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May 8, 2026

## Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)

Company name: YUASA CO., LTD.  
 Listing: Tokyo Stock Exchange  
 Securities code: 8074  
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 Scheduled date of ordinary general meeting of shareholders: June 25, 2026  
 Scheduled date to commence dividend payments: June 5, 2026  
 Scheduled date to file annual securities report: June 23, 2026  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: Yes

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

### 1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

#### (1) Consolidated operating results

(Percentages indicate 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	%
Fiscal year ended								
March 31, 2026	545,027	3.1	16,740	6.2	17,236	7.7	12,020	17.4
March 31, 2025	528,387	0.3	15,761	7.0	16,010	1.7	10,242	(13.3)

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥15,589 million [47.6%]  
 For the fiscal year ended March 31, 2025: ¥10,564 million [(5.7)%]

	Basic earnings per share	Diluted earnings per share	Profit attributable to owners of parent/equity	Ordinary profit/total assets	Operating profit/net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	571.06	569.38	10.5	5.8	3.1
March 31, 2025	487.11	485.49	9.7	5.5	3.0

Reference: Share of profit (loss) of entities accounted for using equity method  
 For the fiscal year ended March 31, 2026: ¥(73) million  
 For the fiscal year ended March 31, 2025: ¥(31) million

Note: In the fiscal year ended March 31, 2026, the Company finalized the provisional accounting treatment for the business combination, and the figures for the fiscal year ended March 31, 2025 reflect the finalized content of the provisional accounting treatment.

## (2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	303,507	121,446	39.5	5,696.13
March 31, 2025	288,098	109,416	37.8	5,175.40

Reference: Equity

As of March 31, 2026: ¥119,926 million

As of March 31, 2025: ¥108,847 million

Note: In the fiscal year ended March 31, 2026, the Company finalized the provisional accounting treatment for the business combination, and the figures for the fiscal year ended March 31, 2025 reflect the finalized content of the provisional accounting treatment.

## (3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	19,569	(6,380)	(9,078)	48,485
March 31, 2025	15,982	(9,965)	(4,797)	43,709

## 2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Dividend payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	–	72.00	–	118.00	190.00	4,035	39.0	3.8
Fiscal year ended March 31, 2026	–	76.00	–	114.00	190.00	4,036	33.3	3.5
Fiscal year ending March 31, 2027 (Forecast)	–	73.00	–	117.00	190.00		35.0	

Notes: 1. Total cash dividends for the fiscal year ended March 31, 2025 include dividends of ¥39 million for the Company's shares owned by the Board Incentive Plan (BIP) Trust.

2. Total cash dividends for the fiscal year ended March 31, 2026 include dividends of ¥35 million for the Company's shares owned by the Board Incentive Plan (BIP) Trust.

## 3. Consolidated earnings forecasts for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2026	251,700	0.4	6,400	2.2	6,700	2.4	4,400	(8.8)	208.99
Full year	546,000	0.2	17,000	1.6	17,500	1.5	11,500	(4.3)	542.17

\* **Notes**

(1) Significant changes in the scope of consolidation during the period: Yes

Newly included: 8 companies (KYOEI-GENEX CO., LTD., FUJICREST.INC, HENKO (S) PTE. LTD. and 5 other companies)

Excluded: 3 companies (TAKACHIHO CORP., HENKO (S) PTE. LTD.) and HENKO TECHNOLOGIES (THAI) CO., LTD.)

- Notes:
1. As of April 1, 2025, the Company's consolidated subsidiary, SANEI CO., LTD. has absorbed TAKACHIHO CORP., another of the Company's consolidated subsidiaries, with SANEI CO., LTD. as the surviving company. As a result of this merger, TAKACHIHO CORP. was excluded from the scope of consolidation.
  2. As of October 1, 2025, the Company's consolidated subsidiary, HENKO MACHINE TOOLS PTE. LTD. has absorbed HENKO (S) PTE. LTD., another of the Company's consolidated subsidiaries, with HENKO MACHINE TOOLS PTE. LTD. as the surviving company. As a result of this merger, HENKO (S) PTE. LTD. was excluded from the scope of consolidation.
  3. As of January 28, 2026, the Company's consolidated subsidiary, YUASA (THAILAND) CO., LTD. has absorbed HENKO TECHNOLOGIES (THAI) CO., LTD., another of the Company's consolidated subsidiaries, with YUASA (THAILAND) CO., LTD. as the surviving company. As a result of this merger, HENKO TECHNOLOGIES (THAI) CO., LTD. was excluded from the scope of consolidation.

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

- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

(3) Number of issued shares (common shares)

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

As of March 31, 2026	22,100,000 shares
As of March 31, 2025	22,100,000 shares

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

As of March 31, 2026	1,045,977 shares
As of March 31, 2025	1,068,339 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2026	21,049,679 shares
Fiscal year ended March 31, 2025	21,026,218 shares

Note: The shares of the Company held by the "Board Incentive Plan (BIP) Trust" are included in the number of treasury shares at the end of the period (188,747 shares as of March 31, 2026 and 206,477 shares as of March 31, 2025). Also, the shares of the Company held by the "Board Incentive Plan (BIP) Trust" are included in treasury shares that are deducted for calculation of the average number of shares outstanding during the period (193,180 shares for the fiscal year ended March 31, 2026 and 210,617 shares for the fiscal year ended March 31, 2025).

**[Reference] Overview of non-consolidated financial results**

**1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)**

**(1) Non-consolidated operating results** (Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended								
March 31, 2026	385,134	2.0	10,595	8.5	12,462	7.1	9,146	15.4
March 31, 2025	377,550	0.2	9,769	11.9	11,640	4.1	7,926	2.9

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2026	434.52	433.24
March 31, 2025	376.98	375.72

## (2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	271,840	94,172	34.6	4,467.78
March 31, 2025	257,064	86,758	33.7	4,119.29

Reference: Equity

As of March 31, 2026: ¥94,064 million

As of March 31, 2025: ¥86,635 million

\* Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation.

\* Proper use of earnings forecasts, and other special matters

(Caution regarding forward-looking statements)

The forward-looking statements, including earnings forecasts, contained in this document are based on information currently available to the Company and on certain assumptions deemed to be reasonable. These statements do not purport that the Company pledges to realize such statements. Actual business and other results may differ substantially due to various factors. For the suppositions that form the assumptions for earnings forecasts and cautions concerning the use thereof, please refer to “1. Overview of Operating Results, (4) Future outlook” on page 6 of the attached material.

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## 1. Overview of Operating Results

### (1) Overview of operating results for the fiscal year ended March 31, 2026

During the fiscal year under review (April 1, 2025 to March 31, 2026), although labor shortages became the norm, particularly in the construction and logistics industries, the Japanese economy continued its moderate recovery, with visible improvements in the income environment and other areas. Meanwhile, the outlook remained uncertain due to such factors as U.S. trade policy and geopolitical risks.

In the industrial field, although the automotive-related industry was affected by the trade policy, demand for capital investment remained steady mainly in some semiconductors and aircraft-related industries. In the housing field, while the number of new housing starts, mainly for detached housing, showed a decline, mostly due to the mandatory compliance with “energy-saving standards,” the demand for highly functional products remained firm. In the construction field, demands related to the social infrastructure development rose.

In overseas countries, although there was uncertainty in the outlook due to the effects of U.S. trade policy, etc., the economies of India and countries in the Southeast Asian region such as Indonesia demonstrated underlying strength. Meanwhile, China exhibited signs of an economic slowdown.

Under these circumstances, the fiscal year ended March 31, 2026 celebrated the Company’s 360th anniversary and constituted the final year of “Yuasa Vision 360” and the medium-term management plan “Growing Together 2026.” The Group continued to work on enhancing corporate value through “corporate culture reform,” “DX promotion,” and “sustainability promotion.” In the fields of manufacturing, home building, environment building, and town building, we drove the transformation of our businesses into a market-out ones by addressing both sales of products and sales of services.

Under “corporate culture reform,” we enhanced employee engagement through the YUASA PRIDE Project, which focuses on increasing work satisfaction and regarding individuals with respect. With “comprehensive strengths,” “challenges,” and “communication” as our keywords, we worked on developing human resources capable of solving social issues through “TSUNAGU” innovation.

Under “DX promotion,” we pursued the building of data utilization infrastructure, the development of DX talent, business process reforms, and the creation of innovation.

Under “sustainability promotion,” we worked to reduce CO<sub>2</sub> emissions from business activities and our offices, while also promoting green businesses on a Company-wide basis that support our business partners’ efforts to become carbon neutral.

As part of our growth strategy, we advanced the deployment of robotics and AI solutions that contribute to labor-saving and labor-reduction on-site, such as automated guided vehicles, within our digital strategy. In our overseas strategy, last December, we established a model house called “YUASA SAKURA HOUSE” in the Lat Krabang district of Bangkok, Thailand, in collaboration with multiple Japanese manufacturers, which consolidates Japanese housing solutions.

As a result, Group consolidated net sales for the fiscal year under review increased 3.1% from the previous fiscal year to ¥545,027 million. In terms of profits, operating profit was ¥16,740 million (up 6.2% year on year) and ordinary profit was ¥17,236 million (up 7.7% year on year). Profit attributable to owners of parent increased 17.4% from the previous fiscal year to ¥12,020 million. Taking into consideration the aforementioned operating results as well as the need to strengthen our financial position and increase internal reserves for business expansion, the Board of Directors resolved on May 8, 2026 to pay a year-end ordinary dividend of ¥114 per share for the fiscal year under review. As a result, the annual dividend, including the interim dividend of ¥76 per share paid in December 2025, will be ¥190 per share, resulting in a shareholder return ratio of 33.6%.

Results by reportable segment are as follows:

#### <Industrial Equipment & Tools Division>

In the Industrial Equipment & Tools Division, despite some instability remaining in the form of changes in the trade policy and international conditions in automobile-related industries, the turmoil in the supply chain gradually eased. The demand environment also showed signs of becoming stable, with sales of cutting tools and machine tool peripheral equipment holding steady. Additionally, against the backdrop of a worsening labor shortage, willingness to invest in automated and labor-saving solutions continued to stay at high levels.

Under these circumstances, the food tech business performed solidly, due to capital investments aimed at realizing smart factories and solution proposals for food production facilities, and we also secured steady demand for products related to disaster preparedness and BCP (business continuity planning). Despite this, however, net sales were ¥77,739 million (down 0.0% year on year).

#### <Machine Tools Division>

In the Machine Tools Division, while needs exist for automation and labor-saving measures amidst the worsening labor shortage, factors such as the postponing of actual investment decisions have given way to a challenging business environment as a whole. Meanwhile, both in Japan and overseas, production facilities for cooling systems for semiconductors/data centers performed well. In Japan, defense, aerospace-related, and shipbuilding fields are booming, and overseas, the production of aircraft parts and air-conditioning equipment manufactured locally in the U.S. remained steady. Overall, the order environment showed signs of improvement.

Under these circumstances, we continued to propose high-value-added products that solve customer-side production site challenges to our domestic areas of focus, namely the precision sheetmetal and brittle material processing markets, and endeavored to acquire orders and bolster our earnings base. Additionally, overseas, we focused on sales to local capital enterprises, particularly those in Southeast Asia. Despite this, however, net sales were ¥105,444 million (down 1.8% year on year).

#### <Housing, Air & Fluidic Control Systems Division>

In the Housing, Air & Fluidic Control Systems Division, there was a decrease in the number of new housing starts due to declining birth rates, rising real estate prices, soaring construction costs, and the revision to the Building Standards Act becoming stricter. Construction delays accompanying workstyle reforms and labor shortages were also observed. Meanwhile, demand for renovations increased, and the performance of housing equipment trended steadily. Additionally, due to the construction of new data centers and an increase in large-scale redevelopment endeavors in urban areas, in addition to the likes of air conditioning-related equipment and piping material products demonstrating robust trends, demand for investment in energy-saving equipment for logistics warehouses and the construction of factories also remained firm.

Amidst these circumstances, we endeavored to strengthen engineering capabilities, such as proposing labor-saving installation products and air conditioning renovations, to meet on-site needs for shorter construction times and simplified construction. In the renewable energy field, in response to movements by some municipalities to mandate the installation of solar panels and the promotion by corporations to address carbon neutrality, we promoted system proposals for solar panels, storage batteries, and so forth. As a result, net sales were ¥223,492 million (up 6.6% year on year).

#### <Building Supplies & Exterior Division>

In the Building Supplies & Exterior Division, the normalization of labor shortages and rising personnel expenses plus soaring material expenses and delays in deliveries persisted. The longer construction times accompanying these factors created a difficult market environment. In particular, sales of public exterior products for commercial facilities/stores and public facilities/schools were sluggish. On the other hand, heightened awareness surrounding countermeasures against natural disasters and traffic accidents yielded robust trends in social infrastructure investment. In particular, demand increased for products related to disaster preparedness and security, such as water stop plates and monitoring and control systems.

Under these circumstances, we focused on solar carports utilizing renewable energy, package proposals for exterior products to contribute to creating walkable towns, and the supply of architectural hardware for redevelopment projects, as well as on the expansion of sales of delivery boxes. As a result, net sales were ¥63,809 million (up 11.3% year on year).

#### <Construction Machines Division>

In the Construction Machines Division, there was a robust trend in demand for infrastructure development and redevelopment/renewal for national resilience. On the other hand, in addition to persistently high prices for machinery, materials, and energy and soaring personnel expenses, working hour restrictions resulting from workstyle reforms had an impact. In particular, structural issues, such as construction being delayed due to shortages of qualified skilled workers and labor shortages becoming the norm, manifested themselves.

Under these circumstances, with the solving of various social issues as our main focus, we promoted the likes of labor-saving solutions and safety measures based on AI and IoT technologies, the expansion of sales of CO<sub>2</sub> visualization products, and proposals of disaster preparedness and BCP-related products to government agencies. Further, we strove to expand our auction businesses of used construction, agricultural machines, etc. and enhance construction machine maintenance and rental functions, resulting in net sales of ¥37,076 million (up 0.6% year on year).

#### <Energy Division>

In the Energy Division, the external environment was a difficult one as exhibited by the ongoing implementation of a Fuel Subsidy Program to Curb Extreme Price Increases by the national government as well as the emergency measure of releasing oil from national strategic petroleum reserves as means of countering the surge in crude oil prices caused by escalating tensions in the Middle East.

Under these circumstances, the gas station business, which operates mainly in the Tokai region, focused on strengthening services such as car rental and car maintenance businesses in addition to high value-added car washing, automobile inspections, coatings. In addition, we made efforts to strengthen sales of marine fuel in the Keihin area. However, net sales were ¥17,496 million (down 6.0% year on year).

#### <Others>

In Others, while the consumer goods business exhibited a decline in consumer purchasing willingness due to rising prices and a dispersion of seasonal product demand, we focused on proposing heatstroke countermeasures, leading examples of which are spot air conditioners and air-conditioning clothes, causing sales to grow. In the wood products business, conditions surrounding demand for wood continued to be grim throughout the year due largely to the decrease in the number of new housing starts, a backlash from the last-minute demand caused by the revision of the Building Standards Act, and imported wood being impacted by the weak yen. Additionally, delays in construction times resulting from labor shortages had a visible impact on the development of custom wood products in the shipbuilding field. However, we strengthened collaborations between domestic group companies and advanced suggestions for use and the development of new products that utilize timber from Japan as well as initiatives aimed at solving social issues through the development of new markets.

As a result, net sales were ¥19,968 million (down 3.6% year on year).

## **(2) Overview of financial position as of March 31, 2026**

### **(Assets)**

As of March 31, 2026, total assets were ¥303,507 million, an increase of ¥15,409 million from the end of the previous fiscal year. This was primarily due to increases in electronically recorded monetary claims - operating of ¥7,134 million, in investment securities of ¥5,136 million and cash and deposits of ¥4,791 million, despite a decrease in notes and accounts receivable - trade, and contract assets of ¥9,133 million.

### **(Liabilities)**

Total liabilities at the end of the fiscal year under review increased by ¥3,379 million from the end of the previous fiscal year to ¥182,061 million. This was mainly due to increases of ¥2,644 million in electronically recorded obligations - operating and ¥1,247 million in deferred tax liabilities.

### **(Net assets)**

Total net assets at the end of the fiscal year under review increased ¥12,029 million from the end of the previous fiscal year to ¥121,446 million. This was mainly due to increases in retained earnings of ¥7,687 million as a result of recording profit attributable to owners of parent, and valuation difference on available-for-sale securities of ¥2,975 million. As a result, the equity-to-asset ratio was 39.5% (37.8% at the end of the previous fiscal year).

## **(3) Overview of cash flows for the fiscal year ended March 31, 2026**

Cash and cash equivalents (hereinafter, "cash") as of March 31, 2026 increased by ¥4,775 million from the end of the previous fiscal year to ¥48,485 million.

The respective cash flow positions for the fiscal year ended March 31, 2026 and the factors thereof are as follows.

### **(Cash flows from operating activities)**

Net cash provided by operating activities during the fiscal year under review was ¥19,569 million (up ¥3,586 million year on year). This was mainly due to recording profit before income taxes of ¥17,052 million and a decrease in trade receivables of ¥4,951 million, while recording an increase in inventories of ¥1,652 million and a decrease in trade payables of ¥1,010 million.

### **(Cash flows from investing activities)**

Net cash used in investing activities during the fiscal year under review was ¥6,380 million (down ¥3,584 million year on year). This was primarily due to the recording of purchase of intangible assets of ¥5,599 million and purchase of property, plant and equipment of ¥1,376 million.

### **(Cash flows from financing activities)**

Net cash used in financing activities during the fiscal year under review was ¥9,078 million (up ¥4,281 million year on year). This was primarily due to the recording of dividends paid of ¥4,120 million and repayments of long-term borrowings of ¥3,173 million.

(Reference) Trends in cash flow indicators

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Equity ratio (%)	35.0	37.8	39.5
Equity ratio on market value basis (%)	38.6	33.1	40.9
Cash flow to interest-bearing liabilities ratio (years)	0.3	0.4	0.2
Interest coverage ratio (times)	22.5	75.4	111.3

Equity ratio: Equity / Total assets

Equity ratio on market value basis: Total market capitalization / Total assets

Cash flow to interest-bearing liabilities ratio: Interest-bearing debt / Cash flow

Interest coverage ratio: Cash flow / Paid interest

Notes: 1. All indicators are calculated based on consolidated financial figures.

2. Market capitalization is calculated by multiplying the closing stock price at the end of the period by the number of shares outstanding (less treasury shares) at the end of the period.
3. Cash flow is the net cash provided by (used in) operating activities in the consolidated statement of cash flows.
4. Interest-bearing liabilities are all liabilities on the consolidated balance sheet for which interest is paid. For interest payments, the amount of interest paid in the consolidated statement of cash flows is used.

#### (4) Future outlook

##### (i) Outlook for the next fiscal year

Regarding the future economic situation, the global economic environment is expected to remain uncertain due largely to the impact of changes in raw material and energy supply systems and prices coming off of global trends in trade policy and heightened geopolitical risks. In addition, in Japan, as a decline in the labor population and a rise in personnel expenses are expected, further expansion is anticipated in the progression of automation and labor-saving that utilize digital technology and in green businesses aimed at realizing carbon neutrality. Moreover, the growing need for circular economy initiatives geared towards a circular society, as well as for resilience measures to build safe and secure social infrastructure amid increasingly severe natural disasters, is anticipated.

Under these circumstances, we formulated our long-term vision “YUASA vision 370,” looking ahead to the 370th anniversary of our founding in 2036, and our medium-term management plan “Reborn 2031,” covering the five-year period from April 2026 to March 2031.

##### *Overview of long-term vision “YUASA vision 370”*

As we approach our 370th anniversary in 2036, we have established the long-term vision, “YUASA vision 370,” as well as the following new Group vision that looks ahead to the 400th anniversary of our founding.

##### ▶ The society we want to realize

Supporting the foundations of society through the power of connection to realize a prosperous and resilient future

##### ▶ Our ideal vision

Cultivating employee imagination and experience to address social challenges through our people and solutions

Centering on “human capital,” which is one of the strengths of ours, we will aim to improve corporate value by realizing corporate culture reform that allows employees to play an even more active role than before and by promoting sustainability management. For the fiscal year ending March 31, 2036, we have set quantitative targets of ordinary profit of ¥30,000 million or more, ROIC of 10% or more, overseas net sales of ¥100,000 million or more.

##### *Overview of medium-term management plan “Reborn 2031”*

Defining our ten-year, long-term vision as “YUASA vision 370,” we have separated that ten years into two terms, and established “Reborn 2031” as the Medium-term Management Plan for the first five years. In order to realize a revenue expansion through a high inclination of growth during the latter five years, in the current Medium-term Management Plan, we aim to achieve greater growth, profitability, and

efficiency by strengthening the three foundations of “business foundation, human capital foundation, and management foundation” and making proactive investments.

#### 1. Quantitative targets

Fiscal year ending March 31, 2031: Ordinary profit of ¥20,000 million or more, ROIC of 8% or more, overseas net sales of ¥40,000 million or more

#### 2. Strengthening foundations for an aggressive strategy

##### (1) Strengthening the business foundation

- (i) By amplifying and accelerating the endless, problem-solving loop of “strengthening, expanding, and diversifying market touchpoints,” “creating value and resolving issues,” and “promoting a circular economy,” we aim to achieve long-term growth together with our business partners.
- (ii) By reorganizing and redefining our “business field” and “growth strategy,” we will further strengthen our total coordination skills and power to expand our ability to connect.
- (iii) We will strengthen our overseas strategy, a domain with significant growth potential.
- (iv) We will refine our development model to create value for “TSUNAGU” innovation.
- (v) In relation to carbon neutrality, we will promote strengthening our handling of environmentally contributive products and services through our core business activities.

##### (2) Strengthening the human capital foundation

- (i) We will continue to advance cultural reforms to achieve our ideal state, where the company’s growth and employees’ growth are linked in a challenging yet rewarding work environment.
- (ii) As part of our human resources system reforms, our policies will be “strategic human resource placement and acquisition,” “revamping the evaluation system,” “supporting autonomous learning,” “management reform,” “supporting flexible work styles,” and “establishing a monitoring system.”

##### (3) Strengthening the management foundation

To achieve sustainable growth under a rapidly changing management environment, we will “strengthen governance,” “create an environment that realizes our business strategy,” “optimally allocate management resources,” and “strengthen next-generation management foundations through the utilization of AI and digital technology.”

#### 3. Investment and capital policy

Based on operating cash flow, we plan to invest a total of approximately ¥40,000 million during the period of “Reborn 2031” (April 2026 to March 2031), consisting of approximately ¥20,000 million for strengthening the business foundation, approximately ¥17,000 million for strengthening the management foundation, and approximately ¥3,000 million for strengthening the human capital foundation. In addition, regarding strategic additional investments, we will carefully examine the content and timing and execute them actively and flexibly, including through external financing.

During the period of “Reborn 2031” (April 2026 to March 2031), we will, in principle, provide progressive dividends, aiming for a consolidated shareholder return ratio of 35% or more, and setting a dividend on equity ratio (DOE) of 3.5% or more as the lower limit for dividends.

##### (ii) Basic policy on profit distribution and dividends for the current and next fiscal years

The Company’s basic policy is to maintain a dividend policy that balances appropriate and stable dividends in line with business performance as one of our important management issues, with the need to strengthen the Company’s financial position and increase internal reserves based on our growth strategy. Based on this basic policy, we will strive to meet the expectations of our shareholders by implementing a flexible dividend policy, including purchase of treasury shares as an effective means of returning profits to shareholders, while taking into consideration trends in the stock price and our financial condition. The Company’s Articles of Incorporation stipulate that matters stipulated in each item of Article 459, Paragraph 1 of the Companies Act, such as dividends of surplus, shall be determined

by a resolution of the Board of Directors rather than a resolution of the General Meeting of Shareholders, except as otherwise provided by law.

Based on this basic policy, the Board of Directors has resolved at a meeting held on May 8, 2026 to pay a year-end ordinary dividend of ¥114 per share for the fiscal year under review, taking into consideration the aforementioned business performance and the enhancement of internal reserves necessary to strengthen the Company's financial position and expand its business. As a result, the annual dividend, including the interim dividend of ¥76 per share paid in December 2025, will be ¥190 per share, resulting in a consolidated shareholder return ratio of 33.6%.

For the next fiscal year, we plan to pay an interim dividend of ¥73 per share and a year-end dividend of ¥117 per share, for an annual dividend of ¥190 per share (consolidated shareholder return ratio of 35% or more and dividend on equity ratio [DOE] of 3.5% or more).

## **2. Basic Policy Regarding the Selection of Accounting Standards**

For the time being, the Group's policy is to prepare consolidated financial statements in accordance with Japanese GAAP, taking into consideration periodic comparability of consolidated financial statements and inter-company comparability.

The Company intends to consider the application of International Financial Reporting Standards (IFRS) in the future, taking into account trends in the ratio of foreign shareholders and the application of IFRS by other domestic competitors in the same industry.

**3. Consolidated Financial Statements and Significant Notes Thereto**  
**(1) Consolidated balance sheet**

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Assets</b>		
Current assets		
Cash and deposits	43,854	48,646
Notes and accounts receivable - trade, and contract assets	105,374	96,241
Electronically recorded monetary claims - operating	38,905	46,039
Inventories	18,253	20,220
Other	3,996	4,197
Allowance for doubtful accounts	(50)	(69)
<b>Total current assets</b>	<b>210,333</b>	<b>215,276</b>
Non-current assets		
Property, plant and equipment		
Non-current assets for rent	5,636	5,718
Accumulated depreciation	(4,465)	(4,533)
Non-current assets for rent, net	1,170	1,185
Buildings and structures	8,556	9,595
Accumulated depreciation	(4,575)	(5,317)
Buildings and structures, net	3,980	4,278
Machinery and equipment	980	1,001
Accumulated depreciation	(689)	(762)
Machinery and equipment, net	290	239
Tools, furniture and fixtures	3,189	3,645
Accumulated depreciation	(2,756)	(3,012)
Tools, furniture and fixtures, net	433	632
Land	39,159	39,903
Leased assets	557	603
Accumulated depreciation	(254)	(335)
Leased assets, net	302	267
Construction in progress	143	280
<b>Total property, plant and equipment</b>	<b>45,481</b>	<b>46,786</b>
Intangible assets		
Goodwill	1,146	1,303
Other	10,402	14,363
<b>Total intangible assets</b>	<b>11,549</b>	<b>15,666</b>
Investments and other assets		
Investment securities	13,082	18,219
Long term money claims	853	928
Deferred tax assets	966	585
Retirement benefit asset	211	157
Other	5,676	5,965
Allowance for doubtful accounts	(56)	(78)
<b>Total investments and other assets</b>	<b>20,734</b>	<b>25,778</b>
<b>Total non-current assets</b>	<b>77,765</b>	<b>88,231</b>
<b>Total assets</b>	<b>288,098</b>	<b>303,507</b>

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	92,545	92,466
Electronically recorded obligations - operating	54,200	56,845
Short-term borrowings	4,200	3,587
Lease liabilities	90	107
Income taxes payable	3,842	3,288
Provision for bonuses	3,321	3,539
Provision for bonuses for directors (and other officers)	80	88
Other	11,842	13,366
Total current liabilities	170,124	173,290
Non-current liabilities		
Long-term borrowings	2,490	1,210
Lease liabilities	227	210
Deferred tax liabilities	848	2,095
Provision for retirement benefits for directors (and other officers)	157	252
Provision for share awards	310	310
Provision for share awards for directors (and other officers)	188	233
Retirement benefit liability	1,193	1,426
Other	3,141	3,031
Total non-current liabilities	8,558	8,771
Total liabilities	178,682	182,061
<b>Net assets</b>		
Shareholders' equity		
Share capital	20,644	20,644
Capital surplus	6,755	6,756
Retained earnings	79,637	87,324
Treasury shares	(2,976)	(2,902)
Total shareholders' equity	104,060	111,822
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	3,113	6,089
Deferred gains or losses on hedges	(17)	39
Foreign currency translation adjustment	1,649	1,973
Remeasurements of defined benefit plans	40	1
Total accumulated other comprehensive income	4,786	8,104
Share acquisition rights	123	108
Non-controlling interests	445	1,411
Total net assets	109,416	121,446
<b>Total liabilities and net assets</b>	<b>288,098</b>	<b>303,507</b>

**(2) Consolidated statement of income and consolidated statement of comprehensive income**  
**Consolidated statement of income**

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	528,387	545,027
Cost of sales	467,087	480,015
Gross profit	61,300	65,011
Selling, general and administrative expenses	45,539	48,271
Operating profit	15,761	16,740
Non-operating income		
Interest income	72	131
Dividend income	352	423
Other	319	283
Total non-operating income	745	837
Non-operating expenses		
Interest expenses	221	190
Share of loss of entities accounted for using equity method	31	73
Foreign exchange losses	103	53
Other	139	23
Total non-operating expenses	495	341
Ordinary profit	16,010	17,236
Extraordinary income		
Gain on sale of non-current assets	82	20
Gain on sale of investment securities	128	0
Gain on extinguishment of tie-in shares	–	62
Total extraordinary income	210	83
Extraordinary losses		
Loss on sale of non-current assets	119	0
Loss on retirement of non-current assets	83	16
Impairment losses	193	185
Compensation expenses	191	41
Other	–	24
Total extraordinary losses	588	267
Profit before income taxes	15,633	17,052
Income taxes - current	5,035	4,793
Income taxes - deferred	281	139
Total income taxes	5,316	4,933
Profit	10,316	12,118
Profit attributable to non-controlling interests	74	98
Profit attributable to owners of parent	10,242	12,020

## Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	10,316	12,118
Other comprehensive income		
Valuation difference on available-for-sale securities	(489)	3,125
Deferred gains or losses on hedges	(36)	56
Foreign currency translation adjustment	780	327
Remeasurements of defined benefit plans, net of tax	(6)	(38)
Total other comprehensive income	248	3,471
Comprehensive income	10,564	15,589
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	10,488	15,338
Comprehensive income attributable to non-controlling interests	75	251

**(3) Consolidated statement of changes in equity**  
Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	20,644	6,753	72,918	(3,053)	97,262
Cumulative effects of changes in accounting policies			52		52
Restated balance	20,644	6,753	72,971	(3,053)	97,315
Changes during period					
Dividends of surplus			(3,567)		(3,567)
Profit attributable to owners of parent			10,242		10,242
Purchase of treasury shares				(13)	(13)
Disposal of treasury shares		(8)		91	82
Change in ownership interest of parent due to transactions with non-controlling interests		1			1
Transfer of negative balance in other capital surplus		8	(8)		-
Net changes in items other than shareholders' equity					
Total changes during period	-	1	6,666	77	6,745
Balance at end of period	20,644	6,755	79,637	(2,976)	104,060

	Accumulated other comprehensive income					Share acquisition rights	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	3,655	18	870	46	4,591	145	409	102,409
Cumulative effects of changes in accounting policies	(52)				(52)			-
Restated balance	3,603	18	870	46	4,539	145	409	102,409
Changes during period								
Dividends of surplus								(3,567)
Profit attributable to owners of parent								10,242
Purchase of treasury shares								(13)
Disposal of treasury shares								82
Change in ownership interest of parent due to transactions with non-controlling interests								1
Transfer of negative balance in other capital surplus								-
Net changes in items other than shareholders' equity	(489)	(36)	779	(6)	246	(22)	36	260
Total changes during period	(489)	(36)	779	(6)	246	(22)	36	7,006
Balance at end of period	3,113	(17)	1,649	40	4,786	123	445	109,416

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	20,644	6,755	79,637	(2,976)	104,060
Changes during period					
Change in scope of consolidation			(212)		(212)
Dividends of surplus			(4,120)		(4,120)
Profit attributable to owners of parent			12,020		12,020
Purchase of treasury shares				(5)	(5)
Disposal of treasury shares		0		78	79
Net changes in items other than shareholders' equity					
Total changes during period	-	0	7,687	73	7,761
Balance at end of period	20,644	6,756	87,324	(2,902)	111,822

	Accumulated other comprehensive income					Share acquisition rights	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	3,113	(17)	1,649	40	4,786	123	445	109,416
Changes during period								
Change in scope of consolidation								(212)
Dividends of surplus								(4,120)
Profit attributable to owners of parent								12,020
Purchase of treasury shares								(5)
Disposal of treasury shares								79
Net changes in items other than shareholders' equity	2,975	56	323	(38)	3,318	(15)	965	4,268
Total changes during period	2,975	56	323	(38)	3,318	(15)	965	12,029
Balance at end of period	6,089	39	1,973	1	8,104	108	1,411	121,446

**(4) Consolidated statement of cash flows**

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
<b>Cash flows from operating activities</b>		
Profit before income taxes	15,633	17,052
Depreciation	2,133	1,608
Amortization of goodwill	331	194
Loss (gain) on extinguishment of tie-in shares	–	(62)
Loss (gain) on sale of non-current assets	37	(20)
Loss on retirement of non-current assets	83	16
Impairment losses	193	185
Loss (gain) on sale of investment securities	(128)	(0)
Compensation expenses	191	41
Other extraordinary loss (income)	–	24
Decrease (increase) in retirement benefit asset	(99)	(2)
Increase (decrease) in retirement benefit liability	56	149
Increase (decrease) in allowance for doubtful accounts	(268)	(4)
Increase (decrease) in provision for bonuses	104	157
Increase (decrease) in provision for bonuses for directors (and other officers)	(10)	7
Increase (decrease) in provision for share awards	56	(0)
Increase (decrease) in provision for share awards for directors (and other officers)	(5)	44
Interest and dividend income	(425)	(554)
Interest expenses	221	190
Decrease (increase) in trade receivables	13,199	4,951
Decrease (increase) in inventories	1,593	(1,652)
Increase (decrease) in trade payables	(12,471)	(1,010)
Decrease (increase) in long term money claims	194	(57)
Other, net	(308)	3,283
Subtotal	20,313	24,542
Interest and dividends received	420	553
Interest paid	(211)	(175)
Income taxes paid	(4,538)	(5,350)
Net cash provided by (used in) operating activities	15,982	19,569

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
<b>Cash flows from investing activities</b>		
Payments into time deposits	(91)	(238)
Proceeds from withdrawal of time deposits	6	1,277
Purchase of property, plant and equipment	(2,175)	(1,376)
Proceeds from sale of property, plant and equipment	281	42
Purchase of intangible assets	(4,467)	(5,599)
Purchase of investment securities	(1,450)	(892)
Proceeds from sale of investment securities	190	151
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(1,934)	–
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	–	434
Loan advances	(188)	(24)
Proceeds from collection of loans receivable	21	53
Other, net	(156)	(209)
Net cash provided by (used in) investing activities	(9,965)	(6,380)
<b>Cash flows from financing activities</b>		
Net increase (decrease) in short-term borrowings	–	(1,470)
Repayments of long-term borrowings	(1,058)	(3,173)
Repayments of lease liabilities	(120)	(99)
Purchase of treasury shares	(13)	(5)
Proceeds from sale of treasury shares	0	0
Dividends paid	(3,567)	(4,120)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(26)	–
Other, net	(10)	(208)
Net cash provided by (used in) financing activities	(4,797)	(9,078)
Effect of exchange rate change on cash and cash equivalents	445	183
Net increase (decrease) in cash and cash equivalents	1,665	4,293
Cash and cash equivalents at beginning of period	42,044	43,709
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	–	458
Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries	–	23
Cash and cash equivalents at end of period	43,709	48,485

## **(5) Notes to consolidated financial statements**

### **Notes on going concern assumption**

No item to report.

### **Business combinations**

(Finalization of provisional accounting treatment pertaining to business combination)

The provisional accounting treatment applied in the fiscal year ended March 31, 2025 to the business combination with LINE-UP CO., LTD. on February 28, 2025 (deemed acquisition date: March 31, 2025) was finalized in the fiscal year ended March 31, 2026.

The comparative information presented in the consolidated financial statements as of March 31, 2026, reflect significant revisions to amounts initially allocated to acquisition cost accompanying finalization of provisional accounting treatment.

As a result, intangible assets and other amounting to ¥1,566 million and deferred tax liabilities of ¥493 million were newly recognized, and the goodwill amount of ¥2,217 million that had been provisionally calculated was reduced by ¥1,072 million upon finalization, resulting in goodwill of ¥1,144 million. Goodwill is amortized over a period of 10 years, and the customer-related assets recorded under intangible assets other than goodwill are amortized over a period of 17 years.

(Business combination through acquisition)

#### 1. Outline of business combination

##### (1) Name and business description of the acquired enterprises

Name of the acquired enterprises: KYOEI-GENEX CO., LTD. and FUJICREST.INC  
Business description: Sales and installation of exterior materials

##### (2) Main reason for business combination

KYOEI-GENEX CO., LTD. and FUJICREST.INC are both headquartered in Tokyo and primarily focus on the sale of residential exterior materials in the Tokyo metropolitan area. They have an extensive customer network ranging from house builders to construction companies and equipment contractors. Additionally, they are equipped with installation and delivery services, allowing them to meticulously meet diverse needs. Based on these strengths, we will begin collaboration with both companies to strengthen the sales of residential exterior materials and achieve other related objectives.

##### (3) Date of business combination

October 1, 2025 (acquisition of shares)

##### (4) Legal form of business combination

Acquisition of shares

##### (5) Name of enterprises after combination

There is no change in name.

##### (6) Ratio of voting rights acquired

KYOEI-GENEX CO., LTD.: 100%  
FUJICREST.INC: 60%

##### (7) Main grounds for determining the acquiring enterprise

The Company is the acquiring enterprise as it acquired the shares in consideration for cash.

#### 2. The performance period of the acquired enterprises included in the consolidated financial statements

From October 1, 2025 to March 31, 2026

3. Acquisition cost for the acquired enterprises and breakdown by type of consideration

		(Millions of yen)	
		KYOEI-GENEX CO., LTD.	FUJICREST.INC
Consideration for acquisition	Cash and deposits	511	1,200
Cost of acquisition		511	1,200

4. Details and amount of main costs related to the acquisition

		(Millions of yen)	
		KYOEI-GENEX CO., LTD.	FUJICREST.INC
Advisory fees related to stock valuation, etc.		6	6

5. Amount of goodwill recognized, the reason for recognition, and the method and period of amortization

(1) Amount of goodwill recognized

		(Millions of yen)	
		KYOEI-GENEX CO., LTD.	FUJICREST.INC
Goodwill		192	85

(2) Reason for recognition

Recognized due to excess earnings power expected from future business expansion.

(3) Method and period of amortization

Straight-line method over five years

6. Amounts of assets and liabilities assumed on the date of business combination and their main breakdown

		(Millions of yen)	
		KYOEI-GENEX CO., LTD.	FUJICREST.INC
Current assets		3,016	3,316
Non-current assets		1,373	1,643
Total assets		4,389	4,960
Current liabilities		3,671	2,856
Non-current liabilities		398	246
Total liabilities		4,070	3,103

7. Estimated amount and method used to calculate the impact of the business combination on the consolidated statements of income for the fiscal year under review as if the business combination had been completed at the beginning of the fiscal year

This information is omitted because of immateriality.

## Notes on segment information, etc.

### Segment information

In relation to the section (Finalization of provisional accounting treatment pertaining to business combination) under (Business combinations), the segment information for the previous fiscal year has been revised to reflect these adjustments.

#### 1. Overview of reportable segments

The Company's reportable segments are constituent units of the Company for which separate financial information is available and which are subject to regular periodic review by the Board of Directors in order to determine the allocation of management resources and evaluate their performance.

The Company has established headquarters and business divisions classified by the type and nature of products handled, and the headquarters and business divisions formulate comprehensive domestic and overseas strategies for the products and services they handle and develop business activities

Accordingly, the Company is composed of segments classified by similarities in the types and nature of products handled based on the headquarters and business divisions, and is classified into the following reportable segments.

- |   |  |
|---|--|
| (i) Industrial Equipment & Tools:             | Sales of tools, industrial equipment and materials, control equipment, and logistics equipment   |
| (ii) Machine Tools:                           | Sales of industrial machinery and equipment  |
| (iii) Housing, Air & Fluidic Control Systems: | Sales of pipe materials, air conditioning equipment, housing fixtures, housing equipment, design supervision and contracting of construction work, residential land and building transactions      |
| (iv) Building Supplies & Exterior:            | Sales of building materials, landscapes, exteriors, civil engineering materials, etc., design supervision and contracting of exterior material installation work                                   |
| (v) Construction Machines:                    | Sales of construction machinery and materials, leasing and rental, manufacturing and sales of assembly-type temporary houses (container houses), event site construction and furnishing businesses |
| (vi) Energy:                                  | Sales of petroleum products  |

#### 2. Explanation of measurements of the amount of net sales, profit/loss, assets, liabilities and other items for each reportable segment

The accounting methods for reported business segments are in accordance with the accounting policies used to prepare the consolidated financial statements.

Reportable segment profit is based on operating profit.

Inter-segment revenues and transfers are based on prevailing market prices.

3. Information on the amount of net sales, profit/loss, assets, liabilities and other items for each reportable segment

Fiscal year ended March 31, 2025

(Millions of yen)

	Reportable segments							Others (Note 1)	Total	Adjustment (Note 2)	Amount recorded in the consolidated statement of income (Note 3)
	Industrial Equipment & Tools	Machine Tools	Housing, Air & Fluidic Control Systems	Building Supplies & Exterior	Construction Machines	Energy	Total				
Net sales											
Sales to external customers	77,767	107,403	209,688	57,342	36,868	18,607	507,678	20,709	528,387	–	528,387
Intersegment sales or transfers	14,970	4,922	10,870	6,011	5,961	48	42,786	428	43,215	(43,215)	–
Total	92,738	112,326	220,559	63,353	42,829	18,656	550,464	21,138	571,602	(43,215)	528,387
Segment profit	2,564	4,304	9,891	2,211	1,041	240	20,252	277	20,530	(4,769)	15,761
Segment assets	40,397	56,844	87,645	24,934	27,862	4,619	242,303	12,225	254,529	33,569	288,098
Other items											
Depreciation	278	306	478	162	576	39	1,842	26	1,868	265	2,133
Increase in property, plant and equipment and intangible assets (Note 4)	1,193	2,107	1,909	761	2,532	32	8,537	5	8,543	1,077	9,620

Notes: 1. The classification “Others” is a segment of business not included in the reportable segments and includes businesses selling lifestyle-related products and wood products.

2. The adjustment of the segment profit of negative ¥4,769 million represents mainly costs related to the administration division of the Company that has not been attributed to a reportable segment.

3. Total segment profit is adjusted to operating profit as recorded on the consolidated statement of income.

4. Increase in property, plant and equipment and intangible assets includes increase in long-term prepaid expenses.

Fiscal year ended March 31, 2026

(Millions of yen)

	Reportable segments							Others (Note 1)	Total	Adjustment (Note 2)	Amount recorded in the consolidated statement of income (Note 3)
	Industrial Equipment & Tools	Machine Tools	Housing, Air & Fluidic Control Systems	Building Supplies & Exterior	Construction Machines	Energy	Total				
Net sales											
Sales to external customers	77,739	105,444	223,492	63,809	37,076	17,496	525,058	19,968	545,027	–	545,027
Intersegment sales or transfers	16,126	4,848	11,552	6,168	6,215	50	44,962	494	45,457	(45,457)	–
Total	93,865	110,293	235,045	69,977	43,292	17,546	570,021	20,463	590,484	(45,457)	545,027
Segment profit	2,798	3,711	11,084	2,125	1,374	243	21,337	130	21,468	(4,727)	16,740
Segment assets	40,840	56,954	95,262	33,930	27,278	4,787	259,054	14,485	273,539	29,968	303,507
Other items											
Depreciation	170	282	262	103	608	44	1,472	1	1,474	134	1,608
Increase in property, plant and equipment and intangible assets (Note 4)	881	678	1,576	627	840	40	4,644	54	4,698	889	5,588

Notes: 1. The classification “Others” is a segment of business not included in the reportable segments and includes businesses selling lifestyle-related products and wood products.

2. The adjustment of the segment profit of negative ¥4,727 million represents mainly costs related to the administration division of the Company that has not been attributed to a reportable segment.

3. Total segment profit is adjusted to operating profit as recorded on the consolidated statement of income.

4. Increase in property, plant and equipment and intangible assets includes increase in long-term prepaid expenses.

Information about impairment loss on non-current assets by reportable segment

Fiscal year ended March 31, 2025

(Millions of yen)

	Industrial Equipment & Tools	Machine Tools	Housing, Air & Fluidic Control Systems	Building Supplies & Exterior	Construction Machines	Energy	Others	Unallocated amounts	Total
Impairment losses	36	–	156	–	–	–	–	–	193

Fiscal year ended March 31, 2026

(Millions of yen)

	Industrial Equipment & Tools	Machine Tools	Housing, Air & Fluidic Control Systems	Building Supplies & Exterior	Construction Machines	Energy	Others	Unallocated amounts	Total
Impairment losses	–	185	–	–	–	–	–	–	185

Information about amortization and unamortized balance of goodwill by reportable segment

Fiscal year ended March 31, 2025

(Millions of yen)

	Industrial Equipment & Tools	Machine Tools	Housing, Air & Fluidic Control Systems	Building Supplies & Exterior	Construction Machines	Energy	Others	Unallocated amounts	Total
Amortization during period	54	–	40	–	236	–	–	–	331
Balance at end of period	–	–	–	–	1,146	–	–	–	1,146

Fiscal year ended March 31, 2026

(Millions of yen)

	Industrial Equipment & Tools	Machine Tools	Housing, Air & Fluidic Control Systems	Building Supplies & Exterior	Construction Machines	Energy	Others	Unallocated amounts	Total
Amortization during period	–	50	–	27	116	–	–	–	194
Balance at end of period	–	23	–	249	1,030	–	–	–	1,303

Information about gain on bargain purchase by reportable segment

No item to report.

## Per share information

(Yen)

Items	As of/fiscal year ended March 31, 2025	As of/fiscal year ended March 31, 2026
Net assets per share	5,175.40	5,696.13
Basic earnings per share	487.11	571.06
Diluted earnings per share	485.49	569.38

Note: Basis of calculation

### (1) Net assets per share

Items	As of March 31, 2025	As of March 31, 2026
Total net assets (Millions of yen)	109,416	121,446
Amounts deducted from total net assets (Millions of yen)	569	1,519
[Of which share acquisition rights (Millions of yen)]	[123]	[108]
[Of which non-controlling interests (Millions of yen)]	[445]	[1,411]
Net assets related to common stock at end of period (Millions of yen)	108,847	119,926
Number of shares of common stock issued and outstanding at end of period (Thousands of shares)	22,100	22,100
Number of shares of common stock held as treasury shares at end of period (Thousands of shares)	1,068	1,045
Number of shares of common stock at the year-end used in calculation of net assets per share (Thousands of shares)	21,031	21,054

Note: In the calculation of net assets per share, the Company's shares held by the BIP trust for executive compensation (188 thousand shares at the end of the fiscal year under review and 206 thousand shares at the end of the previous fiscal year) are included in the number of treasury stock deducted from the total number of shares outstanding at the end of the period.

### (2) Basic earnings per share and diluted earnings per share

Items	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Basic earnings per share		
Profit attributable to owners of parent (Millions of yen)	10,242	12,020
Profit (loss) not attributable to common shareholders (Millions of yen)	–	–
Profit related to common stock attributable to owners of parent (Millions of yen)	10,242	12,020
Average number of shares during the period (Thousands of shares)	21,026	21,049
Diluted earnings per share		
Profit attributable to owners of parent (Millions of yen)	–	–
Increase in number of shares of common stock (Thousands of shares)	70	61
[of which stock acquisition rights (thousands of shares)]	[70]	[61]
Summary of dilutive shares not included in the calculation of diluted earnings per share due to the absence of dilutive effects	–	–

Note: In the calculation of earnings per share and diluted earnings per share, the Company's shares held by the BIP trust for executive compensation (193 thousand shares in the fiscal year under review and 210 thousand shares in the previous fiscal year) are included in the number of treasury stock deducted in the calculation of average number of shares during the fiscal year.

**Significant events after reporting period**

No item to report.

#### 4. Other

Changes in Directors and Audit & Supervisory Board Members (effective June 25, 2026)

(i) New candidate for election as Director

Representative Director, President & CEO	Hideaki Murayama (currently, Senior Executive Officer, Assistant to the President)
Director	Nobuyoshi Suzuki (currently, Senior Executive Officer, Vice Supervisory Manager of Management Administration)
Outside Director	Hiroyuki Nose (Chairperson, Sapporo Breweries Limited (incumbent) Outside Director, Imperial Hotel, Ltd. (incumbent))

(ii) Retiring Director

Representative Director, Senior Managing Director	Kenichi Tanaka
Outside Director	Shinzo Maeda

<Reference>

Executive Structure as of June 25, 2026 (tentative)

(Directors)

Representative Director, Chairman	In charge of Overseas Business Development	Hiroyuki Tamura
Representative Director, President & CEO		Hideaki Murayama (New Candidate)
Senior Managing Director	Supervisory Manager of Sales Division Chief General Manager of Industrial Market Headquarters	Mamoru Hamayasu
Director	Vice Supervisory Manager of Sales Division Chief General Manager of Construction Market Headquarters	Takaomi Omura
Director	Chief General Manager of Living Environment Market Headquarters	Maresuke Takeo
Director	Supervisory Manager of Management Administration In charge of Regional Groups	Nobuyoshi Suzuki (New Candidate)
Outside Director		Yoshiro Hirai
Outside Director		Miki Mitsunari
Outside Director		Yukiko Machida
Outside Director		Hiroyuki Nose (New Candidate)

(Note) Directors, excluding Outside Directors, will concurrently serve as executive officers.

(Audit & Supervisory Board Members)

Audit & Supervisory Board Member (full-time)	Takeshi Maeda
Audit & Supervisory Board Member (full-time)	Hiromitsu Otani
Outside Audit & Supervisory Board Member	Mitsuhiro Honda
Outside Audit & Supervisory Board Member	Chinami Kajo