

Translation

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Summary of Consolidated Financial Results for the Year Ended March 31, 2025 (Based on Japanese GAAP)

April 23, 2025

Company name: KOA Corporation
 Stock exchange listing: Tokyo, Nagoya
 Stock code: 6999 URL <https://www.koaglobal.com>
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 Scheduled date of ordinary general meeting of shareholders: June 21, 2025
 Scheduled date to file Securities Report: June 20, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results meeting: Yes (for institutional investors and analysts)

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Consolidated operating results

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended March 31, 2025	64,120	(1.1)	1,176	(64.5)	1,243	(72.3)	260	(90.6)
Year ended March 31, 2024	64,835	(13.6)	3,313	(67.6)	4,485	(57.4)	2,769	(62.4)

(Note) Comprehensive income Year ended March 31, 2025: ¥1,357 million [(79.6)%]
 Year ended March 31, 2024: ¥6,670 million [(19.2)%]

	Earnings per share	Diluted earnings per share	Profit attributable to owners of parent/equity	Ordinary profit/total assets	Operating profit/net sales
	Yen	Yen	%	%	%
Year ended March 31, 2025	7.02	—	0.3	0.9	1.8
Year ended March 31, 2024	74.66	—	3.6	3.7	5.1

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

Year ended March 31, 2025: ¥157 million
 Year ended March 31, 2024: ¥113 million

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	141,365	78,110	55.3	2,104.37
As of March 31, 2024	129,566	78,573	60.6	2,118.19

(Reference) Equity As of March 31, 2025: ¥78,110 million
 As of March 31, 2024: ¥78,573 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
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Year ended March 31, 2025	8,101	(23,939)	11,252	24,799
Year ended March 31, 2024	7,089	(17,399)	12,292	29,165

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	%	%
Year ended March 31, 2024	—	25.00	—	25.00	50.00	1,854	67.0	2.4
Year ended March 31, 2025	—	25.00	—	15.00	40.00	1,484	569.8	1.9
Year ending March 31, 2026 (Forecast)	—	15.00	—	15.00	30.00		359.3	

3. Forecast of consolidated financial results for the year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

Percentages indicate year-on-year and quarter on quarter changes

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
2nd quarter	32,100	0.6	(130)	—	140	—	60	—	1.62
Full year	65,500	2.2	630	(46.4)	800	(35.7)	310	19.0	8.35

(Notes)

- (1) Significant changes in the scope of consolidation during the year ended March 31, 2025: None
- (2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements
- Changes in accounting policies due to revisions to accounting standards and other regulations: None
- Changes in accounting policies due to other reasons: None
- Changes in accounting estimates: None
- Restatement of prior period financial statements: None

(3) Number of issued shares (common shares)

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

As of March 31, 2025	37,479,724 shares	As of March 31, 2024	40,479,724 shares
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Number of treasury shares at the end of the period

As of March 31, 2025	361,739 shares	As of March 31, 2024	3,385,213 shares
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Average number of shares during the period

Year ended March 31, 2025	37,110,744 shares	Year ended March 31, 2024	37,088,636 shares
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(Reference) Summary of Non-consolidated Financial Results

1. Non-consolidated financial results for the year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Non-consolidated operating results

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended March 31, 2025	50,679	0.3	216	(88.1)	1,113	(66.8)	863	(61.3)
Year ended March 31, 2024	50,518	(16.6)	1,821	(75.9)	3,357	(62.8)	2,230	(66.4)

	Earnings per share	Diluted earnings per share
	Yen	Yen
Year ended March 31, 2025	23.27	—
Year ended March 31, 2024	60.14	—

(2) Non-consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	99,949	51,474	51.5	1,386.78
As of March 31, 2024	90,985	52,371	57.6	1,411.83

(Reference) Equity As of March 31, 2025: ¥51,474 million
As of March 31, 2024: ¥52,371 million

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

(Notes regarding forward-looking statements, etc.)

The forward-looking statements, including results forecasts, contained in this document are based on information the Company has obtained as of the current point in time and certain assumptions the Company considers reasonable. The Company does not guarantee its achievement of the forward-looking statements. Actual results may differ significantly depending on a variety of factors. For the assumptions underlying the results, forecasts and notes on their use, please refer to “1. Overview of operating results, etc., (4) Future outlook” on page 3 of the accompanying materials.

(How to obtain supplementary material on financial results and information from financial results meeting)

The Company plans to hold a financial results meeting for institutional investors and analysts on Thursday, April 24, 2025.

The materials to be used at this financial results meeting will be posted on the TDnet (Timely Disclosure Network) and the Company’s homepage.

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1. Overview of operating results, etc.

(1) Overview of operating results for the fiscal year under review

(Summary of the fiscal year under review)

In the consolidated fiscal year ended March 31, 2025, the global economy remained uncertain due to geopolitical tension and changes in monetary and trade policy, despite a recovery in personal consumption and declining inflation.

In the electronic parts industry, to which KOA CORPORATION (“the Company” or “we”) and its corporate group (“the Group” or “we”) belong, there continues to be a shift to environmentally friendly vehicles as part of efforts to achieve carbon neutrality, and the automotive market is expected to expand in the medium to long term. In the fiscal year under review, overall demand remained flat.

Within this environment, the Group is focusing on priority measures to realize our 2030 Vision and achieve the goals of the 2024 Medium-Term Management Plan, including the establishment of a supply system to support the growth of the mobility market including EVs and the industrial equipment market, evolution of KPS activities, introduction of Innovation Management System, introduction of renewable energy and reduction of electricity consumption, development of human capital to create the future, and new governance initiatives.

On the sales front, despite the continuing depreciation of the yen and demand for automobiles remaining strong in China, Europe and North America, factors such as a decrease in sales of industrial equipment and appliances resulted in the Group posted consolidated net sales of ¥64,120 million in the fiscal year under review, a decrease of ¥714 million or 1.1% from the previous fiscal year. On the profit front, despite the efforts to reduce expenses, due to factors such as a decline in sales and an increase in fixed costs, including depreciation expenses, consolidated operating profit was ¥1,176 million, a decrease of ¥2,137 million or 64.5% from the previous fiscal year. Ordinary profit totaled ¥1,243 million, a decrease of ¥3,242 million or 72.3% from the previous fiscal year. Profit attributable to owners of parent totaled ¥260 million, a decrease of ¥2,508 million or 90.6% from the previous fiscal year.

(2) Overview of financial position for the fiscal year under review

The Group’s assets for the fiscal year under review increased by ¥11,798 million compared to the end of the previous fiscal year due to increases in property, plant and equipment, etc., reaching ¥141,365 million at the end of the fiscal year under review.

Liabilities for the fiscal year under review increased by ¥12,261 million compared to the end of the previous fiscal year due to increases in long-term borrowings, etc., reaching ¥63,255 million at the end of the fiscal year under review.

Net assets for the fiscal year under review decreased by ¥463 million compared to the end of the previous fiscal year due to a decrease in retained earnings, etc., reaching ¥78,110 million at the end of the fiscal year under review.

(3) Overview of cash flows for the fiscal year under review

In the fiscal year under review, profit before income taxes was ¥1,253 million due to circumstances as described above. Cash flows from operating activities maintained an inflow of ¥8,101 million due in part to an increase in depreciation of property, plant and equipment. Cash flows from investing activities recorded an outflow of ¥23,939 million in funds due in part to the purchase of property, plant and equipment of ¥25,072 million. Cash flows from financing activities recorded an inflow of ¥11,252 million due in part to proceeds from obtaining long-term borrowings.

As a result, the balance of cash and cash equivalents at the end of the period in the fiscal year under review was ¥24,799 million, a decrease of ¥4,366 million compared to the beginning of the period.

(4) Future outlook

Regarding the future economic outlook, while the global economy shows signs of recovery, significant uncertainties persist due to factors such as geopolitical tensions, rising prices driven by U.S. trade policy, and the ongoing trend of decoupling.

In the electronic components industry, to which our group belongs, demand for automotive applications remains robust. However, the industrial equipment segment has shown a sluggish start, resulting in a delayed recovery. As a result, a cautious approach is necessary when evaluating order trends for the next period. On the profitability side, concerns remain regarding rising raw material costs and foreign exchange fluctuations.

Regarding the forecast of financial results for the full year is as follows. The exchange rate is expected to be 140 JPY/USD.

(Forecast of financial results for the first half)

Net sales	¥32,100 million
Operating profit	¥(130) million
Ordinary profit	¥140 million
Profit attributable to owners of parent	¥60 million

(Forecast of financial results for the full year)

Net sales	¥65,500 million
Operating profit	¥630 million
Ordinary profit	¥800 million
Profit attributable to owners of parent	¥310 million

(Matters to note regarding financial results forecasts)

The forward-looking statements, including results forecasts, contained in this document are based on information the Company has obtained as of the current point in time and certain assumptions the Company considers reasonable. The Company does not guarantee its achievement of the forward-looking statements. Actual results may differ significantly depending on a variety of factors.

2. Basic policy on selection of accounting standards

The Group's policy is to prepare consolidated financial statements in accordance with Japanese GAAP for the time being, taking into consideration the comparability of consolidated financial statements from period to period and from company to company.

As for the application of International Financial Reporting Standards (IFRS), the Group's policy is to take appropriate measures in consideration of various domestic and international circumstances.

3. Consolidated financial statements and principal notes

(1) Consolidated balance sheets

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	31,351	26,642
Notes and accounts receivable - trade	13,921	13,786
Electronically recorded monetary claims - operating	2,293	2,159
Securities	1,196	—
Merchandise and finished goods	5,115	4,598
Work in process	5,364	5,550
Raw materials and supplies	3,486	3,295
Prepaid expenses	295	287
Income taxes refund receivable	613	25
Other	1,479	1,208
Allowance for doubtful accounts	(54)	(49)
Total current assets	65,065	57,505
Non-current assets		
Property, plant and equipment		
Buildings and structures	31,141	42,071
Accumulated depreciation	(16,676)	(17,975)
Accumulated impairment	(6)	(6)
Buildings and structures, net	14,458	24,089
Machinery, equipment and vehicles	54,032	59,468
Accumulated depreciation	(39,715)	(42,657)
Accumulated impairment	(253)	(211)
Machinery, equipment and vehicles, net	14,063	16,600
Tools, furniture and fixtures	4,103	4,648
Accumulated depreciation	(3,180)	(3,403)
Accumulated impairment	(0)	(0)
Tools, furniture and fixtures, net	922	1,244
Other	1,522	1,262
Accumulated depreciation	(877)	(781)
Other, net	644	481
Land	6,814	6,860
Construction in progress	15,712	22,195
Total property, plant and equipment	52,616	71,473
Intangible assets	2,769	3,152
Investments and other assets		
Investment securities	4,773	4,942
Deferred tax assets	640	560
Retirement benefit asset	264	239
Other	3,467	3,521
Allowance for doubtful accounts	(31)	(30)
Total investments and other assets	9,114	9,234
Total non-current assets	64,501	83,860
Total assets	129,566	141,365

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	4,414	3,935
Electronically recorded obligations - operating	784	823
Notes payable-trade of equipment purchase	266	210
Short-term borrowings	674	3,318
Accounts payable - other	4,525	2,940
Income taxes payable	138	302
Accrued expenses	1,775	1,684
Provision for bonuses	1,845	1,639
Provision for loss on orders received	355	193
Other	912	886
Total current liabilities	15,692	15,935
Non-current liabilities		
Long-term borrowings	30,535	41,181
Retirement benefit liability	913	1,229
Deferred tax liabilities	952	955
Asset retirement obligations	45	45
Other	2,854	3,907
Total non-current liabilities	35,301	47,319
Total liabilities	50,993	63,255
Net assets		
Shareholders' equity		
Share capital	6,033	6,033
Capital surplus	9,232	9,018
Retained earnings	58,368	54,908
Treasury shares	(2,368)	(254)
Total shareholders' equity	71,265	69,705
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,871	1,920
Foreign currency translation adjustment	4,803	6,036
Remeasurements of defined benefit plans	633	448
Total accumulated other comprehensive income	7,307	8,404
Total net assets	78,573	78,110
Total liabilities and net assets	129,566	141,365

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

	(Millions of yen)	
	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	64,835	64,120
Cost of sales	45,323	45,964
Gross profit	19,512	18,155
Selling, general and administrative expenses		
Packing and transportation costs	544	607
Salaries and allowances	7,044	7,089
Provision for bonuses	576	517
Depreciation	634	963
Research and development expenses	2,075	2,477
Other	5,322	5,322
Total selling, general and administrative expenses	16,198	16,979
Operating profit	3,313	1,176
Non-operating income		
Interest income	291	303
Dividend income	72	84
Foreign exchange gains	495	—
Gain on disposal of material scraps	245	332
Share of profit of entities accounted for using equity method	113	157
Subsidy income	103	129
Consulting fee income	126	104
Subsidies for employment adjustment	68	7
Other	196	160
Total non-operating income	1,712	1,280
Non-operating expenses		
Interest expenses	151	370
Foreign exchange losses	—	560
Loss on valuation of forward exchange contracts	72	47
Sales discounts	34	26
Commission for syndicated loans	2	2
Income tax withheld at the source except for foreign tax amount reduction	17	12
Temporary leave fee	186	50
Other	75	142
Total non-operating expenses	540	1,213
Ordinary profit	4,485	1,243
Extraordinary income		
Gain on sale of non-current assets	2	12
Gain on sale of investment securities	0	61
Total extraordinary income	2	74

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Extraordinary losses		
Loss on disposal of non-current assets	126	64
Impairment losses	2	—
Litigation settlement	355	—
Loss on disaster	12	—
Total extraordinary losses	496	64
Profit before income taxes	3,992	1,253
Income taxes - current	964	830
Income taxes - deferred	258	162
Total income taxes	1,223	992
Profit	2,769	260
Profit attributable to owners of parent	2,769	260

(Consolidated statements of comprehensive income)

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit	2,769	260
Other comprehensive income		
Valuation difference on available-for-sale securities	308	48
Foreign currency translation adjustment	2,523	1,199
Remeasurements of defined benefit plans, net of tax	1,024	(184)
Share of other comprehensive income of entities accounted for using equity method	44	34
Total other comprehensive income	3,901	1,097
Comprehensive income	6,670	1,357
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	6,670	1,357

(3) Consolidated statements of changes in equity

Fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' Equity
Balance at beginning of period	6,033	9,211	57,453	(2,381)	70,316
Changes during period					
Dividends of surplus			(1,854)		(1,854)
Profit attributable to owners of parent			2,769		2,769
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		21		13	34
Net changes in items other than shareholders' equity					
Total changes during period	—	21	914	13	949
Balance at end of period	6,033	9,232	58,368	(2,368)	71,265

	Accumulated other comprehensive income				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	1,563	2,234	(391)	3,406	73,722
Changes during period					
Dividends of surplus					(1,854)
Profit attributable to owners of parent					2,769
Purchase of treasury shares					(0)
Disposal of treasury shares					34
Net changes in items other than shareholders' equity	308	2,568	1,024	3,901	3,901
Total changes during period	308	2,568	1,024	3,901	4,850
Balance at end of period	1,871	4,803	633	7,307	78,573

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	6,033	9,232	58,368	(2,368)	71,265
Changes during period					
Dividends of surplus			(1,855)		(1,855)
Profit attributable to owners of parent			260		260
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		18		16	34
Cancellation of treasury shares		(232)	(1,864)	2,097	
Net changes in items other than shareholders' equity					
Total changes during period	—	(214)	(3,459)	2,113	(1,560)
Balance at end of period	6,033	9,018	54,908	(254)	69,705

	Accumulated other comprehensive income				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	1,871	4,803	633	7,307	78,573
Changes during period					
Dividends of surplus					(1,855)
Profit attributable to owners of parent					260
Purchase of treasury shares					(0)
Disposal of treasury shares					34
Cancellation of treasury shares					
Net changes in items other than shareholders' equity	48	1,233	(184)	1,097	1,097
Total changes during period	48	1,233	(184)	1,097	(463)
Balance at end of period	1,920	6,036	448	8,404	78,110

(4) Consolidated statements of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	3,992	1,253
Depreciation	4,890	5,860
Increase (decrease) in allowance for doubtful accounts	(7)	(6)
Increase (decrease) in provision for bonuses	(325)	(221)
Increase (decrease) in provision for loss on orders received	(198)	(161)
Increase (decrease) in retirement benefit liability	190	29
Interest and dividend income	(364)	(388)
Interest expenses	151	370
Share of loss (profit) of entities accounted for using equity method	(113)	(157)
Commission for syndicated loans	2	2
Impairment losses	2	—
Loss (gain) on sale of investment securities	(0)	(61)
Loss (gain) on sale of property, plant and equipment	(2)	(12)
Decrease (increase) in trade receivables	2,809	341
Decrease (increase) in inventories	725	677
Increase (decrease) in trade payables	(2,109)	(531)
Decrease (increase) in consumption taxes refund receivable	(281)	363
Other, net	117	924
Subtotal	9,478	8,282
Interest and dividends received	493	500
Interest paid	(152)	(348)
Income taxes paid	(2,833)	(741)
Income taxes refund	103	768
Litigation settlement paid	—	(358)
Net cash provided by (used in) operating activities	7,089	8,101
Cash flows from investing activities		
Payments into time deposits	(3,597)	(674)
Proceeds from withdrawal of time deposits	4,272	1,167
Purchase of securities	(51)	—
Proceeds from redemption of securities	—	1,206
Purchase of property, plant and equipment	(15,690)	(25,072)
Proceeds from sale of property, plant and equipment	15	12
Purchase of intangible assets	(2,144)	(438)
Purchase of investment securities	(1)	(1)
Proceeds from sale of investment securities	0	63
Other payments by investment	(260)	(291)
Other proceeds by investing	116	123
Other, net	(57)	(35)
Net cash provided by (used in) investing activities	(17,399)	(23,939)

	(Millions of yen)	
	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from financing activities		
Repayments of short-term borrowings	(485)	(1,022)
Proceeds from short-term borrowings	560	1,413
Repayments of long-term borrowings	(57)	(422)
Proceeds from long-term borrowings	14,168	13,270
Purchase of treasury shares	(0)	(0)
Dividends paid	(1,853)	(1,847)
Proceeds from commission for syndicated loans	(2)	(2)
Other, net	(37)	(136)
Net cash provided by (used in) financing activities	12,292	11,252
Effect of exchange rate change on cash and cash equivalents	1,782	218
Net increase (decrease) in cash and cash equivalents	3,765	(4,366)
Cash and cash equivalents at beginning of period	25,399	29,165
Cash and cash equivalents at end of period	29,165	24,799

(5) Notes to consolidated financial statements

(Notes on going concern assumption)

Not applicable.

(Notes on segment information)

1. Summary of reportable segments

The Group's reportable segments are components of the Group for which separate financial information is available and subject to periodical reviews by the Board of Directors to determine allocation of management resources and evaluate business performance.

The Group engages in manufacturing and sales of resistors, hybrid ICs, and modules which serve as circuit components primarily for electronic devices in domestic and international markets. Each local subsidiary is an independent business entity, and the Group operates by establishing a comprehensive plan for each region.

The Group's four reporting segments are therefore geographical segments based on production and sales structures, comprising Japan, Asia, the United States and Europe.

2. Information on net sales and profit (loss) by reportable segment

Fiscal year ended March 31, 2024

(Millions of yen)

	Japan	Asia	United States	Europe	Total	Adjustment (Note 1)	Amount recorded in consolidated financial statements
Net sales							
Net sales to external customers	21,456	20,117	11,311	11,950	64,835	—	64,835
Inter-segment net sales or transfers	30,109	12,351	8	—	42,469	(42,469)	—
Total	51,565	32,468	11,319	11,950	107,304	(42,469)	64,835
Segment profit	433	1,306	615	524	2,880	433	3,313

(Notes) 1. The ¥433 million adjustment in segment profit (operating profit) in the fiscal year under review includes ¥444 million in elimination of inter-segment transactions and a ¥(11) million adjustment in inventories, etc.

2. The breakdown of countries and regions for each segment other than Japan and the United States is as follows:

Asia	...	Taiwan, Singapore, People's Republic of China, Hong Kong
Europe	...	Germany

Fiscal year ended March 31, 2025

(Millions of yen)

	Japan	Asia	United States	Europe	Total	Adjustment (Note 1)	Amount recorded in consolidated financial statements
Net sales							
Net sales to external customers	20,043	20,995	10,958	12,123	64,120	—	64,120
Inter-segment net sales or transfers	31,594	12,791	4	1	44,392	(44,392)	—
Total	51,638	33,786	10,962	12,125	108,512	(44,392)	64,120
Segment profit	(1,056)	1,393	248	473	1,059	117	1,176

(Notes) 1. The ¥117 million adjustment in segment profit (operating profit) in the fiscal year under review includes ¥66 million in elimination of inter-segment transactions and a ¥51 million adjustment in inventories, etc.

2. The breakdown of countries and regions for each segment other than Japan and the United States is as follows:

Asia	...	Taiwan, Singapore, People's Republic of China, Hong Kong
Europe	...	Germany

(Notes on per share information)

Fiscal year ended March 31, 2024		Fiscal year ended March 31, 2025	
Net assets per share	2,118.19 yen	Net assets per share	2,104.37 yen
Earnings per share	74.66 yen	Earnings per share	7.02 yen
Diluted earnings per share are not listed because there were no dilutive shares.		Diluted earnings per share are not listed because there were no dilutive shares.	

(Note) The basis for calculating earnings per share is as follows.

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Earnings per share		
Profit attributable to owners of parent (Millions of yen)	2,769	260
Profit attributable to owners of parent regarding common shares (Millions of yen)	2,769	260
Average number of shares during the period (Shares)	37,088,636	37,110,744

(Notes on significant subsequent events)

Not applicable.

4. Supplementary information

Orders received

The following table represents orders received by segment in the fiscal year under review:

Name of segment	Net orders (Millions of yen)	Compared to the previous fiscal year (%)	Balance of orders (Millions of yen)	Compared to the previous fiscal year (%)
Japan	19,651	113.4	4,505	92.0
Asia	20,718	112.9	3,296	92.3
United States	10,816	105.1	1,703	92.3
Europe	12,278	100.8	997	118.3
Total	63,465	109.2	10,502	94.1

5. Others

Changes in Officers (Scheduled for June 21, 2025)

- | | | |
|------------------------------------|---------------------------------------|--|
| (1) New Director Nominee | Director and Senior Executive Officer | Shinsuke Chihara (current Senior Executive Officer) |
| (2) Retiring Director | Director and Senior Executive Officer | Tadao Hanagata |
| (3) New Corporate Auditor Nominees | Full-time Corporate Auditor | Yasuhisa Nakato
(Current Chairperson of the Board at KOA ELECTRONICS CO., LTD.) |
| | Outside Corporate Auditor | Rei Sato
(Current General Manager of the Compliance Department at Starbucks Coffee Japan, Ltd.) |
| (4) Retiring Corporate Auditors | Full-time Corporate Auditor | Masashi Gomi |
| | Outside Corporate Auditor | Tetsuro Kamijikkoku |