



Supplemental Information to Financial Results First Nine Months of FY Ending December 31, 2025

October 31, 2025

ITOKI Corporation (Tokyo Stock Exchange Prime Market: 7972)



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A modern office interior featuring a long, light-colored wooden counter in the foreground. To the right, a staircase with a wooden wall and a glass railing leads upwards. The background shows a bright, open-plan office space with large windows and indoor plants. The overall atmosphere is clean, bright, and professional.

1. Third Quarter Consolidated Performance

Consolidated Performance Summary for the third quarter of fiscal year ending December 2025

- **Record high (3rd quarter consolidated cumulative period and 3rd quarter)**
Sales: Grew for the 4th consecutive fiscal year, and hit a record high for the 3rd consecutive fiscal year.
Operating profit: Hit a record high.
- **Sales and operating profit both progressing as expected**
- **Dividend forecast: 68 yen (3 yen increase from the initial forecast of 65 yen)**

Workplace Business

- **Sales grew**, mainly thanks to renovation projects and office relocation for adapting to new hybrid workstyles.
- **Profit rose**, as sales grew and profit margin improved through the provision of added value of offices based on the design of spaces and others

Equipment & Public Works-Related Business

- **Sales grew**, as equipment for research facilities sold well.
- **Profit rose**, as the sales of equipment for research facilities increased and profit margin improved.

Consolidated results for the First Nine Months of FY Ending December 31, 2025



Jan. 1- Sep. 30, 2025 Unit: ¥100 million

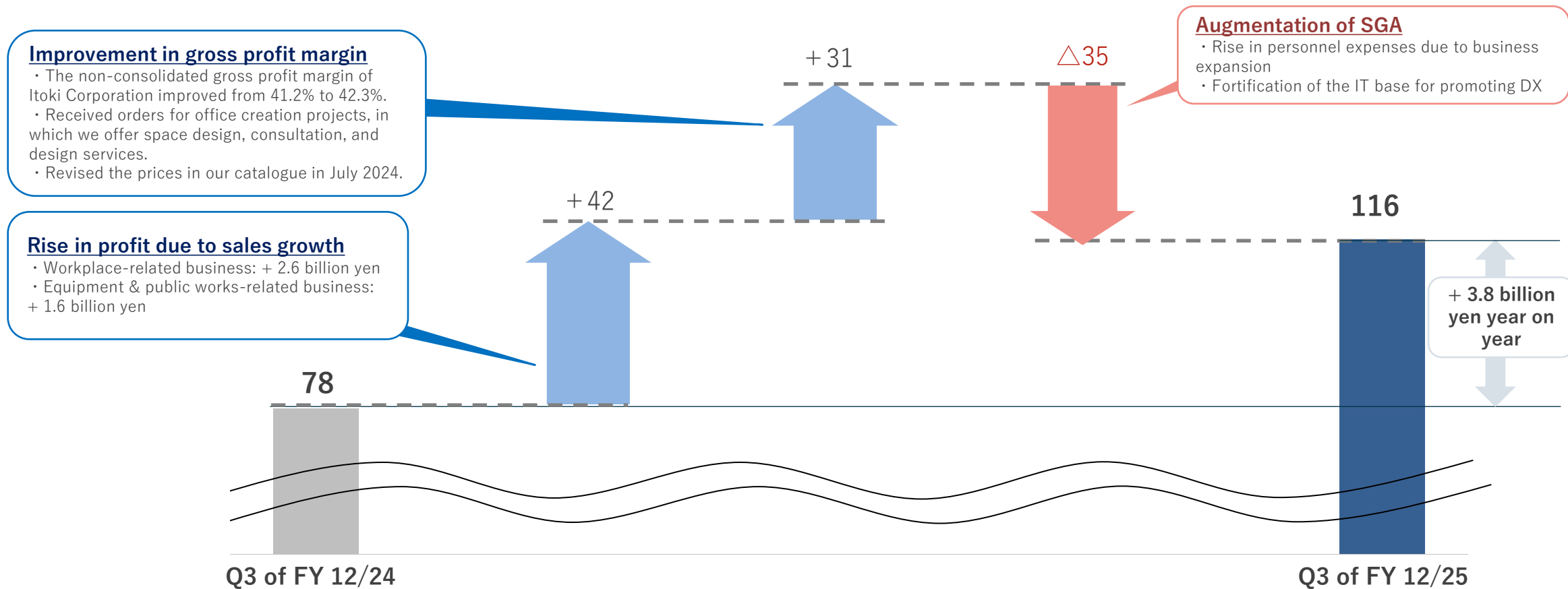
[Consolidated]	FY 12/24 3Q		FY 12/25 3Q		Increase/decrease		Full-year forecast	
	Amount	% of sales	Amount	% of sales	Amount	Increase rate	Amount	Progress
Net sales	1,021	—	1,124	—	+103	+10.1%	1,500	75.0%
Cost of sales	620	60.8%	650	57.8%	+29	+4.8%	—	—
Gross profit	400	39.2%	474	42.2%	+73	+18.4%	—	—
SG&A expenses	322	31.6%	357	31.8%	+35	+11.0%	—	—
Operating profit	78	7.6%	116	10.3%	+38	+48.8%	120	96.8%
Ordinary profit	78	7.6%	114	10.2%	+36	+46.7%	120	95.4%
Profit attributable to owners of parent	58	5.7%	76	6.8%	+18	+32.1%	83	92.3%

【 Segment 】		FY 12/24 3Q		FY 12/25 3Q		Increase/decrease		Full-year forecast	
		Amount	% of sales	Amount	% of sales	Amount	Increase rate	Amount	Progress
Workplace Business	Net sales	764	—	826	—	+62	+8.1%	1,130	73.2%
	Operating profit	62	8.1%	94	11.5%	+32	+52.2%	97	97.7%
Equipment & Public Works-Related Business	Net sales	244	—	286	—	+41	+17.1%	360	79.5%
	Operating profit	14	5.8%	20	7.0%	+5	+40.8%	23	87.4%

Factors in increasing/decreasing operating profit (Analysis based on year-on-year changes)

The demand for offices expanded thanks to the investment in human capital and we provided an office environment with high added value through space design, consultation, and design, offsetting the augmentation of personnel expenses and strategic expenditure.

[unit: 100 million yen]



A modern office interior featuring a long, light-colored wooden counter on the left, a wide staircase with light-colored steps in the center, and a wall with vertical wood slats on the right. The ceiling is white with recessed lighting. The overall atmosphere is bright and professional.

2. Earnings Forecast for FY ending December 2025

Forecast for Fiscal Year Ending Dec. 31, 2025 (Revised on August 4)

■ Earnings forecast

- As the second year of the medium-term management plan, consolidated sales are expected to be +8.3% (workplace +10.6%, equipment/public +4.3%)
- Consolidated operating profit is forecast to be 12 billion yen, up 19.1% year on year.

Jan. 1- Dec. 31, 2025 (Unit: ¥100million)

【 Consolidated 】	Results for FY 12/24	Initial forecast for FY 12/25	Revised forecast for FY 12/25	Compared to initial forecast		Change in previous period	
				Amount	Increase rate	Amount	Increase rate
Net sales	1,384	1,450	1,500	+50	+3.4%	+116	+8.3%
Operating profit	100	115	120	+5	+4.3%	+20	+19.1%
Ordinary profit	100	115	120	+5	+4.3%	+20	+19.9%
Profit attributable to owners of parent	71	80	83	+3	+3.8%	+12	+15.5%
〔Operating margin〕	〔7.3%〕	〔7.9%〕	〔8.0%〕	—	〔+0.1pts〕	—	〔+0.7pts〕

【 Segment 】		Results for FY 12/24	Initial forecast for FY 12/25	Revised forecast for FY 12/25	Compared to initial forecast		Change in previous period	
					Amount	Increase rate	Amount	Increase rate
Workplace Business	Net sales	1,022	1,120	1,130	+10	+0.9%	+108	+10.6%
	Operating profit	80	96	97	+1	+1.0%	+17	+21.3%
	〔Operating profit margin〕	〔7.9%〕	〔8.6%〕	〔8.6%〕	—	〔±0.0pts〕	—	〔+0.7pts〕
Equipment & Public Works-Related Business	Net sales	345	315	360	+45	+14.3%	+15	+4.3%
	Operating profit	18	18	23	+5	+27.8%	+5	+27.8%
	〔Operating profit margin〕	〔5.4%〕	〔5.7%〕	〔6.4%〕	—	〔+0.7pts〕	—	〔+1.0pts〕

Return to Shareholders (Dividend forecast revision for the fiscal year ending December 2025※dividend increase)



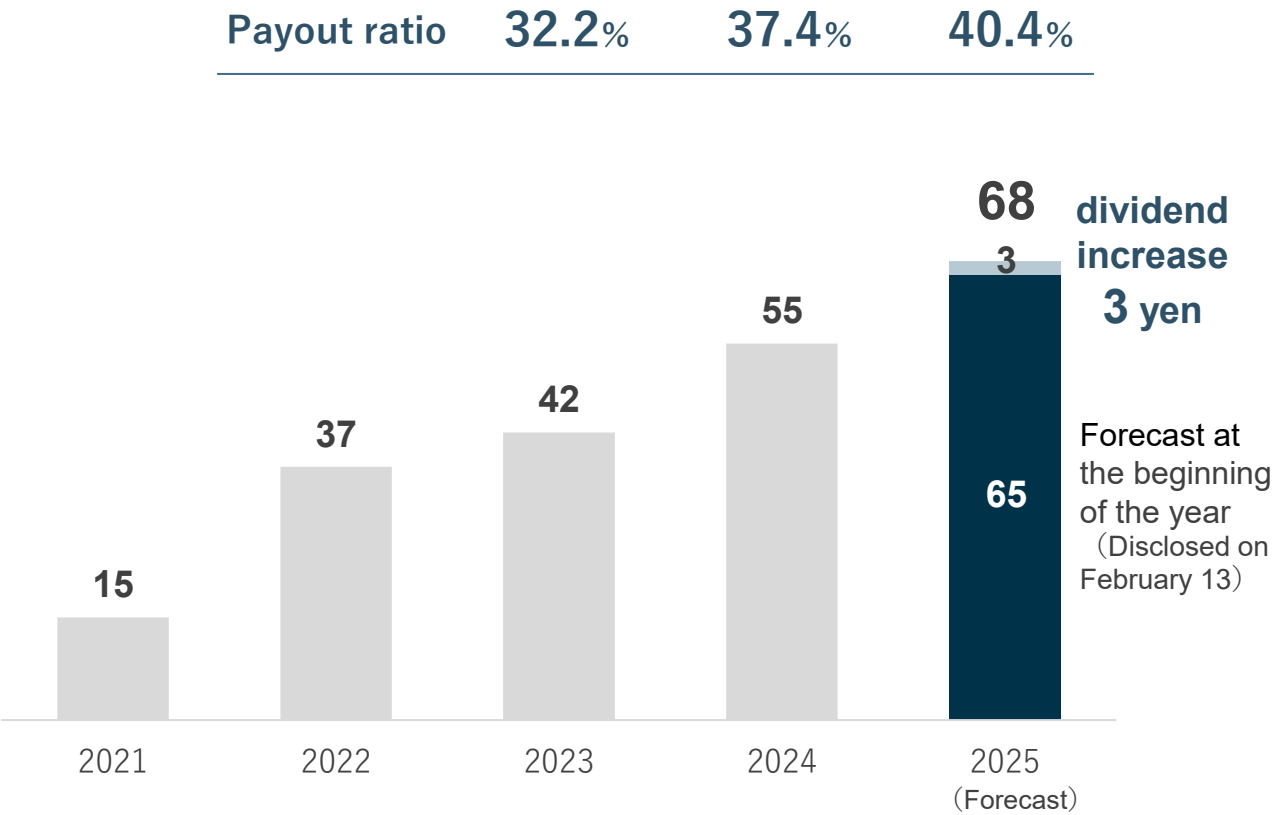
Shareholder return policy

Our company recognizes the distribution of profit as one of priority management policies, and pay a year-end dividend to shareholders once a year continuously and stably while considering corporate earnings, the enrichment of internal reserve, future business operation, etc. comprehensively from the long-term viewpoint.

We will implement dividend policies with **the aim of achieving a payout ratio of 40%** while pursuing business administration focused on shareholders and considering consolidated performance in addition to stable dividends.

We will utilize internal reserve efficiently for mainly strategic investment in R&D, which is indispensable for future growth, and growing fields in order to improve corporate value.

Variation in annual dividend per share [yen]

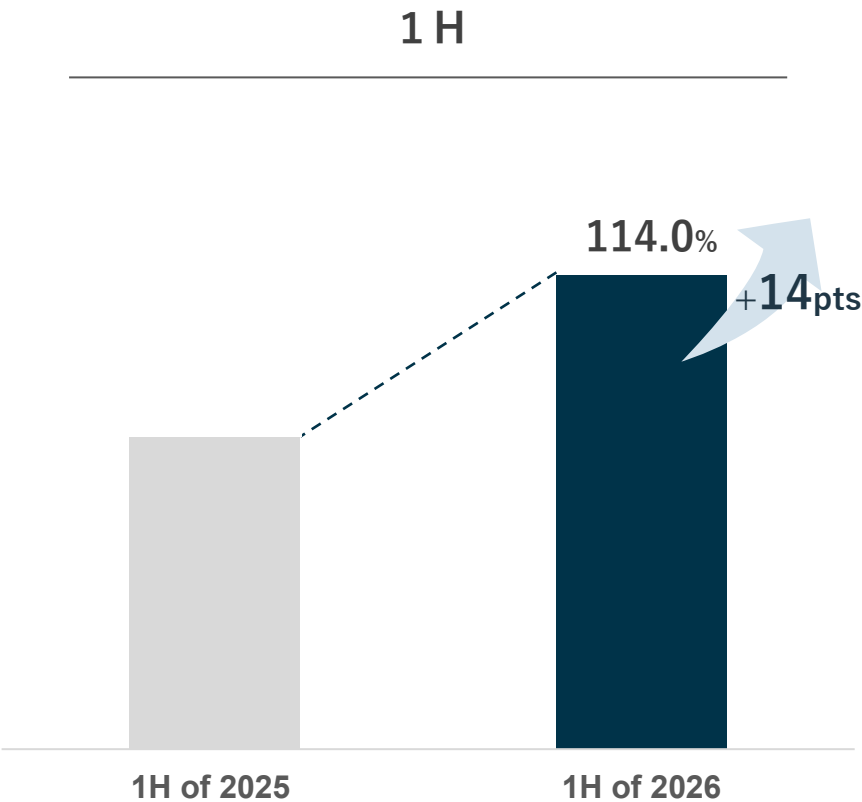
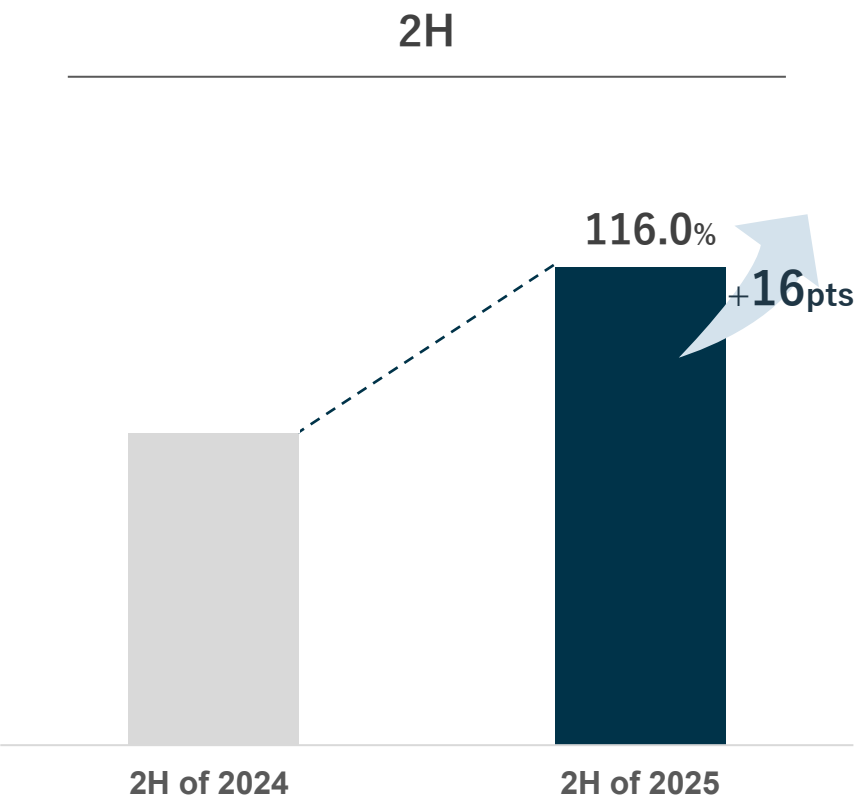


The background image shows a modern office interior. On the left, there is a long, light-colored wooden table with a metal railing. In the center, a wide staircase with light-colored steps leads upwards. To the right, a large window with a wooden frame looks out onto a green landscape. The ceiling is white with recessed lighting. The overall atmosphere is bright and airy.

appendix

Situation of business talks under way (as of End-July 2025)

- Consolidated (Total of Domestic workplace business and equipment public business)
- The ratio of the amount of business talks under way in the fiscal year under review when the amount of business talks under way in the previous year is 100 : Amount based



Joint discussion on comfortable offices; “Data Trekking” adopted by Murata Manufacturing – Additionally analyzing sound pressure, CO₂, etc. to visualize the relation between communication and conditions with IoT



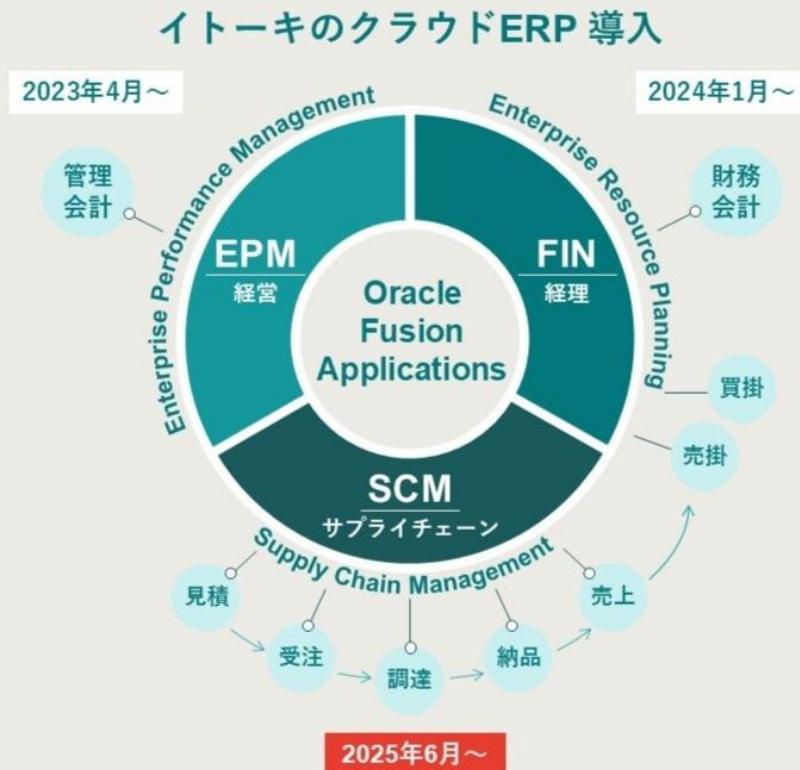
The head office of Murata Manufacturing adopted “Data Trekking” as a system for evaluating workstyles with data, for renovating the office in response to the increase of employees.

In this project, the two companies jointly discussed the office, by utilizing our service that enables the finding of a new viewpoint by combining multilayered data, including unique data of clients. The results of our survey on employees and locational information were combined with environmental data, including temperature, humidity, CO₂ concentration, and sound pressure, collected through the sensor data platform “Pifaa” of Murata Manufacturing, and we analyzed the relation between the volume of communication inside an office and comfort in working.

▼Case of adoption by Murata Manufacturing

<https://www.itoki.jp/special/data-trekking/case-studies/murata/index.html>

Refurbishing our mission-critical system in about 3 years; Establishing the DX base with cloud ERP to “do away with legacy systems” – Under the slogan: “Standardization, simplification, and automation” of business operations, the SCM in the final phase started, and operational excellence initiatives were enhanced.



Considering the risk of the downfall of Japanese enterprises due to the deterioration of IT systems, the lack of manpower, etc. in 2025, we have promoted a company-wide project for reforming business operations focused on the adoption of the cloud ERP of Oracle and cloud SCM, in order to refurbish the deteriorated mission-critical system, which was developed from scratch.

This time, the full-scale operation of SCM modules in the final phase has begun. With this, we aim to further strengthen our management base and realize a flexible data-driven management system.

*This project is to engage in the “standardization, simplification, and automation” of business operations as a priority measure of the medium-term management plan “RISE TO GROWTH 2026” (2024-2026), and we have adopted EPM (for sophisticating business administration) and FIN (for sophisticating accounting) stepwise since 2023. Through the operation of SCM, which manages order receipt, order placement, and sales posting in an integrated manner, the mission-critical operations in the entire Itoki group have shifted to the cloud infrastructure.

Itoki Group Company Dalton Establishes Subsidiary and Acquires Semiconductor Manufacturing Equipment Business

DALTON Corporation acquired the semiconductor manufacturing equipment business from Asuka Technology Corporation via AD Technologies Co., Ltd., which is a newly established 100% subsidiary of DALTON (on September 1, 2025).

In the field of research facilities of the Equipment & Public Works-Related Business, we aim to expand our market share by releasing new products, and in FY 2025, we are reforming the business administration of the group company DALTON, which concentrates on the field of research facilities, as part of efforts to pursue synergy among group companies.



Resist stripping equipment (left) and etching equipment (right)

Dalton Announces Completion of Merger with Subsidiary

DALTON Corporation carried out a merger with Fuji Paudal Co., Ltd., which is a 100% subsidiary of DALTON, as announced in January 2025. (Merger date: Oct. 1, 2025)

Through this merger, DALTON will develop a business operation system integrating manufacturing and sales divisions in the powder machinery business, and achieve the following goals.

- To reduce the cash outflow from the Itoki Group by increasing in-house production
- To strengthen the capabilities of attending to customers and developing products by integrating manufacturing and sales divisions
- To maximize business operation efficiency and secure excellent personnel

	Surviving company in the absorption-type merger	Absorbed merger company
Name	DALTON Corporation	Fuji Paudal Co., Ltd.
Location	5-6-10 Tsukiji, Chuo-ku, Tokyo	7-1-45 Nakaishikiricho, Osaka-shi, Osaka
Post and name of the representative	Representative Director and President Tadashi Sawada	Representative Director and President Tadashi Sawada
Business content	Sale of devices for scientific research institutes, powder machinery, semiconductor manufacturing-related equipment, cleaning machines, etc.	Manufacturing of powder machinery
Date of establishment	July 3, 1948	August 23, 1954



BOUNCEBACK® Introduction Video (English version) release

バウンスバック



4.設備機器・パブリック事業

自己紹介

設備機器・パブリック事業の概要

物流施設領域・研究施設領域において開発・エンジニアリングにリソースを重点配分し、第2の柱に育成する

BOUNCEBACK

近年の国内動向

当社の活動状況、需要値

設備機器・パブリック事業の今後の方向性

Click **BOUNCEBACK**
(47:52~50:15)



[From the video of the Financial Results Briefing for the Second Quarter \(interim\) of the Fiscal Year Ending December 2025](#)



Integrated Report 2025 (English version), Integrated Report 2025 Introduction Video (English version) release

We bring you the story of transformation and growth as told by ITOKI's management leaders. Watch the video introducing the Integrated Report 2025 (English version) to see our challenges in designing "Tomorrow's WORK-Style."



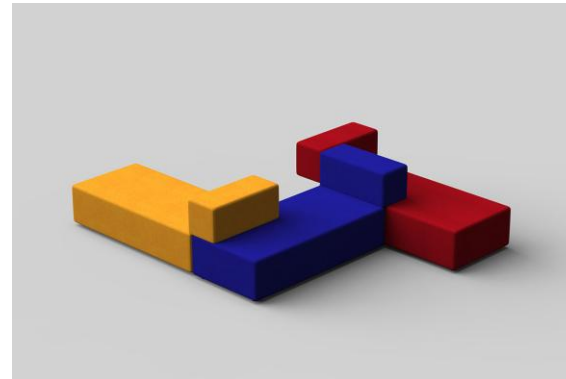
[Integrated Report 2025
\(English Version\)](#)



[Integrated Report 2025 Introduction Video
\(English Version\)](#)

※You will be redirected to the official
ITOKI YouTube channel

At “Good Design Award 2025,” we received a total of 7 awards (4 awards for products, 2 awards for spaces, and 1 award for a brand).



BITMAP



Parlamento



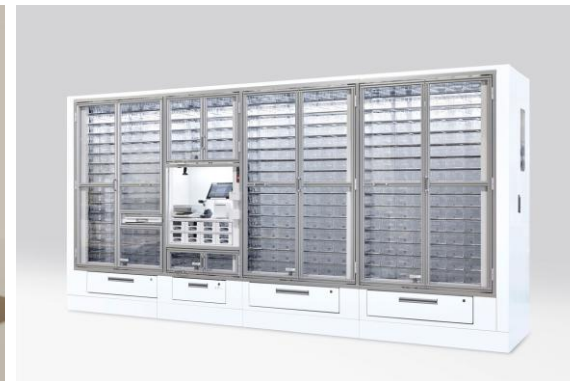
ITOKI DESIGN HOUSE 11F



NII



Centra



DAP with MediMonitor
(a medicine picking system for
dispensaries)



Head Office of Toyo Engineering
Bay Tech Makuhari

Kansai Logistics Center relocated to “GLP ALFALINK Ibaraki 3” – to restructure the supply network in western Japan, streamline operations, and enable workers to work more comfortably

Kansai Logistics Center is a base for supplying products to 6 prefectures in Kansai (Osaka, Kyoto, Hyogo, Shiga, Nara, and Wakayama Prefectures). Through this relocation, we will restructure the supply chain in the entire area of western Japan, enhance delivery efficiency, and improve the working environment, together with “Shiga Logistics Center,” which is located in Ōmihachiman-shi, Shiga Prefecture and supplies products there.
(Date of start of operations: Sep. 1, 2025)



The office area of Kanto Factory fully renovated, to develop “a factory where people want to work”

We fully renovated the office area of Kanto Factory located in Chiba City, Chiba Prefecture on September 11, 2025. This renovation was conducted as a measure for embodying “new workstyles” at a manufacturing site under the spatial concept: “Challenge to Craft.” The biggest challenge is to reduce documents. Many documents need to be stored in accordance with law, and a pile of documents used to occupy the space, but we discarded unnecessary documents and organized our storage thoroughly, decreasing the volume of documents in the office area by around 80%. As a result, the office became more spacious and more comfortable.



Itoki, Hitachi, and Tokuyama demonstrates the upcycling of using the glass plates of solar panels for office furniture



This is the first case in which glass plates recovered from solar panels are reused for office furniture without pulverizing them*. This reduces waste and CO₂ emissions by up to 50% from the case of manufacturing glass from scratch, so it supports the development of sustainable social infrastructure.

* Surveyed by Hitachi, Itoki, and Tokuyama (as of Aug. 2025)

▲ Prototype of a meeting booth produced by reusing glass plates recovered from solar panels as outer parts.

Joint development of lumber made in Hokkaido with CondeHouse started



In 2024, we started the collaboration with a corporation in Hokkaido. We promote activities of proposing spaces with regional lumber, to maximize the value of regional resources, and incorporate the comfort of wood into offices. Going forward, we will enhance the activities of proposing such spaces nationwide and develop furniture by utilizing the remaining lumber made in Hokkaido and unused lumber left after furniture production, with the aim of developing products and receiving orders for projects in 2026.

Redevelopment of our brand as ITOKI DESIGN HOUSE at major bases around Japan – the flagship showroom “ITOKI DESIGN HOUSE AOYAMA” to be opened



▲ ITOKI DESIGN HOUSE AOYAMA to be opened on Oct. 31, 2025

The new owned media “ITOKI STORY” launched – to distribute the tips for workstyles, careers, and organization development to all businesspeople who address “working” issues

ITOKI STORY

Personnel are at the center of “working.”

Even if technology evolves and workstyles grow diverse, “personnel” will keep working passionately.

Itoki has listened to personnel’s thoughts, supported them, and walked with them by developing “spaces,” “environments,” and “places” for working.

Here is a story of people who are working with passion. We’ll deliver a story that will bring some glow to your heart after you read it.

The media introduce the voices and thoughts of employees, the backgrounds for development of products and spaces, measures for promoting projects, teamwork, cultures, etc. to provide various businesspeople with perspectives and insights that could be utilized for “working.”

▼ ITOKI STORY

<https://www.itoki.jp/company/itokistory/>

Points of note:

- Our consolidated financial statements are prepared according to Japanese accounting standards.
- Our performance forecast and other figures are based on the information that we currently possess and on certain presumptions that can be deemed logical. Actual performance may deviate from these due to various risks, uncertainties, and other factors.

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明日の「働く」を、デザインする。