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May 9, 2025

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

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 Listing: Tokyo Stock Exchange
 Securities code: 7105
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 Scheduled date of Annual General Meeting of Shareholders: June 25, 2025
 Scheduled date to commence dividend payments: June 26, 2025
 Scheduled date to file annual securities report: June 25, 2025
 Preparation of supplementary material on financial results: None
 Holding of financial results briefing: Yes (for analysts)

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

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

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	665,594	(5.2)	20,766	(51.3)	14,860	(60.3)	8,664	(68.5)
March 31, 2024	701,770	14.0	42,603	189.6	37,479	221.8	27,520	298.0

Note: Comprehensive income For the fiscal year ended March 31, 2025: ¥9,199 million [(78.3)%]
 For the fiscal year ended March 31, 2024: ¥42,348 million [222.9%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	81.26	81.04	7.2	2.8	3.1
March 31, 2024	258.06	257.29	28.6	7.4	6.1

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

For the fiscal year ended March 31, 2025: ¥(41) million
 For the fiscal year ended March 31, 2024: ¥23 million

Operating profit before amortization of goodwill

For the fiscal year ended March 31, 2025: ¥31,081 million [(41.2)%]
 For the fiscal year ended March 31, 2024: ¥52,876 million [111.5%]

Mitsubishi Logisnext Co., Ltd. (the "Company") uses operating profit before amortization of goodwill as a key management indicator.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	512,144	124,309	24.2	1,160.02
March 31, 2024	531,495	117,333	22.0	1,094.53

Reference: Equity As of March 31, 2025: ¥123,733 million
As of March 31, 2024: ¥116,740 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2025	43,524	(33,651)	(13,633)	16,602
March 31, 2024	64,563	(56,828)	(1,978)	20,166

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2024	—	—	—	20.00	20.00	2,133	7.8	2.2
Fiscal year ended March 31, 2025	—	—	—	24.00	24.00	2,559	29.5	2.1
Fiscal year ending March 31, 2026 (Forecast)	—	—	—	24.00	24.00		15.1	

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

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending March 31, 2026	675,000	1.4	33,000	58.9	27,000	81.7	17,000	96.2	159.42

Reference: Operating profit before amortization of goodwill ¥42,000 million [35.1%]

*** Notes**

(1) Significant changes in the scope of consolidation during the period: Yes

Excluded: 1 company (Nichiyu Forklift (Shanghai) Co., Ltd.)

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes

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

(iii) Changes in accounting estimates: None

(iv) Restatement: None

Note: For details, please see “3. Consolidated financial statements and significant notes thereto, (5) Notes to consolidated financial statements, Notes on changes in accounting policies” on page 14 of the attached material.

(3) Number of issued shares (common stock)

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

As of March 31, 2025	106,780,013 shares
As of March 31, 2024	106,739,013 shares

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

As of March 31, 2025	115,612 shares
As of March 31, 2024	81,275 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	106,634,396 shares
Fiscal year ended March 31, 2024	106,643,031 shares

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2025 (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	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	171,325	(1.8)	2,240	60.0	5,137	738.3	4,776	257.6
March 31, 2024	174,470	6.2	1,400	—	612	(73.7)	1,335	14.3

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2025	44.79	44.67
March 31, 2024	12.52	12.49

Reference: Operating profit before amortization of goodwill

For the fiscal year ended March 31, 2025: ¥6,600 million [12.3%]

For the fiscal year ended March 31, 2024: ¥5,879 million [184.1%]

The Company uses operating profit before amortization of goodwill as a key management indicator.

(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, 2025	222,267	56,255	25.2	525.25
March 31, 2024	226,963	54,091	23.7	504.74

Reference: Equity As of March 31, 2025: ¥56,026 million
As of March 31, 2024: ¥53,835 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

Caution regarding forward-looking statements

The forward-looking statements, including the financial forecasts shown in this document are based on information currently available to the Company and on certain assumptions deemed to be reasonable. As such, they do not constitute guarantees by the Company of future performance. Actual performance and other results may differ materially from these forecasts due to various factors. For matters related to the earnings forecasts, please see “1. Overview of operating results and others, (4) Future outlook” on page 5 of the attached material.

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1. Overview of operating results and others

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

The global economy in the fiscal year under review has grown steadily, albeit moderately. Although disinflation is advancing globally amid the continuing geopolitical tensions, regional complexities are making monetary policies difficult. The economy in the U.S.A. remains firm with stable domestic demand, while Europe is on a moderate recovery trend, also on the back of strong domestic demand. China is experiencing continued sluggish domestic demand, including the slump in real estate, and although exports saw a temporary spike in demand before the imposition of U.S. tariff hikes, the outlook for exports is looking uncertain. In addition, there are geopolitical risks including prolonged aggression in Ukraine and the unstable situation in the Middle East, so the economic trends vary between regions. On the other hand, the Japanese economy has been recovering moderately, with a good level of business confidence among companies and capital expenditure remaining firm, due in part to strong inbound demand and progress in passing on rising costs through price increases, as well as an upward trend in wage growth. While the global economy had been experiencing moderate growth up to this point, concerns about inflation and a potential economic slowdown have been rising amid the new U.S. administration's constant flip-flopping on tariff policies, which have increased risks to global supply chains, especially in China. Additionally, concerns surrounding interest rates, foreign exchange trends, and prolonged geopolitical risks are making the outlook for the global economy increasingly unclear and unpredictable.

Against this backdrop, the domestic market for forklifts and other material handling equipment remained stable and firm. Overseas, in the Americas, the adjustment phase of distributors' inventories lasted longer than expected and the wholesale demand remained weak, but this phase is gradually dissipating. Europe is on a recovery trend, albeit modest, and Asia is also progressing steadily, despite a temporary slowdown in growth, possibly due to the inventory adjustment phase, while in China, demand for material handling equipment is strong despite the economic slowdown. However, even in the material handling equipment market, where demand is strong, competition is growing more intense as the shift to electric vehicles continues to progress, especially in Europe and Asia, due to the rise of Chinese products such as lithium-ion battery vehicles. In addition, U.S. tariff policies are expected to dampen investment sentiment, affecting the previously strong demand for material handling equipment.

The Company is meeting the growing needs of the market for material handling equipment for safety and security, automated and autonomous services, and decarbonization, while normalizing lead times, which has been a challenge, and improving profitability through price optimization. Against this backdrop, the replacement of vehicles with new engines has been completed in the U.S., the most important market for our business, to address the engine certification issue, and we are continuing our recovery efforts. However, there are concerns about global cost increases that could arise depending on tariffs and other policies under the new U.S. administration, making the future outlook for the Company's business difficult to predict.

Under these circumstances, net sales for the fiscal year under review totaled ¥665,594 million (down 5.2% year on year) due to the inventory adjustments at distributors, in addition to the impact of delays in the process of obtaining emissions certifications in North America, despite the effects of price optimization and yen depreciation.

Operating profit was ¥20,766 million (down 51.3% year on year) and ordinary profit was ¥14,860 million (down 60.3% year on year) due to the significant impact of lower sales in the Americas. In addition, despite a gain on the sale of non-current assets, profit attributable to owners of parent was ¥8,664 million (down 68.5% year on year), with such factors as a loss on the sale of a Chinese sales subsidiary, impairment losses on non-current assets at an engine manufacturing subsidiary in Japan, and the recording of provisions for contingent losses related to delayed certification in North America.

Operating profit before amortization of goodwill was ¥31,081 million (down 41.2% year on year), and the operating profit margin was 4.7% (down 2.9 percentage points year on year).

(Billions of yen)	Fiscal year ended March 31, 2024	Fiscal year ending March 31, 2025	Change	
			(Billions of yen)	(%)
Net sales	701.77	665.59	(36.17)	(5.2)
Operating profit before amortization of goodwill	52.87	31.08	(21.79)	(41.2)
(%)	7.5	4.7		
Operating profit	42.60	20.76	(21.83)	(51.3)
(%)	6.1	3.1		
Ordinary profit	37.47	14.86	(22.61)	(60.3)
(%)	5.3	2.2		
Profit attributable to owners of parent	27.52	8.66	(18.85)	(68.5)
(%)	3.9	1.3		

Operating results by segment are as follows.

Japan

Net sales in Japan were ¥196,186 million (up 3.0% year on year) as orders remained steady, and the effects of price optimization also contributed. Segment income was ¥5,662 million (up 11.9% year on year), due to the contribution of price optimization on solid domestic sales, in addition to the depreciation of the yen having effects on exports.

Segment profit before amortization of goodwill was ¥10,315 million (up 4.2% year on year).

Japan (Billions of yen)	Fiscal year ended March 31, 2024	Fiscal year ending March 31, 2025	Change	
			(Billions of yen)	(%)
Net sales	190.44	196.18	5.74	3.0
Operating profit before amortization of goodwill	9.90	10.31	0.41	4.2
(%)	5.2	5.3		
Operating profit	5.06	5.66	0.60	11.9
(%)	2.7	2.9		

Overseas

Net sales in Overseas were ¥469,408 million (down 8.2% year on year) mainly due to the temporary suspension of shipments in North America as well as prolonged inventory adjustments by distributors in some regions, despite the impact of yen depreciation on exchange rates. Segment profit was ¥15,104 million (down 59.8% year on year) due to the significant impact of lower sales in Americas and Europe.

Especially in the same period of the previous fiscal year, in Overseas, as the gradual elimination of components shortages led to increased production and accelerated shipments, and the price optimization also contributed, net sales and segment profit increased significantly. By contrast, in the current fiscal year, delays in the process of obtaining engine certifications in North America have led to additional work to replace older engines, resulted in deteriorated production efficiency and substantial one-time expenses such as losses on the scrapping of production parts, as well as the recording of write-down of finished goods incurred due to the switchover to new engines caused by the engine certification delays. In addition, both net sales and segment profit decreased from the impact of inventory adjustments by distributors.

Segment profit before amortization of goodwill was ¥20,766 million (down 51.7% year on year).

Overseas (Billions of yen)	Fiscal year ended March 31, 2024	Fiscal year ending March 31, 2025	Change	
			(Billions of yen)	(%)
Net sales	511.32	469.40	(41.92)	(8.2)
Operating profit before amortization of goodwill	42.97	20.76	(22.20)	(51.7)
(%)	8.4	4.4		
Operating profit	37.54	15.10	(22.43)	(59.8)
(%)	7.3	3.2		

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

As of March 31, 2025, total assets were ¥512,144 million, a decrease of ¥19,351 million from the end of the previous fiscal year. Current assets decreased by ¥5,936 million due to a reduction in accounts receivable, etc. and non-current assets decreased by ¥13,414 million due to amortization of goodwill, etc.

Total liabilities were ¥387,834 million, a decrease of ¥26,327 million from the end of the previous fiscal year, due to decreases in interest-bearing liabilities and accounts payable - trade.

Net assets, excluding share acquisition rights and non-controlling interests, were ¥123,733 million, an increase of ¥6,993 million from the end of the previous fiscal year. The main factor was an increase in retained earnings from profit attributable to owners of parent.

As a result, the equity-to-asset ratio was 24.2% (22.0% at the end of the previous fiscal year), and net assets per share were ¥1,160.02 (¥1,094.53 at the end of the previous fiscal year).

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

Cash and cash equivalents (the “cash”) at the end of the fiscal year under review were ¥16,602 million, a decrease of ¥3,564 million from the end of the previous fiscal year. The status of cash flows and their contributing factors are as follows.

Cash flows from operating activities

Cash provided by operating activities was ¥43,524 million, a decrease of ¥21,038 million from ¥64,563 million at the end of the previous fiscal year (down 32.6% year on year). The main factors are a decrease in the collection of accounts receivables and a decline in profit before income taxes, despite a decrease in the payment amount of trade payables and an increase in the amount of decrease in inventories.

Cash flows from investing activities

Cash used in financing activities was ¥33,651 million, a decrease of ¥23,177 million from ¥56,828 million at the end of the previous fiscal year (down 40.8% year on year). This was due to a decrease in expenditures for the purchase of property, plant and equipment and proceeds from the sale of large amounts of property, plant and equipment.

Cash flows from financing activities

Cash used in financing activities was ¥13,633 million, an increase of ¥11,654 million from ¥1,978 million at the end of the previous fiscal year (up 589.0% year on year). This was mainly due to declining proceeds related to financial transactions when purchasing property, plant and equipment.

(4) Future outlook

While the global economy grew moderately but steadily, the market for forklifts and other material handling equipment remained strong in Japan and was steady or even recovering in some regions overseas. However, U.S. tariffs and other policies have given rise to concerns about global cost increases, making it difficult to predict the future outlook of both the Company's business and the impact on the global economy.

Under these circumstances and based on the assumptions that the worsening production costs caused by tariff policies can be passed on to product prices in the U.S. business, as well as estimating the impact of a 10% reduction in demand on the number of vehicles sold, the Company forecasts consolidated earnings for the next fiscal year (fiscal year ending March 31, 2026) of ¥675 billion in net sales, ¥42 billion in operating profit before amortization of goodwill, ¥33 billion in operating profit, ¥27 billion in ordinary profit, and ¥17 billion in profit attributable to owners of parent. The assumed exchange rates are ¥145 to the U.S. dollar and ¥155 to the euro.

We forecast the equity-to-asset ratio at the end of the next fiscal year to be 25% or higher, and the return on equity to be 10% or higher, which is the newly set target under the Medium-Term Plan "Logisnext Transform 2026" for establishing management practices based on an awareness of the cost of capital.

(5) Basic policy regarding the distribution of profit and dividends for the fiscal year ended March 31, 2025 and the fiscal year ending March 31, 2026

The Company's basic policy is to distribute profit and dividends with consideration given to a balance between the enhancement of dividends to shareholders and internal reserves for establishing a business base, according to the earnings situation in each period.

In line with the above policy, the plan is to pay dividends from surplus for the fiscal year under review of ¥24 per share for the fiscal year-end dividend and ¥24 per share for the dividend for the next fiscal year, in light of the consolidated earnings forecast stated in "(4) Future outlook."

2. Basic rationale for selection of accounting standards

In order to make it possible to compare consolidated financial statements between periods and between companies, for the time being, the Group's policy is to prepare consolidated financial statements in accordance with Japanese standards.

Furthermore, with regard to the application of international accounting standards, the Group's approach is to respond appropriately after deliberating the situation both in Japan and overseas.

3. Consolidated financial statements and significant notes thereto

(1) Consolidated balance sheet

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	20,166	16,602
Notes and accounts receivable - trade, and contract assets	100,196	96,386
Electronically recorded monetary claims - operating	2,605	2,305
Lease receivables and investments in leases	14,032	13,821
Merchandise and finished goods	76,935	80,602
Work in process	13,587	11,699
Raw materials and supplies	35,027	31,682
Short-term loans receivable	18,425	21,061
Other	11,726	12,621
Allowance for doubtful accounts	(1,847)	(1,865)
Total current assets	290,856	284,919
Non-current assets		
Property, plant and equipment		
Buildings and structures	60,246	62,569
Accumulated depreciation	(37,483)	(39,002)
Buildings and structures, net	22,762	23,567
Machinery, equipment and vehicles	207,563	210,731
Accumulated depreciation	(109,705)	(114,201)
Machinery, equipment and vehicles, net	97,858	96,529
Tools, furniture and fixtures	21,160	21,316
Accumulated depreciation	(18,495)	(18,587)
Tools, furniture and fixtures, net	2,665	2,729
Land	21,675	21,050
Leased assets	35,409	36,446
Accumulated depreciation	(7,940)	(9,648)
Leased assets, net	27,468	26,797
Construction in progress	6,724	6,234
Total property, plant and equipment	179,155	176,908
Intangible assets		
Goodwill	19,401	11,500
Other	14,415	11,770
Total intangible assets	33,816	23,270
Investments and other assets		
Investment securities	7,961	7,491
Retirement benefit asset	1,197	1,611
Deferred tax assets	14,241	13,753
Other	4,314	4,240
Allowance for doubtful accounts	(47)	(51)
Total investments and other assets	27,667	27,044
Total non-current assets	240,639	227,224
Total assets	531,495	512,144

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	78,894	66,056
Short-term borrowings	42,766	37,779
Current portion of long-term borrowings	4,000	4,000
Lease liabilities	7,811	7,553
Accounts payable - other	10,886	7,927
Accrued expenses	27,317	29,776
Income taxes payable	2,901	1,475
Provision for bonuses	6,401	5,306
Provision for bonuses for directors (and other officers)	102	82
Provision for product warranties	4,272	3,360
Provision for loss on liquidation of subsidiaries and associates	75	–
Provision for contingent loss	–	2,294
Other interest-bearing liabilities	7,709	8,685
Other	20,233	19,322
Total current liabilities	213,374	193,619
Non-current liabilities		
Long-term borrowings	118,402	107,553
Lease liabilities	19,615	19,686
Deferred tax liabilities	3,778	3,811
Provision for product warranties	405	276
Provision for retirement benefits for directors (and other officers)	5	8
Retirement benefit liability	16,484	14,428
Other interest-bearing liabilities	40,665	44,833
Other	1,429	3,615
Total non-current liabilities	200,787	194,214
Total liabilities	414,162	387,834
Net assets		
Shareholders' equity		
Share capital	4,949	4,962
Capital surplus	34,793	34,811
Retained earnings	43,265	49,796
Treasury shares	(92)	(162)
Total shareholders' equity	82,915	89,408
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	2,705	2,290
Foreign currency translation adjustment	30,977	30,372
Remeasurements of defined benefit plans	141	1,662
Total accumulated other comprehensive income	33,824	34,325
Share acquisition rights	255	229
Non-controlling interests	337	346
Total net assets	117,333	124,309
Total liabilities and net assets	531,495	512,144

(2) Consolidated statement of income and consolidated statement of comprehensive income**Consolidated statement of income**

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	701,770	665,594
Cost of sales	522,047	505,378
Gross profit	179,722	160,216
Selling, general and administrative expenses	137,119	139,449
Operating profit	42,603	20,766
Non-operating income		
Interest income	1,443	1,679
Dividend income	104	143
Share of profit of entities accounted for using equity method	23	–
Foreign exchange gains	137	–
Other	448	671
Total non-operating income	2,158	2,494
Non-operating expenses		
Interest expenses	6,884	7,751
Share of loss of entities accounted for using equity method	–	41
Foreign exchange losses	–	242
Other	397	365
Total non-operating expenses	7,281	8,400
Ordinary profit	37,479	14,860
Extraordinary income		
Gain on sale of non-current assets	437	8,654
Gain on sale of investment securities	208	323
Total extraordinary income	645	8,977
Extraordinary losses		
Loss on disposal of non-current assets	614	222
Impairment losses	29	2,123
Loss on sale of investment securities	0	0
Loss on liquidation of subsidiaries and associates	–	2,472
Business restructuring expenses	853	773
Provision for contingent loss	–	2,294
Total extraordinary losses	1,497	7,885
Profit before income taxes	36,627	15,952
Income taxes - current	13,482	7,637
Income taxes - deferred	(4,404)	(377)
Total income taxes	9,077	7,259
Profit	27,549	8,692
Profit attributable to non-controlling interests	29	27
Profit attributable to owners of parent	27,520	8,664

Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit	27,549	8,692
Other comprehensive income		
Valuation difference on available-for-sale securities	313	(412)
Foreign currency translation adjustment	13,980	(593)
Remeasurements of defined benefit plans, net of tax	508	1,520
Share of other comprehensive income of entities accounted for using equity method	(3)	(8)
Total other comprehensive income	14,799	506
Comprehensive income	42,348	9,199
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	42,305	9,165
Comprehensive income attributable to non-controlling interests	43	34

(3) Consolidated statement 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	4,938	34,775	16,704	(2)	56,415
Changes during period					
Issuance of new shares - exercise of share acquisition rights	11	11			22
Dividends of surplus			(960)		(960)
Profit attributable to owners of parent			27,520		27,520
Purchase of treasury shares				(199)	(199)
Restricted stock compensation		7		110	117
Net changes in items other than shareholders' equity					
Total changes during period	11	18	26,560	(89)	26,500
Balance at end of period	4,949	34,793	43,265	(92)	82,915

	Accumulated other comprehensive income				Share acquisition rights	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	2,387	17,019	(367)	19,040	277	294	76,027
Changes during period							
Issuance of new shares - exercise of share acquisition rights				—			22
Dividends of surplus				—			(960)
Profit attributable to owners of parent				—			27,520
Purchase of treasury shares				—			(199)
Restricted stock compensation				—			117
Net changes in items other than shareholders' equity	317	13,957	508	14,784	(22)	43	14,805
Total changes during period	317	13,957	508	14,784	(22)	43	41,306
Balance at end of period	2,705	30,977	141	33,824	255	337	117,333

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	4,949	34,793	43,265	(92)	82,915
Changes during period					
Issuance of new shares - exercise of share acquisition rights	12	12			25
Dividends of surplus			(2,133)		(2,133)
Profit attributable to owners of parent			8,664		8,664
Purchase of treasury shares				(192)	(192)
Restricted stock compensation		4		122	127
Net changes in items other than shareholders' equity					
Total changes during period	12	17	6,531	(69)	6,492
Balance at end of period	4,962	34,811	49,796	(162)	89,408

	Accumulated other comprehensive income				Share acquisition rights	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	2,705	30,977	141	33,824	255	337	117,333
Changes during period							
Issuance of new shares - exercise of share acquisition rights				—			25
Dividends of surplus				—			(2,133)
Profit attributable to owners of parent				—			8,664
Purchase of treasury shares				—			(192)
Restricted stock compensation				—			127
Net changes in items other than shareholders' equity	(414)	(605)	1,520	500	(25)	9	483
Total changes during period	(414)	(605)	1,520	500	(25)	9	6,976
Balance at end of period	2,290	30,372	1,662	34,325	229	346	124,309

(4) Consolidated statement 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	36,627	15,952
Depreciation	29,549	33,436
Impairment losses	29	2,123
Amortization of goodwill	7,665	7,860
Increase (decrease) in allowance for doubtful accounts	328	68
Increase (decrease) in provision for bonuses	1,601	(1,096)
Increase (decrease) in provision for product warranties	(2,647)	(1,023)
Increase (decrease) in provision for contingent loss	—	2,294
Increase (decrease) in retirement benefit liability	330	(132)
Interest and dividend income	(1,547)	(1,823)
Interest expenses	6,884	7,751
Share of loss (profit) of entities accounted for using equity method	(23)	41
Loss (gain) on sale of investment securities	(208)	(323)
Loss on liquidation of subsidiaries and associates	—	2,472
Loss (gain) on sale of property, plant and equipment	172	(8,654)
Decrease (increase) in trade receivables	9,262	2,868
Decrease (increase) in investments in leases	638	114
Decrease (increase) in inventories	1,828	4,650
Increase (decrease) in trade payables	(15,295)	(11,480)
Increase (decrease) in accrued consumption taxes	3,976	812
Other, net	5,225	5,035
Subtotal	84,398	60,950
Interest and dividends received	1,503	1,879
Interest paid	(6,895)	(7,789)
Income taxes paid	(14,441)	(11,515)
Net cash provided by (used in) operating activities	64,563	43,524
Cash flows from investing activities		
Purchase of property, plant and equipment	(53,127)	(37,356)
Proceeds from sale of property, plant and equipment	1,385	9,113
Purchase of intangible assets	(1,041)	(1,069)
Purchase of investment securities	(33)	(327)
Proceeds from sale of investment securities	369	520
Payments for sale of shares of subsidiaries resulting in change in scope of consolidation	—	(1,676)
Purchase of shares of subsidiaries and associates	(433)	—
Net decrease (increase) in short-term loans receivable	(3,991)	(2,854)
Other, net	43	—
Net cash provided by (used in) investing activities	(56,828)	(33,651)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(6,989)	(5,031)
Proceeds from long-term borrowings	4,357	3,188
Repayments of long-term borrowings	(14,228)	(13,867)
Proceeds from other financial transactions	26,925	15,196
Repayments of other financial transactions	(9,195)	(8,600)
Repayments of lease liabilities	(1,691)	(2,169)
Purchase of treasury shares	(199)	(192)
Dividends paid	(960)	(2,131)
Dividends paid to non-controlling interests	—	(25)
Other, net	4	0
Net cash provided by (used in) financing activities	(1,978)	(13,633)

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Effect of exchange rate change on cash and cash equivalents	1,164	194
Net increase (decrease) in cash and cash equivalents	6,921	(3,564)
Cash and cash equivalents at beginning of period	13,245	20,166
Cash and cash equivalents at end of period	20,166	16,602

(5) Notes to consolidated financial statements**Notes on premise of going concern**

Not applicable.

Notes on changes in accounting policies*Application of Accounting Standard for Current Income Taxes*

The Company has applied the “Accounting Standard for Current Income Taxes” (Accounting Standards Board of Japan (ASBJ) Statement No. 27, October 28, 2022; the “Revised Accounting Standard of 2022”) and other relevant ASBJ regulations from the beginning of the fiscal year under review.

Revisions to categories for recording current income taxes (taxation on other comprehensive income) conform to the transitional treatment in the proviso of paragraph 20-3 of the Revised Accounting Standard of 2022 and the transitional treatment in the proviso of paragraph 65-2(2) “Guidance on Accounting Standard for Tax Effect Accounting of 2022” (ASBJ Guidance No. 28, October 28, 2022, ASBJ). This change in accounting policies has no impact on the consolidated financial statements.

In addition, for revisions related to the review of the treatment in consolidated financial statements when a gain or loss on sale arising from the sale of shares of subsidiaries, etc. among consolidated companies is deferred for tax purposes, the Company has applied the Guidance on Accounting Standard for Tax Effect Accounting of 2022 from the beginning of the fiscal year under review. The change in accounting policy has been applied retrospectively. Therefore, regarding the previous fiscal year, the new accounting policy was reflected in the consolidated financial statements. This change in accounting policy has no impact on the consolidated financial statements.

Application of the “Practical Solution on the Accounting for and Disclosure of Current Taxes Related to the Global Minimum Tax Rules.”

The Company has applied the “Practical Solution on the Accounting for and Disclosure of Current Taxes Related to the Global Minimum Tax Rules” (Practical Solution No. 46, March 22, 2024) from the beginning of the fiscal year under review. The impact on the consolidated financial statements is immaterial.

Changes in presentation*Consolidated balance sheet*

Starting from this fiscal year, “Notes and accounts payable - trade,” which had been included under “Current liabilities” in the previous fiscal year, will be displayed as “Accounts payable - trade,” because there is no notes payable - trade balance.

Notes on segment information, etc.

Segment information

1. Overview of reportable segments

The reportable segments of the Company are components of the Company for which discrete financial information is available and regularly reviewed by the Board of Directors to make decisions about allocation of managerial resources and to assess their operating results.

The Company provides goods and services through the Japan sales division and the Overseas sales division respectively. A comprehensive strategy is established in cooperation with the production division or the technical division, leading to the expansion of business activities. Therefore, the Company is comprised of segments by goods and services and by Japan and Overseas, with two reportable segments being “Japan” and “Overseas.”

“Japan” is a business conducted within Japan of the production and sales of mainly forklifts and other material handling equipment as well as maintenance parts. This also includes the sale of incidentally related merchandise and maintenance parts. “Overseas” is a business conducted outside Japan of the production and sales of mainly forklifts and other material handling equipment as well as maintenance parts. This also includes the sale of incidentally related merchandise and maintenance parts.

2. Method for calculating amounts of net sales, profit or loss, assets and other items by reportable segment

The accounting method for the operating segments that are reportable complies with the accounting policy that has been adopted in preparing the consolidated financial statements. Profit or loss of reportable segments is based on operating profit. Intersegment revenue or transfers are based on actual market price.

3. Information on the amounts of net sales, profit or loss, assets and other items by reportable segment

Fiscal year ended March 31, 2024

(1) Information on the amounts of net sales, profit or loss, assets and other items by reportable segment

(Millions of yen)

	Reportable segment			Adjustments	Amount recorded in the consolidated financial statements
	Japan	Overseas	Total		
Net sales					
Sales to external customers	190,441	511,329	701,770	—	701,770
Intersegment sales or transfers	55,761	1,908	57,669	(57,669)	—
Total	246,202	513,237	759,440	(57,669)	701,770
Segment profit	5,062	37,541	42,603	—	42,603
Segment assets	150,273	381,222	531,495	—	531,495
Other items					
Depreciation	11,102	18,447	29,549	—	29,549
Amortization of goodwill	4,000	3,664	7,665	—	7,665
Increase in property, plant and equipment and intangible assets	12,233	41,464	53,698	—	53,698

Notes: 1. Adjustments to segment net sales represent elimination of intersegment sales.

2. Total segment profit is consistent with operating profit on the consolidated statement of income.

3. The difference between segment profit and operating profit before amortization of goodwill, which the Company uses as a key management indicator, is depreciation and amortization of identifiable assets (valuation difference) and amortization of goodwill acquired on the date of business combination.

	Japan	Overseas	Total
Segment profit	5,062	37,541	42,603
Amortization of goodwill	4,000	3,664	7,665
Depreciation and amortization of valuation difference	841	1,766	2,607
Operating profit before amortization of goodwill	9,903	42,972	52,876

- (2) Information on impairment losses of non-current assets or goodwill, etc. by reportable segment

There are no material matters to report.

Fiscal year ended March 31, 2025

(1) Information on the amounts of net sales, profit or loss, assets and other items by reportable segment

(Millions of yen)

	Reportable segment			Adjustments	Amount recorded in the consolidated financial statements
	Japan	Overseas	Total		
Net sales					
Sales to external customers	196,186	469,408	665,594	—	665,594
Intersegment sales or transfers	45,213	1,105	46,319	(46,319)	—
Total	241,399	470,514	711,913	(46,319)	665,594
Segment profit	5,662	15,104	20,766	—	20,766
Segment assets	142,485	369,658	512,144	—	512,144
Other items					
Depreciation	10,683	22,753	33,436	—	33,436
Amortization of goodwill	4,000	3,860	7,860	—	7,860
Increase in property, plant and equipment and intangible assets	14,299	24,968	39,268	—	39,268

Notes: 1. Adjustments to segment net sales represent elimination of intersegment sales.
2. Total segment profit is consistent with operating profit on the consolidated statement of income.
3. The difference between segment profit and operating profit before amortization of goodwill, which the Company uses as a key management indicator, is depreciation and amortization of identifiable assets (valuation difference) and amortization of goodwill acquired on the date of business combination.

	Japan	Overseas	Total
Segment profit	5,662	15,104	20,766
Amortization of goodwill	4,000	3,860	7,860
Depreciation and amortization of valuation difference	652	1,801	2,454
Operating profit before amortization of goodwill	10,315	20,766	31,081

(2) Information on impairment losses of non-current assets or goodwill, etc. by reportable segment
(Significant impairment losses on non-current assets)

Impairment losses have been recorded in the “Japan” segment. The amount of impairment losses recorded in this fiscal year is ¥2,123 million.

(Significant changes in the amount of goodwill)

There are no material matters to report.

Per share information

(Yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net assets per share	1,094.53	1,160.02
Basic earnings per share	258.06	81.26
Diluted earnings per share	257.29	81.04

Note: The bases for calculating basic earnings per share and diluted earnings per share are as follows.

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Basic earnings per share		
Profit attributable to owners of parent (Millions of yen)	27,520	8,664
Profit not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to owners of parent pertaining to common stock (Millions of yen)	27,520	8,664
Average number of outstanding common stock during the period (Thousands of shares)	106,643	106,634
Diluted earnings per share		
Adjustment of profit attributable to owners of parent (Millions of yen)	—	—
Increase in number of shares of common stock (Thousands of shares)	320	279
[Of which, share acquisition rights (Thousands of shares)]	[320]	[279]
Overview of potential shares not included in the calculation of the diluted earnings per share because of the lack of dilution effects	—	—

Subsequent events

Not applicable.

4. Other

Supplementary Information Consolidated financial results for the fiscal year ended March 31, 2025

1. Financial highlights

(Billions of yen)

	Fiscal year ended March 31, 2024					Fiscal year ending March 31, 2025				
	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total
Net sales	166.12	177.64	177.18	180.81	701.77	165.88	162.66	172.24	164.80	665.59
Operating profit before amortization of goodwill	12.82	14.98	15.82	9.23	52.87	9.67	11.06	5.41	4.92	31.08
(Operating profit margin) (%)	7.7	8.4	8.9	5.1	7.5	5.8	6.8	3.1	3.0	4.7
Amortization of goodwill	(2.50)	(2.56)	(2.59)	(2.60)	(10.27)	(2.67)	(2.62)	(2.64)	(2.37)	(10.31)
Operating profit	10.32	12.41	13.23	6.63	42.60	7.00	8.43	2.77	2.54	20.76
(Operating profit margin) (%)	6.2	7.0	7.5	3.7	6.1	4.2	5.2	1.6	1.5	3.1
Ordinary profit	9.62	11.43	11.78	4.63	37.47	5.80	6.52	1.26	1.25	14.86
(Ordinary profit margin) (%)	5.8	6.4	6.7	2.6	5.3	3.5	4.0	0.7	0.8	2.2
Profit attributable to owners of parent	6.60	9.95	8.02	2.93	27.52	7.78	2.19	(0.23)	(1.07)	8.66
(Net profit margin) (%)	4.0	5.6	4.5	1.6	3.9	4.7	1.3	(0.1)	(0.6)	1.3

Exchange rates

(Yen)

USD	137.37	141.00	143.29	144.62		155.83	152.61	152.53	152.54	
EUR	149.47	153.39	155.29	156.80		167.83	165.92	164.79	163.72	

2. Segment information

(Billions of yen)

		Fiscal year ended March 31, 2024					Fiscal year ending March 31, 2025				
		Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total
Net sales	Japan	44.70	48.18	48.63	48.91	190.44	46.44	48.14	51.64	49.95	196.18
	Overseas	121.42	129.45	128.54	131.89	511.32	119.43	114.51	120.59	114.85	469.40
Operating profit	Japan	2.97	2.58	3.86	0.48	9.90	1.49	2.62	2.61	3.58	10.31
	Overseas	9.85	12.40	11.96	8.75	42.97	8.18	8.43	2.80	1.34	20.76

* Operating profit represents operating profit before amortization of goodwill

Net sales by region

(Billions of yen)

Region	Fiscal year ended March 31, 2024					Fiscal year ending March 31, 2025				
	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total
Japan	44.70	48.18	48.63	48.91	190.44	46.44	48.14	51.64	49.95	196.18
Americas	86.69	94.40	93.44	95.33	369.86	85.81	84.23	86.33	82.44	338.82
Europe	25.69	25.25	26.20	28.10	105.26	26.18	23.09	26.43	24.87	100.58
China & Asia	9.03	9.80	8.89	8.46	36.19	7.43	7.19	7.83	7.52	29.99
Total	166.12	177.64	177.18	180.81	701.77	165.88	162.66	172.24	164.80	665.59

3. Units sold of forklifts

(Thousands of units)

	Fiscal year ended March 31, 2024					Fiscal year ending March 31, 2025				
	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total	Q1 (Apr.- Jun.)	Q2 (Jul.- Sep.)	Q3 (Oct.- Dec.)	Q4 (Jan.- Mar.)	Total
Japan	7	7	7	7	28	6	7	7	6	27
Overseas	21	21	20	20	82	16	15	17	18	66
Total	28	29	27	27	110	22	22	24	24	92