

Consolidated Financial Statements and Primary Notes

Consolidated Balance Sheet

(Millions of yen)

	As of December 31, 2024	As of December 31, 2025
Assets		
Current assets		
Cash and deposits	4,240	3,774
Notes receivable - trade	197	180
Accounts receivable - trade	3,233	3,360
Merchandise and finished goods	661	721
Work in process	1,467	1,550
Raw materials and supplies	1,375	1,403
Other	146	246
Allowance for doubtful accounts	-	(3)
Total current assets	11,323	11,235
Non-current assets		
Property, plant and equipment		
Buildings and structures	8,820	8,860
Accumulated depreciation and impairment	(6,886)	(7,046)
Buildings and structures, net	1,933	1,814
Machinery, equipment and vehicles	3,463	3,555
Accumulated depreciation and impairment	(3,041)	(3,178)
Machinery, equipment and vehicles, net	422	376
Tools, furniture and fixtures	2,511	2,611
Accumulated depreciation and impairment	(2,096)	(2,230)
Tools, furniture and fixtures, net	414	380
Land	4,358	4,358
Construction in progress	48	69
Total property, plant and equipment	7,177	6,999
Intangible assets		
Software	447	492
Software in progress	19	-
Other	4	4
Total intangible assets	472	497
Investments and other assets		
Investment securities	2,102	2,793
Deferred tax assets	18	31
Insurance funds	115	119
Other	100	105
Total investments and other assets	2,336	3,050
Total non-current assets	9,986	10,547
Total assets	21,309	21,783

(Millions of yen)

	As of December 31, 2024	As of December 31, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	536	519
Short-term borrowings	1,000	1,000
Current portion of long-term borrowings	268	130
Income taxes payable	394	79
Accrued expenses	377	380
Provision for bonuses	89	84
Contract liabilities	259	638
Other	528	224
Total current liabilities	3,452	3,056
Non-current liabilities		
Long-term borrowings	130	-
Retirement benefit liability	1,543	1,550
Deferred tax liabilities	147	463
Asset retirement obligations	21	21
Other	100	87
Total non-current liabilities	1,943	2,123
Total liabilities	5,395	5,180
Net assets		
Shareholders' equity		
Share capital	7,134	7,134
Capital surplus	1,800	1,800
Retained earnings	6,418	6,540
Treasury shares	(1,291)	(1,227)
Total shareholders' equity	14,061	14,247
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,082	1,541
Foreign currency translation adjustment	267	293
Remeasurements of defined benefit plans	207	155
Total accumulated other comprehensive income	1,557	1,990
Share acquisition rights	85	75
Non-controlling interests	209	290
Total net assets	15,914	16,603
Total liabilities and net assets	21,309	21,783

Consolidated Statements of Income and Comprehensive Income
Consolidated Statement of Income

(Millions of yen)

	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Net sales	11,804	13,629
Cost of sales	6,374	7,493
Gross profit	5,429	6,135
Selling, general and administrative expenses	5,285	5,546
Operating profit	144	588
Non-operating income		
Interest income	3	4
Dividend income	77	89
Income from rent	17	10
Other	17	30
Total non-operating income	115	135
Non-operating expenses		
Interest expenses	21	18
Commission expenses	11	15
Rental costs	3	6
Foreign exchange losses	10	-
Other	1	4
Total non-operating expenses	48	45
Ordinary profit	212	679
Extraordinary income		
Gain on sale of non-current assets	1,851	2
Total extraordinary income	1,851	2
Extraordinary losses		
Loss on retirement of non-current assets	0	5
Impairment losses	30	-
Head office relocation expenses	14	-
Total extraordinary losses	45	5
Profit before income taxes	2,018	676
Income taxes - current	357	152
Income taxes - deferred	176	78
Total income taxes	533	230
Profit	1,484	446
Profit attributable to non-controlling interests	25	51
Profit attributable to owners of parent	1,459	395

Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Profit	1,484	446
Other comprehensive income		
Valuation difference on available-for-sale securities	411	459
Foreign currency translation adjustment	141	45
Remeasurements of defined benefit plans, net of tax	160	(51)
Total other comprehensive income	713	452
Comprehensive income	2,198	899
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	2,151	827
Comprehensive income attributable to non-controlling interests	47	71

Consolidated Statement of Changes in Equity
For the fiscal year ended December 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,134	1,800	5,194	(1,168)	12,959
Changes during period					
Dividends of surplus			(213)		(213)
Profit attributable to owners of parent			1,459		1,459
Purchase of treasury shares				(258)	(258)
Disposal of treasury shares			(21)	135	114
Net changes in items other than shareholders' equity					
Total changes during period	-	-	1,224	(122)	1,101
Balance at end of period	7,134	1,800	6,418	(1,291)	14,061

	Accumulated other comprehensive income				Share acquisition rights	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	670	148	47	865	123	161	14,110
Changes during period							
Dividends of surplus							(213)
Profit attributable to owners of parent							1,459
Purchase of treasury shares							(258)
Disposal of treasury shares							114
Net changes in items other than shareholders' equity	411	119	160	692	(37)	47	701
Total changes during period	411	119	160	692	(37)	47	1,803
Balance at end of period	1,082	267	207	1,557	85	209	15,914

For the fiscal year ended December 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,134	1,800	6,418	(1,291)	14,061
Changes during period					
Dividends of surplus			(259)		(259)
Profit attributable to owners of parent			395		395
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares			(14)	64	50
Net changes in items other than shareholders' equity					
Total changes during period	-	-	121	64	185
Balance at end of period	7,134	1,800	6,540	(1,227)	14,247

	Accumulated other comprehensive income				Share acquisition rights	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	1,082	267	207	1,557	85	209	15,914
Changes during period							
Dividends of surplus							(259)
Profit attributable to owners of parent							395
Purchase of treasury shares							(0)
Disposal of treasury shares							50
Net changes in items other than shareholders' equity	459	25	(51)	432	(10)	81	503
Total changes during period	459	25	(51)	432	(10)	81	689
Balance at end of period	1,541	293	155	1,990	75	290	16,603

Consolidated Statement of Cash Flows

(Millions of yen)

	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Cash flows from operating activities		
Profit before income taxes	2,018	676
Depreciation	631	714
Impairment losses	30	-
Increase (decrease) in provision for bonuses	14	(5)
Increase (decrease) in retirement benefit liability	(87)	(44)
Interest and dividend income	(81)	(94)
Surrender value of insurance policies	-	(4)
Interest expenses	21	18
Loss (gain) on sale of non-current assets	(1,851)	(2)
Loss on retirement of non-current assets	0	5
Head office relocation expenses	14	-
Decrease (increase) in trade receivables	(206)	264
Decrease (increase) in inventories	(673)	(170)
Increase (decrease) in trade payables	148	(21)
Decrease (increase) in consumption taxes refund receivable	-	(49)
Increase (decrease) in accrued consumption taxes	234	(281)
Other, net	151	3
Subtotal	365	1,008
Interest and dividends received	81	94
Interest paid	(22)	(18)
Head office relocation expenses paid	(14)	-
Income taxes refund (paid)	(79)	(490)
Net cash provided by (used in) operating activities	330	594
Cash flows from investing activities		
Purchase of property, plant and equipment	(521)	(330)
Proceeds from sale of property, plant and equipment	4,766	3
Purchase of intangible assets	(314)	(248)
Purchase of investment securities	(4)	(4)
Purchase of insurance funds	-	(44)
Proceeds from cancellation of insurance funds	-	47
Other, net	22	(7)
Net cash provided by (used in) investing activities	3,948	(584)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(1,555)	-
Repayments of long-term borrowings	(268)	(268)
Proceeds from disposal of treasury shares	28	-
Net decrease (increase) in treasury shares	(258)	(0)
Dividends paid	(212)	(257)
Other, net	(8)	(4)
Net cash provided by (used in) financing activities	(2,273)	(530)
Effect of exchange rate change on cash and cash equivalents	115	55
Net increase (decrease) in cash and cash equivalents	2,121	(465)
Cash and cash equivalents at beginning of period	2,118	4,240
Cash and cash equivalents at end of period	4,240	3,774