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May 13, 2026

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

Company name: Eagle Industry Co., Ltd.
 Stock exchange listing: Tokyo
 Securities code: 6486
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 TEL: 03-3438-2291
 Scheduled date of ordinary general meeting of shareholders: June 24, 2026
 Scheduled date to commence dividend payments: June 5, 2026
 Scheduled date to file Securities Report: June 22, 2026
 Preparation of supplementary material on financial results: Yes
 Holding of financial results meeting: Yes (for analysts and institutional
 investors)

(Amounts less than one million yen are rounded down, 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.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	177,488	5.5	13,468	58.6	17,170	42.8	9,828	101.5
March 31, 2025	168,172	0.7	8,494	4.8	12,024	(12.9)	4,877	(34.9)

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥26,613 million [417.3%]
 For the fiscal year ended March 31, 2025: ¥5,144 million [(78.0)%]

Fiscal year ended	Basic earnings per share	Diluted earnings per share	Return on equity	Ordinary profit /total assets	Operating profit /net sales
	Yen	Yen	%	%	%
March 31, 2026	216.75	—	8.0	7.9	7.6
March 31, 2025	107.51	—	4.2	5.8	5.1

Reference: Share of profit (loss) of entities accounted for using equity method
 For the fiscal year ended March 31, 2026: ¥2,931 million
 For the fiscal year ended March 31, 2025: ¥2,858 million

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	228,581	142,621	58.2	2,927.77
March 31, 2025	203,484	122,519	55.9	2,517.54

Reference: Equity

As of March 31, 2026: ¥133,062 million

As of March 31, 2025: ¥113,830 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, 2026	22,037	(8,774)	(8,251)	32,154
March 31, 2025	13,692	(10,440)	(8,312)	24,890

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Dividend payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	–	50.00	–	50.00	100.00	4,650	93.0	3.9
Fiscal year ended March 31, 2026	–	60.00	–	65.00	125.00	5,781	57.7	4.6
Fiscal year ending March 31, 2027 (Forecast)	–	70.00	–	–	–		–	

Note: Due to the planned management integration through the Company's establishment of a joint holding company by means of a share transfer with NOK Corporation as of October 1, 2026, the interim dividend will be set at 70 yen, and the year-end dividend is currently undecided.

3. Forecast of consolidated financial results 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	188,000	5.9	12,400	(7.9)	15,800	(8.0)	9,500	(3.3)	207.88

Note: A management integration through the Company's establishment of a joint holding company by means of a share transfer is planned with NOK Corporation as of October 1, 2026. The forecast of financial results is calculated based on our current organizational structure.

* **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: 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, 2026	49,757,821 shares
As of March 31, 2025	49,757,821 shares

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

As of March 31, 2026	4,309,340 shares
As of March 31, 2025	4,542,659 shares

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

Fiscal year ended March 31, 2026	45,347,116 shares
Fiscal year ended March 31, 2025	45,371,417 shares

(Reference) Overview of non-consolidated financial results

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	103,463	9.8	1,923	–	8,168	(23.6)	6,403	(41.4)
March 31, 2025	94,188	(3.9)	(257)	–	10,688	(12.2)	10,927	5.4

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
March 31, 2026	141.20	–
March 31, 2025	240.85	–

(2) Non-consolidated financial position

As of	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
March 31, 2026	157,722	77,330	49.0	1,701.49
March 31, 2025	155,045	75,404	48.6	1,667.69

Reference: Equity

As of March 31, 2026: ¥77,330 million

As of March 31, 2025: ¥75,404 million

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

* Proper use of earnings forecasts, and other special matters

Forward-looking statements in this material, including earnings forecasts, are based on information currently available to the Company and on certain assumptions deemed reasonable. These statements do not purport that the Company pledges to realize such statements. In addition, actual results may differ due to various factors. For matters relating to the forecast, please refer to “(ii) Outlook for the fiscal year ending March 31, 2027” in “1. Overview of operating results, etc., (1) Overview of operating results” on page 1 of the attached materials.

1. Overview of operating results, etc.

(1) Overview of operating results

(i) Overview of operating results for the fiscal year ended March 31, 2026

The Group recorded net sales of 177,488 million yen (up 5.5% year on year), operating profit of 13,468 million yen (up 58.6% year on year), ordinary profit of 17,170 million yen (up 42.8% year on year) and profit attributable to owners of parent of 9,828 million yen (up 101.5% year on year) for the fiscal year ended March 31, 2026.

The increase in revenue was mainly driven by significant growth in sales in the Automotive and Construction Machinery Industries, as well as the Semiconductor Industry, resulting in an increase in profit at each level year on year.

The following show the results in each segment.

[Automotive and Construction Machinery Industries]

In this segment, the global production volume of EVs continues to increase, and we saw strong sales of our solenoid valves for suspensions. Additionally, sales of conventional products for internal combustion engines also remained steady. As a result, net sales in this segment were 93,267 million yen (up 6.5% year on year), and operating profit was 3,082 million yen (up 451.0% year on year).

[General Machinery Industry]

Net sales in this segment were 39,492 million yen (down 3.3% year on year), as the operating rates of plants in the Southeast Asia region continued to decline due to intensified competition in petrochemical products, leading to a contraction in demand for repair work. Operating profit was 5,747 million yen (up 6.7% year on year), mainly resulting from an increase in after-sales service in India.

[Semiconductor Industry]

Net sales in this segment were 16,488 million yen (up 31.0% year on year), as performance remained strong centered on semiconductors for fields related to generative AI and an expanding demand for high-value-added memory mainly for AI data centers, leading to a recovery trend in demand for the Company's products. Operating loss was 1,169 million yen (operating loss of 3,766 million yen for the fiscal year ended March 31, 2025).

[Marine Industry]

Net sales in this segment were 19,479 million yen (up 7.9% year on year), due to continuous favorable conditions in demand for both new shipbuilding and repair. Operating profit was 5,100 million yen (down 3.4% year on year) due to the impact of the product mix.

[Aerospace Industry]

Although there was continued strong demand in products for aircraft, including defense-related products, net sales in this segment were 8,760 million yen (down 3.9% year on year) due to a decline in sales of satellite-related products. Operating profit was 696 million yen (down 32.2% year on year) mainly due to a decrease in net sales as well as expenses incurred for increasing production.

(ii) Outlook for the fiscal year ending March 31, 2027

Uncertainty in the global economy has increased due to growing geopolitical risks. Regarding the consolidated financial results for the fiscal year ending March 31, 2027, the Company expects the revenue growth trend to continue, but overall profit is expected to decrease due to the impact of the product mix in some segments.

In this context, based on the new medium-term management plan starting this fiscal year, we will work on establishing a business structure that can flexibly respond to the constantly changing business environment, and advance the development and commercialization of next-generation products utilizing our unique technologies. Furthermore, based on planned management integration through the establishment of a joint holding company with NOK Corporation as of October 1, 2026, we aim to create synergies through the optimization of management resources and efficient business operations of both the Company and NOK Corporation, striving for medium- to long-term growth and enhancement of corporate value for the entire NOK Group.

The following show the outlook in each segment.

In the Automotive and Construction Machinery Industries, sales of solenoid valves for suspensions, for which the Company is expanding sales, are expected to continue to increase for EVs, but sales are expected to decrease due to a decline in sales of conventional products for internal combustion engines.

In the General Machinery Industry, demand from domestic pump and compressor manufacturers continues to increase in both domestic and external markets. In addition, sales of the Group's products and services are expected to recover in emerging countries and regions, especially in India and the Asia-Pacific region.

In the Semiconductor Industry, demand for semiconductors is on an expansionary trend against the backdrop of the spread of generative AI. The excess distribution inventory of the Company's products has been almost eliminated, and in addition, the Company expects to launch new products into the market, which is expected to increase sales.

In the Marine Industry, sales are expected to increase as demand for new shipbuilding continues to grow, although a decrease in demand due to the repair cycle is expected.

In the Aerospace Industry, sales are expected to increase as demand for seals for small and medium-sized aircraft engines remains steady, and for space, demand is expanding mainly due to projects for rockets and satellites.

The consolidated financial results forecasts for the fiscal year ending March 31, 2027 are net sales of 188 billion yen (up 5.9% year on year), operating profit of 12.4 billion yen (down 7.9% year on year), ordinary profit of 15.8 billion yen (down 8.0% year on year), and profit attributable to owners of parent of 9.5 billion yen (down 3.3% year on year).

(2) Overview of financial position

(i) Status of assets, liabilities and net assets

Assets at the end of the fiscal year ended March 31, 2026 were 228,581 million yen, up 25,096 million yen from the end of the fiscal year ended March 31, 2025. This was mainly due to increases of cash and deposits by 7,496 million yen, retirement benefit asset by 6,076 million yen, and investment securities by 3,942 million yen.

Liabilities were 85,959 million yen, up 4,994 million yen from the end of the fiscal year ended March 31, 2025. This was mainly due to increases of deferred tax liabilities by 2,575 million yen, and other current liabilities by 1,628 million yen.

Net assets were 142,621 million yen, up 20,101 million yen from the end of the fiscal year ended March 31, 2025. This was mainly due to the recording of profit attributable to owners of parent of 9,828 million yen, and increases in foreign currency translation adjustment by 9,406 million yen and remeasurements of defined benefit plans by 4,475 million yen, despite a decrease of 5,087 million yen caused by dividends of surplus.

(ii) Status of cash flows

Cash and cash equivalents (hereinafter referred to as “funds”) at the end of the fiscal year ended March 31, 2026 were 32,154 million yen, up 7,264 million yen from the end of the fiscal year ended March 31, 2025.

The status of each cash flow and its major factors are as follows.

(Cash flows from operating activities)

Funds gained from operating activities were 22,037 million yen (up 61.0% year on year). This was mainly due to profit before income taxes of 16,720 million yen, depreciation of 10,674 million yen, and expenditures of 4,805 million yen for payment of income taxes.

(Cash flows from investing activities)

Funds used as a result of investing activities were 8,774 million yen (down 16.0% year on year). This was mainly due to payment of 7,870 million yen for the acquisition of property, plant and equipment.

(Cash flows from financing activities)

Funds used as a result of financing activities were 8,251 million yen (down 0.7% year on year). This was mainly due to expenditures of 6,782 million yen for payment of cash dividends (including payment to non-controlling shareholders).

The trends of cash flow indicators are as follows.

	Year ended March 31, 2022	Year ended March 31, 2023	Year ended March 31, 2024	Year ended March 31, 2025	Year ended March 31, 2026
Equity ratio (%)	52.1	54.0	55.6	55.9	58.2
Equity ratio based on market value (%)	26.5	29.6	39.6	43.5	56.5
Ratio of interest-bearing debt to cash flow (year)	3.0	3.2	2.5	3.3	2.0
Interest coverage ratio (times)	31.3	32.3	35.0	26.6	32.9

Equity ratio: $\text{Equity} / \text{total assets}$

Equity ratio based on market value: $\text{Market capitalization} / \text{total assets}$

Ratio of interest-bearing debt to cash flow: $\text{Interest-bearing debt} / \text{operating cash flow}$

Interest coverage ratio: $\text{Operating cash flow} / \text{interest paid}$

- (Notes)
1. All the indicators are calculated based on consolidated financial figures.
 2. Market capitalization is calculated by the closing share price at the end of the period \times the total number of issued shares at the end of the period (after deduction of treasury shares).
 3. Cash flows are represented by operating cash flow.
 4. Interest-bearing debts are all liabilities that are recorded on the balance sheet and whose interest has been paid.

2. Basic stance on the selection of accounting standards

Taking into consideration the comparability of the consolidated financial statements between periods and between companies, our Group currently prepares its consolidated financial statements in accordance with the Japanese GAAP. For the application of IFRS, our Group has a policy to appropriately take measures taking developments in Japan and overseas into consideration.

3. Consolidated financial statements and significant notes thereto

(1) Consolidated balance sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	26,185	33,681
Notes receivable - trade	1,357	774
Accounts receivable - trade	33,689	35,486
Electronically recorded monetary claims - operating	6,247	6,441
Merchandise and finished goods	11,592	12,822
Work in process	9,141	10,810
Raw materials and supplies	15,568	16,278
Accounts receivable - other	4,936	4,364
Other	2,740	4,900
Allowance for doubtful accounts	(89)	(109)
Total current assets	111,369	125,450
Non-current assets		
Property, plant and equipment		
Buildings and structures	58,893	62,766
Accumulated depreciation	(30,095)	(33,572)
Buildings and structures, net	28,798	29,193
Machinery, equipment and vehicles	93,187	102,346
Accumulated depreciation	(75,107)	(83,491)
Machinery, equipment and vehicles, net	18,080	18,854
Tools, furniture and fixtures	19,539	21,228
Accumulated depreciation	(15,648)	(16,774)
Tools, furniture and fixtures, net	3,890	4,453
Land	6,689	6,899
Leased assets	3,591	4,123
Accumulated depreciation	(2,284)	(2,721)
Leased assets, net	1,306	1,401
Construction in progress	4,081	3,416
Total property, plant and equipment	62,847	64,220
Intangible assets		
Goodwill	215	51
Other	1,945	2,133
Total intangible assets	2,160	2,185
Investments and other assets		
Investment securities	18,196	22,138
Long-term loans receivable	529	524
Deferred tax assets	3,574	3,240
Retirement benefit asset	3,307	9,383
Other	1,606	1,541
Allowance for doubtful accounts	(106)	(104)
Total investments and other assets	27,107	36,724
Total non-current assets	92,115	103,130
Total assets	203,484	228,581

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	8,488	9,858
Electronically recorded obligations - operating	2,807	3,063
Short-term borrowings	4,065	3,382
Current portion of long-term borrowings	11,515	11,834
Accounts payable - other	3,623	4,075
Lease liabilities	492	539
Income taxes payable	2,376	1,359
Contract liabilities	474	1,773
Deposits received from employees	4,374	4,366
Provision for bonuses	3,082	3,247
Provision for share awards for directors (and other officers)	-	600
Provision for loss on orders received	230	402
Other	5,609	7,238
Total current liabilities	47,140	51,741
Non-current liabilities		
Long-term borrowings	23,676	22,949
Lease liabilities	647	879
Deferred tax liabilities	116	2,691
Retirement benefit liability	8,023	6,689
Provision for environmental measures	299	297
Other	1,061	712
Total non-current liabilities	33,824	34,218
Total liabilities	80,964	85,959
Net assets		
Shareholders' equity		
Share capital	10,490	10,490
Capital surplus	11,827	11,827
Retained earnings	79,846	84,587
Treasury shares	(7,454)	(7,183)
Total shareholders' equity	94,710	99,722
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	727	1,064
Foreign currency translation adjustment	13,056	22,463
Remeasurements of defined benefit plans	5,336	9,811
Total accumulated other comprehensive income	19,120	33,340
Non-controlling interests	8,688	9,558
Total net assets	122,519	142,621
Total liabilities and net assets	203,484	228,581

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

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	168,172	177,488
Cost of sales	128,525	131,780
Gross profit	39,647	45,707
Selling, general and administrative expenses	31,153	32,238
Operating profit	8,494	13,468
Non-operating income		
Interest income	567	469
Dividend income	52	59
Share of profit of entities accounted for using equity method	2,858	2,931
Foreign exchange gains	–	426
Rental income	138	130
Other	989	654
Total non-operating income	4,606	4,671
Non-operating expenses		
Interest expenses	488	676
Foreign exchange losses	446	–
Other	141	292
Total non-operating expenses	1,076	969
Ordinary profit	12,024	17,170
Extraordinary income		
Gain on sale of non-current assets	26	18
Gain on sale of investment securities	359	–
Gain on revision of retirement benefit plan	1,057	–
Total extraordinary income	1,444	18
Extraordinary losses		
Loss on sale of non-current assets	0	–
Loss on retirement of non-current assets	91	133
Impairment losses	1,303	335
Amortization of past service cost	515	–
Total extraordinary losses	1,910	468
Profit before income taxes	11,557	16,720
Income taxes - current	4,246	3,732
Income taxes - deferred	(737)	739
Total income taxes	3,509	4,471
Profit	8,048	12,249
Profit attributable to non-controlling interests	3,170	2,420
Profit attributable to owners of parent	4,877	9,828

Consolidated statements of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	8,048	12,249
Other comprehensive income		
Valuation difference on available-for-sale securities	(154)	334
Foreign currency translation adjustment	(3,235)	6,886
Remeasurements of defined benefit plans, net of tax	864	4,433
Share of other comprehensive income of entities accounted for using equity method	(378)	2,709
Total other comprehensive income	(2,903)	14,363
Comprehensive income	5,144	26,613
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	2,192	24,048
Comprehensive income attributable to non-controlling interests	2,952	2,564

(3) Consolidated statements 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	10,490	11,819	79,415	(6,769)	94,956
Changes during period					
Dividends of surplus			(4,441)		(4,441)
Change in scope of consolidation			(4)		(4)
Profit attributable to owners of parent			4,877		4,877
Purchase of shares of consolidated subsidiaries		7			7
Purchase of treasury shares				(1,020)	(1,020)
Disposal of treasury shares				335	335
Net changes in items other than shareholders' equity					
Total changes during period	-	7	431	(684)	(245)
Balance at end of period	10,490	11,827	79,846	(7,454)	94,710

	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	877	16,359	4,568	21,805	8,909	125,671
Changes during period						
Dividends of surplus						(4,441)
Change in scope of consolidation						(4)
Profit attributable to owners of parent						4,877
Purchase of shares of consolidated subsidiaries						7
Purchase of treasury shares						(1,020)
Disposal of treasury shares						335
Net changes in items other than shareholders' equity	(150)	(3,302)	767	(2,685)	(220)	(2,906)
Total changes during period	(150)	(3,302)	767	(2,685)	(220)	(3,152)
Balance at end of period	727	13,056	5,336	19,120	8,688	122,519

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	10,490	11,827	79,846	(7,454)	94,710
Changes during period					
Dividends of surplus			(5,087)		(5,087)
Profit attributable to owners of parent			9,828		9,828
Purchase of treasury shares				(4)	(4)
Disposal of treasury shares				275	275
Net changes in items other than shareholders' equity					
Total changes during period	-	-	4,741	270	5,011
Balance at end of period	10,490	11,827	84,587	(7,183)	99,722

	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	727	13,056	5,336	19,120	8,688	122,519
Changes during period						
Dividends of surplus						(5,087)
Profit attributable to owners of parent						9,828
Purchase of treasury shares						(4)
Disposal of treasury shares						275
Net changes in items other than shareholders' equity	337	9,406	4,475	14,219	870	15,089
Total changes during period	337	9,406	4,475	14,219	870	20,101
Balance at end of period	1,064	22,463	9,811	33,340	9,558	142,621

(4) Consolidated statements of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	11,557	16,720
Depreciation	10,535	10,674
Impairment losses	1,303	335
Amortization of goodwill	200	145
Increase (decrease) in provision for bonuses	163	119
Increase (decrease) in allowance for doubtful accounts	(60)	10
Increase (decrease) in provision for loss on orders received	(570)	172
Increase (decrease) in retirement benefit asset or liability	235	(565)
Interest and dividend income	(619)	(528)
Interest expenses	488	676
Share of loss (profit) of entities accounted for using equity method	(2,858)	(2,931)
Loss (gain) on sale and retirement of property, plant and equipment	65	114
Loss (gain) on sale of investment securities	(359)	–
Decrease (increase) in trade receivables	(856)	729
Decrease (increase) in inventories	(1,112)	(1,988)
Decrease (increase) in other assets	(1,991)	(3,906)
Increase (decrease) in trade payables	(226)	306
Increase (decrease) in other liabilities	529	5,296
Other, net	(851)	(597)
Subtotal	15,572	24,782
Interest and dividends received	2,432	2,730
Interest paid	(515)	(670)
Income taxes paid	(3,796)	(4,805)
Net cash provided by (used in) operating activities	13,692	22,037
Cash flows from investing activities		
Payments into time deposits	(346)	(240)
Proceeds from withdrawal of time deposits	599	157
Purchase of property, plant and equipment	(10,657)	(7,870)
Proceeds from sale of property, plant and equipment	238	94
Purchase of intangible assets	(732)	(853)
Purchase of investment securities	(6)	(7)
Proceeds from sale of investment securities	398	–
Other, net	66	(54)
Net cash provided by (used in) investing activities	(10,440)	(8,774)

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from financing activities		
Proceeds from short-term borrowings	17,745	22,179
Repayments of short-term borrowings	(15,589)	(22,887)
Proceeds from long-term borrowings	11,000	12,000
Repayments of long-term borrowings	(12,512)	(12,406)
Proceeds from sale of treasury shares	303	275
Purchase of treasury shares	(1,023)	(4)
Dividends paid	(4,441)	(5,087)
Dividends paid to non-controlling interests	(3,165)	(1,694)
Repayments of finance lease liabilities	(627)	(626)
Net cash provided by (used in) financing activities	(8,312)	(8,251)
Effect of exchange rate change on cash and cash equivalents	(1,103)	2,252
Net increase (decrease) in cash and cash equivalents	(6,163)	7,264
Cash and cash equivalents at beginning of period	31,054	24,890
Cash and cash equivalents at end of period	24,890	32,154

(5) Notes to the consolidated financial statements

(Notes to going concern assumption)

Not applicable.

(Notes to segment information, etc.)

1. Overview of reporting segments

Our Group's reporting segments, whose financial information is available for each component of our Group, are subject to regular examination by the Board of Directors in order to decide on the allocation of management resources and evaluate the financial results.

We have set a business domain for each industry in which our products are used, and defined the Automotive and Construction Machinery Industries, the General Machinery Industry, the Semiconductor Industry, the Marine Industry, and the Aerospace Industry as our five reporting segments.

2. Method to calculate the amounts of net sales, profit/loss, assets, liabilities and other items for each reporting segment

The method for accounting of operating segments we report is in accordance with the accounting policies adopted for the preparation of the consolidated financial statements.

Profit in the reporting segments are based on operating profit.

Inter-segment sales and transfers are based on prevailing market prices.

3. Information on the amounts of net sales, profit/loss, assets, liabilities and other items for each reporting segment

I Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Auto- motive and Construc- tion Machinery Industries	General Machinery Industry	Semi- conductor Industry	Marine Industry	Aerospace Industry	Total	Adjust- ment or Group- wide (Note 1)	Amount recorded on the consoli- dated financial statements (Note 2)
Net sales								
Net sales to external customers	87,592	40,836	12,584	18,047	9,112	168,172	–	168,172
Inter-segment sales or transfers	169	135	–	10	–	314	(314)	–
Total	87,761	40,971	12,584	18,057	9,112	168,487	(314)	168,172
Segment profit (loss)	559	5,384	(3,766)	5,278	1,027	8,483	11	8,494
Segment assets	89,701	50,347	23,150	12,379	13,411	188,990	14,494	203,484
Other items								
Depreciation	6,344	2,024	1,193	489	263	10,315	219	10,535
Increase in property, plant and equipment and intangible assets	3,620	2,157	3,849	611	545	10,783	507	11,290

Notes: 1. Adjustment or Group-wide figures are as follows.

- (1) The segment profit/loss adjustment of 11 million yen is elimination of inter-segment transactions.
 - (2) Of the segment assets, the amount of Group-wide assets included in the field of “Adjustment or Group-wide” is 19,753 million yen. Its major components include our cash and deposits, accounts receivable - other, software, retirement benefit asset and deferred tax assets.
 - (3) Of the amounts of increase in depreciation, property, plant and equipment and intangible assets in the field of “Other items,” the Group-wide amount included in the field of “Adjustment or Group-wide” mainly consists of our software.
2. Segment profit/loss is adjusted based on operating profit on the consolidated statements of income.

II Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Auto- motive and Construc- tion Machinery Industries	General Machinery Industry	Semi- conductor Industry	Marine Industry	Aerospace Industry	Total	Adjust- ment or Group- wide (Note 1)	Amount recorded on the consoli- dated financial statements (Note 2)
Net sales								
Net sales to external customers	93,267	39,492	16,488	19,479	8,760	177,488	–	177,488
Inter-segment sales or transfers	188	253	37	1	–	481	(481)	–
Total	93,455	39,746	16,526	19,480	8,760	177,969	(481)	177,488
Segment profit (loss)	3,082	5,747	(1,169)	5,100	696	13,458	10	13,468
Segment assets	94,904	53,438	24,841	14,048	16,264	203,497	25,084	228,581
Other items								
Depreciation	6,177	2,112	1,271	537	351	10,449	224	10,674
Increase in property, plant and equipment and intangible assets	3,064	1,756	1,050	1,091	1,562	8,525	577	9,102

Notes: 1. Adjustment or Group-wide figures are as follows.

- (1) The segment profit/loss adjustment of 10 million yen is elimination of inter-segment transactions.
 - (2) Of the segment assets, the amount of Group-wide assets included in the field of “Adjustment or Group-wide” is 25,778 million yen. Its major components include our cash and deposits, accounts receivable - other, software, investment securities and retirement benefit asset.
 - (3) Of the amounts of increase in depreciation, property, plant and equipment and intangible assets in the field of “Other items,” the Group-wide amount included in the field of “Adjustment or Group-wide” mainly consists of our software.
2. Segment profit/loss is adjusted based on operating profit on the consolidated statements of income.

(Notes to per-share information)

(Yen)

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)		Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)	
Net assets per share	2,517.54	Net assets per share	2,927.77
Basic earnings per share	107.51	Basic earnings per share	216.75
Diluted earnings per share are not shown here since there are no dilutive shares.		Diluted earnings per share are not shown here since there are no dilutive shares.	

(Note) The following shows the basis for calculation of basic earnings per share.

	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)	Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)
Profit attributable to owners of parent (millions of yen)	4,877	9,828
Amount not attributable to common shareholders (millions of yen)	—	—
Profit attributable to owners of parent applicable to common shares (millions of yen)	4,877	9,828
Average number of shares during the period (shares)	45,371,417	45,347,116

(Notes to material post-balance sheet events)

Not applicable.