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May 8, 2024

## Consolidated Financial Results for the Fiscal Year Ended March 31, 2024 (Under Japanese GAAP)

Company name: TSUBAKIMOTO KOGYO CO., LTD.

Listing: Tokyo Stock Exchange

Securities code: 8052

URL: https://www.tsubaki.co.jp

Representative: Masashi Koda, President & COO Inquiries: Junshi Koketsu, Managing Officer

Telephone: +81-6-4795-8832

Scheduled date of annual general meeting of shareholders: June 27, 2024
Scheduled date to commence dividend payments: June 28, 2024
Scheduled date to file annual securities report: June 27, 2024

Preparation of supplementary material on financial results: Yes Holding of financial results briefing: Yes

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

# 1. Consolidated financial results for the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

### (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, 2024	113,503	5.1	5,233	2.6	5,577	2.6	4,000	9.1
March 31, 2023	107,963	11.4	5,102	16.1	5,434	14.1	3,667	15.4

Note: Comprehensive income For the fiscal year ended March 31, 2024: \$\frac{\pmathbf{Y}}{4},374\$ million \$\frac{\pmathbf{7}}{3}.0\%\$] For the fiscal year ended March 31, 2023: \$\frac{\pmathbf{Y}}{4},214\$ million \$\frac{\pmathbf{7}}{3}.1\%\$]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2024	212.90	_	10.8	6.2	4.6
March 31, 2023	195.18	_	11.4	6.7	4.7

Reference: Share of profit (loss) of entities accounted for using equity method

For the fiscal year ended March 31, 2024: (¥7) million For the fiscal year ended March 31, 2023: ¥4 million

Note: The Company conducted a 3-for-1 share split on April 1, 2024. "Basic earnings per share" is calculated on the assumption that the share split was conducted at the beginning of the previous fiscal year.

## (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, 2024	94,756	40,377	42.4	2,135.89
March 31, 2023	84,474	34,039	40.0	1,798.91

Reference: Equity

Note: The Company conducted a 3-for-1 share split on April 1, 2024. "Net assets per share" is calculated on the assumption that the share split was conducted at the beginning of the previous fiscal year.

#### (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, 2024	5,015	(69)	(1,077)	26,855
March 31, 2023	6,716	(461)	(971)	22,927

#### 2. Cash dividends

	Annual dividends per share							Ratio of
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total	Total cash dividends (Total)	Payout ratio (Consolidated)	dividends to net assets (Consolidated)
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2023	_	30.00	_	120.00	150.00	948	25.6	2.9
Fiscal year ended March 31, 2024	_	40.00	_	140.00	180.00	1,143	28.2	3.0
Fiscal year ending March 31, 2025 (Forecast)	_	15.00	_	45.00	60.00		28.9	

- Notes: 1. The Company conducted a 3-for-1 share split on April 1, 2024. For the fiscal years ended March 31, 2023 and 2024, the actual dividend amount before the share split is stated. For the fiscal year ending March 31, 2025 (forecast), the forecast dividend amount after the share split is stated. For reference, the annual dividend for the fiscal year ending March 31, 2025 (forecast) without considering the share split is 180 yen.
  - 2. The year-end dividend for the fiscal year ended March 31, 2023 includes a special dividend of 10 yen.
  - 3. The total amount of dividends for the fiscal year ended March 31, 2023 includes dividends of 8 million yen to the Company's shares held by the board benefit trust for Directors, etc.
  - 4. The year-end dividend for the fiscal year ended March 31, 2024 includes a commemorative dividend of 10 yen.
  - 5. The total amount of dividends for the fiscal year ended March 31, 2024 includes dividends of 16 million yen to the Company's shares held by the board benefit trust for Directors, etc.

# 3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2025 (April 1, 2024 to March 31, 2025)

(Percentages indicate changes from the previous corresponding period.)

	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
First half	57,000	2.0	2,700	2.4	2,920	2.8	1,940	0.6	103.24
Full year	116,000	2.2	5,500	5.1	5,900	5.8	3,900	(2.5)	207.54

Note: The Company conducted a 3-for-1 share split on April 1, 2024. "Basic earnings per share" in consolidated financial results forecast takes into account the effect of the share split.

#### \* Notes

(1) Changes in significant subsidiaries during the period (changes in specified subsidiaries resulting in the change in scope of consolidation): None

Newly included: None Excluded: None

- (2) Changes in accounting policies, changes in accounting estimates, and restatements
  - (i) Changes in accounting policies due to revisions of accounting standards and other regulations: None
  - (ii) Changes in accounting policies other than those in (i) above: None
  - (iii) Changes in accounting estimates: None
  - (iv) Restatements: 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, 2024	19,493,907 shares
As of March 31, 2023	19,493,907 shares

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

As of March 31, 2024	703,446 shares
As of March 31, 2023	701,391 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2024	18,791,512 shares
Fiscal year ended March 31, 2023	18,789,252 shares

- Notes: 1. The Company conducted a 3-for-1 share split on April 1, 2024. "Total number of issued shares at the end of the period", "Number of treasury shares at the end of the period" and "Average number of shares outstanding during the period" are calculated on the assumption that the share split was conducted at the beginning of the previous fiscal year.
  - 2. The Company has introduced the Board Benefit Trust for Directors, etc., and the Company's shares held by the said trust are included in the treasury shares to be deducted in calculating the number of treasury shares at the end of the period and the average number of shares outstanding during the period.

### [Reference] Overview of non-consolidated financial results

# 1. Non-consolidated financial results for the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

## (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, 2024	104,761	3.1	3,404	2.9	4,956	9.4	3,970	17.7
March 31, 2023	101,628	11.0	3,309	4.8	4,530	7.2	3,373	9.4

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2024	211.29	_
March 31, 2023	179.52	

Note: The Company conducted a 3-for-1 share split on April 1, 2024. "Basic earnings per share" is calculated on the assumption that the share split was conducted at the beginning of the previous fiscal year.

## (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, 2024	92,707	36,660	39.5	1,950.99
March 31, 2023	82,019	30,722	37.5	1,634.81

Reference: Equity

As of March 31, 2024: \(\pm\) \(\pm\)36,660 million As of March 31, 2023: \(\pm\)30,722 million

Note: The Company conducted a 3-for-1 share split on April 1, 2024. "Net assets per share" is calculated on the assumption that the share split was conducted at the beginning of the previous fiscal year.

# 2. Non-consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2025 (April 1, 2024 to March 31, 2025)

(Percentages indicate changes from the previous corresponding period.)

	Net sales		Operating pr	ofit	Ordinary pr	ofit	Profit		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	53,500	2.5	1,800	(2.7)	3,080	(3.6)	2,400	(5.0)	127.72
Full year	109,000	4.0	3,750	10.1	5,250	5.9	3,870	(2.5)	205.94

Note: The Company conducted a 3-for-1 share split on April 1, 2024. "Basic earnings per share" in non-consolidated financial results forecast takes into account the effect of the share split.

- \* These consolidated financial results are not subject to audits by certified public accountants or audit corporations.
- \* Proper use of earnings forecasts, and other special matters

Forecasts stated herein are based on the currently available information and the Company's assumptions that were judged to be valid as of the announcement date hereof, and are not intended to be a promise by the Company to achieve these forecasts. Therefore, actual results may differ for various factors.

## **Consolidated Financial Statements**

## (1) Consolidated Balance Sheet

		(Millions of Yen)
	As of March 31, 2023	As of March 31, 2024
Assets		
Current assets		
Cash and deposits	22,927	26,855
Notes and accounts receivable - trade, and contract assets	27,966	30,167
Electronically recorded monetary claims - operating	12,980	12,952
Merchandise and finished goods	2,952	2,666
Work in process	1,191	954
Other	3,205	2,868
Allowance for doubtful accounts	(173)	(186)
Total current assets	71,049	76,279
Non-current assets		
Property, plant and equipment		
Buildings	1,228	1,322
Accumulated depreciation	(429)	(451)
Buildings, net	799	871
Machinery, equipment and vehicles	575	575
Accumulated depreciation	(376)	(407)
Machinery, equipment and vehicles, net	198	168
Tools, furniture and fixtures	476	563
Accumulated depreciation	(393)	(385)
Tools, furniture and fixtures, net	82	177
Land	945	945
Leased assets	81	136
Accumulated depreciation	(52)	(82)
Leased assets, net	28	53
Construction in progress		67
Total property, plant and equipment	2,055	2,284
Intangible assets	357	421
Investments and other assets		
Investment securities	9,825	14,633
Deferred tax assets	53	12
Retirement benefit asset	15	16
Other	1,321	1,310
Allowance for doubtful accounts	(203)	(202)
Total investments and other assets	11,011	15,771
Total non-current assets	13,424	18,477
Total assets	84,474	94,756

(Millions of Yen)

		(Millions of Yen)
	As of March 31, 2023	As of March 31, 2024
Liabilities		
Current liabilities		
Notes and accounts payable - trade	18,592	20,954
Electronically recorded obligations - operating	22,987	21,688
Income taxes payable	960	749
Advances received	4,217	5,331
Provision for bonuses for directors (and other officers)	11	14
Provision for loss on construction contracts	_	20
Other	960	1,321
Total current liabilities	47,730	50,080
Non-current liabilities		
Provision for share awards for directors (and other officers)	126	176
Retirement benefit liability	1,804	1,860
Long-term accounts payable - other	211	211
Deferred tax liabilities	330	1,802
Other	231	248
Total non-current liabilities	2,704	4,298
Total liabilities	50,434	54,379
Net assets		
Shareholders' equity		
Share capital	2,945	2,945
Capital surplus	1,867	1,944
Retained earnings	26,184	29,172
Treasury shares	(542)	(622)
Total shareholders' equity	30,455	33,439
Accumulated other comprehensive income		<u> </u>
Valuation difference on available-for-sale securities	3,231	6,580
Deferred gains or losses on hedges	(0)	(67)
Foreign currency translation adjustment	142	197
Remeasurements of defined benefit plans	(22)	(15)
Total accumulated other comprehensive income	3,350	6,694
Non-controlling interests	233	243
Total net assets	34,039	40,377
Total liabilities and net assets	84,474	94,756
Total Hacillites and not assess	54,474	74,730

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

## **Consolidated Statement of Income**

Net sales         107,963         113,503           Cost of sales         91,610         96,007           Gross profit         16,352         17,495           Selling, general and administrative expenses         11,250         12,262           Operating profit         5,102         5,233           Non-operating income         8         9           Dividend income         328         367           Share of profit of entities accounted for using equity method         4         4           Other         43         40           Total non-operating income         8         8           Non-operating expenses         6         8           Interest expenses         6         8           Share of loss of entities accounted for using equity method         -         7           Foreign exchange losses         9         25           Share of loss of entities accounted for using equity method         -         7           Commission expenses         9         25           Guarantee commission         11         8           Other         9         25           Guarantee commission         5         73           Ordinary profit         5,43         5,577 </th <th></th> <th></th> <th>(Millions of Yen)</th>			(Millions of Yen)
Cost of sales         91,610         96,007           Gross profit         16,352         17,495           Selling, general and administrative expenses         11,250         12,262           Operating profit         5,102         5,233           Non-operating income         8         9           Interest income         328         367           Share of profit of entities accounted for using equity method Other         43         40           Total non-operating income         384         417           Non-operating expenses         6         8           Interest expenses         6         8           Share of loss of entities accounted for using equity method         -         7           Foreign exchange losses         4         15           Derivative expenses         9         25           Guarante of loss of entities accounted for using equity method         -         7           Foreign exchange losses         9         25           Guarante commission expenses         9         25           Guarante commission expenses         9         25           Total non-operating expenses         52         73           Ordinary profit         5,434         5,571 <t< th=""><th></th><th>Year ended March 31, 2023</th><th>Year ended March 31, 2024</th></t<>		Year ended March 31, 2023	Year ended March 31, 2024
Gross profit         16,352         17,495           Selling, general and administrative expenses         11,250         12,262           Operating profit         5,102         5,233           Non-operating income         8         9           Interest income         8         9           Share of profit of entities accounted for using equity method         4         -           Other         43         40           Total non-operating income         384         417           Non-operating expenses         6         8           Interest expenses         6         8           Share of loss of entities accounted for using equity method         -         7           Foreign exchange losses         4         15           Derivative expenses         11         -           Commission expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Other         9         8           Total non-operating expenses         52         73           Total non-operating expenses         52         73           Extraor	Net sales	107,963	113,503
Selling, general and administrative expenses         11,250         12,262           Operating profit         5,102         5,233           Non-operating income         8         9           Interest income         328         367           Share of profit of entities accounted for using equity method         4         —           Other         43         40           Total non-operating income         384         417           Non-operating expenses         6         8           Interest expenses         6         8           Share of loss of entities accounted for using equity method         —         7           Foreign exchange losses         4         15           Derivative expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         —         315           Gain on sale of investment securities         —         315           Total extraordinary losses         —         9           Loss on sale and retirement of non-current assets         —	Cost of sales	91,610	96,007
Operating profit         5,102         5,233           Non-operating income         8         9           Dividend income         328         367           Share of profit of entities accounted for using equity method         4            Other         43         40           Total non-operating income         8         417           Non-operating expenses         6         8           Interest expenses         6         8           Share of loss of entities accounted for using equity method         -         7           Foreign exchange losses         4         15           Derivative expenses         11         -           Commission expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         -         315           Extraordinary income         -         315           Extraordinary income         -         315           Extraordinary losses         -         121           Loss on sale and retirement of non	Gross profit	16,352	17,495
Non-operating income         8         9           Dividend income         328         367           Share of profit of entities accounted for using equity method         4         —           Other         43         40           Total non-operating income         384         417           Non-operating expenses         8         8           Interest expenses         6         8           Share of loss of entities accounted for using equity method         —         7           Foreign exchange losses         4         15           Derivative expenses         9         25           Commission expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         —         315           Extraordinary profit         —         315           Total extraordinary income         —         315           Extraordinary losses         —         121           Loss on sale and retirement of non-current assets         —         9           Of	Selling, general and administrative expenses	11,250	12,262
Interest income         8         9           Dividend income         328         367           Share of profit of entities accounted for using equity method         4         3-6           Other         43         40           Total non-operating income         384         417           Non-operating expenses         6         8           Interest expenses         6         8           Share of loss of entities accounted for using equity method         -         7           Foreign exchange losses         4         15           Derivative expenses         11         -           Commission expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         -         315           Extraordinary income         -         315           Extraordinary income         -         315           Extraordinary losses         -         315           Loss on sale and retirement of non-current assets         -         9           Office reno	Operating profit	5,102	5,233
Dividend income         328         367           Share of profit of entities accounted for using equity method         4         —           Other         43         40           Total non-operating income         384         417           Non-operating expenses         8           Interest expenses         6         8           Share of loss of entities accounted for using equity method         —         7           Foreign exchange losses         4         15           Derivative expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         —         315           Extraordinary income         —         315           Extraordinary losses         —         315           Loss on sale and retirement of non-current assets         —         9           Office renovation expenses         —         121           Total extraordinary losses         —         131           Profit before income taxes         5,434         5,761 <td< td=""><td>Non-operating income</td><td></td><td></td></td<>	Non-operating income		
Share of profit of entities accounted for using equity method         4         —           Other         43         40           Total non-operating income         384         417           Non-operating expenses         8           Interest expenses         6         8           Share of loss of entities accounted for using equity method         —         7           Foreign exchange losses         4         15           Derivative expenses         11         —           Commission expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         —         315           Gain on sale of investment securities         —         315           Total extraordinary income         —         9           Extraordinary losses         —         12           Loss on sale and retirement of non-current assets         —         9           Office renovation expenses         —         131           Total extraordinary losses         —         131		8	9
Other         43         40           Total non-operating income         384         417           Non-operating expenses         8         8           Interest expenses         6         8           Share of loss of entities accounted for using equity method         -         7           Foreign exchange losses         4         15           Derivative expenses         11         -           Commission expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         -         315           Gain on sale of investment securities         -         315           Total extraordinary income         -         9           Extraordinary losses         -         9           Extraordinary losses         -         9           Cost on sale and retirement of non-current assets         -         9           Office renovation expenses         -         12           Total extraordinary losses         -         12           Profit before i	Dividend income	328	367
Other         43         40           Total non-operating income         384         417           Non-operating expenses         8         8           Interest expenses         6         8           Share of loss of entities accounted for using equity method         -         7           Foreign exchange losses         4         15           Derivative expenses         11         -           Commission expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         -         315           Gain on sale of investment securities         -         315           Total extraordinary income         -         9           Extraordinary losses         -         9           Extraordinary losses         -         9           Cost on sale and retirement of non-current assets         -         9           Office renovation expenses         -         12           Total extraordinary losses         -         12           Profit before i	Share of profit of entities accounted for using equity method	4	_
Non-operating expenses         6         8           Share of loss of entities accounted for using equity method         -         7           Foreign exchange losses         4         15           Derivative expenses         11         -           Commission expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         -         315           Gain on sale of investment securities         -         315           Total extraordinary income         -         315           Extraordinary losses         -         9           Loss on sale and retirement of non-current assets         -         9           Office renovation expenses         -         121           Total extraordinary losses         -         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749 <td>Other</td> <td>43</td> <td>40</td>	Other	43	40
Interest expenses         6         8           Share of loss of entities accounted for using equity method         -         7           Foreign exchange losses         4         15           Derivative expenses         11         -           Commission expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         -         315           Total extraordinary income         -         315           Extraordinary losses         -         9           Loss on sale and retirement of non-current assets         -         9           Office renovation expenses         -         121           Total extraordinary losses         -         121           Total extraordinary losses         -         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         42         22           Total income taxes         1,738         1,749 <tr< td=""><td>Total non-operating income</td><td>384</td><td>417</td></tr<>	Total non-operating income	384	417
Share of loss of entities accounted for using equity method         —         7           Foreign exchange losses         4         15           Derivative expenses         11         —           Commission expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         —         315           Total extraordinary income         —         315           Extraordinary losses         —         9           Loss on sale and retirement of non-current assets         —         9           Office renovation expenses         —         9           Total extraordinary losses         —         121           Total extraordinary losses         —         121           Income taxer convertion expenses         —         131           Profit before income taxes         5,434         5,761           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit (loss) attributable to non-controlling interests <th< td=""><td>Non-operating expenses</td><td></td><td></td></th<>	Non-operating expenses		
Foreign exchange losses         4         15           Derivative expenses         11         —           Commission expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         —         315           Total extraordinary income         —         315           Extraordinary losses         —         9           Loss on sale and retirement of non-current assets         —         9           Office renovation expenses         —         9           Total extraordinary losses         —         121           Total extraordinary losses         —         121           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Interest expenses	6	8
Derivative expenses         11         —           Commission expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         —         315           Total extraordinary income         —         315           Extraordinary losses         —         9           Office renovation expenses         —         9           Office renovation expenses         —         121           Total extraordinary losses         —         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Share of loss of entities accounted for using equity method	_	7
Commission expenses         9         25           Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         -         315           Gain on sale of investment securities         -         315           Total extraordinary income         -         315           Extraordinary losses         -         9           Office renovation expenses         -         9           Office renovation expenses         -         121           Total extraordinary losses         -         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Foreign exchange losses	4	15
Guarantee commission         11         8           Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         -         315           Gain on sale of investment securities         -         315           Total extraordinary income         -         315           Extraordinary losses         -         9           Office renovation expenses         -         121           Total extraordinary losses         -         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Derivative expenses	11	_
Other         9         8           Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         -         315           Gain on sale of investment securities         -         315           Total extraordinary income         -         315           Extraordinary losses         -         9           Loss on sale and retirement of non-current assets         -         9           Office renovation expenses         -         121           Total extraordinary losses         -         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Commission expenses	9	25
Total non-operating expenses         52         73           Ordinary profit         5,434         5,577           Extraordinary income         -         315           Gain on sale of investment securities         -         315           Total extraordinary income         -         315           Extraordinary losses         -         9           Office renovation expenses         -         121           Total extraordinary losses         -         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Guarantee commission	11	8
Ordinary profit         5,434         5,577           Extraordinary income         —         315           Gain on sale of investment securities         —         315           Total extraordinary income         —         315           Extraordinary losses         —         9           Loss on sale and retirement of non-current assets         —         9           Office renovation expenses         —         121           Total extraordinary losses         —         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Other	9	8
Extraordinary income         —         315           Gain on sale of investment securities         —         315           Total extraordinary income         —         315           Extraordinary losses         —         9           Loss on sale and retirement of non-current assets         —         9           Office renovation expenses         —         121           Total extraordinary losses         —         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Total non-operating expenses	52	73
Gain on sale of investment securities         —         315           Total extraordinary income         —         315           Extraordinary losses         —         9           Loss on sale and retirement of non-current assets         —         9           Office renovation expenses         —         121           Total extraordinary losses         —         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Ordinary profit	5,434	5,577
Total extraordinary income         —         315           Extraordinary losses         —         9           Loss on sale and retirement of non-current assets         —         9           Office renovation expenses         —         121           Total extraordinary losses         —         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Extraordinary income		
Extraordinary losses         —         9           Loss on sale and retirement of non-current assets         —         9           Office renovation expenses         —         121           Total extraordinary losses         —         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Gain on sale of investment securities		315
Loss on sale and retirement of non-current assets         -         9           Office renovation expenses         -         121           Total extraordinary losses         -         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Total extraordinary income		315
Office renovation expenses         —         121           Total extraordinary losses         —         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Extraordinary losses		
Total extraordinary losses         —         131           Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Loss on sale and retirement of non-current assets	_	9
Profit before income taxes         5,434         5,761           Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Office renovation expenses		121
Income taxes - current         1,781         1,771           Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Total extraordinary losses		131
Income taxes - deferred         (42)         (22)           Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Profit before income taxes	5,434	5,761
Total income taxes         1,738         1,749           Profit         3,696         4,011           Profit (loss) attributable to non-controlling interests         28         11	Income taxes - current	1,781	1,771
Profit3,6964,011Profit (loss) attributable to non-controlling interests2811	Income taxes - deferred	(42)	(22)
Profit (loss) attributable to non-controlling interests 28 11	Total income taxes	1,738	1,749
	Profit	3,696	4,011
	Profit (loss) attributable to non-controlling interests	28	11
		3,667	4,000

## **Consolidated Statement of Comprehensive Income**

(Millions of Yen)	
ended March 31, 2024	
4,011	
3,348	
(67)	

	Year ended March 31, 2023	Year ended March 31, 2024
Profit	3,696	4,011
Other comprehensive income		
Valuation difference on available-for-sale securities	359	3,348
Deferred gains or losses on hedges	25	(67)
Foreign currency translation adjustment	61	55
Remeasurements of defined benefit plans, net of tax	47	7
Share of other comprehensive income of entities accounted for using		
equity method	25	18
Total other comprehensive income	518	3,363
Comprehensive income	4,214	7,374
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,166	7,344
Comprehensive income attributable to non-controlling interests	48	29

## (3) Consolidated Statement of Changes in Equity Previous consolidated fiscal year (from April 1, 2022 to March 31, 2023)

(Millions of yen)

		Shareholders' equity						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity			
Balance at beginning of period	2,945	1,867	23,465	(553)	27,726			
Changes during period								
Dividends of surplus			(948)		(948)			
Profit attributable to owners of parent			3,667		3,667			
Purchase of treasury shares				(0)	(0)			
Disposal of treasury shares				11	11			
Net changes in items other than shareholders' equity								
Total changes during period	_		2,718	10	2,729			
Balance at end of period	2,945	1,867	26,184	(542)	30,455			

		Accumulate	d other comprehe	nsive income			
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance at beginning of period	2,872	(25)	74	(69)	2,851	185	30,762
Changes during period							
Dividends of surplus							(948)
Profit attributable to owners of parent							3,667
Purchase of treasury shares							(0)
Disposal of treasury shares							11
Net changes in items other than shareholders' equity	359	25	67	47	499	48	547
Total changes during period	359	25	67	47	499	48	3,277
Balance at end of period	3,231	(0)	142	(22)	3,350	233	34,039

## Current consolidated fiscal year (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	2,945	1,867	26,184	(542)	30,455			
Changes during period								
Dividends of surplus			(1,013)		(1,013)			
Profit attributable to owners of parent			4,000		4,000			
Purchase of treasury shares				(145)	(145)			
Disposal of treasury shares		76		64	141			
Net changes in items other than shareholders' equity								
Total changes during period		76	2,987	(80)	2,983			
Balance at end of period	2,945	1,944	29,172	(622)	33,439			

		Accumulated	d other comprehe	nsive income			
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance at beginning of period	3,231	(0)	142	(22)	3,350	233	34,039
Changes during period							
Dividends of surplus							(1,013)
Profit attributable to owners of parent							4,000
Purchase of treasury shares							(145)
Disposal of treasury shares							141
Net changes in items other than shareholders' equity	3,348	(67)	55	7	3,344	9	3,353
Total changes during period	3,348	(67)	55	7	3,344	9	6,337
Balance at end of period	6,580	(67)	197	(15)	6,694	243	40,377

		(Millions of Yen)
	Year ended March 31, 2023	Year ended March 31, 2024
Cash flows from operating activities		
Profit before income taxes	5,434	5,761
Depreciation	170	242
Increase (decrease) in provisions	32	84
Interest and dividend income	(336)	(376)
Interest expenses	6	8
Share of loss (profit) of entities accounted for using equity method	(4)	7
Loss (gain) on sale of securities	_	(315)
Loss (gain) on sale and retirement of non-current assets	_	9
Decrease (increase) in trade receivables	420	(2,138)
Decrease (increase) in inventories	(883)	539
Increase (decrease) in trade payables	4,807	1,028
Decrease (increase) in advance payments to suppliers	(41)	(500)
Increase (decrease) in advances received	(703)	1,064
Increase (decrease) in accrued consumption taxes	(799)	870
Increase (decrease) in retirement benefit liability	(32)	55
Decrease (increase) in other assets	30	8
Increase (decrease) in other liabilities	138	255
Other, net	69	1
Subtotal	8,311	6,605
Interest and dividends received	336	376
Interest paid	(2)	(3)
Income taxes paid	(1,932)	(1,976)
Dividends received from entities accounted for using equity method	5	13
Net cash provided by (used in) operating activities	6,716	5,015
Cash flows from investing activities		
Purchase of non-current assets	(365)	(500)
Proceeds from sale of investment securities	_	461
Net decrease (increase) in short-term loans receivable	(16)	(9)
Long-term loan advances	(1)	(4)
Proceeds from collection of long-term loans receivable	$\overset{\checkmark}{2}$	2
Other, net	(80)	(20)
Net cash provided by (used in) investing activities	(461)	(69)
Cash flows from financing activities		
Purchase of treasury shares	(0)	(145)
Proceeds from disposal of treasury shares	4	141
Repayments of lease obligations	(26)	(40)
Dividends paid	(948)	(1,013)
Dividends paid to non-controlling interests	-	(20)
Net cash provided by (used in) financing activities	(971)	(1,077)
Effect of exchange rate change on cash and cash equivalents	40	59
Net increase (decrease) in cash and cash equivalents	5,323	3,927
Cash and cash equivalents at beginning of period	17,604	
Cash and cash equivalents at originaling of period	22,927	26,855
Cash and Cash equivalents at end of period	22,921	20,833

#### (Segment Information)

#### a. Segment information

#### 1 Summary of reportable segments

The reportable segments of the Group are the constituent units of the Group for which separate financial information is available and which are subject to periodic review by the Board of Directors to determine the allocation of management resources and evaluate performance.

The Company mainly sells automation, labor-saving and environmentally friendly products such as machine parts and transport equipment. The Group, including affiliated companies, is divided into three areas (districts) in Japan and overseas, and a comprehensive strategy for each region is formulated with respect to products handled. As for overseas, the Group has positioned as a strategic development business, and a comprehensive strategy for fields such as materials business and new product development is formulated and business activities conducted.

Accordingly, the Group consists of domestic and regional segment based on the sales structure and development strategy business segment and has four reportable segments: "Eastern Japan Headquarters," "Western Japan Headquarters," "Central Japan Headquarters," and "Strategic Business Development Center."

#### 2 Method of calculating sales, profit or loss, assets and other items by reportable segment

The accounting methods applied for reportable business segments are generally the same as those described in "Basis of Preparing the Consolidated Financial Statements."

Reportable segment profit is based on operating profit. Inter-segment sales and transfers are based on prevailing market prices.

3 Information on sales, profit or loss, assets and other items by reportable segment

Previous consolidated fiscal year (From April 1, 2022 to March 31, 2023)

	Eastern Japan Headquarters (Millions of yen)	Western Japan Headquarters (Millions of yen)	Central Japan Headquarters (Millions of yen)	Strategic Business Development Center (Millions of yen)	Total (Millions of yen)
Net sales					
Goods or services transferred at a point in time	31,262	24,475	12,648	17,958	86,345
Goods or services transferred over time	5,018	15,494	621	484	21,618
Revenue from contracts with customers	36,280	39,969	13,270	18,442	107,963
Sales to external customers	36,280	39,969	13,270	18,442	107,963
Inter-segment sales or transfers	156	1,103	496	1,048	2,803
Total	36,436	41,073	13,766	19,490	110,766
Segment profit	1,705	3,189	631	875	6,401
Segment assets	19,610	16,687	6,157	9,014	51,469
Other items					
Depreciation expense	2	4	4	61	73
Increase in tangible and intangible fixed assets	0	_	5	105	111

Current consolidated fiscal year (From April 1, 2023 to March 31, 2024)

		Reportable segment			
	Eastern Japan Headquarters (Millions of yen)	Western Japan Headquarters (Millions of yen)	Central Japan Headquarters (Millions of yen)	Strategic Business Development Center (Millions of yen)	Total (Millions of yen)
Net sales					
Goods or services transferred at a point in time	32,161	27,367	14,480	20,086	94,096
Goods or services transferred over time	7,705	9,480	1,611	609	19,406
Revenue from contracts with customers	39,866	36,847	16,091	20,696	113,503
Sales to external customers	39,866	36,847	16,091	20,696	113,503
Inter-segment sales or transfers	343	1,279	333	1,274	3,230
Total	40,210	38,127	16,424	21,971	116,734
Segment profit	2,213	2,818	930	798	6,760
Segment assets	17,512	20,619	7,450	8,370	53,953
Other items					
Depreciation expense	5	5	5	71	87
Increase in tangible and intangible fixed assets	25	1	0	32	60

(Notes)1. Main sales areas and subsidiaries in each segment are as follows.

In the case of deliveries outside the sales area at the request of the customer, the results are recorded in the segment to which the division in charge belongs.

Segment	Main sales areas and subsidiaries			
Eastern Japan Headquarters	Hokkaido, Tohoku, Koshinetsu, Kanto regions and 6 subsidiaries located in the same regions			
Western Japan Headquarters	Hokuriku, Kansai, Chugoku, Shikoku, Kyushu regions and 5 subsidiaries located in the same regions			
Central Japan Headquarters	Tokai region and 1 subsidiary located in the same region			
Strategic Business Development Center	All over Japan, overseas and 7 overseas subsidiaries			

## 2. Major products in each segment are as follows.

Segment	Category	Major product name
Eastern Japan Headquarters	Power Transmission	Various drive parts such as reducer/accelerator, various transport parts such as conveyor chains, control equipment, various sensors, electronic equipment, and other transmission equipment
Western Japan Headquarters Central Japan Headquarters	Facility and equipment	Clean energy-related equipment, pharmaceutical-related equipment, chemical machinery equipment, water treatment equipment, food machinery, other environmental equipment, machine tools, industrial robots, various conveyors, various automation equipment, three-dimensional warehouses and automatic sorting equipment, and FA systems including various transportation equipment
Strategic Business Development Center	Industrial materials and new product	Various non-woven fabrics and processed products thereof, various synthetic resin molding machines and molded products, and functional materials Sensor, Industrial camera and lens, Image processing system

4 Differences between the total amount of reportable segments and the amount recorded in the consolidated financial statements, and major breakdown of such differences (matters related to adjustment of differences)

Net sales	Previous consolidated fiscal year (Millions of yen)	Current consolidated fiscal year (Millions of yen)
Total reportable segments	110,766	116,734
Elimination of inter-segment transactions	(2,803)	(3,230)
Net sales in consolidated financial statements	107,963	113,503

Profit	Previous consolidated fiscal year (Millions of yen)	Current consolidated fiscal year (Millions of yen)
Total reportable segments	6,401	6,760
Elimination of inter-segment transactions	1	(0)
Corporate expenses (Note)	(1,300)	(1,526)
Operating profit in consolidated financial statements	5,102	5,233

(Note) Corporate expenses are mainly general and administrative expenses not attributable to reportable segments.

Assets	Previous consolidated fiscal year (Millions of yen)	Current consolidated fiscal year (Millions of yen)
Total reportable segments	51,469	53,953
Elimination of inter-segment transactions	(1,572)	(874)
Corporate assets (Note)	34,576	41,677
Total assets in consolidated financial statements	84,474	94,756

(Note) Corporate assets are mainly investment securities, office equipment, etc. not attributable to reportable segments.

(Unit: Millions of yen)

Other items	Total reporta	ble segments	Adjustme	ent (Note)	Amount recorded in consolidated financial statements		
	Previous consolidated fiscal year	Current consolidated fiscal year	Previous consolidated fiscal year	Current consolidated fiscal year	Previous consolidated fiscal year	Current consolidated fiscal year	
Depreciation expense	73	87	97	154	170	242	
Increase in tangible and intangible fixed assets	111	60	466	413	577	473	

(Note) Adjustments for increases in tangible and intangible fixed assets are mainly capital investments in software, etc. related to corporate assets for the previous consolidated fiscal year, and mainly in software and office renovation for the current consolidated fiscal year.

#### b. Related Information

Previous consolidated fiscal year (From April 1, 2022 to March 31, 2023)

1 Information by product and service

(Unit: Millions of yen)

	Power Transmission Business	Facility & Equipment Business	Industrial Materials Business	Total
Sales to external customers	51,319	44,690	11,953	107,963

#### 2 Information by region

### (1) Sales

(Unit: Millions of yen)

Japan	Asi	a	Others	Total	
Japan	China		Officis	Total	
92,052	14,618	10,682	1,292	107,963	

(Note) Sales are classified by country or region based on the location of the customer.

#### (2) Tangible fixed assets

As the amount of tangible fixed assets located in Japan exceeds 90% of the amount of tangible fixed assets in the consolidated balance sheet, descriptions are omitted.

#### 3 Information by major customer

Not applicable, as there are no sales to external customers that account for 10% or more of sales in the consolidated statement of income.

Current consolidated fiscal year (From April 1, 2023 to March 31, 2024)

1 Information by product and service

(Unit: Millions of yen)

	Power Transmission Business	Facility & Equipment Business	Industrial Materials Business	Total
Sales to external customers	55,942	45,805	11,755	113,503

### 2 Information by region

### (1) Sales

(Unit: Millions of yen)

Ianan	Asi	a	Others	Total	
Japan		China	Officis		
100,339	10,537	5,929	2,626	113,503	

(Note) Sales are classified by country or region based on the location of the customer.

#### (2) Tangible fixed assets

As the amount of tangible fixed assets located in Japan exceeds 90% of the amount of tangible fixed assets in the consolidated balance sheet, descriptions are omitted.

### 3 Information by major customer

Not applicable, as there are no sales to external customers that account for 10% or more of sales in the consolidated statement of income.

### c. Information concerning impairment losses on non-current assets by reportable segment

Not applicable.

- d. Information concerning amortization of goodwill and unamortized balance by reportable segment Not applicable.
- e. Information concerning gain on negative goodwill by reportable segment Not applicable.