
***Torishima Pump Mfg. Co., Ltd. and
Consolidated Subsidiaries***

*Consolidated Financial Statements for
the Year Ended March 31, 2025, and
Independent Auditor's Report*

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Torishima Pump Mfg. Co., Ltd.:

<Audit of Consolidated Financial Statements>

Opinion

We have audited the consolidated financial statements of Torishima Pump Mfg. Co., Ltd. and its consolidated subsidiaries (the "Group"), which comprise the consolidated balance sheet as of March 31, 2025, and the consolidated statement of income, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, all expressed in Japanese yen.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of March 31, 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with accounting principles generally accepted in Japan.

Convenience Translation

Our audit also comprehended the translation of Japanese yen amounts into U.S. dollar amounts and, in our opinion, such translation has been made in accordance with the basis stated in Note 1 to the consolidated financial statements. Such U.S. dollar amounts are presented solely for the convenience of readers outside Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the provisions of the Code of Professional Ethics in Japan, and we have fulfilled our other ethical responsibilities as auditors. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matter

A key audit matter is a matter that, in our professional judgment, was of most significance in our audit of the consolidated financial statements of the current period. The matter was addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on the matter.

Revenue recognized over a certain period time of construction contracts in the Middle East region whose performance obligation is satisfied over the period	
Key Audit Matter Description	How the Key Audit Matter Was Addressed in the Audit
<p>As stated in Note 3 (Significant Accounting Estimates), the Group recognizes revenue from construction contracts over time based on the estimated progress toward complete satisfaction of its performance obligations.</p> <p>Sales of ¥23,494 million (\$156,626 thousand) in the consolidated statement of income for the year ended March 31, 2025, were recognized over time based on the progress toward completion of the construction, of which ¥916 million (\$6,106 thousand) was related to sales to the Middle East region.</p> <p>The Group operates the business in manufacturing, sales and installation of pumps and other products as well as maintenance services. Construction projects may not proceed as planned based on the volatility of political and economic circumstances and different business practices in the Middle East region.</p> <p>The progress toward complete satisfaction of performance obligations in the construction contracts in the Middle East region are estimated using an input method, which measures a ratio of the costs incurred to date against the total expected costs in order to satisfy the performance obligations.</p> <p>The estimated total costs for large construction projects involve management's estimates and may increase uncertainties especially when such projects do not progress as planned.</p> <p>As the estimated total contract costs in relation to the construction contracts in the Middle East region involve uncertainties and require significant management judgment, we determined it to be a key audit matter.</p>	<p>Our audit procedures related to the estimated total contract costs related to sales from construction contracts in the Middle East region included the following, among others:</p> <ul style="list-style-type: none"> • We tested the design and operating effectiveness of controls over management's estimate of the total contract costs and revisions to such estimate. • We inspected contracts and related memorandums with customers and evaluated whether the scope and period of the projects are consistent with such contractual documentations. • We evaluated the reasonableness of the estimated total contract costs by reconciling them to the contracts with vendors and internal supporting documentations of the cost estimates. • We evaluated the accuracy of estimation of total contract costs by comparing the original estimates of contract costs to the latest estimates and investigating any differences. • We evaluated management's decision on whether it is necessary to revise the estimates of total contract costs by inquiring of the management, inspecting relevant supporting documents, such as working budgets and progress and monthly reports, and analyzing the trends in the actual costs incurred. • We evaluated the reasonableness of the estimated total contract costs by comparing them to the actual costs incurred by cost component and inspecting supporting documents, such as invoices and inspection acceptances. • We compared the final total construction cost of completed projects with the estimated total contract costs as of the end of the previous fiscal year to identify the factors behind any discrepancies and verify whether the cost estimates were appropriate.

Other Information

Other information comprises the information included in the Group's disclosure documents accompanying the audited consolidated financial statements, but does not include the consolidated financial statements and our auditor's report thereon.

We determined that no such information existed and therefore, we did not perform any work thereon.

Responsibilities of Management and the Audit and Supervisory Committee for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Audit and Supervisory Committee is responsible for overseeing the Directors' execution of duties relating to the design and operating effectiveness of the controls over the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks. The procedures selected depend on the auditor's judgment. In addition, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain, when performing risk assessment procedures, an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the overall presentation and disclosures of the consolidated financial statements are in accordance with accounting principles generally accepted in Japan, as well as the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit and Supervisory Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit and Supervisory Committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with it all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Audit and Supervisory Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

<Fee-Related Information>

Fees for audit and other services for the year ended March 31, 2025, which were charged by us and our network firms to Torishima Pump Mfg. Co., Ltd. and its subsidiaries were ¥49 million and ¥2 million, respectively.

Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Deloitte Toichiro Tokumatsu LLC

August 7, 2025

Torishima Pump Mfg. Co., Ltd. and Consolidated Subsidiaries

Consolidated Balance Sheet March 31, 2025

ASSETS	Millions of Yen		Thousands of U.S. Dollars (Note 1)	LIABILITIES AND EQUITY	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	2025	2024	2025		2025	2024	2025
CURRENT ASSETS:				CURRENT LIABILITIES:			
Cash and cash equivalents (Note 14)	¥ 17,083	¥ 12,831	\$ 113,886	Short-term borrowings (Note 7)	¥ 5,598	¥ 2,641	\$ 37,320
Short-term investments (Note 5)	31	570	206	Current portion of long-term debt (Notes 7 and 14)	1,457	3,303	9,713
Receivables:				Payables:			
Trade and contract asset (Note 12)	38,972	35,419	259,813	Trade	14,413	11,785	96,086
Unconsolidated subsidiaries and associated companies	1	1	6	Unconsolidated subsidiaries and associated companies	107	60	713
Other	1,301	1,141	8,673	Other	2,662	2,665	17,746
Allowance for doubtful accounts	(879)	(990)	(5,860)	Contract liabilities (Note 12)	6,541	6,542	43,606
Inventories (Note 6)	21,247	15,911	141,646	Income taxes payable	620	1,324	4,133
Advance payments	1,977	1,866	13,180	Allowance for product warranties	1,002	1,215	6,680
Other current assets	1,452	1,605	9,680	Allowance for losses on construction contracts	1,269	900	8,460
				Accrued bonuses	1,021	1,119	6,806
Total current assets	81,190	68,357	541,266	Accrued expenses	1,425	1,355	9,500
				Other current liabilities	1,220	1,720	8,133
PROPERTY, PLANT AND EQUIPMENT (Note 19):				Total current liabilities	37,338	34,634	248,920
Land	2,909	2,786	19,393				
Buildings and structures	16,718	16,121	111,453	LONG-TERM LIABILITIES:			
Machinery and equipment	19,566	17,595	130,440	Long-term debt (Notes 7 and 14)	17,400	10,281	116,000
Construction in progress	918	540	6,120	Liability for retirement benefits (Note 8)	428	408	2,853
Lease assets	4,017	3,188	26,780	Deferred tax liabilities (Note 11)	2,866	2,476	19,106
Total	44,130	40,231	294,200	Other long-term liabilities	1,170	1,127	7,800
Accumulated depreciation	(24,101)	(22,237)	(160,673)	Total long-term liabilities	21,865	14,294	145,766
Net property, plant and equipment	20,029	17,993	133,526				
INVESTMENTS AND OTHER ASSETS:				COMMITMENTS AND CONTINGENT LIABILITIES (Note 15)			
Investment securities (Notes 5 and 14)	9,378	9,416	62,520	EQUITY (Notes 9, 10 and 18):			
Investments in and advances to unconsolidated subsidiaries and associated companies	1,084	2,109	7,226	Common stock—authorized, 60,000 thousand shares; issued, 29,045 thousand shares in 2025 and 29,045 thousand shares in 2024	1,592	1,592	10,613
Software	646	282	4,306	Capital surplus	6,424	6,369	42,826
Asset for retirement benefits (Note 8)	2,473	2,652	16,486	Stock acquisition rights	72	77	480
Deferred tax assets (Note 11)	123	111	820	Retained earnings	40,917	38,546	272,780
Other assets	695	636	4,633	Treasury stock—at cost, 2,412 thousand shares in 2025 and 2,487 thousand shares in 2024	(1,802)	(1,863)	(12,013)
Total investments and other assets	14,402	15,209	96,013	Accumulated other comprehensive income:			
				Unrealized gain (loss) on available-for-sale securities	4,363	4,344	29,086
				Deferred gain (loss) on derivatives under hedge accounting	(480)	(999)	(3,200)
				Foreign currency translation adjustments	4,021	2,955	26,806
				Defined retirement benefit plans	917	1,283	6,113
				Total	56,027	52,305	373,513
				Noncontrolling interests	390	326	2,600
				Total equity	56,417	52,632	376,113
TOTAL	¥ 115,621	¥ 101,560	\$ 770,806	TOTAL	¥ 115,621	¥ 101,560	\$ 770,806

See notes to consolidated financial statements.

Torishima Pump Mfg. Co., Ltd. and Consolidated Subsidiaries

Consolidated Statement of Income Year Ended March 31, 2025

	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	<u>2025</u>	<u>2024</u>	<u>2025</u>
NET SALES (Notes 12 and 19)	¥86,501	¥81,103	\$ 576,673
COST OF SALES (Note 14)	<u>62,959</u>	<u>57,959</u>	<u>419,726</u>
Gross profit	23,542	23,143	156,946
SELLING, GENERAL AND ADMINISTRATIVE EXPENSES (Note 14)	<u>18,093</u>	<u>16,321</u>	<u>120,620</u>
Operating income	<u>5,449</u>	<u>6,822</u>	<u>36,326</u>
OTHER INCOME (EXPENSES):			
Interest and dividend income	435	568	2,900
Interest expense	(204)	(135)	(1,360)
Gain on sales of investment securities	1,367	2,072	9,113
Gain (loss) on foreign exchange—net	(1,711)	(1,638)	(11,406)
Rent income	114	115	760
Equity in earnings (losses) of associated companies	76	201	506
Loss on disposal of property, plant and equipment	(10)	(179)	(66)
Insurance income	3	3	20
Gain on step acquisitions		238	
Other—net	<u>386</u>	<u>413</u>	<u>2,573</u>
Other income (expenses)—net	<u>458</u>	<u>1,660</u>	<u>3,053</u>
INCOME BEFORE INCOME TAXES	<u>5,908</u>	<u>8,482</u>	<u>39,386</u>
INCOME TAXES (Note 11):			
Current	1,515	1,985	10,100
Deferred	<u>239</u>	<u>177</u>	<u>1,593</u>
Total income taxes	<u>1,754</u>	<u>2,162</u>	<u>11,693</u>
NET INCOME	4,153	6,320	27,686
NET INCOME (LOSS) ATTRIBUTABLE TO NONCONTROLLING INTERESTS	<u>(85)</u>	<u>(94)</u>	<u>(566)</u>
NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT	<u>¥ 4,068</u>	<u>¥ 6,225</u>	<u>\$ 27,120</u>
	Yen		U.S. Dollars
PER SHARE OF COMMON STOCK (Notes 2.w and 17):			
Basic net income	¥152.96	¥234.82	\$1.01
Diluted net income	152.57	234.18	1.01
Cash dividends applicable to the year	60.00	58.00	0.40

See notes to consolidated financial statements.

Torishima Pump Mfg. Co., Ltd. and Consolidated Subsidiaries

Consolidated Statement of Comprehensive Income Year Ended March 31, 2025

	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	<u>2025</u>	<u>2024</u>	<u>2025</u>
NET INCOME	<u>¥4,153</u>	<u>¥6,320</u>	<u>\$ 27,686</u>
OTHER COMPREHENSIVE INCOME (LOSS) (Note 16):			
Unrealized gain (loss) on available-for-sale securities	18	1,485	120
Deferred gain (loss) on derivatives under hedge accounting	518	(462)	3,453
Foreign currency translation adjustments	1,090	945	7,266
Defined retirement benefit plans	(365)	692	(2,433)
Share of other comprehensive income (loss) in associates	<u> </u>	<u>2</u>	<u> </u>
Total other comprehensive income	<u>1,261</u>	<u>2,662</u>	<u>8,406</u>
COMPREHENSIVE INCOME	<u>¥5,415</u>	<u>¥8,982</u>	<u>\$ 36,100</u>
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:			
Owners of the parent	¥5,306	¥8,871	\$ 35,373
Noncontrolling interests	109	111	726

See notes to consolidated financial statements.

Torishima Pump Mfg. Co., Ltd. and Consolidated Subsidiaries

Consolidated Statement of Changes in Equity Year Ended March 31, 2025

	Thousands		Millions of Yen											
	Issued Number of Shares of Common Stock	Number of Shares of Treasury Stock	Common Stock	Capital Surplus	Stock Acquisition Rights	Retained Earnings	Treasury Stock	Accumulated Other Comprehensive Income				Total	Noncontrolling Interests	Total Equity
								Unrealized Gain (Loss) on Available- for-Sale Securities	Deferred Gain (Loss) on Derivatives under Hedge Accounting	Foreign Currency Translation Adjustments	Defined Retirement Benefit Plans			
BALANCE, APRIL 1, 2023	29,112	(2,660)	¥1,592	¥6,703	¥77	¥33,871	¥(2,000)	¥2,857	¥(536)	¥2,027	¥ 591	¥45,183	¥339	¥45,523
Net income attributable to owners of the parent						6,225						6,225		6,225
Cash dividends, ¥58.00 per share						(1,550)						(1,550)		(1,550)
Purchase of treasury stock														
Disposal of treasury stock		173		29			89					118		118
Cancellation of treasury stock	(66)			(49)			49					—		—
Changes of scope of consolidation				(315)								(315)		(315)
Net change in the year								1,487	(462)	929	692	2,646	(13)	2,633
BALANCE, MARCH 31, 2024	29,045	(2,487)	1,592	6,369	77	38,546	(1,863)	4,344	(999)	2,955	1,283	52,305	326	52,632
Net income attributable to owners of the parent						4,068						4,068		4,068
Cash dividends, ¥60.00 per share						(1,605)						(1,605)		(1,605)
Purchase of treasury stock														
Disposal of treasury stock		74		55			61					117		116
Cancellation of treasury stock														
Changes of scope of consolidation						(90)								
Net change in the year					(4)			18	518	1,066	(365)	1,144	63	1,207
BALANCE, MARCH 31, 2025	<u>29,045</u>	<u>(2,412)</u>	<u>¥1,592</u>	<u>¥6,424</u>	<u>¥72</u>	<u>¥40,917</u>	<u>¥(1,802)</u>	<u>¥4,363</u>	<u>¥(480)</u>	<u>¥4,021</u>	<u>¥ 917</u>	<u>¥56,027</u>	<u>¥390</u>	<u>¥56,417</u>

	Thousands of U.S. Dollars (Note 1)											
	Common Stock	Capital Surplus	Stock Acquisition Rights	Retained Earnings	Treasury Stock	Accumulated Other Comprehensive Income				Total	Noncontrolling Interests	Total Equity
						Unrealized Gain (Loss) on Available- for-Sale Securities	Deferred Gain (Loss) on Derivatives under Hedge Accounting	Foreign Currency Translation Adjustments	Defined Retirement Benefit Plans			
BALANCE, MARCH 31, 2024	\$ 10,613	\$ 42,460	\$ 513	\$ 256,973	\$ (12,420)	\$ 28,960	\$ (6,660)	\$ 19,700	\$ 8,553	\$ 348,700	\$ 2,173	\$ 350,880
Net income attributable to owners of the parent				27,120						27,120		27,120
Cash dividends, \$0.4 per share				(10,700)						(10,700)		(10,700)
Purchase of treasury stock												—
Disposal of treasury stock		366			406					773		773
Cancellation of treasury stock												
Changes of scope of consolidation				(600)								
Net change in the year			(26)			120	3,453	7,106	(2,433)	7,626	420	8,046
BALANCE, MARCH 31, 2025	<u>\$ 10,613</u>	<u>\$ 42,826</u>	<u>\$ 480</u>	<u>\$ 272,780</u>	<u>\$ (12,013)</u>	<u>\$ 29,086</u>	<u>\$ (3,200)</u>	<u>\$ 26,806</u>	<u>\$ 6,113</u>	<u>\$ 373,513</u>	<u>\$ 2,600</u>	<u>\$ 376,113</u>

See notes to consolidated financial statements.

Torishima Pump Mfg. Co., Ltd. and Consolidated Subsidiaries

Consolidated Statement of Cash Flows Year Ended March 31, 2025

	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	<u>2025</u>	<u>2024</u>	<u>2025</u>
OPERATING ACTIVITIES:			
Income before income taxes	¥5,908	¥8,482	\$ 39,386
Adjustments for:			
Income taxes—paid	(2,251)	(1,329)	(15,006)
Income taxes—refunded		18	
Depreciation and amortization	2,683	2,081	17,886
Gain on step acquisitions		(238)	
Gain on sale of investment securities	(1,367)	(2,072)	(9,113)
Gain on disposal of property, plant and equipment	(21)		(140)
Loss on disposal of property, plant and equipment		9	
Equity in losses of associated companies	(76)	(201)	(506)
Changes in assets and liabilities:			
(Increase) decrease in accounts receivables	(2,942)	(2,786)	(19,613)
(Increase) decrease in inventories	(5,017)	(1,368)	(33,446)
(Increase) decrease in advance payments	(23)	292	(153)
Increase (decrease) in accounts payable	2,972	(637)	19,813
Increase (decrease) in contract liabilities	(81)	296	(540)
Increase (decrease) in allowance for doubtful accounts	(55)	296	(366)
Increase (decrease) in allowance for bonus reserve	(97)	130	(646)
Increase (decrease) in allowance for product warranties	(212)	523	(1,413)
Increase (decrease) in allowance for losses on construction contracts	369	250	2,460
Increase (decrease) in liability for retirement benefits	(320)	(260)	(2,133)
Other—net	(130)	(627)	(866)
Total adjustments	<u>(6,576)</u>	<u>(5,625)</u>	<u>(43,840)</u>
Net cash provided by (used in) operating activities	<u>(668)</u>	<u>2,857</u>	<u>(4,453)</u>
INVESTING ACTIVITIES:			
Increase in saving of time deposits	(484)	(649)	(3,226)
Proceeds from withdrawal of time deposits	1,054	281	7,026
Purchases of property, plant and equipment	(4,117)	(3,158)	(27,446)
Proceeds from sales of property, plant and equipment	46	269	306
Purchases of intangibles	(472)	(149)	(3,146)
Purchases of investment securities	(1)	(210)	(6)
Proceeds from sales of investment securities	2,469	4,631	16,460
Payments for retirement of property, plant and equipment	(43)	(200)	(286)
Purchase of shares of subsidiaries resulting in change in scope of consolidation		(234)	
Payments of loans receivable		(137)	
Other	<u>(8)</u>	<u>(16)</u>	<u>(53)</u>
Net cash provided by (used in) investing activities	<u>(1,557)</u>	<u>(424)</u>	<u>(10,380)</u>
FORWARD	<u>¥ 888</u>	<u>¥2,432</u>	<u>\$ 5,920</u>

Torishima Pump Mfg. Co., Ltd. and Consolidated Subsidiaries

Consolidated Statement of Cash Flows Year Ended March 31, 2025

	Millions of Yen		Thousands of U.S. Dollars (Note 1)
	<u>2025</u>	<u>2024</u>	<u>2025</u>
FORWARD	¥ 888	¥ 2,432	\$ 5,920
FINANCING ACTIVITIES:			
Change in short-term borrowings—net	2,935	33	19,566
Proceeds from long-term debt	8,000	600	53,333
Repayments of long-term debt	(3,060)	(1,736)	(20,400)
Dividends paid	(1,605)	(1,547)	(10,700)
Repayments of lease liability	(473)	(412)	(3,153)
Disposal of treasury stock	121	120	806
Purchase of shares of subsidiaries without change in scope of consolidation	(23)	(317)	(153)
Other	<u>(46)</u>	<u>(54)</u>	<u>(306)</u>
Net cash provided by (used in) financing activities	<u>5,848</u>	<u>(3,314)</u>	<u>38,986</u>
FOREIGN CURRENCY TRANSLATION ADJUSTMENTS ON CASH AND CASH EQUIVALENTS	<u>514</u>	<u>870</u>	<u>3,426</u>
NET INCREASE IN CASH AND CASH EQUIVALENTS	4,137	837	27,580
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	<u>12,831</u>	<u>11,730</u>	<u>85,540</u>
INCREASE IN CASH AND CASH EQUIVALENTS DUE TO NEW CONSOLIDATION	<u>115</u>	<u>263</u>	<u>766</u>
CASH AND CASH EQUIVALENTS, END OF YEAR	<u>¥17,083</u>	<u>¥12,831</u>	<u>\$ 113,886</u>

See notes to consolidated financial statements.

Torishima Pump Mfg. Co., Ltd. and Consolidated Subsidiaries

Notes to Consolidated Financial Statements Year Ended March 31, 2025

1. BASIS OF PRESENTATION OF CONSOLIDATED FINANCIAL STATEMENTS

The accompanying consolidated financial statements of Torishima Pump Mfg. Co., Ltd. (the "Company") and consolidated subsidiaries (together, the "Group") have been prepared in accordance with the provisions set forth in the Japanese Financial Instruments and Exchange Act and its related accounting regulations and in accordance with accounting principles generally accepted in Japan ("Japanese GAAP"), which are different in certain respects as to the application and disclosure requirements of IFRS Accounting Standards.

In preparing these consolidated financial statements, certain reclassifications and rearrangements have been made to the consolidated financial statements issued domestically in order to present them in a form that is more familiar to readers outside Japan. In addition, certain reclassifications have been made in the 2024 consolidated financial statements to conform to the classifications used in 2025.

The consolidated financial statements are stated in Japanese yen, the currency of the country in which the Company is incorporated and operates. The translations of Japanese yen amounts into U.S. dollar amounts are included solely for the convenience of readers outside Japan and have been made at the rate of ¥150 to \$1, the approximate rate of exchange at March 31, 2025. Such translations should not be construed as representations that the Japanese yen amounts could be converted into U.S. dollars at that or any other rate.

Japanese yen amounts less than one million yen are rounded down to the nearest million yen, except for per share information. U.S. dollar amounts less than one thousand U.S. dollars are also rounded down to the nearest thousand dollars, except for per share information. Consequently, the totals shown in the consolidated financial statements (both in yen and in U.S. dollars) do not necessarily agree with the sum of the individual amounts.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

- a. Consolidation**—The consolidated financial statements as of March 31, 2025, include the accounts of the Company and its 28 (24 in 2024) significant subsidiaries.

Under the control and influence concepts, those companies in which the Company, directly or indirectly, is able to exercise control over operations are fully consolidated, and those companies over which the Group has the ability to exercise significant influence are accounted for by the equity method.

Investments in two associated companies are accounted for by the equity method.

The excess of the cost of an acquisition over the fair value of the net assets of an acquired subsidiary at the date of acquisition is amortized over a period of less than 20 years.

All significant intercompany balances and transactions have been eliminated in consolidation. All material unrealized profit included in assets resulting from transactions within the Group is also eliminated.

- b. Unification of Accounting Policies Applied to Foreign Subsidiaries for the Consolidated Financial Statements**—Under Accounting Standards Board of Japan ("ASBJ") Practical Issues Task Force ("PITF") No. 18, "Practical Solution on Unification of Accounting Policies Applied to Foreign Subsidiaries for the Consolidated Financial Statements," the accounting policies and procedures applied to a parent company and its subsidiaries for similar transactions and events under similar circumstances should in principle be unified for the preparation of the consolidated financial statements. However, financial statements prepared by foreign subsidiaries in accordance with either IFRS Accounting Standards or generally accepted accounting principles in the United States of America (Financial Accounting Standards Board Accounting Standards Codification—"FASB ASC") tentatively may be used for the consolidation process, except for the following items that should be adjusted in the consolidation process so that net income is accounted for in accordance with Japanese GAAP, unless they are not material: (a) amortization of goodwill; (b) scheduled amortization of actuarial gain or loss of pensions that has been recorded in equity through other comprehensive income; (c) expensing capitalized development costs of R&D; and (d) cancellation of the fair value model of accounting for property, plant and equipment and investment properties and incorporation of the cost model of accounting.
- c. Unification of Accounting Policies Applied to Foreign Associated Companies for the Equity Method**—ASBJ Statement No. 16, "Accounting Standard for Equity Method of Accounting for Investments," requires adjustments to be made to conform associates accounting policies for similar transactions and events under similar circumstances to those of the parent company when the associates financial statements are used in applying the equity method, unless it is impracticable to determine such adjustments. In addition, financial statements prepared by foreign associated companies in accordance with either IFRS Accounting Standards or generally accepted accounting principles in the United States of America tentatively may be used in applying the equity method if the following items are adjusted so that net income is accounted for in accordance with Japanese GAAP, unless they are not material: (a) amortization of goodwill; (b) scheduled amortization of actuarial gain or loss of pensions that has been recorded in equity through other comprehensive income; (c) expensing capitalized development costs of R&D; and (d) cancellation of the fair value model of accounting for property, plant and equipment and investment properties and incorporation of the cost model of accounting.
- d. Business Combinations**—Business combinations are accounted for using the purchase method. Acquisition-related costs, such as advisory fees or professional fees, are accounted for as expenses in the periods in which the costs are incurred. If the initial accounting for a business combination is incomplete by the end of the reporting period in which the business combination occurs, an acquirer shall report in its financial statements provisional amounts for the items for which the accounting is incomplete. During the measurement period, which shall not exceed one year from the acquisition, the acquirer shall retrospectively adjust the provisional amounts recognized at the acquisition date to reflect new information obtained about facts and circumstances that existed as of the acquisition date and that would have affected the measurement of the amounts recognized as of that date. Such adjustments shall be recognized as if the accounting for the business combination had been completed at the acquisition date. The acquirer recognizes any bargain purchase gain in profit or loss immediately on the acquisition date after reassessing and confirming that all of the assets acquired and all of the liabilities assumed have been identified after a review of the procedures used in the purchase price allocation. A parent's ownership interest in a subsidiary might change if the parent purchases or sells ownership interests in its subsidiary. The carrying amount of noncontrolling interest is adjusted to reflect the change in the parent's ownership interest in its subsidiary while the parent retains its controlling interest. Any difference between the fair value of the consideration received or paid and the amount by which the noncontrolling interest is adjusted is accounted for as capital surplus as long as the parent retains control over its subsidiary.
- e. Cash Equivalents**—Cash equivalents are short-term investments that are readily convertible into cash and that are exposed to insignificant risk of changes in value. Cash equivalents include time deposits that mature within three months of the date of acquisition.

f. Inventories—Inventories are stated at the lower of cost, determined by the specific identification method for work in process, and by the moving-average method for other inventories, or net selling value.

g. Marketable and Investment Securities—Marketable and investment securities are classified and accounted for, depending on management's intent, as follows:

Available-for-sale securities are reported at fair value, with unrealized gains and losses, net of applicable taxes, reported in a separate component of equity.

Nonmarketable available-for-sale securities are stated at cost determined by the moving-average method.

For other-than-temporary declines in fair value, investment securities are reduced to net realizable value by a charge to income.

h. Allowance for Doubtful Accounts—The allowance for doubtful accounts is stated in amounts considered to be appropriate based on the Group's past credit loss experience and an evaluation of potential losses in receivables outstanding.

i. Property, Plant and Equipment—Property, plant and equipment are stated at cost.

Depreciation is computed by the declining-balance method while the straight-line method is applied to buildings acquired on or after April 1, 1998, building improvements and structures acquired on or after April 1, 2016, and lease assets based on the estimated useful lives of the assets.

The estimated useful lives of the assets are primarily as follows:

Buildings and structures	10 to 50 years
Machinery and equipment	4 to 17 years
Software	5 to 7 years
Lease assets	Terms of the respective lease

j. Long-Lived Assets—The Group reviews its long-lived assets for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset or asset group may not be recoverable. An impairment loss is recognized if the carrying amount of an asset or asset group exceeds the sum of the undiscounted future cash flows expected to result from the continued use and eventual disposition of the asset or asset group. The impairment loss would be measured as the amount by which the carrying amount of the asset exceeds its recoverable amount, which is the higher of the discounted cash flows from the continued use and eventual disposition of the asset or the net selling price at disposition.

k. Retirement and Pension Plans—The Company has contributory funded defined benefit pension plans and unfunded retirement benefit plans for employees. Certain consolidated subsidiaries only have unfunded retirement benefit plans.

Under the accounting standard for employees' retirement benefits, the liability for employees' retirement benefits is determined based on projected benefit obligations and plan assets at the balance sheet date.

The Company accounts for the liability for retirement benefits based on the projected benefit obligations and plan assets at the balance sheet date. The projected benefit obligations are attributed to periods on a benefit formula basis. Actuarial gains and losses that are yet to be recognized in profit or loss are recognized within equity (accumulated other comprehensive income), after adjusting for tax effects and are recognized in profit or loss over 10 years, no longer than the expected average remaining service period of the employees.

l. Allowance for Product Warranties—The Group provides an allowance for foreseeable losses arising from product warranties.

- m. Allowance for Losses on Construction Contracts**—The Group provides an allowance for foreseeable losses arising from certain construction contracts.
- n. Asset Retirement Obligations**—An asset retirement obligation is recorded for a legal obligation imposed either by law or contract that results from the acquisition, construction, development, and normal operation of a tangible fixed asset and is associated with the retirement of such tangible fixed asset. The asset retirement obligation is recognized as the sum of the discounted cash flows required for the future asset retirement and is recorded in the period in which the obligation is incurred if a reasonable estimate can be made. If a reasonable estimate of the asset retirement obligation cannot be made in the period in which the asset retirement obligation is incurred, the liability should be recognized when a reasonable estimate of the asset retirement obligation can be made. Upon initial recognition of a liability for an asset retirement obligation, an asset retirement cost is capitalized by increasing the carrying amount of the related fixed asset by the amount of the liability. The asset retirement cost is subsequently allocated to expense through depreciation over the remaining useful life of the asset. Over time, the liability is accreted to its present value each period. Any subsequent revisions to the timing or the amount of the original estimate of undiscounted cash flows are reflected as an adjustment to the carrying amount of the liability and the capitalized amount of the related asset retirement cost.
- o. Stock Options**—Compensation expense for employee stock options which were granted on and after May 1, 2006, are recognized based on the fair value at the date of grant and over the vesting period as consideration for receiving goods or services in accordance with ASBJ Statement No. 8, "Accounting Standard for Share-based Payment." Stock options granted to nonemployees are accounted for based on the fair value of either the stock option or the goods or services received. In the balance sheet, the stock option is presented as a stock acquisition right as a separate component of equity until exercised.
- p. Employee Stockownership Plan**—In accordance with PITF No. 30, "Practical Solution on Transactions of Delivering the Company's Own Stock to Employees etc. through Trusts," upon transfer of treasury stock to the employee stockownership trust (the "Trust") by the entity, any difference between the book value and fair value of the treasury stock is recorded in capital surplus. At year-end, the Company records (1) the Company stock held by the Trust as treasury stock in equity, (2) all other assets and liabilities of the Trust on a line-by-line basis, and (3) a liability/asset for the net of (i) any gain or loss on delivery of the stock by the Trust to the employee shareholding association, (ii) dividends received from the entity for the stock held by the Trust, and (iii) any expenses relating to the Trust.

q. Revenue Recognition

Revenue from contracts with customers

The Group recognizes revenue from contracts with customers based on the following five steps:

- Step 1: Identify the contract(s) with a customer
- Step 2: Identify the performance obligations in the contract
- Step 3: Determine the transaction price
- Step 4: Allocate the transaction price to the performance obligations in the contract
- Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation

The Group has determined that control over the products is transferred to customers, and that the Group satisfies a performance obligation when the products are delivered to customers, considering indicators of the transfer of control, such as the transfer of significant risks and rewards of physical possession and ownership of products. Accordingly, revenue from sales of products is recognized at the point in time when the Group delivered products to customers. The Group has construction contracts with customers. The Group considers that its satisfaction of performance obligations under the contracts does not create an asset with an alternative use to the Group, the Group has an enforceable right to payment for performance completed to date, and it transfers the control over the assets to customers over time.

Accordingly, the Group recognizes revenue from construction contracts over time based on the estimated progress toward complete satisfaction of its performance obligations. Since the Group considers that it is possible to develop reasonable estimates of the total contract cost and to reasonably estimate the extent of progress towards complete satisfaction of performance obligations under the contracts, the Group uses the input method to measure the extent of progress towards completion based on the costs incurred relative to the total expected costs by contract.

- r. **Research and Development Costs**—Research and development costs are charged to income as incurred.
- s. **Income Taxes**—The provision for income taxes is computed based on the pretax income included in the consolidated statement of income. The asset and liability approach is used to recognize deferred tax assets and liabilities for the expected future tax consequences of temporary differences between the carrying amounts and the tax bases of assets and liabilities. Deferred taxes are measured by applying currently enacted income tax rates to the temporary differences.
- t. **Foreign Currency Transactions**—All short-term and long-term monetary receivables and payables denominated in foreign currencies are translated into Japanese yen at the exchange rates at the balance sheet date. The foreign exchange gains and losses from translation are recognized in the consolidated statement of income to the extent that they are not hedged by forward exchange contracts.
- u. **Foreign Currency Financial Statements**—The balance sheet accounts and revenue and expense accounts of the consolidated foreign subsidiaries are translated into Japanese yen at the current exchange rate as of the balance sheet date except for equity, which is translated at the historical rate. Differences arising from such translation are shown as "Foreign currency translation adjustments" under accumulated other comprehensive income in a separate component of equity.
- v. **Derivatives and Hedging Activities**

Derivatives under contract

The Group uses derivative financial instruments to manage its exposures to fluctuations in foreign exchange and interest rates. Foreign exchange forward contracts and interest rate swaps are utilized by the Group to reduce foreign currency exchange and interest rate risks. The Group does not enter into derivatives for trading or speculative purposes.

Derivative financial instruments and foreign currency transactions are classified and accounted for as follows:

- (a) All derivatives are recognized as either assets or liabilities and measured at fair value, and gains or losses on derivative transactions are recognized in the consolidated statement of income and
- (b) For derivatives used for hedging purposes, if such derivatives qualify for hedge accounting because of high correlation and effectiveness between the hedging instruments and the hedged items, gains or losses on derivatives are deferred until maturity of the hedged transactions.

Foreign exchange forward contracts employed to hedge foreign exchange exposures for export sales are measured at fair value and unrealized gains/losses are recognized in income.

Foreign exchange forward contracts applied for forecasted or committed transactions are also measured at fair value but unrealized gains/losses are deferred until the underlying transactions are completed.

Certain foreign exchange contracts are subject to appropriation if the forward contracts qualify for hedge accounting.

Interest rate swaps that qualify for hedge accounting and meet specific matching criteria are not remeasured at market value but the differential paid or received under the swap agreements are recognized and included in interest expense.

Hedging instruments and hedged items

- (a) Hedging instruments—Foreign exchange forward contracts
Hedged items—Receivables and their forecasted transactions denominated in foreign currencies
- (b) Hedging instruments—Interest rate swaps
Hedged items—Long-term debt

Derivative use policy

The Group manages its derivative financial instruments based on internal rules that define authority and limits.

The Group uses derivatives only for the purpose of hedging market risks associated with assets and liabilities. The Group do not hold or issue derivatives for trading or speculative purposes.

Assessing the effectiveness of hedging

Hedge effectiveness is assessed by comparing the accumulated cash flows between the hedging instruments and hedged items. However, with regard to interest rate swaps that meet specific matching criteria, the assessments are omitted.

Risk associated with derivatives

All derivative transactions are entered into to hedge interest rate risk and foreign currency risk exposures incorporated within the business. Accordingly, market risk in these derivatives is basically offset by opposite movements in the value of hedged assets or liabilities.

- w. **Per Share Information**—Basic net income per share is computed by dividing net income attributable to common shareholders by the weighted-average number of common shares outstanding for the period.

Diluted net income per share reflects the potential dilution that could occur if securities were exercised or converted into common stock.

Cash dividends per share presented in the accompanying consolidated statement of income are dividends applicable to the respective fiscal years, including dividends to be paid after the end of the year.

x. **New Accounting Pronouncements**

Accounting Standard for Leases (ASBJ Statement No. 34, September 13, 2024)

Implementation Guidance on Accounting Standard for Leases (ASBJ Guidance No. 33, September 13, 2024)

ASBJ has developed a new accounting standard for leases that aims to align Japanese standards with international standards. This was part of broader efforts to achieve international convergence, and involved deliberations based on global standards.

While the new standard is based on the single accounting model in IFRS 16 Leases, it does not adopt the full scope of IFRS 16. Instead, it incorporates only the main aspects that are considered simple and practical, aiming to streamline lease accounting while minimizing the need for major revisions to financial statement presentation.

As with IFRS 16, under the new standard, all leases—regardless of whether they are finance leases or operating leases—are subject to a single accounting model. This model requires the lessee to recognize a right-of-use asset and a lease liability measured at the present value of lease payments.

The standard will be applied from the beginning of the financial year ending March 31, 2028.

The impact of the application of the accounting standard for leases on the consolidated financial statements is currently being assessed.

y. Additional Information

Accounting Method for ESOP Trust—The Company has started to transfer treasury shares to the employee stock ownership plan ("ESOP") by using a trust on November 10, 2016. The purpose is to improve benefits for employees.

- (a) **Summary**—To further improve benefits for employees, who play a critical role in our growth, the Board of Directors approved a resolution on November 11, 2016, to establish ESOP trust to serve as an employee incentive plan. The goals of this plan are to make employees more aware of results of operations and shareholder value as well as to achieve medium- to long-term growth in corporate value. A trust has been established that will provide benefits to employees belonging to the employee stock ownership plan who fulfill certain requirements.
- (b) **Stock remaining in the trust**—For the accounting treatment of the ESOP trust, the Company quickly began applying the "Practical Solution for Transactions for Transfers of Company Stock to Employees, etc. Using a trust (PITF No. 30, March 26, 2015)." As a result, the Company and the ESOP trust are treated for accounting purposes as a single unit by using the gross price method. Based on this method, the book value (excluding incidental expenses) of the Company stock held by the ESOP trust is included as "treasury shares" in net assets in the consolidated balance sheets. As of March 31, 2025 and 2024, the ESOP trust held 149,200 shares and 195,800 shares of the Company stock with a book value of ¥129 million (\$860 thousand) and ¥170 million, respectively.

3. SIGNIFICANT ACCOUNTING ESTIMATES

Revenue of Construction Contracts for Performance Obligations Satisfied for Certain Over Time

- (1) *Amount recorded in the consolidated financial statements for the current consolidated fiscal year*

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Sales based on construction progress standards	¥23,494	¥19,514	\$ 156,626

- (2) *Information on the significant accounting estimate*

Since the performance obligation is satisfied over certain period of time, revenue is recognized over the construction period based on the extent of progress towards complete satisfaction of performance obligations estimated by the Group. The Group uses the input method based on the costs incurred relative to the total expected costs to measure the extent of progress towards complete satisfaction of performance obligations.

The total construction cost is calculated based on the execution budget for each contract. It reflects changes in work content due to changes in the situation after the start of construction, but if the estimated total construction cost increases or decreases due to unexpected costs caused by accidents or disasters during construction, the Group's business performance may fluctuate.

Especially for large-scale projects in the Middle East, it may take a long time to manufacture, construct, and complete. Uncertainties due to changes in political and economic social conditions and differences in business practices in the region may have a significant impact on the amount recognized in the consolidated financial statements for the next consolidated fiscal year.

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Sales based on construction progress standards	¥916	¥1,045	\$6,106

4. ACCOUNTING CHANGE

Application of "Accounting Standard for Corporate Income Taxes, Inhabitant Taxes, and Enterprise Taxes," Etc.—The "Accounting Standard for Corporate, Inhabitant and Enterprise Taxes" (ASBJ Statement No. 27, October 28, 2022; hereinafter referred to as the "2022 Revised Accounting Standard") and others have been applied from the beginning of the current financial year.

With regard to amendments to the classification of income taxes (taxation on other comprehensive income), the transitional treatment stipulated in the proviso of paragraph 20-3 of the 2022 Revised Accounting Standard and the "Guidance on Accounting Standard for Tax Effect Accounting" (ASBJ Guidance No. 28, October 28, 2022; hereinafter "Guidance on Accounting Standard 2022") were applied. The transitional treatment stipulated in the proviso of paragraph 65-2(2) is followed. The change in accounting policy has no impact on the consolidated financial statements.

With regard to the amendments relating to the revised treatment in the consolidated financial statements of gains on the transfer of shares in a subsidiary for delayed taxation in the consolidated legal entity, the revised Guidance on Accounting Standard 2022 has been applied from the beginning of the current financial year.

The change in accounting policy has been applied retrospectively and the consolidated financial statements for the previous financial year have been prepared retrospectively. The change in accounting policy had no impact on the consolidated financial statements for the previous financial year.

5. MARKETABLE AND INVESTMENT SECURITIES AND SHORT-TERM INVESTMENTS

Marketable and investment securities and short-term investments as of March 31, 2025 and 2024, consisted of the following:

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Current:			
Time deposits that mature over three months from the date of acquisition	¥ 31	¥ 570	\$ 206
Total	<u>¥ 31</u>	<u>¥ 570</u>	<u>\$ 206</u>
Non-current:			
Marketable equity securities	¥9,197	¥9,235	\$61,313
Nonmarketable equity securities	<u>181</u>	<u>181</u>	<u>1,206</u>
Total	<u>¥9,378</u>	<u>¥9,416</u>	<u>\$62,520</u>

The costs and aggregate fair values of marketable and investment securities at March 31, 2025 and 2024, were as follows:

Millions of Yen				
	<u>Cost</u>	<u>Unrealized Gains</u>	<u>Unrealized Losses</u>	<u>Fair Value</u>
<u>March 31, 2025</u>				
Securities classified as:				
Available-for-sale:				
Equity securities	¥2,839	¥6,358		¥9,197
<u>March 31, 2024</u>				
Securities classified as:				
Available-for-sale:				
Equity securities	¥2,985	¥6,250		¥9,235
Thousands of U.S. Dollars				
	<u>Cost</u>	<u>Unrealized Gains</u>	<u>Unrealized Losses</u>	<u>Fair Value</u>
<u>March 31, 2025</u>				
Securities classified as:				
Available-for-sale:				
Equity securities	\$ 18,926	\$ 42,386		\$ 61,313

Information on available-for-sale securities sold during the years ended March 31, 2025 and 2024, is as follows:

Millions of Yen			
	<u>Proceeds</u>	<u>Realized Gains</u>	<u>Realized Losses</u>
<u>March 31, 2025</u>			
Available-for-sale:			
Equity securities	¥1,479	¥1,331	—
<u>March 31, 2024</u>			
Available-for-sale:			
Equity securities	¥4,631	¥2,072	—
Thousands of U.S. Dollars			
	<u>Proceeds</u>	<u>Realized Gains</u>	<u>Realized Losses</u>
<u>March 31, 2025</u>			
Available-for-sale:			
Equity securities	\$ 9,860	\$ 8,873	—

6. INVENTORIES

Inventories at March 31, 2025 and 2024, consisted of the following:

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Merchandise and finished goods	¥ 417	¥ 403	\$ 2,780
Work in process	17,819	12,564	118,793
Raw materials and supplies	<u>3,011</u>	<u>2,943</u>	<u>20,073</u>
Total	<u>¥21,247</u>	<u>¥15,911</u>	<u>\$ 141,646</u>

7. SHORT-TERM BORROWINGS AND LONG-TERM DEBT

Short-term borrowings generally included overdrafts, which bore interest at the weighted-average interest rates of 1.56% and 1.78% at March 31, 2025 and 2024, respectively.

Long-term debt at March 31, 2025 and 2024, consisted of the following:

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Unsecured loans from banks and other financial institutions, use yen cash due through 2025, interest 0.25%–1.18% (2025) and 0.25%–0.89% (2024)	¥ 17,130	¥ 12,184	\$ 114,200
Obligations under finance leases	1,627	1,300	10,846
Bonds payable	100	100	666
Total	18,857	13,584	125,713
Less current portion	(1,457)	(3,303)	(9,713)
Long-term debt, less current portion	<u>¥ 17,400</u>	<u>¥ 10,281</u>	<u>\$ 116,000</u>

At March 31, 2025, property, plant and equipment with a total carrying value of ¥251 million (\$1,673 thousand) were pledged as collateral for short-term debt of ¥0 million (\$0 thousand).

Annual maturities of long-term debt, excluding finance leases, at March 31, 2025, were as follows:

Year Ending March 31	Millions of Yen	Thousands of U.S. Dollars
2025	¥ 926	\$ 6,173
2026	506	3,373
2027	6,926	46,173
2028	3,072	20,480
2029	4,200	28,000
2030 and thereafter	1,500	10,000

Annual maturities of bonds payable at March 31, 2025, were as follows:

Year Ending March 31	Millions of Yen	Thousands of U.S. Dollars
2025	—	—
2026	¥ 100	\$ 666
2027	—	—
2028	—	—

Annual maturities of lease obligations at March 31, 2025, were as follows:

Year Ending March 31	Millions of Yen	Thousands of U.S. Dollars
2025	¥ 431	\$ 2,873
2026	319	2,126
2027	179	1,193
2028	162	1,080
2029	116	773
2030 and thereafter	417	2,780

Long-term loans from banks include syndicated loan agreements amounting to ¥2,500 million (\$16,666 thousand) at March 31, 2025. In the event that any of the following covenants are violated, the Company may lose the benefit of the term for all the liabilities under these agreements.

These agreements include the following financial restriction provisions:

- (1) The amount of equity in the consolidated balance sheet at the end of the fiscal year should be more than 75% of the amount as of the previous year or as of just before the end of the year that the syndicated loan agreements were entered into.
- (2) Ordinary income in the consolidated statement of income should not be negative for two consecutive years. Ordinary income means income before income taxes less extraordinary items. The amount of ordinary income in the consolidated statement of income for the year ended March 31, 2025, is ¥4,540 million (\$30,266 thousand).

8. RETIREMENT AND PENSION PLANS

The Company and certain consolidated subsidiaries have severance payment plans for employees. Under most circumstances, employees terminating their employment are entitled to retirement and pension benefits determined by reference to basic rates of pay at the time of termination, length of service, and conditions under which the termination occurs. If the termination is involuntary, caused by retirement at the mandatory retirement age, or caused by death, the employee is entitled to greater payments than in the case of voluntary termination.

The Company has contributory funded defined benefit pension plans. Certain consolidated subsidiaries have unfunded retirement benefit plans.

The liability for retirement benefits for subsidiaries' directors was ¥0 million (\$0 thousand) and ¥7 million at March 31, 2025 and 2024, respectively.

The liability for employees' retirement benefits at March 31, 2025 and 2024, consisted of the following:

- (1) The changes in defined benefit obligation for the years ended March 31, 2025 and 2024, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Balance at beginning of year	¥5,338	¥5,009	\$35,586
Current service cost	472	442	3,146
Interest cost	51	50	340
Actuarial losses (gains)	11	56	73
Benefits paid	(269)	(311)	(1,793)
Change of scope of consolidation	—	89	—
Balance at end of year	<u>¥5,604</u>	<u>¥5,338</u>	<u>\$37,360</u>

- (2) The changes in plan assets for the years ended March 31, 2025 and 2024, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Balance at beginning of year	¥7,590	¥6,127	\$50,600
Expected return on plan assets	144	115	960
Actuarial (gains) losses	(250)	1,225	(1,666)
Contributions from the employer	331	319	2,206
Benefits paid	<u>(166)</u>	<u>(196)</u>	<u>(1,106)</u>
Balance at end of year	<u>¥7,649</u>	<u>¥7,590</u>	<u>\$50,993</u>

- (3) Reconciliation between the liability recorded in the consolidated balance sheet and the balances of defined benefit obligation and plan assets as of March 31, 2025 and 2024, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Funded defined benefit obligation	¥ 5,176	¥ 4,937	\$ 34,506
Plan assets	<u>(7,649)</u>	<u>(7,590)</u>	<u>(50,993)</u>
Total	(2,473)	(2,652)	(16,486)
Unfunded defined benefit obligation	<u>428</u>	<u>400</u>	<u>2,853</u>
Net liability (asset) for defined benefit obligation	<u>¥(2,045)</u>	<u>¥(2,252)</u>	<u>\$ (13,633)</u>

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Liability for retirement benefits	¥ 428	¥ 400	\$ 2,853
Asset for retirement benefits	<u>(2,473)</u>	<u>(2,652)</u>	<u>(16,486)</u>
Net liability (asset) for defined benefit obligation	<u>¥(2,045)</u>	<u>¥(2,252)</u>	<u>\$ (13,633)</u>

- (4) The components of net periodic benefit costs for the years ended March 31, 2025 and 2024, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Service cost	¥472	¥442	\$3,146
Interest cost	51	50	340
Expected return on plan assets	(144)	(115)	(960)
Recognized actuarial (gains)	<u>(258)</u>	<u>(174)</u>	<u>(1,720)</u>
Net periodic benefit costs	<u>¥121</u>	<u>¥202</u>	<u>\$ 806</u>

- (5) Amounts recognized in other comprehensive income (before income tax and income tax effect) in respect of defined retirement benefit plans for the years ended March 31, 2025 and 2024, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Actuarial gains (losses)	<u>¥ (521)</u>	<u>¥ 994</u>	<u>\$ (3,473)</u>
Total	<u>¥ (521)</u>	<u>¥ 994</u>	<u>\$ (3,473)</u>

- (6) Amounts recognized in accumulated other comprehensive income (before income tax and income tax effect) in respect of defined retirement benefit plans for the years ended March 31, 2025 and 2024, were as follows:

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Unrecognized actuarial gains	<u>¥ 1,321</u>	<u>¥ 1,842</u>	<u>\$ 8,806</u>
Total	<u>¥ 1,321</u>	<u>¥ 1,842</u>	<u>\$ 8,806</u>

(7) Plan assets

a. *Components of plan assets*

Plan assets as of March 31, 2025 and 2024, consisted of the following:

	<u>2025</u>	<u>2024</u>
Debt investments—Domestic	32.9%	28.7%
Debt investments—International	10.8	9.4
Equity investments—Domestic	24.7	27.1
Equity investments—International	23.6	27.0
Others	<u>8.0</u>	<u>7.8</u>
Total	<u>100.0%</u>	<u>100.0%</u>

b. *Method of determining the expected rate of return on plan assets*

The expected rate of return on plan assets is determined considering the long-term rates of return that are expected currently and in the future from the various components of the plan assets.

- (8) Assumptions used for the years ended March 31, 2025 and 2024, were set forth as follows:

	<u>2025</u>	<u>2024</u>
Discount rate	1.0%	1.0%
Expected rate of return on plan assets	2.0%	2.0%
Recognition period of actuarial gain/loss	10 years	10 years

9. EQUITY

Japanese companies are subject to the Companies Act of Japan (the "Companies Act"). The significant provisions in the Companies Act that affect financial and accounting matters are summarized below:

a. Dividends

Under the Companies Act, companies can pay dividends at any time during the fiscal year in addition to the year-end dividend upon resolution at the shareholders' meeting. For companies that meet certain criteria, the Board of Directors may declare dividends (except for dividends-in-kind) at any time during the fiscal year if the company has prescribed so in its articles of incorporation. The Company meets all the above criteria.

Semiannual interim dividends may also be paid once a year upon resolution by the Board of Directors if the articles of incorporation of the company so stipulate. The Companies Act provides certain limitations on the amounts available for dividends or the purchase of treasury stock. The limitation is defined as the amount available for distribution to the shareholders, but the amount of net assets after dividends must be maintained at no less than ¥3 million.

b. Increases/Decreases and Transfer of Common Stock, Reserve, and Surplus

The Companies Act requires that an amount equal to 10% of dividends must be appropriated as a legal reserve (a component of retained earnings) or as additional paid-in capital (a component of capital surplus) depending on the equity account charged upon the payment of such dividends until the aggregate amount of legal reserve and additional paid-in capital equals 25% of the common stock. Under the Companies Act, the total amount of additional paid-in capital and legal reserve may be reversed without limitation. The Companies Act also provides that common stock, legal reserve, additional paid-in capital, other capital surplus, and retained earnings can be transferred among the accounts under certain conditions upon resolution of the shareholders.

c. Treasury Stock and Treasury Stock Acquisition Rights

The Companies Act also provides for companies to purchase treasury stock and dispose of such treasury stock by resolution of the Board of Directors. The amount of treasury stock purchased cannot exceed the amount available for distribution to the shareholders that is determined by a specific formula. Under the Companies Act, stock acquisition rights are presented as a separate component of equity. The Companies Act also provides that companies can purchase both treasury stock acquisition rights and treasury stock. Such treasury stock acquisition rights are presented as a separate component of equity or deducted directly from stock acquisition rights.

10. STOCK OPTIONS

The stock options outstanding as of March 31, 2025, are as follows:

Stock Option	Persons Granted	Number of Options Granted	Date of Grant	Exercise Price	Exercise Period
2008 Stock Option	5 directors 4 Audit & Supervisory Board members	11,700 shares	2008.9.19	¥1	From September 20, 2008 to September 19, 2038
2009 Stock Option	5 directors 5 Audit & Supervisory Board members	19,400 shares	2009.7.17	¥1	From July 18, 2009 to July 17, 2039
2010 Stock Option	6 directors 5 Audit & Supervisory Board members	20,700 shares	2010.7.20	¥1	From July 21, 2010 to July 20, 2040
2011 Stock Option	6 directors 5 Audit & Supervisory Board members	24,700 shares	2011.7.19	¥1	From July 20, 2011 to July 19, 2041
2012 Stock Option	6 directors 4 Audit & Supervisory Board members	34,700 shares	2012.7.19	¥1	From July 20, 2012 to July 19, 2042
2013 Stock Option	5 directors 4 Audit & Supervisory Board members	31,900 shares	2013.7.18	¥1	From July 19, 2013 to July 18, 2043
2014 Stock Option	4 directors 5 Audit & Supervisory Board members	21,300 shares	2014.7.18	¥1	From July 19, 2014 to July 18, 2044
2015 Stock Option	8 directors	22,400 shares	2015.7.21	¥1	From July 22, 2015 to July 21, 2045
2016 Stock Option	8 directors	19,400 shares	2016.7.20	¥1	From July 21, 2016 to July 20, 2046
2017 Stock Option	9 directors	22,100 shares	2017.7.21	¥1	From July 22, 2017 to July 21, 2047

Stock option activity is as follows:

	<u>2008 Stock Option</u>	<u>2009 Stock Option</u>	<u>2010 Stock Option</u> (Shares)	<u>2011 Stock Option</u>	<u>2012 Stock Option</u>
<u>Year Ended March 31, 2024</u>					
<u>Non-vested</u>					
March 31, 2023—Outstanding					
Granted					
Vested					
March 31, 2024—Outstanding					
<u>Vested</u>					
March 31, 2023—Outstanding	3,100	5,100	4,900	6,200	9,100
Vested					
Exercised					
Canceled					
March 31, 2024—Outstanding	3,100	5,100	4,900	6,200	9,100
<u>Year Ended March 31, 2025</u>					
<u>Non-vested</u>					
March 31, 2024—Outstanding					
Granted					
Vested					
March 31, 2025—Outstanding					
<u>Vested</u>					
March 31, 2024—Outstanding	3,100	5,100	4,900	6,200	9,100
Vested					
Exercised					
Canceled					
March 31, 2025—Outstanding	3,100	5,100	4,900	6,200	9,100
Exercise price	¥1	¥1	¥1	¥1	¥1
Average stock price at exercise					
Fair value price at grant date	¥2,013	¥1,257	¥1,308	¥1,213	¥728

	<u>2013 Stock Option</u>	<u>2014 Stock Option</u>	<u>2015 Stock Option</u> (Shares)	<u>2016 Stock Option</u>	<u>2017 Stock Option</u>
<u>Year Ended March 31, 2024</u>					
<u>Non-vested</u>					
March 31, 2023—Outstanding					
Granted					
Vested					
March 31, 2024—Outstanding					
<u>Vested</u>					
March 31, 2023—Outstanding	9,100	7,000	8,600	8,500	11,200
Vested					
Exercised					
March 31, 2024—Outstanding	9,100	7,000	8,600	8,500	11,200
<u>Year Ended March 31, 2025</u>					
<u>Non-vested</u>					
March 31, 2024—Outstanding					
Granted					
Vested					
March 31, 2025—Outstanding					
<u>Vested</u>					
March 31, 2024—Outstanding	9,100	7,000	8,600	8,500	11,200
Vested					
Exercised					
March 31, 2025—Outstanding	9,100	7,000	8,600	8,500	11,200
Exercise price	¥1	¥1	¥1	¥1	¥1
Average stock price at exercise					
Fair value price at grant date	¥872	¥901	¥904	¥1,106	¥1,116

Estimation of the Number of Stock Options Vested

The number of options that have been actually forfeited is reflected because it is difficult to reasonably estimate the number of options that will expire in the future.

11. INCOME TAXES

The Company and its domestic subsidiaries are subject to Japanese national and local income taxes which, in the aggregate, resulted in a normal effective statutory tax rate of approximately 30.6% for the years ended March 31, 2025 and 2024.

The tax effects of significant temporary differences and tax loss carryforwards that resulted in deferred tax assets and liabilities at March 31, 2025 and 2024, are as follows:

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Deferred tax assets:			
Loss on revaluation of available-for-sale securities	¥ 39	¥ 44	\$ 260
Tax loss carryforwards	851	896	5,673
Allowance for doubtful accounts	496	561	3,306
Accrued bonuses	313	344	2,086
Allowance for product warranties	314	372	2,093
Allowance for losses on construction contracts	399	275	2,660
Deferred gains or losses on hedges	212	440	1,413
Liability for employees' retirement benefits	107	110	713
Other	459	472	3,060
Total of deferred tax assets	<u>3,193</u>	<u>3,519</u>	<u>21,286</u>
Valuation allowance related to tax loss carryforward	(851)	(863)	(5,673)
Valuation allowance related to total deductible temporary difference, etc.	<u>(1,538)</u>	<u>(1,601)</u>	<u>(10,253)</u>
Total of valuation allowance	<u>(2,389)</u>	<u>(2,465)</u>	<u>(15,926)</u>
Total	<u>804</u>	<u>1,054</u>	<u>5,360</u>
Deferred tax liabilities:			
Unrealized gain on available-for-sale securities	(1,999)	(1,908)	(13,326)
Fixed asset compression reserve	(179)	(174)	(1,193)
Assets related to retirement benefits	(668)	(703)	(4,453)
Fixed asset retirement obligations	(28)	(115)	(186)
Other	<u>(670)</u>	<u>(517)</u>	<u>(4,466)</u>
Total	<u>(3,546)</u>	<u>(3,419)</u>	<u>(23,640)</u>
Net deferred tax liabilities	<u>¥ (2,742)</u>	<u>¥ (2,364)</u>	<u>\$ (18,280)</u>

The expiration of tax loss carryforwards, the related valuation allowances and the resulting net deferred tax assets as of March 31, 2025 and 2024, were as follows:

	Millions of Yen						
	1 Year or Less	After 1 Year through 2 Years	After 2 Years through 3 Years	After 3 Years through 4 Years	After 4 Years through 5 Years	After 5 Years	Total
<u>March 31, 2025</u>							
Tax loss carryforwards (see Note 1)	¥1	¥7	¥9	¥6	—	¥825	¥851
Valuation allowance	(1)	(7)	(9)	(6)	—	(825)	(851)
<u>March 31, 2024</u>							
Tax loss carryforwards (see Note 1)	¥5	¥1	¥7	¥7	¥6	¥867	¥896
Valuation allowance	(5)	(1)	(7)	(7)	(6)	(833)	(863)

	Thousands of U.S. Dollars						Total
	1 Year or Less	After 1 Year through 2 Years	After 2 Years through 3 Years	After 3 Years through 4 Years	After 4 Years through 5 Years	After 5 Years	
<u>March 31, 2025</u>							
Tax loss carryforwards (see Note 1)	\$6	\$46	\$60	\$40	—	\$5,500	\$5,673
Valuation allowance	(6)	(46)	(46)	(40)	—	(5,500)	(5,673)

Note: Figures for tax loss carryforward were the amounts multiplied by effective statutory tax rate.

A reconciliation between the normal effective statutory tax rates and the actual effective tax rates reflected in the accompanying consolidated statement of income for the year ended March 31, 2025, with the corresponding figures for 2024, is as follows:

	<u>2025</u>	<u>2024</u>
Normal effective statutory tax rate	30.6%	30.6%
Expenses not deductible for income tax purposes	0.3	0.2
Dividend income not taxable for income tax purposes	(0.3)	(0.2)
Tax credit mainly for research and development costs	(1.8)	(1.5)
Tax credits for promotion of salary increases	(2.5)	(1.8)
Inhabitant taxes	0.5	0.3
Equity method	(0.4)	(0.7)
Valuation allowance	0.2	4.3
Reconciliation of consolidation process	3.1	(6.3)
Other—net	<u>0.0</u>	<u>0.6</u>
Actual effective tax rate	<u>29.7%</u>	<u>25.5%</u>

Revision of Deferred Tax Assets and Deferred Tax Liabilities due to Changes in Corporate Tax Rates

Due to the enactment of the "Act Partially Amending the Income Tax Act, etc." (2025 Tax Reform Act No. 13) by the National Diet on March 31, 2025, the "Defense Special Corporate Tax" will be levied starting from fiscal years beginning on or after April 1, 2026.

In accordance with this change, for temporary differences expected to be reversed in fiscal years beginning on or after April 1, 2026, deferred tax assets and deferred tax liabilities have been calculated using the statutory effective tax rate revised from 30.6% to 31.5%.

As a result of this change, the amount of deferred tax liabilities (net of deferred tax assets) in the current fiscal year increased by ¥82 million (\$546 thousand), the adjustment to income taxes increased by ¥15 million (\$100 thousand), defined retirement benefit plans decreased by ¥11 million (\$73 thousand) and valuation difference on available-for-sale securities decreased by ¥57 million (\$380 thousand).

12. REVENUE

Disaggregation of Revenue

Revenues from contracts with customers on a disaggregated basis for the years ended March 31, 2025 and 2024, were as follows:

	Millions of Yen				
	2025				
	Reportable Segment				Total
	Japan	Asia	Middle East	Other	
High-tech	¥ 3,800	¥ 5,842	¥ 7,784	¥17,513	¥34,940
Project	20,891	3,825	916	—	25,632
Service	7,467	4,591	7,192	6,195	25,446
Environment and new energy	482	—	—	—	482
Total	<u>¥32,641</u>	<u>¥14,258</u>	<u>¥15,893</u>	<u>¥23,708</u>	<u>¥86,501</u>

	Millions of Yen				
	2024				
	Reportable Segment				Total
	Japan	Asia	Middle East	Other	
High-tech	¥ 4,404	¥ 7,485	¥ 4,563	¥20,046	¥36,499
Project	18,214	2,136	1,045	—	21,395
Service	7,556	3,790	5,213	5,757	22,317
Environment and new energy	891	—	—	—	891
Total	<u>¥31,065</u>	<u>¥13,411</u>	<u>¥10,822</u>	<u>¥25,803</u>	<u>¥81,103</u>

	Thousands of U.S. Dollars				
	2025				
	Reportable Segment				Total
	Japan	Asia	Middle East	Other	
High-tech	\$ 25,333	\$38,946	\$ 51,893	\$ 116,753	\$ 232,933
Project	139,273	25,500	6,106	—	170,880
Service	49,780	30,606	47,946	41,300	169,640
Environment and new energy	3,213	—	—	—	3,213
Total	<u>\$ 217,606</u>	<u>\$95,053</u>	<u>\$ 105,953</u>	<u>\$ 158,053</u>	<u>\$ 576,673</u>

The Group engages in various fields of business and industries by products and services which are categorized mainly into the High-tech business and Project business and Service Environment and new energy business. Performance obligations for each business are as follows:

(1) *High-tech*

In the High-tech business, the Group manufactures and sells pumps, peripheral equipment, and parts in Japan and overseas. With respect to the manufacture and sale of such products, except for special order products which are not listed in the catalog, sales are recognized as the transfer of legal ownership of the products to the customer at the time of shipment in Japan, based on the judgment that the impact of the number of days required for delivery in Japan is negligible, and at the time of fulfillment of the incoterms listed in the contract in overseas. The Group does not adjust the promised amount of consideration for the effects of a significant financing component as a practical expedient since the customers pay for those products within one year.

(2) *Project*

In the Project business, the Group carries out works such as installations of pumps in Japan and overseas. For construction contracts, revenue is recognized over a construction period since a performance obligation is satisfied in accordance with the progress of construction. The Group uses the input method which is based on the costs incurred relative to the total expected costs of individual contracts, as the method to measure the extent of progress towards completion. However, if the contract amount is small or the period until the recognition of sales is short, the impact on sales is judged to be small and sales are recognized at the time of delivery. The Group does not adjust the promised amount of consideration for the effects of a significant financing component as a practical expedient since the customers pay for those products within one year.

(3) *Services*

In the Service business, the Group maintains pumps in Japan and overseas. In the maintenance of such pumps, performance obligations are satisfied when the maintenance work is completed, and sales are recognized when the maintenance work is completed. The Group does not adjust the promised amount of consideration for the effects of a significant financing component as a practical expedient since the customers pay for those products within one year.

(4) *Environment and new energy*

In the Environmental and new energy business, the Group manufactures and sells environment-related products in Japan and overseas. The Group also sells electricity in Japan from wind power generation facilities owned by the Group. With respect to the manufacture and sale of such environment-related products, sales are recognized as the transfer of legal ownership of the products to the customers at the time of shipment in Japan, based on the judgment that the impact on the number of days required for delivery in Japan is negligible, and at the time when the incoterms described in the contract are satisfied in overseas. Sales of electricity generated by wind power generation facilities are recognized based on the amount of electricity sold each month. The Group does not adjust the promised amount of consideration for the effects of a significant financing component as a practical expedient since the customers pay for those products within one year.

Contract Balances

Receivables from contract with customers, contract assets and contract liabilities at the beginning and end of the year are as follows:

	<u>Millions of Yen</u>		<u>Thousands of U.S. Dollars</u>
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Receivables from contracts with customers:			
Balance at beginning of year	¥29,738	¥27,421	\$ 198,253
Balance at end of year	29,841	29,738	198,940
Contract assets:			
Balance at beginning of year	3,853	3,298	25,686
Balance at end of year	7,332	3,853	48,880
Contract liabilities:			
Balance at beginning of year	6,542	6,129	43,613
Balance at end of year	6,541	6,542	43,606

Contract liabilities are consideration received by the Group from customers before the sale of goods to customers and the completion of contracts, and are outstanding at the end of the period. Contract liabilities of ¥6,542 million (\$43,613 thousand) at the beginning of the current fiscal year are recognized as income for the current fiscal year.

Transaction Price Allocated to Remaining Performance Obligation

The aggregate amount of the transaction price allocated to the performance obligations that were unsatisfied (or partially unsatisfied) were ¥66,207 million (\$441,380 thousand) for the year ended March 31, 2025.

These performance obligations are related to construction contracts in the Project business and are deemed to be recognized as revenue within approximately five years, in accordance with the progress of construction. As a practical expedient, the above amount does not include a transaction price allocated to the performance obligation of a contract where that performance obligation has an original expected duration of one year or less. There was no significant consideration from contracts with customers which was not included in the transaction price.

13. RESEARCH AND DEVELOPMENT COSTS

Research and development costs charged to income were ¥804 million (\$5,360 thousand) and ¥938 million for the years ended March 31, 2025 and 2024, respectively.

14. FINANCIAL INSTRUMENTS AND RELATED DISCLOSURES

(1) *Group Policy for Financial Instruments*

The Group uses financial instruments, mainly long-term debt including bank loans, based on its capital financing plan. Cash surpluses, if any, are invested in low risk financial assets. Short-term bank loans are used to fund the Group's ongoing operations. Derivatives are not used for speculative purposes, but to manage exposure to financial risks as described in (2) below.

(2) *Nature and Extent of Risks Arising from Financial Instruments*

Receivables such as trade notes and trade accounts are exposed to customer credit risk. Although receivables in foreign currencies are exposed to the market risk of fluctuation in foreign currency exchange rates, the position, net of payables in foreign currencies, is hedged by using forward foreign currency contracts.

Investment securities, mainly equity instruments of customers and suppliers of the Group, are exposed to the risk of market price fluctuations.

Payment terms of payables, such as trade notes and trade accounts, are mostly less than five months. Although payables in foreign currencies are exposed to the market risk of fluctuations in foreign currency exchange rates, those risks are netted against the balance of receivables denominated in the same foreign currency as noted above.

Most maturities of bank loans are less than four years after the balance sheet date. Although a part of such bank loans are exposed to the market risks from changes in variable interest rates, those risks are mitigated by using derivatives of interest rate swaps.

Derivatives mainly include foreign currency forward contracts and interest rate swaps that are used to manage exposure to market risks from changes in foreign currency exchange rates of receivables and payables, and from changes in interest rates of bank loans. Please see Note 16 for more details about derivatives.

(3) *Risk Management for Financial Instruments*

Credit risk management

Credit risk is the risk of economic loss arising from a counterparty's failure to repay debt according to the contractual terms. The Group manages its credit risk from receivables on the basis of internal guidelines, which include monitoring of payment terms and balances of major customers by each business administration department to identify the default risk of customers at an early stage.

Market risk management (foreign exchange risk and interest rate risk)

Foreign currency trade receivables and payables are exposed to market risk resulting from fluctuations in foreign currency exchange rates. Such foreign exchange risk is hedged principally by forward foreign currency contracts.

Interest rate swaps are used to manage exposure to market risks from changes in interest rates of loan payables.

Investment securities are managed by monitoring the market values and financial position of issuers on a regular basis.

The basic principles of derivative transactions are approved by management at meetings held on a regular basis based on internal guidelines that prescribe the authority and the limits for each transaction by the corporate treasury department. Reconciliations of the transactions and balances with customers are performed and the transaction data is reported to the chief financial officer and management on a regular basis.

Liquidity risk management

The Group manages its liquidity risk by holding an adequate volume of liquid assets and through adequate financial planning by the corporate accounting department.

(4) Fair Values of Financial Instruments

Fair values of financial instruments are as follows: Investments in equity instruments that do not have a quoted market price in an active market are not included in the following table. The fair values of cash and cash equivalents, receivables—trade, payables—trade and short-term borrowings are not disclosed because their maturities are short and the carrying values approximate fair value. Also, please see Note 16 for details of the fair values of derivatives.

(a) Fair value of financial instruments

	Millions of Yen		
	Carrying Amount	Fair Value	Unrealized Gain/Loss
<u>March 31, 2025</u>			
Investment securities	¥ 9,197	¥ 9,197	—
Total	¥ 9,197	¥ 9,197	—
Long-term debt	¥ 16,204	¥ 15,819	¥ (384)
Total	¥ 16,204	¥ 15,819	¥ (384)
Derivatives	¥ (1,002)	¥ (1,002)	—
<u>March 31, 2024</u>			
Investment securities	¥ 9,235	¥ 9,235	—
Total	¥ 9,235	¥ 9,235	—
Long-term debt	¥ 9,211	¥ 9,198	¥ (12)
Total	¥ 9,211	¥ 9,198	¥ (12)
Derivatives	¥ (1,894)	¥ (1,894)	—

Current portion of long-term debt is included in long-term debt.

<u>March 31, 2025</u>	Thousands of U.S. Dollars		
	<u>Carrying Amount</u>	<u>Fair Value</u>	<u>Unrealized Gain/Loss</u>
Investment securities	\$ 61,313	\$ 61,313	_____
Total	<u>\$ 61,313</u>	<u>\$ 61,313</u>	<u>_____</u>
Long-term debt	\$108,026	\$105,460	\$ (2,560)
Total	<u>\$108,026</u>	<u>\$105,460</u>	<u>\$ (2,560)</u>
Derivatives	\$ (6,680)	\$ (6,680)	_____

(5) Carrying Amount of Investments in Equity Instruments That Do Not Have a Quoted Market Price in an Active Market

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Unlisted equity instruments	¥1,265	¥2,291	\$8,433

(6) Maturity Analysis for Financial Assets and Securities with Contractual Maturities

<u>March 31, 2025</u>	Millions of Yen		
	<u>Due in 1 Year or Less</u>	<u>Due after 1 Year through 5 Years</u>	<u>Due after 5 Years through 10 Years</u>
Cash and cash equivalents	¥17,115		
Receivables	<u>38,974</u>	_____	_____
Total	<u>¥56,089</u>	<u>_____</u>	<u>_____</u>
<u>March 31, 2024</u>			
Cash and cash equivalents	¥13,402		
Receivables	<u>35,421</u>	_____	_____
Total	<u>¥48,823</u>	<u>_____</u>	<u>_____</u>
<u>March 31, 2025</u>	Thousands of U.S. Dollars		
	<u>Due in 1 Year or Less</u>	<u>Due after 1 Year through 5 Years</u>	<u>Due after 5 Years through 10 Years</u>
Cash and cash equivalents	\$ 114,100		
Receivables	<u>259,826</u>	_____	_____
Total	<u>\$ 373,926</u>	<u>_____</u>	<u>_____</u>

Please see Note 7 for annual maturities of long-term debt.

(7) Financial Instruments Categorized by Fair Value Hierarchy

The fair value of financial instruments is categorized into the following three levels, depending on the observability and significance of the inputs used in making fair value measurements:

Level 1: Fair values measured by using quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: Fair values measured by using inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly or indirectly

Level 3: Fair values measured by using unobservable inputs for the assets or liabilities

If multiple inputs are used that have a significant impact on the measurement of fair value, fair value is categorized at the lowest level in the fair value measurement among the levels to which each of these inputs belongs.

(a) The financial assets and liabilities measured at the fair values in the consolidated balance sheet

<u>March 31, 2025</u>	Millions of Yen			
	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Investment securities:				
Available-for-sale securities:				
Equity securities	<u>¥9,197</u>	<u>—</u>	<u>—</u>	<u>¥ 9,197</u>
Total assets	<u>¥9,197</u>	<u>—</u>	<u>—</u>	<u>¥ 9,197</u>
Derivative transactions:				
Currency related	<u>—</u>	<u>¥(1,002)</u>	<u>—</u>	<u>¥(1,002)</u>
Total liabilities	<u>—</u>	<u>¥(1,002)</u>	<u>—</u>	<u>¥(1,002)</u>
<u>March 31, 2024</u>				
Investment securities:				
Available-for-sale securities:				
Equity securities	<u>¥9,235</u>	<u>—</u>	<u>—</u>	<u>¥ 9,235</u>
Total assets	<u>¥9,235</u>	<u>—</u>	<u>—</u>	<u>¥ 9,235</u>
Derivative transactions:				
Currency related	<u>—</u>	<u>¥(1,894)</u>	<u>—</u>	<u>¥(1,894)</u>
Total liabilities	<u>—</u>	<u>¥(1,894)</u>	<u>—</u>	<u>¥(1,894)</u>
<u>March 31, 2025</u>	Thousands of U.S. Dollars			
	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Investment securities:				
Available-for-sale securities:				
Equity securities	<u>\$61,313</u>	<u>—</u>	<u>—</u>	<u>\$61,313</u>
Total assets	<u>\$61,313</u>	<u>—</u>	<u>—</u>	<u>\$61,313</u>
Derivative transactions:				
Currency related	<u>—</u>	<u>\$ (6,680)</u>	<u>—</u>	<u>\$ (6,680)</u>
Total liabilities	<u>—</u>	<u>\$ (6,680)</u>	<u>—</u>	<u>\$ (6,680)</u>

(b) *The financial assets and liabilities not measured at the fair values in the consolidated balance sheet*

	Millions of Yen			
	Level 1	Level 2	Level 3	Total
<u>March 31, 2025</u>				
Long-term debt	—	¥ 15,819	—	¥ 15,819
Total liabilities	—	¥ 15,819	—	¥ 15,819
<u>March 31, 2024</u>				
Long-term debt	—	¥ 9,198	—	¥ 9,198
Total liabilities	—	¥ 9,198	—	¥ 9,198
	Thousands of U.S. Dollars			
	Level 1	Level 2	Level 3	Total
<u>March 31, 2025</u>				
Long-term debt	—	\$ 105,460	—	\$ 105,460
Total liabilities	—	\$ 105,460	—	\$ 105,460

The following is a description of valuation methodologies and inputs used for measurement of the fair value of assets and liabilities:

Investment Securities

The fair values of listed equity securities are measured at the quoted market prices. Since listed equity securities are traded in active markets, the fair values of listed equity securities are categorized as Level 1.

Derivatives

The fair values of interest rate swaps and foreign currency forward contracts are measured by using discounted present value techniques considering observable inputs such as interest rates and foreign currency exchange rate, and are classified as Level 2.

The fair value of interest rate swaps in Note 15 is included in that of hedged items (i.e. long-term debt).

Long-Term Debt

The fair values of long-term debt are determined by discounting the cash flows related to the debt at the Group's assumed corporate borrowing rate, and are classified as Level 2.

The interest rate swaps that qualify for hedge accounting and meet specific matching criteria are not remeasured at market value, but the differential paid or received under the swap agreements is recognized and included in interest expense.

As a result, the fair values of such interest rate swaps are included in those of hedged items in Note 15.

15. DERIVATIVES

The Group enters into foreign currency forward contracts to hedge foreign exchange risk associated with certain assets and liabilities denominated in foreign currencies. The Group also enters into interest rate swap contracts to manage its interest rate exposures on certain liabilities.

All derivative transactions are entered into to hedge interest and foreign currency exposures incorporated within the Group's business. Accordingly, market risk in these derivatives is basically offset by opposite movements in the value of hedged assets or liabilities.

Because the counterparties to these derivatives are limited to major international financial institutions, the Group does not anticipate any losses arising from credit risk.

Derivative transactions entered into by the Group have been made in accordance with internal policies that regulate the authorization and credit limit amount.

Derivative Transactions to Which Hedge Accounting Is Not Applied

Millions of Yen				
	Contract Amount	Contract Amount Due after One Year	Fair Value	Unrealized Gain/Loss
<u>March 31, 2025</u>				
Foreign currency forward contracts: Buying JPY	¥1,472		¥114	¥114
<u>March 31, 2024</u>				
Foreign currency forward contracts: Buying EUR			¥ (1)	¥ (1)
Thousands of U.S. Dollars				
	Contract Amount	Contract Amount Due after One Year	Fair Value	Unrealized Gain/Loss
<u>March 31, 2025</u>				
Foreign currency forward contracts: Buying JPY	\$9,813		\$760	\$760

Derivative Transactions to Which Hedge Accounting Is Applied

		Millions of Yen		
		Contract Amount	Contract Amount Due after One Year	Fair Value
<u>March 31, 2025</u>	<u>Hedged Item</u>	<u>Contract Amount</u>		
Foreign currency forward contracts:				
Selling U.S.\$	Receivables	¥ 16,601		¥ (755)
Selling EUR	Receivables	5,446		(132)

Hedges for which the "exceptional" method is applied

Interest rate swaps:			
(fixed rate payment, floating rate receipt)	Long-term debt	¥ 4,358	¥3,996

		Millions of Yen		
		Contract Amount	Contract Amount Due after One Year	Fair Value
<u>March 31, 2024</u>	<u>Hedged Item</u>	<u>Contract Amount</u>		
Foreign currency forward contracts:				
Selling U.S.\$	Receivables	¥ 16,395		¥ (1,185)
Selling EUR	Receivables	6,943		(710)

Hedges for which the "exceptional" method is applied

Interest rate swaps:			
(fixed rate payment, floating rate receipt)	Long-term debt	¥ 4,720	¥4,358

		Thousands of U.S. Dollars		
		Contract Amount	Contract Amount Due after One Year	Fair Value
<u>March 31, 2025</u>	<u>Hedged Item</u>	<u>Contract Amount</u>		
Foreign currency forward contracts:				
Selling U.S.\$	Receivables	\$ 110,673		\$ (5,033)
Selling EUR	Receivables	36,306		(880)

Hedges for which the "exceptional" method is applied

Interest rate swaps:			
(fixed rate payment, floating rate receipt)	Long-term debt	\$ 29,053	\$26,640

The interest rate swaps that qualify for hedge accounting and meet specific matching criteria are not remeasured at market value but the differentials paid or received under the swap agreements are recognized and included in interest expense. In addition, the fair value of such interest rate swaps in Note 15 is included in that of hedged items (i.e. long-term debt).

16. OTHER COMPREHENSIVE INCOME

The components of other comprehensive income (loss) for the years ended March 31, 2025 and 2024, are as follows:

	Millions of Yen		Thousands of U.S. Dollars
	<u>2025</u>	<u>2024</u>	<u>2025</u>
Unrealized gain (loss) on available-for-sale securities:			
Gains (losses) arising during the year	¥1,440	¥3,552	\$ 9,600
Reclassification adjustments to profit or loss	<u>(1,331)</u>	<u>(1,411)</u>	<u>(8,873)</u>
Amount before income tax effect	108	2,140	720
Income tax effect	<u>(90)</u>	<u>(655)</u>	<u>(600)</u>
Total	<u>¥ 18</u>	<u>¥1,485</u>	<u>\$ 120</u>
Deferred gain (loss) on derivatives under hedge accounting:			
Gains (losses) arising during the year	¥ 747	¥ (666)	\$ 4,980
Amount before income tax effect	747	(666)	4,980
Income tax effect	<u>(228)</u>	<u>204</u>	<u>(1,520)</u>
Total	<u>¥ 518</u>	<u>¥ (462)</u>	<u>\$ 3,453</u>
Foreign currency translation adjustments:			
Adjustments arising during the year	¥1,090	¥ 945	\$ 7,266
Total	<u>¥1,090</u>	<u>¥ 945</u>	<u>\$ 7,266</u>
Defined retirement benefit plans:			
Gains (losses) arising during the year	¥ (277)	¥1,165	\$ (1,846)
Reclassification adjustments to profit or loss	<u>(259)</u>	<u>(171)</u>	<u>(1,726)</u>
Amount before income tax effect	(537)	994	(3,580)
Income tax effect	<u>172</u>	<u>(301)</u>	<u>1,146</u>
Total	<u>¥ (365)</u>	<u>¥ 692</u>	<u>\$ (2,433)</u>
Share of other comprehensive income (loss) in associates:			
Gains (losses) arising during the year	_____	¥ 2	_____
Total	<u>_____</u>	<u>¥ 2</u>	<u>_____</u>
Total other comprehensive income	<u>¥1,261</u>	<u>¥2,662</u>	<u>\$ 8,406</u>

17. NET INCOME PER SHARE

Reconciliation of the differences between basic and diluted net income per share ("EPS") for the years ended March 31, 2025 and 2024, is as follows:

	Millions of Yen	Thousands of Shares	Yen	U.S. Dollars
	Net Income Attributable to Owners of the Parent	Weighted- Average Shares		
<u>Year Ended March 31, 2025</u>			<u>EPS</u>	
Basic EPS:				
Net income available to common shareholders	¥4,068	26,598	<u>¥ 152.96</u>	<u>\$1.01</u>
Effect of dilutive securities:				
Stock acquisition rights	<u> </u>	<u>67</u>		
Diluted EPS:				
Net income for computation	<u>¥4,068</u>	<u>26,530</u>	<u>¥ 152.57</u>	<u>\$1.01</u>
<u>Year Ended March 31, 2024</u>				
Basic EPS:				
Net income available to common shareholders	¥6,225	26,511	<u>¥ 234.82</u>	
Effect of dilutive securities:				
Stock acquisition rights	<u> </u>	<u>72</u>		
Diluted EPS:				
Net income for computation	<u>¥6,225</u>	<u>26,584</u>	<u>¥ 234.18</u>	

Average number of common shares during the period is after deductions of (1) the number of shares of treasury stock and (2) the number of shares held by the ESOP Trust (173 thousand shares of March 31, 2025).

18. SUBSEQUENT EVENTS

Acquisition and Cancellation of Treasury Shares

At the Board of Directors' meeting held on May 14, 2025, the Company resolved to acquire treasury shares pursuant to the provisions of Article 459, Paragraph 1, Item 1 of the Companies Act and the Articles of Incorporation, as detailed below. At the same time, the Company resolved to cancel treasury shares pursuant to the provisions of Article 178 of the Companies Act.

a. Reason for the acquisition of treasury shares

The acquisition will be conducted in a flexible manner to enhance shareholder returns and improve capital efficiency.

b. Details of the acquisition of treasury shares

- (1) Type of shares to be acquired: Common shares of the Company
- (2) Total number of shares to be acquired: 600,000 shares (maximum)
- (3) Total acquisition price of shares: ¥1,000,000,000 (maximum)
- (4) Acquisition period: From May 14, 2025 to March 31, 2026
- (5) Acquisition method: Acquisition from the stock exchange market (including off-floor trading)

c. Matters relating to retirement of treasury shares

- (1) Type of shares to be retired: Common shares of the Company
- (2) Total number of shares to be retired: All treasury shares acquired under (2) above
- (3) Scheduled retirement date: April 25, 2026

Appropriation of Retained Earnings

The following appropriation of retained earnings at March 31, 2025, was approved at the Board of Directors' meeting held on May 14, 2025:

	<u>Millions of Yen</u>	<u>Thousands of U.S. Dollars</u>
Year-end cash dividends, ¥30 (\$0.2) per share	¥803	\$5,353

19. SEGMENT INFORMATION

Reportable segments are operating segments or aggregations of operating segments that meet specified criteria. Operating segments are components of an entity about which separate financial information is available and for which such information is evaluated regularly by the chief operating decision-maker in deciding how to allocate resources and in assessing performance. Generally, segment information is required to be reported on the same basis as is used internally for evaluating operating segment performance and deciding how to allocate resources to operating segments.

a. Information about Products and Services

For the fiscal years ended March 31, 2025 and 2024, the total sales, operating income, and total assets of the Pump reporting segment exceeded 90% of the totals of the Group, thus the Group has omitted the disclosure of information about products and services.

b. Information about Geographical Areas

(1) Sales

Millions of Yen						
2025						
<u>Japan</u>	<u>Asia</u>	<u>Middle East</u>	<u>Europe and the Americas</u>	<u>Africa</u>	<u>Other</u>	<u>Total</u>
¥32,641	¥14,258	¥15,893	¥6,653	¥14,750	¥2,304	¥86,501

Millions of Yen				
2024				
<u>Japan</u>	<u>Asia</u>	<u>Middle East</u>	<u>Other</u>	<u>Total</u>
¥31,065	¥13,411	¥10,822	¥25,803	¥81,103

* Other includes sales to Egypt ¥17,438 million.

Thousands of U.S. Dollars						
2025						
<u>Japan</u>	<u>Asia</u>	<u>Middle East</u>	<u>Europe and the Americas</u>	<u>Africa</u>	<u>Other</u>	<u>Total</u>
\$217,606	\$95,053	\$105,953	\$44,353	\$98,333	\$15,360	\$576,673

Note: Sales are classified by country or region based on the location of customers.

(2) Property, plant and equipment

Millions of Yen				
2025				
<u>Japan</u>	<u>Asia</u>	<u>Middle East</u>	<u>Other</u>	<u>Total</u>
¥13,473	¥2,345	¥2,409	¥1,800	¥20,029

Millions of Yen				
2024				
<u>Japan</u>	<u>Asia</u>	<u>Middle East</u>	<u>Other</u>	<u>Total</u>
¥13,006	¥2,152	¥1,425	¥1,408	¥17,993

Thousands of U.S. Dollars				
2025				
<u>Japan</u>	<u>Asia</u>	<u>Middle East</u>	<u>Other</u>	<u>Total</u>
\$89,820	\$15,633	\$16,060	\$12,000	\$133,526

c. Information about Major Customers

No customer accounted for 10% or more of total net sales in the year ended March 31, 2025. Accordingly, related disclosures have been omitted.

	2024	
	<u>Millions of Yen</u> <u>Sales</u>	<u>Related Segment Name</u>
Egyptian government	¥ 11,877	Pump Business

d. Information about Goodwill

	<u>Millions of Yen</u>		<u>Thousands of</u> <u>U.S. Dollars</u>
	<u>2025</u> <u>Pumps</u>	<u>2024</u> <u>Pumps</u>	<u>2025</u> <u>Pumps</u>
Amortization of goodwill	¥ 52	¥ 71	\$ 346
Goodwill	144	297	960

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