

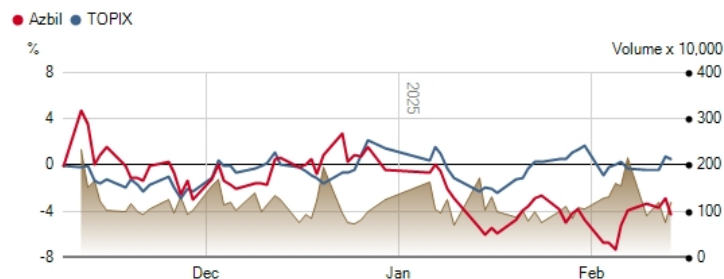
Since our establishment in 1906, we have focused on "measurement" and "control" technology, delivering unique solutions to our customers. Our evolution having taken us from the idea of controlling machines to the idea of creating fulfillment for people, we now strive to realize work styles and lifestyles that give people a sense of "safety", "comfort", and "fulfillment" as well as "to contribute to benefit the global environment" in our quest for "human-centered automation." And we place great importance on the distribution of profits to our shareholders. The management would like to maintain stable dividends while striving to increase its dividends payout with the business growth.

Representative Corporate Executives

Director and Representative Corporate Executive, President & Group CEO	Kiyohiro Yamamoto
Director and Representative Corporate Executive, Deputy President	Takayuki Yokota

*Twelve directors in place including eight independent outside directors (25/06/2024)

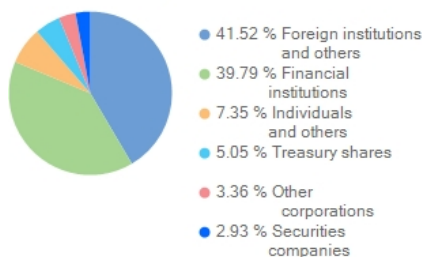
Stock Information (14/02/2025)



Previous Close (Yen)	1,181
Change (%)	(1.46)
Volume	1,218,900
Number of Shares (Thousands)	560,672.74
Market Cap (Millions of Yen)	661,874.16

Shareholders Information (30/09/2024)

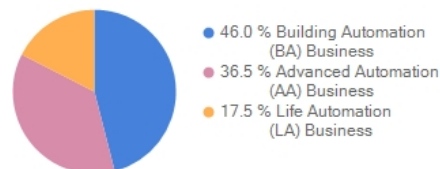
Composition of Shareholders



Shareholder Name	Number of Shares (Thousands)	Percentage of Total Shares Issued (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	20,308	15.11
State Street Bank and Trust Company 505001	10,771	8.01
Meiji Yasuda Life Insurance Company	10,428	7.76
Custody Bank of Japan, Ltd. (Trust account)	9,566	7.11
Northern Trust CO. (AVFC) Re Fidelity Funds	4,760	3.54

Business Segment (2024/3)

Sales Composition



3-Year Key Financial Figures

Millions of yen

Fiscal Year	2022/3	2023/3	2024/3
Financial Results (For the Year):			
Net Sales	256,551	278,406	290,938
Gross profit	105,705	111,938	122,973
Operating income	28,231	31,251	36,841
Net income attributable to owners of parent	20,784	22,602	30,207
Capital expenditures	11,244	10,844	8,652
Depreciation	4,847	4,954	6,044
R&D expenses	12,108	12,371	12,325
Cash Flows (For the year):			
Net cash provided by (used in) operating activities	10,120	13,118	27,540
Net cash provided by (used in) investing activities	(3,990)	(1,977)	(2,360)
Free cash flow	6,130	11,141	25,179
Net cash provided by (used in) financing activities	(20,584)	(19,694)	(22,455)
Financial Position (At Year-end):			
Total assets	280,052	296,873	313,728
Net assets	203,141	205,880	224,887
Per Share Data:			
Net income (Yen)	37.70	42.07	57.10
Net assets (Yen)	364.77	379.50	420.09
Cash dividends (Yen)	15.00	16.50	19.00
Ratios:			
Gross profit/Net sales (%)	41.2	40.2	42.3
Operating income/Net sales (%)	11.0	11.2	12.7
R&D expenses/Net sales (%)	4.7	4.4	4.2
Shareholders' equity/Total assets (%)	71.5	68.3	70.6
Return on equity (ROE) (%)	10.4	11.2	14.2
Dividend on equity (DOE) (%)	4.2	4.4	4.8
Dividend payout ratio (%)	39.8	39.2	33.3

* We implemented a 4-for-1 common stock split effective on October 1, 2024.

* The figures in "per share data" have been retroactively revised, taking account the effect of this stock split.

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