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SUMMARY OF FINANCIAL STATEMENTS(Consolidated)
For the Fiscal Year Ended March 31,2025
[Under Japanese GAAP]

May 9,2025

Company name: NATORI CO., Ltd.
Stock exchange listing: Tokyo Stock Exchange
Code Number: 2922 URL: <https://www.natori.co.jp>
Representative: Saburo Natori, President
For inquiry: Shigeru Ataka, Executive Officer Department Manager Business Planning Dept., Accounting Dept.
Scheduled date of general meeting of shareholders: June 27,2025
Scheduled date of dividend payment: June 30,2025
Scheduled date to file securities report: June 30,2025
Supplemental information for financial statements: Yes
Holding of financial results meeting: No

(Amounts are rounded down to the nearest million yen)

1. Consolidated Financial Results for the Fiscal Year Ended March 31,2025

(1) Consolidated Operating Results

(% of change from the previous fiscal year)

	Net Sales		Operating Income		Ordinary Income		Net Income Attributable to Shareholders of Parent	
	million yen	%	million yen	%	million yen	%	million yen	%
Fiscal Year ended March 31,2025	48,892	2.8	1,968	△7.4	2,025	△6.3	1,352	△3.4
March 31,2024	47,578	5.5	2,125	241.6	2,162	232.5	1,400	243.6

(Note) Comprehensive income March 31,2025: 1,440million yen (△18.6%); March 31,2024: 1,769million yen (291.1%)

	Net Income Per Share	Diluted Net Income per Share	Return on Equity	Ordinary Income to Total Assets	Operating Income to Net Sales
	yen	yen	%	%	%
Fiscal Year ended March 31,2025	107.45	—	5.3	4.8	4.0
March 31,2024	111.28	—	5.8	5.2	4.5

(Reference) Equity in earnings by the equity method March 31,2025: —million yen; March 31,2024: △35million yen

(2) Consolidated Financial Position

	Total Assets	Net Assets	Equity Ratio	Net Assets per Share
	million yen	million yen	%	yen
As of March 31,2025	41,572	26,212	63.1	2,083.26
March 31,2024	43,438	25,074	57.7	1,992.80

(Reference) Shareholders' equity as of March 31,2025: 26,212million yen; March 31,2024: 25,074million yen

(3) Consolidated Cash Flows

	Cash Flows from Operating Activities	Cash Flows from Investing Activities	Cash Flows from Financing Activities	Cash and Cash Equivalents at the end of the period
	million yen	million yen	million yen	million yen
Fiscal Year ended March 31,2025	342	20	△1,933	4,218
March 31,2024	6,480	△891	△1,513	5,789

Dividends

	Dividends per Share					Total Dividends (Annual)	Payout Ratio (Consolidated)	Dividends to Net Assets Ratio (Consolidated)
	1Q-end	2Q-end	3Q-end	Year-end	Total			
Fiscal Year ended	yen	yen	yen	yen	yen	million yen	%	%
March 31,2024	—	11.00	—	12.00	23.00	289	20.7	1.2
March 31,2025	—	12.00	—	12.00	24.00	301	22.3	1.2
March 31,2026 (Forecasts)	—	13.00	—	13.00	26.00		25.8	

(Notes) Breakdown of dividend at the end of 2Q of the fiscal year ended March 31, 2026: Ordinary dividend 12.00yen, 88th anniversary commemorative dividend 1.00 yen
Breakdown of dividend at the fiscal year ended March 31, 2026 : Ordinary dividend 12.00 yen, 88th anniversary commemorative dividend 1.00 yen

3. Consolidated Forecasts for the Fiscal Year Ending March 31,2026(April 1,2025-March 31,2026)

(% of change from the previous fiscal year)

	Net Sales		Operating Income		Ordinary Income		Net Income Attributable to Shareholders of Parent		Net Income per Share
	million yen	%	million yen	%	million yen	%	million yen	%	yen
Fiscal Year ended March 31,2026	50,000	2.3	1,800	△8.6	1,830	△9.6	1,270	△6.1	100.93

Notes

1. Changes in significant subsidiaries during the year: None

2. Changes in accounting policy, changes in accounting estimates

- (1) Changes due to revision of accounting standards: Yes
- (2) Changes due to reasons other than (1): None
- (3) Changes in accounting estimates: None
- (4) Restatement: None

3. Number of shares outstanding (common stock):

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

As of March 31,2025: 15,032,209shares

As of March 31,2024: 15,032,209shares

(2) Number of treasury stock at the end of the period

As of March 31,2025: 2,449,656shares

As of March 31,2024: 2,449,656shares

(3) Average number of shares during the period

Fiscal Year ended March 31,2025: 12,582,553shares

Fiscal Year ended March 31,2024: 12,582,569shares

(Reference)Non-Consolidated Financial Results for Fiscal Year Ended March 31,2025

1. Non-Consolidated Operating Results

(% of change from the previous fiscal year)

	Net Sales		Operating Income		Ordinary Income		Net Income	
	million yen	%	million yen	%	million yen	%	million yen	%
Fiscal Year ended March 31,2025	46,260	2.8	1,302	△13.8	1,689	△11.7	1,245	4.1
March 31,2024	44,985	5.5	1,510	2,276.8	1,912	342.3	1,196	222.0

	Net Income Per Share	Diluted Net Income per Share
Fiscal Year ended	yen	yen
March 31,2025	99.01	—
March 31,2024	95.06	—

2.Non-Consolidated Financial Position

	Total Assets	Net Assets	Equity Ratio	Net Assets per Share
As of	million yen	million yen	%	yen
March 31,2025	37,765	23,222	61.5	1,845.62
March 31,2024	39,568	22,205	56.1	1,764.79

(Reference) Shareholders’ equity as of March 31,2025: 23,222million yen; March 31,2024: 22,205million yen

- *These financial results are not subject to auditing.
- *Appropriate use of financial forecasts and other items

The forward-looking statements such as performance forecasts included in this document are based on the information available to the Company at the time of the announcement and on certain assumptions considered reasonable. Actual results may differ significantly from these forecasts due to various factors.