

May 13, 2026

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

Company name: Sanyo Chemical Industries, Ltd.  
 Listing: Tokyo Stock Exchange  
 Securities code: 4471  
 URL: <https://www.sanyo-chemical.co.jp/>  
 Representative: Masahiro Harada, President & CEO  
 Inquiries: Kenichi Nishimura, Director & Executive Officer, Head of General Affairs  
 Telephone: +81-75-541-4312  
 Scheduled date of annual general meeting of shareholders: June 19, 2026  
 Scheduled date to commence dividend payments: June 4, 2026  
 Scheduled date to file annual securities report: June 16, 2026  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: Yes (for 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.)

|                   | Net sales       |        | Operating profit |      | Ordinary profit |      | Profit attributable to owners of parent |       |
|-------------------|-----------------|--------|------------------|------|-----------------|------|-----------------------------------------|-------|
| Fiscal year ended | Millions of yen | %      | Millions of yen  | %    | Millions of yen | %    | Millions of yen                         | %     |
| March 31, 2026    | 127,859         | (10.1) | 10,007           | 18.6 | 12,256          | 26.7 | 15,637                                  | 276.6 |
| March 31, 2025    | 142,258         | (10.8) | 8,439            | 72.7 | 9,670           | 18.1 | 4,151                                   | -     |

Note: Comprehensive income

For the fiscal year ended March 31, 2026: ¥28,369 million [-%]  
 For the fiscal year ended March 31, 2025: ¥728 million [-%]

|                   | Basic earnings per share | Diluted earnings per share | Return on equity | Ratio of ordinary profit to total assets | Ratio of operating profit to net sales |
|-------------------|--------------------------|----------------------------|------------------|------------------------------------------|----------------------------------------|
| Fiscal year ended | Yen                      | Yen                        | %                | %                                        | %                                      |
| March 31, 2026    | 706.89                   | -                          | 10.6             | 6.6                                      | 7.8                                    |
| March 31, 2025    | 187.79                   | -                          | 3.0              | 5.1                                      | 5.9                                    |

Reference: Share of profit (loss) of entities accounted for using equity method

For the fiscal year ended March 31, 2026: ¥141 million  
 For the fiscal year ended March 31, 2025: ¥747 million

#### (2) Consolidated financial position

|                | Total assets    | Net assets      | Equity-to-asset ratio | Net assets per share |
|----------------|-----------------|-----------------|-----------------------|----------------------|
| As of          | Millions of yen | Millions of yen | %                     | Yen                  |
| March 31, 2026 | 195,526         | 162,556         | 81.4                  | 7,198.31             |
| March 31, 2025 | 176,366         | 138,302         | 76.8                  | 6,119.90             |

Reference: Equity

As of March 31, 2026: ¥159,235 million  
 As of March 31, 2025: ¥135,385 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                            |
| March 31, 2026    | 20,206                               | (5,682)                              | (5,173)                              | 34,378                                     |
| March 31, 2025    | 13,925                               | (5,079)                              | (11,895)                             | 24,010                                     |

## 2. Cash dividends

|                                              | Annual dividends per share |                    |                   |                 |        | Total cash dividends<br>(Total) | Payout ratio<br>(Consolidated) | Ratio of dividends to net assets<br>(Consolidated) |
|----------------------------------------------|----------------------------|--------------------|-------------------|-----------------|--------|---------------------------------|--------------------------------|----------------------------------------------------|
|                                              | First quarter-end          | Second quarter-end | Third quarter-end | Fiscal year-end | Total  |                                 |                                |                                                    |
|                                              | Yen                        | Yen                | Yen               | Yen             | Yen    | Millions of yen                 | %                              | %                                                  |
| Fiscal year ended March 31, 2025             | -                          | 85.00              | -                 | 85.00           | 170.00 | 3,779                           | 90.5                           | 2.7                                                |
| Fiscal year ended March 31, 2026             | -                          | 85.00              | -                 | 85.00           | 170.00 | 3,786                           | 24.0                           | 2.6                                                |
| Fiscal year ending March 31, 2027 (Forecast) |                            | 87.50              |                   | 87.50           | 175.00 |                                 | 43.0                           |                                                    |

## 3. Forecast of consolidated financial results 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                      |
| Six months ending September 30, 2026 | 74,000          | 16.0 | 5,000            | 16.5  | 5,700           | 13.3  | 4,500                                   | (56.8) | 203.42                   |
| Fiscal year ending March 31, 2027    | 150,000         | 17.3 | 10,000           | (0.1) | 11,500          | (6.2) | 9,000                                   | (42.4) | 406.85                   |

\* **Notes**

(1) Significant changes in the scope of consolidation during the period: Yes

Excluded: 1 company (SDP Global Co., Ltd.)

(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: None

(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 | 23,534,752 shares |
| As of March 31, 2025 | 23,534,752 shares |

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

|                      |                  |
|----------------------|------------------|
| As of March 31, 2026 | 1,413,479 shares |
| As of March 31, 2025 | 1,412,596 shares |

(iii) Average number of shares outstanding during the period

|                                  |                   |
|----------------------------------|-------------------|
| Fiscal year ended March 31, 2026 | 22,121,751 shares |
| Fiscal year ended March 31, 2025 | 22,109,074 shares |

Note: The Company's shares held by a trust with directors and others as beneficiaries are included in the treasury stock deducted in the calculation of the number of treasury shares at the end of the fiscal year and the average number of shares during the period.

**[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          |       |
|-------------------|-----------------|-------|------------------|------|-----------------|--------|-----------------|-------|
| Fiscal year ended | Millions of yen | %     | Millions of yen  | %    | Millions of yen | %      | Millions of yen | %     |
| March 31, 2026    | 104,074         | (4.8) | 4,381            | 10.1 | 7,548           | 14.9   | 13,713          | 400.2 |
| March 31, 2025    | 109,312         | (0.5) | 3,978            | 35.0 | 6,570           | (13.3) | 2,741           | -     |

|                   | Basic earnings per share | Diluted earnings per share |
|-------------------|--------------------------|----------------------------|
| Fiscal year ended | Yen                      | Yen                        |
| March 31, 2026    | 619.90                   | -                          |
| March 31, 2025    | 124.01                   | -                          |

**(2) Non-consolidated financial position**

|                | Total assets    | Net assets      | Equity-to-asset ratio | Net assets per share |
|----------------|-----------------|-----------------|-----------------------|----------------------|
| As of          | Millions of yen | Millions of yen | %                     | Yen                  |
| March 31, 2026 | 167,458         | 135,515         | 80.9                  | 6,126.01             |
| March 31, 2025 | 149,294         | 115,845         | 77.6                  | 5,236.65             |

Reference: Equity

As of March 31, 2026: ¥135,515 million

As of March 31, 2025: ¥115,845 million

\* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

\* Proper use of earnings forecasts, and other special matters

The forward-looking statements, including forecasts of financial results, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable. However, the Company makes no guarantee that these forecasts will be achieved. Actual financial results, etc. may differ substantially due to various factors.

## 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                                   | 24,532               | 34,525               |
| Notes and accounts receivable - trade               | 35,059               | 32,545               |
| Electronically recorded monetary claims - operating | 146                  | 123                  |
| Merchandise and finished goods                      | 12,965               | 11,950               |
| Semi-finished goods                                 | 5,118                | 5,219                |
| Work in process                                     | 257                  | 230                  |
| Raw materials and supplies                          | 4,480                | 4,645                |
| Other                                               | 2,867                | 2,640                |
| Allowance for doubtful accounts                     | (485)                | (486)                |
| Total current assets                                | 84,942               | 91,395               |
| <b>Non-current assets</b>                           |                      |                      |
| <b>Property, plant and equipment</b>                |                      |                      |
| Buildings and structures                            | 46,440               | 47,446               |
| Accumulated depreciation                            | (31,711)             | (32,932)             |
| Buildings and structures, net                       | 14,729               | 14,513               |
| Machinery, equipment and vehicles                   | 137,542              | 138,775              |
| Accumulated depreciation                            | (117,676)            | (120,047)            |
| Machinery, equipment and vehicles, net              | 19,866               | 18,727               |
| Land                                                | 8,850                | 8,913                |
| Construction in progress                            | 510                  | 463                  |
| Other                                               | 11,731               | 12,035               |
| Accumulated depreciation                            | (9,545)              | (9,956)              |
| Other, net                                          | 2,185                | 2,078                |
| Total property, plant and equipment                 | 46,142               | 44,696               |
| <b>Intangible assets</b>                            |                      |                      |
| Software                                            | 5,231                | 3,991                |
| Other                                               | 1,055                | 1,067                |
| Total intangible assets                             | 6,286                | 5,059                |
| <b>Investments and other assets</b>                 |                      |                      |
| Investment securities                               | 30,713               | 44,377               |
| Long-term loans receivable                          | 2,255                | 2,150                |
| Deferred tax assets                                 | 258                  | 606                  |
| Retirement benefit asset                            | 4,588                | 5,848                |
| Other                                               | 1,204                | 1,412                |
| Allowance for doubtful accounts                     | (25)                 | (20)                 |
| Total investments and other assets                  | 38,994               | 54,375               |
| Total non-current assets                            | 91,423               | 104,131              |
| Total assets                                        | 176,366              | 195,526              |

|                                                          | As of March 31, 2025 | As of March 31, 2026 |
|----------------------------------------------------------|----------------------|----------------------|
| Liabilities                                              |                      |                      |
| Current liabilities                                      |                      |                      |
| Accounts payable - trade                                 | 16,881               | 15,431               |
| Electronically recorded obligations - operating          | 2,910                | 3,071                |
| Short-term borrowings                                    | 441                  | 414                  |
| Current portion of long-term borrowings                  | 747                  | 914                  |
| Accounts payable - other                                 | 4,581                | 4,406                |
| Income taxes payable                                     | 669                  | 609                  |
| Provision for bonuses                                    | 1,829                | 2,258                |
| Provision for bonuses for directors (and other officers) | 72                   | 70                   |
| Electronically recorded obligations - non-operating      | 567                  | 474                  |
| Other                                                    | 1,629                | 2,110                |
| Total current liabilities                                | 30,332               | 29,762               |
| Non-current liabilities                                  |                      |                      |
| Long-term borrowings                                     | 2,230                | 1,554                |
| Deferred tax liabilities                                 | 2,808                | 0                    |
| Provision for share-based payments                       | 366                  | 483                  |
| Retirement benefit liability                             | 91                   | 187                  |
| Provision for business restructuring                     | 1,664                | 466                  |
| Other                                                    | 571                  | 515                  |
| Total non-current liabilities                            | 7,731                | 3,207                |
| Total liabilities                                        | 38,063               | 32,970               |
| Net assets                                               |                      |                      |
| Shareholders' equity                                     |                      |                      |
| Share capital                                            | 13,051               | 13,051               |
| Capital surplus                                          | 13,289               | 13,289               |
| Retained earnings                                        | 99,868               | 111,842              |
| Treasury shares                                          | (5,525)              | (5,529)              |
| Total shareholders' equity                               | 120,683              | 132,652              |
| Accumulated other comprehensive income                   |                      |                      |
| Valuation difference on available-for-sale securities    | 11,412               | 21,161               |
| Foreign currency translation adjustment                  | 1,488                | 2,971                |
| Remeasurements of defined benefit plans                  | 1,800                | 2,450                |
| Total accumulated other comprehensive income             | 14,702               | 26,582               |
| Non-controlling interests                                | 2,917                | 3,320                |
| Total net assets                                         | 138,302              | 162,556              |
| Total liabilities and net assets                         | 176,366              | 195,526              |

## Consolidated statement of income

(Millions of yen)

|                                                               | Fiscal year ended<br>March 31, 2025 | Fiscal year ended<br>March 31, 2026 |
|---------------------------------------------------------------|-------------------------------------|-------------------------------------|
| Net sales                                                     | 142,258                             | 127,859                             |
| Cost of sales                                                 | 110,204                             | 94,693                              |
| Gross profit                                                  | 32,053                              | 33,165                              |
| Selling, general and administrative expenses                  |                                     |                                     |
| Freight and storage charges                                   | 5,482                               | 5,249                               |
| Salaries and compensations                                    | 4,111                               | 4,074                               |
| Employees' bonuses                                            | 1,243                               | 1,498                               |
| Retirement benefit expenses                                   | 181                                 | 186                                 |
| Welfare expenses                                              | 1,094                               | 1,055                               |
| Depreciation                                                  | 1,783                               | 1,900                               |
| Research and development expenses                             | 5,158                               | 5,275                               |
| Other                                                         | 4,559                               | 3,918                               |
| Total selling, general and administrative expenses            | 23,614                              | 23,158                              |
| Operating profit                                              | 8,439                               | 10,007                              |
| Non-operating income                                          |                                     |                                     |
| Interest income                                               | 178                                 | 180                                 |
| Dividend income                                               | 1,192                               | 1,332                               |
| Foreign exchange gains                                        | -                                   | 830                                 |
| Share of profit of entities accounted for using equity method | 747                                 | 141                                 |
| Other                                                         | 250                                 | 147                                 |
| Total non-operating income                                    | 2,369                               | 2,632                               |
| Non-operating expenses                                        |                                     |                                     |
| Interest expenses                                             | 128                                 | 109                                 |
| Foreign exchange losses                                       | 520                                 | -                                   |
| Cancellation penalty                                          | 138                                 | -                                   |
| Compensation expenses                                         | -                                   | 193                                 |
| Other                                                         | 349                                 | 80                                  |
| Total non-operating expenses                                  | 1,138                               | 383                                 |
| Ordinary profit                                               | 9,670                               | 12,256                              |
| Extraordinary income                                          |                                     |                                     |
| Gain on sale of investment securities                         | 49                                  | -                                   |
| Insurance claim income                                        | 39                                  | 50                                  |
| Total extraordinary income                                    | 88                                  | 50                                  |
| Extraordinary losses                                          |                                     |                                     |
| Loss on valuation of investment securities                    | 92                                  | 165                                 |
| Loss on valuation of investments in capital                   | 1,204                               | -                                   |
| Loss on retirement of non-current assets                      | 703                                 | 1,188                               |
| Impairment losses                                             | 308                                 | -                                   |
| Business restructuring expenses                               | 971                                 | 428                                 |
| Other                                                         | 18                                  | 5                                   |
| Total extraordinary losses                                    | 3,298                               | 1,787                               |
| Profit before income taxes                                    | 6,461                               | 10,519                              |
| Income taxes - current                                        | 1,850                               | 1,334                               |
| Income taxes - deferred                                       | (296)                               | (7,278)                             |
| Total income taxes                                            | 1,554                               | (5,943)                             |
| Profit                                                        | 4,906                               | 16,463                              |
| Profit attributable to non-controlling interests              | 754                                 | 825                                 |
| Profit attributable to owners of parent                       | 4,151                               | 15,637                              |

**Consolidated statement of comprehensive income**

(Millions of yen)

|                                                                | <b>Fiscal year ended<br/>March 31, 2025</b> | <b>Fiscal year ended<br/>March 31, 2026</b> |
|----------------------------------------------------------------|---------------------------------------------|---------------------------------------------|
| Profit                                                         | 4,906                                       | 16,463                                      |
| Other comprehensive income                                     |                                             |                                             |
| Valuation difference on available-for-sale securities          | (171)                                       | 9,748                                       |
| Foreign currency translation adjustment                        | (4,467)                                     | 1,507                                       |
| Remeasurements of defined benefit plans, net of tax            | 461                                         | 649                                         |
| Total other comprehensive income                               | (4,178)                                     | 11,905                                      |
| Comprehensive income                                           | 728                                         | 28,369                                      |
| Comprehensive income attributable to                           |                                             |                                             |
| Comprehensive income attributable to owners of parent          | (48)                                        | 27,490                                      |
| Comprehensive income attributable to non-controlling interests | 776                                         | 878                                         |

**Consolidated statement 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                       | 13,051               | 13,270          | 99,488            | (5,675)         | 120,134                    |
| Changes during period                                |                      |                 |                   |                 |                            |
| Dividends of surplus                                 |                      |                 | (3,772)           |                 | (3,772)                    |
| Profit (loss) attributable to owners of parent       |                      |                 | 4,151             |                 | 4,151                      |
| Purchase of treasury shares                          |                      |                 |                   | (358)           | (358)                      |
| Disposal of treasury shares                          |                      | 18              |                   | 508             | 526                        |
| Net changes in items other than shareholders' equity |                      |                 |                   |                 |                            |
| Total changes during period                          | -                    | 18              | 379               | 150             | 548                        |
| Balance at end of period                             | 13,051               | 13,289          | 99,868            | (5,525)         | 120,683                    |

|                                                      | 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                       | 11,584                                                | 5,978                                   | 1,339                                   | 18,902                                       | 2,540                     | 141,577          |
| Changes during period                                |                                                       |                                         |                                         |                                              |                           |                  |
| Dividends of surplus                                 |                                                       |                                         |                                         |                                              |                           | (3,772)          |
| Profit (loss) attributable to owners of parent       |                                                       |                                         |                                         |                                              |                           | 4,151            |
| Purchase of treasury shares                          |                                                       |                                         |                                         |                                              |                           | (358)            |
| Disposal of treasury shares                          |                                                       |                                         |                                         |                                              |                           | 526              |
| Net changes in items other than shareholders' equity | (171)                                                 | (4,489)                                 | 461                                     | (4,199)                                      | 376                       | (3,823)          |
| Total changes during period                          | (171)                                                 | (4,489)                                 | 461                                     | (4,199)                                      | 376                       | (3,275)          |
| Balance at end of period                             | 11,412                                                | 1,488                                   | 1,800                                   | 14,702                                       | 2,917                     | 138,302          |

**Consolidated statement of changes in equity**  
**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                       | 13,051               | 13,289          | 99,868            | (5,525)         | 120,683                    |
| Changes during period                                |                      |                 |                   |                 |                            |
| Dividends of surplus                                 |                      |                 | (3,786)           |                 | (3,786)                    |
| Profit (loss) attributable to owners of parent       |                      |                 | 15,637            |                 | 15,637                     |
| Purchase of treasury shares                          |                      |                 |                   | (3)             | (3)                        |
| Disposal of treasury shares                          |                      |                 |                   |                 | -                          |
| Change in scope of consolidation                     |                      |                 | 123               |                 | 123                        |
| Net changes in items other than shareholders' equity |                      |                 |                   |                 |                            |
| Total changes during period                          | -                    | -               | 11,973            | (3)             | 11,969                     |
| Balance at end of period                             | 13,051               | 13,289          | 111,842           | (5,529)         | 132,652                    |

|                                                      | 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                       | 11,412                                                | 1,488                                   | 1,800                                   | 14,702                                       | 2,917                     | 138,302          |
| Changes during period                                |                                                       |                                         |                                         |                                              |                           |                  |
| Dividends of surplus                                 |                                                       |                                         |                                         |                                              |                           | (3,786)          |
| Profit (loss) attributable to owners of parent       |                                                       |                                         |                                         |                                              |                           | 15,637           |
| Purchase of treasury shares                          |                                                       |                                         |                                         |                                              |                           | (3)              |
| Disposal of treasury shares                          |                                                       |                                         |                                         |                                              |                           | -                |
| Change in scope of consolidation                     |                                                       |                                         |                                         |                                              |                           | 123              |
| Net changes in items other than shareholders' equity | 9,748                                                 | 1,482                                   | 649                                     | 11,880                                       | 403                       | 12,283           |
| Total changes during period                          | 9,748                                                 | 1,482                                   | 649                                     | 11,880                                       | 403                       | 24,253           |
| Balance at end of period                             | 21,161                                                | 2,971                                   | 2,450                                   | 26,582                                       | 3,320                     | 162,556          |

**Consolidated statement of cash flows**

(Millions of yen)

|                                                                                 | Fiscal year ended<br>March 31, 2025 | Fiscal year ended<br>March 31, 2026 |
|---------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|
| Cash flows from operating activities                                            |                                     |                                     |
| Profit before income taxes                                                      | 6,461                               | 10,519                              |
| Depreciation                                                                    | 9,633                               | 9,117                               |
| Loss on retirement of non-current assets                                        | 703                                 | 1,188                               |
| Impairment losses                                                               | 308                                 | -                                   |
| Increase (decrease) in provision for bonuses                                    | (175)                               | 422                                 |
| Changes in net defined benefit asset and liability                              | (232)                               | (229)                               |
| Increase (decrease) in provision for bonuses for directors (and other officers) | 35                                  | (1)                                 |
| Increase (decrease) in provision for share-based payments                       | 107                                 | 117                                 |
| Interest and dividend income                                                    | (1,371)                             | (1,513)                             |
| Interest expenses                                                               | 128                                 | 109                                 |
| Share of loss (profit) of entities accounted for using equity method            | (747)                               | (141)                               |
| Loss (gain) on sale of investment securities                                    | (49)                                | -                                   |
| Loss (gain) on valuation of investment securities                               | 92                                  | 165                                 |
| Loss on valuation of investments in capital                                     | 1,204                               | -                                   |
| Decrease (increase) in trade receivables                                        | 7,883                               | 3,013                               |
| Decrease (increase) in inventories                                              | 3,254                               | 1,016                               |
| Increase (decrease) in trade payables                                           | (6,586)                             | (2,026)                             |
| Business restructuring expenses                                                 | 971                                 | 428                                 |
| Other, net                                                                      | (2,274)                             | (1,165)                             |
| Subtotal                                                                        | 19,347                              | 21,022                              |
| Interest and dividends received                                                 | 1,753                               | 2,229                               |
| Interest paid                                                                   | (124)                               | (141)                               |
| Income taxes paid                                                               | (2,501)                             | (1,576)                             |
| Payment for business restructuring                                              | (4,549)                             | (1,327)                             |
| Net cash provided by (used in) operating activities                             | 13,925                              | 20,206                              |

|                                                                                                                          | Fiscal year ended<br>March 31, 2025 | Fiscal year ended<br>March 31, 2026 |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|
| Cash flows from investing activities                                                                                     |                                     |                                     |
| Purchase of non-current assets                                                                                           | (6,771)                             | (6,248)                             |
| Proceeds from sale of investment securities                                                                              | 89                                  | -                                   |
| Proceeds for sale of investments in capital of subsidiaries and associates resulting in change in scope of consolidation | 1,745                               | -                                   |
| Proceeds from collection of long-term loans receivable                                                                   | 1,177                               | 771                                 |
| Long-term loan advances                                                                                                  | (90)                                | (400)                               |
| Proceeds from other investment activities                                                                                | 182                                 | 1,364                               |
| Payment for other investment activities                                                                                  | (1,411)                             | (1,169)                             |
| Net cash provided by (used in) investing activities                                                                      | (5,079)                             | (5,682)                             |
| Cash flows from financing activities                                                                                     |                                     |                                     |
| Net increase (decrease) in short-term borrowings                                                                         | (8,371)                             | (70)                                |
| Proceeds from long-term borrowings                                                                                       | 1,357                               | -                                   |
| Repayments of long-term borrowings                                                                                       | (533)                               | (791)                               |
| Net decrease (increase) in treasury shares                                                                               | (3)                                 | (3)                                 |
| Dividends paid                                                                                                           | (3,760)                             | (3,758)                             |
| Dividends paid to non-controlling interests                                                                              | (400)                               | (475)                               |
| Other, net                                                                                                               | (185)                               | (73)                                |
| Net cash provided by (used in) financing activities                                                                      | (11,895)                            | (5,173)                             |
| Effect of exchange rate change on cash and cash equivalents                                                              | (128)                               | 648                                 |
| Net increase (decrease) in cash and cash equivalents                                                                     | (3,177)                             | 9,998                               |
| Cash and cash equivalents at beginning of period                                                                         | 27,188                              | 24,010                              |
| Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation                          | -                                   | 369                                 |
| Cash and cash equivalents at end of period                                                                               | 24,010                              | 34,378                              |