



Consolidated Earnings Report for Fiscal 2015 [Japanese GAAP]

April 24, 2015

Company Name:	KOITO MANUFACTURING CO., LTD.
Stock Listing:	First Section, Tokyo Stock Exchange
Code Number:	7276
URL:	http://www.koito.co.jp
Representative Director:	Masahiro Otake, President
Inquiries:	Hideo Yamamoto, Director and Managing Corporate Officer
Tel:	+81-3-3443-7111
Planned Date of the General Meeting of Shareholders:	June 26, 2015
Planned Date of Dividends Payment:	June 29, 2015
Planned Date of Filing of Annual Securities Report:	June 29, 2015
Supplementary explanatory materials prepared:	Yes
Explanatory meeting:	Yes

(¥ millions are rounded down)

1. Consolidated Results for Fiscal 2015 (April 1, 2014 to March 31, 2015)

(1) Consolidated Operating Result (¥ millions; percentage figures represent year-on-year changes)

	Net sales		Operating income		Recurring profit		Net income	
Fiscal 2015	706,470	18.2%	64,155	29.6%	66,880	28.9%	36,060	68.7%
Fiscal 2014	597,502	26.4%	49,506	31.4%	51,895	29.7%	21,378	28.6%

Note: Comprehensive income: Fiscal 2015: ¥68,553 million (69.9%); Fiscal 2014: ¥40,341 million (△2.0%)

	Net income per share (¥)	Net income per share (diluted) (¥)	Return on equity (%)	Recurring profit to total assets ratio (%)	Operating income to net sales ratio (%)
Fiscal 2015	224.41	—	14.7	12.6	9.1
Fiscal 2014	133.04	—	10.4	11.5	8.3

Note: Equity in earnings of affiliated companies: Fiscal 2015: ¥11 million; Fiscal 2014: ¥11 million

(2) Consolidated Financial Position (¥ millions)

	Total assets	Net assets	Equity ratio (%)	Net assets per share (¥)
March 31, 2015	575,268	316,826	46.8	1,674.91
March 31, 2014	483,093	256,072	45.5	1,368.72

Note: Equity: March 31, 2015: ¥269,148 million; March 31, 2014: ¥219,945 million

(3) Consolidated Cash Flows (¥ millions)

	Operating activities	Investing activities	Financing activities	Cash and cash equivalents at end of year
Fiscal 2015	73,289	△55,526	△14,376	33,082
Fiscal 2014	35,572	△36,030	5,377	27,750

2. Dividends

	Dividend per share (¥)					Dividend paid (annual) (¥ millions)	Payout ratio (Consolidated) (%)	Ratio of dividends to net assets (Consolidated) (%)
	First Quarter	Second Quarter	Third Quarter	Year end	Full year			
Fiscal 2014	—	12.00	—	14.00	26.00	4,178	19.5	2.0
Fiscal 2015	—	14.00	—	26.00	40.00	6,427	17.8	2.6
Fiscal 2016 (forecast)	—	—	—	—	—		—	

Notes: 1. Breakdown of year-end dividend: Regular dividend: ¥16.00; Commemorative dividend: ¥10.00

2. Forecasts of dividends for fiscal 2016 are currently undecided.

3. Forecast of Consolidated Results for Fiscal 2016 (April 1, 2015 to March 31, 2016)

(¥ millions; percentage figures represent year-on-year changes)

	Net sales		Operating income		Recurring profit		Net income		Net income per share (¥)
First half	371,000	14.8%	28,000	14.2%	29,000	13.2%	15,000	2.3%	93.35
Full year	780,000	10.4%	67,000	4.4%	69,000	3.2%	38,000	5.4%	236.47

*Notes

(1) Changes to important subsidiaries during fiscal 2015 (changes in specified subsidiaries resulting in revised scope of consolidation): None

(2) Changes in accounting principles, accounting estimates and restatements

① Changes in accounting policies in conjunction with revisions to accounting standards: Yes

② Other changes: None

③ Changes in accounting estimates: None

④ Restatements: None

(Note) For details, please refer to “Changes in Accounting Principles” on page 15 of the Supplementary materials.

(4) Number of shares issued (common stock)

① Number of shares issued

(including treasury stock):

March 31, 2015 160,789,436 March 31, 2014 160,789,436

② Number of treasury shares:

March 31, 2015 95,419 March 31, 2014 95,079

③ Average number of shares during the year:

Fiscal 2015 160,694,194 Fiscal 2014 160,696,020

《 For Reference Only 》

Non-consolidated Earnings Report for Fiscal 2015

1. Non-consolidated Results for Fiscal 2015 (April 1, 2014 to March 31, 2015)

(1) Non-consolidated Business Results (¥ millions; percentage figures represent year-on-year changes)

	Net sales		Operating income		Recurring profit		Net income	
Fiscal 2015	251,563	2.5%	19,574	8.2%	33,071	10.8%	23,360	74.8%
Fiscal 2014	245,412	6.6%	18,085	2.7%	29,857	18.8%	13,364	19.5%

	Net income per share (¥)	Net income per share (diluted) (¥)
Fiscal 2015	145.37	—
Fiscal 2014	83.17	—

(2) Non-consolidated Financial Position (¥ millions)

	Total assets	Net assets	Equity ratio (%)	Net assets per share (¥)
March 31, 2015	302,385	192,600	63.7	1,198.55
March 31, 2014	268,438	165,535	61.7	1,030.13

Note: Equity: March 31, 2015: ¥192,600 million; March 31, 2014: ¥165,535 million

2. Forecast of Non-consolidated Results for Fiscal 2016 (April 1, 2015 to March 31, 2016)

(¥ millions; percentage figures represent year-on-year changes)

	Net sales		Operating income		Recurring profit		Net income		Net income per share (¥)
First half	123,000	2.8%	8,000	△6.6%	17,000	2.2%	11,000	△12.7%	68.45
Full year	263,000	4.5%	19,000	△2.9%	33,000	△0.2%	21,000	△10.1%	130.68

*Explanations concerning status of auditing procedures

This consolidated earnings report is not subject to the auditing procedures for reports based on the Financial Instruments and Exchange Act. At the time of issue of this report, we are carrying out auditing procedures for reports based on the Financial Instruments and Exchange Act.

*Explanations concerning proper use of business forecasts and other noteworthy matters

The above forecasts are based on information available, and certain assumptions that are judged to be reasonable, at the time of the release of this report. Koito is not promising that the Company will achieve these forecasts. Actual results could differ from forecasts due to a variety of factors.

Table of Contents of Supplementary Materials

1. Analysis of Operations and Financial Position.....	2
(1) Analysis of Operations.....	2
(2) Analysis of Financial Position.....	3
(3) Basic Earnings Distribution Policies and Dividend Payments for Fiscal 2015 and Fiscal 2016.....	3
2. Koito Group.....	5
3. Management Policies.....	6
(1) Basic Management Policies.....	6
(2) Management Targets.....	6
(3) Medium- and Long-Term Management Strategies.....	6
(4) Key Issues.....	6
4. Basic Approach in Selection of Accounting Standard.....	6
5. Consolidated Financial Statements.....	7
(1) Consolidated Balance Sheets.....	7
(2) Consolidated Statements of Income and Comprehensive Income.....	9
(3) Consolidated Statements of Changes in Shareholders' Equity.....	11
(4) Consolidated Statements of Cash Flows.....	13
(5) Notes to Consolidated Financial Statements.....	15
(Going Concern Assumption).....	15
(Changes in Accounting Principles).....	15
(Segment Information).....	15
(Per Share Information).....	17
(Significant Subsequent Events).....	17
6. Non-consolidated Financial Statements.....	18
(1) Non-consolidated Balance Sheets.....	18
(2) Non-consolidated Statements of Income.....	20
(3) Non-consolidated Statements of Changes in Shareholders' Equity.....	21
7. Other Information.....	23

1. Analysis of Operations and Financial Position

(1) Analysis of Operations

Koito celebrated its 100th anniversary in April 2015. The Company would like to take this opportunity to express its heartfelt gratitude to its shareholders and all other stakeholders for their magnificent support and understanding over the years. We ask for your continuing support as we endeavor for further growth in our business operations.

During fiscal 2015, the period under review, some signs brightened in the Japanese economy as a result of the government's economic stimulus measures and upsides such as lower crude oil prices. This was despite negative growth caused for instance by personal consumption falling in reaction to an increase in Japan's consumption tax and import prices rising as a consequence of the yen depreciating abruptly. Meanwhile the global economy strengthened for the most part, as conditions picked up in the U.S. and were restored in Europe, despite deceleration in the Chinese economy and geopolitical risks such as conflict in the Middle East and Ukraine.

In the auto industry, production volume in Japan decreased year on year due to sluggish sales brought on by the hike in the consumption tax and a shift away from exports to manufacturing overseas. Worldwide, growth in demand mainly from North America, China, and Europe drove global production volume to increase year on year.

In these circumstances, Koito sought to expand sales of automotive lighting equipment from a medium- to long-term perspective by bolstering production capabilities overseas, strengthening product development, and aggressively stepping up efforts to win orders. To this end, Koito brought operations at North American Lighting Mexico, S.A. de C.V. in Mexico on line in September 2014 and established Hubei Koito Automotive Lamp Co., Ltd. in China with plans to launch operations in July 2016.

In this climate, the Koito Group reported consolidated net sales of ¥706.4 billion, up 18.2% year on year, due to significant sales growth in the mainstay automotive lighting equipment segment.

Results by geographical segment are outlined as follows:

[Japan]

Sales in Japan increased 0.9% year on year to ¥280.1 billion. Against the backdrop of decreased domestic automobile production, there was a trend to select LED lamps for automobile lamps, among other positive impacts.

[North America]

Sales in North America increased 46.3% year on year to ¥136.9 billion mainly due to increases in automobile production accompanying the recovery in automobile demand and in new orders, and because of the trend to select LED lamps for automobile lamps, in addition to a contribution from the start of operations at the Mexico Plant.

[China]

Sales in China rose 23.6% to ¥185.2 billion. This increase was mainly due to increased orders from Japanese, European and U.S. automobile manufacturers amid growing demand for automobiles.

[Asia]

Sales in Asia rose 25.5% year on year to ¥71.8 billion. Sales growth was driven mainly by increased orders in Thailand and an increase in orders from motorcycle and automobile production in Indonesia.

[Europe]

Sales in Europe increased 68.7% year on year to ¥32.3 billion due to an increase in new orders and because of the trend to select LED lamps for automobile lamps, amid strong automobile production in the region accompanying a restoration in the European economy.

On the earnings front, operating income was ¥64.1 billion, up 29.6% year on year. The increase was mainly attributable to revenues rising in Japan, as well as the other segments of North America, China, Asia and Europe, and contributions from the full-fledged operation of a new plant overseas. Recurring profit increased 28.9% to ¥66.8 billion. Net income amounted to ¥36.0 billion, up 68.7% year on year, marking the third consecutive year of record business performance. This increase was mainly due to the posting in the previous fiscal year of an extraordinary loss in relation to the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade, in addition to the impact of increased sales.

(2) Analysis of Financial Position

-1. Analysis of assets, liabilities and net assets

Total assets as of March 31, 2015 increased ¥92.1 billion to ¥575.2 billion. This was mainly due to capital investment for bolstering overseas production, in addition to increases in current assets such as cash and time deposits, and trade notes and accounts receivable.

Total liabilities as of March 31, 2015 increased ¥31.4 billion to ¥258.4 billion, mainly reflecting an increase in trade notes and accounts payable, and an increase in borrowings.

Total net assets as of March 31, 2015 increased ¥60.7 billion to ¥316.8 billion. This increase was mainly due to an increase in retained earnings from net income, and to an increase in total accumulated other comprehensive income accompanying the yen's depreciation and higher stock prices.

-2. Analysis of cash flows

Operating activities provided net cash of ¥73.2 billion after payment of taxes, mainly reflecting income before income taxes of ¥63.8 billion and depreciation of ¥25.9 billion.

Investing activities used net cash of ¥55.5 billion, mainly reflecting acquisition of property and equipment of ¥42.8 billion, including construction of a new plant at an overseas affiliate.

Financing activities provided net cash of ¥14.3 billion, the result mainly of ¥8.0 billion in dividends paid.

As a result, cash and cash equivalents as of March 31, 2015 were ¥33.0 billion, ¥5.3 billion higher than on March 31, 2014.

(3) Basic Earnings Distribution Policies and Dividend Payments for Fiscal 2015 and Fiscal 2016

As regards Koito's business forecasts for fiscal 2016, the fiscal year ending March 31, 2016, net sales are projected to increase year on year. This can be attributed primarily to a projected increase in orders and net sales as the light source of automobile lamps shift to LED and overseas automobile production in mainly the U.S. and China, which the Company expects will be partially offset by lackluster production volume and sales of automobiles in Japan, compounded by a decline in exports as more manufacturing shifts overseas.

Earnings on all counts from operating income to recurring profit and net income are forecast to increase in line with revenues increasing, as well as due to factors such as the full ramping of production at a new factory in Mexico.

For the second quarter of the fiscal year under review, Koito paid a dividend of ¥14 per share to shareholders. Koito plans to propose a year-end dividend of ¥16 per share, ¥2 per share higher than in the previous fiscal year. This increase reflects the Company's record-high results in terms of net sales, operating income, recurring profit, and net income.

In addition, Koito celebrated its 100th anniversary on April 1, 2015. Apart from regular dividends, the Company plans to propose a commemorative dividend of ¥10 per share in appreciation of the support shareholders have shown over the years.

Including the interim dividend, this would result in a full year dividend of ¥40 per share applicable to fiscal 2015, ¥14 per share higher than in the previous fiscal year, and a year-end dividend of ¥26.

The full year dividend for fiscal 2015 is currently undecided because the future business environment remains unclear.

Looking ahead, we will continue our efforts to achieve even higher earnings to meet the expectations of all shareholders.

The differences between the actual results for fiscal 2015 herein and the previous forecasts issued in the Consolidated Earnings Report for the First Three Quarters of Fiscal 2015 dated January 29, 2015, are as follows:

Consolidated Results for Fiscal 2015

(¥ millions)

	Net sales	Operating income	Recurring profit	Net income	Net income per share (¥)
Previously announced forecast (A)	695,000	62,000	65,000	37,000	230.25
Actual results for fiscal 2014 (B)	706,470	64,155	66,880	36,060	224.41
Difference (B-A)	11,470	2,155	1,880	△939	—
Change (%)	1.7	3.5	2.9	△2.5	—
(Reference) Actual results for previous year (fiscal 2014)	597,502	49,506	51,895	21,378	133.04

(Reference) Non-Consolidated Results for Fiscal 2015

(¥ millions)

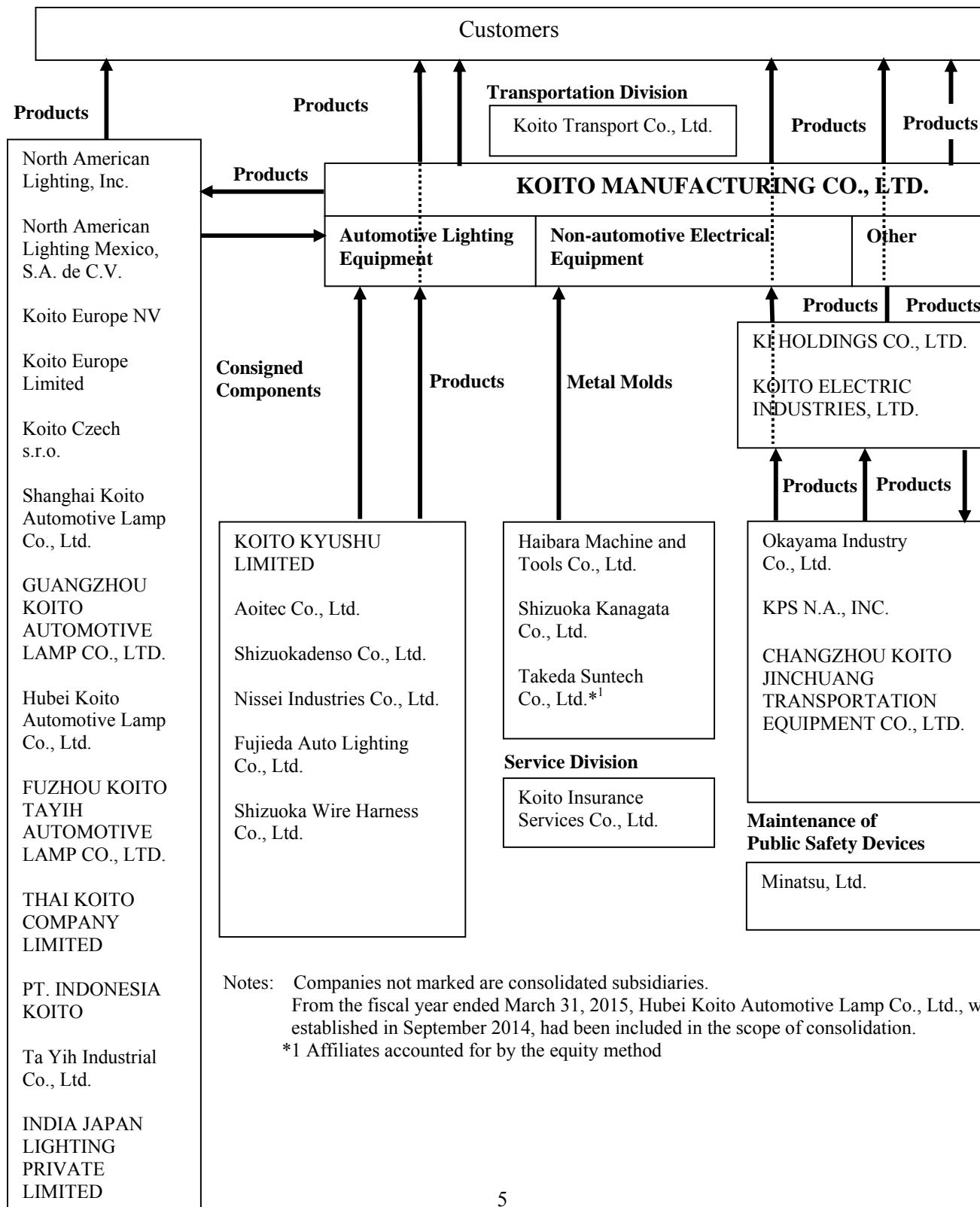
	Net sales	Operating income	Recurring profit	Net income	Net income per share (¥)
Previously announced forecast (A)	250,000	20,000	33,000	23,000	143.13
Actual results for fiscal 2014 (B)	251,563	19,574	33,071	23,360	145.37
Difference (B-A)	1,563	△425	71	360	—
Change (%)	0.6	△2.1	0.2	1.6	—
Actual results for previous year (fiscal 2014)	245,412	18,085	29,857	13,364	83.17

2. Koito Group

The Koito Group comprises KOITO MANUFACTURING CO., LTD., its 29 subsidiaries and 2 affiliates. The Group manufactures and sells automobile lights, components for airplanes, trains and railways, and a variety of electrical devices and measuring equipment. The Koito Group is also involved in related financial and distribution operations.

In April 2015, all business operations of consolidated subsidiary Koito Europe NV were transferred to consolidated subsidiary Koito Czech s.r.o.

The following chart provides an overview of the structure of the Koito Group.



3. Management Policies

(1) Basic Management Policies

The Koito Group's basic management policies call for the stimulation of new customer demand for "lighting" while contributing to the progress of society and fostering mutually beneficial relationships with all stakeholders, including shareholders, customers, employees and business partners. The Koito Group addresses corporate social responsibility (CSR) and other issues by engaging in environmental preservation measures and social contribution activities and also adheres to the policy of "manufacturing products that put people and the environment first" in all its business activities.

(2) Management Targets

Koito considers ROE and the equity ratio to be important targets from the viewpoint of maintaining highly profitable and financially sound management. Koito will continue working to strengthen and refine its corporate structure to enable it to respond with agility to future changes in the business environment, develop new technologies and products, and streamline operations. In doing so, Koito will strive to raise its corporate value in the medium- and long-term.

(3) Medium- and Long-Term Management Strategies

Under its corporate slogan of "Lighting for Your Safety," the Koito Group, as a manufacturer of automotive lighting and electrical equipment, is committed to playing a part in creating a better society through the creation of new value sought by customers. Strategies for taking Koito forward are as follows:

- 1. To address the automobile industry's expansion of globally optimal production systems, the Koito Group will work to enhance its system to respond to the world's five key regional automobile markets (Japan, North America, Europe, China and Asia). To this end, the Group will further reinforce the product development, manufacturing and sales functions of its overseas bases, among other measures.
- 2. The Koito Group will bring attractive products to market in good time by developing cutting-edge technologies that stay ahead of customer and market needs, and commercializing products at the earliest opportunity.
- 3. The Koito Group will pursue the highest quality and safety standards while advancing the protection of the environment and strengthening compliance.
- 4. The Koito Group will reinforce its corporate and earnings structure by acquiring and effectively allocating resources. These four undertakings encapsulate Koito's commitment to providing satisfaction to shareholders, customers, employees and business partners, while fulfilling its vital mission of helping to preserve the environment.

(4) Key Issues

As a global supplier, the Koito Group is working to realign and reinforce its management framework and organization to be able to respond flexibly to worldwide trends in the automobile industry, to establish development, production and sales systems, and enhance internal controls on corporate activities.

In this context, Koito is building a stronger management structure. Key to this will be developing innovative new technologies and products that anticipate market and customer needs, increasing environmental preservation measures, increasing productivity, implementing cost cutting measures and improving quality.

On March 22, 2013, Koito received a cease and desist order and surcharge payment orders from the Japan Fair Trade Commission, on suspicion of violating the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade, in connection with automotive lighting equipment transactions. As a result of carefully reviewing the contents of these orders, Koito has found that its understanding of this matter differs from that expressed in the contents of the cease and desist orders and surcharge payment orders, and that they are unacceptable. On May 23, 2013, Koito will make hearing requests to the Commission. At the current time, Koito is still in the process. Koito will explain its stance in these hearings and seek fair judgments.

In the U.S. and Canada, plaintiffs have filed a class action against Koito and its U.S. subsidiary, and are seeking payment for damages they claim to have incurred. After closely reviewing the details of the plaintiffs' claims, Koito will deal with this matter in an appropriate manner.

Going forward, as a company committed to fulfilling its social responsibilities and to continue as a company that is trusted by all its stakeholders, Koito has been striving to further enhance its compliance systems and to thoroughly implement recurrence prevention measures.

4. Basic Approach in Selection of Accounting Standard

Koito applies generally accepted account principles (GAAP) of Japan as its accounting standard, mainly to ensure its financial statements are comparable with past years. (The financial statements are prepared based on "Rules Concerning the Taxonomy, Format and Preparation Method of Consolidated Financial Statements" (Ministry of Finance Ordinance No. 28 of 1976))

5. Consolidated Financial Statements

(1) Consolidated Balance Sheets

(¥ millions)

	Fiscal 2014 As of March 31, 2014	Fiscal 2015 As of March 31, 2015
Assets		
Current assets:		
Cash and time deposits	95,018	125,691
Trade notes and accounts receivable	105,236	120,467
Electronically recorded monetary claims-operating	6,236	7,941
Marketable securities	1,847	1,356
Inventories	52,046	60,790
Accrued income	16,255	3,170
Deferred income tax assets	3,565	4,816
Other current assets	26,774	32,539
Less: Allowance for doubtful accounts	△13,103	△1,974
Total current assets	<u>293,878</u>	<u>354,800</u>
Fixed assets:		
Property, plant and equipment:		
Buildings and structures (net)	34,262	41,831
Machinery and transportation equipment (net)	39,649	55,041
Fixtures, equipment and tools (net)	13,257	18,413
Land	13,821	14,291
Construction in progress	13,089	11,281
Total property, plant and equipment	<u>114,080</u>	<u>140,859</u>
Intangible fixed assets		
Goodwill	—	1,026
Other intangible fixed assets	1,039	1,728
Total intangible fixed assets	<u>1,039</u>	<u>2,754</u>
Investments and other assets:		
Investment securities	71,695	74,907
Long-term loans	29	17
Deferred income tax assets	1,000	95
Other investments	1,520	1,986
Less: Allowance for doubtful accounts	△152	△152
Total investments and other assets	<u>74,093</u>	<u>76,854</u>
Total fixed assets	<u>189,214</u>	<u>220,468</u>
Total assets	<u>483,093</u>	<u>575,268</u>

(¥ millions)

	Fiscal 2014 As of March 31, 2014	Fiscal 2015 As of March 31, 2015
Liabilities		
Current liabilities:		
Trade notes and accounts payable	105,326	122,929
Short-term loans	38,269	37,702
Accrued expenses	17,969	22,664
Income taxes payable	8,506	9,161
Allowance for employees' bonuses	4,546	4,833
Reserve for product warranties	2,151	2,657
Other current liabilities	8,558	10,057
Total current liabilities	185,328	210,005
Non-current liabilities:		
Long-term debt	5,241	3,798
Deferred income tax liabilities	582	6,601
Net defined liability for retirement benefits	26,141	24,862
Allowance for directors' and corporate auditors' retirement benefits	353	383
Allowance for expenses for damages	2,589	5,655
Reserve for product warranties	4,841	4,844
Allowance for environmental strategies	246	230
Other non-current liabilities	1,694	2,060
Total non-current liabilities	41,692	48,436
Total liabilities	227,020	258,442
Net assets		
Shareholders' equity:		
Common stock	14,270	14,270
Additional paid-in capital	17,108	17,108
Retained earnings	158,109	188,935
Treasury common stock, at cost	△84	△85
Total shareholders' equity	189,404	220,229
Accumulated other comprehensive income:		
Valuation adjustment on marketable securities	18,532	27,922
Translation adjustments	8,665	18,435
Adjustments in defined benefit plans	3,343	2,561
Total accumulated other comprehensive income	30,541	48,919
Non-controlling interests	36,127	47,677
Total net assets	256,072	316,826
Total liabilities and net assets	483,093	575,268

(2) Consolidated Statements of Income and Comprehensive Income

(¥ millions)

	Fiscal 2014 April 1, 2013 to March 31, 2014	Fiscal 2015 April 1, 2014 to March 31, 2015
Net sales	597,502	706,470
Cost of sales	504,321	596,460
Gross profit	93,180	110,010
Selling, general and administrative expenses:		
Selling expenses	15,077	15,003
General and administrative expenses	28,596	30,851
Total selling, general and administrative expenses	43,674	45,855
Operating income	49,506	64,155
Non-operating income:		
Interest income	1,593	1,716
Dividends	869	1,106
Equity in earnings of affiliates	11	11
Foreign exchange gains	334	—
Other non-operating income	1,127	1,699
Total non-operating income	3,936	4,534
Non-operating expenses:		
Interest expenses	828	858
Aircraft business safety measure expenses	490	476
Foreign exchange losses	—	109
Other non-operating expenses	228	365
Total non-operating expenses	1,547	1,809
Recurring profit	51,895	66,880
Extraordinary gains:		
Gain on abolishment of retirement benefits plan	—	936
Gain on sales of investment securities	985	747
Gain on sales of property and equipment	34	14
Other extraordinary gains	5	1
Total extraordinary gains	1,025	1,699
Extraordinary losses:		
Provision for expenses for damages	—	4,123
Loss on sales and disposal of property and equipment	340	554
Loss on abandonment of inventories	11	0
Loss related to the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade	5,965	—
Other extraordinary losses	7	6
Total extraordinary losses	6,324	4,684
Income before income taxes	46,596	63,895
Income taxes	17,409	18,728
Income tax adjustment	△235	289
Total income taxes	17,173	19,017
Income before non-controlling interests	29,422	44,877
Non-controlling interests in consolidated subsidiaries	8,044	8,816
Net income	21,378	36,060

(¥ millions)

	Fiscal 2014 April 1, 2013 to March 31, 2014	Fiscal 2015 April 1, 2014 to March 31, 2015
Non-controlling interests in consolidated subsidiaries	8,044	8,816
Income before non-controlling interests	29,422	44,877
Other comprehensive income or loss		
Valuation adjustment on marketable securities	5,230	9,980
Translation adjustments	5,688	14,565
Adjustments in defined benefit plans	—	△869
Total other comprehensive income	10,919	23,676
Comprehensive income	40,341	68,553
(Breakdown)		
Attributable to shareholders of the parent company	30,745	54,438
Attributable to non-controlling interests	9,596	14,115

(3) Consolidated Statements of Changes in Shareholders' Equity
Fiscal 2014 (April 1, 2013 to March 31, 2014)

(¥ millions)

	Shareholders' equity				
	Common stock	Additional paid-in capital	Retained earnings	Treasury common stock, at cost	Total shareholders' equity
Balance at beginning of year	14,270	17,108	140,588	△78	171,889
Changes during fiscal year					
Dividends from retained earnings	—	—	△3,856	—	△3,856
Net income for the fiscal year	—	—	21,378	—	21,378
Purchases of treasury stock	—	—	—	△6	△6
Changes in items other than shareholders' equity during fiscal year (net)	—	—	—	—	—
Total changes during fiscal year	—	—	17,521	△6	17,514
Balance at fiscal year-end	14,270	17,108	158,109	△84	189,404

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation adjustment on marketable securities	Translation adjustments	Adjustments of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of year	13,297	4,534	—	17,831	28,410	218,131
Changes during fiscal year						
Dividends from retained earnings	—	—	—	—	—	△3,856
Net income for the fiscal year	—	—	—	—	—	21,378
Purchases of treasury stock	—	—	—	—	—	△6
Changes in items other than shareholders' equity during fiscal year (net)	5,235	4,131	3,343	12,710	7,716	20,426
Total changes during fiscal year	5,235	4,131	3,343	12,710	7,716	37,941
Balance at fiscal year-end	18,532	8,665	3,343	30,541	36,127	256,072

Fiscal 2015 (April 1, 2014 to March 31, 2015)

(¥ millions)

	Shareholders' equity				
	Common stock	Additional paid-in capital	Retained earnings	Treasury common stock, at cost	Total shareholders' equity
Balance at beginning of year	14,270	17,108	158,109	△84	189,404
Cumulative effects of changes in accounting policies	—	—	△735	—	△735
Initial balance reflecting changes in accounting policies	14,270	17,108	157,374	△84	188,668
Changes during fiscal year					
Dividends from retained earnings	—	—	△4,499	—	△4,499
Net income for the fiscal year	—	—	36,060	—	36,060
Purchases of treasury stock	—	—	—	△1	△1
Changes in items other than shareholders' equity during fiscal year (net)	—	—	—	—	—
Total changes during fiscal year	—	—	31,561	△1	31,560
Balance at fiscal year-end	14,270	17,108	188,935	△85	220,229

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation adjustment on marketable securities	Translation adjustments	Adjustments of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of year	18,532	8,665	3,343	30,541	36,127	256,072
Cumulative effects of changes in accounting policies	—	—	—	—	—	△735
Initial balance reflecting changes in accounting policies	18,532	8,665	3,343	30,541	36,127	255,337
Changes during fiscal year						
Dividends from retained earnings	—	—	—	—	—	△4,499
Net income for the fiscal year	—	—	—	—	—	36,060
Purchases of treasury stock	—	—	—	—	—	△1
Changes in items other than shareholders' equity during fiscal year (net)	9,389	9,769	△781	18,378	11,550	29,928
Total changes during fiscal year	9,389	9,769	△781	18,378	11,550	61,489
Balance at fiscal year-end	27,922	18,435	2,561	48,919	47,677	316,826

(4) Consolidated Statements of Cash Flows

(¥ millions)

	Fiscal 2014 April 1, 2013 to March 31, 2014	Fiscal 2015 April 1, 2014 to March 31, 2015
Cash flows from operating activities		
Income before income taxes	46,596	63,895
Depreciation	21,522	25,919
Amortization of goodwill	—	54
Equity in earnings of affiliated companies	△11	△11
Provision for allowance for doubtful accounts	164	△11,370
Net defined liability for retirement benefits	781	△2,568
Provision for reserve for bonuses	141	285
Reserve for product warranties	5,193	507
Interest and dividends received	△2,463	△2,822
Interest payments	828	858
Gain on abolishment of retirement benefits plan	—	△936
Gain on sale of marketable and investment securities	△983	△752
Loss on sale of property and equipment	306	540
Loss related to the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade	5,965	—
Increase in trade notes and accounts receivable	△8,330	△5,365
Increase in inventories	△10,508	△4,411
Increase or decrease in other current assets	△8,051	10,145
Increase in trade notes and accounts payable	14,524	9,139
Increase or decrease in accrued expenses and other current liabilities	△1,166	3,130
Provision for expenses for damages	—	4,123
Others	769	392
Subtotal	65,277	90,752
Interest and dividends received	2,463	2,822
Interest paid	△828	△858
Damages paid	△5,371	△1,056
Administrative monetary penalty paid	△9,393	—
Income taxes paid	△16,576	△18,371
Net cash provided by operating activities	35,572	73,289
Cash flows from investing activities		
Payments into time deposits	△65,390	△77,740
Proceeds from the redemption of time deposits	52,050	53,363
Payments for purchase of marketable and investment securities	△16	△17
Proceeds from sale of marketable and investment securities	9,221	11,615
Acquisition of property and equipment	△32,906	△42,831
Proceeds from sale and disposal of property and equipment	356	225
Payments for new loans	△12	△14
Proceeds from loan repayments	40	26
Others	627	△153
Net cash used in investing activities	△36,030	△55,526

(¥ millions)

	Fiscal 2014 April 1, 2013 to March 31, 2014	Fiscal 2015 April 1, 2014 to March 31, 2015
Cash flows from financing activities		
Increase or decrease in short-term loans	8,558	△4,928
Increase in long-term debt	3,934	543
Repayment of long-term debt	△1,125	△1,971
Payments for repurchase of treasury stock	△6	△1
Proceeds from stock issuance to non-controlling shareholders	888	—
Dividends paid by parent company	△3,857	△4,498
Dividends paid to non-controlling shareholders	△3,015	△3,522
Net cash provided by or used in financing activities	<u>5,377</u>	<u>△14,376</u>
Effect of exchange rate changes on cash and cash equivalents	838	1,945
Increase in cash and cash equivalents	<u>5,758</u>	<u>5,332</u>
Cash and cash equivalents at beginning of year	<u>21,992</u>	<u>27,750</u>
Cash and cash equivalents at end of year	<u>27,750</u>	<u>33,082</u>

**(5) Notes to Consolidated Financial Statements
(Going Concern Assumption)**

None

(Changes in Accounting Principles)

With regard to Accounting Standard for Retirement Benefits (Accounting Standards Board of Japan (ASBJ) Statement No. 26, May 17, 2012, hereinafter the "Retirement Benefits Accounting Standard") and Guidance on Accounting Standard for Retirement Benefits (ASBJ Guidance No. 25, May 17, 2012, hereinafter the "Retirement Benefits Guidance") the Company has adopted the provisions of Article 35 of the Retirement Benefits Accounting Standard and Article 67 of the Retirement Benefits Guidance from the first quarter ended June 30, 2014. As a result, the Company revised its calculation method of retirement benefits obligations, and changed its method for attributing estimated retirement benefits to accounting periods from the straight-line method to the benefits formula method. At the same time, the method for determining the discount rate was changed.

As a result, the Company marked up the starting balance of net defined liability for retirement benefits by ¥1,203 million, and marked down retained earnings by ¥735 million. The effect of this change on earnings was negligible.

(Segment Information)

a. Segment Information

1. Overview of Reporting Segments

The Koito Group produces primarily automotive lighting equipment in Japan and overseas, and supplies products to countries around the world as a global supplier. Each local subsidiary is an independent business entity, and the Group does business by establishing a comprehensive plan for each region. The Company's five reporting segments are therefore geographical segments based on production and sales structures, comprising Japan, North America, China, Asia and Europe.

Within each of these geographical segments are segments that produce and sell automotive lighting equipment, railroad car control equipment, aircraft components, and seats for railroad cars and aircraft.

2. Calculation for Net Sales, Segment Income or Loss, Assets, Liabilities and Others of Reporting Segments

Accounting treatment for reporting segments is the same for the most part as the treatment described in "Significant Accounting Policies Used in Preparation of Consolidated Financial Statements."

Income of reporting segments is based on operating income.

Inter-segment sales and transfers are based on general market prices.

3. Information Concerning Net Sales and Operating Income or Loss for Each Segment

I Fiscal 2014 (April 1, 2013 to March 31, 2014)

	Japan	North America	China	Asia	Europe	Total	Adjustment (Note 1)	Amount recorded on consolidated financial statements (Note 3)
Net sales								(¥ millions)
Sales to outside customers	277,617	93,580	149,846	57,285	19,171	597,502	—	597,502
Inter-segment sales and transfers	122,215	—	5,076	5,007	20,521	152,820	(152,820)	—
Total	399,833	93,580	154,922	62,292	39,693	750,322	(152,820)	597,502
Segment operating income	30,346	1,524	9,519	6,433	895	48,719	787	49,506
Segment assets	200,127	60,485	93,794	44,383	20,240	419,031	64,061	483,093
Other items								
Depreciation	10,971	3,384	3,268	3,072	761	21,458	63	21,522
Increase in property, plant and equipment and intangible fixed assets	10,141	8,481	9,701	4,905	1,331	34,561	—	34,561

Notes: 1. Adjustments are as follows:

- (1) The ¥787 million adjustment in segment operating income includes ¥4,868 million in intersegment eliminations and ¥△4,081 million in unallocated expenses. Unallocated expenses comprise expenses related to management divisions such as administrative and accounting divisions of the Head Office of the parent company.

- (2) The ¥64,061 million adjustment in segment assets includes ¥△115,136 million in intersegment eliminations, ¥61,116 million in surplus operational funds at the parent company (cash and time deposits), ¥116,497 million in long-term investments (investment securities, etc.) and ¥1,584 million in the parent company's Head Office building, etc.
- (3) The ¥63 million adjustment of depreciation expenses are the fixed assets amortization expenses for the parent company's Head Office.
2. The breakdown of countries and regions other than Japan and China is as follows:
- (1) North America: United States and Mexico
- (2) Asia: Thailand, Republic of Indonesia, Taiwan and India
- (3) Europe: Belgium, United Kingdom and Czech Republic
3. Segment operating income is adjusted to operating income in the consolidated financial statements.

II Fiscal 2015 (April 1, 2014 to March 31, 2015)

(¥ millions)

	Japan	North America	China	Asia	Europe	Total	Adjustment (Note 1)	Amount recorded on consolidated financial statements (Note 3)
Net sales								
Sales to outside customers	280,119	136,902	185,248	71,865	32,335	706,470	—	706,470
Inter-segment sales and transfers	130,837	169	4,212	6,118	31,115	172,453	(172,453)	—
Total	410,956	137,072	189,460	77,984	63,450	878,924	(172,453)	706,470
Segment operating income	31,933	7,106	13,719	7,617	2,735	63,112	1,042	64,155
Segment assets	217,892	78,446	124,229	59,348	18,604	498,522	76,746	575,268
Other items								
Depreciation	11,739	5,297	3,949	3,921	933	25,841	77	25,919
Amortization of goodwill	54	—	—	—	—	—	—	54
Increase in property, plant and equipment and intangible fixed assets	15,059	16,809	9,779	5,170	1,650	48,470	—	48,470

Notes: 1. Adjustments are as follows:

- (1) The ¥1,042 million adjustment in segment operating income includes ¥5,535 million in intersegment eliminations and ¥△4,493 million in unallocated expenses. Unallocated expenses comprise expenses related to management divisions such as administrative and accounting divisions of the Head Office of the parent company.
- (2) The ¥76,746 million adjustment in segment assets includes ¥△133,039 million in intersegment eliminations, ¥81,211 million in surplus operational funds at the parent company (cash and time deposits), ¥127,025 million in long-term investments (investment securities, etc.) and ¥1,548 million in the parent company's Head Office building, etc.
- (3) The ¥77 million adjustment of depreciation expenses are the fixed assets amortization expenses for the parent company's Head Office.
2. The breakdown of countries and regions other than Japan and China is as follows:
- (1) North America: United States and Mexico
- (2) Asia: Thailand, Republic of Indonesia, Taiwan and India
- (3) Europe: Belgium, United Kingdom and Czech Republic
3. Segment operating income is adjusted to operating income in the consolidated financial statements.

(Per Share Information)

Fiscal 2014 April 1, 2013 to March 31, 2014		Fiscal 2015 April 1, 2014 to March 31, 2015	
Net assets per share	¥1,368.72	Net assets per share	¥1,674.91
Net income per share	¥133.04	Net income per share	¥224.41
Net income per share after adjustment for dilution is not shown because although treasury-stock stock options were introduced and there is treasury stock, after adjustment there is no dilution effect.		Net income per share after adjustment for dilution is not shown because although treasury-stock stock options were introduced and there is treasury stock, after adjustment there is no dilution effect.	

(Note) The following shows the basis for calculation of net income per share.

	Fiscal 2014 April 1, 2013 to March 31, 2014	Fiscal 2015 April 1, 2014 to March 31, 2015
Net income per share		
Net income	¥21,378 million	¥36,060 million
Amount not attributable to common stock	—	—
Net income associated with common stock	¥21,378 million	¥36,060 million
Average number of shares outstanding during the period	160,696 thousand shares	160,694 thousand shares

(Significant Subsequent Events)

None

6. Non-consolidated Financial Statements

(1) Non-consolidated Balance Sheets

(¥ millions)

	Fiscal 2014 As of March 31, 2014	Fiscal 2015 As of March 31, 2015
Assets		
Current assets:		
Cash and time deposits	61,116	80,942
Notes receivable	361	310
Electronically recorded monetary claims-operating	6,236	7,389
Accounts receivable-trade	40,809	40,964
Finished products	4,848	5,041
Work in progress	910	972
Raw materials and supplies	4,606	5,994
Accrued income	14,904	3,376
Short-term loans receivable	333	633
Deferred income tax assets	2,195	3,830
Other current assets	244	235
Less: Allowance for doubtful receivables	△12,220	△115
Total current assets	124,346	149,575
Fixed assets:		
Property, plant and equipment:		
Buildings (net)	9,946	10,333
Structures (net)	587	575
Machinery (net)	1,370	3,127
Transportation equipment (net)	104	125
Fixtures, equipment and tools (net)	2,563	3,261
Land	6,847	6,846
Total property, plant and equipment	21,420	24,269
Intangible fixed assets:		
Telephone subscription rights	37	37
Other intangible fixed assets	347	579
Total intangible fixed assets	384	616
Investments and other assets:		
Investment securities	51,320	48,110
Shares of affiliated companies	53,299	62,387
Bonds of affiliated companies	—	1,650
Investments in affiliated companies	11,877	14,877
Long-term loans	24	11
Deferred income tax assets	5,388	—
Guarantee deposits	493	497
Other investments	18	525
Less: Allowance for doubtful accounts	△136	△136
Total investments and other assets	122,286	127,924
Total fixed assets	144,092	152,810
Total assets	268,438	302,385

(¥ millions)

	Fiscal 2014 As of March 31, 2014	Fiscal 2015 As of March 31, 2015
Liabilities		
Current liabilities:		
Notes and accounts payable	48,067	50,370
Accrued amount payable	1,461	2,622
Accrued expenses	5,922	8,680
Income taxes payable	5,623	5,794
Allowance for employees' bonuses	3,526	3,761
Reserve for product warranties	2,151	2,657
Other current liabilities	563	1,632
Total current liabilities	67,316	75,518
Non-current liabilities:		
Deferred income tax liabilities	—	95
Allowance for retirement benefits	22,634	21,220
Allowance for losses on overseas investments	7,000	7,000
Reserve for product warranties	4,841	4,844
Allowance for environmental strategies	15	12
Other non-current liabilities	1,095	1,094
Total non-current liabilities	35,586	34,266
Total liabilities	102,902	109,785
Net assets		
Shareholders' equity:		
Common stock	14,270	14,270
Additional paid-in capital		
Capital reserve	17,107	17,107
Other additional paid-in capital	0	0
Total additional paid-in capital	17,108	17,108
Retained earnings		
Profit reserve	3,567	3,567
Other retained earnings		
Reserve for reductions of asset costs	799	820
Other reserve	80,000	80,000
Retained earnings brought forward	31,944	50,204
Total retained earnings	116,311	134,593
Treasury common stock, at cost	△84	△85
Total shareholders' equity	147,605	165,886
Revaluations and translation adjustments:		
Valuation adjustment on marketable securities	17,929	26,713
Total revaluations and translation adjustments	17,929	26,713
Total net assets	165,535	192,600
Total liabilities and net assets	268,438	302,385

(2) Non-consolidated Statements of Income

(¥ millions)

	Fiscal 2014 April 1, 2013 to March 31, 2014	Fiscal 2015 April 1, 2014 to March 31, 2015
Net sales	245,412	251,563
Cost of sales	208,505	213,216
Gross profit	36,907	38,347
Selling, general and administrative expenses:		
Selling expenses	9,088	8,950
General and administrative expenses	9,733	9,822
Total selling, general and administrative expenses	18,821	18,772
Operating income	18,085	19,574
Non-operating income:		
Interest income	126	142
Marketable securities interest income	1,126	1,138
Dividend income	5,889	6,764
Royalty income, other	3,530	4,493
Rent income	567	570
Miscellaneous income	556	471
Total non-operating income	11,795	13,580
Non-operating expenses:		
Miscellaneous expenses	23	83
Total non-operating expenses	23	83
Recurring profit	29,857	33,071
Extraordinary gains:		
Gain on abolishment of retirement benefits plan	—	936
Gain on sale of investment securities	984	747
Gain on sale of fixed assets	20	11
Total extraordinary gains	1,005	1,695
Extraordinary losses:		
Loss on sale and disposal of fixed assets	232	295
Loss on sale of investment securities	—	0
Loss related to the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade	5,965	—
Total extraordinary losses	6,197	295
Income before income taxes	24,665	34,471
Income taxes	11,228	10,041
Income tax adjustment	72	1,070
Total income taxes	11,301	11,111
Net income	13,364	23,360

(3) Non-consolidated Changes in Shareholders' Equity
Fiscal 2013 (April 1, 2012 to March 31, 2013)

(¥ millions)

	Shareholders' equity								
	Common stock	Additional paid-in capital			Profit reserve	Retained earnings			
		Capital reserve	Other additional paid-in capital	Total additional paid-in capital		Other retained earnings			Total retained earnings
						Reserve for reductions of asset costs	Other reserve	Retained earnings brought forward	
Balance at beginning of year	14,270	17,107	0	17,108	3,567	799	80,000	22,436	106,803
Changes during fiscal year									
Reserve for reduction of asset costs	—	—	—	—	—	10	—	△10	—
Reversal of reserve for reduction of asset costs	—	—	—	—	—	△10	—	10	—
Dividends of retained earnings	—	—	—	—	—	—	—	△3,856	△3,856
Net income	—	—	—	—	—	—	—	13,364	13,364
Acquisition of treasury stock	—	—	—	—	—	—	—	—	—
Changes in items other than shareholders' equity during fiscal year (net)	—	—	—	—	—	—	—	—	—
Total changes during fiscal year	—	—	—	—	—	0	—	9,507	9,507
Balance at fiscal year-end	14,270	17,107	0	17,108	3,567	799	80,000	31,944	116,311

	Shareholders' equity		Revaluations and translation adjustments		Total net assets
	Treasury stock	Total shareholders' equity	Valuation adjustment on marketable securities	Total revaluations and translation adjustments	
Balance at beginning of year	△78	138,104	12,702	12,702	150,807
Changes during fiscal year					
Reserve for reduction of asset costs	—	—	—	—	—
Reversal of reserve for reduction of asset costs	—	—	—	—	—
Dividends of retained earnings	—	△3,856	—	—	△3,856
Net income	—	13,364	—	—	13,364
Acquisition of treasury stock	△6	△6	—	—	△6
Changes in items other than shareholders' equity during fiscal year (net)	—	—	5,227	5,227	5,227
Total changes during fiscal year	△6	9,501	5,227	5,227	14,728
Balance at fiscal year-end	△84	147,605	17,929	17,929	165,535

Fiscal 2015 (April 1, 2014 to March 31, 2015)

(¥ millions)

	Shareholders' equity								
	Common stock	Additional paid-in capital			Profit reserve	Retained earnings			
		Capital reserve	Other additional paid-in capital	Total additional paid-in capital		Other retained earnings			Total retained earnings
						Reserve for reduction of asset costs	Other reserve	Retained earnings brought forward	
Balance at beginning of year	14,270	17,107	0	17,108	3,567	799	80,000	31,944	116,311
Cumulative effects of changes in accounting policies	—	—	—	—	—	—	—	△578	△578
Initial balance reflecting changes in accounting policies	14,270	17,107	0	17,108	3,567	799	80,000	31,365	115,732
Changes during fiscal year									
Reserve for reduction of asset costs	—	—	—	—	—	38	—	△38	—
Reversal of reserve for reduction of asset costs	—	—	—	—	—	△17	—	17	—
Dividends of retained earnings	—	—	—	—	—	—	—	△4,499	△4,499
Net income	—	—	—	—	—	—	—	23,360	23,360
Acquisition of treasury stock	—	—	—	—	—	—	—	—	—
Changes in items other than shareholders' equity during fiscal year (net)	—	—	—	—	—	—	—	—	—
Total changes during fiscal year	—	—	—	—	—	21	—	18,839	18,860
Balance at fiscal year-end	14,270	17,107	0	17,108	3,567	820	80,000	50,204	134,593

	Shareholders' equity		Revaluations and translation adjustments		Total net assets
	Treasury stock	Total shareholders' equity	Valuation adjustment on marketable securities	Total revaluations and translation adjustments	
Balance at beginning of year	△84	147,605	17,929	17,929	165,535
Cumulative effects of changes in accounting policies	—	△578	—	—	△578
Initial balance reflecting changes in accounting policies	△84	147,027	17,929	17,929	164,956
Changes during fiscal year					
Reserve for reduction of asset costs	—	—	—	—	—
Reversal of reserve for reduction of asset costs	—	—	—	—	—
Dividends of retained earnings	—	△4,499	—	—	△4,499
Net income	—	23,360	—	—	23,360
Acquisition of treasury stock	△1	△1	—	—	△1
Changes in items other than shareholders' equity during fiscal year (net)	—	—	8,783	8,783	8,783
Total changes during fiscal year	△1	18,859	8,783	8,783	27,643
Balance at fiscal year-end	△85	165,886	26,713	26,713	192,600

7. Other Information

(1) Changes in Directors and Corporate Auditors (Scheduled for June 26, 2015)

1. Changes in Representative Directors

Chairman and CEO	Masahiro Otake	(Current position: President)
President and COO	Hiroshi Mihara	(Current position: Executive Vice President)

Takashi Ohtake, whose current position is Chairman, will be appointed as Director and Senior Adviser of the Company.

2. Changes in Other Directors and Corporate Auditors

•New Director Candidates

Director and Managing Corporate Officer	Hideharu Konagaya	(Current position: Managing Corporate Officer)
Director and Managing Corporate Officer	Mineo Kobayashi	(Current position: Corporate Officer)

•New Corporate Auditor Candidate

Standing Audit and Supervisory Board Member	Mikio Tsuruta	(Current position: Adviser)
--	---------------	-----------------------------

•Retiring Director

Senior Managing Director	Kazuo Ueki	(To be appointed as Adviser)
--------------------------	------------	------------------------------

•Retiring Corporate Auditor

Standing Audit and Supervisory Board Member	Shuichi Goto	
--	--------------	--

3. Changes in Corporate Officers

•Newly Appointed Corporate Officers

Corporate Officer	Toshiyuki Katsumata	(Current position: General Manager of Design Department, Shizuoka)
Corporate Officer	Mamoru Murakoshi	(Current position: Deputy General Manager of Production Engineering Department)
Corporate Officer	Masahiro Otake	(Current position: General Manager of Haibara Plant)
Corporate Officer	Yuji Higashi	(Current position: General Manager of Research & Development Department)

•Retiring Corporate Officer

Corporate Officer	Takao Yamanashi	(To be appointed as Adviser)
-------------------	-----------------	------------------------------

4. Changes in Directors and Executive Officers

Name	New Position/In Charge Of	Current Position/ In Charge Of
Hiroshi Mihara	President and COO	Executive Vice President International Operations Headquarters Administration Department – International China Operations American Operations
Yuji Yokoya	Executive Vice President Engineering Headquarters Intellectual Property Department Research & Development Department Design Section, Engineering Department in Toyota Branch New Business Planning Department Systematized Product Planning Department Project Management Department	Executive Vice President Intellectual Property Department Research & Development Department Design Section, Engineering Department in Toyota Branch New Business Planning Department Systematized Product Planning Department Project Management Department
Koichi Sakakibara	Executive Vice President Production Headquarters Personnel Department General Affairs Department, Shizuoka Purchasing Department Aircraft Equipment Division Light Source Division	Executive Vice President Production Headquarters Personnel Department General Affairs Department, Shizuoka Purchasing Department Electronics Products Production Department Aircraft Equipment Division Light Source Division
Kenji Arima	Senior Managing Director International Operations Headquarters Engineering Headquarters Quality Assurance Department Product Development Department Design Department, Shizuoka	Senior Managing Director Engineering Headquarters International Operations Headquarters Quality Assurance Department Product Development Department Design Department, Shizuoka ASEAN, South Asia & Africa Operations
Yohei Kawaguchi	Senior Managing Director Sales Headquarters General Affairs Department Parts and Accessory Planning Department Tokyo Sales Branch	Senior Managing Director Sales Headquarters General Affairs Department Parts and Accessory Planning Department Tokyo Sales Branch
Masami Uchiyama	Director and Managing Corporate Officer Production Headquarters Shizuoka Plant Production Control Department Safety Environment Department Logistics Department Electronics Products Production Department Director, KI HOLDINGS CO., LTD.	Director and Managing Corporate Officer Production Headquarters Shizuoka Plant Haibara Plant Production Control Department Safety Environment Department Logistics Department Director, KI HOLDINGS CO., LTD.
Katsuyuki Kusakawa	Director and Managing Corporate Officer Corporate Planning Department Compliance Department Information System Department	Director and Managing Corporate Officer Corporate Planning Department Compliance Department Information System Department
Hideo Yamamoto	Director and Managing Corporate Officer Finance & Accounting Headquarters Internal Audit Department Cost Administration Department	Director and Managing Corporate Officer Finance & Accounting Headquarters Internal Audit Department Cost Administration Department
Michiaki Kato	Director and Managing Corporate Officer Sales Headquarters International Operations Headquarters Toyota Sales Branch	Director and Managing Corporate Officer Sales Headquarters International Operations Headquarters Toyota Sales Branch

Name	New Position/In Charge Of	Current Position/ In Charge Of
Hideharu Konagaya	Director and Managing Corporate Officer Finance & Accounting Headquarters Corporate Auditor, KI HOLDINGS CO., LTD.	Managing Corporate Officer Finance & Accounting Headquarters Corporate Auditor, KI HOLDINGS CO., LTD.
Mineo Kobayashi	Director and Managing Corporate Officer International Operations Headquarters ASEAN, South Asia & Africa Operations China Operations	Corporate Officer International Operations Headquarters ASEAN, South Asia & Africa Operations China Operations
Haruya Uehara	Outside Director [Senior Advisor, Mitsubishi UFJ Trust and Banking Corporation]	Outside Director [Senior Advisor, Mitsubishi UFJ Trust and Banking Corporation]
Osami Takikawa	Managing Corporate Officer Production Headquarters Production Kaizen Division Production Engineering Department Fujikawa Tooling Plant Aircraft Equipment Division Sagara Plant	Managing Corporate Officer Production Headquarters Production Kaizen Division Production Engineering Department Fujikawa Tooling Plant Aircraft Equipment Division Sagara Plant
Jun Toyota	Managing Corporate Officer President, North American Lighting, Inc.	Managing Corporate Officer Senior Vice President, North American Lighting, Inc.
Atsushi Inoue	Managing Corporate Officer Corporate Planning Department General Affairs Department	Managing Corporate Officer Corporate Planning Department General Affairs Department
Kiyoshi Sato	Managing Corporate Officer President, INDIA JAPAN LIGHTING PRIVATE LIMITED	Managing Corporate Officer President, INDIA JAPAN LIGHTING PRIVATE LIMITED
Kazuhito Iwaki	Corporate Officer Engineering Headquarters Mechanical System Design Department	Corporate Officer Engineering Headquarters Mechanical System Design Department
Koichi Toyoda	Corporate Officer Sales Headquarters Osaka Sales Branch	Corporate Officer Sales Headquarters Osaka Sales Branch
Shinji Watanabe	Corporate Officer President, Koito Czech s.r.o.	Corporate Officer President, Koito Czech s.r.o.
Masatoshi Yoneyama	Corporate Officer Engineering Headquarters Product Development Department	Corporate Officer Engineering Headquarters Product Development Department
Toshiyuki Katsumata	Corporate Officer Engineering Headquarters Design Department, Shizuoka	Design Department, Shizuoka
Mamoru Murakoshi	Corporate Officer Production Headquarters Production Engineering Department	Production Engineering Department
Masahiro Otake	Corporate Officer Production Headquarters Haibara Plant Assembly Department	Haibara Plant Assembly Department
Yuji Higashi	Corporate Officer Engineering Headquarters Research & Development Department	Research & Development Department