differ materially due to a variety of factors.

Please refer to “(4) Future Outlook in 1. Overview of Operating Results” on page 3 of the attachment material for cautionary notes regarding underlying assumptions for and the use of earnings forecasts.

(How to access the supplementary materials on financial results)

The Company plans to hold an online financial results briefing for institutional investors and analysts on May 17, 2024. The materials on financial results to be used at this briefing are scheduled to be posted on the Company’s website.

Cash dividends of class stock

The following is the breakdown of dividends per share related to class stocks that have different rights from common stocks.

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
Class A stock	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 2023	-	0.00	-	60,000.00	60,000.00
Fiscal year ended March 2024	-	0.00	-	60,000.00	60,000.00
Fiscal year ending March 2025 (Forecast)	-	-	-	-	-

(Note) The number of unredeemed Class A stocks above is 10,000 shares. All shares are scheduled to be repurchased and cancelled on June 28, 2024. For details, please refer to the " Notice on Acquisition and Retirement of Existing Class Shares, Issuance of Class Shares Through Third-Party Allotment, and others" released today (May 10, 2024).

○ Table of Contents of Attachments

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 .....	3
(3)	Overview of Cash Flows for the Fiscal Year under Review .....	3
(4)	Future Outlook .....	3
(5)	Basic Policy Concerning the Allocation of Profits and Dividends for the Fiscal Year under Review and Next Fiscal Year .....	4
2.	Basic Approach to Selection of Accounting Standards .....	4
3.	Consolidated Financial Statements and Key Notes .....	5
(1)	Consolidated Balance Sheet .....	5
(2)	Consolidated Statement of Income and Consolidated Statement of Comprehensive Income .....	7
	(Consolidated Statements of Income) .....	7
	(Consolidated Statement of Comprehensive Income) .....	8
(3)	Consolidated Statement of Changes in Equity .....	9
(4)	Consolidated Statement of Cash Flows .....	11
(5)	Notes to Consolidated Financial Statements .....	13
	(Notes on Assumptions for Going Concerns) .....	13
	(Significant Accounting Policies for Preparing Consolidated Financial Statements) .....	13
	(Changes in Presentation Method) .....	13
	(Segment Information, etc.) .....	14
	(Matters Related to Revenue Recognition) .....	16
	(Per Share Information) .....	17
	(Important Subsequent Events) .....	18
4.	Others .....	19
(1)	Change of Directors .....	19

## 1. Overview of Operating Results

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

In the consolidated fiscal year under review, the global economy maintained its growth trajectory, but was affected by the protracted invasion of Ukraine by Russia, confusion in supply chains due to conflict in the Middle East, concerns about an economic slowdown due to global financial tightening, and the weakening of the yen, etc. In Japan, although prices of materials and energy remained high and prices rose due to the depreciation of the yen, private investment and private consumption expanded due to economic measures, and the economy maintained a moderate recovery trend.

In the automotive industry, the number of four-wheeled vehicles sold globally was 90,079 thousand units in 2023 (up 11.2% year-on-year). In the U.S., the number of cars sold was 15,608 thousand units in the calendar year (up 12.3% year-on-year), surpassing the previous year for the first time in two years. In Europe, the number of cars sold was 12,847 thousand units in the calendar year (up 13.6% year on year) due to recovery from the semiconductor supply shortage, surpassing the previous year for the first time in two years. In China, the number of cars sold increased for the third consecutive year to 30,094 thousand units (up 12.0% year on year) for the calendar year due to policy support and increased sales promotion activities. In Japan, the number of cars sold increased for the second consecutive year to 4,529 thousand units in FY2023 (up 3.3% year on year). The number of registrations was 2,903 thousand units (up 7.8% year-on-year), increasing for the second consecutive year, and the number of registrations of mini cars was 1,625 thousand units (down 4.0% year-on-year), decreasing for the first time in two years.

On the other hand, global sales of two-wheeled vehicles were 17,075 thousand units for the calendar year (up 9.4% year-on-year), a year-on-year increase for three consecutive years, due to India, the largest market for motorcycles, bringing COVID-19 infections under control. Indonesia recovered in the second half, totaling 6,237 thousand units for the calendar year (up 19.5% year-on-year), a year-on-year increase for the third consecutive year.

In Japan, the number sold was 377 thousand units in FY2023 (up 3.9% year-on-year), surpassing the previous year for the first time in two years, due to increases in motorcycle type 2 (125 cc or less) and mini-size motorcycle (250 cc or less).

Under these circumstances, the Group has started a new Medium-Term Management Plan (FY2023-FY2027) from the fiscal year under review and has been promoting various measures to achieve the Plan, focusing on “Responding to the evolution of mobility,” “The strengthening of our management foundations,” and “Making our financial structure sounder.”

As a result, consolidated financial results for the consolidated fiscal year under review were affected by increased sales due to the recovery in automobile production resulting from improved semiconductor supply, as well as the foreign exchange rates. Consolidated net sales were 344,154 million yen (up 7.7% year-on-year), consolidated operating profit was 21,152 million yen (up 214.8% year-on-year), and consolidated ordinary profit was 22,344 million yen (up 269.4% year-on-year), all of which surpassing the previous year. In addition, an extraordinary loss of 3,040 million yen was recorded as a result of accounting adjustments starting from the fiscal year under review for our subsidiary in Turkey in accordance with the requirements stipulated in IAS 29 “Financial Reporting in Hyperinflationary Economies.” On the other hand, as 1,147 million yen was recorded as gain on sale of cross-shareholdings, profit before income taxes was 18,516 million yen (up 216.2% year on year), and profit attributable to owners of parent was 13,741 million yen (profit attributable to owners of parent was 1,185 million yen in the previous fiscal year), surpassing the previous year significantly.

Operating results by business segment are presented as follows.

In the Transportation equipment-related operations, net sales were 323,298 million yen (up 7.9% year-on-year), as mentioned above, with segment profit of 18,614 million yen (up 307.8% year-on-year), both of which surpassing the previous year.

In the Information service operations, since software development and system sales for the police, local governments, gas companies, and manufacturers trended strongly, net sales were 18,171 million yen (up 5.4% year-on-year) and segment profit was 1,834 million yen (up 4.2% year-on-year).

In Other operations, overall segment sales were 6,444 million yen (down 3.8% year-on-year), and segment profit was 697 million yen (up 84.9% year-on-year), mainly because revenue decreased in supplies business.

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

Total assets for the consolidated fiscal year under review were 357,492 million yen (328,452 million yen in the previous fiscal year), increasing 29,040 million yen. Current assets increased by 22,792 million yen to 220,982 million yen, and non-current assets increased by 6,248 million yen to 136,510 million yen.

The increase in current assets was mainly due to a 26,453 million yen increase in cash and deposits.

The main factors behind the increase in non-current assets were an increase in investment securities of 2,585 million yen due to market valuation of stocks held and an increase of 3,417 million yen in assets related to retirement benefits.

Total liabilities for the consolidated fiscal year under review were 234,911 million yen (241,493 million yen for the previous consolidated fiscal year), down 6,582 million yen year-on-year. Current liabilities increased by 38,061 million yen to 168,575 million yen, and non-current liabilities decreased by 44,644 million yen to 66,335 million yen.

The increase in current liabilities was caused by an increase in long-term borrowings scheduled for repayment within one year due to the increase of 38,383 million yen in short-term borrowings. A decrease of non-current liabilities was caused by a decrease of 44,704 million yen in long-term loans payable, mainly due to repayments to financial institutions and long-term loans payable scheduled for repayment within one year being transferred to short-term borrowings.

Total net assets for the consolidated fiscal year under review were 122,581 million yen (86,958 million yen for the previous consolidated fiscal year), an increase of 35,623 million yen. This was mainly due to an increase of 16,990 million yen in retained earnings and an increase of 12,855 million yen in foreign currency translation adjustment.

## (3) Overview of Cash Flows for the Fiscal Year under Review

Cash and cash equivalents on a consolidated basis (hereinafter referred to as “Funds”) for the consolidated fiscal year under review increased 27,189 million yen from the end of the previous consolidated fiscal year to 101,490 million yen at the end of the consolidated fiscal year under review.

Free cash flows for the consolidated fiscal year under review were a positive 36,267 million yen (a positive 20,449 million yen in the previous fiscal year).

### (Cash flows from operating activities)

Cash provided by operating activities was 41,509 million yen (up 40.1% year-on-year). The main reasons were profit before income taxes of 18,516 million yen, depreciation of 16,179 million yen, a decrease in trade receivables of 5,302 million yen, and a decrease in inventories of 9,101 million yen.

### (Cash flows from investing activities)

Cash used by investing activities was 5,241 million yen (9,168 million yen for the previous fiscal year). This was caused mainly by purchase of property, plant and equipment of 10,276 million yen.

### (Cash flows from financing activities)

Cash used by financing activities was 13,793 million yen (20,677 million yen for the previous fiscal year). This was mainly due to an increase of 17,073 million yen in short-term borrowings, 27,167 million yen in repayment of long-term borrowings, and 3,259 million yen in dividends paid (including dividends to non-controlling interests).

## (4) Future Outlook

For the future outlook of the world economy, although there are concerns about a slowdown in the growth rate and inflation remains high, it is thought that it will maintain its recovery trend. On the other hand, in the automotive industry, in addition to responding to the acceleration of electrification, new challenges include responding to increased costs due to soaring raw material prices and countermeasures against the risk of semiconductor shortages.

At the Group, we will continue to strengthen our financial position under the new Medium-Term Management Plan, which calls for “Thorough structural reform and preparation for the new MITSUBA.”

In this environment, we have made the following full-year consolidated earnings forecast for the fiscal year ending March 2025 (from April 1, 2024 to March 31, 2025). Consolidated net sales of 345,000 million yen (up 0.2% year-on-year), consolidated operating profit of 18,000 million yen (down 14.9% year-on-year), consolidated ordinary profit of 16,000 million yen (down 28.4% year-on-year) and profit attributable to owners of parent of 10,000 million yen (down 27.2% year-on-year).

(5) Basic Policy Concerning the Allocation of Profits and Dividends for the Fiscal Year under Review and Next Fiscal Year

The Company has a basic policy of returning profit to shareholders stably while reinforcing its management foundation, and will strive to make an appropriate allocation of profits by taking its financial performance, the payout ratio, and circumstances around the Company into account.

Regarding retained earnings, the Company intends to return the favor to shareholders for their support by making better use of retained earnings for R&D, capital expenditure, overseas expansion, new business investment and others while reinforcing its financial structure, thereby connecting such efforts to future growth.

Taking the financial performance of the fiscal year under review into consideration, the Company has decided to distribute a term-end dividend of six yen per share for the consolidated fiscal year under review. For Class A stocks, a dividend of the amount prescribed by the Company's articles of incorporation will be distributed.

For the next fiscal year, the Company plans to distribute an annual dividend of ten yen per share at the moment.

2. Basic Approach to Selection of Accounting Standards

The Group's policy is to prepare the consolidated financial statements under the Japanese GAAP for the time being in consideration of the comparability of the consolidated financial statements between periods and between companies. Regarding the application of IFRS, our policy is to take appropriate measures after taking into consideration various domestic and international situations.

### 3. Consolidated Financial Statements and Key Notes

#### (1) Consolidated Balance Sheet

	(Unit: Millions of yen)	
	Previous consolidated fiscal year (as of March 31, 2023)	Consolidated fiscal year under review (as of March 31, 2024)
<b>Assets</b>		
<b>Current assets</b>		
Cash and deposits	75,792	102,245
Notes receivable - trade	1,785	1,597
Accounts receivable - trade	48,910	48,988
Contract assets	380	561
Merchandise and finished goods	12,148	10,842
Work in process	5,718	6,117
Raw materials and supplies	41,552	38,355
Other	11,932	12,309
Allowance for doubtful accounts	(30)	(34)
Total current assets	198,189	220,982
<b>Non-current assets</b>		
<b>Property, plant and equipment</b>		
Buildings and structures	82,654	86,893
Accumulated depreciation	(51,103)	(55,207)
Buildings and structures, net	31,551	31,685
Machinery, equipment and vehicles	175,558	187,275
Accumulated depreciation	(136,798)	(150,087)
Machinery, equipment and vehicles, net	38,759	37,187
Tools, furniture and fixtures	53,040	56,561
Accumulated depreciation	(48,499)	(51,525)
Tools, furniture and fixtures, net	4,541	5,035
Land	7,790	8,141
Leased assets	9,500	9,088
Accumulated depreciation	(4,744)	(4,981)
Leased assets, net	4,755	4,107
Construction in progress	6,283	8,137
Total property, plant and equipment	93,681	94,294
<b>Intangible assets</b>		
Software	978	749
Software in progress	10	35
Other	2,695	2,625
Total intangible assets	3,683	3,410
<b>Investments and other assets</b>		
Investment securities	15,713	18,298
Long-term loans receivable	2,496	2,647
Deferred tax assets	1,770	1,467
Long-term prepaid expenses	1,560	1,582
Retirement benefit assets	10,583	14,000
Other	773	808
Allowance for doubtful accounts	(0)	(0)
Total investments and other assets	32,897	38,805
Total non-current assets	130,262	136,510
<b>Total assets</b>	<b>328,452</b>	<b>357,492</b>



(Unit: Millions of yen)

	Previous consolidated fiscal year (as of March 31, 2023)	Consolidated fiscal year under review (as of March 31, 2024)
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	20,397	21,609
Short-term borrowings	75,801	114,184
Current portion of bonds payable	30	15
Lease liabilities	3,259	2,931
Accounts payable	15,983	12,799
Accrued expenses	2,891	2,304
Income taxes payable	2,365	3,665
Contract liabilities	296	329
Provisions		
Provision for bonuses	3,603	4,311
Provision for bonuses for directors (and other officers)	119	31
Provision for product warranties	1,524	986
Provision for loss on orders received	67	190
Provision for loss on litigation	-	566
Provision for settlement payments	300	300
Provision for business restructuring	632	990
Total provisions	6,247	7,377
Other	3,242	3,360
Total current liabilities	130,513	168,575
Non-current liabilities		
Bonds payable	1,015	1,000
Long-term borrowings	93,571	48,866
Lease liabilities	5,183	3,991
Long-term accounts payable - other	6	1
Deferred tax liabilities	7,432	7,802
Retirement benefit liability	2,911	3,447
Asset retirement obligations	145	487
Other	715	738
Total non-current liabilities	110,980	66,335
Total liabilities	241,493	234,911
Net assets		
Shareholders' equity		
Share capital	5,000	5,000
Capital surplus	26,370	25,770
Retained earnings	28,250	45,241
Treasury shares	(603)	(603)
Total shareholders' equity	59,017	75,407
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	738	4,296
Foreign currency translation adjustment	10,301	23,157
Re-measurements of defined benefit plans	(3,288)	(1,223)
Total accumulated other comprehensive income	7,751	26,230
Non-controlling interests	20,189	20,943
Total net assets	86,958	122,581
Total liabilities and net assets	328,452	357,492

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

(Unit: Millions of yen)

	Previous consolidated fiscal year (From April 1, 2022 to March 31, 2023)	Consolidated fiscal year under review (From April 1, 2023 to March 31, 2024)
Net sales	319,500	344,154
Cost of sales	279,457	291,677
Gross profit	40,043	52,477
Selling, general and administrative expenses	33,324	31,324
Operating profit	6,718	21,152
Non-operating income		
Interest income	1,002	1,583
Dividend income	429	534
Foreign exchange gains	746	1,586
Lease revenue	48	46
Share of profit of entities accounted for using equity method	27	446
Other	1,058	1,110
Total non-operating income	3,311	5,308
Non-operating expenses		
Interest expenses	2,126	2,361
Cost of lease revenue	178	143
Foreign withholding tax	765	721
Other	911	889
Total non-operating expenses	3,981	4,116
Ordinary profit	6,049	22,344
Extraordinary income		
Gain on sale of non-current assets	130	23
Gain on sale of investment securities	155	1,147
Reversal of provision for product warranties	-	72
Gain on liquidation of subsidiaries	137	-
Other	84	22
Total extraordinary income	508	1,265
Extraordinary losses		
Loss on sale of non-current assets	24	13
Loss on retirement of non-current assets	112	178
Impairment losses	114	343
Loss on valuation of inventories	245	-
Losses on net monetary position	-	3,040
Provision for loss on litigation	-	566
Business restructuring expenses	113	286
Provision for business restructuring	-	418
Other	91	245
Total extraordinary losses	701	5,092
Profit before income taxes	5,855	18,516
Income taxes - current	2,993	4,660
Income taxes - deferred	(7)	(1,803)
Total income taxes	2,985	2,856
Profit	2,869	15,659
Profit attributable to non-controlling interests	1,684	1,918
Profit attributable to owners of parent	1,185	13,741

## (Consolidated Statement of Comprehensive Income)

(Unit: Millions of yen)

	Previous consolidated fiscal year (From April 1, 2022 to March 31, 2023)	Consolidated fiscal year under review (From April 1, 2023 to March 31, 2024)
Profit	2,869	15,659
Other comprehensive income		
Valuation difference on available-for-sale securities	155	3,608
Foreign currency translation adjustment	5,790	13,767
Re-measurements of defined benefit plans, net of tax	(1,151)	2,252
Share of other comprehensive income of entities accounted for using equity method	281	209
Total other comprehensive income	5,076	19,839
Comprehensive income	7,946	35,499
Comprehensive income attributable to		
Owners of parent	5,979	32,220
Non-controlling interests	1,966	3,279

## (3) Consolidated Statement of Changes in Equity

Previous consolidated fiscal year (from April 1, 2022 to March 31, 2023)

(Unit: Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	5,000	33,471	27,199	(603)	65,067
Changes during period					
Dividends of surplus		(1,201)	(134)		(1,335)
Profit attributable to owners of parent			1,185		1,185
Purchase of treasury shares				(5,900)	(5,900)
Cancellation of treasury shares		(5,900)		5,900	-
Net changes in items other than shareholders' equity					
Total changes during period	-	(7,101)	1,051	(0)	(6,050)
Balance at end of period	5,000	26,370	28,250	(603)	59,017

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Re-measurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	582	4,650	(2,276)	2,956	20,177	88,201
Changes during period						
Dividends of surplus						(1,335)
Profit attributable to owners of parent						1,185
Purchase of treasury shares						(5,900)
Cancellation of treasury shares						-
Net changes in items other than shareholders' equity	156	5,650	(1,012)	4,794	12	4,807
Total changes during period	156	5,650	(1,012)	4,794	12	(1,243)
Balance at end of period	738	10,301	(3,288)	7,751	20,189	86,958

Consolidated fiscal year under review (from April 1, 2023 to March 31, 2024)

(Unit: Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	5,000	26,370	28,250	(603)	59,017
Cumulative effect of applying inflation accounting			3,383		3,383
Balance at the beginning of the fiscal year under review reflecting the cumulative effect of applying inflation accounting	5,000	26,370	31,634	(603)	62,401
Changes during period					
Dividends of surplus		(600)	(134)		(734)
Profit attributable to owners of parent			13,741		13,741
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		(0)		0	0
Net changes in items other than shareholders' equity					
Total changes during period	-	(600)	13,607	(0)	13,006
Balance at end of period	5,000	25,770	45,241	(603)	75,407

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Re-measurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	738	10,301	(3,288)	7,751	20,189	86,958
Cumulative effect of applying inflation accounting						3,383
Balance at the beginning of the fiscal year under review reflecting the cumulative effect of applying inflation accounting	738	10,301	(3,288)	7,751	20,189	90,342
Changes during period						
Dividends of surplus						(734)
Profit attributable to owners of parent						13,741
Purchase of treasury shares						(0)
Disposal of treasury shares						0
Net changes in items other than shareholders' equity	3,557	12,855	2,065	18,478	753	19,232
Total changes during period	3,557	12,855	2,065	18,478	753	32,239
Balance at end of period	4,296	23,157	(1,223)	26,230	20,943	122,581

## (4) Consolidated Statement of Cash Flows

(Unit: Millions of yen)

	Previous consolidated fiscal year (From April 1, 2022 to March 31, 2023)	Consolidated fiscal year under review (From April 1, 2023 to March 31, 2024)
<b>Cash flows from operating activities</b>		
Profit before income taxes	5,855	18,516
Depreciation	16,816	16,179
Impairment losses	114	343
Loss on retirement of non-current assets	112	178
Loss (gain) on sale of investment securities	(108)	(1,147)
Loss (gain) on valuation of investment securities	32	-
Amortization of goodwill	13	-
Share of loss (profit) of entities accounted for using equity method	(27)	(446)
Increase (decrease) in allowance for doubtful accounts	12	(0)
Increase (decrease) in retirement benefit liability	166	254
Increase (decrease) in provision for bonuses	319	562
Increase (decrease) in provision for product warranties	138	(616)
Increase (decrease) in provision for business restructuring	(132)	358
Interest and dividend income	(1,431)	(2,118)
Interest expenses	2,126	2,361
Loss (gain) on sale of non-current assets	(105)	(9)
Losses on net monetary position	-	3,040
Decrease (increase) in trade receivables	2,916	5,302
Decrease (increase) in inventories	6,046	9,101
Decrease (increase) in retirement benefit assets	(403)	(1,164)
Decrease (increase) in other assets	7,038	299
Increase (decrease) in trade payables	(8,142)	(4,440)
Loss on valuation of inventories	245	-
Increase (decrease) in accounts payable - other	556	(2,348)
Increase (decrease) in accrued consumption taxes	(718)	33
Increase (decrease) in other liabilities	1,294	768
Subtotal	32,735	45,008
Interest and dividends received	1,546	2,373
Interest paid	(2,123)	(2,370)
Income taxes paid	(2,540)	(3,502)
Cash flows from operating activities	29,618	41,509

(Unit: Millions of yen)

	Previous consolidated fiscal year (From April 1, 2022 to March 31, 2023)	Consolidated fiscal year under review (From April 1, 2023 to March 31, 2024)
<b>Cash flows from investing activities</b>		
Payments into time deposits	(320)	(134)
Proceeds from withdrawal of time deposits	177	900
Purchase of property, plant and equipment	(9,837)	(10,276)
Proceeds from sale of property, plant and equipment	569	200
Purchase of intangible assets	(33)	(103)
Purchase of investment securities	(63)	(47)
Proceeds from sale of investment securities	470	4,290
Loan advances	(1,794)	(1,454)
Proceeds from collection of loans receivable	1,958	1,362
Payments for sale of shares of subsidiaries resulting in change in scope of consolidation	(262)	-
Other	(32)	21
<b>Cash flows from investing activities</b>	<b>(9,168)</b>	<b>(5,241)</b>
<b>Cash flows from financing activities</b>		
Net increase (decrease) in short-term borrowings	(821)	17,073
Proceeds from long-term borrowings	1,200	2,000
Repayments of long-term borrowings	(10,874)	(27,167)
Redemption of bonds	(30)	(30)
Repayments of lease liabilities	(2,311)	(2,538)
Purchase of treasury shares	(5,900)	(0)
Dividends paid	(1,335)	(734)
Dividends paid to non-controlling interests	(1,646)	(2,525)
Proceeds from sale and leaseback transactions	1,042	128
Other	-	0
<b>Cash flows from financing activities</b>	<b>(20,677)</b>	<b>(13,793)</b>
Effect of exchange rate change on cash and cash equivalents	1,262	4,714
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>1,034</b>	<b>27,189</b>
Cash and cash equivalents at beginning of period	73,267	74,301
<b>Cash and cash equivalents at end of period</b>	<b>74,301</b>	<b>101,490</b>

(5) Notes to Consolidated Financial Statements

(Notes to assumptions for going concerns)

There are no applicable matters.

(Significant Accounting Policies for Preparing Consolidated Financial Statements)

1. Matters related to the scope of consolidation

- Consolidated subsidiaries 41 companies
- Non-consolidated subsidiaries 2 companies

2. Matters related to the application of the equity method

- Number of affiliated companies accounted for by the equity method 2 companies
- Number of non-consolidated subsidiaries and affiliated companies not accounted for by the equity method 4 companies

Regarding non-consolidated subsidiaries and affiliated companies that are not accounted for by the equity method, their profit (loss) and retained earnings are small and do not have a material effect on the consolidated financial statements as a whole.

3. Matters related to the business year of consolidated subsidiaries

Of consolidated subsidiaries, the closing day of Corporacion Mitsuba de Mexico, S.A. de C.V. and nine other companies is December 31.

To prepare the consolidated financial statements, the Company uses financial statements based on the provisional settlement of accounts carried out as of March 31, which is the consolidated closing date. The last day of the business year of other consolidated subsidiaries is the same as the consolidated closing date.

(Changes in Presentation Method)

(Consolidated Statement of Income)

“Loss related to transaction investigations,” which was separately listed under “Extraordinary losses” in the previous consolidated fiscal year, was included in “Other” from the consolidated fiscal year under review because its monetary significance has declined. In order to reflect this change in presentation method, the consolidated financial statements for the previous consolidated fiscal year have been rearranged.

As a result, “Loss related to transaction investigation” of 5 million yen and “Other” of 85 million yen, which were shown in “Extraordinary losses” in the consolidated statement of income for the previous consolidated fiscal year, were reclassified as “Other” of 91 million yen.



(Segment Information)

Segment information

1. Overview of reportable segments

The reportable segments of the Company are components of the Company for which separate financial information is available and which are subject to regular review by the Company's Board of Directors for making decisions on the allocation of management resources and assessing performance.

The Company sets three operations as reportable segments: "Transportation equipment-related operations," "Information service operations" and "Other operations."

Main finished goods and services of each segment

Transportation equipment-related operations .....	Wiper systems, starter motors, fan motors, power window motors, and transportation and warehousing
Information service operations.....	System integration services, System development and software development
Other operations.....	Development and sale of automotive parts and accessories, consignment business, money-lending, electrical works, and civil engineering and construction

2. Calculation method of amounts of net sales, profit or loss, assets, liabilities, and other items by reportable segment

Accounting treatment methods for reportable segments are almost identical to the explanation of "Significant accounting policies for preparing consolidated financial statements."

Profit in reportable segments is based on operating profit.

Inter-segment revenues and transfers are based on market prices.

3. Information on the amounts of net sales, profit or loss, assets, liabilities, and other items by reportable segment

Previous consolidated fiscal year (from April 1, 2022 to March 31, 2023)

(Unit: Millions of yen)

	Reportable segment			Total	Adjustments (Note 1)	Amount reported on consolidated financial statements (Note 2)
	Transportation equipment related operations	Information service operations	Other operations			
Net sales						
Sales to outside customers	298,782	15,168	5,549	319,500	-	319,500
Inter-segment sales or transfers	757	2,065	1,148	3,971	(3,971)	-
Total	299,540	17,234	6,697	323,472	(3,971)	319,500
Segment profit	4,564	1,760	377	6,702	16	6,718
Segment assets	309,472	18,866	15,259	343,598	(15,146)	328,452
Segment liabilities	234,334	7,763	12,795	254,893	(13,399)	241,493
Other items						
Depreciation	15,813	878	124	16,816	-	16,816
Investments in companies accounted for by equity-method	3,017	-	-	3,017	-	3,017
Increase in property, plant and equipment and intangible assets	7,908	2,236	57	10,202	(14)	10,187

(Notes) 1. Adjustments are presented as follows.

- (1) The (3,971) million yen adjustment in net sales is an amount in elimination of inter-segment transactions.
- (2) The 16 million yen adjustment in segment profit is an amount in elimination of inter-segment transactions.
- (3) The (15,146) million yen adjustment in segment assets is an amount in elimination of inter-segment receivables.
- (4) The (13,399) million yen adjustment in segment liabilities is an amount in elimination of inter-segment payables.
- (5) The (14) million yen adjustment in increases in property, plant and equipment and intangible assets is an amount in elimination of inter-segment transactions.

2. Segment profit is adjusted to be consistent with operating profit in the consolidated financial statements.

Consolidated fiscal year under review (from April 1, 2023 to March 31, 2024)

(Unit: Millions of yen)

	Reportable segment			Total	Adjustments (Note 1)	Amount reported on consolidated financial statements (Note 2)
	Transportation equipment- related operations	Information service operations	Other operations			
Net sales						
Sales to outside customers	322,719	16,213	5,221	344,154	-	344,154
Inter-segment sales or transfers	578	1,958	1,222	3,759	(3,759)	-
Total	323,298	18,171	6,444	347,914	(3,759)	344,154
Segment profit	18,614	1,834	697	21,145	7	21,152
Segment assets	333,363	21,872	14,601	369,836	(12,343)	357,492
Segment liabilities	224,280	9,545	11,684	245,509	(10,598)	234,911
Other items						
Depreciation	15,207	843	128	16,179	-	16,179
Investments in companies accounted for by equity-method	3,509	-	-	3,509	-	3,509
Increase in property, plant and equipment and intangible assets	6,703	3,630	40	10,374	(4)	10,370

(Notes) 1. Adjustments are presented as follows.

(1) The (3,759) million yen adjustment in net sales is an amount in elimination of inter-segment transactions.

(2) The 7 million yen adjustment in segment profit is an amount in elimination of inter-segment transactions.

(3) The (12,343) million yen adjustment in segment assets is an amount in elimination of inter-segment receivables.

(4) The (10,598) million yen adjustment in segment liabilities is an amount in elimination of inter-segment payables.

(5) The (4) million yen adjustment in increases in property, plant and equipment and intangible assets is an amount in elimination of inter-segment transactions.

2. Segment profit is adjusted to be consistent with operating profit in the consolidated financial statements.

(Matters Related to Revenue Recognition)

1. Information on disaggregation of revenue from contracts with customers

Previous consolidated fiscal year (from April 1, 2022 to March 31, 2023)

(Unit: Millions of yen)

	Reportable segment			Total
	Transportation equipment related operations	Information service operations	Other operations	
Japan	77,881	15,168	5,549	98,599
The Americas	73,258	-	-	73,258
Europe	22,545	-	-	22,545
Asia	71,081	-	-	71,081
China	54,015	-	-	54,015
Revenue from contracts with customers	298,782	15,168	5,549	319,500
Other revenue	-	-	-	-
Sales to outside customers	298,782	15,168	5,549	319,500

Consolidated fiscal year under review (from April 1, 2023 to March 31, 2024)

(Unit: Millions of yen)

	Reportable segment			Total
	Transportation equipment related operations	Information service operations	Other operations	
Japan	88,190	16,213	5,221	109,625
The Americas	85,750	-	-	85,750
Europe	26,216	-	-	26,216
Asia	77,721	-	-	77,721
China	44,840	-	-	44,840
Revenue from contracts with customers	322,719	16,213	5,221	344,154
Other revenue	-	-	-	-
Sales to outside customers	322,719	16,213	5,221	344,154

## (Per Share Information)

Item	Previous consolidated fiscal year (from April 1, 2022 to March 31, 2023)	Consolidated fiscal year under review (from April 1, 2023 to March 31, 2024)
Net assets per share (yen)	1,143.28	1,922.39
Basic earnings per share (yen)	26.49	293.62
Diluted earnings per share (yen)	20.59	162.19

(Note) Basic earnings per share and diluted earnings per share were calculated on the following basis.

Item	Previous consolidated fiscal year (from April 1, 2022 to March 31, 2023)	Consolidated fiscal year under review (from April 1, 2023 to March 31, 2024)
Basic earnings per share		
Profit attributable to owners of parent (millions of yen)	1,185	13,741
Amount that does not belong to shareholders of common stocks (millions of yen)	-	600
(Of which, preferred dividends (millions of yen))	(-)	(600)
Profit attributable to owners of parent related to common stocks (millions of yen)	1,185	13,141
Average number of common stocks during the period (thousands of shares)	44,756	44,755
Diluted earnings per share		
Adjustments in profit attributable to owners of parent (millions of yen)	-	600
(Of which, preferred dividends (millions of yen))	(-)	(600)
Number of increased common stocks (thousands of shares)	12,810	39,969
(Of which, class stocks (thousands of shares))	(12,810)	(39,969)

(Note) Since the source of dividends to preferred shareholders in the previous consolidated fiscal year was capital surplus, amounts not attributable to common shareholders are not deducted in calculation.

(Important Subsequent Events)

(Changes in Consolidated Subsidiaries (Share Transfer))

At the regular Board of Directors meeting held on March 14, 2024, the Company decided to transfer all the shares of MITSUBA LOGISTICS Corporation (hereinafter referred to as “MitsubaLogi”) held by the Company to NIKKON Holdings Co., Ltd. (hereinafter referred to as “NIKKON HD”) (hereinafter referred to as the “Share Transfer”), and they were transferred on April 1, 2024. MitsubaLogi is to be excluded from the scope of consolidation of the Company due to the Share Transfer.

1. Reason for transfer

Since its establishment in 1967, MitsubaLogi has responded to domestic logistics demand, particularly from suppliers of automotive parts including the Group.

Meanwhile, in the Medium-Term Management Plan announced on May 10, 2023, the Company has set the policies of “shifting management resources based on the selection and concentration of business” and “thorough structural reform.” As part of our structural reforms, we will outsource our domestic logistics operations to NIKKON HD, which operates a comprehensive integrated logistics business including packaging, transportation, and warehousing mainly for automobile manufacturers. By doing this, in addition to increasing capital efficiency for the Group, we will optimize domestic logistics by leveraging the extensive experience and network in logistics that the relevant company has.

2. Equity interests before and after the transfer

(1) Equity before transfer: 100.0%

(2) Equity after transfer: 0.0%

3. Impact on profit and loss

The impact of the Share Transfer on consolidated financial results for the fiscal year ending March 2025 is insignificant.

(Acquisition and cancellation of the Existing Class Stocks and issuance of class stocks through third-party allotment)

At a meeting of the Board of Directors held on May 10, 2024, the Company resolved to acquire the Class A stocks and Class C stocks held by Japan Industrial Solutions Fund II, and to cancel them subject to said acquisition, and to conclude an underwriting agreement between the Development Bank of Japan, Inc. (hereinafter referred to as “Development Bank of Japan”) and The Bank of Yokohama, Ltd. (hereinafter referred to as “Bank of Yokohama” and it is collectively referred to as the “Scheduled Allotted Parties” together with Development Bank of Japan), and to issue a total of 10,000,000,000 yen of Class D stocks to the Scheduled Allotted Parties by way of a third-party allotment.

For details, please refer to the “Notice Concerning Acquisition and Cancellation of Existing Class Stocks, Issuance of Class Stocks through Third-Party Allotment, Partial Amendments to the Articles of Incorporation, Reduction of Share Capital and Capital Reserve, and Refinancing of Current Borrowings by Syndicated Loan” released today (May 10, 2024).

#### 4. Others

##### (1) Change of Directors

###### 1) Change of Representative Director

###### 1. Candidate for new Representative Director

Representative Director, President Sadami Hino (current Director, Senior Managing Officer)

###### 2. Retiring Representative Director

Representative Director, President Katsuyoshi Kitada (to be appointed as Director, Executive Advisor )

###### 2) Changes in other Directors

###### 1. Candidates for new Directors

None

###### 2. Retiring Director

Director (External) Takashi Komagata

###### 3. Candidate for new Director serving as Audit and Supervisory Committee Member

Director Hideo Imai (current Operating Officer)

###### 4. Retiring Director serving as Audit and Supervisory Committee Member

Director Keiji Kiuchi

###### 3) Scheduled date of changes

June 20, 2024