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July 14, 2025

Consolidated Financial Results for the Fiscal Year Ended May 31, 2025 (Under Japanese GAAP)

Company name: Toyo Denki Seizo K.K.
 Listing: Tokyo Stock Exchange
 Securities code: 6505
 URL: <https://www.toyodenki.co.jp>
 Representative: Akira Watanabe, President, Representative Director
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 Telephone: +81-3-5202-8122
 Scheduled date of annual general meeting of shareholders: August 27, 2025
 Scheduled date to commence dividend payments: August 28, 2025
 Scheduled date to file annual securities report: August 26, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes

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

1. Consolidated financial results for the fiscal year ended May 31, 2025 (from June 1, 2024, to May 31, 2025)

(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	%
May 31, 2025	40,539	26.1	2,384	157.0	2,584	73.8	2,128	127.6
May 31, 2024	32,140	3.6	927	79.2	1,487	50.7	935	13.4

Note: Comprehensive income For the fiscal year ended May 31, 2025 ¥1,938 million [22.6%]
 For the fiscal year ended May 31, 2024 ¥1,580 million [(33.4)%]

	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	%	%	%
May 31, 2025	231.29	-	8.0	4.9	5.9
May 31, 2024	99.53	-	3.7	2.9	2.9

Reference: Share of profit (loss) of entities accounted for using equity method
 For the fiscal year ended May 31, 2025: ¥211 million
 For the fiscal year ended May 31, 2024: ¥263 million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
May 31, 2025	53,210	27,385	51.5	3,028.72
May 31, 2024	51,652	26,070	50.5	2,794.72

Reference: Equity
 As of May 31, 2025 ¥27,385 million
 As of May 31, 2024 ¥26,070 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
May 31, 2025	601	(290)	(2,004)	4,741
May 31, 2024	1,846	(413)	(979)	6,423

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended May 31, 2024	-	0.00	-	30.00	30.00	279	30.1	1.1
Fiscal year ended May 31, 2025	-	0.00	-	70.00	70.00	644	30.3	2.4
Fiscal year ending May 31, 2026 (forecast)	-	0.00	-	75.00	75.00		30.1	

3. Consolidated financial results forecast for the fiscal year ending May 31, 2026 (from June 1, 2025, to May 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending November 30, 2025	19,000	(0.1)	900	18.1	1,050	6.3	750	(6.3)	82.95
Fiscal year ending May 31, 2026	40,000	(1.3)	2,400	0.7	2,500	(3.3)	2,250	5.7	248.84

*** Notes**

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

Newly included: - companies (Company name)

Excluded: - companies (Company name)

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

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

Note: For details, please refer to “Notes on Changes in Accounting Policies” on page 9 of the quarterly financial results report (attachment).

(3) Number of issued shares (common shares)

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

As of May 31, 2025	9,735,000 shares
As of May 31, 2024	9,735,000 shares

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

As of May 31, 2025	693,146 shares
As of May 31, 2024	406,671 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended May 31, 2025	9,204,261 shares
Fiscal year ended May 31, 2024	9,399,256 shares

Note: Due to the introduction of the Employee Shareholding Incentive Plan (E-Ship), the number of treasury shares at the end of the period includes the Company's shares held by the Toyo Denki Employee Shareholding Association Exclusive Trust Account (as of May 31, 2025: 168,400 shares). The Company's shares held by the said trust are included in treasury shares that are deducted when calculating the average number of shares outstanding during the period (fiscal year ended May 31, 2025: 53,292 shares).

[Reference] Overview of non-consolidated financial results**1. Non-consolidated financial results for the fiscal year ended May 31, 2025 (from June 1, 2024, to May 31, 2025)****(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	%
May 31, 2025	35,310	32.2	1,673	617.6	2,009	171.2	1,718	157.8
May 31, 2024	26,715	(0.4)	233	-	741	66.8	666	20.8

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
May 31, 2025	186.70	-
May 31, 2024	70.91	-

(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
May 31, 2025	47,357	20,822	44.0	2,302.87
May 31, 2024	45,834	20,246	44.2	2,170.42

Reference: Equity

As of May 31, 2025 ¥20,822 million

As of May 31, 2024 ¥20,246 million

- * Financial results reports are exempt from audits conducted by certified public accountants or an audit firm.
- * Proper use of earnings forecasts, and other special matters
The above forecasts are based on information available as of the date of publication of this document, and actual results may differ from the forecasts due to various factors in the future.
- * This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

3. Consolidated Financial Statements

(1) Consolidated Balance Sheets

(Millions of yen)

	As of May 31, 2024	As of May 31, 2025
Assets		
Current assets		
Cash and deposits	6,423	5,007
Notes and accounts receivable - trade, and contract assets	11,756	15,161
Electronically recorded monetary claims - operating	1,849	1,640
Merchandise and finished goods	466	752
Work in process	3,692	3,553
Raw materials and supplies	3,388	3,770
Advance payments to suppliers	13	16
Accounts receivable - other	116	157
Other	280	356
Allowance for doubtful accounts	(25)	(327)
Total current assets	27,960	30,086
Non-current assets		
Property, plant and equipment		
Buildings and structures	9,987	9,984
Accumulated depreciation	(6,614)	(6,860)
Buildings and structures, net	3,372	3,124
Machinery, equipment and vehicles	8,341	8,509
Accumulated depreciation	(8,038)	(8,124)
Machinery, equipment and vehicles, net	303	385
Land	1,269	1,246
Construction in progress	135	2
Other	5,250	5,234
Accumulated depreciation	(4,776)	(4,815)
Other, net	474	418
Total property, plant and equipment	5,555	5,177
Intangible assets		
Software	84	137
Software in progress	29	8
Other	13	13
Total intangible assets	127	159
Investments and other assets		
Investment securities	15,009	14,178
Deferred tax assets	-	292
Other	3,001	3,318
Allowance for doubtful accounts	(2)	(2)
Total investments and other assets	18,008	17,786
Total non-current assets	23,691	23,124
Total assets	51,652	53,210

(Millions of yen)

	As of May 31, 2024	As of May 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	2,292	2,496
Electronically recorded obligations - operating	4,684	5,014
Short-term borrowings	4,585	4,585
Accrued expenses	809	1,107
Income taxes payable	309	891
Accrued consumption taxes	158	80
Contract liabilities	129	214
Deposits received	160	126
Provision for bonuses for directors (and other officers)	54	56
Provision for bonuses	737	1,044
Provision for loss on orders received	777	944
Provision for product warranties	156	413
Other	386	268
Total current liabilities	15,240	17,244
Non-current liabilities		
Long-term borrowings	6,003	4,622
Long-term accounts payable - other	11	11
Deferred tax liabilities	164	-
Retirement benefit liability	4,151	3,933
Other	11	12
Total non-current liabilities	10,341	8,580
Total liabilities	25,582	25,825
Net assets		
Shareholders' equity		
Share capital	4,998	4,998
Capital surplus	3,177	3,177
Retained earnings	12,299	14,122
Treasury shares	(596)	(914)
Total shareholders' equity	19,878	21,384
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	5,696	5,256
Foreign currency translation adjustment	485	627
Remeasurements of defined benefit plans	9	117
Total accumulated other comprehensive income	6,191	6,000
Total net assets	26,070	27,385
Total liabilities and net assets	51,652	53,210

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

	(Millions of yen)	
	Fiscal year ended May 31, 2024 (June 1, 2023, to May 31, 2024)	Fiscal year ended May 31, 2025 (June 1, 2024, to May 31, 2025)
Net sales	32,140	40,539
Cost of sales	23,968	29,936
Gross profit	8,171	10,603
Selling, general and administrative expenses	7,243	8,219
Operating profit	927	2,384
Non-operating income		
Interest income	5	3
Dividend income	204	255
Share of profit of entities accounted for using equity method	263	211
Foreign exchange gains	125	-
Miscellaneous income	46	76
Total non-operating income	646	547
Non-operating expenses		
Interest expenses	48	75
Foreign exchange losses	-	79
Commission expenses	3	69
Fees in arrears due to delayed delivery	6	94
Miscellaneous losses	28	28
Total non-operating expenses	86	346
Ordinary profit	1,487	2,584
Extraordinary income		
Gain on sale of investment securities	337	281
Total extraordinary income	337	281
Extraordinary losses		
Business structural reform expenses	346	-
Impairment losses	-	38
Compensation expense	83	119
Total extraordinary losses	429	157
Profit before income taxes	1,395	2,708
Income taxes - current	396	990
Income taxes - deferred	63	(410)
Total income taxes	460	579
Profit	935	2,128
Profit attributable to owners of parent	935	2,128

Consolidated Statement of Comprehensive Income

	(Millions of yen)	
	Fiscal year ended May 31, 2024 (June 1, 2023, to May 31, 2024)	Fiscal year ended May 31, 2025 (June 1, 2024, to May 31, 2025)
Profit	935	2,128
Other comprehensive income		
Valuation difference on available-for-sale securities	325	(439)
Foreign currency translation adjustment	212	(10)
Remeasurements of defined benefit plans, net of tax	35	107
Share of other comprehensive income of entities accounted for using equity method	70	152
Total other comprehensive income	645	(190)
Comprehensive income	1,580	1,938
Comprehensive income attributable to		
Owners of parent	1,580	1,938
Non-controlling interests	-	-

(3) Consolidated Statement of Changes in Equity

For the fiscal year ended May 31, 2024 (from June 1, 2023, to May 31, 2024)

(Millions of yen)

	Shareholders' equity					Accumulated other comprehensive income				Total net assets
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	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	4,998	3,177	11,347	(486)	19,036	5,370	202	(26)	5,546	24,582
Changes during period										
Dividends of surplus	-	-	(282)	-	(282)	-	-	-	-	(282)
Profit attributable to owners of parent	-	-	935	-	935	-	-	-	-	935
Purchase of treasury shares	-	-	-	(110)	(110)	-	-	-	-	(110)
Disposal of treasury shares	-	-	-	-	-	-	-	-	-	-
Transfer of loss on disposal of treasury shares	-	-	-	-	-	-	-	-	-	-
Change in scope of consolidation	-	-	299	-	299	-	-	-	-	299
Net changes in items other than shareholders' equity	-	-	-	-	-	325	283	35	645	645
Total changes during period	-	-	952	(110)	842	325	283	35	645	1,487
Balance at end of period	4,998	3,177	12,299	(596)	19,878	5,696	485	9	6,191	26,070

For the fiscal year ended May 31, 2025 (from June 1, 2024, to May 31, 2025)

(Millions of yen)

	Shareholders' equity					Accumulated other comprehensive income				Total net assets
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	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	4,998	3,177	12,299	(596)	19,878	5,696	485	9	6,191	26,070
Changes during period										
Dividends of surplus	-	-	(279)	-	(279)	-	-	-	-	(279)
Profit attributable to owners of parent	-	-	2,128	-	2,128	-	-	-	-	2,128
Purchase of treasury shares	-	-	-	(578)	(578)	-	-	-	-	(578)
Disposal of treasury shares	-	(25)	-	260	234	-	-	-	-	234
Transfer of loss on disposal of treasury shares	-	25	(25)	-	-	-	-	-	-	-
Change in scope of consolidation	-	-	-	-	-	-	-	-	-	-
Net changes in items other than shareholders' equity	-	-	-	-	-	(439)	141	107	(190)	(190)
Total changes during period	-	-	1,823	(317)	1,505	(439)	141	107	(190)	1,315
Balance at end of period	4,998	3,177	14,122	(914)	21,384	5,256	627	117	6,000	27,385

(4) Consolidated Statement of Cash Flows

(Millions of yen)

	Fiscal year ended May 31, 2024 (June 1, 2023, to May 31, 2024)	Fiscal year ended May 31, 2025 (June 1, 2024, to May 31, 2025)
Cash flows from operating activities		
Profit before income taxes	1,395	2,708
Depreciation	760	707
Impairment losses	-	38
Increase (decrease) in allowance for doubtful accounts	10	302
Increase (decrease) in provision for bonuses	63	307
Increase (decrease) in retirement benefit liability	94	(91)
Interest and dividend income	(210)	(258)
Interest expenses	48	75
Share of loss (profit) of entities accounted for using equity method	(263)	(211)
Loss (gain) on sale of investment securities	(337)	(281)
Business structural reform expenses	346	-
Compensation expense	83	119
Decrease (increase) in trade receivables	921	(3,195)
Decrease (increase) in inventories	(1,022)	(530)
Increase (decrease) in trade payables	25	532
Increase (decrease) in provision for loss on orders received	(212)	167
Increase (decrease) in provision for product warranties	85	257
Increase (decrease) in contract liabilities	30	84
Increase (decrease) in accrued expenses	219	282
Increase (decrease) in accrued consumption taxes	63	(77)
Other	(269)	(215)
Subtotal	1,833	720
Interest and dividends received	260	362
Interest paid	(55)	(59)
Income taxes refund (paid)	(192)	(422)
Cash flows from operating activities	1,846	601
Cash flows from investing activities		
Purchase of property, plant and equipment	(312)	(505)
Proceeds from sale of property, plant and equipment	0	-
Purchase of intangible assets	(82)	(71)
Purchase of investment securities	(480)	(11)
Proceeds from sale of investment securities	530	611
Payments for investments in capital of subsidiaries and associates	(12)	(44)
Payments into time deposits	-	(272)
Other	(56)	4
Cash flows from investing activities	(413)	(290)
Cash flows from financing activities		
Proceeds from long-term borrowings	300	3,220
Repayments of long-term borrowings	(885)	(4,600)
Purchase of treasury shares	(110)	(578)
Proceeds from disposal of treasury shares	-	236
Dividends paid	(281)	(278)
Other	(3)	(4)
Cash flows from financing activities	(979)	(2,004)
Effect of exchange rate change on cash and cash equivalents	38	11
Net increase (decrease) in cash and cash equivalents	491	(1,682)
Cash and cash equivalents at beginning of period	5,520	6,423
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	411	-
Cash and cash equivalents at end of period	6,423	4,741

(5) Notes on Consolidated Financial Statements

(Notes on Going Concern Assumption)

Not applicable

(Notes on Significant Changes in Shareholders' Equity)

Not applicable

(Notes on Changes in Accounting Policies)

The Company has been applying the "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022; hereinafter referred to as the "Accounting Standard Revised in 2022") since the beginning of the fiscal year under review.

In response to the revision of the accounting classifications for income taxes (taxation on other comprehensive income), the Company adheres to the transitional provisions stipulated in the proviso to Paragraph 20-3 of the Accounting Standard Revised in 2022 and the proviso to Paragraph 65-2 (2) of the "Guidance on Accounting Standard for Tax Effect Accounting" (ASBJ Guidance No. 28, October 28, 2022; hereinafter referred to as the "Guidance Revised in 2022"). This change to the accounting policy has no impact on the consolidated financial statements.

In response to the revised guidance on the deferral of gains and losses in the consolidated financial statements related to the sale of shares in subsidiaries between consolidated companies for tax purposes, the Company has been applying the Guidance Revised in 2022 since the start of the fiscal year under review. This change in accounting policy is applied retroactively, and is reflected in the consolidated financial statements for the previous fiscal year. This change has no impact on the consolidated financial statements for the previous fiscal year.

(Additional Information)

(Transactions to issue the Company's shares to employees, etc. through a trust)

By resolution of the Company's Board of Directors meeting held on January 14, 2025, the Company adopted the Employee Shareholding Incentive Plan (E-Ship®) (hereinafter referred to as the "Plan") for the purpose of providing its employees with incentives to increase the Group's medium- to long-term corporate value, expanding their welfare, and enhancing their engagement through capital participation as shareholders.

(i) Overview of the transactions

The Plan is an incentive plan for all employees who are members of the "Toyo Denki Employee Shareholding Association" (hereinafter referred to as the "Shareholding Association"). Under the Plan, the Company establishes the Toyo Denki Employee Shareholding Association Exclusive Trust Account (hereinafter referred to as the "E-Ship Trust") at a trust bank. The E-Ship Trust will estimate the number of the Company's common shares that the Shareholding Association is likely to acquire over the next three years and four months, and acquire this number of shares in advance through a third-party allotment from the Company, using borrowings from financial institutions with which the Company does business as the source of funds. Thereafter, the E-Ship Trust will continuously sell the Company's shares to the Shareholding Association, and if an amount equivalent to net gain on the sale of shares accumulates within the E-Ship Trust at the time of the termination of the trust, the said amount equivalent to net gain on the sale of shares will be distributed as residual assets to those who satisfy the eligible beneficiary criteria. The Company guarantees the borrowings that the E-Ship Trust will use to acquire the Company's common shares. Therefore, if an amount equivalent to net loss on the sale of shares accumulates within the E-Ship Trust due to a decline in the Company's share price, and if there is a balance of borrowings in the E-Ship Trust equivalent to such loss on the sale of shares at the time of the termination of the trust, the Company will repay the said balance of borrowings.

(ii) The Company's shares remaining in the trust

The Company's shares remaining in the E-Ship Trust are recorded as treasury shares under net assets at their book value (excluding incidental expenses) in the E-Ship Trust. The book value and number of those treasury shares amounted to ¥204 million and 168,400 shares as of May 31, 2025.

(iii) Book value of borrowings recorded under the gross method

As of May 31, 2025: ¥204 million

(Segment Information, etc.)

[Segment Information]

1 Outline of reporting segments

The reporting segments of the Group are components for which discrete financial information is available and whose operating results are regularly reviewed by the Board of Directors to make decisions about resource allocation and to assess performance.

The Group establishes business units by product and each business unit designs domestic and overseas comprehensive strategies for its products and develops business activities. Accordingly, the Group consists of three reporting segments by product based on the business units, which are the “Transportation Business,” “Industry Business,” and “ICT Solution Business.”

<Details of Each Segment>

- **Transportation Business**
Manufacturing, sales and related construction for electrical equipment used in rail vehicles, alternative rail vehicles, and special-purpose vehicles, as well as electric storage systems for railway applications, etc.
- **Industry Business**
Manufacturing, sales and related construction for systems for industrial production and processing facilities, automobile testing systems, power generation and source systems, water supply and sanitation equipment systems, electrical equipment used in automobiles, etc.
- **ICT Solution Business**
Manufacturing, sales and related construction services for station operating equipment systems, remote monitoring systems and information systems equipment, etc.

2 Basis for calculating net sales, profit (loss), assets and liabilities, and other items by reporting segment

The accounting process method for reporting segments is equivalent to the method described in “Notes on important matters for the preparation of consolidated financial statements.”

Segment profit is evaluated based on operating profit. Intersegment sales and transfers are recorded at the same prices used in transactions with third parties.

3 Information regarding net sales, profit (loss), assets and liabilities, and other items by reporting segment

For the fiscal year ended May 31, 2024 (from June 1, 2023, to May 31, 2024)

(Millions of yen)

	Reporting segments			Other (Note)	Total	Adjustments Amount	Amount recorded on consolidated statements of income
	Transportation Business	Industry Business	ICT Solution Business				
Net sales							
Net sales to external customers	20,737	10,257	1,139	5	32,140	-	32,140
Intersegment sales and transfers	168	10	-	310	489	(489)	-
Total	20,906	10,268	1,139	315	32,629	(489)	32,140
Segment profit (loss)	2,387	1,030	314	(2)	3,729	(2,802)	927
Segment assets	16,407	11,252	1,185	426	29,271	22,380	51,652
Other items							
Depreciation	416	244	16	2	679	81	760
Increase in property, plant and equipment and intangible assets	234	132	8	-	374	267	642

(Note) "Other" is a business segment that is not included in reporting segments, and includes the worker dispatching business.

For the fiscal year ended May 31, 2025 (from June 1, 2024, to May 31, 2025)

(Millions of yen)

	Reporting segments			Other (Note)	Total	Adjustments Amount	Amount recorded on consolidated statements of income
	Transportation Business	Industry Business	ICT Solution Business				
Net sales							
Net sales to external customers	27,822	10,895	1,817	3	40,539	-	40,539
Intersegment sales and transfers	3	2	-	348	354	(354)	-
Total	27,826	10,898	1,817	352	40,894	(354)	40,539
Segment profit (loss)	3,614	1,425	543	0	5,583	(3,199)	2,384
Segment assets	19,561	11,570	1,107	442	32,682	20,528	53,210
Other items							
Depreciation	340	246	12	1	600	106	707
Impairment losses	-	-	-	-	-	38	38
Increase in property, plant and equipment and intangible assets	204	73	3	-	281	120	402

(Note) "Other" is a business segment that is not included in reporting segments, and includes the worker dispatching business.

4 Description of nature and amounts of differences between reporting segment total and consolidated financial statements

(Millions of yen)

Net sales	Fiscal year ended May 31, 2024	Fiscal year ended May 31, 2025
Reporting segment total	32,314	40,541
Net sales under the Other category	315	352
Intersegment elimination	(489)	(354)
Net sales in consolidated financial statements	32,140	40,539

(Millions of yen)

Profit	Fiscal year ended May 31, 2024	Fiscal year ended May 31, 2025
Reporting segment total	3,732	5,583
Profit under the Other category	(2)	0
Intersegment elimination	(0)	(1)
Companywide expenses	(2,801)	(3,198)
Operating profit in consolidated financial statements	927	2,384

(Note) Companywide expenses are primarily selling expenses and general and administrative expenses not belonging to any reporting segment.

(Millions of yen)

Assets	Fiscal year ended May 31, 2024	Fiscal year ended May 31, 2025
Reporting segment total	28,845	32,239
Assets under the 'Other' category	426	442
Intersegment elimination	(559)	(534)
Companywide assets	22,940	21,062
Total assets in consolidated financial statements	51,652	53,210

(Note) Companywide assets are primarily assets managed by the head office and not belonging to any reporting segment.

(Millions of yen)

Other items	Reporting segment total		Other		Adjustments Amount		Amount recorded on consolidated statements of income	
	FYE May 2024	FYE May 2025	FYE May 2024	FYE May 2025	FYE May 2024	FYE May 2025	FYE May 2024	FYE May 2025
Depreciation	677	598	2	1	81	106	760	707
Impairment losses	-	-	-	-	-	38	-	38
Increase in property, plant and equipment and intangible assets	374	281	-	-	267	120	642	402

(Revenue Recognition)

The information of revenue from contracts with customers by reporting segment is as follows:

(Millions of yen)

			Fiscal year ended May 31, 2024 (from June 1, 2023, to May 31, 2024)	Fiscal year ended May 31, 2025 (from June 1, 2024, to May 31, 2025)
Reporting segments	Transportation Business	Domestic railways	12,579	14,826
		Overseas railways	5,086	10,147
		Other	3,072	2,849
		Subtotal	20,737	27,822
	Industry Business	Production and processing facilities	3,061	2,678
		Automobile testing equipment	2,428	2,730
		Power generation and power supply	1,873	2,383
		Other	2,894	3,102
		Subtotal	10,257	10,895
	ICT Solution Business	ICT Solutions	1,139	1,817
Subtotal		1,139	1,817	
Other (Note)			5	3
Total			32,140	40,539
Revenue from contracts with customers			32,140	40,539
Net sales to external customers			32,140	40,539

(Note) “Other” is a business segment that is not included in reporting segments, and includes the worker dispatching business.

(Per Share Information)

	Fiscal year ended May 31, 2024 (June 1, 2023, to May 31, 2024)	Fiscal year ended May 31, 2025 (June 1, 2024, to May 31, 2025)
Net assets per share	2,794.72 yen	3,028.72 yen
Basic earnings per share	99.53 yen	231.29 yen

- (Notes)
1. Diluted earnings per share in the fiscal year under review is not shown because there are no potentially diluted shares.
 2. The Company's shares held by the E-ship Trust are included in treasury shares that are deducted from the total number of issued shares at the end of the period when calculating net assets per share (fiscal year ended May 31, 2025: 168,400 shares). Those shares are included in the number of treasury shares that are deducted from the calculation of the average number of shares outstanding during the period when calculating basic earnings per share (fiscal year ended May 31, 2025: 53,292 shares).
 3. The basis for calculating basic earnings per share is as follows.

Item	Fiscal year ended May 31, 2024 (June 1, 2023, to May 31, 2024)	Fiscal year ended May 31, 2025 (June 1, 2024, to May 31, 2025)
Profit attributable to owners of parent (millions of yen)	935	2,128
Amount not attributable to common shareholders (millions of yen)	-	-
Profit attributable to owners of parent related to common shares (millions of yen)	935	2,128
Average number of common shares outstanding during the year (1,000 shares)	9,399	9,204

(Significant Subsequent Events)

(Introduction of the restricted stock compensation plan for Directors)

At the meeting of the Board of Directors held today (July 14, 2025), the Company reviewed its system for remuneration for directors (and other officers), and resolved to introduce a restricted stock compensation plan. Accordingly, the Company has decided to submit a proposal regarding this plan to the 164th Annual General Meeting of Shareholders to be held on August 27, 2025.

For details, please refer to the "Notice Concerning Introduction of Restricted Stock Compensation Plan" released today.

4. Other

(1) Status of Production, Orders, and Sales

(i) Production status

Business segment	Fiscal year ended May 31, 2024 (June 1, 2023, to May 31, 2024)		Fiscal year ended May 31, 2025 (June 1, 2024, to May 31, 2025)	
	Amount (Millions of yen)	Share (%)	Amount (Millions of yen)	Share (%)
Transportation Business	20,808	63.2	27,166	68.5
Industry Business	10,934	33.2	11,057	27.9
ICT Solution Business	1,180	3.6	1,434	3.6
Other	-	-	-	-
Total	32,923	100.0	39,658	100.0

(Note) Amounts are based on sales prices.

(ii) Status of orders received

Business segment	Fiscal year ended May 31, 2024 (June 1, 2023, to May 31, 2024)		Fiscal year ended May 31, 2025 (June 1, 2024, to May 31, 2025)	
	Orders received (Millions of yen)	Order backlog (Millions of yen)	Orders received (Millions of yen)	Order backlog (Millions of yen)
Transportation Business	30,712	31,890	27,747	31,814
Industry Business	12,083	8,976	10,986	9,067
ICT Solution Business	1,217	508	1,581	272
Other	5	-	3	-
Total	44,019	41,375	40,319	41,154

(Note) Amounts are based on sales prices.

(iii) Sales status

Business segment	Fiscal year ended May 31, 2024 (June 1, 2023, to May 31, 2024)		Fiscal year ended May 31, 2025 (June 1, 2024, to May 31, 2025)	
	Amount (Millions of yen)	Share (%)	Amount (Millions of yen)	Share (%)
Transportation Business	20,737	64.5	27,822	68.6
Industry Business	10,257	31.9	10,895	26.9
ICT Solution Business	1,139	3.5	1,817	4.5
Other	5	0.0	3	0.0
Total	32,140	100.0	40,539	100.0

(2) Personnel changes of directors and audit & supervisory board members

Please refer to “Notice Concerning Change of Officers” released today.