

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

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



MEMBERSHIP

May 2, 2025

Company name: TOA Corporation
 Listing: Tokyo Stock Exchange
 Securities code: 6809
 URL: <https://www.toa-global.com/en>
 Representative: TANIGUCHI Masahiro, President, CEO
 Inquiries: YOSHIDA Keigo, General Manager of Accounting & Financial Department
 Telephone: +81-78-303-5620
 Scheduled date of Ordinary General Shareholders' Meeting: June 25, 2025
 Scheduled date to commence dividend payments: June 26, 2025
 Scheduled date to file annual securities report: June 24, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: 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 sales		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: ¥4,827 million [13.5%]
 For the fiscal year ended March 31, 2024: ¥4,252 million [30.6%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	78.66	—	4.9	5.9	7.1
March 31, 2024	62.61	—	4.3	5.8	6.2

Reference: Share of profit (loss) of entities accounted for using equity method
 For the fiscal year ended March 31, 2025: ¥(7) million
 For the fiscal year ended March 31, 2024: ¥2 million

(2) Consolidated financial position

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

Reference: Equity
 As of March 31, 2025: ¥49,509 million
 As of March 31, 2024: ¥46,583 million

(3) Consolidated cash flows

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

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2024	—	20.00	—	20.00	40.00	1,244	63.9	2.7
Fiscal year ended March 31, 2025	—	20.00	—	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

As for the dividends for the fiscal year ending March 31, 2026 (Forecast), we have set a stable dividend of ¥40 and a performance-linked dividend of ¥2, based on the policy stated in “(5) Basic Policy on Distribution of Profits and Dividends for Current and Next Fiscal Year” on page 5.

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

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending March 31, 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)

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

As of March 31, 2025	34,136,635 shares
As of March 31, 2024	34,136,635 shares

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

As of March 31, 2025	4,066,689 shares
As of March 31, 2024	4,080,281 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	30,065,487 shares
Fiscal year ended March 31, 2024	31,909,292 shares

[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	Equity-to-asset 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

Reference: Equity

As of March 31, 2025: ¥34,304 million

As of March 31, 2024: ¥32,632 million

- * Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation.
- * Proper use of earnings forecasts, and other special matters
 - 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.

○ Table of Contents of Attached Materials

Index

1. Overview of Operating Results, Etc.	2
(1) Overview of Operating Results for the Fiscal Year Under Review	2
(2) Overview of Financial Position for the Fiscal Year Under Review	3
(3) Overview of Cash Flows for the Fiscal Year Under Review	3
(4) Future Outlook	4
(5) Basic Policy on Distribution of Profits and Dividends for Current and Next Fiscal Year	5
2. Basic Views on the Selection of Accounting Standards	5
3. Consolidated Financial Statements and Significant Notes Thereto	6
(1) Consolidated balance sheet	6
(2) Consolidated statement of income and consolidated statement of comprehensive income	8
Consolidated statement of income	8
Consolidated statement of comprehensive income	9
(3) Consolidated statement of changes in net assets	10
(4) Consolidated statement of cash flows	12
(5) Notes to the Consolidated Financial Statements	13
(Notes on going concern assumption)	13
(Notes on change in accounting policy)	13
(Notes on segment information, etc.)	14
(Per share information)	16
(Important subsequent events)	16
4. Non-consolidated Financial Statements	17
(1) Non-consolidated balance sheet	17
(2) Non-consolidated statement of income	19
(3) Non-consolidated statement of changes in net assets	20

1. Overview of Operating Results, Etc.

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

During the fiscal year ended March 31, 2025, in the environment surrounding TOA Corporation (hereinafter “the Company”) and its subsidiaries (collectively, the “Group”), an increase in inbound demand, an increasing appetite for capital investment, an improvement in labor and income environment and other factors have led to a trend of recovery in the business economy in Japan. However, remaining high prices of raw materials and the effects of inflation, geopolitical risks caused by the unstable international situation, as well as the economic policy trends of the new U.S. administration, rapid fluctuations in foreign exchange markets, and other factors mean that the outlook for the global economy continues to be uncertain.

In such an environment, in order to achieve “Smiles for the Public,” which is our corporate value, we have set forth our management vision targeting 2030, “Dr. Sound—becoming a professional organization that improves sound in society—.” We aim to create the value of reassurance, reliability, and emotion as a reliable partner that realizes, along with our customers, a cycle of identifying, solving, and improving social issues through the continuous provision of good experiences through sound that customers choose.

During the fiscal year ended March 31, 2025, the Group acquired all of the issued shares of PA-Vox Holding B.V. (hereinafter “PAX”) in the Netherlands in September 2024, thereby making four companies, which includes the three operating companies under PAX, consolidated subsidiaries. Each operating company is a business with advanced solutions for providing automated multilingual announcement content in 36 languages for airport facilities and airline companies. By adding PAX to the Group, we expect to generate a synergistic effect with our broadcasting system for the airport market, which is the Company’s area of expertise, and to expand the Group’s entire business, including in the Europe, Middle East, and Africa regions. We revised the prices of some products in Japan in December 2024 as a measure in response to the ongoing increases in raw material costs, personnel expenses, logistics costs and other costs. In addition, in preparation for EXPO 2025 OSAKA, KANSAI in JAPAN, which opened in April 2025, we have been working on implementing a network-integrated broadcasting system that will link broadcasting facilities within the venue via a network and deliver necessary information at the right timing, embracing the approach of making the venue a model for the “City of the Future.” We will strengthen our revenue base based on these initiatives and accelerate growth through the pursuit and creation of new growth areas.

In these circumstances, net sales during the fiscal year ended March 31, 2025 reached a record high of ¥50,626 million (up ¥1,812 million, or 3.7%, year on year). In terms of profits, operating profit was ¥3,589 million (up ¥560 million, or 18.5%, year on year), ordinary profit was ¥3,920 million (up ¥210 million, or 5.7%, year on year), and profit attributable to owners of parent was ¥2,364 million (up ¥367 million, or 18.4%, year on year), partly as a result of the improvement of profitability in Japan’s domestic market.

Performance by segment is as follows.

(Japan)

Net sales amounted to ¥29,562 million (up ¥1,112 million, or 3.9%, year on year), and segment profit (operating profit) was ¥6,620 million (up ¥271 million, or 4.3%, year on year).

Although net sales of products for railway cars overseas decreased, net sales of products for factories, the educational market, and the transport market such as roads grew. Furthermore, due to progress in deliveries related to EXPO 2025 OSAKA, KANSAI in JAPAN, net sales for the entire segment increased, and segment profit also increased.

(Asia & Pacific)

Net sales amounted to ¥9,994 million (up ¥627 million, or 6.7%, year on year), and segment profit (operating profit) was ¥1,927 million (up ¥196 million, or 11.3%, year on year).

Deliveries progressed in the following countries: to large-scale urban development projects and commercial facilities in Vietnam; to government agencies following the relocation of the capital and sports facilities in Indonesia; and to the educational market, religious facilities, and railway facilities in Thailand. Net sales for the entire segment increased and segment profit also increased, partly as a result of the impact of currency fluctuations.

(Europe, Middle East & Africa)

Net sales amounted to ¥6,532 million (up ¥196 million, or 3.1%, year on year), and segment profit (operating profit) was ¥811 million (up ¥69 million, or 9.4%, year on year).

With lulls in sales activities in European markets, such as Germany, and in the Middle East, net sales to those markets decreased, but net sales increased in Africa. In large-scale projects, progress was made on deliveries to residential development projects, commercial facilities and government agencies in the Middle East, to railway facilities in the UK, and to office buildings in Africa. Net sales for the entire segment increased and segment profit also increased, partly as a result of the impact of currency fluctuations.

(The Americas)

Net sales amounted to ¥2,706 million (up ¥91 million, or 3.5%, year on year), and segment profit (operating profit) was ¥167 million (up ¥41 million, or 32.9%, year on year).

Progress was made on deliveries to retail stores in the United States, and to hospitals in Canada. Net sales for the entire segment increased and segment profit also increased, partly as a result of the impact of currency fluctuations.

(China & East Asia)

Net sales amounted to ¥1,830 million (down ¥216 million, or 10.6%, year on year), and segment profit (operating profit) to ¥107 million (down ¥49 million, or 31.7%, year on year).

As progress was made on deliveries to government agencies in Hong Kong, net sales increased. In Taiwan, although net sales decreased, progress continued to be made on deliveries to factories, particularly for semiconductors. In China, although progress was made on deliveries to airports, sales slowed due to doldrums in the real estate market. For the segment as a whole, net sales and segment profit both decreased.

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

Total assets at the end of the fiscal year ended March 31, 2025 increased by ¥3,895 million from the end of the previous fiscal year to ¥68,630 million. Assets increased due mainly to increases in cash and deposits, and investment securities. Liabilities and net assets increased due mainly to increases in valuation difference on available-for-sale securities and foreign currency translation adjustment, as well as an increase in retained earnings resulting from the recording of profit attributable to owners of parent.

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

At the end of the fiscal year ended March 31, 2025, cash and cash equivalents (hereinafter “net cash”) increased by ¥1,859 million from the end of the previous fiscal year to ¥15,951 million. Net cash provided by operating activities amounted to ¥5,619 million, net cash used in investing activities amounted to ¥2,403 million, and net cash used in financing activities amounted to ¥2,085 million. Net

cash also increased due to the effect of exchange rate change on cash and cash equivalents. The status of cash flows and their contributing factors during the fiscal year under review are as follows.

(Cash flows from operating activities)

Net cash provided by operating activities amounted to ¥5,619 million. This was mainly attributable to profit before income taxes of ¥3,920 million, depreciation of ¥1,644 million, and a ¥954 million decrease in inventories, despite factors such as income taxes paid of ¥1,120 million.

(Cash flows from investing activities)

Net cash used in investing activities amounted to ¥2,403 million. This was mainly attributable to purchase of non-current assets of ¥870 million, including production facilities and an IT infrastructure platform, purchase of shares of subsidiaries resulting in change in scope of consolidation of ¥829 million, and net expenditures for payments into and withdrawals of time deposits of ¥666 million.

(Cash flows from financing activities)

Net cash used in financing activities amounted to ¥2,085 million. This was mainly attributable to dividends paid of ¥1,201 million and repayments of finance lease liabilities of ¥491 million.

(4) Future Outlook

The Company has been engaged in activities to realize its management vision targeting 2030, “Dr. Sound—becoming a professional organization that improves sound in society.” In addition to the “Sound that can be heard, and sound that is easy to hear” according to the various indoor and outdoor environments and the diversity of people that we have provided up until this point, we worked towards realizing and providing value that can be more easily approached to the creation of the experience of reassurance, reliability, and emotion brought by the sounds of public spaces surrounding us (= the “sounds of society”). By doing so, we aim to realize along with our customers a cycle of identifying, solving, and improving social issues through the continuous provision of “good experiences through sound” that customers will choose.

To realize our vision, during Phase 1 of the Medium-term Management Plan (hereinafter “Mid-term Plan”) from the fiscal year ended March 31, 2022 to the fiscal year ended March 31, 2023, we worked on improving profitability and competitiveness, building a foundation for growth, and pursuing and creating new growth areas. Then during Phase 2 of the Mid-term Plan, from the fiscal year ended March 31, 2024, to the fiscal year ending March 31, 2026, which is the final year of the plan, we are making maximum use of the results of the initiatives of Phase 1 to further expand added value and strengthen our revenue base for our accelerating growth through the pursuit and creation of new growth areas. To accelerate such collective efforts, we are focusing on promoting digital shift and nurturing human resources.

During Phase 2 of the Mid-term Plan, from the fiscal year ended March 31, 2024, to the fiscal year ended March 31, 2025, in promoting digital shift, we have strengthened connections with customers, fostered more vibrant internal communication and developed digital tools that speed up decision-making. We also have captured demand by offering proposals in a timely manner using our accumulated data and have invested in creating new businesses. In addition, as part of human resource development, we have been working to visualize the digital skills of our employees and to examine measures to provide further training and encourage utilization based on such insight.

In the next fiscal year, the final year of Phase 2, we will implement the following initiatives.

In promoting the digital shift, we have newly established the Digital Transformation Division, and since April 2025, it has been leading efforts to automate and streamline company-wide operations, thereby providing a strong impetus to accelerate our digital shift. Furthermore, in expanding supply chain management, we will leverage digital tools to promote demand creation through digital marketing in global markets, and swiftly implement effective strategies by centrally managing customer acquisition know-how. In addition, we plan to launch a new communication system utilizing network technology and open standards. We will accelerate problem-solving with new solutions by incorporating feedback from our initiatives at EXPO 2025 OSAKA, KANSAI in JAPAN, which serves as a leading example.

In nurturing human resources, we have worked on building confidence through active dialogues, allocating human resources and establishing a system to maximize diversity, and creating an environment where employees can work with peace of mind. By developing human resources that can utilize digital technology, we will strive to improve our added value and productivity. Specifically, we have newly established action themes to be promoted throughout the Company, including an in-house internship system, inventory of skills for personal growth, creation of opportunities for self-development, and use of generative AI tools, and we plan to continue advancing these initiatives.

Due to the above, at present, our performance forecasts for the fiscal year ending March 31, 2026, are: Net sales of ¥54,500 million, operating profit of ¥4,500 million, ordinary profit of ¥4,700 million, and profit attributable to owners of parent of ¥2,750 million.

(5) Basic Policy on Distribution of Profits and Dividends for Current and Next Fiscal Year

The Company views an increase in returns of profits to shareholders as an important managerial task.

Regarding the distribution of profits, we try to improve stable dividends in compliance with the financial rules while aiming for sustainable growth and investing more in businesses as a basic policy. We plan to maintain an annual dividend of ¥40 per share (interim dividend of ¥20 and year-end dividend of ¥20) and, based on business performance, determine the amount by taking the consolidated dividend payout ratio of 45% as a guide.

For the fiscal year ended March 31, 2025, we plan to pay an annual dividend of ¥40 per share (stable annual dividend of ¥40), which includes the interim dividend of ¥20 per share already paid. Moreover, as for the dividends for the fiscal year ending March 31, 2026 (Forecast), we have set an annual dividend of ¥42 per share, consisting of a stable dividend of ¥40 per share (interim dividend of ¥20 and year-end dividend of ¥20) and a performance-linked dividend of ¥2 per share.

2. Basic Views on the Selection of Accounting Standards

In consideration of the ease of comparison of the consolidated financial statements, in terms of comparison with previous years and comparison with other companies, the Group plans to continue adopting Japanese GAAP in the preparation of its consolidated financial statements.

With regard to the adoption of International Financial Reporting Standards (IFRS), in view of the various circumstances within and outside of Japan, the Group will adopt the IFRS appropriately, as necessary.

3. Consolidated Financial Statements and Significant Notes Thereto

(1) Consolidated balance sheet

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
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	406
Merchandise and finished goods	8,937	8,696
Work in process	789	933
Raw materials and supplies	5,126	5,057
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	11,390
Accumulated depreciation	(5,327)	(5,711)
Buildings and structures, net	5,933	5,679
Machinery, equipment and vehicles	2,351	2,632
Accumulated depreciation	(1,942)	(2,170)
Machinery, equipment and vehicles, net	409	462
Tools, furniture and fixtures	4,455	4,700
Accumulated depreciation	(3,870)	(4,088)
Tools, furniture and fixtures, net	585	612
Land	2,469	2,476
Leased assets	2,383	2,610
Accumulated depreciation	(1,218)	(1,421)
Leased assets, net	1,165	1,188
Construction in progress	84	166
Total property, plant and equipment	10,648	10,586
Intangible assets		
Goodwill	419	850
Software	1,014	1,302
Software in progress	102	17
Other	132	159
Total intangible assets	1,669	2,329
Investments and other assets		
Investment securities	8,170	9,004
Deferred tax assets	460	474
Retirement benefit asset	520	426
Other	633	559
Allowance for doubtful accounts	(0)	—
Total investments and other assets	9,784	10,465
Total non-current assets	22,101	23,381
Total assets	64,734	68,630

(Millions of yen)

	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

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	48,814	50,626
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		
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		
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
Profit attributable to owners of parent	1,997	2,364

Consolidated statement of comprehensive income

(Millions of yen)

	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)

(Millions of yen)

	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 comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
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)

(Millions of yen)

	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

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
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

(4) Consolidated statement of cash flows

(Millions of yen)

	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		
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 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		
Net increase (decrease) in short-term borrowings	(965)	(140)
Purchase of treasury shares	(2,318)	(0)
Proceeds from sale of treasury shares	–	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 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) Notes to the Consolidated Financial Statements

(Notes on going concern assumption)

There is no relevant information.

(Notes on change in accounting policy)

(Application of the “Accounting Standard for Current Income Taxes” and other relevant ASBJ regulations)

The Company has applied the “Accounting Standard for Current Income Taxes” (Accounting Standards Board of Japan (ASBJ) Statement No. 27, October 28, 2022; the “Revised Accounting Standard of 2022”) and other relevant ASBJ regulations from the beginning of the fiscal year ended March 31, 2025.

Revisions to categories for recording current income taxes (taxation on other comprehensive income) conform to the transitional treatment in the proviso of paragraph 20-3 of the Revised Accounting Standard of 2022 and to the transitional treatment in the proviso of paragraph 65-2(2) of the Guidance on Accounting Standard for Tax Effect Accounting (ASBJ Guidance No. 28, October 28, 2022; hereinafter, the “Revised Application Guidance of 2022”). There is no impact on the consolidated financial statements as a result of this change in accounting policy.

In addition, for revisions related to the review of the treatment in consolidated financial statements when a gain or loss on sale arising from the sale of shares of subsidiaries, etc. among consolidated companies is deferred for tax purposes, the Company has applied the Revised Application Guidance of 2022 from the beginning of the fiscal year ended March 31, 2025. There is no impact on the consolidated financial statements for the previous fiscal year as a result of this change in accounting policy.

(Notes on segment information, etc.)**[Segment information]****1. Overview of reportable segments**

The Company's reportable segments are those units of the Company for which discrete financial information is available and for which the Board of Directors conducts regular reviews for the purpose of making decisions about the allocation of management resources and to assess performance.

The Group is mainly engaged in the production and sale of audio equipment and visual equipment. The Company and its domestic subsidiaries are responsible for operations in Japan, while local subsidiaries in regions such as Asia, Europe, and the Americas are responsible for overseas operations. Each local subsidiary overseas is an independent management unit engaging in its own business activities, with each region formulating comprehensive strategies concerning the products handled.

The Group therefore comprises five regional segments that form the basis for its sales structure: Japan, Asia & Pacific, Europe, Middle East & Africa, the Americas and China & East Asia.

2. Method used to calculate the amounts of net sales, profit (loss), assets and other items by reportable segment

The method used to account for the reporting business segments is generally as reported in "Significant Matters that Form the Basis for the Preparation of the Consolidated Financial Statements." Inter-segment net sales are based on third-party transaction prices. Segment profit represents the operating profit of the reporting segment.

3. 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)

(Millions of yen)

	Reportable segment						Adjustment (Note)	Amount recorded in Consolidated Financial Statements
	Japan	Asia & Pacific	Europe, Middle East & Africa	The Americas	China & East Asia	Total		
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)

(Millions of yen)

	Reportable segment						Adjustment (Note)	Amount recorded in Consolidated Financial Statements
	Japan	Asia & Pacific	Europe, Middle East & Africa	The Americas	China & East Asia	Total		
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.

(Per share information)

(Yen)

	For the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
Net assets per share	1,549.88	1,646.47
Basic earnings per share	62.61	78.66

(Notes) 1. Diluted earnings per share are not presented since there are no potential shares.

2. The basis for calculation of basic earnings per share is as follows:

Item	For the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
Profit attributable to owners of parent (Millions of yen)	1,997	2,364
Amount not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to owners of parent related to common shares (Millions of yen)	1,997	2,364
Average number of common shares outstanding during the period (Shares)	31,909,292	30,065,487

(Important subsequent events)

There is no relevant information.

4. Non-consolidated Financial Statements

(1) Non-consolidated balance sheet

(Millions of yen)

	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

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
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		
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		
Shareholders' equity		
Share capital	5,279	5,279
Capital surplus		
Legal capital surplus	6,808	6,808
Other capital surplus	3	6
Total capital surplus	6,812	6,814
Retained earnings		
Legal 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
Total liabilities and net assets	40,193	42,329

(2) Non-consolidated statement of income

(Millions of yen)

	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)

(Millions of yen)

	Shareholders' equity							
	Share capital	Capital surplus			Retained earnings			
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings
						General reserve	Retained earnings brought forward	
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

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
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)

(Millions of yen)

	Shareholders' equity							
	Share capital	Capital surplus			Retained earnings			
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings
						General reserve	Retained earnings brought forward	
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	—	—	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

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
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