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May 15, 2026

## Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)

Company name: NITTO KOHKI CO., LTD.  
 Stock exchange listings: Tokyo Prime  
 Securities code: 6151  
 URL: <https://www.nitto-kohki.co.jp>  
 Representative: Akinobu Ogata, Representative Director, President CEO  
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Scheduled date of annual general meeting of shareholders: June 23, 2026  
 Scheduled date to commence dividend payments: June 24, 2026  
 Scheduled date to file annual securities report: June 22, 2026  
 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, 2026 (from April 1, 2025 to March 31, 2026) (1) Consolidated operating results (Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended								
March 31, 2026	27,289	0.1	1,182	(49.5)	1,466	(41.6)	2,144	59.4
March 31, 2025	27,256	0.7	2,342	(12.6)	2,510	(11.0)	1,345	(26.9)

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥3,395 million [61.1%]  
 For the fiscal year ended March 31, 2025: ¥2,108 million [(26.0)%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	114.57	—	3.6	2.2	4.3
March 31, 2025	71.86	—	2.3	3.8	8.6

Reference: Share of profit (loss) of entities accounted for using equity method  
 For the fiscal year ended March 31, 2026: ¥— million  
 For the fiscal year ended March 31, 2025: ¥— million

### (2) Consolidated financial position

	Total assets	Net assets	Capital adequacy ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	68,670	60,942	88.7	3,248.40
March 31, 2025	66,605	58,183	87.3	3,108.44

Reference: Owner's equity  
 As of March 31, 2026: ¥60,932 million  
 As of March 31, 2025: ¥58,172 million

### (3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and equivalents, end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	4,174	(4,798)	(1,039)	11,749
March 31, 2025	2,709	(6,852)	(1,385)	13,429

### 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, 2025	—	21.00	—	18.00	39.00	729	54.3	1.3
Fiscal year ended March 31, 2026	—	20.00	—	20.00	40.00	749	34.9	1.3
Fiscal year ending March 31, 2027 (Forecast)	—	16.00	—	16.00	32.00		40.8	

### 3. Consolidated financial forecast for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027) (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, 2027	29,190	7.0	1,750	48.1	1,890	28.9	1,470	(31.5)	78.36

Regarding the financial forecast for the fiscal year ending March 2027, we determined that it would be difficult to reasonably calculate semi-annual forecasts due to the heightened uncertainty in the business environment caused by increasing geopolitical risks, including the current situation in the Middle East, as well as the existence of structural factors affecting first-half performance. For this reason, we have disclosed only full-year financial forecasts, placing emphasis on information reliability and forecast accuracy.

#### \* 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 : None

(ii) Changes in accounting policies due to other reasons : None

(iii) Changes in accounting estimates : Yes

(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, 2026	19,154,495 shares
As of March 31, 2025	19,154,495 shares

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

As of March 31, 2026	396,707 shares
As of March 31, 2025	440,167 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2026	18,715,876 shares
Fiscal year ended March 31, 2025	18,720,704 shares

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

**1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)**

**(1) Non-consolidated operating results**

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	24,550	(2.9)	983	(35.2)	3,879	57.2	3,076	75.3
March 31, 2025	25,294	3.0	1,518	(7.8)	2,468	(8.0)	1,755	(12.5)

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
March 31, 2026	164.40	—
March 31, 2025	93.76	—

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

As of	Total assets	Net assets	Capital adequacy ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
March 31, 2026	56,403	49,978	88.6	2,664.41
March 31, 2025	53,356	47,097	88.3	2,516.63

Reference: Owner's equity

As of March 31, 2026: ¥49,978 million

As of March 31, 2025: ¥47,097 million

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

**Consolidated financial statements and significant notes thereto**  
**Consolidated balance sheet**

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Assets</b>		
Current assets		
Cash and deposits	20,305	16,219
Notes and accounts receivable - trade	3,457	3,505
Electronically recorded monetary claims - operating	3,153	3,075
Merchandise and finished goods	6,541	6,125
Work in process	326	352
Raw materials and supplies	3,506	3,679
Other	1,400	2,166
Allowance for doubtful accounts	(2)	(6)
Total current assets	38,687	35,116
Non-current assets		
Property, plant and equipment		
Buildings and structures	11,698	22,721
Accumulated depreciation	(7,387)	(8,113)
Buildings and structures, net	4,310	14,607
Machinery, equipment and vehicles	5,309	7,058
Accumulated depreciation	(4,308)	(4,574)
Machinery, equipment and vehicles, net	1,001	2,483
Tools, furniture and fixtures	8,083	9,203
Accumulated depreciation	(7,517)	(7,809)
Tools, furniture and fixtures, net	565	1,394
Land	4,121	4,121
Leased assets	2,812	2,931
Accumulated depreciation	(1,334)	(1,467)
Leased assets, net	1,478	1,463
Construction in progress	8,313	131
Total property, plant and equipment	19,791	24,203
Intangible assets		
Other	2,892	3,686
Total intangible assets	2,892	3,686
Investments and other assets		
Investment securities	4,123	4,730
Long-term loans receivable	16	11
Deferred tax assets	800	588
Other	309	348
Allowance for doubtful accounts	(15)	(16)
Total investments and other assets	5,233	5,663
Total non-current assets	27,917	33,553
Total assets	66,605	68,670

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Liabilities</b>		
Current liabilities		
Accounts payable - trade	1,015	784
Lease liabilities	280	279
Income taxes payable	493	662
Provision for bonuses	534	503
Provision for bonuses for directors (and other officers)	49	37
Other	1,801	1,867
Total current liabilities	4,174	4,134
Non-current liabilities		
Lease liabilities	1,306	1,262
Retirement benefit liability	2,338	1,486
Provision for retirement benefits for directors (and other officers)	221	231
Deferred tax liabilities	-	234
Asset retirement obligations	30	30
Other	349	346
Total non-current liabilities	4,246	3,592
Total liabilities	8,421	7,727
<b>Net assets</b>		
Shareholders' equity		
Share capital	1,850	1,850
Capital surplus	1,924	1,924
Retained earnings	51,955	53,381
Treasury shares	(854)	(769)
Total shareholders' equity	54,875	56,385
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,261	1,660
Deferred gains or losses on hedges	(8)	31
Foreign currency translation adjustment	2,186	2,470
Remeasurements of defined benefit plans	(142)	384
Total accumulated other comprehensive income	3,296	4,547
Non-controlling interests	11	9
Total net assets	58,183	60,942
Total liabilities and net assets	66,605	68,670

**Consolidated statement of income and consolidated statement of comprehensive income****Consolidated statement of income**

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	27,256	27,289
Cost of sales	15,113	15,832
Gross profit	12,142	11,456
Selling, general and administrative expenses		
Salaries and allowances	2,788	2,853
Provision for bonuses	281	265
Retirement benefit expenses	234	240
Provision for retirement benefits for directors (and other officers)	43	39
Promotion expenses	195	243
Research and development expenses	870	930
Other	5,386	5,702
Total selling, general and administrative expenses	9,799	10,274
Operating profit	2,342	1,182
Non-operating income		
Interest income	97	91
Dividend income	83	104
Foreign exchange gains	-	19
Rental income from buildings	47	56
Gain on sale of non-current assets	5	5
Other	62	84
Total non-operating income	296	361
Non-operating expenses		
Interest expenses	36	36
Foreign exchange losses	50	-
Loss on retirement of non-current assets	3	16
Commission for purchase of treasury shares	23	-
Taxes and dues	3	-
Other	9	23
Total non-operating expenses	127	76
Ordinary profit	2,510	1,466
Extraordinary income		
Subsidy income	-	2,370
Total extraordinary income	-	2,370
Extraordinary losses		
Impairment losses	62	137
Factory relocation related expense	-	449
Special investigation costs, etc.	107	-
Total extraordinary losses	169	587
Profit before income taxes	2,340	3,249
Income taxes - current	756	1,105
Income taxes - deferred	238	(1)
Total income taxes	994	1,104
Profit	1,346	2,145
Profit attributable to non-controlling interests	0	0
Profit attributable to owners of parent	1,345	2,144

**Consolidated statement of comprehensive income**

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	1,346	2,145
Other comprehensive income		
Valuation difference on available-for-sale securities	4	398
Deferred gains or losses on hedges	4	40
Foreign currency translation adjustment	774	285
Remeasurements of defined benefit plans, net of tax	(21)	527
Total other comprehensive income	762	1,250
Comprehensive income	2,108	3,395
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	2,106	3,394
Comprehensive income attributable to non-controlling interests	1	1

**Consolidated statement of changes in equity**

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,850	1,924	56,425	(5,571)	54,628
Changes during period					
Dividends of surplus			(676)		(676)
Profit attributable to owners of parent			1,345		1,345
Purchase of treasury shares				(421)	(421)
Disposal of treasury shares					
Cancellation of treasury shares		(5,138)		5,138	-
Transfer to retained earnings from capital surplus		5,138	(5,138)		-
Net changes in items other than shareholders' equity					
Total changes during period	-	-	(4,470)	4,716	246
Balance at end of period	1,850	1,924	51,955	(854)	54,875

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	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		
Balance at beginning of period	1,257	(13)	1,412	(121)	2,535	10	57,175
Changes during period							
Dividends of surplus							(676)
Profit attributable to owners of parent							1,345
Purchase of treasury shares							(421)
Disposal of treasury shares							
Cancellation of treasury shares							-
Transfer to retained earnings from capital surplus							-
Net changes in items other than shareholders' equity	4	4	773	(21)	761	0	761
Total changes during period	4	4	773	(21)	761	0	1,008
Balance at end of period	1,261	(8)	2,186	(142)	3,296	11	58,183

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,850	1,924	51,955	(854)	54,875
Changes during period					
Dividends of surplus			(711)		(711)
Profit attributable to owners of parent			2,144		2,144
Purchase of treasury shares					
Disposal of treasury shares		(7)		84	76
Cancellation of treasury shares					
Transfer to retained earnings from capital surplus		7	(7)		-
Net changes in items other than shareholders' equity					
Total changes during period	-	-	1,425	84	1,510
Balance at end of period	1,850	1,924	53,381	(769)	56,385

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	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		
Balance at beginning of period	1,261	(8)	2,186	(142)	3,296	11	58,183
Changes during period							
Dividends of surplus							(711)
Profit attributable to owners of parent							2,144
Purchase of treasury shares							
Disposal of treasury shares							76
Cancellation of treasury shares							
Transfer to retained earnings from capital surplus							-
Net changes in items other than shareholders' equity	398	40	284	527	1,250	(1)	1,249
Total changes during period	398	40	284	527	1,250	(1)	2,759
Balance at end of period	1,660	31	2,470	384	4,547	9	60,942

## Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
<b>Cash flows from operating activities</b>		
Profit before income taxes	2,340	3,249
Depreciation	1,270	1,948
Amortization of long-term prepaid expenses	23	22
Increase (decrease) in provision for retirement benefits for directors (and other officers)	29	10
Increase (decrease) in provision for bonuses	2	(31)
Increase (decrease) in allowance for doubtful accounts	(0)	4
Increase (decrease) in retirement benefit liability	(85)	(76)
Interest and dividend income	(181)	(195)
Subsidy income	-	(2,370)
Interest expenses	36	36
Impairment losses	62	137
Factory relocation related expense	-	449
Decrease (increase) in trade receivables	147	56
Decrease (increase) in inventories	(606)	340
Decrease (increase) in other current assets	222	(16)
Increase (decrease) in trade payables	194	(229)
Increase (decrease) in accrued consumption taxes	(387)	(713)
Increase (decrease) in other current liabilities	(17)	165
Increase (decrease) in other non-current liabilities	0	(3)
Other, net	39	171
Subtotal	3,091	2,956
Interest and dividends received	174	203
Subsidies received	-	2,370
Interest paid	(36)	(35)
Income taxes paid	(521)	(891)
Factory relocation related expense paid	-	(429)
Net cash provided by (used in) operating activities	2,709	4,174
<b>Cash flows from investing activities</b>		
Payments into time deposits	(13,767)	(10,191)
Proceeds from withdrawal of time deposits	13,451	12,680
Purchase of investment securities	(439)	(21)
Purchase of property, plant and equipment	(4,791)	(6,303)
Proceeds from sale of property, plant and equipment	1	7
Purchase of intangible assets	(1,273)	(954)
Purchase of long-term prepaid expenses	(37)	(28)
Loan advances	(1)	-
Proceeds from collection of loans receivable	6	5
Other, net	(0)	6
Net cash provided by (used in) investing activities	(6,852)	(4,798)
<b>Cash flows from financing activities</b>		
Purchase of treasury shares	(421)	-
Dividends paid to non-controlling interests	(1)	(2)
Dividends paid	(674)	(711)
Repayments of lease liabilities	(287)	(325)
Net cash provided by (used in) financing activities	(1,385)	(1,039)
Effect of exchange rate change on cash and cash equivalents	151	(15)
Net increase (decrease) in cash and cash equivalents	(5,376)	(1,679)
Cash and cash equivalents at beginning of period	18,805	13,429
Cash and cash equivalents at end of period	13,429	11,749

## Notes to consolidated financial statements

### Uncertainties of entity's ability to continue as going concern

Not applicable.

### Changes in Accounting Policies

(Change in the useful life of property, plant, and equipment)

In advancing the "establish new production systems" initiative set forth as a basic policy in its Medium-Term Management Plan 2023, the Group reviewed the estimated useful life of production machinery and equipment at its domestic subsidiaries. This review was conducted based on actual usage records and estimated service lives, following the integration of two domestic plants and the completion of a new plant during the current consolidated fiscal year. As a result, effective from the current consolidated fiscal year, the useful life of production machinery and equipment at domestic subsidiaries has been revised to 22 years. Due to this change, compared with the previous method, "gross profit," "operating profit," "ordinary profit," and "profit before income taxes" for the current consolidated fiscal year each increased by ¥147 million.

### Segment information, etc.

#### *Segment information*

#### 1. Description of reportable segments

The reportable segments of the Company are constituent units of the Company whose separate financial information can be obtained. The Board of Directors periodically examines these segments to decide on the allocation of management resources and evaluate operating performance.

The reportable segments of the Company are composed of four, by products: "Quick Connect Couplings Business," "Power & Machine Tools Business," "Pumps & Compressors Business" and "Door Closers Business."

The Quick Connect Couplings Business is mainly involved in the development, manufacturing, and sales of couplings with push-to-connect design for industrial fluid piping.

The Power & Machine Tools Business is involved in the development, manufacturing, and sales of labor-saving machine tools.

The Pumps & Compressors Business is mainly involved in the development, manufacturing, and sales of septic tank blowers and miniature labor-saving pumps used in health and medical devices.

The Door Closers Business is mainly involved in the development, manufacturing, and sales of armless door closers.

#### 2. Explanation of measurements of net sales, profit (loss), and other items for each reportable segment

The accounting method used for reported business segments is the same as the description in "Significant matters forming the basis of preparing the consolidated financial statements."

Segment profits of reportable segments are provided on an operating profit basis.

## 3. Disclosure of net sales, amounts of profit (loss), other items for each reportable segment

## I Fiscal year ended March 31, 2025

(Millions of yen)

	Reportable segments				Total
	Quick Connect Couplings	Power & Machine Tools	Pumps & Compressors	Door Closers	
Net sales					
Revenue from contracts with customers	11,994	8,605	4,365	2,290	27,256
Other revenue	-	-	-	-	-
Revenues from external customers	11,994	8,605	4,365	2,290	27,256
Transactions with other segments	-	-	-	-	-
Total	11,994	8,605	4,365	2,290	27,256
Operating profit (loss)	2,067	415	(143)	2	2,342
Other items					
Depreciation	545	413	259	75	1,294

Notes:

1. Total amount of segment profit and loss agrees with operating profit presented in the consolidated statement of income.
2. Segment assets and liabilities have not been presented, as they are not used as the basis for deciding the allocation of management resources or evaluating operating performance.
3. Depreciation includes amortization of long-term prepaid expenses.

## II Fiscal year ended March 31, 2026

(Millions of yen)

	Reportable segments				Total
	Quick Connect Couplings	Power & Machine Tools	Pumps & Compressors	Door Closers	
Net sales					
Revenue from contracts with customers	12,439	8,257	4,514	2,078	27,289
Other revenue	-	-	-	-	-
Revenues from external customers	12,439	8,257	4,514	2,078	27,289
Transactions with other segments	-	-	-	-	-
Total	12,439	8,257	4,514	2,078	27,289
Operating profit (loss)	1,963	(600)	(121)	(58)	1,182
Other items					
Depreciation	555	948	244	222	1,971

Notes:

1. Total amount of segment profit and loss agrees with operating profit presented in the consolidated statement of income.
2. Segment assets and liabilities have not been presented, as they are not used as the basis for deciding the allocation of management resources or evaluating operating performance.
3. Depreciation includes amortization of long-term prepaid expenses.

*Information associated with reportable segments*

Fiscal year ended March 31, 2025

## 1. Information for each product or service

This information has been omitted, as identical information is disclosed in segment information.

## 2. Information for each region

## (1) Net sales

(Millions of yen)

Japan	Americas	Europe	East Asia	Southeast Asia	Asia and Oceania	Total
18,007	2,450	2,011	2,327	864	1,593	27,256

Note: Net sales are classified by country and region based on customer location.

## (2) Property, plant, and equipment

(Millions of yen)

Japan	Americas	Europe	East Asia	Southeast Asia	Asia and Oceania	Total
18,534	249	87	2	783	133	19,791

## 3. Information for each main customer

(Millions of yen)

Name of customer or individual	Net sales	Related segment
YAMAZEN CORPORATION	5,151	Quick Connect Couplings, Power & Machine Tools, Pumps & Compressors, and others

Fiscal year ended March 31, 2026

## 1. Information for each product or service

This information has been omitted, as identical information is disclosed in segment information.

## 2. Information for each region

## (1) Net sales

(Millions of yen)

Japan	Americas	Europe	East Asia	Southeast Asia	Asia and Oceania	Total
17,638	2,518	2,102	2,470	904	1,656	27,289

Note: Net sales are classified by country and region based on customer location.

## (2) Property, plant, and equipment

(Millions of yen)

Japan	Americas	Europe	East Asia	Southeast Asia	Asia and Oceania	Total
22,881	243	162	1	795	119	24,203

## 3. Information for each main customer

(Millions of yen)

Name of customer or individual	Net sales	Related segment
YAMAZEN CORPORATION	4,515	Quick Connect Couplings, Power & Machine Tools, Pumps & Compressors, and others

*Disclosure of impairment loss on non-current assets for each reportable segment*

Fiscal year ended March 31, 2025

There were no impairment losses allocated to any reportable segment. Impairment losses which were not allocated to any reportable segment were ¥62 million, and their main details were “tools, furniture and fixtures.”

Fiscal year ended March 31, 2026

There were no impairment losses allocated to any reportable segment. Impairment losses which were not allocated to any reportable segment were ¥137 million, and their main details were “buildings and structures.”

*Amortization and unamortized balance of goodwill for each reportable segment*

Not applicable.

*Information about gain on bargain purchase for each reportable segment*

Not applicable.

**Per share information**

(Yen)

Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net assets per share 3,108.44	Net assets per share 3,248.40
Basic earnings per share 71.86	Basic earnings per share 114.57
Diluted earnings per share is not presented, because there are no potential shares.	Diluted earnings per share is not presented, because there are no potential shares.

Notes: 1. The basis for calculating basic earnings per share is as follows:

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Basic earnings per share		
Profit attributable to owners of parent	1,345	2,144
Amounts not attributable to common shareholders	—	—
Profit attributable to owners of parent pertaining to common shares	1,345	2,144
Average number of outstanding common shares during period (shares)	18,720,704	18,715,876

Notes: 2. The basis for calculating net assets per share is as follows:

(Millions of yen, unless otherwise noted)

	As of March 31, 2025	As of March 31, 2026
Total net assets	58,183	60,942
Amounts subtracted from total net assets	11	9
[Non-controlling interests]	[ 11]	[ 9]
Net assets attributable to common shares at end of period	58,172	60,932
Number of common shares at end of period used for calculating net assets per share (shares)	18,714,328	18,757,788

**Significant events after reporting period**

Not applicable.

**Other information****Changes in officers****(i) Change in representative directors**

Not applicable.

**(ii) Changes in other officers**

(Newly appointed) Name: Takashi Chiba

New job title: Director

Current job title: Senior Executive Officer

(Retiring) Name: Hiromi Noguchi

New job title: Managing Executive Officer

Current job title: Director

**(iii) Scheduled date of assuming office and retirement**

June 23, 2026