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# **Annual Securities Report**

(Report pursuant to Article 24, Paragraph 1 of the  
Financial Instruments and Exchange Act)  
The 43rd Fiscal Year  
(from April 1, 2024 to March 31, 2025)

## **VT HOLDINGS CO., LTD.**

(E02889)

## Part I Company Information

### I Overview of the Company

#### 1 Key Financial Data

##### (1) Business results of the Group

Reporting period	International Financial Reporting Standards					
	39th	40th	41st	42nd	43rd	43rd
Fiscal year	March 2021	March 2022	March 2023	March 2024	March 2025	March 2025
Units of amount	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Thousands of U.S. dollars
Revenue	199,535	237,930	266,329	311,604	351,630	2,351,568
Profit before tax	7,826	17,959	12,646	11,458	9,732	65,084
Profit attributable to owners of parent	4,711	11,678	7,180	6,697	5,302	35,458
Comprehensive income attributable to owners of parent	6,404	13,276	15,718	9,147	1,349	9,022
Equity attributable to owners of parent	40,195	51,342	64,500	72,851	71,244	476,453
Total assets	174,011	188,049	229,834	272,883	277,900	1,858,490
Equity attributable to owners of parent per share (Yen and U.S. dollars)	348.45	442.65	556.10	606.73	588.69	3.94
Basic earnings per share (Yen and U.S. dollars)	40.61	101.01	61.91	56.86	43.83	0.29
Diluted earnings per share (Yen and U.S. dollars)	40.61	101.01	61.91	56.78	43.83	0.29
Ratio of equity attributable to owners of parent to total assets (%)	23.1	27.3	28.1	26.7	25.6	25.6
Return on equity attributable to owners of parent (%)	12.2	25.5	12.4	9.8	7.4	7.4
Price-earnings ratio (Times)	11.0	4.4	8.2	9.4	11.4	11.4
Cash flows from operating activities	16,454	16,818	11,173	12,064	27,956	186,959
Cash flows from investing activities	(2,580)	(5,610)	(9,794)	(10,334)	(11,011)	(73,637)
Cash flows from financing activities	(14,453)	(8,744)	(623)	(1,358)	(15,809)	(105,725)
Cash and cash equivalents at end of period	9,195	11,844	12,644	13,483	14,643	97,927
Number of employees [Average number of temporary staff]	3,667 [658]	3,786 [727]	4,062 [710]	4,067 [823]	4,299 [972]	4,299 [972]

(Notes) 1. The consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (“IFRS Reporting Standards”).

2. The number of employees represents the number of regular employees.

3. The diluted earnings per share for the fiscal years ended March 31, 2021, 2022, 2023, and 2025 are the same as the basic

earnings per share as there were no potential shares that would have a dilution effect.

4. Figures presented in this table have been rounded off to the nearest million yen and thousand U.S. dollars, respectively.

(2) Business results of the reporting company

Reporting period	39th	40th	41st	42nd	43rd	43rd
Fiscal year	March 2021	March 2022	March 2023	March 2024	March 2025	March 2025
Units of amount	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Thousands of U.S. dollars
Net sales	3,060	3,825	3,803	4,534	4,682	31,311
Ordinary profit	2,270	2,843	2,722	3,525	3,658	24,463
Earnings	1,942	3,521	2,751	3,990	2,815	18,826
Share capital	4,297	4,297	4,297	4,861	5,099	34,100
Number of shares issued (Shares)	119,381,034	119,381,034	119,381,034	121,631,034	122,581,034	122,581,034
Net assets	11,669	18,677	26,591	30,067	26,405	176,587
Total assets	46,172	54,141	68,067	74,727	77,330	517,154
Net assets per share (Yen and U.S. dollars)	100.00	159.89	229.17	250.40	218.19	1.46
Dividend per share (Yen and U.S. dollars)	20.00	22.00	23.50	24.00	24.00	0.16
[Interim dividend per share]	[10.00]	[11.00]	[11.50]	[12.00]	[12.00]	[0.08]
Earnings per share (Yen and U.S. dollars)	16.74	30.46	23.72	33.88	23.27	0.16
Diluted earnings per share (Yen and U.S. dollars)	16.74	30.46	23.72	33.83	23.27	0.16
Equity-to-asset ratio (%)	25.0	34.3	39.1	40.2	34.1	34.1
Rate of return on equity (%)	16.2	23.4	12.2	14.1	10.0	10.0
Price-earnings ratio (Times)	26.6	14.6	21.4	15.8	21.4	21.4
Payout ratio (%)	119.5	72.2	99.1	70.8	103.1	103.1
Number of employees (People)	24	27	33	33	31	31
[Average number of temporary staff]	[-]	[-]	[-]	[2]	[2]	[2]
Total shareholder return (%)	159.0	166.6	195.4	213.1	209.0	209.0
[Comparison benchmark: TOPIX Total Return Index] (%)	[142.1]	[145.0]	[153.4]	[216.8]	[213.4]	[213.4]
Highest share price (Yen and U.S. dollars)	483	595	536	548	538	3.60
Lowest share price (Yen and U.S. dollars)	243	410	438	481	432	2.90

(Notes) 1. The number of employees represents the number of regular employees.

2. The diluted earnings per share for the fiscal years ended March 31, 2021, 2022, 2023, and 2025 are the same as the earnings per share as there were no potential shares that would have a dilution effect.

3. The highest and lowest share prices refer to those recorded on the Tokyo Stock Exchange (Prime Market) since April 4, 2022 and those recorded on the Tokyo Stock Exchange (First Section) prior to that date.

4. The Accounting Standard for Revenue Recognition (Accounting Standards Board of Japan Statement No. 29, March 31,

2020) and relevant regulations have been applied from the beginning of the fiscal year ended March 31, 2022, and key business results for the fiscal year ended March 31, 2022 and thereafter reflect the application of this standard and relevant regulations.

## 2 History

Date	Description
Mar. 1983	Honda Verno Tokai Co., Ltd. was founded at Marune, Kagi Yamachi, Tokai, Aichi Prefecture with capital of ¥40 million.
Apr. 1983	Signed a basic agreement for a Verno dealership with Honda Motor Co., Ltd. and opened the Tokai Shop in Kagi Yamachi, Tokai, Aichi Prefecture.
May 1994	Relocated the head office to Dadaboshi, Kagi Yamachi, Tokai, Aichi Prefecture (however, did not change the corporate registered address).
Sep. 1998	Shares listed on Second Section of Nagoya Stock Exchange.
Mar. 1999	Acquired Ford Life Chubu Co., Ltd. (now FLC Co., Ltd.) and Honda Motor Sales Meinan Co., Ltd. (now Honda Cars Tokai Co., Ltd.).
Jun. 1999	Established ORIX Rent-A-Car Chubu Corporation (now J-net Rental & Lease Co., Ltd.).
Mar. 2000	Established New Steel Homes Japan Corporation (now Archish Gallery Co., Ltd., a consolidated subsidiary).
Apr. 2000	Expanded Honda dealership territory into Gifu Prefecture by taking over sales areas from Honda Verno Gifu Co., Ltd.
Apr. 2000	Established ORIX Rent-A-Car Osaka Corporation (now J-net Rental & Lease Co., Ltd.).
Apr. 2000	Acquired Chukyo Honda Co., Ltd. (now Honda Cars Tokai Co., Ltd.).
Jun. 2000	Listed on Nasdaq Japan Market of Osaka Securities Exchange.
Oct. 2000	Chukyo Honda Co., Ltd. merged with Honda Motor Sales Meinan Co., Ltd. and changed the company name to Honda Primo Tokai Co., Ltd. (now Honda Cars Tokai Co., Ltd.).
Mar. 2002	ORIX Rent-A-Car Chubu Corporation merged with ORIX Rent-A-Car Osaka Corporation and changed the company name to ORIX Rent-A-Car Meihan Corporation (now J-net Rental & Lease Co., Ltd., a consolidated subsidiary).
Mar. 2003	Acquired Trust Co., Ltd. (now a consolidated subsidiary).
Apr. 2003	Sales operations for new and used cars as well as sales operations for car maintenance, including designated car maintenance services and car disassembly and maintenance services, were split off and handed over to the newly established Honda Verno Tokai Co., Ltd. (now Honda Cars Tokai Co., Ltd., a consolidated subsidiary). The company transitioned to a holding company and changed the company name from Honda Verno Tokai Co., Ltd. to VT HOLDINGS CO., LTD. Changed the corporate registered address to Dadaboshi, Kagi Yamachi, Tokai, Aichi Prefecture.
Jan. 2004	Acquired C.E.S Co., Ltd. (now a consolidated subsidiary).
Sep. 2004	Established Face On Co., Ltd. (now PCI Co., Ltd., a consolidated subsidiary).
Nov. 2004	Trust Co., Ltd. (now a consolidated subsidiary) was listed on Mothers Market of Tokyo Stock Exchange (now listed on Standard Market of Tokyo Stock Exchange).
Apr. 2005	Acquired LCI Co., Ltd. (now a consolidated subsidiary).
Jul. 2005	Established E-ESCO Co., Ltd. (now MIRAIZ Co., Ltd., a consolidated subsidiary).
Dec. 2005	Acquired Nagano Nissan Auto Co., Ltd. (now a consolidated subsidiary) and NN Service Co., Ltd. (now Nagano Nissan Service Co., Ltd., a consolidated subsidiary).
Jul. 2006	Acquired Shizuoka Nissan Auto Sales Co., Ltd. (now a consolidated subsidiary), PZ Motors Co., Ltd. (now Shizuoka Nissan Auto Sales Co., Ltd., a consolidated subsidiary), and Shizuoka Nissan Service Co., Ltd. (now Shizuoka Service Co., Ltd., a consolidated subsidiary).
Jul. 2006	Acquired Mikawa Nissan Motor Co., Ltd. (now a consolidated subsidiary), Car Make Okazaki Co., Ltd. (now a consolidated subsidiary), and Office Support Center Co., Ltd. (now J-net Rent-A-Car Hokkaido, Co., Ltd., a consolidated subsidiary).
Aug. 2006	Honda Verno Tokai Co., Ltd. merged with Honda Primo Tokai Co., Ltd. and changed the company name to Honda Cars Tokai Co., Ltd. (now a consolidated subsidiary).
Feb. 2011	Acquired Western Breeze Trading 23 (Proprietary) Limited (now Trust Absolut Auto (Pty) Ltd., a consolidated subsidiary).
Oct. 2011	Acquired Sojitz Absolut Auto (Proprietary) Limited (now Sky Absolut Auto (Pty) Ltd., a consolidated subsidiary).
Apr. 2012	Acquired Colt Car Retail Limited (now CCR Motor Co. Ltd., a consolidated subsidiary).
Apr. 2012	Acquired Nissan Satio Saitama Co., Ltd. (now a consolidated subsidiary) and Nissan Service Saitama Co., Ltd. (now Service Saitama Co., Ltd., a consolidated subsidiary).

Date	Description
Apr. 2014	Acquired Nissan Satio Nara Co., Ltd. (now a consolidated subsidiary).
Aug. 2014	Acquired MG Home Co., Ltd. (now AMG Holdings Co., Ltd., a consolidated subsidiary).
Oct. 2014	Acquired Scotts Motors Artarmon (Pty) Ltd. (now a consolidated subsidiary).
Dec. 2014	Acquired Griffin Mill Garages Limited (now a consolidated subsidiary).
May 2015	Shares transferred from JASDAQ (Standard) Market to First Section Market of Tokyo Stock Exchange and from Second Section Market to First Section Market of Nagoya Stock Exchange.
Aug. 2015	Acquired MG Sogo Service Co., Ltd. (now a consolidated subsidiary).
Feb. 2016	Established Motoren Shizuoka Co., Ltd. (now a consolidated subsidiary).
May 2016	Acquired Wessex Garages Holdings Limited (now a consolidated subsidiary).
Jul. 2016	Changed the corporate registered address to Naka Ward, Nagoya, Aichi Prefecture.
Oct. 2016	Acquired Master Automocion, S.L. and its 11 subsidiaries (now consolidated subsidiaries).
Sep. 2017	Established Master Dealer de Automocion 2017, S.L. (now a consolidated subsidiary).
Nov. 2017	Acquired Mogacar de Automocion, S.L. (now a consolidated subsidiary).
Mar. 2018	Acquired Quiauto, S.A. (now M Teknik de Automocion 2023, S.A., a consolidated subsidiary).
Aug. 2019	Acquired Koyo Auto Co., Ltd. (now a consolidated subsidiary).
Aug. 2019	Established Motoren Mikawa Co., Ltd. (now a consolidated subsidiary).
Jul. 2020	Acquired TAKI HOUSE Co., Ltd. (now a consolidated subsidiary).
Jan. 2021	Acquired Honda Yonrin Hanbai Marujun Co., Ltd. (now Honda Cars Tokai Co., Ltd., a consolidated subsidiary).
Apr. 2021	MG Home Co., Ltd. changed its name to AMG Holdings Co., Ltd. (now a consolidated subsidiary) and became a holding company. The successor company changed its name to MG Home Co., Ltd. (now a consolidated subsidiary) and took over the housing business.
Apr. 2021	Acquired Caterham Cars Group Limited (now a consolidated subsidiary), Caterham Cars Limited (now a consolidated subsidiary), and Seven Motorsport Limited (now a consolidated subsidiary).
Jun. 2021	Established M-Motorbikes Espana, S. L. (now a consolidated subsidiary).
Nov. 2021	Honda Yonrin Hanbai Marujun Co., Ltd. (now Honda Cars Tokai Co., Ltd., a consolidated subsidiary) became a wholly owned subsidiary through a share purchase.
Nov. 2021	Acquired TAKAGAKI Gumi, Inc. (now a consolidated subsidiary).
Apr. 2022	Due to market restructuring by Tokyo Stock Exchange, shares moved from First Section to Prime Market of Tokyo Stock Exchange.
	In addition, due to market restructuring by Nagoya Stock Exchange, shares moved from First Section to Premier Market of Nagoya Stock Exchange.
Apr. 2022	Honda Cars Tokai Co., Ltd. (now a consolidated subsidiary) merged with Honda Yonrin Hanbai Marujun Co., Ltd.
Sep. 2022	Established Motoren Donan Co., Ltd. (now a consolidated subsidiary).
Oct. 2022	Acquired Kawasaki Housing Co., Ltd. (now a consolidated subsidiary) and Houmainte Co., Ltd. (now a consolidated subsidiary).
Apr. 2023	Acquired Ciclos Domingo, S.L. (now Emebaics, S.L., a consolidated subsidiary).
May 2023	Real estate leasing business split off and taken over from Honda Cars Tokai Co., Ltd. (now a consolidated subsidiary) through an absorption-type split.
May 2023	Established Caterham EVo Limited (now a consolidated subsidiary).
Jul. 2023	Acquired Fuji Motoren Co., Ltd. (now a consolidated subsidiary).
Feb. 2025	Established Caterham Global Co., Ltd. (now a consolidated subsidiary).
Apr. 2025	Acquired Motoren Sapporo Co., Ltd. (now a consolidated subsidiary).

(Note) The Company (established on March 22, 1983; substantial surviving company) merged with Honda Auto Sales Co., Ltd. (established on April 11, 1978; [registered] surviving company in form) in April 1997 to change the par value of shares. Accordingly, the above company history is that of the substantial surviving company.

### 3 Description of Business

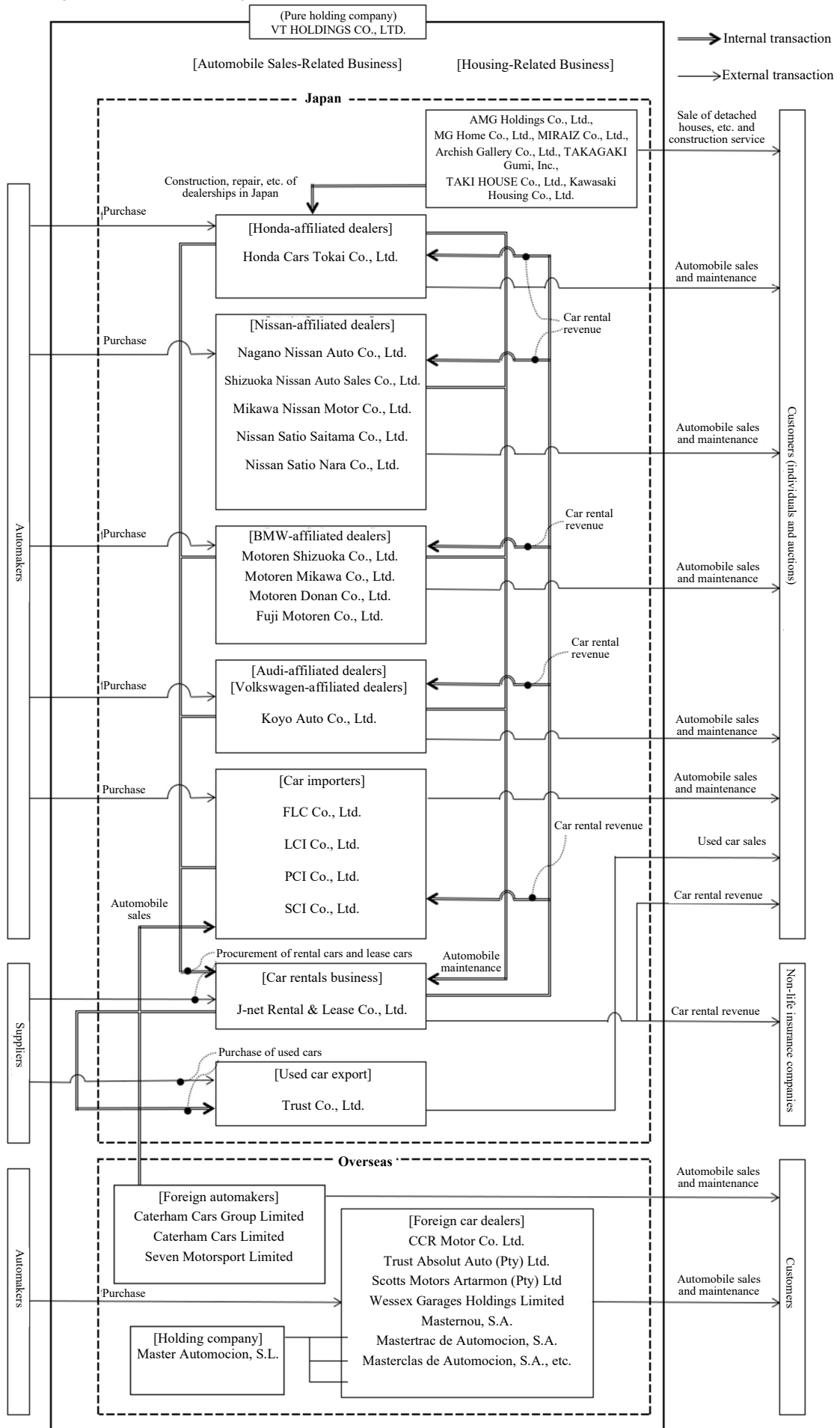
The Group (the Company and its affiliated companies) consists of the Company, 58 subsidiaries, and 3 equity-method affiliates. Its main business is the Automobile Sales-Related Business comprised of the dealership business, car rental business, and car export business. In addition, it is engaged in the Housing-Related Business.

The positioning of the Group's businesses and their relationship to segment information are as follows.

The Company is a "specified listed company, etc.," as stipulated in Article 49, paragraph (2) of the Cabinet Office Order on Restrictions on Securities Transactions. As such, the de minimis threshold for materiality under insider trading regulations is determined based on consolidated figures.

Automobile Sales-Related Business	<p>The dealership business consists of Honda-affiliated dealerships, Nissan-affiliated dealerships, imported car dealerships, importers of foreign cars, and overseas car dealerships. It mainly involves the sale of new and used cars and car repairs. In addition, businesses related to automobile sales include car rentals, car exports, and automobile manufacturing.</p> <p>The Automobile Sales-Related Business comprises the new car segment, used car segment, services segment, car rentals segment, export segment, and other segments.</p> <p>&lt;Main Affiliated Companies&gt;</p> <p>Honda Cars Tokai Co., Ltd.; Nagano Nissan Auto Co., Ltd.; Shizuoka Nissan Auto Sales Co., Ltd.; Mikawa Nissan Motor Co., Ltd.; Nissan Satio Saitama Co., Ltd.; Nissan Satio Nara Co., Ltd.; Motoren Shizuoka Co., Ltd.; Motoren Mikawa Co., Ltd.; Motoren Donan Co., Ltd.; Fuji Motoren Co., Ltd.; FLC Co., Ltd.; Koyo Auto Co., Ltd.; LCI Co., Ltd.; PCI Co., Ltd.; SCI Co., Ltd.; Caterham Cars Group Limited; CCR Motor Co. Ltd.; Trust Absolut Auto (Pty) Ltd.; Scotts Motors Artarmon (Pty) Ltd; Wessex Garages Holdings Limited; Master Automocion, S.L.; Masternou, S.A.; Mastertrac de Automocion, S.A.; Masterclas de Automocion, S.A.; J-net Rental &amp; Lease Co., Ltd.; Trust Co., Ltd., and others.</p>
Housing-Related Business	<p>The Group sells condominiums and detached houses, and provides construction services for custom-built houses and commercial facilities.</p> <p>&lt;Main Affiliated Companies&gt;</p> <p>AMG Holdings Co., Ltd.; MG Home Co., Ltd.; MIRAIZ Co., Ltd.; Archish Gallery Co., Ltd.; TAKI HOUSE Co., Ltd.; TAKAGAKI Gumi, Inc.; Kawasaki Housing Co., Ltd., and others.</p>

The following is a schematic flow diagram of the businesses.



#### 4 Status of Affiliated Companies

Name	Address	Capital	Primary business	Percentage of voting rights (%)	Relationship	Note
(Consolidated subsidiaries)						
Honda Cars Tokai Co., Ltd.	Showa-ku, Nagoya	Millions of yen 90	Automobile Sales-Related Business	100.00	The Company provides liability guarantees for purchases. Lending and borrowing of funds 6 Directors are also Directors of the Company	
Nagano Nissan Auto Co., Ltd.	Nagano, Nagano Prefecture	Millions of yen 38	Automobile Sales-Related Business	100.00	Lending and borrowing of funds 2 Directors are also Directors of the Company	(Note 3)
Shizuoka Nissan Auto Sales Co., Ltd.	Suruga-ku, Shizuoka	Millions of yen 80	Automobile Sales-Related Business	100.00	3 Directors are also Directors of the Company	
Mikawa Nissan Motor Co., Ltd.	Anjo, Aichi Prefecture	Millions of yen 30	Automobile Sales-Related Business	100.00	Lending and borrowing of funds 2 Directors are also Directors of the Company	
Nissan Satio Saitama Co., Ltd.	Chuo-ku, Saitama	Millions of yen 40	Automobile Sales-Related Business	100.00	Lending and borrowing of funds 2 Directors are also Directors of the Company	
Nissan Satio Nara Co., Ltd.	Yamatokoriyama, Nara Prefecture	Millions of yen 90	Automobile Sales-Related Business	100.00	Lending and borrowing of funds 2 Directors are also Directors of the Company	
Motoren Shizuoka Co., Ltd.	Suruga-ku, Shizuoka	Millions of yen 90	Automobile Sales-Related Business	100.00	The Company provides liability guarantees for borrowings and purchases. Lending and borrowing of funds 3 Directors are also Directors of the Company	
Motoren Mikawa Co., Ltd.	Okazaki, Aichi Prefecture	Millions of yen 10	Automobile Sales-Related Business	100.00	The Company provides liability guarantees for borrowings and purchases. Lending and borrowing of funds 3 Directors are also Directors of the Company	
Motoren Donan Co., Ltd.	Hokuto, Hokkaido	Millions of yen 10	Automobile Sales-Related Business	100.00	The Company provides liability guarantees for purchases. Lending and borrowing of funds 2 Directors are also Directors of the Company	
Fuji Motoren Co., Ltd.	Chuo-ku, Hamamatsu	Millions of yen 50	Automobile Sales-Related Business	100.00	The Company provides liability guarantees for purchases. Lending and borrowing of funds 3 Directors are also Directors of the Company	
Koyo Auto Co., Ltd.	Kitami, Hokkaido	Millions of yen 30	Automobile Sales-Related Business	100.00	The Company provides liability guarantees for purchases. Lending and borrowing of funds 2 Directors are also Directors of the Company	
FLC Co., Ltd.	Kiyosu, Aichi Prefecture	Millions of yen 40	Automobile Sales-Related Business	100.00	The Company provides liability guarantees for purchases. Lending and borrowing of funds 1 Director is also Director of the Company	
LCI Co., Ltd.	Ota-ku, Tokyo	Millions of yen 99	Automobile Sales-Related Business	100.00	The Company provides liability guarantees for purchases. Lending and borrowing of funds 3 Directors are also Directors of the Company	

Name	Address	Capital	Primary business	Percentage of voting rights (%)	Relationship	Note
PCI Co., Ltd.	Chuo-ku, Tokyo	Millions of yen 99	Automobile Sales-Related Business	100.00	The Company provides liability guarantees for purchases. Lending and borrowing of funds 4 Directors are also Directors of the Company	
SCI Co., Ltd.	Ota-ku, Tokyo	Millions of yen 10	Automobile Sales-Related Business	100.00	Lending and borrowing of funds 3 Directors are also Directors of the Company	
Caterham Cars Group Limited	Dartford, UK	Millions of pounds 36.947	Automobile Sales-Related Business	100.00	Lending and borrowing of funds 2 Directors are also Directors of the Company	(Note 3)
Caterham Cars Limited	Dartford, UK	Millions of pounds 5.518	Automobile Sales-Related Business	100.00 (100.00)	The Company provides liability guarantees for borrowings and real estate lease contracts, etc. 2 Directors are also Directors of the Company	(Note 3)
CCR Motor Co. Ltd.	Gloucester, UK	Millions of pounds 32.253	Automobile Sales-Related Business	100.00	The Company provides liability guarantees for purchases. Lending and borrowing of funds 2 Directors are also Directors of the Company	(Note 3)
Trust Absolut Auto (Pty) Ltd.	Johannesburg, Republic of South Africa	Millions of rand 95	Automobile Sales-Related Business	100.00 (100.00)	2 Directors are also Directors of the Company	(Note 3)
Scotts Motors Artarmon (Pty) Ltd	Sydney, Australia	Millions of Australian dollars 25.710	Automobile Sales-Related Business	100.00	The Company provides liability guarantees for purchases. Lending and borrowing of funds 2 Directors are also Directors of the Company	(Note 3)
Wessex Garages Holdings Limited	Bristol, UK	Millions of pounds 1.615	Automobile Sales-Related Business	100.00	The Company provides liability guarantees for purchases. Lending and borrowing of funds 2 Directors are also Directors of the Company	(Note 6)
Master Automocion, S.L.	Barcelona, Spain	Millions of euros 23.947	Automobile Sales-Related Business	84.00	The Company provides liability guarantees for borrowings. 3 Directors are also Directors of the Company	(Note 3)
Mastermou, S.A.	Barcelona, Spain	Millions of euros 1.422	Automobile Sales-Related Business	100.00 (100.00)	–	
Mastertrac de Automocion, S.A.	Barcelona, Spain	Euros 900,000	Automobile Sales-Related Business	100.00 (100.00)	–	
Masterclas de Automocion, S.A.	Barcelona, Spain	Euros 318,000	Automobile Sales-Related Business	100.00 (100.00)	–	
J-net Rental & Lease Co., Ltd.	Higashi-ku, Nagoya	Millions of yen 60	Automobile Sales-Related Business	99.45 (54.20)	The Company provides liability guarantees for real estate lease contracts, etc. Lending and borrowing of funds 2 Directors are also Directors of the Company	(Note 3)
Trust Co., Ltd.	Naka-ku, Nagoya	Millions of yen 1,349	Automobile Sales-Related Business	72.22	2 Directors are also Directors of the Company	(Notes 3, 4)
AMG Holdings Co., Ltd.	Naka-ku, Nagoya	Millions of yen 1,168	Housing-Related Business	43.48	Lending and borrowing of funds 2 Directors are also Directors of the Company	(Notes 3, 4, 5)

Name	Address	Capital	Primary business	Percentage of voting rights (%)	Relationship	Note
MG Home Co., Ltd.	Naka-ku, Nagoya	Millions of yen 100	Housing-Related Business	100.00 (100.00)	2 Directors are also Directors of the Company	
MIRAIZ Co., Ltd.	Naka-ku, Nagoya	Millions of yen 50	Housing-Related Business	100.00	Lending and borrowing of funds 2 Directors are also Directors of the Company	
Archish Gallery Co., Ltd.	Naka-ku, Nagoya	Millions of yen 170	Housing-Related Business	100.00 (100.00)	3 Directors are also Directors of the Company	
TAKI HOUSE Co., Ltd.	Tama-ku, Kawasaki	Millions of yen 100	Housing-Related Business	100.00 (100.00)	1 Director is also Director of the Company	
TAKAGAKI Gumi, Inc.	Gujo, Gifu Prefecture	Millions of yen 50	Housing-Related Business	100.00 (100.00)	1 Director is also Director of the Company	
Kawasaki Housing Co., Ltd.	Kita-ku, Kumamoto	Millions of yen 25	Housing-Related Business	100.00 (100.00)	2 Directors are also Directors of the Company	
24 other companies						
(Equity-method affiliates)						
Wise Holdings Co., Ltd.	Yamashina-ku, Kyoto	Millions of yen 90	Manufacture and sale of metal products	35.19	3 Directors are also Directors of the Company	(Note 4)
2 other companies						

(Notes) 1. The “Primary business” column of consolidated subsidiaries lists the segment name.

2. Figures inside parentheses in the “Percentage of voting rights” column indicate the percentage of voting rights held indirectly.

3. The company is a specified subsidiary.

4. The company is a securities report filing company.

5. Although the Company has 50% or less of the voting rights, the company is substantially controlled by the Company and therefore treated as a subsidiary.

6. The ratio of the revenue (excluding internal revenue between consolidated companies) of Wessex Garages Holdings Limited to consolidated revenue exceeded 10%.

Major profit or loss information, etc.	Wessex Garages Holdings Limited	
	Millions of yen	Thousands of U.S. dollars
1) Revenue	52,229	349,288
2) Profit before tax	(285)	(1,906)
3) Profit	(328)	(2,194)
4) Total equity	3,334	22,297
5) Total assets	13,475	90,116

## 5 Employees

(1) Consolidated companies

As of March 31, 2025

Segment	Number of employees (People)	
Automobile Sales-Related Business	4,024	[930]
Housing-Related Business	244	[40]
Other	31	[2]
Total	4,299	[972]

(Notes) 1. The number of employees represents the number of regular employees (excluding those seconded from the Group to outside organizations, and including those seconded from outside organizations to the Group).

2. The average number of temporary staff during the year is shown separately inside brackets.

(2) Reporting company

Number of employees (People)	Average age	Average years of service (Years)	Average annual salary (Thousands of yen)	Average annual salary (U.S. dollars)
31 [2]	39.0	5.6	6,441	43,075

(Notes) 1. The number of employees represents the number of regular employees (excluding those seconded from the Company to outside organizations, and including those seconded from outside organizations to the Company).

2. The average number of temporary staff during the year is shown separately inside brackets.

3. The average annual salary includes bonuses and extra wages. It has been calculated by excluding the employee salaries of those who concurrently serve as Directors.

4. Since all employees of the reporting company belong to the “Other” segment, only the total number of employees is shown.

(3) Labor unions

While the Company does not have a labor union, it maintains positive labor-management relations.

Some consolidated subsidiaries have labor unions, and the number of union members was 978 as of March 31, 2025. The Group has positive relations with the labor unions, and there are no noteworthy matters.

(4) Percentage of women employees in management positions, percentage of male employees who took childcare leave, and wage gap between male and female employees

Consolidated subsidiaries

Fiscal year ended March 31, 2025					
Name	Percentage of women employees in management positions (%) (Note 1)	Percentage of male employees who took childcare leave (%) (Note 2) (Note 3)	Wage gap between male and female employees (%) (Note 4)		
			All employees	Regular employees	Part-time and fixed-term employees
Honda Cars Tokai Co., Ltd.	–	50.0	56.6	58.4	118.1
Nagano Nissan Auto Co., Ltd.	–	15.4	69.5	70.8	31.6
Shizuoka Nissan Auto Sales Co., Ltd.	–	–	71.1	69.6	80.8
J-net Rental & Lease Co., Ltd.	–	40.0	75.2	72.1	99.5

(Notes) 1. The companies are not obligated to disclose the percentage of women employees in management positions pursuant to the provisions of the Act on Promotion of Women’s Participation and Advancement in the Workplace (Act No. 64 of 2015), and therefore, the percentages are not listed.

2. Based on the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76 of 1991), the percentage of employees who took childcare leave, etc. in Article 71-6, item (i) of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Ordinance of the

Ministry of Labor No. 25 of 1991) was calculated.

3. A “–” for the percentage of male employees who took childcare leave indicates that no employees were eligible to take childcare leave, etc.
4. The wage gap between male and female employees was calculated based on the provisions of the Act on Promotion of Women’s Participation and Advancement in the Workplace (Act No. 64 of 2015). The number of part-time and fixed-term employees was determined based on the prescribed working hours of regular employees.

## II Overview of Business

### 1 Management Policy, Business Environment, Issues to Address, etc.

Forward-looking statements in this document are based on the judgments made by the Group as of March 31, 2025.

#### (1) Management policy

“Through youth, ideas, and ceaseless efforts, we shall provide safe and reliable services to our customers, contribute to the local community, and endeavor to develop our businesses.” Guided by this company creed, and as a public institution of society, the Group aims to become a company with value for all stakeholders, including local communities, shareholders, and employees.

#### (2) Management strategy, etc.

The Group’s principal management strategy is to build a new business model for automobile dealership operations and, through proactive M&A, achieve business expansion and profit growth. Going forward, the Group will continue to drive business expansion mainly in its core Automobile Sales-Related Business. In addition, the Group will utilize its management resources to the fullest to focus on improving profitability in business fields outside of the Automobile Sales-Related Business.

#### (3) Objective indicators for judging the achievement of management targets, etc.

The Group has formulated a business strategy aimed at the development of the entire Group, themed on expanding business scale, increasing earning power, and improving investment efficiency.

The management target is to stably expand revenue and profit to achieve both business growth and high profitability. As financial indicators, importance is attached to the ratio of operating profit to revenue and the return on equity attributable to owners of parent.

#### (4) Business and financial issues to address with priority

Expansion of business scale through M&A is one of the Group’s principal management strategies. To strengthen the management foundation for such expansion, the following issues are addressed intensively.

##### 1) Increasing basic earnings

In the Automobile Sales-Related Business, given the long-term decline in new car sales in Japan, the Group’s car dealers aim to increase the profitability of the used car and services segments, which form the Group’s basic earnings, thereby building a corporate structure that makes financial results less susceptible to fluctuations in new car sales.

Furthermore, the Group seeks to further improve the Group’s basic earnings by diversifying sales regions for used car exports and increasing the added value of products, and in the car rentals segment, by expanding the company-operated and franchised car rental shop network nationwide.

##### 2) Strengthening the financial base

The Group views strengthening the financial base as essential for the long-term and stable expansion of its business scale. To this end, the Group has taken steps to enhance equity capital, secure funds for M&A, and improve the equity-to-asset ratio. For example, it increased capital through third-party allotment in March 2007, issued bonds with stock acquisition rights in August 2009, issued share acquisition rights in November 2012, and issued share acquisition rights through a third-party allotment utilizing treasury shares in April 2022.

Additionally, one of the Group’s themes is increasing cash generated from business revenue. Under this theme, the Group is promoting balanced cash flow strategies, such as focusing on enhancing operating cash flow from existing businesses while also reducing liabilities, and will continue to make efforts toward strengthening the financial base, including obtaining financing from capital markets.

##### 3) Reinforcing the risk management framework

With the globalization of economic activity, the business environment surrounding the Group has become increasingly complex. Risks are now transcending borders, including environmental risks, notably, natural disasters, infectious diseases, and other pandemics; globally expanding geopolitical risks; economic risks, such as economic crises, rapid changes in prices of energy, raw materials, and other commodities, uncertain tariffs, and exchange rate fluctuations; and technological risks, such as cyberattacks and system failures. The Group Risk Management Committee has been established to accurately grasp and address these compound risks, and is taking steps to reinforce the risk management framework.

##### 4) Tackling social issues, etc.

To achieve the targets of the Sustainable Development Goals (SDGs) and realize a sustainable society, the Group considers it a management priority to establish a sustainability promotion structure and actively implement SDGs initiatives. To advance sustainability initiatives as a Group-wide effort across companies, including Group companies in Japan and overseas in the automobile, housing, and other businesses, the Sustainability Committee, chaired by the President & CEO, was established in 2021. It provides direction for the Group’s overall sustainability activities and monitors their progress. Going forward, the committee will continue to promote a variety of initiatives, including greenhouse gas reduction activities and investment in human capital to increase the diversity of human resources.

#### 5) Strengthening corporate governance

To advance the above measures appropriately and contribute to long-term improvements in corporate value, the Company has worked to strengthen corporate governance, such as through the appointment of Independent Directors and Outside Directors.

To remain a company trusted by all stakeholders, the Company will continue to give importance to corporate ethics, as well as strive to enhance corporate governance and strictly comply with laws and regulations, thereby ensuring the soundness of management along with transparency and fairness in management decision-making and business execution.

As for the future outlook, though social and economic activities are generally increasing, it is anticipated that the business environment will remain unpredictable. It is necessary to keep a close watch on the increases in prices, primarily those of energy and raw materials, rising labor costs and interest rates, subsequent currency fluctuations, and changes in used car prices, among other factors.

Under these circumstances, the Company will change business processes by promoting digital transformation (DX) to sustainably increase corporate value, share indirect resources by leveraging group synergies, and strengthen human capital to realize value to customers. It will flexibly respond to the diverse needs of customers in Japan and overseas, take on new challenges, and transform the current situation.

#### 6) Issues facing the Housing-Related Business

In the construction and real estate industry, there are concerns over persistently high land and material prices, rising construction labor costs, and higher housing acquisition costs due to rises in mortgage interest rates, creating an ever-challenging environment for the condominium business. Conversely, in the custom construction business, demand for corporate capital investment and rebuilding remains strong, primarily in the Tokyo metropolitan area.

Amid these conditions, as competition for land acquisition intensifies, the Group is working to secure properties that can be sold quickly by diversifying channels, engaging in direct negotiations, and pursuing joint development projects. In addition, to secure construction workers and reduce costs, it is in-sourcing design and construction as well as utilizing foreign human resources, while also focusing on improving the working environment for young employees and engineers.

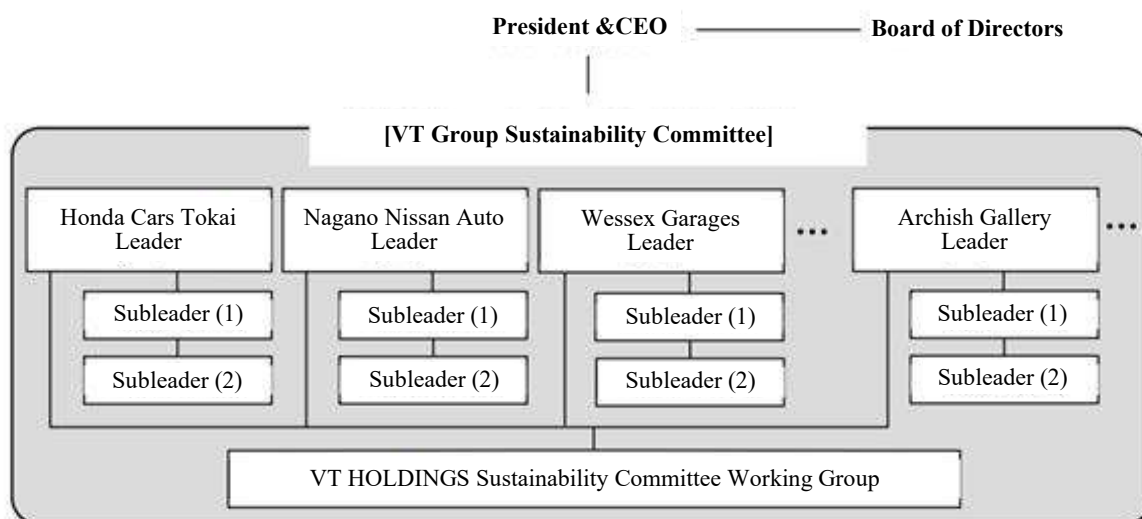
## 2 Sustainability Approach and Initiatives

Social interest in sustainability is growing globally. To achieve sustainability and deliver a bright future to all stakeholders, the Group provides high-quality, safe, reliable, and socially and environmentally-conscious services, and is continuing to work toward realizing its SDGs while improving medium- to long-term corporate value. Guided by its creed, “Through youth, ideas, and ceaseless efforts, we shall provide safe and reliable services to our customers, contribute to the local community, and endeavor to develop our businesses,” the Group fulfills its responsibility as a public institution of society, playing an active role in contributing to achieving a sustainable society across the daily company activities, thereby remaining a company with value for all stakeholders. With this aim, the Group is engaged in a variety of initiatives.

Forward-looking statements in this document are based on the judgments made by the Group as of March 31, 2025.

### (1) Governance

From a governance perspective, VT HOLDINGS recognizes that SDGs initiatives within the Company and the Group are one of the management priorities for the entire Group. To advance sustainability initiatives as a Group-wide effort across companies, including Group companies in Japan and overseas in the automobile, housing, and other businesses, the Sustainability Committee, chaired by the President & CEO, has been established as a sustainability promotion structure. It provides direction for the Group’s overall sustainability activities, monitors their progress, and promotes a variety of initiatives.



Specifically, the committee, participated by members from Group companies, is pursuing a range of ideas at the grassroots level based on a shared awareness of the issues. Such SDGs efforts are contributing to the Group’s enduring and strengthened unity.

### (2) Risk management

Under the Company’s risk management standards, risks related to sustainability are managed in the same manner as other risks. Upon assessing the impact of the risks on businesses, the Group Risk Management Committee established in 2022 determines how to respond to the risks based on their level of impact. Once the response is determined, the Risk Management Committee Working Group, comprised of the heads of the Company’s major departments, requests organizations affiliated with each Group company to take the necessary measures, and monitors the progress of their implementation.

### (3) Strategy

The Group recognizes that various risks and opportunities associated with sustainability are key elements to its business strategy, and that they will further increase in importance in the years ahead. Sustainability is considered when implementing the management strategy and engaging in discussions at the Board of Directors and other fora. The Group also conducts scenario analyses according to the TCFD framework to identify risks and opportunities associated with climate change, assess their financial impact, formulate countermeasures, and promote corresponding initiatives.

Additionally, various initiatives have commenced related to M&As, one of the main strategies of the Group. Specifically, to expand the business scale flexibly ahead of sustainability improvements, the Group has launched Japanese sales of BYD vehicles and introduced ORA vehicles into the UK lineup, both of which are EV exclusive brands.

\*Please refer to the “Sustainability” website for more information on the scenario analysis based on TCFD recommendations.

URL: <https://sdgs.vt-holdings.co.jp/eng/environment/>

#### (4) Metrics and targets

In accordance with the Greenhouse Gas (GHG) Protocol, the Company calculates the Group's greenhouse gas emissions using FY2020 as the baseline year and categorizing emissions into Scope 1, 2, and 3 as indicators for managing climate-related risks and opportunities. The Group will promote reductions in emissions to achieve the goal of 42% reduction in Scope 1 and 2 greenhouse gas emissions by FY2030 compared to FY2020 levels.

In addition, while maintaining alignment with the sustainability policies and targets of each new car brand in the Company's lineup, it will aim for EV sales to account for 40% of the Group's new car sales by FY2030.

##### Greenhouse gas emissions across the Group

Item	FY2020	FY2021	FY2022
Number of companies	40	41	43
Scope 1, 2	19,110 t-CO <sub>2</sub>	18,393 t-CO <sub>2</sub>	19,225 t-CO <sub>2</sub>
Scope 3	1,372,448 t-CO <sub>2</sub>	1,387,272 t-CO <sub>2</sub>	1,342,909 t-CO <sub>2</sub>

(Notes) 1. Market standards are used to calculate Scope 2.

2. Scope 3 greenhouse gas emissions are calculated by limiting the scope to the Company and car dealers in Japan.

#### (5) Human capital approach and initiatives (including diversity)

The Group's human capital approach and initiatives rest on the belief that respecting each other's differences in character and values and understanding social changes and needs accurately will help to create new products and services. As such, it actively recruits outstanding talent regardless of gender, nationality, or other attributes.

The percentage of women in management positions was 6.1% as of March 2025, and the goal is to increase it to 10%. With respect to foreign national hires and mid-career hires, as nationality or time of hire is not found to cause particular disparities in promotion to management positions, targets for their promotion to management positions are not set or disclosed at this time.

In addition, the Group has established the Human Resource Training Policy and the Internal Environment Development Policy as a means of ensuring diversity among core human resources. The Group implements programs based on these policies, such as a stipends program for acquiring certifications, a telework system, and a flextime system, in an effort to create an environment in which employees can thrive.

Please refer to the Company's website for more information. URL: <https://sdgs.vt-holdings.co.jp/eng/social/>

### 3 Business Risks

In regard to matters relating to the overview of business, financial information, etc., described in this Securities Report, the following are the major risks that management recognizes as having the potential to significantly affect the financial position, operating results, and cash flow status of consolidated companies. The likelihood or timing of the risks materializing, as well as the impact on the Group's operating results, etc., should the risks materialize, are not presented as it is difficult to make a reasonable prediction. Once the Company recognizes that these risks may arise, it will make efforts to prevent them from occurring wherever possible and to respond appropriately should they occur.

Forward-looking statements concerning the following items are based on judgments made as of March 31, 2025.

#### (1) The Group's business

The Group consists of the Company, 58 subsidiaries, and 3 affiliated companies. Its core business is the Automobile Sales-Related Business comprised of the new cars, used cars, services, and car rentals segments. In addition, it is engaged in the Housing-Related Business.

The Group employs the holding company system. The Company specializes in operating holding company functions (performing administrative services on behalf of subsidiaries, conducting group financing, and leasing real estate properties) and pure holding company functions (investing in subsidiaries, planning and formulating the Group's business strategies, auditing, public relations and investor relations activities, and other functions of the Group's business management). The Automobile Sales-Related Business and the Housing-Related Business are conducted entirely by subsidiaries.

Therefore, the Company's standalone revenue depends on administrative service fees collected from subsidiaries, dividends, lease income from leased real estate, etc., and may be significantly affected by the business performance and revenue fluctuations of subsidiaries.

#### (2) Retailer contracts of the Automobile Sales-Related Business

The Group's Automobile Sales-Related Business sells new cars as the authorized retailers of automakers. Accordingly, if for any reason a retailer contract cannot be continued, or if material changes are made to an automaker's retailer policy, the Group's financial results may be affected.

The used cars and services segments account for a large share of the revenue of the Group's Automobile Sales-Related Business. The Group has thus developed a stock-type business model in which, if car ownership by its customers increases, the Group can secure stable revenue without excessive dependence on new car sales. As a result, even if material changes are made to retailer contracts that significantly affect new car sales, the Group's financial results will not be susceptible to large fluctuations.

#### (3) Corporate acquisitions and strategic partnerships

As part of its business strategy, the Group may make investments, such as corporate acquisitions and strategic partnerships, including capital partnerships, in order to expand and strengthen the existing business foundation, or to enter new business fields.

However, there were cases in the past where the Company's investments did not yield the expected results. Based on this experience, the Investment Committee (the "Committee") has been established as an advisory body to the Board of Directors. The Committee deliberates investments, such as corporate acquisitions and strategic partnerships, ahead of meetings of the Board of Directors.

The Committee, which welcomes independent outside experts as members, examines from multifaceted viewpoints, whether the Company's investments are appropriate and reasonable, the details of the scheme, the risks, and the legality of the investments. It also determines through deliberations whether the investment and its expected results align with the Group's business objectives.

As a rule, the Committee meets once a month. It is chaired by one of the Company's Outside Directors and includes external members, such as lawyers and certified public accountants. The Company's Representative Director, Senior Managing Directors, Managing Directors, and other members attend the meetings as requested by the Committee.

With regard to each investment on the agenda, the Committee's judgement, which is based on opinions expressed by members during deliberations, is reported to the Company's Board of Directors. The Board, in turn, reviews the business model of the investment and carefully studies its profitability.

Although the above process is taken for corporate acquisitions and strategic partnerships, if acquisition and partnership investments fail to progress as initially planned, the Group's financial results may be affected.

#### (4) Dependence on interest-bearing liabilities

The Group has obtained funds necessary for corporate acquisitions and strategic partnerships, including capital partnerships, primarily through borrowings from financial institutions.

As a result of actively diversifying financing methods and improving them, the ratio of interest-bearing liabilities to total assets has been declining in the medium to long term. However, if the Group has to borrow funds at higher interest rates due to rising interest rates, a decline in the Group's creditworthiness, or other factors, or if the Group is unable to secure the necessary funds, its financial results may be affected.

One of the Group's themes is increasing cash generated from business revenue. Under this theme, the Group is promoting balanced cash flow strategies, such as focusing on expanding operating cash flow from existing businesses while also reducing liabilities, and is making efforts toward strengthening the financial base, including obtaining financing from capital markets.

#### (5) Legal regulations

Under the Secondhand Goods Business Act, the Group sells and purchases used cars as secondhand goods dealers licensed by the public safety commission of each prefecture. In addition, the car maintenance shops attached to the Group's stores are certified and designated under the Road Transport Vehicle Act. Various regulations also apply to non-car sales businesses, such as the insurance solicitation and agency business and the construction business. Furthermore, the execution of business is subject to tax, labor, environmental, and other legal regulations. Accordingly, if these laws, regulations, rules, etc. are revised or abolished, or new legal regulations are established, the Group's financial results may be affected.

The Group is working to strengthen corporate governance. In addition to the responsible departments regularly reviewing information about relevant legal and regulatory revisions, a system has been developed to obtain such information in a timely manner through lawyers and external organizations.

#### (6) Risks related to a high level of dependence on certain business partners

The Group's core business, the Automobile Sales-Related Business, is mainly comprised of Honda-affiliated dealerships, Nissan-affiliated dealerships, imported car dealerships, importers of foreign cars, overseas car dealerships, a used car export company, and a car rental company. Honda-affiliated and Nissan-affiliated dealerships account for a large share of the consolidated revenue.

Honda-affiliated dealerships purchase new cars on a long-term, stable basis from Honda Motor Co., Ltd., while Nissan-affiliated dealerships do so from Nissan Motor Co., Ltd. The cars are sold as the main products of the Group. However, new cars are manufactured by automakers, and the launch of new models, model changes, and other decisions are made based on the automakers' policies over which the Group has no involvement.

Through strengthening the used cars, services, and car rentals segments, etc., the Group has built a corporate structure less susceptible to new car sales trends compared with industry peers. Nevertheless, the Group's financial results may be affected by automaker policies, new car sales trends, and product supply disruptions caused by natural disasters and other events.

#### (7) Overseas expansion

The Group acquires not only Japanese companies but also foreign companies in order to expand revenue. The Group recognizes that scaling the business overseas comes with new risks, or risks different from those inherent in domestic business activities, including complying with laws, regulations, and systems unique to each country, adapting to local social conditions, dealing with exchange rates, and tailoring to customs that differ from those in Japan. If these risks materialize, or if potential risks are not addressed appropriately, the Group's financial results may be affected.

#### (8) Applying impairment accounting

The Group applies IFRS Reporting Standards to consolidated financial statements. Unlike Japanese Generally Accepted Accounting Principles (GAAP), IFRS Reporting Standards do not require straight-line amortization of goodwill. However, if there are indications of impairment, such as due to deterioration in the operating results of the company to which the goodwill relates, and the recoverable amount falls below the carrying amount of the goodwill, it is necessary to recognize an impairment loss on goodwill.

In the case that the Group is unable to secure profits as planned after acquiring any businesses or companies through a corporate acquisition or strategic partnership mentioned above, and it is deemed that recovery of the goodwill that arose from the acquisition is difficult, an impairment loss of goodwill will be recognized, which may affect the Group's financial results.

#### (9) Impact of exchange rate fluctuations

The Group sells cars through subsidiaries in Europe, Australia, and South Africa, as well as imports and exports cars through

subsidiaries in Japan. Therefore, efforts are made to mitigate exchange rate fluctuation risks, such as by diversifying overseas businesses and improving the balance of imports and exports. However, as it is difficult to completely eliminate such risks from business activities, the Group is affected by exchange rate fluctuations in the regions where it conducts business. In addition, subsidiaries' foreign currency-denominated revenues, expenses, profits, and valuations of assets and liabilities are affected by exchange rate fluctuations.

Accordingly, if there are significant exchange rate fluctuations in the future, they may affect the Group's financial results.

(10) Protection of personal information

The Group handles a large volume of personal information. To handle personal information, the Group has established rules that stipulate the purpose of using personal information and its collection method. In addition to ensuring that all directors and employees are aware of strict information control, the Group conducts training as necessary to reinforce compliance, thereby establishing a robust framework to prevent leaks and unauthorized use of information. However, should personal information be leaked or disclosed for any reason, it may affect the Group's financial results.

(11) Large-scale natural disasters, global geopolitical risks, etc.

If a large-scale natural disaster, accident, pandemic, international conflict, etc., occurs in the regions where the Group operates, it could make it difficult to carry out business operations.

The Group is enhancing its risk management framework and taking measures to cope with unforeseen circumstances. Nevertheless, situations such as significant constraints on operating activities due to infectious diseases, etc., and disruptions to supply chains caused by the prolonged conflict in Ukraine, could limit sales activities in the Automobile Sales-Related Business and Housing-Related Business and affect the Group's financial results.

To counter infectious diseases and other risks, stringent measures will continue to be taken to prevent the infection of customers and employees at retailer stores and the companies.

(12) Climate change risks

As global interest in climate change measures increases and the movement toward a decarbonized society accelerates, the Group recognizes the risks and opportunities posed by climate change in line with the TCFD recommendations and is reflecting them in the business strategy.

In the case that the Group's response to climate change is inadequate, its financial results may be affected by various factors, such as declining net sales and increasing costs due to the introduction of systems and regulations in Japan and overseas that mandate the reduction of greenhouse gas emissions, or by a deteriorating company reputation due to inability to provide products and services that meet changing societal and customer needs.

Considering the risks and opportunities related to climate change, the Company has set a goal of reducing the Group's total greenhouse gas emissions (Scope 1\*<sup>1</sup> and Scope 2\*<sup>2</sup>) by 42% by FY2030 compared to FY2020 levels, and efforts are underway to achieve this goal.

For more information, please see "Information Disclosures Based on TCFD Recommendations" (Japanese only) on the Company's website (<https://sdgs.vt-holdings.co.jp/eng/environment/>).

\*1 Direct emissions of greenhouse gases by the Company

\*2 Indirect emissions resulting from the use of electricity, heat, or steam supplied by other companies

## 4 Management's Analysis of the Financial Position, Operating Results, and Cash Flow Status

### (1) Overview of operating results, etc.

#### 1) Financial position and operating results

Forward-looking statements in this document are based on the judgments made by the Group (the Company and its consolidated subsidiaries) as of March 31, 2025.

New car sales in Japan during the fiscal year ended March 31, 2025 were 101.0% year on year, affected significantly by production suspensions due to procedural deficiencies in model designation by certain automakers.

In this environment, in the Automobile Sales-Related Business, which is the core business of the Group, sales in Japan during the fiscal year ended March 31, 2025 showed steady orders for Honda vehicles driven by the effect of new models. On the other hand, Nissan vehicles were in the transition periods prior to the launches of new models, leading to a slight decrease in new car sales. In addition, used car sales increased as the supply shortages have eased. Regarding sales outside Japan, new car sales increased significantly—mainly in Spain and South Africa—and used car sales also increased. As a result, the Group's total car sales, both new and used, increased by 5,310 vehicles to 98,154 vehicles (105.7% YoY).

In the Housing-Related Business, while efforts were made to secure revenue despite persistently high land and construction material prices and rising labor costs, overall business trended slightly weaker.

A total of ¥1,339 million was recorded as selling, general and administrative expenses and other expenses from impairment losses on non-current assets related to unprofitable stores, goodwill impairment, and allowance for doubtful accounts concerning receivables whose collection has become doubtful.

#### i. Financial position

Total assets as of March 31, 2025 increased by ¥5,018 million year on year to ¥277,900 million. Total liabilities as of March 31, 2025 increased by ¥6,613 million year on year to ¥197,493 million. Total equity as of March 31, 2025 decreased by ¥1,595 million year on year to ¥80,407 million.

#### ii. Operating results

Consolidated results for the fiscal year ended March 31, 2025 include revenue of ¥351,630 million (112.8% YoY), operating profit of ¥10,859 million (90.4% YoY), profit before tax of ¥9,732 million (84.9% YoY), and profit attributable to owners of parent of ¥5,302 million (79.2% YoY).

## 2) Business overview by segment

### [Automobile Sales-Related Business]

In the new cars segment, the Group sold 7,907 Honda vehicles (101.6% YoY) and 14,475 Nissan vehicles (89.1% YoY) in Japan. Due to increases in sales outside Japan, new car sales of the entire Group, including sales outside Japan, were 50,865 vehicles (105.2% YoY), exceeding the fiscal year ended March 31, 2024 in both volume and value. However, the decrease in volume and decline in per-vehicle margins in Japan could not be fully offset. The segment posted a year-on-year increase in revenue and a year-on-year decline in profit.

In the used cars segment, used car sales in Japan remained solid, and the Group exported 8,353 vehicles (136.5% YoY). As a result, used car sales of the entire Group, including sales outside Japan, were 47,289 vehicles (106.3% YoY), exceeding sales in the fiscal year ended March 31, 2024. The segment posted year-on-year increases in revenue and profit.

In the services segment, the Group focused on expanding sales of JCI and other inspection services, repairs, and fee-generating services. The segment posted year-on-year increases in revenue and profit.

In the car rentals segment, demand from tourists made a full recovery. Demand for substitute cars also increased. The segment posted year-on-year increases in revenue and profit.

As a result, the Automobile Sales-Related Business recorded revenue of ¥323,829 million (113.9% YoY) and operating profit of ¥8,725 million (98.5% YoY).

### [Housing-Related Business]

In the condominium segment, the Group brought to market five new condominium buildings with 236 units. A total of 176 new and existing units were sold (182 units in the fiscal year ended March 31, 2024). 144 units were delivered (169 units in the fiscal year ended March 31, 2024).

In the detached housing segment, as the Group was able to constantly secure land for properties in good locations, both orders and deliveries were solid. The Group sold 335 units in the fiscal year ended March 31, 2025 (342 units in the fiscal year ended March 31, 2024) and delivered 333 units (333 units in the fiscal year ended March 31, 2024).

In the custom construction segment, the Group continued to receive stable orders for projects for automotive dealerships, used car retailers, and other commercial facilities, as well as condominiums.

As a result, the Housing-Related Business recorded revenue of ¥27,611 million (102.3% YoY), and operating profit of ¥1,643 million (84.1% YoY) due to the difficulty in passing on the increase in land and construction material prices to the selling price.

## 3) Cash flow status

As of March 31, 2025, cash and cash equivalents (“cash”) were ¥14,643 million, an increase of ¥1,160 million from March 31, 2024. The cash flow status and the factors affecting each cash flow for the fiscal year under review are as follows:

### i. Cash flows from operating activities

Net cash provided by operating activities was ¥27,956 million, an increase of ¥15,893 million from March 31, 2024. The main factors increasing cash were changes in inventories and depreciation and amortization, while the main factors decreasing cash were changes in trade payables and profit before tax.

### ii. Cash flows from investing activities

Net cash used in investing activities was ¥11,011 million, an increase of ¥677 million from March 31, 2024. The main factors increasing cash outflows were payments for the purchase of property, plant and equipment and payments for acquisition of businesses. Proceeds from sale of property, plant and equipment and payments into time deposits were the main factors decreasing outflows.

### iii. Cash flows from financing activities

Net cash used in financing activities was ¥15,809 million, an increase of ¥14,451 million from March 31, 2024. The main factors increasing cash outflows were changes in net increase (decrease) in short-term borrowings and repayments of lease liabilities, while the main factors decreasing outflows were proceeds from long-term borrowings and purchase of treasury shares.

4) Production, orders, and sales

i. Purchases

Purchases by segment in the fiscal year ended March 31, 2025 were as follows:

Segment		Amount (Millions of yen)	Amount (Thousands of U.S. dollars)	Year-on-year (%)
Automobile Sales-Related Business	New cars	180,984	1,210,352	109.6
	Used cars	53,540	358,055	110.4
	Services	22,045	147,429	108.5
	Subtotal	256,569	1,715,836	109.7
Housing-Related Business		24,390	163,111	82.7
Total		280,958	1,878,941	106.6

(Note) Intersegment transactions are offset and eliminated.

ii. Orders

Orders by segment in the fiscal year ended March 31, 2025 were as follows:

Segment	Orders received (Millions of yen)	Orders received (Thousands of U.S. dollars)	Year-on-year (%)	Order backlog (Millions of yen)	Order backlog (Thousands of U.S. dollars)	Year-on-year (%)
Housing-Related Business	6,863	45,897	128.0	5,373	35,933	126.1
Total	6,863	45,897	128.0	5,373	35,933	126.1

(Notes) 1. Intersegment transactions are offset and eliminated.

2. The Automobile Sales-Related Business is omitted due to the few number of days required from order to sale.

iii. Sales

Sales by segment in the fiscal year ended March 31, 2025 were as follows:

Segment		Amount (Millions of yen)	Amount (Thousands of U.S. dollars)	Year-on-year (%)
Automobile Sales-Related Business	New cars	174,890	1,169,598	111.8
	Used cars	77,512	518,371	118.8
	Services	51,779	346,278	110.0
	Car rentals	19,045	127,366	125.5
	Other	603	4,033	122.0
	Subtotal	323,829	2,165,646	113.9
Housing-Related Business		27,611	184,652	102.3
Other		191	1,277	99.2
Total		351,630	2,351,568	112.8

(Note) Intersegment transactions are offset and eliminated.

(2) Discussion and analysis of operating results, etc. from management's perspective

The recognition, discussion, and analysis of the operating results, etc. of the Group from management's perspective are as follows.

Forward-looking statements in this document are based on the judgments made as of March 31, 2025.

1) Recognition, discussion, and analysis of financial position and operating results

(Financial position)

i. Current assets

The balance of current assets as of March 31, 2025 was ¥126,007 million, an increase of ¥2,639 million from ¥123,368 million as of March 31, 2024. This was mainly due to an increase in trade and other receivables (¥3,634 million), and a decrease in other current assets (¥1,681 million).

ii. Non-current assets

The balance of non-current assets as of March 31, 2025 was ¥151,893 million, an increase of ¥2,379 million from ¥149,514 million as of March 31, 2024. This was mainly due to an increase in property, plant and equipment (¥8,540 million), and a decrease in other financial assets (¥5,928 million).

iii. Current liabilities

The balance of current liabilities as of March 31, 2025 was ¥133,507 million, an increase of ¥385 million from ¥133,122 million as of March 31, 2024. This was mainly due to increases in other financial liabilities (¥1,235 million) and contract liabilities (¥1,584 million), and a decrease in bonds and borrowings (¥3,582 million).

iv. Non-current liabilities

The balance of non-current liabilities as of March 31, 2025 was ¥63,987 million, an increase of ¥6,228 million from ¥57,759 million as of March 31, 2024. This was mainly due to increases in bonds and borrowings (¥3,185 million) and other financial liabilities (¥5,380 million), and a decrease in deferred tax liabilities (¥1,431 million).

v. Equity

The balance of equity as of March 31, 2025 was ¥80,407 million, a decrease of ¥1,595 million from ¥82,002 million as of March 31, 2024. This was mainly due to a decrease in retained earnings (¥1,570 million).

(Operating results)

In the fiscal year ended March 31, 2025, revenue was ¥351,630 million. Operating profit was ¥10,859 million, and profit attributable to owners of parent was ¥5,302 million.

The revenue and operating profit of the Automobile Sales-Related Business and Housing-Related Business were as follows:

[Automobile Sales-Related Business]

Revenue was ¥323,829 million (113.9% YoY), and operating profit was ¥8,725 million (98.5% YoY).

[Housing-Related Business]

Revenue was ¥27,611 million (102.3% YoY), and operating profit was ¥1,643 million (84.1% YoY).

For an analysis of the main items, please refer to "(1) Overview of operating results, etc., 1) Financial position and operating results" and "(2) Business overview by segment."

2) Discussion and analysis of the cash flow status and information on capital sources and liquidity

i. Cash flows

For an analysis of the cash flow in the fiscal year ended March 31, 2025, please refer to "(1) Overview of operating results, etc., 3) Cash flow status."

ii. Contract liabilities

For an overview of contract liabilities as of March 31, 2025, please refer to "V Financial Information, 1 Consolidated Financial Statements, etc., (1) Consolidated Financial Statements, Notes to Consolidated Financial Statements, 19. Bonds and Borrowings."

iii. Financial policy

With regard to cash management, the Group has a high level of short-term liquidity to maintain readiness to respond to changes in economic conditions, while also working to maintain and expand overdraft agreements with financial institutions to secure funding in emergencies, thereby preparing for future risks.

In addition, to carry out proactive and planned capital investments and flexibly promote M&A, the Group will secure stable financing, primarily through long-term borrowings from financial institutions.

As of March 31, 2025, the bonds and borrowings balance was ¥70,884 million.

3) Factors significantly affecting operating results

Risks that may significantly affect the operating results of the Group are as stated in “3 Business Risks.”

4) Management’s awareness of issues and policy for the future

The Group’s principal management strategy has been to build a business model for a new type of automobile dealership operations in Japan and, through proactive M&A, achieve business expansion and profit growth. Going forward, the Group will continue to drive business expansion in Japan and overseas, mainly in its core Automobile Sales-Related Business. To enhance the management foundation for such business expansion, the Group is addressing the following as stated in “1 Management Policy, Business Environment, Issues to Address, etc., (4) Business and financial issues to address with priority”:

1) Increasing basic earnings, 2) Strengthening the financial base, 3) Reinforcing the risk management framework, 4) Tackling social issues, etc., 5) Strengthening corporate governance, and 6) Issues facing the Housing-Related Business.

5) Objective indicators for judging the achievement of management policy, management strategy, and management targets

The Group’s financial results for the fiscal year ended March 31, 2025 are as stated in “(1) Overview of operating results, etc., 1) Financial position and operating results.”

As a result, the ratio of operating profit to revenue, which the Group identifies as a key financial indicator, decreased by 0.8%pt year on year to 3.1%. In addition, return on equity attributable to owners of parent decreased 2.4%pt year on year to 7.4%.

6) Significant accounting estimates and assumptions used in the estimates

The consolidated financial statements of the Group are prepared in accordance with IFRS Reporting Standards pursuant to the provisions of Article 312 of the Regulation on Terminology, Forms and Preparation Methods of Consolidated Financial Statements (Ministry of Finance Order No. 28 of 1976). In preparing these consolidated financial statements, the estimates deemed necessary are made in accordance with reasonable standards.

The significant accounting policies adopted for the consolidated financial statements of the Group are stated in “V Financial Information, 1 Consolidated Financial Statements, etc., (1) Consolidated Financial Statements, Notes to Consolidated Financial Statements, 3. Material Accounting Policy Information” and “4. Significant Accounting Estimates and Judgments Involving Estimates.”

## 5 Critical Contracts

### (1) Basic agreements

Contracting company	Contract party	Description	Contract period
Honda Cars Tokai Co., Ltd.	Honda Motor Co., Ltd.	Basic Honda Retailer Agreement Sale and purchase of cars made by Honda Motor Co., Ltd., and other accessories and parts, as well as associated services	From April 1, 2024 to March 31, 2026
Nagano Nissan Auto Co., Ltd. Shizuoka Nissan Auto Sales Co., Ltd. Mikawa Nissan Motor Co., Ltd. Nissan Satio Saitama Co., Ltd. Nissan Satio Nara Co., Ltd.	Nissan Motor Co., Ltd.	Exclusive Sales Agreement Receipt of Nissan brand cars and Nissan parts, their sale to customers in Japan, and associated services	From April 1, 2024 to March 31, 2027
Motoren Shizuoka Co., Ltd. Motoren Mikawa Co., Ltd. Motoren Donan Co., Ltd. Fuji Motoren Co., Ltd.	BMW Japan Corp.	BMW Dealer Agreement Sale and purchase of BMW brand cars, and other accessories and parts, as well as associated services	From January 1, 2024 to December 31, 2026
Wessex Garages Holdings Limited	Nissan Motor (GB) Limited	Dealer Agreement Sale of Nissan brand cars and Nissan parts, provision of services, and retailer operations	Unspecified contract period
Wessex Garages Holdings Limited	Kia Motors (UK) Limited	Kia Dealer Agreement Sale of Kia brand cars and Kia products, and provision of services including after-sale services	Unspecified contract period
Wessex Garages Holdings Limited	Hyundai Motor UK Limited	Authorised Dealer Agreement Sale of Hyundai brand cars and Hyundai products, and provision of services including after-sale services	Unspecified contract period
Mastertrac de Automoción, S.A	Toyota Espana, S.L.U.	Contrato de Distribuidor Minorista Autorizado de Toyota Espana, S.L.U. Sale of Toyota brand vehicles, parts, and accessories, and provision of repair and maintenance services	Unspecified contract period
Masterclas de Automocion, S.A	Hyundai Motor Espana, S.L.U.	Contrato de Concesión y Taller Autorizado Handling of Hyundai brand vehicles, parts, accessories, and after-sale services	Unspecified contract period

Contracting company	Contract party	Description	Contract period
Mogacar de Automocion SL	Mazda Automoviles Espana, S.A.	Contrato de Concesionario Autorizado Contrato de Servicio Autorizado Handling of Mazda brand vehicles, parts, accessories, and after-sale services	Unspecified contract period
Trust Absolut Auto (Pty) Ltd.	Suzuki Auto South Africa (Pty) Ltd.	Dealer Agreement Handling of Suzuki brand vehicles, parts, accessories, and after-sale services	Unspecified contract period

(2) Stock purchase agreements

The Company resolved at a meeting of the Board of Directors held on March 26, 2025 to acquire 100% of the issued and outstanding shares in Motoren Sapporo Co., Ltd., a company engaged in the dealership business for new and used BMW and MINI vehicles in Hokkaido. The company became a subsidiary of the Company on April 1, 2025 under a stock purchase agreement entered into on March 31, 2025.

For more information, please refer to “V Financial Information, 1 Consolidated Financial Statements, etc., Notes to Consolidated Financial Statements, 39. Subsequent Events (Addition of a subsidiary through acquisition of shares).”

## 6 Research and Development Activities

Research and development activities were conducted in the Automobile Sales-Related Business in the fiscal year ended March 31, 2025. However, the amount was minimal, and there are no particular matters to be noted.

## IV Information about Reporting Company

### 1 Company's Shares, etc.

#### (1) Total number of shares

##### 1) Authorized shares

Class	Total number of authorized shares (Shares)
Ordinary shares	169,800,000
Total	169,800,000

##### 2) Issued shares

Class	Number of issued shares as of fiscal year end (Shares) (March 31, 2025)	Number of issued shares as of filing date (Shares) (June 27, 2025)	Name of financial instruments exchange on which securities are listed or authorized financial instruments business association to which securities are registered	Description
Ordinary shares	122,581,034	122,581,034	Tokyo Stock Exchange Prime Market Nagoya Stock Exchange Premier Market	The number of shares per unit is 100 shares.
Total	122,581,034	122,581,034	–	–

#### (2) Share acquisition rights

##### 1) Employee share option plans

Not applicable.

##### 2) Rights plans

Not applicable.

##### 3) Share acquisition rights for other uses

All share acquisition rights of the sixth series issued based on a resolution of the Board of Directors on April 8, 2022, have been fully exercised as of April 25, 2024.

#### (3) Exercises of moving strike convertible bonds, etc.

Not applicable.

#### (4) Changes in total number of issued shares, share capital and legal capital surplus

Date	Changes in total number of issued shares (Shares)	Balance of total number of issued shares (Shares)	Changes in share capital (Millions of yen)	Balance of share capital (Millions of yen)	Changes in legal capital surplus (Millions of yen)	Balance of legal capital surplus (Millions of yen)
April 1, 2023 to March 31, 2024 (Note)	2,250,000	121,631,034	564	4,861	564	2,489
April 1, 2024 to March 31, 2025 (Note)	950,000	122,581,034	238	5,099	238	2,728

Date	Changes in total number of issued shares (Shares)	Balance of total number of issued shares (Shares)	Changes in share capital (Thousands of U.S. dollars)	Balance of share capital (Thousands of U.S. dollars)	Changes in legal capital surplus (Thousands of U.S. dollars)	Balance of legal capital surplus (Thousands of U.S. dollars)
April 1, 2024 to March 31, 2025 (Note)	950,000	122,581,034	1,592	34,100	1,592	18,244

(Note) This increase is due to the exercise of share acquisition rights.

## (5) Shareholding by shareholder category

As of March 31, 2025

Category	Shareholding status (Number of shares constituting one unit: 100 shares)								Shares less than one unit (Shares)
	National and local governments	Financial institutions	Financial service providers	Other corporations	Foreign investors		Individuals and others	Total	
					Other than individuals	Individuals			
Number of shareholders (People)	–	21	26	244	108	218	45,208	45,825	–
Number of shares owned (Number of units)	–	442,428	19,631	196,079	153,739	835	411,870	1,224,582	122,834
Percentage of shareholdings (%)	–	36.12	1.60	16.01	12.55	0.06	33.63	100	–

(Note) 1,559,365 treasury shares are listed in “Individuals and others” (15,593 units) and “Shares less than one unit” (65 shares).

## (6) Major shareholders

As of March 31, 2025

Name	Address	Number of shares owned (Thousand shares)	Shareholding ratio (excluding treasury shares) (%)
S&I Co., Ltd	4-8-2 Takemicho, Mizuho-ku, Nagoya-shi, Aichi	16,863	13.93
The Master Trust Bank of Japan, Ltd. (Trust account)	Akasaka Intercity AIR, 1-8-1 Akasaka, Minato-ku, Tokyo	13,171	10.88
Custody Bank of Japan, Ltd. (Trust account)	1-8-12 Harumi, Chuo-ku, Tokyo	8,840	7.30
Mitsui Sumitomo Insurance Company, Limited	3-9 Kanda-Surugadai, Chiyoda-ku, Tokyo	7,662	6.33
Sompo Japan Insurance Inc.	1-26-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo	4,000	3.30
Aioi Nissay Dowa Insurance Co., Ltd.	1-28-1 Ebisu, Shibuya-ku, Tokyo	3,702	3.05
Tokio Marine & Nichido Fire Insurance Co., Ltd.	2-6-4 Otemachi, Chiyoda-ku, Tokyo	3,702	3.05
Kazuho Takahashi	Mizuho-ku, Nagoya-shi, Aichi	3,577	2.95
Junko Takahashi	Mizuho-ku, Nagoya-shi, Aichi	3,248	2.68
Tomoji Takahashi	Shibuya-ku, Tokyo	1,962	1.62
Total	—	66,729	55.13

(Note) Of the above-disclosed number of shares owned, those owned by The Master Trust Bank of Japan, Ltd. (trust account) and Custody Bank of Japan, Ltd. (trust account) are related to the trust business.

(7) Voting rights

1) Issued shares

As of March 31, 2025

Category	Number of shares (Shares)	Number of voting rights (Votes)	Description
Shares with no voting rights	–	–	–
Shares with restricted voting rights (Treasury shares, etc.)	–	–	–
Shares with restricted voting rights (Other)	–	–	–
Shares with full voting rights (Treasury shares, etc.)	Ordinary shares 1,559,300	–	–
Shares with full voting rights (Other)	Ordinary shares 120,898,900	1,208,989	–
Shares less than one unit	Ordinary shares 122,834	–	–
Total number of issued shares	122,581,034	–	–
Number of voting rights held by all shareholders	–	1,208,989	–

(Notes) 1. Ordinary shares in the “Shares less than one unit” row include 65 treasury shares held by the Company.

2. The total number of issued shares increased by 950,000 shares due to the exercise of share acquisition rights during the fiscal year ended March 31, 2025.

2) Treasury shares, etc.

As of March 31, 2025

Name of shareholder	Address of shareholder	Number of shares owned in own name (Shares)	Number of shares owned in others' names (Shares)	Total number of shares owned (Shares)	Shareholding ratio (%)
VT HOLDINGS CO., LTD.	3-10-32 Nishiki, Naka-ku, Nagoya-shi, Aichi	1,559,300	–	1,559,300	1.27
Total	–	1,559,300	–	1,559,300	1.27

## 2 Acquisition and Disposal of Treasury Shares

Class of shares, etc. Acquisition of ordinary shares falling under Article 155, item (vii) of the Companies Act

### (1) Acquisition by resolution of shareholders meeting

Not applicable.

### (2) Acquisition by resolution of board of directors meeting

Not applicable.

### (3) Acquisition not based on resolution of shareholders meeting or board of directors meeting

Category	Number of shares (Shares)	Total amount (Millions of yen)	Total amount (Thousands of U.S. dollars)
Treasury shares acquired during the fiscal year ended March 31, 2025	1	0	0
Treasury shares acquired during the period from April 1, 2025 to the filing date of this Securities Report	–	–	–

(Note) Treasury shares acquired during the period from April 1, 2025 to the filing date of this Securities Report do not include shares acquired due to the buyback of shares less than one unit between June 1, 2025, and the filing date of this Securities Report.

### (4) Disposal of acquired treasury shares and number of treasury shares held

Category	Fiscal year ended March 31, 2025			From April 1, 2025 to the filing date of this Securities Report		
	Number of shares (Shares)	Total amount of disposal (Millions of yen)	Total amount of disposal (Thousands of U.S. dollars)	Number of shares (Shares)	Total amount of disposal (Millions of yen)	Total amount of disposal (Thousands of U.S. dollars)
Acquired treasury shares for which subscribers were solicited	–	–	–	–	–	–
Acquired treasury shares that were cancelled	–	–	–	–	–	–
Acquired treasury shares that were transferred due to merger, share exchange, share delivery, or corporate split	–	–	–	–	–	–
Other (Exercise of share acquisition rights)	–	–	–	–	–	–
Number of treasury shares held	1,559,365	–	–	1,559,365	–	–

(Note) Disposal of acquired treasury shares and number of treasury shares held from April 1, 2025 to the filing date of this Securities Report does not include disposal of acquired treasury shares from June 1, 2025, to the filing date of this Securities Report; accordingly, the number of treasury shares held is stated as of May 31, 2025.

### 3 Dividend Policy

The Company recognizes the return of profits to shareholders as a key management issue. While strengthening the corporate structure and enhancing internal reserves for future business development, our basic policy is to continue paying dividends based on performance.

Internal reserves will strengthen the financial base for business expansion and fund M&A activities while striving to maintain and increase the level of dividends to shareholders over the long term.

We have also adopted a basic policy of dividends of surplus twice a year—interim and year-end—with the Board of Directors as the deciding body for these dividends of surplus.

Our dividend policy takes into comprehensive consideration the expansion of profit scale and the average dividend payout ratio of companies listed on the Tokyo Stock Exchange, with a target consolidated dividend payout ratio of 40%.

Furthermore, in light of earnings outlook and financial conditions, we aim to avoid significant short-term fluctuations in dividends caused by one-time extraordinary gains or losses and to achieve a stable, long-term dividend policy with consistent annual increases. In principle, we aim to maintain or increase ordinary dividends without reducing them.

Based on this policy and overall conditions, the year-end dividend for the fiscal year ended March 31, 2025 was set at ¥12 per share.

As a result, the annual dividend for the fiscal year ended March 31, 2025 amounted to ¥24.00 per share, with a consolidated dividend payout ratio of 54.8%.

Dividends from surplus for the fiscal year ended March 31, 2025, are as follows:

Date of resolution	Total amount of dividends (Millions of yen)	Total amount of dividends (Thousands of U.S. dollars)	Dividend per share (Yen)	Dividend per share (U.S. dollars)
November 12, 2024 Resolution of the Board of Directors	1,452	9,710	12.0	0.08
May 15, 2025 Resolution of the Board of Directors	1,452	9,710	12.0	0.08

## 4 Corporate Governance

### (1) Overview of corporate governance

#### 1) Basic views on corporate governance

Based on the recognition that continuously building and maintaining an organizational structure that is able to swiftly respond to changes in the business environment is one of the key business issues for the Group, the Company has adopted a holding company system delegating authority and placing the responsibility for managerial execution with each Group company so that each company may manage its business with speed and autonomy in pursuit of maximum business results. As a holding company, we also supervise each company's business planning from the perspective of the Group's overall optimization and determine the efficient allocation of management resources such as capital and human resources through continued monitoring and evaluation of the state of business execution.

The Company has established the Basic Policy on Corporate Governance with respect to adherence with the principles of the Corporate Governance Code.

For more information, please see our website (<https://sdgs.vt-holdings.co.jp/eng/governance/>).

#### 2) Overview of corporate governance system and reason for adopting the current system

The Company transitioned to a company with an Audit and Supervisory Committee pursuant to the resolution at the 42nd Ordinary General Meeting of Shareholders held on June 27, 2024, aiming to further strengthen the supervisory function of the Board of Directors by means of granting the Audit and Supervisory Committee the right to state its opinions at a General Meeting of Shareholders concerning the election and remuneration, etc. of Directors (excluding Directors who are Audit and Supervisory Committee Members), while the Audit and Supervisory Committee members, who are responsible for auditing and supervising the business execution of Directors, exercise their voting rights at meetings of the Board of Directors.

(Board of Directors)

The Board of Directors is comprised of 14 Directors (of whom six are Independent Outside Directors) chaired by the President & CEO. The Board ensures diversity in its composition by appointing individuals with the skills and attributes necessary to oversee our Group companies engaged in an array of businesses. In addition, the Company ensures that at least one-third of its Directors are Independent Outside Directors to strengthen the supervisory function of the Board of Directors and maintain fairness and transparency.

The composition of the Board of Directors is as stated in “(2) Directors.”

During the fiscal year ended March 31, 2025, the Company held monthly Board of Directors meetings (12 meetings in total) and conducted six written resolutions in accordance with Article 370 of the Companies Act. In addition to deliberating on important matters related to management, such as the formulation of management strategies and budgets, the Board of Directors also worked on activities such as reporting on the monthly operating results of the Company and its Group companies and verifying the status of achievement of management goals and identified issues.

Attendance of individual Directors is as follows:

Category	Name	Attendance
Representative Director	Kazuho Takahashi	11/12 times
Senior Managing Director	Masahide Ito	11/12 times
Managing Director	Ichiro Yamauchi	12/12 times
Inside Director	Naoki Hori	12/12 times
Inside Director	Tsutomu Nakashima	12/12 times
Inside Director	Kazushige Ito	10/10 times (Note 1)
Inside Director	Takuya Yamazaki	10/10 times (Note 2)
Outside Director	Hisatake Yamada	12/12 times
Outside Director	Momoko Murase	2/2 times (Note 3)
Outside Director	Miki Shinjo	12/12 times
Outside Director	Mari Fujitani	10/10 times (Note 4)
Full-time Audit and Supervisory Committee Member	Hirokazu Ando	12/12 times
Full-time Outside Audit and Supervisory Committee Member	Masahisa Kato	8/9 times (Note 5)
Outside Audit and Supervisory Committee Member	Kazunori Shibata	12/12 times
Outside Audit and Supervisory Committee Member	Yuichi Kakura	12/12 times

(Notes) 1. Inside Director Kazushige Ito was appointed at the 42nd Ordinary General Meeting of Shareholders held on June 27, 2024, and 10 Board of Directors meetings were held since his appointment.

2. Inside Director Takuya Yamazaki was appointed at the 42nd Ordinary General Meeting of Shareholders held on June 27, 2024, and 10 Board of Directors meetings were held since his appointment.

3. Outside Director Momoko Murase retired from office at the conclusion of the 42nd Ordinary General Meeting

of Shareholders held on June 27, 2024, due to the expiration of her term of office. Two Board of Directors meetings were held prior to her retirement from office.

4. Outside Director Mari Fujitani was appointed at the 42nd Ordinary General Meeting of Shareholders held on June 27, 2024, and 10 Board of Directors meetings were held since her appointment.
5. Full-time Outside Audit and Supervisory Committee Member Masahisa Kato retired from office on December 31, 2024, due to personal reasons. Nine Board of Directors meetings were held prior to his retirement from office.

(Audit and Supervisory Committee)

As of the filing date, the Company's Audit and Supervisory Committee comprises four Directors who are Audit and Supervisory Committee Members (of whom three are Outside Directors). Two Full-time Audit and Supervisory Committee Members have been appointed as a way of strengthening the effectiveness of the audit and supervisory functions of the Audit and Supervisory Committee.

The Audit and Supervisory Committee audits and supervises the execution of duties by Directors and monitors overall business execution by attending key meetings, receiving business reports from Directors, auditing the operations of subsidiaries, discussing the appropriateness of audit methods of the Accounting Auditor, and exchanging information with the Internal Audit and Supervisory Office in accordance with established audit policies and the division of duties, etc. The Committee reports on the results of audits at meetings of the Board of Directors and provides advice or recommendations for corrective action.

Furthermore, the Audit and Supervisory Committee appropriately exercises its right to state its opinions concerning the election and remuneration, etc. of Directors (excluding Directors who are Audit and Supervisory Committee Members).

The composition of the Audit and Supervisory Committee is as stated in "(2) Directors."

(Nomination and Remuneration Committee)

The Company has established the Nomination and Remuneration Committee as an advisory body to the Board of Directors. The purpose of the Committee is to ensure the objectivity, transparency, and fairness of procedures concerning the nomination and remuneration, etc. of Directors, thereby further enhancing the corporate governance system. The Nomination and Remuneration Committee comprises at least three Independent Outside Directors, and Inside Directors can be added as necessary.

The Nomination and Remuneration Committee receives consultations from the Board of Directors on matters related to the nomination and remuneration, etc. of Directors, deliberates on said matters, and provides a report to the Board of Directors, which then makes decisions based on the report. Through the involvement and advice of the Nomination and Remuneration Committee, we strive to ensure the objectivity and fairness of decisions by the Board of Directors concerning the nomination and remuneration, etc. of Directors.

The status of activities by the Nomination and Remuneration Committee is as follows. Independent Outside Directors comprise the majority of Committee members.

Category	Name	Attendance
Chairperson Outside Director	Hisatake Yamada	7/7 times
Member Outside Director	Miki Shinjo	7/7 times (Note 1)
Member Outside Director	Mari Fujitani	7/7 times
Member Outside Director (Audit and Supervisory Committee Member)	Masahisa Kato	5/5 times (Note 2)
Member Inside Director	Ichiro Yamauchi	7/7 times

(Notes) 1. Outside Director Miki Shinjo retired from office at the conclusion of the 43rd Ordinary General Meeting of Shareholders held on June 26, 2025. The above covers her activities for the fiscal year ended March 31, 2025, until her retirement from office.

2. Outside Director Masahisa Kato retired from office on December 31, 2024, due to personal reasons. The above covers his activities for the fiscal year ended March 31, 2025, until his retirement from office.

During the fiscal year ended March 31, 2025, the Nomination and Remuneration Committee engaged in activities such as discussions on the shape of the remuneration system for Directors and other officers, details of remuneration, etc. for individual Directors, and succession plans, in addition to reviewing the reasons for the appointment of Directors.

(Other committees, etc.)

○ Group Strategy Committee

The Group Strategy Committee, which consists of the Company's and each Group company's management, meets quarterly to examine projects important in managing the Group from a multifaceted approach and carefully discuss them to ensure that the entire Group is unified in its decisions.

○ Investment Committee

The Investment Committee, which serves as an advisory body to the Company's Board of Directors, is chaired by an Outside Director and is comprised of other Outside Directors as well as outside experts including lawyers and Certified Public Accountants as external members. Committee meetings are attended by the Company's Representative Director, Senior Managing Directors, Managing Directors, and Full-time Audit and Supervisory Committee Members as requested. Meetings are held from time to time as necessary, during which deliberations are made ahead of meetings of the Board of Directors to determine whether the Company's corporate acquisitions and strategic partnerships are appropriate, reasonable, and consistent with the Basic Policy of the Group from an independent standpoint based on the multifaceted expert viewpoints of each Committee member.

○ Group Risk Management Committee

The Company has established the Group Risk Management Committee chaired by and partly composed of the Company's Directors to properly manage risk throughout the entire Group and enhance corporate value. In principle, the Committee meets twice a year to decide how to respond to material risks to the Group management and monitor the status of said response.

○ Group Compliance Committee

To enable oversight of the Group compliance framework, the Group Compliance Committee has been established. The Committee meets twice a year in principle to share information on compliance within the Group as well as discuss important matters and form policies for each company, thereby promoting compliance across the entire Group.

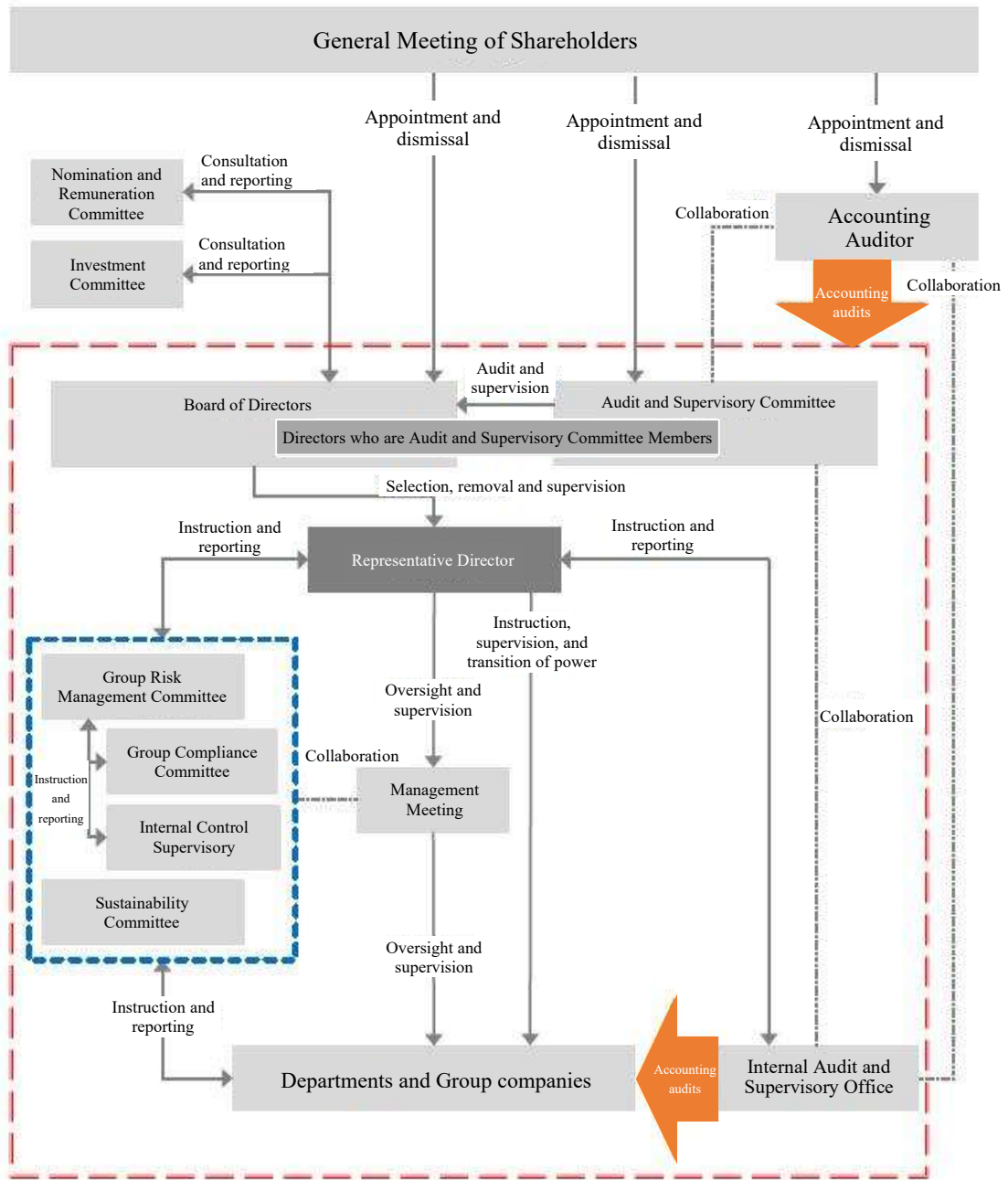
○ Sustainability Committee

The Sustainability Committee has been established to actively and aggressively address issues surrounding sustainability and make efforts to achieve the SDGs from the perspective of improving our medium- to long-term corporate value.

\*Chart illustrating the corporate governance system in an easy-to-understand manner

■ Corporate governance structure overview (diagram)

June 2025



### 3) Other matters concerning corporate governance

- i. Development of an internal control system, risk management system, and systems to ensure the appropriateness of operations by subsidiaries

The Company has adopted the Basic Policy on the Internal Control System by resolution at a Board of Directors meeting. The Basic Policy is a framework for ensuring the appropriateness of Group operations based on the Companies Act and the Regulations for Enforcement of the Companies Act.

- a. System to ensure that Directors and employees are in compliance with laws and regulations and the Articles of Incorporation in executing their duties

We have established the Group Code of Conduct and Compliance Rules, which are thoroughly communicated to ensure that Directors and employees comply with laws and regulations and the Articles of Incorporation.

In order to promote compliance, we have established the Compliance Promotion Office to conduct training and other educational activities for Directors and employees, in addition to preparing related regulations. The Group Compliance Committee, chaired by the Officer in charge of compliance, has been established to oversee and manage compliance efforts across the entire company.

The Company has established a third-party whistleblower framework to allow for the early detection and correction of improper and illegal activity.

- b. System for storing and managing information related to the execution of duties by Directors

Information and documents related to the execution of duties by Directors (“information on the execution of duties”) shall be properly stored and managed in accordance with laws and regulations as well as the Company’s internal regulations under the responsibility of the Director and General Manager of the Administration Division.

The Director and General Manager of the Administration Division shall create a database of information on the execution of duties related to important matters within the Company and establish a system that enables users to immediately confirm whether relevant documents, etc. exist and their storage status.

- c. Regulations and other systems for managing risk of loss

The Company shall respond to risks that could have material impact on management by eliminating potential risks and preventing their occurrence or recurrence in accordance with the VT Risk Management Regulations.

The Group Risk Management Committee, chaired by the Officer in charge of risk management, has been established to manage risk across the entire Group, including subsidiaries, via the committees and working groups established for each type of risk.

The Internal Audit and Supervisory Office, an organization that reports directly to the President & CEO, shall formulate audit plans and conduct internal audits in accordance with the Internal Audit Regulations, and shall report immediately to the President & CEO in the event that business execution and other activities that pose the risk of loss are discovered through internal audits.

- d. System to ensure that Directors execute their duties efficiently

In respect of business plan management, the Company shall use each line of business to achieve the goals of the annual plan and medium-term business plan formulated based on the Company’s business principles. Business reports shall be made to periodically review whether these business plans are progressing according to their original schedule.

Applicable matters with regard to business execution management shall be brought to the Board of Directors in accordance with the Regulations on the Board of Directors, and sufficient materials on agenda items shall be distributed to all Directors at meetings of the Board of Directors based on the Company’s management decision-making principles.

Authority over day-to-day business execution shall be delegated according to the Regulations on Administrative Authority, the Regulations on Division of Duties, and other rules. The persons in charge at each level shall execute their duties in accordance with these regulations.

- e. System to ensure the appropriateness of operations in the corporate group comprised of the Company and its subsidiaries

The Company has established a system to have its subsidiaries report to it on matters pertaining to their management and which requires the Company’s approval on important matters according to the Regulations for the Management of VT Holdings Affiliates. The Company has also established a system for the early detection and correction of improper and illegal activity as a corporate group by administering a whistleblower framework.

The Company manages the risk of loss at each of its subsidiaries through the Group Risk Management Committee as well as the committees and working groups that have been established for each type of risk.

When necessary, Directors and/or employees of the Company shall assume the role of officer at subsidiaries to enable the efficient execution of duties in a coordinated manner as a corporate group and to provide guidance and supervision to ensure the appropriateness of business operations.

The Company has thoroughly communicated the Group Code of Conduct and Compliance Rules it has stipulated to the Group, and by establishing the Group Compliance Committee as a Group-wide organization, has developed a system to ensure compliance with laws and regulations, the Articles of Incorporation, and other various rules and regulations.

The Internal Audit and Supervisory Office, in collaboration with the Group’s internal audit departments, shall ascertain the status of subsidiaries’ compliance with laws and regulations, the articles of incorporation, and other various rules and regulations.

- f. Matters related to employees in cases where the Audit and Supervisory Committee requests the assignment of said employees to assist the Committee in its duties, the independence of said employees from Directors, and ensuring the effectiveness of instructions given to said employees by the Audit and Supervisory Committee  
Should the Audit and Supervisory Committee request the assignment of an employee to assist the Committee in its duties, the Company shall assign the necessary personnel to do so.

Authority to direct the employee shall be deemed to be delegated to the Audit and Supervisory Committee, and the appointment, transfer, and HR evaluation of the employee shall require prior consent from the Audit and Supervisory Committee.

- g. System for filing a report with the Audit and Supervisory Committee and system to ensure that persons who have filed such a report are not subject to disadvantageous treatment for filing said report

The Company's Directors and employees shall promptly report the occurrence or possible occurrence of any matter that may cause the Company material loss or the discovery of any illegal or improper conduct by a Director or employee to the Audit and Supervisory Committee. In addition, should any director, audit & supervisory board member, or employee of a subsidiary, or any person who has received a report from them, become aware of such fact, he/she shall promptly report said fact to the Company's Audit and Supervisory Committee.

The Company's Audit and Supervisory Committee Members selected by the Audit and Supervisory Committee may request reports, explanations, or the submission of materials regarding the status of business execution from Directors and employees of the Company and directors, audit & supervisory board members, and employees of subsidiaries.

Audit and Supervisory Committee Members shall receive reports on important matters of the Company in a timely manner by attending key meetings such as the Management Meeting, and also regularly exchange information with audit & supervisory board members and audit and supervisory committee members of subsidiaries to receive reports on important matters of Group companies.

The Company shall prohibit the disadvantageous treatment of any person who has filed a report as described in the preceding paragraphs on the grounds of having filed said report.

- h. Policy regarding the treatment of expenses and liabilities incurred by Audit and Supervisory Committee Members in the course of executing their duties

In order to ensure the effectiveness of audits, the Company shall allocate an annual budget for expenses incurred by Audit and Supervisory Committee Members in the course of executing their duties and prepay or reimburse expenses paid outside the budget in accordance with laws and regulations. Audit and Supervisory Committee Members shall take due care to ensure efficiency and appropriateness when incurring such expenses.

- i. Other systems to ensure that Audit and Supervisory Committee Members perform audits effectively

The Board of Directors has established a system whereby Audit and Supervisory Committee Members attend meetings of the Board of Directors and other key meetings and shall provide regular opportunities for them to exchange opinions with the President & CEO, the Internal Audit and Supervisory Office, and the Accounting Auditor.

- j. Basic views on measures for eliminating antisocial forces and status of development

In order to prevent damage caused by antisocial forces and eliminate said antisocial forces, the Company's Group Code of Conduct stipulates that the Company is "fully aware that giving in to the demands of antisocial forces such as organized crime groups, corporate racketeers, and terrorist groups will ultimately encourage antisocial acts, and will take a firm stand against these antisocial forces to the best of its ability avoiding any and all involvement." The Company shall thoroughly communicate this stance to all Directors and employees.

Should unreasonable demands be made by antisocial forces, the Company shall organize a system necessary to address the situation with the Compliance Promotion Office as the supervising department and respond in collaboration with external specialist organizations such as legal counsel and the police.

- ii. Overview of details on limited liability agreements

In accordance with Article 427, paragraph (1) of the Companies Act, the Company has entered into an agreement with each Outside Director to limit his/her liability for damages under Article 423, paragraph (1) of the same Act.

The maximum amount of liability for damages based on such agreement is the greater of ¥1 million or the minimum limited liability amount specified by laws and regulations.

- iii. Overview of details of directors and officers liability insurance

The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company, with directors and audit & supervisory board members of the Company and its subsidiaries named as the insured persons. The Company bears the full cost of insurance premiums.

To summarize the policy, the insurance company compensates for any damages arising from the insured persons being held liable with regards to the execution of their duties, or from claims received in relation to pursuit of said liability, under said insurance policy. The policy is renewed annually.

Moreover, measures have been put in place to ensure that the appropriateness of the execution of duties by such directors and officers is not compromised, including said insurance policy having a maximum limit on the amount to be compensated and excluding damages below a certain threshold from coverage.

iv. Quorum of Directors

The Articles of Incorporation stipulate that the number of Directors (excluding Directors who are Audit and Supervisory Committee Members) of the Company be 12 or less and the number of Directors who are Audit and Supervisory Committee Members of the Company be six or less.

v. Requirements for resolutions on the appointment and dismissal of Directors

The Company's Articles of Incorporation stipulate that resolutions on the appointment of Directors be adopted by a majority of the voting rights of the shareholders present at the general meeting of shareholders where the shareholders holding one-third or more of the voting rights of all shareholders who are entitled to exercise their voting rights are present. The Articles of Incorporation also stipulate that resolutions on the appointment of Directors not be based on cumulative voting.

In respect of requirements for resolutions on the dismissal of Directors, no provisions have been put in place that deviate from the Companies Act.

vi. General meeting of shareholders' resolutions that can be delegated to the Board of Directors

a. Exemption from liability of Directors

As provided for in Article 426, paragraph (1) of the Companies Act, the Company's Articles of Incorporation stipulate that Directors (including former Directors) may be exempted from liability for acts falling under Article 423, paragraph (1) of the same Act to the extent permitted by laws and regulations, by resolution of the Board of Directors. The aim of this is to establish an environment where Directors can fully utilize their capabilities in fulfilling the roles expected of them when executing their duties.

b. Deciding body for dividends of surplus, etc.

The Company's Articles of Incorporation stipulate that matters defined in items of Article 459, paragraph (1) of the Companies Act, such as dividends of surplus, be determined by resolution of the Board of Directors and not based on a resolution at general meetings of shareholders, unless otherwise provided for by laws and regulations. The aim of this is to flexibly return profits to shareholders by granting the Board of Directors authority in respect of dividends of surplus, etc.

vii. Requirements for special resolutions of general meetings of shareholders

The Company's Articles of Incorporation stipulate that special resolutions of general meetings of shareholders, as provided for in Article 309, paragraph (2) of the Companies Act, be adopted by two-thirds or more of the voting rights of the shareholders present at the general meeting of shareholders where the shareholders holding one-third or more of the voting rights of all shareholders who are entitled to exercise their voting rights are present. The aim of this is to relax the quorum requirements for special resolutions at general meetings of shareholders, thereby facilitating the smooth operation of such meetings.

## (2) Directors

Directors of the Company as of June 27, 2025 (the filing date of this Securities Report) are as follows:

### 1) List of Directors

12 men and 2 women (percentage of women to all Directors: 14.3%)

Title	Name	Date of birth	Career summary	Term of office	Number of shares owned (Thousand shares) (Note 5)
President & CEO	Kazuho Takahashi	January 18, 1953	<p>Dec. 1972 Joined Aichi Hino Motor Co., Ltd.</p> <p>Jun. 1978 Founded Used Car Shop F-1</p> <p>Feb. 1981 Established F-1 Enterprise Co., Ltd.</p> <p>Mar. 1983 Established the Company President &amp; CEO of the Company (present position)</p> <p>Apr. 2003 President and Representative Director of Honda Verno Tokai Co., Ltd. (now Honda Cars Tokai Co., Ltd.)</p> <p>Apr. 2006 President and Representative Director of LCI Co., Ltd. (present position)</p> <p>Jun. 2015 President and Representative Director of Honda Cars Tokai Co., Ltd. (present position)</p> <p>May 2017 President and Representative Director of PCI Co., Ltd. (present position)</p> <p>May 2017 President and Representative Director of Motoren Shizuoka Co., Ltd.</p> <p>Aug. 2019 President and Representative Director of Motoren Mikawa Co., Ltd.</p>	(Note 3)	3,577
Senior Managing Director General Manager, Corporate-Strategy Headquarters	Masahide Ito	September 27, 1960	<p>Mar. 1986 President and Representative Director of Brains Co., Ltd.</p> <p>Oct. 1996 Joined the Company</p> <p>Apr. 1997 General Manager, General Affairs Department of the Company</p> <p>Jun. 1998 Director and General Manager, General Affairs Department of the Company</p> <p>Jun. 1999 Managing Director responsible for Affiliate Companies and General Manager, General Affairs Department of the Company</p> <p>Jun. 1999 President and Representative Director of ORIX Rent-A-Car Chubu Corporation (now J-net Rental &amp; Lease Co., Ltd.)</p> <p>Apr. 2003 Managing Director and General Manager, Corporate-Strategy Headquarters of the Company</p> <p>Jul. 2005 President and Representative Director of E-ESCO Co., Ltd. (now MIRAIZ Co., Ltd.) (present position)</p> <p>Apr. 2007 President and Representative Director of Trust Co., Ltd.</p> <p>Jun. 2008 Senior Managing Director and General Manager, Corporate-Strategy Headquarters of the Company</p> <p>Jun. 2011 President and Representative Director of Archish Gallery Co., Ltd. (present position)</p> <p>Aug. 2013 President and Representative Director of SCI Co., Ltd.</p> <p>Jun. 2014 Senior Managing Director and General Manager, Corporate-Strategy Headquarters, and General Manager, Compliance Promotion Department of the Company</p> <p>Oct. 2014 Senior Managing Director and General Manager, Corporate-Strategy Headquarters of the Company (present position)</p> <p>Jun. 2015 President and Representative Director of PCI Co., Ltd.</p> <p>Jun. 2016 Chairman and Representative Director of J-net Rental &amp; Lease Co., Ltd. (present position)</p> <p>Aug. 2019 President and Representative Director of Koyo Auto Co., Ltd. (present position)</p> <p>Jan. 2024 President and Representative Director of Fuji Motoren Co., Ltd. (present position)</p>	(Note 3)	1,424
Managing Director General Manager, Administration Headquarters	Ichiro Yamauchi	June 27, 1959	<p>Apr. 1983 Joined Fuji Electric Co., Ltd.</p> <p>Jan. 1999 Joined the Company General Manager, Accounting Department of the Company</p> <p>Apr. 2003 General Manager, Management Department of the Company</p> <p>Jun. 2003 Director and General Manager, Management Department of the Company</p> <p>Jun. 2006 President and Representative Director of J-net Rental &amp; Lease Co., Ltd.</p> <p>Jun. 2007 Director and General Manager, Management Department of the Company</p> <p>Jun. 2008 Managing Director and General Manager, Administration Headquarters of the Company</p> <p>Oct. 2014 Managing Director and General Manager, Management Department of the Company</p> <p>Jul. 2022 Managing Director and General Manager, Administration Headquarters of the Company (present position)</p>	(Note 3)	446

Title	Name	Date of birth	Career summary	Term of office	Number of shares owned (Thousand shares) (Note 5)
Director	Naoki Hori	March 30, 1964	<p>Jul. 1994 Joined NAG Co., Ltd.</p> <p>Jul. 1996 Joined the Company</p> <p>Oct. 2000 General Manager, Housing Business Department of the Company</p> <p>Apr. 2003 General Manager, New Business Department of the Company</p> <p>Aug. 2004 President and Representative Director of Honda Verno Tokai Co., Ltd. (now Honda Cars Tokai Co., Ltd.)</p> <p>Jun. 2006 Director and General Manager, Management Department of the Company</p> <p>Aug. 2006 Vice President and Representative Director of Honda Cars Tokai Co., Ltd.</p> <p>Oct. 2006 Director and General Manager, Compliance Promotion Department of the Company</p> <p>Jun. 2007 President and Representative Director of YAMASHINA CORPORATION (now WISE HOLDINGS CO., LTD.) (present position)</p> <p>Jun. 2014 Director of the Company (present position)</p> <p>(Significant concurrent positions outside the Company)</p> <p>President and Representative Director of WISE HOLDINGS CO., LTD.</p>	(Note 3)	199
Director	Tsutomu Nakashima	December 8, 1965	<p>Dec. 1989 Joined Honda Verno Tokai Co., Ltd. (now Honda Cars Tokai Co., Ltd.)</p> <p>Apr. 2014 Joined the Company</p> <p>Apr. 2014 President and Representative Director of Nissan Satio Nara Co., Ltd.</p> <p>Jun. 2015 Vice President and Director of Honda Cars Tokai Co., Ltd. (present position)</p> <p>Jun. 2021 Director of the Company (present position)</p> <p>(Significant concurrent positions outside the Company)</p> <p>Vice President and Director of Honda Cars Tokai Co., Ltd.</p>	(Note 3)	41
Director	Kazushige Ito	March 6, 1965	<p>Jul. 2004 Joined the Company</p> <p>Dec. 2007 General Manager, Sales Department of Trust Co., Ltd.</p> <p>Apr. 2008 General Manager, Administration Department of Trust Co., Ltd.</p> <p>Jun. 2008 Director of Trust Co., Ltd. (present position)</p> <p>Apr. 2011 Transferred to Trust Absolut Auto (Pty) Ltd./Sky Absolut Auto (Pty) Ltd. (in South Africa)</p> <p>Dec. 2016 Transferred to Master Automocion, S.L. (in Spain)</p> <p>Dec. 2018 General Manager, Overseas Development Department, Corporate-Strategy Headquarters of the Company (in Spain)</p> <p>Nov. 2020 General Manager, Overseas Development Department, Corporate-Strategy Headquarters, and Deputy General Manager, Management Department of the Company</p> <p>Feb. 2021 General Manager, Overseas Development Department, Corporate-Strategy Headquarters, Deputy General Manager, Management Department, and General Manager, M&amp;A Group of the Company</p> <p>May 2022 General Manager, Overseas Development Department, Corporate-Strategy Headquarters, and Deputy General Manager, Management Department of the Company</p> <p>Jul. 2022 General Manager, Overseas Development Department, Corporate-Strategy Headquarters, and General Manager, Management Department of the Company</p> <p>Jun. 2024 Director and General Manager, Overseas Development Department, Corporate-Strategy Headquarters, and General Manager, Management Department of the Company (present position)</p>	(Note 3)	8
Director	Takuya Yamazaki	July 12, 1968	<p>Apr. 1991 Joined Toyota Motor Corporation</p> <p>Jan. 2017 Transferred to Toyota Motor North America (in the U.S.) Group Vice President, Sales, Corporate Strategy &amp; Planning</p> <p>Jan. 2020 General Manager, MS Management Div of Toyota Motor Corporation</p> <p>Sep. 2021 Joined the Company</p> <p>General Manager, Corporate Strategy and Planning, Corporate-Strategy Headquarters of the Company</p> <p>Jun. 2024 Director and General Manager, Corporate Strategy and Planning, Corporate-Strategy Headquarters of the Company (present position)</p> <p>Apr. 2025 President and Representative Director of Motoren Mikawa Co., Ltd. (present position)</p>	(Note 3)	3

Title	Name	Date of birth	Career summary	Term of office	Number of shares owned (Thousand shares) (Note 5)
Director	Hisatake Yamada	August 1, 1964	<p>Apr. 1992 Registered as Attorney, Nagoya Bar Association (now Aichi Bar Association)</p> <p>Apr. 1992 Joined Hitoshi Koyama Law Office</p> <p>Apr. 1996 Opened Shobu Law Office Representative of Shobu Law Office</p> <p>Apr. 2008 Professor of Shizuoka University Graduate School of Law</p> <p>Sep. 2009 Auditor of Japan Association of Chief Executives of Voluntary Organizations (present position)</p> <p>Apr. 2012 Vice President of Aichi Bar Association</p> <p>Oct. 2013 Established Shobu LPC Representative of Shobu LPC (present position)</p> <p>Jun. 2015 Outside Director of the Company (present position)</p> <p>Sep. 2017 Representative Director of Legal AI Co., Ltd. (present position)</p> <p>Jun. 2020 Outside Director of Maruhachi Securities CO., LTD. (present position)</p> <p>Sep. 2022 Practitioners' Meeting Committee member of the Council for Accompanied Support for Management Capability Restructuring, The Small and Medium Enterprise Agency (present position)</p> <p>(Significant concurrent positions outside the Company)</p> <p>Representative of Shobu LPC</p>	(Note 3)	–
Director	Mari Fujitani	April 30, 1972	<p>Oct. 1997 Joined Audit Corporation Ito Kaikei Jimusho (now PricewaterhouseCoopers Japan LLC and KPMG AZSA LLC)</p> <p>May 2001 Registered as Certified Public Accountant</p> <p>Sep. 2002 Deregistered as Certified Public Accountant</p> <p>Jul. 2007 Re-registered as Certified Public Accountant</p> <p>Sep. 2007 Joined Nagoya Office, Crowe Toyo &amp; Co.</p> <p>Aug. 2013 Joined Tajimi Office, ION Corp. (present position)</p> <p>Jun. 2024 Outside Director of the Company (present position)</p>	(Note 3)	–
Director	Yoko Kurono	June 29, 1974	<p>Apr. 2004 Lecturer of Faculty of Law, Tohoku Gakuin University</p> <p>Apr. 2009 Associate Professor of Faculty of Law, Tohoku Gakuin University</p> <p>Apr. 2017 Associate Professor of Faculty of Law, Aichi Gakuin University</p> <p>Feb. 2025 Professor of Faculty of Law, Aichi Gakuin University (present position)</p> <p>Jun. 2025 Outside Director of the Company (present position)</p>	(Note 3)	–
Director (Full-time Audit and Supervisory Committee Member)	Hirokazu Ando	December 4, 1962	<p>Dec. 2006 Joined the Company General Manager, Legal Affairs Office, Compliance Promotion Department of the Company</p> <p>Dec. 2007 General Manager, Legal Affairs Office, Compliance Promotion Department, Administration Headquarters of the Company</p> <p>Oct. 2014 General Manager, Compliance Promotion Office of the Company</p> <p>Jan. 2020 General Manager, Compliance Promotion Office, and General Manager, M&amp;A Group, Management Department of the Company</p> <p>Jun. 2020 Audit &amp; Supervisory Board Member of the Company</p> <p>Jun. 2024 Director (Audit and Supervisory Committee Member) of the Company (present position)</p>	(Note 4)	3
Director (Full-time Audit and Supervisory Committee Member)	Shinichiro Tsuchida	December 12, 1958	<p>Feb. 2010 Executive Officer, General Manager of Corporate Planning Office, and General Manager of Shop Development Office of SUZUTAN CO., LTD. (now PALEMO HOLDINGS Co., Ltd.)</p> <p>May 2013 Executive Officer, General Manager of Shop Development Management Department of PALEMO HOLDINGS Co., Ltd.</p> <p>May 2017 Audit &amp; Supervisory Board Member (full-time) of PALEMO HOLDINGS Co., Ltd.</p> <p>Aug. 2017 Audit &amp; Supervisory Board Member of PALEMO HOLDINGS Co., Ltd.</p> <p>Mar. 2018 Audit &amp; Supervisory Board Member of JAVA HOLDINGS CO., LTD.</p> <p>Mar. 2018 Audit &amp; Supervisory Board Member of BEBE CO., LTD.</p> <p>Jun. 2025 Director (Audit and Supervisory Committee Member) of the Company (present position)</p>	(Note 4)	–

Title	Name	Date of birth	Career summary	Term of office	Number of shares owned (Thousand shares) (Note 5)
Director (Audit and Supervisory Committee Member)	Kazunori Shibata	June 22, 1956	<p>Mar. 1983 Registered as Certified Public Accountant</p> <p>Apr. 1986 Opened Certified Public Accountant Kazunori Shibata CPA Office Representative of Certified Public Accountant Kazunori Shibata CPA Office</p> <p>Jun. 1992 Established Shibata CPA Office Co., Ltd. President and Representative Director of Shibata CPA Office Co., Ltd.</p> <p>Jun. 2002 Audit &amp; Supervisory Board Member of the Company</p> <p>Jun. 2004 Audit &amp; Supervisory Board Member of Trust Co., Ltd.</p> <p>Jun. 2020 Outside Director (Member of the Audit &amp; Supervisory Committee) of SUNCORPORATION</p> <p>Apr. 2021 Representative of Hokushin Tax Accountants' Corporation (present position)</p> <p>Apr. 2023 Outside Director (Audit and Supervisory Committee Member) of Sasatoku Printing Co., Ltd. (present position)</p> <p>Jun. 2024 Director (Audit and Supervisory Committee Member) of the Company (present position)</p> <p>(Significant concurrent positions outside the Company) Representative of Hokushin Tax Accountants' Corporation</p>	(Note 4)	-
Director (Audit and Supervisory Committee Member)	Yuichi Kakura	May 28, 1967	<p>Apr. 1998 Registered as Attorney, Nagoya Bar Association (now Aichi Bar Association)</p> <p>Oct. 2002 Opened Kakura Law Office Representative of Kakura Law Office (present position)</p> <p>Jun. 2005 Audit &amp; Supervisory Board Member of Trust Co., Ltd.</p> <p>Jun. 2007 Audit &amp; Supervisory Board Member of the Company</p> <p>Jun. 2024 Director (Audit and Supervisory Committee Member) of the Company (present position)</p> <p>(Significant concurrent positions outside the Company) Representative of Kakura Law Office</p>	(Note 4)	-
Total					5,705

- (Notes) 1. Directors Hisatake Yamada, Mari Fujitani, and Yoko Kurono are outside directors (defined in Article 2, item (xv) of the Companies Act) corresponding to outside officers (defined in Article 2, paragraph (3), item (v) of the Regulations for Enforcement of the Companies Act).
2. Directors who are Audit and Supervisory Committee Members Shinichiro Tsuchida, Kazunori Shibata, and Yuichi Kakura are outside directors (defined in Article 2, item (xv) of the Companies Act) corresponding to outside officers (defined in Article 2, paragraph (3), item (v) of the Regulations for Enforcement of the Companies Act).
3. The term of office for Directors who are not Audit and Supervisory Committee Members is from the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2025, until the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ending March 31, 2026.
4. The term of office for Directors who are Audit and Supervisory Committee Members is from the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2024, until the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ending March 31, 2026.
5. The number of shares owned is as of March 31, 2025. This also includes shares held through the VT Holdings Officer Shareholding Association. (Rounded down to the nearest 1,000 shares)

## 2) Outside Directors

The Company has appointed six Outside Directors. Of these, three are Outside Directors who are Audit and Supervisory Committee Members.

(Personal, capital, or business relationships or other interests with Outside Directors)

Name	Personal relationship	Capital relationship	Business relationship or other interests
Hisatake Yamada	–	–	–
Mari Fujitani	–	–	–
Yoko Kurono	–	–	–
Shinichiro Tsuchida	–	–	–
Kazunori Shibata	Audit & supervisory board member of a subsidiary (Note 1)	–	–
Yuichi Kakura	–	–	Advisory contracts with subsidiaries (Note 2)

(Notes) 1. Kazunori Shibata concurrently serves as an audit & supervisory board member of Archish Gallery Co., Ltd.

2. Yuichi Kakura has entered into advisory contracts with Honda Cars Tokai Co., Ltd., Shizuoka Nissan Auto Sales Co., Ltd., Motoren Shizuoka Co., Ltd., MG Home Co., Ltd., and J-net Rental & Lease Co., Ltd.

(Functions and roles of Outside Directors in corporate governance)

Outside Director Hisatake Yamada has extensive experience and expertise as an attorney, as well as a strong commitment to legal compliance. Accordingly, we have determined that he is qualified to serve as an Outside Director of the Company. Hisatake Yamada is the representative of Shobu LPC. There is no special relationship between the Company and Shobu LPC.

Outside Director Mari Fujitani has extensive experience and broad knowledge as a Certified Public Accountant, and in addition to strengthening corporate governance at the Company and Group companies, she is expected to contribute to enhancing the monitoring function and ensuring the transparency of the Board of Directors. Accordingly, we have determined that she is qualified to serve as an Outside Director of the Company.

Outside Director Yoko Kurono has extensive experience and expertise as a professor at law faculties of universities, specializing in the Commercial Code (especially the Companies Act), and she is expected to contribute to an objective perspective on decision-making and strengthening corporate governance at the Company and Group companies. Accordingly, we have determined that she is qualified to serve as an Outside Director of the Company.

Outside Director Shinichiro Tsuchida has successively served as an audit & supervisory board member at other listed companies, and he is expected to contribute to strengthening corporate governance in terms of decision-making of the Company due to his extensive experience and objective perspective. Accordingly, we have determined that he is qualified to serve as an Outside Director of the Company.

Outside Director Kazunori Shibata has a high level of expertise as a Certified Public Accountant. Accordingly, we have determined that he is qualified to serve as an Outside Director of the Company. Kazunori Shibata is the representative of Hokushin Tax Accountants' Corporation. There is no special relationship between the Company and Hokushin Tax Accountants' Corporation.

Outside Director Yuichi Kakura has extensive experience and expertise as an attorney, as well as a strong commitment to legal compliance. Accordingly, we have determined that he is qualified to serve as an Outside Director of the Company. Yuichi Kakura is the representative of Kakura Law Office. There is no special relationship between the Company and Kakura Law Office.

(Independence criteria or policy concerning the appointment of Outside Directors)

There are no other personal, capital, or business relationships, or other interests between the Outside Directors and the Company. Therefore, we have determined that they meet all the requirements of the criteria for determining independence of Outside Directors established by the Company, and have registered them with Tokyo Stock Exchange, Inc. and Nagoya

Stock Exchange, Inc. as Independent Officers with no risk of conflict of interest with general shareholders.

<p>&lt;Reference&gt; Criteria for determining the independence of Outside Directors</p> <p>An Outside Director who meets all the following criteria is judged to possess sufficient independence to the Company by the Board of Directors.</p> <p>1. The individual is not a business executor or a former employee of the Company or a subsidiary, and close relatives, etc. of the individual are not a business executor of the Company or a subsidiary at present or at any time in the past five years.</p> <p>“Close relatives, etc.” here denotes a spouse or family member within the second degree of kinship, or a family member living with the individual (blood relatives within six degrees of kinship, a spouse [including a common law partner] or a relative by marriage within three degrees of kinship living in the same household).</p> <p>2. The individual does not fit any of the following descriptions at present or at any time in the past five years:</p> <p>(1) A business executor who is a major shareholder with 10% or more of voting shares in the Company as of the end of the business year</p> <p>(2) A business executor for a person or firm who is a major business partner of the Company whose annual payments to the Company exceed 2% of the Company’s consolidated revenue and over ¥10 million annually, or a business executor for a person or firm who received annual payments from the Company which accounted for over 2% of that person or firm’s consolidated revenue and more than ¥10 million annually</p> <p>(3) A business executor of a major lender for the Company or a subsidiary (a financial institution that makes loans to the Company and Group companies, with the total outstanding loan balance exceeding 2% of the consolidated total assets of the Company or the financial institution at the end of the business year)</p> <p>(4) A person who is employed by the auditing firm that performs the Company’s statutory audit</p> <p>(5) A person who has received money, etc. other than director compensation from the Company in excess of ¥10 million annually or a corporation, association, or other organization providing specialist services that has received money, etc. from the Company equivalent to more than 2% of that group’s annual total revenue and in excess of ¥10 million</p> <p>(6) A person who is a business executor at a firm for which the Company’s Director acts as a director</p> <p>(7) A person who is a business executor at a group that has received donations or aid exceeding ¥10 million a year from the Company</p> <p>3. Close relatives, etc. of the individual do not meet any of the criteria in 2. (1) through (7) at present.</p>
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(Approach to the appointment of Outside Directors)

The Company appoints multiple Outside Directors to ensure the objectivity and neutrality of its management oversight functions and to leverage their extensive experience and specialized knowledge in providing opinions and insights on overall management from a position independent from the Company.

3) Mutual collaboration in supervision or audits by Outside Directors and internal audits, Audit and Supervisory Committee audits, and accounting audits, and relationships with internal control departments

The Company transitioned from a company with an Audit & Supervisory Board to a company with an Audit and Supervisory Committee at the conclusion of the 42nd Ordinary General Meeting of Shareholders held on June 27, 2024. The Audit and Supervisory Committee comprises four members, of which three are Outside Directors. The Committee will work diligently with Outside Directors who are not Audit and Supervisory Committee Members, the Internal Audit and Supervisory Office, and the Accounting Auditor to ensure the legality and appropriateness of the execution of duties by Directors.

Outside Directors (including Directors who are not Audit and Supervisory Committee Members) exchange information as necessary with the Accounting Auditor and personnel in charge of internal audits and internal control. They also attend meetings of the Audit and Supervisory Committee, Group audit & supervisory board liaison committees, and Internal Audit and Supervisory Office personnel liaison committees as necessary to ensure coordination among them.

### (3) Audits

#### 1) Audit and Supervisory Committee audits

In respect of Audit and Supervisory Committee audits of the Company as of the filing date, each Audit and Supervisory Committee Member carries out audits on the legality and appropriateness of business execution based on the audit plan established by the Audit and Supervisory Committee. The Committee comprises two Full-time Audit and Supervisory Committee Members and two Part-time Audit and Supervisory Committee Members for a total of four members (of which three are Outside Audit and Supervisory Committee Members). Outside Audit and Supervisory Committee Member Kazunori Shibata has considerable knowledge of finance and accounting from his experience as a Certified Public Accountant and Certified Public Tax Accountant. Outside Audit and Supervisory Committee Member Yuichi Kakura has considerable knowledge of the law from his experience as an attorney. Outside Audit and Supervisory Committee Member Shinichiro Tsuchida has wide-ranging experience and knowledge in corporate governance from his many years in leadership roles at listed companies. Inside Audit and Supervisory Committee Member Hirokazu Ando has wide-ranging experience and knowledge from his many years promoting compliance across the Company and the Group.

During the fiscal year ended March 31, 2025, the Company held monthly Audit and Supervisory Committee meetings. Attendance of individual Audit and Supervisory Committee Members is as follows:

Category	Name	Number of meetings held (Note 1)	Attendance (Percentage)
Full-time Audit and Supervisory Committee Member	Hirokazu Ando	13 times	13 times (100%)
Full-time Independent Outside Audit and Supervisory Committee Member	Masahisa Kato	10 times	9 times (90%) (Note 2)
Independent Outside Audit and Supervisory Committee Member	Kazunori Shibata	13 times	13 times (100%)
Independent Outside Audit and Supervisory Committee Member	Yuichi Kakura	13 times	13 times (100%)

(Notes) 1. The Number of meetings held includes all three Audit & Supervisory Board meetings held prior to the Company's transition to a company with an Audit and Supervisory Committee at the conclusion of the 42nd Ordinary General Meeting of Shareholders held on June 27, 2024.

2. Full-time Independent Outside Audit and Supervisory Committee Member Masahisa Kato retired from office on December 31, 2024. 10 Audit and Supervisory Committee meetings were held prior to his retirement from office.

The Audit and Supervisory Committee mainly reviews matters such as audit policies, audit implementation plans, division of duties, establishing and operating the internal control system, and the appropriateness of auditing methods used by the Accounting Auditor and the results of audits.

Moreover, the activities of Full-time Audit and Supervisory Committee Members include conducting regular meetings for exchanging opinions with the Representative Director, ensuring communication with Directors, Part-time Audit and Supervisory Committee Members, and internal audit departments, attending Board of Directors and other important meetings, reviewing important written approvals and other documents, investigating the status of operations and assets, ensuring communication and exchanging information with directors, audit and supervisory committee members, and audit & supervisory board members of subsidiaries, confirming business reports from subsidiaries, and verifying the implementation status and results of accounting audits.

#### 2) Internal audits

The Company's internal audits are conducted by the Internal Audit and Supervisory Office (comprising two members), an organization that reports directly to the President & CEO. The Office regularly audits the status of the Company's and Group companies' business execution from the perspective of efficiency and compliance with laws and regulations, the Articles of Incorporation, and internal regulations, as well as provides evaluations and recommendations based on these audits. By reporting these results directly to the Board of Directors and the Audit and Supervisory Committee, we ensure the effectiveness of internal audits.

Regarding mutual collaboration in its internal audits, Audit and Supervisory Committee audits, and accounting audits, the Company holds quarterly three-way audit meetings conducted by the Internal Audit and Supervisory Office, the Audit and Supervisory Committee, and the Accounting Auditor. Additionally, Audit and Supervisory Committee Members receive reports from the Internal Audit and Supervisory Office and the Accounting Auditor on their plans, details on the

implementation thereof, and related results, along with striving to foster mutual understanding by providing both other parties with explanations on its audit policies and audit plans and providing and exchanging information as appropriate. In addition, Full-time Audit and Supervisory Committee Members and Internal Audit and Supervisory Office personnel attend meetings of internal control departments and provide the Accounting Auditor with necessary information on internal control.

### 3) Accounting audits

#### i. Name, etc. of auditing firm

Name of auditing firm	Tokai Audit Corporation
Names of Certified Public Accountants who performed services	Hisataka Goto
	Mitsuhiro Okuni
	Chihiro Achiwa
Composition of personnel assisting in the audits	10 Certified Public Accountants One junior accountant Two other staff members

#### ii. Continuous auditing period

18 years

#### iii. Auditing firm selection policy and reasons for selection

The Company determines the appointment and reappointment of the Accounting Auditor by a comprehensive evaluation of candidates proposed by executive officers based on factors such as whether a screening system is in place, whether the number of days for audits, audit period, specific audit implementation procedures, and audit fees are reasonable and appropriate, and the track record of audits. Evaluations are made in reference to the “Practical Guidelines for Audit & Supervisory Board Members regarding Accounting Auditor Evaluation and Selection Criteria” published by the Japan Audit & Supervisory Board Members Association, along with other materials.

The policy for determining dismissal or non-reappointment requires that the Audit and Supervisory Committee decide on the details of proposals for the dismissal or non-reappointment of the Accounting Auditor to be submitted at general meetings of shareholders should this be deemed necessary, such as when there is an impediment to the execution of duties by the Accounting Auditor.

In addition, if any of the items provided for in Article 340, paragraph (1) of the Companies Act is deemed to apply to the Accounting Auditor, the Audit and Supervisory Committee will dismiss the Accounting Auditor subject to the agreement of all Audit and Supervisory Committee Members. In such case, the Audit and Supervisory Committee Member appointed by the Audit and Supervisory Committee will report at the first general meeting of shareholders convened after the dismissal on the fact that the Accounting Auditor was dismissed and the reason for the dismissal.

#### iv. Evaluation of the auditing firm by Audit and Supervisory Committee Members and the Audit and Supervisory Committee

The Company’s Audit and Supervisory Committee evaluates the auditing firm each fiscal period based on the “Practical Guidelines for Audit & Supervisory Board Members regarding Accounting Auditor Evaluation and Selection Criteria” published by the Japan Audit & Supervisory Board Members Association. Audit and Supervisory Committee Members and the Audit and Supervisory Committee maintain close communication with the auditing firm, along with exchanging opinions in a timely and appropriate manner and monitoring the status of audits. A comprehensive evaluation is made after receiving reports on the audit plan, implementation status of audits, systems for ensuring the appropriateness of audits, and audit quality control criteria, and other matters.

### 4) Details of audit fees, etc.

#### i. Fees to primary auditor

Category	Fiscal year ended March 31, 2025				Fiscal year ended March 31, 2024	
	Audit fees (Millions of yen)	Audit fees (Thousands of U.S. dollars)	Non-audit fees (Millions of yen)	Non-audit fees (Thousands of U.S. dollars)	Audit fees (Millions of yen)	Non-audit fees (Millions of yen)
Reporting company	44	294	–	–	42	–
Consolidated subsidiaries	17	114	–	–	15	–
Total	60	401	–	–	57	–

ii. Fees to entities that belong to the same network as the primary auditor (excluding i.)

Not applicable.

iii. Other significant audit fees

Not applicable.

iv. Policy for determining audit fees

While a specific policy for determining audit fees has not been established, the fee amount is finalized after first verifying the appropriateness of the submitted audit plan, then determining whether the fee is appropriate based on audit hours and other factors outlined in the plan, before finally receiving consent from the Audit and Supervisory Committee.

v. Reasons for approval of the audit fees, etc. for the Accounting Auditor by the Audit and Supervisory Committee

The Audit and Supervisory Committee approves the amount of audit fees, etc. for the Accounting Auditor after performing the necessary verifications to confirm the appropriateness of the details of the audit plan by the Accounting Auditor, the performance of accounting audit duties, and the basis for calculating estimates for the fees.

#### (4) Remuneration for Directors

##### 1) Policy on determining remuneration amounts for Directors and calculation methods

- a. Details on policy on determining remuneration amounts for Directors and calculation methods, and the method of determining such policy

The Company resolved at a Board of Directors meeting held on June 27, 2024, to partially revise the policy for determining details of remuneration, etc. for individual Directors, and that Director remuneration for July 2024 onward is to be based on the revised policy, in accordance with the reports, etc. of the voluntary Nomination and Remuneration Committee.

The Company resolved at a Board of Directors meeting held on May 27, 2024, to abolish the Retirement Benefit Plan for Officers at the conclusion of the 42nd Ordinary General Meeting of Shareholders held on June 27, 2024, and resolved at the same General Meeting to provide final retirement benefits. Stock options are not currently granted, therefore the revised policy for determining details of remuneration, etc. for individual Directors is as follows:

##### i. Basic policy

Remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members) of the Company consists solely of fixed remuneration in the form of basic remuneration, and the Company's basic policy is to determine an appropriate level of remuneration for each individual Director (excluding Directors who are Audit and Supervisory Committee Members) based on his/her responsibilities.

The whole amount of remuneration for Outside Directors and Directors who are Audit and Supervisory Committee Members also consists solely of fixed remuneration in the form of basic remuneration in light of their responsibilities.

##### ii. Policies for determining the amount of basic remuneration or the method of calculation (including policies for determining the timing or conditions for providing remuneration, etc., and matters concerning determining the details of remuneration, etc. for individual Directors)

Basic remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members) of the Company shall consist of fixed monthly remuneration, and shall be determined according to the Director's position, responsibilities, and tenure in comprehensive consideration of market standards, the Company's performance, evaluation of the Director's execution of his/her duties, medium- to long-term economic conditions, and other factors.

The amount of remuneration, etc. for individual Directors (excluding Directors who are Audit and Supervisory Committee Members) shall be determined by the President & CEO, who has been entrusted by resolution of the Board of Directors with the authority to do so. To ensure that the President & CEO exercises this authority in a proper fashion, the Board of Directors shall consult with the Nomination and Remuneration Committee on the proposed remuneration and seek its report, based on which the President & CEO, entrusted with this authority, shall make the determination.

In addition, the amount of remuneration, etc. for individual Directors who are Audit and Supervisory Committee Members shall be determined through consultation among Directors who are Audit and Supervisory Committee Members.

- b. Reasons why the Board of Directors has determined that the details of remuneration, etc. for individual Directors for the fiscal year under review are in line with these policies

The Board of Directors has delegated authority for determining the amount of remuneration, etc. for individual Directors for the fiscal year ended March 31, 2025, to President & CEO Kazuho Takahashi. However, the Board has confirmed that prior consultation with the Nomination and Remuneration Committee on the proposed remuneration took place, and that the amount of remuneration, etc. for individual Directors was determined based on the Committee's subsequent report. Consequently, we have confirmed that the method for determining the details of remuneration, etc. for individual Directors for the fiscal year ended March 31, 2025, as well as the details themselves, are consistent with the relevant policy, and have therefore determined that the amount of remuneration, etc. is in line with the relevant policy.

- c. Overview of procedures in cases where there is a committee or similar body involved in determining policies on the amount of remuneration, etc. for Directors or the method of calculation

The Company established the voluntary Nomination and Remuneration Committee in March 2022 in order to further strengthen governance of the process for determining remuneration. The Nomination and Remuneration Committee receives consultations on determining the amount of remuneration, etc. for individual Directors and provides reports on the proposed remuneration.

- d. Details of activities of the Board of Directors, committees, and other bodies in the process of determining the amount of

remuneration, etc. for Directors for the fiscal year under review

Remuneration for Directors for the fiscal year ended March 31, 2025, was entrusted to the Representative Director and determined by resolution of the Board of Directors. Furthermore, in determining the amount of remuneration, etc. for individual Directors for the fiscal year ended March 31, 2025, the amount of remuneration, etc. for each individual Director was determined following prior consultation with the Nomination and Remuneration Committee on the proposed remuneration and after having taken the Committee's subsequent reports into account.

e. Resolutions of the general meeting of shareholders on remuneration, etc. for Directors

It was resolved at the 42nd Ordinary General Meeting of Shareholders held on June 27, 2024, that the amount of monetary remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members) shall be not more than ¥450 million annually (of this, not more than ¥50 million for Outside Directors) (excluding employee salaries of Directors who concurrently serve as employees). The number of Directors (excluding Directors who are Audit and Supervisory Committee Members) as of the conclusion of the General Meeting is 10 (of these, three are Outside Directors).

It was resolved at the 42nd Ordinary General Meeting of Shareholders held on June 27, 2024, that the amount of monetary remuneration for Directors who are Audit and Supervisory Committee Members shall be not more than ¥50 million annually. The number of Directors who are Audit and Supervisory Committee Members as of the conclusion of the General Meeting is four.

2) Total amount of remuneration, etc. by Director category, total amount of remuneration, etc. by type, and number of eligible Directors

Director category	Total amount of remuneration, etc. (Millions of yen)	Total amount of remuneration, etc. by type (Millions of yen)			Number of eligible Directors (People)
		Basic remuneration	Retirement benefits	Non-monetary remuneration, etc.	
Directors (excluding Audit and Supervisory Committee Members and Outside Directors)	651	321	331	–	6
Audit and Supervisory Committee Members (excluding Outside Directors)	8	8	–	–	1
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	3	2	0	–	1
Outside Directors	22	20	3	–	10

Director category	Total amount of remuneration, etc. (Thousands of U.S. dollars)	Total amount of remuneration, etc. by type (Thousands of U.S. dollars)			Number of eligible Directors (People)
		Basic remuneration	Retirement benefits	Non-monetary remuneration, etc.	
Directors (excluding Audit and Supervisory Committee Members and Outside Directors)	4,354	2,147	2,214	–	6
Audit and Supervisory Committee Members (excluding Outside Directors)	54	54	–	–	1
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	20	13	0	–	1
Outside Directors	147	134	20	–	10

(Notes) 1. The amount of remuneration, etc. for Directors does not include employee salaries of Directors who concurrently serve as employees.

2. Regarding retirement benefits, the total amount includes the provision for retirement benefits for Directors for the fiscal year ended March 31, 2025, and additional provisions following the abolishment of the Retirement Benefit Plan for Officers.

3. The total amount of remuneration paid by consolidated subsidiaries to the Company's Directors is ¥0 million and \$0 thousand for two Outside Directors, respectively.

3) Total remuneration, etc. of persons whose total remuneration, etc. is ¥100 million or higher

Name (Director category)	Total amount of remuneration, etc. (Millions of yen)	Company category	Total amount of remuneration, etc. by type (Millions of yen)		
			Basic remuneration	Retirement benefits	Non-monetary remuneration, etc.
Kazuho Takahashi (Director)	461	Reporting company	188	274	–

Name (Director category)	Total amount of remuneration, etc. (Thousands of U.S. dollars)	Company category	Total amount of remuneration, etc. by type (Thousands of U.S. dollars)		
			Basic remuneration	Retirement benefits	Non-monetary remuneration, etc.
Kazuho Takahashi (Director)	3,083	Reporting company	1,257	1,832	–

(Note) Regarding retirement benefits, the total amount includes the provision for retirement benefits for Directors for the fiscal year ended March 31, 2025, and additional provisions following the abolishment of the Retirement Benefit Plan for Officers.

## (5) Shareholdings

### 1) Criteria for and approach to investment shares

The Company classifies issues whose sole purpose is to generate profits due to fluctuations in the value of shares or share dividends as being for pure investment purposes, and issues held for other purposes as being for purposes other than pure investment.

### 2) Shareholdings of reporting company

#### i. Investment shares held for purposes other than pure investment

##### a. Method for verifying shareholding policies and the rationality of shareholdings, and details of verifying the appropriateness of holding individual issues by the Board of Directors, etc.

The Board of Directors periodically verifies the appropriateness of continued shareholdings in light of earnings targets on the basis of cost of capital (cost of equity and weighted average cost of capital [WACC]), actual returns, trading conditions, and other factors.

The Company will also consider how to respond should the shareholdings be considered inappropriate in light of future changes in circumstances, such as reducing the shareholdings.

##### b. Number of issues and balance sheet amount

	Number of issues (Issues)	Total balance sheet amount (Millions of yen)	Total balance sheet amount (Thousands of U.S. dollars)
Unlisted shares	4	113	756
Shares other than unlisted shares	12	18,625	124,557

#### (Issues whose number of shares increased in the fiscal year ended March 31, 2025)

	Number of issues (Issues)	Total acquisition cost related to the increase in the number of shares (Millions of yen)	Total acquisition cost related to the increase in the number of shares (Thousands of U.S. dollars)	Reason for increase in number of shares
Unlisted shares	–	–	–	–
Shares other than unlisted shares	–	–	–	–

#### (Issues whose number of shares decreased in the fiscal year ended March 31, 2025)

	Number of issues (Issues)	Total selling price related to the decrease in the number of shares (Millions of yen)	Total selling price related to the decrease in the number of shares (Thousands of U.S. dollars)
Unlisted shares	–	–	–
Shares other than unlisted shares	1	41	274

c. Number of shares and balance sheet amount per issue of specified investment shares and deemed holdings of shares

Specified investment shares

Issue name	Fiscal year ended March 31, 2025		Fiscal year ended March 31, 2024	Purpose of shareholding, overview of business alliance, quantitative effects of shareholding, and reason for increase in number of shares	Holding of the Company's shares
	Number of shares (Shares)	Number of shares (Shares)	Number of shares (Shares)		
	Balance sheet amount (Millions of yen)	Balance sheet amount (Thousands of U.S. dollars)	Balance sheet amount (Millions of yen)		
KeePer Technical Laboratory Co., Ltd.	4,657,600	4,657,600	4,657,600	(Purpose of shareholding) This company is a supplier of products and services for the Group's Automobile Sales-Related Business. Shares are held to maintain and strengthen business relationships. (Quantitative effects of shareholding) (Note 1)	No
	17,582	117,582	23,171		
HouseFreedom Co., Ltd.	556,300	556,300	556,300	(Purpose of shareholding) Shares are held to monitor industry trends in the Group's Housing-Related Business and strengthen business relationships, such as information collection. (Quantitative effects of shareholding) (Note 1)	Yes
	452	3,023	460		
Sakai Holdings Co., Ltd.	629,100	629,100	629,100	(Purpose of shareholding) Shares are held to maintain and strengthen business relationships of the Group. (Quantitative effects of shareholding) (Note 1)	No
	280	1,873	322		
YAGAMI Inc.	25,000	25,000	25,000	(Purpose of shareholding) Shares are held to maintain and strengthen business relationships of the Group. (Quantitative effects of shareholding) (Note 1)	No
	79	528	78		
Resorttrust, Inc.	18,032	18,032	18,032	(Purpose of shareholding) Shares are held to maintain and strengthen business relationships of the Group. (Quantitative effects of shareholding) (Note 1)	No
	52	348	47		
Apple International Co., Ltd.	85,500	85,500	85,500	(Purpose of shareholding) Shares are held to monitor used car industry trends in the Group's Automobile Sales-Related Business, and maintain and strengthen business relationships, such as information collection. (Quantitative effects of shareholding) (Note 1)	No
	34	227	32		
Sanyo Industries, Ltd.	11,600	11,600	11,600	(Purpose of shareholding) Shares are held to monitor industry trends in the Group's Housing-Related Business and strengthen business relationships. (Quantitative effects of shareholding) (Note 1)	Yes
	35	234	39		

Issue name	Fiscal year ended March 31, 2025		Fiscal year ended March 31, 2024	Purpose of shareholding, overview of business alliance, quantitative effects of shareholding, and reason for increase in number of shares	Holding of the Company's shares
	Number of shares (Shares)	Number of shares (Shares)	Number of shares (Shares)		
	Balance sheet amount (Millions of yen)	Balance sheet amount (Thousands of U.S. dollars)	Balance sheet amount (Millions of yen)		
Juroku Financial Group, Inc.	–	–	9,000	(Purpose of shareholding) Shares are held for the purpose of strengthening stable and ongoing relationships in financial and capital transactions and business operations. (Quantitative effects of shareholding) (Note 1)	No
	–	–	43		
Mitsubishi UFJ Financial Group, Inc.	22,000	22,000	22,000	(Purpose of shareholding) Shares are held for the purpose of strengthening stable and ongoing relationships in financial and capital transactions and business operations. (Quantitative effects of shareholding) (Note 1)	No
	44	294	34		
Sumitomo Mitsui Financial Group, Inc.	8,100	8,100	2,700	(Purpose of shareholding) Shares are held for the purpose of strengthening stable and ongoing relationships in financial and capital transactions and business operations. (Quantitative effects of shareholding) (Note 1) (Reason for increase in shares) (Note 3)	No
	30	201	24		
Resona Holdings, Inc.	21,500	21,500	21,500	(Purpose of shareholding) Shares are held for the purpose of strengthening stable and ongoing relationships in financial and capital transactions and business operations. (Quantitative effects of shareholding) (Note 1)	No
	27	181	20		
Sumitomo Mitsui Trust Group, Inc.	4,800	4,800	4,800	(Purpose of shareholding) Shares are held for the purpose of strengthening stable and ongoing relationships in financial and capital transactions and business operations. (Quantitative effects of shareholding) (Note 1)	Yes (Note 2)
	17	114	15		
Aichi Financial Group, Inc.	4,995	4,995	4,995	(Purpose of shareholding) Shares are held for the purpose of strengthening stable and ongoing relationships in financial and capital transactions and business operations. (Quantitative effects of shareholding) (Note 1)	Yes (Note 2)
	14	94	13		

(Notes) 1. While the Company does not disclose the quantitative effects of shareholding due to considerations such as maintaining business confidentiality with its business partners, it verifies the economic rationality of shareholdings in light of earnings targets on the basis of cost of capital (cost of equity and weighted average cost of capital [WACC]), actual returns, trading conditions, and other factors.

2. For holding of the Company's shares, when the issue is a holding company, this is listed with the shareholdings of its major

subsidiaries having been taken into account.

3. The increase in shares of the Sumitomo Mitsui Financial Group, Inc. was due to a 3-for-1 stock split on October 1, 2024.

ii. Investment shares held for pure investment purposes

Category	Fiscal year ended March 31, 2025			Fiscal year ended March 31, 2024	
	Number of issues (Issues)	Total balance sheet amount (Millions of yen)	Total balance sheet amount (Thousands of U.S. dollars)	Number of issues (Issues)	Total balance sheet amount (Millions of yen)
Unlisted shares	4	0	0	5	40
Shares other than unlisted shares	1	2	13	2	11

Category	Fiscal year ended March 31, 2025					
	Total amount of dividend income (Millions of yen)	Total amount of dividend income (Thousands of U.S. dollars)	Total amount of gain or loss on sales (Millions of yen)	Total amount of gain or loss on sales (Thousands of U.S. dollars)	Total amount of valuation gain or loss (Millions of yen)	Total amount of valuation gain or loss (Thousands of U.S. dollars)
Unlisted shares	–	–	77	515	–	–
Shares other than unlisted shares	0	0	6	40	1	7

3) Shareholdings of Shizuoka Nissan Auto Sales Co., Ltd.

Of the Company and its consolidated subsidiaries, Shizuoka Nissan Auto Sales Co., Ltd. is the company holding second largest balance sheet amount of investment shares. The details of the company are as follows:

i. Investment shares held for purposes other than pure investment

	Number of issues (Issues)	Total balance sheet amount (Millions of yen)	Total balance sheet amount (Thousands of U.S. dollars)
Unlisted shares	3	663	4,434
Shares other than unlisted shares	–	–	–

ii. Investment shares held for pure investment purposes

Not applicable.

## V Financial Information

### 1 Preparation of the Consolidated Financial Statements and Non-consolidated Financial Statements

- (1) The consolidated financial statements of the Company are prepared in accordance with International Financial Reporting Standards (“IFRS”) pursuant to the provisions of Article 312 of the Regulation on Terminology, Forms and Preparation Methods of Consolidated Financial Statements (Ministry of Finance Order No. 28 of 1976).

Figures presented in the consolidated financial statements, etc. have been rounded off to the nearest million yen.

- (2) The non-consolidated financial statements of the Company are prepared in accordance with the Regulation on Terminology, Forms, and Preparation Methods of Financial Statements (Ministry of Finance Order No. 59 of 1963; the “Regulation on Financial Statements”).

The Company falls under a special company submitting financial statements and prepares the non-consolidated financial statements pursuant to the provisions of Article 127 of the Regulation on Financial Statements.

Figures presented in the non-consolidated financial statements, etc. have been rounded down to the nearest million yen.

### 2 Audit Certification

In accordance with the provisions of Article 193-2, paragraph (1) of the Financial Instruments and Exchange Act, the consolidated financial statements and the non-consolidated financial statements of the Company for the fiscal year ended March 31, 2025 were audited by Tokai Audit Corporation.

### 3 Special Efforts to Ensure the Appropriateness of Consolidated Financial Statements, etc. and Development of a System for Appropriate Preparation of Consolidated Financial Statements, etc. in Accordance with IFRS

The Company makes special efforts to ensure the appropriateness of consolidated financial statements, etc. and develops a system for the appropriate preparation of consolidated financial statements, etc. in accordance with IFRS. The content thereof is as follows:

- (1) To develop a system for ensuring correct understanding of accounting standards, etc. or appropriate responses to any changes in accounting standards, etc., the Company has joined the Financial Accounting Standards Foundation and attends seminars, etc. held by the foundation, audit corporations, and others.
- (2) For the adoption of IFRS, the Company keeps up with the latest accounting standards by obtaining press releases and standards published by the International Accounting Standards Board as needed. To prepare appropriate consolidated financial statements, etc. based on IFRS, the Company has developed accounting policies and accounting principles of the Group, which are in accordance with IFRS, and performs accounting procedures based on them.

1 Consolidated Financial Statements, etc.

(1) Consolidated Financial Statements

1) Consolidated Statement of Financial Position

	Notes	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
		Millions of yen	Millions of yen	Thousands of U.S. dollars
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	8	14,643	13,483	97,927
Trade and other receivables	9, 34	31,580	27,946	211,195
Other financial assets	10, 34	224	221	1,498
Inventories	11, 19	71,827	72,302	480,352
Other current assets	12, 20	7,734	9,415	51,722
<b>Total current assets</b>		<b>126,007</b>	<b>123,368</b>	<b>842,687</b>
<b>Non-current assets</b>				
Property, plant and equipment	13, 19, 20	97,711	89,171	653,454
Goodwill	14, 16	13,106	13,280	87,648
Intangible assets	14, 20	1,363	1,366	9,115
Investment property	15, 19	7,004	7,402	46,840
Investments accounted for using equity method	6, 17	4,790	4,651	32,034
Other financial assets	10, 34	26,119	32,047	174,674
Deferred tax assets	18	1,698	1,488	11,356
Other non-current assets	12	101	109	675
<b>Total non-current assets</b>		<b>151,893</b>	<b>149,514</b>	<b>1,015,803</b>
<b>Total assets</b>		<b>277,900</b>	<b>272,883</b>	<b>1,858,490</b>

	Notes	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
		Millions of yen	Millions of yen	Thousands of U.S. dollars
<b>Liabilities and equity</b>				
<b>Liabilities</b>				
<b>Current liabilities</b>				
Bonds and borrowings	19, 34	45,586	49,168	304,862
Trade and other payables	21, 34	59,110	58,296	395,305
Other financial liabilities	19, 34	9,752	8,517	65,218
Income taxes payable		1,695	2,146	11,336
Contract liabilities	27	13,256	11,673	88,651
Other current liabilities	24	4,107	3,323	27,466
<b>Total current liabilities</b>		<b>133,507</b>	<b>133,122</b>	<b>892,844</b>
<b>Non-current liabilities</b>				
Bonds and borrowings	19, 34	25,298	22,113	169,183
Other financial liabilities	19, 34	30,586	25,206	204,548
Provisions	23	818	708	5,470
Deferred tax liabilities	18	6,206	7,637	41,503
Other non-current liabilities	24	1,079	2,095	7,216
<b>Total non-current liabilities</b>		<b>63,987</b>	<b>57,759</b>	<b>427,921</b>
<b>Total liabilities</b>		<b>197,493</b>	<b>190,881</b>	<b>1,320,758</b>
<b>Equity</b>				
Share capital	25	5,100	4,862	34,107
Capital surplus	25	4,029	4,406	26,944
Treasury shares	25	(667)	(667)	(4,461)
Other components of equity		3,582	3,481	23,955
Retained earnings	25	59,200	60,770	395,907
<b>Total equity attributable to owners of parent</b>		<b>71,244</b>	<b>72,851</b>	<b>476,453</b>
Non-controlling interests		9,163	9,151	61,279
<b>Total equity</b>		<b>80,407</b>	<b>82,002</b>	<b>537,732</b>
<b>Total liabilities and equity</b>		<b>277,900</b>	<b>272,883</b>	<b>1,858,490</b>

2) Consolidated Statement of Profit or Loss and Consolidated Statement of Comprehensive Income  
Consolidated Statement of Profit or Loss

	Notes	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
		Millions of yen	Millions of yen	Thousands of U.S. dollars
Revenue	6, 27	351,630	311,604	2,351,568
Cost of sales		298,252	262,001	1,994,596
Gross profit		53,378	49,603	356,972
Selling, general and administrative expenses	28	42,292	37,531	282,833
Other income	29	1,170	1,389	7,825
Other expenses	29	1,397	1,454	9,343
Operating profit		10,859	12,008	72,621
Finance income	30	482	727	3,223
Finance costs	30	1,760	1,428	11,770
Share of profit of investments accounted for using equity method	17	151	151	1,010
Profit before tax		9,732	11,458	65,084
Income tax expense	18	3,611	3,839	24,149
Profit		6,121	7,619	40,935
Profit attributable to				
Owners of parent		5,302	6,697	35,458
Non-controlling interests		819	922	5,477
Profit		6,121	7,619	40,935
		Yen	Yen	U.S. dollars
Earnings per share				
Basic earnings per share	32	43.83	56.86	0.29
Diluted earnings per share	32	43.83	56.78	0.29

## Consolidated Statement of Comprehensive Income

	Notes	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
		Millions of yen	Millions of yen	Thousands of U.S. dollars
Profit		6,121	7,619	40,935
Other comprehensive income				
Items that will not be reclassified to profit or loss				
Financial assets measured at fair value through other comprehensive income	31	(3,967)	747	(26,530)
Share of other comprehensive income of investments accounted for using equity method	17, 31	(7)	17	(47)
Total of items that will not be reclassified to profit or loss		(3,974)	764	(26,577)
Items that may be reclassified to profit or loss				
Exchange differences on translation of foreign operations	31	10	1,775	67
Share of other comprehensive income of investments accounted for using equity method	17, 31	30	33	201
Total of items that may be reclassified to profit or loss		40	1,808	268
Other comprehensive income, net of tax		(3,934)	2,571	(26,309)
Comprehensive income		2,187	10,190	14,626
Comprehensive income attributable to				
Owners of parent		1,349	9,147	9,022
Non-controlling interests		838	1,044	5,604
Comprehensive income		2,187	10,190	14,626

### 3) Consolidated Statement of Changes in Equity

Fiscal year ended March 31, 2025

	Notes	Equity attributable to owners of parent					Financial assets measured at fair value through other comprehensive income
		Share capital	Capital surplus	Treasury shares	Other components of equity		
					Exchange differences on translation of foreign operations	Share acquisition rights	
Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen		
Balance as of April 1, 2024		4,862	4,406	(667)	3,480	1	–
Profit							
Other comprehensive income	31				25		(3,979)
Total comprehensive income		–	–	–	25	–	(3,979)
Issuance of new shares	25	238	234				
Changes in ownership interest in subsidiaries			(639)		77		
Purchase of treasury shares	25			(0)			
Purchase of treasury shares of subsidiaries			28				
Exercise of share acquisition rights	25		(0)			(1)	
Transfer to retained earnings	34						3,979
Dividends	26						
Total transactions with owners		238	(377)	(0)	77	(1)	3,979
Balance as of March 31, 2025		5,100	4,029	(667)	3,582	–	–

	Notes	Equity attributable to owners of parent				
		Other components of equity	Retained earnings	Total	Non-controlling interests	Total
		Total	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Balance as of April 1, 2024		3,481	60,770	72,851	9,151	82,002
Profit		–	5,302	5,302	819	6,121
Other comprehensive income	31	(3,953)		(3,953)	19	(3,934)
Total comprehensive income		(3,953)	5,302	1,349	838	2,187
Issuance of new shares	25	–		473		473
Changes in ownership interest in subsidiaries		77		(562)	(440)	(1,002)
Purchase of treasury shares	25	–		(0)		(0)
Purchase of treasury shares of subsidiaries		–		28	(166)	(138)
Exercise of share acquisition rights	25	(1)		(2)		(2)
Transfer to retained earnings	34	3,979	(3,979)	–		–
Dividends	26	–	(2,893)	(2,893)	(220)	(3,113)
Total transactions with owners		4,054	(6,872)	(2,956)	(826)	(3,782)
Balance as of March 31, 2025		3,582	59,200	71,244	9,163	80,407

Fiscal year ended March 31, 2024

		Equity attributable to owners of parent					
					Other components of equity		
Notes	Share capital	Capital surplus	Treasury shares	Exchange differences on translation of foreign operations	Share acquisition rights	Financial assets measured at fair value through other comprehensive income	
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	
	4,297	3,150	(866)	1,782	8	–	
Balance as of April 1, 2023							
Profit							
Other comprehensive income	31			1,698		751	
Total comprehensive income				1,698		751	
Issuance of new shares	25	564					
Change in scope of consolidation							
Changes in ownership interest in subsidiaries		0					
Purchase of treasury shares	25	(0)	(516)				
Disposal of treasury shares	25	692	715				
Exercise of share acquisition rights	25				(6)		
Transfer to retained earnings	34					(751)	
Dividends	26						
Total transactions with owners		564	1,256	199	–	(751)	
Balance as of March 31, 2024		4,862	4,406	(667)	3,480	1	

		Equity attributable to owners of parent				
		Other components of equity	Retained earnings	Total	Non-controlling interests	Total
Notes	Total	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
	1,789	56,130	64,500	8,240	72,740	
Balance as of April 1, 2023						
Profit		–	6,697	6,697	922	7,619
Other comprehensive income	31	2,449		2,449	122	2,571
Total comprehensive income		2,449	6,697	9,147	1,044	10,190
Issuance of new shares	25	–		1,129		1,129
Change in scope of consolidation		–		–	13	13
Changes in ownership interest in subsidiaries		–		0	30	30
Purchase of treasury shares	25	–		(516)		(516)
Disposal of treasury shares	25	–		1,407		1,407
Exercise of share acquisition rights	25	(6)		(6)		(6)
Transfer to retained earnings	34	(751)	751	–		–
Dividends	26	–	(2,809)	(2,809)	(177)	(2,985)
Total transactions with owners		(758)	(2,057)	(796)	(133)	(929)
Balance as of March 31, 2024		3,481	60,770	72,851	9,151	82,002

Fiscal year ended March 31, 2025

		Equity attributable to owners of parent					
					Other components of equity		
Notes	Share capital	Capital surplus	Treasury shares	Exchange differences on translation of foreign operations	Share acquisition rights	Financial assets measured at fair value through other comprehensive income	
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	
	Balance as of April 1, 2024	32,515	29,466	(4,461)	23,273	7	–
	Profit						
	Other comprehensive income				167		(26,610)
	Total comprehensive income	–	–	–	167	–	(26,610)
	Issuance of new shares	1,592	1,565				
	Changes in ownership interest in subsidiaries		(4,273)		515		
	Purchase of treasury shares			(0)			
	Purchase of treasury shares of subsidiaries		187				
	Exercise of share acquisition rights		(0)			(7)	
	Transfer to retained earnings						26,610
	Dividends						
	Total transactions with owners	1,592	(2,521)	(0)	515	(7)	26,610
	Balance as of March 31, 2025	34,107	26,944	(4,461)	23,955	–	–

		Equity attributable to owners of parent				
		Other components of equity	Retained earnings	Total	Non-controlling interests	Total
Notes	Total	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars
	Balance as of April 1, 2024	23,280	406,407	487,200	61,198	548,398
	Profit	–	35,458	35,458	5,477	40,935
	Other comprehensive income	(26,436)		(26,436)	127	(26,309)
	Total comprehensive income	(26,436)	35,458	9,022	5,604	14,626
	Issuance of new shares	–		3,163		3,163
	Changes in ownership interest in subsidiaries	515		(3,758)	(2,943)	(6,701)
	Purchase of treasury shares	–		(0)		(0)
	Purchase of treasury shares of subsidiaries	–		187	(1,110)	(923)
	Exercise of share acquisition rights	(7)		(13)		(13)
	Transfer to retained earnings	26,610	(26,610)	–		–
	Dividends	–	(19,347)	(19,347)	(1,471)	(20,819)
	Total transactions with owners	27,112	(45,957)	(19,769)	(5,524)	(25,293)
	Balance as of March 31, 2025	23,955	395,907	476,453	61,279	537,732

#### 4) Consolidated Statement of Cash Flows

	Fiscal year Notes ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
<b>Cash flows from operating activities</b>			
Profit before tax	9,732	11,458	65,084
Depreciation and amortization	14,967	12,389	100,094
Impairment losses	797	1,058	5,330
Interest and dividend income	(466)	(351)	(3,116)
Interest expenses	1,696	1,407	11,342
Foreign exchange loss (gain)	29	(227)	194
Share of loss (profit) of investments accounted for using equity method	(151)	(151)	(1,010)
Loss (gain) on sale of non-current assets	(84)	(669)	(562)
Loss on retirement of non-current assets	150	95	1,003
Decrease (increase) in trade receivables	548	(630)	3,665
Decrease (increase) in inventories	2,725	(13,657)	18,224
Increase (decrease) in trade payables	(2,410)	5,697	(16,117)
Increase (decrease) in contract liabilities	1,599	412	10,694
Increase (decrease) in accrued consumption taxes	2,649	604	17,716
Other	1,445	(969)	9,664
Subtotal	33,225	16,465	222,196
Interest and dividends received	518	402	3,464
Interest paid	(1,711)	(1,384)	(11,443)
Income taxes refund (paid)	(4,075)	(3,419)	(27,252)
Net cash provided by (used in) operating activities	27,956	12,064	186,959
<b>Cash flows from investing activities</b>			
Payments into time deposits	(169)	(381)	(1,130)
Proceeds from withdrawal of time deposits	367	194	2,454
Purchase of property, plant and equipment	(15,719)	(13,690)	(105,123)
Proceeds from sale of property, plant and equipment	5,088	3,663	34,027
Purchase of intangible assets	(376)	(217)	(2,515)
Purchase of investment securities	(1)	(14)	(7)
Proceeds from sale of investment securities	219	35	1,465
Proceeds from (payments for) acquisition of subsidiaries	-	(23)	-
Payments for loans receivable	(18)	(16)	(120)
Collection of loans receivable	103	96	689
Payments of leasehold deposits and guarantee deposits	(172)	(187)	(1,150)
Proceeds from collection of leasehold deposits and guarantee deposits	125	271	836
Payments for acquisition of business	(470)	(44)	(3,143)
Other	12	(23)	80
Net cash provided by (used in) investing activities	(11,011)	(10,334)	(73,637)

	Notes	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
		Millions of yen	Millions of yen	Thousands of U.S. dollars
Cash flows from financing activities				
Net increase (decrease) in short-term borrowings	33	(4,768)	4,159	(31,887)
Proceeds from long-term borrowings	33	15,681	13,574	104,869
Repayments of long-term borrowings	33	(11,075)	(9,848)	(74,065)
Redemption of bonds	33	(208)	(301)	(1,391)
Proceeds from issuance of shares	25	469	1,129	3,136
Purchase of treasury shares	25	(0)	(516)	(0)
Proceeds from sale of treasury shares	25	–	1,400	–
Capital contribution from non-controlling interests		–	30	–
Purchase of treasury shares of subsidiaries		(138)	(0)	(923)
Dividends paid	26	(2,893)	(2,809)	(19,347)
Dividends paid to non-controlling interests		(220)	(177)	(1,471)
Proceeds from sale of interests in subsidiaries to non-controlling interests		–	583	–
Purchase of interests in subsidiaries from non-controlling interests		(1,002)	–	(6,701)
Repayments of lease liabilities	33	(11,653)	(8,582)	(77,931)
Other		(1)	(1)	(7)
Net cash provided by (used in) financing activities		(15,809)	(1,358)	(105,725)
Effect of exchange rate changes on cash and cash equivalents		23	468	154
Net increase (decrease) in cash and cash equivalents		1,160	839	7,758
Cash and cash equivalents at beginning of period	8	13,483	12,644	90,169
Cash and cash equivalents at end of period	8	14,643	13,483	97,927

## Notes to Consolidated Financial Statements

### 1. Reporting Entity

VT HOLDINGS CO., LTD. (the “Company”) is a company located in Japan. The addresses of the Company’s registered head office and principal offices are presented on the Company’s website (<https://www.vt-holdings.co.jp>). The Company’s consolidated financial statements, whose reporting period ended on March 31, 2025, present the financial condition and operating results of the Company and its subsidiaries (the “Group”) as well as the Company’s interests in its associates.

The Group’s business consists of the Automobile Sales-Related Business and the Housing-Related Business. The details of each business are stated in Note “6. Operating Segments.”

### 2. Basis of Preparation

#### (1) Statement of compliance with IFRS

The Company satisfies all requirements to be a specified company complying with any designated international accounting standards as prescribed in Article 1-2 of the Regulation on Terminology, Forms and Preparation Methods of Consolidated Financial Statements (Ministry of Finance Order No. 28 of 1976). The consolidated financial statements of the Group are thus prepared in accordance with IFRS pursuant to the provisions of Article 312 of the aforementioned Regulation.

The consolidated financial statements were approved on June 27, 2025 by Kazuho Takahashi, President & CEO.

#### (2) Basis of measurement

The consolidated financial statements of the Group are prepared on an acquisition cost basis, except for certain items, such as financial instruments that are measured at fair value, as stated in the Note “3. Material Accounting Policy Information.”

#### (3) Functional currency and presentation currency

The consolidated financial statements of the Group are presented in Japanese yen, which is the functional currency of the Company, and figures have been rounded off to the nearest million yen.

### 3. Material Accounting Policy Information

#### (1) Basis for consolidation

##### 1) Subsidiaries

Subsidiaries refer to the companies under the control of the Group. The Group considers that it controls a company when it is exposed to or has rights to variable returns arising from its involvement in the company and has an ability to affect those returns through its power over the company.

The financial statements of subsidiaries are included in the consolidated financial statements from the date the Group gains control until the date that control is lost.

If any accounting policies adopted by a subsidiary differ from those adopted by the Group, adjustments are made to the subsidiary’s financial statements where needed. The balances of payables and receivables and internal transactions within the Group as well as unrealized gains or losses arising from internal transactions within the Group are eliminated in preparing the consolidated financial statements.

Comprehensive income of subsidiaries is attributed to owners of parent and non-controlling interests, even if this results in a negative balance in non-controlling interests.

When the ownership interest in a subsidiary is partially disposed of, the transaction is accounted for as an equity transaction if the Group retains control over the subsidiary. The difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration is directly recognized in equity and attributed to the owners of the parent.

If the Group loses control over the subsidiary, gains or losses derived from such loss are recognized in profit or loss.

##### 2) Associates

The Group calls a company its associate when the Group does not control or jointly control it, but exerts significant influence on its financial affairs and operating policies. When the Group holds 20% or more and 50% or less of another company’s voting rights, it is considered that the Group exerts significant influence on that other company.

Investments in associates are initially recognized at acquisition cost, and subsequently accounted for using the equity method. Investments in associates include goodwill recognized upon acquisition (net of accumulated impairment losses). If any accounting policies adopted by an associate differ from those adopted by the Group, adjustments are made to the associate’s financial statements where needed.

When a company no longer falls under an affiliate and the equity method is no longer applied, gains or losses derived from no longer applying the equity method are recognized in profit or loss.

## (2) Business combinations

Business combinations are accounted for by the acquisition method. Consideration for acquisition is measured as the sum of the fair value on the acquisition date of the assets transferred, liabilities assumed, and equity instruments issued by the Company in exchange for the control over the acquired company. If consideration for acquisition exceeds the fair value of identifiable assets and liabilities, such excess is recorded as goodwill in the consolidated statement of financial position. If, conversely, the consideration is smaller than the fair value, the difference is immediately recorded in profit or loss in the consolidated statement of profit or loss.

Transaction costs that are directly attributable to a business combination, such as agent, legal, and due diligence fees, are expensed as incurred.

If the initial accounting for a business combination is not finalized by the end of the fiscal year in which the business combination took place, the Group reports provisional values for items not yet finalized. The provisional values recognized at the acquisition date are retrospectively adjusted to reflect new information obtained during a certain designated period (the "measurement period") on facts and circumstances that existed at the acquisition date and, if known at the acquisition date, would have affected the measurement of the amounts recognized. Additional assets or liabilities are recognized if newly obtained information results in new recognition of those assets and liabilities. The measurement period may not exceed one year.

Once control over the acquiree is obtained, acquisition of additional non-controlling interests is accounted for as an equity transaction. Accordingly, the Group does not recognize goodwill attributable to such transaction.

Identifiable assets and liabilities of the acquiree are measured at fair value as of the acquisition date, except for the following:

- Deferred tax assets and liabilities, and assets and liabilities arising from employee benefit contracts
- Share-based payment agreements of the acquiree
- Assets or disposal groups that are classified as held for sale in accordance with IFRS 5 "Non-current Assets Held for Sale and Discontinued Operations."

## (3) Foreign currency translation

### 1) Foreign currency denominated transactions

Foreign currency denominated transactions are translated into the functional currency of each company of the Group by using the exchange rate on the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies at the end of the reporting period are translated into the functional currency by using the exchange rate at the end of the reporting period.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated into the functional currency by using the exchange rate on the date when the fair value is measured.

Exchange differences arising from such translation or settlement are recognized in profit or loss. However, exchange differences arising from the translation of financial instruments designated as hedging instruments for net investment in foreign operations, financial assets measured at fair value through other comprehensive income, and cash flow hedges are recognized as other comprehensive income.

### 2) Financial statements of foreign operations

The assets and liabilities of foreign operations are translated into Japanese yen by using the exchange rate at the end of the reporting period, while income and expenses are translated into Japanese yen by using the average exchange rates. Translation differences arising from translation of the financial statements of foreign operations are recognized in other comprehensive income. Translation differences of foreign operations are recognized in profit or loss for the period in which the foreign operations concerned are disposed of.

#### (4) Financial instruments

##### 1) Financial assets

###### (i) Initial recognition and measurement

The Group initially recognizes trade and other receivables on the date of accrual. All other financial assets are initially recognized on the date of the transaction when the Group becomes a party to the contractual provisions of the financial instruments.

Financial assets are classified at initial recognition as follows: (a) financial assets measured at amortized cost, (b) financial assets measured at fair value through other comprehensive income (FVTOCI financial assets), and (c) financial assets measured at fair value through profit or loss (FVTPL financial assets).

###### (a) Financial assets measured at amortized cost

Financial assets that meet both of the following conditions are classified as financial assets measured at amortized cost.

- The assets are held based on the business model whose objective is to hold the assets in order to collect contractual cash flows.
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

###### (b) Financial assets measured at fair value through other comprehensive income (FVTOCI financial assets)

Equity instruments, such as shares, held mainly for the purpose of maintaining or strengthening business relationships with investees are designated at initial recognition as financial assets measured at fair value through other comprehensive income.

###### (c) Financial assets measured at fair value through profit or loss (FVTPL financial assets)

Financial assets designated as financial assets measured at fair value through profit or loss or those other than (a) and (b) are classified into financial assets measured at fair value through profit or loss.

Financial assets are initially recognized at fair value plus any transaction costs, except for those classified as financial assets measured at fair value through profit or loss.

###### (ii) Subsequent measurement

Subsequent to the initial recognition, financial assets are measured as follows, depending on their classifications.

###### (a) Financial assets measured at amortized cost

Financial assets measured at amortized cost are measured at amortized cost by using the effective interest method.

###### (b) Financial assets measured at fair value through other comprehensive income

Financial assets measured at fair value through other comprehensive income are measured at fair value, and changes in fair value are recognized as other comprehensive income.

However, dividends from the equity instruments that are designated as financial assets measured at fair value through other comprehensive income are recognized in profit or loss as part of finance income when the Group's right to receive payment of the dividend is established. Changes in fair value and gains or losses from derecognition of such financial assets are recognized as other comprehensive income with the accumulated amounts thereof being immediately transferred to retained earnings after being recognized as other components of equity.

###### (c) Financial assets measured at fair value through profit or loss

Financial assets measured at fair value through profit or loss are measured at fair value, and changes in fair value are recognized as profit or loss.

###### (iii) Derecognition

The Group derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or substantially all the risks and rewards incidental to the ownership of the financial asset are transferred through the transfer of the financial asset.

(iv) Impairment

The Group recognizes allowance for doubtful accounts for expected credit losses on financial assets measured at amortized cost.

The Group assesses whether or not the credit risk of each financial asset has increased significantly from initial recognition at the end of every reporting period. If the credit risk of a financial asset has not increased significantly from initial recognition, the expected credit losses of the financial asset are measured at an amount equal to the 12-month expected credit losses. On the other hand, if the credit risk of a financial asset has increased significantly from initial recognition, the expected credit losses of the financial asset are measured at an amount equal to the full lifetime expected credit losses.

In principle, it is presumed that the credit risk of financial assets has increased significantly when contractual payments are more than 30 days past due. In assessing whether or not the credit risk has increased significantly, the Group considers reasonably available and supportable information (including internal and external credit rating) in addition to past-due information.

When the credit risk of a financial asset is considered low at the end of the reporting period, the Group assesses that the credit risk of the financial asset has not increased significantly since initial recognition.

However, for trade receivables that do not contain a significant financing component, an allowance for doubtful accounts is always recognized at an amount equal to the full lifetime expected credit losses regardless of whether or not the credit risk has increased significantly from the initial recognition.

Expected credit losses of financial assets are estimated in a way that reflect the following items:

- Unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes
- Time value of money
- Reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions

The amounts of these measurements are recognized in profit or loss. The amount of expected credit losses (or reversal) required to adjust allowance for doubtful accounts to the amount that is required to be recognized at the closing date is recognized in profit or loss, as impairment gains or impairment losses.

2) Financial liabilities

(i) Initial recognition and measurement

Debt securities issued by the Group are initially recognized on the date of issue. All other financial liabilities are initially recognized on the transaction date when the Group becomes a party to the contract on such financial instruments.

At the initial recognition, financial liabilities are classified as (a) financial liabilities measured at amortized cost and (b) financial liabilities measured at fair value through profit or loss.

At the initial recognition, financial liabilities measured at amortized cost are measured at fair value net of transaction costs that are directly attributable to the financial liabilities. Financial liabilities measured through profit or loss are measured at fair value.

(ii) Subsequent measurement

Subsequent to the initial recognition, financial liabilities are measured as follows, depending on their classifications.

(a) Financial liabilities measured at amortized cost

Financial liabilities measured at amortized cost are measured at amortized cost by using the effective interest method subsequent to the initial recognition.

Amortization by using the effective interest method, as well as gains and losses associated with derecognition, are recognized in profit or loss for the period as part of finance costs.

(b) Financial liabilities measured at fair value through profit or loss

Financial liabilities measured at fair value through profit or loss are measured at fair value, and the changes in fair value are recognized as profit or loss for the period.

(iii) Derecognition

The Group derecognizes financial liabilities when they are extinguished, namely when the obligation specified in the contract is discharged, is canceled or expires.

### 3) Presentation of financial assets and financial liabilities

Financial assets and financial liabilities are offset against each other and the net amount is presented in the consolidated statement of financial position only if the Group has a legal right to offset those balances and the intention to either settle on a net basis or to realize the assets and settle the liabilities simultaneously.

### 4) Derivatives and hedge accounting

The Group uses derivatives, including forward foreign exchange contracts and interest rate swap contracts, for the purpose of hedging foreign currency risk and interest rate risk. The Group does not hold any derivatives for trading purposes.

Derivative transactions are initially recognized at fair value, and the transaction costs are recognized in profit or loss when they are incurred. Subsequent to the initial recognition, the derivative instruments are measured at fair value and changes in fair value are recognized in profit or loss for the period in principle. However, the Group may apply the hedge accounting when a hedge is deemed to be effective based on an objective assessment of the degree to which changes in cash flows of the hedged item are offset by changes in cash flows of the hedging instrument.

When a derivative is initially designated as a hedging instrument, all the following are documented: the hedge relationship between the hedging instrument and the hedged item, the risk management objective, the strategy for implementation of the hedge transaction, the method for assessing effectiveness of the hedge relationship, and the method of measuring effectiveness and ineffectiveness. Specifically, the Group determines that a hedge is effective when all of the following requirements are met:

- There is an economic relationship between the hedged item and the hedging instrument.
- The effect of credit risk does not significantly dominate the value changes that result from that economic relationship.
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the company actually hedges and the quantity of the hedging instrument that the company actually uses to hedge that quantity of the hedged item.

The Group assesses whether the derivative used for the hedge transaction is effective in offsetting changes in cash flows of the hedged item, at the inception of the hedge and throughout the term of the hedge. The Group discontinues to apply the hedge accounting prospectively when the hedge is determined to be or have been no longer effective.

### (5) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, demand deposits, and short-term investments with maturities not exceeding three months from the acquisition date that are readily convertible into cash and subject to an insignificant risk of changes in value.

### (6) Inventories

Inventories are measured at the lower of acquisition cost or net realizable value. Net realizable value is determined at the estimated selling price in the ordinary course of business, less estimated selling expenses and other expenses. The acquisition cost is calculated mainly using the identified cost method, and includes all costs of purchase and other costs incurred in bringing the inventories to their present location and condition.

### (7) Property, plant and equipment

Property, plant and equipment are measured by using cost model, and presented at the value calculated by subtracting accumulated depreciation and accumulated impairment losses from acquisition cost.

The acquisition cost includes costs directly attributable to the acquisition of the asset, costs related to disassembly, removal and site restoration, and borrowing costs that are to be capitalized.

Depreciation of assets other than land and construction in progress is recognized mainly by the straight-line method over the estimated useful lives of the assets. The estimated useful life of each main asset item is as follows:

- Buildings and structures: 2 to 60 years
- Machinery and vehicles: 2 to 20 years
- Tools, furniture and fixtures: 2 to 20 years

The estimated useful lives, residual values, and depreciation method are reviewed at each fiscal year-end.

### (8) Investment property

Investment property is real estate property held to earn rental income or capital gains, or both. Investment property is measured

by using cost model, and presented at the value calculated by subtracting accumulated depreciation and accumulated impairment losses from acquisition cost. The estimated useful lives and depreciation method are the same as those set forth in (7) Property, plant and equipment.

The estimated useful lives, residual values, and depreciation method are reviewed at each fiscal year-end.

#### (9) Intangible assets

##### 1) Goodwill

The Group measures goodwill at the fair value of the considerations transferred, including the recognized amount of non-controlling interests in the acquiree measured at the acquisition date, less the net recognized amount (ordinarily fair value) of the identifiable assets acquired and the liabilities assumed at the acquisition date.

The Group does not amortize goodwill, but tests for impairment in each reporting period or each time any indication of impairment exists.

Impairment losses of goodwill are recognized in profit or loss in the consolidated statement of profit or loss and not reversed subsequently.

Goodwill is presented at the acquisition cost less accumulated impairment losses in the consolidated statement of financial position.

##### 2) Other intangible assets

Other intangible assets are measured by using cost model, and presented at the value calculated by subtracting accumulated amortization and accumulated impairment losses from acquisition cost. Except for intangible assets with indefinite useful lives, amortization is recorded by the straight-line method over the estimated useful life of each asset. The estimated useful life of main assets is as follows:

- Software: 3 to 5 years
- Customer-related assets: 15 years

The estimated useful lives, residual values, and amortization method are reviewed at each fiscal year-end.

#### (10) Leases

At inception of the contract, the Group determines whether the contract is or contains a lease. The Group determines that a contract is or contains a lease if the contract transfers the right to control the use of an identified asset for a period of time in exchange for consideration.

When the Group determines that the contract is or contains a lease, a right-of-use asset and a lease liability are recognized at the commencement date of the lease. The lease liability is measured at an amount equal to the present value of the total lease payables, and the right-of-use asset is initially measured at the amount of the initial measurement of the lease liability adjusted for any prepaid lease payments.

Subsequent to the initial recognition, the right-of-use asset is depreciated over the shorter period of the lease term or useful life of the underlying asset by the straight-line method.

The lease liability is measured at the present value of the lease payments that have not been paid on the commencement date which is calculated using incremental borrowing rate. After the commencement of the lease, the carrying amount of the lease liability is reduced to reflect the interest expense on the lease liability and the lease payments made. If the lease terms are modified, the lease liability is remeasured to adjust the right-of-use asset.

Lease payments are allocated between finance costs and repayment on lease liability using the interest rate method. Finance costs are recognized in the consolidated statement of profit or loss.

However, for a short-term lease with a lease term of 12 months or shorter, or a lease whose underlying asset is of low value, a right-of-use asset and a lease liability are not recognized, and the lease payments are recognized as expenses by either the straight-line method or another systematic method over the lease term.

#### (11) Impairment of non-financial assets

For the carrying amounts of the Group's non-financial assets, except for inventories and deferred tax assets, the Group determines whether there is any indication of impairment at the end of every reporting period. If there is an indication of impairment, the recoverable amount of the asset is estimated. The recoverable amounts of goodwill and intangible assets with indefinite useful lives or those not yet available for use are estimated at the same time every year.

The recoverable amount of an asset or a cash-generating unit is the higher of its value in use or its fair value less costs of disposal. In calculating the value in use, the estimated future cash flows are discounted to their present value by using an after-tax discount rate that reflects the time value of money and the risks specific to the asset. Assets that are not tested individually in impairment test are integrated into the smallest cash-generating unit that generates cash inflows through continuing use that are largely independent of those from other assets or groups of assets. At the time of goodwill impairment testing, the Group integrates cash-generating units to which goodwill is allocated to enable impairment testing in a manner that reflects the smallest unit to which it relates. Goodwill acquired in a business combination is allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination.

The Group's corporate assets do not generate independent cash inflows. In the event of indications of impairment of corporate assets, the Group determines the recoverable amount of the cash-generating unit to which the corporate assets belong. An impairment loss is recognized in profit or loss when the carrying amount of an asset or a cash-generating unit exceeds its estimated recoverable amount. The impairment loss recognized for a cash-generating unit is first allocated to reduce the carrying amount of goodwill allocated to the unit, and subsequently to reduce the carrying amount of the other assets of the unit on a pro rata basis.

Impairment losses recognized for goodwill are not reversed. For impairment losses previously recognized for other assets, the Group assesses at the end of every reporting period whether there is any indication that they may no longer exist or may have decreased. If any change has been made to the estimate used to determine the recoverable amount of an asset, an impairment loss for the asset is reversed. An impairment loss is reversed up to the carrying amount of the asset that would have been determined (net of amortization and depreciation), had no impairment loss been recognized for the asset in prior years.

#### (12) Employee benefits

The Group mainly adopts defined contribution plans for employees of the Company and some of its subsidiaries. Defined contribution plans are post-employment benefit plans under which an employer pays fixed contributions into an independent entity and has no legal or constructive obligation to pay further contributions. Costs for post-employment benefits for defined contribution plans are recognized as expenses at the time of employees' provision of the services for which the contributions were made.

#### (13) Share-based payment

The Company has adopted a stock option plan as an equity-settled share-based payment plan. Stock options are estimated at fair value at the date of grant, taking into account the estimated number of options to be vested, and recognized as expenses over the vesting periods in the consolidated statement of profit or loss while corresponding increases to equity are recognized in the consolidated statement of financial position. Fair value of stock options granted is calculated, in accordance with various terms of such options, using the Black-Scholes model and other methods. The Company regularly reviews the terms of stock options and modifies the estimate of the number of stock options vested, as necessary.

#### (14) Provisions

A provision is recognized when the Group has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. To determine the amount of a provision, the estimated future cash flows are discounted to their present value by using a pre-tax rate that reflects the time value of money and risks specific to the liability. Unwinding of the discounted amount arising from the passage of time is recognized as finance costs.

## (15) Revenue

The Group recognizes revenue based on the following five steps, excluding interest and dividend income under IFRS 9 “Financial Instruments” and revenue under IFRS 16 “Lease,” etc.

Step 1: Identify contract(s) with a customer

Step 2: Identify the performance obligations in the contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to performance obligations in the contract

Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation

### 1) Sale of goods

Revenue from sale of goods is recognized at the time when the goods are delivered to customers as the control of the goods is transferred to such customers at that time and accordingly the performance obligation is deemed satisfied. Revenue is measured at the consideration promised in a contract with a customer after discounts and other price adjustments.

### 2) Rendering of services

Revenue from rendering of services is recognized based on the progress of transactions as of the end of the reporting period during which such services were rendered.

### 3) Interest income

Interest income is recognized using the effective interest method.

### 4) Dividends

Dividend income is recognized when the right to receive dividends is established.

### 5) Revenues from leases

Leases are classified as finance leases when the contract transfers substantially all the risks and economic benefits to the lessee. Leases other than finance leases are classified as operating leases.

Revenues from finance leases are recognized according to the same accounting policies as those applied to the sale of goods. Finance income is recognized based on the effective interest method from the inception of the lease term. The interest rate used in the calculation represents the discount rate which equalizes the aggregate present value of the minimum lease payments and the unguaranteed residual value with the sum of the fair value of the lease receivables and any initial direct costs of the lessor.

Revenues from operating leases are recognized by the straight-line method over the lease term.

## (16) Government grants

The Group measures and recognizes government grant income at fair value if there is reasonable assurance that the Group will meet the grant's conditions and receive the grant. Grants for expenses incurred are recorded as revenue in the same fiscal year as the fiscal year in which the expenses are incurred. Grants related to acquisition of an asset are recorded as other income on a systematic basis over the useful life of the asset, and unearned government grants are recorded in liabilities as deferred income.

## (17) Income taxes

Income tax expense consists of current tax and deferred tax. These are recognized in profit or loss except for taxes arising from business combinations and from items directly recognized in equity or other comprehensive income.

Current taxes are measured at an expected amount of taxes to be paid to or of refund from the taxation authorities. Calculation of the amount of tax is based on the tax rates and tax laws enacted or substantively enacted by the end of the reporting period in countries where the Group conducts businesses and earns taxable profit.

Deferred taxes are recognized for temporary differences arising between the carrying amounts of assets or liabilities for accounting purposes and their tax bases, tax loss carryforwards, and tax credit carryforwards at the closing date.

Deferred tax assets and liabilities are not recognized for the following temporary differences:

- Temporary differences arising from the initial recognition of goodwill
- Temporary differences arising from initial recognition of assets and liabilities from transactions that are not business combinations, affect neither accounting profit nor taxable profit (losses) at the time of the transaction, and do not give rise to equal amounts of taxable temporary differences and deductible temporary differences at the time of the transaction.
- Taxable temporary differences associated with investments in subsidiaries and associates where the Group is able to control

the timing of the reversal of the temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future.

A deferred tax liability is recognized for all taxable temporary differences in principle, and a deferred tax asset is recognized for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which deductible temporary differences can be utilized.

The carrying amount of deferred tax assets is reviewed at the end of every reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to use all or part of the benefit of the deferred tax assets. Unrecognized deferred tax assets are reassessed every period and are recognized to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates and by the tax laws that are expected to apply to the period when the assets are realized or the liabilities are settled, based on the statutory tax rates and tax laws enacted or substantively enacted at the end of the reporting period.

Deferred tax assets and liabilities are offset if the Group has a legally enforceable right to set off current tax assets and current tax liabilities against each other and income taxes are levied by the same taxation authority on the same taxable entity.

Following enactment of the Act for Partial Amendment of the Income Tax Act, etc. (Act No. 13 of 2025) by the Diet on March 31, 2025, a special defense corporate tax will be imposed from the fiscal year beginning on or after April 1, 2026.

Accordingly, deferred tax assets and liabilities related to temporary differences expected to reverse in and after the fiscal year beginning on April 1, 2026, are calculated with the statutory effective tax rate changed from 30.6% to 31.4%.

The Company and some of its subsidiaries are accounted for under the group tax sharing system.

#### (18) Earnings per share

Basic earnings per share are calculated by dividing profit or loss attributable to ordinary equity holders of parent entity by the weighted average number of ordinary shares outstanding adjusted for treasury shares during the period. Diluted earnings per share are calculated taking into account the effects of all dilutive potential shares.

#### (19) Segment information

An operating segment is a component of business activities from which an entity earns revenues and incurs expenses (including transactions with other operating segments). Operating results of each operating segment, whose financial information is separately available, are reviewed regularly by the Company's Board of Directors for the purpose of allocating management resources to individual segments and assessing financial results.

#### (20) Treasury shares

Treasury shares are assessed at cost and presented as a deduction from equity. No gain or loss is recognized on the purchase, sale or cancellation of treasury shares of the Company. The difference between the carrying amount and the consideration thereof at the time of sale is recognized as equity.

#### (21) Borrowing costs

The Group includes borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale, that is, a qualifying asset, as part of the acquisition cost until the asset is substantially ready for its intended use or sale.

All borrowing costs other than those above are recognized as profit or loss in the period during which the Group incurs them.

#### 4. Significant Accounting Estimates and Judgments Involving Estimates

In preparing the consolidated financial statements in accordance with IFRS, the management is required to make judgment, estimates and assumptions that affect the adoption of accounting policies and the amounts of assets, liabilities, revenues, and expenses. Actual results may differ from those estimates.

The estimates and their underlying assumptions are reviewed on an ongoing basis. The effects of revisions on accounting estimates are recognized in the period in which the estimate is revised and in the future periods thereafter.

Judgments and estimates made by the management that significantly affect the amounts in the consolidated financial statements are as follows.

##### (1) Impairment of fixed assets

For the carrying amounts of the Group's fixed assets, the Group determines whether there is any indication of impairment at the end of every reporting period. If there is an indication of impairment, the recoverable amount of the asset is estimated. The recoverable amounts of intangible assets with indefinite useful lives or those not yet available for use are estimated at the same time every year.

The recoverable amount of an asset or a cash-generating unit is the higher of its value in use or its fair value less costs of disposal. Value in use reflects past experience and external information, and is calculated by discounting the estimated amount of cash flows based on the business plan for the next three fiscal years approved by the management and the growth rate to the present value using the discount rate of 7.5 to 15.2%, which is based on the after-tax weighted average cost of capital of the cash-generating units or the group of cash-generating units. The growth rate is determined to be 0% in view of the long-term average growth rate in the industry or country to which the cash-generating unit or the group of cash-generating units belongs, and does not exceed the long-term average growth rate of the market.

The above estimates include uncontrollable uncertainties. In the event that estimates regarding the valuation of fixed assets change due to unforeseeable changes in underlying assumptions, additional impairment losses may consequently be recognized by the Group in the future.

##### (2) Impairment of goodwill

The Group tests the carrying amount of goodwill for impairment in every reporting period, and whenever there is an indication of impairment. The recoverable amount in an impairment test is determined based on value in use.

Value in use reflects past experience and external information, and is calculated by discounting the estimated amount of cash flows based on the business plan for the next three fiscal years approved by the management and the growth rate to the present value using the discount rate of 7.5 to 15.2%, which is based on the after-tax weighted average cost of capital of the cash-generating units or the group of cash-generating units. The growth rate is determined to be 0% in view of the long-term average growth rate in the industry or country to which the cash-generating unit or the group of cash-generating units belongs, and does not exceed the long-term average growth rate of the market.

The above estimates include uncontrollable uncertainties. In the event that estimates regarding the valuation of goodwill change due to unforeseeable changes in underlying assumptions, additional impairment losses may consequently be recognized by the Group in the future.

##### (3) Recoverability of deferred tax asset

The Group recognizes deferred tax assets only for tax loss carryforwards, tax credits, and deductible temporary differences for which the deduction of future taxable profit is probable. The carrying amount of deferred tax assets is reviewed at the end of every reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to use all or part of the benefit of the deferred tax assets.

The above estimates include uncontrollable uncertainties. In the event that estimates regarding the valuation of recoverability of deferred tax assets change due to unforeseeable changes in underlying assumptions, the Group may reduce deferred tax assets in the future.

## 5. Standards and Interpretations Newly Issued or Amended but Not Yet Adopted

Of the standards and interpretations newly issued or amended by the approval date of the consolidated financial statements, the major standards of which the Group has not opted for early application are as follows. The Group is currently examining the impact of the application of these standards on the consolidated financial statements.

IFRS		Mandatory application date (Annual reporting periods beginning on or after)	The period in which the Group will start applying the standard	Description of the new issuance or the amendment
IFRS 18	Presentation and Disclosure in Financial Statements	January 1, 2027	Fiscal year ending March 31, 2028	A new standard that replaces IAS 1, which is the current accounting standard regarding presentation and disclosure in financial statements
IFRS 19	Subsidiaries without Public Accountability: Disclosures	January 1, 2027	Fiscal year ending March 31, 2028	A new standard that permits the application of reduced IFRS disclosure requirements to subsidiaries that meet the required criteria

## 6. Operating Segments

### (1) Description of reportable segments

The Group's reportable segments are components of the Group for which separate financial information is available, and which are subject to regular review by the Board of Directors for the purpose of making decisions about the allocation of management resources and assessing financial results.

The Group employs the holding company system. The Company formulates business strategies of the Group and takes charge of administration in general as a holding company, while its subsidiaries perform business activities. The Company classifies its segments by goods and services they handle, and its reportable segments are the Automobile Sales-Related Business and the Housing-Related Business.

Automobile Sales-Related Business is engaged in automobile sales-related business, including new car dealership business, which is the core of the business and sells new and used cars and repairs cars, car importer business, used car export business, and car rental business.

The Housing-Related Business sells condominiums and detached houses and provides construction service and other services.

### (2) Segment revenue and segment profit

Intersegment revenue is based on prevailing market prices.

The profit in the reportable segments is based on operating profit.

Revenue, profit, and other financial results by reportable segments of the Group are as follows:

Fiscal year ended March 31, 2025

	Reportable segments		Other (Note 1)	Total	Adjustments (Note 2)	Consolidated
	Automobile Sales-Related Business	Housing-Related Business				
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Revenue						
Revenue from external customers	323,829	27,611	191	351,630	–	351,630
Intersegment revenue or transfers	53	4,350	2,366	6,769	(6,769)	–
Total	323,882	31,960	2,557	358,399	(6,769)	351,630
Segment profit	8,725	1,643	842	11,210	(351)	10,859
Finance income						482
Finance costs						1,760
Share of profit of investments accounted for using equity method						151
Profit before tax						9,732
Other items						
Segment assets	226,065	31,257	30,416	287,738	(9,837)	277,900
Depreciation and amortization	14,748	144	162	15,055	(88)	14,967
Impairment losses	754	43	–	797	–	797
Investments accounted for using equity method	247	–	4,543	4,790	–	4,790
Capital expenditures	30,792	139	176	31,107	(434)	30,673

(Notes) 1. “Other” consists primarily of management departments of the entire Group.

2. Adjustments are as follows.

(1) The adjustments of segment profit of ¥(351) million represent the elimination of intersegment transactions.

(2) The adjustments of segment assets of ¥(9,837) million represent the elimination of intersegment receivables and assets.

(3) The adjustments of depreciation and amortization of ¥(88) million represent the impact of consolidation adjustments between segments.

(4) The adjustments of capital expenditures of ¥(434) million represent the impact of consolidation adjustments between segments.

Fiscal year ended March 31, 2024

	Reportable segments		Other (Note 1)	Total	Adjustments (Note 2)	Consolidated
	Automobile Sales-Related Business	Housing-Related Business				
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Revenue						
Revenue from external customers	284,418	26,993	192	311,604	–	311,604
Intersegment revenue or transfers	51	3,889	2,602	6,543	(6,543)	–
Total	284,470	30,882	2,794	318,146	(6,543)	311,604
Segment profit	8,858	1,954	1,412	12,225	(217)	12,008
Finance income						727
Finance costs						1,428
Share of profit of investments accounted for using equity method						151
Profit before tax						11,458
Other items						
Segment assets	210,546	35,412	33,893	279,851	(6,969)	272,883
Depreciation and amortization	12,170	143	146	12,459	(70)	12,389
Impairment losses	1,058	–	–	1,058	–	1,058
Investments accounted for using equity method	221	–	4,430	4,651	–	4,651
Capital expenditures	29,578	169	285	30,032	49	30,081

(Notes) 1. “Other” consists primarily of management departments of the entire Group.

2. Adjustments are as follows.

- (1) The adjustments of segment profit of ¥(217) million represent the elimination of intersegment transactions.
- (2) The adjustments of segment assets of ¥(6,969) million represent the elimination of intersegment receivables and assets.
- (3) The adjustments of depreciation and amortization of ¥(70) million represent the impact of consolidation adjustments between segments.
- (4) The adjustments of capital expenditures of ¥49 million represent the impact of consolidation adjustments between segments.

Fiscal year ended March 31, 2025

	Reportable segments		Other (Note 1)	Total	Adjustments (Note 2)	Consolidated
	Automobile Sales-Related Business	Housing-Related Business				
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars
Revenue						
Revenue from external customers	2,165,646	184,652	1,277	2,351,568	–	2,351,568
Intersegment revenue or transfers	354	29,091	15,823	45,269	(45,269)	–
Total	2,166,000	213,736	17,100	2,396,837	(45,269)	2,351,568
Segment profit	58,349	10,988	5,631	74,968	(2,347)	72,621
Finance income						3,223
Finance costs						11,770
Share of profit of investments accounted for using equity method						1,010
Profit before tax						65,084
Other items						
Segment assets	1,511,837	209,035	203,411	1,924,283	(65,786)	1,858,490
Depreciation and amortization	98,629	963	1,083	100,682	(589)	100,094
Impairment losses	5,042	288	–	5,330	–	5,330
Investments accounted for using equity method	1,652	–	30,382	32,034	–	32,034
Capital expenditures	205,925	930	1,177	208,032	(2,902)	205,129

(Notes) 1. “Other” consists primarily of management departments of the entire Group.

2. Adjustments are as follows.

- (1) The adjustments of segment profit of \$(2,347) thousand represent the elimination of intersegment transactions.
- (2) The adjustments of segment assets of \$(65,786) thousand represent the elimination of intersegment receivables and assets.
- (3) The adjustments of depreciation and amortization of \$(589) thousand represent the impact of consolidation adjustments between segments.
- (4) The adjustments of capital expenditures of \$(2,902) thousand represent the impact of consolidation adjustments between segments.

(3) Information related to products and services

Revenue from external customers by product and service is as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
New cars	174,890	156,408	1,169,598
Used cars	77,512	65,272	518,371
Services	51,779	47,069	346,278
Car rentals	19,045	15,176	127,366
Housing	27,611	26,993	184,652
Other	793	686	5,303
Total	351,630	311,604	2,351,568

(4) Geographical information

The breakdown of revenue and non-current assets by geographical area is as follows:

Revenue from external customers

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Japan	188,047	178,482	1,257,587
Africa	14,205	11,400	94,998
North, Central and South America	837	707	5,598
Oceania	4,858	4,677	32,488
Europe	141,376	112,813	945,469
Asia	2,307	3,525	15,428
Total	351,630	311,604	2,351,568

(Note) Revenues are classified based on the location of the sale destination.

Non-current assets

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Japan	129,752	128,651	867,732
Africa	588	596	3,932
Oceania	2,491	2,988	16,659
Europe	19,062	17,278	127,479
Total	151,893	149,514	1,015,803

(Note) Non-current assets are classified based on the location of the assets.

(5) Information about major customers

Disclosures are omitted as there are no external customers that account for 10% or more of the revenue in the consolidated statement of profit or loss.

7. Business Combination

Fiscal year ended March 31, 2024

Disclosures are omitted as there were no material business combinations.

Fiscal year ended March 31, 2025

Disclosures are omitted as there were no material business combinations.

## 8. Cash and Cash Equivalents

The breakdown of cash and cash equivalents is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Cash and deposits	14,429	13,281	96,496
Deposits paid	2	4	13
Short-term investments	434	418	2,902
Fixed deposits with maturity longer than three months	(223)	(220)	(1,491)
Total	<u>14,643</u>	<u>13,483</u>	<u>97,927</u>

The balances of cash and cash equivalents in the consolidated statement of financial position as of March 31, 2025, and March 31, 2024, are equal to the balances of cash and cash equivalents in the consolidated statement of cash flows for the corresponding periods.

## 9. Trade and Other Receivables

The breakdown of trade and other receivables is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Accounts receivable - trade	13,831	12,862	92,496
Accounts receivable - other	2,623	2,415	17,542
Lease receivables and investments in leases	14,957	12,261	100,027
Other	503	669	3,364
Allowance for doubtful accounts	(334)	(260)	(2,234)
Total	<u>31,580</u>	<u>27,946</u>	<u>211,195</u>

The above amounts include those of trade and other receivables due in more than 12 months. They amounted to ¥7,738 million (\$51,749 thousand) and ¥6,088 million as of March 31, 2025 and March 31, 2024, respectively.

Trade and other receivables are classified as financial assets measured at amortized cost.

## 10. Other Financial Assets

The breakdown of other financial assets is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Other financial assets			
Securities	22,373	28,108	149,622
Deposits	516	720	3,451
Loans receivable	1,088	1,168	7,276
Claims provable in bankruptcy, claims provable in rehabilitation	663	593	4,434
Other	2,748	2,274	18,378
Allowance for doubtful accounts	(1,046)	(593)	(6,995)
Total	<u>26,343</u>	<u>32,269</u>	<u>176,172</u>
Current assets	224	221	1,498
Non-current assets	<u>26,119</u>	<u>32,047</u>	<u>174,674</u>
Total	<u>26,343</u>	<u>32,269</u>	<u>176,172</u>

Stocks held for cross-holding purposes are classified as financial assets measured at fair value through other comprehensive income; the other stocks as financial assets measured at fair value through profit or loss; deposits, loans receivable, claims provable in bankruptcy and claims provable in rehabilitation as financial assets measured at amortized cost.

Please refer to “34. Financial Instruments” for major items of financial assets measured at fair value through other comprehensive income and fair value thereof.

## 11. Inventories

The breakdown of inventories is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Merchandise and finished goods	55,515	53,419	371,263
Work in process	14,684	17,505	98,201
Raw materials	1,527	1,292	10,212
Production supplies	101	87	675
Total	<u>71,827</u>	<u>72,302</u>	<u>480,352</u>
Inventories to be sold in greater than 12 months	<u>2,711</u>	<u>4,127</u>	<u>18,130</u>

The amounts of inventories recognized as expenses during the fiscal years ended March 31, 2025 and March 31, 2024 were ¥283,386 million (\$1,895,178 thousand) and ¥250,082 million, respectively.

The amounts of the write-downs of the inventories recognized as expenses during the fiscal years ended March 31, 2025 and March 31, 2024 were ¥262 million (\$1,752 thousand) and ¥266 million, respectively.

## 12. Other Assets

The breakdown of other assets is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Test-driving cars	3,449	3,175	23,066
Advance payments to suppliers	730	1,860	4,882
Consumption taxes receivable	911	1,470	6,092
Contract assets	1,494	1,746	9,991
Other	1,251	1,274	8,366
Total	<u>7,835</u>	<u>9,524</u>	<u>52,398</u>
Current assets	7,734	9,415	51,722
Non-current assets	101	109	675
Total	<u>7,835</u>	<u>9,524</u>	<u>52,398</u>

### 13. Property, Plant and Equipment

#### (1) Breakdown of property, plant and equipment

The breakdown of property, plant and equipment in the consolidated statement of financial position is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Property, plant and equipment	64,779	61,206	433,217
Right-of-use assets	32,932	27,966	220,237
Total	<u>97,711</u>	<u>89,171</u>	<u>653,454</u>

#### (2) Changes during period in property, plant and equipment (excluding right-of-use assets)

Changes in acquisition costs, accumulated depreciation and accumulated impairment losses, and carrying amounts of property, plant and equipment are as follows:

Acquisition costs

	Land	Buildings and structures	Machinery and vehicles	Tools, furniture and fixtures	Construction in progress	Total
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
As of April 1, 2023	23,198	36,931	16,087	3,059	2,325	81,600
Acquisition	430	4,788	6,954	436	848	13,456
Acquisition due to business combinations	29	465	340	145	–	979
Sale or disposal	(153)	(960)	(6,033)	(157)	–	(7,302)
Transfer of accounts	28	2,314	758	(5)	(2,277)	818
Exchange differences on translation of foreign operations	221	757	373	175	64	1,591
As of March 31, 2024	23,754	44,295	18,479	3,655	960	91,143
Acquisition	951	4,668	7,310	724	1,360	15,013
Acquisition due to business combinations	–	21	55	7	–	83
Sale or disposal	(189)	(607)	(8,264)	(240)	–	(9,300)
Transfer of accounts	76	580	1,164	21	(1,930)	(89)
Exchange differences on translation of foreign operations	(44)	(9)	(8)	6	(1)	(56)
As of March 31, 2025	24,548	48,947	18,737	4,174	388	96,794

	Land	Buildings and structures	Machinery and vehicles	Tools, furniture and fixtures	Construction in progress	Total
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars
As of March 31, 2024	158,858	296,228	123,581	24,443	6,420	609,530
Acquisition	6,360	31,218	48,887	4,842	9,095	100,401
Acquisition due to business combinations	–	140	368	47	–	555
Sale or disposal	(1,264)	(4,059)	(55,267)	(1,605)	–	(62,195)
Transfer of accounts	508	3,879	7,784	140	(12,907)	(595)
Exchange differences on translation of foreign operations	(294)	(60)	(54)	40	(7)	(375)
As of March 31, 2025	164,168	327,339	125,306	27,914	2,595	647,322

Accumulated depreciation and accumulated impairment losses

	Land	Buildings and structures	Machinery and vehicles	Tools, furniture and fixtures	Total
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
As of April 1, 2023	365	18,705	6,598	2,231	27,898
Acquisition due to business combinations	–	97	67	98	262
Depreciation (Note)	–	1,536	3,360	262	5,158
Impairment losses	2	160	2	0	164
Sale or disposal	–	(831)	(3,168)	(148)	(4,148)
Transfer of accounts	–	3	(0)	0	3
Exchange differences on translation of foreign operations	–	340	123	136	599
As of March 31, 2024	367	20,010	6,982	2,579	29,937
Acquisition due to business combinations	–	–	–	–	–
Depreciation (Note)	–	1,810	3,736	364	5,910
Impairment losses	–	384	–	–	384
Sale or disposal	–	(376)	(3,613)	(236)	(4,225)
Transfer of accounts	–	13	(0)	(0)	12
Exchange differences on translation of foreign operations	–	(10)	2	5	(3)
As of March 31, 2025	367	21,830	7,107	2,711	32,015

	Land	Buildings and structures	Machinery and vehicles	Tools, furniture and fixtures	Total
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars
As of March 31, 2024	2,454	133,819	46,693	17,247	200,207
Acquisition due to business combinations	–	–	–	–	–
Depreciation (Note)	–	12,105	24,985	2,434	39,524
Impairment losses	–	2,568	–	–	2,568
Sale or disposal	–	(2,515)	(24,162)	(1,578)	(28,255)
Transfer of accounts	–	87	(0)	(0)	80
Exchange differences on translation of foreign operations	–	(67)	13	33	(20)
As of March 31, 2025	2,454	145,991	47,529	18,130	214,104

(Notes) 1. Depreciation of property, plant and equipment is included in cost of sales and selling, general and administrative expenses in the consolidated statement of profit or loss.

2. The amounts of property, plant and equipment pledged as collateral for liabilities are stated in Note “19. Bonds and Borrowings.”

Carrying amounts

	Land	Buildings and structures	Machinery and vehicles	Tools, furniture and fixtures	Construction in progress	Total
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
As of April 1, 2023	22,833	18,226	9,489	829	2,325	53,702
As of March 31, 2024	23,388	24,285	11,497	1,076	960	61,206
As of March 31, 2025	24,181	27,117	11,630	1,463	388	64,779

	Land	Buildings and structures	Machinery and vehicles	Tools, furniture and fixtures	Construction in progress	Total
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars
As of March 31, 2025	161,713	181,348	77,777	9,784	2,595	433,217

(3) Right-of-use assets

The carrying amounts of right-of-use assets included in property, plant and equipment are as follows:

	Land	Buildings and structures	Machinery and vehicles	Tools, furniture and fixtures	Total
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
As of March 31, 2024	8,546	8,085	11,249	85	27,966
As of March 31, 2025	9,020	8,531	15,268	114	32,932

	Land	Buildings and structures	Machinery and vehicles	Tools, furniture and fixtures	Total
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars
As of March 31, 2025	60,322	57,052	102,107	762	220,237

(4) Borrowing costs

There were no material borrowing costs capitalized as a component of the acquisition cost of qualifying assets during the fiscal years ended March 31, 2025 and March 31, 2024.

14. Goodwill and Intangible Assets

(1) Breakdown of intangible assets

The breakdown of intangible assets in the consolidated statement of financial position is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Intangible assets	1,356	1,366	9,068
Right-of-use assets	8	—	54
Total	1,363	1,366	9,115

(2) Changes during period in goodwill and intangible assets (excluding right-of-use assets)

Changes in acquisition costs, accumulated amortization and accumulated impairment losses, and carrying amounts of goodwill and intangible assets are as follows:

Acquisition costs

	Goodwill	Intangible assets				Total
		Software	Customer-related assets	Leasehold rights	Other	
		Millions of yen	Millions of yen	Millions of yen	Millions of yen	
As of April 1, 2023	15,613	1,238	699	617	1,135	3,689
Acquisition	–	77	–	–	140	217
Acquisition due to business combinations	256	1	155	5	1	161
Sale or disposal	–	(7)	–	(0)	–	(8)
Transfer of accounts	–	13	–	2	(6)	9
Exchange differences on translation of foreign operations	574	33	–	32	159	223
As of March 31, 2024	16,443	1,354	854	657	1,428	4,293
Acquisition	–	68	–	–	311	379
Acquisition due to business combinations	178	1	–	–	–	1
Sale or disposal	–	(146)	–	–	(95)	(240)
Transfer of accounts	–	34	–	–	(36)	(2)
Exchange differences on translation of foreign operations	(0)	2	–	(2)	16	16
As of March 31, 2025	16,621	1,313	854	654	1,625	4,446

	Goodwill	Intangible assets				Total
		Software	Customer-related assets	Leasehold rights	Other	
		Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	
As of March 31, 2024	109,965	9,055	5,711	4,394	9,550	28,710
Acquisition	–	455	–	–	2,080	2,535
Acquisition due to business combinations	1,190	7	–	–	–	7
Sale or disposal	–	(976)	–	–	(635)	(1,605)
Transfer of accounts	–	227	–	–	(241)	(13)
Exchange differences on translation of foreign operations	(0)	13	–	(13)	107	107
As of March 31, 2025	111,155	8,781	5,711	4,374	10,867	29,733

Accumulated amortization and accumulated impairment losses

	Goodwill	Intangible assets				Total
		Software	Customer-related assets	Leasehold rights	Other	
		Millions of yen	Millions of yen	Millions of yen	Millions of yen	
As of April 1, 2023	2,237	1,107	120	455	823	2,505
Acquisition due to business combinations	–	0	–	–	–	0
Amortization (Note)	–	65	54	31	41	191
Impairment losses	765	–	49	–	–	49
Sale or disposal	–	(7)	–	–	–	(7)
Exchange differences on translation of foreign operations	161	31	–	31	127	189
As of March 31, 2024	3,163	1,195	224	518	990	2,927
Acquisition due to business combinations	–	–	–	–	–	–
Amortization (Note)	–	73	52	31	67	224
Impairment losses	343	–	71	–	–	71
Sale or disposal	–	(143)	–	–	–	(143)
Exchange differences on translation of foreign operations	9	2	–	(2)	13	13
As of March 31, 2025	3,515	1,127	347	547	1,070	3,091

	Goodwill	Intangible assets				Total
		Software	Customer-related assets	Leasehold rights	Other	
		Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	
As of March 31, 2024	21,153	7,992	1,498	3,464	6,621	19,575
Acquisition due to business combinations	–	–	–	–	–	–
Amortization (Note)	–	488	348	207	448	1,498
Impairment losses	2,294	–	475	–	–	475
Sale or disposal	–	(956)	–	–	–	(956)
Exchange differences on translation of foreign operations	60	13	–	(13)	87	87
As of March 31, 2025	23,507	7,537	2,321	3,658	7,156	20,671

(Note) Amortization of intangible assets is included in cost of sales and selling, general and administrative expenses in the consolidated statement of profit or loss.

Carrying amounts

	Goodwill	Intangible assets				Total
		Software	Customer-related assets	Leasehold rights	Other	
		Millions of yen	Millions of yen	Millions of yen	Millions of yen	
As of April 1, 2023	13,376	132	579	162	312	1,184
As of March 31, 2024	13,280	159	630	139	438	1,366
As of March 31, 2025	13,106	186	507	108	555	1,356

	Goodwill	Intangible assets				Total
		Software	Customer-related assets	Leasehold rights	Other	
		Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	
As of March 31, 2025	87,648	1,244	3,391	722	3,712	9,068

(3) Right-of-use assets

The carrying amounts of right-of-use assets included in intangible assets are as follows:

Right-of-use assets	Software
	Millions of yen
As of March 31, 2024	–
As of March 31, 2025	8

Right-of-use assets	Software
	Thousands of U.S. dollars
As of March 31, 2025	54

(4) Intangible assets with indefinite useful lives

The Group had no significant intangible assets with indefinite useful lives as of March 31, 2025 and March 31, 2024.

(5) Significant intangible assets

None of the intangible assets recognized in the consolidated statement of financial position were individually significant as of March 31, 2025 and March 31, 2024.

## 15. Investment Property

### (1) Changes during period

Changes in acquisition costs, accumulated depreciation and accumulated impairment losses of investment properties are as follows:

#### Acquisition costs

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Balance at beginning of period	10,126	9,957	67,719
Acquisition	217	266	1,451
Sale or disposal	–	(97)	–
Transfer of accounts	(468)	–	(3,130)
Balance at end of period	<u>9,875</u>	<u>10,126</u>	<u>66,040</u>

#### Accumulated depreciation and accumulated impairment losses

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Balance at beginning of period	2,724	2,658	18,217
Depreciation	164	157	1,097
Sale or disposal	–	(92)	–
Transfer of accounts	(16)	–	(107)
Balance at end of period	<u>2,871</u>	<u>2,724</u>	<u>19,200</u>

The carrying amounts and fair value of the investment properties are as follows:

	As of March 31, 2025		As of March 31, 2024		As of March 31, 2025	
	Carrying amount	Fair value	Carrying amount	Fair value	Carrying amount	Fair value
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Thousands of U.S. dollars	Thousands of U.S. dollars
Investment property	7,004	8,206	7,402	7,950	46,840	54,879

The fair value of an investment property is mainly based on real estate appraisals by outside real estate appraisers, etc. The valuation is based on market evidence that reflects the transaction prices of similar assets in accordance with the valuation standards of the country where the property is located.

The fair value of investment properties is classified as Level 3 in the fair value hierarchy as it is determined using valuation techniques that incorporate unobservable inputs. Details on the fair value hierarchy are stated in Note “34. Financial Instruments.”

(2) Income and expenses arising from investment properties

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Lease income	455	502	3,043
Direct operating expenses	268	274	1,792

The amounts of lease income from investment properties and direct operating expenses associated therewith are included in revenue and cost of sales, respectively, in the consolidated statement of profit or loss.

16. Impairment of Non-financial Assets

(1) Impairment losses

In determining impairment losses, the Group groups assets based on the smallest identifiable groups of assets that generate largely independent cash inflows.

Impairment losses are recorded as other expenses in the consolidated statement of profit or loss.

The breakdown of impairment losses by type of assets is as follows.

The breakdown of impairment losses by segment is stated in Note “6. Operating Segments.”

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Property, plant and equipment			
Buildings and structures	384	160	2,568
Machinery and vehicles	–	2	–
Tools, furniture and fixtures	–	0	–
Land	–	2	–
Right-of-use assets	–	80	–
Goodwill	343	765	2,294
Intangible assets			
Customer-related assets	71	49	475
Total	<u>797</u>	<u>1,058</u>	<u>5,330</u>

The impairment losses on property, plant and equipment and intangible assets recognized in the fiscal year ended March 31, 2024 were attributable mainly to buildings and structures, right-of-use assets, and customer-related assets of the Automobile Sales-Related Business. The carrying amount of an asset group whose investment amount was expected to be difficult to recover due to a decline in profitability or other factors was reduced to its recoverable amount.

The impairment losses on goodwill recognized in the fiscal year ended March 31, 2024 were attributable to Caterham Cars Group Limited and Motoren Mikawa Co., Ltd., consolidated subsidiaries of the Company. The carrying amounts of goodwill were recognized in full as impairment losses as the subsidiaries were unlikely to generate revenue that had been expected at the times of acquisitions of their shares. The recoverable amount was measured at value in use. The value in use was determined by discounting to the present value the estimated future cash flows based on past experience and external information.

The impairment losses on property, plant and equipment and intangible assets recognized in the fiscal year ended March 31, 2025 were attributable mainly to buildings and structures and customer-related assets of the Automobile Sales-Related Business. The carrying amount of an asset group whose investment amount was expected to be difficult to recover due to a decline in profitability or other factors was reduced to its recoverable amount.

The impairment losses on goodwill recognized in the fiscal year ended March 31, 2025 were attributable to Shizuoka Nissan Auto Sales Co., Ltd., Fuji Motoren Co., Ltd., and TAKAGAKI Gumi, Inc., consolidated subsidiaries of the Company. The carrying amounts of goodwill were reduced to their recoverable amounts and recognized as impairment losses as the subsidiaries were unlikely to generate revenue that had been expected at the time of acquiring their shares. The recoverable amount was measured at value in use. The value in use was determined by discounting to the present value the estimated future cash flows based on past experience and external information.

## (2) Impairment of goodwill

Goodwill arising from a business combination is allocated to cash-generating units that benefit from the business combination on the acquisition date.

The breakdown of carrying amounts of goodwill by segment is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Automobile Sales-Related Business	12,439	12,569	83,187
Housing-Related Business	668	711	4,467
Total	13,106	13,280	87,648

Of the above, the carrying amounts of significant goodwill in the fiscal year ended March 31, 2025 were: Shizuoka Nissan Auto Sales Co., Ltd. (Automobile Sales-Related Business): ¥3,145 million (\$21,033 thousand) (the fiscal year ended March 31, 2024: ¥3,268 million), Nissan Satio Saitama Co., Ltd. (Automobile Sales-Related Business): ¥2,024 million (\$13,536 thousand) (the fiscal year ended March 31, 2024: ¥2,024 million), and Nagano Nissan Auto Co., Ltd. (Automobile Sales-Related Business): ¥1,952 million (\$13,054 thousand) (the fiscal year ended March 31, 2024: ¥1,952 million).

The Group tests goodwill for impairment in every reporting period, or whenever there is an indication of impairment. The recoverable amount in an impairment test is determined based on value in use.

Value in use reflects past experience and external information, and is calculated by discounting the estimated amount of cash flows based on the business plan for the next three fiscal years approved by the management and the growth rate to the present value using the discount rate of 7.5 to 15.2% (the fiscal year ended March 31, 2024: 7.1 to 14.5%), which is based on the weighted average cost of capital of the cash-generating units or the group of cash-generating units. The growth rate is determined to be 0% (the fiscal year ended March 31, 2024: 0%) in view of the long-term average growth rate in the industry or country to which the cash-generating unit or the group of cash-generating units belongs, and does not exceed the long-term average growth rate of the market.

There is a risk of impairment losses if the major assumptions used in impairment testing at the end of the fiscal year ended March 31, 2025 are changed. For example, a 2.6% rise in the after-tax weighted average cost of capital or a 1.2% decline in total estimated future cash flows, including terminal value, could generate impairment losses.

## 17. Investments Accounted for Using Equity Method

### (1) Investments in associates

The carrying amount of investments in associates individually immaterial to the Group are as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Total carrying amount	4,790	4,651	32,034

The Group's share of comprehensive income of associates individually immaterial to the Group is as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Share of profit	151	151	1,010
Share of other comprehensive income	24	50	161
Share of comprehensive income	175	201	1,170

### (2) Company not classified as an associate despite the Group's holding of 20% or more of its voting rights

Although the Group holds 20% or more of the voting rights of Nissan Parts Nagano Sales Co., Ltd., it is not classified as an associate as it is controlled by its largest shareholder as the parent and therefore the Group is unable to exercise substantial influence through the relevance of business, etc.

## 18. Income Taxes

### (1) Deferred tax assets and liabilities

The breakdown of major factors giving rise to deferred tax assets and liabilities and the changes therein are as follows:

#### Fiscal year ended March 31, 2025

	As of April 1, 2024	Recognized in profit or loss	Recognized in other comprehensive income	Business combinations	Other	As of March 31, 2025
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Inventories	355	22	–	–	–	377
Non-current assets	(676)	41	–	–	–	(635)
Investment securities	(7,194)	26	1,573	–	–	(5,595)
Unused tax losses	80	33	–	–	–	112
Other	1,285	(26)	–	–	(26)	1,233
Total	(6,150)	96	1,573	–	(26)	(4,508)

#### Fiscal year ended March 31, 2024

	As of April 1, 2023	Recognized in profit or loss	Recognized in other comprehensive income	Business combinations	Other	As of March 31, 2024
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Inventories	481	(135)	–	9	–	355
Non-current assets	(752)	70	–	6	–	(676)
Investment securities	(6,955)	(25)	(214)	(0)	–	(7,194)
Unused tax losses	116	(41)	–	4	–	80
Other	1,025	263	–	14	(17)	1,285
Total	(6,084)	131	(214)	34	(17)	(6,150)

#### Fiscal year ended March 31, 2025

	As of April 1, 2024	Recognized in profit or loss	Recognized in other comprehensive income	Business combinations	Other	As of March 31, 2025
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars
Inventories	2,374	147	–	–	–	2,521
Non-current assets	(4,521)	274	–	–	–	(4,247)
Investment securities	(48,111)	174	10,520	–	–	(37,417)
Unused tax losses	535	221	–	–	–	749
Other	8,594	(174)	–	–	(174)	8,246
Total	(41,129)	642	10,520	–	(174)	(30,148)

Tax loss carryforwards and deductible temporary differences for which deferred tax assets are not recognized are as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Unused tax losses	7,777	6,999	52,010
Deductible temporary differences	13,150	11,551	87,942
Total	20,927	18,550	139,952

Tax loss carryforwards for which deferred tax assets are not recognized will expire as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Not later than one year	-	-	-
Later than one year and not later than two years	-	-	-
Later than two years and not later than three years	-	-	-
Later than three years and not later than four years	-	-	-
Later than four years	7,777	6,999	52,010
Total	<u>7,777</u>	<u>6,999</u>	<u>52,010</u>

Taxable temporary differences related to investments in subsidiaries that were not recognized as deferred tax liabilities totaled ¥45,975 million (\$307,463 thousand) and ¥42,487 million as of March 31, 2025 and March 31, 2024, respectively. These taxable temporary differences were not recognized as deferred tax liabilities as the Group is able to control the timing of their reversal and it is probable that they will not reverse in the foreseeable future.

(2) Income tax expense

The breakdown of income tax expense is as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Current tax expense	3,706	3,970	24,784
Deferred tax expense			
Origination and reversal of temporary differences	(86)	(51)	(575)
Impact of changes in tax rates	(10)	(81)	(67)
Total	<u>3,611</u>	<u>3,839</u>	<u>24,149</u>

Factors causing the difference between the statutory effective tax rate and the average effective tax rate are as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024
	%	%
Statutory effective tax rate	30.6	30.6
Non-tax-deductible expenses	0.6	0.5
Unrecognized deferred tax assets	2.6	0.8
Difference from applicable tax rates for subsidiaries	2.3	2.9
Utilization and recognition of tax loss carryforwards	1.4	1.3
Impairment losses on goodwill, etc.	1.1	0.6
Tax credit	(2.3)	(1.9)
Impact of changes in tax rates	(0.2)	(0.7)
Other	1.0	(0.7)
Average effective tax rate	<u>37.1</u>	<u>33.5</u>

The Group is subject primarily to the corporate tax, inhabitant tax and business tax. The Group's statutory effective tax rate calculated based on these taxes for the fiscal year ended March 31, 2025 and the fiscal year ended March 31, 2024 was 30.6%. Overseas subsidiaries, however, are subject to local corporate and other taxes.

Following enactment of the Act for Partial Amendment of the Income Tax Act, etc. (Act No. 13 of 2025) by the Diet on March 31, 2025, a special defense corporate tax will be imposed from the fiscal year beginning on or after April 1, 2026.

Accordingly, deferred tax assets and liabilities related to temporary differences expected to reverse in and after the fiscal year beginning on April 1, 2026, are calculated with the statutory effective tax rate changed from 30.6% to 31.4%.

### (3) Global minimum tax regime

Of the global minimum tax rules, the Income Inclusion Rule (IIR) has been implemented in Japan, where the Company is located, since April 1, 2024. With this rule, an additional tax will be imposed on the Company located in Japan until the tax burden in countries where its subsidiaries, etc. are located reaches the minimum tax rate (15%).

The Group does not have any consolidated subsidiaries located in countries where the Pillar Two effective tax rate is below 15%, and thus, it does not recognize any current tax expense pertaining to Pillar Two income taxes for the fiscal year ended March 31, 2025.

The Group assessed the potential impact of applying the global minimum tax regime based on the latest country-by-country reports, tax returns, and financial statements of each constituent entity subject to the rules. As a result, the Group does not anticipate any material exposure to Pillar Two income taxes since transitional safe harbor relief measures apply in most jurisdictions where the Group conducts business activities, and furthermore, in jurisdictions where the relief measures do not apply, the Pillar Two effective tax rate exceeds 15%.

The Group has applied the temporary exception required by IAS 12 “Income Taxes” to deferred tax assets and liabilities pertaining to Pillar Two income taxes and does not recognize or disclose them.

## 19. Bonds and Borrowings

### (1) Breakdown of financial liabilities

The breakdown of bonds and borrowings and other financial liabilities is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025	Average interest rate	Due date
	Millions of yen	Millions of yen	Thousands of U.S. dollars	%	
Short-term borrowings	34,188	38,977	228,636	1.23	–
Current portion of long-term borrowings	11,230	9,983	75,102	0.81	–
Current portion of bonds	167	208	1,117	0.48	–
Long-term borrowings	25,203	21,850	168,548	0.78	2026–2042
Bonds payable	95	262	635	0.46	2026–2027
Lease liabilities (short-term)	9,752	8,517	65,218	1.36	–
Lease liabilities (long-term)	28,577	24,606	191,112	1.40	2026–2055
Other	2,009	600	13,435	–	–
Total	<u>111,221</u>	<u>105,004</u>	<u>743,804</u>	–	–
Current liabilities	<u>55,338</u>	<u>57,685</u>	<u>370,080</u>	–	–
Non-current liabilities	<u>55,884</u>	<u>47,319</u>	<u>373,731</u>	–	–
Total	<u>111,221</u>	<u>105,004</u>	<u>743,804</u>	–	–

(Notes) 1. The average interest rates represent the weighted-average interest rates based on the balance at the end of the period.

2. Bonds and borrowings and other financial liabilities are classified as financial liabilities measured at amortized cost.

The terms of issue of bonds are summarized as follows:

Company name	Issue name	Issuance date	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025	Coupon rate	Collateral	Redemption date
			Millions of yen	Millions of yen	Thousands of U.S. dollars	%		
TAKAGAKI Gumi, Inc.	The 3rd unsecured straight bonds	June 25, 2020	3 (3)	9 (6)	20 (20)	0.30	None	June 25, 2025
Kawasaki Housing Co., Ltd.	The 7th unsecured straight bonds	August 27, 2018	14 (14)	37 (22)	94 (94)	0.50	None	August 27, 2025
Kawasaki Housing Co., Ltd.	The 12th unsecured straight bonds	June 25, 2019	– (–)	10 (10)	– (–)	0.35	None	June 25, 2024
Kawasaki Housing Co., Ltd.	The 13th unsecured straight bonds	May 25, 2020	10 (10)	30 (20)	67 (67)	0.35	None	May 23, 2025
Kawasaki Housing Co., Ltd.	The 14th unsecured straight bonds	June 30, 2020	10 (10)	30 (20)	67 (67)	0.35	None	June 30, 2025
Kawasaki Housing Co., Ltd.	The 15th unsecured straight bonds	April 25, 2021	15 (10)	25 (10)	100 (67)	1.12	None	April 25, 2026
Kawasaki Housing Co., Ltd.	The 16th unsecured straight bonds	July 12, 2021	30 (20)	50 (20)	201 (134)	0.27	None	July 10, 2026
Kawasaki Housing Co., Ltd.	The 17th unsecured straight bonds	July 30, 2021	60 (40)	100 (40)	401 (268)	0.65	None	July 30, 2026
Kawasaki Housing Co., Ltd.	The 18th unsecured straight bonds	October 25, 2021	40 (20)	60 (20)	268 (134)	0.30	None	October 23, 2026
Kawasaki Housing Co., Ltd.	The 19th unsecured straight bonds	December 24, 2021	40 (20)	60 (20)	268 (134)	0.46	None	December 24, 2026
Kawasaki Housing Co., Ltd.	The 20th unsecured straight bonds	February 25, 2022	40 (20)	60 (20)	268 (134)	0.38	None	February 25, 2027
	Total		262 (167)	471 (208)	1,752 (1,117)	–	–	–

(Note) The figures in parentheses are the amounts of current portions of bonds.

(2) Assets pledged as collateral

The assets pledged as collateral for bonds and borrowings are as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Property, plant and equipment	10,652	11,207	71,237
Inventories	26,115	28,709	174,647
Investment property	879	831	5,878
Other	179	214	1,197
Total	37,825	40,962	252,959

20. Leases

(1) Lessee

The Group has lease contracts mainly relating to buildings, land, and vehicles.

These lease contracts are used for business operations by the Group companies as necessary.

The terms and conditions of leases in the Group are negotiated on an individual basis, and the contract terms and conditions vary significantly both in Japan and overseas.

For a contract with an extension option and a termination option, the Group determines the lease term by assessing whether it is reasonably certain to exercise the option.

Many of the vehicle lease contracts contain a residual value guarantee provision.

The breakdown of the carrying amounts and depreciation of right-of-use assets is as follows:

	Property, plant and equipment				Intangible assets	Current assets	Total
	Buildings and structures	Machinery and vehicles	Tools, furniture and fixtures	Land	Software	Other	
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Balance as of April 1, 2023	8,987	7,428	83	3,187	1	690	20,376
Increase	1,133	8,704	39	6,149	–	1,678	17,703
Depreciation	(1,901)	(3,858)	(37)	(1,085)	(1)	(573)	(7,455)
Impairment losses	(69)	–	–	(10)	–	–	(80)
Other	(64)	(1,025)	–	306	–	(710)	(1,493)
Balance as of March 31, 2024	8,085	11,249	85	8,546	–	1,085	29,051
Increase	2,512	11,347	72	2,000	9	1,550	17,490
Depreciation	(1,908)	(5,247)	(43)	(1,471)	(2)	(677)	(9,347)
Impairment losses	–	–	–	–	–	–	–
Other	(159)	(2,082)	–	(55)	–	(841)	(3,137)
Balance as of March 31, 2025	8,531	15,268	114	9,020	8	1,118	34,057

(Note) The balance of lease liabilities by due date is stated in Note “34. Financial Instruments (4) Liquidity risk management.”

The amounts recognized in the consolidated statement of profit or loss are as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Interest expenses on lease liabilities	576	490	3,852
Short-term lease expenses	635	689	4,247
Expenses of leases for which the underlying asset is of low value	229	244	1,531

The amounts recognized in the consolidated statements of cash flows are as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Total amount of cash outflows for leases	12,517	9,515	83,709

(2) Lessor

1) Finance leases

The Group leases vehicles as a lessor of finance leases.

Lease income from the finance leases is as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Finance income on the net investment in the lease	1,207	1,024	8,072

The maturity analysis of lease payments receivable (undiscounted) under the finance leases is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Due within one year	8,178	6,967	54,691
Due after one year through two years	4,578	3,487	30,616
Due after two years through three years	2,754	2,296	18,418
Due after three years through four years	1,173	939	7,845
Due after four years through five years	250	178	1,672
Due after five years	33	27	221
Total	16,966	13,893	113,462
Unearned finance income	2,009	1,632	13,435
Unguaranteed residual value (discounted)	–	–	–
Net investment in the lease	14,957	12,261	100,027

2) Operating leases

The Group leases real estate properties as a lessor that are classified as operating leases.

For a lease of a real estate property, the Group receives the cost of restoring the property to its original condition as a leasehold deposit.

Lease income from the operating leases is as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Lease income	455	502	3,043

The maturity analysis of lease payments (undiscounted) under the operating leases is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Due within one year	323	278	2,160
Due after one year through two years	102	78	682
Due after two years through three years	65	41	435
Due after three years through four years	56	33	375
Due after four years through five years	34	20	227
Due after five years	378	32	2,528
Total	957	482	6,400

## 21. Trade and Other Payables

(1) The breakdown of trade and other payables is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Accounts payable - trade	36,474	38,389	243,924
Accounts payable - other	7,430	7,276	49,689
Sublease investment liabilities	14,771	11,748	98,783
Notes payable	435	883	2,909
Total	59,110	58,296	395,305

Trade and other payables are classified as financial liabilities measured at amortized cost.

## (2) Supplier finance arrangements

The Group has entered into supplier finance arrangements with third-party financial institutions and makes payments to the financial institutions based on the contracts concluded with each supplier. The financial institutions offer earlier payment for a discounted amount at the sole discretion of the supplier. The Group does not provide collateral assets or third-party guarantees under these arrangements.

The carrying amounts of financial liabilities pertaining to part of the supplier finance arrangements are as follows:

	As of April 1, 2024	As of March 31, 2025	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Carrying amounts of financial liabilities, which make up part of the supplier finance arrangements			
Trade and other payables	17,110	17,509	117,094
Of the above, the amount already received by suppliers	(Note)	17,509	117,094

The range of due dates for payment of supplier finance arrangements, etc. is as follows:

	As of April 1, 2024	As of March 31, 2025
Liabilities from supplier finance arrangements	(Note)	After 1 to 365 days from the invoice issue date
Comparable trade payables not part of supplier finance arrangements	(Note)	After 30 to 60 days from the invoice issue date

(Note) The Group has applied the transitional measures based on "Supplier Finance Arrangements" (amendments to IAS 7 and IFRS 7) and has not made an information disclosure as of the beginning of the first fiscal year of application.

The supplier finance arrangements entered into by the Group do not bring about a concentration or significant extension of payment due dates when compared to the standard payment terms agreed upon with other suppliers not participating in such arrangements. Consequently, the Group does not bear any significant liquidity risks arising from these supplier finance arrangements.

In the fiscal year ended March 31, 2025, there were no significant non-cash changes in the carrying amounts of financial liabilities subject to supplier finance arrangements.

## 22. Employee Benefits

The Company and some of its subsidiaries mainly adopt defined contribution plans to cover post-employment benefits for employees.

The amounts recognized as expenses for defined contribution plans during the fiscal years ended March 31, 2025 and March 31, 2024 were ¥514 million (\$3,437 thousand) and ¥486 million, respectively.

## 23. Provisions

The breakdown of provisions and their changes are as follows:

	Asset retirement obligations	
	Millions of yen	
As of April 1, 2023		569
Unwinding of the discount		7
Increases		149
Decreases (utilized)		(17)
As of March 31, 2024		708
Unwinding of the discount		8
Increases		104
Decreases (utilized)		(2)
As of March 31, 2025		818

	Asset retirement obligations	
	Thousands of U.S. dollars	
As of March 31, 2024		4,735
Unwinding of the discount		54
Increases		696
Decreases (utilized)		(13)
As of March 31, 2025		5,470

The breakdown of provisions in the consolidated statement of financial position is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Non-current liabilities	818	708	5,470
Total	818	708	5,470

The amount to be paid in the future estimated based on past experience is recognized as asset retirement obligations to prepare for the obligation to return the land to its original condition at the termination of the real estate lease contracts for stores, etc. used by the Group. While future outflows of economic benefits are mainly expected after one year from the end of each fiscal year, they are subject to future business plans, etc.

## 24. Other Liabilities

The breakdown of other liabilities is as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Accrued bonuses	1,543	1,427	10,319
Deposits received	853	833	5,705
Accrued consumption taxes	1,387	549	9,276
Other	1,402	2,608	9,376
Total	<u>5,186</u>	<u>5,417</u>	<u>34,682</u>
Current liabilities	4,107	3,323	27,466
Non-current liabilities	1,079	2,095	7,216
Total	<u>5,186</u>	<u>5,417</u>	<u>34,682</u>

## 25. Equity and Other Components of Equity

### (1) Number of shares authorized and shares issued

Changes in the numbers of shares authorized and shares issued are as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024
	Shares	Shares
Number of shares authorized		
Ordinary shares	169,800,000	169,800,000
Number of shares issued		
Balance at beginning of period	121,631,034	119,381,034
Increase (decrease) during the period (Notes 2, 3)	950,000	2,250,000
Balance at end of period	<u>122,581,034</u>	<u>121,631,034</u>

- (Notes) 1. The shares issued by the Company are all ordinary shares with no par value that have no restrictions on any rights. The shares issued have been fully paid for.
2. The increase in the number of shares issued of 950,000 during the fiscal year ended March 31, 2025 is attributable to exercises of part of the sixth share acquisition rights by Tokai Tokyo Securities, Co., Ltd. during the period between April 8 and 25, 2024. Payments were received, and new shares were issued.
3. The increase in the number of shares issued of 2,250,000 during the fiscal year ended March 31, 2024 is attributable to exercises of part of the sixth share acquisition rights by Tokai Tokyo Securities, Co., Ltd. during the period between March 15 and 26, 2024. Payments were received, and new shares were issued.

### (2) Treasury shares

Changes in the number of treasury shares are as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024
	Shares	Shares
Treasury shares		
Balance at beginning of period	1,559,364	3,393,364
Increase during the period (Notes 1, 2)	1	966,000
Decrease during the period (Note 3)	-	(2,800,000)
Balance at end of period	<u>1,559,365</u>	<u>1,559,364</u>

- (Notes) 1. The increase in the number of treasury shares during the fiscal year ended March 31, 2025 is attributable to purchases of shares less than one unit.
2. The increase in the number of treasury shares of 966,000 during the fiscal year ended March 31, 2024 is attributable to a purchase of treasury shares in off-auction trading on March 27, 2024. The total acquisition price of the purchased shares is ¥516 million.
3. The decrease in the number of treasury shares of 2,800,000 during the fiscal year ended March 31, 2024 is attributable to exercises of part of the sixth share acquisition rights by Tokai Tokyo Securities Co., Ltd. during the period between May 2, 2023 and March 8, 2024. Payments were received, and treasury shares were delivered. The total acquisition price of the delivered treasury shares is ¥715 million.

### (3) Capital surplus

The Companies Act of Japan (the “Companies Act”) provides that at least half of payment or contribution at the share issue shall be credited to share capital, and the remaining amount shall be credited to legal capital surplus included in capital surplus. The Companies Act also provides that legal capital surplus may be credited to share capital pursuant to a resolution at a general meeting of shareholders.

### (4) Retained earnings

The Companies Act provides that an amount equal to 10% of the dividends paid from surplus shall be transferred to legal capital

surplus or legal retained earnings until the total amount of legal capital surplus and legal retained earnings equals 25% of share capital. The amount accumulated in legal retained earnings may be used to offset deficit. Further, that legal retained earnings may be reversed pursuant to a resolution at a general meeting of shareholders.

## 26. Dividends

The dividends paid are as follows:

Fiscal year ended March 31, 2025					
Date of resolution	Class of shares	Total amount of dividends	Dividend per share	Record date	Effective date
		Millions of yen (Thousands of U.S. dollars)	Yen (U.S. dollars)		
Board of Directors meeting held on May 15, 2024	Ordinary shares	1,441 (9,637)	12.00 (0.08)	March 31, 2024	June 11, 2024
Board of Directors meeting held on November 12, 2024	Ordinary shares	1,452 (9,710)	12.00 (0.08)	September 30, 2024	December 2, 2024

Fiscal year ended March 31, 2024					
Date of resolution	Class of shares	Total amount of dividends	Dividend per share	Record date	Effective date
		Millions of yen	Yen		
Board of Directors meeting held on May 15, 2023	Ordinary shares	1,392	12.00	March 31, 2023	June 12, 2023
Board of Directors meeting held on November 14, 2023	Ordinary shares	1,417	12.00	September 30, 2023	December 1, 2023

Dividends whose effective date falls in the next fiscal year are as follows:

Fiscal year ended March 31, 2025					
Date of resolution	Class of shares	Total amount of dividends	Dividend per share	Record date	Effective date
		Millions of yen (Thousands of U.S. dollars)	Yen (U.S. dollars)		
Board of Directors meeting held on May 15, 2025	Ordinary shares	1,452 (9,710)	12.00 (0.08)	March 31, 2025	June 10, 2025

Fiscal year ended March 31, 2024					
Date of resolution	Class of shares	Total amount of dividends	Dividend per share	Record date	Effective date
		Millions of yen	Yen		
Board of Directors meeting held on May 15, 2024	Ordinary shares	1,441	12.00	March 31, 2024	June 11, 2024

## 27. Revenue

### (1) Disaggregation of revenue

#### 1) Revenue recognized from contracts with customers and other sources

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Revenue recognized from contracts with customers	349,968	310,077	2,340,453
Revenue recognized from other sources	1,663	1,527	11,122
Total	351,630	311,604	2,351,568

#### 2) Relations between disaggregated revenue and segment revenue

Fiscal year ended March 31, 2025

	Reportable segments			
	Automobile Sales- Related Business	Housing-Related Business	Other	Total
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Revenues disaggregated by major service				
New cars	174,890	–	–	174,890
Used cars	77,512	–	–	77,512
Services	51,779	–	–	51,779
Car rentals	17,838	–	–	17,838
Housing	–	27,520	–	27,520
Other	429	–	–	429
	322,448	27,520	–	349,968
Timing of revenue recognition				
Goods transferred at a point in time	303,351	22,341	–	325,692
Services transferred over time	19,097	5,179	–	24,276
	322,448	27,520	–	349,968

Fiscal year ended March 31, 2024

	Reportable segments			
	Automobile Sales- Related Business	Housing-Related Business	Other	Total
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Revenues disaggregated by major service				
New cars	156,408	–	–	156,408
Used cars	65,272	–	–	65,272
Services	47,069	–	–	47,069
Car rentals	14,151	–	–	14,151
Housing	–	26,874	–	26,874
Other	303	–	–	303
	283,203	26,874	–	310,077
Timing of revenue recognition				
Goods transferred at a point in time	267,753	20,338	–	288,091
Services transferred over time	15,450	6,536	–	21,986
	283,203	26,874	–	310,077

Fiscal year ended March 31, 2025

	Reportable segments			
	Automobile Sales- Related Business	Housing-Related Business	Other	Total
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars
Revenues disaggregated by major service				
New cars	1,169,598	–	–	1,169,598
Used cars	518,371	–	–	518,371
Services	346,278	–	–	346,278
Car rentals	119,294	–	–	119,294
Housing	–	184,043	–	184,043
Other	2,869	–	–	2,869
	<u>2,156,410</u>	<u>184,043</u>	<u>–</u>	<u>2,340,453</u>
Timing of revenue recognition				
Goods transferred at a point in time	2,028,697	149,408	–	2,178,105
Services transferred over time	127,714	34,635	–	162,349
	<u>2,156,410</u>	<u>184,043</u>	<u>–</u>	<u>2,340,453</u>

## (2) Information on the performance obligations

### 1) Automobile Sales-Related Business

In the new cars segment, the Group purchases new cars from automakers and sells them. Some companies in the Group manufacture vehicles and sell them to sales agencies. Transaction prices are calculated based on prices in contracts with customers. As for returns and obligations to make a refund, the Group may work as an agent and make a request for a refund to an automaker or a parts manufacturer. However, in most cases, no expenses are incurred by the Group.

In the used cars segment, the Group sells used cars received in exchange of new cars, used cars purchased at auction, used rental cars, etc. Transaction prices are calculated based on prices in contracts with customers. The Group may incur returns and refund obligations due to faults in assessment. However, the Group does not estimate such obligations as they are insignificant.

The Group considers that performance obligations in the new cars segment and the used cars segment are satisfied upon delivery of cars. For auction or online sales in the used cars segment, performance obligations are considered to be satisfied on the date the winning bid was placed. The Group receives considerations mostly within one month from the date of satisfaction of the performance obligation.

In the services segment, the Group provides services such as maintenance, inspection, and JCI inspection of cars. Transaction prices are based on the price list. For some subcontracted services, the Group prepares an estimate in advance based on the subcontractor's quote and determines the sales price with approval of the customer. As for returns of a part and obligations to make a refund, the Group may work as an agent and make a request for a refund to an automaker or a parts manufacturer. Expenses may be incurred by the Group due to failure to make a request. However, the Group does not estimate such expenses as the amount is insignificant. The Group considers that performance obligations are satisfied on the date of completion of work. The Group receives considerations mostly within one month from the date of satisfaction of the performance obligation.

For long-term maintenance package products for JCI and other inspections offered in the services segment, the Group receives payment at the conclusion of a contract. Transaction prices are based on the price list and reflect the impact of the time value of money. The Group makes a refund after deducting a registration fee. Revenue from a registration fee is recognized at the conclusion of a contract, and revenue from services other than a registration fee is recognized as the services are rendered.

In the car rentals segment, the Group leases or purchases cars from automobile dealerships and rents them. Transaction prices of rental cars are based on the price list. Transaction prices of leased cars are calculated based on prices in contracts with customers. There is no possibility of returns or refunds. The Group considers that performance obligations are satisfied over the term of the car rental or car lease. The Group receives considerations mostly within one month from the date of satisfaction of the performance obligation.

### 2) Housing-Related Business

In the Housing-Related Business, the Group sells condominiums and detached houses, and provides construction services for custom-built houses and commercial facilities. Transaction prices are calculated based on prices in contracts with customers. Revenue from a construction service contract whose performance obligation is satisfied over a certain period of time is recognized based on the progress toward the satisfaction of the performance obligation. The progress is measured based on the ratio of construction cost incurred by the final day of the reporting period to the total expected construction cost. For other contracts, revenue is recognized at a single point in time when the building is delivered, as the Group considers that the customer obtains control of it and the performance obligation is satisfied at the time of delivery. The Group receives considerations mostly within two months from the date of satisfaction of the performance obligation.

(3) Contract balances

Balances of receivables arising from contracts with customers, contract assets, and contract liabilities are as follows:

	As of April 1, 2023	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Millions of yen
Receivables arising from contracts with customers	10,543	13,079	13,908
Contract assets	412	1,746	1,494
Contract liabilities	10,947	11,673	13,256

	As of March 31, 2025
	Thousands of U.S. dollars
Receivables arising from contracts with customers	93,011
Contract assets	9,991
Contract liabilities	88,651

The contract assets primarily pertain to the Group's rights to consideration in exchange for goods or services in construction contracts in the Housing-Related Business for which the Group has satisfied all or a part of its performance obligations, but not invoiced the customers as of the end of the fiscal year. When the rights to consideration become unconditional, the contract assets will be transferred to receivables. The decreases are primarily due to the completion of performance obligations for the construction contracts.

The contract liabilities are primarily related to advances received from customers, and are mainly attributed to an increase in advances received for vehicle purchases in the Automobile Sales-Related Business.

The amount of revenue recognized in the reporting period that was included in the beginning balance of contract liabilities is as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
The amount of revenue recognized in the reporting period that was included in the beginning balance of contract liabilities	9,665	8,703	64,636

(4) Transaction prices allocated to remaining performance obligations

As there were no significant transactions for which an individual estimated contract period exceeds one year, the Group has adopted a practical expedient and omitted information on the remaining performance obligations. Considerations from contracts with corporate customers do not include any significant amount not included in the transaction prices.

(5) Contract costs

The Group adopts the practical expedient under paragraph 94 of IFRS 15 and recognizes contract costs as expenses when incurred if the amortization period of such costs is one year or less.

## 28. Selling, General and Administrative Expenses

The breakdown of selling, general and administrative expenses is as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Personnel expenses	23,988	21,388	160,423
Depreciation and amortization	5,695	4,742	38,086
Advertising expenses	2,115	1,958	14,144
Other	10,495	9,442	70,187
Total	<u>42,292</u>	<u>37,531</u>	<u>282,833</u>

## 29. Other Income and Expenses

The breakdown of other income is as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Gain on sale of non-current assets	89	669	595
Incentive income	546	241	3,651
Other	535	479	3,578
Total	<u>1,170</u>	<u>1,389</u>	<u>7,825</u>

The breakdown of other expenses is as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Loss on sale of non-current assets	5	0	33
Loss on retirement of non-current assets	150	95	1,003
Impairment losses	797	1,058	5,330
Other	445	301	2,976
Total	<u>1,397</u>	<u>1,454</u>	<u>9,343</u>

### 30. Finance Income and Finance Costs

The breakdown of finance income is as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Interest income			
Financial assets measured at amortized cost	144	66	963
Dividend income			
Financial assets measured at fair value through profit or loss	6	7	40
Financial assets measured at fair value through other comprehensive income	316	279	2,113
Foreign exchange gain	–	356	–
Other	15	20	100
Total	482	727	3,223

The breakdown of finance costs is as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Interest expenses			
Financial liabilities measured at amortized cost	1,696	1,407	11,342
Foreign exchange loss	25	–	167
Other	39	21	261
Total	1,760	1,428	11,770

### 31. Other Comprehensive Income

Amount earned during the period, reclassification adjustment to profit or loss, and tax effect by item of other comprehensive income are as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Financial assets measured at fair value through other comprehensive income			
Amount earned during the period	(5,540)	961	(37,049)
Tax effect	1,573	(214)	10,520
Financial assets measured at fair value through other comprehensive income	(3,967)	747	(26,530)
Exchange differences on translation of foreign operations			
Amount earned during the period	10	1,775	67
Reclassification adjustment	–	–	–
Before tax effect adjustments	10	1,775	67
Tax effect	–	–	–
Exchange differences on translation of foreign operations	10	1,775	67
Share of other comprehensive income of investments accounted for using equity method			
Amount earned during the period	24	50	161
Reclassification adjustment	–	–	–
Share of other comprehensive income of investments accounted for using equity method	24	50	161
Total other comprehensive income	(3,934)	2,571	(26,309)

### 32. Earnings per Share

Basis for calculating basic earnings per share is as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Profit attributable to owners of parent	5,302	6,697	35,458
Weighted average number of ordinary shares issued and outstanding (Shares)	120,974,984	117,785,592	120,974,984
	Yen	Yen	U.S. dollars
Basic earnings per share	43.83	56.86	0.29

The basis for calculating diluted earnings per share is as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Profit used in the calculation of basic earnings per share	5,302	6,697	35,458
Weighted average number of ordinary shares issued and outstanding (Shares)	120,974,984	117,785,592	120,974,984
Number of dilutive shares			
Share acquisition rights (Shares)	–	167,624	–
	Yen	Yen	U.S. dollars
Diluted earnings per share	43.83	56.78	0.29

(Note) The diluted earnings per share for the fiscal year ended March 31, 2025 are the same as the basic earnings per share as there were no potential shares that would have a dilution effect.

### 33. Cash Flow Information

#### (1) Changes in liabilities arising from financing activities

The changes in liabilities arising from financing activities are as follows:

Fiscal year ended March 31, 2025

	As of April 1, 2024	Changes with cash flows	Changes without cash flows				As of March 31, 2025
			Changes from business combination	Changes from new leases	Exchange differences on translation of foreign operations	Other	
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Short-term borrowings	38,977	(4,768)	–	–	(21)	–	34,188
Long-term borrowings	31,833	4,606	–	–	(5)	–	36,433
Bonds payable	471	(208)	–	–	–	–	262
Lease liabilities	32,038	(11,653)	–	17,042	(27)	(188)	37,211
Construction assistance fund received	10	(1)	–	–	–	0	8
<b>Total</b>	<b>103,328</b>	<b>(12,025)</b>	<b>–</b>	<b>17,042</b>	<b>(53)</b>	<b>(188)</b>	<b>108,103</b>

The above lease liabilities do not include lease liabilities from operating activities.

Fiscal year ended March 31, 2024

	As of April 1, 2023	Changes with cash flows	Changes without cash flows				As of March 31, 2024
			Changes from business combination	Changes from new leases	Exchange differences on translation of foreign operations	Other	
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Short-term borrowings	33,563	4,159	802	–	453	–	38,977
Long-term borrowings	26,997	3,726	1,136	–	2	(29)	31,833
Bonds payable	772	(301)	–	–	–	–	471
Lease liabilities	23,179	(8,582)	715	17,187	583	(1,043)	32,038
Construction assistance fund received	10	(1)	–	–	–	0	10
<b>Total</b>	<b>84,522</b>	<b>(999)</b>	<b>2,653</b>	<b>17,187</b>	<b>1,038</b>	<b>(1,072)</b>	<b>103,328</b>

The above lease liabilities do not include lease liabilities from operating activities.

Fiscal year ended March 31, 2025

	As of April 1, 2024	Changes with cash flows	Changes without cash flows				As of March 31, 2025
			Changes from business combination	Changes from new leases	Exchange differences on translation of foreign operations	Other	
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars
Short-term borrowings	260,663	(31,887)	–	–	(140)	–	228,636
Long-term borrowings	212,887	30,803	–	–	(33)	–	243,650
Bonds payable	3,150	(1,391)	–	–	–	–	1,752
Lease liabilities	214,258	(77,931)	–	113,970	(181)	(1,257)	248,853
Construction assistance fund received	67	(7)	–	–	–	0	54
<b>Total</b>	<b>691,019</b>	<b>(80,419)</b>	<b>–</b>	<b>113,970</b>	<b>(354)</b>	<b>(1,257)</b>	<b>722,952</b>

The above lease liabilities do not include lease liabilities from operating activities.

(2) Non-cash transactions

The details of significant non-cash transactions are as follows:

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Right-of-use assets acquired by leases	16,012	16,282	107,082

### 34. Financial Instruments

#### (1) Capital management

The Group manages its capital with the aim of maximizing corporate value through sustainable growth.

The major indexes used by the Group to manage its capital are the net interest-bearing liabilities (interest-bearing liabilities less cash and cash equivalents), the ratio of equity attributable to owners of parent to total assets, and the return on equity attributable to owners of parent.

The Group's net interest-bearing liabilities, ratio of equity attributable to owners of parent to total assets, and return on equity attributable to owners of parent are as follows:

	As of March 31, 2025	As of March 31, 2024	As of March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Interest-bearing liabilities	123,992	116,161	829,212
Cash and cash equivalents	14,643	13,483	97,927
Net interest-bearing liabilities	<u>109,349</u>	<u>102,678</u>	<u>731,285</u>
Ratio of equity attributable to owners of parent to total assets (%)	25.6	26.7	25.6
Return on equity attributable to owners of parent (%)	7.4	9.8	7.4

These indexes are regularly reported to and monitored by the management.

There are no significant capital regulations that apply to the Group.

#### (2) Financial risk management

The Group is exposed to financial risks (credit risk, liquidity risk, currency risk, interest rate risk, and market price fluctuation risk) in the course of performing business activities. The Group manages risks in accordance with certain policies to mitigate these financial risks. The Group uses derivative transactions to avoid the risk of currency fluctuation or the risk of interest rate fluctuation. The Group does not use derivative transactions for speculative purposes.

#### (3) Credit risk management

Credit risk is the risk of a financial loss that the Group may incur from a default on a contractual obligation by a counterparty pertaining to the financial assets held by the Group.

The carrying amounts of the financial assets presented in the consolidated financial statements are the maximum value of credit risk exposure of the financial assets of the Group.

With regard to trade receivables and loans receivable, the Group creates a database of the credit status of each business partner with whom it has ongoing transactions pursuant to its rules on credit and receivable management and updates the database regularly to monitor the credit status constantly in an effort to identify any concerns about collection due to deterioration in their financial conditions and other factors at early stages. In addition, when starting a new transaction, the Group runs a credit check prior to the transaction, results of which will be used to determine whether or not to start the transaction and specify credit terms.

As for derivative transactions, the Group limits counterparties to financial institutions with high credit ratings and thus considers that the credit risk from such transactions is extremely low.

Furthermore, the Group considers that, if an issuer or debtor faces a significant financial difficulty or delays payment of interest or the principal, such issuer or debtor is in default.

If an issuer or debtor is in default, the Group determines that there is objective evidence of a credit impairment and classifies the relevant financial assets into credit-impaired financial assets.

Notwithstanding the foregoing, if the Group reasonably determines that it is unable to collect all or part of its financial assets, as in cases where a credit legally ceases to exist, the Group directly writes off the carrying amount of such financial assets.

a. The changes in allowance for doubtful accounts are as follows.

The Group determines the amount of allowance for doubtful accounts by assessing the collectability of its trade and other receivables as well as other financial assets (claims provable in bankruptcy and claims provable in rehabilitation) based on the credit status of the counterparties.

The breakdown of changes in allowance for doubtful accounts for trade and other receivables as well as other financial assets (claims provable in bankruptcy and claims provable in rehabilitation) is as follows. The Group classifies assets that are expected to be difficult to collect in future into credit-impaired financial assets. Such assets include those for which collection of interest has been delayed though part of payment has been made or those more than 90 days overdue for which payment has not been made regularly.

	Assets recorded at an amount equal to 12-month expected credit losses	Assets recorded at an amount equal to lifetime expected credit losses		Total
		Credit-impaired financial assets	Financial assets for which allowance for doubtful accounts is always measured at an amount equal to lifetime expected credit losses	
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Balance as of April 1, 2023	(1)	(1,109)	(51)	(1,161)
Changes due to new acquisition and collection of financial assets	0	(13)	(29)	(42)
Write-offs	–	343	11	353
Exchange differences on translation of foreign operations	–	–	(4)	(4)
Balance as of March 31, 2024	(1)	(779)	(74)	(854)
Changes due to new acquisition and collection of financial assets	0	(526)	(17)	(543)
Write-offs	–	3	14	17
Exchange differences on translation of foreign operations	–	–	(0)	(0)
Balance as of March 31, 2025	(1)	(1,302)	(77)	(1,379)

	Assets recorded at an amount equal to lifetime expected credit losses			Total
	Assets recorded at an amount equal to 12- month expected credit losses	Credit-impaired financial assets	Financial assets for which allowance for doubtful accounts is always measured at an amount equal to lifetime expected credit losses	
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	
Balance as of March 31, 2024	(7)	(5,210)	(495)	(5,711)
Changes due to new acquisition and collection of financial assets	0	(3,518)	(114)	(3,631)
Write-offs	–	20	94	114
Exchange differences on translation of foreign operations	–	–	(0)	(0)
Balance as of March 31, 2025	(7)	(8,707)	(515)	(9,222)

b. Balances of total carrying amount of financial assets subject to recognition of allowance for doubtful accounts are as follows:

	Assets recorded at an amount equal to lifetime expected credit losses			Total
	Assets recorded at an amount equal to 12- month expected credit losses	Credit-impaired financial assets	Financial assets for which allowance for doubtful accounts is always measured at an amount equal to lifetime expected credit losses	
	Millions of yen	Millions of yen	Millions of yen	
As of March 31, 2024	1,196	942	29,604	31,741
As of March 31, 2025	1,118	1,580	32,873	35,571

	Assets recorded at an amount equal to lifetime expected credit losses			Total
	Assets recorded at an amount equal to 12- month expected credit losses	Credit-impaired financial assets	Financial assets for which allowance for doubtful accounts is always measured at an amount equal to lifetime expected credit losses	
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	
As of March 31, 2025	7,477	10,566	219,842	237,885

c. Balances of uncollected financial instruments which have been directly written off during the period but for which collecting activities are continuing

There are no financial assets that were directly written off but for which the Group continued collecting activities in the fiscal years ended March 31, 2025 and March 31, 2024.

#### (4) Liquidity risk management

Liquidity risk is the risk that the Group may become unable to make payments on the due dates in fulfilling its obligations to repay financial liabilities that have become due.

The Group manages its liquidity risk by reserving adequate funds for repayment, securing readily available credit facilities extended by financial institutions, and monitoring planned and actual cash flows on an ongoing basis.

The Group manages cash flows based on a monthly cash budget, which is prepared by each of the Group companies and updated on a timely basis.

Balances of financial liabilities by due date are as follows:

As of March 31, 2025

	Carrying amount	Contractual cash flows	Due within one year	Due after one year through two years	Due after two years through three years	Due after three years through four years	Due after four years through five years	Due after five years
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Non-derivative financial liabilities								
Trade and other payables	59,110	61,340	52,658	4,653	2,680	1,138	191	20
Borrowings	70,621	70,959	45,543	8,544	7,707	5,242	1,901	2,021
Bonds payable	262	262	168	94	–	–	–	–
Lease liabilities	38,329	40,583	12,086	8,193	5,714	2,447	1,569	10,574
Other	2,009	2,009	13	13	11	10	7	1,955
Total	170,331	175,152	110,468	21,497	16,112	8,838	3,667	14,571

As of March 31, 2024

	Carrying amount	Contractual cash flows	Due within one year	Due after one year through two years	Due after two years through three years	Due after three years through four years	Due after four years through five years	Due after five years
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Non-derivative financial liabilities								
Trade and other payables	58,296	60,070	53,416	3,466	2,218	822	124	25
Borrowings	70,809	71,046	49,063	7,993	4,619	5,153	1,780	2,438
Bonds payable	471	468	209	166	93	–	–	–
Lease liabilities	33,123	36,627	10,917	6,639	5,099	2,419	1,501	10,052
Other	600	600	10	13	11	11	11	544
Total	163,299	168,811	113,615	18,277	12,040	8,405	3,416	13,058

As of March 31, 2025

	Carrying amount	Contractual cash flows	Due within one year	Due after one year through two years	Due after two years through three years	Due after three years through four years	Due after four years through five years	Due after five years
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars
Non-derivative financial liabilities								
Trade and other payables	395,305	410,219	352,157	31,118	17,923	7,611	1,277	134
Borrowings	472,286	474,547	304,574	57,139	51,541	35,057	12,713	13,516
Bonds payable	1,752	1,752	1,124	629	–	–	–	–
Lease liabilities	256,330	271,404	80,827	54,792	38,213	16,365	10,493	70,715
Other	13,435	13,435	87	87	74	67	47	13,074
Total	<u>1,139,109</u>	<u>1,171,350</u>	<u>738,768</u>	<u>143,764</u>	<u>107,751</u>	<u>59,105</u>	<u>24,524</u>	<u>97,445</u>

(5) Currency risk management

a. Risk management activities

The Group operates its business globally and is exposed to the risk of currency fluctuation arising from transactions denominated in a currency other than the functional currency. The Group uses derivatives (cross-currency interest rate swap) to avoid the risks of currency fluctuation and interest rate fluctuation arising from a part of its borrowings.

b. Foreign currency sensitivity analysis

The impact of a 1% appreciation of the Japanese yen against the U.S. dollar and the British pound on the profit before tax in the consolidated statement of profit or loss in each reporting period is as follows.

However, this analysis is based on the assumption that other variable factors (such as balances, interest rates, etc.) are constant.

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Profit before tax Millions of yen	Profit before tax Millions of yen	Profit before tax Thousands of U.S. dollars
British pounds	(30)	(10)	(201)
Australian dollars	(8)	(8)	(54)

(Note) The impact of the Australian dollar for the fiscal year ended March 31, 2025 is presented, together with that for the fiscal year ended March 31, 2024, as the financial significance of its impact on profit before tax increased.

Moreover, the impact of the US dollar presented in the fiscal year ended March 31, 2024 is not presented in each reporting period as the financial significance of its impact on profit before tax for the fiscal year ended March 31, 2025 is minimal.

(6) Interest rate risk management

a. Risk management activities

The Group is exposed to various risks of interest rate fluctuation in the course of its business activities. Fluctuations in interest rates have a significant impact on borrowing costs, in particular.

The Group may use derivatives (interest rate swap contracts, etc.) in accordance with defined policies to mitigate the risk of interest rate fluctuation.

b. Interest rate sensitivity analysis

The impact of a 1% increase in interest rate on the profit before tax in the consolidated statement of profit or loss in each reporting period is as follows.

However, this analysis is based on the assumption that other variable factors (such as balances, exchange rates, etc.) are

constant.

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Profit before tax	(580)	(531)	(3,879)

(7) Market price fluctuation risk management

a. Risk management activities

The Group is exposed to the risk of fluctuations in share prices arising from equity instruments (shares).

The Group regularly assesses and monitors fair value and financial conditions of issuers of such equity instruments.

b. Price sensitivity analysis

The impact of a 10% decline in the market prices of equity instruments held by the Group on other comprehensive income (before tax effect) in the consolidated statement of comprehensive income in each reporting period is as follows.

However, this analysis is based on the assumption that other variable factors are constant.

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Other comprehensive income (before tax effect)	(1,872)	(2,444)	(12,519)

(8) Classification and fair value of financial assets and financial liabilities

Classification, carrying amounts and fair value of financial assets and financial liabilities are as follows.

Lease liabilities are not included in the table below as disclosure of fair value is not required under IFRS 7 “Financial Instruments: Disclosures.”

	As of March 31, 2025		As of March 31, 2024		As of March 31, 2025	
	Carrying amount	Fair value	Carrying amount	Fair value	Carrying amount	Fair value
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Thousands of U.S. dollars	Thousands of U.S. dollars
Financial assets measured at amortized cost						
Trade and other receivables	31,580	31,409	27,946	27,913	211,195	210,051
Other financial assets	3,218	2,607	3,451	3,035	21,521	17,435
Financial assets measured at fair value through profit or loss						
Other financial assets	972	972	934	934	6,500	6,500
Financial assets measured at fair value through other comprehensive income						
Other financial assets	22,154	22,154	27,884	27,884	148,158	148,158
Total	57,923	57,141	60,215	59,765	387,367	382,137
Financial liabilities measured at amortized cost						
Trade and other payables	59,110	58,939	58,296	58,262	395,305	394,162
Bonds and borrowings	70,884	70,656	71,280	71,222	474,045	472,521
Other financial liabilities	2,009	1,835	600	478	13,435	12,272
Total	132,002	131,430	130,176	129,962	882,779	878,954

a. Classification based on fair value hierarchy

The fair value measurements of financial instruments measured at fair value are categorized into the following three levels based upon the observability and significance of inputs used to measure such financial instruments.

Level 1: Quoted prices (unadjusted) for identical assets or liabilities in active markets

Level 2: Fair value, other than Level 1, that is determined by directly or indirectly using observable prices

Level 3: Fair value determined by using valuation techniques that use unobservable inputs

b. Calculation method for fair value

The calculation method for fair value of financial instruments is as follows:

Assets:

(Trade and other receivables)

The fair value of lease receivables and investments in leases is determined based on the present value obtained by discounting the total amount of lease income at a credit risk-adjusted rate of interest. Receivables other than lease receivables and investments in leases are stated at carrying amounts since their fair value approximates the carrying amounts as they are settled in a short period of time. They are classified as Level 2 in the fair value hierarchy.

(Other financial assets)

With respect to the fair value of securities and investment securities, the fair value of listed shares is determined based on the quoted price at an exchange as of the end of the fiscal year, and the shares are classified as Level 1 in the fair value hierarchy. When there is no active market for the securities, and if there is a standard price or other information published, as with investment trusts and other instruments, the fair value is determined based on such information, and the securities are classified as Level 2 in the fair value hierarchy. The fair value of unlisted shares, etc. is determined by the valuation technique using the market price of shares of comparable companies and the valuation technique using net asset value, and the shares, etc. are classified as Level 3 in the fair value hierarchy.

The fair value of long-term loans receivable is determined based on the present value obtained by discounting the amount of each receivable at the interest rate adjusted by taking into account the respective period to maturity and credit risk. They are classified as Level 2 in the fair value hierarchy.

Liabilities:

(Trade and other payables)

Trade and other payables that are settled in a short period of time are stated at carrying amounts as their fair value approximates the carrying amounts. Trade and other payables that are settled in a period longer than one year are determined based on the present value calculated using a discount rate that is equal to the interest rate that would be used for a new similar transaction. They are classified as Level 2 in the fair value hierarchy.

(Bonds and borrowings)

With respect to the fair value of bonds and long-term borrowings, those with variable interest rates are stated at carrying amounts as their fair value reflects the market rates in a short period of time and is therefore deemed to approximate their carrying amounts. The fair value of bonds and borrowings with fixed interest rates is determined based on the present value obtained by discounting the total amount of the principal and interest at an interest rate that would be offered for a new similar bond or borrowing. They are classified as Level 2 in the fair value hierarchy.

(Other financial liabilities)

With respect to other financial liabilities, the fair value is determined based on the present value, etc. obtained by discounting future cash flows at an interest rate equal to an appropriate index, such as the yield on a government bond. If other standard prices are published or presented, the fair value is determined based on such published and presented prices. They are classified as Level 2 in the fair value hierarchy.

c. Fair value hierarchy

The levels in the fair value hierarchy of financial instruments measured at fair value are as follows:

As of March 31, 2025

	Level 1	Level 2	Level 3	Total
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Assets:				
Financial assets measured at fair value through profit or loss				
Other financial assets				
Securities	–	220	–	220
Other	–	–	752	752
Financial assets measured at fair value through other comprehensive income				
Other financial assets				
Securities	18,716	–	3,438	22,154
Total	<u>18,716</u>	<u>220</u>	<u>4,190</u>	<u>23,125</u>

As of March 31, 2024

	Level 1	Level 2	Level 3	Total
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Assets:				
Financial assets measured at fair value through profit or loss				
Other financial assets				
Securities	–	224	–	224
Other	–	–	710	710
Financial assets measured at fair value through other comprehensive income				
Other financial assets				
Securities	24,442	–	3,442	27,884
Total	<u>24,442</u>	<u>224</u>	<u>4,151</u>	<u>28,818</u>

As of March 31, 2025

	Level 1	Level 2	Level 3	Total
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars
Assets:				
Financial assets measured at fair value through profit or loss				
Other financial assets				
Securities	–	1,471	–	1,471
Other	–	–	5,029	5,029
Financial assets measured at fair value through other comprehensive income				
Other financial assets				
Securities	125,166	–	22,992	148,158
Total	<u>125,166</u>	<u>1,471</u>	<u>28,021</u>	<u>154,651</u>

Transfers between levels in the fair value hierarchy are recognized on the date of the event or change in circumstances that caused the transfer. The Group did not recognize any material transfers between Levels 1, 2 and 3 in each fiscal year.

d. Valuation processes

For financial instruments classified as Level 3, an external valuation expert or an internal qualified staff performs the valuation and analyzes the result of valuation in accordance with the valuation policy and procedures approved by the responsible person of the business management division. The result of valuation is reviewed and approved by the responsible person of the business management division.

e. Quantitative information on financial instruments classified as Level 3

Fair value of unlisted shares classified as Level 3 is measured as follows:

As of March 31, 2025

Category	Valuation technique	Significant unobservable inputs	Input value
Financial assets measured at fair value through other comprehensive income	Valuation technique using the market price of the comparable companies	EV to EBIT multiple Price to book value multiple Illiquidity discount	4.44x 1.1x 30%
Financial assets measured at fair value through other comprehensive income	Valuation technique using net asset value	–	

As of March 31, 2024

Category	Valuation technique	Significant unobservable inputs	Input value
Financial assets measured at fair value through other comprehensive income	Valuation technique using the market price of the comparable companies	EV to EBIT multiple Price to book value multiple Illiquidity discount	5.27x 1.3x 30%
Financial assets measured at fair value through other comprehensive income	Valuation technique using net asset value	–	–

Significant unobservable inputs used in the fair value measurement of unlisted shares are the EV to EBIT multiple, the price to book value multiple, and the illiquidity discount. A significant increase (decrease) in the EV to EBIT multiple will result in a significant increase (decrease) in fair value. A significant increase (decrease) in the price to book value multiple will result in a significant increase (decrease) in fair value. A significant increase (decrease) in the illiquidity discount will result in a significant decrease (increase) in fair value.

f. Reconciliation of financial instruments classified as Level 3 from the beginning to the end of the period

Changes in financial instruments classified as Level 3 from the beginning to the end of the period are as follows:

Fiscal year ended March 31, 2025

	Fair value measurements as of the closing date		
	Financial assets measured at fair value through profit or loss	Financial assets measured at fair value through other comprehensive income	Total
	Millions of yen	Millions of yen	Millions of yen
Balance at beginning of period	710	3,442	4,151
Total gains and losses	9	(4)	5
Profit or loss (Note 1)	9	–	9
Other comprehensive income (Note 2)	–	(4)	(4)
Purchases	55	0	55
Sales	(21)	(0)	(21)
Balance at end of period	752	3,438	4,190
Changes in unrealized gains or losses recognized in profit or loss on assets held at the end of the reporting period (Note 1)	9	–	9

Fiscal year ended March 31, 2024

	Fair value measurements as of the closing date		
	Financial assets measured at fair value through profit or loss	Financial assets measured at fair value through other comprehensive income	Total
	Millions of yen	Millions of yen	Millions of yen
Balance at beginning of period	649	2,904	3,553
New consolidations	–	1	1
Total gains and losses	8	539	546
Profit or loss (Note 1)	8	–	8
Other comprehensive income (Note 2)	–	539	539
Purchases	55	0	55
Sales	(2)	(2)	(4)
Balance at end of period	710	3,442	4,151
Changes in unrealized gains or losses recognized in profit or loss on assets held at the end of the reporting period (Note 1)	8	–	8

Fiscal year ended March 31, 2025

Fair value measurements as of the closing date

	Financial assets measured at fair value through profit or loss	Financial assets measured at fair value through other comprehensive income	Total
	Thousands of U.S. dollars	Thousands of U.S. dollars	Thousands of U.S. dollars
Balance at beginning of period	4,748	23,019	27,760
Total gains and losses	60	(27)	33
Profit or loss (Note 1)	60	–	60
Other comprehensive income (Note 2)	–	(27)	(27)
Purchases	368	0	368
Sales	(140)	(0)	(140)
Balance at end of period	5,029	22,992	28,021
Changes in unrealized gains or losses recognized in profit or loss on assets held at the end of the reporting period (Note 1)	60	–	60

(Notes) 1. Included in finance income and finance costs in the consolidated statement of profit or loss.

2. Included in financial assets measured at fair value through other comprehensive income in the consolidated statement of comprehensive income.

(9) Equity instruments

Stocks are mainly held for cross-holding purposes. Accordingly, they are designated as financial assets measured at fair value through other comprehensive income.

a. Breakdown of fair value by issue

The breakdown of major issues of equity instruments and their fair value is as follows:

As of March 31, 2024

Issue name	Fair value
	Millions of yen
KeePer Technical Laboratory Co., Ltd.	23,172
Nissan Parts Tokai Sales Co., Ltd.	1,492
Nissan Parts Nagano Sales Co., Ltd.	673

As of March 31, 2025

Issue name	Fair value	Fair value
	Millions of yen	Thousands of U.S. dollars
KeePer Technical Laboratory Co., Ltd.	17,582	117,582
Nissan Parts Tokai Sales Co., Ltd.	1,418	9,483
Nissan Parts Nagano Sales Co., Ltd.	663	4,434

b. Derecognition of financial assets measured at fair value through other comprehensive income

The Group sells equity instruments, taking into account the current status of their fair value and business needs. The fair value of the issues sold during the period as of the date of derecognition of such issues and the accumulated gains or losses which had been recognized as other comprehensive income are as follows:

Fiscal year ended March 31, 2025		Fiscal year ended March 31, 2024		Fiscal year ended March 31, 2025	
Fair value	Cumulative gains (losses)	Fair value	Cumulative gains (losses)	Fair value	Cumulative gains (losses)
Millions of yen	Millions of yen	Millions of yen	Millions of yen	Thousands of U.S. dollars	Thousands of U.S. dollars
219	94	11	(11)	1,465	629

Any change in fair value of equity instruments recognized through other comprehensive income is immediately transferred to retained earnings. Accumulated gains or losses transferred from other comprehensive income to retained earnings during the fiscal years ended March 31, 2025 and March 31, 2024 were ¥(3,979) million (\$ (26,610) thousand) and ¥751 million, respectively.

The breakdown of dividend income recognized from equity instruments is as follows:

Fiscal year ended March 31, 2025		Fiscal year ended March 31, 2024		Fiscal year ended March 31, 2025	
Investments derecognized during the period	Investments held at the end of the period	Investments derecognized during the period	Investments held at the end of the period	Investments derecognized during the period	Investments held at the end of the period
Millions of yen	Millions of yen	Millions of yen	Millions of yen	Thousands of U.S. dollars	Thousands of U.S. dollars
3	311	0	279	20	2,080

35. Principal Subsidiaries

(1) Subsidiaries

The status of major subsidiaries of the Group is as described in “I Overview of the Company, 4. Status of Affiliated Companies.”

(2) Parent’s ownership interests in a subsidiary that did not result in loss of control

Fiscal year ended March 31, 2024

Not applicable.

Fiscal year ended March 31, 2025

The Group acquired an additional portion of shares in Master Automocion, S.L., a consolidated subsidiary. As a result, the Group’s effective ownership interests in the company increased from 75.0% to 84.0%.

A summary of transactions with non-controlling interests related to the acquisition of shares is as follows:

	Amount	Amount
	Millions of yen	Thousands of U.S. dollars
Consideration paid	926	6,193
Decreases in non-controlling interests	(642)	(4,293)
Increases in other components of equity	77	515
Decreases in capital surplus	(361)	(2,414)

36. Related Parties

(1) Transactions with related parties

Fiscal year ended March 31, 2025

Type	Name	Relationship	Description of transactions	Transaction amount	Amount outstanding
				Millions of yen	Millions of yen
Director	Masahide Ito	Sale of finished goods and merchandise, etc.	Purchase of a vehicle	11	–
Close family member of a director (or other officer)	Kazuma Tsukuda	Provision of construction service	Construction of a new house	27	–
Company of which the majority of voting rights are held by a director (or other officer) or his or her close family member	Mogauto S.A.	Sale of finished goods and merchandise, etc.	Purchase of parts	76	16
			Sale of parts	65	14
			Purchase of vehicles	57	–
			Inspection of vehicles	40	–
			Borrowing of fund	50	50
			Repayment of fund	47	–
			Payment of interest	0	–
	Mogadealer S.L.	Sale of finished goods and merchandise, etc.	Purchase of parts	66	15
			Sale of parts	68	14
			Purchase of vehicles	4,961	413
			Sale of vehicles	31	–
			Borrowing of fund	40	40
			Repayment of fund	48	–
			Payment of interest	0	–
	CLAMI S.L.	Leasing of shops, etc.	Leasing of shops	650	–
BCN Motorbikes Now S.L.	Sale of finished goods and merchandise, etc.	Purchase of vehicles	31	–	

Fiscal year ended March 31, 2024

Type	Name	Relationship	Description of transactions	Transaction amount	Amount outstanding
Close family member of a director (or other officer)	Kazuhiro Nobuta	Provision of construction service		Millions of yen	Millions of yen
			Construction of a new house	30	–
Company of which the majority of voting rights are held by a director (or other officer) or his or her close family member	Mogauto S.A.	Sale of finished goods and merchandise, etc.	Purchase of parts	74	–
			Sale of parts	40	–
			Purchase of vehicles	35	–
			Sale of vehicles	25	–
			Borrowing of fund	45	47
			Repayment of fund	41	–
			Payment of interest	0	–
	Mogadealer S.L.	Sale of finished goods and merchandise, etc.	Purchase of parts	43	–
			Sale of parts	55	–
			Purchase of vehicles	3,000	–
			Sale of vehicles	80	–
			Borrowing of fund	46	48
			Repayment of fund	34	–
			Payment of interest	0	–
	Resiro Plus S.L.	Leasing of land	Leasing of land	34	–
CLAMI S.L.	Leasing of shops, etc.	Leasing of shops	549	–	

Fiscal year ended March 31, 2025

Type	Name	Relationship	Description of transactions	Transaction amount	Amount outstanding
				Thousands of U.S. dollars	Thousands of U.S. dollars
Director	Masahide Ito	Sale of finished goods and merchandise, etc.	Purchase of a vehicle	74	–
Close family member of a director (or other officer)	Kazuma Tsukuda	Provision of construction service	Construction of a new house	181	–
Company of which the majority of voting rights are held by a director (or other officer) or his or her close family member	Mogauto S.A.	Sale of finished goods and merchandise, etc.	Purchase of parts	508	107
			Sale of parts	435	94
			Purchase of vehicles	381	–
			Inspection of vehicles	268	–
			Borrowing of fund	334	334
			Repayment of fund	314	–
			Payment of interest	0	–
	Mogadealer S.L.	Sale of finished goods and merchandise, etc.	Purchase of parts	441	100
			Sale of parts	455	94
			Purchase of vehicles	33,177	2,762
			Sale of vehicles	207	–
			Borrowing of fund	268	268
			Repayment of fund	321	–
			Payment of interest	0	–
CLAMI S.L.	Leasing of shops, etc.	Leasing of shops	4,347	–	
BCN Motorbikes Now S.L.	Sale of finished goods and merchandise, etc.	Purchase of vehicles	207	–	

(Notes) 1. The transactions with related parties are made based on transactions between independent third parties.

2. The Group does not recognize an allowance for doubtful accounts for receivables pertaining to the transactions with related parties.

(2) Remuneration for key management executives

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
	Millions of yen	Millions of yen	Thousands of U.S. dollars
Basic remuneration	305	242	2,040
Retirement benefits	331	51	2,214
Total	636	293	4,253

### 37. Commitments

The amount of the unexecuted contracts to purchase property, plant and equipment was ¥1,490 million (\$9,965 thousand) as of March 31, 2025 (¥3,503 million as of March 31, 2024).

### 38. Contingent Liabilities

Not applicable.

### 39. Subsequent Events

(Tender offer for shares of Trust Co., Ltd.)

The Company has decided through the resolution in writing dated May 14, 2025 in substitution for a resolution of the Board of Directors pursuant to Article 370 of the Companies Act and the Company's Articles of Incorporation to conduct a tender offer ("Tender Offer") as provided for in the Financial Instruments and Exchange Act as part of a transaction to acquire all ordinary shares ("Target Shares") of Trust Co., Ltd. ("Target Company") (but excluding those already owned by the Company and the treasury shares owned by the Target Company itself) and own the Target Company as a wholly-owned subsidiary of the Company ("Transaction").

#### 1) Purpose of Tender Offer

The Company aims to make the Target Company a wholly-owned subsidiary through the Tender Offer, thereby integrating management resources and accelerating decision-making to build a robust management foundation that supports sustainable growth.

#### 2) Overview of Target Company

Name	Trust Co., Ltd.
Location	3-10-32 Nishiki, Naka-ku, Nagoya-shi, Aichi
Title and name of representative	Kenji Kawamura, Representative Director & President
Description of business	Used car export business, rental car business, and overseas car dealership business
Share capital	¥1,349 million (as of March 31, 2025)
Date of establishment	December 27, 1988

#### 3) Schedule for Purchase

May 15, 2025 (Thursday) to July 11, 2025 (Friday) (42 business days)

#### 4) Price for Purchase, etc.

¥410 per ordinary share

#### 5) Number of Share Certificates, etc. to Be Purchased

Number of share certificates, etc. to be purchased	Lower limit on number of share certificates, etc. to be purchased	Upper limit on number of share certificates, etc. to be purchased
7,192,500 shares	—	—

#### 6) Purchase Price: ¥2,948,925,000

(Note) The purchase price is calculated by multiplying the number of shares to be purchased for the Tender Offer (7,192,500 shares) by the Tender Offer price per share (¥410).

(Addition of a subsidiary through acquisition of shares)

At a Board of Directors meeting held on March 26, 2025, the Company resolved to acquire 100% of the shares of Motoren Sapporo Co., Ltd., thus making it a consolidated subsidiary. The Company then acquired the relevant shares on April 1, 2025.

1) Reason for Acquisition of Shares

The Company decided to acquire all shares of Motoren Sapporo Co., Ltd. in order to expand the scope of the Automobile Sales-Related Business.

Motoren Sapporo Co., Ltd. operates new and used car dealerships as an authorized BMW/Mini car dealer in the cities of Sapporo, Obihiro, Kushiro, and Kitami in Hokkaido.

Going forward, the Company aims to contribute to the Group's consolidated results by providing operational expertise on car dealership accumulated within the Group and focusing on expanding the market share of BMWs/Minis in the same area.

2) Overview of the Subsidiary (Motoren Sapporo Co., Ltd.) Subject to Change

(1)	Name	Motoren Sapporo Co., Ltd.		
(2)	Location	4-15-6 Tottori Odori, Kushiro-shi, Hokkaido		
(3)	Title and name of representative	Atsushi Nagamura, President and CEO		
(4)	Description of business	Sale of new BMWs/Minis, sales of various used cars, general car maintenance, life and non-life insurance agency services, and other related operations		
(5)	Share capital	¥4,750 million		
(6)	Date of establishment	February 5, 1987		
(7)	Major shareholders and shareholding ratios	Takuro Nakajima 34.7% Asako Watagi 34.2% Daiei Sangyo Co., Ltd. 18.4% Aoi Construction Co., Ltd. 5.3% Hokkaido Leasing Co., Ltd. 4.2% The Hokkaido Bank, Ltd. 3.2%		
(8)	Relationship between the Company and the relevant company	Capital relationship	Not applicable.	
		Personal relationship	Not applicable.	
		Business relationship	Not applicable.	
(9)	Operating results and financial position of the relevant company for the last three years			
	As of/Fiscal year ended	December 31, 2021	December 31, 2022	December 31, 2023
	Net assets	¥806 million	¥911 million	¥912 million
	Total assets	¥2,975 million	¥3,070 million	¥3,486 million
	Net assets per share	¥424,320.99	¥479,469.36	¥479,951.91
	Net sales	¥6,228 million	¥6,655 million	¥7,301 million
	Operating profit	¥247 million	¥198 million	¥(62) million
	Ordinary profit	¥246 million	¥185 million	¥(74) million
	Earnings	¥133 million	¥105 million	¥1 million
	Earnings per share	¥70,079.06	¥55,148.37	¥482.55
	Dividend per share	¥0	¥0	¥0

3) Number of Shares Acquired, Acquisition Price, and Shareholding before and after Acquisition

(1)	Number of shares held before the change	0 shares (Number of voting rights: 0 units) (Ratio of voting rights held: 0.0%)
(2)	Number of shares acquired	1,900 shares (Number of voting rights: 1,900 units) (Ratio of voting rights held: 100.0%)
(3)	Acquisition price	Ordinary shares of Motoren Sapporo Co., Ltd.: ¥1,243 million (estimated amount)
(4)	Number of shares held after the change	1,900 shares (Number of voting rights: 1,900 units) (Ratio of voting rights held: 100.0%)

(2) Other

Semi-annual information, etc. for the fiscal year under review

	Six months ended September 30, 2024	Fiscal year ended March 31, 2025
Revenue (Millions of yen)	170,184	351,630
Profit before tax (Millions of yen)	5,901	9,732
Profit attributable to owners of parent (Millions of yen)	3,227	5,302
Basic earnings per share (Yen)	26.69	43.83

	Six months ended September 30, 2024	Fiscal year ended March 31, 2025
Revenue (Thousands of U.S. dollars)	1,138,126	2,351,568
Profit before tax (Thousands of U.S. dollars)	39,464	65,084
Profit attributable to owners of parent (Thousands of U.S. dollars)	21,581	35,458
Basic earnings per share (U.S. dollars)	0.18	0.29