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May 15, 2026

## Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)

Company name: FRANCE BED HOLDINGS CO., LTD.  
 Listing: Tokyo Stock Exchange  
 Securities code: 7840  
 URL: <https://francebed-hd.co.jp>  
 Representative: Shigeru Ikeda, Representative Director, Chairman and President  
 Inquiries: Akihiko Osada, Director (in charge of Accounting/General Affairs Group)  
 Telephone: +81-3-6741-5501  
 Scheduled date of annual general meeting of shareholders: June 24, 2026  
 Scheduled date to commence dividend payments: June 25, 2026  
 Scheduled date to file annual securities report: June 22, 2026  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

### 1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

|                                  | Net sales       |     | Operating profit |       | Ordinary profit |       | Profit attributable to owners of parent |       |
|----------------------------------|-----------------|-----|------------------|-------|-----------------|-------|-----------------------------------------|-------|
|                                  | Millions of yen | %   | Millions of yen  | %     | Millions of yen | %     | Millions of yen                         | %     |
| Fiscal year ended March 31, 2026 | 61,769          | 1.9 | 4,335            | (7.7) | 4,335           | (7.4) | 2,746                                   | (6.8) |
| March 31, 2025                   | 60,561          | 2.3 | 4,696            | 2.3   | 4,686           | 0.6   | 2,946                                   | (5.9) |

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥2,411 million [(35.0)%]  
 For the fiscal year ended March 31, 2025: ¥3,713 million [9.1%]

|                   | Basic earnings per share | Diluted earnings per share | Return on equity | Ratio of ordinary profit to total assets | Ratio of operating profit to net sales |
|-------------------|--------------------------|----------------------------|------------------|------------------------------------------|----------------------------------------|
| Fiscal year ended | Yen                      | Yen                        | %                | %                                        | %                                      |
| March 31, 2026    | 82.04                    | 73.49                      | 6.7              | 6.2                                      | 7.0                                    |
| March 31, 2025    | 85.28                    | 76.89                      | 7.4              | 6.7                                      | 7.7                                    |

Reference: Share of profit (loss) of entities accounted for using equity method  
 For the fiscal year ended March 31, 2026: ¥- million  
 For the fiscal year ended March 31, 2025: ¥22 million

#### (2) Consolidated financial position

|                | Total assets    | Net assets      | Equity-to-asset ratio | Net assets per share |
|----------------|-----------------|-----------------|-----------------------|----------------------|
| As of          | Millions of yen | Millions of yen | %                     | Yen                  |
| March 31, 2026 | 67,747          | 40,162          | 59.2                  | 1,203.46             |
| March 31, 2025 | 70,888          | 40,607          | 57.2                  | 1,175.06             |

Reference: Equity  
 As of March 31, 2026: ¥40,162 million  
 As of March 31, 2025: ¥40,607 million

### (3) Consolidated cash flows

|                   | Cash flows from operating activities | Cash flows from investing activities | Cash flows from financing activities | Cash and cash equivalents at end of period |
|-------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------------|
| Fiscal year ended | Millions of yen                      | Millions of yen                      | Millions of yen                      | Millions of yen                            |
| March 31, 2026    | 6,333                                | (4,323)                              | (2,876)                              | 12,355                                     |
| March 31, 2025    | 7,448                                | (4,929)                              | (2,498)                              | 13,223                                     |

### 2. Cash dividends

|                                              | Annual dividends per share |                    |                   |                 |       | Total cash dividends (Total) | Payout ratio (Consolidated) | Ratio of dividends to net assets (Consolidated) |
|----------------------------------------------|----------------------------|--------------------|-------------------|-----------------|-------|------------------------------|-----------------------------|-------------------------------------------------|
|                                              | First quarter-end          | Second quarter-end | Third quarter-end | Fiscal year-end | Total |                              |                             |                                                 |
|                                              | Yen                        | Yen                | Yen               | Yen             | Yen   | Millions of yen              | %                           | %                                               |
| Fiscal year ended March 31, 2025             | –                          | 17.00              | –                 | 23.00           | 40.00 | 1,382                        | 46.9                        | 3.5                                             |
| Fiscal year ended March 31, 2026             | –                          | 17.00              | –                 | 24.00           | 41.00 | 1,368                        | 49.9                        | 3.4                                             |
| Fiscal year ending March 31, 2027 (Forecast) | –                          | 17.00              | –                 | 25.00           | 42.00 |                              | 45.6                        |                                                 |

### 3. Consolidated earnings forecasts for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

|                                   | Net sales       |     | Operating profit |     | Ordinary profit |     | Profit attributable to owners of parent |      | Basic earnings per share |
|-----------------------------------|-----------------|-----|------------------|-----|-----------------|-----|-----------------------------------------|------|--------------------------|
|                                   | Millions of yen | %   | Millions of yen  | %   | Millions of yen | %   | Millions of yen                         | %    | Yen                      |
| Fiscal year ending March 31, 2027 | 63,400          | 2.6 | 4,600            | 6.1 | 4,700           | 8.3 | 3,070                                   | 11.7 | 92.00                    |

\* **Notes**

(1) Significant changes in the scope of consolidation during the period: None

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

- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

(3) Number of issued shares (common shares)

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

|                      |                   |
|----------------------|-------------------|
| As of March 31, 2026 | 34,747,500 shares |
| As of March 31, 2025 | 34,747,500 shares |

(ii) Number of treasury shares at the end of the period

|                      |                  |
|----------------------|------------------|
| As of March 31, 2026 | 1,374,956 shares |
| As of March 31, 2025 | 189,920 shares   |

(iii) Average number of shares outstanding during the period

|                                  |                   |
|----------------------------------|-------------------|
| Fiscal year ended March 31, 2026 | 33,471,884 shares |
| Fiscal year ended March 31, 2025 | 34,552,595 shares |

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

\* Explanation regarding appropriate use of earnings forecasts, and other special matters

Caution regarding forward-looking statements

This document contains forward-looking statements including performance forecasts based on information available to the Company at the time of disclosure and certain assumptions that the Company believes to be reasonable. The Company makes no assurances as to their outcomes. Actual performance may differ substantially from these forecasts owing to a wide range of factors.

How to obtain supplementary material on financial results

The Company is scheduled to make a presentation of financial results for institutional investors and securities analysts on Thursday, June 4, 2026. The presentation's handout materials will be posted on the Company's website by the day before the presentation.

# Consolidated Financial Statements

## (1) Consolidated Balance Sheet

(Millions of yen)

|                                                     | As of March 31, 2025 | As of March 31, 2026 |
|-----------------------------------------------------|----------------------|----------------------|
| <b>Assets</b>                                       |                      |                      |
| Current assets                                      |                      |                      |
| Cash and deposits                                   | 7,223                | 6,355                |
| Notes receivable - trade                            | 365                  | 193                  |
| Accounts receivable - trade                         | 9,275                | 9,603                |
| Electronically recorded monetary claims - operating | 1,161                | 1,471                |
| Securities                                          | 10,000               | 8,500                |
| Merchandise and finished goods                      | 6,517                | 5,476                |
| Work in process                                     | 454                  | 454                  |
| Raw materials and supplies                          | 2,315                | 2,124                |
| Other                                               | 1,173                | 1,160                |
| Allowance for doubtful accounts                     | (2)                  | (9)                  |
| Total current assets                                | 38,483               | 35,330               |
| Non-current assets                                  |                      |                      |
| Property, plant and equipment                       |                      |                      |
| Assets for lease                                    | 5,475                | 5,652                |
| Accumulated depreciation                            | (3,799)              | (4,072)              |
| Assets for lease, net                               | 1,676                | 1,580                |
| Buildings and structures                            | 18,753               | 19,209               |
| Accumulated depreciation                            | (12,485)             | (12,911)             |
| Buildings and structures, net                       | 6,268                | 6,298                |
| Machinery, equipment and vehicles                   | 5,829                | 6,132                |
| Accumulated depreciation                            | (4,579)              | (4,759)              |
| Machinery, equipment and vehicles, net              | 1,249                | 1,372                |
| Tools, furniture and fixtures                       | 3,550                | 3,661                |
| Accumulated depreciation                            | (3,160)              | (3,183)              |
| Tools, furniture and fixtures, net                  | 390                  | 478                  |
| Land                                                | 6,914                | 6,917                |
| Leased assets                                       | 14,531               | 13,972               |
| Accumulated depreciation                            | (10,813)             | (9,851)              |
| Leased assets, net                                  | 3,717                | 4,120                |
| Construction in progress                            | 405                  | 39                   |
| Total property, plant and equipment                 | 20,621               | 20,808               |
| Intangible assets                                   |                      |                      |
| Goodwill                                            | 457                  | 222                  |
| Leased assets                                       | 204                  | 55                   |
| Software                                            | 520                  | 398                  |
| Other                                               | 119                  | 285                  |
| Total intangible assets                             | 1,301                | 962                  |
| Investments and other assets                        |                      |                      |
| Investment securities                               | 326                  | 747                  |
| Long-term loans receivable                          | 52                   | 40                   |
| Deferred tax assets                                 | 1,718                | 1,609                |
| Retirement benefit asset                            | 7,203                | 7,129                |
| Other                                               | 1,228                | 1,189                |
| Allowance for doubtful accounts                     | (89)                 | (98)                 |
| Total investments and other assets                  | 10,440               | 10,617               |
| Total non-current assets                            | 32,363               | 32,388               |
| Deferred assets                                     |                      |                      |
| Bond issuance costs                                 | 41                   | 28                   |
| Total deferred assets                               | 41                   | 28                   |
| <b>Total assets</b>                                 | <b>70,888</b>        | <b>67,747</b>        |

(Millions of yen)

|                                                                      | As of March 31, 2025 | As of March 31, 2026 |
|----------------------------------------------------------------------|----------------------|----------------------|
| <b>Liabilities</b>                                                   |                      |                      |
| Current liabilities                                                  |                      |                      |
| Notes and accounts payable - trade                                   | 2,666                | 2,320                |
| Electronically recorded obligations - operating                      | 2,018                | 986                  |
| Short-term borrowings                                                | 1,540                | 1,540                |
| Current portion of long-term borrowings                              | 290                  | 890                  |
| Lease liabilities                                                    | 2,322                | 2,430                |
| Income taxes payable                                                 | 1,677                | 339                  |
| Accrued consumption taxes                                            | 323                  | 384                  |
| Contract liabilities                                                 | 221                  | 318                  |
| Provision for bonuses                                                | 1,642                | 1,705                |
| Provision for bonuses for directors (and other officers)             | 15                   | 17                   |
| Provision for business restructuring                                 | –                    | 28                   |
| Asset retirement obligations                                         | 14                   | 41                   |
| Other                                                                | 2,813                | 2,566                |
| Total current liabilities                                            | 15,546               | 13,568               |
| Non-current liabilities                                              |                      |                      |
| Bonds payable                                                        | 1,500                | 1,500                |
| Convertible-bond-type bonds with share acquisition rights            | 5,039                | 5,029                |
| Long-term borrowings                                                 | 4,520                | 3,630                |
| Lease liabilities                                                    | 1,997                | 2,177                |
| Deferred tax liabilities                                             | 20                   | 19                   |
| Provision for retirement benefits for directors (and other officers) | 90                   | 96                   |
| Provision for contingent loss                                        | 8                    | 9                    |
| Retirement benefit liability                                         | 405                  | 427                  |
| Asset retirement obligations                                         | 361                  | 352                  |
| Other                                                                | 790                  | 775                  |
| Total non-current liabilities                                        | 14,734               | 14,016               |
| Total liabilities                                                    | 30,281               | 27,584               |
| Net assets                                                           |                      |                      |
| Shareholders' equity                                                 |                      |                      |
| Share capital                                                        | 3,000                | 3,000                |
| Capital surplus                                                      | –                    | 0                    |
| Retained earnings                                                    | 35,418               | 36,802               |
| Treasury shares                                                      | (205)                | (1,699)              |
| Total shareholders' equity                                           | 38,213               | 38,103               |
| Accumulated other comprehensive income                               |                      |                      |
| Valuation difference on available-for-sale securities                | (33)                 | (18)                 |
| Deferred gains or losses on hedges                                   | (10)                 | 15                   |
| Remeasurements of defined benefit plans                              | 2,437                | 2,062                |
| Total accumulated other comprehensive income                         | 2,393                | 2,059                |
| Total net assets                                                     | 40,607               | 40,162               |
| Total liabilities and net assets                                     | 70,888               | 67,747               |

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

(Millions of yen)

|                                                               | Fiscal year ended<br>March 31, 2025 | Fiscal year ended<br>March 31, 2026 |
|---------------------------------------------------------------|-------------------------------------|-------------------------------------|
| Net sales                                                     | 60,561                              | 61,769                              |
| Cost of sales                                                 | 27,505                              | 27,955                              |
| Gross profit                                                  | 33,056                              | 33,813                              |
| Selling, general and administrative expenses                  | 28,359                              | 29,478                              |
| Operating profit                                              | 4,696                               | 4,335                               |
| Non-operating income                                          |                                     |                                     |
| Interest income                                               | 34                                  | 69                                  |
| Dividend income                                               | 7                                   | 8                                   |
|                                                               | 10                                  | 32                                  |
| Share of profit of entities accounted for using equity method | 22                                  | -                                   |
| Other                                                         | 129                                 | 101                                 |
| Total non-operating income                                    | 205                                 | 211                                 |
| Non-operating expenses                                        |                                     |                                     |
| Interest expenses                                             | 76                                  | 72                                  |
| Compensation expenses                                         | 87                                  | 92                                  |
| Other                                                         | 52                                  | 45                                  |
| Total non-operating expenses                                  | 215                                 | 210                                 |
| Ordinary profit                                               | 4,686                               | 4,335                               |
| Extraordinary income                                          |                                     |                                     |
| Gain on sale of non-current assets                            | 0                                   | 0                                   |
| Total extraordinary income                                    | 0                                   | 0                                   |
| Extraordinary losses                                          |                                     |                                     |
| Loss on sale of non-current assets                            | 45                                  | -                                   |
| Loss on retirement of non-current assets                      | 7                                   | 5                                   |
| Loss on valuation of investment securities                    | 16                                  | -                                   |
| Loss on sale of investment securities                         | 4                                   | -                                   |
| Business restructuring expenses                               | -                                   | 78                                  |
| Impairment losses                                             | 14                                  | -                                   |
| Total extraordinary losses                                    | 88                                  | 83                                  |
| Profit before income taxes                                    | 4,599                               | 4,253                               |
| Income taxes - current                                        | 2,105                               | 1,253                               |
| Income taxes - deferred                                       | (453)                               | 254                                 |
| Total income taxes                                            | 1,652                               | 1,507                               |
| Profit                                                        | 2,946                               | 2,746                               |
| Profit attributable to owners of parent                       | 2,946                               | 2,746                               |

## Consolidated Statement of Comprehensive Income

(Millions of yen)

|                                                                | Fiscal year ended<br>March 31, 2025 | Fiscal year ended<br>March 31, 2026 |
|----------------------------------------------------------------|-------------------------------------|-------------------------------------|
| Profit                                                         | 2,946                               | 2,746                               |
| Other comprehensive income                                     |                                     |                                     |
| Valuation difference on available-for-sale securities          | (12)                                | 14                                  |
| Deferred gains or losses on hedges                             | (47)                                | 25                                  |
| Remeasurements of defined benefit plans, net of tax            | 827                                 | (374)                               |
| Total other comprehensive income                               | 767                                 | (334)                               |
| Comprehensive income                                           | 3,713                               | 2,411                               |
| Comprehensive income attributable to                           |                                     |                                     |
| Comprehensive income attributable to owners of parent          | 3,713                               | 2,411                               |
| Comprehensive income attributable to non-controlling interests | —                                   | —                                   |

### (3) Consolidated Statement of Changes in Equity

FY2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

|                                                      | Shareholders' equity |                 |                   |                 |                            |
|------------------------------------------------------|----------------------|-----------------|-------------------|-----------------|----------------------------|
|                                                      | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of period                       | 3,000                | –               | 37,755            | (4,170)         | 36,584                     |
| Changes during period                                |                      |                 |                   |                 |                            |
| Dividends of surplus                                 |                      |                 | (1,347)           |                 | (1,347)                    |
| Profit attributable to owners of parent              |                      |                 | 2,946             |                 | 2,946                      |
| Purchase of treasury shares                          |                      |                 |                   | (0)             | (0)                        |
| Disposal of treasury shares                          |                      | 4               |                   | 25              | 29                         |
| Cancellation of treasury shares                      |                      | (3,940)         |                   | 3,940           | –                          |
| Transfer from retained earnings to capital surplus   |                      | 3,936           | (3,936)           |                 | –                          |
| Net changes in items other than shareholders' equity |                      |                 |                   |                 |                            |
| Total changes during period                          | –                    | –               | (2,336)           | 3,965           | 1,628                      |
| Balance at end of period                             | 3,000                | –               | 35,418            | (205)           | 38,213                     |

|                                                      | Accumulated other comprehensive income                |                                    |                                         |                                              | Total net assets |
|------------------------------------------------------|-------------------------------------------------------|------------------------------------|-----------------------------------------|----------------------------------------------|------------------|
|                                                      | Valuation difference on available-for-sale securities | Deferred gains or losses on hedges | Remeasurements of defined benefit plans | Total accumulated other comprehensive income |                  |
| Balance at beginning of period                       | (20)                                                  | 37                                 | 1,609                                   | 1,626                                        | 38,211           |
| Changes during period                                |                                                       |                                    |                                         |                                              |                  |
| Dividends of surplus                                 |                                                       |                                    |                                         |                                              | (1,347)          |
| Profit attributable to owners of parent              |                                                       |                                    |                                         |                                              | 2,946            |
| Purchase of treasury shares                          |                                                       |                                    |                                         |                                              | (0)              |
| Disposal of treasury shares                          |                                                       |                                    |                                         |                                              | 29               |
| Cancellation of treasury shares                      |                                                       |                                    |                                         |                                              | –                |
| Transfer from retained earnings to capital surplus   |                                                       |                                    |                                         |                                              | –                |
| Net changes in items other than shareholders' equity | (12)                                                  | (47)                               | 827                                     | 767                                          | 767              |
| Total changes during period                          | (12)                                                  | (47)                               | 827                                     | 767                                          | 2,395            |
| Balance at end of period                             | (33)                                                  | (10)                               | 2,437                                   | 2,393                                        | 40,607           |

FY2026 (from April 1, 2025 to March 31, 2026)

(Millions of yen)

|                                                      | Shareholders' equity |                 |                   |                 |                            |
|------------------------------------------------------|----------------------|-----------------|-------------------|-----------------|----------------------------|
|                                                      | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of period                       | 3,000                | –               | 35,418            | (205)           | 38,213                     |
| Changes during period                                |                      |                 |                   |                 |                            |
| Dividends of surplus                                 |                      |                 | (1,362)           |                 | (1,362)                    |
| Profit attributable to owners of parent              |                      |                 | 2,746             |                 | 2,746                      |
| Purchase of treasury shares                          |                      |                 |                   | (1,500)         | (1,500)                    |
| Disposal of treasury shares                          |                      | 0               |                   | 5               | 6                          |
| Net changes in items other than shareholders' equity |                      |                 |                   |                 |                            |
| Total changes during period                          | –                    | 0               | 1,383             | (1,494)         | (110)                      |
| Balance at end of period                             | 3,000                | 0               | 36,802            | (1,699)         | 38,103                     |

|                                                      | Accumulated other comprehensive income                |                                    |                                         |                                              | Total net assets |
|------------------------------------------------------|-------------------------------------------------------|------------------------------------|-----------------------------------------|----------------------------------------------|------------------|
|                                                      | Valuation difference on available-for-sale securities | Deferred gains or losses on hedges | Remeasurements of defined benefit plans | Total accumulated other comprehensive income |                  |
| Balance at beginning of period                       | (33)                                                  | (10)                               | 2,437                                   | 2,393                                        | 40,607           |
| Changes during period                                |                                                       |                                    |                                         |                                              |                  |
| Dividends of surplus                                 |                                                       |                                    |                                         |                                              | (1,362)          |
| Profit attributable to owners of parent              |                                                       |                                    |                                         |                                              | 2,746            |
| Purchase of treasury shares                          |                                                       |                                    |                                         |                                              | (1,500)          |
| Disposal of treasury shares                          |                                                       |                                    |                                         |                                              | 6                |
| Net changes in items other than shareholders' equity | 14                                                    | 25                                 | (374)                                   | (334)                                        | (334)            |
| Total changes during period                          | 14                                                    | 25                                 | (374)                                   | (334)                                        | (444)            |
| Balance at end of period                             | (18)                                                  | 15                                 | 2,062                                   | 2,059                                        | 40,162           |

**(4) Consolidated Statement of Cash Flows**

(Millions of yen)

|                                                                                             | Fiscal year ended<br>March 31, 2025 | Fiscal year ended<br>March 31, 2026 |
|---------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|
| <b>Cash flows from operating activities</b>                                                 |                                     |                                     |
| Profit before income taxes                                                                  | 4,599                               | 4,253                               |
| Depreciation                                                                                | 5,094                               | 5,033                               |
| Impairment losses                                                                           | 14                                  | –                                   |
| Amortization of goodwill                                                                    | 234                                 | 234                                 |
| Loss (gain) on sale of non-current assets                                                   | 44                                  | (0)                                 |
| Loss on retirement of non-current assets                                                    | 7                                   | 5                                   |
| Increase (decrease) in allowance for doubtful accounts                                      | (30)                                | 15                                  |
| Increase (decrease) in provision for bonuses                                                | 75                                  | 62                                  |
| Increase (decrease) in provision for retirement benefits for directors (and other officers) | (59)                                | 5                                   |
| Increase (decrease) in retirement benefit liability                                         | (40)                                | 22                                  |
| Increase (decrease) in provision for business restructuring                                 | –                                   | 28                                  |
| Decrease (increase) in retirement benefit asset                                             | (539)                               | (464)                               |
| Increase (decrease) in provision for bonuses for directors (and other officers)             | (1)                                 | 1                                   |
| Loss (gain) on sale of investment securities                                                | 4                                   | –                                   |
| Loss (gain) on valuation of investment securities                                           | 16                                  | –                                   |
| Interest and dividend income                                                                | (42)                                | (77)                                |
| Interest expenses                                                                           | 76                                  | 72                                  |
| Share of loss (profit) of entities accounted for using equity method                        | (22)                                | –                                   |
| Decrease (increase) in trade receivables                                                    | 205                                 | (465)                               |
| Decrease (increase) in inventories                                                          | (851)                               | 1,231                               |
| Increase (decrease) in trade payables                                                       | (161)                               | (1,377)                             |
| Increase (decrease) in accrued expenses                                                     | (131)                               | 59                                  |
| Other, net                                                                                  | (87)                                | 254                                 |
| <b>Subtotal</b>                                                                             | <b>8,403</b>                        | <b>8,893</b>                        |
| Interest and dividends received                                                             | 34                                  | 76                                  |
| Interest paid                                                                               | (89)                                | (80)                                |
| Income taxes paid                                                                           | (900)                               | (2,555)                             |
| <b>Net cash provided by (used in) operating activities</b>                                  | <b>7,448</b>                        | <b>6,333</b>                        |

(Millions of yen)

|                                                             | Fiscal year ended<br>March 31, 2025 | Fiscal year ended<br>March 31, 2026 |
|-------------------------------------------------------------|-------------------------------------|-------------------------------------|
| <b>Cash flows from investing activities</b>                 |                                     |                                     |
| Purchase of property, plant and equipment                   | (4,736)                             | (5,132)                             |
| Proceeds from sale of property, plant and equipment         | 319                                 | 0                                   |
| Purchase of securities                                      | (7,500)                             | (4,500)                             |
| Proceeds from redemption of securities                      | 7,000                               | 6,000                               |
| Purchase of investment securities                           | –                                   | (299)                               |
| Proceeds from sale of investment securities                 | 0                                   | –                                   |
| Purchase of shares of subsidiaries and associates           | (54)                                | (100)                               |
| Proceeds from sale of shares of subsidiaries and associates | 247                                 | –                                   |
| Proceeds from collection of loans receivable                | 9                                   | 11                                  |
| Purchase of intangible assets                               | (214)                               | (289)                               |
| Payments for asset retirement obligations                   | –                                   | (14)                                |
| Other, net                                                  | 0                                   | (0)                                 |
| Net cash provided by (used in) investing activities         | (4,929)                             | (4,323)                             |
| <b>Cash flows from financing activities</b>                 |                                     |                                     |
| Net increase (decrease) in short-term borrowings            | (530)                               | –                                   |
| Repayments of long-term borrowings                          | (290)                               | (290)                               |
| Purchase of treasury shares                                 | (0)                                 | (1,503)                             |
| Proceeds from sale and leaseback transactions               | 2,661                               | 3,175                               |
| Repayments of lease liabilities                             | (2,995)                             | (2,899)                             |
| Dividends paid                                              | (1,344)                             | (1,359)                             |
| Net cash provided by (used in) financing activities         | (2,498)                             | (2,876)                             |
| Effect of exchange rate change on cash and cash equivalents | –                                   | –                                   |
| Net increase (decrease) in cash and cash equivalents        | 20                                  | (867)                               |
| Cash and cash equivalents at beginning of period            | 13,202                              | 13,223                              |
| Cash and cash equivalents at end of period                  | 13,223                              | 12,355                              |