

Fiscal Year Ended March 31, 2026

Financial Fact Book

June 30, 2026

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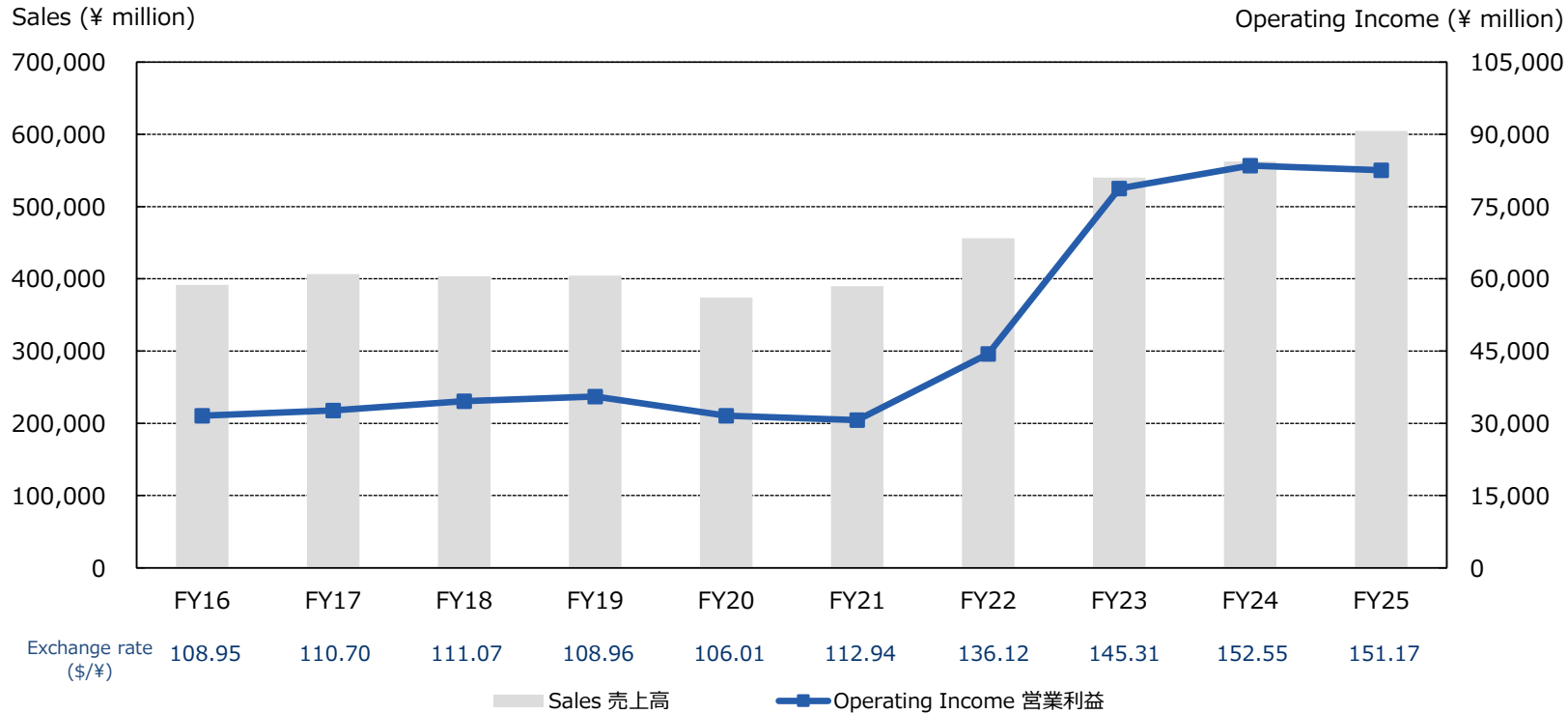
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Effective from FY21, following a revision of the Group's internal management classification, the Life Innovation Business, which was previously included in the Test and Measurement segment, has been reclassified into the Control segment. In addition, the reportable segment formerly known as the Test and Measurement segment has been renamed the Measuring Instruments Business. Segment information for FY20 has been restated based on the new classification.

FY21より、当社グループ内の経営管理区分の見直しを行った結果、従来「計測事業」セグメントに含まれていたライフイノベーション事業を「制御事業」セグメントに区分を変更するとともに、従来「計測事業」としていた報告セグメントの名称を「測定器事業」に変更しています。なお、FY20のセグメント情報については、変更後の区分方法により作成したものを記載しています。

1. Sales and Operating Income

売上高、営業利益

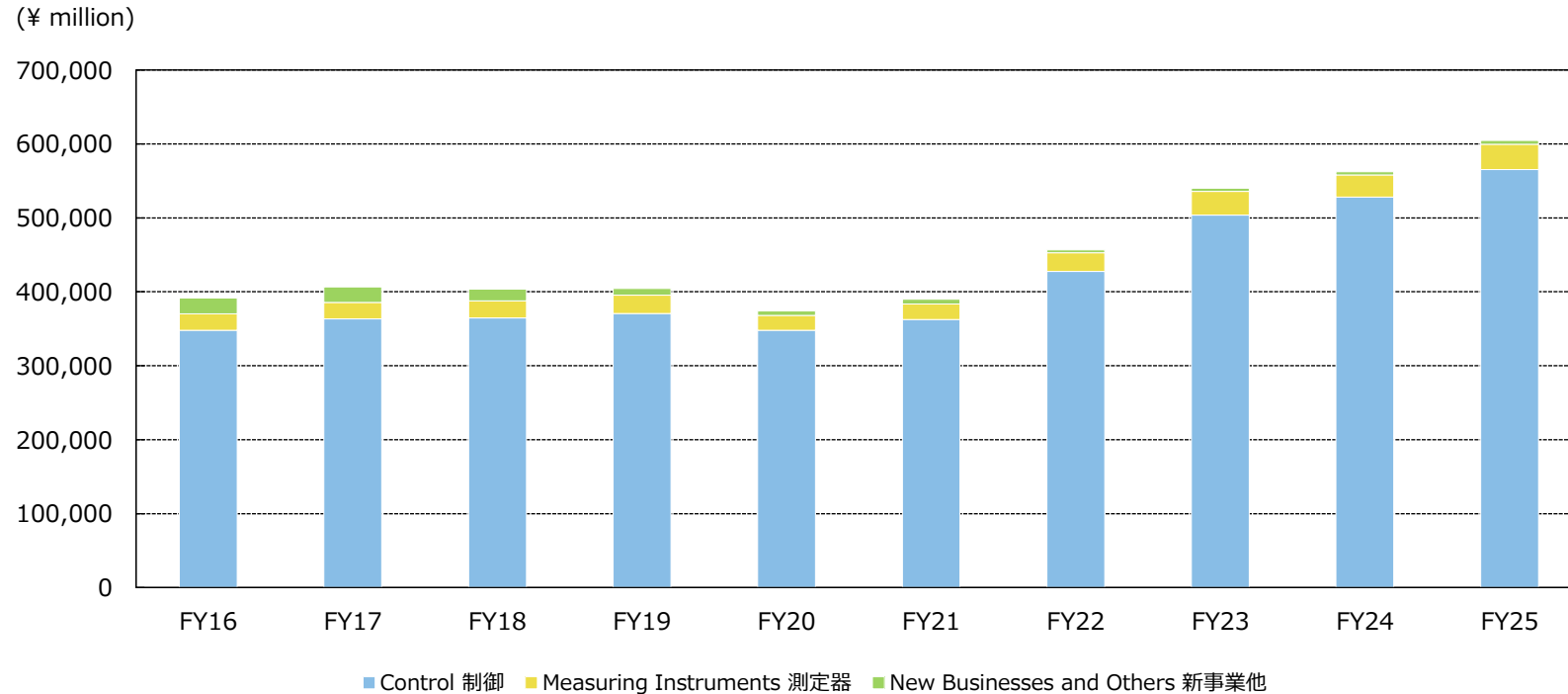


		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Sales 売上高	(¥ million)	391,433	406,590	403,711	404,432	374,206	389,901	456,479	540,152	562,404	604,829
YoY Change 前年比	(%)	-5.4%	+3.9%	-0.7%	+0.2%	-7.5%	+4.2%	+17.1%	+18.3%	+4.1%	+7.5%
Operating Income 営業利益	(¥ million)	* 31,582	* 32,705	34,594	35,588	31,599	30,668	44,409	78,800	83,523	82,555
Operating Margin 営業利益率	(%)	8.1%	8.0%	8.6%	8.8%	8.4%	7.9%	9.7%	14.6%	14.9%	13.6%

*Reflecting revisions of amounts mainly due to the finalization of a tentative accounting treatment for business combinations.

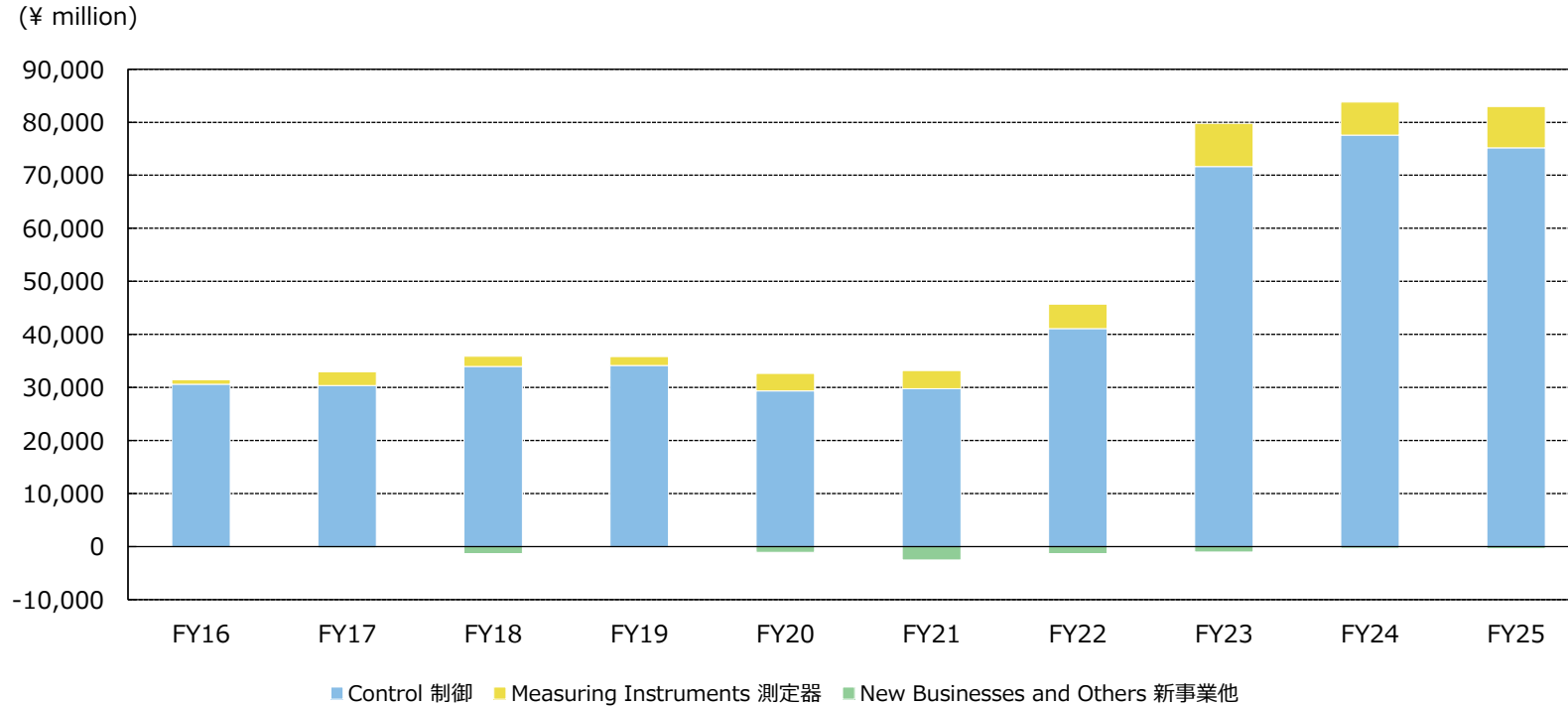
主に企業結合に係る暫定的な会計処理の確定にともなう金額の見直しを反映

2. Sales by Business Segment セグメント別売上高



		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Control	(¥ million)	348,047	363,290	364,774	370,550	347,827	362,408	427,569	503,849	528,302	565,523
制御	(YoY)	-5.1%	+4.4%	+0.4%	+1.6%	-6.1%	+4.2%	+18.0%	+17.8%	+4.9%	+7.0%
Measuring Instruments	(¥ million)	22,242	22,260	22,870	24,777	20,034	21,218	25,065	31,817	29,946	34,006
測定器	(YoY)	-5.1%	+0.3%	+2.7%	+8.3%	-19.2%	+5.9%	+18.1%	+26.9%	-5.9%	+13.6%
New Businesses and Others	(¥ million)	21,144	21,039	16,066	9,105	6,343	6,274	3,844	4,485	4,155	5,300
新事業他	(YoY)	-10.6%	-0.3%	-23.6%	-43.3%	-30.3%	-1.1%	-38.7%	+16.7%	-7.4%	+27.6%
Total	(¥ million)	391,433	406,590	403,711	404,432	374,206	389,901	456,479	540,152	562,404	604,829

3. Operating Income by Business Segment セグメント別営業利益



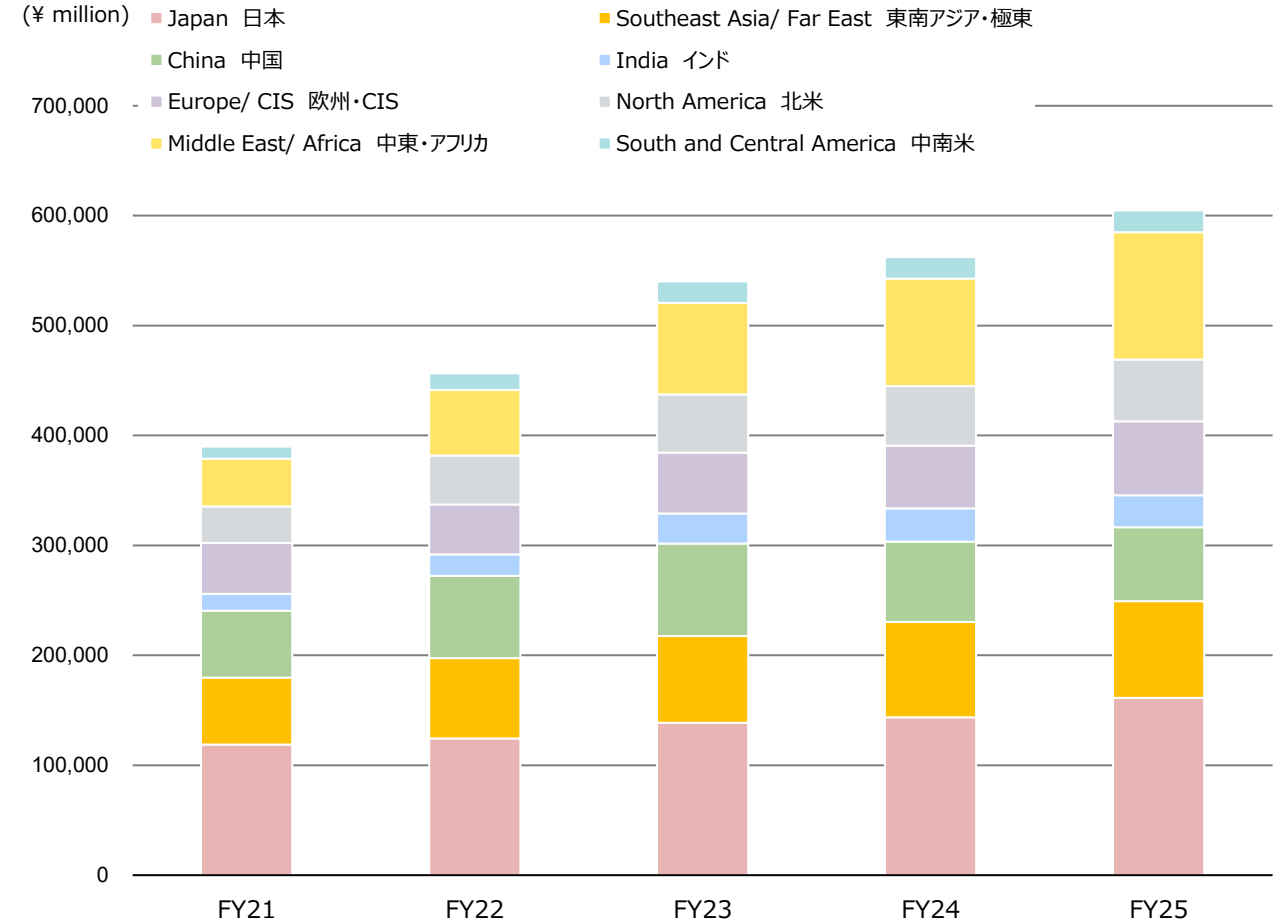
		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Control	(¥ million)	* 30,610	* 30,397	33,970	34,159	29,375	29,753	41,081	71,666	77,582	75,155
制御	(YoY)	* -16.6%	* -0.7%	+11.8%	+0.6%	-14.0%	+1.3%	+38.1%	+74.5%	+8.3%	-3.1%
Measuring Instruments	(¥ million)	898	2,533	1,939	1,638	3,294	3,419	4,632	8,138	6,223	7,792
測定器	(YoY)	-62.4%	+182.1%	-23.4%	-15.5%	+101.1%	+3.8%	+35.5%	+75.7%	-23.5%	+25.2%
New Businesses and Others	(¥ million)	73	-225	-1,315	-209	-1,069	-2,504	-1,304	-1,004	-282	-391
新事業他	(YoY)	-87.1%	-	-	-	-	-	-	-	-	-
Total	(¥ million)	* 31,582	* 32,705	34,594	35,588	31,599	30,668	44,409	78,800	83,523	82,555

*Reflecting revisions of amounts mainly due to the finalization of a tentative accounting treatment for business combinations.

主に企業結合に係る暫定的な会計処理の確定にともなう金額の見直しを反映

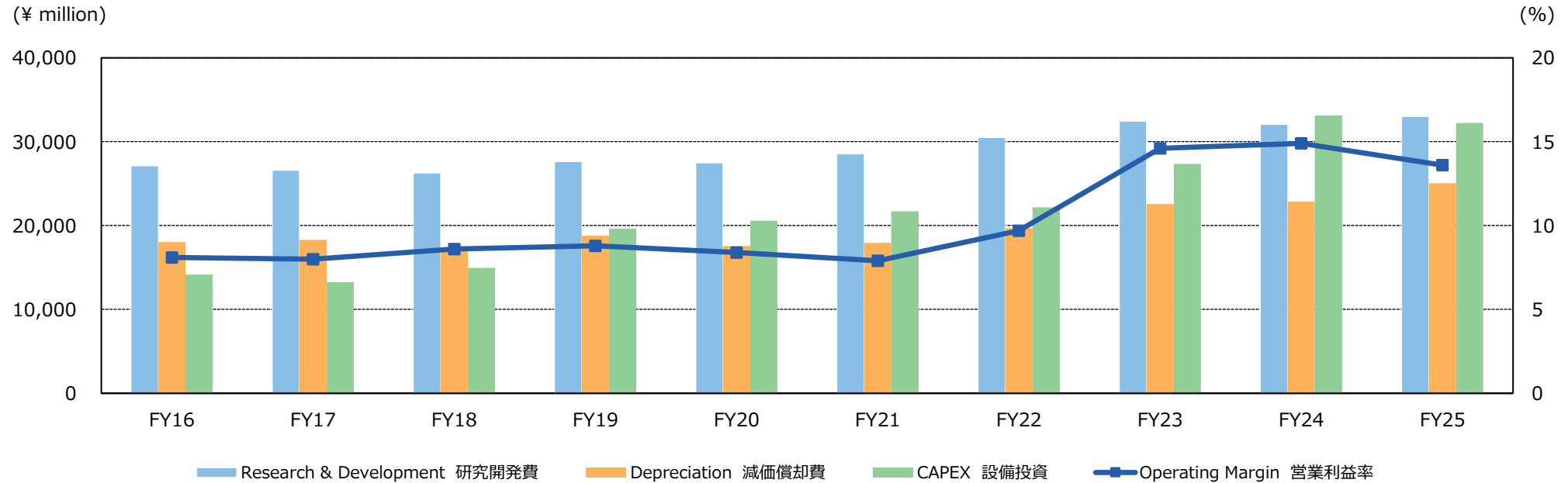
4. Sales by Region 地域別売上高

		FY21	FY22	FY23	FY24	FY25
Japan	(¥ million)	118,960	124,329	138,601	143,762	161,241
日本	(%)	30.5	27.2	25.7	25.6	26.7
Southeast Asia/ Far East	(¥ million)	60,708	73,064	79,065	86,518	88,100
東南アジア・極東	(%)	15.6	16.0	14.6	15.4	14.6
China	(¥ million)	61,044	74,865	84,021	73,252	67,159
中国	(%)	15.7	16.4	15.6	13.0	11.1
India	(¥ million)	15,407	19,528	27,420	30,163	29,107
インド	(%)	3.9	4.3	5.1	5.4	4.8
Europe/ CIS	(¥ million)	46,251	45,498	55,418	57,185	67,190
欧州・CIS	(%)	11.9	10.0	10.3	10.2	11.1
North America	(¥ million)	33,160	44,475	52,882	54,220	56,312
北米	(%)	8.5	9.7	9.8	9.6	9.3
Middle East/ Africa	(¥ million)	43,409	59,730	83,222	97,791	116,030
中東・アフリカ	(%)	11.1	13.1	15.4	17.4	19.2
South and Central America	(¥ million)	10,959	14,987	19,520	19,510	19,685
中南米	(%)	2.8	3.3	3.6	3.5	3.2
Total	(¥ million)	389,901	456,479	540,152	562,404	604,829
合計	(%)	100.0	100.0	100.0	100.0	100.0



5. Cost Composition and Operating Margin

費用構成、営業利益率

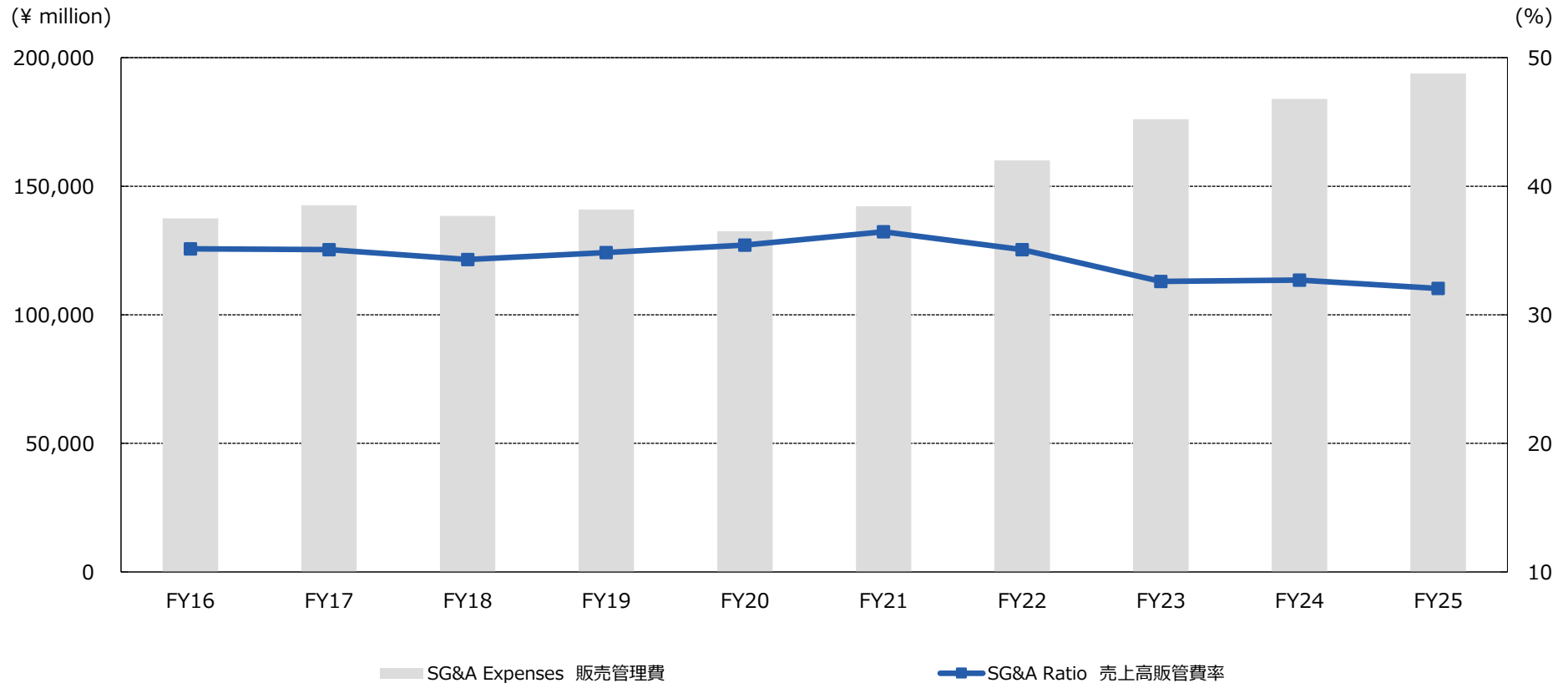


	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Research and Development 研究開発費 (¥ million)	27,126	26,575	26,249	27,604	27,477	28,520	30,492	32,435	32,061	33,011
% of Sales/売上高比(%)	6.9	6.5	6.5	6.8	7.3	7.3	6.7	6.0	5.7	5.5
Depreciation 減価償却費 (¥ million)	* 18,036	* 18,312	* 17,006	18,791	17,563	17,955	19,696	22,571	22,864	25,048
% of Sales/売上高比(%)	4.6	4.5	* 4.2	4.6	4.7	4.6	4.3	4.2	4.1	4.1
CAPEX 設備投資 (¥ million)	14,168	13,230	14,959	19,626	20,567	21,698	22,176	27,360	33,120	32,225
% of Sales/売上高比(%)	3.6	3.3	3.7	4.9	5.5	5.6	4.9	5.1	5.9	5.3
Operating Margin 営業利益率 (%)	8.1	8.0	8.6	8.8	8.4	7.9	9.7	14.6	14.9	13.6

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主に企業結合に係る暫定的な会計処理の確定にともなう金額の見直しを反映

6. Selling, General and Administrative Expenses (SG&A) 販売費及び一般管理費

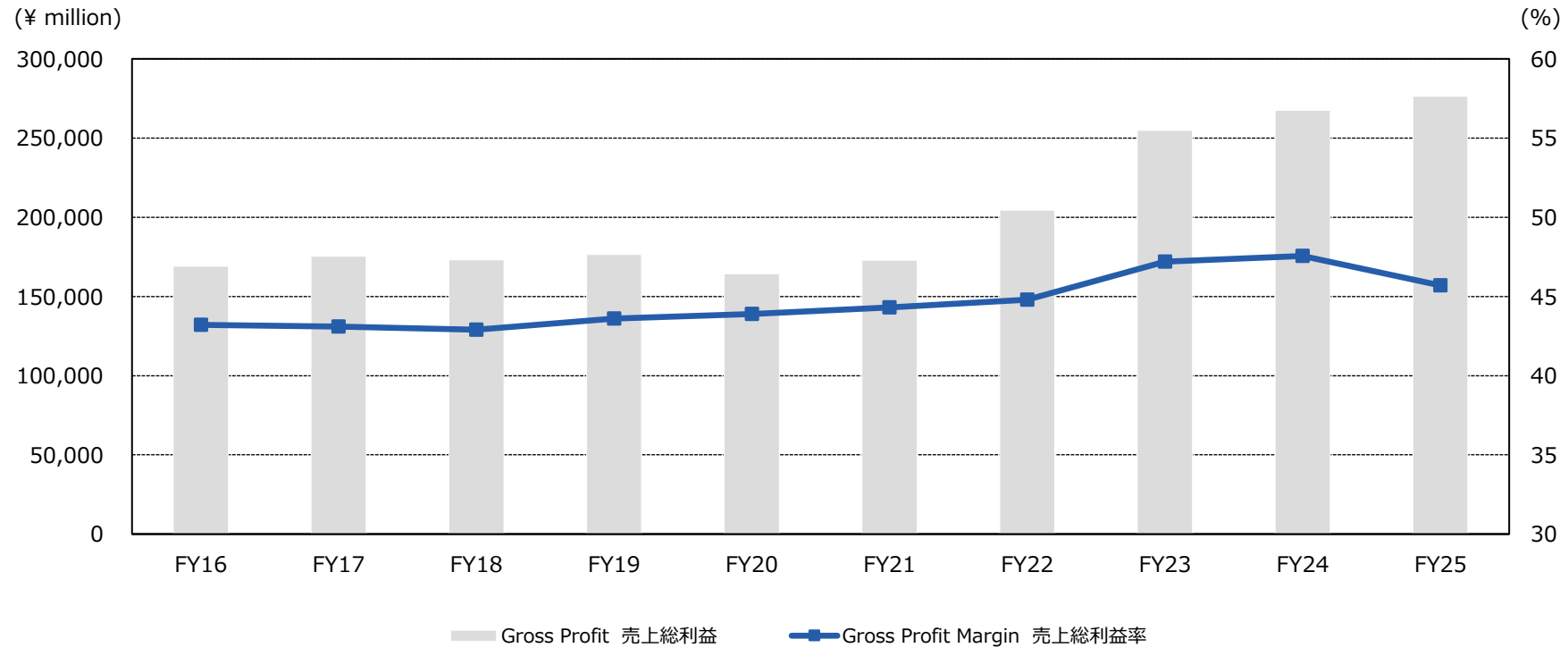


	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
SG&A Expenses 販売管理費 (¥ million)	* 137,528	* 142,623	138,475	140,921	132,569	142,142	160,050	176,091	183,921	193,836
SG&A Ratio 売上高販管費率 (%)	35.1	35.1	34.3	34.8	35.4	36.5	35.1	32.6	32.7	32.0

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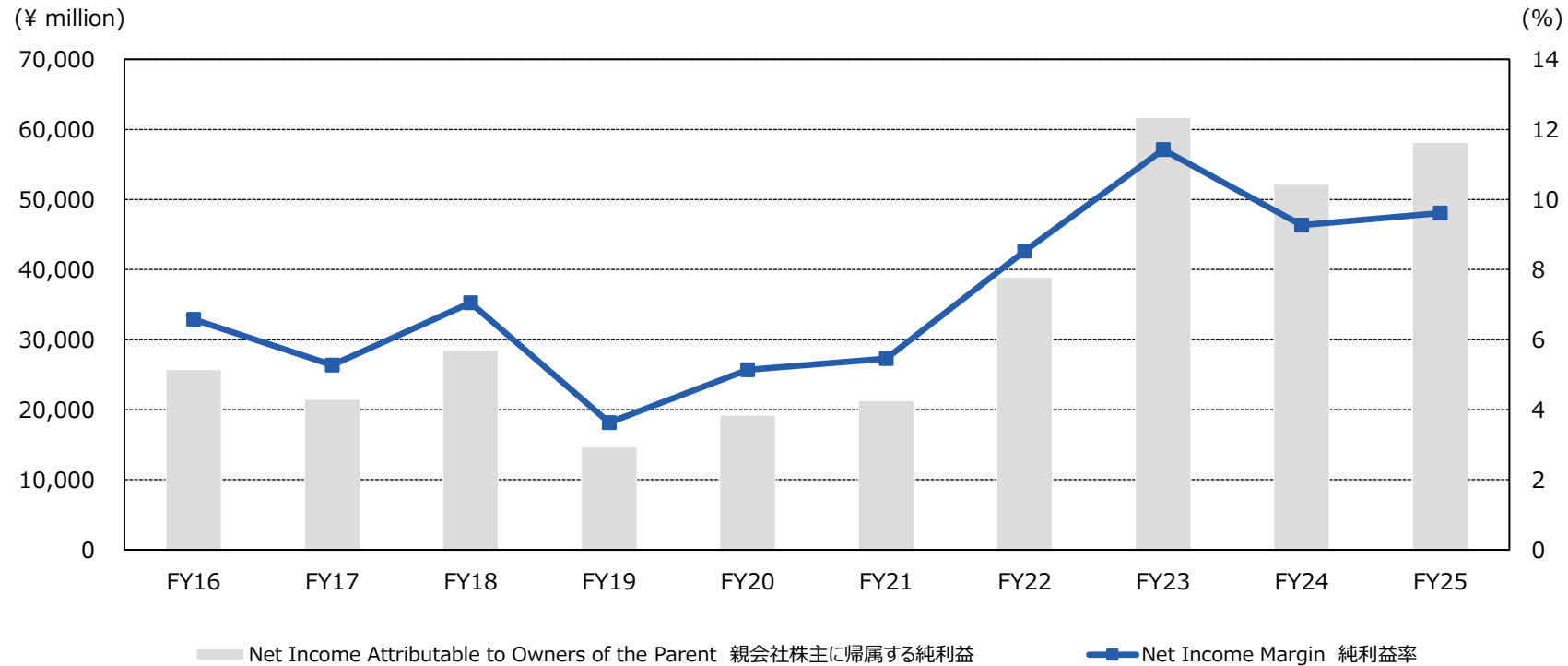
主に企業結合に係る暫定的な会計処理の確定にともなう金額の見直しを反映

7. Gross Profit Margin 売上総利益率



		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Sales 売上高	(¥ million)	391,433	406,590	403,711	404,432	374,206	389,901	456,479	540,152	562,404	604,829
Cost of Sales 売上原価	(¥ million)	222,322	231,262	230,641	227,922	210,036	217,091	252,019	285,260	294,959	328,436
Gross Profit 売上総利益	(¥ million)	169,111	175,328	173,070	176,510	164,169	172,810	204,459	254,891	267,444	276,392
Gross Profit Margin 売上総利益率	(%)	43.2	43.1	42.9	43.6	43.9	44.3	44.8	47.2	47.6	45.7

8. Net Income Margin 純利益率

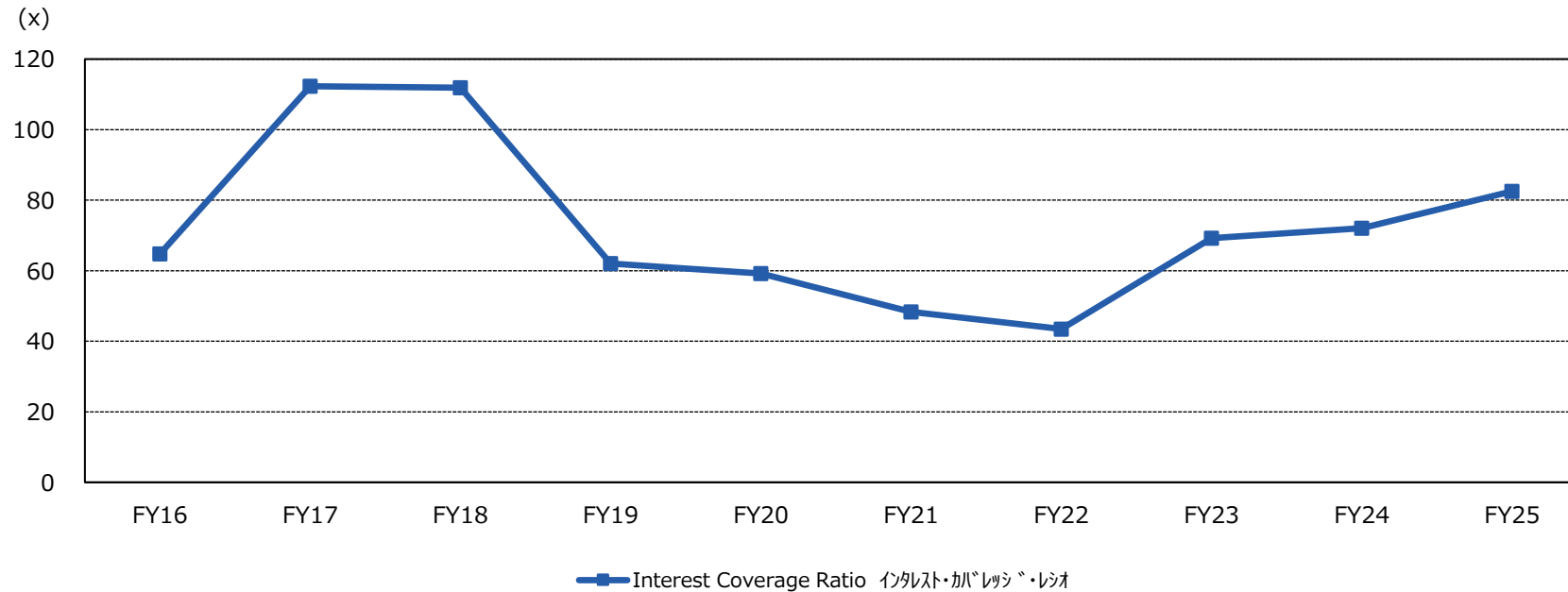


		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Sales 売上高	(¥ million)	391,433	406,590	403,711	404,432	374,206	389,901	456,479	540,152	562,404	604,829
Income before Taxes 税引前利益	(¥ million)	* 35,497	* 29,389	38,428	25,759	31,524	30,092	49,799	87,760	78,527	78,929
Net Income Attributable to Owners of the Parent 親会社株主に帰属する純利益	(¥ million)	* 25,748	* 21,481	28,446	14,686	19,219	21,267	38,920	61,685	52,123	58,113
Net Income Margin 純利益率	(%)	6.6	5.3	7.0	3.6	5.1	5.5	8.5	11.4	9.3	9.6

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主に企業結合に係る暫定的な会計処理の確定にともなう金額の見直しを反映

9. Interest Coverage Ratio インタレスト・カバレッジ・レシオ



		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Operating Income 営業利益	(¥ million)	* 31,582	* 32,705	34,594	35,588	31,599	30,668	44,409	78,800	83,523	82,555
Interest Income 受取利息	(¥ million)	557	575	672	523	393	605	1,058	1,887	2,678	3,010
Interest Expense 支払利息	(¥ million)	522	312	330	610	566	684	1,091	1,179	1,214	1,053
Dividends Received 受取配当金	(¥ million)	1,693	1,757	1,650	1,743	1,499	1,785	1,970	957	1,239	1,286
Interest Coverage Ratio インタレスト・カバレッジ・レシオ	(x)	* 64.8	112.3	111.9	62.1	59.2	48.3	43.5	69.2	72.0	82.5

Notes: Interest Coverage Ratio=(Operating Income+Interest Income and Dividends Received)/(Interest Expense)

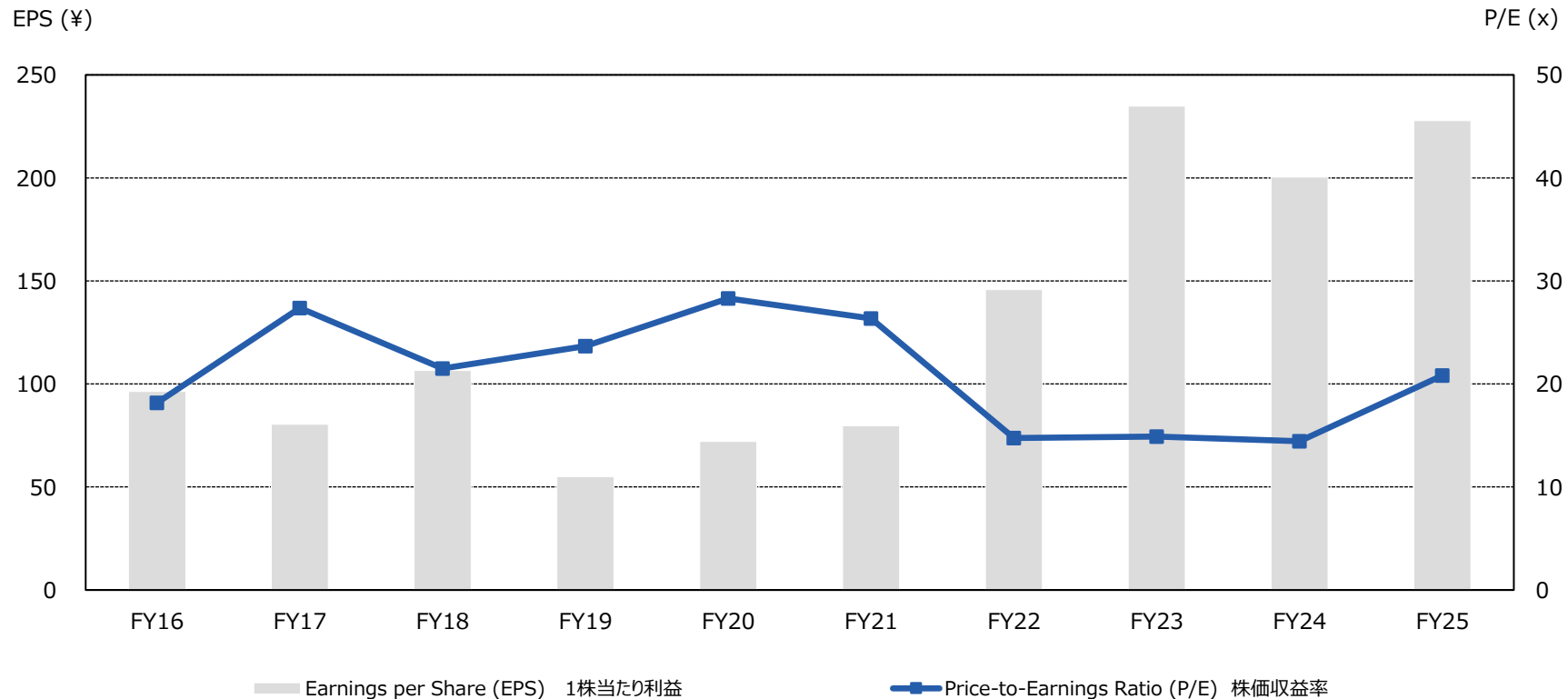
注：インタレスト・カバレッジ・レシオ = (営業利益+受取利息及び受取配当金) / (支払利息)

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主に企業結合に係る暫定的な会計処理の確定にともなう金額の見直しを反映

10. Earnings per Share (EPS) and Price-to-Earnings Ratio (P/E)

1株当たり利益、株価収益率



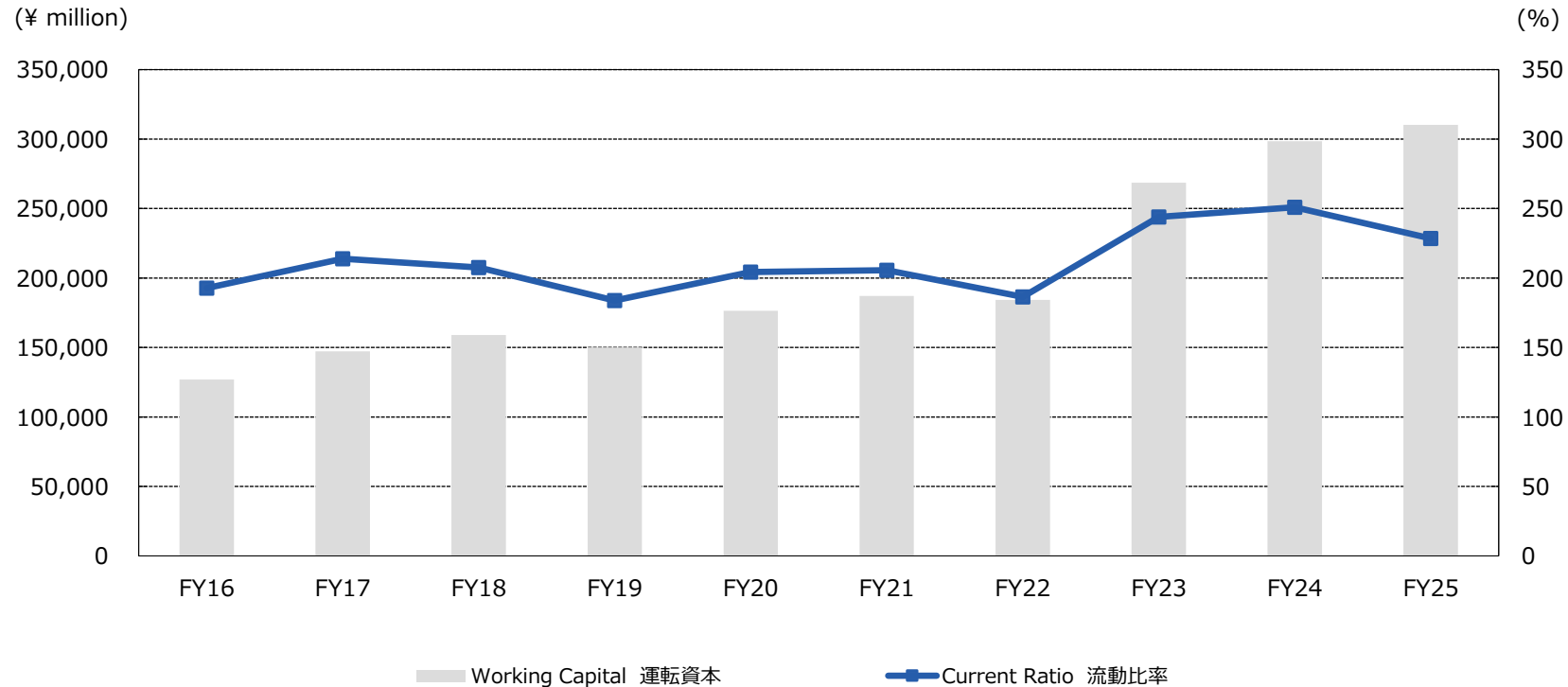
	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Earnings per Share (EPS) 1株当たり利益	(¥) 96.40	* 80.39	106.54	55.02	72.00	79.67	145.81	234.83	200.41	227.72
Price-to-Earnings Ratio (P/E) 株価収益率	(x) 18.2	27.4	21.5	23.7	28.3	26.4	14.8	14.9	14.4	20.8
Period-End Stock Price 期末株価	(¥) 1,752	2,198	2,291	1,303	2,038	2,099	2,150	3,494	2,893	4,744

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主に企業結合に係る暫定的な会計処理の確定にともなう金額の見直しを反映

11. Working Capital and Current Ratio

運転資本、流動比率



			FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Current Assets	流動資産	(¥ million)	263,807	*276,337	306,560	328,882	345,311	364,195	397,261	455,173	496,313	551,595
Current Liabilities	流動負債	(¥ million)	136,909	*129,124	147,669	178,900	168,993	177,192	213,097	186,534	197,784	241,370
Current Ratio	流動比率	(%)	193	*214	208	184	204	206	186	244	251	229
Working Capital	運転資本	(¥ million)	126,898	*147,213	158,891	149,982	176,318	187,003	184,164	268,639	298,529	310,225

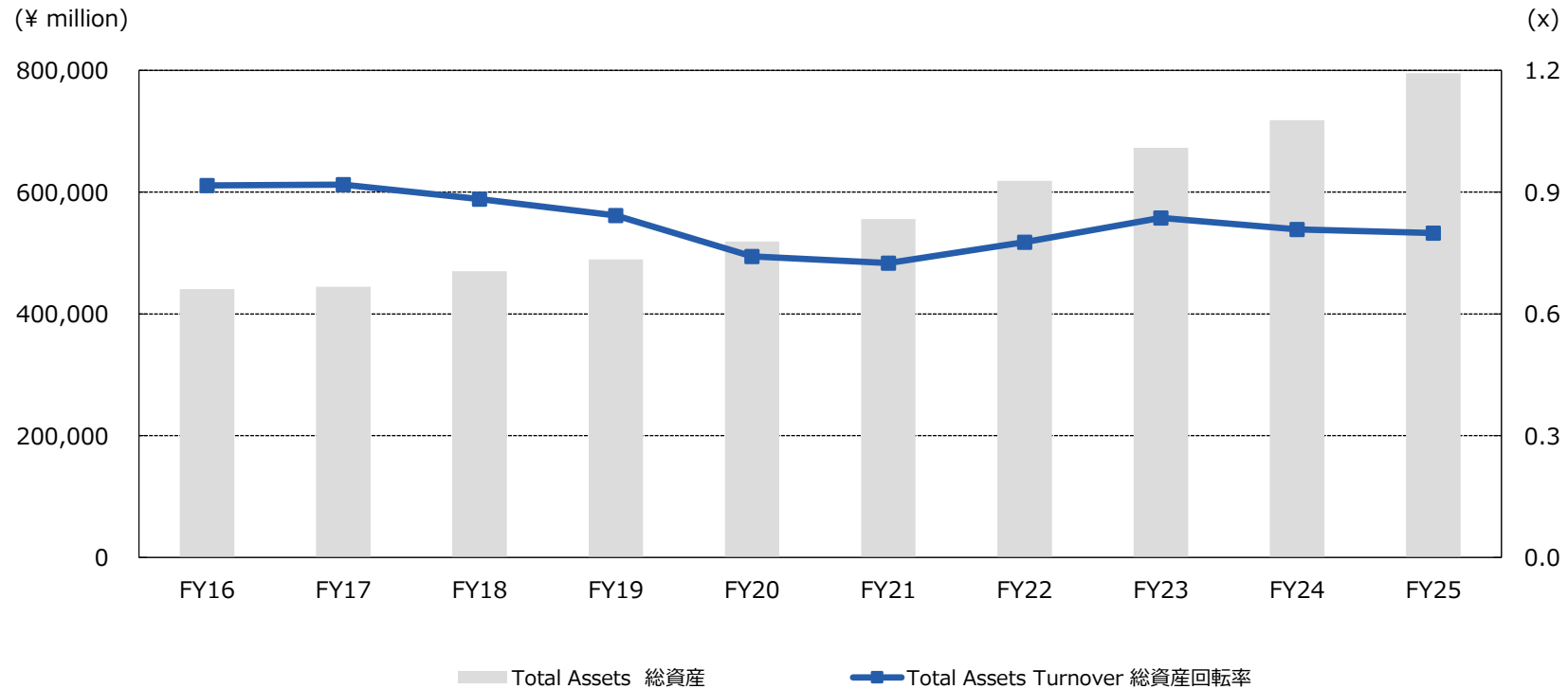
Notes: Current Ratio=Current Assets/Current Liabilities Working Capital=Current Assets-Current Liabilities
 (注) 流動比率=流動資産/流動負債 運転資本=流動資産-流動負債

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主に企業結合に係る暫定的な会計処理の確定にともなう金額の見直しを反映

12. Total Asset Turnover

総資産回転率

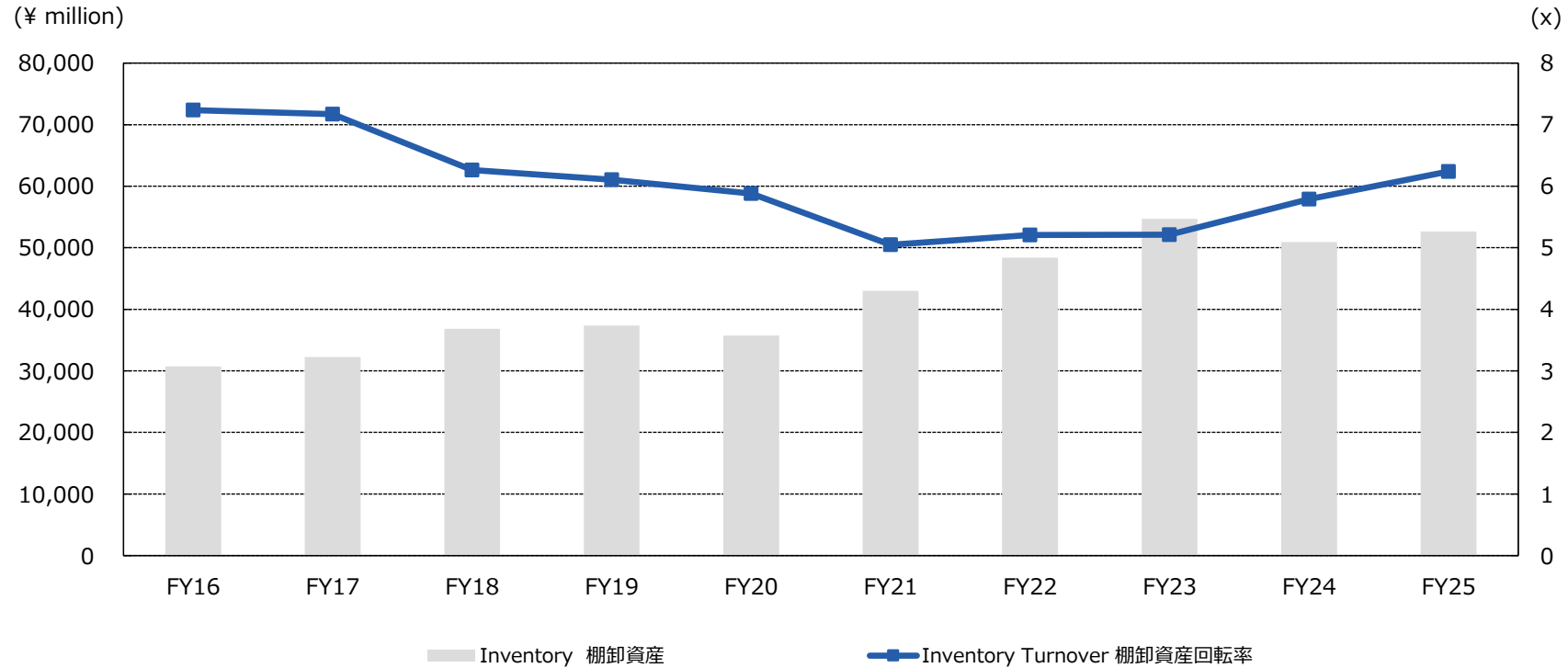


		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Sales 売上高	(¥ million)	391,433	406,590	403,711	404,432	374,206	389,901	456,479	540,152	562,404	604,829
Total Assets 総資産	(¥ million)	* 440,695	* 444,617	470,114	489,678	519,081	555,968	618,637	672,866	718,285	795,618
Total Assets Turnover 総資産回転率	(x)	0.92	* 0.92	0.88	0.84	0.74	0.73	0.78	0.84	0.81	0.80

Note: Total Assets Turnover = Sales / Total Assets
 注) 総資産回転率 = 売上高 / 総資産 (平均法)

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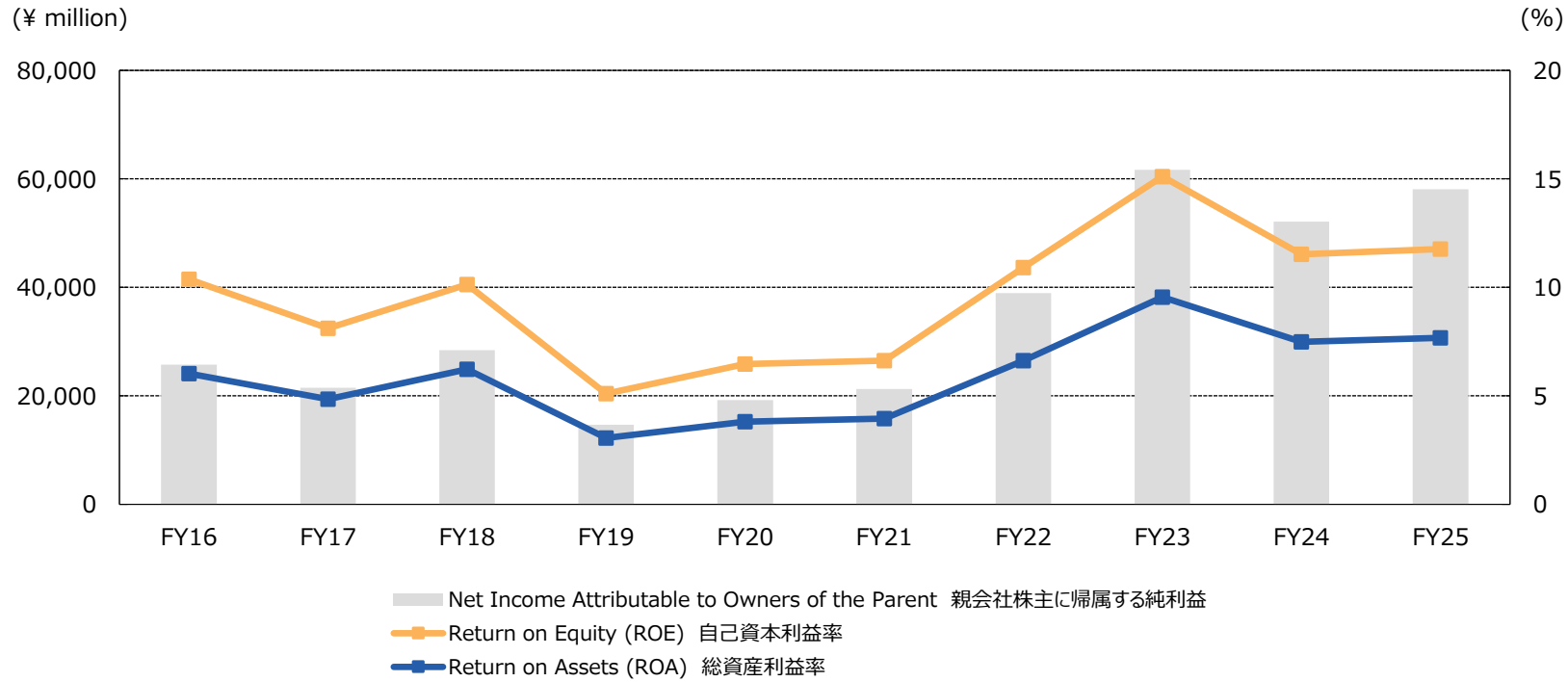
13. Inventory Turnover 棚卸資産回転率



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Cost of Sales 売上原価 (¥ million)	222,322	231,262	230,641	227,922	210,036	217,091	252,019	285,260	294,959	328,436
Inventory 棚卸資産 (¥ million)	30,729	32,254	36,840	37,340	35,730	43,004	48,405	54,714	50,927	52,644
Inventory Turnover 棚卸資産回転率 (x)	7.23	7.17	6.26	6.10	5.88	5.05	5.21	5.21	5.79	6.24

Note : Inventory Turnover = Cost of Sales / Inventory '注 : 棚卸資産回転率 = 売上原価 / 棚卸資産

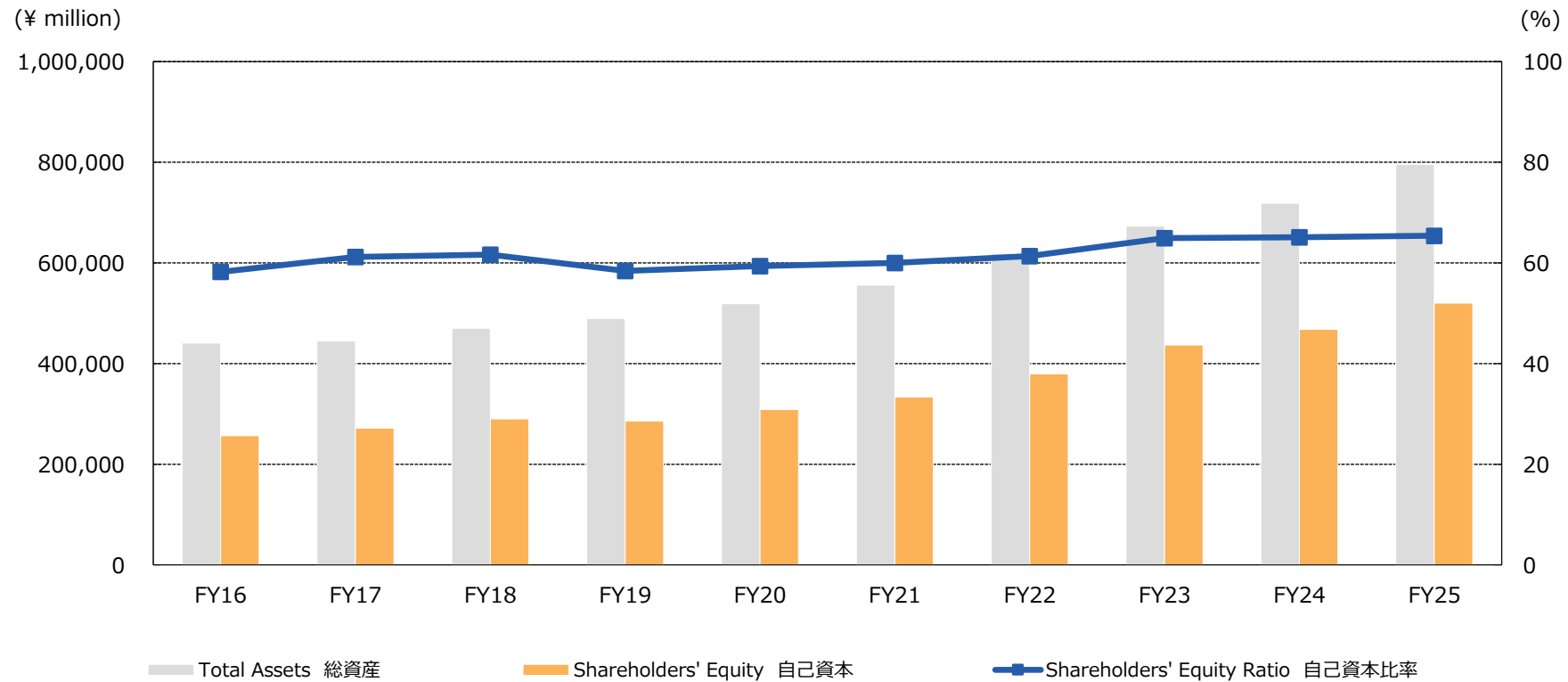
14. Return on Equity (ROE) and Return on Assets (ROA) 自己資本利益率、総資産利益率



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Net Income Attributable to Owners of the Parent 親会社株主に帰属する純利益 (¥ million)	* 25,748	* 21,481	28,446	14,686	19,219	21,267	38,920	61,685	52,123	58,113
Shareholders' Equity 自己資本 (¥ million)	* 256,396	* 271,907	289,859	285,904	308,323	333,571	379,625	436,642	467,855	520,016
Return on Equity (ROE) 自己資本利益率 (%)	10.4	8.1	10.1	5.1	6.5	6.6	10.9	15.1	11.5	11.8
Total Assets 総資産 (¥ million)	* 440,695	* 444,617	470,114	489,678	519,081	555,968	618,637	672,866	718,285	795,618
Return on Assets (ROA) 総資産利益率 (%)	6.0	* 4.9	6.2	3.1	3.8	4.0	6.6	9.6	7.5	7.7

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15. Shareholders' Equity Ratio 自己資本比率

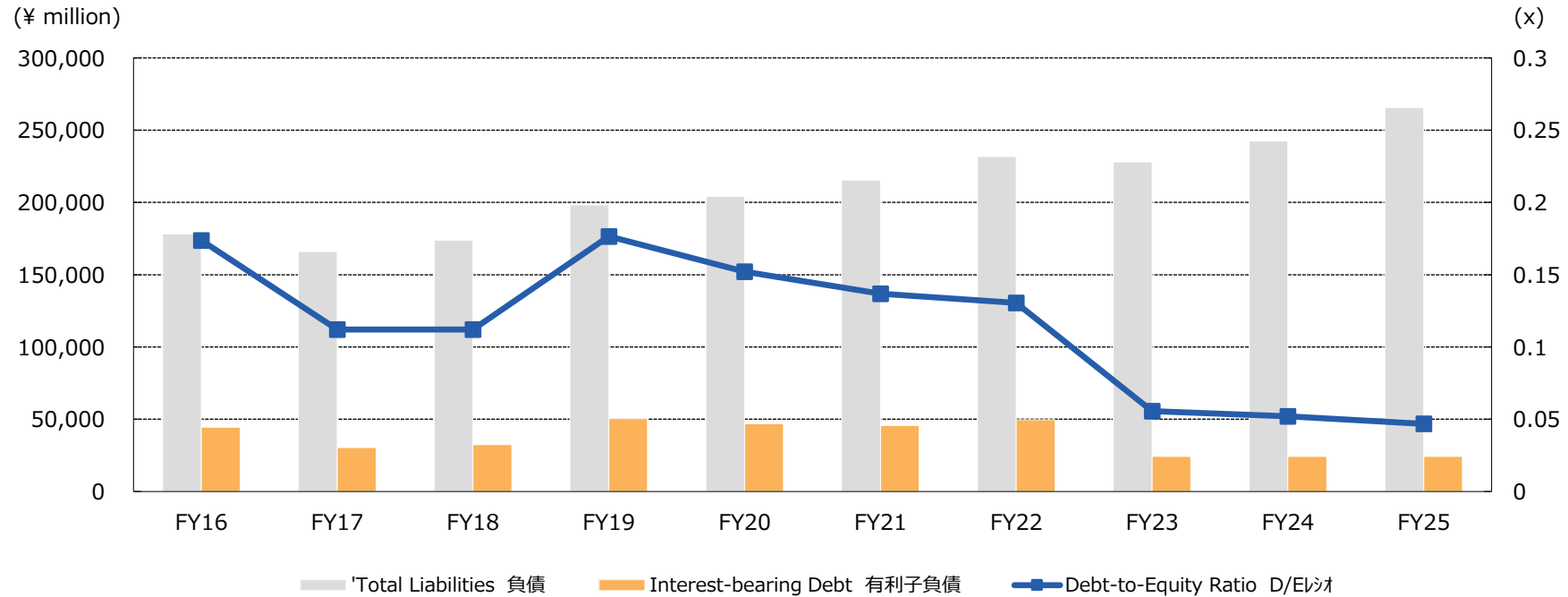


		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Total Assets 総資産	(¥ million)	* 440,695	* 444,617	470,114	489,678	519,081	555,968	618,637	672,866	718,285	795,618
Shareholders' Equity 自己資本	(¥ million)	* 256,396	* 271,907	289,859	285,904	308,323	333,571	379,625	436,642	467,855	520,016
Shareholders' Equity Ratio 自己資本比率	(%)	58.2	* 61.2	61.7	58.4	59.4	60.0	61.4	64.9	65.1	65.4

*Reflecting revisions of amounts mainly due to the finalization of a tentative accounting treatment for business combinations.

主に企業結合に係る暫定的な会計処理の確定にともなう金額の見直しを反映

16. Debt-to-Equity Ratio デット・エクイティ・レシオ



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Total Liabilities 負債 (¥ million)	* 178,191	* 165,913	173,963	198,206	204,310	215,628	231,811	228,103	242,564	265,723
Interest-bearing Debt 有利子負債 (¥ million)	44,560	30,475	32,502	50,480	46,921	45,671	49,562	24,295	24,352	24,336
Shareholders' Equity 自己資本 (¥ million)	* 256,396	* 271,907	289,859	285,904	308,323	333,571	379,625	436,642	467,855	520,016
Debt-to-Equity Ratio D/Eレシオ (x)	0.17	0.11	0.11	0.18	0.15	0.14	0.13	0.06	0.05	0.05

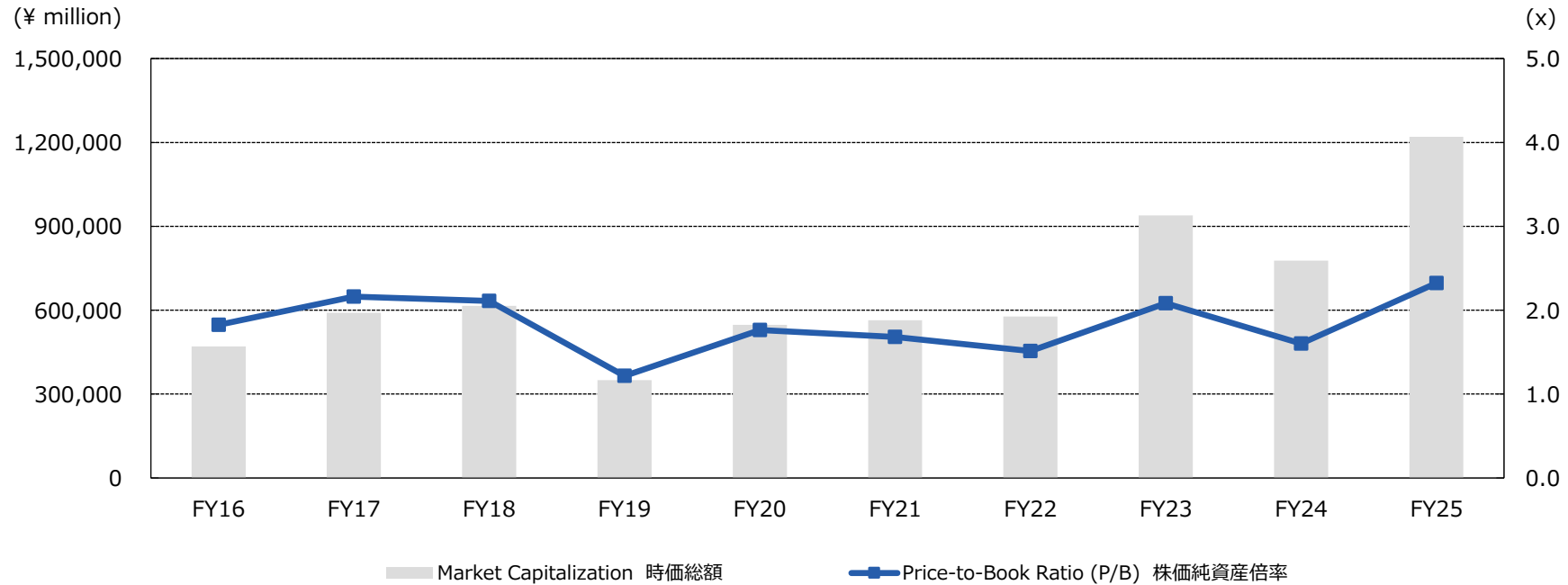
Note: Debt-to-Equity Ratio = Interest-bearing Debt / Shareholders' Equity
注) D/Eレシオ = 有利子負債 / 自己資本

*Reflecting revisions of amounts mainly due to the finalization of a tentative accounting treatment for business combinations.

主に企業結合に係る暫定的な会計処理の確定にともなう金額の見直しを反映

17. Market Capitalization and Price-to-Book Ratio (P/B)

時価総額、株価純資産倍率

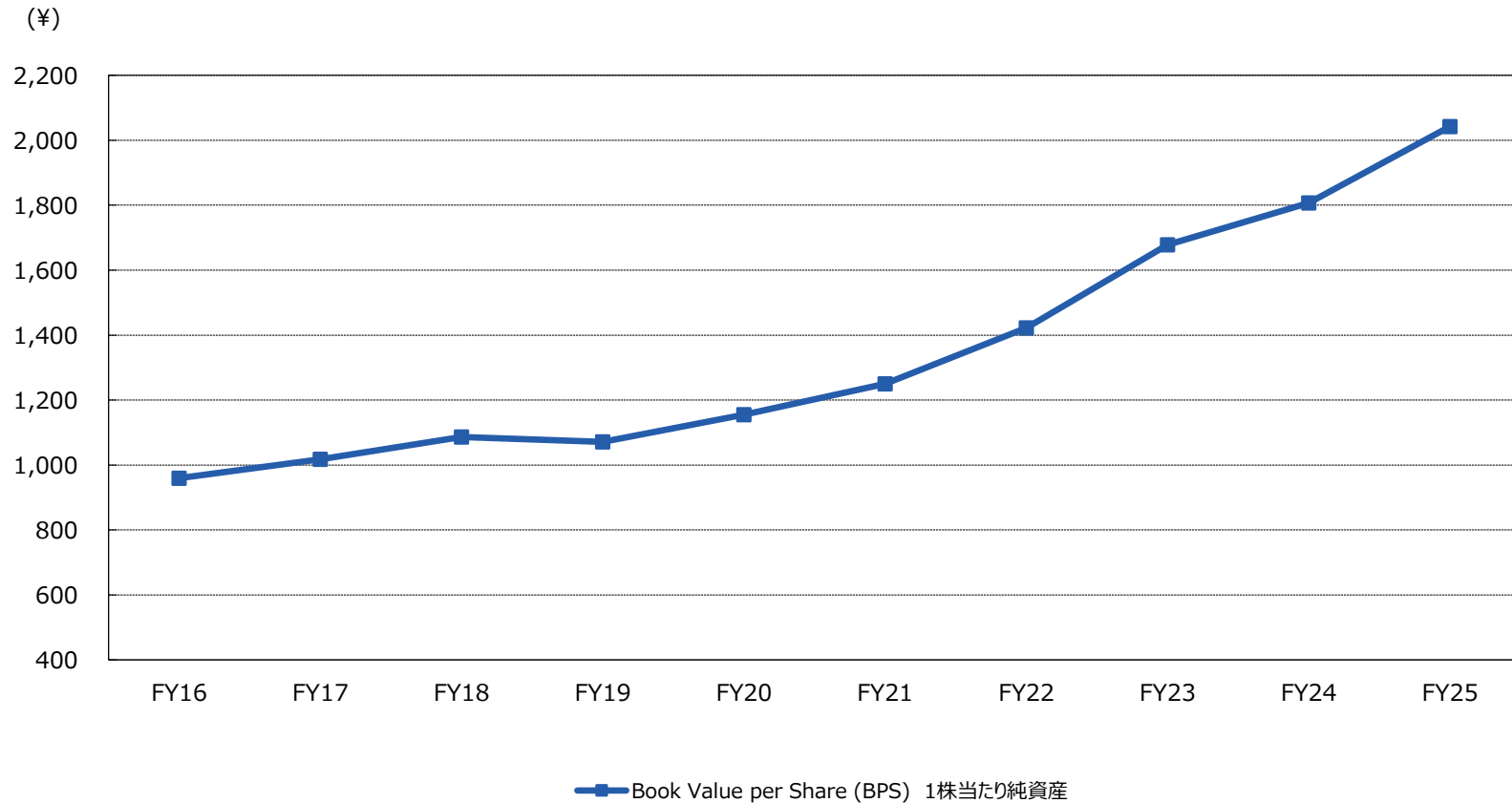


		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Market Capitalization 時価総額	(¥ million)	470,630	590,437	615,419	350,018	547,457	563,843	577,543	938,574	777,131	1,220,163
Number of Shares Outstanding 発行済み株数	(Shares)	268,624,510	268,624,510	268,624,510	268,624,510	268,624,510	268,624,510	268,624,510	268,624,510	268,624,510	257,201,210
Period-End Stock Price 期末株価	(¥)	1,752	2,198	2,291	1,303	2,038	2,099	2,150	3,494	2,893	4,744
Shareholders' Equity 自己資本	(¥ million)	* 256,396	* 271,907	289,859	285,904	308,323	333,571	379,625	436,642	467,855	520,016
Book Value per Share (BPS) 1株当たり純資産	(¥)	960	* 1,018	1,086	1,071	1,155	1,250	1,422	1,678	1,807	2,042
Price-to-Book Ratio (P/B) 株価純資産倍率	(x)	1.83	2.16	2.11	1.22	1.76	1.68	1.51	2.08	1.60	2.32

*Reflecting revisions of amounts mainly due to the finalization of a tentative accounting treatment for business combinations.

主に企業結合に係る暫定的な会計処理の確定にともなう金額の見直しを反映

18. Book Value per Share (BPS) 1株当たり純資産



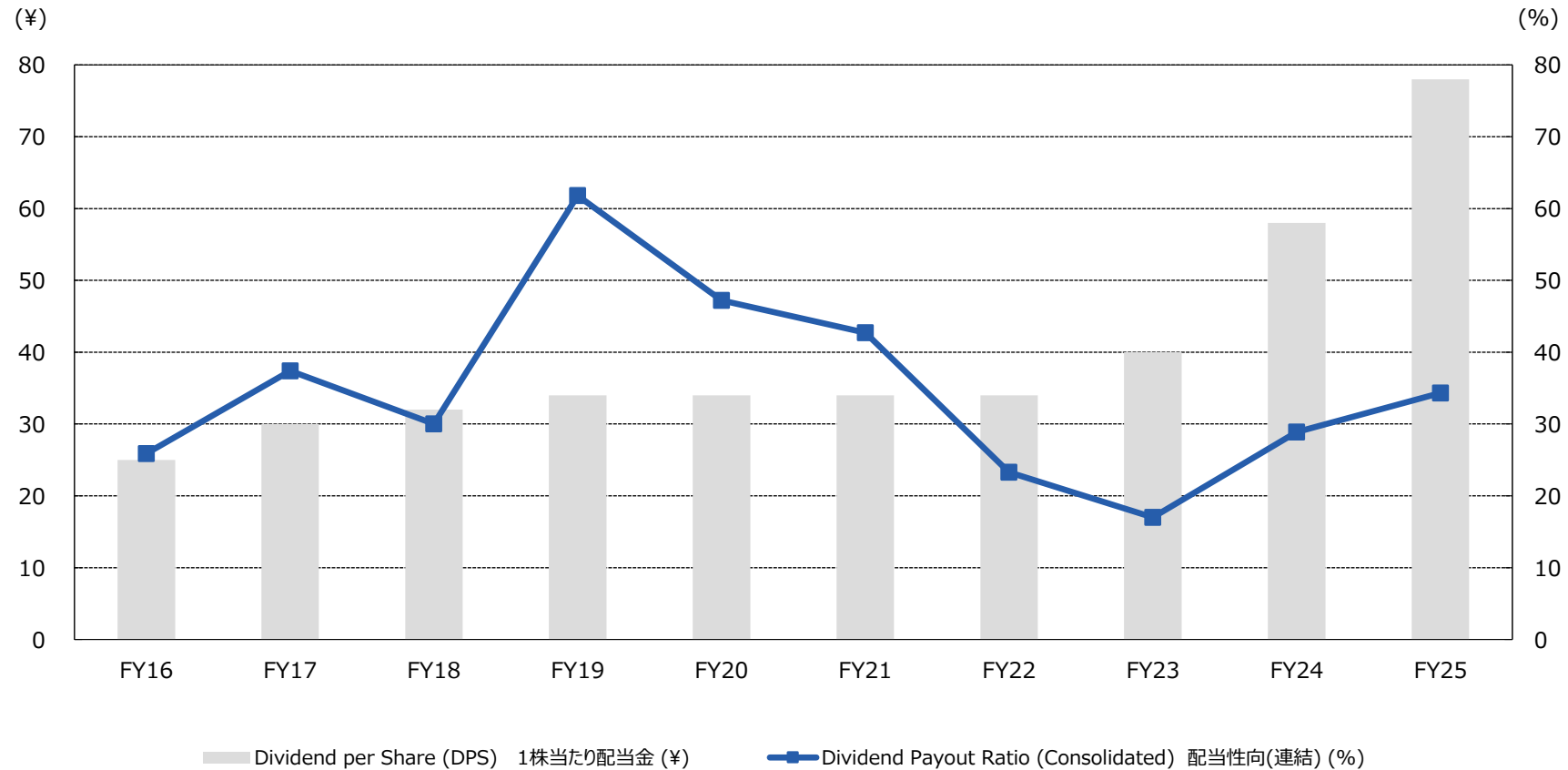
		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Book Value per Share (BPS) 1株当たり純資産	(¥)	960	* 1,018	1,086	1,071	1,155	1,250	1,422	1,678	1,807	2,042
YoY 前年比	(%)	6.5%	* 6.0%	* 6.7%	-1.4%	7.8%	8.2%	13.8%	18.0%	7.7%	13.0%

*Reflecting revisions of amounts mainly due to the finalization of a tentative accounting treatment for business combinations.

主に企業結合に係る暫定的な会計処理の確定にともなう金額の見直しを反映

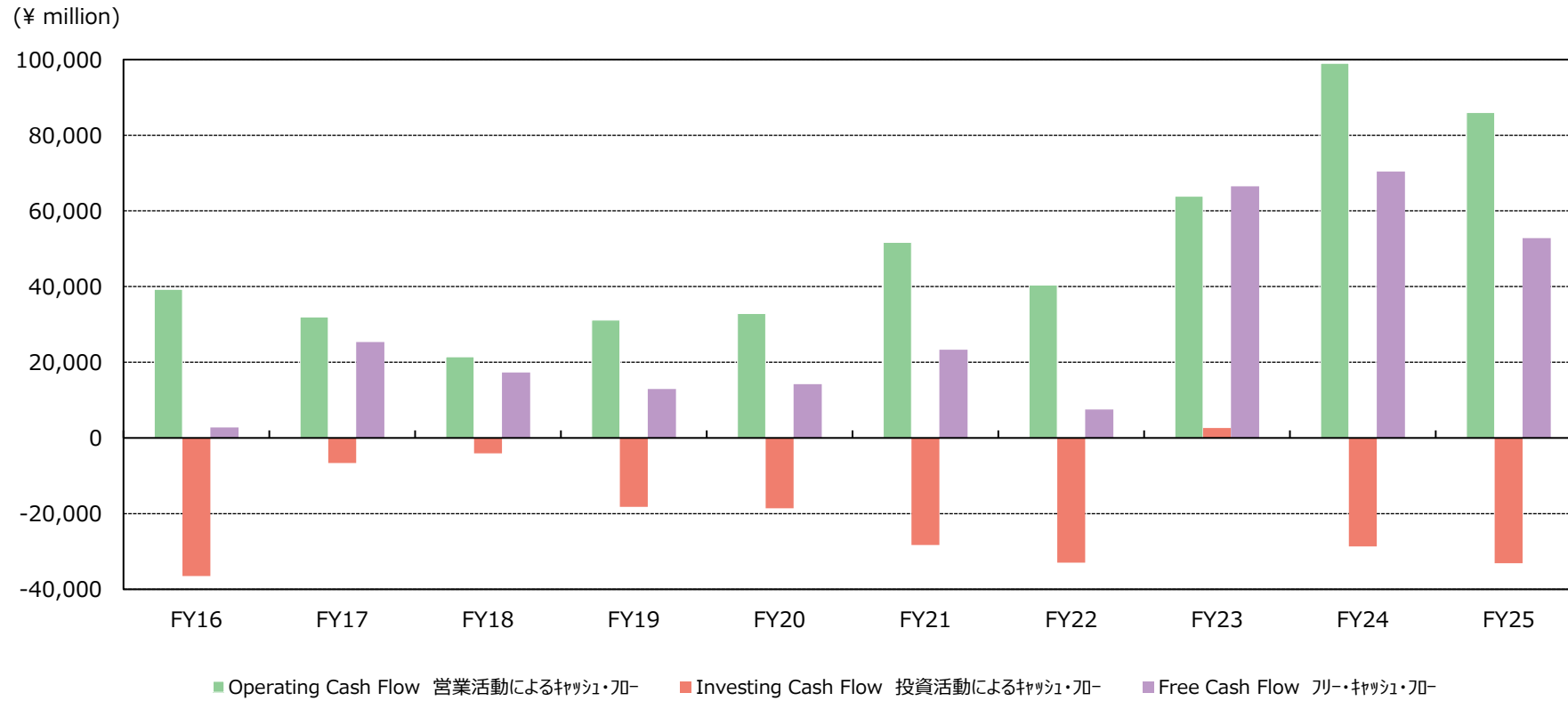
19. Dividend per Share (DPS) and Dividend Payout Ratio

1株当たり配当金、配当性向



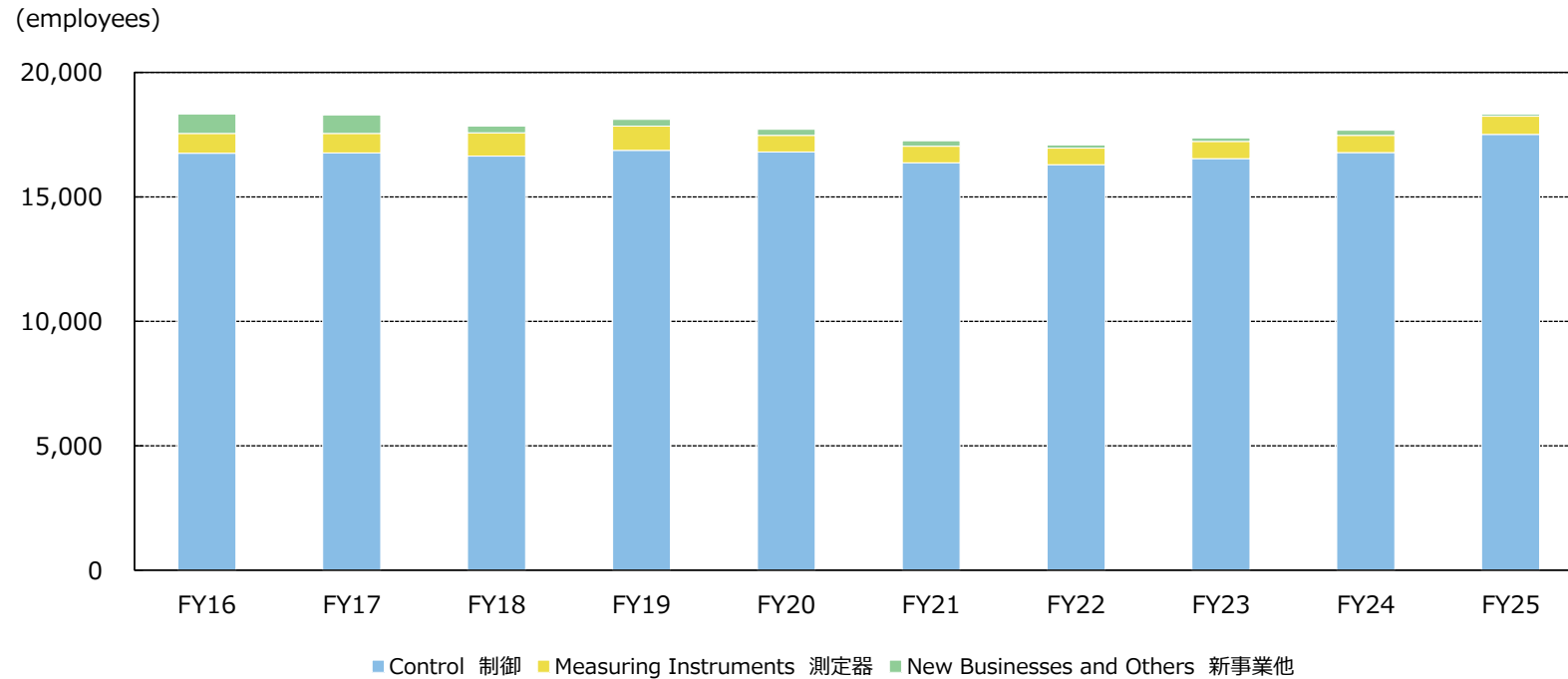
		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Dividend per Share (DPS)											
1株当たり配当金	(¥)	25.0	30.0	32.0	34.0	34.0	34.0	34.0	40.0	58.0	78.0
Dividend Payout Ratio (Consolidated)											
配当性向(連結)	(%)	25.9	37.4	30.0	61.8	47.2	42.7	23.3	17.0	28.9	34.3

20. Cash flow キャッシュ・フロー



		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Operating Cash Flow 営業活動によるキャッシュ・フロー	(¥ million)	39,245	31,980	21,410	31,132	32,842	51,644	40,422	63,833	99,025	85,951
Investing Cash Flow 投資活動によるキャッシュ・フロー	(¥ million)	-36,498	-6,648	-4,088	-18,182	-18,617	-28,327	-32,939	2,653	-28,639	-33,127
Free Cash Flow フリー・キャッシュ・フロー	(¥ million)	2,747	25,332	17,322	12,950	14,225	23,317	7,483	66,486	70,386	52,824

21. Number of Employees by Business Segment セグメント別従業員数



		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	YoY (FY25-FY24)
Control	(employees)	16,751	16,771	16,633	16,865	16,805	16,364	16,296	16,538	16,781	17,504	+723
制御	(%)	91.4%	91.7%	93.2%	93.1%	94.9%	94.8%	95.4%	95.2%	95.0%	95.6%	-
Measuring Instruments	(employees)	802	770	945	980	668	668	656	690	694	729	+35
測定器	(%)	4.4%	4.2%	5.3%	5.4%	3.8%	3.9%	3.8%	4.0%	4.1%	4.3%	-
New Businesses and Others	(employees)	776	749	270	262	242	226	132	137	195	80	-115
新事業他	(%)	4.2%	4.1%	1.5%	1.4%	1.4%	1.3%	0.8%	0.8%	1.1%	0.5%	-
Total	(employees)	18,329	18,290	17,848	18,107	17,715	17,258	17,084	17,365	17,670	18,313	+643

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