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Summary of Non-consolidate Financial Results for the Year Ended July 31, 2025 [Based on Japanese GAAP]

September 12, 2025

Company name: SILVER LIFE CO., LTD.

Listing: Tokyo Stock Exchange

Securities code: 9262

URL: <https://www.silver-life.co.jp/>

Representative: Takahisa Shimizu

President, CEO

Inquiries: Hirokazu Masuyama

Director, Administration Manager

Telephone: +81-03)6300-5629

Scheduled date of annual general meeting of shareholders: October 28, 2025

Scheduled date to commence dividend payments: October 29, 2025

Scheduled date to file annual securities report: October 24, 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 July 31, 2025 (from August 1, 2024 to July 31, 2025)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended July 31, 2025	14,918	10.1	850	10.7	1,015	5.1	702	5.2
July 31, 2024	13,555	10.5	768	14.7	965	12.6	668	10.9

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
	Yen	Yen	%	%	%
Fiscal year ended July 31, 2025	64.64	64.24	10.5	10.0	5.7
July 31, 2024	61.58	61.02	10.8	9.9	5.7

Reference: Share of profit (loss) of entities accounted for using equity method

For the fiscal year ended July 31, 2025: ¥ - million

For the fiscal year ended July 31, 2024: ¥ - million

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of July 31, 2025	10,452	6,972	66.7	639.22
July 31, 2024	9,875	6,423	65.1	591.51

Reference: Equity

As of July 31, 2025: ¥ 6,972 million

As of July 31, 2024: ¥ 6,423 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
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal year ended July 31, 2025	1,519	(1,000)	(185)	1,598
July 31, 2024	1,315	(1,157)	(400)	1,265

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			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended July 31, 2024	-	0.00	-	15.00	15.00	162	24.4	2.6
Fiscal year ended July 31, 2025	-	0.00	-	16.00	16.00	174	24.8	2.6
Fiscal year ending July 31, 2026 (Forecast)	-	0.00	-	18.00	18.00		24.2	

Note: Breakdown of the year-end dividend for the fiscal year ended July 31, 2025 :

Commemorative dividend	- yen
Special dividend	- yen

3. Non-consolidated financial result forecasts for the fiscal year ending July 31, 2026 (from August 1, 2025 to July 31, 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 January 31, 2026	7,680	6.0	460	3.7	520	0.5	330	4.7	30.30
Full year	15,500	3.9	1,040	22.3	1,170	15.3	810	15.3	74.30

* 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: None
- (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 July 31, 2025	10,907,600 shares
As of July 31, 2024	10,860,400 shares

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

As of July 31, 2025	422 shares
As of July 31, 2024	422 shares

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

Fiscal Year ended July 31, 2025	10,869,553 shares
Fiscal Year ended July 31, 2024	10,848,052 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

Non-consolidated Financial Statements and Primary Notes

Non-consolidated Balance Sheet

(Thousands of yen)

	As of July 31, 2024	As of July 31, 2025
Assets		
Current assets		
Cash and deposits	1,265,092	1,598,872
Accounts receivable - trade	1,296,993	1,433,994
Merchandise and finished goods	417,266	389,941
Raw materials and supplies	112,768	104,221
Prepaid expenses	87,367	81,997
Accounts receivable - other	403,401	463,036
Other	116,397	119,364
Allowance for doubtful accounts	(113,567)	(86,483)
Total current assets	3,585,719	4,104,944
Non-current assets		
Property, plant and equipment		
Buildings	4,065,599	4,244,506
Accumulated depreciation	(957,667)	(1,233,842)
Buildings, net	3,107,932	3,010,663
Structures	207,146	208,392
Accumulated depreciation	(55,717)	(72,739)
Structures, net	151,429	135,652
Machinery and equipment	2,805,655	3,290,069
Accumulated depreciation	(1,251,861)	(1,605,279)
Machinery and equipment, net	1,553,794	1,684,790
Vehicles	110,537	228,251
Accumulated depreciation	(39,696)	(106,015)
Vehicles, net	70,840	122,235
Tools, furniture and fixtures	240,964	300,406
Accumulated depreciation	(143,592)	(187,764)
Tools, furniture and fixtures, net	97,371	112,642
Land	649,211	669,959
Leased assets	3,276	6,333
Accumulated depreciation	(1,419)	(2,511)
Leased assets, net	1,856	3,822
Construction in progress	76,932	71,439
Total property, plant and equipment	5,709,367	5,811,205
Intangible assets		
Trademark right	343	-
Software	345,846	287,458
Other	10,326	22,636
Total intangible assets	356,517	310,095

(Thousands of yen)

	As of July 31, 2024	As of July 31, 2025
Investments and other assets		
Long-term loans receivable	37,601	31,787
Distressed receivables	1,066	1,066
Long-term prepaid expenses	30,904	22,911
Deferred tax assets	103,459	121,168
Long-term accounts receivable - other	-	89,904
Other	64,457	69,654
Allowance for doubtful accounts	(14,019)	(109,940)
Total investments and other assets	223,470	226,553
Total non-current assets	6,289,355	6,347,854
Total assets	9,875,074	10,452,798

(Thousands of yen)

	As of July 31, 2024	As of July 31, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	648,335	568,836
Current portion of long-term borrowings	239,400	339,396
Accounts payable - other	590,305	716,087
Accrued expenses	40,985	42,335
Income taxes payable	168,523	197,430
Deposits received	18,336	18,932
Provision for shareholder benefit program	21,826	-
Contract liabilities	5,956	18,089
Lease liabilities	720	1,182
Other	84,215	85,670
Total current liabilities	1,818,605	1,987,960
Non-current liabilities		
Long-term borrowings	1,472,650	1,341,591
Lease liabilities	1,321	2,868
Guarantee deposits received	149,901	141,268
Long term contract liabilities	5,571	3,787
Other	3,210	3,210
Total non-current liabilities	1,632,654	1,492,726
Total liabilities	3,451,259	3,480,687
Net assets		
Shareholders' equity		
Share capital	731,387	735,694
Capital surplus		
Legal capital surplus	721,387	725,694
Total capital surplus	721,387	725,694
Retained earnings		
Other retained earnings		
Retained earnings brought forward	4,971,996	5,511,677
Total retained earnings	4,971,996	5,511,677
Treasury shares	(956)	(956)
Total shareholders' equity	6,423,815	6,972,111
Total net assets	6,423,815	6,972,111
Total liabilities and net assets	9,875,074	10,452,798

Non-consolidated Statement of Income

(Thousands of yen)

	For the fiscal year ended July 31, 2024	For the fiscal year ended July 31, 2025
Net sales	13,555,288	14,918,337
Cost of sales		
Beginning inventory of merchandise and finished goods	420,316	417,266
Cost of products manufactured	6,319,884	7,243,219
Cost of purchased goods	2,867,178	2,606,585
Total	9,607,380	10,267,071
Ending inventory of merchandise and finished goods	417,266	389,941
Total cost of sales	9,190,113	9,877,130
Gross profit	4,365,174	5,041,207
Selling, general and administrative expenses		
Salaries and allowances	414,939	452,270
Freight costs	950,035	1,153,284
Depreciation	298,500	400,784
Outsourcing expenses	135,840	132,289
Advertising expenses	491,969	539,188
Bad debt expenses	7,704	-
Provision of allowance for doubtful accounts	43,605	91,207
Provision for shareholder benefit program	-	1,079
Other	1,254,170	1,420,663
Total selling, general and administrative expenses	3,596,766	4,190,768
Operating profit	768,408	850,439
Non-operating income		
Interest income	11,680	10,996
Compensation income	170,959	110,919
Commission income	35,167	36,425
Reversal of provision for shareholder benefit program	-	18,854
Other	26,225	61,380
Total non-operating income	244,032	238,576
Non-operating expenses		
Interest expenses	4,717	11,407
Rental expenses	27,170	37,636
Depreciation	3,483	10,454
Bad debt expenses	5,376	-
Provision of allowance for doubtful accounts	4,702	13,410
Other	1,461	942
Total non-operating expenses	46,910	73,851
Ordinary profit	965,529	1,015,164
Extraordinary losses		
Loss on sale of non-current assets	-	2,046
Loss on retirement of non-current assets	9,108	6,237
Other	500	1,511
Total extraordinary losses	9,608	9,794
Profit before income taxes	955,920	1,005,369
Income taxes - current	285,956	320,498
Income taxes - deferred	1,910	(17,709)
Total income taxes	287,867	302,789
Profit	668,053	702,580

Non-consolidated Statement of Changes in Equity

For the fiscal year ended July 31, 2024

(Thousands of yen)

	Shareholders' equity							Total net assets
	Share capital	Capital surplus		Retained earnings		Treasury shares	Total shareholders' equity	
		Legal capital surplus	Total capital surplus	Other retained earnings	Total retained earnings			
				Retained earnings brought forward				
Balance at beginning of period	730,286	720,286	720,286	4,466,578	4,466,578	(956)	5,916,194	5,916,194
Changes during period								
Issuance of new shares - exercise of share acquisition rights	1,101	1,101	1,101				2,203	2,203
Dividends of surplus				(162,635)	(162,635)		(162,635)	(162,635)
Profit				668,053	668,053		668,053	668,053
Total changes during period	1,101	1,101	1,101	505,417	505,417	-	507,620	507,620
Balance at end of period	731,387	721,387	721,387	4,971,996	4,971,996	(956)	6,423,815	6,423,815

For the fiscal year ended July 31, 2025

(Thousands of yen)

	Shareholders' equity							Total net assets
	Share capital	Capital surplus		Retained earnings		Treasury shares	Total shareholders' equity	
		Legal capital surplus	Total capital surplus	Other retained earnings	Total retained earnings			
				Retained earnings brought forward				
Balance at beginning of period	731,387	721,387	721,387	4,971,996	4,971,996	(956)	6,423,815	6,423,815
Changes during period								
Issuance of new shares - exercise of share acquisition rights	4,307	4,307	4,307				8,614	8,614
Dividends of surplus				(162,899)	(162,899)		(162,899)	(162,899)
Profit				702,580	702,580		702,580	702,580
Total changes during period	4,307	4,307	4,307	539,681	539,681	-	548,295	548,295
Balance at end of period	735,694	725,694	725,694	5,511,677	5,511,677	(956)	6,972,111	6,972,111

Non-consolidated Statement of Cash Flows

(Thousands of yen)

	For the fiscal year ended July 31, 2024	For the fiscal year ended July 31, 2025
Cash flows from operating activities		
Profit before income taxes	955,920	1,005,369
Depreciation	797,865	931,662
Increase (decrease) in allowance for doubtful accounts	34,449	68,837
Increase (decrease) in provision for shareholder benefit program	(36,097)	(21,826)
Interest and dividend income	(11,680)	(10,996)
Interest expenses	4,717	11,407
Loss on retirement of property, plant and equipment	8,029	10,703
Loss on retirement of intangible assets	1,079	-
Decrease (increase) in trade receivables	(158,007)	(137,001)
Decrease (increase) in inventories	(64,075)	35,872
Increase (decrease) in trade payables	56,978	(79,499)
Increase (decrease) in accrued consumption taxes	11,799	(572)
Increase (decrease) in contract liabilities	(10,081)	10,349
Decrease (increase) in longterm accounts receivable-other	-	(89,904)
Other, net	9,611	80,860
Subtotal	1,600,508	1,815,262
Interest and dividends received	11,680	10,996
Interest paid	(4,861)	(11,872)
Income taxes paid	(292,069)	(294,965)
Net cash provided by (used in) operating activities	1,315,257	1,519,421
Cash flows from investing activities		
Purchase of property, plant and equipment	(1,074,228)	(906,172)
Purchase of intangible assets	(88,898)	(98,221)
Loan advances	(3,618)	(0)
Proceeds from collection of loans receivable	12,389	7,324
Payments of leasehold and guarantee deposits	(2,737)	(282)
Proceeds from refund of leasehold and guarantee deposits	1,345	656
Refund of guarantee deposits received	(6,800)	(9,333)
Guarantee deposits received	11,337	11,612
Purchase of other investments	(5,927)	(5,655)
Net cash provided by (used in) investing activities	(1,157,136)	(1,000,072)
Cash flows from financing activities		
Proceeds from long-term borrowings	-	300,000
Repayments of long-term borrowings	(239,400)	(331,063)
Proceeds from exercise of employee share options	2,203	8,614
Dividends paid	(162,635)	(161,899)
Repayments of lease liabilities	(720)	(1,220)
Net cash provided by (used in) financing activities	(400,553)	(185,568)
Net increase (decrease) in cash and cash equivalents	(242,431)	333,779
Cash and cash equivalents at beginning of period	1,507,524	1,265,092
Cash and cash equivalents at end of period	1,265,092	1,598,872