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August 7, 2025

Consolidated Financial Results for the Three Months Ended June 30, 2025 (Under Japanese GAAP)

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 Listing: Tokyo Stock Exchange
 Securities code: 7701
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 Scheduled date to commence dividend payments: —
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for institutional investors and analysts)

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

1. Consolidated financial results for the three months ended June 30, 2025 (from April 1, 2025 to June 30, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Three months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
June 30, 2025	118,370	1.2	12,184	11.2	11,323	(17.3)	7,921	(20.7)
June 30, 2024	116,938	7.1	10,961	(17.3)	13,694	(12.5)	9,987	(10.0)

Note: Comprehensive income For the three months ended June 30, 2025: ¥7,268 million [(60.5)%]
 For the three months ended June 30, 2024: ¥18,419 million [(12.1)%]

	Basic earnings per share	Diluted earnings per share
Three months ended	Yen	Yen
June 30, 2025	27.42	—
June 30, 2024	33.89	—

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
June 30, 2025	647,299	493,549	76.2
March 31, 2025	672,177	498,066	74.1

Reference: Equity
 As of June 30, 2025: ¥493,542 million
 As of March 31, 2025: ¥498,059 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	—	26.00	—	40.00	66.00
Fiscal year ending March 31, 2026	—				
Fiscal year ending March 31, 2026 (Forecast)		26.00	—	40.00	66.00

Note: Revisions to the forecast of cash dividends most recently announced: None

* The year-end dividend for the fiscal year ended March 31, 2025 includes 4.00 yen as a commemorative dividend for the 150th founding anniversary.

3. Consolidated earnings forecast 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	515,000	(4.5)	58,000	(19.1)	58,000	(19.5)	45,000	(16.3)	155.75

Note: Revisions to the earnings forecast most recently announced: None

* For matters related to the above forecast, please refer to page 7, “(3) Consolidated Outlook” in “1. Operating Results.”

*** Notes**

(1) Significant changes in the scope of consolidation during the period: None

Newly included: – companies (–)

Excluded: – companies (–)

(2) Adoption of accounting treatment specific to the preparation of quarterly consolidated financial statements: None

(3) 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

(4) Number of issued shares (common shares)

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

As of June 30, 2025	296,070,227 shares
As of March 31, 2025	296,070,227 shares

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

As of June 30, 2025	7,149,096 shares
As of March 31, 2025	7,152,271 shares

(iii) Average number of shares outstanding during the period

Three months ended June 30, 2025	288,918,676 shares
Three months ended June 30, 2024	294,721,826 shares

* Review of the Japanese-language originals of the attached quarterly consolidated financial statements by certified public accountants or an audit firm: None

* Proper use of earnings forecasts, and other special matters

1. No changes have been made to the consolidated earnings forecast for the fiscal year ending March 31, 2026 that was announced on May 12, 2025.
2. The above forecast was calculated based on information available on the date this report was released. Actual results may vary from forecast values, due to various factors in the future. For matters related to the above forecast, please refer to page 7, “(3) Consolidated Outlook” in “1. Operating Results.”

Table of Contents**Index**

1. Operating Results.....	2
(1) Overview of Operating Results for the Period	2
(2) Overview of Financial Status for the Period	7
(3) Consolidated Outlook.....	7
2. Quarterly Consolidated Financial Statements and Notes.....	8
(1) Quarterly Consolidated Balance Sheets	8
(2) Quarterly Consolidated Statement of Income and Quarterly Consolidated Statement of Comprehensive Income.....	10
(3) Notes on Consolidated Financial Statements	12
Notes on Segment Information, Etc.	12
Notes on the Event of Significant Fluctuations in Shareholders' Capital.....	13
Notes on Going-Concern Assumptions	13
Notes on Quarterly Consolidated Statement of Cash Flows	13
3. Supplemental Information	14

1. Operating Results

(1) Overview of Operating Results for the Period

During the three months ended June 30, 2025, the global economy faced downside risks to economic growth due to the impact of U.S. tariff policies and economic sluggishness due to the stagnation of private demand in the Chinese economy, in addition to geopolitical risks, such as the escalating tensions in Ukraine and the Middle East, resulting in uncertainty about the future increasing.

Under these circumstances, in the Analytical & Measuring Instruments segment, we have worked on enhancing our efforts in active investment markets such as the pharmaceutical and clinical testing markets, as well as introducing new products that utilize AI and robotics and improve operability and enhancing solution proposal capabilities. Additionally, to mitigate the impact of U.S. tariff policies, we worked on optimizing the supply chain and establishing a development, production, and sales system based on local production for local consumption. In the Medical Systems segment, we implemented an “imaging transformation” strategy using AI and IoT technologies for image analysis in order to extend healthy life expectancies and improve the work efficiency of medical professionals. However, the segment faced challenges due to a low level of order backlogs. In the Industrial Machinery segment, sales for industrial furnaces for automotive ceramic manufacturing decreased, while sales of turbomolecular pumps for use in semiconductor manufacturing equipment increased. In the Aircraft Equipment segment, in addition to increased sales of aircraft equipment for the defense field, we also achieved growth in spare parts for airline companies.

Given the above, despite being impacted by the appreciation of the yen, Shimadzu posted net sales for the three months ended June 30, 2025 of 118,370 million yen (a year-on-year increase of 1.2%).

Operating profit of 12,184 million yen (a year-on-year increase of 11.2%) due to the increase in net sales and other factors. Ordinary profit was 11,323 million yen (a year-on-year decrease of 17.3%), and profit attributable to owners of parent was 7,921 million yen (a year-on-year decrease of 20.7%).

The results for reportable business segments were as follows.

I. Analytical & Measuring Instruments

In the Analytical & Measuring Instruments segment, mass spectrometer systems increased in the pharmaceutical and clinical testing markets within the Healthcare domain, while gas chromatograph systems saw growth in the chemical market within the Green domain. By region, there was growth in major areas such as Japan, North America, Europe, and other Asian countries.

As a result, the Analytical & Measuring Instruments segment posted net sales of 75,789 million yen (a year-on-year increase of 2.7%), and operating profit of 8,747 million yen (a year-on-year increase of 19.3%) due to the increase in net sales and other factors.

Net sales broken down by major regions are indicated below.

		Consolidated Results for Three Months of FY 2024 (millions of yen)	Consolidated Results for Three Months of FY 2025 (millions of yen)	Percent Increase/ Decrease (%)	Overview
Japan		23,167	24,084	4.0	Sales of liquid chromatograph systems increased for research and development and quality control purposes for the chemical market. Additionally, sales of mass spectrometer systems increased for the food market and universities.
Outside Japan		50,628	51,704	2.1	The overseas sales ratio was 68.2%, down 0.4 pt.
Major regions	North America	8,186	9,232	12.8	Sales of mass spectrometer systems increased for the clinical testing market aimed at chronic disease detection, where their high efficiency was valued. Sales of gas chromatograph systems also increased for the petrochemical market. There was also a contribution from the results of Zef Scientific, Inc., which became a consolidated subsidiary operating multi-vendor services*.
	Europe	9,136	9,291	1.7	Sales of gas chromatograph systems increased for the chemical market, where their compact size and high performance were valued.
	China	18,119	16,660	(8.1)	Despite a recovery in demand from the government sector and the university market driven by government economic support measures, the slow recovery of the private market has led to an overall decline in demand, including for liquid chromatograph systems.
	Other Asian countries	10,660	12,056	13.1	Sales of mass spectrometer systems increased in Southeast Asia, India, and South Korea for the government sector, universities, and the pharmaceutical and food markets.

*Comprehensive after-sales service provided by a single company for the equipment used by customers, regardless of the manufacturer

II. Medical Systems

In the Medical Systems segment, overall performance faced challenges due to a low level of order backlogs and adjustment of delivery schedules for large projects. By region, sales decreased in North America, Europe, China, and other Asian countries.

As a result, the Medical Systems segment posted net sales of 13,692 million yen (a year-on-year decrease of 11.4%), with operating loss of 759 million yen (operating profit of 77 million yen during the same period last year) due to the decrease in net sales and other factors.

Net sales broken down by major regions are indicated below.

		Consolidated Results for Three Months of FY 2024 (millions of yen)	Consolidated Results for Three Months of FY 2025 (millions of yen)	Percent Increase/ Decrease (%)	Overview
	Japan	6,994	7,043	0.7	Although sales of angiography systems and radiography systems decreased due to a low level of order backlogs, sales of real-time tumor-tracking systems for radiation therapy equipment increased.
	Outside Japan	8,462	6,648	(21.4)	The overseas sales ratio was 48.6%, down 6.1 pt.
Major regions	North America	2,365	2,306	(2.5)	Although sales of mobile X-ray systems and angiography systems grew due to the effect of new products, net sales decreased due to exchange rate effects.
	Europe	998	367	(63.2)	Sales decreased due to delays in government budget execution in Eastern Europe.
	China	886	859	(3.1)	Although sales of mobile X-ray systems and radiography systems grew due to a market recovery trend driven by equipment renewal policies, net sales decreased due to exchange rate effects.
	Other Asian countries	1,796	1,442	(19.7)	Sales of angiography systems and radiography systems decreased due to adjustment of delivery schedules for large projects.

III. Industrial Machinery

In the Industrial Machinery segment, although there was a decrease in sales of turbomolecular pumps for semiconductor manufacturing equipment in Japan and Europe, sales increased in China and, combined with an increase in services in other Asian countries, sales were up year-on-year. Sales of industrial furnaces for applications such as automotive ceramic manufacturing decreased in Japan and China, and sales of hydraulic equipment decreased due to a delayed market recovery.

As a result, the Industrial Machinery segment posted net sales of 16,833 million yen (a year-on-year decrease of 4.1%), and operating profit of 2,645 million yen (a year-on-year decrease of 0.5%) due to the decrease in net sales and other factors.

Net sales broken down by major regions are indicated below.

		Consolidated Results for Three Months of FY 2024 (millions of yen)	Consolidated Results for Three Months of FY 2025 (millions of yen)	Percent Increase/ Decrease (%)	Overview
	Japan	7,131	6,019	(15.6)	Sales of turbomolecular pumps for use in semiconductor manufacturing equipment and industrial furnaces for automotive ceramic manufacturing decreased.
	Outside Japan	10,418	10,813	3.8	The overseas sales ratio was 64.2%, up 4.8 pt.
Major regions	North America	2,005	1,857	(7.4)	Although sales of turbomolecular pumps for use in semiconductor manufacturing equipment increased, sales of hydraulic equipment decreased due to a delayed market recovery for industrial vehicles.
	Europe	1,370	1,034	(24.5)	Sales of turbomolecular pumps for use in semiconductor manufacturing equipment decreased.
	China	5,256	5,671	7.9	Although sales of industrial furnaces for automotive ceramic manufacturing decreased, sales of turbomolecular pumps for use in semiconductor manufacturing equipment increased.
	Other Asian countries	1,746	2,217	27.0	There was an increase in sales of services for turbomolecular pumps in Taiwan and South Korea and industrial furnaces for carbide tools in South Korea.

IV. Aircraft Equipment

In the Aircraft Equipment segment, sales for the defense field increased, driven by a government policy of reinforcement of defense capabilities in Japan. In the commercial aircraft equipment field, sales increased due to increased sales of equipment for commercial aircraft and spare parts for airline companies in line with the increase in air passenger demand.

As a result, the Aircraft Equipment segment posted net sales of 9,899 million yen (a year-on-year increase of 14.1%), and operating profit of 2,050 million yen (a year-on-year increase of 55.4%) due to the increase in net sales and other factors.

Net sales broken down by major regions are indicated below.

	Consolidated Results for Three Months of FY 2024 (millions of yen)	Consolidated Results for Three Months of FY 2025 (millions of yen)	Percent Increase/ Decrease (%)	Overview
Japan	6,519	7,713	18.3	In the defense field, sales of aircraft equipment increased due to a government policy of reinforcement of defense capabilities.
Outside Japan	2,155	2,186	1.4	The overseas sales ratio was 22.1%, down 2.7 pt.
Major regions North America	2,008	1,908	(5.0)	Although there was increased demand for commercial aircraft equipment and spare parts, sales decreased due to exchange rate effects.

V. Other

Other business segments posted net sales of 2,155 million yen (a year-on-year increase of 47.6%), and operating profit of 239 million yen (operating loss of 175 million yen during the same period last year).

(2) Overview of Financial Status for the Period

As of June 30, 2025, while inventories increased by 7,535 million yen and investment securities increased by 707 million yen compared to the end of the previous year, notes and accounts receivable - trade, and contract assets decreased by 24,969 million yen and cash and deposits decreased by 5,464 million yen. Consequently, total assets decreased by 24,877 million yen to 647,299 million yen. Liabilities decreased by 20,360 million yen to 153,750 million yen, reflecting decreases of 7,923 million yen in provision for bonuses and 6,184 million yen in income taxes payable. Net assets decreased by 4,517 million yen to 493,549 million yen, reflecting decreases of 3,870 million yen in retained earnings and 877 million yen in foreign currency translation adjustment.

(3) Consolidated Outlook

We leave the consolidated earnings forecast for the fiscal year ending March 31, 2026 unchanged from the full-year consolidated earnings forecast announced on May 12, 2025.

2. Quarterly Consolidated Financial Statements and Notes

(1) Quarterly Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2025	As of June 30, 2025
Assets		
Current assets		
Cash and deposits	143,414	137,950
Notes and accounts receivable - trade, and contract assets	149,127	124,157
Merchandise and finished goods	81,680	86,936
Work in process	27,568	29,115
Raw materials and supplies	34,107	34,838
Other	20,320	20,863
Allowance for doubtful accounts	(1,760)	(1,865)
Total current assets	454,457	431,996
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	55,499	54,928
Machinery, equipment and vehicles, net	10,254	11,015
Land	22,050	22,016
Leased assets, net	1,744	1,777
Construction in progress	3,181	1,984
Other, net	26,829	26,805
Total property, plant and equipment	119,559	118,528
Intangible assets		
Goodwill	7,779	7,589
Other	15,964	16,029
Total intangible assets	23,744	23,619
Investments and other assets		
Investment securities	15,182	15,890
Long-term loans receivable	233	229
Retirement benefit asset	41,177	41,540
Deferred tax assets	12,247	10,272
Other	5,623	5,270
Allowance for doubtful accounts	(49)	(49)
Total investments and other assets	74,416	73,155
Total non-current assets	217,719	215,303
Total assets	672,177	647,299

(Millions of yen)

	As of March 31, 2025	As of June 30, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	47,634	41,857
Short-term borrowings	1,368	895
Lease liabilities	3,535	3,728
Accounts payable - other	16,277	14,504
Income taxes payable	8,875	2,691
Contract liabilities	46,206	44,709
Provision for bonuses	14,044	6,121
Provision for bonuses for directors (and other officers)	378	108
Provision for share awards	35	100
Provision for recall	1,243	1,160
Other	11,689	15,400
Total current liabilities	151,288	131,278
Non-current liabilities		
Long-term borrowings	4	—
Lease liabilities	6,840	6,445
Provision for retirement benefits for directors (and other officers)	131	123
Retirement benefit liability	13,509	13,764
Provision for share awards	70	—
Other	2,263	2,138
Total non-current liabilities	22,821	22,472
Total liabilities	174,110	153,750
Net assets		
Shareholders' equity		
Share capital	26,648	26,648
Capital surplus	34,910	34,910
Retained earnings	411,717	407,847
Treasury shares	(26,113)	(26,107)
Total shareholders' equity	447,163	443,299
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	5,158	5,706
Foreign currency translation adjustment	28,055	27,178
Remeasurements of defined benefit plans	17,681	17,357
Total accumulated other comprehensive income	50,895	50,242
Non-controlling interests	7	7
Total net assets	498,066	493,549
Total liabilities and net assets	672,177	647,299

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

Quarterly Consolidated Statement of Income

(Millions of yen)

	Three months ended June 30, 2024	Three months ended June 30, 2025
Net sales	116,938	118,370
Cost of sales	66,856	65,116
Gross profit	50,082	53,253
Selling, general and administrative expenses	39,120	41,069
Operating profit	10,961	12,184
Non-operating income		
Interest income	319	339
Dividend income	207	176
Foreign exchange gains	2,358	–
Insurance claim income	23	26
Subsidy income	7	40
Other	178	230
Total non-operating income	3,095	813
Non-operating expenses		
Interest expenses	73	65
Foreign exchange losses	–	1,256
Other	288	353
Total non-operating expenses	362	1,674
Ordinary profit	13,694	11,323
Extraordinary income		
Gain on sale of non-current assets	267	6
Gain on change in equity	47	–
Total extraordinary income	315	6
Extraordinary losses		
Loss on disposal of non-current assets	88	36
Loss on valuation of investment securities	2	–
Total extraordinary losses	90	36
Profit before income taxes	13,918	11,293
Income taxes - current	2,208	1,432
Income taxes - deferred	1,722	1,940
Total income taxes	3,931	3,372
Profit	9,987	7,921
Loss attributable to non-controlling interests	(0)	(0)
Profit attributable to owners of parent	9,987	7,921

Quarterly Consolidated Statement of Comprehensive Income

(Millions of yen)

	Three months ended June 30, 2024	Three months ended June 30, 2025
Profit	9,987	7,921
Other comprehensive income		
Valuation difference on available-for-sale securities	(194)	547
Foreign currency translation adjustment	9,019	(877)
Remeasurements of defined benefit plans, net of tax	(393)	(323)
Total other comprehensive income	8,431	(652)
Comprehensive income	18,419	7,268
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	18,419	7,268
Comprehensive income attributable to non-controlling interests	(0)	(0)

(3) Notes on Consolidated Financial Statements**Notes on Segment Information, Etc.**

1) Segment Information

I From April 1 to June 30 of fiscal year ended March 31, 2025

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

(Millions of yen)

	Reportable segment					Other (Note 1)	Total	Adjust- ments (Note 2)	Amounts reported on the quarterly statements of income (Note 3)
	Analytical & Measuring Instruments	Medical Systems	Industrial Machinery	Aircraft Equipment	Total				
Net sales									
Sales to customers	73,795	15,457	17,549	8,675	115,478	1,460	116,938	—	116,938
Inter-segment sales	10	4	10	9	34	568	602	(602)	—
Total	73,805	15,461	17,559	8,684	115,512	2,028	117,540	(602)	116,938
Operating profit (loss)	7,334	77	2,659	1,319	11,391	(175)	11,215	(254)	10,961

- Notes: 1. The “Other” category is a business segment that is not included in the reportable segments. It includes businesses such as real estate rental, real estate management, and construction flooring.
2. An adjustment to segment operating profit (loss) of (254) million yen consists primarily of testing and research expenses of (253) million yen that are not allocated to the reportable segments.
3. Segment operating profit (loss) is reconciled to operating profit in the quarterly consolidated statement of income.

II From April 1 to June 30 of fiscal year ending March 31, 2026

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

(Millions of yen)

	Reportable segment					Other (Note 1)	Total	Adjust- ments (Note 2)	Amounts reported on the quarterly statements of income (Note 3)
	Analytical & Measuring Instruments	Medical Systems	Industrial Machinery	Aircraft Equipment	Total				
Net sales									
Sales to customers	75,789	13,692	16,833	9,899	116,215	2,155	118,370	—	118,370
Inter-segment sales	7	6	6	6	27	561	588	(588)	—
Total	75,797	13,698	16,840	9,906	116,242	2,717	118,959	(588)	118,370
Operating profit (loss)	8,747	(759)	2,645	2,050	12,685	239	12,924	(740)	12,184

- Notes: 1. The “Other” category is a business segment that is not included in the reportable segments. It includes businesses such as real estate rental, real estate management, and construction flooring.
2. An adjustment to segment operating profit (loss) of (740) million yen consists primarily of testing and research expenses and core system-related expenses of (740) million yen that are not allocated to the reportable segments.
3. Segment operating profit (loss) is reconciled to operating profit in the quarterly consolidated statement of income.

2) Related Information

Information on the Amount of Net Sales by Geographical Segment

From April 1 to June 30 of fiscal year ended March 31, 2025

						(Millions of yen)
Japan	The Americas	Europe	China	Other Asian countries	Other	Total
45,272	17,467	11,544	24,320	14,248	4,084	116,938

From April 1 to June 30 of fiscal year ending March 31, 2026

						(Millions of yen)
Japan	The Americas	Europe	China	Other Asian countries	Other	Total
47,015	18,000	10,884	23,236	15,751	3,482	118,370

Note: Main countries and regions included in the geographical segments other than Japan

The Americas: U.S.A.

Europe: U.K., Germany

China: China

Other Asian countries: India, Southeast Asia, South Korea, Taiwan

Other: Australia, Middle East, Africa

Notes on the Event of Significant Fluctuations in Shareholders' Capital

Not applicable.

Notes on Going-Concern Assumptions

Not applicable.

Notes on Quarterly Consolidated Statement of Cash Flows

The Company has not prepared a quarterly consolidated statement of cash flows for the three months ended June 30, 2025. Amounts of depreciation (including amortization of intangible assets excluding goodwill) and amortization of goodwill are as follows.

			(Millions of yen)
	Three months ended June 30, 2024	Three months ended June 30, 2025	
Depreciation	4,834	5,015	
Amortization of goodwill	156	212	

3. Supplemental Information

Overview of Financial Results for the First Three Months of the Fiscal Year Ending March 2026

Row No.			Consolidated Results for First Three Months of FY 2024	Consolidated Results for First Three Months of FY 2025	Year on Year		FY 2024	FY 2025
			Results	Results	Increase/Decrease	Percent Increase/Decrease	Results	Forecast
1	Net sales	millions of yen	116,938	118,370	1,432	1.2%	539,047	515,000
2	Net Sales (Analytical & Measuring Instruments)	millions of yen	73,795	75,789	1,994	2.7%	347,915	—
3	Net Sales (Medical Systems)	millions of yen	15,457	13,692	(1,765)	(11.4)%	72,567	—
4	Net Sales (Industrial Machinery)	millions of yen	17,549	16,833	(715)	(4.1)%	72,335	—
5	Net Sales (Aircraft Equipment)	millions of yen	8,675	9,899	1,224	14.1%	38,662	—
6	Net Sales (Other)	millions of yen	1,460	2,155	694	47.6%	7,566	—
7	Net Sales by Region (Japan)	millions of yen	45,272	47,015	1,743	3.9%	234,565	—
8	Net Sales by Region (Outside Japan)	millions of yen	71,666	71,355	(311)	(0.4)%	304,482	—
9	Net Sales (The Americas)	millions of yen	17,467	18,000	532	3.1%	78,555	—
10	Net Sales (Europe)	millions of yen	11,544	10,884	(660)	(5.7)%	49,560	—
11	Net Sales (China)	millions of yen	24,320	23,236	(1,084)	(4.5)%	91,352	—
12	Net Sales (Other Asian Countries)	millions of yen	14,248	15,751	1,503	10.6%	64,975	—
13	Net Sales (Other)	millions of yen	4,084	3,482	(602)	(14.7)%	20,037	—
14	Operating Profit	millions of yen	10,961	12,184	1,222	11.2%	71,720	58,000
15	Ordinary Profit	millions of yen	13,694	11,323	(2,371)	(17.3)%	72,018	58,000
16	Profit Attributable to Owners of Parent	millions of yen	9,987	7,921	(2,066)	(20.7)%	53,776	45,000
17	Earnings per Share (FY 2025 Q1)	Yen	33.89	27.42	—	—	183.55	155.75
18	Dividend per Share	Yen	—	—	—	—	66.00	66.00
19	Capital Equipment Investment	millions of yen	4,186	5,360	1,173	28.0%	22,949	25,000
20	Depreciation and Amortization	millions of yen	4,834	5,015	181	3.7%	19,895	20,000
21	Total Assets	millions of yen	664,886	647,299	(17,587)	(2.6)%	672,177	—
22	Net Assets	millions of yen	499,934	493,549	(6,384)	(1.3)%	498,066	—
23	Equity Ratio	%	75.2	76.2	—	—	74.1	—
24	Number of All Group Employees	Employees	14,616	14,753	137	—	14,481	—
25	Number of Consolidated Subsidiaries	Companies	81	78	—	—	81	—
26	Japan	Companies	23	21	—	—	23	—
27	Outside Japan	Companies	58	57	—	—	58	—