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April 28, 2025



## Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2025 [Under Japanese GAAP]

Company name: KOMATSU WALL INDUSTRY CO., LTD.

Listing: Tokyo Stock Exchange

Securities code: 7949

URL: <https://www.komatsuwall.co.jp/>

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Scheduled date of annual general meeting of shareholders: June 25, 2025

Scheduled date of commencing dividend payments: June 26, 2025

Scheduled date of filing annual securities report: June 25, 2025

Availability of supplementary briefing material on financial results: Available

Schedule of financial results briefing session: Scheduled (for analysts and institutional investors)

(Amounts of less than one million yen are rounded down.)

### 1. Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (April 1, 2024 to March 31, 2025)

#### (1) Non-consolidated Operating Results

(% indicates year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Fiscal year ended								
March 31, 2025	44,616	2.4	3,635	(0.1)	3,756	0.6	2,650	(4.5)
March 31, 2024	43,551	15.3	3,640	57.8	3,732	57.9	2,775	70.5

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
	Yen	Yen	%	%	%
Fiscal year ended					
March 31, 2025	145.64	–	7.0	8.0	8.1
March 31, 2024	149.04	–	7.5	8.1	8.4

(Note) The Company implemented a 2-for-1 stock split of common shares on October 1, 2024. The basic earnings per share are calculated on the assumption that the stock split was implemented at the beginning of the previous fiscal year.

#### (2) Non-consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of March 31, 2025	46,756	37,790	80.8	2,153.83
As of March 31, 2024	47,455	38,067	80.2	2,041.63

(Reference) Equity: As of March 31, 2025: ¥37,790 million

As of March 31, 2024: ¥38,067 million

### (3) Non-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	Million yen	Million yen	Million yen	Million yen
March 31, 2025	3,327	(469)	(2,729)	13,649
March 31, 2024	4,273	(1,171)	(1,056)	13,521

### 2. Dividends

	Annual dividends				
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2024	–	55.00	–	70.00	125.00
Fiscal year ended March 31, 2025	–	60.00	–	35.00	–
Fiscal year ending March 31, 2026 (Forecast)	–	65.00	–	65.00	130.00

	Total cash dividends (Total)	Payout ratio	Ratio of dividends to net assets
	Million yen	%	%
Fiscal year ended March 31, 2024	1,183	41.9	3.1
Fiscal year ended March 31, 2025	1,196	44.6	3.1
Fiscal year ending March 31, 2026 (Forecast)		–	

(Note) The Company implemented a 2-for-1 stock split of common shares on October 1, 2024. The year-end dividend per share for the fiscal year ended March 31, 2025 is stated in consideration of the effect of the stock split, and the total annual dividend is stated as “–.” If the effect of the stock split is not considered, the year-end dividend and the total annual dividend for the fiscal year ended March 31, 2025 would be 70.00 yen and 130.00 yen, respectively.

### 3. Non-consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(% indicates year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit		Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
First half	21,000	4.4	1,050	8.1	1,100	4.9	750	1.6	41.20
Full year	46,500	4.2	4,060	11.7	4,130	10.0	2,930	10.5	160.97

**\* Notes:**

- (1) Changes in accounting policies, changes in accounting estimates and retrospective restatement
  - 1) Changes in accounting policies due to revisions to accounting standards and other regulations: No
  - 2) Changes in accounting policies other than 1) above: No
  - 3) Changes in accounting estimates: No
  - 4) Retrospective restatement: No
- (2) Total number of issued shares (common shares)
  - 1) Total number of issued shares at the end of the period (including treasury shares):
    - As of March 31, 2025: 19,721,980 shares
    - As of March 31, 2024: 21,806,480 shares
  - 2) Total number of treasury shares at the end of the period:
    - As of March 31, 2025: 2,176,470 shares
    - As of March 31, 2024: 3,160,794 shares
  - 3) Average number of shares during the period:
    - Fiscal year ended March 31, 2025: 18,201,995 shares
    - Fiscal year ended March 31, 2024: 18,623,573 shares

(Note 1) The Company implemented a 2-for-1 stock split of common shares on October 1, 2024. The total number of issued shares at the end of the period (including treasury shares), the total number of treasury shares at the end of the period, and the average number of shares during the period are calculated on the assumption that the stock split was implemented at the beginning of the previous fiscal year.

(Note 2) The total number of treasury shares at the end of the period and the number of treasury shares deducted in calculating the average number of shares during the period includes the Company's shares held by Custody Bank of Japan, Ltd. (Trust E Account) as trust assets related to the Board Benefit Trust (BBT) system (March 31, 2025: 406,600 shares; March 31, 2024: 286,000 shares).

\* Financial results are outside the scope of audit by certified public accountants or audit firms.

**\* Explanation of the proper use of financial results forecast and other notes**

The financial results forecasts and other forward-looking statements herein are based on the information currently available to the Company and certain assumptions deemed reasonable. Actual results may differ significantly from these forecasts due to a wide range of factors. For the conditions underlying the financial results forecast and the precautions for using the financial results forecast, please refer to page 4 of the attached document, "1. Overview of Operating Results, etc., (4) Future Outlook."

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## 1. Overview of Operating Results, etc.

### (1) Overview of Operating Results for the Fiscal Year under Review

During the fiscal year ended March 31, 2025, the Japanese economy faced a downward risk posed by the downturn in overseas economic conditions, with interest rates remaining at high levels in the United States and Europe. However, the economy continued gradual recovery, with an improvement in employment and income conditions.

Under this situation, the Company pursued three basic policies based on the medium-term management plan, “NEXT VISION 2028”: “Growth of existing partition business,” “Creation of new products,” and “Enhancement of production and logistics operations.”

Regarding “Growth of existing partition business,” to further tap into office demand, the Company expanded and renovated the Tokyo Showroom, and relocated, expanded, and renovated the Osaka Showroom. The Company also developed “PIVO,” a top-hung double-glass sliding wall with single point suspension, with the intention of expanding office applications of movable partitions, an area where the Company has technological strength. Regarding toilet booths, the Company developed “haremo,” which features a simple and sophisticated design achieved with olefin sheets covering the surface and edges.

With regard to “Creation of new products,” the Company developed “STEERA,” a steel partition with excellent design and acoustic insulation. These partitions are available with a wide variety of surface finishes, such as large tiles, natural wood veneers, and fabric panels, helping to create upscale office spaces suitable for executives. All components, including finishing materials, may be disassembled and relocated, making the product eco-friendly.

With respect to “Enhancement of production and logistics operations,” the Company has been proceeding with the construction plan for Kaga Factory No. 2 (tentative name) with the aim of increasing our production capacity and strengthening our shipping capacity for relocatable partitions. Although the start dates of construction and operation were rescheduled as announced on January 30, 2025, steady progress has been made to start construction in May 2025.

Regarding operating results, sales of relocatable partitions, the Company’s mainstay product line, and fixed partitions remained solid due to steady office relocation demand. As a result, net sales were ¥44,616 million (up 2.4% year on year). Orders received totaled ¥46,833 million (up 7.2% year on year), and order backlog totaled ¥18,897 million (up 13.3% year on year) and increased in all the items except others.

On the profitability front, the gross profit margin was 35.3% (an improvement of 1.4 percentage points year on year), although there was an increase in selling, general and administrative expenses due to an increase in rental fees resulting from the showroom floor expansion, an increase in logistics expenses, and other factors. As a result, operating profit was ¥3,635 million (down 0.1% year on year), ordinary profit was 3,756 million (up 0.6% year on year), and profit was ¥2,650 million (down 4.5% year on year).

Net sales, orders received, and order backlog by item for the fiscal year ended March 31, 2025 are as follows.

#### Net Sales, Orders Received, and Order Backlog by Item

(Million yen)

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)						
Item	Net sales		Orders received		Order backlog	
	Amount	Year-on-year change (%)	Amount	Year-on-year change (%)	Amount	Year-on-year change (%)
Relocatable partitions	19,661	107.3	20,891	115.0	5,283	130.3
Fixed partitions	9,398	102.3	9,989	100.9	5,615	111.8
Toilet booths	7,753	96.5	8,059	100.2	3,444	109.8
Movable partitions	6,012	100.8	6,120	108.8	4,164	102.7
Low partitions	609	95.1	628	100.9	85	127.1
Others	1,181	83.8	1,145	86.8	303	89.3
Total	44,616	102.4	46,833	107.2	18,897	113.3

### (2) Overview of Financial Position for the Fiscal Year under Review

Status of assets, liabilities, and net assets

The total amount of assets as of the end of the fiscal year under review decreased by ¥699 million from the end of the previous fiscal year, to ¥46,756 million. This is mainly due to a decrease in current assets of ¥1,217

million, resulting from decreases in cash and deposits of ¥925 million and notes receivable - trade of ¥669 million, despite an increase in contract assets of ¥148 million, and an increase in non-current assets of ¥517 million, resulting from an increase in property, plant and equipment of ¥493 million.

The total amount of liabilities decreased by ¥422 million from the end of the previous fiscal year, to ¥8,965 million. This is mainly due to a decrease in current liabilities of ¥567 million, resulting from an increase in accrued expenses of ¥108 million and a decrease in accrued consumption taxes included in “Other” under current liabilities of ¥732 million, and an increase in non-current liabilities of ¥145 million.

Net assets decreased by ¥277 million from the end of the previous fiscal year, to ¥37,790 million. This is mainly due to a decrease in retained earnings of ¥584 million, as well as a decrease in treasury shares (a factor contributing to an increase in net assets) of ¥318 million resulting from the purchase, cancellation, etc. of treasury shares.

### (3) Overview of Cash Flows for the Fiscal Year under Review

#### Status of cash flows

Regarding cash flows for the fiscal year under review, the Company allocated funds to working capital, capital investment, and shareholder returns among other activities, while enhancing internal reserves.

As a result, cash and cash equivalents (hereinafter referred to as “cash”) as of the end of the fiscal year under review increased by ¥128 million from the end of the previous fiscal year, to ¥13,649 million. Described below are the state of each cash flow and their factors.

#### (Cash flows from operating activities)

Net cash provided by operating activities amounted to ¥3,327 million (net cash provided of ¥4,273 million for the previous fiscal year). This is mainly attributable to a net increase due primarily to the recording of profit before income taxes of ¥3,802 million, depreciation of ¥1,160 million, and a decrease in trade receivables of ¥383 million, as well as a net decrease due primarily to income taxes paid of ¥1,097 million and a decrease in accrued consumption taxes included in “Other” of ¥732 million.

#### (Cash flows from investing activities)

Net cash used in investing activities amounted to ¥469 million (net cash used of ¥1,171 million for the previous fiscal year). This is mainly attributable to a net decrease due primarily to a net payment of ¥1,514 million resulting from purchase of property, plant and equipment and intangible assets, and a net increase due primarily to a net income of ¥1,000 million resulting from payments into time deposits and proceeds from withdrawal of time deposits.

#### (Cash flows from financing activities)

Net cash used in financing activities amounted to ¥2,729 million (net cash used of ¥1,056 million for the previous fiscal year). This is mainly attributable to a net decrease due primarily to purchase of treasury shares of ¥1,717 million and dividends paid of ¥1,229 million, as well as a net increase due to proceeds from sale of treasury shares of ¥232 million.

#### Changes in cash flow-related indicators

	54th term	55th term	56th term	57th term	58th term
	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Equity ratio (%)	84.1	84.0	80.9	80.2	80.8
Equity ratio based on market value (%)	45.0	40.4	41.7	62.7	55.2

Equity ratio: Equity/Total assets

Equity ratio based on market value: Market capitalization/Total assets

Interest-bearing debt to cash flow ratio: Interest-bearing debt/Cash flow

Interest coverage ratio: Cash flow/Interest payments

1. Market capitalization is calculated by multiplying the closing share price at the end of the period by the number of issued shares at the end of the period (after deducting treasury shares). The number of treasury shares deducted includes the Company’s shares held by the Board Benefit Trust (BBT).

2. As the Company has little interest-bearing debt or interest payments, the interest-bearing debt to cash flow ratio and the interest-bearing debt are omitted.

#### (4) Future Outlook

Regarding the future economic outlook, although concerns remain about the impacts of rising prices, shifts in trade and other policies in the United States, fluctuation of the financial and capital markets and other issues, a gradual economic recovery is expected to continue against the backdrop of an improvement in employment and income conditions.

As for the market environment surrounding the Company's business, investment in office environments for new work styles is expected to remain strong amid ongoing urban redevelopment projects mainly in the Tokyo metropolitan area. Meanwhile, in the medium to long term, the social environment is expected to undergo significant changes, including a growing labor shortage due to the declining birthrate and aging population and a shrinking working-age population in Japan, soaring raw material and energy prices, and rapid progress in digitalization. The need to respond flexibly to such changes is growing.

Under this situation, in the third year of the medium-term management plan, "NEXT VISION 2028," we will steadily implement measures based on three basic policies: "Growth of existing business," "Creation of new products," and "Enhancement of production and logistics operations." We will strive to expand our business performance by leveraging our strengths to deepen and upgrade existing businesses, developing new products that create new space value, introducing the latest facilities, and promoting DX, with the aim of sustainably increasing our corporate value. We will also promote ESG management by resolving social issues and addressing key issues for the Company's sustainable growth to contribute to building a sustainable society.

The Company also announced today (April 28, 2025) a statement titled "Notice Concerning Action to Implement Management That Is Conscious of Cost of Capital and Stock Price." Recognizing that it is essential to achieve an ROE higher than the cost of capital, we will revise upward the quantitative targets in the medium-term management plan and implement measures to enhance our corporate value. Specifically, we will always base our investment decisions on returns on capital and establish a task force for strategy study to develop and implement strategies for growth, including M&A. Through these efforts, we aim to enhance our net sales growth rate and profit margin, while working to increase returns on capital by strengthening shareholder returns and restraining increases in net assets. For more details, please refer to "Action to Implement Management That Is Conscious of Cost of Capital and Stock Price" (available in Japanese only).

For the next fiscal year, we forecast net sales of ¥46,500 million, operating profit of ¥4,060 million, ordinary profit of ¥4,130 million, and profit of ¥2,930 million.

#### (5) Basic Policy on Profit Distribution and Dividends for Fiscal Year under Review and Next

The Company considers it most important to provide a stable and continuous return of profits to its shareholders based on the medium-term management plan "NEXT VISION 2028." The Company's basic policy is to pay dividends with a minimum dividend on equity ratio (DOE) of 3.0% while recognizing the importance of capital efficiency and maintaining a sound financial position, and to aim for steady improvement in dividend levels through the realization of sustainable growth and other efforts.

In light of this basic policy, the Company plans to pay a year-end dividend of ¥35 per share for the fiscal year under review, as indicated in the dividends forecast released on April 25, 2024. Note that the Company implemented a 2-for-1 stock split of common shares on October 1, 2024. If the stock split had been implemented at the beginning of the fiscal year under review, the interim dividend would have been ¥30 per share for an annual dividend of ¥65 per share.

For profit distribution for the next fiscal year onwards, the Company will change its policy for shareholder returns in accordance with "Action to Implement Management That Is Conscious of Cost of Capital and Stock Price," announced today (April 28, 2025), and raise dividend levels from "a minimum dividend on equity ratio (DOE) of 3.0%" to "a target of 6%."

For the next fiscal year, the Company plans to pay an interim dividend of ¥65 per share and a year-end dividend of ¥65 per share, for an annual dividend of ¥130 per share, taking into consideration its new basic policy, financial results forecast, and other factors.

For more details, please refer to the "Notice Concerning Revision to Shareholder Return Policy," which was announced today (April 28, 2025).

\*Dividend on equity ratio (DOE) = Dividend per share on common shares with a record date in the fiscal year under review / Net assets per share (average of the beginning and end of the period) x 100

## 2. State of the Corporate Group

As of April 28, 2025, the Company does not have any subsidiaries or affiliates, and, therefore, no description of the state of the corporate group is provided.

## 3. Basic Policy on Selection of Accounting Standards

At present, the Company's business is limited to Japan. Based on this, and after considering the need for future overseas business development and international financing, the Company currently intends to adopt Japanese GAAP for the time being. However, the Company intends to take proper actions for adopting IFRS, taking into account future trends in the capital market and the requests from shareholders and other stakeholders.

#### 4. Non-consolidated Financial Statements and Primary Notes

##### (1) Non-consolidated Balance Sheets

(Million yen)

	As of March 31, 2024	As of March 31, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	17,640	16,714
Notes receivable - trade	1,437	768
Accounts receivable - trade	6,164	6,217
Contract assets	2,680	2,829
Electronically recorded monetary claims - operating	3,334	3,417
Inventories	1,123	1,117
Prepaid expenses	130	153
Other	28	103
Allowance for doubtful accounts	(0)	(0)
Total current assets	32,539	31,322
Non-current assets		
Property, plant and equipment		
Buildings	10,650	11,366
Structures	949	951
Machinery and equipment	7,547	7,752
Vehicles	145	147
Tools, furniture and fixtures	1,459	1,733
Land	4,646	4,646
Leased assets	202	202
Construction in progress	119	173
Accumulated depreciation	(13,954)	(14,711)
Total property, plant and equipment	11,767	12,260
Intangible assets		
Software	363	394
Other	21	21
Total intangible assets	385	415
Investments and other assets		
Investment securities	501	475
Investments in capital	13	13
Long-term loans receivable	5	5
Distressed receivables	7	8
Long-term prepaid expenses	5	5
Deferred tax assets	1,045	1,047
Other	1,191	1,209
Allowance for doubtful accounts	(6)	(7)
Total investments and other assets	2,763	2,757
Total non-current assets	14,915	15,433
Total assets	47,455	46,756

(Million yen)

	As of March 31, 2024	As of March 31, 2025
<b>Liabilities</b>		
Current liabilities		
Accounts payable - trade	2,350	2,323
Lease liabilities	15	15
Accounts payable - other	1,248	1,282
Accrued expenses	222	330
Income taxes payable	680	737
Contract liabilities	128	213
Deposits received	41	23
Provision for bonuses	1,360	1,300
Provision for loss on construction contracts	21	5
Other	872	140
Total current liabilities	6,940	6,373
Non-current liabilities		
Lease liabilities	189	174
Provision for retirement benefits	1,887	1,966
Provision for share awards for directors (and other officers)	212	277
Other	157	173
Total non-current liabilities	2,447	2,592
Total liabilities	9,388	8,965
<b>Net assets</b>		
Shareholders' equity		
Share capital	3,099	3,099
Capital surplus		
Legal capital surplus	3,031	3,031
Other capital surplus	3	-
Total capital surplus	3,035	3,031
Retained earnings		
Legal retained earnings	301	301
Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets	249	246
General reserve	14,986	14,986
Retained earnings brought forward	18,823	18,242
Total retained earnings	34,361	33,776
Treasury shares	(2,525)	(2,207)
Total shareholders' equity	37,970	37,701
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	96	88
Total valuation and translation adjustments	96	88
Total net assets	38,067	37,790
Total liabilities and net assets	47,455	46,756

## (2) Non-consolidated Statements of Income

(Million yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Net sales	43,551	44,616
Cost of sales		
Beginning finished goods inventory	66	67
Cost of products manufactured	16,902	16,974
Cost of purchased raw materials on work	4,396	4,464
Personal expenses on work	1,802	1,818
General expenses on work	5,937	5,884
Total	29,105	29,209
Transfer to other account	233	290
Ending finished goods inventory	67	62
Total cost of sales	28,804	28,857
Gross profit	14,746	15,759
Selling, general and administrative expenses	11,105	12,123
Operating profit	3,640	3,635
Non-operating income		
Interest income	0	1
Dividend income	9	9
Compensation income	–	56
Commission income	3	3
Insurance claim income	41	0
Rental income from buildings	19	11
Other	16	36
Total non-operating income	91	120
Ordinary profit	3,732	3,756
Extraordinary income		
Gain on sale of non-current assets	1	1
Gain on sale of investment securities	18	54
Total extraordinary income	19	56
Extraordinary losses		
Loss on sale of non-current assets	0	–
Loss on retirement of non-current assets	0	9
Impairment losses	6	–
Total extraordinary losses	7	9
Profit before income taxes	3,744	3,802
Income taxes - current	1,076	1,150
Income taxes - deferred	(107)	1
Total income taxes	968	1,151
Profit	2,775	2,650

(3) Non-consolidated Statements of Changes in Equity  
Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Million yen)

	Shareholders' equity		
	Share capital	Capital surplus	
		Legal capital surplus	Other capital surplus
Balance at beginning of period	3,099	3,031	3
Changes during period			
Dividends of surplus			
Profit			
Reversal of reserve for tax purpose reduction entry of non-current assets			
Adjustment to reserve due to change in tax rate			
Purchase of treasury shares			
Disposal of treasury shares			
Cancellation of treasury shares			
Transfer from retained earnings to capital surplus			
Net changes in items other than shareholders' equity			
Total changes during period	–	–	–
Balance at end of period	3,099	3,031	3

	Shareholders' equity			
	Retained earnings			
	Legal retained earnings	Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets		General reserve	Retained earnings brought forward	
Balance at beginning of period	301	250	14,986	17,088
Changes during period				
Dividends of surplus				(1,041)
Profit				2,775
Reversal of reserve for tax purpose reduction entry of non-current assets		(0)		0
Adjustment to reserve due to change in tax rate				
Purchase of treasury shares				
Disposal of treasury shares				
Cancellation of treasury shares				
Transfer from retained earnings to capital surplus				
Net changes in items other than shareholders' equity				
Total changes during period	–	(0)	–	1,734
Balance at end of period	301	249	14,986	18,823

	Shareholders' equity		Valuation and translation adjustments
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities
Balance at beginning of period	(2,582)	36,180	45
Changes during period			
Dividends of surplus		(1,041)	
Profit		2,775	
Reversal of reserve for tax purpose reduction entry of non-current assets		–	
Adjustment to reserve due to change in tax rate		–	
Purchase of treasury shares	(0)	(0)	
Disposal of treasury shares	57	57	
Cancellation of treasury shares		–	
Transfer from retained earnings to capital surplus		–	
Net changes in items other than shareholders' equity			51
Total changes during period	56	1,790	51
Balance at end of period	(2,525)	37,970	96

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Million yen)

	Shareholders' equity		
	Share capital	Capital surplus	
		Legal capital surplus	Other capital surplus
Balance at beginning of period	3,099	3,031	3
Changes during period			
Dividends of surplus			
Profit			
Reversal of reserve for tax purpose reduction entry of non-current assets			
Adjustment to reserve due to change in tax rate			
Purchase of treasury shares			
Disposal of treasury shares			77
Cancellation of treasury shares			(2,086)
Transfer from retained earnings to capital surplus			2,004
Net changes in items other than shareholders' equity			
Total changes during period	-	-	(3)
Balance at end of period	3,099	3,031	-

	Shareholders' equity			
	Retained earnings			
	Legal retained earnings	Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets		General reserve	Retained earnings brought forward	
Balance at beginning of period	301	249	14,986	18,823
Changes during period				
Dividends of surplus				(1,230)
Profit				2,650
Reversal of reserve for tax purpose reduction entry of non-current assets		(0)		0
Adjustment to reserve due to change in tax rate		(3)		3
Purchase of treasury shares				
Disposal of treasury shares				
Cancellation of treasury shares				
Transfer from retained earnings to capital surplus				(2,004)
Net changes in items other than shareholders' equity				
Total changes during period	-	(3)	-	(580)
Balance at end of period	301	246	14,986	18,242

	Shareholders' equity		Valuation and translation adjustments
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities
Balance at beginning of period	(2,525)	37,970	96
Changes during period			
Dividends of surplus		(1,230)	
Profit		2,650	
Reversal of reserve for tax purpose reduction entry of non-current assets		–	
Adjustment to reserve due to change in tax rate		–	
Purchase of treasury shares	(1,950)	(1,950)	
Disposal of treasury shares	182	260	
Cancellation of treasury shares	2,086	–	
Transfer from retained earnings to capital surplus		–	
Net changes in items other than shareholders' equity			(7)
Total changes during period	318	(269)	(7)
Balance at end of period	(2,207)	37,701	88

## (4) Non-consolidated Statements of Cash Flows

(Million yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	3,744	3,802
Depreciation	1,127	1,160
Impairment losses	6	–
Increase (decrease) in allowance for doubtful accounts	0	1
Interest and dividend income	(10)	(11)
Decrease (increase) in trade receivables	(434)	383
Decrease (increase) in inventories	(99)	5
Increase (decrease) in trade payables	4	(26)
Increase (decrease) in provision for retirement benefits	77	78
Increase (decrease) in provision for retirement benefits for directors (and other officers)	(86)	–
Increase (decrease) in provision for share awards for directors (and other officers)	3	64
Other, net	1,068	(1,045)
Subtotal	5,400	4,414
Interest and dividends received	9	10
Income taxes paid	(1,136)	(1,097)
Net cash provided by (used in) operating activities	4,273	3,327
Cash flows from investing activities		
Payments into time deposits	(8,000)	(3,500)
Proceeds from withdrawal of time deposits	8,000	4,500
Purchase of property, plant and equipment	(916)	(1,323)
Proceeds from sale of property, plant and equipment	4	2
Purchase of intangible assets	(125)	(191)
Proceeds from sale of investment securities	47	69
Proceeds from maturity of insurance funds	249	–
Other, net	(430)	(26)
Net cash provided by (used in) investing activities	(1,171)	(469)
Cash flows from financing activities		
Repayments of lease liabilities	(15)	(15)
Purchase of treasury shares	(0)	(1,717)
Proceeds from sale of treasury shares	–	232
Dividends paid	(1,041)	(1,229)
Net cash provided by (used in) financing activities	(1,056)	(2,729)
Net increase (decrease) in cash and cash equivalents	2,044	128
Cash and cash equivalents at beginning of period	11,476	13,521
Cash and cash equivalents at end of period	13,521	13,649

(5) Notes to Non-consolidated Financial Statements

(Notes on going concern assumption)

There are no applicable matters.

(Segment information, etc.)

[Segment information]

For the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

This information is omitted because the Company operates in a single segment of manufacturing, sales, and installation of partition products and their ancillary operations.

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

This information is omitted because the Company operates in a single segment of manufacturing, sales, and installation of partition products and their ancillary operations.

[Related information]

For the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

1. Information by product and service

(Million yen)

	Relocatable partitions	Fixed partitions	Toilet booths	Movable partitions	Low partitions	Others	Total
Net sales to outside customers	18,316	9,184	8,033	5,963	641	1,410	43,551

2. Information by region

(1) Net sales

There are no applicable matters as there are no net sales to outside customers other than in Japan.

(2) Property, plant and equipment

There are no applicable matters as there is no property, plant and equipment located in regions other than Japan.

3. Information by major customer

This information is omitted as there are no outside customers that accounted for 10% or more of total net sales in the non-consolidated statement of income.

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

1. Information by product and service

(Million yen)

	Relocatable partitions	Fixed partitions	Toilet booths	Movable partitions	Low partitions	Others	Total
Net sales to outside customers	19,661	9,398	7,753	6,012	609	1,181	44,616

2. Information by region

(1) Net sales

There are no applicable matters as there are no net sales to outside customers other than in Japan.

(2) Property, plant and equipment

There are no applicable matters as there is no property, plant and equipment located in regions other than Japan.

3. Information by major customer

This information is omitted as there are no outside customers that accounted for 10% or more of total net sales in the non-consolidated statement of income.

[Disclosure of impairment losses on non-current assets for each reportable segment]

For the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

This information is omitted because the Company operates in a single segment of manufacturing, sales, and installation of partition products and their ancillary operations.

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

There are no applicable matters.

[Amortization and unamortized balance of goodwill for each reportable segment]

For the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024) and the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

There are no applicable matters.

[Information about gain on bargain purchase for each reportable segment]

For the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024) and the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

There are no applicable matters.

(Notes - Equity in earnings (losses) of affiliates if equity method is applied)

For the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024) and the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

1. Matters concerning affiliates

There are no applicable matters as the Company has no affiliates.

2. Matters concerning special purpose entities subject to disclosure

There are no applicable matters as the Company has no special purpose entities subject to disclosure.

(Per share information)

Item	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Net assets per share	¥2,041.63	¥2,153.83
Basic earnings per share	¥149.04	¥145.64

(Notes) 1. Diluted earnings per share are not stated as there are no dilutive shares.

2. In the calculation of the basic earnings per share, the Company's shares remaining in the Board Benefit Trust (BBT), which are recorded as treasury shares under shareholders' equity, are included in the number of treasury shares deducted from the average number of shares during the period. In addition, in the calculation of the net assets per share, such shares are included in the number of treasury shares deducted from the total number of issued shares at the end of the period.

The average number of such treasury shares during the period deducted in the calculation of the basic earnings per share was 308,309 shares for the fiscal year ended March 31, 2024 and 317,248 shares for the fiscal year ended March 31, 2025. The number of treasury shares at the end of the period deducted in the calculation of the net assets per share was 286,000 shares for the fiscal year ended March 31, 2024 and 406,600 shares for the fiscal year ended March 31, 2025.

3. The Company implemented a 2-for-1 stock split of common shares on October 1, 2024. The net assets per share and basic earnings per share are calculated on the assumption that the stock split was implemented at the beginning of the previous fiscal year.

4. The basis of calculation of the basic earnings per share is as follows:

Item	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Basic earnings per share		
Profit (Million yen)	2,775	2,650
Amount not attributable to common shareholders (Million yen)	–	–
Profit related to common shares (Million yen)	2,775	2,650
Average number of common shares during the period (Shares)	18,623,573	18,201,995

5. The basis for calculation of the net assets per share is as follows:

Item	As of March 31, 2024	As of March 31, 2025
Total net assets (Million yen)	38,067	37,790
Amount deducted from the total net assets (Million yen)	–	–
Net assets related to common shares at the end of the period (Million yen)	38,067	37,790
Number of common shares used in the calculation of the net assets per share at the end of the period (Shares)	18,645,686	17,545,510

(Significant subsequent events)

There are no applicable matters.

## 5. Other

### (1) Change of Officers

#### 1. Change in Director (scheduled for June 25, 2025)

##### (i) Retiring Director

Norio Hirose	(Current Director and Managing Executive Officer, General Manager of Production Division)
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##### (ii) Reason for retirement

Mr. Norio Hirose is scheduled to retire from his position as Director and Executive Officer upon the conclusion of the 58th Annual General Meeting of Shareholders to be held on June 25, 2025, due to the expiration of his term of office.

#### 2. Change in responsibilities of executive officer (scheduled for June 25, 2025)

Tamotsu Nakano	Managing Executive Officer, General Manager of Production Division (Current Managing Executive Officer, Deputy General Manager of Production Division)
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For details, please refer to the “Notice Concerning Changes in Officers” dated April 28, 2025.

### (2) Other

There are no applicable matters.