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May 11, 2026

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

Company name: TOKYO KEIKI INC.  
 Listing: Tokyo Stock Exchange  
 Securities code: 7721  
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 Scheduled date of annual general meeting of shareholders: June 26, 2026  
 Scheduled date to commence dividend payments: June 29, 2026  
 Scheduled date to file annual securities report: June 29, 2026  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: Yes/ (live streaming for institutional investors and analysts )

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

### 1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
<b>March 31, 2026</b>	61,186	6.1	5,362	10.4	5,492	9.8	4,005	5.5
<b>March 31, 2025</b>	57,650	22.2	4,856	75.4	5,001	67.2	3,797	66.8

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥5,730 million [37.7%]  
 For the fiscal year ended March 31, 2025: ¥4,161 million [(5.8)%]

Fiscal year ended	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
	Yen	Yen	%	%	%
<b>March 31, 2026</b>	243.75	—	9.3	6.8	8.8
<b>March 31, 2025</b>	231.15	—	9.8	7.0	8.4

Reference: Share of profit (loss) of entities accounted for using equity method  
 For the fiscal year ended March 31, 2026: ¥23 million  
 For the fiscal year ended March 31, 2025: ¥39 million

#### (2) Consolidated financial position

As of	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
<b>March 31, 2026</b>	84,781	46,155	53.7	2,770.05
<b>March 31, 2025</b>	76,497	41,007	52.8	2,460.11

Reference: Equity  
 As of March 31, 2026: ¥45,520 million  
 As of March 31, 2025: ¥40,418 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
<b>March 31, 2026</b>	(160)	(5,153)	1,708	3,954
<b>March 31, 2025</b>	(455)	(4,025)	4,178	7,553

**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 <b>March 31, 2025</b>	—	—	—	35.00	35.00	575	15.1	1.5
Fiscal year ended <b>March 31, 2026</b>	—	—	—	40.00	40.00	657	16.4	1.5
Fiscal year ending <b>March 31, 2027</b> (Forecast)	—	—	—	48.00	48.00		15.8	

**3. Consolidated financial results forecasts for the fiscal year ended March 31, 2027 (from April 1, 2026 to March 31, 2027)**

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Net income per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	68,300	11.6	6,400	19.4	6,510	18.5	5,000	24.8	304.27

Note: Outlook of consolidated operating results for the first half of the fiscal year 2026 is not prepared. Please refer to “Business outlook” on page 8 of the attachments for further information.

**\* Notes**

- (1) Changes in significant subsidiaries during the period: None
- (2) Changes in accounting policies, changes in accounting estimates, and restatement
- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: Yes
- (iv) Restatement: None
- (3) Number of issued shares (common shares)

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

As of March 31, 2026	17,076,439 shares
As of March 31, 2025	17,076,439 shares

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

As of March 31, 2026	643,453 shares
As of March 31, 2025	647,180 shares

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

Fiscal year ended March 31, 2026	16,432,198 shares
Fiscal year ended March 31, 2025	16,428,146 shares

**[Reference] Overview of non-consolidated financial results**

**1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)**

**(1) Non-consolidated operating results**

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended <b>March 31, 2026</b>	54,467	7.1	4,104	21.8	4,626	3.3	3,534	(5.1)
<b>March 31, 2025</b>	50,844	22.4	3,370	67.3	4,477	56.2	3,725	59.9

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
<b>March 31, 2026</b>	215.05	—
<b>March 31, 2025</b>	226.75	—

**(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
<b>March 31, 2026</b>	75,122	35,726	47.6	2,174.03
<b>March 31, 2025</b>	66,213	32,039	48.4	1,950.11

Reference: Equity

As of March 31, 2026: ¥35,726 million  
As of March 31, 2025: ¥32,039 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 and others)

The forecasts given in this document are based on the current information available to TOKYO KEIKI INC. (hereafter “the Company”). Consequently, the Company does not commit to achieve these forecasting numbers. Actual results may differ from these forecasts due to various factors.

(Means of access to supplementary material on financial results and details of financial results briefing)

The company plans to hold a live webcast of a briefing for securities analysts and institutional investors on May 28, 2026.

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## 1. Overview of Operating Results, etc.

### (1) Overview of Operating Results for Current Fiscal Year

The Japanese economy in the current fiscal year is on a moderate recovery trend, with a pickup in personal consumption resulting from improvements in the employment and income environment, as well as solid public investment. However, the outlook remained uncertain due to concerns over the impact of soaring resource prices caused by escalating tensions in the Middle East, the ongoing depreciation of the yen, and China's tightened export controls on rare earths.

Under these business conditions, our group has positioned the three years from fiscal 2024 as a period of leap forward toward growth in order to achieve the TOKYO KEIKI Vision 2030. In the new Medium-term Business Plan starting from fiscal 2024, for us to shift to a stage of sustainable growth and enhancement of corporate value over the medium to long term, we have set "improving earning power" as the top priority in our basic policy, which emphasizes profit growth, and work on "expanding business domains" and "strengthening management foundation."

With regard to "improving earning power," we have been continuously examining corporate strategy for our businesses on an ongoing basis based on an understanding of the "earning power" of each business unit and an analysis of its capital profitability and growth potential.

With regard to "expanding business domains," the Defense & Communications Equipment Business is advancing R&D of the MEMS Hemispherical Resonator Gyroscope / Inertial Navigation Technology under a research contract with the Acquisition, Technology & Logistics Agency (ATLA), and has also invested in and formed a business alliance with Metro Weather Co., Ltd., with the aim of developing and mass-producing Doppler lidar for the defense market. In addition, we have invested in Logic and Design Inc., with the aim of developing products that integrate image enhancement and AI camera technologies. In addition, R&D for an edge AI system for image inspection is in progress using Digital Application Processor Distributed Network Architecture (DAPDNA), a product of the Hydraulics and Pneumatics Business. Additionally, in the Railway Maintenance business within the Other Businesses segment, we launched sales of an "inertial track geometry measurement system" that can contribute to improving the efficiency and productivity of track maintenance operations.

With regard to "strengthening management foundation," we will promote digital transformation (DX), including the renewal of the company-wide core system, and utilize digital technologies, including AI and IoT. We will not only improve our business processes, but also transform our products, services, and business models themselves to gain competitive advantage. In addition, we will strengthen our human capital by increasing our workforce in line with sales growth and enhancing education and training. Additionally, through the relocation of our head office, we will establish an environment to accommodate continuous business expansion, with the aim of sustainably enhancing corporate value. At the same time, we will create a comfortable workplace environment for our employees, striving to facilitate communication and strengthen engagement.

Under these initiatives, our group's consolidated business results for the current fiscal year showed an increase in net sales year on year. This was primarily due to the following factors. First, in the Defense & Communications Equipment Business, sales of avionics equipment, shipboard equipment, and other products were strong, backed by an increase in defense budgets. Second, all other businesses, including the Marine Systems Business, showed an increase in net sales year on year. Operating profit also increased year on year, due to factors such as an increase in net sales in the Defense & Communications Equipment Business. As a result, all profit items increased year on year, with operating profit and ordinary profit reaching record highs.

TOKYO KEIKI INC. (7721)  
Consolidated Financial Results for the Fiscal Year Ended March 31, 2026

The results for the current fiscal year were as follows.

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026	YoY change	
			Amount	%
Net sales	57,650	61,186	+3,536	+6.1
Operating profit	4,856	5,362	+506	+10.4
Ordinary profit	5,001	5,492	+492	+9.8
Profit attributable to owners of parent	3,797	4,005	+208	+5.5
Operating profit margin	8.4%	8.8%	+0.3pt	-

The results by segment were as follows.

### Marine Systems Business

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026	YoY change	
			Amount	%
Net sales	12,529	13,675	+1,146	+9.1
Operating profit	1,551	1,317	(234)	-15.1

#### *Net sales*

Net sales increased year on year, thanks to steady demand for equipment for new shipbuilding, and to demand for maintenance services remaining strong, a situation that continued from the previous fiscal year.

#### *Operating profit*

Despite an increase in net sales, operating profit decreased year on year due to increases in research and development expenses, and other costs.

### Hydraulics and Pneumatics Business

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026	YoY change	
			Amount	%
Net sales	11,460	11,836	+375	+3.3
Operating profit	197	222	+25	+12.7

#### *Net sales*

Although sales for the plastic processing machinery market remained sluggish, net sales increased year on year due to solid sales for the construction machinery, machine tool, and overseas markets.

#### *Operating profit*

Operating profit increased year on year, thanks to factors such as an improved cost of sales ratio resulting from efforts to secure profitability through the optimization of selling prices and from enhanced sales of high-value-added products.

### Fluid Measurement Equipment Business

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026	YoY change	
			Amount	%
Net sales	5,019	5,410	+391	+7.8
Operating profit	789	873	+84	+10.6

#### *Net sales*

Net sales increased year on year, thanks to the steady performance of ultrasonic flowmeters for the public sector market and fire extinguishing systems for multistory parking garages.

#### *Operating profit*

Operating profit increased year on year, thanks to the increase in net sales.

### Defense & Communications Equipment Business

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026	YoY change	
			Amount	%
Net sales	24,394	26,015	+1,622	+6.6
Operating profit	1,635	2,344	+708	+43.3

#### *Net sales*

Net sales increased year on year, thanks to strong sales of avionics equipment and shipboard equipment in the defense business, as well as space-related equipment, satellite communications antenna stabilizer, and other products in the communications equipment business.

#### *Operating profit*

Operating profit increased significantly year on year due to an increase in net sales, improved selling prices, and an improved cost of sales ratio resulting from changes in the product mix.

### Other businesses (Inspection systems Business, Railway Maintenance Business, etc.)

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026	YoY change	
			Amount	%
Net sales	4,247	4,249	+2	+0.0
Operating profit	756	684	(71)	-9.4

#### *Net sales*

Although net sales in the Railway Maintenance Business declined due to lower sales of the Company's mainstay ultrasonic rail inspection cars, overall net sales remained on par with the previous fiscal year, owing to steady performance in the Inspection Systems Business.

#### *Operating profit*

Operating profit decreased year on year due to the decrease in net sales in the Railway Maintenance Business.

**(2) Overview of financial position as of March 31, 2026**

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026	Change
Total assets	76,497	84,781	+8,284
Total liabilities	35,490	38,625	+3,135
Total net assets	41,007	46,155	+5,148
Equity-to-asset ratio	52.8%	53.7%	+0.9pt

*Assets*

Assets increased by ¥8,284 million from the end of the previous fiscal year to ¥84,781 million. The main factors contributing to this increase were an increase in inventories resulting from inventory build-up in line with continued strong orders received, and an increase in property, plant and equipment due to the expansion of production facilities—including test bench—associated with increased production in the defense business, as well as the impact of the head office relocation.

*Liabilities*

Liabilities increased by ¥3,135 million from the end of the previous fiscal year to ¥38,625 million. This was mainly due to an increase in working capital borrowings to support a record-high order backlog.

*Net assets*

Net assets increased by ¥5,148 million from the end of the previous fiscal year to ¥46,155 million. This increase was primarily due to the recording of profit attributable to owners of parent of ¥4,005 million, which was partially offset by the payment of dividends, as well as increases in valuation difference on available-for-sale securities associated with rising stock prices and in remeasurements of defined benefit plans.

The equity-to-asset ratio increased by 0.9 percentage points from the end of the previous fiscal year to 53.7% as a result of the increase in net assets, and the Company continues to maintain a sound financial foundation.

### (3) Overview of Cash Flows for Current Fiscal Year

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026	Change
Cash flows from operating activities	(455)	(160)	+295
Cash flows from investing activities	(4,025)	(5,153)	(1,128)
Free cash flow	(4,480)	(5,314)	(833)
Cash flows from financing activities	4,178	1,708	(2,469)
Cash and cash equivalents at end of period	7,553	3,954	(3,599)
Depreciation	1,193	1,731	+537
Purchase of non-current assets	(3,833)	(4,646)	(813)

Cash and cash equivalents ("net cash") at the end of the current fiscal year amounted to ¥3,954 million, a decrease of ¥3,599 million (47.6%) from the end of the previous fiscal year. The status of cash flows and the factors affecting them are as follows.

#### (Cash flows from operating activities)

Net cash used in operating activities amounted to ¥160 million (compared to ¥455 million used in the previous fiscal year). The main factor was an increase of ¥3,202 million in inventories.

#### (Cash flows from investing activities)

Net cash used in investing activities amounted to ¥5,153 million (compared to ¥4,025 million used in the previous fiscal year). The main factor was purchase of non-current assets of ¥4,646 million.

#### (Cash flows from financing activities)

Net cash provided by financing activities amounted to ¥1,708 million (compared to ¥4,178 million provided in the previous fiscal year). The main factors were proceeds from long-term borrowings of ¥4,460 million, repayments of long-term borrowings of ¥2,602 million, and dividend paid of ¥575 million.

The trends in consolidated cash flow indicators were as follows.

	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Equity-to-asset ratio (%)	58.1	55.0	52.8	53.7
Equity-to-asset ratio based on market value (%)	35.2	66.7	71.8	119.4
Interest-bearing debt to cash flow ratio (years)	(3.5)	(5.2)	(42.8)	(136.0)
Interest coverage ratio (times)	(54.5)	(38.7)	(3.4)	(0.9)

Note: Equity-to-asset ratio: (Shareholders' equity + Accumulated other comprehensive income) / Total assets

Equity-to-asset ratio based on market value: Market capitalization / Total assets

Interest-bearing debt to cash flow ratio: Interest-bearing debt / Cash flows from operating activities

Interest coverage ratio: Operating cash flow / Interest paid

1. All indicators are calculated based on consolidated financial figures.

2. Market capitalization is calculated by multiplying the stock price at the end of the period by the number of shares outstanding at the end of the period (excluding treasury shares).

3. Operating cash flow is equal to net cash provided by (used in) operating activities in the consolidated statement of cash flows. Interest-bearing debt is equal to the amount of all liabilities in the consolidated balance sheets that incur interest. Interest paid is equal to the amount of interest paid in the consolidated statements of cash flows.

#### (4) Business outlook

##### (i) Overall outlook

In the next fiscal year (ending March 31, 2027), uncertainties are expected to continue, including the impact of rising prices triggered by soaring crude oil and raw material prices, the impact of U.S. policy trends such as trade policy, the accompanying concerns about fluctuations in financial and capital markets, as well as further increases in geopolitical risks such as the intensifying conflict in the Middle East and the prolonged situation in Ukraine, and tightened Chinese export controls on rare earths.

Under these challenging business conditions, we forecast the fifth consecutive year of revenue growth and the fourth consecutive year of profit growth, as higher net sales are anticipated, particularly in the Defense & Communications Equipment Business, although increases in personnel expenses and depreciation associated with the relocation of the head office are also anticipated.

The outlook for the next fiscal year is as follows.

At this point, the impact of the escalating conflict in the Middle East has not been incorporated into the earnings forecast, as the situation remains highly uncertain and fluid.

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2026	Fiscal year ending March 31, 2027	YoY change	
			Amount	%
Net sales	61,186	68,300	+7,114	+11.6
Operating profit	5,362	6,400	+1,038	+19.4
Ordinary profit	5,492	6,510	+1,018	+18.5
Profit attributable to owners of parent	4,005	5,000	+995	+24.8
Operating profit margin	8.8%	9.4%	+0.6pt	-

##### (ii) Outlook by segment

#### Marine Systems Business

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2026	Fiscal year ending March 31, 2027	YoY change	
			Amount	%
Net sales	13,675	14,800	+1,125	+8.2
Operating profit	1,317	1,370	+53	+4.0

##### *Net sales*

Net sales are expected to increase compared to the current fiscal year, due to continued strong demand for new shipbuilding and maintenance services.

##### *Operating profit*

Operating profit is expected to increase compared to the current fiscal year due to an increase in net sales.

### Hydraulics and Pneumatics Business

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2026	Fiscal year ending March 31, 2027	YoY change	
			Amount	%
Net sales	11,836	12,200	+364	+3.1
Operating profit	222	280	+58	+25.9

#### *Net sales*

Due to the solid machine tool market and the recovering construction machinery market in the domestic market, as well as strong demand in Asia, net sales are expected to increase compared with the current period.

#### *Operating profit*

Operating profit is expected to increase compared to the current fiscal year due to the effects of sales price optimization and productivity improvement.

### Fluid Measurement Equipment Business

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2026	Fiscal year ending March 31, 2027	YoY change	
			Amount	%
Net sales	5,410	5,500	+90	+1.7
Operating profit	873	880	+7	+0.8

#### *Net sales*

The public sector market and the fire extinguishing equipment market are expected to remain strong, and sales of new products launched during the current fiscal year are expected to expand in the private sector market and overseas markets. Under these circumstances, the Fluid Measurement Equipment Business is expected to see an increase in net sales compared to the current fiscal year.

#### *Operating profit*

Operating profit is expected to increase compared to the current fiscal year due to an increase in net sales.

### Defense & Communications Equipment Business

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2026	Fiscal year ending March 31, 2027	YoY change	
			Amount	%
Net sales	26,015	31,100	+5,085	+19.5
Operating profit	2,344	3,500	+1,156	+49.3

#### *Net sales*

Net sales are expected to increase year on year due to planned delivery of large-scale projects such as research on the MEMS Hemispherical Resonator Gyroscope, and anticipated sales increase in the space business within the communication equipment business, as well as the expected continuation of high level of sales in the Defense Business.

#### *Operating profit*

Operating profit is expected to increase significantly compared to the current fiscal year, due to increased net sales and an improved cost of sales ratio resulting from changes in the product mix.

### Other businesses (Inspection systems Business, Railway Maintenance Business, etc.)

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2026	Fiscal year ending March 31, 2027	YoY change	
			Amount	%
Net sales	4,249	4,700	+451	+10.6
Operating profit	684	510	(174)	-25.5

#### *Net sales*

Net sales are expected to increase year on year due to increased sales of track diagnosis support equipment in the Railway Maintenance Business and expanded sales in the Inspection systems Business.

#### *Operating profit*

Operating profit is expected to decrease compared to the current fiscal year, due to factors including an increase in depreciation expenses associated with the relocation of the head office for consolidated subsidiaries other than those in the Railway Maintenance Business and the Inspection systems Business.

### (5) The Basic Policy on Profit Distribution and Dividends for the Current and Next Fiscal Years

Our basic policy is to implement optimal shareholder return measures with an awareness of the optimal capital structure, while giving top priority to investment in growth and balancing it with our financial base, toward enhancing corporate value by realizing the TOKYO KEIKI Vision 2030. On this basis, we will strive to provide stable and continuous shareholder returns, taking into consideration past dividend results for each fiscal year.

The dividend for the current fiscal year is expected to be ¥40 per share.

For the next fiscal year (ending March 31, 2027), we plan to increase the ordinary dividend by ¥8 per share to ¥48 in order to make stable and progressive dividends, as we expect to achieve record-high operating profit and ordinary profit for the third consecutive year.

## 2. Management Policy

### (1) Basic Policy

Our group's management philosophy is to "contribute to society by commercializing the functions of human senses, such as measurement, recognition, and control, through cutting-edge technologies such as electronics." We have established the following management principles: "Develop world-leading products," "Create new value," "Put quality first and earn the trust of our customers," "Develop human resources," "Promote sound and fair corporate activities," "Conserve limited resources," and "Meeting the expectations of all stakeholders" as our management policies.

In addition, as an enterprise that supports social infrastructure, our group is promoting sustainability management from the perspective of environmental, social, and economic sustainability, while inheriting the previous management philosophy and action guidelines, and has established the "Sustainability Policy," which provides the basic approach and code of conduct for this purpose. Based on this policy, each one of our employees is committed to the development of a sustainable society and the enhancement of our corporate value over the medium to long term.

Additionally, as part of our key management priorities (materiality issues), we have identified "the provision of products that address social challenges," "the realization of an environmentally conscious society," "the strengthening of supply chain management," and "the promotion of diverse talent" as materiality issues, and have appointed a person responsible for promoting each materiality issue from among executive officers to promote these activities. The Sustainability Committee regularly follows up on the status of activities for each materiality issue.

In human capital management, recognizing that human resources are our greatest asset, we strive to acquire diverse talent and create an environment where each individual can maximize their abilities, thereby fostering a workplace culture that inspires a sense of fulfillment and a desire to take on new challenges, all of which are essential for the sustainable growth of our group. We have established the basic principle of human resource development as "cultivating self-directed growth-oriented talent." While upholding the management philosophy and strategies of our group as universal values, we support the development of individual capabilities so that each employee can think, make decisions, and take action independently in response to rapidly changing external environments, fully leverage their unique strengths, and contribute to achieving organizational results by tackling challenging tasks.

In addition, our group does not limit itself to its own development, but aims to be a high-quality company that contributes widely to society and makes all employees proud to be a part of it. To this end, our group will enhance corporate governance, establish and operate an appropriate internal control system, and ensure the reliability of financial reporting by conducting accurate accounting.

### (2) Target Management Indicators

Our Group aims to "achieve a high-profit structure and strengthen our financial foundation" in order to enhance corporate value, and has set improvement of the consolidated operating profit margin and the return on equity (ROE) as important targets for our management indicators. The consolidated operating profit margin for the current fiscal year increased by 0.3 percentage points from the previous fiscal year to 8.8%, and ROE decreased by 0.5 percentage points from the previous fiscal year to 9.3%.

Our group aims to achieve an operating profit margin of 10% and ROE of 10% or more, exceeding the cost of shareholders' equity, by the fiscal year ending March 2031. To achieve this target, the company will focus on further improving business earnings and strengthening its financial base while strengthening risk management.

### **(3) The Medium- to Long-Term Corporate Strategy and Challenges to Be Addressed**

On June 10, 2021, our group formulated and announced its long-term vision for 2030, TOKYO KEIKI Vision 2030. The vision outlines the future of our group in 2030, as we approach our 125th anniversary and look ahead to our 150th and 200th anniversaries, with the aim of achieving sustainable growth.

To date, our company has worked diligently to address the challenges of our domestic customers and meet their expectations.

As a result, we have been able to create several niche-leading businesses in the domestic market. However, we have come to recognize that to achieve further growth, we need to expand our business operations from a broader perspective.

Going forward, we will transition to a stage where we achieve sustainable growth and enhance our long-term corporate value by leveraging the innovative technologies we have developed over the years to create "global niche top businesses" focused on the SDGs (Sustainable Development Goals).

Our company will not limit ourselves to our own resources but will utilize M&A and other means to supplement our production capacity, sales network, and technical capabilities necessary for product development targeting the global markets we will focus on going forward, thereby accelerating our efforts. Through this approach, we will quickly launch several growth drivers that are already showing promise.

In addition, our company aims to further expand its business scale and is working to establish a growth cycle in which profits from existing businesses that have been expanded and growth drivers that have been cultivated as sources of revenue are reinvested. In addition to this growth cycle, our company will achieve sustainable growth through the discovery and cultivation of new growth drivers.

Our company has set a target for 2030 to achieve consolidated net sales of 100 billion yen or more, a consolidated operating profit margin of 10% or more, and a return on equity (ROE) of 10% or more.

We have formulated guidelines for our three-year Medium-term Business Plan, which started in the fiscal year ended March 31, 2025 that focus not only on expanding sales but also on improving earning power. To achieve sustainable growth and enhance long-term corporate value, while responding to the requests and expectations of our stakeholders, we have established the following three basic policies.

#### **(i) Improving earning power**

Our company has set a target of achieving a consolidated operating profit margin of 10% or more and a return on equity (ROE) of 10% or more in the fiscal year ending March 31, 2031. To achieve this target and ensure the sustainability of our corporate activities, we will promote a business strategy that prioritizes improving earning power.

#### **(ii) Expanding business domains**

Our Group aims to achieve sustainable expansion of its business domains by proactively promoting its "Niche Top Strategy," which focuses on creating and nurturing new products and businesses targeted at specific markets to address social issues and developing them into market leaders. To achieve this, we will fully leverage the various tangible and intangible experiences and strengths we have cultivated over the years. In addition, for new products and businesses, we will respond to challenges such as the acceleration of technology and product cycles, intensifying competitive environments, and rising R&D costs by adopting a global perspective and utilizing strategies such as M&A and open-and-close strategies when appropriate.

#### **(iii) Strengthening business foundation**

Our group aims to improve earning power and expand our business domains, and in order to achieve the management indicators for TOKYO KEIKI Vision 2030, we will focus on strengthening human capital, enhancing governance, improving capital efficiency, promoting DX (digital transformation), and executing development investments across the entire group, thereby further strengthening our management foundation.

To realize the aforementioned TOKYO KEIKI Vision 2030, our company has designated the three fiscal years from 2024 to 2026 as a phase of growth acceleration. During this period, we have focused on achieving steady growth and improving profitability in existing businesses, while also connecting growth drivers to revenue, positioning ourselves to achieve our targets for fiscal year 2030.

We aim to enhance corporate value further by actively promoting sustainability and environmental management based on the SDGs and ESG principles, optimizing the overall business portfolio for sustainable growth, and introducing ROIC-based management. Additionally, we will strongly drive DX (digital transformation) to expedite decision-making and support various initiatives across our organization.

Furthermore, we will take a firm stance against anti-social forces that threaten the order and safety of civil society, with the aim of severing all ties with them.

### **3. Basic Approach to the Selection of Accounting Standards**

In consideration of comparability with other companies and with their reporting periods for financial statements, the Group has prepared consolidated financial statements based on generally accepted accounting principles in Japan.

In the future, we may apply IFRS Accounting Standards as appropriate in consideration of situations in both Japan and overseas.

#### 4. Consolidated Financial Statements and Major Notes

##### (1) Consolidated balance sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Assets</b>		
Current Assets		
Cash and deposits	7,597	4,022
Notes and accounts receivable - trade, and contract assets	19,816	19,896
Electronically recorded monetary claims - operating	3,418	3,899
Merchandise and finished goods	2,559	2,551
Work in process	12,090	15,508
Raw materials and supplies	9,321	9,133
Accounts receivable - other	39	1,435
Other	1,352	1,136
Allowance for doubtful accounts	(2)	(1)
Total current assets	56,190	57,578
Non-current assets		
Property, plant and equipment		
Buildings and structures	15,407	17,675
Accumulated depreciation	(11,360)	(11,393)
Buildings and structures, net	4,047	6,282
Machinery, equipment and vehicles	13,450	13,864
Accumulated depreciation	(12,070)	(12,184)
Machinery, equipment and vehicles, net	1,380	1,681
Tools, furniture and fixtures	12,489	13,239
Accumulated depreciation	(10,902)	(11,212)
Tools, furniture and fixtures, net	1,587	2,027
Land	1,854	1,854
Construction in progress	842	1,106
Total property, plant and equipment	9,709	12,950
Intangible assets		
Software	90	84
Software in progress	133	333
Other	0	8
Total intangible assets	223	425
Investments and other assets		
Investment securities	4,577	5,909
Deferred tax assets	130	123
Guarantee deposits	727	1,035
Retirement benefit asset	4,704	6,557
Other	291	257
Allowance for doubtful accounts	(54)	(54)
Total investments and other assets	10,376	13,827
Total non-current assets	20,307	27,203
Total assets	76,497	84,781

TOKYO KEIKI INC. (7721)  
Consolidated Financial Results for the Fiscal Year Ended March 31, 2026

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	5,951	6,202
Short-term borrowings	10,417	13,495
Accounts payable - other	1,099	1,290
Income taxes payable	915	496
Provision for bonuses	1,462	1,550
Provision for shareholder benefit program	67	75
Asset retirement obligations	70	75
Other	4,080	3,790
Total current liabilities	24,060	26,973
Non-current liabilities		
Long-term borrowings	9,062	8,291
Provision for retirement benefits for directors (and other officers)	66	43
Asset retirement obligations	864	789
Retirement benefit liability	637	616
Deferred tax liabilities	562	1,658
Other	240	255
Total non-current liabilities	11,430	11,652
Total liabilities	35,490	38,625
<b>Net assets</b>		
Shareholders' equity		
Share capital	7,218	7,218
Capital surplus	32	45
Retained earnings	29,580	33,010
Treasury shares	(649)	(648)
Total shareholders' equity	36,180	39,626
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,718	2,430
Foreign currency translation adjustment	359	376
Remeasurements of defined benefit plans	2,161	3,089
Total accumulated other comprehensive income	4,238	5,895
Non-controlling interests	589	635
Total net assets	41,007	46,155
Total liabilities and net assets	76,497	84,781

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

**Consolidated statements of income**

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	57,650	61,186
Cost of sales	41,823	43,902
Gross profit	15,827	17,284
Selling, general and administrative expenses	10,971	11,922
Operating profit	4,856	5,362
Non-operating income		
Interest income	6	10
Dividend income	113	140
Dividend income of life insurance	34	34
Rental income from facilities	7	6
Share of profit of entities accounted for using equity method	39	23
Subsidy income	30	0
Foreign exchange gains	5	-
Other	75	126
Total non-operating income	310	338
Non-operating expenses		
Interest expenses	135	185
Rental expenses on facilities	15	15
Foreign exchange losses	-	2
Other	15	6
Total non-operating expenses	165	208
Ordinary profit	5,001	5,492
Extraordinary income		
Gain on sale of non-current assets	2	6
Gain on sale of investment securities	65	48
Gain on reversal of leasehold amortization	-	312
Total extraordinary income	67	367
Extraordinary losses		
Loss on sale and retirement of non-current assets	48	20
Loss on disaster	146	-
Head office relocation expenses	-	576
Total extraordinary losses	193	597
Profit before income taxes	4,875	5,262
Income taxes - current	1,109	858
Income taxes - deferred	(105)	331
Total income taxes	1,004	1,189
Profit	3,871	4,073
Profit attributable to non-controlling interests	73	68
Profit attributable to owners of parent	3,797	4,005

**Consolidated statements of comprehensive income**

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit (loss)	3,871	4,073
Other comprehensive income		
Valuation difference on available-for-sale securities	(55)	712
Foreign currency translation adjustment	59	16
Remeasurements of defined benefit plans, net of tax	281	927
Share of other comprehensive income of entities accounted for using equity method	4	1
Total other comprehensive income	290	1,657
Comprehensive income	4,161	5,730
Comprehensive income attributable to:		
Owners of parent	4,087	5,662
Non-controlling interests	73	68

**(3) Consolidated statements of changes in equity**

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,218	21	26,316	(653)	32,901
Changes during period					
Dividends of surplus			(534)		(534)
Profit attributable to owners of parent			3,797		3,797
Purchase of treasury shares				(1)	(1)
Disposal of treasury shares		11		5	16
Net changes in items other than shareholders' equity					
Total changes during period	-	11	3,264	4	3,279
Balance at end of period	7,218	32	29,580	(649)	36,180

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	1,773	295	1,880	3,948	520	37,369
Changes during period						
Dividends of surplus						(534)
Profit attributable to owners of parent						3,797
Purchase of treasury shares						(1)
Disposal of treasury shares						16
Net changes in items other than shareholders' equity	(55)	64	281	290	69	359
Total changes during period	(55)	64	281	290	69	3,638
Balance at end of period	1,718	359	2,161	4,238	589	41,007

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,218	32	29,580	(649)	36,180
Changes during period					
Dividends of surplus			(575)		(575)
Profit attributable to owners of parent			4,005		4,005
Purchase of treasury shares				(3)	(3)
Disposal of treasury shares		14		4	18
Net changes in items other than shareholders' equity					
Total changes during period	-	14	3,430	2	3,446
Balance at end of period	7,218	45	33,010	(648)	39,626

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	1,718	359	2,161	4,238	589	41,007
Changes during period						
Dividends of surplus						(575)
Profit attributable to owners of parent						4,005
Purchase of treasury shares						(3)
Disposal of treasury shares						18
Net changes in items other than shareholders' equity	712	17	927	1,657	46	1,703
Total changes during period	712	17	927	1,657	46	5,148
Balance at end of period	2,430	376	3,089	5,895	635	46,155

**(4) Consolidated statements of cash flows**

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
<b>Cash flows from operating activities</b>		
Profit before income taxes	4,875	5,262
Depreciation	1,193	1,731
Amortization of guarantee deposits	12	6
Amortization of goodwill	-	0
Increase (decrease) in allowance for doubtful accounts	(0)	0
Increase (decrease) in provision for bonuses	205	88
Increase (decrease) in provision for retirement benefits for directors (and other officers)	5	(23)
Increase (decrease) in provision for shareholder benefit program	4	8
Increase (decrease) in retirement benefit liability	(637)	(522)
Interest and dividend income	(120)	(150)
Interest expenses	135	185
Foreign exchange losses (gains)	0	-
Share of loss (profit) of entities accounted for using equity method	(39)	(23)
Loss (gain) on sale of investment securities	(65)	(48)
Loss (gain) on sale and retirement of non-current assets	46	14
Decrease (increase) in trade receivables	(3,932)	(561)
Decrease (increase) in inventories	(1,037)	(3,202)
Increase (decrease) in trade payables	(1,085)	248
Decrease (increase) in other assets	(617)	(1,104)
Increase (decrease) in other liabilities	1,264	(643)
Subtotal	206	1,266
Interest and dividends received	120	151
Interest paid	(132)	(183)
Income taxes paid	(648)	(1,395)
Net cash provided by (used in) operating activities	(455)	(160)
<b>Cash flows from investing activities</b>		
Payments into time deposits	-	(45)
Proceeds from withdrawal of time deposits	43	45
Purchase of investment securities	(1)	(250)
Proceeds from sale of investment securities	77	55
Purchase of non-current assets	(3,833)	(4,646)
Proceeds from sale of non-current assets	2	6
Payments of leasehold and guarantee deposits	(322)	(328)
Proceeds from refund of leasehold and guarantee deposits	8	20
Payments for acquisition of businesses	-	(10)
Other, net	(1)	(0)
Net cash provided by (used in) investing activities	(4,025)	(5,153)
<b>Cash flows from financing activities</b>		
Net increase (decrease) in short-term borrowings	-	450
Proceeds from long-term borrowings	6,000	4,460
Repayments of long-term borrowings	(1,284)	(2,602)
Purchase of treasury shares	(1)	(3)
Dividends paid	(534)	(575)
Dividends paid to non-controlling interests	(4)	(22)
Net cash provided by (used in) financing activities	4,178	1,708
Effect of exchange rate change on cash and cash	60	6

TOKYO KEIKI INC. (7721)  
 Consolidated Financial Results for the Fiscal Year Ended March 31, 2026

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
<b>equivalents</b>		
Net increase (decrease) in cash and cash equivalents	(243)	(3,599)
Cash and cash equivalents at beginning of period	7,796	7,553
Cash and cash equivalents at end of period	7,553	3,954

## (5) Notes to consolidated financial statements

### Going concern assumption

Not applicable.

### Significant accounting policies for preparation of consolidated financial statements

#### 1. Scope of consolidation

There are nine consolidated subsidiary companies, and all of them are included within the scope of consolidation.

Names of major companies:

TOKYO KEIKI AVIATION INC., TOKYO KEIKI POWER SYSTEMS INC., TOKYO KEIKI INFORMATION SYSTEMS INC.

#### 2. Application of equity method

Number of subsidiaries and associates accounted for using equity method: Two

Names of companies:

TOKIMEC KOREA POWER CONTROL CO.,LTD.  
TOKIMEC KOREA HYDRAULICS (Wuxi) CO.,LTD.

### Significant accounting estimates

Valuation of inventories within our Group

#### (1) Amounts recorded in the consolidated financial statements for the current fiscal year

(Millions of yen)

	Current fiscal year
Merchandise and finished goods	2,551
Work in process	15,508
Raw materials and supplies	9,133
Total	27,192

#### (2) Information regarding the contents of significant accounting estimates for identified items

Inventories are valued at acquisition cost. However, if the net realizable value (replacement cost for raw materials and supplies) falls below the acquisition cost due to a decline in profitability, they are valued at net realizable value, and the difference between acquisition cost and net realizable value is recorded as a loss on valuation of inventories under cost of sales.

For stagnant inventory items that are no longer part of the operating cycle, the book value is written down after a certain holding period, and the write-down amount is recorded as a loss on valuation of inventories under cost of sales.

Due to its business characteristics, the Group handles many goods and products that span multiple fiscal years from order receipt to delivery and revenue recognition, as well as goods and products that require a certain quantity and period of retention for future maintenance purposes. As a result, the inventory turnover period tends to be longer.

#### (3) Impact on the consolidated financial statements for the next fiscal year

Valuation at net realizable value is based on actual sales prices in the normal sales course. However, changes in customer or market conditions, economic downturns, exchange rate fluctuations, etc. may result in discrepancies between these estimates and actual figures. If such discrepancies occur, they could impact the cost of sales for the next fiscal year.

## **Changes in accounting estimates**

### *Revision to estimates of asset retirement obligations*

During the current fiscal year, with respect to the obligation to restore the leased head office premises to their original condition under the lease agreement, we revised our estimate upon obtaining new information regarding restoration costs. As a result of this change, profit before income taxes for the current fiscal year was increased by ¥312 million compared with the previous method.

For asset retirement obligations, in lieu of recognizing a liability, the Company applies a simplified method under which it reasonably estimates the amount of security deposits related to real estate lease agreements that is ultimately deemed unrecoverable, and records the portion attributable to the current fiscal year as an expense.

**Consolidated balance sheets**

1. Items related to subsidiaries and associates are as follows.

(Millions of yen)		
	As of March 31, 2025	As of March 31, 2026
Investment securities (shares)	1,248	1,276

2. Loan commitment agreement

The Company has entered into loan commitment agreements with three financial institutions to efficiently manage working capital. The undrawn balance of borrowings under loan commitment agreements is as follows.

(Millions of yen)		
	As of March 31, 2025	As of March 31, 2026
Total amount of loan commitments	-	5,000
Outstanding drawn balance	-	-
Undrawn balance	-	5,000

**Consolidated statements of income**

Total research and development expenses included in general administrative expenses and manufacturing expenses for the period.

(Millions of yen)		
	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
	2,716	2,883

### Consolidated statements of comprehensive income

Other comprehensive income-related reclassification adjustments as well as income taxes and tax effect amounts  
(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Valuation difference on available-for-sale securities:		
Amount incurred during the period	24	1,108
Reclassification adjustments	(65)	(48)
Before income taxes and tax effect adjustments	(42)	1,059
Income taxes and tax effect amounts	(13)	(347)
Valuation difference on available-for-sale securities	(55)	712
Foreign currency translation adjustment:		
Amount incurred during the period	59	16
Remeasurements of defined benefit plans, net of tax:		
Amount incurred during the period	1,003	2,001
Reclassification adjustments	(557)	(649)
Before income taxes and tax effect adjustments	445	1,352
Income taxes and tax effect amounts	(164)	(424)
Remeasurements of defined benefit plans	281	927
Share of other comprehensive income of entities accounted for using equity method:		
Amount incurred during the period	4	1
Total of other comprehensive income	290	1,657

### Consolidated statements of changes in equity

Fiscal year ended March 31, 2026

1. Types and total number of issued shares, as well as the types and number of treasury shares.

(Thousands of Shares)				
	Number of shares at the beginning of the fiscal year	Increase during the fiscal year	Decrease during the fiscal year	Number of shares at the end of the fiscal year
Issued shares				
Common shares	17,076	-	-	17,076
Total	17,076	-	-	17,076
Treasury shares				
Common shares (Notes)	647	0	4	643
Total	647	0	4	643

Notes:

- The increase of 0 thousand in treasury shares of common shares is due to the purchase of fractional shares.
- The decrease of 4 thousand in treasury shares of common shares is due to the disposal of treasury shares as share-based restricted stock compensation which was resolved by the Board of Directors.

## 2. Dividends

### (1) Dividend payment amount

(Resolution)	Type of shares	Total amount of dividends (Millions of yen)	Dividend per share (Yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 26, 2025	Common shares	575	35.0	March 31, 2025	June 27, 2025

### (2) Dividends with record date belonging to the fiscal year but the effective date falling in the next fiscal year.

(Resolution)	Type of shares	Total amount of dividends (Millions of yen)	Source of dividends	Dividend per share (Yen)	Record date	Effective date
Ordinary General Meeting of Shareholders to be held on June 26, 2026	Common shares	657	Retained earnings	40.0	March 31, 2026	June 29, 2026

Notes: The above proposal will be submitted to the Annual General Meeting of Shareholders scheduled to be held on June 26, 2026.

## Consolidated statements of cash flows

### 1. Relationship between the balance of cash and cash equivalents at the end of the fiscal year and the amounts of items listed in the consolidated balance sheet.

	(Millions of yen)	
	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash and deposits	7,597	4,022
Time deposits with maturities exceeding three months	(43)	(67)
Cash and cash equivalents	7,553	3,954

### 2. Details of significant non-cash transactions

The recorded amount of significant asset retirement obligations is as follows.

	(Millions of yen)	
	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Recorded amount of significant asset retirement obligations	146	-

## Segment information

### 1. Overview of reportable segments

The Company's reportable segments are components of the Company for which discrete financial information is available and whose operating results are regularly reviewed by the Management Meeting, which is the decision-making body for business execution to make decisions about resources to be allocated to the segment and assess its performance.

The Company adopts a company-based system, where each company formulates comprehensive strategies for the products and services it handles, both domestically and internationally, and conducts business activities accordingly.

Therefore, the Company is composed of product-based segments based on its companies and has four reportable segments: Marine Systems Business, Hydraulics and Pneumatics Business, Fluid Measurement Equipment Business, Defense & Communications Equipment Business.

The "Marine Systems Business" engages in the manufacturing, sales, and repair of marine system. The "Hydraulics and Pneumatics Business" engages in the manufacturing, sales, and repair of hydraulic and pneumatic equipment as well as hydraulic application devices. The "Fluid Measurement Equipment Business" engages in the manufacturing, sales, and repair of equipment for fluid power systems. The "Defense & Communications Equipment Business" engages in the manufacturing, sales, and repair of defense-related equipment, maritime traffic equipment, communication equipment, and sensor equipment.

### 2. Methods for calculating net sales, profit or loss, assets, liabilities, and other Items by reportable segment

The accounting methods for the reported business segments are generally consistent with those adopted for the preparation of the consolidated financial statements.

The profit of the reportable segments is based on operating profit.

Internal revenues and transfers between segments are based on prevailing market prices.

3. Information on amounts of net sales, profit or loss, assets, and other items by reportable segment  
Fiscal year ended March 31, 2025

(Millions of yen)

	Reportable segments					Others (Note 1)	Total	Adjustments (Note 2,4)	Amounts shown on consolidated statement of income (Note 3)
	Marine Systems	Hydraulics and Pneumatics	Fluid Measurement Equipment	Defense & Communications Equipment	Total				
Net sales									
Domestic	4,806	10,089	4,803	24,354	44,052	3,466	47,518	1	47,518
Overseas	7,723	1,371	216	39	9,350	754	10,104	-	10,104
Revenue from contracts with customers	12,529	11,460	5,019	24,394	53,402	4,220	57,622	1	57,623
Other revenue	-	-	-	-	-	27	27	-	27
Sales to external customers	12,529	11,460	5,019	24,394	53,402	4,247	57,649	1	57,650
Intersegment sales or transfers	284	205	1	139	628	1,013	1,641	(1,641)	-
Total	12,813	11,665	5,020	24,532	54,030	5,260	59,290	(1,640)	57,650
Segment profit	1,551	197	789	1,635	4,173	756	4,929	(73)	4,856
Segment assets	7,477	13,931	4,698	34,636	60,742	7,971	68,714	7,783	76,497
Other items									
Depreciation	161	190	75	710	1,137	45	1,182	11	1,193
Increase in property, plant and equipment and intangible fixed assets	177	299	99	3,366	3,941	76	4,016	6	4,022

Notes:

1. The "Others" segment is a business segment, mainly consisting of the Inspection Systems Business, Railway Maintenance Business, Information Processing Business, Factoring Business, Packing and Packaging Services Business, and Insurance Agency Business, which are not included in any of the reportable segments.
2. The adjustment to Segment profit of negative ¥73 million includes an elimination for intersegment transactions of negative ¥46 million as well as corporate revenue of ¥1 million and corporate expenses of negative ¥28 million, which are not allocated to each reportable segment. Corporate revenue is mainly net sales related to the Company's research and development activities, which is not attributable to any of the reportable segments. Corporate expenses are mainly general and administrative expenses and research and development expenses, which are not attributable to any of the reportable segments.
3. Segment profit is adjusted with operating profit in the consolidated statement of income.
4. The adjustment to segment assets of ¥7,783 million includes the elimination of intersegment receivables and payables of negative ¥3,179 million, and corporate assets of ¥10,963 million not allocated to any of the reportable segments. Corporate assets mainly consist of surplus funds (cash and deposits), long-term investment funds (investment securities), etc. held by the company preparing the consolidated financial statements.

Fiscal year ended March 31, 2026

(Millions of yen)

	Reportable segments					Others (Note 1)	Total	Adjustments (Note 2,4)	Amounts shown on consolidated statement of income (Note 3)
	Marine Systems	Hydraulics and Pneumatics	Fluid Measurement Equipment	Defense & Communications Equipment	Total				
Net sales									
Domestic	5,130	10,377	5,214	25,857	46,578	3,349	49,927	1	49,927
Overseas	8,545	1,459	197	158	10,359	882	11,240	-	11,240
Revenue from contracts with customers	13,675	11,836	5,410	26,015	56,936	4,230	61,167	1	61,168
Other revenue	-	-	-	-	-	18	18	-	18
Sales to external customers	13,675	11,836	5,410	26,015	56,936	4,249	61,185	1	61,186
Intersegment sales or transfers	229	158	0	141	528	1,019	1,546	(1,546)	-
Total	13,904	11,993	5,411	26,156	57,464	5,267	62,731	(1,546)	61,186
Segment profit	1,317	222	873	2,344	4,756	684	5,441	(79)	5,362
Segment assets	8,348	14,429	5,278	39,772	67,827	7,460	75,286	9,494	84,781
Other items									
Depreciation	172	203	100	1,168	1,643	67	1,710	20	1,731
Increase in property, plant and equipment and intangible fixed assets	600	1,259	308	2,865	5,031	228	5,260	11	5,270

Notes:

1. The "Others" segment is a business segment, mainly consisting of the Inspection Systems Business, Railway Maintenance Business, Information Processing Business, Factoring Business, Packing and Packaging Services Business, and Insurance Agency Business, which are not included in any of the reportable segments.
2. The adjustment to Segment profit of negative ¥79 million includes an elimination for intersegment transactions of negative ¥45 million as well as corporate revenue of ¥1 million and corporate expenses of negative ¥35 million, which are not allocated to each reportable segment. Corporate revenue is mainly net sales related to the Company's research and development activities, which is not attributable to any of the reportable segments. Corporate expenses are mainly general and administrative expenses and research and development expenses, which are not attributable to any of the reportable segments.
3. Segment profit is adjusted with operating profit in the consolidated statement of income.
4. The adjustment to segment assets of ¥9,494 million includes the elimination of intersegment receivables and payables of negative ¥4,578 million, and corporate assets of ¥14,072 million not allocated to any of the reportable segments. Corporate assets mainly consist of surplus funds (cash and deposits), long-term investment funds (investment securities), etc. held by the company preparing the consolidated financial statements.

**Per share information**

(Yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net assets per share	2,460.11	2,770.05
Basic earnings per share	231.15	243.75

Notes:

1. Diluted earnings per share are not presented as there are no dilutive potential shares.
2. The basis for calculating basic earnings per share is as follows.

(Millions of yen, unless otherwise noted)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit attributable to owners of parent	3,797	4,005
Amount not attributable to common shareholders	-	-
Profit attributable to common shareholders of parent	3,797	4,005
Average number of shares during the period (Thousands of shares)	16,428	16,432

3. The basis for calculating net assets per share is as follows.

(Millions of yen, unless otherwise noted)

	As of March 31, 2025	As of March 31, 2026
Total net assets	41,007	46,155
Deductions from total net assets	589	635
[Of which non-controlling interests]	[589]	[635]
Net assets attributable to common shares at the end of the period	40,418	45,520
Number of common shares at the end of the period used for calculating book value per share (Thousands of shares)	16,429	16,433

**Significant events after reporting period**

Not applicable.

## 5. Other

### Status of orders received

The status of orders received by reportable segment for the current fiscal year was as follows.  
Intersegment transactions were offset and eliminated.

#### (1) Orders received

(Millions of yen)

Reportable segments	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026	YoY change	
	Amount	Amount	Amount	%
Marine Systems	13,817	15,280	1,462	10.6
Hydraulics and Pneumatics	11,466	12,007	542	4.7
Fluid Measurement Equipment	5,415	5,790	375	6.9
Defense & Communications Equipment	33,988	26,004	(7,984)	(23.5)
Total of reportable segments	64,686	59,082	(5,605)	(8.7)
Others	4,666	5,572	906	19.4
Total	69,352	64,653	(4,699)	(6.8)

#### (2) Order backlog

(Millions of yen)

Reportable segments	As of March 31, 2025	As of March 31, 2026	YoY change	
	Amount	Amount	Amount	%
Marine Systems	5,705	7,309	1,605	28.1
Hydraulics and Pneumatics	3,390	3,562	172	5.1
Fluid Measurement Equipment	1,917	2,297	380	19.8
Defense & Communications Equipment	43,246	43,235	(11)	(0.0)
Total of reportable segments	54,257	56,403	2,145	4.0
Others	2,151	3,472	1,322	61.5
Total	56,408	59,875	3,467	6.1