

Translation

Notice: This document is an excerpt translation of the original Japanese document and is only for reference purposes.
In the event of any discrepancy between this translated document and the original Japanese document, the latter shall prevail.

SUMMARY OF FINANCIAL STATEMENTS(Consolidated)
For the nine months ended December 31,2025
[Under Japanese GAAP]

February 4,2026

Company name: Natori Co., Ltd.
Stock exchange listing: Tokyo Stock Exchange
Code Number: 2922 URL: <https://www.natori.co.jp>
Representative: Saburo Natori, Chairman of the Board of Directors and President
For inquiry: Shigeru Ataka, Director Executive Officer Department Manager Business Planning Dept., Accounting Dept.
Scheduled date to commence dividend payment: —
Supplemental information for financial statements: Yes
Holding of financial results meeting: None

(Amounts are rounded down to the nearest million yen)

1. Consolidated Financial Results for the Nine Months ended December 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 | |
|-------------------|-------------|------|------------------|-------|-----------------|-------|---------------------------------------------------|-------|
| Nine Months ended | million yen | % | million yen | % | million yen | % | million yen | % |
| December 31,2025 | 37,884 | △0.5 | 1,678 | △22.2 | 1,721 | △22.2 | 1,229 | △21.0 |
| December 31,2024 | 38,063 | 3.4 | 2,158 | △2.9 | 2,213 | △0.4 | 1,556 | △17.0 |

(Reference) Comprehensive income December 31,2025: 1,682million yen (4.6%); December 31,2024: 1,608million yen (△17.5%)

| | Net Income per Share | Diluted Net Income per Share |
|-------------------|----------------------|------------------------------|
| Nine Months ended | yen | yen |
| December 31,2025 | 97.69 | — |
| December 31,2024 | 123.69 | — |

(2) Consolidated Financial Position

| | Total Assets | Net Assets | Equity Ratio |
|------------------|--------------|-------------|--------------|
| As of | million yen | million yen | % |
| December 31,2025 | 46,458 | 27,580 | 59.4 |
| March 31,2025 | 41,572 | 26,212 | 63.1 |

(Reference) Shareholders' equity as of December 31,2025: 27,580million yen; March 31,2025: 26,212million yen

2. Dividends

| | Dividends per Share | | | | |
|------------------------------|---------------------|--------|--------|----------|-------|
| | 1Q-end | 2Q-end | 3Q-end | Year-end | Total |
| Fiscal Year ended | yen | yen | yen | yen | yen |
| March 31,2025 | — | 12.00 | — | 12.00 | 24.00 |
| March 31,2026 | — | 13.00 | — | | |
| March 31,2026 (Forecasts) | | | | 13.00 | 26.00 |

(Reference) Revision to dividend forecasts published most recently: None

- 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 |
|-------------------------------------|-----------------------|----------|----------------------|-----------|----------------------|-----------|---------------------------------------------------|-----------|----------------------|
| Fiscal Year ended March 31, 2026 | million yen 50,000 | % 2.3 | million yen 1,800 | % △8.6 | million yen 1,830 | % △9.6 | million yen 1,270 | % △6.1 | yen 100.93 |

(Reference) Revision to financial forecasts published most recently: None

Notes

- Significant changes in the scope of consolidation during the period: None

| | |
|-----------------|---|
| Newly included: | — |
| Excluded: | — |
- Application of particular accounts procedures to the preparation of quarterly consolidated financial statements: Yes
- Changes in accounting policy, changes in accounting estimates
 - Changes due to revision of accounting standards: None
 - Changes due to reasons other than (1): None
 - Changes in accounting estimates: None
 - Restatement: None
- Number of shares outstanding (common stock):

| | As of December 31, 2025: | As of March 31, 2025: |
|-----------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------------------|
| (1) Number of shares outstanding at the end of the period (including treasury stock) | 15,032,209 shares | 15,032,209 shares |
| (2) Number of treasury stock at the end of the period | 2,449,756 shares | 2,449,656 shares |
| | Nine Months ended December 31, 2025: | Nine Months ended December 31, 2024: |
| (3) Average number of shares during the period | 12,582,511 shares | 12,582,553 shares |

* Review of the Japanese-language originals of the attached consolidated quarterly financial statements by certified public accountants or an audit firm: Yes (voluntary)

*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.