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CONSOLIDATED FINANCIAL RESULTS FOR THE FISCAL YEAR ENDED MARCH 31, 2025 [J-GAAP]

May 13, 2025

Listed Company Name: FUJI CORPORATION
 Securities Code: 6134
 Listings: Tokyo Stock Exchange, Nagoya Stock Exchange
 URL: <https://www.fuji.co.jp/>
 Representative: Joji Isozumi, President, and CEO
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Scheduled Ordinary General Meeting of Shareholders: June 27, 2025
 Scheduled date to start dividend payments: June 30, 2025
 Scheduled date to submit securities report: June 30, 2025
 Preparation of results briefing materials: Yes
 Holding of financial results briefing: Yes

(Amounts less than one million yen have been truncated)

1. Consolidated Financial Results (From April 1, 2024 to March 31, 2025)

(1) Consolidated Operating Results

(Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2025	127,387	0.3	13,781	2.7	15,328	2.1	10,906	4.5
Fiscal year ended March 31, 2024	127,059	(17.1)	13,421	(50.5)	15,010	(48.3)	10,438	(49.0)

Note: Comprehensive income Fiscal year ended March 31, 2025: ¥6,476 million [(67.9)%]
 Fiscal year ended March 31, 2024: ¥20,194 million [(14.1)%]

	Profit per share	Diluted profit per share	Return on equity	Ordinary profit to total assets	Operating profit to net sales
	Yen	Yen	%	%	%
Fiscal year ended March 31, 2025	119.64	—	4.9	6.2	10.8
Fiscal year ended March 31, 2024	110.59	—	4.6	5.9	10.6

Reference: Equity in earnings (losses) of affiliates Fiscal year ended March 31, 2025: ¥— million
 Fiscal year ended March 31, 2024: ¥— million

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	244,289	218,682	89.5	2,461.37
As of March 31, 2024	250,937	228,278	90.9	2,463.67

Reference: Shareholders' equity As of March 31, 2025 : ¥218,561 million
 As of March 31, 2024 : ¥228,163 million

(3) Consolidated Cash Flows

	Net cash provided by (used in) operating activities	Net cash provided by (used in) investing activities	Net cash provided by (used in) financing activities	Cash and cash equivalents at end of the period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal year ended March 31, 2025	23,413	(11,418)	(16,195)	58,005
Fiscal year ended March 31, 2024	30,187	(12,366)	(17,148)	62,466

2. Dividends

	Dividends per share					Total dividend amount (Annual)	Dividend payout ratio (Consolidated)	Dividends to net assets (Consolidated)
	First quarter- end	Second quarter- end	Third quarter- end	Year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2024	—	40.00	—	40.00	80.00	7,473	72.3	3.3
Fiscal year ended March 31, 2025	—	40.00	—	40.00	80.00	7,216	66.9	3.2
Fiscal year ending March 31, 2026 (Forecast)	—	40.00	—	40.00	80.00		50.7	

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

(Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Profit per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	73,000	15.9	8,900	37.0	9,100	25.8	7,500	43.6	84.46
Full year	147,000	15.4	18,000	30.6	18,500	20.7	14,000	28.4	157.66

*Notes

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

New Company: — Exclusion: —

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

1) Changes in accounting policies in accordance with revision of accounting standards: None

2) Changes in accounting policies other than item 1) above: None

3) Changes in accounting estimates: None

4) Retrospective restatements: None

(3) Number of shares issued (common stock)

1) Number of shares issued as of end of period (including treasury shares)

As of March 31, 2025: 97,823,748 shares

As of March 31, 2024: 97,823,748 shares

2) Number of treasury shares as of end of period

As of March 31, 2025: 9,026,846 shares

As of March 31, 2024: 5,212,668 shares

3) Average number of shares during the period

Fiscal year ended March 31, 2025: 91,158,931 shares

Fiscal year ended March 31, 2024: 94,387,039 shares

(Reference) Overview of Non-consolidated Financial Results**1. Non-consolidated Financial Results (From April 1, 2024 to March 31, 2025)****(1) Non-consolidated Operating Results**

(Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2025	95,174	3.5	9,374	11.5	10,276	1.5	8,373	15.5
Fiscal year ended March 31, 2024	91,959	(21.8)	8,408	(61.6)	10,127	(62.3)	7,250	(64.0)

	Profit per share	Diluted profit per share
	Yen	Yen
Fiscal year ended March 31, 2025	91.86	—
Fiscal year ended March 31, 2024	76.81	—

(2) Non-consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	189,534	171,246	90.4	1,928.52
As of March 31, 2024	195,366	182,334	93.3	1,968.82

Reference: Shareholders' equity As of March 31, 2025 : ¥171,246 million
As of March 31, 2024 : ¥182,334 million

The consolidated financial results are not subject to review procedures by certified public accountants or auditing firms.

Explanation regarding appropriate use of results forecasts and other special remarks

(Notes on the forward-looking statements)

The forward-looking statements, including results forecasts, contained in these materials are based on information available to FUJI CORPORATION (hereinafter referred to as the "Company") and on certain assumptions deemed to be reasonable as of the date of release of this document and they are not meant to be a commitment by the Company. Also, actual business results may differ substantially due to a number of factors. Please refer to "1. Overview of Operating Results, etc. (4) Future Outlook" on page 4 of the attachment for details regarding assumptions and other matters concerning the forecast of consolidated results.

(How to obtain results briefing materials for financial results)

The results briefing materials will be posted on the Company's website from May 13, 2025.

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1. Overview of Operating Results, etc.

(1) Overview of Operating Results for the Fiscal Year Ended March 31, 2025

In the fiscal year ended March 31, 2025, the Japanese economy recovered moderately on the back of inbound demand, although growing caution about U.S. tariff policy put downward pressure on business confidence in some areas, and corporate capital investment remained firm, centering on software investment. In the global economy, uncertainty in North America, including tariff policies, led to worsening business confidence in companies, while in Europe and China, the economy stalled due to sluggish exports.

In this environment, the Company and its subsidiaries (hereinafter referred to as the “Group”) have set the purpose of “Enriching the lives of those in the world around us,” and aim to create new value for society and realize a sustainable and mindful society full of smiling faces by providing products and services that will excite and inspire our customers in the areas of manufacturing, nursing care, logistics, etc. on the foundation of robotics and automation technology. In our main business of Robotic Solutions, with the aim to have the top market share for all products we handle, we strived to develop new markets and customers by focusing on expanding the sales of new-generation models such as the FUJI Smart Factory Platform NXTR and the expandable all-in-one pick and place machine AIMEXR, as well as worked on the speedy development of original and competitive products. Furthermore, we promoted solution proposals centered on the FUJI Smart Factory as well as strived to strengthen sales and technical support systems in Japan and abroad through cooperation with dealers and Group companies. Additionally, at the Okazaki Factory, which is our primary factory for manufacturing SMT pick and place machines, we rebuilt part of the existing factory buildings and constructed a new factory building, thereby boosting our production capacity. Also, we have reorganized our organizational structure, aiming to create businesses that will become the pillars of the next generation, and promoted the commercialization of products other than SMT pick and place machines, such as the smart locker system Quist, the transfer support robot Hug and the waste-sorting robot R-PLUS. In the Machine Tools business, we have revamped our organizational structure in order to pivot to the establishment of the business foundation and achievement of sustainable profit growth. In addition, we worked to establish our superiority in the turnkey business and ultimately acquire new customers by striving to improve production efficiency and proposal-based sales capabilities. We also promoted improvements in operational efficiency in production, sales and development in the Group through the use of digital technology and aimed to increase profitability.

As a result of the above, net sales for the fiscal year ended March 31, 2025 increased by ¥327 million (0.3%) from the previous fiscal year, to ¥127,387 million. Operating profit increased by ¥359 million (2.7%) from the previous fiscal year, to ¥13,781 million, and ordinary profit increased by ¥318 million (2.1%) from the previous fiscal year, to ¥15,328 million. In addition, profit attributable to owners of parent increased by ¥468 million (4.5%) from the previous fiscal year, to ¥10,906 million.

Operating results by segments are as follows.

Robotic Solutions

In China, a certain degree of demand was seen mainly for smartphones, PCs, and automotive-related products, and in Vietnam, capital investment grew for smartphones and other telecommunications-related products and PCs, while capital investment demand in Europe and the United States was sluggish due to economic uncertainty. As a result, net sales for the segment decreased by ¥439 million (0.4%) from the previous fiscal year, to ¥114,157 million. Operating profit decreased by ¥1,972 million (10.8%) from the previous fiscal year, to ¥16,349 million.

Machine Tools

Due to temporary demand for capital investment in the North American automobile market, net sales for the segment increased by ¥637 million (6.1%) from the previous fiscal year, to ¥11,093 million. In addition, because of structural reforms, including our organizational structure, operating profit was ¥740 million (operating loss for the previous fiscal year was ¥786 million).

(2) Overview of Financial Position for the Fiscal Year Ended March 31, 2025

(Assets)

The current assets as of March 31, 2025 was ¥155,427 million, a decrease of ¥6,008 million compared with the end of the previous fiscal year. This is mainly because cash and deposits decreased by ¥4,231 million and inventories decreased by ¥3,927 million, while notes and accounts receivable-trade increased by ¥2,591 million. Non-current assets decreased of ¥639 million compared with the end of the previous fiscal year, to ¥88,862 million.

As a result, total assets decreased by ¥6,648 million compared with the end of the previous fiscal year, to ¥244,289 million.

(Liabilities)

The current liabilities as of March 31, 2025 was ¥22,256 million, an increase of ¥3,849 million from the end of the previous fiscal year. This is mainly because income taxes payable increased by ¥2,377 million and notes and accounts payable-trade increased by ¥1,732 million. Non-current liabilities decreased by ¥902 million compared with the end of the previous fiscal year, to ¥3,350 million. This is mainly because deferred tax liabilities decreased by ¥892 million.

As a result, total liabilities increased by ¥2,947 million from the end of the previous fiscal year, to ¥25,606 million.

(Net assets)

The total net assets as of March 31, 2025 was ¥218,682 million, a decrease of ¥9,595 million compared with the end of the previous fiscal year. This is mainly because of a decrease of ¥8,708 million due to the acquisition of treasury shares, etc.

As a result, equity ratio as of March 31, 2025 was 89.5% (90.9% at the end of the previous fiscal year).

(3) Overview of Cash Flows for the Fiscal Year Ended March 31, 2025

The balance of cash and cash equivalents as of March 31, 2025 decreased by ¥4,461 million compared with the end of the previous fiscal year, to ¥58,005 million.

Net cash provided by operating activities was ¥23,413 million (¥30,187 million in the previous fiscal year). This is mainly due to positive factors such as profit before income taxes of ¥16,271 and depreciation of ¥9,073 million outnumbering negative factors such as an increase in trade receivables of ¥2,506 million.

Net cash used in investing activities was ¥11,418 million (¥12,366 million in the previous fiscal year). This is mainly due to negative factors such as purchase of property, plant and equipment and intangible assets of ¥14,525 outnumbering positive factors such as proceeds from sale of investment securities of ¥3,210 million.

Net cash used in financing activities was ¥16,195 million (¥17,148 million in the previous fiscal year). This is mainly due to purchase of treasury shares of ¥8,736 million and dividends paid of ¥7,352 million.

Furthermore, trends in the cash flow index were as follows:

	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Equity ratio (%)	86.5	85.8	88.5	90.9	89.5
Equity ratio based on market price (%)	121.7	88.1	84.8	98.5	76.1
Ratio of interest-bearing liabilities to cash flows (Years)	—	—	—	—	—
Interest coverage ratio (Times)	7,885.7	3,856.6	2,026.0	1,016.8	1,164.9

Equity ratio: shareholders' equity/total assets

Equity ratio based on market price: market capitalization/total assets

Ratio of interest-bearing liabilities to cash flows: interest-bearing liabilities/cash flows

Interest coverage ratio: cash flows/interest payments

Notes:

1. Each index is calculated on a consolidated basis.
2. Market capitalization is calculated based on the number of shares issued excluding treasury shares.
3. Cash flows refer to cash flows from operating activities.
4. Interest-bearing liabilities refer to all interest paying debts on the consolidated balance sheets.

(4) Future Outlook

With regard to the future outlook, there is growing uncertainty about the future of the U.S. tariff policy, and there are concerns that this will have a significant impact on global economic growth, including exchange rate trends. Under such circumstances, in the robot solutions business, which handles the Company's core product, SMT pick and place machines, we will promote product development and sales activities that accurately grasp the needs of fields that are expected to grow in the future, such as AI-related fields and the shift to IoT in automobiles.

Meanwhile, the Machine Tools business will completely promote the turnkey solution business, which is one of the strengths of the Company, and further accelerate efforts to stabilize earnings.

Forecasts of consolidated results for the fiscal year ending March 31, 2026 are as follows.

(Millions of yen)

	Net Sales	Operating profit	Ordinary profit	Profit attributable to owners of parent
First half	73,000	8,900	9,100	7,500
Full year	147,000	18,000	18,500	14,000

(5) Basic Policy for Profit Distribution and Dividends for the Fiscal Year Ended March 31, 2025 and the Fiscal Year Ending March 31, 2026

With regard to the Company's basic policy for profit distribution, we strive to maintain a basic policy with a dividend target payout ratio of 50%, paying attention to capital demands for future business development as well as considering the continuous return of profits to shareholders as one of the most important management measures.

In addition, retained earnings are used for proactive investments for further growth and expansion, such as developing next-generation products and building a production structure, as well as to improve and strengthen the Company's business structure.

Year-end dividends are proposed at ¥40 per share, based on the basic policy for profit distribution. This results in a total annual dividend of ¥80 per share, including the interim dividend of ¥40.

In view of the earnings forecast of the Group for the next fiscal year, interim and year-end dividends for the fiscal year ending March 31, 2026 are both scheduled to be ¥40 per share, for a total annual dividend of ¥80.

2. Basic Concept Concerning Selection of Accounting Standards

Considering the comparability of consolidated financial statements across periods and among companies, the Group's policy is to prepare its consolidated financial statements according to Japanese GAAP.

With regard to future application of International Financial Reporting Standards (IFRS), we intend to continue studying the matter based on the status of application in Japan.

3. Consolidated Financial Statements and Primary Notes

(1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	61,812	57,580
Notes and accounts receivable - trade	32,207	34,798
Securities	2,835	1,600
Merchandise and finished goods	12,779	12,883
Work in process	28,933	28,136
Raw materials and supplies	15,404	12,171
Other	7,601	8,375
Allowance for doubtful accounts	(139)	(118)
Total current assets	161,436	155,427
Non-current assets		
Property, plant and equipment		
Buildings and structures	37,112	45,842
Accumulated depreciation and impairment	(20,905)	(22,128)
Buildings and structures, net	16,207	23,714
Machinery, equipment and vehicles	24,705	25,519
Accumulated depreciation and impairment	(17,970)	(18,758)
Machinery, equipment and vehicles, net	6,735	6,760
Tools, furniture and fixtures	11,714	12,255
Accumulated depreciation and impairment	(10,407)	(10,551)
Tools, furniture and fixtures, net	1,306	1,703
Land	5,763	5,756
Construction in progress	3,685	151
Total property, plant and equipment	33,697	38,086
Intangible assets		
Goodwill	9,417	8,087
Software	10,088	11,686
Other	4,077	2,976
Total intangible assets	23,584	22,749
Investments and other assets		
Investment securities	25,923	20,962
Deferred tax assets	1,029	1,257
Retirement benefit asset	4,504	5,028
Other	761	777
Total investments and other assets	32,219	28,025
Total non-current assets	89,501	88,862
Total assets	250,937	244,289

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	6,110	7,842
Income taxes payable	589	2,967
Provision for product warranties	632	640
Other	11,074	10,805
Total current liabilities	18,406	22,256
Non-current liabilities		
Deferred tax liabilities	3,623	2,731
Retirement benefit liability	374	422
Other	254	196
Total non-current liabilities	4,252	3,350
Total liabilities	22,659	25,606
Net assets		
Shareholders' equity		
Share capital	5,878	5,878
Capital surplus	7,109	7,114
Retained earnings	201,332	204,870
Treasury shares	(11,029)	(19,738)
Total shareholders' equity	203,291	198,125
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	11,759	8,370
Deferred gains or losses on hedges	(1)	3
Foreign currency translation adjustment	12,035	11,788
Remeasurements of defined benefit plans	1,079	272
Total accumulated other comprehensive income	24,871	20,435
Non-controlling interests	114	120
Total net assets	228,278	218,682
Total liabilities and net assets	250,937	244,289

(2) Consolidated Statements of Income and Comprehensive Income

(Consolidated Statements of Income)

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	127,059	127,387
Cost of sales	80,823	80,750
Gross profit	46,236	46,636
Selling, general and administrative expenses	32,814	32,855
Operating profit	13,421	13,781
Non-operating income		
Interest income	431	696
Dividend income	493	535
Rental income	71	29
Foreign exchange gains	460	76
Gain on investments in investment partnerships	—	139
Miscellaneous income	193	143
Total non-operating income	1,650	1,621
Non-operating expenses		
Interest expenses	29	20
Commission expenses	14	10
Donations	15	30
Compensation for damage	1	8
Miscellaneous expenses	1	3
Total non-operating expenses	62	73
Ordinary profit	15,010	15,328
Extraordinary income		
Gain on disposal of non-current assets	14	31
Gain on sales of investment securities	366	2,079
Subsidy income	—	120
Total extraordinary income	380	2,230
Extraordinary losses		
Loss on disposal of non-current assets	335	127
Impairment losses	36	854
Loss on valuation of investment securities	—	304
Other	1	—
Total extraordinary losses	373	1,287
Profit before income taxes	15,018	16,271
Income taxes - current	3,460	4,956
Income taxes - deferred	1,127	394
Total income taxes	4,588	5,351
Profit	10,429	10,920
Profit (loss) attributable to non-controlling interests	(8)	14
Profit attributable to owners of parent	10,438	10,906

(Consolidated Statements of Comprehensive Income)

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit	10,429	10,920
Other comprehensive income		
Valuation difference on available-for-sale securities	4,086	(3,388)
Deferred gains or losses on hedges	(2)	5
Foreign currency translation adjustment	4,457	(254)
Remeasurements of defined benefit plans, net of tax	1,224	(806)
Total other comprehensive income	9,765	(4,444)
Comprehensive income	20,194	6,476
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	20,195	6,470
Comprehensive income attributable to non-controlling interests	(1)	5

(3) Consolidated Statements of Changes in Equity

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	5,878	7,099	198,521	(1,625)	209,873
Changes during period					
Dividends of surplus			(7,627)		(7,627)
Profit attributable to owners of parent			10,438		10,438
Purchase of treasury shares				(9,427)	(9,427)
Disposal of treasury shares		10		24	34
Net changes in items other than shareholders' equity					
Total changes during period	—	10	2,810	(9,403)	(6,582)
Balance at end of period	5,878	7,109	201,332	(11,029)	203,291

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	7,672	1	7,585	(145)	15,114	116	225,104
Changes during period							
Dividends of surplus							(7,627)
Profit attributable to owners of parent							10,438
Purchase of treasury shares							(9,427)
Disposal of treasury shares							34
Net changes in items other than shareholders' equity	4,086	(2)	4,449	1,224	9,757	(1)	9,756
Total changes during period	4,086	(2)	4,449	1,224	9,757	(1)	3,174
Balance at end of period	11,759	(1)	12,035	1,079	24,871	114	228,278

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	5,878	7,109	201,332	(11,029)	203,291
Changes during period					
Dividends of surplus			(7,368)		(7,368)
Profit attributable to owners of parent			10,906		10,906
Purchase of treasury shares				(8,736)	(8,736)
Disposal of treasury shares		5		27	32
Net changes in items other than shareholders' equity					
Total changes during period	—	5	3,538	(8,708)	(5,165)
Balance at end of period	5,878	7,114	204,870	(19,738)	198,125

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	11,759	(1)	12,035	1,079	24,871	114	228,278
Changes during period							
Dividends of surplus							(7,368)
Profit attributable to owners of parent							10,906
Purchase of treasury shares							(8,736)
Disposal of treasury shares							32
Net changes in items other than shareholders' equity	(3,388)	5	(246)	(806)	(4,436)	5	(4,430)
Total changes during period	(3,388)	5	(246)	(806)	(4,436)	5	(9,595)
Balance at end of period	8,370	3	11,788	272	20,435	120	218,682

(4) Consolidated Statements of Cash Flows

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	15,018	16,271
Depreciation	8,433	9,073
Impairment losses	36	854
Amortization of goodwill	1,197	1,218
Increase (decrease) in provision for product warranties	(398)	9
Increase or decrease in retirement benefit asset and liability	(218)	(1,638)
Interest and dividend income	(924)	(1,231)
Interest expenses	29	20
Loss (gain) on disposal of non-current assets	321	96
Loss (gain) on sales of investment securities	(366)	(2,079)
Loss (gain) on valuation of investment securities	—	304
Loss (gain) on investments in investment partnerships	—	(139)
Decrease (increase) in trade receivables	11,765	(2,506)
Decrease (increase) in inventories	6,672	3,905
Increase (decrease) in trade payables	(4,429)	1,688
Other, net	(371)	(2,059)
Subtotal	36,763	23,789
Interest and dividends received	926	1,233
Interest paid	(29)	(20)
Income taxes paid	(7,472)	(1,588)
Net cash provided by (used in) operating activities	30,187	23,413
Cash flows from investing activities		
Proceeds from redemption of securities	4,000	2,100
Purchase of property, plant and equipment and intangible assets	(14,642)	(14,525)
Proceeds from sale of property, plant and equipment and intangible assets	14	40
Purchase of investment securities	(2,165)	(1,953)
Proceeds from sale of investment securities	446	3,210
Payments into time deposits	(132)	(94)
Proceeds from withdrawal of time deposits	122	—
Purchase of long-term prepaid expenses	(73)	(182)
Other, net	63	(13)
Net cash provided by (used in) investing activities	(12,366)	(11,418)
Cash flows from financing activities		
Dividends paid	(7,629)	(7,352)
Purchase of treasury shares	(9,427)	(8,736)
Other, net	(92)	(107)
Net cash provided by (used in) financing activities	(17,148)	(16,195)
Effect of exchange rate change on cash and cash equivalents	1,812	(260)
Net increase (decrease) in cash and cash equivalents	2,484	(4,461)
Cash and cash equivalents at beginning of period	59,982	62,466
Cash and cash equivalents at end of period	62,466	58,005

(5) Notes to Consolidated Financial Statements

(Notes to assumption of going concern)

Not applicable

(Notes to changes in presentation methods)

(Consolidated Statements of Income)

“Compensation for damage,” which were included in “Miscellaneous expenses” under “Non-operating expenses” for the previous fiscal year, have been presented separately from the fiscal year ended March 31, 2025 because the amount of those items exceeded ten-hundredth (10/100) of the total amount of non-operating expenses. The consolidated financial statements for the previous fiscal year have been reclassified in order to reflect this change in presentation method.

As a result, ¥2 million presented in “Miscellaneous expenses” under “Non-operating expenses” in the consolidated statement of income for the previous fiscal year, has been reclassified into “Compensation for damage” of ¥1 million and “Miscellaneous expenses” of ¥1 million.

(Notes to segment information, etc.)

1. Outline of reportable segments

Of the units that comprise the Group, financial information is available for each segment and is subject to periodic reviews by the Company's Board of Directors for determination of the allocation of management resources and for evaluation of operating performance.

The Group operates separate divisions based on the type of product and service provided, and each of the divisions plans comprehensive domestic and international strategies for its products and services and is engaged in developing its respective business activities.

Thus, the Group has two reportable segments based on the two main types of products and services offered: Robotic Solutions and Machine Tools business.

In the Robotic Solutions business, we mainly produce robotic mounters. In the Machine Tools business, we mainly produce machine tools.

2. Methods for calculating the value of net sales, profit or loss, assets, liabilities, and other items by reportable segment

The accounting method for the reported business segments is the same as those for preparation of consolidated financial statements.

Income in reportable segments is based on operating profit.

Inter-segment sales or transfers are based on current market prices.

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

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Millions of yen)

	Reportable segments			Others (Note)	Total
	Robotic Solutions	Machine Tools	Subtotal		
Net sales					
Sales to external customers	114,596	10,455	125,052	2,007	127,059
Inter-segment sales or transfers	23	—	23	143	166
Total	114,620	10,455	125,076	2,150	127,226
Segment income (loss)	18,321	(786)	17,535	(102)	17,432
Segment assets	159,900	19,254	179,155	2,945	182,101
Other items					
Depreciation	7,639	525	8,165	117	8,282
Increase in property, plant and equipment and intangible assets	13,271	658	13,929	82	14,011

Note: “Others” include business activities that do not fit into the main two reportable segments. This includes the manufacture of control equipment and electronic equipment, and image processing development.

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segments			Others (Note)	Total
	Robotic Solutions	Machine Tools	Subtotal		
Net sales					
Sales to external customers	114,157	11,093	125,251	2,136	127,387
Inter-segment sales or transfers	57	—	57	156	213
Total	114,214	11,093	125,308	2,293	127,601
Segment income (loss)	16,349	740	17,089	(109)	16,979
Segment assets	168,006	18,693	186,699	2,414	189,113
Other items					
Depreciation	8,337	535	8,872	87	8,960
Increase in property, plant and equipment and intangible assets	13,839	411	14,250	65	14,316

Note: "Others" include business activities that do not fit into the main two reportable segments. This includes the manufacture of control equipment and electronic equipment, and image processing development.

4. Difference between the aggregate amount of a reportable segment and the amount posted in the consolidated financial statements and major descriptions of such difference (difference adjustments and related matters)

(Millions of yen)

Income	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Reportable segments total	17,535	17,089
Gains (Losses) in Others	(102)	(109)
Inter-segment transaction eliminations	9	9
Corporate expenses (Note)	(4,020)	(3,208)
Operating profit in the consolidated financial statements	13,421	13,781

Note: Corporate expenses mainly consist of general and administrative expenses and research and development expenses not attributable to the reportable segments.

(Millions of yen)

Income	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Reportable segments total	179,155	186,699
Assets in Others	2,945	2,414
Inter-segment transaction eliminations	(16)	(30)
Corporate assets (Note)	68,853	55,205
Total assets in the consolidated financial statements	250,937	244,289

Note: Corporate assets mainly consist of surplus funds (cash and deposits), long-term investments (investment securities), assets related to Technological Research and Administration Divisions and other assets, which are not attributable to the reportable segments.

(Millions of yen)

Other items	Reportable segments total		Others		Adjustments (Note)		Consolidated financial statement amounts	
	Fiscal 2024	Fiscal 2025	Fiscal 2024	Fiscal 2025	Fiscal 2024	Fiscal 2025	Fiscal 2024	Fiscal 2025
Depreciation	8,165	8,872	117	87	150	113	8,433	9,073
Increase in property, plant and equipment and intangible assets	13,929	14,250	82	65	280	485	14,291	14,801

Note: Adjustments are attributable to items related to Technological Research and Administration Divisions.

(Notes to per share information)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net assets per share (Yen)	2,463.67	2,461.37
Profit per share (Yen)	110.59	119.64

Note: 1. Diluted profit per share is not stated since the Company does not have residual securities.

2. The basis for calculation of the profit per share and diluted profit per share is as follows.

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit per share		
Profit attributable to owners of parent (Millions of yen)	10,438	10,906
Profit not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to owners of parent attributable to common stock (Millions of yen)	10,438	10,906
Average number of shares during the period (Shares)	94,387,039	91,158,931

(Notes to important subsequent events)

Not applicable

4. Others

(1) Changes to Senior Management

Please refer to the "Notice regarding Changes to Senior Management" released today for the change of directors and executive officers.

(2) Orders and Sales

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

Name of segment	Orders (Millions of yen)	Ratio (%)	Net sales (Millions of yen)	Ratio (%)	Order backlogs (Millions of yen)	Ratio (%)
Robotic Solutions	104,005	89.5	114,596	90.2	34,536	82.5
Machine Tools	10,294	8.9	10,455	8.2	7,018	16.8
Reportable segments subtotal	114,300	98.4	125,052	98.4	41,554	99.3
Others	1,909	1.6	2,007	1.6	290	0.7
Total	116,209	100.0	127,059	100.0	41,845	100.0

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

Name of segment	Orders (Millions of yen)	Ratio (%)	Net sales (Millions of yen)	Ratio (%)	Order backlogs (Millions of yen)	Ratio (%)
Robotic Solutions	112,868	91.1	114,157	89.6	33,246	86.7
Machine Tools	8,900	7.2	11,093	8.7	4,825	12.6
Reportable segments subtotal	121,768	98.3	125,251	98.3	38,072	99.3
Others	2,120	1.7	2,136	1.7	273	0.7
Total	123,888	100.0	127,387	100.0	38,346	100.0

(3) Information on Disaggregation of Revenue from Contracts with Customers

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Millions of yen)

	Japan	China	Rest of Asia	U.S.	North America (excl. U.S.)	Europe	Other	Total
Robotic Solutions	9,459	35,684	27,808	14,311	4,212	20,671	2,449	114,596
Machine Tools	3,715	1,467	717	2,684	946	717	206	10,455
Reportable segments subtotal	13,174	37,151	28,525	16,996	5,159	21,388	2,655	125,052
Other	1,998	8	0	—	—	—	—	2,007
Total	15,173	37,160	28,526	16,996	5,159	21,388	2,655	127,059
Ratio (%)	11.9	29.2	22.5	13.4	4.1	16.8	2.1	100.0

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Japan	China	Rest of Asia	U.S.	North America (excl. U.S.)	Europe	Other	Total
Robotic Solutions	8,168	38,366	33,066	13,450	3,228	14,718	3,158	114,157
Machine Tools	3,170	610	552	5,298	660	785	16	11,093
Reportable segments subtotal	11,338	38,976	33,618	18,748	3,889	15,504	3,174	125,251
Other	2,127	2	6	—	—	—	—	2,136
Total	13,465	38,979	33,625	18,748	3,889	15,504	3,174	127,387
Ratio (%)	10.6	30.6	26.4	14.7	3.0	12.2	2.5	100.0

Note: Net sales are based on the locations of customers and classified by country or region.