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May 13, 2026

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

Company name: NAGANO KEIKI CO., LTD.
 Listing: Tokyo Stock Exchange
 Securities code: 7715
 URL: <https://www.naganokeiki.co.jp/>
 Representative: Masatsugu Sato, President and Representative Director
 Inquiries: Norio Kakuryu, Managing Director
 Telephone: +81-3-3776-5333
 Scheduled date of ordinary general meeting of shareholders: June 26, 2026
 Scheduled date to commence dividend payments: June 29, 2026
 Scheduled date to file annual securities report: June 25, 2026
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for institutional investors and analysts)

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

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

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	67,691	(2.7)	6,978	(8.8)	6,862	(9.4)	5,397	(10.9)
March 31, 2025	69,544	2.4	7,653	7.0	7,575	2.5	6,054	11.9

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥6,588 million [32.3%]
 For the fiscal year ended March 31, 2025: ¥4,979 million [(37.6)%]

Fiscal year ended	Earnings per share	Diluted earnings per share	Return on Equity	Ordinary profit to total assets	Operating profit to net sales
	Yen	Yen	%	%	%
March 31, 2026	285.75	–	11.8	9.1	10.3
March 31, 2025	316.94	–	14.5	10.3	11.0

Reference: Share of profit (loss) of entities accounted for using equity method
 For the fiscal year ended March 31, 2026: ¥91 million
 For the fiscal year ended March 31, 2025: ¥124 million

(2) Consolidated financial position

As of	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
March 31, 2026	76,475	49,106	62.9	2,588.44
March 31, 2025	74,406	44,655	58.8	2,291.89

Reference: Equity
 As of March 31, 2026: ¥48,074 million
 As of March 31, 2025: ¥43,782 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	7,620	282	(4,254)	13,485
March 31, 2025	6,097	(351)	(3,503)	9,700

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Dividend payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	–	24.00	–	24.00	48.00	923	15.1	2.2
Fiscal year ended March 31, 2026	–	26.00	–	26.00	52.00	985	18.2	2.1
Fiscal year ending March 31, 2027 (Forecast)	–	30.00	–	30.00	60.00		26.4	

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		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	33,200	2.5	3,200	(1.6)	2,900	(8.5)	1,900	(15.3)	100.57
Full year	67,500	(0.3)	6,800	(2.6)	6,400	(6.7)	4,300	(20.3)	227.60

*** Notes**

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Changes in accounting policies, changes in accounting estimates, and restatement
- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: 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	18,892,484 shares
As of March 31, 2025	19,432,984 shares

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

As of March 31, 2026	319,693 shares
As of March 31, 2025	329,852 shares

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

Fiscal year ended March 31, 2026	18,888,597 shares
Fiscal year ended March 31, 2025	19,103,178 shares

Note: The number of treasury shares at the end of the period includes the Company's shares held by Sumitomo Mitsui Trust Bank, Limited as trust assets for the share-based remuneration plan (120,200 shares as of March 31, 2026 and 130,700 shares as of March 31, 2025). In addition, the Company's shares held by Sumitomo Mitsui Trust Bank, Limited as trust assets for the share-based remuneration plan are included in the treasury shares deducted in the calculation of the average number of shares outstanding during the period (124,601 shares in the fiscal year ended March 31, 2026 and 118,124 shares in the fiscal year ended March 31, 2025).

[Reference] Overview of non-consolidated financial results

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	24,257	(14.5)	3,064	(42.4)	3,970	(37.5)	3,821	(27.7)
March 31, 2025	28,382	(2.9)	5,317	2.0	6,349	0.1	5,284	3.7

Fiscal year ended	Earnings per share	Diluted earnings per share
	Yen	Yen
March 31, 2026	202.33	—
March 31, 2025	276.63	—

(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	46,933	37,412	79.7	2,014.39
March 31, 2025	46,213	35,161	76.1	1,840.61

Reference: Equity

As of March 31, 2026: ¥37,412 million

As of March 31, 2025: ¥35,161 million

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

* Proper use of earnings forecasts, and other special matters

(1) Caution regarding forward-looking statements and others

The forward-looking statements, including earnings forecasts, contained in these materials are based on information currently available and on certain assumptions deemed reasonable. Actual results may differ significantly from these forecasts due to various factors.

[Attached Material]

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1. Overview of operating results and others

(1) Overview of operating results for the current fiscal year

During the fiscal year ended March 31, 2026, the global economy continued to recover gradually, however, concerns over the downward impact of U.S. tariff policies on industries resulted in continued uncertainty about the future outlook. At the end of February 2026, tensions in Iran led to concerns regarding the supply of oil and other commodities.

In the United States, although high prices continued partly due to the impact of tariff policies, manufacturing production remained active on the back of AI demand, and corporate capital investment remained strong. In Europe, the downturn in manufacturing, such as a decline in exports, continued. In China, although exports remained steady, domestic demand has been generally slowing down, and growth remained low.

In Japan, amid continued uncertainty regarding U.S. tariff policies, although semiconductor demand for AI and data centers remained strong, demand for semiconductors for conventional applications was weak, and demand for capital investment in industrial machinery and other sectors stagnated.

In our Group's business results for the fiscal year ended March 31, 2026, although demand for pressure gauges remained relatively stable in Japan due to ongoing measures against aging social infrastructure and plant-related demand, sales to the semiconductor industry decreased as capital investment demand in the semiconductor industry remained in an inventory adjustment phase.

While sales of pressure sensors for the air-conditioning & piping materials industry increased, sales for the industrial machinery industry decreased and semiconductor industry decreased just as in the pressure gauge business.

On the other hand, at the U.S. subsidiary, OEM business in the United States and European region was strong, and therefore sales of both pressure gauges and pressure sensors increased compared to the previous period, primarily driven by industrial machinery-related products.

Sales of the measurement & control equipment for air leakage testers used in the automotive and electronic components related industries decreased, while sales of medical equipment and pneumatic equipment increased. Sales of die-cast products increased, backed by the recovery of the automotive industry, which is a major customer.

These factors resulted in net sales of ¥67,691 million (down 2.7% year on year). As for profits, operating profit was ¥6,978 million (down 8.8% year on year) and ordinary profit was ¥6,862 million (down 9.4% year on year) mainly due to decreased dividend income. Profit attributable to owners of parent was ¥5,397 million (down 10.9% year on year), mainly due to income taxes - current.

To enhance the Group's production capacity in the process of machining and polishing of pressure sensor elements, in June 2025 we expanded the Maruko Electronic Instrument Plant by adding a diaphragm processing facility (commonly known as the DP Facility). Operations commenced in September 2025. With this, we have consolidated the manufacturing process of pressure sensor elements, enabling us to respond to future production increases with a more efficient production system.

Additionally, we are producing pressure sensors and pressure gauges at two locations in Nagano Prefecture: the Ueda Measuring Instrument Plant (Akiwa, Ueda City) and the Maruko Electronic Instrument Plant (Mitakedo, Ueda City). To achieve further business expansion and improvement in productivity, we are continuing to consider constructing new production wings for pressure gauges and pressure sensor elements within the premises of the Maruko Electronic Instrument Plant.

Net sales for each business is as follows.

[Pressure gauge business]

In the pressure gauge business, in Japan, although there was an increase in demand for maintenance for the process industry, sales for use in the FA pneumatic equipment industry and the semiconductor industry decreased. At the U.S. subsidiary, sales to the industrial machinery industry increased, and operating profit also rose. As a result, net sales for the pressure gauge business was ¥36,470 million (down 1.4% year on year), and operating profit for the business was ¥3,141 million (up 7.1% year on year).

[Pressure sensor business]

In the pressure sensor business, in Japan, although sales increased for the process and new energy applications, air-conditioning & piping materials, automobile and construction machinery sensors, sales to the industrial machinery decreased. Furthermore, sales to the semiconductor industry, which had been strong in the previous fiscal year, also decreased. At the U.S. subsidiary, sales increased due to strong performance in the industrial machinery sector. As a result, net sales for the pressure sensor business was ¥19,459 million (down 8.9% year on year), and operating profit for the business was ¥2,957 million (down 31.7% year on year).

[Measurement & control equipment business]

In the measurement & control equipment business, although sales of air leakage testers used in the automotive and electronic components related industries decreased due to sluggish capital investment, sales of pneumatic equipment for production equipment related to general industrial capital investment increased, and sales of medical equipment also increased. As a result, net sales for the measurement & control equipment business was ¥4,456 million (up 10.2% year on year), and operating profit for the business was ¥507 million (up 69.2% year on year).

[Die-cast business]

In the die-cast business, with the automotive industry as a major customer, there was an increase in sales of die-cast products, on the back of a recovery in automobile production, net sales for the die-cast business was ¥5,488 million (up 4.4% year on year), and the operating profit for the business was ¥233 million (compared to an operating loss of ¥52 million in the previous fiscal year).

[Other businesses]

In other businesses, as the sale of the shopping town business (tenant building) in June 2025, store rental income during the period decreased. This sale also means the shopping town business concluded in the current fiscal year. In addition, there was a decrease in sales of automotive electrical components. As a result, net sales for other businesses was ¥1,816 million (down 4.2% year on year), and operating profit for the business was ¥136 million (down 0.1% year on year).

(2) Overview of financial position for the current fiscal year

(Assets)

Assets at the end of the current fiscal year increased by ¥2,068 million from the end of the previous fiscal year to ¥76,475 million. This was mainly due to an increase of ¥3,744 million in cash and deposits from sale of investment securities, despite a decrease of ¥1,261 million in merchandise and finished goods and a decrease of ¥587 million in notes and accounts receivable - trade, and contract assets.

(Liabilities)

Liabilities decreased by ¥2,381 million from the end of the previous fiscal year to ¥27,368 million. The main factors were an increase of ¥2,853 million in long-term borrowings, despite a decrease of ¥3,886 million in short-term borrowings, a decrease of ¥802 million in income taxes payable, and a decrease of ¥451 million in lease liabilities among non-current liabilities.

(Net assets)

Net assets increased by ¥4,450 million from the end of the previous fiscal year to ¥49,106 million. The main factors were an increase of ¥3,246 million in total shareholders' equity, mainly due to an increase in retained earnings, an increase of ¥603 million in valuation difference on available-for-sale securities, and an increase of ¥407 million in foreign currency translation adjustment.

As a result, the equity-to-asset ratio was 62.9%, up 4.1 percentage points from the end of the previous fiscal year.

(3) Overview of cash flows for the current fiscal year

Cash and cash equivalents (hereafter referred to as “cash”) at the end of the current fiscal year were ¥13,485 million, an increase of ¥3,784 million from ¥9,700 million at the end of the previous fiscal year. The status of each cash flow and their contributing factors are as follows.

(Cash flows from operating activities)

Net cash provided by operating activities was ¥7,620 million (¥6,097 million provided in the previous fiscal year).

The major cash inflow was profit before income taxes of ¥7,997 million and depreciation of ¥1,861 million, while the major cash outflows were income taxes paid of ¥3,027 million.

(Cash flows from investing activities)

Net cash provided by investing activities was ¥282 million (¥351 million used in the previous fiscal year).

The major cash inflows were proceeds from sale of investment securities of ¥952 million and proceeds from sale of property, plant and equipment of ¥849 million, while the major cash outflow was ¥1,463 for the purchase of property, plant and equipment, such as production equipment.

(Cash flows from financing activities)

Net cash used in financing activities was ¥4,254 million (¥3,503 million used in the previous fiscal year).

The major cash inflows were proceeds from long-term borrowings of ¥3,910 million, while the major cash outflows were ¥3,829 million in decrease in short-term borrowings, ¥1,204 million in purchase of treasury shares, ¥1,097 million in repayments of long-term borrowings, ¥1,071 million in repayments of lease liabilities and ¥953 million in dividends paid.

(4) Future outlook

As for the business environment surrounding our Group going forward, we anticipate the global economy remaining firm amid continued uncertainty in the international situation. The rise in crude oil prices and other commodities due to the tense situation in Iran is a concern for downward pressure on economic activity in the first half of the fiscal year, but we assume it will stabilize in the second half.

Looking at trends in the semiconductor industry, our products are still affected by inventory adjustments, and we anticipate a full recovery in the second half of fiscal 2026.

Moreover, our Group has a high overseas ratio and tends to be affected by fluctuations in foreign currency exchange rates when converting foreign currency-denominated financial results into yen. For the fiscal year ending March 31, 2027, we are assuming conservative exchange rates of ¥150 to the U.S. dollar and ¥175 to the euro.

Based on the above, our Group’s outlook for the next fiscal year is as below.

In the pressure gauge business, sales to the industrial machinery and process industries, as well as air-conditioning industry are expected to remain steady, supported by various sectors such as chemicals, energy, and food. On the other hand, while we anticipate a recovery from the second half of the fiscal year, sales to the pneumatic equipment and semiconductor industries are expected to decrease. In addition, our U.S. subsidiary expects a decrease in sales to the industrial machinery and process industries, which had been strong in the fiscal year ended March 31, 2026, and sales in the pressure gauge business as a whole are also expected to decrease. In the pressure sensor business, demand for pressure sensors is expected to increase due to the growth in sensor demand related to data centers and the acceleration of labor-saving and automation in manufacturing. Moreover, because semiconductor manufacturing-related demand is expected to recover gradually, sales in the pressure sensor business as a whole are forecast to increase.

In the measurement & control equipment business, demand for air leakage testers is expected to increase, particularly in the fields of food, medical and electronic components, on the back of heightened needs for quality control and safety assurance, and demand for pneumatic equipment is also expected to increase due to the recovery of capital investment trends in the semiconductor sector, and sales in the measurement & control equipment business as a whole are forecast to increase.

In the die-cast business, although there are concerns that sales may be affected by demand trends of the automotive industry, sales are expected to remain at the same level as in the fiscal year ended March 31, 2026.

As for other businesses, sales of automotive electrical components are forecast to increase slightly.

Under such business conditions, our Group has formulated the “New Medium-term Management Plan 2028” with the basic policy of “Turning Our Traditions into Power to Create New Value!” We position the stable growth of our conventional pressure gauge business as “Evolution,” and while expanding into new areas such as optical sensors centered on the pressure sensor business, as well as wireless technology and expanded sales in the global market as “Challenge,” we aim to expand the scale of business and achieve sustainable growth.

For our consolidated earnings for the fiscal year ending March 31, 2027, we forecast net sales of ¥67,500 million, operating profit of ¥6,800 million, ordinary profit of ¥6,400 million, and profit attributable to owners of parent of ¥4,300 million.

2. Basic rationale for selection of accounting standards

Giving consideration to the comparability of consolidated financial statements across periods and with other companies, as well as the burden in terms of development of the system that would be required for preparing consolidated financial statements based on International Financial Reporting Standards (IFRS), the Group prepares consolidated financial statements based on the generally accepted accounting principles in Japan. Regarding the timing of application of IFRS, the Group’s policy is to respond appropriately based on the situation in Japan and overseas.

3. Consolidated financial statements and significant notes thereto**(1) Consolidated balance sheet**

(Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	10,118,369	13,862,632
Notes and accounts receivable - trade, and contract assets	10,213,259	9,625,898
Electronically recorded monetary claims - operating	4,784,087	4,915,442
Merchandise and finished goods	9,379,265	8,117,863
Work in process	4,618,221	4,644,922
Raw materials and supplies	3,619,682	3,579,213
Other	1,270,681	907,876
Allowance for doubtful accounts	(211,839)	(292,793)
Total current assets	43,791,727	45,361,056
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	2,736,713	3,237,299
Machinery, equipment and vehicles, net	4,959,366	4,702,349
Land	4,866,545	4,782,983
Leased assets, net	220,387	232,007
Construction in progress	1,303,529	745,368
Right-of-use assets, net	4,224,579	4,197,124
Other, net	410,545	429,953
Total property, plant and equipment	18,721,667	18,327,086
Intangible assets		
Leased assets	2,338	-
Other	696,130	646,638
Total intangible assets	698,468	646,638
Investments and other assets		
Investment securities	9,320,227	9,888,815
Retirement benefit asset	997,346	1,045,710
Deferred tax assets	234,611	377,094
Other	643,769	829,944
Allowance for doubtful accounts	(1,315)	(1,198)
Total investments and other assets	11,194,640	12,140,367
Total non-current assets	30,614,777	31,114,092
Total assets	74,406,504	76,475,148

(Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	4,225,157	3,846,333
Short-term borrowings	7,483,267	3,596,847
Current portion of long-term borrowings	1,108,110	1,045,077
Lease liabilities	836,515	739,126
Income taxes payable	1,934,404	1,131,591
Provision for bonuses	1,432,943	1,525,252
Other	3,285,287	3,024,820
Total current liabilities	20,305,685	14,909,050
Non-current liabilities		
Long-term borrowings	1,619,250	4,472,578
Lease liabilities	3,573,666	3,121,719
Deferred tax liabilities	1,643,555	2,275,927
Provision for retirement benefits for directors (and other officers)	102,109	119,034
Provision for share awards	48,794	62,384
Retirement benefit liability	2,365,489	2,316,913
Asset retirement obligations	32,949	32,949
Other	59,115	58,164
Total non-current liabilities	9,444,929	12,459,671
Total liabilities	29,750,615	27,368,722
Net assets		
Shareholders' equity		
Share capital	4,380,126	4,380,126
Capital surplus	4,549,083	4,504,503
Retained earnings	29,501,029	32,782,009
Treasury shares	(325,150)	(314,769)
Total shareholders' equity	38,105,089	41,351,869
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	4,735,124	5,338,591
Deferred gains or losses on hedges	(60,023)	28,089
Foreign currency translation adjustment	350,289	757,890
Remeasurements of defined benefit plans	651,870	598,202
Total accumulated other comprehensive income	5,677,261	6,722,774
Non-controlling interests	873,538	1,031,782
Total net assets	44,655,889	49,106,426
Total liabilities and net assets	74,406,504	76,475,148

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

(Thousands of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	69,544,777	67,691,975
Cost of sales	47,326,462	46,011,353
Gross profit	22,218,315	21,680,621
Selling, general and administrative expenses		
Packing expenses and haulage expenses	712,253	679,396
Salaries and allowance	6,548,436	6,620,837
Welfare expenses	1,454,129	1,346,554
Provision for bonuses	250,633	228,824
Retirement benefit expenses	127,184	113,548
Provision for retirement benefits for directors (and other officers)	14,136	17,625
Provision of allowance for doubtful accounts	14,732	75,507
Depreciation	284,385	283,166
Research and development expenses	1,413,050	1,445,393
Other	3,746,098	3,890,807
Total selling, general and administrative expenses	14,565,042	14,701,662
Operating profit	7,653,272	6,978,959
Non-operating income		
Interest income	21,767	25,410
Dividend income	212,200	173,888
Rental income	23,818	27,259
Foreign exchange gains	–	2,546
Share of profit of entities accounted for using equity method	124,307	91,760
Other	183,408	163,412
Total non-operating income	565,502	484,277
Non-operating expenses		
Interest expenses	485,388	466,504
Loss on sale of notes receivable - trade	20,264	22,017
Loss on sale of electronically recorded monetary claims	26,216	20,040
Commission expenses	15,840	22,416
Foreign exchange losses	35,742	–
Other	59,513	69,642
Total non-operating expenses	642,965	600,621
Ordinary profit	7,575,809	6,862,615
Extraordinary income		
Gain on sale of non-current assets	220,656	571,822
Gain on sale of investment securities	907,036	622,458
Gain on sale of golf club membership	4,940	–
Gain on transfer from business divestitures	305,600	–
Total extraordinary income	1,438,232	1,194,280

(Thousands of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Extraordinary losses		
Loss on retirement of non-current assets	26,019	7,710
Loss on sale of non-current assets	13,145	25,880
Loss on valuation of shares of subsidiaries and associates	–	25,894
Loss on valuation of investments in capital of subsidiaries and associates	35,727	–
Total extraordinary losses	74,892	59,485
Profit before income taxes	8,939,150	7,997,410
Income taxes - current	2,883,534	2,289,462
Income taxes - deferred	(79,705)	165,612
Total income taxes	2,803,828	2,455,075
Profit	6,135,321	5,542,335
Profit attributable to non-controlling interests	80,782	144,840
Profit attributable to owners of parent	6,054,539	5,397,495

(Consolidated statement of comprehensive income)

(Thousands of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	6,135,321	5,542,335
Other comprehensive income		
Valuation difference on available-for-sale securities	(1,801,755)	604,243
Deferred gains or losses on hedges	(77,381)	88,112
Foreign currency translation adjustment	263,175	360,537
Remeasurements of defined benefit plans, net of tax	442,266	(53,667)
Share of other comprehensive income of entities accounted for using equity method	17,969	47,063
Total other comprehensive income	(1,155,724)	1,046,289
Comprehensive income	4,979,596	6,588,625
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,900,811	6,443,007
Comprehensive income attributable to non-controlling interests	78,785	145,617

(3) Consolidated statement of changes in equity

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

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	4,380,126	4,507,173	24,330,590	(282,761)	32,935,128
Changes during period					
Dividends of surplus			(884,100)		(884,100)
Profit attributable to owners of parent			6,054,539		6,054,539
Purchase of treasury shares				(70,348)	(70,348)
Disposal of treasury shares		41,910		27,960	69,870
Net changes in items other than shareholders' equity					-
Total changes during period	-	41,910	5,170,438	(42,388)	5,169,960
Balance at end of period	4,380,126	4,549,083	29,501,029	(325,150)	38,105,089

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	6,534,883	17,357	69,143	209,603	6,830,988	816,393	40,582,510
Changes during period							
Dividends of surplus							(884,100)
Profit attributable to owners of parent							6,054,539
Purchase of treasury shares							(70,348)
Disposal of treasury shares							69,870
Net changes in items other than shareholders' equity	(1,799,758)	(77,381)	281,145	442,266	(1,153,727)	57,145	(1,096,582)
Total changes during period	(1,799,758)	(77,381)	281,145	442,266	(1,153,727)	57,145	4,073,378
Balance at end of period	4,735,124	(60,023)	350,289	651,870	5,677,261	873,538	44,655,889

Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	4,380,126	4,549,083	29,501,029	(325,150)	38,105,089
Changes during period					
Dividends of surplus			(961,179)		(961,179)
Profit attributable to owners of parent			5,397,495		5,397,495
Purchase of treasury shares				(1,200,714)	(1,200,714)
Disposal of treasury shares				11,179	11,179
Cancellation of treasury shares		(44,580)	(1,155,335)	1,199,915	
Net changes in items other than shareholders' equity					-
Total changes during period	-	(44,580)	3,280,980	10,380	3,246,780
Balance at end of period	4,380,126	4,504,503	32,782,009	(314,769)	41,351,869

	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	4,735,124	(60,023)	350,289	651,870	5,677,261	873,538	44,655,889
Changes during period							
Dividends of surplus							(961,179)
Profit attributable to owners of parent							5,397,495
Purchase of treasury shares							(1,200,714)
Disposal of treasury shares							11,179
Cancellation of treasury shares							
Net changes in items other than shareholders' equity	603,466	88,112	407,601	(53,667)	1,045,512	158,243	1,203,756
Total changes during period	603,466	88,112	407,601	(53,667)	1,045,512	158,243	4,450,536
Balance at end of period	5,338,591	28,089	757,890	598,202	6,722,774	1,031,782	49,106,426

(4) Consolidated statement of cash flows

(Thousands of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	8,939,150	7,997,410
Depreciation	1,972,530	1,861,739
Increase (decrease) in allowance for doubtful accounts	4,722	66,161
Increase (decrease) in provision for bonuses	(33,042)	88,837
Decrease (increase) in retirement benefit asset	(217,654)	(57,593)
Increase (decrease) in retirement benefit liability	(270,513)	(164,136)
Increase (decrease) in remeasurements of defined benefit plans	225,107	(53,667)
Interest and dividend income	(233,967)	(199,298)
Interest expenses	485,388	466,504
Share of loss (profit) of entities accounted for using equity method	(124,307)	(91,760)
Gain on sale of non-current assets	(220,656)	(571,822)
Gain on transfer from business divestitures	(305,600)	-
Loss (gain) on sale of investment securities	(907,036)	(622,458)
Loss on valuation of shares of subsidiaries and associates	-	25,894
Decrease (increase) in trade receivables	234,264	944,054
Decrease (increase) in inventories	(172,940)	1,519,150
Increase (decrease) in trade payables	(1,106,252)	(1,396,479)
Decrease (increase) in prepaid expenses	(448,405)	433,108
Increase (decrease) in accrued consumption taxes	349,096	99
Other, net	582,333	612,299
Subtotal	8,752,216	10,858,043
Interest and dividends received	319,411	256,340
Interest paid	(484,950)	(466,769)
Income taxes paid	(2,488,748)	(3,027,330)
Net cash provided by (used in) operating activities	6,097,929	7,620,283
Cash flows from investing activities		
Payments into time deposits	(425,100)	(348,641)
Proceeds from withdrawal of time deposits	575,610	389,149
Purchase of property, plant and equipment	(2,615,033)	(1,463,265)
Proceeds from sale of property, plant and equipment	383,310	849,195
Purchase of investment securities	(14,356)	(14,810)
Proceeds from sale of investment securities	1,469,143	952,762
Proceeds from business divestitures	305,600	-
Other, net	(30,455)	(82,277)
Net cash provided by (used in) investing activities	(351,281)	282,112

(Thousands 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	(821,631)	(3,829,219)
Proceeds from long-term borrowings	–	3,910,500
Repayments of long-term borrowings	(999,594)	(1,097,486)
Repayments of lease liabilities	(761,629)	(1,071,753)
Purchase of treasury shares	(70,348)	(1,204,313)
Proceeds from sale of treasury shares	69,870	–
Dividends paid	(897,027)	(953,001)
Dividends paid to non-controlling interests	(23,564)	(9,700)
Net cash provided by (used in) financing activities	(3,503,926)	(4,254,975)
Effect of exchange rate change on cash and cash equivalents	169,228	137,351
Net increase (decrease) in cash and cash equivalents	2,411,950	3,784,771
Cash and cash equivalents at beginning of period	7,288,676	9,700,626
Cash and cash equivalents at end of period	9,700,626	13,485,398

(5) Notes to consolidated financial statements**(Notes on premise of going concern)**

Not applicable.

(Notes - consolidated statement of changes in equity)

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

1. Class and total number of issued shares, and class and number of treasury shares

(Shares)				
	Number of shares at beginning of the current fiscal year	Increase	Decrease	Number of shares at end of the current fiscal year
Issued shares				
Common shares	19,432,984	–	–	19,432,984
Total	19,432,984	–	–	19,432,984
Treasury shares				
Common shares (Note)	329,682	30,170	30,000	329,852
Total	329,682	30,170	30,000	329,852

Note: Of the increase in the number of treasury shares of common shares, 170 shares are due to purchase of shares less than one unit and 30,000 shares are due to the purchase of treasury shares by Sumitomo Mitsui Trust Bank, Limited. In addition, of the decrease in the number of treasury shares of common share, 30,000 shares are due to disposition of treasury shares to Sumitomo Mitsui Trust Bank, Limited in accordance with the share-based remuneration plan. Concerning the shares of the Company's shares owned by Sumitomo Mitsui Trust Bank, Limited as trust assets for the share-based remuneration plan, 100,700 shares and 130,700 shares were included in the number of shares at beginning of the current fiscal year and the number of shares at end of the current fiscal year, respectively.

2. Dividends

(1) Dividends paid

Resolution	Class of shares	Total amount of dividends (Thousands of yen)	Dividends per share (Yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 26, 2024	Common shares	422,488	22.0	March 31, 2024	June 27, 2024
Board of Directors meeting held on November 13, 2024	Common shares	461,612	24.0	September 30, 2024	November 29, 2024

Notes: 1. Total amount of dividends based on a resolution at the Ordinary General Meeting of Shareholders to be held on June 26, 2024 includes ¥2,215 thousand of dividends on the Company's shares owned by Sumitomo Mitsui Trust Bank, Limited as trust assets for the share-based remuneration plan. Dividends per share includes a special dividend of ¥4.

2. Total amount of dividends based on a resolution at the Board of Directors meeting held on November 13, 2024 includes ¥3,136 thousand of dividends on the Company's shares owned by Sumitomo Mitsui Trust Bank, Limited as trust assets for the share-based remuneration plan. Dividends per share includes a special dividend of ¥2.

(2) Dividends whose effective date falls in the fiscal year following the current fiscal year of the record date

Resolution	Class of shares	Total amount of dividends (Thousands of yen)	Source of dividends	Dividends per share (Yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 27, 2025	Common shares	461,611	Retained earnings	24.0	March 31, 2025	June 30, 2025

- Notes:
1. Total amount of dividends based on a resolution at the Ordinary General Meeting of Shareholders to be held on June 27, 2025 includes ¥3,136 thousand of dividends on the Company's shares owned by Sumitomo Mitsui Trust Bank, Limited as trust assets for the share-based remuneration plan.
 2. Dividends per share includes a special dividend of ¥2.

Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

1. Class and total number of issued shares, and class and number of treasury shares

(Shares)

	Number of shares at beginning of the current fiscal year	Increase	Decrease	Number of shares at end of the current fiscal year
Issued shares				
Common shares	19,432,984	–	540,500	18,892,484
Total	19,432,984	–	540,500	18,892,484
Treasury shares				
Common shares (Note)	329,852	540,841	551,000	319,693
Total	329,852	540,841	551,000	319,693

Note: Of the increase in the number of treasury shares of common shares, 341 shares are due to purchase of shares less than one unit and 540,500 shares are due to the purchase of treasury shares based on a resolution at the Board of Directors meeting. In addition, of the decrease in the number of treasury shares of common shares, 10,500 shares are due to delivery of shares to retiring officers and 540,500 shares are due to the cancellation of treasury shares. Concerning the shares of the Company's shares owned by Sumitomo Mitsui Trust Bank, Limited as trust assets for the share-based remuneration plan, 130,700 shares and 120,200 shares were included in the number of shares at beginning of the current fiscal year and the number of shares at end of the current fiscal year, respectively.

2. Dividends

(1) Dividends paid

Resolution	Class of shares	Total amount of dividends (Thousands of yen)	Dividends per share (Yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 27, 2025	Common shares	461,611	24.0	March 31, 2025	June 30, 2025
Board of Directors meeting held on November 12, 2025	Common shares	499,567	26.0	September 30, 2025	December 1, 2025

Notes: 1. Total amount of dividends based on a resolution at the Ordinary General Meeting of Shareholders to be held on June 27, 2025 includes ¥3,136 thousand of dividends on the Company's shares owned by Sumitomo Mitsui Trust Bank, Limited as trust assets for the share-based remuneration plan. Dividends per share includes a special dividend of ¥2.

2. Total amount of dividends based on a resolution at the Board of Directors meeting held on November 12, 2025 includes ¥3,125 thousand of dividends on the Company's shares owned by Sumitomo Mitsui Trust Bank, Limited as trust assets for the share-based remuneration plan.

(2) Dividends whose effective date falls in the fiscal year following the current fiscal year of the record date

The following matters are scheduled to be submitted as a proposal at the Ordinary General Meeting of Shareholders on June 26, 2026.

Resolution	Class of shares	Total amount of dividends (Thousands of yen)	Source of dividends	Dividends per share (Yen)	Record date	Effective date
Ordinary General Meeting of Shareholders held on June 26, 2026	Common shares	486,017	Retained earnings	26.0	March 31, 2026	June 29, 2026

Note: Total amount of dividends based on a resolution at the Ordinary General Meeting of Shareholders to be held on June 26, 2026 includes ¥3,125 thousand of dividends on the Company's shares owned by Sumitomo Mitsui Trust Bank, Limited as trust assets for the share-based remuneration plan.

(Notes on segment information, etc.)

[Segment information]

1. Overview of reportable segments

The reportable segments of our Group are components of our Group for which discrete financial information is available and regularly reviewed by the Board of Directors to make decisions about allocation of managerial resources and to assess their performance.

Our Group has four reportable segments: “pressure gauge business,” “pressure sensor business,” “measurement & control equipment business,” and “die-cast business,” based on product and service category, and each formulates comprehensive strategies for Japan and overseas and carries out business activities.

“Pressure gauge business” manufactures and sells pressure gauges, pressure switches, thermometers, and other devices. “Pressure sensor business” manufactures and sells pressure sensors.

“Measurement & control equipment business” manufactures and sells pneumatic equipment, air leakage testers, pressure testers, pressure generators, products developed for other applications, and other devices. “Die-cast business” manufactures and sells die-cast products.

2. Method for calculating amounts of net sales, profit or loss, assets, liabilities and other items by reportable segment

The accounting method for the business segments that are reportable is basically the same as described in “Basis of preparation of consolidated financial statements.”

Intersegment sales are based on third-party transaction 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, 2025 (from April 1, 2024 to March 31, 2025)

(Thousands of yen)

	Reportable segment					Other (Note 1)	Total	Adjust- ments (Note 2)	Consoli- dated financial statement amounts
	Pressure gauge	Pressure sensor	Measure- ment & control equipment	Die-cast	Total				
Net sales									
(1) Sales to external customers	36,980,906	21,366,475	4,043,460	5,257,039	67,647,882	1,896,894	69,544,777	–	69,544,777
(2) Intersegment sales or transfers	346	22,489	4,400	–	27,237	485	27,722	(27,722)	–
Total	36,981,252	21,388,965	4,047,861	5,257,039	67,675,119	1,897,379	69,572,499	(27,722)	69,544,777
Segment profit (loss)	2,933,451	4,330,834	299,956	(52,070)	7,512,172	136,211	7,648,383	4,888	7,653,272
Segment assets	28,549,056	20,730,629	5,573,666	5,317,467	60,170,819	3,425,212	63,596,032	10,810,472	74,406,504
Other items									
Depreciation (Note 3)	867,682	620,244	94,881	349,053	1,931,862	40,668	1,972,530	–	1,972,530
Increase in property, plant and equipment and intangible assets	947,624	1,584,321	106,773	211,090	2,849,809	38,497	2,888,306	–	2,888,306

Notes: 1. The “Other” category is business segments that are not included in the reportable segments, and includes the real estate lease business and the automotive electrical components business.

2. Adjustments are as follows:

(1) The adjustment of segment profit of ¥4,888 thousand refers to inter-segment transaction eliminations.

(2) The adjustment of segment assets of ¥10,810,472 thousand includes inter-segment transaction eliminations of ¥(17,300) thousand and corporate assets that are not allocated to each reportable segment of ¥10,827,772 thousand.

Corporate assets mainly consist of the parent company’s surplus funds (cash and deposits) and long-term investment funds (investment securities).

3. Depreciation includes amortization of long-term prepaid expenses.

Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Thousands of yen)

	Reportable segment					Other (Note 1)	Total	Adjust- ments (Note 2)	Consoli- dated financial statement amounts
	Pressure gauge	Pressure sensor	Measure- ment & control equipment	Die-cast	Total				
Net sales									
(1) Sales to external customers	36,470,862	19,459,713	4,456,861	5,488,058	65,875,495	1,816,479	67,691,975	–	67,691,975
(2) Intersegment sales or transfers	–	18,823	9,113	101	28,037	218	28,255	(28,255)	–
Total	36,470,862	19,478,536	4,465,975	5,488,159	65,903,533	1,816,697	67,720,230	(28,255)	67,691,975
Segment profit	3,141,258	2,957,336	507,576	233,074	6,839,245	136,011	6,975,257	3,702	6,978,959
Segment assets	29,747,768	19,092,704	6,093,051	5,282,443	60,215,967	3,231,442	63,447,410	13,027,737	76,475,148
Other items									
Depreciation (Note 3)	787,199	643,353	105,058	302,117	1,837,728	24,011	1,861,739	–	1,861,739
Increase in property, plant and equipment and intangible assets	528,117	670,853	106,748	124,873	1,430,593	28,782	1,459,376	–	1,459,376

Notes: 1. The “Other” category is business segments that are not included in the reportable segments, and includes the real estate lease business and the automotive electrical components business.

2. Adjustments are as follows:

- (1) The adjustment of segment profit of ¥3,702 thousand refers to inter-segment transaction eliminations.
- (2) The adjustment of segment assets of ¥13,027,737 thousand includes inter-segment transaction eliminations of ¥(19,901) thousand and corporate assets that are not allocated to each reportable segment of ¥13,047,639 thousand.

Corporate assets mainly consist of the parent company’s surplus funds (cash and deposits) and long-term investment funds (investment securities).

3. Depreciation includes amortization of long-term prepaid expenses.

(Per share information)

(Yen)

	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)	Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)
Net assets per share	2,291.89	2,588.44
Basic earnings per share	316.94	285.75

- Notes: 1. The amount of diluted earnings per share is not provided because there are no potential shares.
2. The Company has introduced the share-based remuneration plan, and the Company's shares owned by the trust are recorded as treasury shares in the consolidated financial statements. When calculating the net assets per share, the Company's shares owned by the trust are included in the number of treasury shares deducted from total number of issued shares at the end of the period. Furthermore, for the calculation of basic earnings per share, the Company's shares owned by the trust are included in the number of treasury shares deducted for the calculation of the average number of common shares outstanding during the period.
- The number of treasury shares deducted for the calculation of net assets per share was 120,200 shares at the end of the current fiscal year. The average number of treasury shares during the period deducted for the calculation of basic earnings per share was 124,601 shares for the fiscal year ended March 31, 2026.
3. The basis for calculation of net assets per share is as follows:

	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)	Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)
Total net assets (Thousands of yen)	44,655,889	49,106,425
Amount deducted from total net assets (Thousands of yen)	873,538	1,031,782
[Of which, non-controlling interests]	[873,538]	[1,031,782]
Net assets at the end of the period related to common shares (Thousands of yen)	43,782,350	48,074,643
Number of common shares at the end of the period used in the calculation of net assets per share (Thousands of shares)	19,103	18,572

4. The basis for calculation of basic earnings per share is as follows:

	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)	Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)
Basic earnings per share		
Profit attributable to owners of parent (Thousands of yen)	6,054,539	5,397,495
Amount not attributable to shareholders of common shares (Thousands of yen)	–	–
Profit attributable to owners of parent related to common shares (Thousands of yen)	6,054,539	5,397,495
Average number of shares outstanding during the period (Thousands of shares)	19,103	18,888

(Subsequent events)

Not applicable.