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Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 [Japanese GAAP]



May 9, 2025

Company name: TENMA CORPORATION

Stock exchange listing: Tokyo Stock Exchange

Code number: 7958

URL: <https://www.tenmacorp.co.jp>

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Scheduled date of the annual general meeting of shareholders: June 25, 2025

Scheduled date of filing the annual securities report: June 25, 2025

Scheduled date of commencing dividend payments: –

Availability of supplementary briefing material on annual financial results: None

Schedule of annual financial results briefing session: None

(Amounts of less than one million yen are rounded off.)

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(1) Consolidated Operating Results (% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
March 31, 2025	104,835	12.8	2,213	62.5	3,092	(22.4)	3,710	20.0
March 31, 2024	92,931	(8.9)	1,362	(54.7)	3,985	4.8	3,091	10.4

(Note) Comprehensive income: Fiscal year ended March 31, 2025: ¥7,847 million [20.3 %]

Fiscal year ended March 31, 2024: ¥6,522 million [(17.7) %]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets	Operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	182.67	—	4.5	2.9	2.1
March 31, 2024	145.13	—	3.9	3.9	1.5

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

Fiscal year ended March 31, 2025: ¥105 million

Fiscal year ended March 31, 2024: ¥67 million

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of March 31, 2025	110,739	84,462	76.3	4,237.46
As of March 31, 2024	101,921	81,063	79.5	3,871.02

(Reference) Equity: As of March 31, 2025: ¥84,462 million

As of March 31, 2024: ¥81,063 million

(3) Consolidated Cash Flows

	Net cash provided by (used in) operating activities	Net cash provided by (used in) investment activities	Net cash provided by (used in) financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Million yen	Million yen	Million yen	Million yen
March 31, 2025	7,764	(2,601)	(5,225)	28,452
March 31, 2024	5,898	1,263	(4,054)	26,600

2. Dividends

	Annual dividends					Total dividends	Payout ratio (consolidated)	Dividends to net assets (consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
March 31, 2024	—	40.00	—	42.00	82.00	1,752	56.5	2.2
March 31, 2025	—	40.00	—	0.00	40.00	820	21.9	1.0
Fiscal year ending March 31, 2026 (Forecast)	—	—	—	—	—		—	

- (Notes) 1. As announced in “Announcement concerning Revision of final dividend forecast for the year ending March 31, 2025 (no dividend), and the abolishment of the shareholder benefit program” dated March 14, 2025, the Company will not pay a year-end dividend for the fiscal year ended March 31, 2025, in light of the tender offer (the “Tender Offer”) by FHL Holdings Co., Ltd. (the “Offeror”) for the common shares of the Company (the “Company’s Shares”).
2. As announced in “Notice regarding Implementation of MBO and Recommendation to Tender Shares” dated March 14, 2025, the Company has not presented the dividend forecast for the fiscal year ending March 31, 2026 due to the planned delisting of the Company’s Shares after the Tender Offer and a series of subsequent procedures are carried out.

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

As announced in “Notice regarding Implementation of MBO and Recommendation to Tender Shares” dated March 14, 2025, the Company has not presented the earnings forecasts for the fiscal year ending March 31, 2026 due to the planned delisting of the Company’s Shares after the Tender Offer implemented by the Offeror and a series of subsequent procedures are carried out.

* Notes:

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

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

1) Changes in accounting policies due to the revision of accounting standards: Yes

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

3) Changes in accounting estimates: None

4) Retrospective restatement: None

(Note) For details, please refer to “3. Consolidated Financial Statements and Primary Notes, (5) Notes to Consolidated Financial Statements, (Notes on changes in accounting policies)” on page 14 of the Attachments.

(3) Total number of issued shares (common shares)

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

March 31, 2025: 22,313,026 shares

March 31, 2024: 24,313,026 shares

2) Total number of treasury shares at the end of the period:

March 31, 2025: 2,380,933 shares

March 31, 2024: 3,371,945 shares

3) Average number of shares during the period:

Fiscal year ended March 31, 2025: 20,311,069 shares

Fiscal year ended March 31, 2024: 21,298,137 shares

- * The Company's Shares owned by the stock granting trust for Officers are included in the treasury shares to be deducted in the calculation of total number of treasury shares at the end of the period.

(Reference) Summary of Non-consolidated Financial Results

Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(1) Non-consolidated Operating Results (% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
March 31, 2025	20,923	5.1	(758)	(3.2)	(214)	(102.8)	554	(90.7)
March 31, 2024	19,901	(0.6)	(734)	—	7,516	300.2	5,934	126.2

	Basic earnings per share		Diluted earnings per share	
Fiscal year ended	Yen		Yen	
March 31, 2025	27.26		—	
March 31, 2024	278.62		—	

(2) Non-consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of March 31, 2025	55,047	49,000	89.0	2,458.37
As of March 31, 2024	59,746	52,411	87.7	2,502.76

(Reference) Equity: As of March 31, 2025: ¥49,000 million

As of March 31, 2024: ¥52,411 million

- * These consolidated financial results are outside the scope of audit by certified public accountants or audit firms.

* Explanation of the proper use of financial results forecast and other notes

The earnings forecasts and other forward-looking statements herein are based on information currently available to the Company and certain assumptions that the Company deems reasonable. Actual results may differ significantly from these forecasts due to a wide range of factors. Please refer to “1. Overview of Business Results, etc., (4) Future Outlook” on page 5 of the Attachments for the assumptions underlying the forecasts and precautions when using the forecasts.

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1. Overview of Business Results, etc.

(1) Overview of Business Results for the Fiscal Year Under Review

The world economy during the fiscal year under review (from April 1, 2024 to March 31, 2025), trended toward recovery on the back of an upturn centered on the service industry and strong personal consumption in Europe and the U.S., but remained uncertain due to the impact of sluggish domestic demand in the Chinese economy and the U.S. government's protectionist tariff policies, among other factors.

In the Japanese economy, although there was an expansion in inbound demand and improvements in the employment and income environments, the impact of escalating resource prices and price hikes on personal consumption continues. Along with a further strengthening of cost-consciousness, there are concerns about the impact on the domestic economy from the U.S. tariff policies and other factors.

Under these circumstances, the Group has been proceeding with the implementation of three major measures ((1) Promotion of various measures to materiality, (2) Change of business portfolio, and (3) Reconstruction of unprofitable business domain) under the basic policy of "Increasing enterprise value by promoting sustainable management," based on its "Fourth Medium-Term Management Plan" for the three-year period ending March 31, 2027, underpinned by its purpose of "Delivering essential life values for people."

As a result, net sales amounted to 104,835 million yen (up 12.8% year on year), operating profit amounted to 2,213 million yen (up 62.5% year on year), ordinary profit amounted to 3,092 million yen (down 22.4% year on year), and profit attributable to owners of parent amounted to 3,710 million yen (up 20.0% year on year) amid factors that include gain on liquidation of subsidiaries and associates of 1,080 million yen and gain on sale of non-current assets attributable to transfer of land and buildings of the Hirosaki Factory and PT TENMA INDONESIA (Cibitung Factory) of 1,448 million yen.

Operating results by segment are as follows.

(Japan)

In the field of industrial synthetic resin products, sales increased due to robust orders for electrical and electronics-related and vehicle-related products.

Profits improved significantly due to increased sales and efforts to improve procurement activities and production efficiency, as well as efforts to optimize logistics.

As a result, net sales for this segment amounted to 20,762 million yen (up 4.0% year on year), and segment profit (operating profit) amounted to 647 million yen (up 18.8% year on year).

(China)

In the field of industrial synthetic resin products, we focused on developing new business partners as sales decreased significantly due to the effects of a shift in production to Southeast Asia and manufacturing adjustments by existing business partners. In the field of household synthetic resin products and related products, sales increased by strengthening EC sales although personal consumption remained sluggish.

Profits fell below those in the same period of the previous fiscal year due to the significant impact of declining sales, despite efforts to improve production efficiency in part by revamping the personnel structure and adopting automation.

As a result, net sales for this segment amounted to 19,975 million yen (down 4.8% year on year), and segment profit (operating profit) amounted to 405 million yen (down 39.9% year on year).

(Southeast Asia)

In the field of industrial synthetic resin products, there has been movement toward a recovery from the production adjustments of customers that have continued from around the middle of the previous fiscal year, and sales increased due to increased sales mainly of products in the fields related to OA and household electrical appliances in Vietnam and Thailand and the increase in the yen-converted amount as a result of the depreciation of the yen.

Profits greatly exceeded those in the same period of the previous fiscal year due mainly to increased profits from higher sales and efforts to reduce costs by streamlining production through automation and revamping the personnel structure.

As a result, net sales for this segment amounted to 61,871 million yen (up 21.6% year on year), and segment profit (operating profit) amounted to 2,722 million yen (up 81.7% year on year).

(North America)

In May 2023, we newly acquired shares in TENMA PLASTIC MEXICO, S.A. DE C.V., which manufactures automobile parts in Mexico, as well as in its parent company Tenma America Corporation, which sells automobile parts in the United States of America, and included them in the scope of consolidation from the third quarter of the previous fiscal year. In North America, the Group mainly manufactures and sells safety-related automobile parts. Net sales for this segment amounted to 2,227 million yen.

In terms of profit, the segment loss (operating loss) was 156 million yen due to increased costs caused by wage increases and other factors.

(2) Overview of Financial Position for the Fiscal Year Under Review

(Assets)

The total assets at the end of the fiscal year under review increased by 8,817 million yen compared to the end of the previous fiscal year, reaching 110,739 million yen as of March 31, 2025. This was mainly due to a decrease in machinery, equipment, and vehicles, net by 859 million yen and increases in notes and accounts receivable - trade by 3,435 million yen and in cash and deposits by 3,080 million yen.

(Liabilities)

The total liabilities at the end of the fiscal year under review increased by 5,419 million yen compared to the end of the previous fiscal year, reaching 26,277 million yen as of March 31, 2025. This was mainly due to increases in notes and accounts payable - trade by 3,138 million yen and other current liabilities by 916 million yen.

(Net assets)

The total net assets at the end of the fiscal year under review increased by 3,398 million yen compared to the end of the previous fiscal year, reaching 84,462 million yen as of March 31, 2025. This was due mainly to increases of 3,822 million yen in foreign currency translation adjustment and 1,962 million yen in retained earnings, and a decrease in treasury shares, a deduction item, of 1,572 million yen, despite a decrease of 4,273 million yen in capital surplus due to cancellation of treasury shares.

(3) Overview of Cash Flows for the Fiscal Year Under Review

Cash and cash equivalents (“Net cash”) at the end of the fiscal year under review increased by 1,852 million yen compared to the end of the previous fiscal year, reaching 28,452 million yen (including 91 million yen of increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation).

The following is a summary of cash flows for each activity and related causes.

(Cash flows from operating activities)

Net cash provided by operating activities was 7,764 million yen (increased by 1,866 million yen year on year). This was mainly due to 5,635 million yen of depreciation, 4,979 million yen of profit before income taxes, and 2,359 million yen of increase in trade payables, in spite of 1,981 million yen of increase in trade receivables, 1,432 million yen of gain on sale of non-current assets, and 1,080 million yen of gain on liquidation of subsidiaries and associates.

(Cash flows from investing activities)

Net cash used in investing activities was 2,601 million yen (decreased by 3,864 million yen year on year). This was mainly due to 5,441 million yen of payments into time deposits and 3,922 million yen of purchase of property, plant and equipment, in spite of 4,928 million yen of proceeds from withdrawal of time deposits and 2,304 million yen of proceeds from sale of property, plant and equipment.

(Cash flows from financing activities)

Net cash used in financing activities was 5,225 million yen (decreased by 1,170 million yen year on year). This was mainly due to an increase in treasury shares of 2,701 million yen and dividends paid of 1,710 million yen and.

(Reference) Trends in cash flow indicators

	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Equity ratio (%)	78.9	77.9	76.2	79.5	76.3
Equity ratio based on fair value (%)	55.7	57.1	49.6	46.4	64.3
Interest-bearing debt to cash flow ratio (years)	—	—	—	—	—
Interest coverage ratio	—	—	—	—	—

- (Notes) Equity ratio: Shareholders' equity / Total assets
Equity ratio based on fair value: Total market value of shares / Total assets
Interest-bearing debt to cash flow ratio: Interest-bearing debts / Operating cash flow
Interest coverage ratio: Operating cash flow / Interest paid

- The indicators were calculated using consolidated financial figures.
- The total market value of shares was calculated by multiplying the closing price of the closing date by the total number of shares outstanding (less the treasury shares).
- Operating cash flow is the figure of net cash provided by (used in) operating activities recorded in the Consolidated Statements of Cash Flows. Interest-bearing debts include all debts recorded on the Consolidated Balance Sheets for which interest is paid. Interest paid is a line item of Consolidated Statements of Cash Flows.
- Interest-bearing debt to cash flow ratio and interest coverage ratio are omitted due to no interest-bearing debts or interest paid.

(4) Future Outlook

As disclosed in the “Notice regarding Implementation of MBO and Recommendation to Tender Shares” dated on March 14, 2025, the financial results forecast for fiscal year ending March 31, 2026 is not presented as the Company’s Shares will be delisted as a result of the Tender Offer implemented by the Offeror and the subsequent implementation of a series of procedures.

(5) Profit Distribution Policy and Payments for the Fiscal Year Under Review and Next Fiscal Year

As disclosed in “Announcement concerning Revision of final dividend forecast for the year ending March 31, 2025 (no dividend), and the abolishment of the shareholder benefit program” dated March 14, 2025, according to the Offeror, the purchase price, etc. in this Tender Offer was comprehensively judged and decided on the assumption that the year-end dividend with March 31, 2025 as the reference date would not be paid. Therefore, at the Board of Directors meeting held on March 14, 2025, the Company resolved not to pay a final dividend for the fiscal year ending March 31, 2025 and to abolish the shareholder benefit program, subject to the successful completion of the Tender Offer.

2. Basic Stance Concerning Choice of Accounting Standards

Taking into consideration the comparability of consolidated financial statements across periods and among companies, the Group applies Japanese GAAP. Regarding application of IFRS (International Financial Reporting Standards), the Group will deliberate in consideration of the application trends of other companies in Japan.

3. Consolidated Financial Statements and Primary Notes

(1) Consolidated Balance Sheets

(Thousand yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	29,839,839	32,919,449
Notes and accounts receivable - trade	17,353,495	20,788,367
Merchandise and finished goods	3,516,965	3,326,342
Work in process	696,186	718,216
Raw materials and supplies	4,738,130	5,105,107
Other	1,746,516	1,690,049
Allowance for doubtful accounts	(9,229)	(9,707)
Total current assets	57,881,901	64,537,823
Non-current assets		
Property, plant and equipment		
Buildings and structures	31,516,374	33,673,541
Accumulated depreciation	(16,994,814)	(18,117,742)
Buildings and structures, net	14,521,560	15,555,799
Machinery, equipment and vehicles	44,855,152	47,924,243
Accumulated depreciation	(35,268,332)	(39,196,318)
Machinery, equipment and vehicles, net	9,586,821	8,727,925
Land	2,680,834	2,955,852
Right of use assets	5,840,440	5,403,890
Accumulated depreciation	(2,966,040)	(2,774,126)
Right of use assets, net	2,874,400	2,629,764
Construction in progress	1,201,919	1,704,484
Other	9,813,666	10,669,354
Accumulated depreciation	(8,942,892)	(9,483,962)
Other, net	870,775	1,185,391
Total property, plant and equipment	31,736,309	32,759,216
Intangible assets		
Goodwill	—	255,547
Other	3,415,789	3,928,047
Total intangible assets	3,415,789	4,183,594
Investments and other assets		
Investment securities	4,029,795	4,294,204
Retirement benefit asset	3,666,542	3,810,434
Deferred tax assets	370,794	518,607
Other	827,896	637,572
Allowance for doubtful accounts	(7,575)	(2,700)
Total investments and other assets	8,887,452	9,258,117
Total non-current assets	44,039,550	46,200,927
Total assets	101,921,451	110,738,750

(Thousand yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	8,901,655	12,039,280
Income taxes payable	348,194	828,891
Provision for bonuses	853,963	896,238
Provision for taxes related expenses	5,119	—
Provision for loss on litigation	—	583,705
Other	4,187,092	5,102,765
Total current liabilities	14,296,023	19,450,879
Non-current liabilities		
Long-term accounts payable - other	2,615	2,615
Provision for share awards for directors (and other officers)	131,778	197,228
Provision for share awards for employees	4,264	10,582
Retirement benefit liability	493,377	654,921
Lease liabilities	2,862,949	2,438,699
Asset retirement obligations	711,614	841,158
Deferred tax liabilities	2,290,912	2,617,453
Provision for business restructuring	64,584	63,586
Total non-current liabilities	6,562,093	6,826,242
Total liabilities	20,858,116	26,277,122
Net assets		
Shareholders' equity		
Share capital	19,225,350	19,225,350
Capital surplus	12,984,521	8,711,805
Retained earnings	41,897,599	43,859,580
Treasury shares	(6,713,659)	(5,141,925)
Total shareholders' equity	67,393,811	66,654,810
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,384,245	1,831,348
Foreign currency translation adjustment	10,826,530	14,648,498
Remeasurements of defined benefit plans	1,458,657	1,326,855
Total accumulated other comprehensive income	13,669,431	17,806,701
Non-controlling interests	94	118
Total net assets	81,063,335	84,461,629
Total liabilities and net assets	101,921,451	110,738,750

(2) Consolidated Statements of Income and Comprehensive Income
Consolidated Statements of Income

(Thousand yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Net sales	92,930,953	104,834,661
Cost of sales	79,821,753	90,319,122
Gross profit	13,109,200	14,515,539
Selling, general and administrative expenses		
Freight and packing costs	3,133,137	3,344,055
Salaries and allowances	3,178,327	3,441,284
Other	5,436,025	5,517,636
Total selling, general and administrative expenses	11,747,488	12,302,976
Operating profit	1,361,712	2,212,563
Non-operating income		
Interest income	478,345	365,037
Gain on sale of investment securities	1,727,539	—
Dividend income	151,389	90,769
Share of profit of entities accounted for using equity method	67,357	104,583
Foreign exchange gains	240,790	344,811
Other	182,498	232,298
Total non-operating income	2,847,918	1,137,498
Non-operating expenses		
Interest expenses	123,547	140,626
Depreciation	24,872	10,328
Other	76,255	107,415
Total non-operating expenses	224,674	258,368
Ordinary profit	3,984,956	3,091,693
Extraordinary income		
Gain on sale of non-current assets	92,172	1,447,848
Gain on liquidation of subsidiaries and associates	—	1,079,665
Gain on bargain purchase	136,876	—
Subsidy income	56,833	—
Provision for taxes related expenses	103,093	—
Total extraordinary income	388,975	2,527,512
Extraordinary losses		
Loss on sale of non-current assets	2,887	15,522
Loss on retirement of non-current assets	155,799	83,250
Provision for loss on litigation	—	541,025
Provision for loss on business liquidation	2,700	—
Loss on liquidation of business	4,300	—
Litigation settlement	43,860	—
Employee housing reserve contribution	283,445	—
Total extraordinary losses	492,991	639,797
Profit before income taxes	3,880,940	4,979,408
Income taxes - current	1,180,636	1,225,425
Income taxes - deferred	(390,633)	43,814
Total income taxes	790,003	1,269,239
Profit	3,090,937	3,710,169
Profit attributable to non-controlling interests	9	18
Profit attributable to owners of parent	3,090,928	3,710,151

Consolidated Statements of Comprehensive Income

(Thousand yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Profit	3,090,937	3,710,169
Other comprehensive income		
Valuation difference on available-for-sale securities	(176,504)	447,103
Foreign currency translation adjustment	3,143,830	3,774,994
Remeasurements of defined benefit plans, net of tax	417,442	(131,802)
Share of other comprehensive income of entities accounted for using equity method	45,833	46,981
Total other comprehensive income	3,430,600	4,137,277
Comprehensive income	6,521,537	7,847,446
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	6,521,522	7,847,421
Comprehensive income attributable to non-controlling interests	15	25

(3) Consolidated Statements of Changes in Net Assets
For the fiscal year ended March 31, 2024

(Thousand yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	19,225,350	14,856,522	40,582,374	(6,592,755)	68,071,491
Changes during period					
Dividends of surplus			(1,775,703)		(1,775,703)
Profit attributable to owners of parent			3,090,928		3,090,928
Purchase of treasury shares				(2,522,315)	(2,522,315)
Disposal of treasury shares		89,623		439,787	529,410
Cancellation of treasury shares		(1,961,624)		1,961,624	—
Change in scope of consolidation					—
Change in scope of consolidation - foreign currency translation adjustment					—
Net changes in items other than shareholders' equity					—
Total changes during period	—	(1,872,001)	1,315,225	(120,904)	(677,680)
Balance at end of period	19,225,350	12,984,521	41,897,599	(6,713,659)	67,393,811

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	1,560,749	7,636,873	1,041,215	10,238,837	79	78,310,407
Changes during period						
Dividends of surplus						(1,775,703)
Profit attributable to owners of parent						3,090,928
Purchase of treasury shares						(2,522,315)
Disposal of treasury shares						529,410
Cancellation of treasury shares						—
Change in scope of consolidation						—
Change in scope of consolidation - foreign currency translation adjustment						—
Net changes in items other than shareholders' equity	(176,504)	3,189,656	417,442	3,430,594	15	3,430,609
Total changes during period	(176,504)	3,189,656	417,442	3,430,594	15	2,752,929
Balance at end of period	1,384,245	10,826,530	1,458,657	13,669,431	94	81,063,335

For the fiscal year ended March 31, 2025

(Thousand yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	19,225,350	12,984,521	41,897,599	(6,713,659)	67,393,811
Changes during period					
Dividends of surplus			(1,709,966)		(1,709,966)
Profit attributable to owners of parent			3,710,151		3,710,151
Purchase of treasury shares				(2,700,982)	(2,700,982)
Disposal of treasury shares					–
Cancellation of treasury shares		(4,272,716)		4,272,716	–
Change in scope of consolidation			(38,205)		(38,205)
Change in scope of consolidation - foreign currency translation adjustment					–
Net changes in items other than shareholders' equity					–
Total changes during period	–	(4,272,716)	1,961,980	1,571,734	(739,001)
Balance at end of period	19,225,350	8,711,805	43,859,580	(5,141,925)	66,654,810

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	1,384,245	10,826,530	1,458,657	13,669,431	94	81,063,335
Changes during period						
Dividends of surplus						(1,709,966)
Profit attributable to owners of parent						3,710,151
Purchase of treasury shares						(2,700,982)
Disposal of treasury shares						–
Cancellation of treasury shares						–
Change in scope of consolidation						(38,205)
Change in scope of consolidation - foreign currency translation adjustment		8,099		8,099		8,099
Net changes in items other than shareholders' equity	447,103	3,813,869	(131,802)	4,129,171	25	4,129,195
Total changes during period	447,103	3,821,968	(131,802)	4,137,270	25	3,398,293
Balance at end of period	1,831,348	14,648,498	1,326,855	17,806,701	118	84,461,629

(4) Consolidated Statements of Cash Flows

(Thousand yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	3,880,940	4,979,408
Depreciation	4,767,961	5,634,535
Amortization of goodwill	—	13,391
Litigation settlement	43,860	—
Loss on liquidation of business	4,300	—
Employee housing reserve contributions	283,445	—
Gain on bargain purchase	(136,876)	—
Subsidy income	(56,833)	—
Increase (decrease) in provision for bonuses	(44,469)	(8,986)
Increase (decrease) in allowance for doubtful accounts	7,918	(5,263)
Increase (decrease) in provision for share awards for directors (and other officers)	23,452	65,450
Increase (decrease) in provision for share awards for employees	507	6,318
Increase (decrease) in provision for taxes related expenses	(132,976)	(5,119)
Increase (decrease) in provision for business restructuring	(410)	(998)
Increase (decrease) in provision for loss on litigation	—	541,025
Decrease (increase) in retirement benefit asset	(247,163)	(308,122)
Increase (decrease) in retirement benefit liability	47,636	80,793
Increase (decrease) in provision for loss on business liquidation	(32,840)	—
Interest and dividend income	(629,734)	(455,805)
Interest expenses	123,547	140,626
Loss (gain) on liquidation of subsidiaries and associates	—	(1,079,665)
Foreign exchange losses (gains)	12,488	(476,134)
Loss on retirement of non-current assets	155,799	83,250
Loss (gain) on sale of non-current assets	(89,286)	(1,432,326)
Loss (gain) on sale of investment securities	(1,727,539)	—
Loss (gain) on valuation of investments in capital	21,781	11,412
Decrease (increase) in trade receivables	4,153,918	(1,981,256)
Decrease (increase) in inventories	1,161,065	435,925
Increase (decrease) in trade payables	(4,093,019)	2,358,534
Share of loss (profit) of entities accounted for using equity method	(67,357)	(104,583)
Other, net	(775,023)	(421,721)
Subtotal	6,655,092	8,070,688
Interest and dividends received	675,234	479,205
Settlement paid	(43,860)	—
Payment employee housing reserve contributions	(283,445)	—
Income taxes paid	(1,104,899)	(786,062)
Net cash provided by (used in) operating activities	5,898,122	7,763,831

(Thousand yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from investing activities		
Payments into time deposits	(6,963,442)	(5,440,689)
Proceeds from withdrawal of time deposits	12,247,669	4,927,885
Purchase of property, plant and equipment	(4,830,808)	(3,921,837)
Proceeds from sale of property, plant and equipment	152,250	2,303,999
Payments for retirement of property, plant and equipment	(139,246)	(65,080)
Purchase of intangible assets	(688,904)	(399,117)
Proceeds from sale of intangible assets	—	32,632
Subsidies received	56,833	—
Purchase of investment securities	(2,075)	(4,129)
Proceeds from sale of investment securities	2,911,872	—
Purchase of shares of unconsolidated subsidiaries	(542,561)	—
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(693,696)	—
Payments for investment in partnerships	(25,000)	(35,000)
Proceeds from collection of loans receivable	1,767	2,889
Loan advances	(221,677)	(2,263)
Net cash provided by (used in) investing activities	1,262,984	(2,600,710)
Cash flows from financing activities		
Net decrease (increase) in treasury shares	(1,471,725)	(2,700,982)
Dividends paid	(1,776,280)	(1,710,103)
Payments for lease obligations	(806,337)	(813,705)
Net cash provided by (used in) financing activities	(4,054,342)	(5,224,789)
Effect of exchange rate change on cash and cash equivalents	1,089,641	1,822,511
Net increase (decrease) in cash and cash equivalents	4,196,405	1,760,843
Cash and cash equivalents at beginning of period	22,403,471	26,599,876
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	—	91,411
Cash and cash equivalents at end of period	26,599,876	28,452,130

(5) Notes to Consolidated Financial Statements
(Notes on going concern assumption)
Not applicable.

(Notes on changes in accounting policies)

(Application of the “Accounting Standard for Current Income Taxes” and other relevant ASBJ regulations)

The Company has applied the “Accounting Standard for Current Income Taxes” (ASBJ Statement No. 27, October 28, 2022; the “Revised Accounting Standard of 2022”) and other relevant ASBJ regulations from the beginning of the first quarter of the current fiscal year.

Revisions to categories for recording current income taxes (taxation on other comprehensive income) conform to the transitional treatment in the proviso of Paragraph 20-3 of the Revised Accounting Standard of 2022 and the transitional treatment in the proviso of Paragraph 65-2 (2) of the “Guidance on Accounting Standard for Tax Effect Accounting” (ASBJ Guidance No. 28, October 28, 2022; the “Revised Implementation Guidance of 2022”). The change in the accounting policy has no impact on the consolidated financial statements.

In addition, the Revised Implementation Guidance of 2022 on the amendment revising the treatment of the deferral for tax purposes of gains or losses arising from the sale of shares in subsidiaries between consolidated companies has been applied from the beginning of the first quarter of the current fiscal year. The change in the accounting policy has been applied retrospectively. Therefore, the new accounting policy was reflected in the consolidated financial statements for the same period of the previous fiscal year and for the previous fiscal year. The change in the accounting policy has no impact on the consolidated financial statements for the same period of the previous fiscal year and for the previous fiscal year.

(Additional information)

(Share Granting Trust for Officers)

The Company implemented the “share-based remuneration plan for Officers” for Directors (excluding Outside Directors and Directors who are members of the Audit and Supervisory Committee, hereinafter the same) and Corporate Executive Officers (hereinafter collectively referred to as the “Directors, etc.”) with the aim of achieving the targets by boosting the motivation of Directors, etc., to contribute to the improvement of the Company’s mid- to long-term business performance and enhancement of its corporate value.

(1) Description of the transaction

The Plan is a share-based remuneration plan whereby a trust funded and created by the Company (hereinafter referred to as “Share Granting Trust for Officers”) shall acquire the Company’s Shares and provide each Director with a number of the Company’s Shares equivalent to the number of points granted to the Director by the Company through the Share Granting Trust for Officers. The timing that Directors, etc. are provided the Company’s Shares shall be at the time of their retirements in principle.

(2) Company’s shares remaining in the Trust

The Company’s Shares remaining in the Trust are recorded in net assets as treasury shares with the book value of the Trust (excluding the amount of incidental cost). The book value and the number of shares for the previous fiscal year were 559,769 thousand yen and 237,504 shares, and for the fiscal year under review 559,769 thousand yen and 237,504 shares.

(Share-based remuneration plan for Employees)

The Company has introduced a share-based remuneration plan for some employees (hereinafter referred to as “Employees”) for the purpose of striving to increase the Company’s mid- to long-term corporate value by enhancing the welfare and benefits system for employees, while fostering a team spirit among employees, instilling an awareness of management participation, and increasing awareness of the Company’s performance and share price.

(1) Description of the transaction

The Plan is a share-based remuneration plan whereby a trust funded and created by the Company (hereinafter referred to as “Share Granting Trust for Employees”) shall acquire the Company’s Shares and provide employees who meet certain criteria with a number of the Company’s Shares equivalent to the number of points granted to such employees by the Company through the Share Granting Trust for Employees.

(2) Company’s shares remaining in the Trust

The Company’s Shares remaining in the Trust are recorded in net assets as treasury shares with the book value of the Trust (excluding the amount of incidental cost). The book value and the number of treasury shares of the Company for the previous fiscal year were 30,797 thousand yen and 13,000 shares, and the fiscal year under review were 30,797 thousand yen and 13,000 shares.

(Notes to segment information, etc.)
[Segment information]

1. Description of reportable segments

The Group's reportable segments shall be part of its organizational units whose financial information is individually available, and shall be subject to regular review by its Board of Directors for the purpose of deciding the allocation of its managerial resources and evaluating its business performance.

The Group mainly operates in the manufacture and sales of synthetic resin products. The Company is responsible for businesses in Japan, and overseas subsidiaries of China (including Hong Kong), Southeast Asia (Indonesia, Thailand, and Vietnam) and North America are responsible for each area. Each subsidiary is an independent management unit, and engages in its business activities by comprehensively developing strategies.

Therefore, the Group is composed of the segments based on the Company and consolidated subsidiaries. In order to provide appropriate information regarding business activities and business environment, the Group consolidated four segments whose areas of manufacture/sale or elements of products are generally similar, defined as "Japan," "China," "Southeast Asia," and "North America" as reportable segments.

2. Method of measurement for the amounts of net sales, profit (loss), assets, liabilities, and other items for each reportable segment

The accounting method for the operating segments that are reportable is in accordance with the accounting policies adopted to prepare the consolidated financial statements. Reportable segment profit figures are based on operating profit. Inter-segment net sales and transfers are mainly based on market prices.

3. Information of the amounts of net sales, profit (loss), assets, liabilities, and other items for each reportable segment

For the fiscal year ended March 31, 2024

(Thousand yen)

	Reportable segment				Total
	Japan	China	Southeast Asia	North America	
Net sales					
Net sales to outside customers	19,964,639	20,984,766	50,879,279	1,102,269	92,930,953
Inter-segment net sales or transfers	202,017	346,007	110,470	–	658,494
Total	20,166,656	21,330,773	50,989,749	1,102,269	93,589,447
Segment profit (loss)	544,881	672,703	1,497,538	(88,609)	2,626,513
Segment assets	32,794,702	21,713,678	42,191,668	1,248,721	97,948,769
Other					
Depreciation	1,164,994	1,153,191	2,358,800	61,766	4,738,751
Increase in property, plant and equipment and intangible assets	2,434,631	344,885	2,504,627	10,457	5,294,599

For the fiscal year ended March 31, 2025

(Thousand yen)

	Reportable segment				Total
	Japan	China	Southeast Asia	North America	
Net sales					
Net sales to outside customers	20,762,382	19,974,770	61,870,558	2,226,951	104,834,661
Inter-segment net sales or transfers	360,944	337,664	97,643	–	796,250
Total	21,123,325	20,312,434	61,968,200	2,226,951	105,630,911
Segment profit (loss)	647,477	404,566	2,721,768	(156,167)	3,617,643
Segment assets	33,788,725	19,113,561	54,455,839	1,361,262	108,719,387
Other					
Depreciation	1,193,599	1,902,040	2,388,513	123,707	5,607,858
Increase in property, plant and equipment and intangible assets	1,317,623	340,793	2,045,682	30,130	3,734,228

4. Difference between the total of reportable segments and the amount recorded in consolidated financial statements, and description of said difference (comparability adjustment)

(Thousand yen)

Net sales	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Total of reportable segments	93,589,447	105,630,911
Inter-segment eliminations	(658,494)	(796,250)
Net sales in Consolidated Financial Statements	92,930,953	104,834,661

(Thousand yen)

Profit	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Total of reportable segments	2,626,513	3,617,643
Inter-segment eliminations	36,748	17,154
Corporate expenses*	(1,301,549)	(1,422,234)
Operating profit in Consolidated Financial Statements	1,361,712	2,212,563

* Corporate expenses are mainly the expenses of the parent company's management department which does not belong to a reportable segment.

(Thousand yen)

Assets	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Total of reportable segments	97,948,769	108,719,387
Corporate assets *1	13,182,044	12,002,679
Other adjustment *2	(9,209,362)	(9,983,316)
Total assets in Consolidated Financial Statements	101,921,451	110,738,750

*1 Corporate assets are mainly the assets of the parent company's management department which does not belong to a reportable segment

*2 Other adjustment is mainly the amount of transaction elimination.

(Thousand yen)

Other	Total of reportable segments		Adjustment		Amount recorded in consolidated financial statements	
	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Depreciation	4,738,751	5,607,858	29,210	26,677	4,767,961	5,634,535
Increase in property, plant and equipment and intangible assets	5,294,599	3,734,228	1,855	586,725	5,296,454	4,320,953

* The adjustment of increase in property, plant and equipment and intangible assets is mainly the capital expenditure and the transaction elimination of the parent company's management department which does not belong to a reportable segment.

(Business combinations)

The Company resolved at its Board of Directors meeting held on March 3, 2023 to acquire all the shares of PT HYUK JIN INDONESIA (hereinafter referred to as “HJI Co”), a manufacturer of die molds in Indonesia, and to turn it into a subsidiary, and entered into a share purchase agreement (hereinafter referred to as “the Agreement”). The Company concluded the acquisition of the shares of the said company on April 19, 2023 pursuant to the Agreement.

1. Overview of business combinations

(1) Reason for acquisition of shares

As a plastic molding and processing manufacturer, the Company manufactures high quality products in in-house product business and contract-manufactured product business. “Expansion of business areas” was one business strategy in our Third Medium-term Management Plan, formulated in May 2021, and we have proceeded with developing the die mold business as a concrete measure, which has been continued in the Fourth Medium-term Management Plan.

To accelerate the realization of this strategy, we decided that it would be effective to incorporate a die mold manufacturer into the Group, and decided to acquire the shares.

HJI Co is a well-respected die mold manufacturer inside and outside Indonesia and it has provided high quality die molds for industries including automobiles and electronic equipment. The company also contributes to community development and fulfills its social responsibilities. Through this acquisition, the Company will be able to incorporate the skills of die mold manufacturing and manufacturing know-how possessed by HJI Co, as well as human resource development capability into the Group, and increase our competitiveness as a plastic molding and processing manufacturer.

(2) Name, Business Activities, and Capital of company to be transferred

Name	PT HYUK JIN INDONESIA
Business Activities	Die mold industry (printing press) and domestic marketing of its output
Capital	IDR 7,680,000,000

(3) Counterparty for the acquisition of shares

Hyuk Jin Co., Ltd. and two individual shareholders

(4) Number of shares to be acquired

Number of shares acquired	4,000 shares
Ratio of equity interest after acquisition	100%

(5) Schedule

Date of conclusion of share purchase agreement	March 3, 2023
Effective date of share transfer	April 19, 2023

(6) Amount of acquisition cost

The acquisition cost remains undisclosed following discussions with the other party.

2. Period of earnings of the acquiree included in the quarterly consolidated statements of income

January 1, 2024 to December 31, 2024

3. Amount of goodwill recognized

(1) Amount of goodwill recognized

270,629 thousand yen

(2) Reason for recognition

The difference is recorded as goodwill, mainly because the fair value of net asset of the acquiree at the time of the business combination was less than the acquisition cost.

(3) Method and period of amortization

Straight-line method over twenty years

(Per share information)

Item	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Net assets per share	3,871.02 yen	4,237.46 yen
Basic earnings per share	145.13 yen	182.67 yen

(Notes) 1. Diluted earnings per share is not described as dilutive shares do not exist.

2. For the purpose of calculating the basic earnings per share, the treasury shares remaining in trust posted as treasury shares in shareholders' equity are included in the treasury shares deducted in the calculation of the average number of shares during the fiscal year under review. For the purpose of calculating the net assets per share, the treasury shares so remaining in trust are included in the treasury shares deducted from the total number of shares issued at the end of the fiscal year under review.

For the purpose of calculating the basic earnings per share, the average number of treasury shares, so deducted, during the previous fiscal year was 217,917 shares, and during the fiscal year under review was 250,504 shares. For the purpose of calculating the net assets per share, the number of treasury shares, so deducted, as of the end of the previous fiscal year was 250,504 shares, and as of the end of the fiscal year under review was 250,504 shares.

3. The basis for the calculation of basic earnings per share is as follows.

Item	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Basic earnings per share		
Profit attributable to owners of parent (Thousand yen)	3,090,928	3,710,151
Amount not attributable to common shareholders (Thousand yen)	—	—
Profit attributable to owners of parent relevant to common shares (Thousand yen)	3,090,928	3,710,151
Average number of common shares during period (Shares)	21,298,137	20,311,069

4. Calculation basis for net assets per share is as follows.

Item	As of March 31, 2024	As of March 31, 2025
Net assets per share		
Total of net assets (Thousand Yen)	81,063,335	84,461,629
Main items of the difference (Thousand yen)	94	118
(Of which Non-controlling interests)	(94)	(118)
Net assets relevant to common shares (Thousand yen)	81,063,242	84,461,510
Total number of issued common shares (Shares)	24,313,026	22,313,026
Total number of treasury shares of common shares (Shares)	3,371,945	2,380,933
Number of common shares used to calculate net asset per share (Shares)	20,941,081	19,932,093

(Significant subsequent events)

(Tender offer for the Company's Shares and change in parent company and largest major shareholder)

The Company resolved as follows at the Board of Directors meeting held on March 14, 2025 to state its opinion in favor of a tender offer (hereinafter referred to as "Tender Offer") for the common shares of the Company (hereinafter referred to as "Company's Shares") by FHL Holdings Inc. (hereinafter referred to as "Offeror") to be carried out as part of a management buyout (MBO) (Note), and also to recommend that the Company's shareholders tender their shares in the Tender Offer.

The above resolution by the Board of Directors was made on the assumption that the Offeror plans to take the Company's Shares private through the Tender Offer and the subsequent series of procedures, and the Company's Shares are planned to be delisted. For details, please refer to the "Notice regarding Implementation of MBO and Recommendation to Tender Shares" announced on March 14, 2025.

The Tender Offer was implemented from March 17, 2025 to April 28, 2025 at a purchase price of 3,580 yen per share of the Company's Shares, with the condition that if the total number of tendered shares is less than the minimum number of shares to be purchased of 6,764,800 shares (ownership ratio: 33.52%), none of the tendered shares will be purchased. Since the total number of tendered shares exceeded the minimum number of shares to be purchased, the Tender Offer was successfully completed.

As a result of the successful completion of the Tender Offer, as of May 9, 2025 (the commencement date of settlement of the Tender Offer), the Offeror's voting rights exceed 50% of the total voting rights of the Company's shareholders, which makes the Offeror the parent company of the Company and its largest major shareholder.

(Note) A management buyout (MBO) generally refers to a transaction in which the management team of the Company that will be acquired raises all or part of the funds necessary for the acquisition and then purchases the shares of the Company on the assumption that the business of the Company will be continued.