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July 30, 2026

Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)

Company name: COTA CO., LTD.
Listing: Tokyo Stock Exchange
Securities code: 4923
URL: https://www.cota.co.jp/
Representative: Shigeharu Yoshida Representative Director and President
Inquiries: Mitsuhiro Nishimura Director, General Manager of Public Relations & Investor Relations Department
Telephone: +81-774-44-4923
Scheduled date of annual general meeting of shareholders: June 19, 2026
Scheduled date to commence dividend payments: June 22, 2026
Scheduled date to file annual securities report: To be determined
Preparation of supplementary material on financial results: None
Holding of financial results briefing: None

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

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	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	9,604	2.4	1,995	8.9	2,065	12.6	1,435	10.1
March 31, 2025	9,376	2.6	1,831	(4.7)	1,834	(6.1)	1,304	(3.3)

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	49.27	-	12.3	13.4	20.8
March 31, 2025	44.58	-	11.7	12.4	19.5

Reference: Share of profit (loss) of entities accounted for using equity method
For the fiscal year ended March 31, 2026: ¥ - million
For the fiscal year ended March 31, 2025: ¥ - million
* Our common stock was split on a 1.05-to-1 basis as of April 1, 2026.

(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	15,848	12,086	76.3	414.84
March 31, 2025	14,877	11,207	75.3	384.66

Reference: Equity
As of March 31, 2026: ¥ 12,086 million
As of March 31, 2025: ¥ 11,207 million
* Our common stock was split on a 1.05-to-1 basis as of April 1, 2026.

(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	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	1,784	(845)	(556)	3,550
March 31, 2025	998	(389)	(1,136)	3,167

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio	Ratio of dividends to net assets
	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	-	0.00	-	20.00	20.00	554	42.7	5.0
Fiscal year ended March 31, 2026	-	0.00	-	20.00	20.00	554	38.7	4.8
Fiscal year ending March 31, 2027 (Forecast)	-	0.00	-	20.00	20.00		45.1	

* Our common stock was split on a 1.05-to-1 basis as of April 1, 2026.

3. Non-consolidated financial result 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		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	10,130	5.5	1,830	(8.3)	1,931	(6.5)	1,293	(9.9)	44.38

*** Notes**

(1) 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

(2) 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	32,373,036 shares
As of March 31, 2025	34,581,396 shares

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

As of March 31, 2026	3,237,546 shares
As of March 31, 2025	5,444,461 shares

(iii) Average number of shares outstanding during the period

Fiscal Year ended March 31, 2026	29,136,152 shares
Fiscal Year ended March 31, 2025	29,263,780 shares

* Our common stock was split on a 1.05-to-1 basis as of April 1, 2026.

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

* Explanation regarding the appropriate use of earnings forecasts and other notes

The earnings forecasts given in this document are based on information currently available to the Company and certain assumptions deemed reasonable. The Company does not guarantee that these forecasts will be achieved. Actual results may differ materially from these forecasts due to a variety of reasons.

Non-consolidated Financial Statements

Non-consolidated Balance Sheet

(Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	5,167,478	6,050,705
Accounts receivable - trade	1,574,566	1,657,928
Securities	-	50,000
Merchandise and finished goods	1,436,324	1,558,901
Work in process	55,660	36,139
Raw materials and supplies	585,686	480,612
Prepaid expenses	50,895	48,849
Other	28,328	12,503
Allowance for doubtful accounts	(756)	(91)
Total current assets	8,898,184	9,895,549
Non-current assets		
Property, plant and equipment		
Buildings	4,177,835	4,181,948
Accumulated depreciation	(1,796,675)	(1,957,591)
Buildings, net	2,381,160	2,224,356
Structures	175,726	175,726
Accumulated depreciation	(84,791)	(93,061)
Structures, net	90,934	82,664
Machinery and equipment	1,135,986	1,169,271
Accumulated depreciation	(857,311)	(928,989)
Machinery and equipment, net	278,675	240,282
Vehicles	172,366	176,315
Accumulated depreciation	(137,867)	(142,414)
Vehicles, net	34,499	33,901
Tools, furniture and fixtures	664,282	672,457
Accumulated depreciation	(608,762)	(631,851)
Tools, furniture and fixtures, net	55,519	40,605
Land	2,079,731	2,079,731
Construction in progress	12,760	44,550
Total property, plant and equipment	4,933,280	4,746,091
Intangible assets		
Software	55,660	40,418
Software in progress	105,871	234,343
Other	6,182	3,254
Total intangible assets	167,714	278,016
Investments and other assets		
Investment securities	191,837	232,616
Long-term loans receivable	11,333	6,917
Long-term prepaid expenses	5,611	9,081
Guarantee deposits	222,659	241,439
Deferred tax assets	443,522	435,094
Other	3,800	3,800
Total investments and other assets	878,764	928,950
Total non-current assets	5,979,758	5,953,058
Total assets	14,877,943	15,848,607

(Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	197,123	172,821
Accounts payable - other	904,813	947,759
Accrued expenses	214,904	218,255
Income taxes payable	544,193	593,000
Accrued consumption taxes	93,119	132,628
Deposits received	31,286	39,650
Provision for bonuses	296,186	313,136
Provision for bonuses for directors (and other officers)	1,562	-
Provision for system failure response costs	-	27,015
Other	4,420	12,563
Total current liabilities	2,287,609	2,456,829
Non-current liabilities		
Provision for retirement benefits	158,609	49,972
Provision for retirement benefits for directors (and other officers)	783,440	818,931
Asset retirement obligations	261,313	262,118
Long-term guarantee deposits	179,100	174,100
Total non-current liabilities	1,382,463	1,305,121
Total liabilities	3,670,072	3,761,951
Net assets		
Shareholders' equity		
Share capital	387,800	387,800
Capital surplus		
Legal capital surplus	330,800	330,800
Other capital surplus	311,683	-
Total capital surplus	642,483	330,800
Retained earnings		
Legal retained earnings	46,800	46,800
Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets	71,021	68,066
General reserve	4,100,000	4,100,000
Retained earnings brought forward	9,771,730	9,420,356
Total retained earnings	13,989,551	13,635,222
Treasury shares	(3,812,430)	(2,267,563)
Total shareholders' equity	11,207,404	12,086,259
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	466	396
Total valuation and translation adjustments	466	396
Total net assets	11,207,870	12,086,656
Total liabilities and net assets	14,877,943	15,848,607

Non-consolidated Statement of Income

(Thousands of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net sales		
Net sales of finished goods	9,294,890	9,519,399
Net sales of goods	30,746	34,006
Other	51,111	50,624
Total net sales	9,376,748	9,604,030
Cost of sales		
Beginning finished goods inventory	1,241,402	1,431,279
Cost of products manufactured	3,069,199	3,076,991
Total	4,310,602	4,508,271
Finished goods transfer to other account	49,433	47,731
Ending finished goods inventory	1,431,279	1,547,575
Cost of finished goods sold	2,829,889	2,912,964
Beginning merchandise inventory	5,553	5,045
Cost of purchased goods	27,783	41,449
Total	33,337	46,494
Goods transfer to other account	3,358	6,920
Ending merchandise inventory	5,045	11,325
Cost of goods sold	24,933	28,248
Total cost of sales	2,854,822	2,941,213
Gross profit	6,521,925	6,662,817
Selling, general and administrative expenses	4,689,971	4,667,141
Operating profit	1,831,953	1,995,675
Non-operating income		
Interest income	4,343	23,069
Interest on securities	626	1,680
Dividend income	2,753	32,341
Rental income	208	191
Outsourcing service income	9,600	9,600
Penalty income	3,623	6,072
Other	8,797	6,124
Total non-operating income	29,952	79,080
Non-operating expenses		
Loss on sale of investment securities	-	4,055
Commission expenses	23,198	-
Loss on retirement of non-current assets	3,468	2,928
Other	992	2,716
Total non-operating expenses	27,659	9,701
Ordinary profit	1,834,247	2,065,054
Extraordinary losses		
System failure response costs	-	27,015
Total extraordinary losses	-	27,015
Profit before income taxes	1,834,247	2,038,039
Income taxes - current	548,244	593,899
Income taxes - deferred	(18,520)	8,459
Total income taxes	529,724	602,358
Profit	1,304,523	1,435,681

Non-consolidated Statement of Changes in Equity

For the fiscal year ended March 31, 2025

(Thousands of yen)

	Shareholders' equity								
		Capital surplus			Retained earnings				
						Other retained earnings			
	Share capital	Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Reserve for tax purpose reduction entry of non-current assets	General reserve	Retained earnings brought forward	Total retained earnings
Balance at beginning of period	387,800	330,800	311,558	642,358	46,800	74,884	4,100,000	8,976,706	13,198,390
Changes during period									
Dividends of surplus								(513,362)	(513,362)
Profit								1,304,523	1,304,523
Reversal of reserve for tax purpose reduction entry of non-current assets						(3,862)		3,862	-
Purchase of treasury shares									
Disposal of treasury shares			124	124					
Cancellation of treasury shares									
Transfer from retained earnings to capital surplus									
Net changes in items other than shareholders' equity									
Total changes during period	-	-	124	124	-	(3,862)	-	795,023	791,160
Balance at end of period	387,800	330,800	311,683	642,483	46,800	71,021	4,100,000	9,771,730	13,989,551

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	(3,189,092)	11,039,456	528	528	11,039,985
Changes during period					
Dividends of surplus		(513,362)			(513,362)
Profit		1,304,523			1,304,523
Reversal of reserve for tax purpose reduction entry of non-current assets		-			-
Purchase of treasury shares	(623,444)	(623,444)			(623,444)
Disposal of treasury shares	106	230			230
Cancellation of treasury shares		-			-
Transfer from retained earnings to capital surplus		-			-
Net changes in items other than shareholders' equity			(62)	(62)	(62)
Total changes during period	(623,338)	167,947	(62)	(62)	167,884
Balance at end of period	(3,812,430)	11,207,404	466	466	11,207,870

For the fiscal year ended March 31, 2026

(Thousands of yen)

	Shareholders' equity								
	Share capital	Capital surplus			Retained earnings				
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings			Total retained earnings
						Reserve for tax purpose reduction entry of non-current assets	General reserve	Retained earnings brought forward	
Balance at beginning of period	387,800	330,800	311,683	642,483	46,800	71,021	4,100,000	9,771,730	13,989,551
Changes during period									
Dividends of surplus								(554,989)	(554,989)
Profit								1,435,681	1,435,681
Reversal of reserve for tax purpose reduction entry of non-current assets						(2,955)		2,955	-
Purchase of treasury shares									
Disposal of treasury shares			20	20					
Cancellation of treasury shares			(1,546,724)	(1,546,724)					
Transfer from retained earnings to capital surplus			1,235,020	1,235,020				(1,235,020)	(1,235,020)
Net changes in items other than shareholders' equity									
Total changes during period	-	-	(311,683)	(311,683)	-	(2,955)	-	(351,373)	(354,328)
Balance at end of period	387,800	330,800	-	330,800	46,800	68,066	4,100,000	9,420,356	13,635,222

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	(3,812,430)	11,207,404	466	466	11,207,870
Changes during period					
Dividends of surplus		(554,989)			(554,989)
Profit		1,435,681			1,435,681
Reversal of reserve for tax purpose reduction entry of non-current assets		-			-
Purchase of treasury shares	(1,891)	(1,891)			(1,891)
Disposal of treasury shares	34	55			55
Cancellation of treasury shares	1,546,724	-			-
Transfer from retained earnings to capital surplus		-			-
Net changes in items other than shareholders' equity			(69)	(69)	(69)
Total changes during period	1,544,867	878,855	(69)	(69)	878,786
Balance at end of period	(2,267,563)	12,086,259	396	396	12,086,656

Non-consolidated Statement of Cash Flows

(Thousands of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	1,834,247	2,038,039
Depreciation	367,419	310,187
Increase (decrease) in allowance for doubtful accounts	580	(665)
Increase (decrease) in provision for bonuses	18,437	16,950
Increase (decrease) in provision for bonuses for directors (and other officers)	1,562	(1,562)
Increase (decrease) in provision for retirement benefits	(56,191)	(108,637)
Increase (decrease) in provision for retirement benefits for directors (and other officers)	38,179	35,491
Increase (decrease) in provision for system failure response costs	-	27,015
Interest and dividend income	(7,723)	(57,091)
Decrease (increase) in trade receivables	(183,304)	(83,716)
Decrease (increase) in inventories	(297,141)	2,019
Increase (decrease) in trade payables	(28,904)	(24,301)
Penalty income	(3,623)	(6,072)
Other, net	(105,950)	121,217
Subtotal	1,577,586	2,268,873
Interest and dividends received	7,462	56,879
Income taxes paid	(589,866)	(547,352)
Penalty income received	3,378	6,264
Net cash provided by (used in) operating activities	998,561	1,784,665
Cash flows from investing activities		
Payments into time deposits	(4,000,000)	(3,000,000)
Proceeds from withdrawal of time deposits	4,000,000	2,500,000
Purchase of investment securities	(50,000)	(100,000)
Proceeds from sale of investment securities	-	5,064
Purchase of property, plant and equipment	(317,993)	(105,833)
Purchase of intangible assets	(22,499)	(117,926)
Payments of guarantee deposits	(9,359)	(25,100)
Proceeds from refund of guarantee deposits	11,862	20
Other, net	(1,424)	(1,548)
Net cash provided by (used in) investing activities	(389,415)	(845,324)
Cash flows from financing activities		
Purchase of treasury shares	(623,444)	(1,891)
Proceeds from sale of treasury shares	230	55
Dividends paid	(513,077)	(554,277)
Net cash provided by (used in) financing activities	(1,136,290)	(556,113)
Net increase (decrease) in cash and cash equivalents	(527,144)	383,227
Cash and cash equivalents at beginning of period	3,694,622	3,167,478
Cash and cash equivalents at end of period	3,167,478	3,550,705