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Annual Securities Report

Filing of report pursuant to
Article 24, Paragraph 1 of the Financial Instruments and Exchange Act

Fiscal year	From April 1, 2024
(31st)	To March 31, 2025

Japan Elevator Service Holdings Co., Ltd.

1-3-13 Nihonbashi, Chuo-ku, Tokyo

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[Documents to be filed]	Annual Securities Report
[Legal basis of the documents]	Article 24, Paragraph 1 of the Financial Instruments and Exchange Law
[Filed with]	Director-General of Kanto Finance Bureau
[Date of filing]	June 23, 2025
[Fiscal year]	31st Fiscal Period (from April 1, 2024 to March 31, 2025)
[Company name]	ジャパンエレベーターサービスホールディングス株式会社
[English translation name]	JAPAN ELEVATOR SERVICE HOLDINGS CO., LTD.
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[Place for public inspection]	Tokyo Stock Exchange, Inc. (2-1 Nihonbashi Kabuto-cho, Chuo-ku, Tokyo)

Part I [Corporate Information]

Item 1 [Company Overview]

1 [Trends in Key Management Indicators]

(1) Consolidated Management Indicators

Term	27th	28th	29th	30th	31st
Fiscal Year End	March 2021	March 2022	March 2023	March 2024	March 2025
Net sales (millions of yen)	24,521	29,751	34,907	42,216	49,375
Ordinary profit (millions of yen)	3,715	4,225	5,100	6,851	8,621
Profit attributable to owners of parent (millions of yen)	2,362	2,726	3,153	4,515	5,530
Comprehensive income (millions of yen)	2,366	2,756	3,182	4,573	5,758
Net assets (millions of yen)	10,505	11,756	13,678	16,789	20,315
Total assets (millions of yen)	20,473	25,338	29,002	32,539	35,407
Net assets per share (yen)	115.97	131.42	151.74	185.67	224.13
Earnings per share (yen)	27.51	30.73	35.47	50.71	62.10
Diluted earnings per share (yen)	26.67	30.51	35.29	50.53	61.88
Equity ratio (%)	50.2	46.0	46.6	50.8	56.4
Return on equity (%)	30.7	24.9	25.1	30.1	30.3
Price / earnings ratio (times)	86.5	52.0	60.6	47.6	44.1
Cash flows from operating activities (millions of yen)	3,018	3,005	4,253	5,280	5,643
Cash flows from investing activities (millions of yen)	(3,955)	(3,279)	(3,509)	(2,841)	(1,521)
Cash flows from financing activities (millions of yen)	1,460	765	(954)	(2,529)	(3,962)
Cash and cash equivalents at end of year (millions of yen)	1,660	2,161	1,955	1,875	2,063
Number of employees (excluding: average number of temporary employees) (persons)	1,398 (—)	1,618 (—)	1,766 (—)	1,868 (395)	2,028 (438)

- (Notes)
1. The Company conducted a 2-for-1 stock split of common stock on January 1, 2021. Therefore, net assets per share, earnings per share and diluted earnings per share are calculated on the assumption that the stock split was conducted at the beginning of the 27th fiscal year.
 2. Effective from the year ended March 31, 2025, the unit of measurement has been changed from thousands of yen to millions of yen. Figures for the fiscal years ended March 31, 2024 and earlier have been restated in millions of yen for ease of comparison.

(2) Management Indicators of the Filing Company

Term	27th	28th	29th	30th	31st
Fiscal Year End	March 2021	March 2022	March 2023	March 2024	March 2025
Operating revenue (millions of yen)	5,365	6,293	6,876	7,643	8,371
Ordinary profit (millions of yen)	2,109	2,200	2,302	2,436	2,831
Profit (millions of yen)	1,719	2,064	2,065	2,379	2,450
Share capital (millions of yen)	2,460	2,480	2,493	2,493	2,493
Total number of shares issued and outstanding (shares)	88,574,000	88,753,600	89,067,200	89,067,200	89,067,200
Net assets (millions of yen)	7,553	8,564	9,430	10,295	10,520
Total assets (millions of yen)	15,433	19,724	22,169	22,867	23,857
Net assets per share (yen)	85.28	96.52	105.89	115.61	118.13
Dividend per share Common stock (yen) (of which interim dividend per share)	12.00 (—)	14.00 (—)	17.00 (—)	25.00 (—)	31.00 (—)
Earnings per share (yen)	20.02	23.27	23.23	26.72	27.52
Diluted earnings per share (yen)	19.41	23.11	23.11	26.63	27.42
Equity ratio (%)	48.9	43.4	42.5	45.0	44.1
Return on equity (%)	32.5	25.6	23.0	24.1	23.5
Price / earnings ratio (times)	118.9	68.7	92.5	90.3	99.4
Dividend payout ratio (%)	59.9	60.2	73.2	93.6	112.6
Number of employees (persons) (excluding: average number of temporary employees)	184 (—)	233 (—)	235 (—)	248 (58)	249 (62)
Total shareholder return (%) (Comparison index: TOPIX including dividends)	192.7 (142.1)	130.9 (145.0)	176.6 (153.4)	199.8 (216.8)	228.4 (213.4)
Stock prices: period high (yen)	5,170 * 2,767	2,992	2,174	2,584	3,230
Stock prices: period low (yen)	2,280 * 2,036	1,424	1,234	1,684	2,265

- (Notes)
- Effective January 1, 2021, the Company conducted a 2-for-1 stock split of common stock. As a result, the total number of outstanding shares increased by 44,277,000.
 - Dividend payout ratio is calculated by dividing dividend per share of common stock by earnings per share.
 - On April 4, 2022, the Company's stock was transferred to the Prime market due to the revision of the market classification of the Tokyo Stock Exchange. The highest and lowest share prices are those on the First Section of the same exchange prior to April 3, 2022, and on the Prime market of the same exchange after April 4, 2022.
 - Highest and lowest share prices marked with an asterisk (*) are those after ex-rights due to stock split.
 - The Company conducted a 2-for-1 stock split of common stock on January 1, 2021. Therefore, net assets per share, earnings per share and diluted earnings per share are calculated on the assumption that the stock split was conducted at the beginning of the 27th fiscal year.
 - The dividend of 31yen per share for the fiscal year ended March 31, 2025 is subject to a resolution at the Annual General Meeting of Shareholders to be held on June 24, 2025.
 - Effective from the fiscal year ended March 31, 2025, the unit of measurement has been changed from thousands of yen to millions of yen. Figures for the fiscal years ended March 31, 2024 and earlier have been restated in millions of yen for ease of comparison.

2 [History]

In October 1994, Mr. Katsushi Ishida, President and Representative Director CEO, established "Japan Elevator Service Co., Ltd." as a company specializing in the maintenance of elevators and other equipment.

Subsequently, in April 2015, the company was split off and changed its name to "Japan Elevator Service Holdings Co., Ltd." as a holding company.

Time	Events
October 1994	Japan Elevator Service Co., Ltd. is established in Iwamoto-cho, Chiyoda-ku, Tokyo.
April 1999	Head office relocated to Higashi-Kanda, Chiyoda-ku, Tokyo.
May 2007	Developed PRIME, a remote inspection service.
June 2007	A control center dedicated to monitoring and responding to inquiries about the operational status of elevators 24 hours a day, 365 days a year, was established in the head office.
April 2010	KI Holdings, Inc. was established through a share transfer. KI Holdings becomes the parent company of the Company.
March 2014	The Company merged with KI Holdings Co., Ltd., whose business purpose is to manage subsidiaries, and Japan Elevator Service Chiba Co., Ltd. (changed its name to Japan Elevator Parts Co., Ltd. in March 2014), which was a subsidiary of KI Holdings became a subsidiary of the Company. Merged with Step Co., Ltd., whose main business was elevator maintenance.
April 2014	The procurement and sales operations related to elevator and other parts were transferred through an absorption-type demerger to Japan Elevator Parts Co., Ltd.
July 2014	Modernization Headquarters and Japan Elevator Parts Co., Ltd. moved to JES Solution Square (Shiohama, Koto-ku, Tokyo).
July 2014	Subsidiary JAPAN ELEVATOR SERVICE HONG KONG COMPANY LIMITED was established in Hong Kong.
January 2015	Five operating subsidiaries were established prior to the transformation into a holding company on April 1, 2015. (see note)
April 2015	Company name changed to JAPAN ELEVATOR SERVICE HOLDINGS CO., LTD.. Through an absorption-type demerger, the Company's business related to maintenance and repair operations were transferred to five operating subsidiaries, and modernization operations were transferred to Japan Elevator Parts Co., Ltd.
October 2015	Acquired shares of Joint Venture Ltd. through JAPAN ELEVATOR SERVICE HONG KONG COMPANY LIMITED and made it an affiliate accounted for by the equity method.
January 2016	Invested in Lighthouse Elevator Engineering Limited, an elevator maintenance company in Hong Kong, through Joint Venture Ltd.
February 2016	Established a subsidiary, Japan Elevator Service India Private Limited, in India.
April 2016	Head office relocated to Nihonbashi, Chuo-ku, Tokyo.
June 2016	JAPAN JINDAL ELEVATOR SERVICE PRIVATE LIMITED was established in India as a joint venture with Jindal Prefab Private Limited.
March 2017	Listed on the Mothers section of the Tokyo Stock Exchange.
May 2017	Japan Elevator Service Kansai Corporation was established to expand business in the Kansai region.
October 2017	Completed construction of the JES Innovation Center (JIC), a state-of-the-art research facility equipped with the first independent elevator test tower.
May 2018	Elevator Media Co., Ltd. was established to develop an in-elevator video advertising distribution business.
September 2018	Listed on the First Section of the Tokyo Stock Exchange.
April 2019	Japan Elevator Service Kyushu Co., Ltd. was established to expand business in the Kyushu region. Company acquired Joshin Building Service Co., Ltd. as a subsidiary for the purpose of expanding business in the Shinetsu area.
March 2020	Japan Elevator Service Indonesia was established in Indonesia as a joint venture between the Company, PT.Bangun Karunia Prima Langgeng, and PT.Cahaya Daya Esa.
April 2020	Seiko Elevator Co., Ltd. became a subsidiary.
August 2020	NS Elevator Co., Ltd. became a subsidiary.

Time	Events
October 2020	Construction of the JES Innovation Center Lab (JIL) was completed for various R&D activities in the modernization business. Miyoshi Elevator Co., Ltd. and Cosmo Japan, Inc. became subsidiaries.
November 2020	Kansai Elevator Co., Ltd. and Nagano Elevator Co., Ltd. became subsidiaries.
January 2021	Tokyo Elevator Co., Ltd. became a subsidiary.
March 2021	Japan Parking Service Co., Ltd. was established through a merger with NC Holdings Co., Ltd. for the purpose of expanding the scope of operations.
May 2021	Toyota Facility Service Co., Ltd. became a subsidiary.
July 2021	Ehime Elevator Service Co., Ltd. became a subsidiary.
August 2021	Shikoku Shoukouki Service Co., Ltd. became a subsidiary.
October 2021	Shikoku Elevator Service Co., Ltd. became a subsidiary.
November 2021	JAPAN UNIECO ELEVATOR SERVICE COMPANY LIMITED became a subsidiary.
January 2022	Kanto Elevator System Co., Ltd. became a subsidiary.
February 2022	EVOTECH Co., Ltd. became a subsidiary.
April 2022	Japan Elevator Service Chushikoku Co., Ltd. was established to expand business in the Chugoku and Shikoku regions. Due to the revision of the market classification of the Tokyo Stock Exchange, the company moved from the First Section of the Tokyo Stock Exchange to the Prime Market.
June 2022	COFRETH(M)SDN.BHD. became a subsidiary.
September 2022	Japan Elevator Service Josai Co., Ltd. merged with Cosmo Japan, Inc.
October 2022	Ikuta Building Maintenance Co., Ltd. became a subsidiary.
May 2023	Japan Elevator Service Kansai Co., Ltd. merged with Kansai Elevator Co., Ltd.
July 2023	Japan Elevator Service Jyosai Co., Ltd. merged with Seiko Elevator Co., Ltd.
September 2023	Emic Co., Ltd. became a subsidiary. Shikoku Shoukouki Service Co., Ltd. merged with Ikuta Building Maintenance Co., Ltd.
December 2023	Japan Elevator Service Jyosai Co., Ltd. merged with Toyota Facility Service Co., Ltd.
February 2024	Eledoc Okinawa Co., Ltd. became a subsidiary.
March 2024	Construction of JES Innovation Center Kansai (JIK) was completed as a base for logistics in the western Japan area.
April 2024	Japan Elevator Service Hokkaido Co., Ltd. merged with Emic Co., Ltd.
October 2024	Showa Yusoki Tohoku Co., Ltd. became a subsidiary.

(Note) Five operating subsidiaries are: Japan Elevator Service Hokkaido Co., Ltd., Japan Elevator Service Jonan Co., Ltd., Japan Elevator Service Josai Co., Ltd., Japan Elevator Service Kanagawa Co., Ltd., Japan Elevator Service Tokai Co., Ltd.

3 [Business]

The Group (the Company, consolidated subsidiaries, and equity-method affiliates) consists of the Company as a holding company, 30 consolidated subsidiaries, and five equity-method affiliates, and is comprised of a single segment, the maintenance business, which includes maintenance and repair services for elevators and other equipment and modernization services for elevators.

As a holding company, the Company formulates strategies for each group company, provides general management guidance to them, and the Company itself performs maintenance of elevators and other equipment.

The Company constitutes as a Specified Listed Company, etc. as defined in Article 49, Paragraph 2 of the Cabinet Office Order on Restrictions on Securities Transactions. As a result, the Company will make judgments based on figures on a consolidated basis with respect to minor criteria for material facts of insider trading regulations.

The main businesses of our group companies are as follows

Main Businesses	Main Companies
Maintenance and repair services	The Company (Consolidated subsidiaries) Japan Elevator Service Hokkaido Co., Ltd. Japan Elevator Service Jyonan Co., Ltd. Japan Elevator Service Jyosai Co., Ltd. Japan Elevator Service Kanagawa Co., Ltd. Japan Elevator Service Tokai Co., Ltd. Japan Elevator Service Kansai Co., Ltd. Japan Elevator Service Chushikoku Co., Ltd. Japan Elevator Service Kyushu Co., Ltd. JAPAN JINDAL ELEVATOR SERVICE PRIVATE LIMITED PT. Japan Elevator Service Indonesia JAPAN UNIECO ELEVATOR SERVICE COMPANY LIMITED
Modernization services	(Consolidated subsidiaries) Japan Elevator Parts Co., Ltd. JAPAN JINDAL ELEVATOR SERVICE PRIVATE LIMITED PT. Japan Elevator Service Indonesia
Other	(Consolidated subsidiaries) Japan Elevator Parts Co., Ltd. Elevator Media Co., Ltd. Japan Elevator Service India Private Limited COFRETH(M)SDN.BHD.
Holding company	The Company (Consolidated subsidiary) JAPAN ELEVATOR SERVICE HONG KONG COMPANY LIMITED

(1) Business Characteristics

a. Pricing

Since its establishment in October 1994, the Group, as a company specializing in the maintenance of elevators and other equipment, has been providing high-quality maintenance services to ensure that everyone can use elevators with peace of mind under the management philosophies of "Safety above anything else," "No cutting corners even when others don't see it," and "Building on trust. "

At the time of the establishment of the Company, in the elevator maintenance industry, it was common for elevator manufacturers to maintain only their own products through their own maintenance companies or affiliated maintenance companies. As a result, it was difficult for competition to influence prices and service content.

As an independent maintenance company, the Group provides services to its customers at market-competitive prices, free from manufacturer-led pricing.

b. Ability to support models made by major Japanese manufacturers

The Group mainly provides maintenance and repair services for models manufactured by major Japanese manufacturers, including Mitsubishi Electric Building Solutions Corporation, Hitachi Building Systems Co., Ltd., Toshiba Elevator and Building Systems Corporation, Nippon Otis Elevator Company, and Fujitec Co., Ltd.

As an independent maintenance company, we believe that our group's strength lies in the fact that we have the technical capabilities and technical personnel to handle models manufactured by various companies.

c. Nationwide network of offices for quick response

The Group operates nationwide, mainly in the Tokyo metropolitan area (Tokyo, Kanagawa, Chiba, and Saitama prefectures), and has established a network of offices with the goal of reaching the customer site within 30 minutes of being contacted in the event of a life-threatening emergency.

d. Providing total services for maintenance and repair work and modernization work

When an elevator deteriorates over time after installation, or when it no longer meets the needs of the times due to outdated equipment, modernization of the control panel, hoisting machine, and other major equipment will enable the elevator to be used efficiently for a longer period of time. Our group strives to improve the quality of our services by offering proposals from a total perspective, including maintenance systems after modernization.

As for escalators, we focus on maintenance and repair services for escalators made by major domestic manufacturers, performing maintenance and inspections in principle once a month and periodic inspections once a year as specified by Building Standards Act.

(2) Characteristics of specific products, goods or services

The Group operates on a single segment, the maintenance business, and does not disclose business segments. The business activities of the Group are as follows

(Maintenance and repair services)

Stairs, escalators, and elevators are the most common means of vertical movement in society, but in today's society, where buildings are becoming taller and taller, elevators and escalators are positioned as very useful means of vertical movement.

On the other hand, elevators, like airplanes and automobiles, are considered to be vehicles that, if not properly maintained and operated, may endanger the safety of users due to "unintended car movement (an event in which the elevator runs with the doors open)," "lock-in failure," "brake failure," and other reasons.

The Group provides maintenance and repair services for elevators and other equipment, placing the highest priority on the safety of users.

a. Description of maintenance and repair services

As a rule, elevators and escalators must be maintained and inspected once a month and periodically inspected once a year as required by the Building Standards Act.

The Group defines maintenance and repair services as follows

Maintenance services	<ul style="list-style-type: none">• Legal inspections as stipulated in the Building Standards Act (Maintenance and inspection)• Cleaning, lubrication, adjustment, replenishment and replacement of consumables (Note 1), etc.• Investigate whether there are any abnormalities or defects related to damage, deformation, wear, corrosion, noise generation, etc., of elevators, etc., and determine whether maintenance and other measures are necessary (including remote monitoring and remote inspection (Note 2)).
Repair services	Replacement or repair of deteriorated parts, etc., based on reasonable judgment based on inspection results. Depending on the nature of the contract, this may be done for a fee (repair sales) or free of charge.

(Notes) 1. Consumables: Light bulbs, various fuses, screws and nuts, various relay lead wires, etc. in elevators.

(Notes) 2. Remote monitoring: Remote monitoring refers to the use of communication lines at the Group's control center to constantly monitor elevators for abnormalities and malfunctions, as well as to direct communication with the control center via intercom inside the elevator in the event that a person is trapped inside the elevator, and to monitor conditions such as "trapped failure" and "power failure".

Remote inspection: In addition to "remote monitoring," inspection of the operational status of the elevator and the normal or abnormal operating status of each model using communication lines, etc., for the points required for elevator operation.

b. Type of contract

The Group offers two types of contracts: Full Maintenance Contracts (FM Contracts) and Inspection Contracts (POG Contracts).

Contracts are generally for a period of one year, and we continue to provide services and prices that meet the needs of our clients.

Contract Type	Summary of Contract
FM Contracts	A contract that provides for periodic maintenance and inspection of equipment and devices, as well as replacement and repair of deteriorated parts based on reasonable judgments based on inspection results.
POG Contracts	POG stands for "Parts, Oil, and Grease," and this contract only covers periodic maintenance and inspection of equipment and devices and does not include replacement or repair of deteriorated parts.

c. Policy on services for maintenance and repair work

- (i) The Group conducts inspections of items specified in Building Standards Act (legal inspections) at our Inspection Section, which is independent of the technical personnel who perform routine maintenance and inspections. At the same time, the Group positions inspection work as a quality audit of maintenance and inspections, and strives to maintain and improve service quality.
- (ii) Maintenance and inspection manuals based on the Common Specifications for Building Maintenance Services (Note 1) and manufacturers' instruction manuals
Based on the common specifications for building maintenance work, the Group has developed its own manuals for maintenance work on elevators (machine room-less (Note 2), rope-type, and hydraulic) and escalators.
- (iii) Inspection Check Sheet
In performing maintenance work, check sheets linked to manuals are used to prevent inspection omissions.
- (iv) Sharing and utilization of experience cases
Parts replacement procedures and past failure cases experienced in the field are shared in the form of "adjustment guidelines" and "failure case reports" to improve the accuracy of inspections and parts replacement work.
- (v) Report of inspection results and inspections
We prepare and issue "Periodic Inspection Reports," "Maintenance and Construction Work Reports," and "Remote Inspection Reports" for each of the annual periodic inspection, regular manned inspection, and remote inspection.
- (vi) When replacement or repair of deteriorated parts is required as a result of an inspection, in principle, the Company will use genuine parts from the manufacturer and other safety-conscious parts.

(Notes) 1. Specifications of work standards for periodic inspections, daily inspections, maintenance, operation and monitoring of buildings established by the Ministry of Land, Infrastructure, Transport and Tourism.

(Notes) 2. Machine room-less elevators are classified as rope-type elevators, which do not have a machine room and all elevator equipment is housed in the hoistway.

d. Control Center

The Group's control center monitors elevator conditions 24 hours a day, 365 days a year to ensure prompt response to any problems that may occur.

Control Center Functions

Control with "PRIME"	The remote diagnosis operation and remote monitoring status management of our group's remote inspection service "PRIME" enables us to constantly monitor the condition of elevators and take immediate action in the event of an abnormality.
Control with GPS	Our control center constantly manages the location and status of the technical personnel via GPS, making it possible to dispatch technical personnel in an emergency (while simultaneously transmitting details of the elevator's malfunction) and to centrally manage reports from the technical personnel.
Support by telephone line	Direct calls are made to and from passengers in the elevator. Specialized staffs are always on standby and can call directly to check and respond to the situation from the elevator's occupants.

e. Remote Inspection Service "PRIME"

This is a remote inspection service developed originally by the Group. With "PRIME," it is possible to predict abnormalities through automatic diagnostic operation, and with internet connection we can remotely monitor, identify problems in advance, and perform maintenance. We have acquired patents for the various technologies used in PRIME, and they make a significant contribution to the detailed assessment of conditions and prompt response that are essential for elevator maintenance.

In addition, we believe that the Group's technological capability to adapt "PRIME" to each model of major Japanese manufacturers is one of its strengths.

(Note) There are some models, such as older models that do not use a circuit board and the latest elevators that have only recently been installed, for which we are unable to install "PRIME". Instead of "PRIME," we are installing "PRIME Lite," which excludes remote diagnostic functions.

(Modernization services)

In maintenance and repair services, maintenance, inspection, replacement of parts, and repairs are performed to maintain performance and safe operation. However, even with proper management, elevators deteriorate over time. The legal depreciable life of an elevator is 17 years, and according to a life cycle assessment by the Building and Equipment Life Cycle Assessment Association (BELCA), the expected life of a standard elevator is 25 years.

In addition, when a long period of time has passed since the production, manufacturers may stop supplying maintenance parts due to difficulties in obtaining the elements and materials that make up maintenance parts, which may make it difficult for us to replace or repair parts for models that are currently in operation.

In light of this situation, our group mainly targets elevators that have been installed for about 20 years or so and carries out complete replacement work (modernization) of major components such as control panels and hoisting machines, as well as removal and installation of existing products, in order to improve reliability, safety, and operating efficiency.

In the modernization business, the Group receives orders, determines construction details, and corresponds with the government, and mainly uses subcontractors for construction.

a. Type of elevator modernization

Control system modernization	We will update mainly the control system.
Part-replacement modernization	We will remove and install a new unit, utilizing a portion of the existing one (parts fixed to the building, such as doorway frames, thresholds, guide rails, etc.).
Total-replacement modernization	All existing equipment will be removed and a new state-of-the-art elevator will be installed.

b. Details of major modernization work performed by the Group

	Characteristics	Contents and Effects
Safety and Security	Step difference elimination	Prevent tripping when getting on and off elevators
	Wheelchair-accessibility	Lower operation panel, rear view mirror, handrail, and photoelectric multi-axis sensor for wheelchair users
		Extended door release time and reduced door closing speed
	Reinforcement of earthquake countermeasures	Earthquake controlled operation with P-wave sensor and restart function during earthquake
	Seismic retrofitting	Compliance with the 2009 edition of the Guidelines for the Seismic Design and Construction of Elevators and Escalators (revised 2009) and the 2014 edition of the Guidelines for the Seismic Design and Construction of Elevators (revised 2014) (see note)
Comfort and Ecology	Introduction of inverter control	Smooth ride with minimal vibration and noise
		Reduction of power consumption and carbon dioxide emissions
	Operation Panel Indicator	Improved visibility
	Digital display	
	Adoption of liquid crystal display	
Improved design	Adoption of LED ceiling in elevator, latest design materials and colors around side panels, floor, and door halls	Allows for the provision of sophisticated spaces

(Note) 2009 revision: Cages (box-like structures for people to ride on) during earthquakes, rail strength reinforcement of balancing weights, and protective measures to ensure operational safety.

2014 revision: implementation of structural strengthening reinforcement of machine beds and balancing weights.

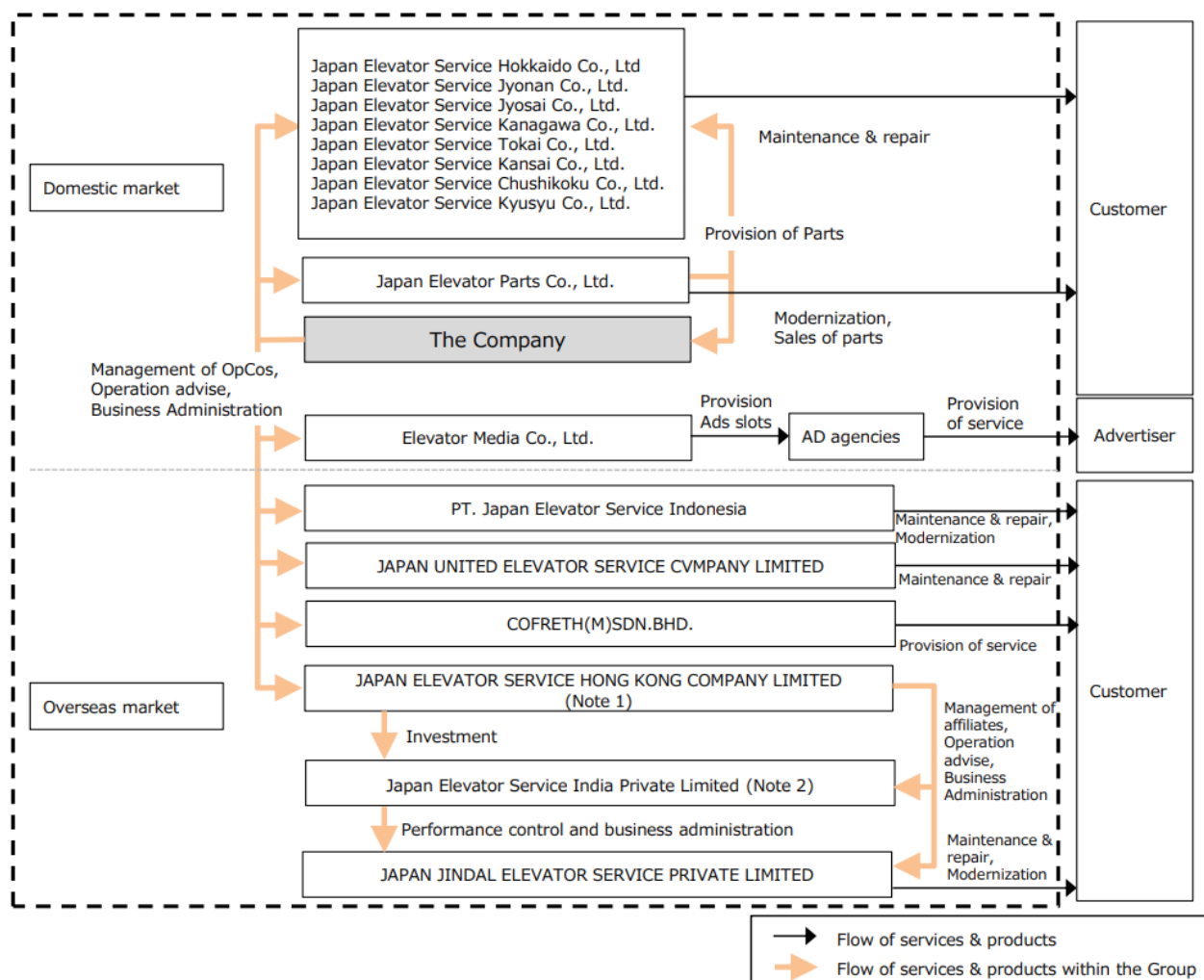
(Other)

The company sells maintenance parts for elevators and other equipment through Japan Elevator Parts Co., Ltd.

Elevator Media, Co., Ltd. provides media services for elevators. This business is intended to improve the convenience and safety of the elevator by installing flat display panel with built-in security camera in the elevator and providing security services in addition to advertising distribution services, which we believe will provide new added value to our maintenance operations.

The following chart shows the main business activities of the Company and its group companies.

[Business Chart]



*1 JAPAN ELEVATOR SERVICE HONG KONG COMPANY LIMITED is mainly engaged in market research in Asia (excluding Japan) and investment in local elevator and related companies, including Joint Venture Ltd. and Japan Elevator Service India Private Limited.

*2 Japan Elevator Service India Private Limited is mainly engaged in investment in elevator maintenance companies in India.

4 [Affiliated Companies]

Name	Address	Capital (million yen)	Principal business	Percentage of voting rights held (%)	Relation with the Company
(Consolidated subsidiary)					
Japan Elevator Service Hokkaido Co., Ltd.	Toyohira-ku, Sapporo, Hokkaido	10	Maintenance and repair services for elevators, etc.	100.0	Management guidance, business management, etc. Directors serve concurrently.
Japan Elevator Service Jyonan Co., Ltd. (Note) 1,6	Chiyoda-ku, Tokyo	10	Maintenance and repair services for elevators, etc.	100.0	Management guidance, business management, etc. Directors serve concurrently.
Japan Elevator Service Jyosai Co., Ltd. (Note) 1,7	Shinjuku-ku, Tokyo	10	Maintenance and repair services for elevators, etc.	100.0	Management guidance, business management, etc. Directors serve concurrently.
Japan Elevator Service Kanagawa Co., Ltd. (Note) 1	Kanagawa-ku, Yokohama City, Kanagawa	10	Maintenance and repair services for elevators, etc.	100.0	Management guidance, business management, etc. Directors serve concurrently.
Japan Elevator Service Tokai Co., Ltd.	Naka-ku, Nagoya City, Aichi	10	Maintenance and repair services for elevators, etc.	100.0	Management guidance, business management, etc. Directors serve concurrently.
Japan Elevator Service Kansai Co., Ltd.	Chuo-ku, Osaka City, Osaka	10	Maintenance and repair services for elevators, etc.	100.0	Management guidance, business management, etc. Directors serve concurrently.
Japan Elevator Service Chushikoku Co., Ltd.	Naka-ku, Hiroshima City, Hiroshima	10	Maintenance and repair services for elevators, etc.	100.0	Management guidance, business management, etc. Directors serve concurrently.
Japan Elevator Service Kyushu Co., Ltd.	Hakata-ku, Fukuoka City, Fukuoka	10	Maintenance and repair services for elevators, etc.	100.0	Management guidance, business management, etc. Directors serve concurrently.
Japan Elevator Parts Co., Ltd. (Note) 1,8	Wako City, Saitama	10	Elevator modernization services and storage and sales of elevator and related parts	100.0	Management guidance, business management, etc. Supplies elevator and escalator related parts to our group. Directors serve concurrently.
JAPAN ELEVATOR SERVICE HONG KONG COMPANY LIMITED (Note 1,2)	Hong Kong	HK\$52 million	Other	100.0	Management guidance, business management, etc. Directors serve concurrently.
Japan Elevator Service India Private Limited (Note 1,3,4)	Haryana, India	307 million Indian rupees	Other	100.0 (74.2)	Directors serve concurrently.
Other consolidated subsidiaries: 19 companies					

Name	Address	Capital (million yen)	Principal business	Percentage of voting rights held (%)	Relation with the Company
(Affiliate accounted for by the equity method) Lighthouse Elevator Engineering Limited (Note 4)	Hong Kong	HK\$4 million	Maintenance and repair services for elevators, etc.	27.0 (27.0)	investment Directors serve concurrently.
Other equity-method affiliates: 4 companies					

(Notes) 1. It is a specified subsidiary.

(Notes) 2. JAPAN ELEVATOR SERVICE HONG KONG COMPANY LIMITED is mainly engaged in market research in Asia (excluding Japan) and investment in local elevator-related companies.

(Notes) 3. Japan Elevator Service India Private Limited is primarily engaged in investing in elevator maintenance companies in India.

(Notes) 4. Figures in parentheses in the voting rights ownership ratio include the indirect ownership ratio.

(Notes) 5. No company has filed a securities registration statement or securities report.

(Notes) 6. Japan Elevator Service Jyonan Co., Ltd. accounts for more than 10% of consolidated net sales (excluding inter-company sales among consolidated companies).

Main Profit and Loss Information for the Fiscal Year Ended March 31, 2025

(i) Net sales	6,736 million yen
(ii) Ordinary profit	1,028 million yen
(iii) Profit	691 million yen
(iv) Net assets	1,307 million yen
(v) Total assets	1,799 million yen

(Notes) 7. Japan Elevator Service Jyosai Co., Ltd. accounts for more than 10% of consolidated net sales (excluding inter-company sales among consolidated companies).

Main Profit and Loss Information for the Fiscal Year Ended March 31, 2025

(i) Net sales	6,866 million yen
(ii) Ordinary profit	825 million yen
(iii) Profit	574 million yen
(iv) Net assets	1,047 million yen
(v) Total assets	1,549 million yen

(Notes) 8. Japan Elevator Parts Co., Ltd., accounts for more than 10% of consolidated net sales (excluding inter-company sales among consolidated companies).

Main Profit and Loss Information for the Fiscal Year Ended March 31, 2025

(i) Net sales	21,373 million yen
(ii) Ordinary profit	2,800 million yen
(iii) Profit	1,920 million yen
(iv) Net assets	3,040 million yen
(v) Total assets	8,373 million yen

5 [Employees]

(1) Consolidated Companies

As of March 31, 2025

Name of segment	Number of employees (persons)
Maintenance Business	2,028 (438)

(Notes) 1. The number of employees is the number of full-time employees (excluding employees transferred from the Group to outside the Group and including employees transferred from outside the Group to the Group). The number of temporary employees is shown in parentheses, with the average number of temporary employees per year shown in parentheses.

(Notes) 2. Segment information is omitted because the Group consists of a single segment, the maintenance business.

(2) Status of Filing Company

As of March 31, 2025

Number of employees (persons)	Average age (years)	Average years of service (years)	Average annual salary (thousand yen)
249 (62)	41.8	7.6	6,647

(Notes) 1. The number of employees is the number of full-time employees (excluding employees transferred from the Group to outside the Group and including employees transferred from outside the Group to the Group). The number of temporary employees is shown in parentheses, with the average number of temporary employees per year shown in parentheses.

(Notes) 2. Average annual salary includes bonuses and substandard wages.

(Notes) 3. Segment information is omitted because the Company operates in a single segment of the maintenance business.

(3) Labor Union Status

The Group has not formed a labor union, but labor-management relations are amicable.

(4) Percentage of Female Employees in Management Positions, Percentage of Male Employees Taking Childcare Leave, and Differences in Wages between Male and Female Employees

(i) Filing Company

Current fiscal year				
Percentage of female employees in management positions (%) (Note 1)	Percentage of male employees taking childcare leave (%) (Note 2)	Difference in wages between male and female employees (%) (Note 1)		
		All employees	Of which regular employees	Of which, part-time and fixed-term employees
5.9	29.3	65.1	71.8	43.2

(Notes) 1. Calculations are based on the provisions of the "Law Concerning the Promotion of Active Roles of Women in Their Professional Lives" (Law No. 64, 2015), and seconded employees are counted as employees of the company to which they are seconded.

(Notes) 2. Based on the provisions of the "Law Concerning the Welfare of Workers Who Take Care of Children or Other Family Members Including Child Care and Family Care Leave" (Law No. 76, 1991), the percentage of employees who took child care leave, etc., as stipulated in Article 71-6-1 of the "Enforcement Regulations of the Law Concerning the Welfare of Workers Who Take Care of Children or Other Family Members Including Child Care and Family Care Leave" (Ministry of Labor Ordinance No. 25, 1991) is calculated. The employees who were transferred to the Company are counted as employees of the Company from which they were transferred.

(ii) Consolidated Subsidiaries

Current fiscal year	
Name	Percentage of female employees in management positions (%) (Note)
Joshin Building Service Co., Ltd.	0.0

(Note) Calculated in accordance with the provisions of the "Law Concerning the Promotion of Active Roles of Women in Their Professional Lives" (Law No. 64, 2015).

Item 2 [Status of Business]

1 [Management Policy, Business Environment and Issues to be Addressed]

The management policy, business environment, and issues to be addressed by the Group are as follows. Forward-looking statements in the text are based on the judgment of the Group as of the end of the current fiscal year.

(1) Basic Management Policy of the Company

As an independent maintenance company, the Group is committed to "Safety above anything else", "No cutting corners even when others don't see it", and "Building on trust". Under our corporate philosophy, we are striving to improve the quality of our maintenance services and to "realize fair prices" by reviewing the manufacturer-led pricing.

(2) Management Indicators We Target

The Group recognizes that shareholder-oriented management is to enhance growth and profitability and to continuously increase corporate value through stable business growth. We regard the sales growth rate as an important indicator of growth potential and the operating profit margins as an important indicator of profitability.

(3) Medium- to long-term Management Strategies

In order to achieve sustainable growth, the Group formulates and implements the following strategies over the medium to long term.

- (i) Promotion of maintenance and repair business
The Company will further grow its core maintenance and repair business by strengthening its sales force in each region through the adoption of a business subsidiary system for each region, and by expanding its business areas through M&As.
- (ii) Strengthen modernization business
The company will continue to strengthen the modernization business by expanding its sales force and developing its own products.
- (iii) Securing and developing human resources
Secure human resources to support stable growth by strengthening recruitment capabilities.
Improve technical standards and maintenance quality through human resource development.
- (iv) Stabilization of financial base
Improve the financial structure to enable the above strategies.

(4) Priority Business and Financial Issues to be Addressed

In the elevator and escalator maintenance industry, business opportunities are increasing due to an increase in the number of elevators and escalators resulting from an increase in the supply of real estate and the cost reduction demands of property owners and building management companies, etc. On the other hand, the growing social demand for the safe operation of elevators and escalators requires the provision of high-quality services.

While the Japanese economy is showing signs of a pickup in economic trends due to improvement in employment and income situation, the outlook remains uncertain due to rising prices etc. Therefore, the need for companies to reduce costs is expected to increase more than ever. In the elevator and other maintenance market, of which our group is a part, we expect that customers will become increasingly cost-conscious and demand for safety in the operation of elevators and other equipment will intensify. In this business environment, we recognize that the main issues to be addressed by the Group are as follows.

- (i) Build and expand domestic business base
We recognize that building and expanding our business base is a challenge for the Group to achieve stable growth. Specifically, we believe it is most important to increase the number of maintenance contracts, which will lead to ongoing revenue and expansion into repair and modernization operations.
- (ii) Secure and develop human resources
The foundation of the Group's business competitiveness is human resources capable of providing the high-quality maintenance services required for the safe operation of elevators, and we believe that securing and training such personnel is essential for the future growth of our Group.
The Group will continue strengthening the training it has provided to employees and establish an in-house technical and quality certification system to develop human resources with high skill levels.
In addition, the Group will seek to improve public awareness of the Group and working conditions, actively increase the number of new graduates and mid-career hires, and supplement its workforce as appropriate through the use of subcontractors that can guarantee the quality demanded by the Group.
- (iii) Develop overseas business

We believe that demand for high-quality maintenance services exists widely not only in the Japanese market but also in overseas markets. By leveraging the Group's technical capabilities to handle elevators from multiple manufacturers and its expertise in education and training, which it has cultivated in the Japanese market, the Company intends to expand and grow in overseas markets.

(iv) Consideration of capital and business alliances for business expansion

We will consider acquiring other companies, forming joint ventures or business alliances with other companies that would contribute to improving the corporate value of our group.

(v) Promotion of research and development

The JES Innovation Center (JIC), a research and development facility equipped with a 50-meter elevator test tower, and the JES Innovation Center Lab (JIL), located adjacent to the JIC, promote research and development activities such as elevator modernization.

(vi) Stabilization of financial base

The future expansion of the Group's business will require upfront and ongoing investment to accommodate evolving technologies relates to elevators, including research and development, investment in human resources, and expansion of training facilities. To prepare for future capital needs, the Company shall secure internal reserves and stabilize its financial position by raising funds through borrowings and other means.

2 [Views and Initiatives on Sustainability]

The Group's views and initiatives on sustainability are as follows.

Forward-looking statements in the text are based on the judgment of the Group as of the end of the current fiscal year.

The Group is engaged in the maintenance business, which includes maintenance and repair services for elevators and other equipment, as well as modernization services for elevators. We believe it is important to provide high quality services for the safety and security of elevator users and we reflect it in our corporate philosophy that read: "Safety above anything else," "No cutting corners even when others don't see it," "Building on trust."

In order to contribute to the sustainable development of society and enhance our corporate value over the medium to long term, our Group's Board of Directors resolved the "Basic Sustainability Policy" at a meeting held on November 16, 2021. In addition, the Sustainability Committee was established in May 2022 to strengthen and promote sustainability management.

By practicing sustainability management, we aim to enhance economic value as well as social and environmental value.

(Basic Sustainability Policy)

The Group is committed to building of sustainable society and making the company that is trusted and needed by all stakeholders. To that end, we have identified two materiality issues that we must address with priority by leveraging our strengths through our business activities: (i) "quality and safety" and (ii) "occupational safety and employee engagement. These materiality issued reflects our corporate philosophy that read: "Safety above anything else," "No cutting corners even when others don't see it," "Building on trust."

(i) Quality and Safety

The Group considers "maintaining quality" and "providing security" as its major social responsibility, and aims to contribute to society by providing high quality and safe services that satisfy our customers.

(ii) Occupational safety and employee engagement

We believe that the most important foundation supporting our business is our human resources, and we are committed to ensuring the safety of our employees and creating an environment in which each employee can perform his or her duties with ease and satisfaction, which will lead to the sustainable development of our group.

(Sustainability Committee)

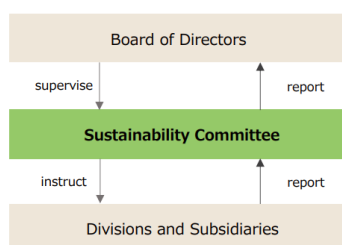
Sustainability is becoming increasingly important these days as a means of ensuring sustainable corporate growth and improving corporate value over the medium to long term. Against this backdrop, we have established a Sustainability Committee under the Board of Directors with the aim of promoting sustainability initiatives linked to our management plan by resolving sustainability issues and identifying risks and opportunities. The Committee is chaired by the Director, Deputy President CFO, and its members consist of individuals who are deemed appropriate based on their duties in light of the Committee's objectives. The Company manages and oversees measures and confirms their consistency with management and operations, along with environmental, social, governance, and other sustainability issues.

(1) Governance

The Sustainability Committee deliberates on the formulation of sustainability strategies and plans, identification and assessment of risks, consideration of countermeasures, management of progress, setting of target indicators, etc., and monitors the status of initiatives, and makes reports and recommendations to the Board of Directors, the Committee also monitors the status of initiatives and makes reports and recommendations to the Board of Directors.

In addition, the Sustainability Committee provides guidance to our group companies on issues related to sustainability and receives reports from each group company in an effort to strengthen the sustainability of the entire group.

For an overview of the Company's corporate governance including the above, please refer to "Item 4, Status of Filing Company,4. Corporate Governance, (1) [Overview of Corporate Governance]".



(2) Strategy

Through its elevator and other maintenance business, the Group manages the condition of elevators and other equipment 24 hours a day, 365 days a year to ensure the safety and security of elevators and other equipment used daily in commercial and residential facilities. Elevators and other elevators are important social infrastructure in our daily lives, and we believe that ensuring their safe operation through our maintenance business is the greatest social contribution we can make. To this end, the Group is striving to improve quality, enhance its technological capabilities, and strengthen research and development for this purpose.

The following is a summary of the main sustainability-related activities that the Group is undertaking to ensure sustainable growth.

a. Quality and Safety Initiatives

The Group considers the maintenance of quality and the provision of security and safety as important social responsibilities, and aims to contribute to society by providing high-quality, safe services that satisfy all users. To this end, we are undertaking the following initiatives

(i) Human Resource Development

The Group's competitive advantage lies in its advanced technological capabilities for various elevator manufacturer models. For sustainable growth and development, we believe it is important to develop human resources with the technical skills to take charge of the maintenance business. While there are official qualifications for elevator inspections, there are no official qualifications for maintenance checks. In light of this current situation, we believe it is necessary to enhance our in-house qualification system to ensure the safety of elevators and other equipment, and we have established a wide variety of training and qualification programs for this purpose and are striving to develop excellent human resources.

We also recognize the importance of a diverse workforce for sustainable growth in response to changes in the social environment. To date, we have hired without regard to gender, nationality, etc., and we intend to continue to promote the hiring of diverse personnel and the development of training programs in accordance with our business plan.

(Training program "STEP24" In-house certification system)

STEP24 is a system to train employees from no experience to a technical level that will enable them to play an active role as maintenance personnel by providing them with basic knowledge of elevators and escalators, safety rules, practical on-site training, and a wide range of knowledge on each model of major Japanese manufacturers.

The Group has introduced its own evaluation qualification system for technical personnel (System for Qualified Personnel for Elevator Maintenance). The following qualifications have been established: "G5: Qualified personnel for elevator safety work," "G4: Semi-qualified personnel for maintenance of elevators," "G3: Qualified personnel for maintenance of elevators," etc. After completing the entire STEP24 training curriculum, a departmental and practical exam will be administered, and successful applicants will be certified as G3 and allowed to perform all tasks alone as a maintenance supervisor. In order to further enhance expertise, we are expanding the career paths of our employees by creating new G2 and G1 positions.

In addition, we continuously provide various types of education and training according to the level of technical proficiency in order to develop specialists who can handle various models from each of the major domestic manufacturers. We strive to improve the skills of our employees through a diverse curriculum.

(ii) Quality Safety

As experts in the maintenance business, the Group is committed to safety first and quality second. As part of governance and risk management, the Technology Headquarters analyzes issues related to quality and safety and formulates improvement measures, which are shared with and supported by each group company. Specifically, the results of quality control are analyzed monthly by the Technology Headquarters and each group company in an effort to reduce failures. The General Manager of the Technology

Headquarters reports regularly to the Board of Directors on the quality overview, including failure rates and other data and improvement measures.

As a strategy for sustainable growth, the Technology Headquarters is taking the lead in strengthening the system to increase the number of maintenance contract units.

b. Efforts related to occupational safety

The Group believes that ensuring the safety of employees who support its business and creating an environment conducive to their safety is critical to its sustainable growth. To this end, we are undertaking the following initiatives

(i) Occupational Safety and Health

The Group has established a Health and Safety Committee in accordance with the Occupational Health and Safety Law, and has appointed a health manager, a safety manager, a safe driving manager, and a fire prevention manager. The committee meets once a month to fully discuss important matters, including measures to prevent hazards or health problems among employees.

In addition, we have established a safety license system for technicians engaged in elevator maintenance and are working to improve safety awareness among technicians by providing them with safety training courses.

(ii) Creation of a comfortable work environment

The Group has been improving the work environment to reduce the burden on employees with reference to the Comfortable Workplace Guidelines of the Ministry of Health, Labour and Welfare.

In addition, since the development of internal systems and environments is essential to promote the success of diverse human resources, we provide support for employees to work with peace of mind by promoting the development of personnel systems and workplace environments appropriate to their life stages, such as childcare and nursing care.

(iii) Promotion of health management

The Group regards the physical and mental health of our employees and their families, who support the growth of the Company, as one of our important management resources, and aims to be a company where employee contribute to the development of a rich, comfortable, and healthy social life and economy by actively supporting individuals' health maintenance and health enhancement activities and by promoting organized health activities. In order to promote and implement health management, the Health Management Promotion Team, led by the General Affairs Department, monitors the health status of employees and the implementation of measures, and work with each committee, industrial physicians, and the health insurance association to make continuous improvements to maintain and promote employee health.

(3) Risk Management

The Group believes that managing risks related to sustainability, including environmental and social issues, is important for the sustainable growth of our group. Through a governance structure centered on the Sustainability Committee, the Group identifies, assesses, and manages sustainability-related risks that it faces or may face in the future, and implements appropriate responses, including reporting to the Board of Directors. Depending on the nature of the issues, the Company would work with the Compliance Committee and other standing committees to enhance checks and controls over business operations.

The Company has expressed its endorsement of the Task Force on Climate-related Financial Disclosures (TCFD). The Sustainability Committee reviews and promotes disclosure based on TCFD recommendations, and discloses risks and opportunities related to climate change.

(4) Indicators and Targets

The Group strives to hire and secure the necessary human resources according to its business plan. The Company aims to increase the number of maintenance contracts, sales, and operating income mainly in the Japanese domestic market. Therefore, the Company manages as a key indicator the increase in the number of employees in line with business growth and the increase in the number of technical personnel who promote the maintenance business for elevators and other equipment.

The number of employees as of March 31, 2025 was 2,028, an increase of 160 from 1,868 in the same period of the previous year. The number of technical personnel was 1,271 at the end of the fiscal year ended March 31, 2025, an increase of 112 from 1,159 in the same period of the previous year.

The Group will continue to recruit and retain personnel based on the status of the number of maintenance contracts and other factors, with the goal of securing more personnel than in the same period of the previous year.

We believe that for the sustainable growth and development of our group, it is important to develop human resources with the technical skills to take charge of the maintenance business. As an indicator for human

resource development, to stabilize the maintenance business, we have set the number of "G3 Qualified Personnel for Elevator Maintenance" as an indicator for the evaluation qualification system for technical personnel (System for Qualified Personnel for Elevator Maintenance) and aim to increase the number of certified persons to more than the same number of persons in the same period of the previous year. At the end of the fiscal year ended March 31, 2025, the number of G3 Qualified Personnel was 551, showing a steady increase. We will continue to develop human resources through an evaluation qualification system for technical personnel (Qualified Personnel System for Elevator Maintenance) to improve their technical skills.

3 [Risk Factors]

Below is a list of major risk factors that may affect the business development of our group (the Company, consolidated subsidiaries, and equity-method affiliates). In addition, matters that do not necessarily fall under business development risks but are considered important for investors' investment decisions are described from the viewpoint of proactive information disclosure to investors.

While the Company recognizes the possibility that these risks may occur and has a policy of working to avoid such risks and to respond to them if they do occur, the Company believes that investment decisions regarding the Company's shares should be made after careful consideration of this section and other sections of the securities report.

In addition, the following description is not intended to be an exhaustive list of all the risks associated with investing in our stock.

Unless otherwise noted, the following statements are as of the end of the current fiscal year, and forward-looking statements are based on the judgment of the Group as of the end of the current fiscal year. Since there are uncertainties concerning matters related to the future, and the results may differ from the results that will arise in the future, decisions regarding the matters described here should be made carefully in conjunction with the matters described below and other items described in this section.

(1) Risk of Dependence on Specific Suppliers

The Group's principal business is the maintenance of elevators and other equipment.

The Group strives to reduce the risk of not being able to secure parts for maintenance of elevators by purchasing parts from multiple suppliers, but for the purpose of maintaining quality, some parts are purchased only from manufacturers (including affiliated companies) of elevators subject to maintenance.

The Group prepares for shortages or delays in the supply of these parts by holding a certain amount of inventory, recycling parts, and considering procurement from overseas markets. However, if for some reason we are unable to secure these parts in a timely manner and in adequate quantities, we may not be able to perform our maintenance operations in a timely manner.

In addition, if the prices of these parts increase for reasons such as the rising prices of the materials that make up these parts and we are unable to pass these costs on to our service prices, our group's financial position and operating results may be affected.

(2) Risks Related to Competition

In the maintenance market, there are many competitors of various sizes, including manufacturers of elevators and other equipment, maintenance specialists affiliated with manufacturers, and independent maintenance companies, etc. Intensifying competition may result in a decrease in the number of new contracts or contract switching, which could reduce the Group's market share. In addition, a decline in service prices could affect the financial position and operating results of the Group, which is engaged in a single business of maintenance.

(3) Technological Innovation

New elevator and escalator models are constantly being released and installed, and the Group is striving to improve its technical standards so that it can maintain any model from any major Japanese manufacturer. However, if the Group is unable to respond in a timely manner due to rapid technological innovation by manufacturers, this may affect the financial position, business performance, and future business development of the Group.

(4) Laws and Regulations

(i) The Building Standards Act stipulates that statutory inspections of maintenance and repair work performed by the Group shall be performed by persons qualified as inspectors of elevators and escalators, etc. However, if for some reason we are unable to secure enough inspectors for elevators and escalators, it may affect our financial position and business performance.

(ii) In the repair and modernization business conducted by the Group, we operate under a license for machinery and equipment installation work business based on the Construction Business Act. However, the revision or abolition of the Construction Business Act, Building Standards Act, and other related laws and regulations could affect the financial position and business performance of the Group for reasons such as the need to change product specifications.

(5) Intellectual Property Rights

The Group owns, maintains, and manages a number of intellectual property rights, and strives to avoid the occurrence of infringement of intellectual property rights by conducting technical surveys, etc., as necessary. However, there is a possibility that the Group's intellectual property rights may be invalidated or imitated, and

if the protection of the Group's intellectual property rights is undermined, the Group's business results may be affected. In addition, the Group may be liable for damages to a third party due to infringement of the intellectual property rights of a third party.

(6) Inventory and Calculation Risk of Maintenance Parts

The Group holds these assets as parts inventories for maintenance, repair, and modernization operations for elevators and other equipment. Inventories may increase due to the large number of models of elevators and other equipment subject to maintenance and the expected lengthy maintenance periods.

The Group manages inventory according to the importance of the parts, such as by controlling the number of standard inventories. However, if the asset value of inventory assets declines due to a decline in profitability or other factors, the Group's financial position and operating results may be affected.

(7) Risks Associated with Accidents, Disasters, etc.

The Group is engaged in maintenance, repair and modernization services for elevators and other equipment. In performing these services, our group takes sufficient care to ensure the safety of our clients and users by complying with the "Common Specifications for Building Repair Services" of the Ministry of Land, Infrastructure, Transport and Tourism, as well as our own safety standards established within the company.

However, in addition to accidents caused by earthquakes and other disasters, user usage, and defects in elevators and other equipment, accidents involving damage to equipment and, in some cases, personal injury may occur due to human error on the part of the Group's employees or contractors during maintenance work.

Although we strive to avoid risk by providing thorough safety instructions to Group employees and contractors and by purchasing liability insurance, the occurrence of losses that cannot be covered by insurance or a loss of trust in us could affect our Group's operating results.

(8) Risks Related to Industrial Accidents

Maintenance work on elevators and other equipment is hazardous work. The Group strives to prevent accidents by providing thorough safety training to its employees.

However, in the unlikely event of a serious accident or occupational injury, the Group may incur a temporary burden of compensation and other costs, which may seriously affect the Group's social credibility and affect its financial position and operating results.

(9) Risks Related to Acquisitions or Business Alliances

The Group acquires other companies and engages in joint ventures and business alliances with other companies. However, if acquisitions or alliances do not go smoothly, or if the acquired company's business, joint venture, or business alliance does not produce the expected benefits in the expected time frame as originally anticipated, the financial position and operating results of our group may be affected.

(10) Risks Associated with Overseas Business Development

The Group is expanding its business overseas, and there are several risks associated with doing business in overseas markets, including the following

- (i) Unexpected changes in laws and regulations
- (ii) Changes in social, political, and economic conditions or deterioration of public security
- (iii) Adverse changes in various tax systems or taxation
- (iv) Credit risk of business partners due to different business practices, etc.
- (v) Changes in the working environment and difficulties in securing and training human resources
- (vi) Foreign exchange risk

To minimize risks listed above, we intend to build a system that will enable us to take countermeasures quickly and promptly from local legal counsel, accounting firms, and other sources. However, the emergence of risks may make it difficult to provide services, which may affect the financial position and business performance of our group.

(11) Liability for defect warranty, etc.

If any part of an elevator that has undergone repair and modernization work (our product) fails during the warranty period (12 months from the delivery) under specified conditions, such as proper installation, connection, maintenance, and inspection control in accordance with the instruction manual, etc., we will repair or replace the failed part free of charge according to the method specified by us.

The Group is also liable for compensation for damages to customers directly caused by serious defects in its products or by gross negligence in the Company's fabrication and installation.

If for some reason the Group is pursued for liability for defects or damages, and is held liable for compensation, the financial position and business performance of the Group may be affected.

(12) Securing and Developing Human Resources

The Group is working to secure highly specialized technical personnel and to increase the number of sales and administrative personnel in anticipation of future business expansion. We also focus on human resource development and strive to improve our technical capabilities and strengthen and enhance our internal management system. Failure to take these measures in a timely and appropriate manner could affect the financial position and operating results of the Group, such as when the Company increases its workforce in advance of business expansion and incurs expenses in advance, or when it is unable to secure the necessary personnel for its business, or when human resource development does not progress as expected.

(13) Management of Customer Information

Since the Group handles a large amount of customer information, including that related to maintenance, repair, and modernization contracts, it has introduced a system to prevent information leaks from within as well as countermeasures against unauthorized network intrusions from outside, and has established an "Information Security Policy. In addition, we have established "Information Security Policy" and "Rules for the Protection of Personal Information and Specified Personal Information" to prevent information leakage.

However, in the unlikely event that customer information is leaked outside the Group due to unforeseen circumstances, the Group's financial position and operating results may be affected by a loss of trust and claims for damages.

(14) System Failure

Our control center monitors the condition of elevators and other equipment 24 hours a day, 365 days a year to ensure that we can respond to any problems without delay.

Since the control center services are provided through computer systems and communication networks, we make every effort to prevent or avoid system problems by taking backups on a regular basis, but if a natural disaster, unforeseen accident, temporary overload due to a sudden increase in access that exceeds expectations, or other factors cause computer system problems, our group's financial position and operating results may be affected.

(15) Interest-bearing Debt

The balance of the Group's interest-bearing debt (including lease obligations) was 5,038 million yen as of the end of the fiscal year ended March 31, 2025, making the Group 14.2% dependent on interest-bearing debt. Therefore, if refinancing becomes difficult due to turmoil in the financial markets, economic stagnation, or changes in the lending attitudes of financial institutions, or if interest expenses increase sharply due to a rapid rise in market interest rates, etc., the financial position and operating results of our group may be affected.

Certain loans payable are subject to financial covenants. In the event of a breach of financial covenants, the Group's financial position and cash flows could be affected because it would lose the benefit of time if requested by the lender and would need funds to repay the debt immediately.

Details of the financial covenants are as described in "Item 5 [Financial Statements and Supplementary Data] 1, Consolidated Financial Statements, (1) Notes to Consolidated Financial Statements (Notes to Consolidated Balance Sheets), *2 Financial Covenants" and "Item 5 [Financial Statements and Supplementary Data] 2, Financial Statements, (1) Notes to Financial Statements (Notes to Balance Sheets), *2 Financial Covenants".

4 [Management's Discussion and Analysis of Financial Condition, Operating Results and Cash Flows]

The following is a summary of the recognition, analysis and discussion of the Group's operating results from the management's perspective. Forward-looking statements in the text are based on judgments made as of the end of the current fiscal year.

(1) Recognition, Analysis and Discussion of Operating Results for the Current Fiscal Year

During the current fiscal year, the economic trends in Japan showed a moderate recovery along with the improvement of employment and compensation conditions. However, the outlook remained uncertain due to the effects of rising prices and companies' needs for cost reduction were expected to increase more than ever.

In the maintenance for elevator and other equipment industry, the market was on a gradual expansion trend due to the steady increase in the number of condominium units in stock and the increase in the supply of office buildings.

In this market environment, the Group had been working to respond to the cost reduction needs of companies by switching contracts to independent maintenance companies, improving its nationwide network, acquiring, and training personnel to strengthen quality and safety, and reinforcing its sales structure. JES Innovation Center Kansai (JIK) was completed in Takarazuka City, Hyogo in the previous fiscal year. With the completion of JIK, the Group was able to improve the quality of our services in the western Japan area by establishing a system that would enable us to supply parts quickly and stably and increase our modernization capacity.

As for maintenance and repair services, the number of maintenance contracts remained steady, and net sales of maintenance and repair services for the current fiscal year amounted to 30,538 million yen (up 15.1% YoY). In modernization services, net sales of modernization services for the current fiscal year were 17,325 million yen (up 21.5% YoY), thanks to a strengthened sales structure in preparation for business expansion and stronger proposals for properties where parts supply has been suspended.

As a result of the above, for the current consolidated fiscal year the Company recorded net sales of 49,375 million yen (up 17.0% YoY), operating profit of 8,624 million yen (up 26.4% YoY), ordinary profit of 8,621 million yen (up 25.8% YoY), and profit attributable to owners of parent of 5,530 million yen (up 22.5% YoY).

Our group has a single segment, "Maintenance Business", and sales by type of sales (maintenance and repair services, modernization services, and others) are shown below.

(Unit: millions of yen)

Sales type	Year ended March 31, 2025			Year ended March 31, 2024	
	Amount	Percentage of total	Percentage change from the previous period	Amount	Percentage of total
Maintenance and repair services	30,538	61.8%	15.1%	26,531	62.8%
Modernization services	17,325	35.1%	21.5%	14,255	33.8%
Other	1,511	3.1%	5.7%	1,429	3.4%
Total amount	49,375	100.0%	17.0%	42,216	100.0%

(i) Analysis of operating results

(Net sales)

Strengthened sales of maintenance and repair services and expansion of sales areas resulted in a steady increase in the number of maintenance contracts to approximately 113,520 units, and sales of maintenance and repair services amounted to 30,538 million yen (up 15.1% YoY). In addition, sales of modernization services amounted to 17,325 million yen (up 21.5% YoY) due to the strengthening of the sales structure in preparation for business expansion and proposals for properties where parts supply has been suspended.

As a result, net sales for the fiscal year totaled 49,375 million yen (up 17.0% YoY).

(Gross Profit)

Cost of sales for the current fiscal year was 30,613 million yen (up 16.6% YoY) due to increased material purchases and subcontracting costs resulting from an increase in the number of maintenance contracts, and increased personnel costs resulting from an increase in the number of technical personnel (maintenance and repair).

As a result, gross profit for the current fiscal year was 18,762 million yen (up 17.6% YoY).

(Operating Profit)

Selling, general and administrative expenses were 10,137 million yen (up 11.0% YoY) as a result of an increase in personnel and other expenses due to an increase in personnel in line with business expansion, as well as an increase in depreciation expenses.

As a result, operating profit for the current fiscal year was 8,624 million yen (up 26.4% YoY).

(Ordinary Profit)

Non-operating income was 115 million yen (up 18.4% YoY), and non-operating expenses were 118 million yen (up 76.7% YoY).

Non-operating income consisted mainly of rental income of 33 million yen and surrender value of insurance policies of 26 million yen, and non-operating expenses consisted mainly of interest expenses of 39 million yen.

As a result, ordinary profit was 8,621 million yen (up 25.8% YoY).

(Profit before income taxes)

Extraordinary income was 5 million yen (down 20.9% YoY) and extraordinary loss was 358 million yen (up 2,371.1% YoY).

As a result, profit before income taxes was 8,267 million yen (up 20.8% YoY).

(Profit attributable to owners of parent)

Tax expenses, including corporate, inhabitant and enterprise taxes and deferred income taxes, totaled 2,653 million yen (up 15.6% YoY).

As a result, profit attributable to owners of parent for the current fiscal year was 5,530 million yen (up 22.5% YoY).

(ii) Analysis of financial condition

(Assets)

Total assets at the end of the current fiscal year increased 2,868 million yen from the end of the previous fiscal year to 35,407 million yen. This was mainly due to a 2,016 million yen increase in raw materials and supplies and a 838 million yen increase in accounts receivable - trade.

(Liabilities)

Liabilities decreased 657 million yen from the end of the previous fiscal year to 15,091 million yen. This was mainly due to a decrease of 1,315 million yen short-term borrowings, while accounts payable - trade increased by 401 million yen and income taxes payables increased by 241 million yen.

(Net assets)

Net assets increased 3,526 million yen from the end of the previous fiscal year to 20,315 million yen. This was mainly due to an increase in retained earnings due to the recording of 5,530 million yen in profit attributable to owners of parent, and a decrease of 2,226 million yen due to the payment of dividends.

(iii) Analysis of cash flows

Cash and cash equivalents (hereinafter referred to as "cash") at the end of the current fiscal year increased 187 million yen from the end of the previous consolidated fiscal year to 2,063 million yen. The status of each cash flow and their factors during the current fiscal year are as follows.

(Net cash provided by (used in) operating activities)

Net cash provided by operating activities amounted to 5,643 million yen (5,280 million yen in the same period of the previous year). This was mainly due to such positive factors as profit before income taxes of 8,267 million yen and depreciation of 1,562 million yen, while there were such negative factors as an increase in inventories of 2,097 million yen and income taxes paid 2,643 million yen.

(Net cash provided by (used in) investing activities)

Net cash used in investing activities amounted to 1,521 million yen (2,841 million yen used in the same period of the previous year). This was mainly due to purchase of property, plant and equipment of 1,015 million yen and purchase of intangible assets of 571 million yen.

(Net cash provided by (used in) financing activities)

Net cash used in financing activities amounted to 3,962 million yen (2,529 million yen used in the same period of the previous year). This was mainly due to such cash outflows as repayment of long-term borrowings of 2,995 million yen, cash dividends paid 2,226 million yen, and a net decrease in short-term borrowings of 1,315 million yen, against such cash inflows as proceeds from proceeds from long-term borrowings of 2,600 million yen.

(iv) Analysis of capital resources and liquidity of funds

The Group strives to generate stable operating cash flow and secure a wide range of funding sources in order to secure adequate funds for its business activities, maintain liquidity, and achieve a sound financial position. Working capital requirements are mainly due to procurement of parts for elevators and other equipment, personnel expenses and other operating expenses, as well as tax payment funds, etc., for the provision of the Group's services. Working capital and recurring capital expenditures are financed by cash on hand, indirect financing, and lease transactions. We will continue to work on a variety of financing methods to support our business activities, focusing on securing low-cost, stable, and flexible funds.

(v) Significant accounting policies and estimates

The consolidated financial statements of the Group are prepared in accordance with accounting principles generally accepted in Japan. Their preparation requires management to make estimates and assumptions that affect the selection and application of accounting policies, the reported amounts of assets and liabilities and revenues and expenses, and disclosures. Management has made reasonable judgments about these estimates based on past performance and circumstances, but actual results may differ from these estimates due to the uncertainties inherent in estimates.

Significant accounting policies adopted by the Group in its consolidated financial statements are described in "Item 5 [Financial Statements and Supplementary Data], 1 [Consolidated Financial Statements], (1) [Consolidated Financial Statements], [Notes], (Basis of Presenting Consolidated Financial Statements.)".

(vi) Management's recognition of the problem and future plans

In the elevator and other maintenance market, of which our group is a part, we expect that customers will become increasingly cost-conscious and demand for safety in the operation of elevators and other equipment will intensify.

Since its establishment, the Group is committed to "Safety above anything else", "No cutting corners even when others don't see it", and "Building on trust." Under our corporate philosophy, we are striving to improve the quality of our maintenance services and to "realize fair prices" by reviewing the manufacturer-led pricing. In order to achieve sustainable growth in the future, we recognize the particular importance of "improving customer satisfaction through prompt provision of services by operating companies in each area," "expanding business areas in Japan and overseas, including M&A," and "securing and training human resources capable of providing high-quality maintenance.

The Company's management is committed to developing and implementing the best possible management policies to appropriately address these issues.

Management's recognition of issues and future policies other than those mentioned above are described in "Item 2 [Status of Business], 1. [Management Policy, Business Environment and Issues to be Addressed.]"

(2) Production, Orders and Sales

Since our group consists of a single segment of maintenance business, "Production, Orders, and Sales Results" by segment is omitted.

(i) Production

Not applicable since the Group is not engaged in production activities.

(ii) Orders received

Orders received in the current fiscal year by sales type are as follows.

Name of sales type	Current fiscal year (from April 1, 2024 to March 31, 2025)			
	Orders received (millions of yen)	YoY change (%)	Order backlog (millions of yen)	YoY change (%)
Modernization services	19,250	117.9	9,810	124.9
Total	19,250	117.9	9,810	124.9

(Note) The Group provides services on a build-to-order basis, but maintenance and repair services and other services are omitted because of the short period of time between receipt of orders and sales.

(iii) Sales results

The table below shows sales performance by type of sales in the current fiscal year.

Name of sales type	Current fiscal year (from April 1, 2024 to March 31, 2025)	
	Sales (millions of yen)	YoY change (%)
Maintenance and repair services	30,538	115.1
Modernization services	17,325	121.5
Other	1,511	105.7
Total	49,375	117.0

(Note) Sales results by major customer and the percentage of such sales results to total sales results are omitted because there is no customer that accounts for 10% or more of total sales results.

5 [Important Contracts]

Not applicable.

6 [Research and Development]

In our group, research and development activities are conducted solely by the Company.

In order to respond to the increasing number of elevators installed and the increasing dependence of society on them, we are conducting research and development activities to improve the quality of elevator maintenance by promptly adopting various latest elemental technologies.

Research and development during the fiscal year under review focused on improving the functionality of PRIME server consoles, enhancing the functionality of remote monitoring terminals to reduce equipment and personnel costs, and developing Quick Renewal products to reduce modernization costs and shorten construction periods.

As a result, the cost of research and development activities for the current fiscal year was 522 million yen (including the capitalized portion), and we have expanded the number of models of elevators that we can handle remotely and handle breakdowns through our proprietary maintenance consoles. In addition, we will absorb feedback from the field where "Quick Renewal" has already been launched and continue to push forward with development work for the expansion of models compatible with "Quick Renewal".

As the Group consists of a single segment of maintenance business, the description of each segment is omitted.

The Group conducts ongoing research and development in the Technology Division, the basic policy of which is as follows.

(1) Research and development related to "PRIME" remote inspection service

"PRIME" is the generic name for our proprietary remote inspection system and the services we provide using it.

The elevator remote monitoring system consists of a remote monitoring terminal connected to the elevator to monitor its operating status, a monitoring server to receive reports and warnings from the terminal, and a monitoring console for the monitors to check the reports and warnings.

(1-a) Remote monitoring terminal

The remote monitoring terminal conducts research and development of operation status monitoring technology to make elevators made by various manufacturers compatible with the remote monitoring system. Although the main focus is on wired communication technology, we have been conducting a wide range of studies and investigations without limiting the scope of hardware, software protocols, and technologies. In addition, we have started an initiative to temporarily restore elevators that were suspended due to the earthquake without human intervention (temporary restoration after the earthquake), and have completed the development of some models of our modernization elevators.

As a means of collecting operating status, in addition to acquisition from the elevator control panel, we are continuing research to diversify methods of monitoring operating status, such as acquisition using various sensors, including acceleration sensors and temperature sensors.

The communication infrastructure for transmitting various information from remote monitoring terminals uses LTE (4G) communication, which is the mainstream wireless communication network these days, and our own closed network, which is highly resistant to outside interference and computer viruses, is installed to ensure network communication security. In addition, the PHS-based remote monitoring terminals were replaced with deliverables for which the development of countermeasures against outages had been completed, and the replacement was completed by the time of outages. In addition, as an M2M/IoT communication terminal, we are studying even wider and more stable wireless communications.

(Note) M2M/IoT communication: Technology to collect information and improve services over a wide area by applying cell phone communication to communication between devices and equipment.

(1-b) Monitoring server

A monitoring server is a core device that temporarily accumulates information sent from remote monitoring terminals and notifies connected monitoring consoles in real time. Due to the concentration of information and communications from a considerable number of nodes, it is necessary to have sufficient performance for simultaneous communications, to be able to withstand the concentration of information generated during disasters such as earthquakes and typhoons, as well as the collection of information from various sensors of remote terminals to be implemented in the future, and to enable multi-point monitoring console connection for monitoring work at various locations of the Company.

As a business continuity measure for these facilities, we have put disaster-proof data centers into operation in the Kanto and Kansai regions, and have completed the installation of a closed network with multiple telecommunications carriers. In addition, we have completed the construction of infrastructure and foundations that combine various server systems under in-house operation with public clouds (cloud services), and are strengthening our operation system. This is expected to improve the ease of server resource adjustment associated with an increase in the number of elevators managed, as well as safety and business continuity in the event of a disaster or failure.

In addition, we are building a data infrastructure to accumulate and analyze various sensors and operating status data, and are examining technologies to implement an AI-based prediction and optimization function. We are aiming to utilize the failure history data of elevators and other equipment accumulated in-house, and to operate a response support system using generated AI technology. This will make it possible to respond quickly and accurately, and is expected to improve the efficiency of maintenance work and promote the transfer of technology.

(1-c) Monitoring console

The monitoring console is a PC program that displays elevator anomalies detected by the remote monitoring terminal on a monitor to enable checking of elevator operation status and remote operation of the elevator. We have researched and developed a mechanism to ensure stable operation of elevators even under conditions where a large number of abnormalities are detected, such as in the event of a disaster, and have deployed this mechanism to the control center, where it is now in operation. In addition, we are continuing to develop measures to improve functionality, speed up information processing, and increase the efficiency of monitoring work. We are developing programs to visualize some of the various sensor data sent from remote monitoring terminals and to enable some monitoring and elevator maintenance work to be performed with smartphone terminals and tablet terminals. Furthermore, in order to accommodate monitoring operations at overseas locations, we have begun to study the possibility of making the system available in multiple languages.

(2) Research and development related to in-house elevator control panels

Currently, we purchase various parts including control panels from domestic and overseas subcontractors and customize them for each elevator to be installed, and then perform modernization work. In the future, we will promote proposals that meet various customers' needs (full renovation, low-cost modernization, and modernization in a very short construction period) by combining our Quick Renewal products with control panels developed by our company, and reduce maintenance costs by closely linking them with our elevator remote monitoring system. In addition, we have established a mass production system for products compatible with the Unintended Car Movement Protection (UCMP) of the main elevator control panel, making it possible to reduce the cost of modernization elevators equipped with UCMP devices. We will also promote the development of lower-cost, high-performance elevator control panels through technical tie-ups with overseas manufacturers to further lower costs in the modernization business and develop products with an eye on overseas markets.

In addition, in the hydraulic control panel on the market, additional development for expanding the range of operation has been performed. As a result, in addition to functions and devices such as a group control operation function, a non-stop operation function, and a monitoring board that shares elevator information with security companies and building management offices, we have implemented a provisional earthquake recovery diagnosis function after an earthquake occurs. It is expected that this will reduce concerns about elevators becoming unusable and contribute to improving customer convenience, as well as reducing the burden of emergency response.

In addition, we have completed the development of new products for high-rise floors as part of our efforts to strengthen our lineup of modernization small parcel elevators, making them available for sale and operation. In the past, it was not compatible with high-rise floors or back-door specifications, but in the future, it can be used in various fields. In addition, the system is designed to be scalable to meet special customer needs in the future, and is also designed to operate in situations that could not be handled in the past.

We will continue our efforts to meet a wide range of customer needs.

Item 3 [Facilities]

1 [Capital Investment]

During the current fiscal year, the Group made capital investments totaling 1,705 million yen, mainly in the elevator maintenance business.

The main items were capital expenditures of 713 million yen for the acquisition of PRIME, a remote inspection system.

Segment information is omitted because the Group operates in a single segment of the maintenance business.

2 [Principal Facilities]

Major facilities in our group are as follows.

(1) Filing company

As of March 31, 2025

Office (Location)	Equipment	Book value						Number of employees (persons)
		Buildings and structures (millions of yen)	Tools, furniture and fixtures (millions of yen)	Land (millions of yen) (Area m2)	Software (millions of yen)	Other (millions of yen)	Total (millions of yen)	
Head office and others (Chuo-ku, Tokyo, etc.)	Office equipment, electrical equipment, server equipment for internal operations, communications equipment, research equipment, etc.	1,673	4,166	8 (508.95)	1,166	471	7,486	249 (62)
Company owned employee quarters (Wako City, Saitama)	Company owned employee quarters	597	3	221 (3,076.47)	—	9	831	— (—)

(Notes) 1. Book value does not include construction in progress and software in progress.

(Notes) 2. The number of employees is the number of full-time employees (excluding employees transferred from the Group to outside the Group and including employees transferred from outside the Group to the Group). The number of temporary employees is shown in parentheses, with the average number of temporary employees per year shown in parentheses.

(Notes) 3. All or part of the buildings of the head office and each subsidiary are leased, except for the properties owned by the Company. Rental expenses for the current fiscal year amounted to 953 million yen.

(Notes) 4. Segment information is omitted because the Group operates in a single segment of the maintenance business.

(2) Domestic subsidiaries

As of March 31, 2025

Office (Location)	Equipment	Book value						Number of employees (persons)
		Buildings and structures (millions of yen)	Tools, furniture and fixtures (millions of yen)	Land (millions of yen) (area m2)	Software (millions of yen)	Other (millions of yen)	Total (millions of yen)	
Japan Elevator Service Hokkaido Co., Ltd. Head office and others (Toyohira-ku, Sapporo, Hokkaido, etc.)	Subsidiary Office equipment, electrical equipment, parts warehouse equipment, sales vehicles, etc.	208	3	196 (1,570.88)	—	0	408	134 (8)
Japan Elevator Service Jonan Co., Ltd. Head office and others (Chiyoda-ku, Tokyo, etc.)	Subsidiary Office operations equipment, electrical equipment, etc.	30	44	— (—)	—	1	76	280 (19)
Japan Elevator Service Josai Co., Ltd. Head office and others (Shinjuku-ku, Tokyo, etc.)	Subsidiary Office operations equipment, electrical equipment, etc.	34	46	7 (241.7)	—	—	88	319 (23)
Japan Elevator Service Kanagawa Co. Ltd. Head office and others (Kanagawa-ku, Yokohama City, Kanagawa, etc.)	Subsidiary Office operations equipment, electrical equipment, etc.	23	25	— (—)	—	—	48	193 (18)
Japan Elevator Service Tokai Co., Ltd. Head office and others (Naka-ku, Nagoya City, Aichi, etc.)	Subsidiary Office operations equipment, electrical equipment, parts warehouse equipment, etc.	24	30	— (—)	—	0	55	139 (4)
Japan Elevator Service Kansai Co., Ltd. Head office and others (Chuo-ku, Osaka City, Osaka, etc.)	Subsidiary Office operations equipment, electrical equipment, parts warehouse equipment, etc.	119	31	168 (383.47)	—	—	319	135 (10)
Japan Elevator Service Chushikoku Co., Ltd. Head office and others (Naka-ku, Hiroshima City, Hiroshima Prefecture, etc.)	Subsidiary Office operations equipment, electrical equipment, etc.	8	13	— (—)	—	—	21	25 (—)
Japan Elevator Service Kyushu Co., Ltd. Head office and others (Hakata-ku, Fukuoka City, Fukuoka, etc.)	Subsidiary Office operations equipment, electrical equipment, etc.	10	15	— (—)	—	—	26	60 (2)
Japan Elevator Parts Co., Ltd. Head office and others (Wako City, Saitama, etc.)	Subsidiary Office operations equipment, electrical equipment, parts warehouse equipment, etc.	3,108	135	700 (3,675.49)	20	35	4,001	257 (34)

(Notes) 1. Book value does not include construction in progress and software in progress.

(Notes) 2. The number of employees is the number of full-time employees (excluding employees transferred from the Group to outside the Group and including employees transferred from outside the Group to the Group). The number of temporary employees is shown in parentheses, with the average number of temporary employees per year shown in parentheses.

(Notes) 3. Facilities of domestic subsidiaries are leased from the Submitting Company except for some of them.

(Notes) 4. Segment information is omitted because the Group operates in a single segment of the maintenance business.

(3) Overseas subsidiaries

The information is omitted due to immateriality.

3 [Plans for Installation or Retirement of Facilities]

Not applicable.

Item 4 [Status of Filing Company]

1 [Status of Shares]

(1) [Total number of shares]

(i) Total number of shares

Type of shares	Total number of shares authorized to be issued (shares)
Common stock	224,000,000
Total	224,000,000

(ii) [Outstanding shares]

Type of shares	Number of shares issued as of the end of the fiscal year (shares) (March 31, 2025)	Number of shares issued as of the date of submission (June 23, 2025)	Name of listed financial instruments exchange or registered and licensed financial instruments association	Description
Common stock	89,067,200	89,067,200	Tokyo Stock Exchange Prime Market	The shares have full voting rights and are the Company's standard shares with no restrictions on their rights. The number of shares constituting one unit is 100 shares.
Total	89,067,200	89,067,200	-	-

(Note) The number of shares issued as of the date of submission does not include the number of shares issued upon exercise of stock acquisition rights from June 1, 2025 to the date of submission of this annual securities report.

(2) [Status of share acquisition rights]

(i) [Details of stock option plan]

Details of share acquisition rights issued in accordance with the Companies Act are as follows

(Series 1 Share Acquisition Rights)

March 15, 2016 Extraordinary General Meeting of Shareholders Resolution

Classification	As of the end of the fiscal year (March 31, 2025)
Classification and number of grantees (persons)	Outside collaborator 1
Number of stock acquisition rights	406
Class of shares to be issued or transferred upon exercise of stock acquisition rights * Class of shares to be issued or transferred upon exercise of stock acquisition rights	Common stock
Number of shares to be issued upon exercise of stock acquisition rights (shares)	324,800 (Note) 1,5
Amount to be paid-in upon exercise of the new share subscription rights (yen)	83 (Note 2,5)
Exercise period of stock acquisition rights * Exercise period of stock acquisition rights	From April 1, 2019 to March 31, 2026
Issue price and amount paid into capital when shares are issued upon exercise of stock acquisition rights (yen)	Issue price 83 Capitalization 41.5 (Note 5)
Terms and conditions to exercise subscription rights to shares * Exercise of subscription rights to shares	(Note 3)
Matters concerning the transfer of stock acquisition rights *	Any transfer of these stock acquisition rights must be approved by the Board of Directors.
Matters concerning issuance of subscription rights to shares in connection with reorganization *	(Note 4)

*This information is as of the end of the current fiscal year (March 31, 2025). As of the end of the month prior to the date of submission (May 31, 2025), there has been no change in the information to be presented from that as of the end of the current fiscal year, so the information as of the end of the month prior to the date of submission has been omitted.

- (Notes) 1. The number of shares to be issued upon exercise of each stock acquisition right is 800 shares. However, the number of shares to be issued upon exercise of one Stock Acquisition Right may be adjusted in accordance with the following provisions.
If the Company splits or consolidates its shares, the number of shares to be issued upon exercise of the Stock Acquisition Rights shall be adjusted in accordance with the following formula. Such adjustment shall be made only with respect to the number of shares to be issued upon exercise of the stock acquisition rights that have not been exercised as of such time. Any fractional shares resulting from the adjustment shall be rounded down.
$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$
- (Notes) 2. The amount to be paid upon exercise of the Stock Acquisition Rights is subject to adjustment in accordance with the following provisions.
If the Company conducts a stock split or reverse stock split of its common stock after the date of resolution for the issuance of these equity warrants, the exercise price for the exercise of equity warrants shall be adjusted in accordance with the following formula, and any fraction less than one yen resulting from the adjustment shall be rounded up.
$$\text{Exercise price after adjustment} = \text{Exercise price before adjustment} \div \text{Ratio of split or consolidation}$$
- (Notes) 3. The conditions for exercising stock acquisition rights are as follows
Subject to the satisfaction of other conditions, the holders of the Stock Acquisition Rights shall be granted the right to exercise the number of Stock Acquisition Rights (Vesting Stock Acquisition Rights) as specified below at the time specified below.
Time Number of vested stock acquisition rights
On and after April 1, 2019 33% of allotment
On and after April 1, 2021 66% of allotment
On and after April 1, 2024 100% of the number of allotments
However, if the Company's shares are listed on the Tokyo Stock Exchange or any other domestic or foreign financial instruments exchange, the Stock Acquisition Rights, including vested Stock Acquisition Rights, may not be exercised for 180 days from the date of such listing. In addition, in the event that the Consulting Services Agreement dated April 1, 2016 between the stock acquisition rights holder and the Company is terminated, the Company may acquire all of the stock acquisition rights except for the stock acquisition rights already vested as of the date of termination of the Consulting Services Agreement.
- (Notes) 4. In the event that the Company needs to adjust the number of shares granted due to a merger, corporate split, share exchange, share transfer or other reorganization, or in any other case where adjustment of the number of shares granted is necessary, the Company will adjust the number of shares granted appropriately to the extent reasonable.
- (Notes) 5. The Company conducted a 100-for-1 stock split of common stock on August 31, 2016, a 2-for-1 stock split of common stock on October 1, 2017, a 2-for-1 stock split of common stock on October 1, 2018, and a 2-for-1 stock split of common stock on January 1, 2021. The Company conducted a 2-for-1 stock split on October 1, 2018 and a 2-for-1 stock split on January 1, 2021. As a result, "Number of shares to be issued upon exercise of stock acquisition rights," "Amount to be paid upon exercise of stock acquisition rights," and "Issue price and amount paid into capital when shares are issued upon exercise of stock acquisition rights" are adjusted.

(ii) [Contents of Rights Plan]
Not applicable.

(iii) [Status of other stock acquisition rights]
Not applicable.

(3) [Status of Exercise of Bonds with Share Acquisition Rights with Exercise Price Revision Clause]
Not applicable.

(4) [Total number of shares issued, share capital]

Date	Increase/decrease in total number of shares issued and outstanding (shares)	Total number of shares outstanding (shares)	Increase (decrease) in share capital (million yen)	Balance of share capital (million yen)	Increase (decrease) in capital reserve (million yen)	Balance of capital reserve (million yen)
April 1, 2020 - December 31, 2020 (Note 1)	common stock 3,738,400	common stock 44,277,000	1,758	2,459	1,758	2,416
January 1, 2021 (Note 2)	common stock 44,277,000	common stock 88,554,000	—	2,459	—	2,416
January 1, 2021 - March 31, 2021 (Note 1)	common stock 20,000	common stock 88,574,000	1	2,460	1	2,418
April 20, 2021 (Note 1)	common stock 169,600	common stock 88,743,600	7	2,467	7	2,425
August 12, 2021 (Note 3)	common stock 10,000	common stock 88,753,600	12	2,480	12	2,437
October 3, 2022 (Note 1)	common stock 313,600	common stock 89,067,200	13	2,493	13	2,450

(Notes) 1. Due to the exercise of stock acquisition rights.

(Notes) 2. Due to a two-for-one stock split.

(Notes) 3. Restricted stock compensation

Issue price 2,546 yen

Capital contribution 1,273 yen

Allottee One director of the Company (excluding outside directors)

(Notes)

(5) [Status by Owner]

As of March 31, 2025

As of March 31, 2023

Classification	Status of Shares (Number of Shares per Unit: 100 shares)								Status of odd-lot shares (shares)
	Government and local governments	Financial institutions	Stock brokers	Other corporations	Foreign corporations, etc.		Individuals and others	Total	
					Non-Personal	Individual			
Number of shareholders (persons)	-	20	26	76	247	14	6,514	6,897	—
Number of shares held (voting unit)	-	179,318	8,216	198,202	446,798	56	57,934	890,524	14,800
Percentage of shares held (%)	-	20.14	0.92	22.26	50.17	0.01	6.51	100.00	—

(Note) 9,981 shares of treasury stock are included in 99 units in "Individuals and others" and 81 shares in "Status of odd-lot shares."

(6) [Status of Major Shareholders]

As of March 31, 2025

Name or Designation	Address	Number of shares held (thousand shares)	Ratio of shares held to total number of shares issued (excluding treasury stock) (%)
KI Corporation	23-2, Toranomon 1-chome, Minato-ku, Tokyo	19,009	21.34
The Master Trust Bank of Japan, Ltd. (Trust account)	1-8-1 Akasaka, Minato-ku, Tokyo	10,707	12.02
STATE STREET BANK AND TRUST COMPANY 505001(Standing proxy agent: Mizuho Bank Settlement & Clearing Services Department)	ONE CONGRESS STREET, SUITE 1, BOSTON, MASSACHUSETTS (2-15-1 Kounan, Minato-ku, Tokyo)	10,558	11.85
Japan Custody Bank, Ltd. (Trust account)	1-8-12 Harumi, Chuo-ku, Tokyo	5,270	5.91
BNYM AS AGT/CLTS NON TREATY JASDEC (Standing proxy agent: MUFG Bank, Ltd.)	240 GREENWICH STREET, NEW YORK, NY 10286, U.S.A. (1-4-5 Marunouchi, Chiyoda-ku, Tokyo)	2,186	2.45
J.P. MORGAN CHASE BANK 385840 (Standing proxy agent: Mizuho Bank Settlement & Clearing Services Department)	25 BANK STREET CANARY WHARF, LONDON, E14 5JP, UK (2-15-1 Kounan, Minato-ku, Tokyo)	1,941	2.18
NORTHERN TRUST CO. (AVFC) RE FIDELITY FUNDS (Standing proxy agent: The Hongkong and Shanghai Banking Corporation Limited, Tokyo Branch, Custody Business Department)	50 BANK STREET CANARY WHARF, LONDON, E14 5NT, UK (3-11-1 Nihonbashi, Chuo-ku, Tokyo)	1,789	2.00
THE BANK OF NEW YORK MELON 140042(Standing proxy agent: Mizuho Bank Settlement & Clearing Services Department)	240 GREENWICH STREET, NEW YORK, NEW YORK 10286, U.S.A. (2-15-1 Kounan, Minato-ku, Tokyo)	1,707	1.91
STATE STREET BANK AND TRUST COMPANY 505103(Standing proxy agent: Mizuho Bank Settlement & Clearing Services Department)	ONE CONGRESS STREET, SUITE 1, BOSTON, MASSACHUSETTS (2-15-1 Kounan, Minato-ku, Tokyo)	1,628	1.82
THE BANK OF NEW YORK MELON 140044 Standing proxy agent: Mizuho Bank Settlement & Clearing Services Department)	240 GREENWICH STREET, NEW YORK, NEW YORK 10286, U.S.A. (2-15-1 Kounan, Minato-ku, Tokyo)	1,615	1.81
Total		56,415	63.34

(Notes) 1. In the Report of Possession of Large Volume made available for public inspection on April 17, 2024, it is stated that Wasatch Advisors LP owned the following shares as of April 15, 2024. However, since the Company cannot confirm the actual number of shares owned as of March 31, 2025, they are not included in the above Status of Major Shareholders.

The Description of the Report of Possession of Large Volume is as follows.

Name or Designation	Address	Number of shares held (shares)	Ratio of shares held (%)
Wasatch Advisors LP	505 Wakala Way, 3rd Floor, Salt Lake City, Utah, 84108, USA	4,635,553	5.20

(Notes) 2. In the Revised Report of Possession of Large Volume made available for public inspection by Nomura Securities Co., Ltd. on May 22, 2024, it is stated that the company owns the following shares as of May 15, 2024. However, since the Company cannot confirm the actual number of shares owned as of March 31, 2025, they are not included in the above Status of Major Shareholders.

The Description of the Revised Report of Possession of Large Volume are as follows.

Name or Designation	Address	Number of shares held (shares)	Ratio of shares held (%)
NOMURA SINGAPORE LIMITED	10 Marina Boulevard #36-01 Marina Bay Financial Centre Tower 2 Singapore 018983	103,470	0.12
Nomura International PLC	1 Angel Lane, London EC4R 3AB, United Kingdom	42,166	0.05
Nomura Asset Management Co., Ltd.	2-2-1 Toyosu, Koto-ku, Tokyo	3,420,500	3.84

3. In the Revised Report of Possession of Large Volume made available for public inspection on July 5, 2024 and the Amended Report of Possession of Large Volume made available for public inspection on August 21, 2024, it is stated that Capital Research and Management Company and its three joint holders owned the following shares as of June 28, 2024. However, since the Company is unable to confirm the actual number of shares owned as of March 31, 2025, they are not included in the above Status of Major Shareholders.

The Description of the Revised Report and Amended Report of Possession of Large Volume are as follows.

Name or Designation	Address	Number of shares held (shares)	Ratio of shares held (%)
Capital Research and Management Company	333 South Hope Street, Los Angeles, CA, USA	6,581,000	7.39
Capital International Co., Ltd.	Marunouchi Nijyu-bashi Bridge Building, 3-2-3 Marunouchi, Chiyoda-ku, Tokyo	341,100	0.38
Capital International Inc.	333 South Hope Street, Los Angeles, CA 90071, USA	138,500	0.16
Capital International S. A. R. L.	3 Place des Bourgs, Geneva 1201, Switzerland	102,700	0.12

4. In the Report of Possession of Large Volume made available for public inspection on December 19, 2024, it is stated that Wasatch Advisors LP owned the following shares as of December 13, 2024. However, since the Company cannot confirm the actual number of shares owned as of March 31, 2025, they are not included in the above Status of Major Shareholders.

The Description of the Revised Report of Possession of Large Volume are as follows.

Name or Designation	Address	Number of shares held (shares)	Ratio of shares held (%)
Wasatch Advisors LP	505 Wakala Way, 3rd Floor, Salt Lake City, Utah, 84108, USA	3,686,632	4.14

(7) [Status of voting rights]

(i) [Outstanding shares]

As of March 31, 2025

Classification	Number of shares	Number of voting rights	Description
Non-voting stock	-	-	-
Shares with restricted voting rights (treasury stock, etc.)	-	-	-
Shares with restricted voting rights (Other)	-	-	-
Shares with full voting rights (treasury shares, etc.)	common stock 9,900	-	-
Shares with full voting rights (Other)	common stock 89,042,500	890,425	Standard shares of the Company with no restrictions on rights
Odd lot shares	common stock 14,800	-	-
Total number of shares issued and outstanding	89,067,200	-	-
Voting rights of all shareholders	-	890,425	-

(Note) "Shares less than one unit" includes 81 shares of treasury stock held by the Company.

(ii) [Treasury shares]

As of March 31, 2025

Name or title of owner	Owner's address	Number of shares held in treasury (shares)	Number of shares held in the name of others (shares)	Total number of shares held (shares)	Number of shares held as a percentage of total number of shares issued (%)
Japan Elevator Service Holdings Co., Ltd.	1-3-13 Nihonbashi, Chuo-ku, Tokyo	9,900	-	9,900	0.01
Total	-	9,900	-	9,900	0.01

2 [Treasury Shares]

[Type of shares] Acquisition of common stock that falls under Article 155, Item 7 of the Companies Act and acquisition of common stock that falls under Article 155, Item 13 of the Companies Act

(1) [Status of acquisition by resolution of the General Meeting of Shareholders]

Not applicable.

(2) [Status of acquisition by resolution of the Board of Directors] (2) [Status of acquisition by resolution of the Board of Directors]

Not applicable.

(3) [Details of items not based on resolutions of the General Meeting of Shareholders or the Board of Directors]

Classification	Number of shares	Total value (yen)
Treasury shares acquired in the current fiscal year	504	123,816
Treasury shares acquired during the period	60	—

(Notes) 1. Of the treasury shares acquired during the fiscal year under review, 44 shares increased due to the purchase of odd-lot shares and 460 shares increased due to the free acquisition of shares by retirees of the restricted stock compensation plan.

(Notes) 2. Of the treasury shares acquired during the period, 60 shares increased due to the free acquisition of shares by retirees of the restricted stock compensation plan.

(Notes) 3. The number of shares of treasury stock acquired during the period under review does not include the number of shares acquired through the purchase of odd-lot shares from June 1, 2025 to the submission of the annual securities report and the number of shares acquired free of charge by retirees of the restricted stock compensation plan.

(4) [Status of disposal and holding of acquired treasury shares]

Classification	Current fiscal year		Current term	
	Number of shares	Total amount of disposal value (millions of yen)	Number of shares	Total amount of disposal value (millions of yen)
Acquired treasury shares offered to subscribers	-	-	-	-
Acquired treasury shares disposed of for cancellation	-	-	-	-
Acquired treasury stock transferred in connection with a merger, share exchange, share issuance, or corporate split	-	-	-	-
Other (Disposal of treasury stock through restricted stock compensation)	-	-	-	-
Number of treasury stock held	9,981	-	10,041	-

(Note) The number of treasury shares held during the period under review does not include the number of shares held from June 1, 2025 to the date of submission of this annual securities report due to the purchase and sale of odd-lot shares and the number of shares held due to free acquisition by retirees of the restricted stock compensation plan.

3 [Dividend Policy]

The Company recognizes that returning profits to shareholders is one of its most important management policies, and its basic policy is to maintain stable dividends while securing the internal reserves necessary to strengthen the management base in response to changes in the business environment and for future business development.

For the 31st fiscal year, the Company plans to pay a dividend of 31 yen per share of common stock based on the above policy.

Regarding the future distribution of retained earnings, our policy is to actively return profits to shareholders, taking into consideration our business performance, financial condition, and investment plans from a medium- to long-term perspective.

The Company intends to use retained earnings to invest in research and development and to strengthen its financial position in order to further increase its corporate value.

The Company's basic policy is to distribute dividends from surplus once a year for common stock. The Company's Articles of Incorporation stipulate those matters listed in Article 459, Paragraph 1 of the Companies Act may be determined by a resolution of the Board of Directors, unless otherwise provided by law.

Dividends from surplus for the 31st fiscal year are as follows

Date of resolution	Total amount of dividends (million yen)	Dividend per share (yen)
June 24, 2025 Resolution of the Annual General Meeting of Shareholders (Plan)	2,760	31

4 [Corporate Governance]

(1) [Overview of Corporate Governance]

(i) Basic Policy on Corporate Governance

The Group recognizes that the establishment of corporate governance is the most important issue in corporate management. With the aim of ensuring sound corporate management and improving transparency and efficiency, we will strengthen our compliance system, further enhance disclosure through proactive investor relations activities, etc., and promote more efficient corporate behavior. We will also strive to increase corporate value and return profits to shareholders and other stakeholders.

(ii) Outline of the corporate governance system and reasons for adopting the system

(a) Outline of corporate governance system

(Directors and Board of Directors)

As of the date of submission of the Annual Securities Report, the Company's Board of Directors consists of five directors (including three outside directors). In addition to regular monthly meetings, extraordinary meetings of the Board of Directors are held whenever important matters arise. The Board of Directors is chaired by Katsushi Ishida, President and Representative Director CEO, and the other members are Kimihiko Imamura, Director, Deputy President CFO, Hitoshi Watanabe, Outside Director, Noriko Endo, Outside Director, and Mika Yano, Outside Director.

* the Company has proposed "Election of five (5) Directors" as a proposal (Matters to be resolved) for the Annual General Meeting of Shareholders to be held on June 24, 2025. If the proposal is approved, the number of Director of the Company will be five (including three Outside Director). If this proposal is approved, the members of the Board of directors will be as described in " (2) [Status of Directors] (1) b." below.

(Audit & Supervisory Board and Board Members)

As of the date of submission of the Annual Securities Report, the Company has adopted an Audit & Supervisory Board system, which comprises one full-time Audit & Supervisory Board member and two part-time Audit & Supervisory Board members (including two Outside Audit & Supervisory Board members). The Audit & Supervisory Board meets once a month in principle, and when necessary, the Audit & Supervisory Board members hold discussions and exchange opinions with each other in order to ascertain the status of compliance by directors with laws, regulations, the Articles of Incorporation and other rules, and to ensure that operational and accounting audits are conducted effectively. The Audit & Supervisory Board is chaired by Kei Tachibana, Audit & Supervisory Board member, and its other members are Nobuyasu Ogata and Midori Mizutani, Outside Audit & Supervisory Board members.

In addition to attending meetings of the Board of Directors and other important meetings, Audit & Supervisory Board conduct proper monitoring of management through inspection of important documents, questioning of officers and employees, and other auditing procedures. The Company also strives to conduct appropriate audits in cooperation with the Internal Audit Office and the accounting auditor.

(Nominating and Compensation Committee)

In order to strengthen the independence, objectivity, and accountability of the Board of Directors' functions related to the nomination and compensation of senior management and directors, the Company's Board of Directors established a Nominating and Compensation Committee as an advisory body to the Board of Directors and is held once a year in principle, and whenever necessary. The committee consists of three members, a representative director and two outside directors, and is chaired by an outside director. The independence of the committee is ensured by having a majority of the committee members be independent outside directors. The Committee shall deliberate on matters relating to the election and dismissal of directors and officers, as well as policies and procedures necessary to determine directors' remuneration, etc., and shall provide advice and recommendations to the Board of Directors.

(Sustainability Committee)

To achieve sustainable growth and increase corporate value over the medium to long term, we have established a Sustainability Committee under the direct control of the Board of Directors to promote sustainability initiatives in conjunction with the management plan by resolving sustainability issues and identifying risks and opportunities and is held once a month in principle, and whenever necessary.

The Committee is chaired by the Director, Deputy President CFO and consists of the members deemed appropriate based on their duties. The Committee identifies environmental, social, governance, and confirms the consistency with management and business and manages and supervises measures.

(Group Management Committee)

The Company has established a Group Management Committee for the purpose of thorough implementation of management policies as a group and discussion or sharing of management information and issues. The meeting is composed of the director in charge, the general manager, the general manager of the Internal Audit Department, and the representative directors of subsidiaries, and is held once a month in principle, and whenever necessary.

(Internal Audit Office)

The Company has established an Internal Audit Office under the direct control of the Representative Director. The Internal Audit Office, consisting of one person, audits all divisions of the Company and all subsidiaries for rationality, efficiency, appropriateness, and appropriateness of business execution in accordance with the annual internal audit plan. Audit results are reported to the Board of Directors and Representative Director, who gives instructions for improvement to the person in charge of the audited department, and the status of improvement is monitored through follow-up audits, etc.

(Compliance Committee)

The Company has established a Compliance Committee as a body to ensure that compliance is adhered to within the Group. The Committee is composed of the director in charge, the general manager, the general manager of the Internal Audit Department, the full-time statutory auditor, the representative directors of subsidiaries, etc., and meets as necessary.

(Accounting Auditor)

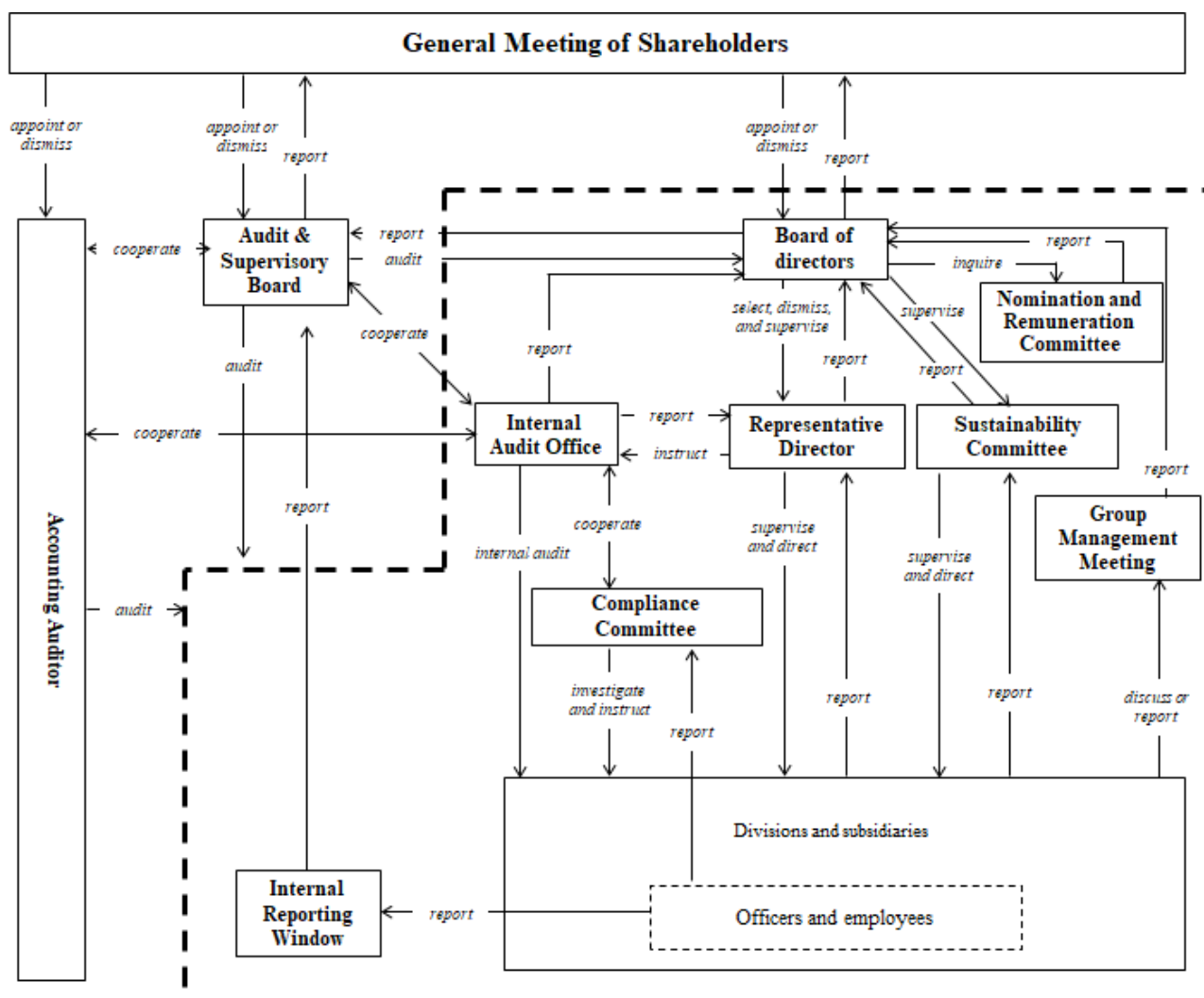
The Company has entered into an audit contract with Ernst & Young ShinNihon LLC.

(b) Reasons for adopting the corporate governance system

We have adopted a company-with-a-board-of-directors and a company-with-audit & supervisory board system, in which the Board of Directors supervises the execution of business operations and the Audit & Supervisory Board and its members conduct audits to provide a dual check function. In addition, outside directors and outside Audit & Supervisory Board members attend Board of Directors meetings and speak from a highly independent standpoint, thereby strengthening the management oversight function. We also believe that the current system, in which Audit & Supervisory Board members, the internal audit, and auditing firm work together as appropriate to monitor business execution, and in which internal and external management oversight functions are fully exercised, is optimal for ensuring the effectiveness of corporate governance.

(c) Schematic diagram of corporate governance structure

A schematic diagram of the Company's corporate governance structure is shown below.



(iii) Other matters related to corporate governance

(a) Status of Internal Control System

At a meeting of the Board of Directors held on October 15, 2015, the Company resolved a basic policy for the establishment of an internal control system in accordance with the enforcement of the Companies Act. Based on this basic policy, we have established an internal control system structure. In addition, the Company conducts reviews in accordance with changes in the business environment and other factors.

(1) System to ensure that the execution of duties by directors and employees of the Company and its subsidiaries complies with laws and regulations and the Articles of Incorporation

1) Directors and employees of the Company and its subsidiaries shall act in accordance with the Code of Conduct and Compliance Rules, and shall comply with laws, the Articles of Incorporation, and social norms.

2) The Company shall establish a Compliance Committee to oversee compliance-related efforts and provide compliance education to directors and employees of the Company and its subsidiaries.

3) The Internal Audit Office, which is independent from the executive departments as an internal audit division, shall audit the status of compliance.

4) In the event that any director or employee of the Company or its subsidiaries discovers any material violation of laws and regulations or any other material fact concerning compliance at the Company, he or she shall immediately report such violation to the information manager, and shall supplement such violation with a system (hotline rules) to eliminate omissions in the discovery of such violations of laws and regulations or other material facts.

The whistleblower service, which is available via dedicated e-mail, website, and written mail, is outsourced to Fair Links Consulting, Inc.

- 5) If the Company's Audit & Supervisory Board find any problem in the operation of the Company's legal compliance system and internal reporting rules (hotline rules), they may express their opinions and request the Company to formulate remedial measures.
- (2) System for the storage and management of information related to the execution of duties by the Company's directors

Information related to the execution of duties by the Company's Directors shall be stored and managed appropriately and reliably in a highly retrievable state according to the storage medium, in accordance with laws and regulations, the Document Management Regulations, and the Regulations for the Protection of Personal Information and Specified Personal Information. The Company's Directors and Audit & Supervisory Board members shall have access to these documents at all times.
 - (3) Regulations and other systems for managing the risk of loss of the Company and its subsidiaries
 - 1) The heads of the headquarters, branches, branch offices, departments, offices, divisions, sales offices, etc. of the Company and its subsidiaries shall perform their duties within the scope of authority granted to them in accordance with the Rules on Division of Duties and Administrative Authority, etc. When performing duties that exceed the authority granted, they shall apply for and obtain approval from a higher authority in accordance with the Rules on Administrative Authority, and shall manage the risk of loss associated with the performance of the duties for which approval is granted.
 - 2) The representative directors, general managers, general managers, and branch office managers of the Company and its subsidiaries shall assume various business risks that may occur in the relevant headquarters, offices, and branch offices, and shall strive to avoid such risks in advance, and in the event of the occurrence of a fact that could become a risk, shall respond promptly and appropriately to prevent and minimize the spread of damage. In the event of a potential risk, we will respond quickly and appropriately to prevent and minimize the spread of damage.
 - 3) In the event of unforeseen circumstances or the need to respond to newly arising risks, the Company and its subsidiaries shall report the situation to the Board of Directors, which shall determine a responsible person and take prompt action.
 - (4) Systems to ensure the efficient execution of duties by directors of the Company and its subsidiaries
 - 1) The Board of Directors of the Company and its subsidiaries shall make decisions on management execution policies, matters required by law and other important management matters, and supervise the execution of business by the directors of the Company and its subsidiaries.
 - 2) As a system to ensure that the directors of the Company and its subsidiaries execute their duties efficiently, meetings of the Board of Directors of the Company and its subsidiaries shall be held once a month in principle, and extraordinary meetings shall be held as necessary.
 - 3) The Board of Directors of the Company and its subsidiaries shall formulate and review management targets and budgets, the directors of the Company and its subsidiaries shall perform their duties to achieve them, and the Board of Directors shall manage their performance.
 - (5) System to ensure the appropriateness of operations of the corporate group consisting of the Company and its subsidiaries
 - 1) The Company and its subsidiaries shall endeavor to ensure the appropriateness of business operations of the Company and its subsidiaries by making the management policies common to the Company and its subsidiaries known to the Company and its subsidiaries as a whole.
 - 2) Regular meetings attended by the Company's directors and representative directors of the Company's subsidiaries shall be held to share information among the Company and its subsidiaries.
 - 3) In order to ensure the appropriateness of business operations at the Company and its subsidiaries, the Company and its subsidiaries shall establish matters to be managed by each company in accordance with the Affiliate Company Management Regulations applicable to the Company and all of its subsidiaries.
 - 4) The Internal Audit Office of the Company shall conduct or supervise internal audits of the Company and its subsidiaries to ensure the effectiveness and adequacy of internal control over the overall operations of the Company and its subsidiaries.
 - 5) A system shall be established to immediately report any violation of laws and regulations or other important compliance-related matters discovered within the Company and its

subsidiaries.

- (6) Matters related to employees who are requested by the Company's auditors to assist them in their duties, matters related to the independence of such employees from directors, and matters related to ensuring the effectiveness of the auditors' instructions with respect to such employees

The Company shall assign employees to assist the duties of the Audit & Supervisory Board members when required by the members. The Company's Audit & Supervisory Board members shall have the authority to direct and order the employees, and their appointment, transfer, evaluation, and disciplinary actions shall be made after hearing the opinions of the Audit & Supervisory Board and exchanging views with the directors, thereby ensuring the independence of such employees from the directors. The Company shall ensure the independence of such employees from directors.

- (7) System for reporting to the Company's auditors by the Company's directors and employees, as well as by directors, auditors, employees, and employees of the Company's subsidiaries, or persons who receive reports from these persons

The Company's Audit & Supervisory Board members shall attend meetings of the Board of Directors and other important decision-making meetings of the Company and shall receive reports on important matters from the Company's Directors, employees, and others. In addition, the Company's Audit & Supervisory Board members shall receive reports from the Company's Directors, employees, etc. on the status of management of the Company's subsidiaries, etc. Notwithstanding the foregoing, the Company's Audit & Supervisory Board members may, at any time and as necessary, request reports from the directors, employees, etc. of the Company and its subsidiaries.

- (8) System to ensure that a person who makes a report to the Company's Audit & Supervisory Board members is not subject to any disadvantageous treatment for making such a report

The Company shall prohibit any disadvantageous treatment of any person who makes a report to the Company's Audit & Supervisory Board members by reason of such report, and shall ensure that the Directors and employees of the Company and its subsidiaries are informed of such prohibition.

- (9) Matters concerning procedures for advance payment or reimbursement of expenses incurred in the performance of duties by the Company's Audit & Supervisory Board members and other policies concerning the treatment of expenses or liabilities incurred in the performance of such duties

When an Audit & Supervisory Board member makes a request for advance payment of expenses, etc. to the Company for the performance of his/her duties, the Company shall promptly comply with such request, except in cases where the expenses or obligations in connection with such request are not deemed necessary for the performance of the Audit & Supervisory Board members' duties.

- (10) Other systems to ensure that audits by the Company's auditors are conducted effectively

1) In accordance with the auditing standards for Audit & Supervisory Board, the Company's Audit & Supervisory Board may attend meetings of the Board of Directors and other important meetings of the Company, inspect important information of the Company, and request explanations from directors or employees as necessary.

2) In order to conduct efficient audits, the Company's Audit & Supervisory Board shall hold periodic discussions or exchanges of opinions with the accounting auditor, etc., to complement each other's auditing activities.

3) The Company's Audit & Supervisory Board shall meet regularly with the Company's Representative Director to confirm the Company's business execution policies and exchange opinions on issues to be addressed by the Company, risks surrounding the Company, the state of the audit environment, and important audit-related issues.

4) Ensure management transparency by having at least half of the Company's Audit & Supervisory Board members are outside Audit & Supervisory Board member.

- (11) System to ensure the reliability of financial reporting

1) In order to ensure proper accounting treatment and improve the reliability of financial reporting, the Company shall develop and improve the effectiveness of its internal control system for financial reporting.

2) The Company, its subsidiaries and their internal audit offices shall evaluate the effectiveness of internal control over financial reporting each fiscal year. The department receiving the effectiveness evaluation shall take measures to correct and improve the situation when necessary.

- (12) System to eliminate antisocial forces

The Company and its subsidiaries shall not have any relationship, including business relationships, with antisocial forces that pose a threat to social order and sound corporate activities. In addition, the entire organization shall take a firm stand against unjustified demands from antisocial forces.

(b) Status of risk management system

The Company recognizes that risk management is an extremely important management activity. Specifically, the directors and the Board of Directors strive to execute and supervise business operations. At the same time, to strengthen the risk management system, the Company is working to enhance internal control functions within the Company by formulating business plans, controlling budgets, operating and checking operations based on various regulations, and strengthening internal audits.

(c) Status of systems to ensure the appropriateness of operations of subsidiaries

The management of domestic subsidiaries is the responsibility of Business Headquarters, while the management of overseas subsidiaries is the responsibility of the Overseas Business Strategy Office.

In order to ensure the appropriateness of business operations of subsidiaries, the Company has established "Affiliated Company Management Regulations" and for important matters concerning corporate management at subsidiaries, the Company designates an approver for each important matter and carries out the prescribed procedures in advance.

The financial condition and operating results and other matters are designated as matters to be reported by the subsidiaries to the Company, and important matters are reported to the Board of Directors of the Company through the Corporate Management Division or the Division in charge. Internal audits of subsidiaries are conducted by the Internal Audit Office and audits of subsidiaries are conducted by Audit & Supervisory Board.

(d) Outline of the contents of the liability limitation agreement

Pursuant to Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with each outside director and each Audit & Supervisory Board member to limit their liability for damages under Article 423, Paragraph 1 of the act. The maximum amount of liability for damages under such contracts is the minimum liability amount stipulated in Article 425, Paragraph 1 of the Companies Act. Such limitation of liability is limited to cases where outside directors and Audit & Supervisory Board members perform their duties in good faith and without gross negligence.

(e) Outline of the contents of the directors' and officers' liability insurance policies that have been concluded with the directors and officers, etc. as insureds.

The Company has concluded a directors' and Audit & Supervisory Board members' liability insurance policy with an insurance company, as stipulated in Article 430-3, Paragraph 1 of the Companies Act, which insures the directors, Audit & Supervisory Board members, and executive officers of the Company and its subsidiaries (including those who were in office during the fiscal year under review).

The insurance contract is renewed annually. The insurance company will compensate the insured for damages that may arise from the insured being held liable for the performance of his/her duties or being subject to claims related to the pursuit of such liability.

In addition, the insurance policy provides for an exemption from liability for damages in the event that the Company pursues liability for damages against the officer in question, and by setting a limit on the amount to be covered, the Company has taken measures to ensure that the officer's performance of his duties is not impaired. The same information will be updated in the next update.

(f) Fixed number of directors and requirements for resolution of election of directors

The Company's Articles of Incorporation stipulate that the number of directors shall not exceed 14.

The Company's Articles of Incorporation stipulate that resolutions for the election of directors shall be adopted by a majority of the voting rights of shareholders present at a meeting where shareholders holding one-third or more of the voting rights of shareholders who are entitled to exercise their voting rights are present.

The Articles of Incorporation also stipulate that the resolution for the election of directors shall not be by cumulative voting.

(g) Activities of the Board of Directors

The Board of Directors, in accordance with the bylaws on matters to be discussed and reported to the Board of Directors, adopts resolutions on basic policies concerning the management of the Company, important business execution matters, matters authorized by a resolution of the General Meeting of Shareholders, and other matters stipulated by laws and regulations and the Articles of Incorporation, and also receives reports on matters stipulated by laws and regulations and the execution of important business operations including matters related to sustainability. The Board of Directors also receives reports on the status of the execution of important business operations and matters prescribed by laws and regulations. During the fiscal year under review, in addition to regular monthly meetings of the Board of Directors, extraordinary meetings of the Board of Directors were held on a case-by-case basis when important matters arose. The attendance of individual directors is as follows

Name	Number of times held	Number of times attended
Katsushi Ishida	14 times	14 times
Kimihiko Imamura	14 times	14 times
Shuji Kuramoto	4 times	4 times
Shinsuke Uno	4 times	4 times
Daiki Murakami	4 times	4 times
Hitoshi Watanabe	14 times	14 times
Noriko Endo	14 times	14 times
Mika Yano	14 times	14 times

(Note) The number of meetings of the Board of Directors differs from other directors because Shuji Kuramoto, Shinsuke Uno and Daiki Murakami retired due to the expiration of his term of office at the conclusion of the the 30th Annual General Meeting of Shareholders held on June 21, 2024.

(h) Activities of the Nominating and Compensation Committee

the Company established a Nominating and Compensation Committee under the Board of Directors to engage and advise the Board of Directors on nominations and compensation in order to strengthen the independence and other functions of the Board of Directors in relation to director nominations and compensation.

The purpose of the committee is to provide advice and recommendations on matters related to the selection of directors and on policies and procedures necessary to determine directors' remuneration, etc. The committee is chaired by an independent outside director and consists of three members including the representative director and two outside directors, with outside directors accounting for the majority of the committee members.

The Nominating and Remuneration Committee held one meeting during the fiscal year under review with all three members in attendance. In addition, the Nominating and Remuneration Committee met to advise the Board on the election of directors, a resolution of the Company's Annual General Meeting of Shareholders to be held on June 24, 2025, with respect to nomination and remuneration.

(i) Matters that may be resolved at the General Meeting of Shareholders may be resolved by the Board of Directors and the reasons thereof

(Decision-making body for dividends from surplus)

In order to pursue a flexible capital and dividend policy, the Company's Articles of Incorporation stipulate that the Company may determine the matters listed in each item of Article 459, Paragraph 1 of the Companies Act, including the distribution of surplus, by a resolution of the Board of Directors, unless otherwise provided by laws and regulations.

(Acquisition of treasury shares)

The Company's Articles of Incorporation stipulate that the Company may acquire its own shares through market transactions, etc. by a resolution of the Board of Directors pursuant to Article 165, Paragraph 2 of the Companies Act. The purpose of this change is to execute a flexible capital policy in response to changes in the business environment.

(Exemption of Directors and Audit & Supervisory Board Members from Liability)

In order to enable Directors and Audit & Supervisory Board members to fully perform their expected roles, the Company, pursuant to Article 426, Paragraph 1 of the Companies Act, may, by a resolution of the Board of Directors, request that Directors (including those who were previously

Directors) and Audit & Supervisory Board members (including those who were previously members) be appointed as Audit & Supervisory Board member with respect to acts stipulated in Article 423, Paragraph 1 of the said Act.

(j) Requirements for Special Resolution of General Meeting of Shareholders

The Company's Articles of Incorporation stipulate that resolutions of the General Meeting of Shareholders stipulated in Article 309, Paragraph 2 of the Companies Act shall be adopted by two-thirds or more of the votes of shareholders present at the meeting where shareholders holding one-third or more of the voting rights of shareholders who are entitled to exercise voting rights are present. The purpose of this measure is to facilitate the smooth operation of the General Meeting of Shareholders by relaxing the quorum for special resolutions at the General Meeting of Shareholders.

(2) [Status of Directors]

(i) Board of Directors and Executive Officers

a. The status of Directors as of June 23, 2025 (the date of filing the Annual Securities Report) is as follows,

Male: 5 Female: 3 (37.5% of board members are female)

Title	Name	Date of Birth	Career summary	Term of office	Number of shares held (shares)
President & Representative Director CEO	Katsushi Ishida	March 25, 1966	<p>April 1985 Joined SEC Elevator Co., Ltd.</p> <p>June 1991 Joined Ikuei Kanzai Co., Ltd.</p> <p>July 1992 Joined PEMS Co., Ltd.</p> <p>October 1994 Established the Company, President & Representative Director</p> <p>January 2015 Representative Director of the Company</p> <p>May 2015 President & Representative Director of the Company</p> <p>June 2017 President & Representative Director CEO of the Company</p> <p>June 2020 Representative Director CEO of the Company</p> <p>April 2022 President & Representative Director CEO of the Company (current position)</p>	(Note 3)	19,033,700 (Note 5)
Director Deputy President CFO General Manager, Business Administration Headquarters	Kimihiko Imamura	June 18, 1978	<p>December 2006 Joined KPMG AZSA LLC</p> <p>May 2013 Joined Digital Advertising Consortium, Inc.</p> <p>April 2016 Deputy General Manager, Business Management Headquarters</p> <p>January 2017 Joined the Company</p> <p>June 2017 Director, Senior Managing Executive Officer CFO, General Manager of Business Administration Headquarters</p> <p>April 2018 Director, Deputy President and Executive Officer CFO, General Manager of Business Administration Headquarters</p> <p>June 2024 Director Deputy President CFO, General Manager, Business Administration Headquarters (current position)</p>	(Note 3)	26,500
Director	Hitoshi Watanabe	March 15, 1965	<p>September 1987 Joined Tokyo C.P.A. Special College</p> <p>October 1988 Joined Showa Ohta Audit Corporation (now Ernst & Young ShinNihon LLC)</p> <p>January 1994 Located in E&Y's Sydney office</p> <p>August 2000 Head of Watanabe CPA Office (current position)</p> <p>June 2008 President of R&J Co., Ltd. (current position)</p> <p>April 2015 Outside Director of the Company (current position)</p>	(Note 3)	-
Director	Noriko Endo	May 6, 1968	<p>June 1994 Joined DIAMOND Inc.</p> <p>March 2006 Deputy Editor, Editorial Department of Diamond Weekly, DIAMOND Inc.</p> <p>September 2013 Visiting Researcher, Policy Alternatives Research Institute of the University of Tokyo</p> <p>April 2015 Project Professor of Graduate School of Media and Governance, Keio University</p> <p>June 2016 Outside Director of NTT DOCOMO, Inc.</p> <p>July 2018 Outside Director of AIN Holdings, Inc. (current position)</p> <p>June 2019 Outside Director of Hankyu Hanshin Holdings, Inc. (current position)</p> <p>April 2020 Project Professor of Global Research Institute, Keio University</p> <p>March 2021 Outside Director of Techpoint, Inc.</p> <p>June 2021 Outside Director of the Company (current position)</p> <p>June 2022 Outside Director of Nippon Telegraph and Telephone Corporation (current position)</p> <p>April 2024 Professor, Research Council, Waseda University (current position)</p>	(Note 3)	3,000

Title	Name	Date of Birth	Career summary	Term of office	Number of shares held (shares)
Director	Mika Yano	June 7, 1973	September 1999 Joined Plum Creek Timber Company, Inc. October 2001 Joined Skadden Arps, State, Meagher & Flom LLP May 2002 Admitted to the New York State Bar, U.S.A. October 2007 Joined Morgan Stanley Capital K.K. July 2008 Re-admitted to Skadden Arps, State, Meagher & Flom LLP July 2009 Joined Sumitomo Life Insurance Company September 2012 Representative Director and President, Mizzenka Co., Ltd. (current position) June 2016 Joined Colt Technology Services Co., Ltd. April 2018 Director and Head of Legal, Asia and U.S., Colt Technology Services, Co., Ltd. May 2019 Director, Director and Head of Legal, Asia and U.S., Colt Technology Services, Co., Ltd. May 2020 Representative Director, MarketPrism Japan Co., Ltd. November 2020 Director, Vice President and Head of Legal, Asia & U.S., Colt Technology Services, Co., Ltd. June 2022 Outside Director of the Company (current position) November 2023 Vice President & Legal Counsel, General Manager, Japan MGM, MGM Resorts Japan, LLC (current position)	(Note 3)	-
Full-time Audit & Supervisory Board member	Kei Tachibana	August 8, 1973	April 1997 Joined The Asahi Bank, Ltd. (now Resona Bank, Ltd.) April 2005 General Manager of Accounting Department of the Company November 2013 General Manager of Finance Department, Administration Headquarters April 2017 Executive Officer and General Manager of Finance Department, Accounting and Finance Headquarters June 2017 Executive Officer and General Manager of Finance Department, Business Administration Headquarters June 2020 Audit & Supervisory Board member (current position)	(Note 4)	9,400
Audit & Supervisory Board member	Nobuyasu Ogata	June 23, 1970	April 1996 Registered as an attorney July 2002 Opened Ogata Law Office (now Ogata Law Office P.C.) (current position) March 2003 Part-time Lecturer, University of Tsukuba Law School April 2003 Lecturer, Patent Attorney Training Course, Japan Patent Office Temporary Member to the Japan Patent Office Industrial Property Council, National Examination Committee member April 2004 July 2020 Outside Director of FP Partner Inc. August 2023 Outside Audit & Supervisory Board member, EditForce, Inc. June 2024 Outside Audit & Supervisory Board member of the Company (current position)	(Note 4)	-
Audit & Supervisory Board member	Midori Mizutani	July 30, 1980	July 2004 Joined Sugai Accounting Office, Certified Public Accountant and Certified Tax Accountant June 2013 Representative of Mizutani Certified Public Accountant Office (current position) February 2015 Representative Director, Smart Plus Consulting Co., Ltd. (current position) June 2015 Representative Director, Smart Plus Consulting Co., Ltd. June 2017 Outside Audit & Supervisory Board member, Genetec Corporation June 2019 Representative Partner, Ginza Sphere Tax Accountant Corporation (current position) July 2019 Outside Director, Confidence Inc. (now Interworks Confidence Inc.) (current position) April 2021 Outside Director (Audit Committee member), Genetec Corporation (current position) April 2021 Outside Audit & Supervisory Board member, Genetec Corporation June 2024 Outside Audit & Supervisory Board member of the Company (current position)	(Note 4)	-
Total					19,072,600

(Notes) 1. Directors Hitoshi Watanabe, Noriko Endo and Mika Yano are outside directors.

2. Audit & Supervisory Board members Nobuyasu Ogata and Midori Mizutani are outside Audit & Supervisory Board members.

3. Term of the office is from the close of the Annual General Meeting of Shareholders held on June 21, 2024 to the close of the Annual General Meeting of Shareholders for the fiscal year ended March 31, 2025.

4. Term of the office is from the close of the Annual General Meeting of Shareholders held on June 21, 2024 to the close of the Annual General Meeting of Shareholders for the fiscal year ending March 31, 2028.
5. The number of shares held by Katsushi Ishida, President and Representative Director CEO, includes the number of shares held by his asset management company, KI Corporation.
6. Noriko Endo's name in the family register is Noriko Tsujihiro.
7. The Company has maintained an executive officer program. Those nominated by the Company's Board of Directors to oversee each business area assume the position of Supervisory Executive Officer (delegated type). The position and name of the Supervisory Executive Officer are as follows

Title	Name
Deputy President and Executive Officer, Business Director, General Manager of Business Headquarters	Shuji Kuramoto
Senior Managing Executive Officer, West Japan Business Director	Shinsuke Uno
Managing Executive Officer, Technology Director, General Manager of Technology Headquarters	Daiki Murakami

b. At the Annual General Meeting of Shareholders to be held on June 24, 2025, "Election of Five (5) Directors" was submitted as a proposal (Matters to be approved). If the proposal is approved, the status of the Company's Directors will be as follows. The contents of the resolutions (position, etc.) of the Board of Directors' meeting scheduled to be held immediately after the Annual General Meeting of Shareholders are also included.

Male: 5 Female: 3 (37.5% of board members are female)

Title	Name	Date of Birth	Career summary	Term of office	Number of shares held (shares)
President & Representative Director CEO	Katsushi Ishida	March 25, 1966	April 1985 Joined SEC Elevator Co., Ltd. June 1991 Joined Ikuei Kanzai Co., Ltd. July 1992 Joined PEMS Co., Ltd. October 1994 Established the Company, President & Representative Director January 2015 Representative Director of the Company May 2015 President & Representative Director of the Company June 2017 President & Representative Director CEO of the Company June 2020 Representative Director CEO of the Company April 2022 President & Representative Director CEO of the Company (current position)	(Note 3)	19,033,700 (Note 5)
Director Deputy President CFO General Manager, Business Administration Headquarters	Kimihiko Imamura	June 18, 1978	December 2006 Joined KPMG AZSA LLC May 2013 Joined Digital Advertising Consortium, Inc. April 2016 Deputy General Manager, Business Management Headquarters January 2017 Joined the Company June 2017 Director, Senior Managing Executive Officer CFO, General Manager of Business Administration Headquarters April 2018 Director, Deputy President and Executive Officer CFO, General Manager of Business Administration Headquarters June 2024 Director Deputy President CFO, General Manager, Business Administration Headquarters (current position)	(Note 3)	26,500
Director	Hitoshi Watanabe	March 15, 1965	September 1987 Joined Tokyo C.P.A. Special College October 1988 Joined Showa Ohta Audit Corporation (now Ernst & Young ShinNihon LLC) January 1994 Located in E&Y's Sydney office August 2000 Head of Watanabe CPA Office (current position) June 2008 President of R&J Co., Ltd. (current position) April 2015 Outside Director of the Company (current position)	(Note 3)	-

Title	Name	Date of Birth	Career summary	Term of office	Number of shares held (shares)
Director	Noriko Endo	May 6, 1968	<p>June 1994 March 2006 September 2013 April 2015 June 2016 July 2018 June 2019 April 2020 March 2021 June 2021 June 2022 April 2024</p> <p>Joined DIAMOND Inc. Deputy Editor, Editorial Department of Diamond Weekly, DIAMOND Inc. Visiting Researcher, Policy Alternatives Research Institute of the University of Tokyo Project Professor of Graduate School of Media and Governance, Keio University Outside Director of NTT DOCOMO, Inc. Outside Director of AIN Holdings, Inc. (current position) Outside Director of Hankyu Hanshin Holdings, Inc. (current position) Project Professor of Global Research Institute, Keio University Outside Director of Techpoint, Inc. Outside Director of the Company (current position) Outside Director of Nippon Telegraph and Telephone Corporation (current position) Professor, Research Council, Waseda University (current position)</p>	(Note 3)	3,000
Director	Mika Yano	June 7, 1973	<p>September 1999 October 2001 May 2002 October 2007 July 2008 July 2009 September 2012 June 2016 April 2018 May 2019 May 2020 November 2020 June 2022 November 2023</p> <p>Joined Plum Creek Timber Company, Inc. Joined Skadden Arps, State, Meagher & Flom LLP Admitted to the New York State Bar, U.S.A. Joined Morgan Stanley Capital K.K. Re-admitted to Skadden Arps, State, Meagher & Flom LLP Joined Sumitomo Life Insurance Company Representative Director and President, Mizenka Co., Ltd. (current position) Joined Colt Technology Services Co., Ltd. Director and Head of Legal, Asia and U.S., Colt Technology Services, Co., Ltd. Director, Director and Head of Legal, Asia and U.S., Colt Technology Services, Co., Ltd. Representative Director, MarketPrism Japan Co., Ltd. Director, Vice President and Head of Legal, Asia & U.S., Colt Technology Services, Co., Ltd. Outside Director of the Company (current position) Vice President & Legal Counsel, General Manager, Japan MGM, MGM Resorts Japan, LLC (current position)</p>	(Note 3)	-
Full-time Audit & Supervisory Board member	Kei Tachibana	August 8, 1973	<p>April 1997 April 2005 November 2013 April 2017 June 2017 June 2020</p> <p>Joined The Asahi Bank, Ltd. (now Resona Bank, Ltd.) General Manager of Accounting Department of the Company General Manager of Finance Department, Administration Headquarters Executive Officer and General Manager of Finance Department, Accounting and Finance Headquarters Executive Officer and General Manager of Finance Department, Business Administration Headquarters Audit & Supervisory Board member (current position)</p>	(Note 4)	9,400
Audit & Supervisory Board member	Nobuyasu Ogata	June 23, 1970	<p>April 1996 July 2002 March 2003 April 2003 April 2004 July 2020 August 2023 June 2024</p> <p>Registered as an attorney Opened Ogata Law Office (now Ogata Law Office P.C.) (current position) Part-time Lecturer, University of Tsukuba Law School Lecturer, Patent Attorney Training Course, Japan Patent Office Temporary Member to the Japan Patent Office Industrial Property Council, National Examination Committee member Outside Director of FP Partner Inc. Outside Audit & Supervisory Board member, EditForce, Inc. Outside Audit & Supervisory Board member of the Company (current position)</p>	(Note 4)	-

Title	Name	Date of Birth	Career summary	Term of office	Number of shares held (shares)
Audit & Supervisory Board member	Midori Mizutani	July 30, 1980	July 2004 Joined Sugai Accounting Office, Certified Public Accountant and Certified Tax Accountant June 2013 Representative of Mizutani Certified Public Accountant Office (current position) February 2015 Representative Director, Smart Plus Consulting Co., Ltd. (current position) June 2015 Representative Director, Smart Plus Consulting Co., Ltd. June 2017 Outside Audit & Supervisory Board member, Genetec Corporation June 2019 Representative Partner, Ginza Sphere Tax Accountant Corporation (current position) July 2019 Outside Director, Confidence Inc. (now Interworks Confidence Inc.) (current position) April 2021 Outside Director (Audit Committee member), Genetec Corporation (current position) April 2021 Outside Audit & Supervisory Board member, Genetec Corporation June 2024 Outside Audit & Supervisory Board member of the Company (current position)	(Note 4)	-
Total					19,072,600

- (Notes) 1. Directors Hitoshi Watanabe, Noriko Endo and Mika Yano are outside directors.
 2. Audit & Supervisory Board members Nobuyasu Ogata and Midori Mizutani are outside Audit & Supervisory Board members.
 3. Term of the office is from the close of the Annual General Meeting of Shareholders held on June 21, 2025 to the close of the Annual General Meeting of Shareholders for the fiscal year ended March 31, 2026.
 4. Term of the office is from the close of the Annual General Meeting of Shareholders held on June 21, 2024 to the close of the Annual General Meeting of Shareholders for the fiscal year ending March 31, 2028.
 5. The number of shares held by Katsushi Ishida, President and Representative Director CEO, includes the number of shares held by his asset management company, KI Corporation.
 6. Noriko Endo's name in the family register is Noriko Tsujihiro.
 7. The Company has maintained an executive officer program. Those nominated by the Company's Board of Directors to oversee each business area assume the position of Supervisory Executive Officer (delegated type). The position and name of the Supervisory Executive Officer are as follows.

Title	Name
Deputy President and Executive Officer, Business Director, General Manager of Business Headquarters	Shuji Kuramoto
Senior Managing Executive Officer, West Japan Business Director	Shinsuke Uno
Managing Executive Officer, Technology Director, General Manager of Technology Headquarters	Daiki Murakami

(ii) Status of Outside Directors

The Company has three outside directors and two outside Audit & Supervisory Board members.

Outside Director Hitoshi Watanabe has extensive knowledge and experience as a certified public accountant who has been involved in audits of many companies at auditing firms, etc. He is appointed as an outside director to utilize his expertise in strengthening the corporate governance of the Company.

Noriko Endo, an outside director, was appointed as an outside director in order to utilize her experience in strengthening the Company's corporate governance, based on the knowledge she has gained through her research on public policy and her reporting activities as an editor of an economic magazine, as well as her experience as an outside director at other listed companies.

Outside Director Mika Yano has extensive experience, achievements, and insight in corporate legal affairs as a lawyer in the State of New York, U.S.A., as well as experience as a corporate manager. She is appointed as an Outside Director to utilize her experience in strengthening the corporate governance of the Company.

Outside Directors Hitoshi Watanabe, Noriko Endo and Mika Yano have no personal, capital, business, or other interest in the Company.

Nobuyasu Ogata is appointed as an outside Audit & Supervisory Board member because of his long and wide-ranging knowledge in all aspects of law as an attorney-at-law.

Midori Mizutani is appointed as an outside Audit & Supervisory Board member because she has sufficient knowledge of finance and accounting through her expertise and extensive experience as a certified public accountant.

There are no personal, capital, business, or other interests between Nobuyasu Ogata and Midori Mizutani, outside Audit & Supervisory Board members, and the Company.

The Company has notified the Tokyo Stock Exchange of all of its outside directors and outside Audit & Supervisory Board members as independent directors and Audit & Supervisory Board members who are not likely to have a conflict of interest with general shareholders. The Company uses the guideline to fulfill

of the requirements for independent directors and auditors established by the Tokyo Stock Exchange as a standard as a guideline for the appointment of independent directors and auditors.

The Company has established its own criteria for determining independence and it of candidates for outside director/auditors (close relatives) are based on a comprehensive assessment of (i) employment relationship, (ii) voting rights held, (iii) business relationship, and other factors between the candidates and the Company. At the Annual General Meeting of Shareholders to be held on June 24, 2025, the Company has submitted a proposal entitled""Election of five (5) Directors." "If the proposal is approved, there will be three Outside Directors and two Outside Audit & Supervisory Board Members. If the Outside Director are reappointment, they will continue to be independent directors.

- (iii) Relationship between supervision or auditing by outside directors or outside Audit & Supervisory Board members and internal audits, audits by Audit & Supervisory Board and Board, and accounting audits, and relationship with the internal control division.

Supervision or auditing by outside directors and outside Audit & Supervisory Board and Board members is carried out in cooperation with auditing by Audit & Supervisory Board members, internal auditing, and accounting auditing through comments and exchanges of opinions at meetings of the Board of Directors and Board of Audit & Supervisory Board members as appropriate.

(3) [Status of Audits]

(i) Status of Audit by Audit & Supervisory Board

The Audit & Supervisory Board meets once a month in principle, and when necessary, the Audit & Supervisory Board members hold discussions and exchange opinions with each other in order to ascertain the status of compliance by directors with laws, regulations, the Articles of Incorporation and other rules, and to ensure that operational and accounting audits are conducted effectively. The Audit & Supervisory Board is chaired by Kei Tachibana, Audit & Supervisory Board member, and its other members are Nobuyasu Ogata and Midori Mizutani, outside Audit & Supervisory Board members. Full-time Audit & Supervisory Board Kei Tachibana has many years of experience in the Company's finance and accounting operations and has expert knowledge in finance and accounting. In addition, Midori Mizutani, an outside Audit & Supervisory Board member, has considerable expertise in finance and accounting through her expertise and extensive experience as a certified public accountant.

Audit & Supervisory Board members strictly audit the overall operations of the Company and its subsidiaries in accordance with the audit plan, audit methods and work assignments determined by the Audit & Supervisory Board.

The Company held 14 meetings of Audit & Supervisory Board during the fiscal year under review, and the attendance of individual Audit & Supervisory Board members is as follows.

Name	Number of times held	Number of Attendances
Kei Tachibana	14 times	14 times
Hitoshi Maeda (Notes) 1	4 times	4 times
Shigeru Haga (Notes) 1	4 times	4 times
Nobuyasu Ogata (Notes) 2	10 times	10 times
Midori Mizutani (Notes) 2	10 times	10 times

(Notes) 1. Since Hitoshi Maeda and Shigeru Haga retired due to the expiration of their term of office at the conclusion of the 30th Annual General Meeting of Shareholders held on June 21, 2024, the Number of times held the Audit & Supervisory Board differs from that of other corporate Audit & Supervisory Board member.

2. Nobuyasu Ogata and Midori Mizutani were elected as Audit & Supervisory Board member & Supervisory Board Members at the 30th Annual General Meeting of Shareholders held on June 21, 2024, and their attendance at the Audit & Supervisory Board meetings is based on the number of Audit & Supervisory Board meetings held after their assumption of office.

The Audit & Supervisory Board specifically considers audit items (compliance with laws and regulations, risk prevention, information security, and the status of establishment and operation of internal control systems) specified in the audit policy and plan, as well as evaluations of the accounting auditor's audit, and observation of progress on sustainability activities.

Audit & Supervisory Board members attend meetings of the Board of Directors and other important meetings, and conduct appropriate monitoring of management through auditing procedures such as inspection of important documents and questioning of officers and employees. The Company also strives to conduct appropriate audits in cooperation with the Internal Audit Office and the accounting auditor.

(ii) Status of Internal Audits

The Company has established an Internal Audit Office (one person in charge of internal audit) under the direct control of the Representative Director. The Internal Audit Office audits all divisions of the Company and all subsidiaries for rationality, efficiency, appropriateness, and appropriateness of business execution in accordance with the annual internal audit plan. Audit results are reported to the Representative Director, the Board of Directors, and the Audit & Supervisory Board, and instructions for improvement are given to those responsible for the audited departments, and the status of improvement is monitored through follow-up audits. In addition, the Company strives to conduct appropriate audits in cooperation with Audit & Supervisory Board members, the Audit & Supervisory Board, and accounting auditors.

(iii) Status of accounting audit

a. Name of Audit Firm

Ernst & Young ShinNihon LLC

b. Continuous audit period

seven years

c. Certified Public Accountants who have performed services

Hisashi Atobe

Rentaro Miki

d. Composition of assistants for audit services

The Company's assistants for accounting audit services are five certified public accountants, four persons who have passed the accountant examination, etc., and 10 others.

e. Audit Firm Selection Policy and Rationale

In selecting an accounting auditor, the Audit & Supervisory Board comprehensively considers the expertise, audit quality, and independence required of the Company's accounting auditor, as well as the quality control system to ensure that the Company's accounting audit is conducted properly and appropriately.

The Audit & Supervisory Board shall decide the content of the proposal for dismissal or non-reappointment of the accounting auditor to be submitted to the General Meeting of Shareholders if it determines that such action is necessary, such as when there is a problem with the accounting auditor's performance of its duties.

In addition, the Audit & Supervisory Board will dismiss the Accounting Auditor with the unanimous consent of the Audit & Supervisory Board members if the Accounting Auditor is deemed to fall under any of the items of Article 340, Paragraph 1 of the Companies Act. In this case, the member selected by the Audit & Supervisory Board shall report the dismissal of the accounting auditor and the reasons thereof at the first general meeting of shareholders convened after the dismissal.

f. Evaluation of the Audit Firm by the Audit & Supervisory Board members and the Audit & Supervisory Board

The Company's Audit & Supervisory Board and its members evaluate audit firms in accordance with the "Practical Guidelines for Audit & Supervisory Board members and Others Concerning the Evaluation of Accounting Auditors and the Establishment of Selection Criteria" published by the Japan Audit & Supervisory Board Association, and other guidelines. As a result, we evaluated that the performance of duties by the accounting auditor was appropriate and resolved to reappoint Ernst & Young ShinNihon LLC.

(iv) Details of audit fees, etc.

a. Details of remuneration paid to certified public accountants, etc. for auditing

Classification	Previous fiscal year		Current fiscal year	
	Compensation based on audit attestation services (millions of yen)	Compensation for non-audit services (millions of yen)	Compensation based on audit attestation services (millions of yen)	Compensation for non-audit services (millions of yen)
Filing company	44	-	46	-
Consolidated subsidiaries	-	-	-	-
Total	44	-	46	-

b. Compensation to the same network (Ernst & Young) as the CPAs (excluding a.)

Not applicable.

c. Details of compensation for other significant audit attestation services

Not applicable.

d. Policy for determining audit fees

The Company's policy is to determine the amount of compensation to be paid to the Company's auditing certified public accountants, etc. with the consent of the Audit & Supervisory Board, taking into consideration the number of personnel involved in audit certification services, the number of audit days, and other factors.

e. Reasons why the Audit & Supervisory Board agreed to the remuneration, etc. of the accounting auditor

The Audit & Supervisory Board of the Company conducted necessary verification on the appropriateness of the content of the audit plan of the accounting auditor, the performance of duties by the accounting auditor, and the basis for calculation of the remuneration estimate, and based on the results of such verification, made a decision to agree on the amount of remuneration, etc.

(4) [Remuneration of Directors]

(i) Matters pertaining to the policy for determining the amount of remuneration for Directors or the method for calculating the amount of remuneration

Remuneration for Directors (excluding Outside Directors) Remuneration for Directors (excluding Outside Directors) consists of "base remuneration" and "non-monetary remuneration, etc.," which is intended to provide incentives to continuously improve the Company's corporate value and to promote further value sharing with shareholders.

The maximum amount of remuneration for Directors was resolved at the 19th Annual General Meeting of Shareholders held on November 29, 2013 to be no more than 700 million yen per year (not including salaries for employees). The number of directors as of the close of the 19th Annual General Meeting of Shareholders held on November 29, 2013 was 5. In addition, at the 24th Annual General Meeting of Shareholders held on June 26, 2018, as a separate line from the amount of remuneration, etc. for directors above, the Company resolved to set the amount of remuneration for the grant of restricted stock at no more than 350 million yen per year and the maximum number of shares at 170,000 shares annually (outside directors are not eligible for the grant. The maximum number of shares is 170,000 shares per year (outside directors are not eligible for the grant, and employee salaries are not included). (The maximum number of shares is up to 680,000 per year after adjustment due to a 2-for-1 stock split of common stocks implemented on October 1, 2018 and a 2-for-1 stock split of common stocks implemented on January 1, 2021.) The number of directors (excluding outside directors) as of the close of this General Meeting of Shareholders is 10.

The maximum amount of remuneration for Audit & Supervisory Board members was resolved at the 19th Annual General Meeting of Shareholders held on November 29, 2013 to be 50 million yen per year. The number of Audit & Supervisory Board members is one (1) as of the close of this General Meeting of Shareholders.

The Company calculates the fixed remuneration of Directors within the limits of the remuneration for Directors approved at the above General Meeting of Shareholders, which is determined by the Representative Director with the discretion of the Board of Directors based on factors such as (1) duties in charge, (2) responsibilities, and (3) performance. In the current fiscal year, the Board of Directors resolved at its meeting held on June 25, 2021 to appoint a representative director. Remuneration for Audit & Supervisory Board members is determined through discussions by the Audit & Supervisory Board within the limits of the remuneration for Audit & Supervisory Board members approved at the aforementioned General Meeting of Shareholders.

The Company's Board of Directors, at its meeting held on February 16, 2021, approved a policy for determining the details of individual director compensation.

The Board of Directors has also confirmed that the method of determining the details of remuneration, etc. for individual directors for the fiscal year under review and the details of remuneration, etc. determined are consistent with such determination policy and is deemed to be in line with such policy.

The details of the policy for determining the details of remuneration, etc. of individual directors are as follows

1. Basic Policy

The Company's basic policy is to set the remuneration of individual directors at an appropriate level based on their respective responsibilities when determining their remuneration. Specifically, the remuneration for executive directors shall consist of base remuneration as fixed remuneration and stock-based remuneration, while outside directors, who are responsible for supervisory functions, shall be paid only base remuneration in light of their duties.

2. Policy regarding the determination of the amount of compensation, etc. for each individual for basic compensation (monetary compensation) (including policy regarding the determination of the timing or conditions of granting compensation, etc.)

The basic remuneration of the Company's directors shall be a monthly fixed remuneration, which shall be determined in accordance with their position, responsibilities, and years in office, comprehensively taking into consideration the level of other companies, the Company's performance, and the level of employee salaries.

3. Policy regarding the determination of the details of non-monetary compensation and the method of calculation of the amount or number of non-monetary compensation (including policy regarding the determination of the timing or conditions of granting compensation, etc.)

Non-monetary compensation shall be in the form of restricted stock with a restriction period of up to 35 years, and shall be granted at a time determined by a resolution of the Board of Directors to the executive directors determined by the same resolution. The grantee, the number of shares to be granted, and the timing of the grant shall be determined by comprehensively taking into consideration the position, responsibilities, the level of other companies, and the Company's business performance.

4. Policy regarding the determination of the amount of monetary and non-monetary compensation as a percentage of the amount of compensation, etc., paid to each individual director

The ratio of remuneration for each type of executive director shall be determined based on monthly fixed remuneration, while taking into consideration his/her position, responsibilities, the level of other companies, and the Company's business performance, as well as taking into account the Company's overall performance.

5. Matters concerning the determination of the details of remuneration, etc. of individual directors

The Chairman of the Board of Directors shall be authorized to delegate the specific details of the amount of remuneration for each individual director based on a resolution of the Board of Directors, and the details of such delegation shall be the amount of base remuneration for each director. To ensure that such authority is properly exercised by the Chairman of the Board of Directors, the Chairman of the Board of Directors shall consult with the Directors and the Nomination and Remuneration Committee, and shall determine the amount of compensation for each individual with respect to such consultation. The number of shares of restricted stock (stock-based compensation) to be allocated (granted) to each individual shall be determined by a resolution of the Board of Directors.

In order to strengthen the independence, objectivity, and accountability of the Board of Directors' functions related to the nomination and compensation of senior management and directors, the Company's Board of Directors established a Nomination and Remuneration Committee as an advisory body to the Board of Directors. The committee consists of three members, a representative director and two outside directors, and is chaired by the representative director. In addition, the independence of the committee is ensured by having a majority of the committee members be independent outside directors. Such committee shall deliberate on matters relating to the election and dismissal of directors and officers, as well as policies and procedures necessary to determine directors' remuneration, etc., and shall provide advice and recommendations to the Board of Directors.

(ii) Total amount of remuneration, etc. by officer category, total amount of remuneration, etc. by type of remuneration, etc., and number of officers subject to remuneration, etc.

Executive Classification	Total amount of compensation, etc. (millions of yen)	Total amount of remuneration, etc. by type (millions of yen)			Number of officers covered (persons)
		Basic remuneration	Restricted stock compensation	Non-monetary compensation, etc., of the left	
Directors (excluding outside directors)	116	116	—	—	5
Audit & Supervisory Board members (excluding outside Board members)	12	12	—	—	1
Outside Directors	31	31	—	—	7

(iii) Total amount of consolidated remuneration, etc. by director
Not applicable.

(iv) Significant employee salaries of officers concurrently serving as employees
Not applicable.

(5) [Shareholdings]

(i) Criteria and approach to classification of investment shares

The Company classifies its holdings of investment shares for purposes other than pure investment as those for which the purpose of holding the shares is to profit from changes in the value of the shares or from dividends on the shares, while other investments are classified as those for purposes other than pure investment.

In principle, the Company's policy is not to hold stocks for pure investment purposes.

(ii) Shareholdings by Joshin Building Service Co., Ltd.

Among the Company and its consolidated subsidiaries, the company with the largest amount of investment stocks on its balance sheet is Joshin Building Service Co., Ltd. and its shareholdings are described below.

(a) Investment shares held for purposes other than pure investment

a. Methods for verifying holding policies and rationality of holdings, and details of verification by the Board of Directors, etc. regarding the appropriateness of holding individual issues

From a medium- to long-term perspective, the Company holds shares that are deemed to contribute to increasing the Company's corporate value through the maintenance and strengthening of business relationships with partner companies and the facilitation of transactions.

The appropriateness of holding these assets is determined based on periodic and comprehensive consideration of such factors as reconfirmation of the significance of holding the assets, the status of transactions, and the benefits associated with holding the assets.

b. Number of stocks and balance sheet amount

	Number of issues (stocks)	Total amount shown on balance sheet (million yen)
Unlisted stocks	1	1
Stocks other than unlisted stocks	2	17

(Stocks whose number of shares increased in the current fiscal year)

	Number of issues (stocks)	Total acquisition cost related to increase in number of shares (million yen)	Reason for increase in number of shares
Unlisted stocks	-	-	-
Stocks other than unlisted stocks	1	0	Acquisition of shares through business partners' shareholding associations

(Stocks whose number of shares decreased in the current fiscal year)

Not applicable.

c. Information on the number of shares and balance sheet amounts of specified investment shares and deemed investment shares by issue

Specified Investment Stocks

Name	Current fiscal year	Previous fiscal year	Purpose of holding, outline of business alliance, etc., quantitative effect of holding, and reasons for increase in number of shares	Shareholding in the Company
	Number of shares	Number of shares		
	Carrying amount on the balance sheet (million yen)	Carrying amount on the balance sheet (million yen)		
Axial Retailing Corporation	12,000	3,000	The Company continues to hold these shares primarily to build, maintain, and strengthen relationships in the building maintenance business, and the number of shares has increased due to the split.	nil
	11	12		
Nippon Kanzai Holdings Co., Ltd.	2,134	2,054	The Company continues to hold these shares primarily to build, maintain, and strengthen relationships in the building maintenance business, and the number of shares has increased due to the acquisition of shares through the Suppliers' Shareholding Association.	nil
	5	5		

Deemed stock holdings

Not applicable.

(iii) Shareholdings in the Submitting Company

The Company's shareholdings are as follows

(a) Investment shares held for purposes other than pure investment

a. Methods for verifying holding policies and rationality of holdings, and details of verification by the Board of Directors regarding the appropriateness of holding individual issues

From a medium- to long-term perspective, the Company holds shares that are deemed to contribute to increasing the Company's corporate value through the maintenance and strengthening of business relationships with partner companies and the facilitation of transactions.

The appropriateness of holding these assets is determined based on periodic and comprehensive consideration of such factors as reconfirmation of the significance of holding the assets, the status of transactions, and the benefits associated with holding the assets.

b. Number of stocks and balance sheet amount

	Number of issues (stocks)	Total amount shown on balance sheet (million yen)
Unlisted stocks	1	2
Stocks other than unlisted stocks	-	-

(Stocks whose number of shares increased in the current fiscal year)

Not applicable.

(Stocks whose number of shares decreased in the current fiscal year)

Not applicable.

c. Information on the number of shares, balance sheet amount, etc. of specified investment shares and deemed investment shares by issue

Not applicable.

Item 5 [Financial Statements and Supplementary Data]

1. Method of Preparation of Consolidated Financial Statements and Financial Statements

- (1) The consolidated financial statements of the Company are prepared in accordance with the "Regulations Concerning Terms, Forms and Preparation Method of Consolidated Financial Statements" (Ministry of Finance Ordinance No. 28 of 1976).
- (2) The Company's financial statements are prepared in accordance with the "Regulations Concerning Terms, Forms and Preparation Method of Financial Statements" (Ministry of Finance Ordinance No. 59 of 1963, hereinafter referred to as "Regulations for Financial Statements").

In addition, the Company falls under the category of a special financial statement filing company and prepares its financial statements in accordance with Article 127 of the Regulations Concerning Financial Statements.

- (3) The amounts for items listed in the consolidated financial statements and other items have hitherto been displayed in units of thousands of yen. Beginning in the current fiscal year and business year, this was changed to units of millions of yen. For fair comparison, the amounts reported for the entire previous fiscal year and business year, have been restated in units of millions of yen.

2. Audit Certification

In accordance with Article 193-2, Paragraph 1 of the Financial Instruments and Exchange Law, the consolidated financial statements for the fiscal year (from April 1, 2024 to March 31, 2025) and the financial statements for the fiscal year (from April 1, 2024 to March 31, 2025) were audited by Ernst & Young ShinNihon LLC.

3. Special Efforts to Ensure the Appropriateness of Consolidated Financial Statements, etc.

The Company takes special measures to ensure the appropriateness of its consolidated financial statements. Specifically, in order to appropriately grasp the contents of accounting standards, etc., and to develop a system that can accurately respond to changes in accounting standards, etc., the Company participates in training programs sponsored by auditing firms and other organizations.

1 [Consolidated Financial Statements]
(1) [Consolidated Financial Statements and Notes]
(i) [Consolidated Balance Sheets]

(Unit: millions of yen)

	Previous fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Assets		
Current assets		
Cash and deposits	2,184	2,344
Notes receivable - trade	53	34
Accounts receivable - trade	6,386	7,224
Work in process	164	245
Raw materials and supplies	4,243	6,260
Other	558	616
Allowance for doubtful accounts	(16)	(10)
Total current assets	13,575	16,717
Non-current assets		
Property, plant and equipment		
Buildings and structures	7,706	7,807
Tools, furniture and fixtures	7,477	8,381
Land	1,621	1,629
Other	322	293
Accumulated depreciation and impairment	(4,516)	(5,763)
Total property, plant and equipment	12,612	12,348
Intangible assets		
Goodwill	2,093	1,835
Software	1,233	1,189
Other	1,097	1,207
Total intangible assets	4,424	4,232
Investments and other assets		
Investment securities	*3 50	*3 63
Leasehold and guarantee deposits	617	603
Deferred tax assets	1,119	1,336
Other	183	144
Allowance for doubtful accounts	(43)	(38)
Total investments and other assets	1,926	2,109
Total non-current assets	18,963	18,690
Total assets	32,539	35,407

(Unit: Millions of yen)

	Previous fiscal year (As of March 31, 2024)	Current fiscal year (As of March 31, 2025)
Liabilities		
Current liabilities		
Accounts payable - trade	1,616	2,017
Short-term borrowings	*1, *2 3,535	*1, *2 2,220
Current portion of long-term borrowings	2,274	1,768
Accounts payable - other	968	1,111
Income taxes payable	1,788	2,029
Accrued consumption taxes	571	662
Provision for bonuses	948	1,079
Other	*4 1,272	*4 1,378
Total current liabilities	12,974	12,268
Non-current liabilities		
Long-term borrowings	903	1,015
Retirement benefit liability	1,287	1,224
Asset retirement obligations	445	460
Other	138	123
Total non-current liabilities	2,774	2,823
Total liabilities	15,749	15,091
Net assets		
Shareholders' equity		
Share capital	2,493	2,493
Capital surplus	2,576	2,570
Retained earnings	11,591	14,894
Treasury shares	(13)	(13)
Total shareholders' equity	16,647	19,944
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	2	1
Foreign currency translation adjustment	(69)	(39)
Remeasurements of defined benefit plans	(44)	53
Total accumulated other comprehensive income	(112)	15
Non-controlling interests	254	355
Total net assets	16,789	20,315
Total liabilities and net assets	32,539	35,407

(ii) [Consolidated statements of income and Consolidated statements of comprehensive income]
[Consolidated statements of income]

(Unit: millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Net sales	42,216	49,375
Cost of sales	*1 26,263	*1 30,613
Gross profit	15,952	18,762
Selling, general and administrative expenses	*2, *3 9,131	*2, *3 10,137
Operating profit	6,821	8,624
Non-operating income		
Surrender value of insurance policies	22	26
Rental income	26	33
Gain on sale of scraps	9	13
Other	39	42
Total non-operating income	97	115
Non-operating expenses		
Interest expenses	22	39
Foreign exchange losses	13	15
Depreciation	14	14
Compensation expenses	—	16
Other	17	33
Total non-operating expenses	67	118
Ordinary profit	6,851	8,621
Extraordinary income		
Gain on sale of non-current assets	*4 3	*5 5
Gain on bargain purchase	2	—
Total extraordinary income	6	5
Extraordinary losses		
Impairment losses	—	*5 342
Other	14	16
Total extraordinary losses	14	358
Profit before income taxes	6,843	8,267
Income taxes - current	2,438	2,905
Income taxes - deferred	(142)	(252)
Total income taxes	2,295	2,653
Profit	4,548	5,614
Profit attributable to non-controlling interests	32	84
Profit attributable to owners of parent	4,515	5,530

[Consolidated statements of comprehensive income]

(Unit: millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Profit	4,548	5,614
Other comprehensive income		
Valuation difference on available-for-sale securities	1	(0)
Foreign currency translation adjustment	10	46
Remeasurements of defined benefit plans, net of tax	12	98
Total other comprehensive income	* 24	* 144
Comprehensive income	4,573	5,758
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,535	5,658
Comprehensive income attributable to non-controlling interests	37	100

(iii) [Consolidated Shareholders' equity Statement of Changes in Net Assets]
Previous fiscal year (from April 1, 2023 to March 31, 2024)

(Unit: millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	2,493	2,576	8,589	(13)	13,645
Changes during period					
Dividends of surplus			(1,513)		(1,513)
Profit attributable to owners of parent			4,515		4,515
Purchase of treasury shares				(0)	(0)
Purchase of shares of consolidated subsidiaries					
Net changes in items other than shareholders' equity					
Total changes during period	—	—	3,001	(0)	3,001
Balance at end of period	2,493	2,576	11,591	(13)	16,647

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	0	(75)	(57)	(131)	164	13,678
Changes during period						
Dividends of surplus						(1,513)
Profit attributable to owners of parent						4,515
Purchase of treasury shares						(0)
Purchase of shares of consolidated subsidiaries						—
Net changes in items other than shareholders' equity	1	5	12	19	89	109
Total changes during period	1	5	12	19	89	3,110
Balance at end of period	2	(69)	(44)	(112)	254	16,789

Current fiscal year (from April 1, 2024 to March 31, 2025)

(Unit: millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	2,493	2,576	11,591	(13)	16,647
Changes during period					
Dividends of surplus			(2,226)		(2,226)
Profit attributable to owners of parent			5,530		5,530
Purchase of treasury shares				(0)	(0)
Purchase of shares of consolidated subsidiaries		(6)			(6)
Net changes in items other than shareholders' equity					
Total changes during period	—	(6)	3,303	(0)	3,297
Balance at end of period	2,493	2,570	14,894	(13)	19,944

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	2	(69)	(44)	(112)	254	16,789
Changes during period						
Dividends of surplus						(2,226)
Profit attributable to owners of parent						5,530
Purchase of treasury shares						(0)
Purchase of shares of consolidated subsidiaries						(6)
Net changes in items other than shareholders' equity	(0)	30	98	128	100	228
Total changes during period	(0)	30	98	128	100	3,526
Balance at end of period	1	(39)	53	15	355	20,315

(iv) [Consolidated Statements of Cash Flows].

(Unit: millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Cash flows from operating activities		
Profit before income taxes	6,843	8,267
Depreciation	1,403	1,562
Amortization of goodwill	269	276
Increase (decrease) in allowance for doubtful accounts	12	(7)
Increase (decrease) in provision for bonuses	136	128
Increase (decrease) in retirement benefit liability	76	79
Interest expenses	22	39
Gain on bargain purchase	(2)	—
Gain on sale of non-current assets	(3)	(5)
Impairment losses	—	342
Surrender value of insurance policies	(22)	(26)
Decrease (increase) in trade receivables	(1,567)	(798)
Decrease (increase) in inventories	(1,333)	(2,097)
Decrease (increase) in accounts receivable - other	397	24
Increase (decrease) in trade payables	278	400
Increase (decrease) in accrued consumption taxes	195	88
Other, net	415	39
Subtotal	7,121	8,315
Interest and dividends received	7	11
Interest paid	(22)	(39)
Income taxes paid	(1,825)	(2,643)
Net cash provided by (used in) operating activities	5,280	5,643
Cash flows from investing activities		
Purchase of investment securities	—	(10)
Purchase of property, plant and equipment	(1,958)	(1,015)
Purchase of intangible assets	(670)	(571)
Proceeds from cancellation of insurance funds	55	54
Payments of leasehold and guarantee deposits	(76)	(28)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	*2 (165)	*2 (13)
Other, net	(26)	62
Net cash provided by (used in) investing activities	(2,841)	(1,521)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(990)	(1,315)
Proceeds from long-term borrowings	2,400	2,600
Repayments of long-term borrowings	(2,422)	(2,995)
Purchase of treasury shares	(0)	(0)
Dividends paid	(1,513)	(2,226)
Other, net	(2)	(24)
Net cash provided by (used in) financing activities	(2,529)	(3,962)
Effect of exchange rate change on cash and cash equivalents	10	28
Net increase (decrease) in cash and cash equivalents	(79)	187
Cash and cash equivalents at beginning of period	1,955	1,875
Cash and cash equivalents at end of period	*1 1,875	*1 2,063

[Notes]

(Basis of Presenting Consolidated Financial Statements)

1. Scope of Consolidation

(1) Number of consolidated subsidiaries: 30

Names of major equity-method affiliates are omitted since they are listed in "Item 1 [Company Overview], 4 [Affiliated Companies.]"

In this fiscal year, Japan Elevator Service Chushikoku Co., Ltd. was newly established and is now a consolidated subsidiary.

The Company acquired shares of Showa Yusoki Tohoku Co., Ltd. during the current fiscal year and making it consolidated subsidiaries.

(2) Names of non-consolidated subsidiaries

Not applicable.

2. Application of equity method

(1) Number of affiliates accounted for by the equity method: 5

Names of major equity-method affiliates are omitted since they are listed in "Item 1 [Company Overview], 4 [Affiliated Companies.]"

(2) There are no unconsolidated subsidiaries or affiliates not accounted for by the equity method.

(3) For those companies accounted for by the equity method whose fiscal year-end differs from the fiscal year-end, the financial statements for their respective fiscal years are used.

3. Fiscal Year of Consolidated Subsidiaries

Of the consolidated subsidiaries, JAPAN ELEVATOR SERVICE HONG KONG COMPANY LIMITED, PT Japan Elevator Service Indonesia, and JAPAN UNIECO ELEVATOR SERVICE COMPANY LIMITED have fiscal year that ends December 31. In preparing the consolidated financial statements, the financial statements of these subsidiaries as of December 31 are used, and adjustments necessary for consolidation are made for significant transactions that occurred between December 31 and the consolidated balance sheet date.

The closing date of JAPAN JINDAL ELEVATOR SERVICE PRIVATE LIMITED is March 31, and in preparing the consolidated financial statements, provisional financial statements as of December 31, the closing date of JAPAN ELEVATOR SERVICE HONG KONG COMPANY LIMITED, the direct parent company, are used and adjustments necessary for consolidation were made for significant transactions that occurred between March 31 and the consolidated closing date.

4. Matters Related to Accounting Policies

(1) Valuation standards and methods for significant assets

(a) Securities Marketable securities

Available-for-sale securities

Other than stocks and other securities with no market price

Market value method (unrealized gains and losses are accounted for as a component of net assets, and the cost of securities sold is determined by the moving-average method).

Stocks with no market price

Mainly stated at cost determined by the moving-average method.

(b) Inventories

Work in progress

Stated at cost determined by the specific identification method (the amount stated in the balance sheet is calculated by writing down the book value based on a decline in profitability).

Raw materials

Mainly stated at cost determined by the weighted average method (the amount stated in the balance sheet is calculated by writing down the book value based on a decline in profitability).

Supplies

Stated at cost based on the last purchase price method (the amount stated in the balance sheet is calculated by writing down the book value based on a decline in profitability).

(2) Depreciation method for significant depreciable assets

(a) Leased assets property, plant and equipment (excluding leased assets)

The straight-line method is mainly used.

The main useful lives are as follows:

Buildings and structures	3 to 50 years
Machinery, equipment and vehicles	2 to 17 years
Tools, furniture and fixtures	2 to 17 years

(b) Intangible assets (excluding leased assets and goodwill)

The straight-line method is used.

Software for internal use is amortized over the estimated useful life (5 years).

(c) Leased assets Leased assets

Leased assets related to finance lease transactions that do not transfer ownership

The straight-line method is used, where the lease period is deemed as the useful life of the asset and the residual value is set as zero.

(3) Basis for significant reserves

(a) Allowance for doubtful accounts

The allowance for doubtful accounts is provided for possible losses on accounts receivable, loans receivable and other receivables. The allowance for doubtful accounts is provided for general receivables based on historical default rates, and for specific receivables for which there is some concern regarding collectability, an estimated uncollectible amount is provided for each individual account.

(b) Provision for bonuses

To provide for the payment of bonuses to employees, an amount accrued for the current fiscal year is recorded based on the estimated amount of payment.

(4) Accounting for retirement benefits

(a) Method of attributing estimated retirement benefits to periods of service

The estimated amount of retirement benefits is attributed to the period up to the end of the current fiscal year.

(b) Method of amortization of unrecognized actuarial differences

Actuarial gains and losses are amortized by the straight-line method over a fixed number of years (nine years) within the average remaining service period of employees at the time the gains or losses are recognized in each fiscal year, starting from the following fiscal year.

(c) Adoption of the simplified method to small enterprises

Certain consolidated subsidiaries use a simplified method to calculate retirement benefit liability and retirement benefit expenses, using the amount payable at the end of the fiscal year as the retirement benefit obligation.

(5) Basis for recording significant revenues and expenses

The Group's principal business is the maintenance, repair, and modernization work of elevators and other equipment.

With respect to maintenance services for elevators and other equipment, the Company recognizes revenue as services are rendered over the contract period because the Company satisfies its performance obligation over a certain period of time through the provision of services during the contract period with the customer.

For repair and modernization services, except for work with a very short period of time, the Company estimates the degree of completion related to the fulfillment of performance obligations and recognizes revenue over a certain period based on the degree of completion.

For construction contracts with a very short period of time from the transaction commencement date to the point when the performance obligation is expected to be fully satisfied, an alternative treatment is applied, whereby revenue is not recognized over a certain period of time and revenue is recognized when the customer accepts the contract.

The consideration for the transaction is received within one year of satisfaction of the performance obligation and does not include a significant financial component.

(6) Basis of translation of significant foreign currency-denominated assets or liabilities into Japanese currency

Monetary receivables and payables denominated in foreign currencies are translated into yen at the spot exchange rate prevailing on the consolidated balance sheet date, with translation differences recognized as gains or losses. Assets and liabilities of overseas subsidiaries are translated into yen at the spot exchange rate as of the balance sheet date of the overseas subsidiaries (including the provisional closing date), while revenues and expenses are translated into yen at the average exchange rate during the period.

(7) Amortization method and period of Goodwill

Goodwill is amortized by the straight-line method over a reasonable number of years not exceeding 20 years, based on the judgment of each individual case.

(8) Scope of funds in the consolidated statements of cash flows

Cash and cash equivalents consist of cash on hand, deposits that can be withdrawn on demand, and short-term investments with maturities of three months or less at the time of acquisition that are readily convertible into cash and are exposed to insignificant risk of changes in value.

(Significant accounting estimates)

Impairment of goodwill

(1) Amounts recorded in the consolidated financial statements for the current fiscal year
(Unit: millions of yen)

	Previous fiscal year	Current fiscal year
Impairment loss	-	-
Goodwill	2,093	1,835

(Although an impairment loss is not recorded in this fiscal year, it is identified as a disclosure item in view of the risk of material impact on the consolidated financial statements of the following fiscal year.)

(2) Other information that contributes to the understanding of users of the consolidated financial statements

(i) Calculation Method

The Company confirms the operating profit and the achievement of future cash flows based on the future business plans of each company prepared at the time of acquisition, and identifies any signs of impairment. When there is an indication of impairment, the Company determines whether an impairment loss should be recognized. For goodwill for which an impairment loss should be recognized, the carrying amount is reduced to the recoverable amount and the amount of such reduction is recognized as an impairment loss.

(ii) Key Assumptions

The main assumption in each company's future business plan is that sales will be derived from maintaining and increasing the number of contracts for maintenance and repair services, etc., through enhanced sales activities.

(iii) Impact on the consolidated financial statements of the following fiscal year

The key assumption, sales in each company's future business plan, is subject to estimation uncertainty and carries a risk of significant impact on the determination of goodwill impairment.

(Change in accounting policy)

(Application of Accounting Standards for Corporation Tax, Resident Tax and Enterprise Tax)

The Company has applied the "Accounting Standard for Corporation Tax, Resident Tax and Enterprise Tax, etc." (Corporate Accounting Standard 27, October 28, 2022; hereinafter referred to as the "Revised 2022 Accounting Standard"), etc. from the beginning of the current consolidated fiscal year.

The amendments to the classification of income taxes (taxation on other comprehensive income) are in accordance with the transitional treatment set forth in the proviso to Section 20-3 of the Revised 2022 Accounting Standards and the transitional treatment set forth in the proviso to Section 65-2 (2) of the "Guidance on Accounting Standard for Tax Effect Accounting" (Accounting Standards Board of Japan Guidance No. 28 of October 28, 2022; the "Revised 2022 Accounting Standards").

The change in accounting policy has no impact on the consolidated financial affairs statements.

The 2022 Revised Implementation Guidance has been applied from the beginning of the fiscal year under review to the revisions related to the review of the treatment in the consolidated financial affairs statements for the tax deferral of gains and losses on sales of stock of subsidiary between consolidated companies. This change in accounting policy has been applied retroactively to the consolidated financial affairs statements for the previous fiscal year.

The change in accounting policy has no impact on the consolidated financial affairs statements for the previous fiscal year.

(Unapplied accounting standards)

- "Accounting Standard for Leases" (ASBJ Statement No. 34, September 13, 2024)
- "Accounting Standard for Presentation of Leases"(ASBJ Guidance No. 33, September 13, 2024, Accounting Standards Board of Japan) etc.

(1) Outline

As part of the efforts to make the Japanese standards internationally consistent, the Accounting Standards Board examined the development of an accounting standard for leases that recognizes assets and liabilities for all leases of lessees, taking into account international accounting standards. As a basic policy, the Accounting Standards Board announced the Accounting Standard for Leases, etc., which is based on the single accounting treatment model of IFRS 16, but aims to make it simple and convenient by incorporating only major provisions, not all provisions of IFRS 16, and to make it basically unnecessary to revise even if the provisions of IFRS 16 are used in individual financial statements.

As for the accounting treatment of lessees, regarding the method of allocating expenses for leases for lessees, a single accounting model that records depreciation expenses for right-of-use assets and interest expenses for lease liabilities is applied for all leases, regardless of whether the lease is a finance lease or an operating lease, as in IFRS 16.

(2) Scheduled date of application

The Company shall assume the standard effective from the beginning of the fiscal year ending March 31, 2028.

(3) Effect of Application of the Accounting Standards

The Company is currently evaluating the impact of the application of "Accounting Standard for Leases" and other accounting standards on its consolidated financial statements.

(Change in the basis of presentation)

(Consolidated Statements of Income)

In the "non-operating income" in "commission income" was separately presented in the previous fiscal year. As the amount is no longer material, "commission income" is now included in "other."

To reflect this change in presentation, some items in the consolidated financial statement in the prior fiscal year have been reclassified.

As a result, 11 million yen presented as "commission income" under "non-operating income" in the consolidated statements of income for the previous fiscal year has been reclassified as "other".

"Gain on sales scraps" which was included in "others" under "non-operating income" in the previous consolidated fiscal year, is presented separately from the current fiscal year because it has become significant in terms of amount. To reflect this change in presentation, reclassification has been made to the consolidated financial statements for the previous fiscal year.

As a result, 9 million yen presented as "other" under "non-operating income" in the consolidated statements of income for the previous fiscal year has been reclassified as "gain on sales scraps".

"Loss on retirement of non-current assets" under "extraordinary losses," which was separately presented in the previous consolidated fiscal year, is included in "other" in the current consolidated fiscal year because it became insignificant in terms of amount. To reflect this change in presentation, reclassification has been made to the consolidated financial statements for the previous fiscal year.

As a result, 11 million yen presented as "loss on retirement of non-current assets" under "extraordinary losses" in the consolidated statements of income for the previous fiscal year has been reclassified as "other."

(Consolidated Statements of Cash Flows)

"Loss on retirement of non-current assets" under "cash flows from operating activities," which was separately presented in the previous fiscal year, is included in "other" in the current fiscal year because it became insignificant in terms of amount.

As a result, 11 million yen presented as "loss on retirement of non-current assets " in "cash flows from investing activities" in the consolidated statements of cash flows for the previous fiscal year has been reclassified as "other."

(Notes to consolidated balance sheets)

*1 Overdraft and commitment line agreements

The Company has overdraft and commitment line agreements with correspondent banks for the purpose of efficient and stable working capital procurement. The following are unused lines of credit based on these agreements as of the end of the fiscal year.

(Unit: millions of yen)

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Total amount of current account overdrafts and commitment lines of credit	11,970	11,470
Loan balance	3,535	2,220
Net Balance	8,434	9,249

*2 Financial covenants

Previous fiscal year (March 31, 2024)

The Company's commitment line agreements contain financial covenants with certain conditions regarding net assets and earnings.

Current fiscal year (March 31, 2025)

The Company's commitment line agreements contain financial covenants with certain conditions regarding net assets and earnings.

*3 Items related to affiliated companies are as follows:

(Unit: millions of yen)

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Investment securities	29	43

*4 Current liabilities "Other" for contract liabilities are as follows:

(Unit: millions of yen)

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Contract liabilities	712	731

(Notes to consolidated statements of income)

*1 The ending inventory is the amount after devaluation of book value due to decline in profitability, and the following loss on valuation of inventories is included in cost of sales. The amounts below are after offsetting the reversal amount.

	(Unit: millions of yen)	
	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
	50	15

*2 Major items and amounts in Selling, general and administrative expenses are as follows:

	(Unit: millions of yen)	
	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Salary and allowances	2,841	3,167
Provision for bonuses	351	371
Retirement benefit expenses	74	81
Allowance for doubtful accounts	24	(11)
Commission expenses	1,010	1,284

*3 Total research and development expenses included in general and administrative expenses are as follows:

	(Unit: millions of yen)	
	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
	72	67

*4 Details of gain on sale of non-current assets are as follows:

	(Unit: millions of yen)	
	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Machinery, equipment and vehicles	3	5
Tools, furniture and fixtures	-	0
Total	3	5

*5 Impairment losses

The Group recorded impairment losses on the following asset.

Previous fiscal year (from April 1, 2023 to March 31, 2024)

Not applicable.

Current fiscal year(from April 1, 2024 to March 31, 2025)

Place	Uses	Type
Chuo-ku, Tokyo etc.	Business assets	Tools, furniture and fixtures Software

(Background)

The Company recognizes Impairment losses on business assets with declining profitability.

(Method of Grouping)

Based on the management accounting classification, the Company classifies maintenance business, maintenance and repair, and modernization, and media business as the smallest unit that generates cash flow.

(Amount of Impairment losses)

(Unit: millions of yen)

Current fiscal year (from April 1, 2024 to March 31, 2025)	
Tools, furniture and fixtures	265
Software	77
Total	342

(Method of Calculation of Recoverable Value)

The recoverable amount of the asset group is measured by value in use and is assessed as zero because no future cash flows are expected.

(Notes to consolidated statements of comprehensive income)

* Reclassification adjustments and income taxes and tax effects related to other comprehensive income

(Unit: millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Valuation difference on available-for-sale securities:		
Amount accrued in the current period	1	(0)
Reclassification adjustment	-	-
Before income taxes and tax effect adjustment	1	(0)
Income taxes and tax effect amount	(0)	0
Valuation difference on available-for-sale securities	1	(0)
Foreign currency translation adjustment:		
Amount accrued in the current period	10	46
Foreign currency translation adjustment	10	46
Remeasurements of defined benefit plans, net of tax:		
Amount accrued in the current period	5	123
Reclassification adjustment	13	19
Before income taxes and tax effect adjustment	18	142
Income taxes and tax effect amount	(5)	(44)
Remeasurements of defined benefit plans, net of tax	12	98
Total other comprehensive income	24	144

(Notes to consolidated statement of changes in shareholders' equity)

Previous fiscal year (from April 1, 2023 to March 31, 2024)

1. Matters concerning the class and total number of outstanding shares and the class and number of Treasury shares

	Current fiscal year Number of shares at beginning of period (shares)	Current fiscal year Increase in number of shares (shares)	Current fiscal year Decrease in number of shares (shares)	Number of shares at the end of the current fiscal year (shares)
Outstanding stocks				
Common stock (Note 1)	89,067,200	—	—	89,067,200
Total amount	89,067,200	—	—	89,067,200
Treasury shares				
Common stock (Note 2)	8,819	658	—	9,477
Total amount	8,819	658	—	9,477

(Note) The increase of 658 shares of treasury share of common stock was due to the purchase of 48 shares of odd-lot shares and the increase of 610 shares due to the free acquisition of shares by retirees of the restricted stock compensation plan.

2. Matters related to dividends

(1) Dividends paid

(Resolution)	Type of shares	Total amount of dividends (millions of yen)	Dividend per share (yen)	Record Date	Effective date
June 23, 2023 Annual General Meeting of Shareholders	Common stock	1,513	17	March 31, 2023	June 26, 2023

(2) Dividends with a record date in the current fiscal year but an effective date in the following fiscal year

(Resolution)	Type of shares	Total amount of dividends (millions of yen)	Source of dividends	Dividend per share (yen)	Record Date	Effective date
June 21, 2024 Annual General Meeting of Shareholders	Common stock	2,226	Retained earnings	25	March 31, 2024	June 24, 2024

Current fiscal year (from April 1, 2024 to March 31, 2025)

1. Type and number of outstanding shares and Treasury shares

	Current fiscal year Number of shares at beginning of period (shares)	Current fiscal year Increase in number of shares (shares)	Current fiscal year Decrease in number of shares (shares)	Number of shares at the end of the current fiscal year (shares)
Outstanding stocks				
Common stock	89,067,200	—	—	89,067,200
Total amount	89,067,200	—	—	89,067,200
Treasury shares				
Common stock	9,477	504	—	9,981
Total amount	9,477	504	—	9,981

(Note) The increase of 504 shares in Treasury share of common stock is due to an increase of 44 shares from the purchase of odd-lot shares and an increase of 460 shares from the free acquisition of shares by retirees of the restricted stock compensation plan.

2. Matters related to dividends

(1) Dividends paid

(Resolution)	Type of shares	Total amount of dividends (millions of yen)	Dividend per share (yen)	Record Date	Effective date
June 21, 2024 Annual General Meeting of Shareholders	Common stock	2,226	25	March 31, 2024	June 24, 2024

(2) Dividends with a record date in the current fiscal year but an effective date in the following fiscal year

(Resolution)	Type of shares	Total amount of dividends (millions of yen)	Source of dividends	Dividend per share (yen)	Record Date	Effective date
June 24, 2025 Annual General Meeting of Shareholders	Common stock	2,760	Retained earnings	31	March 31, 2025	June 25, 2025

(Notes to consolidated statements of cash flows)

*1 Relationship between cash and cash equivalents at end of period and the amounts shown in the consolidated balance sheets

(Unit: millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Cash and deposits	2,184	2,344
Time deposits with maturities longer than three months	(309)	(281)
Cash and cash equivalents	1,875	2,063

*2 Breakdown of assets and liabilities of the company newly consolidated as a result of the acquisition of its shares

Previous fiscal year (from April 1, 2023 to March 31, 2024)

The information is omitted due to lack of materiality.

Current fiscal year (from April 1, 2024 to March 31, 2025)

The information is omitted due to lack of materiality.

(Notes to lease transactions)

(Lessee's side)

Finance lease transactions

The information is omitted due to lack of materiality.

Operating lease transactions

Future minimum lease payments under non-cancelable operating leases

(Unit: millions of yen)

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Within one year	677	767
Over one year	3,011	2,925
Total	3,688	3,692

(Financial instruments)

1. Matters Concerning the Status of Financial Instruments

(1) Policy for financial instruments

The Group's approach to financial instruments is to limit fund management to short-term deposits, etc., and to procure funds through bank loans, etc.

(2) Description of financial instruments and their risks

Trade receivables, such as notes receivable - trade and accounts receivable - trade, are exposed to customer credit risk.

Investment securities are equity securities and are exposed to market price fluctuation risk.

Deposits and guarantees are mainly deposits and guarantees that the Company places with lenders for the use of leased properties for new sales offices, and are exposed to the credit risk of the lenders.

Corporate income tax, inhabitant tax (prefectural and municipal) tax, enterprise tax, and consumption tax payable are all due and payable within two months of the balance sheet date.

Accounts payable - other and accounts payable - trade, which are trade payables, are due within one year and mainly relate to domestic transactions.

Short-term borrowings are mainly for short-term working capital, and long-term borrowings are mainly for capital expenditures.

In addition, trade payables and borrowings are exposed to liquidity risk.

(3) Risk Management System for Financial Instruments

(i) *Management of credit risk (risk related to nonperformance by counterparties)*

For trade receivables (notes receivable - trade and accounts receivable - trade), the Company manages due dates and outstanding balances by counterparty and monitors the credit status of each counterparty.

The balance of security deposits and guarantee money is managed by the Company for each counterparty, and efforts are made to monitor the credit status of each counterparty.

(ii) *Management of market risk (risk of fluctuations in foreign exchange rates, interest rates, etc.)*

For investment securities, the Company periodically monitors the market value and financial conditions of the issuing entity (counterparty company).

(iii) *Management of liquidity risk (risk of being unable to make payments on due dates) related to fund procurement*

The Group has a cash management system in place, which is managed by the parent company through methods such as the preparation of a group-wide cash management plan. In addition, the Company has overdraft and commitment line agreements with correspondent banks, which enable the Company to flexibly procure funds.

(4) Supplementary Explanation on Matters Concerning Fair Value, etc. of Financial Instruments

The calculation of the fair value of financial instruments includes values based on market prices and, in the absence of market prices, reasonably estimated values. Since certain assumptions, etc., are used in the calculation of such value, such value may vary if different assumptions, etc., are used.

2. Fair value of financial instruments

Consolidated balance sheet amount, fair value and their differences are as follows.

Previous fiscal year (March 31, 2024)

	Amount shown on consolidated balance sheet (millions of yen)	Market value (millions of yen)	Difference (millions of yen)
(1) Notes receivable - trade	53	53	—
(2) Accounts receivable - trade	6,386	6,386	—
(3) Investment securities (*2)			
Available-for-sale securities	17	17	—
(4) Leasehold and guarantee deposits	617	566	(50)
Total assets	7,074	7,024	(50)
(1) Accounts payable - trade	1,616	1,616	—
(2) Short-term borrowings	3,535	3,535	—
(3) Accounts payable - other	968	968	—
(4) Income taxes payable	1,788	1,788	—
(5) Accrued consumption taxes	571	571	—
(6) Long-term borrowings (including current portion of long-term borrowings)	3,178	3,182	4
Total liabilities	11,658	11,662	4

(*1) "Cash and deposits" are omitted because they are cash and deposits are settled in a short period of time and their fair value approximates their book value.

(*2) Non-marketable equity securities are not included in "(3) Investment securities". The carrying amounts of such financial instruments in the consolidated balance sheets are as follows

Classification	Previous fiscal year (millions of yen)
Shares of affiliated companies	29
Unlisted stocks	3

Current fiscal year (March 31, 2025)

	Amount shown on consolidated balance sheet (millions of yen)	Market value (millions of yen)	Difference (millions of yen)
(1) Notes receivable - trade	34	34	—
(2) Accounts receivable - trade	7,224	7,224	—
(3) Investment securities (*2)			
Available-for-sale securities	17	17	—
(4) Leasehold and guarantee deposits	603	526	(77)
Total assets	7,880	7,802	(77)
(1) Accounts payable - trade	2,017	2,017	—
(2) Short-term borrowings	2,220	2,220	—
(3) Accounts payable - other	1,111	1,111	—
(4) Income taxes payable	2,029	2,029	—
(5) Accrued consumption taxes	662	662	—
(6) Long-term borrowings (including current portion of long-term borrowings)	2,783	2,783	(0)
Total liabilities	10,825	10,824	(0)

(*1) "Cash and deposits" are omitted because they are cash and deposits are settled in a short period of time and their fair value approximates their book value.

(*2) Non-marketable equity securities are not included in "(3) Investment securities". The carrying amounts of such financial instruments in the consolidated balance sheets are as follows

Classification	Current fiscal year (millions of yen)
Shares of affiliated companies	43
Unlisted stocks	3

(Note 1) Scheduled redemption amount of monetary claims after the consolidated balance sheet date
Previous fiscal year (March 31, 2024)

	Within one year (millions of yen)
Deposit	2,178
Notes receivable - trade	53
Accounts receivable - trade	6,386
Total amount	8,618

(*) Leasehold and guarantee deposits are not included in the estimated redemption amount because the repayment dates cannot be clearly determined.

Current fiscal year (March 31, 2025)

	Within one year (millions of yen)
Deposit	2,339
Notes receivable - trade	34
Accounts receivable - trade	7,224
Total amount	9,598

(*) Leasehold and guarantee deposits are not included in the estimated redemption amount because the repayment dates cannot be clearly determined.

(Note 2) Amount to be repaid after the consolidated balance sheet date for short-term borrowings and long-term borrowings

Previous fiscal year (March 31, 2024)

	Within one year (millions of yen)	Over one year but within two years (millions of yen)	Over two years but within three years (millions of yen)	Over three years but within four years (millions of yen)	Over four years but within five years (millions of yen)	Over 5 years (millions of yen)
Short-term borrowings	3,535	-	-	-	-	-
Long-term borrowings	2,274	900	3	-	-	-
Total amount	5,810	900	3	-	-	-

Current fiscal year (March 31, 2025)

	Within one year (millions of yen)	Over one year but within two years (millions of yen)	Over two years but within three years (millions of yen)	Over three years but within four years (millions of yen)	Over four years but within five years (millions of yen)	Over 5 years (millions of yen)
Short-term borrowings	2,220	-	-	-	-	-
Long-term borrowings	1,768	869	145	-	-	-
Total amount	3,988	869	145	-	-	-

3. Matters concerning the breakdown of the fair value of financial instruments by level

The fair value of financial instruments is classified into the following three levels based on the observability and materiality of the inputs used to calculate fair value.

Level 1 fair value: Fair value calculated based on (unadjusted) quoted market prices in active markets for identical assets or liabilities

Level 2 fair value: Fair value calculated using directly or indirectly observable inputs other than Level 1 inputs

Level 3 fair value: Fair value calculated using significant unobservable inputs

When multiple inputs that have a significant impact on the calculation of fair value are used, fair value is classified to the level with the lowest priority in the calculation of fair value among the levels to which each of those inputs belongs.

(1) Financial assets and liabilities with fair value recorded in consolidated balance sheets

Previous fiscal year (March 31, 2024)

Classification	Market value (millions of yen)			
	Level 1	Level 2	Level 3	Total amount
Investment securities				
Available-for-sale securities	17	-	-	17

Current fiscal year (March 31, 2025)

Classification	Market value (millions of yen)			
	Level 1	Level 2	Level 3	Total amount
Investment securities				
Available-for-sale securities	17	-	-	17

(2) Financial assets and liabilities that are not recorded at fair value on the consolidated balance sheets

Previous fiscal year (March 31, 2024)

Classification	Market value (millions of yen)			
	Level 1	Level 2	Level 3	Total amount
Notes receivable - trade	-	53	-	53
Accounts receivable - trade	-	6,386	-	6,386
Lease and guarantee deposits	-	566	-	566
Total assets	-	7,006	-	7,006
Accounts payable - trade	-	1,616	-	1,616
Short-term borrowings	-	3,535	-	3,535
Accounts payable - other	-	968	-	968
Income taxes payable	-	1,788	-	1,788
Accrued consumption taxes	-	571	-	571
Long-term borrowings (including current portion of long-term borrowings)	-	3,182	-	3,182
Total liabilities	-	11,662	-	11,662

Current fiscal year (March 31, 2025)

Classification	Market value (millions of yen)			
	Level 1	Level 2	Level 3	Total amount
Notes receivable - trade	-	34	-	34
Accounts receivable - trade	-	7,224	-	7,224
Lease and guarantee deposits	-	526	-	526
Total assets	-	7,785	-	7,785
Accounts payable - trade	-	2,017	-	2,017
Short-term borrowings	-	2,220	-	2,220
Accounts payable - other	-	1,111	-	1,111
Income taxes payable	-	2,029	-	2,029
Accrued consumption taxes	-	662	-	662
Long-term borrowings (including current portion of long-term borrowings)	-	2,783	-	2,783
Total liabilities	-	10,824	-	10,824

(Note) Explanation of valuation techniques used and inputs related to the calculation of fair value

Investment securities

Listed stocks are valued using quoted market prices. Since listed stocks are traded in active markets, their fair value is classified as Level 1 fair value.

Notes receivable - trade, accounts receivable - trade and security deposits

The fair value of these loans is calculated using the discounted present value method based on the amount of the loan, the period to maturity, and the interest rate that takes into account credit risk for each loan classified by a certain period of time, and is classified as Level 2 fair value.

Accounts payable – trade, short-term borrowings, accrued income taxes and accrued consumption taxes accounts payable - other

The fair value of these loans is calculated using the discounted present value method based on the future cash flows of each debt classified by a certain period of time and an interest rate that takes into account the period until the due date and credit risk, and is classified as Level 2 fair value.

Long-term borrowings

The fair value of these loans is determined using the discounted present value method based on the sum of the principal and interest, plus an interest rate that takes into account the remaining term of the debt and credit risk, and is classified as Level 2 fair value.

(Marketable securities)

1. Available-for-sale securities

Previous fiscal year (March 31, 2024)

	Type of securities	Amount shown on consolidated balance sheet (millions of yen)	Acquisition cost (millions of yen)	Difference (millions of yen)
Securities with carrying value exceeding acquisition cost	Stock	17	14	2
Securities with carrying value not exceeding acquisition cost	Stock	0	0	-
Total amount		17	14	2

(Note) Unlisted stocks (three million yen in consolidated balance sheets) are not included in the table above because they have no market price.

Current fiscal year (March 31, 2025)

	Type of securities	Amount shown on consolidated balance sheet (millions of yen)	Acquisition cost (millions of yen)	Difference (millions of yen)
Securities with carrying value exceeding acquisition cost	Stock	17	15	2
Securities with carrying value not exceeding acquisition cost	Stock	0	0	-
Total amount		17	15	2

(Note) Unlisted stocks (three million yen in consolidated balance sheets) are not included in the table above because they have no market price.

2. Other securities sold

Previous fiscal year (from April 1, 2023 to March 31, 2024)

Not applicable.

Current fiscal year (from April 1, 2024 to March 31, 2025)

Not applicable.

(Retirement benefits)

1. Outline of retirement benefit plans adopted

The Company and its consolidated subsidiaries have a non-funded defined benefit plan to provide for employee retirement benefits.

Certain consolidated subsidiaries use a simplified method to calculate retirement benefit liability and retirement benefit expenses, using the amount payable at the end of the fiscal year as the retirement benefit obligation.

2. Defined benefit plans (including plans to which the simplified method is applied)

(1) Reconciliation of the beginning and ending balance of projected benefit obligation

(Unit: millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Retirement benefit liability at beginning of year	1,211	1,287
Service cost	174	182
Interest cost	1	1
Actuarial gains (losses)	(5)	(123)
Retirement benefits paid	(112)	(121)
Other	18	(1)
Retirement benefit liability at end of year	1,287	1,224

(2) Reconciliation of the ending balance of the projected benefit obligation to the retirement benefit liability recorded in the consolidated balance sheets

(Unit: millions of yen)

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Benefit obligation of non-funded plans	1,287	1,224
Liabilities recorded in consolidated balance sheets	1,287	1,224
Retirement benefit liability	1,287	1,224
Liabilities recorded in consolidated balance sheets	1,287	1,224

(3) Retirement benefit expenses and their breakdown

(Unit: millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Service cost	174	182
Interest cost	1	1
Amortization of actuarial gain or loss	13	19
Net periodic benefit cost related to defined benefit plans	189	202

(4) Remeasurements of defined benefit plans

Items recorded as remeasurements of defined benefit plans (before income taxes and tax effect deductions) are as follows

(Unit: millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Actuarial gains and losses	18	142
Total amount	18	142

(5) Remeasurements of defined benefit plans

Items recorded in "Remeasurements of defined benefit plans" (before income taxes and tax effect deduction) consist of the following

(Unit: millions of yen)

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Unrecognized actuarial gains (losses)	(64)	78
Total amount	(64)	78

(6) Matters related to actuarial calculation basis

Principal Actuarial Basis

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Discount rate	0.1%	1.4%

(Stock options, etc.)

Amounts expensed for stock options and account titles

Not applicable.

Details, size and changes in stock options

(1) Details of stock options

	2016 Series 1 share acquisition rights (Options on own shares)
Classification and number of grantees	Outside collaborator 1
Type and number of shares granted See Note	Common stock 952,000 shares
Date of grant	March 31, 2016
Vesting conditions	The Consulting Services Agreement dated April 1, 2016 with the Company has not been terminated as of the vesting date.
Eligible work period	There is no fixed period of covered service.
Exercise period	From April 1, 2019 Through March 31, 2026

(Note) The above figures are based on the number of shares. The number of shares was adjusted for a 100-for-1 stock split of common stock on August 31, 2016, a 2-for-1 stock split of common stock on October 1, 2017, a 2-for-1 stock split of common stock on October 1, 2018, and a 2-for-1 stock split of common stock on January 1, 2021. The number of shares after adjustment due to these stock splits is shown.

(2) Size and changes in stock options

Stock options that existed at fiscal year are included in the number of stock options and the number of stock options is converted into the number of shares.

(i) Number of stock options

	2016 Series 1 share acquisition rights (Owned stock options)
Pre-vesting	
End of previous fiscal year	324,800
Granted	-
Lapsed	-
Vesting	324,800
Unsettled balance	-
After vesting (shares)	
End of previous fiscal year	-
Vesting	324,800
Exercise of a right	-
Lapsed	-
Unexercised balance	324,800

(ii) Unit price information

	2016 Series 1 share acquisition rights (Owned stock options)
Exercise price (yen)	83
Average share price at the time of exercise (yen)	-
Fair value at the grant date (yen)	-

3. Estimated number of stock options vested

Basically, since it is difficult to reasonably estimate the number of future lapses, only the actual number of lapses is reflected.

4. The total intrinsic value of the stock options at the end of the fiscal year and the total intrinsic value of the stock options exercised during the current fiscal year at the date of exercise, if the calculation is based on the intrinsic value per unit of stock options.

- | | |
|--------------------------------------------------------------------|-----------------|
| (1) Total intrinsic value at the end of the current fiscal year | 861 million yen |
| (2) Total intrinsic value exercised during the current fiscal year | - million yen |

(Tax effect accounting)

1. Deferred tax assets and deferred tax liabilities by major cause

(Unit: millions of yen)

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Deferred tax asset		
Accounts payable - other	148	165
Provision for bonuses	314	355
Loss on revaluation of inventories	103	111
Retirement benefit liability	366	372
Asset retirement obligations	136	145
Net operating loss carried forward (Note 2)	273	219
Other	305	434
Deferred tax assets subtotal	1,648	1,803
Valuation allowance for net operating loss carryforwards for tax purposes (Note 2)	(219)	(177)
Valuation allowance for total future deductible temporary differences, etc.	(206)	(188)
Valuation allowance subtotal	(425)	(365)
Total deferred tax assets	1,222	1,437
Deferred tax liabilities		
Removal costs corresponding to asset retirement obligations	(96)	(98)
Valuation difference on available-for-sale securities	(4)	(4)
Land valuation difference	(57)	(59)
Other	(7)	(4)
Total deferred tax liabilities	(166)	(166)
Net amount of deferred tax assets (Note 1)	1,056	1,271

(Note 1) The net amount of deferred tax assets in this fiscal year is included in the following items in consolidated balance sheets.

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Non-current assets - Deferred tax assets	1,119	1,336
Non-current liabilities - other	63	64

(Note 2) Amount of net operating loss carryforwards for tax purposes and their deferred tax assets by carryforward period
Previous fiscal year (March 31, 2024)

(Unit: millions of yen)

	Within one year	Due after one year through two years	Over 2 years but within 3 years	Over 3 years but within 4 years	Over 4 years but within 5 years	Over 5 years	Total
Tax loss carried forward (*)	0	24	28	29	31	158	273
Valuation allowance	(0)	(24)	(28)	(29)	(31)	(103)	(219)
Deferred tax asset	-	-	-	-	-	54	54

(*) Tax loss carryforwards are multiplied by the statutory tax rate.

Current fiscal year (March 31, 2025)

(Unit: millions of yen)

	Within one year	Due after one year through two years	Over 2 years but within 3 years	Over 3 years but within 4 years	Over 4 years but within 5 years	Over 5 years	Total
Tax loss carried forward (*)	24	28	29	31	45	59	219
Valuation allowance	(24)	(28)	(29)	(31)	(45)	(17)	(177)
Deferred tax asset	-	-	-	-	-	41	41

(*) Tax loss carryforwards are multiplied by the statutory tax rate.

2. Significant differences between the statutory tax rate and the effective income tax rate after the application of tax effect accounting, by major item that caused the differences.

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Statutory effective tax rate	30.6%	30.6%
(Adjustment)		
Entertainment expenses and other items not permanently deductible for income tax purposes	0.2	0.2
Per capita inhabitant tax, etc.	0.3	0.3
Tax credit under the expanded income tax system	(2.4)	(3.0)
Change in valuation allowance	(0.1)	(0.6)
Difference in applicable tax rates of consolidated subsidiaries, etc.	3.9	3.9
Goodwill amortization, etc.	1.2	0.5
Other	(0.2)	0.1
Effective tax rate after application of tax effect accounting	33.5	32.1

3. Adjustment of deferred tax assets and liabilities resulting from changes in rates of corporate and other taxes

Following the enactment of the "Act for Partial Revision of the Income Tax Act, etc." (Act No. 13 of 2025) in the Diet on March 31, 2025, the "defense special corporation tax" will be imposed from the fiscal year starting from April 1, 2026.

As a result, the statutory effective tax rate was changed from 30.6% to 31.5% for deferred tax assets and deferred tax liabilities associated with temporary differences that are expected to be reversed in the fiscal year beginning on or after April 1, 2026.

The effect of this tax rate change on the consolidated financial statements is not material.

(Business combinations)

Previous fiscal year (from April 1, 2023 to March 31, 2024)

Not applicable.

Current fiscal year (from April 1, 2024 to March 31, 2025)

Not applicable.

(Asset retirement obligations)

Asset retirement obligations of which are recorded at consolidated balance sheets

1. Outline of the relevant Asset retirement obligations

Obligations to restore properties to their original condition in accordance with real estate lease contracts and fixed-term land lease contracts for the head office, offices at each location, and warehouses.

2. Method of calculating the amount of such asset retirement obligations

The estimated period of use is 1 to 50 years from acquisition, and a discount rate of 0.0% to 1.8% is used to calculate the amount of asset retirement obligations.

3. Increase/decrease in total amount of such asset retirement obligations

(Unit: millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Balance at beginning of term	428	445
Increase due to acquisition of property, plant and equipment	17	16
Adjustments due to passage of time	2	3
Decrease due to fulfillment of asset retirement obligations	(3)	(4)
Balance at end of year	445	460

(Revenue recognition)

1. Information disaggregating revenue from contracts with customers

Previous fiscal year (from April 1, 2023 to March 31, 2024)

(Unit: millions of yen)

	Net sales
Maintenance and repair services	26,531
Modernization services	14,255
Other	1,429
Revenue from contracts with customers	42,216
Other income	-
Sales to external customers	42,216

Current fiscal year (from April 1, 2024 to March 31, 2025)

(Unit: millions of yen)

	Net sales
Maintenance and repair services	30,538
Modernization services	17,325
Other	1,511
Revenue from contracts with customers	49,375
Other income	-
Sales to external customers	49,375

2. Information that provides a basis for understanding revenues arising from contracts with customers

Basis for understanding revenues from contracts with customers is described in "Basis of Presenting Consolidated Financial Statements, 4. Accounting Policies (5) Basis for Recognizing Significant Revenues and Expenses.

3. Information about the relationship between the satisfaction of performance obligations under contracts with customers and cash flows from those contracts, and the amount and timing of revenue expected to be recognized from the following fiscal year from contracts with customers that existed at the end of the current fiscal year and are expected to exist in the following fiscal year

(1) Contract assets and contract liabilities

(Unit: millions of yen)

	Previous fiscal year	Current fiscal year
Receivables arising from contracts with customers (beginning balance)		
Notes receivable - trade	49	53
Accounts receivable - trade	4,815	6,386
Receivables arising from contracts with customers (ending balance)		
Notes receivable - trade	53	34
Accounts receivable - trade	6,386	7,224
Contract liabilities (beginning balance)	513	712
Contract liabilities at end of period	712	731

Contract liabilities held at the beginning of the current fiscal year are mainly recognized as income in the current fiscal year.

Contract liabilities increase mainly due to the receipt of unearned consideration for modernization services and decrease due to the satisfaction of performance obligations.

(2) Transaction prices allocated to remaining performance obligations

Since there are no material contracts with an initial expected contract period exceeding one year, the practical expedient method is applied and the description is omitted.

(Segment Information)

[Segment information]

Previous fiscal year (from April 1, 2023 to March 31, 2024)

This information is omitted because the Group has only one segment, the maintenance business.

Current fiscal year (from April 1, 2024 to March 31, 2025)

This information is omitted because the Group has only one segment, the maintenance business.

[Related information]

Previous fiscal year (from April 1, 2023 to March 31, 2024)

1. Information by product and service

Net sales are omitted because all net sales are for the maintenance business.

2. Information by region

(1) Net sales

Regional information was omitted because net sales to external customers in Japan exceeds 90% of net sales in consolidated statements of income.

(2) Property, plant and equipment

The amount of property, plant and equipment located in Japan exceeds 90% of the amount of property, plant and equipment in consolidated balance sheets, so this information is omitted.

3. Information by major customer

There are no net sales to external customers' net sales to specific customers that account for more than 10% of consolidated statements of income 's net sales, so there is nothing to describe.

Current fiscal year (from April 1, 2024 to March 31, 2025)

1. Information by product and service

Net sales are omitted because all net sales are for the maintenance business.

2. Information by region

(1) Net sales

Regional information was omitted because net sales to external customers in Japan exceeds 90% of net sales in consolidated statements of income.

(2) Property, plant and equipment

The amount of property, plant and equipment located in Japan exceeds 90% of the amount of Property, plant and equipment in consolidated balance sheets, so this information is omitted.

3. Information by major customer

There are no net sales to external customers' net sales to specific customers that account for more than 10% of consolidated statements of income 's net sales, so there is nothing to describe.

[Information on Impairment losses on non-current assets by reportable segment]

Previous fiscal year (from April 1, 2023 to March 31, 2024)

This information is omitted because the Group has only one segment, the maintenance business.

Current fiscal year (from April 1, 2024 to March 31, 2025)

This information is omitted because the Group has only one segment, the maintenance business.

[Information on amortization and unamortized balance of goodwill by reportable segment]

Previous fiscal year (from April 1, 2023 to March 31, 2024)

This information is omitted because the Group has only one segment, the maintenance business.

Current fiscal year (from April 1, 2024 to March 31, 2025)

This information is omitted because the Group has only one segment, the maintenance business.

[Information on gains on negative goodwill by reportable segment]

Previous fiscal year (from April 1, 2023 to March 31, 2024)

This information is omitted because the Group has only one segment, the maintenance business.

Current fiscal year (from April 1, 2024 to March 31, 2025)

This information is omitted because the Group has only one segment, the maintenance business.

[Related party information]

Transactions with related parties

Directors and major shareholders (limited to individuals) of the consolidated financial statements filing company etc.

Previous fiscal year (from April 1, 2023 to March 31, 2024)

There are no material transactions to disclose.

Current fiscal year (from April 1, 2024 to March 31, 2025)

There are no material transactions to disclose.

(Per share information)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Net assets per share	185.67 yen	224.13 yen
Earnings per share	50.71 yen	62.10 yen
Diluted earnings per share	50.53 yen	61.88 yen

(Note) The basis for calculation of earnings per share and diluted earnings per share is as follows.

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Earnings per share		
Profit attributable to owners of parent (millions of yen)	4,515	5,530
Amount not attributable to common shareholders (million yen)	-	-
Related to common stock Profit attributable to owners of parent (millions of yen)	4,515	5,530
Average number of shares of common stock during the period (shares)	89,058,051	89,057,498
Diluted earnings per share		
Profit attributable to owners of parent adjustment (millions of yen)	-	-
Increase in common stock (shares)	312,117	315,066
(of which stock acquisition rights (shares))	(312,117)	(315,066)
Summary of potential shares not included in the calculation of diluted earnings per share due to the absence of dilutive effects	-	-

(Significant subsequent events)

Not applicable.

(v) [Consolidated supplementary schedules]
[Schedule of Bonds]
Not applicable.

[Schedule of Borrowings]

Classification	Balance at beginning of period (millions of yen)	Balance at end of period (millions of yen)	Average interest rate (%)	Repayment deadline
Short-term borrowings	3,535	2,220	0.9	-
Long-term borrowings due within one year	2,274	1,768	0.6	-
Long-term borrowings (excluding current portion)	903	1,015	0.9	2026 - 2027
Total amount	6,714	5,004	—	-

(Notes) 1. The average interest rate on loans is the weighted average interest rate on the balance of loans outstanding at the end of the fiscal year.

2. The scheduled repayment amounts of long-term borrowings for the five years following the consolidated balance sheet date are as follows

	Due after one year through two years (millions of yen)	Over 2 years but within 3 years (millions of yen)	Over 3 years but within 4 years (millions of yen)	Over 4 years but within 5 years (millions of yen)
Long-term borrowings	869	145	-	-

[Asset retirement obligations]

The items to be presented in this statement are omitted because they are presented as notes stipulated in Article 15-23 of the Regulations for Consolidated Financial Statements.

(2) [Others]

Quarterly information for the current fiscal year

(Cumulative period)	Interim period	Current fiscal year
Net sales (millions of yen)	23,264	49,375
Interim(current) net profit before income taxes (millions of yen)	3,942	8,267
Interim(current) net profit attributable to owners of parent (millions of yen)	2,522	5,530
Interim(current) net income per share (yen)	28.32	62.10

2 [Financial Statements]
(1) [Financial Statements and Notes
(i) [Balance Sheet]

(Unit: millions of yen)

	Previous Fiscal Year (As of March 31, 2024)	Current Fiscal Year (As of March 31, 2025)
Assets		
Current assets		
Cash and deposits	915	953
Notes receivable – trade	26	3
Short-term loans receivable from subsidiaries and associates	2,026	2,994
Other	※3 411	※3 348
Allowance for doubtful accounts	(0)	(0)
Total current assets	3,379	4,300
Non-current assets		
Property, plant and equipment		
Buildings and structures	6,998	7,082
Tools, furniture and fixtures	7,309	8,207
Land	1,068	1,076
Other	114	108
Accumulated depreciation and impairment	(3,886)	(5,124)
Total property, plant and equipment	11,603	11,351
Intangible assets		
Software	1,231	1,187
Other	1,094	1,205
Total intangible assets	2,326	2,393
Investments and other assets		
Investment securities	2	2
Shares of subsidiaries and associates	4,430	4,505
Leasehold and guarantee deposits	564	551
Deferred tax assets	542	729
Other	※3 47	※3 69
Allowance for doubtful accounts	(27)	(44)
Total investments and other assets	5,558	5,812
Total non-current assets	19,488	19,557
Total assets	22,867	23,857

(Unit: millions of yen)

	Previous Fiscal Year (As of March 31, 2024)	Current Fiscal Year (As of March 31, 2025)
Liabilities		
Current liabilities		
Short-term borrowings	*1, *2 3,495	*1, *2 2,180
Short-term borrowings from subsidiaries and associates	2,302	4,081
Current portion of long-term borrowings	2,264	1,756
Accounts payable - other	552	705
Income taxes payable	48	248
Provision for bonuses	110	132
Other	*3 1,063	*3 1,207
Total current liabilities	9,837	10,313
Non-current liabilities		
Long-term borrowings	890	1,011
Provision for retirement benefits	1,037	1,185
Asset retirement obligations	445	460
Provision for loss on business of subsidiaries and associates	309	329
Other	51	37
Total non-current liabilities	2,733	3,023
Total liabilities	12,571	13,336
Net assets		
Shareholders' equity		
Share capital	2,493	2,493
Capital surplus		
Legal capital surplus	2,450	2,450
Other capital surplus	473	473
Total capital surplus	2,924	2,924
Retained earnings		
Legal retained earnings	10	10
Other retained earnings		
Retained earnings brought forward	4,882	5,106
Total retained earnings	4,892	5,116
Treasury shares	(13)	(13)
Total shareholders' equity	10,295	10,520
Total net assets	10,295	10,520
Total liabilities and net assets	22,867	23,857

(ii) [Income Statement]

(Unit: millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Operating revenue	*1 7,643	*1 8,371
Operating expenses	*1 *2 5,091	*1 *2 5,463
Operating profit	2,552	2,907
Non-operating income		
Interest income	*1 12	*1 19
Rental income	17	26
Other	5	7
Total non-operating income	35	52
Non-operating expenses		
Interest expenses	*1 33	*1 55
Provision of allowance for doubtful accounts	27	17
Depreciation	14	14
Provision for loss on business of subsidiaries and associates	66	19
Other	10	21
Total non-operating expenses	151	129
Ordinary profit	2,436	2,831
Extraordinary losses		
Loss on retirement of non-current assets	—	*3 342
Other	9	2
Total extraordinary losses	9	345
Profit before income taxes	2,426	2,485
Income taxes - current	86	222
Income taxes - deferred	(38)	(187)
Total income taxes	47	34
Profit	2,379	2,450

(iii) [Shareholders' equity Statement of Changes in Net Assets]
Previous fiscal year (from April 1, 2023 to March 31, 2024)

(Unit: millions of yen)

(Units: millions of yen)

	Shareholders' equity									Total net assets
	Share capital	Capital surplus			Retained earnings			Treasury shares	Total shareholders' equity	
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings	Total retained earnings			
						Retained earnings brought forward				
Balance at beginning of period	2,493	2,450	473	2,924	10	4,016	4,026	(13)	9,430	9,430
Changes during period										
Dividends of surplus						(1,513)	(1,513)		(1,513)	(1,513)
Profit						2,379	2,379		2,379	2,379
Purchase of treasury shares								(0)	(0)	(0)
Net changes in items other than shareholders' equity										-
Total changes during period	-	-	-	-	-	865	865	(0)	865	865
Balance at end of period	2,493	2,450	473	2,924	10	4,882	4,892	(13)	10,295	10,295

Current fiscal year (from April 1, 2024 to March 31, 2025)

(Unit: millions of yen)

	Shareholders' equity									Total net assets
	Share capital	Capital surplus			Retained earnings			Treasury shares	Total shareholders' equity	
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings	Total retained earnings			
						Retained earnings brought forward				
Balance at beginning of period	2,493	2,450	473	2,924	10	4,882	4,892	(13)	10,295	10,295
Changes during period										
Dividends of surplus						(2,226)	(2,226)		(2,226)	(2,226)
Profit						2,450	2,450		2,450	2,450
Purchase of treasury shares								(0)	(0)	(0)
Net changes in items other than shareholders' equity										—
Total changes during period	-	-	-	-	-	224	224	(0)	224	224
Balance at end of period	2,493	2,450	473	2,924	10	5,106	5,116	(13)	10,520	10,520

[Notes]

(Significant accounting policies)

1. Valuation standards and methods for assets

Marketable securities

(1) Shares of subsidiaries and affiliates

Stated at cost determined by the moving-average method.

(2) Other securities

Stocks with no market price

Mainly stated at cost determined by the moving-average method.

2. Depreciation method for non-current assets

(1) Property, plant and equipment (excluding leased assets)

The straight-line method is mainly used.

The main useful lives are as follows:

Buildings and structures	3-50 years
Tools, furniture and fixtures	2-17 years

(2) Intangible assets (excluding leased assets)

The straight-line method is used.

Software for internal use is amortized over the estimated useful life (5 years).

(3) Lease assets

Leased assets related to finance lease transactions that do not transfer ownership

The straight-line method is used, where the lease period is deemed as the useful life of the asset and the residual value is set as zero.

3. Basis for reserves

(1) Allowance for doubtful accounts

The allowance for doubtful accounts is provided for possible losses on accounts receivable, loans receivable and other receivables. The allowance for doubtful accounts is provided for general receivables based on historical default rates, and for specific receivables for which there is some concern regarding collectability, an estimated uncollectible amount is provided for each individual account.

(2) Provision for bonuses

To provide for the payment of bonuses to employees, an amount accrued for the current fiscal year is recorded based on the estimated amount of bonus payments.

(3) Allowance for retirement benefits

(i) Method of attributing estimated retirement benefits to periods of service

In calculating the retirement benefit obligation, the estimated amount of retirement benefits is attributed to the period up to the end of the current fiscal year based on the benefit calculation method.

(ii) Method of amortizing actuarial gains and losses

Actuarial gains and losses are amortized by the straight-line method over a fixed number of years (nine years) within the average remaining service period of employees at the time of occurrence of each fiscal year, with the amount prorated from the following fiscal year of occurrence.

(4) Allowance for loss on business of subsidiaries and affiliates

To provide for possible business losses of subsidiaries and affiliates, an allowance is provided for the estimated amount of losses that the Company will incur in excess of the amount of its investment in the subsidiaries and affiliates.

4. Basis for recording revenues and expenses

The Company's revenues consist of management guidance fees and business management fees from subsidiaries. For management guidance fees and operational management fees, the Company recognizes revenues based on the provision of contracted services to subsidiaries over the contract period, as the performance obligation is satisfied over a certain period of time through the provision of contracted services to the subsidiaries.

5. Other important matters that serve as the basis for the preparation of financial statements

Translation of significant assets and liabilities denominated in foreign currencies into Japanese yen
Monetary receivables and payables denominated in foreign currencies are translated into yen at the spot exchange rate prevailing at the end of the fiscal year, with translation differences recognized as gains or losses.

(Significant accounting estimates)

Impairment loss on investments in subsidiaries and affiliates

(1) Amount recorded in the financial statements for the current fiscal year

(Unit: millions of yen)

	Previous fiscal year	Current fiscal year
Shares of subsidiaries and affiliates	4,430	4,505
Allowance for loss on business of subsidiaries and affiliates	309	329
Loss on valuation of stocks of subsidiaries and affiliates	-	-
Provision for loss on business of subsidiaries and affiliates	66	19

(2) Other information that contributes to the understanding of financial statement users

(i) Calculation Method

For stocks of subsidiaries and affiliates that do not have quoted market prices, the Company compares the actual value of the stock with the cost of acquisition. If the actual value of the stock declines significantly, the Company reduces the value of the stock by a reasonable amount, unless the recoverability of the stock is supported by sufficient evidence, in which case the amount of the decline is recognized as a loss on valuation of stocks of subsidiaries and affiliates.

In particular, shares of affiliated companies (totaling 3,101 million yen) related to affiliated companies acquired through M&A are valued based on the excess earning power calculated by enterprise value measurement at the time of acquisition of such companies to the actual value. The existence of damage to excess earning capacity is determined by confirming the achievement of operating profit and future cash flows based on future business plans. As of the end of the current fiscal year, the Company believes that its excess earning capacity is not impaired.

In the event that the estimated amount of losses to be incurred by the Company for an affiliated company exceeds the amount of claims against the company, an allowance for loss on business of the affiliated company is provided for the excess amount of losses.

(ii) Key Assumptions

The main assumption in each company's future business plan is that sales will be derived from maintaining and increasing the number of contracts for maintenance and repair services, etc., through enhanced sales activities.

(iii) Effect on the financial statements of the following fiscal year

The key assumption, sales in each company's future business plan, is subject to estimation uncertainty, and there is a risk that this could materially affect the decision to value the shares of affiliated companies.

(Change in accounting policy)

(Application of Accounting Standards for Corporation Tax, Resident Tax and Enterprise Tax, etc.)

The Company has applied the "Accounting Standard for Corporation Tax, Inhabitants Tax and Enterprise Tax, etc." (ASBJ Statement No. 27, October 28, 2022; hereinafter referred to as the "2022 Revised Accounting Standard"), etc. from the beginning of the fiscal year.

Amendments to the classification of income taxes (taxation on other comprehensive income) are in accordance with the transitional treatment set forth in the proviso to Section 20-3 of the Revised 2022 Accounting Standards.

This change in accounting policy has no impact on the financial statements.

(Change in the basis of presentation)

(Statements of income)

"Depreciation," which was included in "other" under "non-operating expenses" in the previous fiscal year, is separately presented in the current fiscal year because its monetary importance has increased. The financial statements for the previous fiscal year have been reclassified to reflect this change in presentation.

As a result, 14 million yen presented as "other" under "non-operating expenses" in the statement of income for the previous fiscal year has been reclassified as "depreciation".

"Loss on retirement of non-current assets" under "extraordinary losses," which was independently presented in the previous fiscal year, is included in "other" in the current fiscal year because it became insignificant in terms of amount. The financial statements for the previous fiscal year have been reclassified to reflect this change in presentation.

As a result, 9 million yen presented as "Loss on retirement of non-current assets" under "extraordinary losses" in the statement of income for the previous fiscal year has been reclassified as "other."

(Notes to Balance Sheet)

*1 Overdraft and commitment line agreements

The Company has overdraft and commitment line agreements with correspondent banks for the purpose of efficient and stable working capital procurement. The following are unused lines of credit based on these agreements as of the end of the current fiscal year.

(Unit: millions of yen)

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Total amount of current account overdrafts and commitment lines of credit	11,900	11,400
Loan balance	3,495	2,180
Net Balance	8,404	9,219

*2 Financial covenants

Previous fiscal year (March 31, 2024)

The Company's commitment line agreements contain financial covenants with certain conditions regarding net assets and earnings.

Current fiscal year (March 31, 2025)

The Company's commitment line agreements contain financial covenants with certain conditions regarding net assets and earnings.

*3 Monetary receivables from and monetary payables to subsidiaries and affiliates (excluding those presented separately)

(Unit: millions of yen)

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Short-term monetary claims	14	15
Long-term monetary claims	27	44
Short-term monetary obligations	1	11

(Notes to Statements of Income)

*1 Transactions with affiliated companies are as follows

(Unit: millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Transaction volume from business transactions		
Operating revenue	7,582	8,324
Operating expenses	28	36
Non-operating transactions	25	37

*2 Major items and amounts of operating expenses are as follows

(Unit: millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Current fiscal year (from April 1, 2024 to March 31, 2025)
Salary and allowances	1,596	1,725
Provision for bonuses	110	132
Retirement benefit expenses	41	46
Depreciation	741	775
Commission expenses	624	698

*3 Impairment losses

Previous fiscal year (from April 1, 2023 to March 31, 2024)

Not applicable.

Current fiscal year (from April 1, 2024 to March 31, 2025)

Please refer to "Notes (Consolidated statements of income)" in the consolidated financial statements.

(Marketable securities)

Previous fiscal year (March 31, 2024)

Shares of subsidiaries and affiliates (balance sheet amount: 4,430 million yen) are not stated because they do not have market prices.

Current fiscal year (March 31, 2025)

Stocks of subsidiaries and affiliates (balance sheet amount: 4,505 million yen) are not stated because they do not have market prices.

(Tax effect accounting)

1. Deferred tax assets and deferred tax liabilities by major cause

(Unit: millions of yen)

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Deferred tax asset		
Provision for bonuses	33	40
Allowance for retirement benefits	317	373
Asset retirement obligations	136	145
Shares of subsidiaries and affiliates	319	329
Other	242	372
Deferred tax assets subtotal	1,049	1,261
Valuation allowance	(411)	(433)
Total deferred tax assets	638	828
Deferred tax liabilities		
Removal costs corresponding to asset retirement obligations	(96)	(98)
Total deferred tax liabilities	(96)	(98)
Net deferred tax assets	542	729

2. Significant differences between the statutory tax rate and the effective income tax rate after the application of tax effect accounting, by major item that caused the differences.

	Previous fiscal year (March 31, 2024)	Current fiscal year (March 31, 2025)
Statutory effective tax rate	30.6%	30.6%
(Adjustment)		
Entertainment expenses and other items not permanently deductible for income tax purposes	0.1%	0.2%
Per capita levy of inhabitant tax, etc.	0.3%	0.2%
Tax credit under the expanded income tax system	(0.6%)	(0.9%)
Dividend income not includable in income	(30.2%)	(29.6%)
Change in valuation allowance	1.2%	(0.3%)
Other	0.5%	1.1%
Effective tax rate after application of tax effect accounting	1.9%	1.4%

3. adjustment of deferred tax assets and liabilities resulting from changes in rates of corporate and other taxes

Following the enactment of the "Act for Partial Revision of the Income Tax Act, etc." (Act No. 13 of 2025) in the Diet on March 31, 2025, the "defense special corporation tax" will be imposed from the fiscal year starting on or after April 1, 2026.

As a result, the statutory effective tax rate was changed from 30.6% to 31.5% for deferred tax assets and deferred tax liabilities associated with temporary differences expected to be reversed in the fiscal year beginning on or after April 1, 2026.

The effect of the tax rate change on the financial statements is negligible.

(Revenue Recognition)

Notes are omitted since the same information is presented in "Notes (Significant Accounting Policies) 4. Basis for recording revenues and expenses" in the financial statements.

(Significant subsequent events)

Not applicable.

(iv) [Supplementary schedules]
[Schedule of property, plant and equipment]

(Unit: millions of yen)

Classification	Type of Assets	Balance at the beginning of current period	Increase during the fiscal year	Decrease during the fiscal year	Balance at the end of current period	Accumulated depreciation and impairment loss or accumulated depreciation at the end of the current period	Amortization for the year	Accumulated depreciation
Property, plant and equipment	Buildings and structures	6,998	91	7	7,082	1,385	248	5,696
	Tools, furniture and fixtures	7,309	952	53	8,207	3,691	1,034 (265)	4,515
	Land	1,068	8	-	1,076	-	-	1,076
	Other	114	21	27	108	46	13	61
	Total	15,490	1,073	88	16,475	5,124	1,296 (265)	11,351
Intangible assets	Software	3,552	511	0	4,063	2,875	555 (77)	1,187
	Other	1,121	121	7	1,236	30	4	1,205
	Total	4,674	633	7	5,299	2,906	559 (77)	2,393

(Notes) 1. The amount in parentheses in the "Amortization for the year" column is the amount of impairment loss.

2. Major items in the amount of increase during the current period are as follows:

Tools, furniture and fixtures

Remote devices and other equipment for providing services 713 million yen

Software

Development of remote monitoring terminals and control panels 455 million yen

[Schedule of allowance]

(Unit: millions of yen)

Classification	Balance at the beginning of current period	Increase during the fiscal year	Decrease during the fiscal year	Balance at the end of current period
Allowance for doubtful accounts	27	44	27	44
Provision for bonuses	110	132	110	132
Allowance for loss on business of subsidiaries and affiliates	309	19	-	329

(2) [Major Assets and Liabilities]

The Company has omitted this information because it prepares consolidated financial statements.

(3) [Others]

Not applicable.

Item 6 [Summary of Share Administration of the Filing Company]

Fiscal year	From April 1 of each year to March 31 of the following year
Annual General Meeting of Shareholders	Within 3 months after the end of each fiscal year
Record Date	March 31 of each year
Record date for Dividends of surplus	March 31 of each year
Number of shares per voting unit	100 shares
Purchase of odd-lot shares	
Locations	3-3, Marunouchi 1-chome, Chiyoda-ku, Tokyo Mizuho Trust & Banking Co. Securities Agent Department, Head Office
Administrator of shareholders' register	3-3, Marunouchi 1-chome, Chiyoda-ku, Tokyo Mizuho Trust & Banking Co.
Agency	-
Purchase Commissions	Amount separately determined as an amount equivalent to the commission fee for entrustment of stock transactions
Method of Public Notice	Public notices of the Company shall be given by way of electronic public notices. However, in the event of an accident or other unavoidable circumstances that preclude electronic public notice, public notices will be posted in the Nihon Keizai Shimbun. URL for public notice https://www.jes24.co.jp/en/
Benefits for Shareholders	None

(Note) Pursuant to the provisions of the Articles of Incorporation, shareholders holding shares of less than one unit may not exercise any rights with respect to such shares of less than one unit other than the following rights.

- (1) Rights listed in each item of Article 189, Paragraph 2 of the Companies Act
- (2) Right to make a request pursuant to Article 166, Paragraph 1 of the Companies Act
- (3) Right to receive allotment of offered shares and offered stock acquisition rights in proportion to the number of shares held by shareholders

Item 7 [Reference Information of the Filing Company]

1 [Information on Parent Company of the Filing Company]

The Company has no parent company, etc. as defined in Article 24-7, Paragraph 1 of the Financial Instruments and Exchange Act.

2 [Other Reference Information]

The following documents were submitted between the beginning of the current fiscal year and the date of submission of the annual securities report.

(1) Annual Securities Report and its attachments and confirmations

Business year (30th period) From April 1, 2023 to March 31, 2024 Submitted to the Director-General of the Kanto Local Finance Bureau on June 24, 2024

(2) Internal control report and attached documents

Submitted to the Director-General of the Kanto Local Finance Bureau on June 24, 2024

(3) Semi-annual Securities Report and confirmations

(For the first half of the 31st term) From April 1, 2024 to September 30, 2024 Submitted to the Director-General of the Kanto Local Finance Bureau on November 13, 2024

(4) Extraordinary Report

Submitted to the Director-General of the Kanto Local Finance Bureau on June 24, 2024

This is an extraordinary report based on Article 19, Paragraph 2, Item 9-2 of the Cabinet Office Ordinance on Disclosure of Corporate Information, etc. (Results of Exercise of Voting Rights at the General Meeting of Shareholders).

Part II [Information on the Guarantee Companies of the Filing Company]

Not applicable.

Independent Auditor's Report and Internal Controls Audit Report

June 20, 2025

Japan Elevator Service Holdings Co., Ltd.

To: Board of Directors

Ernst & Young ShinNihon LLC

Tokyo Office

Designated Limited Liability Partner
Managing Partner

Certified public
accountant

Hisashi Atobe

Designated Limited Liability Partner
Managing Partner

Certified public
accountant

Rentaro Miki

<Financial statement audit>

Audit Opinion

In order to perform the audit certification pursuant to the provisions of Article 193, Paragraph 2, Item 1 of the Financial Instruments and Exchange Act, we have audited the consolidated financial statements of Japan Elevator Service Holdings Co., Ltd. for the fiscal year from April 1, 2024 to March 31, 2025, namely, the consolidated balance sheets, the consolidated statements of income, the consolidated statements of comprehensive income, the consolidated statements of changes in net assets, the consolidated statements of cash flows, the basic significant matters for preparing the consolidated financial statements, other notes, and the consolidated supplementary schedules, which are presented in the "Financial Statements and Supplementary Data."

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Japan Elevator Service Holdings Co., Ltd. and consolidated subsidiaries as of March 31, 2025, and the results of their operations and their cash flows for the year then ended in conformity with accounting principles generally accepted in Japan.

Basis for Audit Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility is to express an opinion on the consolidated financial statements based on our audit. We are independent of the company and its consolidated subsidiaries and fulfill our other ethical responsibilities as auditors in accordance with the rules of professional ethics in Japan. We believe that we have obtained sufficient and appropriate audit evidence to provide a basis for our opinion.

Key Audit Matters

Key audit considerations are those matters that, in the auditor's professional judgment, are of particular importance in the audit of the consolidated financial statements for the current fiscal year. The major audit considerations are those matters that were addressed in the course of performing the audit of the consolidated financial statements as a whole and in forming our audit opinion, and we do not express an opinion on those matters individually.

Year-end valuation of Goodwill recorded as a result of M&A

Details of major audit considerations and reasons for decisions	Audit Responses
<p>The company has recorded 1,835 million on consolidated balance sheets and Goodwill as of March 31, 2025, which amounts to 5% of total assets. The company is engaged primarily in the maintenance business for elevators and other equipment, and in recent years has used M&A to strengthen its business, resulting in a large amount of goodwill.</p> <p>As described in "Basis of Preparation of Consolidated Financial Statements 4. Matters Concerning Accounting Policies (7) Goodwill," goodwill recorded as a result of mergers and acquisitions is amortized over the period of its effect.</p> <p>The Company ascertains whether there is any indication of impairment of goodwill arising from M & A by checking the achievement status of operating profit and future cash flow in the future business plan approved by the management, focusing on whether the excess earning power expected at the time of acquisition will manifest over the period of the effect of M & A.</p> <p>Because Goodwill's determination of indications of impairment is a wide-ranging and subjective judgment of management, we determined that the determination of indications of Goodwill's impairment was a major audit consideration.</p>	<p>In reviewing Goodwill's determination of an indication of impairment as a result of mergers and acquisitions, we primarily performed the following audit procedures</p> <ul style="list-style-type: none"> In order to evaluate the design and operation of internal controls over the determination of indications of impairment losses at Goodwill, we reviewed relevant vouchers and questioned internal control personnel. Sales and profits of each M & A subsidiary in the business plan were compared with the achievement status of sales and profits of each M & A subsidiary in the current fiscal year. In order to examine the continuity and sufficiency of each M&A subsidiary's Operating profit after deduction of Goodwill amortization expenses, we analyzed the financial information of each company and asked questions of the management regarding the subsidiary's current fiscal year status and future business environment and risk factors. In the event of an intra-group reorganization (merger of an M&A subsidiary with an established subsidiary), we questioned management regarding the reasons for such reorganization and examined the impact of such reorganization on the recoverable amount of goodwill. The M&A team reviewed the minutes of the meetings of the M&A subsidiaries and questioned management and company personnel to determine whether any of the subsidiaries showed signs of a deteriorating business environment.

Other Descriptions

Other information included in the annual report, other than the consolidated financial statements and financial statements and the audited reports thereon. Management is responsible for preparing and disclosing other statements. In addition, the Audit & Supervisory Board and its members are responsible for monitoring the directors' performance of their duties in the development and operation of other stated reporting processes.

Our audit opinion on the consolidated financial statements does not include any other description, and we express no opinion on any other description.

Our responsibility in the audit of the consolidated financial statements is to read the other information carefully and, in the course of that reading, to consider whether there are material differences between the other information and the consolidated financial statements or our knowledge obtained in the audit, and to pay attention to whether there are any indication of material errors in the other information other than such material differences. In addition to such material differences, we also pay attention to whether there are any other indications of material errors in the other statements.

If, based on the work we have performed, we determine that there are material errors in the other entries, we are required to report those facts.

We have no other matters to report.

Responsibilities of Management, Audit & Supervisory Board and Audit & Supervisory Board Members for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in conformity with accounting principles generally accepted in Japan. This includes the establishment and operation of such internal control as management determines is necessary to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for evaluating whether it is appropriate to prepare the consolidated financial statements on a going concern basis and for disclosing any matters related to going concern that are required to be disclosed in accordance with accounting principles generally accepted in Japan. The Company is responsible for the disclosure of such matters.

The Audit & Supervisory Board and its members are responsible for monitoring the directors' performance of their duties in the development and operation of the financial reporting process.

Auditor's Responsibility in an Audit of Consolidated Financial Statements

The auditor is responsible for obtaining reasonable assurance about whether the consolidated financial statements as a whole are free of material misstatement, whether due to fraud or error, based on the audit performed by the auditor, and for expressing an opinion on the consolidated financial statements that is independent in its audit report. A misstatement is considered to be material if it could have been caused by fraud or error and, individually or in the aggregate, could reasonably be expected to affect the decisions of users of the consolidated financial statements.

The auditor shall exercise professional judgment throughout the audit process in accordance with auditing standards generally accepted as fair and appropriate in Japan, and shall maintain professional skepticism and

- Identify and assess the risk of material misstatement due to fraud or error. In addition, audit procedures shall be designed and implemented to address the risks of material misstatement. The selection and application of audit procedures are at the auditor's discretion. In addition, we obtain sufficient and appropriate audit evidence on which to base our opinion.
- The purpose of an audit of consolidated financial statements is not to express an opinion on the effectiveness of the entity's internal control; however, in making those risk assessments, the auditor considers internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of the accounting policies and methods of application thereof adopted by management and the reasonableness of the accounting estimates made by management and the appropriateness of the related notes.
- Conclude whether it is appropriate for management to prepare the consolidated financial statements on a going concern basis and, based on the audit evidence obtained, whether there are material uncertainties regarding events or conditions that might cast significant doubt on the entity's ability to continue as a going concern. If a material uncertainty regarding the entity's ability to continue as a going concern exists, the auditor is required to draw attention in the auditor's report to the notes to the consolidated financial statements or, if the notes to the consolidated financial statements are not appropriate with respect to the material uncertainty, to express an opinion with qualifications on the consolidated financial statements. The auditor's conclusion is based on audit evidence obtained up to the date of the auditor's report; however, future events or circumstances may cause the entity to cease to exist as a going concern.
- Evaluate whether the presentation and notes to the consolidated financial statements comply with accounting principles generally accepted in Japan, and whether the consolidated financial statements, including the related notes, present fairly the underlying transactions and accounting events, as well as the presentation, organization, and details of the consolidated financial statements. Assess whether the consolidated financial statements present fairly the underlying transactions and accounting events, including the related notes.
- Plan and perform audits of the consolidated financial statements to obtain sufficient appropriate audit evidence about the financial information of the Company and its consolidated subsidiaries to form the basis of an opinion on the consolidated financial statements. The auditor is responsible for directing, supervising, and inspecting the audit of the consolidated financial statements. The auditor is solely responsible for its audit opinion.

The auditor shall report to the Audit & Supervisory Board and its members on the planned scope and timing of the audit, significant audit findings, including significant deficiencies in internal control identified during the course of the audit, and other matters required by auditing standards and other matters required by auditing standards.

The auditor shall report to the Audit & Supervisory Board and the Board members that the auditor has complied with Japanese professional ethics rules regarding independence and matters that could reasonably be expected to impair the auditor's independence, as well as any measures taken to remove impediments or safeguards, if any, applied to reduce impediments to an acceptable level.

The auditor shall determine the matters discussed with Audit & Supervisory Board member and Audit & Supervisory Board that it considers to be of particular importance in its audit of the consolidated financial statements of fiscal year and shall include those matters in its audit report. However, such matters shall not be included in the auditor's report if the disclosure of such matters is prohibited by law or if, although extremely limited, the auditor determines that such matters should not be reported because the disadvantages of reporting such matters in the auditor's report are reasonably expected to outweigh the public interest.

<Internal Control Audit>

Audit Opinion

We have audited the internal control report of Japan Elevator Service Holdings Co., Ltd. as of March 31, 2025 for the purpose of providing audit certification in accordance with the second paragraph of Article 193-2 of the Financial Instruments and Exchange Act.

In our opinion, the internal control report referred to above, in which Japan Elevator Service Holdings Co., Ltd. indicated that internal control over financial reporting as of March 31, 2025 was effective, presents fairly, in all

material respects, the assessment results of internal control over financial reporting, based on criteria for assessment of internal control over financial reporting generally accepted in Japan.

Basis for Audit Opinion

We conducted our internal control audit in accordance with auditing standards for internal control over financial reporting generally accepted in Japan. Our responsibility is to express an opinion on the internal control over financial reporting based on our audit. We are independent of the company and its consolidated subsidiaries and fulfill our other ethical responsibilities as auditors in accordance with the rules of professional ethics in Japan. We believe that we have obtained sufficient and appropriate audit evidence to provide a basis for our opinion.

Responsibility of management and Audit & Supervisory Board Members and the Audit & Supervisory Board for the Internal Control Report

Management is responsible for designing and operating internal control over financial reporting, and preparing and properly presenting an internal control report in accordance with the evaluation standards for internal control over financial reporting generally accepted in Japan.

The Audit & Supervisory Board members and the Audit & Supervisory Board are responsible for monitoring and verifying the design and operation of internal control over financial reporting.

It is possible that internal control over financial reporting will not completely prevent or detect misstatements in financial reporting.

Auditor's Responsibility in Internal Control Audits

The auditor's responsibility is to obtain reasonable assurance about whether the internal control report is free of material misstatement based on the internal control audit performed by the auditor and to express an opinion on the internal control report from an independent standpoint in the internal control audit report.

In accordance with auditing standards for internal control over financial reporting generally accepted in Japan, the auditor, throughout the audit process, exercises professional judgment and maintains professional skepticism in

- The Company shall perform audit procedures to obtain audit evidence regarding the results of the assessment of internal control over financial reporting in the internal control report. Audit procedures for internal control audits are selected and applied at the auditor's discretion, based on the materiality of the effect on the reliability of financial reporting.
- The Board will consider the presentation of the internal control report as a whole, including the statements made by management regarding the scope of evaluation of internal control over financial reporting, the evaluation procedures and the evaluation results.
- Plan and perform audits of internal controls to obtain sufficient appropriate audit evidence on the results of the evaluation of internal controls over financial affairs reporting in the internal control report. The auditor is responsible for directing, supervising, and performing the audit of the internal control report. The auditor is solely responsible for its audit opinion.

The auditor shall report to the Audit & Supervisory Board and the Board members that the auditor has complied with Japanese professional ethics rules regarding independence and matters that could reasonably be expected to impair the auditor's independence, as well as any measures taken to remove impediments or safeguards, if any, applied to reduce impediments to an acceptable level.

The auditor shall report to the Audit & Supervisory Board and its members that the auditor has complied with the provisions of the Japanese Code of Professional Ethics regarding independence and any matters that could reasonably be considered to affect the auditor's independence and any safeguards, if any, to remove or reduce impediments.

<Information Related to Compensation>

The amount of compensation based on audit certification services and non-audit services of the Company and its subsidiaries to the audit firm and persons belonging to the same network as the audit firm is stated in "Corporate Governance (3) [Status of Audits]" included in "Status of Filing Company".

Interests

We have no interest in or relationship with the Company or its consolidated subsidiaries which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act.

Ends

(Notes) 1. The original of the above audit report is kept separately by the Company (securities report filing company).
2. XBRL data is not included in the scope of the audit.

Independent Auditor's Report

June 20, 2025

Japan Elevator Service Holdings Co., Ltd.

To: Board of Directors

Ernst & Young ShinNihon LLC

Tokyo Office

Designated Limited Liability Partner
Managing Partner

Certified public
accountant

Hisashi Atobe

Designated Limited Liability Partner
Managing Partner

Certified public
accountant

Rentaro Miki

Audit Opinion

In order to perform audit certification pursuant to the provisions of Article 193, Paragraph 2, Item 1 of the Financial Instruments and Exchange Act, we have audited the financial statements of Japan Elevator Service Holdings Co., Ltd. for the 31st fiscal year from April 1, 2024 to March 31, 2025, namely, the balance sheets, statements of income, statements of changes in net assets, significant accounting policies, other notes and supplementary schedules, which are referred to in "Financial Statements and Supplementary Data."

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Japan Elevator Service Holdings Co., Ltd. as of March 31, 2025, and the results of its operations for the year then ended in conformity with accounting principles generally accepted in Japan.

Basis for Audit Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility in auditing standards is described in "Auditor's Responsibility in an Audit of Financial Statements. We are independent of the company and fulfill our other ethical responsibilities as auditors in accordance with the rules of professional ethics in our country. We believe that we have obtained sufficient and appropriate audit evidence to provide a basis for our opinion.

Key Audit Matters

Key audit considerations are those matters that the auditor, as a professional expert, considered to be of particular importance in the audit of the financial statements for the period under review. The major audit considerations are those matters addressed in the course of performing the audit of the financial statements as a whole and in forming our audit opinion, and we do not express an opinion on those matters individually.

Valuation of shares of affiliated companies acquired through M&A	
Details of major audit considerations and reasons for decisions	Audit Responses
<p>The company is a holding company, and as of March 31, 2025, it has 4,505 million yen of stocks of subsidiaries on its balance sheet. The amount is equivalent to 19% of total assets, the majority of which are shares in subsidiaries acquired through M&A. Shares of affiliates acquired through mergers and acquisitions include non-marketable shares and other shares acquired to reflect excess earning power.</p> <p>In considering whether an investment in an affiliate should be impaired, the company compares the acquisition price with the actual value reflecting excess earning power.</p> <p>The company focuses on whether the excess earning power projected at the time of acquisition will be realized over the life of the asset, including the achievement of operating profit and future cash flows in the future business plan approved by management.</p> <p>With respect to the determination of the existence of excess earning power included in such real value, as well as Goodwill generated by M&A recorded in consolidated balance sheets, we determined that the determination of excess earning power of affiliates acquired through M&A is a major audit consideration, as it involves subjective judgments by management.</p>	<p>In considering the valuation of the shares of affiliated companies acquired through mergers and acquisitions, we primarily performed the following audit procedures</p> <ul style="list-style-type: none"> • In order to evaluate the design and operation of internal control over the valuation of stocks of subsidiaries and affiliates, we reviewed relevant vouchers and asked questions to the persons in charge of internal control. • The excess earning power contained in the shares of affiliated companies is recorded on consolidated balance sheets as Goodwill. • The audit responses to Goodwill's assessment were the audit responses described in the Key Audit Considerations of the Independent Auditor's Report on the Consolidated Financial Statements.

Other Descriptions

Other information included in the annual report, other than the consolidated financial statements and financial statements and the audited reports thereon. Management is responsible for preparing and disclosing other statements. In addition, the Audit & Supervisory Board and its members are responsible for monitoring the directors' performance of their duties in the development and operation of other stated reporting processes.

Our audit opinion on the financial statements does not include any other description, and we express no opinion on any other description.

Our responsibility in the audit of the financial statements is to read the other statements and, in the course of reading the other statements, to consider whether there are material differences between the other statements and the financial statements or our knowledge obtained in the audit, and to pay attention to whether there are any indication of material errors in the other statements other than such material differences. In addition to such material differences, we also pay attention to whether there are any other indications of material errors in the statements.

If, based on the work we have performed, we determine that there are material errors in the other entries, we are required to report those facts.

We have no other matters to report.

Management and Audit & Supervisory Board Members and the Audit & Supervisory Board's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of financial statements in accordance with accounting principles generally accepted in Japan. This includes the establishment and operation of such internal control as management determines is necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing whether it is appropriate to prepare the financial statements on a going concern basis and for disclosing matters related to going concern when required to do so in accordance with accounting principles generally accepted in Japan.

The Audit & Supervisory Board and its members are responsible for monitoring the directors' performance of their duties in the development and operation of the financial reporting process.

Auditor's Responsibility in an Audit of Financial Statements

The auditor's responsibility is to obtain reasonable assurance about whether the financial statements as a whole are free of material misstatement, whether due to fraud or error, based on the audit performed by the auditor, and to express an opinion on the financial statements that is independent in the auditor's report. A misstatement is considered to be material if it could have been caused by fraud or error and, individually or in the aggregate, could reasonably be expected to affect the decisions of users of the financial statements.

The auditor shall exercise professional judgment throughout the audit process in accordance with auditing standards generally accepted as fair and appropriate in Japan, and shall maintain professional skepticism and

- Identify and assess the risk of material misstatement due to fraud or error. In addition, audit procedures shall be designed and implemented to address the risks of material misstatement. The selection and application of audit procedures are at the auditor's discretion. In addition, we obtain sufficient and appropriate audit evidence on which to base our opinion.
- Although the purpose of an audit of financial statements is not to express an opinion on the effectiveness of internal control, the auditor considers internal control relevant to the audit in making those risk assessments in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of the accounting policies and methods of application thereof adopted by management and the reasonableness of the accounting estimates made by management and the appropriateness of the related notes.
- Conclude whether it is appropriate for management to prepare the financial statements on a going concern basis and, based on the audit evidence obtained, whether there are material uncertainties regarding events or conditions that might cast significant doubt on the entity's ability to continue as a going concern. If a material uncertainty regarding the entity's ability to continue as a going concern is identified, the auditor is required to draw attention in the auditor's report to the notes to the financial statements or, if the notes to the financial statements regarding the material uncertainty are not appropriate, to express an opinion with qualifications on the financial statements. The auditor's conclusion is based on audit evidence obtained up to the date of the auditor's report; however, future events or circumstances may cause the entity to cease to exist as a going concern.
- Assess whether the presentation and notes to the financial statements are in accordance with accounting principles generally accepted in Japan, as well as the presentation, organization, and content of the financial statements, including related notes, and whether the financial statements present fairly the underlying transactions and accounting events.

The auditor shall report to the Audit & Supervisory Board and its members on the planned scope and timing of the audit, significant audit findings, including significant deficiencies in internal control identified during the course of the audit, and other matters required by auditing standards and other matters required by auditing standards.

The auditor shall report to the Audit & Supervisory Board and the Board members that the auditor has complied with Japanese professional ethics rules regarding independence and matters that could reasonably be expected to impair the auditor's independence, as well as any measures taken to remove impediments or safeguards, if any, applied to reduce impediments to an acceptable level.

The auditor shall determine the matters discussed with the Audit & Supervisory Board and the Audit & Supervisory Board members that are of particular importance in the audit of the financial statements for the current fiscal year, and shall include those matters in the auditor's report. However, such matters shall not be included in the auditor's report if the disclosure of such matters is prohibited by law or if, although extremely limited, the auditor determines that such matters should not be reported because the disadvantages of reporting such matters in the auditor's report are reasonably expected to outweigh the public interest.

<Information Related to Compensation>

Information related to compensation is included in the audit report on the consolidated financial statements.

Interests

We have no interest in or relationship with the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act.

Ends

(Notes) 1. The original of the above audit report is kept separately by the Company (securities report filing company).

2. XBRL data is not included in the scope of the audit.

[Cover]

[Documents to be filed]	Internal Control Report
[Legal basis of documents]	Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Law
[Filed with]	Director-General of Kanto Finance Bureau
[Date of filing]	June 23, 2025
[Company name]	ジャパンエレベーターサービスホールディングス株式会社
[English translation name]	JAPAN ELEVATOR SERVICE HOLDINGS CO., LTD.
[Name and title of representative]	Katsushi Ishida, President and Representative Director CEO
[Title and name of the Chief Financial Officer]	Kimihiko Imamura, Director, Deputy President CFO, General Manager of Business Administration Headquarters
[Location of head office]	1-3-13 Nihonbashi, Chuo-ku, Tokyo
[Place for public inspection]	Tokyo Stock Exchange, Inc. (2-1 Nihonbashi Kabuto-cho, Chuo-ku, Tokyo)

1 [Matters Concerning the Basic Framework for Internal Control over Financial Reporting]

Katsushi Ishida, President and Representative Director CEO, and Kimihiko Imamura, Director, Deputy President CFO, General Manager of Business Management Headquarters, are responsible for the establishment and operation of internal control over financial reporting of the Company, its consolidated subsidiaries and equity method affiliates (hereinafter referred to as "the Group"). The Group designs and operates internal control over financial reporting (internal control over financial reporting) in accordance with the basic framework for internal control set forth in the "Revisions of Standards for Management Assessment and Audit of Internal Control Over Financial Reporting and Implementation Standards for Management Assessment and Audit of Internal Control Over Financial Reporting (Opinion)" issued by the Business Accounting Deliberation Council.

Since internal control attempts to achieve its objectives to a reasonable extent by organically linking and integrally functioning each basic element of internal control, it is possible that misstatements in financial reports may not be completely prevented or detected by internal control over financial reporting.

2 [Matters Related to the Scope of Valuation, Base Date and Valuation Procedures]

The evaluation of internal control over financial reporting was conducted with a base date of March 31, 2025, the end of the current fiscal year, and in making the evaluation, the Company followed generally accepted standards for evaluating internal control over financial reporting.

In this assessment, we evaluate internal controls that have a significant impact on the overall financial reporting on a consolidated basis (company-wide internal controls), and then select business processes to be evaluated based on the results of the evaluation. In assessing the business process, we evaluated the effectiveness of internal control by analyzing the selected business process, identifying key control points that have a significant impact on the reliability of financial reporting, and evaluating the design and operation of those key control points.

The scope of the assessment of internal control over financial reporting was determined for our group as necessary from the perspective of the materiality of its impact on the reliability of financial reporting. The materiality of the effects on the reliability of financial reporting was determined by considering the significance of monetary and qualitative effects as well as the possibility of occurrence, and the scope of assessment of internal control over business processes was reasonably determined based on the results of the assessment of company-wide internal control conducted for the Company and its 14 consolidated subsidiaries.

With regard to the scope of assessment of internal control over business processes, the Company confirmed the sales of each business base (after elimination of inter-company transactions) and selected "important business bases" on the basis that they are included in approximately two-thirds of consolidated sales. The Group is a single segment of the maintenance business that carries out maintenance and repair for elevators, etc. and elevator modernization. Since uniformity is maintained, the Group evaluated six business bases that were selected in consideration of sales scale and risks. At the selected important business locations, the Group operates a maintenance business that provides maintenance and repair services for elevators as well as elevator modernization. Therefore, the business processes related to net sales, accounts receivable and inventories were subject to evaluation as accounts that are significantly related to the Company's business purposes. In addition, regardless of the selected significant business locations, the Company has added the securities valuation process and the fixed asset impairment process, etc. to the scope of assessment as business processes related to significant accounts that have a high possibility of material misstatements and involve estimates and forecasts. In addition, the Company has added to the scope of assessment the business processes related to the businesses or operations in which high risk transactions are conducted, as business processes with a high degree of importance, in consideration of the impact on financial reporting.

3 [Matters Related to Evaluation Results]

As a result of the above evaluation, we concluded that the Group's internal control over financial reporting was effective as of the end of the current fiscal year.

4 [Appendix]

There is nothing to be added.

5 [Special Note]

There are no matters requiring special mention.

[Cover]

[Documents to be filed]	Certificate
[Legal basis of documents]	Article 24-4-4-2, Paragraph 1 of the Financial Instruments and Exchange Law
[Filed with]	Director-General of Kanto Finance Bureau
[Date of filing]	June 23, 2025
[Company name]	ジャパンエレベーターサービスホールディングス株式会社
[English translation name]	JAPAN ELEVATOR SERVICE HOLDINGS CO., LTD.
[Name and title of representative]	Katsushi Ishida, President and Representative Director CEO
[Title and name of the Chief Financial Officer]	Kimihiko Imamura, Director, Deputy President CFO, General Manager of Business Administration Headquarters
[Location of head office]	1-3-13 Nihonbashi, Chuo-ku, Tokyo
[Place for public inspection]	Tokyo Stock Exchange, Inc. (2-1 Nihonbashi Kabuto-cho, Chuo-ku, Tokyo)

1 [Matters Concerning the Appropriateness of the Information in the Annual Securities Report]

Katsushi Ishida, President and Representative Director CEO, and Kimihiko Imamura, Director, Deputy President CFO, General Manager of Business Management Headquarters, have confirmed that the information in the Company's Annual Securities Report for the 31st fiscal year (from April 1, 2024 to March 31, 2025) is properly presented in accordance with the Financial Instruments and Exchange Law.

2 [Special Note]

There are no matters requiring special mention.