

Summary of Financial Results for the Fiscal Year Ended March 31, 2025 (FY2024) [Japanese GAAP]

Company name: Sanrio Company, Ltd. Listed Stock Exchange: Tokyo Stock Exchange
 Stock code: 8136 URL: <https://www.sanrio.co.jp/english/corporate/ir/>
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 Scheduled date of Annual General Meeting of Shareholders: June 26, 2025
 Scheduled date of filing of Annual Securities Report: June 25, 2025
 Starting date of dividend payment: June 10, 2025
 Preparation of supplementary materials for financial results: Yes
 Holding of financial results meeting: Yes (for institutional investors and analysts)

(All amounts are rounded down to the nearest million yen)

1. Consolidated Financial Results for FY2024 (April 1, 2024 – March 31, 2025)

(1) Consolidated results of operations (Percentages represent year-on-year changes)

	Net Sales		Operating Profit		Ordinary Profit		Profit Attributable to Owners of Parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
FY2024	144,904	44.9	51,806	92.2	53,453	89.1	41,731	137.3
FY2023	99,981	37.7	26,952	103.5	28,265	106.0	17,584	115.5

Note: Comprehensive income (millions of yen) FY2024: 47,864 (up 112.3%) FY2023: 22,542 (up 59.6%)

	Basic Earnings per Share	Diluted Earnings per Share	Return on Equity (ROE)	Return on Assets (ROA)	Operating Profit to Sales
	Yen	Yen	%	%	%
FY2024	176.62	168.30	48.6	29.8	35.8
FY2023	73.08	71.83	29.2	22.0	27.0

Reference: Equity in earnings of unconsolidated subsidiaries (millions of yen) FY2024: - FY2023: -

Note: The Company conducted a 3-for-1 common stock split effective on April 1, 2024. Basic earnings per share and diluted earnings per share are calculated as if this stock split had taken place at the beginning of the previous fiscal year.

(2) Consolidated financial position

	Total Assets	Net Assets	Equity Ratio	Net Assets per Share
	Millions of yen	Millions of yen	%	Yen
As of Mar. 31, 2025	202,406	107,608	52.9	451.06
As of Mar. 31, 2024	156,062	64,897	41.4	273.57

Reference: Shareholders' equity (millions of yen) As of Mar. 31, 2025: 107,031 As of Mar. 31, 2024: 64,608

Note: The Company conducted a 3-for-1 common stock split effective on April 1, 2024. Net assets per share are calculated as if this stock split had taken place at the beginning of the previous fiscal year.

(3) Consolidated cash flows

	Cash Flows from Operating Activities	Cash Flows from Investing Activities	Cash Flows from Financing Activities	Cash and Cash Equivalents at End of Period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
FY2024	40,816	8,283	(16,852)	102,293
FY2023	22,173	(3,457)	15,704	67,935

2. Dividends

	Dividend per Share					Total Dividends	Dividend Payout Ratio (Consolidated)	Dividend on Equity (Consolidated)
	1Q-end	2Q-end	3Q-end	Year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
FY2023	-	22.50	-	43.50	66.00	5,239	30.1	8.7
FY2024	-	20.00	-	33.00	53.00	12,554	30.0	14.6
FY2025 (forecast)	-	27.00	-	27.00	54.00		30.5	

Notes: 1. Breakdown of the year-end dividend for FY2023:

Ordinary dividend: 33.50 yen; commemorative dividend for celebrating Hello Kitty's 50th anniversary: 10.00 yen

2. The Company conducted a 3-for-1 common stock split effective on April 1, 2024. Dividends per share for FY2023 are the actual amounts before the stock split. Dividends per share for FY2024 and FY2025 (forecast) have been adjusted to reflect the stock split.

3. Consolidated Forecast for FY2025 (April 1, 2025 – March 31, 2026)

(Percentages represent year-on-year changes)

	Net Sales		Operating Profit		Ordinary Profit		Profit Attributable to Owners of Parent		Basic Earnings per Share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	75,200	19.7	27,500	16.6	27,800	14.9	19,100	0.1	80.49
Full year	162,200	11.9	60,000	15.8	60,700	13.6	42,000	0.6	177.00

*** Notes**

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

Newly added: - Excluded: -

(2) Changes in accounting policies and accounting-based estimates, and restatements

- 1) Changes in accounting policies due to revisions in accounting standards, others: Yes
- 2) Changes in accounting policies other than 1) above: None
- 3) Changes in accounting-based estimates: None
- 4) Restatements: None

(3) Number of outstanding shares (common stock)

- 1) Number of outstanding shares at the end of the period (including treasury shares)

As of Mar. 31, 2025:	255,408,303 shares	As of Mar. 31, 2024:	255,408,303 shares
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- 2) Number of treasury shares at the end of the period

As of Mar. 31, 2025:	18,121,226 shares	As of Mar. 31, 2024:	19,244,124 shares
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- 3) Average number of shares outstanding during the period

FY2024:	236,284,603 shares	FY2023:	240,625,326 shares
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Note: The Company conducted a 3-for-1 common stock split effective on April 1, 2024. Number of outstanding shares at the end of the period (including treasury shares), number of treasury shares at the end of the period and average number of shares outstanding during the period are calculated as if this stock split had taken place at the beginning of the previous fiscal year.

Reference: Unconsolidated Financial Results

1. Unconsolidated Financial Results for FY2024 (April 1, 2024 – March 31, 2025)

(1) Unconsolidated results of operations (Percentages represent year-on-year changes)

	Net Sales		Operating Profit		Ordinary Profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
FY2024	97,416	42.9	30,921	106.2	31,485	(17.3)	25,643	(21.6)
FY2023	68,160	36.2	14,994	114.5	38,057	349.9	32,708	538.3

	Basic Earnings per Share	Diluted Earnings per Share
	Yen	Yen
FY2024	108.53	103.18
FY2023	135.93	133.80

Note: The Company conducted a 3-for-1 common stock split effective on April 1, 2024. Basic earnings per share and diluted earnings per share are calculated as if this stock split had taken place at the beginning of the previous fiscal year.

(2) Unconsolidated financial position

	Total Assets	Net Assets	Equity Ratio	Net Assets per Share
	Millions of yen	Millions of yen	%	Yen
As of Mar. 31, 2025	128,978	68,351	53.0	288.05
As of Mar. 31, 2024	115,085	48,488	42.1	205.32

Reference: Shareholders' equity (millions of yen) As of Mar. 31, 2025: 68,351 As of Mar. 31, 2024: 48,488

Note: The Company conducted a 3-for-1 common stock split effective on April 1, 2024. Net assets per share are calculated as if this stock split had taken place at the beginning of the previous fiscal year.

Reason for difference from previous year's unconsolidated financial results

In the fiscal year under review, the product sales business benefited from an increase in the number of foreign tourists, along with a rise in domestic customer numbers, particularly among Generation Z, which helped drive up sales. In the licensing business, sales increased due to the continued success of the strategy for a wide range of Sanrio characters, with increasing popularity not only for Hello Kitty, celebrating its 50th anniversary, but also for characters such as Kuromi and Cinnamoroll. As a result of the substantial sales growth in these segments, operating profit exceeded the previous year's results.

Note 1: The current financial report is not subject to audit by certified public accountants or auditing firms.

Note 2: Cautionary statement with respect to forward-looking statements and other special items

Forecasts regarding future performance in these materials are based on assumptions judged to be valid and information currently available to the Company. These materials are not promises by the Company regarding future performance. Actual results may differ significantly from these forecasts for a number of factors. Please refer to "Overview of Results of Operations, etc., (4) Outlook" of the attachments for forecast assumptions and notes of caution for usage.

Overview of Results of Operations, etc.**(1) Results of Operations**

(100 millions of yen)

	FY2024 Results	Vs. Plan			Y-O-Y		
		*Final plan	Increase/ decrease	Change (%)	FY2023 Results	Increase/ decrease	Change (%)
Net sales	1,449	1,405	44	3.1	999	449	44.9
Gross profit	1,098	1,087	11	1.1	721	377	52.4
Selling, general & administrative expenses	580	575	5	1.0	451	129	28.6
Operating profit	518	512	6	1.2	269	248	92.2
Non-operating income or expenses	16	17	(0)	(3.1)	13	3	25.5
Ordinary profit	534	529	5	1.0	282	251	89.1
Extraordinary income or losses	19	23	(3)	(13.8)	3	16	437.2
Profit before income taxes	554	552	2	0.4	286	268	93.6
Total income taxes	134	144	(9)	(6.4)	109	25	23.4
Profit attributable to owners of parent	417	405	12	3.0	175	241	137.3
Gross margin	75.8%	77.4%	(1.6)%	-	72.1%	3.7%	-
Operating margin	35.8%	36.4%	(0.6)%	-	27.0%	8.8%	-
Ordinary margin	36.9%	37.7%	(0.8)%	-	28.3%	8.6%	-

*Since the initial forecast has been revised, the table above shows comparisons with the final plan.

During the fiscal year under review, Japan's economy experienced a moderate recovery, although some stagnation remained, due to an upturn in inbound demand and an improved employment and income environment. However, the outlook remains uncertain when considering concerns such as persistent high prices, geopolitical risks, and a slowdown in the global economy.

Against this backdrop, the Sanrio Group is implementing a three-year medium-term management plan, "From Uncertain Growth to Stable and Perpetual Growth," covering the fiscal year ending March 31, 2025 through March 31, 2027. We are progressing with each of three approaches: reviewing marketing and sales strategies to make Evergreen global IP; developing a foundation for global growth; and expanding IP portfolios and monetizing in multiple layers. In addition to continuing the strategy for a wide range of Sanrio characters, we implemented various initiatives related to Hello Kitty's 50th anniversary (Nov 2023–Dec 2024).

Domestic stores and theme parks saw growth in sales, driven by a sharp increase in the number of foreign tourists and growing domestic customer numbers, particularly among Generation Z. In the licensing business in Japan and overseas, the strategy of featuring a wide range of Sanrio characters proved successful, with growing popularity not just for Hello Kitty, which celebrated its 50th anniversary, but also for various other characters such as Kuromi and Cinnamoroll, contributing to sales growth. In addition, the "Hello Kitty Exhibition – As I change, so does she" (November 1, 2024 to February 24, 2025), which was held at the Tokyo National Museum's Hyokeikan, attracted attention both at home and abroad. The exhibition drew large crowds daily, with attendance reaching 350,000 over the course of the event.

Moreover, the number of members of Sanrio+, a membership service for all Sanrio Group members, reached around 2.52 million as of the end of March 2025.

As a result of these factors, net sales rose significantly by 44.9% year-on-year to 144.9 billion yen. Operating profit increased 92.2% year-on-year to 51.8 billion yen, ordinary profit increased 89.1% year-on-year to 53.4 billion yen, and profit attributable to owners of parent increased significantly by 137.3% year-on-year to 41.7 billion yen, each of which reached a record high.

Since the accounting period for all overseas consolidated subsidiaries runs from January to December, the fiscal year under review for these subsidiaries covers the period from January to December 2024.

Reportable Segment

(100 millions of yen)

		Sales				Segment profit (operating profit)			
		FY2023	FY2024	Increase/ decrease	Change (%)	FY2023	FY2024	Increase/ decrease	Change (%)
Japan	Product sales/others	547	661	113	20.7	197	366	168	85.4
	Royalties	141	198	56	40.2				
	Total	689	859	170	24.7				
Europe	Product sales/others	0	1	1	-	2	16	13	495.7
	Royalties	24	61	36	151.9				
	Total	24	62	38	157.1				
North America	Product sales/others	22	25	2	13.0	28	88	60	212.7
	Royalties	101	249	147	144.7				
	Total	124	274	150	121.0				
Latin America	Product sales/others	0	0	0	58.8	2	5	3	140.7
	Royalties	10	17	7	74.8				
	Total	10	17	7	74.4				
Asia	Product sales/others	31	53	22	71.3	60	67	7	12.4
	Royalties	120	180	60	50.3				
	Total	151	234	82	54.6				
Adjustment		-	-	-	-	(21)	(25)	(4)	-
Consolidated	Product sales/others	601	741	139	23.3	269	518	248	92.2
	Royalties	398	707	309	77.7				
	Total	999	1,449	449	44.9				

Note: Regional subsidiaries overseas pay the amount of royalties commensurate as the cost of sales while the Japanese parent company (the copyright holder) calculates this income as sales. Because consolidated transactions are eliminated, however, these are not included in Japan's sales figures stated above (although included in segment profit (operating profit)).

Further, the above sales figures are "sales to customers," and the inter-segment sales, which are not limited to the above-mentioned royalties, are eliminated as internal transaction sales.

(2) Financial Position

(100 millions of yen)

	As of Mar. 31, 2024	As of Mar. 31, 2025	Increase/decrease	As of Sep. 30, 2024
Assets	1,560	2,024	463	1,717
Liabilities	911	947	36	870
(Interest-bearing debt)	506	402	(103)	465
Net assets	648	1,076	427	846
Equity ratio	41.4%	52.9%	11.5pt	49.0%

* Interest-bearing debt excludes lease liabilities and includes 28.3 billion yen of convertible-bond-type bonds with share acquisition rights.

(3) Cash Flows

(100 millions of yen)

	FY2023	FY2024	Increase/decrease
Cash flows from operating activities	221	408	186
Cash flows from investing activities	(34)	82	117
Cash flows from financing activities	157	(168)	(325)
Effect of exchange rate changes on cash and cash equivalents	13	21	7
Increase (decrease) in cash and cash equivalents	357	343	(14)
Cash and cash equivalents at beginning of period	321	679	357
Cash and cash equivalents at end of period	679	1,022	343

(4) Outlook

The Company has drawn up a three-year medium-term management plan ending March 31, 2027.

The plan is intended to move beyond the “foothold” phase of the previous medium-term management plan and enter the “growth and investment” phase. In implementing the plan, the following key initiatives, known as the “Three Approaches,” have been set out.

1. Reform marketing and sales strategies to create global Evergreen IP
2. Develop a foundation for global growth
3. Expand IP portfolio and monetize in multiple layers

Through the implementation of these key measures, the Company aims to achieve sustainable business growth without volatility, with the target of achieving net sales of 175 billion yen and operating profit of 65 billion yen or more in the year ending March 31, 2027, the final year of the plan.

For the year ending March 31, 2026, we forecast consolidated sales of 162.2 billion yen and operating profit of 60 billion yen, driven by continued demand growth in Japan and abroad as well as the implementation of various initiatives in line with the medium-term management plan, including investments for growth.

We will continue to closely monitor the economic environment and market trends while striving to appropriately disclose our earnings forecasts.

Consolidated Financial Statements and Notes**(1) Consolidated Balance Sheet**

	(Millions of yen)	
	FY2023 (As of Mar. 31, 2024)	FY2024 (As of Mar. 31, 2025)
Assets		
Current assets		
Cash and deposits	90,442	118,976
Notes receivable-trade	303	253
Accounts receivable-trade	13,643	22,361
Merchandise and finished goods	6,094	7,250
Work in process	53	29
Raw materials and supplies	307	460
Other accounts receivable	633	351
Other	1,814	2,211
Allowance for doubtful accounts	(120)	(196)
Total current assets	113,173	151,698
Non-current assets		
Property, plant and equipment		
Buildings and structures	50,387	51,157
Accumulated depreciation and impairment	(46,778)	(47,186)
Buildings and structures, net	3,609	3,971
Machinery, equipment and vehicles	12,582	12,516
Accumulated depreciation and impairment	(12,278)	(12,249)
Machinery, equipment and vehicles, net	304	267
Tools, furniture and fixtures	6,545	7,148
Accumulated depreciation and impairment	(5,692)	(5,968)
Tools, furniture and fixtures, net	852	1,179
Land	6,160	6,300
Leased assets	5,542	6,665
Accumulated depreciation and impairment	(1,846)	(2,062)
Leased assets, net	3,696	4,603
Construction in progress	224	495
Total property, plant and equipment	14,847	16,818
Intangible assets	2,726	3,595
Investments and other assets		
Investment securities	10,405	7,558
Long-term loans receivable from employees	14	9
Guarantee deposits	1,836	1,977
Deferred tax assets	874	2,617
Retirement benefit asset	9,391	16,192
Other	2,978	2,090
Allowance for doubtful accounts	(187)	(152)
Total investments and other assets	25,313	30,293
Total non-current assets	42,886	50,707
Deferred assets		
Bond issuance costs	2	0
Total deferred assets	2	0
Total assets	156,062	202,406

	(Millions of yen)	
	FY2023	FY2024
	(As of Mar. 31, 2024)	(As of Mar. 31, 2025)
Liabilities		
Current liabilities		
Notes and accounts payable-trade	4,882	5,420
Short-term borrowings	9,154	6,916
Current portion of bonds payable	102	39
Lease liabilities	847	1,059
Accounts payable-other	7,772	13,984
Income taxes payable	6,049	9,547
Contract liabilities	4,705	6,170
Provision for bonuses	952	1,267
Provision for shareholder benefit program	31	106
Provision for point card certificates	9	15
Other	3,483	4,750
Total current liabilities	37,990	49,277
Non-current liabilities		
Bonds payable	39	-
Convertible-bond-type bonds with share acquisition rights	31,047	28,312
Long-term borrowings	10,305	5,023
Lease liabilities	3,226	3,974
Long-term deposits received	700	716
Long-term accounts payable-other	411	316
Retirement benefit liability	1,015	1,027
Deferred tax liabilities	6,041	5,781
Other	388	368
Total non-current liabilities	53,174	45,521
Total liabilities	91,165	94,798
Net assets		
Shareholders' equity		
Share capital	10,261	10,261
Capital surplus	2,764	4,638
Retained earnings	59,655	93,238
Treasury shares	(18,728)	(17,630)
Total shareholders' equity	53,953	90,508
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,390	785
Foreign currency translation adjustment	4,762	8,154
Remeasurements of defined benefit plans	4,502	7,583
Total accumulated other comprehensive income	10,655	16,522
Non-controlling interests	288	576
Total net assets	64,897	107,608
Total liabilities and net assets	156,062	202,406

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

(Millions of yen)

	FY2023 (Apr. 1, 2023 – Mar. 31, 2024)	FY2024 (Apr. 1, 2024 – Mar. 31, 2025)
Net sales	99,981	144,904
Cost of sales	27,865	35,005
Gross profit	72,115	109,899
Selling, general and administrative expenses		
Sales promotion expenses	3,366	6,398
Provision for allowance for doubtful accounts	(141)	34
Remuneration, salaries and allowances for directors (and other officers)	9,111	10,747
Other salaries	3,291	3,805
Bonuses	2,270	3,204
Provision of bonuses	972	1,299
Provision for shareholder benefit program	(5)	75
Provision for point card certificates	0	6
Retirement benefit expenses	611	(418)
Commission expenses	5,993	8,504
Freight and packing costs	1,564	1,783
Rent expenses	3,488	3,892
Depreciation	988	1,215
Other	13,650	17,543
Total selling, general and administrative expenses	45,162	58,093
Operating profit	26,952	51,806
Non-operating income		
Interest income	1,101	1,383
Dividend income	183	116
Foreign exchange gains	-	99
Gain on investments in investment partnerships	225	147
Other	434	416
Total non-operating income	1,944	2,164
Non-operating expenses		
Interest expenses	180	170
Foreign exchange losses	299	-
Commission expenses	128	166
Other	24	180
Total non-operating expenses	632	516
Ordinary profit	28,265	53,453
Extraordinary income		
Gain on sale of non-current assets	0	0
Gain on sale of investment securities	-	2,444
Gain on liquidation of subsidiaries and associates	581	-
Total extraordinary income	581	2,445

	(Millions of yen)	
	FY2023	FY2024
	(Apr. 1, 2023 – Mar. 31, 2024)	(Apr. 1, 2024 – Mar. 31, 2025)
Extraordinary losses		
Loss on disposal of non-current assets	56	77
Impairment losses	37	317
Loss on sale of investment securities	12	-
Business restructuring expenses	106	4
System failure response expenses	-	62
Total extraordinary losses	212	461
Profit before income taxes	28,634	55,436
Income taxes-current	9,081	16,503
Income taxes-deferred	1,841	(3,029)
Total income taxes	10,922	13,474
Profit	17,711	41,962
Profit attributable to non-controlling interests	127	231
Profit attributable to owners of parent	17,584	41,731

Consolidated Statement of Comprehensive Income

	(Millions of yen)	
	FY2023	FY2024
	(Apr. 1, 2023 – Mar. 31, 2024)	(Apr. 1, 2024 – Mar. 31, 2025)
Profit	17,711	41,962
Other comprehensive income		
Valuation difference on available-for-sale securities	1,006	(604)
Deferred gains or losses on hedges	(2)	-
Foreign currency translation adjustment	3,082	3,426
Remeasurements of defined benefit plans	744	3,080
Total other comprehensive income	4,830	5,902
Comprehensive income	22,542	47,864
Total comprehensive income attributable to:		
Owners of parent	22,386	47,599
Non-controlling interests	155	265

(3) Consolidated Statement of Changes in Net Assets

FY2023 (Apr. 1, 2023 – Mar. 31, 2024)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period (Balance, April 1, 2023)	10,000	3,468	56,211	(19,528)	50,152
Changes during period					
Issuance of new shares	261	261			523
Dividends of surplus			(3,427)		(3,427)
Profit attributable to owners of parent			17,584		17,584
Purchase of treasury shares				(10,878)	(10,878)
Cancellation of treasury shares		(965)	(10,712)	11,678	-
Net changes in items other than shareholders' equity					
Total changes during period	261	(703)	3,443	799	3,801
Balance at end of period (Balance, March 31, 2024)	10,261	2,764	59,655	(18,728)	53,953

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period (Balance, April 1, 2023)	383	2	1,707	3,758	5,853	290	56,295
Changes during period							
Issuance of new shares							523
Dividends of surplus							(3,427)
Profit attributable to owners of parent							17,584
Purchase of treasury shares							(10,878)
Cancellation of treasury shares							-
Net changes in items other than shareholders' equity	1,006	(2)	3,054	744	4,802	(1)	4,800
Total changes during period	1,006	(2)	3,054	744	4,802	(1)	8,601
Balance at end of period (Balance, March 31, 2024)	1,390	-	4,762	4,502	10,655	288	64,897

FY2024 (Apr. 1, 2024 – Mar. 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period (Balance, April 1, 2024)	10,261	2,764	59,655	(18,728)	53,953
Changes during period					
Dividends of surplus			(8,148)		(8,148)
Profit attributable to owners of parent			41,731		41,731
Purchase of treasury shares				(1)	(1)
Disposal of treasury shares		1,873		1,100	2,973
Net changes in items other than shareholders' equity					
Total changes during period	-	1,873	33,583	1,098	36,555
Balance at end of period (Balance, March 31, 2025)	10,261	4,638	93,238	(17,630)	90,508

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period (Balance, April 1, 2024)	1,390	4,762	4,502	10,655	288	64,897
Changes during period						
Dividends of surplus						(8,148)
Profit attributable to owners of parent						41,731
Purchase of treasury shares						(1)
Disposal of treasury shares						2,973
Net changes in items other than shareholders' equity	(604)	3,392	3,080	5,867	287	6,155
Total changes during period	(604)	3,392	3,080	5,867	287	42,710
Balance at end of period (Balance, March 31, 2025)	785	8,154	7,583	16,522	576	107,608

(4) Consolidated Statement of Cash Flows

(Millions of yen)

	FY2023 (Apr. 1, 2023 – Mar. 31, 2024)	FY2024 (Apr. 1, 2024 – Mar. 31, 2025)
Cash flows from operating activities		
Profit before income taxes	28,634	55,436
Depreciation	1,873	2,301
Amortization of long-term prepaid expenses	94	82
Increase (decrease) in allowance for doubtful accounts	(213)	20
Increase (decrease) in provision for bonuses	305	299
Decrease(increase) in retirement benefit asset	(1,557)	(2,077)
Increase (decrease) in retirement benefit liability	332	(170)
Increase (decrease) in provision for shareholder benefit program	(8)	75
Increase (decrease) in provision for point card certificates	0	6
Interest and dividend income	(1,210)	(1,275)
Interest on securities	(74)	(224)
Interest expenses	180	170
Loss (gain) on disposal of non-current assets	56	76
Impairment losses	37	317
Loss (gain) on sale of investment securities	12	(2,444)
Gain on liquidation of subsidiaries and associates	(581)	-
Decrease (increase) in trade receivables	(4,750)	(7,653)
Decrease (increase) in inventories	(1,876)	(1,208)
Decrease (increase) in other assets	470	72
Increase (decrease) in trade payables	767	405
Increase (decrease) in accrued consumption taxes	11	503
Increase (decrease) in contract liabilities	424	1,176
Increase (decrease) in other liabilities	3,037	6,404
Other, net	4	830
Subtotal	25,973	53,127
Interest and dividends received	1,157	1,392
Interest paid	(214)	(224)
Income taxes paid	(4,743)	(13,478)
Net cash provided by (used in) operating activities	22,173	40,816
Cash flows from investing activities		
Payments into time deposits	(28,462)	(18,714)
Proceeds from withdrawal of time deposits	27,270	26,132
Purchase of property, plant and equipment	(1,685)	(2,459)
Proceeds from sale of property, plant and equipment	5	0
Purchase of intangible assets	(654)	(1,345)
Purchase of investment securities	(3)	(1,000)
Proceeds from sale of investment securities	884	4,328
Proceeds from distributions from investment partnerships	8	1,206
Proceeds from collection of loans receivable	36	4
Payments of guarantee deposits	(178)	(328)
Proceeds from refund of guarantee deposits	59	98
Proceeds from liquidation of subsidiaries and associates	949	-
Other, net	(1,688)	361
Net cash provided by (used in) investing activities	(3,457)	8,283

	(Millions of yen)	
	FY2023	FY2024
	(Apr. 1, 2023 – Mar. 31, 2024)	(Apr. 1, 2024 – Mar. 31, 2025)
Cash flows from financing activities		
Repayments of short-term borrowings	(300)	-
Proceeds from long-term borrowings	9,100	-
Repayments of long-term borrowings	(8,804)	(7,520)
Redemption of bonds	(332)	(102)
Proceeds from issuance of convertible-bond-type bonds with share acquisition rights	31,121	-
Purchase of treasury shares	(10,878)	(1)
Dividends paid	(3,425)	(8,135)
Other, net	(776)	(1,092)
Net cash provided by (used in) financing activities	15,704	(16,852)
Effect of exchange rate change on cash and cash equivalents	1,375	2,111
Net increase (decrease) in cash and cash equivalents	35,796	34,358
Cash and cash equivalents at the beginning of period	32,139	67,935
Cash and cash equivalents at the end of period	67,935	102,293

This financial report is solely a translation of “Kessan Tanshin” (in Japanese, including attachments), which has been prepared in accordance with accounting principles and practices generally accepted in Japan, for the convenience of readers who prefer an English translation.