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May 8, 2025

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

Company name: TSUBAKIMOTO KOGYO CO., LTD.
 Listing: Tokyo Stock Exchange
 Securities code: 8052
 URL: <https://www.tsubaki.co.jp>
 Representative: Masashi Koda, President & COO
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 Telephone: +81-6-4795-8832
 Scheduled date of annual general meeting of shareholders: June 27, 2025
 Scheduled date to commence dividend payments: June 30, 2025
 Scheduled date to file annual securities report: June 26, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes

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

1. Consolidated financial results for the fiscal 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	%
Fiscal year ended								
March 31, 2025	124,323	9.5	6,021	15.1	6,513	16.8	4,691	17.3
March 31, 2024	113,503	5.1	5,233	2.6	5,577	2.6	4,000	9.1

Note: Comprehensive income For the fiscal year ended March 31, 2025: ¥5,641 million [(23.5) %]
 For the fiscal year ended March 31, 2024: ¥7,374 million [75.0 %]

	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	252.03	—	11.2	6.7	4.8
March 31, 2024	212.90	—	10.8	6.2	4.6

Reference: Share of profit (loss) of entities accounted for using equity method
 For the fiscal year ended March 31, 2025: ¥20 million
 For the fiscal year ended March 31, 2024: ¥(7) million

Note: The Company conducted a 3-for-1 share split on April 1, 2024. “Basic earnings per share” is calculated on the assumption that the share split had been conducted at the beginning of the previous fiscal year.

(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	100,672	44,017	43.4	2,382.17
March 31, 2024	94,756	40,377	42.4	2,135.89

Reference: Equity
 As of March 31, 2025: ¥43,736 million
 As of March 31, 2024: ¥40,134 million

Note: The Company conducted a 3-for-1 share split on April 1, 2024. “Net assets per share” is calculated on the assumption that the share split had been conducted at the beginning of the previous fiscal year.

(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	3,592	461	(2,051)	28,953
March 31, 2024	5,015	(69)	(1,077)	26,855

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	—	40.00	—	140.00	180.00	1,143	28.2	3.0
Fiscal year ended March 31, 2025	—	15.00	—	65.00	80.00	1,495	31.7	3.5
Fiscal year ending March 31, 2026 (Forecast)	—	20.00	—	60.00	80.00		30.7	

- Notes: 1. The Company conducted a 3-for-1 share split on April 1, 2024. For the fiscal years ended March 31, 2024, the actual dividend amount before the share split is stated.
2. The year-end dividend for the fiscal year ended March 31, 2024 includes a commemorative dividend of 10 yen.
3. The total amount of dividends for the fiscal year ended March 31, 2024 includes dividends of 16 million yen to the Company's shares held by the board benefit trust for Directors, etc.
4. The year-end dividend for the fiscal year ended March 31, 2025 includes a special dividend of 10 yen.
5. The total amount of dividends for the fiscal year ended March 31, 2025 includes dividends of 20 million yen to the Company's shares held by the board benefit trust for Directors, etc.

3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(Percentages indicate changes from the previous corresponding period.)

	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
First half	62,500	10.4	3,170	23.5	3,450	23.4	2,420	28.1	130.00
Full year	125,000	0.5	6,350	5.5	6,900	5.9	4,850	3.4	260.54

* **Notes**

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

Newly included: None

Excluded: None

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

(i) Changes in accounting policies due to revisions of accounting standards and other regulations: None

(ii) Changes in accounting policies other than those in (i) above: None

(iii) Changes in accounting estimates: None

(iv) Restatements: None

(3) Number of issued shares (common shares)

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

As of March 31, 2025	19,493,907 shares
As of March 31, 2024	19,493,907 shares

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

As of March 31, 2025	1,133,768 shares
As of March 31, 2024	703,446 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	18,614,956 shares
Fiscal year ended March 31, 2024	18,791,512 shares

Notes: 1. The Company conducted a 3-for-1 share split on April 1, 2024. "Total number of issued shares at the end of the period", "Number of treasury shares at the end of the period" and "Average number of shares outstanding during the period" are calculated on the assumption that the share split was conducted at the beginning of the previous fiscal year.

2. The Company has introduced the Board Benefit Trust for Directors, etc., and the Company's shares held by the said trust are included in the treasury shares to be deducted in calculating the number of treasury shares at the end of the period and the average number of shares outstanding during the period.

[Reference] Overview of non-consolidated financial results

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

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	117,575	12.2	4,081	19.9	5,739	15.8	4,567	15.0
March 31, 2024	104,761	3.1	3,404	2.9	4,956	9.4	3,970	17.7

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
March 31, 2025	245.36	—
March 31, 2024	211.29	—

Note: The Company conducted a 3-for-1 share split on April 1, 2024. "Basic earnings per share" is calculated on the assumption that the share split had been conducted at the beginning of the previous fiscal year.

(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	98,006	40,004	40.8	2,178.86
March 31, 2024	92,707	36,660	39.5	1,950.99

Reference: Equity

As of March 31, 2025: ¥40,004 million

As of March 31, 2024: ¥36,660 million

Note: The Company conducted a 3-for-1 share split on April 1, 2024. "Net assets per share" is calculated on the assumption that the share split had been conducted at the beginning of the previous fiscal year.

2. Non-consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(Percentages indicate changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	
First half	59,500	8.5	2,120	25.6	3,550	17.1	2,900	20.8	155.79
Full year	119,000	1.2	4,250	4.1	6,000	4.5	4,700	2.9	252.49

* These consolidated financial results are not subject to audits by certified public accountants or audit corporations.

* Proper use of earnings forecasts, and other special matters

Forecasts stated herein are based on the currently available information and the Company's assumptions that were judged to be valid as of the announcement date hereof, and are not intended to be a promise by the Company to achieve these forecasts. Therefore, actual results may differ for various factors.

Consolidated Financial Statements

(1) Consolidated Balance Sheet

(Millions of Yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	26,855	28,953
Notes and accounts receivable - trade, and contract assets	30,167	32,045
Electronically recorded monetary claims - operating	12,952	13,119
Merchandise and finished goods	2,666	2,368
Work in process	954	1,120
Other	2,868	3,658
Allowance for doubtful accounts	(186)	(182)
Total current assets	<u>76,279</u>	<u>81,082</u>
Non-current assets		
Property, plant and equipment		
Buildings	1,322	1,464
Accumulated depreciation	(451)	(488)
Buildings, net	<u>871</u>	<u>975</u>
Machinery, equipment and vehicles	575	569
Accumulated depreciation	(407)	(421)
Machinery, equipment and vehicles, net	<u>168</u>	<u>148</u>
Tools, furniture and fixtures	563	730
Accumulated depreciation	(385)	(408)
Tools, furniture and fixtures, net	<u>177</u>	<u>322</u>
Land	945	931
Leased assets	136	189
Accumulated depreciation	(82)	(112)
Leased assets, net	<u>53</u>	<u>76</u>
Construction in progress	67	—
Total property, plant and equipment	<u>2,284</u>	<u>2,454</u>
Intangible assets	421	429
Investments and other assets		
Investment securities	14,633	15,459
Deferred tax assets	12	28
Retirement benefit asset	16	16
Other	1,310	1,423
Allowance for doubtful accounts	(202)	(221)
Total investments and other assets	<u>15,771</u>	<u>16,706</u>
Total non-current assets	<u>18,477</u>	<u>19,590</u>
Total assets	<u>94,756</u>	<u>100,672</u>

(Millions of Yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	20,954	22,114
Electronically recorded obligations - operating	21,688	19,693
Income taxes payable	749	1,424
Advances received	5,331	7,399
Provision for bonuses for directors (and other officers)	14	15
Provision for loss on construction contracts	20	20
Other	1,321	1,349
Total current liabilities	50,080	52,016
Non-current liabilities		
Provision for share awards for directors (and other officers)	176	205
Retirement benefit liability	1,860	1,842
Long-term accounts payable - other	211	199
Deferred tax liabilities	1,802	2,139
Other	248	251
Total non-current liabilities	4,298	4,639
Total liabilities	54,379	56,655
Net assets		
Shareholders' equity		
Share capital	2,945	2,945
Capital surplus	1,944	1,944
Retained earnings	29,172	32,688
Treasury shares	(622)	(1,444)
Total shareholders' equity	33,439	36,134
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	6,580	7,323
Deferred gains or losses on hedges	(67)	1
Foreign currency translation adjustment	197	286
Remeasurements of defined benefit plans	(15)	(8)
Total accumulated other comprehensive income	6,694	7,602
Non-controlling interests	243	280
Total net assets	40,377	44,017
Total liabilities and net assets	94,756	100,672

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

(Millions of Yen)

	Year ended March 31, 2024	Year ended March 31, 2025
Net sales	113,503	124,323
Cost of sales	96,007	105,216
Gross profit	17,495	19,107
Selling, general and administrative expenses	12,262	13,086
Operating profit	5,233	6,021
Non-operating income		
Interest income	9	20
Dividend income	367	471
Share of profit of entities accounted for using equity method	—	20
Other	40	43
Total non-operating income	417	556
Non-operating expenses		
Interest expenses	8	15
Share of loss of entities accounted for using equity method	7	—
Foreign exchange losses	15	27
Commission expenses	25	6
Guarantee commission	8	12
Other	8	1
Total non-operating expenses	73	64
Ordinary profit	5,577	6,513
Extraordinary income		
Gain on sale of non-current assets	—	6
Gain on sale of investment securities	315	622
Total extraordinary income	315	629
Extraordinary losses		
Loss on sale and retirement of non-current assets	9	14
Loss on valuation of membership etc,	—	2
Office renovation expenses	121	241
Total extraordinary losses	131	258
Profit before income taxes	5,761	6,884
Income taxes - current	1,771	2,233
Income taxes - deferred	(22)	(52)
Total income taxes	1,749	2,180
Profit	4,011	4,703
Profit (loss) attributable to non-controlling interests	11	12
Profit attributable to owners of parent	4,000	4,691

Consolidated Statement of Comprehensive Income

(Millions of Yen)

	Year ended March 31, 2024	Year ended March 31, 2025
Profit	4,011	4,703
Other comprehensive income		
Valuation difference on available-for-sale securities	3,348	743
Deferred gains or losses on hedges	(67)	68
Foreign currency translation adjustment	55	99
Remeasurements of defined benefit plans, net of tax	7	7
Share of other comprehensive income of entities accounted for using equity method	18	19
Total other comprehensive income	<u>3,363</u>	<u>937</u>
Comprehensive income	<u>7,374</u>	<u>5,641</u>
Comprehensive income attributable to:		
Owners of parent	7,344	5,599
Non-controlling interests	29	41

(3) Consolidated Statement of Changes in Equity
Previous consolidated fiscal year (from April 1, 2023 to March 31, 2024)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	2,945	1,867	26,184	(542)	30,455
Changes during period					
Dividends of surplus			(1,013)		(1,013)
Profit attributable to owners of parent			4,000		4,000
Purchase of treasury shares				(145)	(145)
Disposal of treasury shares		76		64	141
Net changes in items other than shareholders' equity					
Total changes during period	—	76	2,987	(80)	2,983
Balance at end of period	2,945	1,944	29,172	(622)	33,439

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	3,231	(0)	142	(22)	3,350	233	34,039
Changes during period							
Dividends of surplus							(1,013)
Profit attributable to owners of parent							4,000
Purchase of treasury shares							(145)
Disposal of treasury shares							141
Net changes in items other than shareholders' equity	3,348	(67)	55	7	3,344	9	3,353
Total changes during period	3,348	(67)	55	7	3,344	9	6,337
Balance at end of period	6,580	(67)	197	(15)	6,694	243	40,377

Current consolidated fiscal year (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	2,945	1,944	29,172	(622)	33,439
Changes during period					
Dividends of surplus			(1,175)		(1,175)
Profit attributable to owners of parent			4,691		4,691
Purchase of treasury shares				(845)	(845)
Disposal of treasury shares				24	24
Net changes in items other than shareholders' equity					
Total changes during period	—	—	3,515	(821)	2,694
Balance at end of period	2,945	1,944	32,688	(1,444)	36,134

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	6,580	(67)	197	(15)	6,694	243	40,377
Changes during period							
Dividends of surplus							(1,175)
Profit attributable to owners of parent							4,691
Purchase of treasury shares							(845)
Disposal of treasury shares							24
Net changes in items other than shareholders' equity	743	68	88	7	907	37	944
Total changes during period	743	68	88	7	907	37	3,639
Balance at end of period	7,323	1	286	(8)	7,602	280	44,017

(4) Consolidated Statement of Cash Flows

(Millions of Yen)

	Year ended March 31, 2024	Year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	5,761	6,884
Depreciation	242	310
Increase (decrease) in provisions	84	60
Interest and dividend income	(376)	(492)
Interest expenses	8	15
Share of loss (profit) of entities accounted for using equity method	7	(20)
Loss (gain) on sale of securities	(315)	(622)
Loss (gain) on sale and retirement of non-current assets	9	7
Loss on valuation of membership etc,	—	2
Decrease (increase) in trade receivables	(2,138)	(1,993)
Decrease (increase) in inventories	539	134
Increase (decrease) in trade payables	1,028	(910)
Decrease (increase) in advance payments to suppliers	(500)	(212)
Increase (decrease) in advances received	1,064	2,008
Increase (decrease) in accrued consumption taxes	870	(417)
Increase (decrease) in retirement benefit liability	55	(17)
Decrease (increase) in other assets	8	(41)
Increase (decrease) in other liabilities	255	(36)
Other, net	1	29
Subtotal	<u>6,605</u>	<u>4,686</u>
Interest and dividends received	376	492
Interest paid	(3)	(10)
Income taxes paid	(1,976)	(1,575)
Dividends received from entities accounted for using equity method	13	—
Net cash provided by (used in) operating activities	<u>5,015</u>	<u>3,592</u>
Cash flows from investing activities		
Purchase of non-current assets	(500)	(409)
Proceeds from sale of non-current assets	—	26
Proceeds from sale of investment securities	461	957
Net decrease (increase) in short-term loans receivable	(9)	53
Long-term loan advances	(4)	(113)
Proceeds from collection of long-term loans receivable	2	2
Other, net	(20)	(56)
Net cash provided by (used in) investing activities	<u>(69)</u>	<u>461</u>
Cash flows from financing activities		
Purchase of treasury shares	(145)	(845)
Proceeds from disposal of treasury shares	141	11
Repayments of lease obligations	(40)	(36)
Dividends paid	(1,013)	(1,175)
Dividends paid to non-controlling interests	(20)	(4)
Net cash provided by (used in) financing activities	<u>(1,077)</u>	<u>(2,051)</u>
Effect of exchange rate change on cash and cash equivalents	59	94
Net increase (decrease) in cash and cash equivalents	<u>3,927</u>	<u>2,097</u>
Cash and cash equivalents at beginning of period	<u>22,927</u>	<u>26,855</u>
Cash and cash equivalents at end of period	<u>26,855</u>	<u>28,953</u>

(Segment Information, etc.)

a. Segment information

1 Summary of reportable segments

The reportable segments of the Group are the constituent units of the Group for which separate financial information is available and which are subject to periodic review by the Board of Directors to determine the allocation of management resources and evaluate performance.

The Company mainly sells automation, labor-saving and environmentally friendly products such as machine parts and transport equipment. The Group, including affiliated companies, is divided into three areas (districts) in Japan and overseas, and a comprehensive strategy for each region is formulated with respect to products handled. As for overseas, the Group has positioned as a strategic development business, and a comprehensive strategy for fields such as materials business and new product development is formulated and business activities conducted.

Accordingly, the Group consists of domestic and regional segment based on the sales structure and development strategy business segment and has four reportable segments: "Eastern Japan Headquarters," "Western Japan Headquarters," "Central Japan Headquarters," and "Strategic Business Development Center."

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

The accounting methods applied for reportable business segments are generally the same as those described in "Basis of Preparing the Consolidated Financial Statements."

Reportable segment profit is based on operating profit. Inter-segment sales and transfers are based on prevailing market prices.

3 Information on sales, profit or loss, assets and other items by reportable segment

Previous consolidated fiscal year (From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Reportable segment				Total
	Eastern Japan Headquarters	Western Japan Headquarters	Central Japan Headquarters	Strategic Business Development Center	
Net sales					
Goods or services transferred at a point in time	32,161	27,367	14,480	20,086	94,096
Goods or services transferred over time	7,705	9,480	1,611	609	19,406
Revenue from contracts with customers	39,866	36,847	16,091	20,696	113,503
Sales to external customers	39,866	36,847	16,091	20,696	113,503
Inter-segment sales or transfers	343	1,279	333	1,274	3,230
Total	40,210	38,127	16,424	21,971	116,734
Segment profit	2,213	2,818	930	798	6,760
Segment assets	17,512	20,619	7,450	8,370	53,953
Other items					
Depreciation expense	5	5	5	71	87
Increase in tangible and intangible fixed assets	25	1	0	32	60

(Notes)1. Main sales areas and subsidiaries in each segment are as follows.

In the case of deliveries outside the sales area at the request of the customer, the results are recorded in the segment to which the division in charge belongs.

Segment	Main sales areas and subsidiaries
Eastern Japan Headquarters	Hokkaido, Tohoku, Koshinetsu, Kanto regions and 6 subsidiaries located in the same regions
Western Japan Headquarters	Hokuriku, Kansai, Chugoku, Shikoku, Kyushu regions and 5 subsidiaries located in the same regions
Central Japan Headquarters	Tokai region and 1 subsidiary located in the same region
Strategic Business Development Center	All over Japan, overseas and 7 overseas subsidiaries

2. Major products in each segment are as follows.

Segment	Category	Major product name
Eastern Japan Headquarters	Power Transmission	Various drive parts such as reducer/accelerator, various transport parts such as conveyor chains, control equipment, various sensors, electronic equipment, and other transmission equipment
Western Japan Headquarters	Facility and equipment	Clean energy-related equipment, pharmaceutical-related equipment, chemical machinery equipment, water treatment equipment, food machinery, other environmental equipment, machine tools, industrial robots, various conveyors, various automation equipment, three-dimensional warehouses and automatic sorting equipment, and FA systems including various transportation equipment
Central Japan Headquarters		
Strategic Business Development Center	Industrial materials and new product	Various non-woven fabrics and processed products thereof, various synthetic resin molding machines and molded products, and functional materials Sensor, Industrial camera and lens, Image processing system

Current consolidated fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segment				Total
	Eastern Japan Headquarters	Western Japan Headquarters	Central Japan Headquarters	Strategic Business Development Center	
Net sales					
Goods or services transferred at a point in time	35,220	27,045	15,682	17,236	95,184
Goods or services transferred over time	9,406	17,517	2,218	(3)	29,139
Revenue from contracts with customers	44,627	44,562	17,900	17,233	124,323
Sales to external customers	44,627	44,562	17,900	17,233	124,323
Inter-segment sales or transfers	249	1,534	394	1,204	3,382
Total	44,876	46,097	18,294	18,438	127,706
Segment profit	3,227	2,952	1,122	547	7,850
Segment assets	19,302	19,647	6,881	8,080	53,911
Other items					
Depreciation expense	20	18	5	75	120
Increase in tangible and intangible fixed assets	12	10	11	138	172

(Notes)1. Main sales areas and subsidiaries in each segment are as follows.

In the case of deliveries outside the sales area at the request of the customer, the results are recorded in the segment to which the division in charge belongs.

Segment	Main sales areas and subsidiaries
Eastern Japan Headquarters	Hokkaido, Tohoku, Koshinetsu, Kanto regions and 6 subsidiaries located in the same regions
Western Japan Headquarters	Hokuriku, Kansai, Chugoku, Shikoku, Kyushu regions and 5 subsidiaries located in the same regions
Central Japan Headquarters	Tokai region and 1 subsidiary located in the same region
Strategic Business Development Center	All over Japan, overseas and 7 overseas subsidiaries

2. Major products in each segment are as follows.

Segment	Category	Major product name
Eastern Japan Headquarters	Power Transmission	Various drive parts such as reducer/accelerator, various transport parts such as conveyor chains, control equipment, various sensors, electronic equipment, and other transmission equipment
Western Japan Headquarters Central Japan Headquarters	Facility and equipment	Clean energy-related equipment, pharmaceutical-related equipment, chemical machinery equipment, water treatment equipment, food machinery, other environmental equipment, machine tools, industrial robots, various conveyors, various automation equipment, three-dimensional warehouses and automatic sorting equipment, and FA systems including various transportation equipment
Strategic Business Development Center	Industrial materials and new product	Various non-woven fabrics and processed products thereof, various synthetic resin molding machines and molded products, and functional materials Sensor, Industrial camera and lens, Image processing system

4 Differences between the total amount of reportable segments and the amount recorded in the consolidated financial statements, and major breakdown of such differences (matters related to adjustment of differences)

(Millions of yen)

Net sales	Previous fiscal year	Current fiscal year
Total reportable segments	116,734	127,706
Elimination of inter-segment transactions	(3,230)	(3,382)
Net sales in consolidated financial statements	113,503	124,323

(Millions of yen)

Profit	Previous fiscal year	Current fiscal year
Total reportable segments	6,760	7,850
Elimination of inter-segment transactions	(0)	(3)
Corporate expenses (Note)	(1,526)	(1,825)
Operating profit in consolidated financial statements	5,233	6,021

(Note) Corporate expenses are mainly general and administrative expenses not attributable to reportable segments.

(Millions of yen)

Assets	Previous fiscal year	Current fiscal year
Total reportable segments	53,953	53,911
Elimination of inter-segment transactions	(874)	(636)
Corporate assets (Note)	41,677	47,397
Total assets in consolidated financial statements	94,756	100,672

(Note) Corporate assets are mainly investment securities, office equipment, etc. not attributable to reportable segments.

(Millions of yen)

Other items	Total reportable segments		Adjustment (Note)		Amount recorded in consolidated financial statements	
	Previous consolidated fiscal year	Current consolidated fiscal year	Previous consolidated fiscal year	Current consolidated fiscal year	Previous consolidated fiscal year	Current consolidated fiscal year
Depreciation expense	87	120	154	190	242	310
Increase in tangible and intangible fixed assets	60	172	413	469	473	641

(Note) Adjustments for increases in tangible and intangible fixed assets are mainly capital investments in software and office renovation.

b. Related Information

Previous consolidated fiscal year (From April 1, 2023 to March 31, 2024)

1 Information by product and service

(Millions of yen)

	Power Transmission Business	Facility & Equipment Business	Industrial Materials Business	Total
Sales to external customers	55,942	45,805	11,755	113,503

2 Information by region

(1) Sales

(Millions of yen)

Japan	Asia		Others	Total
		China		
100,339	10,537	5,929	2,626	113,503

(Note) Sales are classified by country or region based on the location of the customer.

(2) Tangible fixed assets

As the amount of tangible fixed assets located in Japan exceeds 90% of the amount of tangible fixed assets in the consolidated balance sheet, descriptions are omitted.

3 Information by major customer

Not applicable, as there are no sales to external customers that account for 10% or more of sales in the consolidated statement of income.

Current consolidated fiscal year (From April 1, 2024 to March 31, 2025)

1 Information by product and service

(Millions of yen)

	Power Transmission Business	Facility & Equipment Business	Industrial Materials Business	Total
Sales to external customers	57,368	56,854	10,101	124,323

2 Information by region

(1) Sales

(Millions of yen)

Japan	Asia		Others	Total
		China		
108,830	13,170	9,077	2,322	124,323

(Note) Sales are classified by country or region based on the location of the customer.

(2) Tangible fixed assets

As the amount of tangible fixed assets located in Japan exceeds 90% of the amount of tangible fixed assets in the consolidated balance sheet, descriptions are omitted.

3 Information by major customer

Not applicable, as there are no sales to external customers that account for 10% or more of sales in the consolidated statement of income.

c. Information concerning impairment losses on non-current assets by reportable segment
Not applicable.

d. Information concerning amortization of goodwill and unamortized balance by reportable segment
Not applicable.

e. Information concerning gain on bargain purchase by reportable segment
Not applicable.