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May 14, 2025

Financial Results for the First Six Months of the Fiscal Year Ending September 30, 2025 < under Japanese GAAP> (Non-Consolidated)



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Scheduled date to submit semi-annual securities report: May 14, 2025

Scheduled date to commence dividend payments: –
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes

(Rounded down to the nearest million yen)

1. Non-Consolidated Performance for the First Six Months of the Fiscal Year Ending September 30, 2025 (from October 1, 2024 to March 31, 2025)

(1) Non-consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales Operating		Operating p	rofit	Ordinary profit		Profit	
First six months ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
March 31, 2025	5,207	6.3	503	(2.2)	514	(0.2)	271	(10.2)
March 31, 2024	4,900	4.3	514	30.2	515	28.1	302	(36.3)

	Basic earnings per share	Diluted earnings per share	
First six months ended	Yen	Yen	
March 31, 2025	68.18	_	
March 31, 2024	75.94	=	

(2) Non-consolidated financial position

	Total assets	Net assets	Equity ratio
As of	Million yen	Million yen	%
March 31, 2025	9,460	6,865	72.6
September 30, 2024	9,380	6,859	73.1

Reference: Equity As of March 31, 2025: 6,865 million yen
As of September 30, 2024: 6,859 million yen

2. Cash Dividends

			Annual dividends		
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Annual
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended September 30, 2024	=	0.00	_	102.00	102.00
Fiscal year ending September 30, 2025	=	0.00			
Fiscal year ending September 30, 2025 (Forecast)			_	102.00	102.00

Note: Revisions to the forecasts of cash dividends most recently announced: None

3. Non-Consolidated Earnings Forecasts for the Fiscal Year Ending September 30, 2025 (from October 1, 2024 to September 30, 2025) (Percentages indicate year-on-year changes.)

	Net sales	8	Operating	profit	Ordinary 1	profit	Profi	t	Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Full year	10,700	7.0	800	(11.5)	800	(11.7)	440	(28.0)	110.57

Note: Revisions to the earnings forecasts most recently announced: None

- * Notes
- (1) Application of special accounting in preparing semi-annual financial statements: None
- (2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements after error corrections

None

- (a) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- (b) Changes in accounting principles other than (a):
- (c) Changes in accounting estimates: None
- (d) Restatement of prior period financial statements after error corrections: None
- (3) Number of issued shares (common shares)
 - (a) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2025 3,980,000 shares As of September 30, 2024 3,980,000 shares

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

As of March 31, 2025 680 shares As of September 30, 2024 586 shares

(c) Average number of outstanding shares during the period (First six months)

First six months ended March 31, 2025 3,979,352 shares First six months ended March 31, 2024 3,979,537 shares

Financial results forecasts and other forward-looking statements contained in this material are based on information available to the Company and certain assumptions that are deemed to be reasonable. Therefore, actual results may differ significantly from these forward-looking statements due to various factors. For the conditions on which financial results forecasts are based and notes on the use of these forecasts, please refer to "1. Overview of Operating Results, etc., (3) Explanation regarding earnings forecasts and other forward-looking statements" on page 3 of the summary of Financial Results [Attached Materials].

^{*} Semi-annual results are not subject to review by a certified public accountant or the auditing firm.

^{*} Cautionary statement regarding forecasts of operating results and special notes

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1. Overview of Operating Results, etc.

(1) Overview of operating results

During the first six-month period under review, the global economy was recovering, with some exceptions. Going forward, the recovery is expected to continue. However, it is necessary to pay attention to the fluctuations in financial and capital markets due to the high interest rates in the United States and Europe, the slowdown of the Chinese economy and the effects of trends in policies including U.S. trade policies.

The Japanese economy was on a path toward a moderate recovery, and there were signs of improvement in employment and income levels. While the labor force is expanding, the labor shortage is significant and becoming serious. Consumer prices continue to rise, and the Company expects that the government and Keidanren will continue to call for wage increases and that average wages in Japan are likely to keep rising.

In the automobile industry and auto parts industry where the Company operates its main business, technical innovation is expected to continue to accelerate in the future. There are sustained global trends toward decarbonization, and the Company considers that research and development investment for the development of next-generation technologies will be maintained, while it is necessary to keep paying careful attention to US policy. Since the mainstay Design and Development Outsourcing business is a process that is upstream from production, it is unlikely to be directly impacted by automakers suspending plant operations or reducing production, such as contract cancellations. On the other hand, the performance of the business may be impacted by developments in U.S. tariff policies and in instances such as a more severe slowdown of an overseas economy. Therefore, industry trends should continue to be observed.

In this business environment, the Company actively promoted not only its existing businesses but also new businesses with the aim of becoming a digital solution company that proposes solutions with greater added value. In the first six months under review, the Company recorded net sales of 5,207 million yen (up 6.3% year on year), operating profit of 503 million yen (down 2.2%), ordinary profit of 514 million yen (down 0.2%) and profit of 271 million yen (down 10.2%). The progress in the improvement of unit prices and the increase in operations staff in the mainstay Design and Development Outsourcing business contributed to net sales. However, profits decreased, largely reflecting the increase in personnel expenses due to the companywide improvement of working conditions.

The results in each segment are as follows.

(a) Design and Development Outsourcing business

In this segment, net sales came to 5,152 million yen (up 7.2% year on year). Segment profit (operating profit) was 959 million yen (up 1.5% year on year) and a segment profit (operating profit) margin of 18.6% was recorded. Progress in the improvement of unit prices that was greater than expected, coupled with an increase in operations staff, contributed to net sales and the segment profit.

(b) Beauty and Health Products Manufacture and Sale business

In this segment, sales of OEM products remained stable. However, net sales stood at 25 million yen (down 5.1% year on year) and segment loss (operating loss) came to 13 million yen (compared to a 9 million-yen segment loss (operating loss) in the same period of the previous fiscal year), mainly reflecting lower sales in the mail-order business and increased personnel expenses.

(c) Real Estate Leasing business

In this segment, leasehold properties maintained high occupancy rates. Net sales stood at 30 million yen (down 0.6% year on year), and segment profit (operating profit) came to 12 million yen (down 1.2% year on year). The segment profit (operating profit) margin was 42.9%.

(Note) With the discontinuance of the 3D Printing Business in the previous fiscal year, the reporting segment for 3D Printing Business was abolished starting in the first six months of the fiscal year under review.

(2) Overview of financial position

Total assets at the end of the first six months under review stood at 9,460 million yen, up 80 million yen from the end of the previous fiscal year. This was primarily due to an increase in investment securities.

Total liabilities stood at 2,595 million yen, an increase of 74 million yen from the end of the previous fiscal year. This was chiefly due to an increase in income taxes payable.

Net assets totaled 6,865 million yen, an increase of 6 million yen from the end of the previous fiscal year, mainly reflecting an increase in the valuation difference on available-for-sale securities.

(3) Explanation regarding earnings forecasts and other forward-looking statements

No change has been made to the forecasts for financial results announced on December 30, 2024. If any revision to the financial forecasts becomes necessary in the future, the Company will promptly disclose it.

2. Semi-annual Financial Statements and Primary Notes (1) Non-consolidated semi-annual balance sheet

Total liabilities

		(Thousand y
	As of September 30, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	4,488,541	4,088,459
Accounts receivable – trade	1,439,941	1,491,840
Merchandise and finished goods	43	92
Work in process	46,144	52,055
Raw materials	10,106	8,256
Prepaid expenses	123,860	133,486
Other	29,937	66,156
Total current assets	6,138,575	5,840,346
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	929,148	926,526
Land	993,400	993,400
Other, net	43,456	73,196
Total property, plant and equipment	1,966,005	1,993,123
Intangible assets	80,581	157,783
Investments and other assets		- 1,1 - 1
Investment securities	738,504	951,534
Other	456,776	518,006
Total investments and other assets	1,195,280	1,469,540
Total non-current assets	3,241,866	3,620,446
Total assets	9,380,441	9,460,793
iabilities	3,500,111	7,100,773
Current liabilities		
Accounts payable - trade	3,555	154
Short-term borrowings	50,000	134
Accounts payable - other	928,543	938,963
Income taxes payable	88,875	186,515
Accrued consumption taxes	179,348	137,315
Deposits received	11,279	12,468
Provision for bonuses	383,568	383,534
Provision for bonuses for directors	11,331	17,797
Provision for shareholder benefit program	44,685	63,242
Other	8,231	5,546
Total current liabilities	1,709,419	1,745,536
Non-current liabilities	(20.451	C24.010
Provision for retirement benefits	628,451	634,818
Provision for retirement benefits for directors	10,652	13,212
Long-term accounts payable - other	122,803	86,777
Other	49,735	114,923
Total non-current liabilities	811,642	849,731

2,521,062

2,595,267

(Thousand yen)

	As of September 30, 2024	As of March 31, 2025
Net assets		
Shareholders' equity		
Share capital	1,026,650	1,026,650
Capital surplus	1,016,650	1,016,650
Retained earnings	4,443,075	4,308,490
Treasury shares	(1,858)	(2,148)
Total shareholders' equity	6,484,516	6,349,642
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	374,862	515,883
Total of valuation and translation adjustments, etc.	374,862	515,883
Total net assets	6,859,379	6,865,525
Total liabilities and net assets	9,380,441	9,460,793

(2) Non-consolidated semi-annual statement of income First six-month period

		(Thousand yen)
	First six months ended March 31, 2024	First six months ended March 31, 2025
Net sales	4,900,874	5,207,461
Cost of sales	3,516,400	3,741,746
Gross profit	1,384,473	1,465,715
Selling, general and administrative expenses	869,602	962,129
Operating profit	514,871	503,585
Non-operating income		
Interest income	150	2,141
Commission income	322	303
Subsidy income	772	1,769
Remuneration for directors (and other officers)	_	5,949
Other	1	1,090
Total non-operating income	1,246	11,254
Non-operating expenses		
Interest expenses	150	51
Total non-operating expenses	150	51
Ordinary profit	515,967	514,788
Extraordinary losses		
Loss on retirement of non-current assets	10,668	450
Provision for retirement benefits for directors	3,150	_
Loss on withdrawal from business	23,176	_
Expenses related to correction of past financial results, etc.	_	75,074
Total extraordinary losses	36,995	75,524
Profit before income taxes	478,971	439,263
Income taxes - current	26,327	156,159
Income taxes - deferred	150,433	11,788
Total income taxes	176,761	167,948
Profit -	302,210	271,315

(3) Non-consolidated semi-amidal statement of cash nows	First six months ended March 31, 2024	First six months ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	478,971	439,263
Depreciation	70,690	57,512
Increase (decrease) in provision for bonuses	1,957	(34)
Increase (decrease) in provision for shareholder benefit program	(713)	18,557
Increase (decrease) in provision for retirement benefits	16,605	6,366
Increase (decrease) in provision for retirement benefits for directors (and other officers)	(483,087)	2,559
Increase (decrease) in provision for bonuses for directors (and other officers)	(8,508)	6,466
Interest and dividend income	(150)	(2,141)
Subsidy income	(772)	(1,769)
Interest expenses	150	51
Loss on withdrawal from business	23,176	_
Loss (gain) on sale and retirement of non-current assets	10,668	450
Decrease (increase) in trade receivables	5,638	(51,899)
Decrease (increase) in inventories	(24,736)	(4,109)
Decrease (increase) in prepaid expenses	15,767	(9,675)
Increase (decrease) in accounts payable - other	815	(38,125)
Increase (decrease) in accrued consumption taxes	1,203	(36,795)
Increase (decrease) in long-term accounts payable - other	107,287	(36,026)
Other	(3,116)	(38,306)
Subtotal	211,848	312,343
Interest and dividends received	150	2,141
Interest paid	(150)	(2)
Subsidies received	772	1,769
Income taxes refund (paid)	15,013	(58,696)
Net cash provided by (used in) operating activities	227,633	257,555
Cash flows from investing activities		
Purchase of property, plant and equipment	(25,158)	(14,067)
Purchase of intangible assets	(20,476)	(104,848)
Payments for investments in capital of subsidiaries and associates	_	(131,164)
Loan advances	(600)	_
Proceeds from collection of loans receivable	162	23
Payments of leasehold and guarantee deposits	(1,841)	(17,994)
Proceeds from refund of leasehold and guarantee deposits	648	904
Refund of guarantee deposits received	_	(239)
Guarantee deposits received	100	65,427
Net cash provided by (used in) investing activities	(47,165)	(201,957)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	_	(50,000)
Dividends paid	(405,096)	(405,390)
Other	(917)	(289)
Net cash provided by (used in) financing activities	(406,014)	(455,680)
Net increase (decrease) in cash and cash equivalents	(225,545)	(400,082)
Cash and cash equivalents at beginning of period	4,310,800	4,488,541
Cash and cash equivalents at end of period	4,085,254	4,088,459
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(4) Notes to non-consolidated semi-annual financial statements

(Notes on going concern assumption)

Not applicable.

(Notes to non-consolidated semi-annual balance sheet)

Contingent liabilities

The Company decided to return the Employment Adjustment Subsidy for COVID-19 received between September 2020 and October 2022 and corrected revenues from the subsidy recorded in the fiscal years ended September 2021, September 2022 and September 2023, respectively for each fiscal year. During the course of interacting with labor departments in charge of the business sites related to the subject case, there is a possibility that any additional charge and/or delinquent charge depending on the judgment of the authority may affect the Company's financial results. However, it is difficult at this time to make a reasonable estimate of any such impact.

(Notes in the case of material changes in shareholders' equity)

Not applicable.

(Notes to segment information, etc.)

[Segment information]

- I. First six months ended March 31, 2024
 - 1. Information regarding amounts of net sales and profit/loss by reportable segment

(Thousand yen)

		Reportable	e segments				
	Design and Development Outsourcing business	3D Printing business	Beauty and Health Products Manufacture and Sale business	Real Estate Leasing business	Total	Adjustment (Note 1)	Amount recorded in the semi-annual statement of income
Net sales							
Sales to outside customers	4,806,159	37,920	26,323	30,471	4,900,874	_	4,900,874
Inter-segment sales and transfers	_	_	11	_	11	(11)	_
Total	4,806,159	37,920	26,334	30,471	4,900,885	(11)	4,900,874
Segment profit (loss)	944,803	(9,200)	(9,398)	13,140	939,345	(424,473)	514,871

(Notes) 1.The adjustment consists of the following items.

The adjustment to segment profit (loss), (424,473 thousand yen), is corporate costs that are not allocated to any of the reportable segments.

2.Information on impairment loss on non-current assets or goodwill by reportable segment

An impairment loss of 5,955 thousand yen was posted in the 3D Printing Business in the first six months of the previous fiscal year.

II. First six months ended March 31, 2025

1. Information regarding amounts of net sales and profit/loss by reportable segment

(Thousand yen)

		Reportable segments				Amount
	Design and Development Outsourcing business	Beauty and Health Products Manufacture and Sale business	Real Estate Leasing business	Total	Adjustment (Note 1)	recorded in the semi-annual statement of income
Net sales						
Sales to outside customers	5,152,183	24,995	30,282	5,207,461	_	5,207,461
Inter-segment sales and transfers	_	7	_	7	(7)	_
Total	5,152,183	25,002	30,282	5,207,468	(7)	5,207,461
Segment profit (loss)	959,188	(13,887)	12,985	958,285	(454,699)	503,585

(Notes) 1. The adjustment consists of the following items.

The adjustment to segment profit (loss), (454,699 thousand yen), is corporate costs that are not allocated to any of the reportable segments.

2.Information on the change in reportable segments, etc.

With the discontinuance of the 3D Printing Business in the previous fiscal year, the reporting segment for 3D Printing Business was abolished starting in the first six months of the fiscal year under review.

(Matters concerning revenue recognition)

Information on the breakdown of revenue from contracts with customers

First six months ended March 31, 2024

(Thousand yen)

	Design and Development Outsourcing business	3D Printing business	Beauty and Health Products Manufacture and Sale business	Real Estate Leasing business	Total
Contract for work	2,677,261	-	-	=	2,677,261
Dispatch contract	2,116,953	_	-	_	2,116,953
Others	11,945	37,920	26,323	_	76,188
Revenue from contracts with customers	4,806,159	37,920	26,323	_	4,870,403
Other revenue	_	-	_	30,471	30,471
Sales to outside customers	4,806,159	37,920	26,323	30,471	4,900,874

(Note) Other revenue includes lease revenue under the Accounting Standard for Lease Transactions (ASBJ Statement No.13, March 30, 2007).

First six months ended March 31, 2025

(Thousand yen)

	Design and Development Outsourcing business	Beauty and Health Products Manufacture and Sale business	Real Estate Leasing business	Total
Contract for work	2,973,817	-	_	2,973,817
Dispatch contract	2,147,789	-	-	2,147,789
Others	30,576	24,235	_	54,812
Revenue from contracts with customers	5,152,183	24,235	-	5,176,418
Other revenue	-	760	30,282	31,042
Sales to outside customers	5,152,183	24,995	30,282	5,207,461

- (Notes) 1.Other revenue includes lease revenue under the Accounting Standard for Lease Transactions (ASBJ Statement No.13, March 30, 2007).
 - 2. With the discontinuance of the 3D Printing Business in the previous fiscal year, the reporting segment for 3D Printing Business was abolished starting in the first six months of the fiscal year under review.

(Significant subsequent events)

Not applicable.