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In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.



May 6, 2022

Consolidated Financial Results for the Fiscal Year Ended March 31, 2022 (Under Japanese GAAP)

Company name: TSUBAKIMOTO KOGYO CO., LTD.

Listing: Tokyo Stock Exchange

Securities code: 8052

URL: http://www.tsubaki.co.jp

Representative: Masashi Koda, President & COO

Inquiries: Hiroshi Kasugabe, Director, Executive Managing Officer

Telephone: +81-6-4795-8806

Scheduled date of annual general meeting of shareholders:

Scheduled date to commence dividend payments:

Scheduled date to file annual securities report:

Preparation of supplementary material on financial results:

June 29, 2022

June 29, 2022

Yes (Japanese only)

Holding of financial results briefing:

Yes (for institutional investors and securities

analysts)

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

1. Consolidated financial results for the fiscal year ended March 31, 2022 (from April 1, 2021 to March 31, 2022)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2022	96,890	8.1	4,396	33.9	4,762	25.5	3,177	16.1
March 31, 2021	89,646	(14.6)	3,283	(38.0)	3,794	(32.6)	2,736	(26.8)

Note: Comprehensive income For the fiscal year ended March 31, 2022: \$\ \xi_3,167\$ million [(29.1)%] For the fiscal year ended March 31, 2021: \$\xi_4,469\$ million [179.1%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2022	507.58	_	10.8	6.7	4.5
March 31, 2021	437.16	_	10.4	5.8	3.7

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

For the fiscal year ended March 31, 2022: (¥13) million For the fiscal year ended March 31, 2021: (¥15) million

(2) Consolidated financial position

<u> </u>	1			
	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2022	76,773	30,762	39.8	4,884.10
March 31, 2021	64,496	28,377	43.7	4,500.87

Reference: Equity

As of March 31, 2022: \(\frac{\pmax}{30,577}\) million
As of March 31, 2021: \(\frac{\pmax}{28,176}\) 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, 2022	6,570	(152)	(808)	17,604	
March 31, 2021	(3,412)	(204)	(849)	11,935	

Notes: The Company has applied Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) and other standards from the beginning of the current consolidated fiscal year. The figures for the fiscal year ended March 31, 2022 reflect the application of the said standard, etc.

2. Cash dividends

		Annua	l dividends pe	Total cash		Ratio of		
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total	dividends	Payout ratio (Consolidated)	dividends to net assets (Consolidated)
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2021	_	30.00	_	90.00	120.00	758	27.4	2.9
Fiscal year ended March 31, 2022	_	30.00		120.00	150.00	948	29.6	3.2
Fiscal year ending March 31, 2023 (Forecast)		30.00		100.00	130.00		25.0	

Notes:

- 1. The total amount of dividends for the fiscal year ended March 31, 2021 includes dividends of 7 million yen to the Company's shares held by the board benefit trust for executive officers.
- 2. The total amount of dividends for the fiscal year ended March 31, 2022 includes dividends of 9 million yen to the Company's shares held by the board benefit trust for executive officers.
- 3. The year-end dividend for the fiscal year ended March 31, 2022 includes a commemorative dividend of 20 yen.

3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2023 (April 1, 2022 to March 31, 2023)

(Percentages indicate changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	50,000	12.8	2,230	20.9	2,450	19.8	1,650	21.7	263.56
Full year	100,000	3.2	4,500	2.4	4,900	2.9	3,260	2.6	520.72

* Notes

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

Newly included: None Excluded: None

- (2) Changes in accounting policies, changes in accounting estimates, and restatements
 - (i) Changes in accounting policies due to revisions of accounting standards and other regulations: Yes
 - (ii) Changes in accounting policies other than those in (i) above: None
 - (iii) Changes in accounting estimates: None
 - (iv) Restatements: 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, 2022	6,497,969 shares
As of March 31, 2021	6,497,969 shares

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

As of March 31, 2022	237,387 shares
As of March 31, 2021	237,658 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2022	6,260,507 shares
Fiscal year ended March 31, 2021	6,260,472 shares

Note: Since the six-month period ended September 30, 2020, the Company has introduced the Board Benefit Trust for executive officers, and the Company's shares held by the said trust are included in the treasury shares to be deducted in calculating the number of treasury shares at the end of the period and the average number of shares outstanding during the period.

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2022 (from April 1, 2021 to March 31, 2022)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2022	91,538	9.3	3,157	39.6	4,225	20.5	3,082	9.7
March 31, 2021	83,753	(14.9)	2,261	(45.6)	3,505	(34.2)	2,810	(26.9)

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2022	492.39	_
March 31, 2021	448.95	_

(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, 2022	74,386	27,916	37.5	4,459.13
March 31, 2021	62,294	25,711	41.3	4,107.00

Reference: Equity

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2. Non-consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2023 (April 1, 2022 to March 31, 2023)

(Percentages indicate changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	49,000	17.0	1,550	18.3	2,600	19.1	2,000	18.6	319.46
Full year	97,000	6.0	3,350	6.1	4,500	6.5	3,250	5.4	519.13

- * These consolidated financial results are not subject to audits by certified public accountants or audit corporations.
- * Proper use of earnings forecasts, and other special matters

Forecasts stated herein are based on the currently available information and the Company's assumptions that were judged to be valid as of the announcement date hereof, and are not intended to be a promise by the Company to achieve these forecasts. Therefore, actual results may differ for various factors.

Consolidated Financial Statements

(1) Consolidated Balance Sheet

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		(Millions of Yen)
	As of March 31, 2021	As of March 31, 2022
Assets		
Current assets		
Cash and deposits	11,935	17,604
Notes and accounts receivable - trade	25,994	_
Notes and accounts receivable - trade, and contract assets	_	28,608
Electronically recorded monetary claims - operating	10,475	12,736
Merchandise and finished goods	2,173	2,667
Work in process	677	608
Other	790	2,281
Allowance for doubtful accounts	△163	△189
Total current assets	51,883	64,317
Non-current assets		
Property, plant and equipment		
Buildings	1,141	1,163
Accumulated depreciation	△343	△384
Buildings, net	797	779
Machinery, equipment and vehicles	555	555
Accumulated depreciation	△381	△417
Machinery, equipment and vehicles, net	174	138
Tools, furniture and fixtures	455	460
Accumulated depreciation	△352	△372
Tools, furniture and fixtures, net	102	87
Land	842	842
Leased assets	28	87
Accumulated depreciation	△15	△35
Leased assets, net	13	52
Construction in progress	_	13
Total property, plant and equipment	1,930	1,913
Intangible assets	99	106
Investments and other assets		
Investment securities	9,380	9,269
Deferred tax assets	48	49
Retirement benefit asset	17	17
Other	1,343	1,305
Allowance for doubtful accounts	△206	△204
Total investments and other assets	10,582	10,436
Total non-current assets	12,612	12,456
Total assets	64,496	76,773
1 0 tm1 m00 0 to	01,470	70,773

(Millions of Yen)

		(Willions of Tell)
	As of March 31, 2021	As of March 31, 2022
Liabilities		
Current liabilities		
Notes and accounts payable - trade	15,700	20,813
Electronically recorded obligations - operating	14,572	15,935
Income taxes payable	208	1,114
Advances received	2,367	4,897
Provision for bonuses for directors (and other officers)	6	9
Other	684	664
Total current liabilities	33,539	43,435
Non-current liabilities		
Provision for share awards for directors (and other officers)	37	86
Retirement benefit liability	1,830	1,836
Long-term accounts payable - other	211	211
Deferred tax liabilities	278	191
Other	221	248
Total non-current liabilities	2,579	2,575
Total liabilities	36,119	46,010
Net assets		
Shareholders' equity		
Share capital	2,945	2,945
Capital surplus	1,867	1,867
Retained earnings	21,047	23,465
Treasury shares	△553	△553
Total shareholders' equity	25,306	27,726
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	2,960	2,872
Deferred gains or losses on hedges	△12	△25
Foreign currency translation adjustment	13	74
Remeasurements of defined benefit plans	△91	△69
Total accumulated other comprehensive income	2,869	2,851
Non-controlling interests	200	185
Total net assets	28,377	30,762
Total liabilities and net assets	64,496	76,773

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

Consolidated Statement of Income

Net sales 89,646 96,890 Cost of sales 76,240 81,943 Gross profit 13,406 14,946 Selling, general and administrative expenses 10,122 10,550 Operating profit 3,283 4,306 Non-operating income 3 4 Interest income 3 4 Dividend income 353 99 Other 42 47 Total non-operating income 639 407 Non-operating expenses 5 6 Interest expenses 5 6 Interest expenses 16 - Share of loss of entities accounted for using equity method 15 13 Commission expenses 33 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Total non-operating expenses 127 4 Guirantee commission 7 6 Other 3,794 <td< th=""><th></th><th></th><th>(Millions of Yen)</th></td<>			(Millions of Yen)
Cost of sales 76,240 81,943 Gross profit 13,406 14,946 Selling, general and administrative expenses 10,122 10,550 Operating profit 3,283 4,396 Non-operating income 3 4 Interest income 239 255 Subsidy income 353 99 Other 42 47 Total non-operating income 639 407 Non-operating expenses 5 6 Interest expenses 5 6 Foreign exchange losses 16 - Share of loss of entitics accounted for using equity method 15 13 Commission expenses 33 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Other 49 5 Total non-operating expenses 127 4 Gain on sale of investment securities 1 - Gain on sale of investment secur		Year ended March 31, 2021	Year ended March 31, 2022
Gross profit 13,406 14,946 Selling, general and administrative expenses 10,122 10,550 Operating profit 3,283 4,396 Non-operating income 3 4 Interest income 35 4 Dividend income 239 255 Subsidy income 353 99 Other 42 47 Total non-operating income 639 407 Non-operating expenses 5 6 Interest expenses 5 6 Foreign exchange losses 16 - Share of loss of entities accounted for using equity method 15 13 Commission expenses 3 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income 20 - Gain on sale of investment securities 1 - Total extraordinary income	Net sales	89,646	96,890
Selling, general and administrative expenses 10,122 10,550 Operating profit 3,283 4,396 Non-operating income 3 4 Interest income 35 4 Dividend income 239 255 Subsidy income 353 99 Other 42 47 Total non-operating income 639 407 Non-operating expenses 5 6 Interest expenses 5 6 Foreign exchange losses 16 - Share of loss of entities accounted for using equity method 15 13 Commission expenses 33 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income 208 - Gain on sale of investment securities 1 - Provision for contingent loss 208 - Total extraordinary in	Cost of sales	76,240	81,943
Operating profit 3,283 4,396 Non-operating income 3 4 Interest income 239 255 Subsidy income 353 99 Other 42 47 Total non-operating income 639 407 Non-operating expenses 5 6 Interest expenses 5 6 Foreign exchange losses 16 - Share of loss of entities accounted for using equity method 15 13 Commission expenses 33 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income 4 - Gain on sale of investment securities 1 - Foreision for contingent loss 208 - Total extraordinary income 214 - Extraordinary income 4 - Extraordinary income 4	Gross profit	13,406	14,946
Non-operating income 3 4 Dividend income 239 255 Subsidy income 353 99 Other 42 47 Total non-operating income 639 407 Non-operating expenses 8 6 Interest expenses 5 6 Foreign exchange losses 16 - Share of loss of entities accounted for using equity method 15 13 Commission expenses 33 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income 2 - Gain on sale of non-current assets 4 - Gain on sale of investment securities 1 - Total extraordinary income 208 - Extraordinary income 214 - Extraordinary income 1 - Extraordinary income 2	Selling, general and administrative expenses	10,122	10,550
Interest income 3 4 Dividend income 239 255 Subsidy income 353 399 Other 42 47 Total non-operating income 639 407 Non-operating expenses 8 407 Interest expenses 5 6 Foreign exchange losses 16 Share of loss of entities accounted for using equity method 15 13 Commission expenses 33 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income 208 Extraordinary for contingent loss 208 Total extraordinary income 21 Extraordinary losses 4 Loss on valuation ofmembership etc, 4 Loss on compensations - 14 Total extraordinary losses	Operating profit	3,283	4,396
Dividend income 239 255 Subsidy income 353 99 Other 42 47 Total non-operating income 639 407 Non-operating expenses	Non-operating income		
Subsidy income 353 99 Other 42 47 Total non-operating income 639 407 Non-operating expenses 8 40 Interest expenses 5 6 Foreign exchange losses 16 - Share of loss of entities accounted for using equity method 15 13 Commission expenses 33 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income 1 - Extraordinary income 208 - Provision for contingent loss 208 - Total extraordinary income 214 - Extraordinary losses 4 - Loss on valuation ofmembership etc, 4 - Loss on compensations - 14 Total extraordinary losses 4 14 Profit before income taxes	Interest income	3	4
Other 42 47 Total non-operating income 639 407 Non-operating expenses \$\$ 6 Interest expenses \$\$ 6 Foreign exchange losses 16 - Share of loss of entities accounted for using equity method 15 13 Commission expenses 33 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income 4 - Gain on sale of non-current assets 4 - Gain on sale of investment securities 1 - Provision for contingent loss 208 - Total extraordinary income 214 - Extraordinary losses 4 - Loss on compensations - 14 Total extraordinary losses 4 14 Loss on compensations - 14 Total extraordinar	Dividend income	239	255
Total non-operating income 639 407 Non-operating expenses Interest expenses 5 6 Foreign exchange losses 16 Share of loss of entities accounted for using equity method 15 13 Commission expenses 33 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income 4 - Gain on sale of non-current assets 4 - Gain on sale of investment securities 1 - Provision for contingent loss 208 - Total extraordinary income 214 - Extraordinary losses 4 - Loss on valuation ofmembership etc, 4 - Loss on compensations - 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current	Subsidy income	353	99
Non-operating expenses 5 6 Interest expenses 5 6 Foreign exchange losses 16 - Share of loss of entities accounted for using equity method 15 13 Commission expenses 33 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income 4 - Gain on sale of non-current assets 4 - Gain on sale of investment securities 1 - Provision for contingent loss 208 - Total extraordinary income 214 - Extraordinary losses 4 - Loss on valuation ofmembership etc, 4 - Loss on valuation ofmembership etc, 4 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607	Other	42	47
Interest expenses 5 6 Foreign exchange losses 16 — Share of loss of entities accounted for using equity method 15 13 Commission expenses 33 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income 4 — Gain on sale of non-current assets 4 — Gain on sale of investment securities 1 — Provision for contingent loss 208 — Total extraordinary income 214 — Extraordinary losses 4 — Loss on valuation ofmembership etc, 4 — Loss on compensations — 14 Total extraordinary losses 4 14 Profit before income taxes 4 4 Income taxes - current 865 1,607 Income taxes - current 408 Δ45 <tr< td=""><td>Total non-operating income</td><td>639</td><td>407</td></tr<>	Total non-operating income	639	407
Foreign exchange losses 16 — Share of loss of entities accounted for using equity method 15 13 Commission expenses 33 9 Guarantee commission 7 66 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income 4 — Gain on sale of non-current assets 4 — Gain on sale of investment securities 1 — Provision for contingent loss 208 — Total extraordinary income 214 — Extraordinary losses — 1 Loss on valuation ofmembership etc, 4 — Loss on compensations — 14 Total extraordinary losses 4 14 Profit before income taxes 4 14 Profit before income taxes 4 4 Income taxes - current 865 1,607 Income taxes - deferred 408 △45 <	Non-operating expenses		
Share of loss of entities accounted for using equity method 15 13 Commission expenses 33 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income - - Gain on sale of non-current assets 4 - Gain on sale of investment securities 1 - Provision for contingent loss 208 - Total extraordinary income 214 - Extraordinary losses 4 - Loss on valuation ofmembership etc, 4 - Loss on compensations - 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607 Income taxes - deferred 408 Δ45 Total income taxes 1,274 1,562 Profit (loss) attributable to non-controlling interests	Interest expenses	5	6
Commission expenses 33 9 Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income 3 7 Gain on sale of non-current assets 4 - Gain on sale of investment securities 1 - Provision for contingent loss 208 - Total extraordinary income 214 - Extraordinary losses 4 - Loss on valuation ofmembership etc, 4 - Loss on compensations - 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607 Income taxes - deferred 408 Δ45 Total income taxes 1,274 1,562 Profit (loss) attributable to non-controlling interests Δ6 8	Foreign exchange losses	16	_
Guarantee commission 7 6 Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income 3,794 4,762 Extraordinary income 4 - Gain on sale of investment securities 1 - Gain on sale of investment securities 1 - Provision for contingent loss 208 - Total extraordinary income 214 - Extraordinary losses 4 - Loss on valuation ofmembership etc, 4 - Loss on compensations - 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607 Income taxes - deferred 408 Δ45 Total income taxes 1,274 1,562 Profit (loss) attributable to non-controlling interests Δ6 8	Share of loss of entities accounted for using equity method	15	13
Other 49 5 Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income	Commission expenses	33	9
Total non-operating expenses 127 41 Ordinary profit 3,794 4,762 Extraordinary income	Guarantee commission		6
Ordinary profit 3,794 4,762 Extraordinary income - - Gain on sale of non-current assets 4 - Gain on sale of investment securities 1 - Provision for contingent loss 208 - Total extraordinary income 214 - Extraordinary losses - - Loss on valuation ofmembership etc, 4 - Loss on compensations - 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607 Income taxes - deferred 408 Δ45 Total income taxes 1,274 1,562 Profit 2,730 3,186 Profit (loss) attributable to non-controlling interests Δ6 8			
Extraordinary income 4 - Gain on sale of non-current assets 4 - Gain on sale of investment securities 1 - Provision for contingent loss 208 - Total extraordinary income 214 - Extraordinary losses - 14 Loss on valuation ofmembership etc, 4 - Loss on compensations - 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607 Income taxes - deferred 408 Δ45 Total income taxes 1,274 1,562 Profit 2,730 3,186 Profit (loss) attributable to non-controlling interests Δ6 8		127	
Gain on sale of non-current assets 4 — Gain on sale of investment securities 1 — Provision for contingent loss 208 — Total extraordinary income 214 — Extraordinary losses — — Loss on valuation ofmembership etc, 4 — Loss on compensations — 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607 Income taxes - deferred 408 Δ45 Total income taxes 1,274 1,562 Profit 2,730 3,186 Profit (loss) attributable to non-controlling interests Δ6 8	* *	3,794	4,762
Gain on sale of investment securities 1 - Provision for contingent loss 208 - Total extraordinary income 214 - Extraordinary losses - 14 Loss on valuation ofmembership etc, 4 - Loss on compensations - 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607 Income taxes - deferred 408 Δ45 Total income taxes 1,274 1,562 Profit 2,730 3,186 Profit (loss) attributable to non-controlling interests Δ6 8	Extraordinary income		
Provision for contingent loss 208 — Total extraordinary income 214 — Extraordinary losses Loss on valuation ofmembership etc, 4 — Loss on compensations — 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607 Income taxes - deferred 408 Δ45 Total income taxes 1,274 1,562 Profit 2,730 3,186 Profit (loss) attributable to non-controlling interests Δ6 8	Gain on sale of non-current assets	4	_
Total extraordinary income 214 — Extraordinary losses 4 — Loss on valuation ofmembership etc, 4 — Loss on compensations — 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607 Income taxes - deferred 408 Δ45 Total income taxes 1,274 1,562 Profit 2,730 3,186 Profit (loss) attributable to non-controlling interests Δ6 8		1	_
Extraordinary losses Loss on valuation ofmembership etc, 4 — Loss on compensations — 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607 Income taxes - deferred 408 Δ45 Total income taxes 1,274 1,562 Profit (loss) attributable to non-controlling interests Δ6 8			
Loss on valuation ofmembership etc, 4 — Loss on compensations — 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607 Income taxes - deferred 408 Δ45 Total income taxes 1,274 1,562 Profit 2,730 3,186 Profit (loss) attributable to non-controlling interests Δ6 8		214	<u> </u>
Loss on compensations — 14 Total extraordinary losses 4 14 Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607 Income taxes - deferred 408 Δ45 Total income taxes 1,274 1,562 Profit 2,730 3,186 Profit (loss) attributable to non-controlling interests Δ6 8			
Total extraordinary losses 4 14 Profit before income taxes $4,004$ $4,748$ Income taxes - current 865 $1,607$ Income taxes - deferred 408 $\triangle 45$ Total income taxes $1,274$ $1,562$ Profit $2,730$ $3,186$ Profit (loss) attributable to non-controlling interests $\Delta 6$ 8		4	_
Profit before income taxes 4,004 4,748 Income taxes - current 865 1,607 Income taxes - deferred 408 \triangle 45 Total income taxes 1,274 1,562 Profit 2,730 3,186 Profit (loss) attributable to non-controlling interests \triangle 6 8		<u> </u>	
Income taxes - current 865 1,607 Income taxes - deferred 408 $Δ45$ Total income taxes 1,274 1,562 Profit 2,730 3,186 Profit (loss) attributable to non-controlling interests $Δ6$ 8	Total extraordinary losses	4	
Income taxes - deferred408 $\triangle 45$ Total income taxes1,2741,562Profit2,7303,186Profit (loss) attributable to non-controlling interests $\triangle 6$ 8	Profit before income taxes	4,004	4,748
Total income taxes $1,274$ $1,562$ Profit $2,730$ $3,186$ Profit (loss) attributable to non-controlling interests $\Delta 6$ 8	Income taxes - current	865	1,607
Profit $2,730$ $3,186$ Profit (loss) attributable to non-controlling interests $\Delta 6$ 8	Income taxes - deferred	408	△45
Profit (loss) attributable to non-controlling interests $\Delta 6$ 8	Total income taxes	1,274	1,562
	Profit	2,730	3,186
Profit attributable to owners of parent 2,736 3,177	Profit (loss) attributable to non-controlling interests	Δ6	8
	Profit attributable to owners of parent	2,736	3,177

Consolidated Statement of Comprehensive Income

(Millions of Yen)

	Year ended March 31, 2021	Year ended March 31, 2022
Profit	2,730	3,186
Other comprehensive income		
Valuation difference on available-for-sale securities	1,699	△87
Deferred gains or losses on hedges	Δ9	△13
Foreign currency translation adjustment	△25	39
Remeasurements of defined benefit plans, net of tax	90	21
Share of other comprehensive income of entities accounted for using		
equity method	Δ16	21
Total other comprehensive income	1,739	△18
Comprehensive income	4,469	3,167
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,489	3,158
Comprehensive income attributable to non-controlling interests	△19	8

(3) Consolidated Statement of Changes in Equity Previous consolidated fiscal year (from April 1, 2020 to March 31, 2021)

(Millions of yen)

		Shareholders' equity						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity			
Balance at beginning of period	2,945	1,805	19,126	△490	23,387			
Changes during period								
Dividends of surplus			△815		△815			
Profit attributable to owners of parent			2,736		2,736			
Purchase of treasury shares				△196	△196			
Disposal of treasury shares		62		133	195			
Net changes in items other than shareholders' equity								
Total changes during period	_	62	1,921	△63	1,919			
Balance at end of period	2,945	1,867	21,047	△553	25,306			

		Accumulated other comprehensive income					
	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	Non-controlling interests	Total net assets
Balance at beginning of period	1,260	Δ2	41	△181	1,117	233	24,738
Changes during period							
Dividends of surplus							△815
Profit attributable to owners of parent							2,736
Purchase of treasury shares							△196
Disposal of treasury shares							195
Net changes in items other than shareholders' equity	1,699	∆9	△28	90	1,752	△33	1,719
Total changes during period	1,699	Δ9	△28	90	1,752	△33	3,638
Balance at end of period	2,960	△12	13	△91	2,869	200	28,377

Consolidated fiscal year under review (from April 1, 2021 to March 31, 2022)

(Millions of yen)

		Shareholders' equity						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity			
Balance at beginning of period	2,945	1,867	21,047	△553	25,306			
Changes during period								
Dividends of surplus			△758		△758			
Profit attributable to owners of parent			3,177		3,177			
Purchase of treasury shares				Δ1	Δ1			
Disposal of treasury shares				2	2			
Net changes in items other than shareholders' equity								
Total changes during period	_	ı	2,418	0	2,419			
Balance at end of period	2,945	1,867	23,465	△553	27,726			

		Accumulated	d other comprehe	nsive income			
	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	Non-controlling interests	Total net assets
Balance at beginning of period	2,960	△12	13	△91	2,869	200	28,377
Changes during period							
Dividends of surplus							△758
Profit attributable to owners of parent							3,177
Purchase of treasury shares							Δ1
Disposal of treasury shares							2
Net changes in items other than shareholders' equity	△87	△13	61	21	△18	△15	△33
Total changes during period	△87	△13	61	21	△18	△15	2,385
Balance at end of period	2,872	△25	74	△69	2,851	185	30,762

	Year ended March 31, 2021	Year ended March 31, 2022
		1 car chided Water 31, 2022
Cash flows from operating activities		
Profit before income taxes	4,004	4,748
Depreciation	173	174
Increase (decrease) in provisions	△190	77
Interest and dividend income	△243	△260
Interest expenses	5	6
Share of loss (profit) of entities accounted for using equity method	15	13
Loss (gain) on sale and retirement of non-current assets	△4	_
Loss (gain) on sale of investment securities	Δ1	_
Loss on valuation ofmembership etc,	4	_
Decrease (increase) in trade receivables	△2,628	△5,021
Decrease (increase) in inventories	270	△361
Increase (decrease) in trade payables	△3,864	6,446
Decrease (increase) in advance payments to suppliers	551	△1,376
Increase (decrease) in advances received	△708	2,484
Increase (decrease) in accrued consumption taxes	521	△165
Increase (decrease) in retirement benefit liability	△71	6
Decrease (increase) in other assets	△18	53
Increase (decrease) in other liabilities	39	△28
Other, net	92	67
Subtotal	Δ2,051	6,865
Interest and dividends received	243	260
Interest paid	Δ1	Δ2
Income taxes paid	△1,647	△560
Dividends received from entities accounted for using equity method	43	7
Net cash provided by (used in) operating activities	Δ3,412	6,570
Cash flows from investing activities		0,070
Purchase of non-current assets	△205	△106
Proceeds from sale of non-current assets	4	
Purchase of investment securities	Δ21	△22
Proceeds from sale of investment securities	3	_
Net decrease (increase) in short-term loans receivable	_	△22
Long-term loan advances	$\triangle 0$	Δ1
Proceeds from collection of long-term loans receivable	2	1
Other, net	12	Δ2
Net cash provided by (used in) investing activities	<u>∆204</u>	Δ152
Cash flows from financing activities	△∠∠∪+	Δ132
	A 1	A 1
Purchase of treasury shares	Δ1	Δ1
Proceeds from disposal of treasury shares	0	1
Repayments of lease obligations	△18	Δ25
Dividends paid	△815	△758
Dividends paid to non-controlling interests	Δ13	Δ23
Net cash provided by (used in) financing activities	△849	△808
Effect of exchange rate change on cash and cash equivalents	Δ9	59
Net increase (decrease) in cash and cash equivalents	△4,476	5,668
Cash and cash equivalents at beginning of period	16,412	11,935
Cash and cash equivalents at end of period	11,935	17,604

(Segment Information)

a. Segment information

1 Summary of reportable segments

The reportable segments of the Group are the constituent units of the Group for which separate financial information is available and which are subject to periodic review by the Board of Directors to determine the allocation of management resources and evaluate performance.

The Company mainly sells automation and labor-saving products such as machine parts and transport equipment. The Group, including affiliated companies, is divided into three areas (districts) in Japan and overseas, and a comprehensive strategy for each region is formulated with respect to products handled. As for overseas, the Group has positioned as a strategic development business, and a comprehensive strategy for fields such as materials business and new product development is formulated and business activities conducted.

Accordingly, the Group consists of domestic and regional segment based on the sales structure and development strategy business segment and has four reportable segments: "Eastern Japan Headquarters," "Western Japan Headquarters," "Central Japan Headquarters," and "Strategic Business Development Center."

2 Notes relating to changes in reportable segments, etc.

From the current consolidated fiscal year, the Nagoya Branch was separated from the Western Japan Headquarters and the Central Japan Headquarters was established. As a result of this change, the reportable segments are split into "Western Japan Headquarters" and "Central Japan Headquarters" from the former "Western Japan Headquarters".

Segment information for the previous consolidated fiscal year has been prepared according to the new classification method and is stated in the previous consolidated fiscal year in "4. Information on sales, profit or loss, assets, and other items by reportable segment".

3 Method of calculating sales, profit or loss, assets and other items by reportable segment

The accounting methods applied for reportable business segments are generally the same as those described in "Basis of Preparing the Consolidated Financial Statements."

Reportable segment profit is based on operating profit. Inter-segment sales and transfers are based on prevailing market prices.

As stated in "(Changes in Accounting Policies) (Application of Accounting Standards for Revenue Recognition, etc.)," the Company has applied the Accounting Standards for Revenue Recognition, etc. from the consolidated financial statements for the current fiscal year and changed the accounting method for revenue recognition. Therefore, the method of measuring profit or loss by segment has been changed in the same manner.

As a result of this change, sales and segment profit for the current consolidated fiscal year decreased by 1,044 million yen and 44 million yen, respectively, compared with the previous method. This was mainly due to a decrease of 896 million yen in sales and 24 million yen in segment profit at the "Eastern Japan Headquarters".

4 Information on sales, profit or loss, assets and other items by reportable segment

Previous consolidated fiscal year (From April 1, 2020 to March 31, 2021)

		Reportable segment					
	Eastern Japan Headquarters (Millions of yen)	Western Japan Headquarters (Millions of yen)	Central Japan Headquarters (Millions of yen)	Strategic Business Development Center (Millions of yen)	Total (Millions of yen)		
Net sales							
Sales to external customers	32,713	27,605	14,259	15,068	89,646		
Inter-segment sales or transfers	243	304	452	600	1,601		
Total	32,956	27,910	14,712	15,669	91,248		
Segment profit	1,481	1,648	744	494	4,368		
Segment assets	15,468	14,014	6,356	7,282	43,122		
Other items							
Depreciation expense	2	4	5	62	76		
Increase in tangible and intangible fixed assets	6	3	0	112	121		

Current consolidated fiscal year (From April 1, 2021 to March 31, 2022)

	Reportable segment				
	Eastern Japan Headquarters (Millions of yen)	Western Japan Headquarters (Millions of yen)	Central Japan Headquarters (Millions of yen)	Strategic Business Development Center (Millions of yen)	Total (Millions of yen)
Net sales					
Goods or services transferred at a point in time	27,110	23,182	11,784	15,835	77,911
Goods or services transferred over time	7,762	9,961	716	537	18,978
Revenue from contracts with customers	34,872	33,143	12,500	16,373	96,890
Sales to external customers	34,872	33,143	12,500	16,373	96,890
Inter-segment sales or transfers	296	631	441	590	1,959
Total	35,169	33,775	12,941	16,963	98,849
Segment profit	1,954	2,351	515	674	5,496
Segment assets	19,035	17,274	6,049	7,972	50,331
Other items					
Depreciation expense	2	4	5	68	81
Increase in tangible and intangible fixed assets	4	0	1	57	64

(Note) Major products in each segment are as follows.

Segment	Major product name
Eastern Japan Headquarters Western Japan Headquarters Central Japan Headquarters	Various drive parts such as reducer/accelerator, various transport parts such as conveyor chains, control equipment, various sensors, electronic equipment, and other transmission equipment Clean energy-related equipment, pharmaceutical-related equipment, chemical machinery equipment, water treatment equipment, food machinery, other environmental equipment, machine tools, industrial robots, various conveyors, various automation equipment, three-dimensional warehouses and automatic sorting equipment, and FA systems including various transportation equipment
Strategic Business Development Center	Above products for overseas markets Various non-woven fabrics and processed products thereof, various synthetic resin molding machines and molded products, and functional materials

5 Differences between the total amount of reportable segments and the amount recorded in the consolidated financial statements, and major breakdown of such differences (matters related to adjustment of differences)

Net sales	Previous consolidated fiscal year (Millions of yen)	Current consolidated fiscal year (Millions of yen)
Total reportable segments	91,248	98,849
Elimination of inter-segment transactions	△1,601	△1,959
Net sales in consolidated financial statements	89,646	96,890

Profit	Previous consolidated fiscal year (Millions of yen)	Current consolidated fiscal year (Millions of yen)
Total reportable segments	4,368	5,496
Elimination of inter-segment transactions	1	0
Corporate expenses (Note)	△1,086	△1,100
Operating profit in consolidated financial statements	3,283	4,396

(Note) Corporate expenses are mainly general and administrative expenses not attributable to reportable segments.

Assets	Previous consolidated fiscal year (Millions of yen)	Current consolidated fiscal year (Millions of yen)
Total reportable segments	43,122	50,331
Elimination of inter-segment transactions	△740	△924
Corporate assets (Note)	22,114	27,366
Total assets in consolidated financial statements	64,496	76,773

(Note) Corporate assets are mainly investment securities, office equipment, etc. not attributable to reportable segments.

(Unit: Millions of yen)

	Total reportable segments		Adjustment (Note)		Amount recorded in consolidated financial statements	
Other items	Previous consolidated fiscal year	Current consolidated fiscal year	Previous consolidated fiscal year	Current consolidated fiscal year	Previous consolidated fiscal year	Current consolidated fiscal year
Depreciation expense	76	81	97	92	173	174
Increase in tangible and intangible fixed assets	121	64	177	77	299	141

(Note) Adjustments for increases in tangible and intangible fixed assets are capital investments in land and buildings and software, etc. for the previous consolidated fiscal year and mainly in software for the current consolidated fiscal year.

b. Related Information

Previous consolidated fiscal year (From April 1, 2020 to March 31, 2021)

1 Information by product and service

(Unit: Millions of yen)

	Power Transmission Business	Facility & Equipment Business	Industrial Materials Business	Total
Sales to external customers	41,073	38,386	10,186	89,646

2 Information by region

(1) Sales

(Unit: Millions of yen)

Japan	Asia		Others	Total
Japan		China	Officis	Total
83,029	5,609	2,498	1,008	89,646

(Note) Sales are classified by country or region based on the location of the customer.

(2) Tangible fixed assets

As the amount of tangible fixed assets located in Japan exceeds 90% of the amount of tangible fixed assets in the consolidated balance sheet, descriptions are omitted.

3 Information by major customer

Not applicable, as there are no sales to external customers that account for 10% or more of sales in the consolidated statement of income.

Current consolidated fiscal year (From April 1, 2021 to March 31, 2022)

1 Information by product and service

(Unit: Millions of yen)

	Power Transmission Business	Facility & Equipment Business	Industrial Materials Business	Total
Sales to external customers	45,463	40,576	10,850	96,890

2 Information by region

(1) Sales

(Unit: Millions of yen)

Japan	Asia		Others	Total
Japan		China	Officis	Total
85,670	10,458	7,154	761	96,890

(Note) Sales are classified by country or region based on the location of the customer.

(2) Tangible fixed assets

As the amount of tangible fixed assets located in Japan exceeds 90% of the amount of tangible fixed assets in the consolidated balance sheet, descriptions are omitted.

- 3 Information by major customer

 Not applicable, as there are no sales to external customers that account for 10% or more of sales in the consolidated statement of income.
- c. Information concerning impairment losses on non-current assets by reportable segment Not applicable.
- d. Information concerning amortization of goodwill and unamortized balance by reportable segment Not applicable.
- e. Information concerning gain on negative goodwill by reportable segment Not applicable.