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Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (Under Japanese GAAP)

May 2, 2025

Company name TOA Corporation Listing: Tokyo Stock Exchange Securities code 6809 URL https://www.toa-global.com/ja

Representative (Title)President, CEO (Name)TANIGUCHI Masahiro

General Manager of

Inquiries (Title)Accounting & Financial (Name)YOSHIDA Keigo (Tel) +81-78-303-5620

Department

Date of general shareholders' Dividend payable date

meeting (as planned)

June 25, 2025

(as planned)

June 26, 2025

Annual securities report filing

date (as planned)

Supplemental material of annual results: Yes

Convening briefing of annual results: Yes for institutional investors

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

1. Consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sal	es	Operating	Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	
March 31, 2025	50,626	3.7	3,589	18.5	3,920	5.7	2,364	18.4	
March 31, 2024	48,814	8.2	3,028	76.8	3,710	76.3	1,997	13.1	

Note:Comprehensive income

For the fiscal year ended March 31, 2025

For the fiscal year ended year ended March 31, 2025

For the fiscal year ended year ended March 31, 2024

For the fiscal year ended year ended March 31, 2024

[30.6%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	78.66	_	4.9	5.9	7.1
March 31, 2024	62.61	_	4.3	5.8	6.2

Reference:Investment profit (loss) on equity method

For the fiscal year ended year ended March 31, 2025

Millions of yen

For the fiscal year ended year ended March 31, 2024

Millions

(2) Consolidated financial position

	Total assets	Net assets	Capital adequacy ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	68,630	52,586	72.1	1,646.47
March 31, 2024	64,734	49,239	72.0	1,549.88

Reference:Owner's equity

As of March 31, 49,509 Millions of yen

As of March 31, 2025

As of March 31, 2024

46,583 Millions of yen

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and equivalents, end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2025	5,619	(2,403)	(2,085)	15,951
March 31, 2024	5,074	(928)	(5,226)	14,091

2. Cash dividends

		Di	vidend per sha	are				Ratio of total amount of
	First quarter	Second quarter	Third quarter	Year end	Annual	Total dividend paid	Payout ratio (consolidated)	dividends to
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2024	_	20.00	_	20.00	40.00	1,244	63.9	2.7
Fiscal year ended March 31, 2025	_	20.00	I	20.00	40.00	1,202	50.9	2.5
Fiscal year ending March 31, 2026 (Forecast)	_	20.00		22.00	42.00		45.9	

Breakdown of the dividends for the fiscal year ended March 31, 2024: Stable dividend ¥40

Breakdown of the dividends for the fiscal year ended March 31, 2025: Stable dividend ¥40

Dividends for the fiscal year ending March 31, 2026 (Forecast): Stable dividend ¥40, Performance-based dividend ¥2

3. Consolidated financial forecast for the fiscal year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sa	iles	Operating	g profit	Ordinary	profit	Profit attrib		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending March 31, 2026	54,500	7.7	4,500	25.4	4,700	19.9	2,750	16.3	91.45

* 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: Yes
 - (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)
 - ① Number of issued and outstanding shares at the end of fiscal year (including treasury stock)
 - ② Number of treasury stock at the end of fiscal year
 - ③ Average number of shares

f	As of March 31, 2025	34,136,635shares	As of March 31, 2024	34,136,635shares
	As of March 31, 2025	4,066,689shares	As of March 31, 2024	4,080,281shares
	Fiscal year ended March 31, 2025	30,065,487shares	Fiscal year ended March 31, 2024	31,909,292shares

[Reference] Overview of non-consolidated financial results

- 1. Non-consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
- (1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	36,009	9.0	2,010	95.5	2,869	24.1	2,346	24.6
March 31, 2024	33,025	5.1	1,028	67.2	2,312	70.3	1,883	(10.3)

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2025	78.04	_
March 31, 2024	59.02	_

(2) Non-consolidated financial position

	Total assets	Net assets	Capital adequacy ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	42,329	34,304	81.0	1,140.84
March 31, 2024	40,193	32,632	81.2	1,085.73
	Λ.	of March 21 Mi	illians As of March	21 Millions

Reference:Owner's equity

As of March 31, 34,304 Millions of yen

As of March 31, 2025

As of March 31, 32,632 Millions of yen

- Forecasts presented herein are the current prospects based on information currently available and contain elements of uncertainty. Actual results may therefore differ from the above forecasts due to subsequent changes in the circumstances.
- The Company plans to hold a financial results briefing session for institutional investors (through a live video link) on May 27, 2025. The video and the materials distributed at the session are scheduled to be posted on our website promptly after the session.

^{*} Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

^{*} Proper use of earnings forecasts, and other special matters

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1. Consolidated Financial Statements and Significant Notes Thereto

(1)Consolidated balance sheet

	As of March 31, 2024	As of March 31, 2025
ssets		
Current assets		
Cash and deposits	16,350	18,966
Notes receivable - trade	1,992	1,601
Accounts receivable - trade	7,571	8,601
Contract assets	912	400
Merchandise and finished goods	8,937	8,690
Work in process	789	93:
Raw materials and supplies	5,126	5,05
Other	1,048	1,073
Allowance for doubtful accounts	(95)	(87
Total current assets	42,633	45,249
Non-current assets		
Property, plant and equipment		
Buildings and structures	11,261	11,39
Accumulated depreciation	(5,327)	(5,711
Buildings and structures, net	5,933	5,679
Machinery, equipment and vehicles	2,351	2,633
Accumulated depreciation	(1,942)	(2,170
Machinery, equipment and vehicles, net	409	462
Tools, furniture and fixtures	4,455	4,70
Accumulated depreciation	(3,870)	(4,088
Tools, furniture and fixtures, net	585	61:
Land	2,469	2,47
Leased assets	2,383	2,610
Accumulated depreciation	(1,218)	(1,421
Leased assets, net	1,165	1,18
Construction in progress	84	160
Total property, plant and equipment	10,648	10,58
Intangible assets	•	,
Goodwill	419	85
Software	1,014	1,30
Software in progress	102	1
Other	132	159
Total intangible assets	1,669	2,329
Investments and other assets	·	
Investment securities	8,170	9,004
Deferred tax assets	460	47
Retirement benefit asset	520	42
Other	633	559
Allowance for doubtful accounts	(0)	_
Total investments and other assets	9,784	10,46
Total non-current assets	22,101	23,381
Total assets	64,734	68,630

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	3,554	3,953
Short-term borrowings	1,836	1,758
Lease liabilities	418	456
Income taxes payable	579	548
Provision for bonuses	230	223
Provision for product warranties	40	115
Other	2,917	2,907
Total current liabilities	9,578	9,964
Non-current liabilities		
Lease liabilities	770	767
Deferred tax liabilities	1,275	1,478
Retirement benefit liability	3,089	3,113
Other	781	719
Total non-current liabilities	5,917	6,079
Total liabilities	15,495	16,043
Net assets		
Shareholders' equity		
Share capital	5,279	5,279
Capital surplus	5,048	5,051
Retained earnings	32,863	34,025
Treasury shares	(3,679)	(3,666)
Total shareholders' equity	39,512	40,690
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	4,807	5,320
Foreign currency translation adjustment	2,321	3,663
Remeasurements of defined benefit plans	(58)	(165)
Total accumulated other comprehensive income	7,070	8,818
Non-controlling interests	2,655	3,077
Total net assets	49,239	52,586
Total liabilities and net assets	64,734	68,630

(2)Consolidated statement of income and consolidated statement of comprehensive income (Consolidated statement of income)

Cost of sales 27,895 28,142 Gross profit 20,918 22,483 Selling, general and administrative expenses 17,890 18,894 Operating profit 3,028 3,589 Non-operating income 132 152 Interest income 128 140 Foreign exchange gains 351 — Insurance claim and dividend income 18 23 donations income — 50 Share of profit of entities accounted for using equity method 2 — Other 191 109 Total non-operating income 825 475 Non-operating expenses 95 83 Foreign exchange losses — 38 Loss on tax purpose reduction entry of non-current assets 35 — Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes<		Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Gross profit 20,918 22,483 Selling, general and administrative expenses 17,890 18,894 Operating profit 3,028 3,589 Non-operating income 132 152 Interest income 132 152 Dividend income 128 140 Foreign exchange gains 351 — Insurance claim and dividend income 18 23 donations income — 50 Share of profit of entities accounted for using equity method 2 — Other 191 109 Total non-operating income 825 475 Non-operating expenses 95 83 Foreign exchange losses — 38 Loss on tax purpose reduction entry of non-current assets 35 — Share of loss of entities accounted for using equity method — 7 Other 12 13 144 Other 12 13 144 Other 12 13 14 Ordian on-	Net sales	48,814	50,626
Selling, general and administrative expenses 17,890 18,894 Operating profit 3,028 3,589 Non-operating income 132 152 Interest income 128 140 Foreign exchange gains 351 — Insurance claim and dividend income 18 23 donations income — 50 Share of profit of entities accounted for using equity method 2 — Other 191 109 Total non-operating income 825 475 Non-operating expenses 95 83 Interest expenses 95 83 Foreign exchange losses — 38 Loss on tax purpose reduction entry of non-current assets 35 — assets — 3 Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Other 12 13 Total non-operating expenses 143	Cost of sales	27,895	28,142
Operating profit 3,028 3,589 Non-operating income 132 152 Dividend income 128 140 Foreign exchange gains 351 — Insurance claim and dividend income 18 23 donations income — 50 Share of profit of entities accounted for using equity method 191 109 Total non-operating income 825 475 Non-operating expenses 95 83 Interest expenses 95 83 Foreign exchange losses — 38 Loss on tax purpose reduction entry of non-current assets 35 — Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 1,70 (77) Total income taxes<	Gross profit	20,918	22,483
Operating profit 3,028 3,589 Non-operating income 132 152 Dividend income 128 140 Foreign exchange gains 351 — Insurance claim and dividend income 18 23 donations income — 50 Share of profit of entities accounted for using equity method 191 109 Total non-operating income 825 475 Non-operating expenses 95 83 Interest expenses 95 83 Foreign exchange losses — 38 Loss on tax purpose reduction entry of non-current assets 35 — Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 1,70 (77) Total income taxes<	Selling, general and administrative expenses	17,890	18,894
Interest income 132 152 Dividend income 128 140 Foreign exchange gains 351 — Insurance claim and dividend income 18 23 donations income — 50 Share of profit of entities accounted for using equity method 2 — Other 191 109 Total non-operating income 825 475 Non-operating expenses 95 83 Interest expenses 95 83 Foreign exchange losses — 38 Loss on tax purpose reduction entry of non-current assets 35 — Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 1,175 1,168 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77 Total income taxes - deferred <t< td=""><td></td><td>3,028</td><td>3,589</td></t<>		3,028	3,589
Dividend income 128 140 Foreign exchange gains 351 — Insurance claim and dividend income 18 23 donations income — 50 Share of profit of entities accounted for using equity method 2 — Other 191 109 Total non-operating income 825 475 Non-operating expenses 95 83 Foreign exchange losses — 38 Loss on tax purpose reduction entry of non-current assets 35 — Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 1,175 1,168 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes - deferred 170 (77) Total income taxes - deferred 1,346 1,091 Profit attr	Non-operating income		
Foreign exchange gains 351 — Insurance claim and dividend income 18 23 donations income — 50 Share of profit of entities accounted for using equity method 2 — Other 191 109 Total non-operating income 825 475 Non-operating expenses 95 83 Interest expenses 95 83 Foreign exchange losses — 38 Loss on tax purpose reduction entry of non-current assets 35 — Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling int	Interest income	132	152
Insurance claim and dividend income 18 23 donations income - 50 Share of profit of entities accounted for using equity method 2 - Other 191 109 Total non-operating income 825 475 Non-operating expenses 95 83 Interest expenses 95 83 Foreign exchange losses - 38 Loss on tax purpose reduction entry of non-current assets 35 - Share of loss of entities accounted for using equity method - 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464	Dividend income	128	140
donations income — 50 Share of profit of entities accounted for using equity method 2 — Other 191 109 Total non-operating income 825 475 Non-operating expenses — 83 Interest expenses 95 83 Foreign exchange losses — 38 Loss on tax purpose reduction entry of non-current assets 35 — Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464	Foreign exchange gains	351	_
Share of profit of entities accounted for using equity method 2 — Other 191 109 Total non-operating income 825 475 Non-operating expenses 95 83 Foreign exchange losses — 38 Loss on tax purpose reduction entry of non-current assets 35 — Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464	Insurance claim and dividend income	18	23
method 2 ————————————————————————————————————	donations income	_	50
Total non-operating income 825 475 Non-operating expenses 95 83 Interest expenses 95 83 Foreign exchange losses — 38 Loss on tax purpose reduction entry of non-current assets 35 — Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464		2	_
Non-operating expenses 95 83 Foreign exchange losses — 38 Loss on tax purpose reduction entry of non-current assets 35 — Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464	Other	191	109
Interest expenses 95 83 Foreign exchange losses - 38 Loss on tax purpose reduction entry of non-current assets 35 - Share of loss of entities accounted for using equity method - 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464	Total non-operating income	825	475
Foreign exchange losses — 38 Loss on tax purpose reduction entry of non-current assets 35 — Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464	Non-operating expenses		
Loss on tax purpose reduction entry of non-current assets 35 — Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,991 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464	Interest expenses	95	83
assets 35 Share of loss of entities accounted for using equity method — 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464	Foreign exchange losses	_	38
method 7 Other 12 13 Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464		35	_
Total non-operating expenses 143 144 Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464		_	7
Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464	Other	12	13
Ordinary profit 3,710 3,920 Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464	Total non-operating expenses	143	144
Profit before income taxes 3,710 3,920 Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464	Ordinary profit	3,710	3,920
Income taxes - current 1,175 1,168 Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464		3,710	3,920
Income taxes - deferred 170 (77) Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464	Income taxes - current		1,168
Total income taxes 1,346 1,091 Profit 2,364 2,829 Profit attributable to non-controlling interests 366 464	Income taxes - deferred		(77)
Profit2,3642,829Profit attributable to non-controlling interests366464	Total income taxes		1,091
Profit attributable to non-controlling interests 366 464	Profit		2,829
	Profit attributable to non-controlling interests		464
	Profit attributable to owners of parent	1,997	2,364

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit	2,364	2,829
Other comprehensive income		
Valuation difference on available-for-sale securities	363	513
Foreign currency translation adjustment	1,410	1,563
Share of other comprehensive income of entities accounted for using equity method	0	(0)
Remeasurements of defined benefit plans, net of tax	114	(79)
Total other comprehensive income	1,888	1,997
Comprehensive income	4,252	4,827
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	3,930	4,112
Comprehensive income attributable to non-controlling interests	322	714

(3)Consolidated statement of changes in net assets

For the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

	Shareholders' equity						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity		
Balance at beginning of period	5,279	5,045	32,152	(1,373)	41,103		
Changes during period							
Dividends of surplus			(1,286)		(1,286)		
Profit attributable to owners of parent			1,997		1,997		
Purchase of treasury shares				(2,316)	(2,316)		
Disposal of treasury shares		3		11	14		
Net changes in items other than shareholders' equity							
Total changes during period	_	3	710	(2,305)	(1,591)		
Balance at end of period	5,279	5,048	32,863	(3,679)	39,512		

		Accumulated other c	;				
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans		Non-controlling interests	Total net assets	
Balance at beginning of period	4,444	865	(171)	5,138	2,522	48,764	
Changes during period							
Dividends of surplus						(1,286)	
Profit attributable to owners of parent						1,997	
Purchase of treasury shares						(2,316)	
Disposal of treasury shares						14	
Net changes in items other than shareholders' equity	363	1,456	113	1,932	133	2,065	
Total changes during period	363	1,456	113	1,932	133	474	
Balance at end of period	4,807	2,321	(58)	7,070	2,655	49,239	

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

	Shareholders' equity						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity		
Balance at beginning of period	5,279	5,048	32,863	(3,679)	39,512		
Changes during period							
Dividends of surplus			(1,202)		(1,202)		
Profit attributable to owners of parent			2,364		2,364		
Purchase of treasury shares				(0)	(0)		
Disposal of treasury shares		2		12	14		
Net changes in items other than shareholders' equity							
Total changes during period	-	2	1,162	12	1,176		
Balance at end of period	5,279	5,051	34,025	(3,666)	40,690		

	N						
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans		Non-controlling interests	Total net assets	
Balance at beginning of period	4,807	2,321	(58)	7,070	2,655	49,239	
Changes during period							
Dividends of surplus						(1,202)	
Profit attributable to owners of parent						2,364	
Purchase of treasury shares						(0)	
Disposal of treasury shares						14	
Net changes in items other than shareholders' equity	513	1,341	(107)	1,748	421	2,169	
Total changes during period	513	1,341	(107)	1,748	421	3,346	
Balance at end of period	5,320	3,663	(165)	8,818	3,077	52,586	

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	3,710	3,920
Depreciation	1,591	1,644
Decrease (increase) in retirement benefit asset	(106)	(134)
Increase (decrease) in retirement benefit liability	94	100
Interest and dividend income	(260)	(293)
Foreign exchange losses (gains)	(392)	(86)
Share of loss (profit) of entities accounted for using		•
equity method	(2)	7
Interest expenses	95	83
donations income	_	(50)
Loss on tax purpose reduction entry of non-current		
assets	35	_
Decrease (increase) in trade receivables	(30)	199
Decrease (increase) in inventories	685	954
Increase (decrease) in trade payables	(62)	268
Increase (decrease) in accounts payable - other	317	(136)
Other, net	331	13
Subtotal	6,006	6,493
Interest and dividends received	259	283
Interest paid	(96)	(86)
donations received	-	50
Income taxes refund (paid)	(1,094)	(1,120)
Net cash provided by (used in) operating activities	5,074	5,619
Cash flows from investing activities	2,071	2,017
Payments into time deposits	(2,395)	(4,188)
Proceeds from withdrawal of time deposits	2,815	3,522
Purchase of property, plant and equipment	(641)	(607)
Purchase of intangible assets	(276)	(262)
Purchase of shares of subsidiaries resulting in change	(270)	
in scope of consolidation	_	(829)
Purchase of shares of subsidiaries and associates	(400)	_
Other, net	(31)	(37)
Net cash provided by (used in) investing activities	(928)	(2,403)
Cash flows from financing activities	(920)	(2,103)
Net increase (decrease) in short-term borrowings	(965)	(140)
Purchase of treasury shares	(2,318)	(0)
Proceeds from sale of treasury shares	(2,510)	0
Repayments of finance lease liabilities	(488)	(491)
Dividends paid	(1,285)	(1,201)
Dividends paid to non-controlling interests	(167)	(249)
Other, net	(1)	(2)
Net cash provided by (used in) financing activities	(5,226)	(2,085)
Effect of exchange rate change on cash and cash	(3,220)	(2,003)
equivalents	773	728
Net increase (decrease) in cash and cash equivalents	(307)	1,859
	· · · · · · · · · · · · · · · · · · ·	
Cash and cash equivalents at beginning of period	14,399	14,091
Cash and cash equivalents at end of period	14,091	15,951

(5)Information on net sales, profit (loss), assets and other items by reportable segment For the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

		Reportable segments					Adjustment	Amount recorded in
	Japan	Asia & Pacific	Europe,Midd le East and Africa	The Americas	China & East Asia	Total	(Note)	Consolidated Financial Statements
Net sales								
Net sales to outside customers	28,449	9,366	6,335	2,615	2,046	48,814	_	48,814
Inter-segment net sales or transfers	4,986	139	20	21	24	5,193	(5,193)	_
Total	33,436	9,506	6,356	2,636	2,071	54,007	(5,193)	48,814
Segment profit (Operating profit)	6,348	1,731	742	126	157	9,106	(6,077)	3,028
Segment assets	36,728	6,289	6,227	2,023	3,266	54,535	10,199	64,734
Other items								
Depreciation	874	134	135	35	67	1,246	344	1,591
Amortization of goodwill	_	37	6	_	_	44	_	44
Increase in property, plant and equipment and intangible assets	739	117	115	20	23	1,016	267	1,284

- (Notes) 1. The adjustment for segment profit of negative ¥6,077 million includes elimination of inter-segment transactions of negative ¥86 million and corporate expenses in the amount of negative ¥5,991 million not previously allocated to the reportable segments. The relevant corporate expenses are mainly costs relating to the headquarters divisions which are not attributable to a reportable segment.
 - 2. Segment profit has been adjusted with operating profit in consolidated statements of income.
 - 3. The adjustment for segment assets of ¥10,199 million includes elimination of inter-segment transactions of negative ¥1,024 million and corporate assets in the amount of ¥11,224 million not previously allocated to the reportable segments. The relevant corporate assets mainly comprise the Company's long-term investment funds (investment securities) and assets related to the headquarters divisions.
 - 4. The adjustment for depreciation of ¥344 million is mainly depreciation related to the headquarters divisions.
 - 5. The adjustment for increase in property, plant and equipment and intangible assets of ¥267 million is mainly investment related to the headquarters divisions.

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

		Reportable segments					4.1	Amount recorded in
	Japan	Asia & Pacific	Europe,Midd le East and Africa	The Americas	China & East Asia	Total	Adjustment (Note)	Consolidated Financial Statements
Net sales								
Net sales to outside customers	29,562	9,994	6,532	2,706	1,830	50,626	_	50,626
Inter-segment net sales or transfers	4,418	135	19	17	40	4,632	(4,632)	_
Total	33,980	10,130	6,551	2,724	1,870	55,258	(4,632)	50,626
Segment profit (Operating profit)	6,620	1,927	811	167	107	9,635	(6,046)	3,589
Segment assets	37,346	6,838	7,460	2,523	3,459	57,628	11,002	68,630
Other items								
Depreciation	923	140	138	29	72	1,304	339	1,644
Amortization of goodwill	_	39	30	_	_	70	_	70
Increase in property, plant and equipment and intangible assets	695	132	106	5	150	1,090	238	1,328

- (Notes) 1. The adjustment for segment profit of negative ¥6,046 million includes elimination of inter-segment transactions of negative ¥70 million and corporate expenses in the amount of negative ¥5,975 million not previously allocated to the reportable segments. The relevant corporate expenses are mainly costs relating to the headquarters divisions which are not attributable to a reportable segment.
 - 2. Segment profit has been adjusted with operating profit in consolidated statements of income.
 - 3. The adjustment for segment assets of ¥11,002 million includes elimination of inter-segment transactions of negative ¥899 million and corporate assets in the amount of ¥11,901 million not previously allocated to the reportable segments. The relevant corporate assets mainly comprise the Company's long-term investment funds (investment securities) and assets related to the headquarters divisions.
 - 4. The adjustment for depreciation of ¥339 million is mainly depreciation related to the headquarters divisions.
 - 5. The adjustment for increase in property, plant and equipment and intangible assets of ¥238 million is mainly investment related to the headquarters divisions.

2.Non-consolidated Financial Statements

(1)Non-consolidated balance sheet

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	5,953	7,330
Notes receivable - trade	1,800	1,461
Accounts receivable - trade	5,155	6,308
Contract assets	303	98
Finished goods	3,560	2,860
Work in process	4	7
Raw materials and supplies	308	359
Prepaid expenses	160	183
Other	272	408
Allowance for doubtful accounts	(39)	(30)
Total current assets	17,480	18,987
Non-current assets		
Property, plant and equipment		
Buildings, net	4,337	4,153
Structures, net	262	234
Machinery and equipment, net	1	8
Tools, furniture and fixtures, net	285	257
Land	2,199	2,199
Leased assets, net	15	13
Construction in progress	18	94
Total property, plant and equipment	7,120	6,961
Intangible assets		•
Software	958	860
Software in progress	88	17
Leased assets	11	3
Other	43	37
Total intangible assets	1,101	918
Investments and other assets	,	
Investment securities	7,768	8,601
Shares of subsidiaries and associates	5,349	5,349
Investments in capital of subsidiaries and		
associates	678	678
Prepaid pension costs	491	626
Other	202	205
Allowance for doubtful accounts	(0)	_
Total investments and other assets	14,490	15,462
Total non-current assets	22,712	23,342
Total assets	40,193	42,329

Liabilities		As of March 31, 2024	As of March 31, 2025
Accounts payable - trade 1,459 1,891 Lease liabilities 11 8 Accounts payable - other 512 437 Income taxes payable 383 342 Accrued expenses 563 620 Provision for product warranties 14 11 Other 577 404 Total current liabilities 3,523 3,716 Non-current liabilities 15 9 Lease liabilities 15 9 Provision for retirement benefits 2,320 2,360 Deferred tax liabilities 1,120 1,407 Other 580 331 Total non-current liabilities 7,560 8,025 Net assets 8 3 Share lolders' equity 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 6,808 6,808 Other capital surplus 6,808 6,808 Total capital surplus 6,812 6,814 Retained earnin	Liabilities		
Lease liabilities 11 8 Accounts payable - other 512 437 Income taxes payable 383 342 Accrued expenses 563 620 Provision for product warranties 14 11 Other 577 404 Total current liabilities 3,523 3,716 Non-current liabilities 15 9 Provision for retirement benefits 2,320 2,360 Deferred tax liabilities 1,120 1,407 Other 580 531 Total non-current liabilities 4,037 4,309 Total habilities 7,560 8,025 Net assets Shareholders' equity Share capital 5,279 5,279 Capital surplus 6,808 6,808 6,808 Other capital surplus 6,808 6,808 6,804 Other capital surplus 6,812 6,814 Retained earnings 679 679 Other retained earnings 679 679 Oth	Current liabilities		
Accounts payable - other 512 437 Income taxes payable 383 342 Accrued expenses 563 620 Provision for product warranties 14 11 Other 577 404 Total current liabilities 577 404 Non-current liabilities 15 9 Provision for retirement benefits 2,320 2,360 Deferred tax liabilities 1,120 1,407 Other 580 531 Total non-current liabilities 4,037 4,309 Total liabilities 7,560 8,025 Net assets 8 8,025 Share capital 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 6,808 6,808 Other capital surplus 6,812 6,814 Retained earnings 679 679 Other retained earnings 679 679 Other retained earnings 679 6,946 Total retained ear	Accounts payable - trade	1,459	1,891
Income taxes payable 383 342 Accrued expenses 563 620 Provision for product warranties 14 111 Other 577 404 Total current liabilities 3,523 3,716 Non-current liabilities 15 9 Lease liabilities 15 9 Provision for retirement benefits 2,320 2,360 Deferred tax liabilities 1,120 1,407 Other 580 531 Total non-current liabilities 7,560 8,025 Net assets 8,025 Net assets 8,025 Share capital 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 6,808 6,808 Other capital surplus 6,812 6,814 Retained earnings 679 679 Other retained earnings 679 679 Other retained earnings 679 679 Other retained earnings ought forward 15,802	Lease liabilities	11	8
Accrued expenses 563 620 Provision for product warranties 14 11 Other 577 404 Total current liabilities 3,523 3,716 Non-current liabilities 1 9 Lease liabilities 1,5 9 Provision for retirement benefits 2,320 2,360 Deferred tax liabilities 1,120 1,407 Other 580 531 Total non-current liabilities 4,037 4,309 Total liabilities 7,560 8,025 Net assets 8,025 Share capital 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 6,808 6,808 Other capital surplus 6,812 6,814 Retained earnings 6,812 6,814 Retained earnings 679 679 Other retained earnings 679 679 Other retained earnings 679 2,930 2,930 General reserve <td>Accounts payable - other</td> <td>512</td> <td>437</td>	Accounts payable - other	512	437
Provision for product warranties 14 11 Other 577 404 Total current liabilities 3,523 3,716 Non-current liabilities 15 9 Provision for retirement benefits 2,320 2,360 Deferred tax liabilities 1,120 1,407 Other 580 531 Total non-current liabilities 4,037 4,309 Total liabilities 7,560 8,025 Net assets 8 8 Share capital 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 6,812 6,814 Total capital surplus 6,812 6,814 Retained earnings 679 679 Other retained earnings 679 679 Other retained earnings 679 679 Other retained earnings 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,660) <th< td=""><td>Income taxes payable</td><td>383</td><td>342</td></th<>	Income taxes payable	383	342
Other 577 404 Total current liabilities 3,523 3,716 Non-current liabilities 15 9 Lease liabilities 15 9 Provision for retirement benefits 2,320 2,360 Deferred tax liabilities 1,120 1,407 Other 580 531 Total non-current liabilities 7,560 8,025 Net assets 8,025 Net assets 8,025 Share capital 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 6,808 6,808 Other capital surplus 6,812 6,814 Retained earnings 6,812 6,814 Retained earnings 679 679 Other retained earnings 679 679 Other retained earnings 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679)	Accrued expenses	563	620
Total current liabilities 3,523 3,716 Non-current liabilities 15 9 Provision for retirement benefits 2,320 2,360 Deferred tax liabilities 1,120 1,407 Other 580 531 Total non-current liabilities 4,037 4,309 Total liabilities 7,560 8,025 Net assets 8 8,025 Share capital 5,279 5,279 Share capital surplus 6,808 6,808 Capital surplus 3 6 Total capital surplus 3 6 Total capital surplus 6,812 6,814 Retained earnings 679 679 Legal retained earnings 679 679 Other retained earnings 679 679 Other retained earnings 15,802 16,946 Total retained earnings 15,802 16,946 Total retained earnings 19,412 20,556 Teasury shares (3,679) (3,666)	Provision for product warranties	14	11
Non-current liabilities 15 9 Provision for retirement benefits 2,320 2,360 Deferred tax liabilities 1,120 1,407 Other 580 531 Total non-current liabilities 4,037 4,309 Total liabilities 7,560 8,025 Net assets 8 8,025 Shareholders' equity 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 6,808 6,808 Other capital surplus 6,812 6,814 Retained earnings 679 679 Central reserve 2,930 2,930 General reserve 2,930 2,930 Retained earnings 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807	Other	577	404
Lease liabilities 15 9 Provision for retirement benefits 2,320 2,360 Deferred tax liabilities 1,120 1,407 Other 580 531 Total non-current liabilities 4,037 4,309 Total liabilities 7,560 8,025 Net assets 5 5,279 5,279 Share capital 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 3 6 Total capital surplus 6,812 6,814 Retained earnings 679 679 Other retained earnings 679 679 Other retained earnings 679 679 General reserve 2,930 2,930 Retained earnings 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,660) Total shareholders' equity 27,825 28,948 Valuation and translation adjustments 4,807 5,320<	Total current liabilities	3,523	3,716
Provision for retirement benefits 2,320 2,360 Deferred tax liabilities 1,120 1,407 Other 580 531 Total non-current liabilities 4,037 4,309 Total liabilities 7,560 8,025 Net assets 8,025 Share capital 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 3 6 Total capital surplus 6,812 6,814 Retained earnings 679 679 Other capital surplus 679 679 Coparal retained earnings 679 679 Other retained earnings 679 679 Other retained earnings 15,802 16,946 Total retained earnings brought forward 15,802 16,946 Treasury shares (3,679) (3,660) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuati	Non-current liabilities		
Deferred tax liabilities 1,120 1,407 Other 580 531 Total non-current liabilities 4,037 4,309 Total liabilities 7,560 8,025 Net assets Shareholders' equity Share capital surplus 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 3 6 Total capital surplus 6,812 6,814 Retained earnings 679 679 Other retained earnings 679 679 Other retained earnings 15,802 16,946 Total retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Total shareholders' equity 27,825 28,984 Valuation and translation adjustments <td>Lease liabilities</td> <td>15</td> <td>9</td>	Lease liabilities	15	9
Other 580 531 Total non-current liabilities 4,037 4,309 Total liabilities 7,560 8,025 Net assets Share capital Share capital 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 3 6 Total capital surplus 6,812 6,814 Retained earnings 679 679 Other retained earnings 679 2,930 General reserve 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Provision for retirement benefits	2,320	2,360
Total non-current liabilities 4,037 4,309 Total liabilities 7,560 8,025 Net assets Shareholders' equity Share capital 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 3 6 Total capital surplus 6,812 6,814 Retained earnings 679 679 Legal retained earnings 679 679 Other retained earnings 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Deferred tax liabilities	1,120	1,407
Total liabilities 7,560 8,025 Net assets Shareholders' equity 5,279 5,279 Share capital 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 3 6 Total capital surplus 6,812 6,814 Retained earnings 679 679 Legal retained earnings 679 679 Other retained earnings 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Other	580	531
Net assets Shareholders' equity 5,279 5,279 Capital surplus 6,808 6,808 Legal capital surplus 3 6 Other capital surplus 6,812 6,814 Retained earnings 679 679 Legal retained earnings 679 679 Other retained earnings 2,930 2,930 General reserve 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Total non-current liabilities	4,037	4,309
Share capital 5,279 5,279 Capital surplus 6,808 6,808 Legal capital surplus 3 6 Other capital surplus 6,812 6,814 Retained earnings 6,812 6,814 Retained earnings 679 679 Other retained earnings 679 2,930 General reserve 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Total liabilities	7,560	8,025
Share capital 5,279 5,279 Capital surplus 6,808 6,808 Other capital surplus 3 6 Total capital surplus 6,812 6,814 Retained earnings 679 679 Other retained earnings 679 2,930 General reserve 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Net assets		
Capital surplus 6,808 6,808 Other capital surplus 3 6 Total capital surplus 6,812 6,814 Retained earnings 679 679 Legal retained earnings 679 679 Other retained earnings 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Shareholders' equity		
Legal capital surplus 6,808 6,808 Other capital surplus 3 6 Total capital surplus 6,812 6,814 Retained earnings 679 679 Other retained earnings 679 2,930 2,930 General reserve 2,930 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Share capital	5,279	5,279
Other capital surplus 3 6 Total capital surplus 6,812 6,814 Retained earnings	Capital surplus		
Total capital surplus 6,812 6,814 Retained earnings 679 679 Other retained earnings General reserve 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Legal capital surplus	6,808	6,808
Retained earnings 679 679 Other retained earnings General reserve 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments Valuation difference on available-for-sale securities 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Other capital surplus	3	6
Legal retained earnings 679 679 Other retained earnings 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Total capital surplus	6,812	6,814
Other retained earnings General reserve 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Retained earnings		
General reserve 2,930 2,930 Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Legal retained earnings	679	679
Retained earnings brought forward 15,802 16,946 Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Other retained earnings		
Total retained earnings 19,412 20,556 Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	General reserve	2,930	2,930
Treasury shares (3,679) (3,666) Total shareholders' equity 27,825 28,984 Valuation and translation adjustments 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Retained earnings brought forward	15,802	16,946
Total shareholders' equity 27,825 28,984 Valuation and translation adjustments Valuation difference on available-for-sale securities 4,807 5,320 Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	Total retained earnings	19,412	20,556
Valuation and translation adjustmentsValuation difference on available-for-sale securities4,8075,320Total valuation and translation adjustments4,8075,320Total net assets32,63234,304	Treasury shares	(3,679)	(3,666)
Valuation and translation adjustmentsValuation difference on available-for-sale securities4,8075,320Total valuation and translation adjustments4,8075,320Total net assets32,63234,304	Total shareholders' equity	27,825	28,984
Valuation difference on available-for-sale securities4,8075,320Total valuation and translation adjustments4,8075,320Total net assets32,63234,304			
Total valuation and translation adjustments 4,807 5,320 Total net assets 32,632 34,304	•	4,807	5,320
Total net assets 32,632 34,304	Total valuation and translation adjustments		
		· · · · · · · · · · · · · · · · · · ·	· ·
	Total liabilities and net assets	40,193	42,329

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	33,025	36,009
Cost of sales	21,367	22,942
Gross profit	11,657	13,066
Selling, general and administrative expenses	10,629	11,056
Operating profit	1,028	2,010
Non-operating income		
Interest and dividend income	948	760
Foreign exchange gains	281	13
Miscellaneous income	65	95
Total non-operating income	1,296	869
Non-operating expenses		
Interest expenses	5	4
Miscellaneous losses	5	5
Total non-operating expenses	11	10
Ordinary profit	2,312	2,869
Profit before income taxes	2,312	2,869
Income taxes - current	523	557
Income taxes - deferred	(93)	(33)
Total income taxes	429	523
Profit	1,883	2,346

(3)Non-consolidated statement of changes in net assets

For the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

	Shareholders' equity								
		Capital surplus			Retained earnings				
	Share capital	Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings			
						General reserve	Retained earnings brought forward	Total retained earnings	
Balance at beginning of period	5,279	6,808		6,808	679	2,930	15,206	18,816	
Changes during period									
Dividends of surplus							(1,286)	(1,286)	
Profit							1,883	1,883	
Purchase of treasury shares									
Disposal of treasury shares			3	3					
Net changes in items other than shareholders' equity									
Total changes during period	_	_	3	3	_	_	596	596	
Balance at end of period	5,279	6,808	3	6,812	679	2,930	15,802	19,412	

	Sharehold	ers' equity	Valuation ar adjust		
	Treasury shares	Total shareholders' equity	Valuation difference on available-for- sale securities	Total valuation and translation adjustments	Total net assets
Balance at beginning of period	(1,373)	29,531	4,444	4,444	33,975
Changes during period					
Dividends of surplus		(1,286)			(1,286)
Profit		1,883			1,883
Purchase of treasury shares	(2,316)	(2,316)			(2,316)
Disposal of treasury shares	11	14			14
Net changes in items other than shareholders' equity			363	363	363
Total changes during period	(2,305)	(1,705)	363	363	(1,342)
Balance at end of period	(3,679)	27,825	4,807	4,807	32,632

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

	Shareholders' equity							
		Capital surplus			Retained earnings			
					Legal retained earnings	Other retained earnings		
		Legal capital surplus	Other capital surplus	Total capital surplus		General reserve	Retained earnings brought forward	Total retained earnings
Balance at beginning of period	5,279	6,808	3	6,812	679	2,930	15,802	19,412
Changes during period								
Dividends of surplus							(1,202)	(1,202)
Profit							2,346	2,346
Purchase of treasury shares								
Disposal of treasury shares			2	2				
Net changes in items other than shareholders' equity								
Total changes during period	_	l	2	2	_		1,143	1,143
Balance at end of period	5,279	6,808	6	6,814	679	2,930	16,946	20,556

	Sharehold	ers' equity	Valuation an adjust		
	Treasury shares	Total shareholders' equity	Valuation difference on available-for- sale securities	Total valuation and translation adjustments	Total net assets
Balance at beginning of period	(3,679)	27,825	4,807	4,807	32,632
Changes during period					
Dividends of surplus		(1,202)			(1,202)
Profit		2,346			2,346
Purchase of treasury shares	(0)	(0)			(0)
Disposal of treasury shares	12	14			14
Net changes in items other than shareholders' equity			513	513	513
Total changes during period	12	1,158	513	513	1,671
Balance at end of period	(3,666)	28,984	5,320	5,320	34,304