

October 24, 2025

Non-consolidated Financial Results for the Fiscal Year Ended September 20, 2025 (Under Japanese GAAP)

Company name: PLANTCo.,Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 7646
 URL: <https://www.plant-co.jp>
 Representative: Taiji Mitta, Representative Director and President
 Inquiries: Please refer to the website.
 Telephone: +81-776-72-0300
 Scheduled date of annual general meeting of shareholders: December 19, 2025
 Scheduled date to commence dividend payments: November 25, 2025
 Scheduled date to file annual securities report: December 17, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes

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

1. Non-consolidated financial results for the fiscal year ended September 20, 2025 (from September 21, 2024 to September 20, 2025)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 20, 2025	97,764	(0.8)	2,006	(5.7)	2,131	(5.3)	1,345	268.0
September 20, 2024	98,585	1.1	2,128	35.6	2,249	23.2	365	99.5

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
September 20, 2025	194.91	-	9.1	5.7	2.1
September 20, 2024	49.86	-	2.4	5.7	2.2

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
September 20, 2025	37,009	15,321	41.4	2,219.17
September 20, 2024	38,385	14,388	37.5	2,084.06

Reference: Equity
 As of September 20, 2025: ¥ 15,321 million
 As of September 20, 2024: ¥ 14,388 million

(3) Non-consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
September 20, 2025	2,272	(3,163)	(1,027)	3,699
September 20, 2024	2,502	(832)	(2,437)	5,617

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio	Ratio of dividends to net assets
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
September 20, 2024	-	20.00	-	30.00	50.00	353	100.3	2.4
September 20, 2025	-	30.00	-	45.00	75.00	517	38.5	3.5
September 20, 2026 (Forecast)		40.00		55.00	95.00		42.9	

3. Forecast of non-consolidated financial results for the fiscal year ending September 30, 2026 (from September 21, 2025 to September 30, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending March 20, 2026	48,500	0.5	1,050	7.1	1,100	4.1	760	1.1	110.08
Fiscal year ending September 20, 2026	99,000	1.3	2,200	9.6	2,300	7.9	1,530	13.7	221.61

*** Notes**

- (1) Changes in accounting policies, changes in accounting estimates, and restatement
- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
 - (ii) Changes in accounting policies due to other reasons: None
 - (iii) Changes in accounting estimates: Yes
 - (iv) Restatement: None

- (2) Number of issued shares (common shares)

- (i) Total number of issued shares at the end of the period (including treasury shares)

As of September 20, 2025	7,729,720 shares
As of September 20, 2024	7,729,720 shares

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

As of September 20, 2025	825,753 shares
As of September 20, 2024	825,752 shares

- (iii) Average number of shares outstanding during the period

Fiscal year ended September 20, 2025	6,903,967 shares
Fiscal year ended September 20, 2024	7,333,586 shares

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

* Proper use of earnings forecasts, and other special matters

The forward-looking statements in this document are based on information currently available to the Company and certain assumptions that the Company believes to be reasonable, and the Company does not promise that it will achieve these goals. Actual financial results, etc. may differ substantially due to various factors. Please refer to “(4) Future outlook” of “1. Overview of Operating Results and Others” on page 3 of the attached materials for the conditions that form the assumptions for the forecasts of financial results and cautions concerning the use thereof.

Balance sheet

(Millions of yen)

	As of September 20, 2024	As of September 20, 2025
Assets		
Current assets		
Cash and deposits	5,617	3,699
Accounts receivable - trade	2,220	2,638
Investments in leases	17	11
Merchandise	8,878	8,774
Supplies	61	43
Other	590	633
Total current assets	17,385	15,800
Non-current assets		
Property, plant and equipment		
Buildings	21,830	22,942
Accumulated depreciation	(15,514)	(15,993)
Buildings, net	6,315	6,948
Structures	3,403	3,455
Accumulated depreciation	(2,777)	(2,839)
Structures, net	625	615
Machinery and equipment	475	802
Accumulated depreciation	(256)	(322)
Machinery and equipment, net	218	480
Vehicles	84	86
Accumulated depreciation	(67)	(71)
Vehicles, net	17	14
Tools, furniture and fixtures	3,246	3,463
Accumulated depreciation	(1,950)	(2,310)
Tools, furniture and fixtures, net	1,295	1,152
Land	7,254	7,283
Leased assets	2,819	2,796
Accumulated depreciation	(2,332)	(2,378)
Leased assets, net	486	417
Construction in progress	206	11
Total property, plant and equipment	16,420	16,924
Intangible assets		
Leasehold interests in land	1,032	1,015
Software	426	432
Leased assets	7	-
Other	6	15
Total intangible assets	1,473	1,462
Investments and other assets		
Investment securities	32	33
Investments in leases	93	81
Long-term prepaid expenses	52	48
Deferred tax assets	680	448
Leasehold and guarantee deposits	2,225	2,186
Other	23	23
Total investments and other assets	3,106	2,821
Total non-current assets	21,000	21,208
Total assets	38,385	37,009

	As of September 20, 2024	As of September 20, 2025
Liabilities		
Current liabilities		
Electronically recorded obligations - operating	587	604
Accounts payable - trade	6,800	6,587
Current portion of long-term borrowings	480	480
Lease liabilities	132	52
Accounts payable - other	2,981	854
Accrued expenses	1,133	1,199
Income taxes payable	244	381
Provision for bonuses	554	581
Other	773	880
Total current liabilities	13,688	11,620
Non-current liabilities		
Long-term borrowings	5,520	5,040
Lease liabilities	671	619
Provision for retirement benefits	547	496
Long-term accounts payable - other	273	25
Long-term leasehold and guarantee deposits received	270	254
Asset retirement obligations	3,025	3,630
Total non-current liabilities	10,308	10,067
Total liabilities	23,997	21,688
Net assets		
Shareholders' equity		
Share capital	1,425	1,425
Capital surplus		
Legal capital surplus	1,585	1,585
Total capital surplus	1,585	1,585
Retained earnings		
Legal retained earnings	257	257
Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets	1,764	1,685
General reserve	3,141	3,141
Retained earnings brought forward	7,510	8,521
Total retained earnings	12,674	13,605
Treasury shares	(1,301)	(1,301)
Total shareholders' equity	14,383	15,314
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	4	6
Total valuation and translation adjustments	4	6
Total net assets	14,388	15,321
Total liabilities and net assets	38,385	37,009

Statement of income

(Millions of yen)

	Fiscal year ended September 20, 2024	Fiscal year ended September 20, 2025
Net sales		
Net sales of goods	98,174	97,350
Real estate lease revenue	411	413
Total net sales	98,585	97,764
Cost of sales		
Beginning merchandise inventory	8,621	8,878
Cost of purchased goods	76,063	75,288
Total	84,685	84,167
Ending merchandise inventory	8,878	8,774
Cost of goods sold	75,806	75,392
Cost of real estate lease revenue	68	57
Total cost of sales	75,874	75,450
Gross profit	22,711	22,313
Selling, general and administrative expenses		
Salaries and allowances	9,009	9,055
Provision for bonuses	554	581
Retirement benefit expenses	98	130
Depreciation	1,391	1,285
Other	9,527	9,254
Total selling, general and administrative expenses	20,582	20,307
Operating profit	2,128	2,006
Non-operating income		
Interest and dividend income	3	9
Commission income	150	145
Subsidy income	25	27
Support money income	-	17
Miscellaneous income	36	28
Total non-operating income	216	228
Non-operating expenses		
Interest expenses	60	79
Miscellaneous losses	35	24
Total non-operating expenses	95	103
Ordinary profit	2,249	2,131
Extraordinary income		
Subsidy income	9	-
Gain on reversal of asset retirement obligations	119	-
Gain on sale of non-current assets	18	-
Total extraordinary income	148	-
Extraordinary losses		
Impairment losses	1,575	27
Total extraordinary losses	1,575	27
Profit before income taxes	821	2,103
Income taxes - current	458	526
Income taxes - deferred	(2)	231
Total income taxes	455	758
Profit	365	1,345

Statement of changes in equity

Fiscal year ended September 20, 2024

(Millions of yen)

	Shareholders' equity								
	Share capital	Capital surplus	Retained earnings					Treasury shares	Total shareholders' equity
		Legal capital surplus	Legal retained earnings	Other retained earnings			Total retained earnings		
				Reserve for tax purpose reduction entry of non-current assets	General reserve	Retained earnings brought forward			
Balance at beginning of period	1,425	1,585	257	1,836	3,141	7,592	12,828	(164)	15,674
Purchase of treasury shares								(1,301)	(1,301)
Cancellation of treasury shares						(164)	(164)	164	-
Provision of reserve for tax purpose reduction entry of non-current assets				6		(6)	-		-
Reversal of reserve for tax purpose reduction entry of non-current assets				(79)		79	-		-
Dividends of surplus						(355)	(355)		(355)
Profit						365	365		365
Net changes in items other than shareholders' equity									
Total changes during period	-	-	-	(72)	-	(82)	(154)	(1,136)	(1,291)
Balance at end of period	1,425	1,585	257	1,764	3,141	7,510	12,674	(1,301)	14,383

	Valuation and translation adjustments	Total net assets
	Valuation difference on available-for-sale securities	
Balance at beginning of period	-	15,674
Purchase of treasury shares		(1,301)
Cancellation of treasury shares		-
Provision of reserve for tax purpose reduction entry of non-current assets		-
Reversal of reserve for tax purpose reduction entry of non-current assets		-
Dividends of surplus		(355)
Profit		365
Net changes in items other than shareholders' equity	4	4
Total changes during period	4	(1,286)
Balance at end of period	4	14,388

Statement of changes in equity

Fiscal year ended September 20, 2025

(Millions of yen)

	Shareholders' equity								
	Share capital	Capital surplus	Retained earnings					Treasury shares	Total shareholders' equity
		Legal capital surplus	Legal retained earnings	Other retained earnings			Total retained earnings		
				Reserve for tax purpose reduction entry of non-current assets	General reserve	Retained earnings brought forward			
Balance at beginning of period	1,425	1,585	257	1,764	3,141	7,510	12,674	(1,301)	14,383
Purchase of treasury shares								(0)	(0)
Cancellation of treasury shares									
Provision of reserve for tax purpose reduction entry of non-current assets									
Reversal of reserve for tax purpose reduction entry of non-current assets				(79)		79	-		-
Dividends of surplus						(414)	(414)		(414)
Profit						1,345	1,345		1,345
Net changes in items other than shareholders' equity									
Total changes during period	-	-	-	(79)	-	1,010	931	(0)	931
Balance at end of period	1,425	1,585	257	1,685	3,141	8,521	13,605	(1,301)	15,314

	Valuation and translation adjustments	Total net assets
	Valuation difference on available-for-sale securities	
Balance at beginning of period	4	14,388
Purchase of treasury shares		(0)
Cancellation of treasury shares		
Provision of reserve for tax purpose reduction entry of non-current assets		
Reversal of reserve for tax purpose reduction entry of non-current assets		-
Dividends of surplus		(414)
Profit		1,345
Net changes in items other than shareholders' equity	1	1
Total changes during period	1	932
Balance at end of period	6	15,321

Statement of cash flows

(Millions of yen)

	Fiscal year ended September 20, 2024	Fiscal year ended September 20, 2025
Cash flows from operating activities		
Profit before income taxes	821	2,103
Depreciation	1,399	1,292
Amortization of long-term prepaid expenses	3	2
Increase (decrease) in provision for bonuses	(26)	26
Increase (decrease) in provision for retirement benefits	(25)	(50)
Impairment losses	1,575	27
Subsidy income	(9)	-
Gain on reversal of asset retirement obligations	(119)	-
Gain on sale of non-current assets	(18)	-
Interest and dividend income	(3)	(9)
Interest expenses	60	79
Decrease (increase) in trade receivables	(20)	(417)
Decrease (increase) in inventories	(283)	121
Increase (decrease) in trade payables	(130)	(195)
Increase (decrease) in accrued consumption taxes	78	(198)
Increase (decrease) in accounts payable - other	42	(148)
Increase (decrease) in long-term accounts payable - other	(274)	(247)
Other, net	(53)	349
Subtotal	3,015	2,733
Interest and dividends received	1	6
Interest paid	(58)	(78)
Subsidies received	9	-
Income taxes paid	(464)	(389)
Net cash provided by (used in) operating activities	2,502	2,272
Cash flows from investing activities		
Purchase of property, plant and equipment	(691)	(3,029)
Purchase of intangible assets	(219)	(174)
Payments of leasehold and guarantee deposits	(2)	-
Proceeds from refund of leasehold and guarantee deposits	23	40
Proceeds from sale of property, plant and equipment	60	-
Other, net	(2)	-
Net cash provided by (used in) investing activities	(832)	(3,163)
Cash flows from financing activities		
Repayments of long-term borrowings	(480)	(480)
Dividends paid	(355)	(414)
Purchase of treasury shares	(1,301)	(0)
Other, net	(300)	(132)
Net cash provided by (used in) financing activities	(2,437)	(1,027)
Net increase (decrease) in cash and cash equivalents	(766)	(1,917)
Cash and cash equivalents at beginning of period	6,383	5,617
Cash and cash equivalents at end of period	5,617	3,699