



## 2. Cash dividends

	Dividend per share					Total dividend payments (Total)	Dividend payout ratio (Consolidated)	Dividend on equity (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Annual			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
March 31, 2025	–	25.00	–	55.00	80.00	680	34.1	3.2
March 31, 2026	–	25.00	–	30.00	–	710	35.3	3.2
Fiscal year ending March 31, 2027 (Forecast)	–	20.00	–	40.00	60.00		45.7	

(Notes) 1. The Company implemented a 2-for-1 share split effective October 1, 2025. The dividend amount for the end of the second quarter of the fiscal year ending March 2026 is shown prior to the share split. The year-end dividend for the fiscal year ending March 2026 is shown after the share split. Therefore, the annual dividend for the fiscal year ending March 2026 is shown as “–”.

2. Breakdown of the year-end dividend for the fiscal year ending March 2027: Regular dividend: 30.00 yen; Commemorative dividend: 10.00 yen

## 3. Consolidated financial forecasts for the fiscal year ending 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		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending September 30, 2026	14,500	2.2	950	3.6	1,000	4.2	550	17.4	33.28
March 31, 2027	32,500	2.7	3,300	2.3	3,400	2.2	2,150	5.3	131.29

(Note) The “Basic earnings per share” in the consolidated earnings forecast for the fiscal year ending March 2027 has been calculated taking into account the impact of the share buyback resolved at the Board of Directors meeting held on November 12, 2025.

### \* Notes

(1) Changes in significant subsidiaries during the period (changes in specified subsidiaries resulting in the change in scope of consolidation): None

Newly included: None

Excluded: None

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

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

(ii) Changes in accounting policies other than 1: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(3) Number of shares issued (common shares)

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

As of March 31, 2026 18,520,232 shares As of March 31, 2025 18,520,232 shares

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

As of March 31, 2026 1,795,938 shares As of March 31, 2025 1,512,506 shares

(iii) Average number of shares during the period

Fiscal year ended March 31, 2026 16,956,273 shares Fiscal year ended March 31, 2025 16,999,601 shares

(Note) The Company implemented a 2-for-1 share split effective October 1, 2025. The “Total number of shares issued at the end of the period (including treasury shares)” “Number of treasury shares at the end of the period” and “Average number of shares during the period” have been

calculated on the assumption that this share split had taken place at the beginning of the previous fiscal year.

Reference: Summary of non-consolidated 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.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	20,830	5.0	1,724	△2.7	2,148	△1.0	1,601	△1.6
March 31, 2025	19,839	4.4	1,772	54.5	2,168	46.1	1,627	21.2

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
March 31, 2026	94.45	–
March 31, 2025	95.74	–

(Note) The Company conducted a share split at a ratio of two shares for each share of common stock on October 1, 2025. “Basic earnings per share” has been calculated assuming this share split occurred at the beginning of the prior consolidated fiscal year.

(2) Non-consolidated financial position

As of	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
March 31, 2026	30,240	18,194	60.2	1,087.89
March 31, 2025	27,821	17,405	62.6	1,023.36

Reference: Equity As of March 31, 2026: 18,194 million yen  
As of March 31, 2025: 17,405 million yen

(Note) The Company conducted a share split at a ratio of two shares for each share of common stock on October 1, 2025. “Net assets per share” has been calculated assuming this share split occurred at the beginning of the prior consolidated fiscal year.

\* 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

(Note regarding forward-looking statements)

The forward-looking statements such as the forecasts of financial results stated in this document are based on the information currently available to the Company and certain assumptions that the Company judges as rational. These statements are not guarantees of future performance. Actual results may differ substantially from the forecasts due to various factors. Please refer to “(4) Outlook” under “1. Overview of Operating Results and Financial Position” on page 8 of the attached materials for the assumptions used in the forecasts and notes regarding the use of the forecasts.

(How to Obtain supplementary materials for financial results)

We plan to disclose the supplementary materials for financial results on TDnet at a later date and post them on our website.

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## 1. Details of operating results

### (1) Details of operating results

The economic environment during the current fiscal year remained generally stable, supported by the continued strength of the U.S. economy; however, toward the end of the fiscal year, uncertainty increased due to soaring crude oil prices caused by escalating tensions in the Middle East and heightened volatility in financial markets, and the outlook remains unclear.

Capital investment in the manufacturing sector, which is relevant to our Group's overall business, remains robust, although some companies are adopting a cautious approach due to uncertainty about the future. Furthermore, while corporate capital investment in this sector is facing increased short-term uncertainty due to concerns that the Trump administration's review of energy and environmental policies could impact global decarbonization efforts, we believe the global trend toward decarbonization will continue in the medium to long term.

Against this backdrop, fiscal year 2025—the fifth year of our current Mid-Term Management Plan (FY2021–2026)—will see us we have continued to advance the development of collaborative and co-creation frameworks and systems aimed at creating customer value and expanding our customer base—areas on which we have focused to date. At the same time, to differentiate our products and services and enhance our market competitiveness, we have been working to further refine our “Loop Solutions,” which integrate temperature-based products, technologies, and expertise.

During the current fiscal year, net sales increased year over year due to growth in the Instrumentation Systems and Sensors segments.

Regarding orders received, while the Instrumentation Systems segment saw a year-over-year decrease due to the impact of large-scale projects recorded in the previous fiscal year, overall orders received increased year-over-year due to a significant rise in demand in the Sensors segment. It should be noted that the year-over-year growth rates for orders received and Net sales in the Instrumentation Systems segment are influenced by the timing of orders for large-scale projects and their delivery schedules.

In terms of profits, while the Measurement & Control Instruments segment saw a decline in earnings, the Instrumentation Systems segment and the Sensors segment both outperformed the previous fiscal year's results, resulting in an overall increase in profits compared to the previous fiscal year.

As a result, orders received for the current fiscal year totaled 30,239 million yen (up 1.7% year-on-year), and net sales totaled 31,648 million yen (up 7.9% year-on-year). Regarding profits, operating profit was 3,225 million yen (up 12.0% year-on-year), ordinary profit was 3,326 million yen (up 9.6% year-on-year), and profit attributable to owners of the parent was 2,042 million yen (up 2.5% year-on-year), each reaching a new record high. In particular, both net sales and operating profit set new records for the sixth consecutive year.

Results by segment are as follows.

#### 1) Measurement & Control Instruments

Net sales totaled 9,608 million yen (down 1.4% year-on-year), and Segment profit was 1,479 million yen (down 2.1% year-on-year). While net sales remained steady, particularly for manufacturing equipment for semiconductors and electronic components and for heat treatment processing, net sales declined year-on-year due to a temporary slump in demand for OEM products for specific customers.

In terms of profits, earnings declined year-over-year, primarily due to lower revenue.

#### 2) Instrumentation Systems

Net sales totaled 11,695 million yen (up 17.4% year-on-year), and segment profit was 1,663 million yen (up 7.2% year-on-year). Sales increased year-on-year due to strong sales of fuel cell testing systems for automotive and other applications, as well as water electrolysis testing systems for research and development in hydrogen energy utilization, coupled with increased sales of compressor performance testing systems compatible with natural refrigerants that have low global warming potential.

In terms of profits, while there were individual projects in the first quarter that resulted in a deterioration in the cost-to-sales ratio, profits for the full year increased compared to the previous year.

#### 3) Sensors

Net sales totaled 9,188 million yen (up 6.9% year-on-year), and Segment profit was 2,098 million yen (up 23.0% year-on-year).

Net sales increased year-on-year due to steady demand for manufacturing equipment for semiconductors and electronic components, as well as continued growth in sales of Temperature Sensors and other products manufactured and sold by our group company, MEIYO ELECTRIC Co.,Ltd.

In terms of profits, earnings increased compared to the previous period, primarily due to higher revenue.

#### 4) Others

Net sales were 1,155 million yen (up 12.3% from the previous fiscal year), and segment profit was 317 million yen (up 25.9% from the previous fiscal year).

## (Reference) Orders received, net sales and segment profit (operating profit) by segment

## Orders received (by segment)

(Millions of yen)

Name of segment	Previous fiscal year	Fiscal year under review	Change	% change
Measurement & Control Instruments	8,888	9,338	450	5.1
Instrumentation Systems	11,595	10,130	△1,464	△12.6
Sensors	8,353	9,788	1,435	17.2
Others	884	981	96	10.9
Total	29,721	30,239	517	1.7

## Net sales (by segment)

(Millions of yen)

Name of segment	Previous fiscal year	Fiscal year under review	Change	% change
Measurement & Control Instruments	9,744	9,608	△135	△1.4
Instrumentation Systems	9,958	11,695	1,737	17.4
Sensors	8,597	9,188	591	6.9
Others	1,029	1,155	126	12.3
Total	29,329	31,648	2,318	7.9

## Net sales (by geographical segment)

(Millions of yen)

Name of segment	Previous fiscal year	Fiscal year under review	Change	% change
Japan	23,141	24,482	1,340	5.8
Asia	5,531	6,401	870	15.7
North America	447	469	21	4.8
Europe	150	201	50	33.8
Others	59	94	35	59.4
Total	29,329	31,648	2,318	7.9

## Segment profit (Operating profit)

(Millions of yen)

Name of segment	Previous fiscal year	Fiscal year under review	Change	% change
Measurement & Control Instruments	1,511	1,479	△32	△2.1
Instrumentation Systems	1,551	1,663	111	7.2
Sensors	1,706	2,098	392	23.0
Others	251	317	65	25.9
Corporate expenses (Note)	△2,142	△2,332	△190	—
Total	2,879	3,225	346	12.0

(Note) Corporate expenses are primarily general and administrative expenses that cannot be allocated to specific segments.

## (2) Details of financial position

### 1) Assets

Total assets at the end of the current fiscal year increased by 3,344 million yen compared to the end of the previous fiscal year, reaching 41,109 million yen.

Current assets increased by 2,310 million yen compared to the end of the previous fiscal year, totaling 29,579 million yen. The main factors contributing to this change were an increase of 1,494 million yen in cash and deposits, an increase of 1,368 million yen in trade receivables, and a decrease of 611 million yen in inventories. Non-current assets increased by 1,033 million yen compared to the end of the previous fiscal year, totaling 11,529 million yen. The main factors contributing to this change were an increase of 682 million yen in land, an increase of 439 million yen in Investment securities, an increase of 316 million yen in the retirement benefit asset, and a decrease of 269 million yen in deferred tax assets.

### 2) Liabilities

Total liabilities at the end of the current fiscal year increased by 1,792 million yen compared to the end of the previous fiscal year, reaching 14,524 million yen.

Current liabilities increased by 332 million yen compared to the end of the previous fiscal year, reaching 9,723 million yen. The main factors contributing to this change were an increase of 558 million yen in trade payables and a decrease of 224 million yen in advances received.

Non-current liabilities increased by 1,460 million yen compared to the end of the previous fiscal year, reaching 4,801 million yen. The primary factor contributing to this increase was a 1,548 million yen increase in long-term borrowings.

### 3) Net assets

Total net assets at the end of the current fiscal year increased by 1,551 million yen compared to the end of the previous fiscal year, reaching 26,585 million yen. The main factors contributing to this change were an increase of 2,042 million yen in Profit attributable to owners of the parent, an increase of 297 million yen in accumulated other comprehensive income (valuation difference on available-for-sale securities), a decrease of 680 million yen due to dividends paid, and a decrease of 456 million yen due to the purchase of treasury shares.

## (3) Details of cash flows

### 1) Cash flows from operating activities

Profit before income taxes of 3,322 million yen, Depreciation of 903 million yen, Decrease in inventories of 640 million yen, and an increase in trade payables of 518 million yen, among other factors, exceeded the decrease in cash resulting from an increase in trade receivables of 1,346 million yen and income taxes paid of 1,084 million yen. Consequently, cash flows from operating activities for the current fiscal year resulted in a net increase of 2,904 million yen (compared to a net increase of 2,543 million yen in the previous fiscal year).

### 2) Cash flows from investing activities

Cash outflows from the purchase of property, plant and equipment (1,613 million yen) and from payments into time deposits (338 million yen), among other items, exceeded cash inflows from proceeds from withdrawal of time deposits (557 million yen) and other items. As a result, cash flows from investing activities for the current fiscal year resulted in a net outflow of 1,526 million yen (compared to a net outflow of 667 million yen in the previous fiscal year).

### 3) Cash flows from financing activities

Proceeds from long-term borrowings of 2,100 million yen exceeded cash outflows, including 681 million yen in dividends paid, 491 million yen in repayments of long-term borrowings, and 456 million yen in expenditures for the purchase of treasury shares. Consequently, cash flows from financing activities for the current fiscal year resulted in a net increase of 293 million yen (compared to a net decrease of 1,103 million yen in the previous fiscal year).

As a result, the balance of Cash and cash equivalents at the end of the current fiscal year increased by 1,705 million yen compared to the end of the previous fiscal year, reaching 9,281 million yen.

[Trends in cash flow indices]

	FY2021 (As of March 31,2022)	FY2022 (As of March 31,2023)	FY2023 (As of March 31,2024)	FY2024 (As of March 31,2025)	FY2025 (As of March 31,2026)
Equity ratio (%)	55.7	51.8	55.5	58.2	56.9
Equity ratio based on market value (%)	43.5	50.3	60.9	44.8	59.1
Ratio of interest-bearing debt to cash flow (years)	1.21	2.10	30.12	1.03	1.44
Interest coverage ratio	231.61	221.25	10.42	173.30	97.89

(Notes) Equity ratio: Equity / Total assets

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

Ratio of interest-bearing debt to cash flow: Interest-bearing debt/Operating cash flows

Interest coverage ratio: Operating cash flows / Interest expenses paid

\* Each indicator is calculated using financial figures on a consolidated basis.

\* Market capitalization is calculated by multiplying closing price of the stock at the end of the fiscal year by number of shares issued and outstanding at the end of the fiscal year (after deduction of treasury shares).

\* Effective October 1, 2025, we have implemented a 2-for-1 share split. The “Total number of shares issued at the end of the period” has been calculated on the assumption that this share split had taken place at the beginning of the fiscal year ended March 2022.

\* Operating cash flows are derived from cash flows from operating activities on the consolidated statement of cash flows. Interest-bearing debt is all liabilities recorded on the consolidated balance sheet on which interest is paid. Interest expenses paid is derived from interest paid on the consolidated statement of cash flows.

#### (4) Outlook

The fiscal year ending March 2027 (FY2026) will be the final year of the medium-term management plan (FY2021–FY2026), which began in FY2021. This plan anticipates major societal and corporate changes, such as the growing global focus on environmental sustainability and the acceleration of digital transformation (DX).

, and is centered on our corporate philosophy: “Challenging the limits of measurement, control, and monitoring technologies to contribute to industrial development and the realization of a better society tomorrow.” Based on this philosophy, our basic strategies are: (1) further development and expansion of growth areas; (2) advancement of core businesses and value creation; (3) strengthening our overseas foundation and expanding our business; and (4) strengthening our management foundation.

In our Mid-Term Management Plan, we designated the first three years (FY2021–2023) as “Phase 1: Laying the Foundation for Growth” and the latter three years (FY2024–2026) as “Phase 2: Accelerating Growth.” As a result of the progress we have made over the five-year period through FY2025,

Following the achievement of the medium-term management plan’s operating profit target of 27 billion yen in fiscal year 2024—two years ahead of schedule—we also achieved the net sales target of 30 billion yen in fiscal year 2025, one year ahead of schedule.

In FY2026, as the culmination of our mid-term management plan, we will leverage our core strengths in measurement, control, and monitoring technologies. In addition to ensuring the quality and safety our customers demand, we will continue to strive to achieve productivity improvements, automation, energy conservation, and data utilization, thereby transforming our past efforts into tangible results. Furthermore, we will continue to explore and develop strategies for the next Mid-Term Management Plan (FY2027 onwards) to achieve sustainable growth and enhance corporate value over the medium to long term.

Regarding the economic environment surrounding our Group, uncertainty about the future is increasing due to soaring crude oil prices and heightened volatility in financial markets. Despite this uncertainty, based on the assumption of continued capital investment demand in the automotive and electronic components sectors—our primary customer bases—as well as continued growth in demand in the hydrogen sector driven by the transition to a decarbonized society, our consolidated earnings forecast for the fiscal year ending March 2027 (FY2026) is as follows: net sales of 32,500 million yen, operating profit of 3,300 million yen, Ordinary profit of 3,400 million yen, and Profit attributable to owners of parent of 2,150 million yen.

## 2. Basic Policy Regarding Selection of Accounting Standards

The Group’s policy is to prepare consolidated financial statements in accordance with JGAAP to facilitate the comparison of consolidated financial statements between different reporting periods and different reporting entities.

The Group will determine when or if to adopt International Financial Reporting Standards (IFRS) as appropriate based on consideration of circumstances in Japan and overseas.

### 3. Consolidated Financial Statements and Significant Notes Thereto

#### (1) Consolidated balance sheet

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Assets</b>		
<b>Current assets</b>		
Cash and deposits	8,127	9,621
Notes receivable - trade	241	182
Electronically recorded monetary claims - operating	1,650	2,684
Accounts receivable - trade	6,942	7,335
Merchandise and finished goods	740	745
Work in process	3,992	3,705
Raw materials and supplies	5,336	5,006
Other	263	322
Allowance for doubtful accounts	△24	△23
<b>Total current assets</b>	<b>27,268</b>	<b>29,579</b>
<b>Non-current assets</b>		
<b>Property, plant and equipment</b>		
Buildings and structures, net	3,343	3,144
Machinery, equipment and vehicles, net	1,079	906
Land	1,421	2,104
Construction in progress	0	29
Other, net	324	302
<b>Total property, plant and equipment</b>	<b>6,169</b>	<b>6,487</b>
<b>Intangible assets</b>		
Software	290	445
Other	0	0
<b>Total intangible assets</b>	<b>290</b>	<b>445</b>
<b>Investments and other assets</b>		
Investment securities	1,390	1,829
Deferred tax assets	850	580
Retirement benefit asset	981	1,298
Other	827	901
Allowance for doubtful accounts	△13	△13
<b>Total investments and other assets</b>	<b>4,036</b>	<b>4,597</b>
<b>Total non-current assets</b>	<b>10,496</b>	<b>11,529</b>
<b>Total assets</b>	<b>37,765</b>	<b>41,109</b>

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	2,069	2,629
Electronically recorded obligations - operating	1,956	1,955
Short-term borrowings	1,165	1,140
Current portion of long-term borrowings	473	533
Income taxes payable	621	584
Advances received	587	362
Provision for bonuses	968	1,029
Provision for bonuses for directors (and other officers)	81	76
Provision for shareholder benefit program	78	78
Electronically recorded obligations - facilities	134	85
Other	1,254	1,247
Total current liabilities	9,390	9,723
Non-current liabilities		
Long-term borrowings	969	2,518
Long-term accounts payable - other	155	121
Deferred tax liabilities	104	—
Provision for retirement benefits for directors (and other officers)	91	94
Retirement benefit liability	1,750	1,793
Other	270	274
Total non-current liabilities	3,341	4,801
<b>Total liabilities</b>	<b>12,731</b>	<b>14,524</b>
<b>Net assets</b>		
Shareholders' equity		
Share capital	4,292	4,292
Capital surplus	4,290	4,301
Retained earnings	13,649	15,010
Treasury shares	△1,111	△1,548
Total shareholders' equity	21,120	22,055
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	345	642
Foreign currency translation adjustment	291	313
Remeasurements of defined benefit plans	221	367
Total accumulated other comprehensive income	857	1,324
Non-controlling interests	3,055	3,205
<b>Total net assets</b>	<b>25,033</b>	<b>26,585</b>
<b>Total liabilities and net assets</b>	<b>37,765</b>	<b>41,109</b>

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

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	29,329	31,648
Cost of sales	19,962	21,692
Gross profit	9,366	9,955
Selling, general and administrative expenses		
Salaries, allowances and bonuses	2,361	2,411
Provision for bonuses	347	405
Provision for bonuses for directors (and other officers)	81	76
Retirement benefit expenses	108	82
Provision for retirement benefits for directors (and other officers)	10	11
Depreciation	219	188
Research and development expenses	1,092	1,085
Provision for shareholder benefit program	78	78
Provision of allowance for doubtful accounts	△28	△0
Other	2,216	2,392
Total selling, general and administrative expenses	6,487	6,730
Operating profit	2,879	3,225
Non-operating income		
Interest income	27	26
Dividend income	57	55
Electricity sale income	30	32
Foreign exchange gains	—	9
Subsidy income	50	8
Surrender value of insurance policies	36	4
Other	31	36
Total non-operating income	233	174
Non-operating expenses		
Interest expenses	14	29
Finance related expenses	9	11
Electricity sale expenses	16	18
Foreign exchange losses	4	—
Loss on cancellation of insurance policies	17	0
Other	15	13
Total non-operating expenses	78	73
Ordinary profit	3,034	3,326
Extraordinary income		
Gain on sale of investment securities	102	4
Gain on sale of non-current assets	2	—
Total extraordinary income	105	4
Extraordinary losses		
Loss on disposal of non-current assets	26	7
Other	1	—
Total extraordinary losses	28	7
Profit before income taxes	3,111	3,322
Income taxes - current	985	1,043
Income taxes - deferred	△109	△42
Total income taxes	875	1,001
Profit	2,236	2,321
Profit attributable to non-controlling interests	244	279
Profit attributable to owners of parent	1,991	2,042

## (Consolidated statement of comprehensive income)

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	2,236	2,321
Other comprehensive income		
Valuation difference on available-for-sale securities	△126	297
Foreign currency translation adjustment	93	44
Remeasurements of defined benefit plans, net of tax	297	146
Total other comprehensive income	264	488
Comprehensive income	2,500	2,810
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	2,243	2,508
Comprehensive income attributable to non-controlling interests	256	301

## (3) Consolidated statement of changes in equity

For the fiscal year ended March 31, 2025 (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	4,292	4,278	12,209	△1,126	19,654
Changes during period					
Dividends of surplus			△552		△552
Profit attributable to owners of parent			1,991		1,991
Purchase of treasury shares				△1	△1
Disposal of treasury shares		12		17	29
Net changes in items other than shareholders' equity					
Total changes during period	—	12	1,439	15	1,466
Balance at end of period	4,292	4,290	13,649	△1,111	21,120

	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	459	222	△75	606	2,931	23,191
Changes during period						
Dividends of surplus						△552
Profit attributable to owners of parent						1,991
Purchase of treasury shares						△1
Disposal of treasury shares						29
Net changes in items other than shareholders' equity	△114	69	297	251	123	375
Total changes during period	△114	69	297	251	123	1,841
Balance at end of period	345	291	221	857	3,055	25,033

For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	4,292	4,290	13,649	△1,111	21,120
Changes during period					
Dividends of surplus			△680		△680
Profit attributable to owners of parent			2,042		2,042
Purchase of treasury shares				△456	△456
Disposal of treasury shares		10		18	29
Net changes in items other than shareholders' equity					
Total changes during period	—	10	1,361	△437	934
Balance at end of period	4,292	4,301	15,010	△1,548	22,055

	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	345	291	221	857	3,055	25,033
Changes during period						
Dividends of surplus						△680
Profit attributable to owners of parent						2,042
Purchase of treasury shares						△456
Disposal of treasury shares						29
Net changes in items other than shareholders' equity	297	22	146	466	150	616
Total changes during period	297	22	146	466	150	1,551
Balance at end of period	642	313	367	1,324	3,205	26,585

## (4) Consolidated statement 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	3,111	3,322
Depreciation	917	903
Amortization of long-term prepaid expenses	26	23
Increase (decrease) in allowance for doubtful accounts	△68	△1
Increase (decrease) in provision for bonuses	170	60
Increase (decrease) in retirement benefit liability	64	54
Decrease (increase) in retirement benefit asset	△33	△45
Increase (decrease) in provision for shareholder benefit program	17	—
Interest and dividend income	△85	△82
Interest expenses	14	29
Subsidy income	△50	△8
Loss (gain) on sale of investment securities	△102	△4
Decrease (increase) in trade receivables	1	△1,346
Decrease (increase) in inventories	△300	640
Increase (decrease) in trade payables	△608	518
Increase (decrease) in advances received	133	△232
Other, net	82	94
<b>Subtotal</b>	<b>3,293</b>	<b>3,927</b>
Interest and dividends received	85	82
Interest paid	△14	△29
Subsidies received	50	8
Income taxes refund (paid)	△870	△1,084
<b>Net cash provided by (used in) operating activities</b>	<b>2,543</b>	<b>2,904</b>
<b>Cash flows from investing activities</b>		
Proceeds from withdrawal of time deposits	550	557
Payments into time deposits	△550	△338
Purchase of property, plant and equipment	△705	△1,332
Proceeds from sale of property, plant and equipment	4	0
Purchase of intangible assets	△128	△281
Proceeds from sale of investment securities	256	5
Purchase of investment securities	△3	△4
Loan advances	△1	△1
Proceeds from collection of loans receivable	29	10
Purchase of insurance funds	△307	△70
Proceeds from maturity of insurance funds	216	24
Other, net	△28	△95
<b>Net cash provided by (used in) investing activities</b>	<b>△667</b>	<b>△1,526</b>

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	—	△25
Repayments of long-term borrowings	△416	△491
Proceeds from long-term borrowings	—	2,100
Purchase of treasury shares	△1	△456
Dividends paid	△551	△681
Dividends paid to non-controlling interests	△133	△151
Net cash provided by (used in) financing activities	△1,103	293
Effect of exchange rate change on cash and cash equivalents	61	33
Net increase (decrease) in cash and cash equivalents	833	1,705
Cash and cash equivalents at beginning of period	6,742	7,575
Cash and cash equivalents at end of period	7,575	9,281

(5) Notes to consolidated financial statements

(Notes on going concern assumptions)

There is no items to report.

(Notes on segment information)

Segment information

1. Overview of reportable segments

The Group's reportable segments are components of the Group for which separate financial information is available and which are subject to periodic review by the Board of Directors in order to decide how resources should be allocated and to evaluate financial results.

For each business group which is comprised of the Company's sales division and production sites as well as group companies, the Group formulates comprehensive domestic and overseas strategies for the finished goods, merchandise and services handled and conducts business activities accordingly. The Group is, therefore, made up of segments based on these business groups and classified according to the finished goods, merchandise and services handled. It has three reportable segments: the Measurement & Control Instruments segment, the Instrumentation Systems segment and the Sensor segment.

The main finished goods, merchandise and services in each reportable segment are as follows.

Name of segment	Details of finished goods, merchandise and services
Measurement & Control Instruments Segment	Recorders, controllers and consumer electronics
Instrumentation Systems Segment	Performance and evaluation test equipment, package systems for control and monitoring, device and semiconductor test equipment, clean rooms, temperature calibration equipment, and various instrumentation systems
Sensor Segment	Infrared radiation equipment, thermal image measurement devices, temperature sensor, and applied sensor

Note: The "Others" segment is a business segment not included in the reportable segments and it covers business such as repair and maintenance services.

2. Calculation method for net sales, profit/loss, assets, liabilities and other items by reportable segment

The accounting methods for the reported business segments are generally the same as those described in "Significant Matters for the Preparation of Consolidated Financial Statements."

Profit of reportable segments is based on operating profit. Intersegment sales and transfers are based on actual transactions.

3. Information concerning net sales, profit/loss, assets, liabilities and other items by reportable segment  
For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segments				Others (Note)	Total
	Measurement & Control Instruments	Instrumentation Systems	Sensors	Total		
Net sales						
External	9,744	9,958	8,597	28,300	1,029	29,329
Inter-segment sales and transfers	—	—	—	—	—	—
Total	9,744	9,958	8,597	28,300	1,029	29,329
Segment profit	1,511	1,551	1,706	4,769	251	5,021
Segment assets	10,630	7,548	10,105	28,284	741	29,025
Other items						
Depreciation and amortization	356	83	259	699	35	734
Impairment losses	—	—	—	—	—	—
Increase in property, plant and equipment and intangible assets	493	54	258	805	21	827

(Notes) 1. The “Others” segment is a business segment not included in the reportable segments and it covers business such as repair and maintenance services.

2. Our group does not allocate liabilities to reportable segments; therefore, this information has been omitted.

For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Millions of yen)

	Reportable segments				Others (Note)	Total
	Measurement & Control Instruments	Instrumentation Systems	Sensors	Total		
Net sales						
External	9,608	11,695	9,188	30,492	1,155	31,648
Inter-segment sales and transfers	—	—	—	—	—	—
Total	9,608	11,695	9,188	30,492	1,155	31,648
Segment profit	1,479	1,663	2,098	5,241	317	5,558
Segment assets	9,879	7,963	10,844	28,688	810	29,498
Other items						
Depreciation and amortization	367	84	255	707	39	747
Impairment losses	—	—	—	—	—	—
Increase in property, plant and equipment and intangible assets	156	95	875	1,127	11	1,138

(Notes) 1. The “Others” segment is a business segment not included in the reportable segments and it covers business such as repair and maintenance services.

2. Our group does not allocate liabilities to reportable segments; therefore, this information has been omitted.

4. Reconciliations of the totals of segment sales, reported segment profit or loss, segment assets, segment liabilities and other material segment items to consolidated financial statement amounts and breakdown by major item

(Millions of yen)

Net sales	Previous fiscal year	Fiscal year under review
Reportable segment total	28,300	30,492
Net sales of Other segment	1,029	1,155
Net sales in consolidated financial statements	29,329	31,648

(Millions of yen)

Profit	Previous fiscal year	Fiscal year under review
Reportable segment total	4,769	5,241
Profit of Other segment	251	317
Corporate expenses (Note)	△2,142	△2,332
Operating profit in consolidated financial statements	2,879	3,225

(Note) Corporate expenses are primarily general and administrative expenses that cannot be allocated to specific segments.

(Millions of yen)

Assets	Previous fiscal year	Fiscal year under review
Reportable segment total	28,284	28,688
Assets of Other segment	741	810
Corporate assets (Note)	8,739	11,610
Total assets in consolidated financial statements	37,765	41,109

(Note) Corporate assets are primarily head office building, etc. that cannot be allocated to specific segments.

(Millions of yen)

Other items	Reportable segment total		Other		Adjustments		Amount on consolidated financial statements	
	Previous fiscal year	Fiscal year under review	Previous fiscal year	Fiscal year under review	Previous fiscal year	Fiscal year under review	Previous fiscal year	Fiscal year under review
Depreciation and amortization	699	707	35	39	182	156	917	903
Impairment losses	—	—	—	—	—	—	—	—
Increase in property, plant and equipment and intangible assets	805	1,127	21	11	115	237	943	1,376

(Note) The adjustments to “Increase in property, plant and equipment and intangible assets” are head office-related capital expenditures.

## Relevant information

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

### 1. Information by product and service

This information is omitted because such information is disclosed in “Segment information.”

### 2. Geographic information

#### (1) Net sales

(Millions of yen)			
Japan	Asia	Others	Total
23,141	5,531	656	29,329

(Notes) 1. Country and regional segmentation are based on geographic proximity.

2. Main countries or regions belonging to geographical segments besides Japan

(1) Asia: Mainly China, South Korea and Taiwan

(2) Other: Mainly the United States, Germany and Italy

#### (2) Property, plant and equipment

This information is omitted because the amount of property, plant and equipment located in Japan accounts for more than 90% of the amount of property, plant and equipment in the consolidated financial statements.

### 3. Information on major customers

This information is omitted because there are no customers that account for 10% or more of net sales in the consolidated statements of income.

For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

### 1. Information by product and service

This information is omitted because such information is disclosed in “Segment information.”

### 2. Geographic information

#### (1) Net sales

(Millions of yen)			
Japan	Asia	Others	Total
24,482	6,401	764	31,648

(Notes) 1. Country and regional segmentation are based on geographic proximity.

2. Main countries or regions belonging to geographical segments besides Japan

(1) Asia: Mainly China, South Korea and Taiwan

(2) Other: Mainly the United States, Germany and Italy

#### (2) Property, plant and equipment

This information is omitted because the amount of property, plant and equipment located in Japan accounts for more than 90% of the amount of property, plant and equipment in the consolidated financial statements.

### 3. Information on major customers

This information is omitted because there are no customers that account for 10% or more of net sales in the consolidated statements of income.

Information concerning impairment loss on non-current assets by reportable segment

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

There is no items to report.

For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

There is no items to report.

Information concerning amortization of goodwill and unamortized balance by reportable segment

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

There is no items to report.

For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

There is no items to report.

Information concerning gain on bargain purchase by reportable segment

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

There is no items to report.

For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

There is no items to report.

(Notes on per share information)

Previous fiscal year (from April 1, 2024 to March 31, 2025)		Fiscal year under review (from April 1, 2025 to March 31, 2026)	
Net assets per share	1,292.26 yen	Net assets per share	1,397.94 yen
Earnings per share	117.15 yen	Earnings per share	120.44 yen

(Notes) 1. Diluted earnings per share is omitted because there are no potential shares with a dilutive effect.

2. The Company implemented a 2-for-1 share split effective October 1, 2025. We have calculated “Net assets per share” and “Basic earnings per share” on the assumption that this share split had taken place at the beginning of the previous fiscal year.

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

	Previous fiscal year (as of March 31, 2025)	Fiscal year under review (as of March 31, 2026)
Total net assets (Millions of yen)	25,033	26,585
Amount deducted from total net assets (Millions of yen)	3,055	3,205
[Non-controlling interests (Millions of yen)]	[3,055]	[3,205]
Total net assets related to common shares at the end of the year (Millions of yen)	21,978	23,379
Number of common shares used in calculating net assets per share at the end of the year (Thousand)	17,007	16,724

4. The basis for calculating earnings per share is as follows:

	Previous fiscal year (from April 1, 2024 to March 31, 2025)	Fiscal year under review (from April 1, 2025 to March 31, 2026)
Profit attributable to owners of parent (Millions of yen)	1,991	2,042
Amount not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to owners of parent related to common shares (Millions of yen)	1,991	2,042
Average number of shares during the period (Thousand)	16,999	16,956

(Notes on subsequent events)

There is no items to report.

(Omission of disclosure)

The non-consolidated financial statements and significant notes thereto are omitted, as we do not see any significant need to disclose them in the financial results.