

May 12, 2025

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

Company name: TEIKOKU ELECTRIC MFG.CO.,LTD.  
 Listing: Tokyo Stock Exchange  
 Securities code: 6333  
 URL: <https://www.teikokudenki.co.jp/>  
 Representative: Kiyoshi Murata, President and CEO  
 Inquiries: Takashi Abe, Director and Executive Officer, Chief of Administration H.Q.  
 Telephone: +81-791-75-4160  
 Scheduled date of annual general meeting of shareholders: June 26, 2025  
 Scheduled date to commence dividend payments: June 27, 2025  
 Scheduled date to file annual securities report: June 25, 2025  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: Yes (for institutional investors and analysts)

(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	30,546	4.5	6,055	24.0	6,296	15.7	3,811	22.0
March 31, 2024	29,217	2.7	4,882	(2.8)	5,442	(0.5)	3,125	(21.8)

Note: Comprehensive income For the fiscal year ended March 31, 2025: ¥5,123 million [17.2%]  
 For the fiscal year ended March 31, 2024: ¥4,372 million [(8.0)%]

	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	219.27	-	11.8	14.9	19.8
March 31, 2024	173.81	-	9.9	13.0	16.7

#### (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	42,396	33,504	77.2	1,971.14
March 31, 2024	42,040	32,466	75.8	1,809.38

Reference: Equity  
 As of March 31, 2025: ¥32,738 million  
 As of March 31, 2024: ¥31,850 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	3,944	1,470	(4,706)	11,998
March 31, 2024	2,395	(2,973)	(4,076)	10,834

### 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	-	46.00	-	46.00	92.00	1,644	52.9	5.2
Fiscal year ended March 31, 2025	-	41.00	-	69.00	110.00	1,868	50.2	5.8
Fiscal year ending March 31, 2026 (Forecast)		55.00		55.00	110.00		49.4	

### 3. Forecast of consolidated financial results 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	27,520	(9.9)	5,000	(17.4)	5,120	(18.7)	3,700	(2.9)	222.77

#### \* 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	16,880,038 shares
As of March 31, 2024	18,480,038 shares

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

As of March 31, 2025	270,980 shares
As of March 31, 2024	876,889 shares

- (iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	17,382,551 shares
Fiscal year ended March 31, 2024	17,981,014 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	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2025	13,603	11.5	2,769	49.1	5,417	12.0	4,132	4.1
March 31, 2024	12,196	4.0	1,857	47.7	4,835	132.0	3,969	126.7

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Fiscal year ended March 31, 2025	237.71	-
March 31, 2024	220.78	-

##### (2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	23,352	20,284	86.9	1,221.29
March 31, 2024	22,997	20,094	87.4	1,141.51

Reference: Equity

As of March 31, 2025: ¥20,284 million

As of March 31, 2024: ¥20,094 million

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

# Consolidated balance sheet

(Thousands of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	14,305,732	13,886,562
Notes and accounts receivable - trade, and contract assets	8,468,011	9,359,199
Electronically recorded monetary claims - operating	1,888,560	1,324,581
Finished goods	2,352,242	2,856,378
Work in process	2,096,141	2,339,497
Raw materials and supplies	2,089,733	2,163,258
Other	830,715	483,577
Allowance for doubtful accounts	(752,050)	(789,343)
Total current assets	31,279,087	31,623,710
Non-current assets		
Property, plant and equipment		
Buildings and structures	8,777,911	9,286,358
Accumulated depreciation	(4,661,299)	(5,005,779)
Buildings and structures, net	4,116,611	4,280,578
Machinery, equipment and vehicles	7,139,960	6,991,679
Accumulated depreciation	(5,380,686)	(5,210,750)
Machinery, equipment and vehicles, net	1,759,273	1,780,929
Land	1,667,093	1,663,107
Leased assets	2,326,125	1,046,428
Accumulated depreciation	(1,660,790)	(522,775)
Leased assets, net	665,335	523,653
Construction in progress	267,280	342,634
Other	1,788,260	1,819,406
Accumulated depreciation	(1,605,166)	(1,655,927)
Other, net	183,094	163,478
Total property, plant and equipment	8,658,688	8,754,381
Intangible assets	134,427	104,434
Investments and other assets		
Investment securities	1,209,102	1,147,726
Long-term loans receivable	7,471	9,195
Deferred tax assets	348,242	355,341
Retirement benefit asset	227,818	236,332
Other	202,983	172,245
Allowance for doubtful accounts	(27,500)	(6,800)
Total investments and other assets	1,968,118	1,914,041
Total non-current assets	10,761,235	10,772,857
Total assets	42,040,322	42,396,568

	As of March 31, 2024	As of March 31, 2025
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	1,860,692	2,047,529
Electronically recorded obligations - operating	647,310	453,169
Current portion of long-term borrowings	88,690	-
Lease liabilities	265,682	211,477
Income taxes payable	680,138	1,108,838
Provision for product warranties	50,769	59,658
Provision for bonuses	555,323	504,362
Provision for loss on liquidation of subsidiaries and associates	23,090	-
Other	3,491,080	3,249,197
Total current liabilities	7,662,777	7,634,232
Non-current liabilities		
Lease liabilities	778,119	374,590
Deferred tax liabilities	571,396	499,772
Retirement benefit liability	543,253	364,298
Other	18,553	18,958
Total non-current liabilities	1,911,322	1,257,620
Total liabilities	9,574,100	8,891,852
Net assets		
Shareholders' equity		
Share capital	3,143,675	3,143,675
Capital surplus	2,931,466	2,931,466
Retained earnings	24,504,193	23,041,643
Treasury shares	(1,914,845)	(634,148)
Total shareholders' equity	28,664,488	28,482,636
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	660,975	666,846
Foreign currency translation adjustment	2,487,999	3,534,294
Remeasurements of defined benefit plans	37,264	55,021
Total accumulated other comprehensive income	3,186,239	4,256,163
Non-controlling interests	615,494	765,916
Total net assets	32,466,222	33,504,715
Total liabilities and net assets	42,040,322	42,396,568

# Consolidated statement of income

(Thousands of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	29,217,874	30,546,287
Cost of sales	16,968,720	16,660,641
Gross profit	12,249,154	13,885,646
Selling, general and administrative expenses		
Selling expenses	3,372,641	3,745,098
General and administrative expenses	3,994,234	4,084,812
Total selling, general and administrative expenses	7,366,875	7,829,910
Operating profit	4,882,278	6,055,735
Non-operating income		
Interest income	153,250	136,124
Dividend income	24,996	28,383
Rental income	29,790	28,129
Foreign exchange gains	280,645	-
Gain on sale of scraps	50,986	58,398
Refund of Chinese value-added-tax	31,704	34,589
Sunlight selling income	10,067	11,515
Other	34,092	33,752
Total non-operating income	615,533	330,893
Non-operating expenses		
Interest expenses	34,061	18,703
Foreign exchange losses	-	56,143
Sunlight selling production cost	7,505	5,142
Other	13,401	10,075
Total non-operating expenses	54,967	90,066
Ordinary profit	5,442,844	6,296,563
Extraordinary income		
Gain on sale of investment securities	-	108,652
Total extraordinary income	-	108,652
Extraordinary losses		
Loss on sale of non-current assets	-	14,238
Loss on liquidation of subsidiaries and associates	570,889	472,968
Total extraordinary losses	570,889	487,207
Profit before income taxes	4,871,954	5,918,008
Income taxes - current	1,481,834	1,933,049
Income taxes - deferred	113,078	(98,481)
Total income taxes	1,594,913	1,834,568
Profit	3,277,040	4,083,439
Profit attributable to non-controlling interests	151,841	271,940
Profit attributable to owners of parent	3,125,199	3,811,499

## Consolidated statement of comprehensive income

(Thousands of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit	3,277,040	4,083,439
Other comprehensive income		
Valuation difference on available-for-sale securities	303,773	5,870
Foreign currency translation adjustment	711,748	1,016,877
Remeasurements of defined benefit plans, net of tax	80,120	17,757
Total other comprehensive income	1,095,642	1,040,506
Comprehensive income	4,372,683	5,123,946
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,170,044	4,881,386
Comprehensive income attributable to non-controlling interests	202,638	242,559

## Consolidated statement of changes in equity

Fiscal year ended March 31, 2024

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	3,143,675	2,931,466	24,353,090	(1,476,255)	28,951,976
Dividends of surplus			(1,885,626)		(1,885,626)
Profit attributable to owners of parent			3,125,199		3,125,199
Purchase of treasury shares				(1,599,967)	(1,599,967)
Disposal of treasury shares		25,301		47,604	72,906
Cancellation of treasury shares		(1,113,772)		1,113,772	-
Transfer from retained earnings to capital surplus		1,088,470	(1,088,470)		-
Net changes in items other than shareholders' equity					
Total changes during period	-	-	151,102	(438,590)	(287,487)
Balance at end of period	3,143,675	2,931,466	24,504,193	(1,914,845)	28,664,488

	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	357,202	1,827,048	(42,856)	2,141,394	412,855	31,506,226
Dividends of surplus						(1,885,626)
Profit attributable to owners of parent						3,125,199
Purchase of treasury shares						(1,599,967)
Disposal of treasury shares						72,906
Cancellation of treasury shares						-
Transfer from retained earnings to capital surplus						-
Net changes in items other than shareholders' equity	303,773	660,951	80,120	1,044,844	202,638	1,247,483
Total changes during period	303,773	660,951	80,120	1,044,844	202,638	959,995
Balance at end of period	660,975	2,487,999	37,264	3,186,239	615,494	32,466,222

## Consolidated statement of changes in equity

Fiscal year ended March 31, 2025

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	3,143,675	2,931,466	24,504,193	(1,914,845)	28,664,488
Dividends of surplus			(1,531,720)		(1,531,720)
Profit attributable to owners of parent			3,811,499		3,811,499
Purchase of treasury shares				(2,477,168)	(2,477,168)
Disposal of treasury shares		2,000		13,536	15,537
Cancellation of treasury shares		(3,744,328)		3,744,328	-
Transfer from retained earnings to capital surplus		3,742,328	(3,742,328)		-
Net changes in items other than shareholders' equity					
Total changes during period	-	-	(1,462,549)	1,280,696	(181,852)
Balance at end of period	3,143,675	2,931,466	23,041,643	(634,148)	28,482,636

	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	660,975	2,487,999	37,264	3,186,239	615,494	32,466,222
Dividends of surplus					(92,137)	(1,623,857)
Profit attributable to owners of parent						3,811,499
Purchase of treasury shares						(2,477,168)
Disposal of treasury shares						15,537
Cancellation of treasury shares						-
Transfer from retained earnings to capital surplus						-
Net changes in items other than shareholders' equity	5,870	1,046,295	17,757	1,069,923	242,559	1,312,483
Total changes during period	5,870	1,046,295	17,757	1,069,923	150,422	1,038,493
Balance at end of period	666,846	3,534,294	55,021	4,256,163	765,916	33,504,715



# Consolidated statement of cash flows

(Thousands of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	4,871,954	5,918,008
Loss on liquidation of subsidiaries and associates	570,889	472,968
Depreciation	1,055,503	961,829
Increase (decrease) in allowance for doubtful accounts	(13,837)	(43,977)
Increase (decrease) in net defined benefit asset or liability	(10,909)	(160,853)
Interest and dividend income	(178,247)	(164,508)
Interest expenses	34,061	18,703
Foreign exchange losses (gains)	(98,121)	12,297
Loss (gain) on sale of investment securities	-	(108,652)
Loss (gain) on sale of property, plant and equipment	-	14,238
Decrease (increase) in trade receivables	(1,138,264)	112,277
Decrease (increase) in inventories	(304,123)	(473,174)
Decrease (increase) in other current assets	(214,554)	(16,066)
Increase (decrease) in trade payables	(216,677)	(127,192)
Increase (decrease) in accrued consumption taxes	78,266	(7,761)
Increase (decrease) in other current liabilities	(365,329)	(373,577)
Other, net	(130,646)	(734,113)
Subtotal	3,939,963	5,300,444
Interest and dividends received	176,739	166,463
Interest paid	(34,061)	(18,703)
Income taxes paid	(1,687,541)	(1,503,537)
Net cash provided by (used in) operating activities	2,395,100	3,944,667
Cash flows from investing activities		
Payments into time deposits	(2,468,468)	(1,758,677)
Proceeds from withdrawal of time deposits	328,807	3,877,513
Purchase of property, plant and equipment	(785,639)	(998,127)
Proceeds from sale of property, plant and equipment	9,759	204,933
Purchase of intangible assets	(54,523)	(41,099)
Purchase of investment securities	(3,039)	(1,617)
Proceeds from sale of investment securities	-	189,231
Loan advances	(3,784)	(5,725)
Proceeds from collection of loans receivable	3,531	4,001
Net cash provided by (used in) investing activities	(2,973,355)	1,470,431
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(320,000)	-
Repayments of long-term borrowings	-	(88,690)
Repayments of lease liabilities	(270,480)	(516,957)
Purchase of treasury shares	(1,599,967)	(2,477,168)
Dividends paid	(1,885,626)	(1,531,720)
Dividends paid to non-controlling interests	-	(92,137)
Net cash provided by (used in) financing activities	(4,076,074)	(4,706,674)
Effect of exchange rate change on cash and cash equivalents	585,389	455,773
Net increase (decrease) in cash and cash equivalents	(4,068,940)	1,164,198
Cash and cash equivalents at beginning of period	14,903,351	10,834,410
Cash and cash equivalents at end of period	10,834,410	11,998,609

(Notes on segment information, etc.)

1. Overview of Reporting Segments

The Group's reporting segments are those of the constituent units of the Group for which separate financial information is available and are subject to periodic review by the Board of Directors in order to determine the allocation of management resources and evaluate business performance.

The Group mainly manufactures and sells pumps, and conducts business activities under a system in which the Company's Production Division and its subsidiaries in charge of manufacturing functions are responsible for manufacturing and purchasing, and the Company's Sales Division and subsidiaries in charge of external sales are responsible for sales. In addition, electronic components are manufactured and sold by certain subsidiaries. Accordingly, the Group has two reporting segments: the Pumps Business and the Electronic Components Business.

The Pump segment manufactures and sells canned motor pumps, metering pumps, and other pumps. The Electronic Components segment manufactures and sells automotive electrical components and substrates for industrial equipment.

2. Method of calculating the amount of sales, profit or loss, assets, and other items for each reporting segment

The accounting methods for the reported business segments are generally identical to those used in the consolidated financial statements.

Profit in the reporting segment is a figure based on operating income.

3. Information on the amount of sales, profits or losses, assets, and other items for each reported segment, as well as information on the breakdown of revenue.

The previous fiscal year (April 1, 2023 to March 31, 2024)

(Unit: 1 thousand yen)

	Reportable segments			Other (Note) 1	Total
	Pump unit	Electronic parts unit	Total		
Sales					
Japan	8,505,944	1,621,105	10,127,049	296,110	10,423,160
west	6,350,873	-	6,350,873	-	6,350,873
Asia	12,443,840	-	12,443,840	-	12,443,840
Revenue generated from customer contracts	27,300,658	1,621,105	28,921,763	296,110	29,217,874
Revenues from external customers	27,300,658	1,621,105	28,921,763	296,110	29,217,874
Transactions with other segments	-	-	-	-	-
Total	27,300,658	1,621,105	28,921,763	296,110	29,217,874
Segment profit (loss)	4,907,284	(61,518)	4,845,765	36,513	4,882,278
Segment Assets	40,166,218	1,555,992	41,722,211	318,110	42,040,322
Other items					
Depreciation	936,868	114,003	1,050,872	4,630	1,055,503
Impairment loss (Note)3	-	547,799	547,799	-	547,799
Increase in property, plant and equipment and intangible assets	889,253	14,138	903,391	7,089	910,481

Note: 1. The "Other" category is a business segment that is not included in the reporting segment and includes special equipment.

2. Net sales are categorized by the countries or regions in which the Company and its consolidated subsidiaries are located.

3. Impairment losses are included in the loss on restructuring of affiliated companies in the consolidated financial statements (extraordinary loss).

The current fiscal year (April 1, 2024 to March 31, 2025)

(Unit: 1 thousand yen)

	Reportable segments			Other (Note) 1	Total
	Pump unit	Electronic parts unit	Total		
Sales					
Japan	8,964,694	1,004,191	9,968,886	252,901	10,221,788
west	8,049,082	-	8,049,082	-	8,049,082
Asia	12,275,416	-	12,275,416	-	12,275,416
Revenue generated from customer contracts	29,289,194	1,004,191	30,293,385	252,901	30,546,287
Revenues from external customers	29,289,194	1,004,191	30,293,385	252,901	30,546,287
Transactions with other segments	-	-	-	-	-
Total	29,289,194	1,004,191	30,293,385	252,901	30,546,287
Segment profit (loss)	6,103,613	(77,828)	6,025,785	29,950	6,055,735
Segment Assets	41,370,096	781,140	42,151,237	245,330	42,396,568
Other items					
Depreciation	929,051	28,318	957,369	4,459	961,829
Impairment losses	-	-	-	-	-
Increase in property, plant and equipment and intangible assets	854,689	-	854,689	6,898	861,587

Note: 1. The "Other" category is a business segment that is not included in the reporting segment and includes special equipment.

2. Net sales are categorized by the countries or regions in which the Company and its consolidated subsidiaries are located.

4. Difference between the Total Amount of Reporting Segments and the Amount Recorded in Consolidated Financial Statements, and Main Details of the Difference (Matters Related to Adjustment of Differences)

(Unit: 1 thousand yen)

Sales	The previous fiscal year	The current fiscal year
Total Reporting Segments	28,921,763	30,293,385
Sales in the "Other" segment	296,110	252,901
Sales in consolidated financial statements	29,217,874	30,546,287

(Unit: 1 thousand yen)

benefit	The previous fiscal year	The current fiscal year
Total Reporting Segments	4,845,765	6,025,785
Benefits of the "Other" category	36,513	29,950
Operating income in consolidated financial statements	4,882,278	6,055,735

(Unit: 1 thousand yen)

Assets	The previous fiscal year	The current fiscal year
Total Reporting Segments	41,722,211	42,151,237
Assets in the "Other" category	318,110	245,330
Total assets in consolidated financial statements	42,040,322	42,396,568

(Unit: 1 thousand yen)

Other items	Total Reporting Segments		Other		Per consolidated financial statements	
	The previous fiscal year	The current fiscal year	The previous fiscal year	The current fiscal year	The previous fiscal year	The current fiscal year
Depreciation	1,050,872	957,369	4,630	4,459	1,055,503	961,829
Increase in property, plant and equipment and intangible assets	903,391	854,689	7,089	6,898	910,481	861,587

Related Information

The previous fiscal year (April 1, 2023 to March 31, 2024)

1. Product and Service Information

(Unit: 1 thousand yen)

	Pump unit	Electronic parts unit	Other	Total
Revenues from external customers	27,300,658	1,621,105	296,110	29,217,874

2. Regional Information

(1) Net sales

(Unit: 1 thousand yen)

Japan	Asia & Oceania		Americas		Other	Total
	China	Other	United States	Other		
8,622,718	9,789,855	3,829,489	5,617,491	341,771	1,016,548	29,217,874

Note: Sales are based on the location of the customer and are categorized by country or region.

(2) Property, plant and equipment

(Unit: 1 thousand yen)

Japan	Asia & Oceania		Americas	Other	Total
	China	Other			
6,552,639	965,008	293,732	821,957	25,350	8,658,688

3. Information per main customer

(Unit: 1 thousand yen)

Name or surname of the customer	Sales	Relevant Segment Names
Mitsubishi Electric Corporation	1,717,741	Pump Business, Electronic Components Business

The current fiscal year (April 1, 2024 to March 31, 2025)

1. Product and Service Information

(Unit: 1 thousand yen)

	Pump unit	Electronic parts unit	Other	Total
Revenues from external customers	29,289,194	1,004,191	252,901	30,546,287

2. Regional Information

(1) Net sales

(Unit: 1 thousand yen)

Japan	Asia & Oceania		Americas		Other	Total
	China	Other	United States	Other		
8,326,173	8,941,783	4,744,721	6,508,855	940,841	1,083,912	30,546,287

Note: Sales are based on the location of the customer and are categorized by country or region.

(2) Property, plant and equipment

(Unit: 1 thousand yen)

Japan	Asia & Oceania		Americas	Other	Total
	China	Other			
6,249,467	1,485,499	215,049	779,584	24,781	8,754,381

3. Information per main customer

(Unit: 1 thousand yen)

Name or surname of the customer	Sales	Relevant Segment Names
Mitsubishi Electric Corporation	1,097,943	Pump Business, Electronic Components Business

Information on impairment losses on fixed assets by reporting segment

The previous fiscal year (April 1, 2023 to March 31, 2024)

Since the same information is disclosed in the segment information, it is omitted.

The current fiscal year (April 1, 2024 to March 31, 2025)

Not applicable.

Information on amortization and unamortized balances of goodwill by reporting segment

Not applicable.

Information on Negative Goodwill Accrual Gains by Reporting Segment

Not applicable.

## Balance sheet

(Thousands of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	4,262,060	3,959,947
Notes receivable - trade	81,299	80,809
Electronically recorded monetary claims - operating	1,076,777	983,445
Accounts receivable - trade, and contract assets	5,137,362	5,454,054
Finished goods	239,514	312,819
Work in process	608,406	752,852
Raw materials and supplies	1,409,260	1,381,387
Prepaid expenses	59,629	65,540
Short-term loans receivable from subsidiaries and associates	545,810	1,000,000
Accounts receivable - other	237,026	321,358
Other	23,379	114,964
Allowance for doubtful accounts	(1,000)	(121,000)
Total current assets	13,679,526	14,306,180
Non-current assets		
Property, plant and equipment		
Buildings	2,859,606	2,708,663
Structures	227,501	201,337
Machinery and equipment	829,059	773,797
Vehicles	4,517	4,593
Tools, furniture and fixtures	94,147	78,090
Land	897,904	886,336
Leased assets	11,781	8,421
Construction in progress	74,444	9,596
Total property, plant and equipment	4,998,963	4,670,837
Intangible assets		
Software	113,990	72,045
Software in progress	-	16,000
Telephone subscription right	4,232	4,232
Total intangible assets	118,222	92,277
Investments and other assets		
Investment securities	1,108,422	1,147,726
Shares of subsidiaries and associates	1,917,887	1,907,797
Investments in capital	30	30
Investments in capital of subsidiaries and associates	815,405	815,405
Long-term loans receivable from employees	7,471	9,195
Long-term prepaid expenses	29,550	26,390
Membership	32,200	11,200
Prepaid pension costs	149,613	154,643
Deferred tax assets	122,764	174,680
Other	44,690	43,360
Allowance for doubtful accounts	(27,500)	(6,800)
Total investments and other assets	4,200,536	4,283,628
Total non-current assets	9,317,722	9,046,744
Total assets	22,997,248	23,352,924

	As of March 31, 2024	As of March 31, 2025
<b>Liabilities</b>		
Current liabilities		
Notes payable - trade	54,092	52,203
Electronically recorded obligations - operating	647,310	453,169
Accounts payable - trade	291,296	390,106
Lease liabilities	3,696	3,327
Accounts payable - other	434,613	272,516
Income taxes payable	430,185	678,736
Accrued consumption taxes	71,233	80,049
Contract liabilities	15,409	73,523
Deposits received	339,886	376,148
Provision for product warranties	19,158	18,656
Provision for bonuses	380,484	408,728
Other	19,893	26,956
Total current liabilities	2,707,259	2,834,123
Non-current liabilities		
Lease liabilities	9,263	5,936
Provision for retirement benefits	184,217	226,046
Other	2,300	2,300
Total non-current liabilities	195,781	234,283
Total liabilities	2,903,041	3,068,406
Net assets		
Shareholders' equity		
Share capital	3,143,675	3,143,675
Capital surplus		
Legal capital surplus	2,931,466	2,931,466
Total capital surplus	2,931,466	2,931,466
Retained earnings		
Legal retained earnings	145,275	145,275
Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets	144,566	137,033
General reserve	6,211,000	6,211,000
Retained earnings brought forward	8,817,806	7,683,369
Total retained earnings	15,318,648	14,176,678
Treasury shares	(1,914,845)	(634,148)
Total shareholders' equity	19,478,944	19,617,671
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	615,262	666,846
Total valuation and translation adjustments	615,262	666,846
Total net assets	20,094,207	20,284,517
Total liabilities and net assets	22,997,248	23,352,924

## Statement of income

(Thousands of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	12,196,147	13,603,882
Cost of sales	7,534,879	8,079,323
Gross profit	4,661,267	5,524,558
Selling, general and administrative expenses	2,803,594	2,754,970
Operating profit	1,857,673	2,769,587
Non-operating income		
Interest and dividend income	2,664,642	2,678,858
Foreign exchange gains	256,471	-
Rental income	41,632	40,562
Consulting fee income	6,305	5,866
Sunlight selling income	10,067	11,515
Other	21,867	11,430
Total non-operating income	3,000,986	2,748,232
Non-operating expenses		
Interest expenses	1,335	1,457
Foreign exchange losses	-	79,574
Rental expenses	14,426	14,082
Sunlight selling production cost	7,505	5,142
Other	301	300
Total non-operating expenses	23,569	100,557
Ordinary profit	4,835,090	5,417,262
Extraordinary income		
Gain on sale of investment securities	-	29,311
Total extraordinary income	-	29,311
Extraordinary losses		
Loss on sale of non-current assets	-	7,567
Loss on valuation of shares of subsidiaries and associates	-	10,090
Loss on liquidation of subsidiaries and associates	-	209,500
Total extraordinary losses	-	227,157
Profit before income taxes	4,835,090	5,219,416
Income taxes - current	818,468	1,174,622
Income taxes - deferred	46,757	(87,284)
Total income taxes	865,225	1,087,337
Profit	3,969,865	4,132,078

# Statement of changes in equity

Fiscal year ended March 31, 2024

(Thousands of yen)

	(Thousands of yen)										
	Share capital	Shareholders' equity									
		Capital surplus			Retained earnings					Treasury shares	Total shareholders equity
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings			Total retained earnings		
Reserve for tax purpose reduction entry of non-current assets	General reserve					Retained earnings brought forward					
Balance at beginning of period	3,143,675	2,931,466	-	2,931,466	145,275	150,375	6,211,000	7,816,229	14,322,880	(1,476,255)	18,921,766
Reversal of reserve for tax purpose reduction entry of non-current assets						(5,808)		5,808	-		-
Dividends of surplus								(1,885,626)	(1,885,626)		(1,885,626)
Profit								3,969,865	3,969,865		3,969,865
Purchase of treasury shares										(1,599,967)	(1,599,967)
Disposal of treasury shares			25,301	25,301					-	47,604	72,906
Cancellation of treasury shares			(1,113,772)	(1,113,772)					-	1,113,772	-
Transfer from retained earnings to capital surplus			1,088,470	1,088,470				(1,088,470)	(1,088,470)		-
Net changes in items other than shareholders' equity											
Total changes during period	-	-	-	-	-	(5,808)	-	1,001,576	995,767	(438,590)	557,177
Balance at end of period	3,143,675	2,931,466	-	2,931,466	145,275	144,566	6,211,000	8,817,806	15,318,648	(1,914,845)	19,478,944

	Valuation and translation adjustments	Total net assets
	Valuation difference on available-for-sale securities	
Balance at beginning of period	336,056	19,257,823
Reversal of reserve for tax purpose reduction entry of non-current assets		-
Dividends of surplus		(1,885,626)
Profit		3,969,865
Purchase of treasury shares		(1,599,967)
Disposal of treasury shares		72,906
Cancellation of treasury shares		-
Transfer from retained earnings to capital surplus		-
Net changes in items other than shareholders' equity	279,206	279,206
Total changes during period	279,206	836,383
Balance at end of period	615,262	20,094,207



## Statement of changes in equity

Fiscal year ended March 31, 2025

(Thousands of yen)

	(Thousands of yen)										
	Share capital	Shareholders' equity									
		Capital surplus			Retained earnings					Treasury shares	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings			Total retained earnings		
Reserve for tax purpose reduction entry of non-current assets	General reserve					Retained earnings brought forward					
Balance at beginning of period	3,143,675	2,931,466	-	2,931,466	145,275	144,566	6,211,000	8,817,806	15,318,648	(1,914,845)	19,478,944
Reversal of reserve for tax purpose reduction entry of non-current assets						(7,533)		7,533	-		-
Dividends of surplus								(1,531,720)	(1,531,720)		(1,531,720)
Profit								4,132,078	4,132,078		4,132,078
Purchase of treasury shares									-	(2,477,168)	(2,477,168)
Disposal of treasury shares			2,000	2,000					-	13,536	15,537
Cancellation of treasury shares			(3,744,328)	(3,744,328)					-	3,744,328	-
Transfer from retained earnings to capital surplus			3,742,328	3,742,328				(3,742,328)	(3,742,328)		-
Net changes in items other than shareholders' equity									-		-
Total changes during period	-	-	-	-	-	(7,533)	-	(1,134,436)	(1,141,969)	1,280,696	138,726
Balance at end of period	3,143,675	2,931,466	-	2,931,466	145,275	137,033	6,211,000	7,683,369	14,176,678	(634,148)	19,617,671

	Valuation and translation adjustments	Total net assets
	Valuation difference on available-for-sale securities	
Balance at beginning of period	615,262	20,094,207
Reversal of reserve for tax purpose reduction entry of non-current assets		-
Dividends of surplus		(1,531,720)
Profit		4,132,078
Purchase of treasury shares		(2,477,168)
Disposal of treasury shares		15,537
Cancellation of treasury shares		-
Transfer from retained earnings to capital surplus		-
Net changes in items other than shareholders' equity	51,583	51,583
Total changes during period	51,583	190,310
Balance at end of period	666,846	20,284,517