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Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 [Japanese GAAP]



May 8, 2026

Company name: Yellow Hat Ltd.

Stock exchange listing: Tokyo Stock Exchange

Code number: 9882

URL: <https://www.yellowhat.jp/>

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Scheduled date of general shareholders' meeting: June 24, 2026

Scheduled date of commencing dividend payments: June 8, 2026

Scheduled date of filing securities report: June 23, 2026

Availability of supplementary explanatory materials on financial results: Available

Schedule of financial results briefing session: Scheduled (for institutional investors and analysts)

(Amounts of less than one million yen are rounded down.)

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 - March 31, 2026)

(1) Consolidated Operating Results (% indicates changes from the previous corresponding period.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
March 31, 2026	171,280	11.2	15,087	(2.4)	16,582	(1.5)	11,968	6.3
March 31, 2025	154,066	5.1	15,450	6.7	16,838	5.5	11,260	9.8

(Note) Comprehensive income: Fiscal year ended March 31, 2026: ¥13,711 million [12.7%]

Fiscal year ended March 31, 2025: ¥12,169 million [(4.5)%]

Fiscal year ended	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
	Yen	Yen	%	%	%
March 31, 2026	137.86	137.36	9.8	8.4	8.8
March 31, 2025	123.55	123.11	9.5	10.2	10.0

(Reference) Share of profit of entities accounted for using equity method: Fiscal year ended March 31, 2026: ¥73 million

Fiscal year ended March 31, 2025: ¥82 million

(Notes) 1. For the fiscal year ended March 31, 2026, the Company finalized the provisional accounting treatment related to a business combination. The figures for the fiscal year ended March 31, 2025 have been revised to reflect the finalization of such provisional accounting treatment.

2. The Company conducted a two-for-one split of its common shares, effective April 1, 2025. The basic earnings per share and the diluted earnings per share have been calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of March 31, 2026	206,818	123,897	59.8	1,446.59
As of March 31, 2025	185,941	120,594	64.8	1,358.58

(Reference) Equity: As of March 31, 2026: ¥123,753 million

As of March 31, 2025: ¥120,446 million

- (Notes) 1. For the fiscal year ended March 31, 2026, the Company finalized the provisional accounting treatment related to a business combination. The figures for the fiscal year ended March 31, 2025 have been revised to reflect the finalization of such provisional accounting treatment.
2. The Company conducted a two-for-one split of its common shares, effective April 1, 2025. The net assets per share have been calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

(3) 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	Million yen	Million yen	Million yen	Million yen
March 31, 2026	10,469	(8,981)	6,990	39,714
March 31, 2025	16,277	(16,735)	26,855	31,235

2. Dividends

	Annual dividends					Total dividends (annual)	Payout ratio (consolidated)	Ratio of dividends to net assets (consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
March 31, 2025	–	35.00	–	65.00	100.00	4,500	40.5	3.8
Fiscal year ended	–	29.00	–	33.00	62.00	5,343	45.0	4.4
March 31, 2026								
Fiscal year ending	–	34.00	–	34.00	68.00		47.7	
March 31, 2027 (Forecast)								

- (Notes) 1. The year-end dividend per share for the fiscal year ended March 31, 2026 was changed from ¥29 to ¥33. For further details, please refer to the “Notice Regarding Dividend of Surplus (Increase in Dividend)” released today (May 8, 2026).
2. The Company conducted a two-for-one split of its common shares, effective April 1, 2025. The actual dividend amount for the fiscal year ended March 31, 2025 is presented based on pre-stock split figures.

3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2027 (April 1, 2026 - March 31, 2027)

(% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
First half	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Full year	80,000	0.9	5,600	1.7	6,200	1.2	4,900	13.4	57.28
	176,000	2.8	16,000	6.0	17,400	4.9	12,200	1.9	142.61

(Note) While the Company resolved to acquire treasury shares at the Board of Directors meeting held on May 8, 2026, this impact has not been factored into the “basic earnings per share” in the consolidated financial results forecast. For details regarding this treasury share acquisition, please refer to “Notes to significant subsequent events” under “(5) Notes to Consolidated Financial Statements” in “3. Consolidated Financial Statements and Principal Notes” on page 20 of the attachments.

* Notes:

- (1) Significant changes in the scope of consolidation during the fiscal year under review: None
- (2) Changes in accounting policies, changes in accounting estimates and retrospective restatement
- 1) Changes in accounting policies due to the revision of accounting standards: None
 - 2) Changes in accounting policies other than 1) above: None
 - 3) Changes in accounting estimates: None
 - 4) Retrospective restatement: None
- (3) Total number of issued shares (common shares)

1) Total number of issued shares at the end of the year (including treasury shares):

March 31, 2026:	86,021,392 shares
March 31, 2025:	95,987,092 shares

2) Total number of treasury shares at the end of the year:

March 31, 2026:	473,112 shares
March 31, 2025:	7,331,082 shares

3) Average number of shares outstanding during the year:

Year ended March 31, 2026:	86,817,986 shares
Year ended March 31, 2025:	91,141,055 shares

(Note) The Company conducted a two-for-one split of its common shares, effective April 1, 2025. The total number of issued shares at the end of the year, the total number of treasury shares at the end of the year, and the average number of shares outstanding during the year have been calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

(Reference) Summary of Non-consolidated Financial Results

1. Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 - March 31, 2026)

(1) Non-consolidated Operating Results (% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Year ended								
March 31, 2026	104,522	4.4	11,427	(8.4)	12,638	(7.5)	9,372	(2.3)
March 31, 2025	100,137	4.9	12,478	17.6	13,670	13.9	9,594	18.2

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Year ended		
March 31, 2026	107.96	107.57
March 31, 2025	105.28	104.90

(Note) The Company conducted a two-for-one split of its common shares, effective April 1, 2025. The basic earnings per share and the diluted earnings per share have been calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

(2) Non-consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of March 31, 2026	191,418	105,571	55.1	1,232.23
As of March 31, 2025	171,773	104,912	61.0	1,181.70

(Reference) Equity: As of March 31, 2026: ¥105,428 million

As of March 31, 2025: ¥104,764 million

(Note) The Company conducted a two-for-one split of its common shares, effective April 1, 2025. The net assets per share have been calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

* These consolidated financial results are outside the scope of audit by certified public accountants or an audit firm.

* Explanation of the proper use of financial results forecast and other notes

(Cautionary note on forward-looking statements, etc.)

Financial results forecast and other forward-looking statements included in this material are based on the information currently available to the Company and certain assumptions deemed reasonable, and the Company does not in any way guarantee the achievement of the projections. Actual results may differ significantly due to various factors. For the

assumptions for financial results forecast and precautions for using financial results forecasts, please refer to “(4) Future Outlook” under “1. Overview of Operating Results, etc.” on page 6 of the attachments.

(Financial results briefing session and how to obtain supplementary explanatory materials on financial results)
The Company plans to hold a financial results briefing session for institutional investors and analysts on May 15, 2026. Materials handed out at this session will be posted on the Company’s website promptly after the session.

Table of Contents - Attachments

1. Overview of Operating Results, etc.	2
(1) Overview of Operating Results for the Fiscal Year under Review	2
(2) Overview of Financial Position for the Fiscal Year under Review	4
(3) Overview of Cash Flows for the Fiscal Year under Review	5
(4) Future Outlook	6
2. Basic Policy on Selection of Accounting Standards	6
3. Consolidated Financial Statements and Principal Notes	7
(1) Consolidated Balance Sheets	7
(2) Consolidated Statements of Income and Comprehensive Income	9
(3) Consolidated Statements of Changes in Equity	11
(4) Consolidated Statements of Cash Flows	13
(5) Notes to Consolidated Financial Statements	15
(Notes on going concern assumption)	15
(Notes to changes in presentation)	15
(Notes to business combinations, etc.)	15
(Notes to segment information, etc.)	16
(Notes to per share information)	18
(Notes to significant subsequent events)	20

1. Overview of Operating Results, etc.

(1) Overview of Operating Results for the Fiscal Year under Review

1) Overview for the fiscal year under review

During the fiscal year ended March 31, 2026 (hereinafter “the fiscal year under review”), the Japanese economy saw a mild recovery in economic conditions along with improvements in employment and income conditions, leading to signs of recovery in personal consumption. However, the future outlook remains uncertain, with concerns that could lower consumer sentiment, such as the impact of U.S. trade policies, continued price increases, as well as the impact of escalating tensions in the Middle East on resource prices and supply chains.

In the auto parts and accessories industry, in which the Company operates, tire sales performed strongly throughout the period due to price revisions implemented by various tire manufacturers, which generated rush demand before the price increases. Additionally, in-store sales of expendable auto parts such as oil and batteries progressed steadily, driven by driving demand for travel and homecoming visits. Although sales of winter products were sluggish due to the high temperatures in December, the tire changeover season in March produced solid results, supported by the robust demand seen throughout the year.

In this environment, the Group actively implemented key measures to meet the needs of customers who rely on cars as their daily transportation. Specifically, we strengthened our product lineup and inventory system for tires, which are core products, and began full-scale early deployment of seasonal products, including sunshades, in preparation for summer. Furthermore, in installation and maintenance services, we issued notifications regarding the extension of the vehicle inspection acceptance period from one month to two months due to regulatory changes in April 2025, and promoted proposals for body coating and air conditioning services. Additionally, we improved convenience by adding a same-day oil change reservation feature to the Yellow Hat official app we have been rolling out. As a result, the number of online reservations for our services increased significantly, reaching 157% year-on-year. We also began handling direct auto insurance in collaboration with NTT DOCOMO, INC. as part of a new initiative to support customers’ car life. Through these series of initiatives, we were able to serve many customers during the period.

As a result, the Group’s financial position and operating results for the fiscal year under review were as follows.

During the fiscal year under review, there were positive factors, including the start of incorporating Y International, Inc. (renamed Y’s Road Yellow Hat Inc. on January 1, 2026), which operates the “Y’s Road” sports bicycle chain stores and was made a subsidiary in January 2025, into consolidated income, strong sales of expendable auto parts such as tires and batteries, and an increase in wage earnings. As a result, net sales amounted to 171,280 million yen (111.2% year-on-year, or up 17,213 million yen), and gross profit was 74,477 million yen (110.5% year-on-year, or up 7,085 million yen).

Selling, general and administrative expenses amounted to 59,389 million yen (114.3% year-on-year, or up 7,449 million yen), primarily owing to an increase in subsidiary stores, an increase in depreciation expenses due to the commencement of operations at the Tohoku Distribution Center and upgrades to existing store facilities, an increase in personnel costs aimed at strengthening our human resource base, higher store operation costs, higher logistics costs, an increase in goodwill amortization due to the consolidation of Y’s Road Yellow Hat Inc., as well as one-time costs arising from the relocation and renovation of distribution facilities and improvements to systems infrastructure carried out throughout the fiscal year.

As a result, operating profit was 15,087 million yen (97.6% year-on-year, or down 363 million yen), and ordinary profit was 16,582 million yen (98.5% year-on-year, or down 256 million yen). Profit attributable to owners of parent was 11,968 million yen (106.3% year-on-year, or up 707 million yen), due in part to the recording of gain on sale of investment securities.

As for the breakdown of net sales by key division, the Retail Division recorded net sales of 114,925 million yen (117.0% year-on-year, or up 16,724 million yen), while the Wholesale Division recorded net sales of 46,049 million yen (99.8% year-on-year, or down 78 million yen).

2) Overview for the fiscal year under review by segment

The following is an overview for the fiscal year under review by segment, classified by business category.

<Automotive and Motorcycle Parts Sales Business>

Openings and closings of Yellow Hat stores during the fiscal year under review were as follows.

The Group opened the following 20 stores: Fukuyama Teshiro Store (Hiroshima) in April 2025; Yonezawa Kaneike Store (Yamagata) and Tread Niigata Sakuragi Inter Store (Niigata) in May; Chukan Sakai Store (Osaka) in June; Maebashi Sekine Store (Gunma) in July; Kanazawa Nonoichi Store (Ishikawa) in September; Hiroshima Shoko Center Store (Hiroshima) and Taketoyo Ishikawa Store (Aichi) in October; Tread Okinawa Kadena Store (Okinawa) and Yugawara Store (Kanagawa) in November; Maebashi Amakawa Store (Gunma) in December; Tread Ishikawa Nanao Store (Ishikawa), Abiko Kotobuki Store (Chiba), and Miyazaki Otsuka Store (Miyazaki) in January 2026; Seto Fukumoto Store (Aichi), Kurashiki Nakajima Store (Okayama), Ena Store (Gifu), and Tread Ibaraki Sakuragawa Store (Ibaraki) in February; and Oita Shimogori Store (Oita) and Chikusei Shimodate Store (Ibaraki) in March. The Group closed the following six stores: Yonezawa Store (Yamagata) in May 2025; Aeon Town Nonoichi Store (Ishikawa) in August; Handa Hanazono Store (Aichi) in September; Hyuga Zaikoji Store (Miyazaki) in January 2026; and Shimodate Store (Ibaraki) and Nishiwaki Wada Store (Hyogo) in March.

As for stores other than Yellow Hat stores, the Group opened the following seven stores: Kanazawa 2Rinkan (Ishikawa) and Kawasaki PLAZA Ishikawa (Ishikawa) in July 2025; Bike Kan Fuji Store (Shizuoka) in October; Y's Road Oimachi Store (Tokyo) in November; Y's Road Senzoku Store (Tokyo) in January 2026; and Yokohama Totsuka 2Rinkan (Kanagawa) and Bike Kan Yokohama Totsuka Store (Kanagawa) in February. The Group closed the following two stores: Y's Road Ochanomizu Store (Tokyo) in April 2025; and Y's Road Higashiyamato Store (Tokyo) in November.

As a result of the above, the number of stores at the end of the fiscal year under review totaled 936 stores including 765 Yellow Hat stores, 65 2Rinkan stores, 78 Bike Kan stores (including Kawasaki PLAZA), and 28 Y's Road stores. Other locations included 10 automobile inspection centers, 12 coin-operated carwash locations, and 101 Niconico Rent a Car locations.

Net sales of the Automotive and Motorcycle Parts Sales Business for the fiscal year under review amounted to 165,486 million yen (111.6% year-on-year, or up 17,199 million yen) and segment profit was 13,680 million yen (97.3% year-on-year, or down 376 million yen).

<Real Estate Lease Business>

Net sales of the Real Estate Lease Business for the fiscal year under review amounted to 5,793 million yen (100.2% year-on-year, or up 13 million yen) and segment profit was 1,406 million yen (100.9% year-on-year, or up 12 million yen).

(2) Overview of Financial Position for the Fiscal Year under Review

1) Assets

The balance of current assets at the end of the fiscal year under review increased by 14,766 million yen to 91,556 million yen (compared with 76,789 million yen at the end of the previous fiscal year). This increase was primarily due to increases of 8,478 million yen in cash and deposits and 4,833 million yen in inventories.

The balance of non-current assets increased by 6,109 million yen to 115,262 million yen (compared with 109,152 million yen at the end of the previous fiscal year). This increase was primarily due to increases of 6,567 million yen in buildings and structures, net, and 2,107 million yen in investment securities, while construction in progress decreased by 3,591 million yen.

As a result, the balance of total assets amounted to 206,818 million yen (compared with 185,941 million yen at the end of the previous fiscal year).

2) Liabilities

The balance of current liabilities at the end of the fiscal year under review decreased by 772 million yen to 58,055 million yen (compared with 58,827 million yen at the end of the previous fiscal year). This decrease was primarily due to a decrease of 1,001 million yen in accounts payable - other.

The balance of non-current liabilities increased by 18,346 million yen to 24,865 million yen (compared with 6,518 million yen at the end of the previous fiscal year). This increase was primarily due to an increase of 18,000 million yen in long-term borrowings.

As a result, the balance of liabilities amounted to 82,920 million yen (compared with 65,346 million yen at the end of the previous fiscal year).

3) Net assets

The balance of net assets at the end of the fiscal year under review increased by 3,303 million yen to 123,897 million yen (compared with 120,594 million yen at the end of the previous fiscal year). This increase was primarily due to an increase of 1,659 million yen in valuation difference on available-for-sale securities, while treasury shares decreased by 4,042 million yen due to the acquisition and cancellation of treasury shares and other factors, and retained earnings decreased by 2,478 million yen due to an increase from profit attributable to owners of parent, a decrease from dividend payments and the cancellation of treasury shares and other factors.

The figures for the previous fiscal year reflect the material revisions to the initial allocation of acquisition costs resulting from the finalization of the provisional accounting treatment described in “Notes to business combinations, etc.” under “(5) Notes to Consolidated Financial Statements” in “3. Consolidated Financial Statements and Principal Notes” on page 15 of the accompanying materials.

(3) Overview of Cash Flows for the Fiscal Year under Review

Cash and cash equivalents (“cash”) at the end of the fiscal year under review totaled 39,714 million yen, an increase of 8,478 million yen from the end of the previous fiscal year.

The following is a summary of cash flows for the fiscal year under review and their contributing factors.

<Cash flows from operating activities>

Net cash provided by operating activities during the fiscal year under review amounted to 10,469 million yen (16,277 million yen provided during the previous fiscal year). This was primarily attributable to profit before income taxes of 17,069 million yen and depreciation of 3,660 million yen, offset by income taxes paid of 5,235 million yen and an increase in inventories of 4,642 million yen.

<Cash flows from investing activities>

Net cash used in investing activities during the fiscal year under review amounted to 8,981 million yen (16,735 million yen used during the previous fiscal year). This was primarily attributable to purchase of property, plant and equipment of 9,638 million yen, offset by proceeds from sale of investment securities of 1,469 million yen.

<Cash flows from financing activities>

Net cash provided by financing activities during the fiscal year under review amounted to 6,990 million yen (26,855 million yen provided during the previous fiscal year). This was primarily attributable to proceeds from long-term borrowings of 18,000 million yen, offset by dividends paid of 5,398 million yen and purchase of treasury shares amounting to 5,018 million yen.

(Reference) Trends in cash flow-related indicators

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Equity ratio (%)	77.6	78.1	80.8	64.8	59.8
Equity ratio on a market capitalization basis (%)	57.4	61.7	63.9	65.8	63.9
Cash flow to interest-bearing debt ratio (years)	0.0	0.0	0.0	2.2	5.1
Interest coverage ratio (times)	1,312.0	3,369.3	1,864.2	707.9	51.2

Equity ratio: equity / total assets

Equity ratio on a market capitalization basis: market capitalization / total assets

Cash flow to interest-bearing debt ratio: interest-bearing debt / cash flow

Interest coverage ratio: cash flow / interest expense

* All of the above indicators are calculated from financial figures on a consolidated basis.

* Market capitalization is calculated by multiplying the closing price of the Company’s shares at the end of each fiscal year by the number of outstanding shares at the end of the fiscal year (after deducting treasury shares).

* Operating cash flow is used for cash flows.

Cash flows from operating activities in consolidated statements of cash flows are used as operating cash flows. Interest-bearing debt includes all liabilities on which interest is paid, out of liabilities recorded in consolidated balance sheets. Interest expense is interest paid stated in consolidated statements of cash flows.

* The figures for each indicator for the fiscal year ended March 31, 2025 are disclosed after reflecting the material revisions to the initial allocation of acquisition costs resulting from the finalization of the provisional accounting treatment described in “Notes to business combinations, etc.” under “(5) Notes to Consolidated Financial Statements” in “3. Consolidated Financial Statements and Principal Notes” on page 15 of the accompanying

materials.

(4) Future Outlook

The Group expects the outlook for the next fiscal year to remain uncertain due to trends in resource prices stemming from the worsening situation in the Middle East and uncertainties in overseas economies, despite improvements in the employment and income environments and expected increases in personal consumption.

Given these circumstances, the Group will aim to enhance its brand recognition as a “comprehensive car maintenance services company” while also focusing on the motorcycle business. It will facilitate further reinforcement of its business foundations to increase earnings through the following strategies aimed at “provision of total service that includes Yellow Hat and the motorcycle business.”

(1) Area Strategy & Store Opening Strategy

In areas where cars are essential for daily transportation, we will actively open stores in small trade areas at low costs, aiming to become an indispensable infrastructure for local residents.

(2) Store Strategy & Product Strategy

We will establish a structure that seamlessly links product sales on our EC site and in-store installation, strengthening the coordination between the EC site and stores. On our EC site, we will offer a wide range of products and enhance model-specific product ranges, while strengthening affordably priced products in stores, to give customers a wider choice of products and improve convenience.

(3) Development of Loyal Customers

We will delve deeper into DX and integrate the management of membership information and POS data to provide the kind of product information that customers want at the appropriate time, thereby improving the repeat customer rate of new members.

(4) Mechanic Development Strategy

To strengthen oil changes, tire replacement, and other replacement and installation operations, and vehicle inspections, we will strengthen the development of mechanics and inspectors.

(5) Strengthening of Motorcycle Business

To strengthen the motorcycle business, the Group will implement measures such as increasing the number of stores, updating equipment, developing human resources, and expanding existing store revenues in the 2Rinkan, Bike Kan, and Y’s Road motorcycle businesses, aiming to provide total service that includes Yellow Hat and the motorcycle business.

As for the full-year performance forecast, through the above initiatives, the Group projects net sales of 176.0 billion yen, operating profit of 16.0 billion yen, ordinary profit of 17.4 billion yen, and profit attributable to owners of parent of 12.2 billion yen.

2. Basic Policy on Selection of Accounting Standards

The Group plans to prepare its consolidated financial statements based on the Japanese GAAP for the time being, in light of the comparability of consolidated financial statements between different periods and with other companies.

The Group will appropriately address the adoption of International Financial Reporting Standards after consideration of various developments in Japan and overseas.

3. Consolidated Financial Statements and Principal Notes

(1) Consolidated Balance Sheets

(Million yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	31,251	39,729
Notes and accounts receivable - trade	9,079	9,954
Inventories	29,303	34,137
Accounts receivable - other	3,664	4,044
Other	3,498	3,698
Allowance for doubtful accounts	(8)	(8)
Total current assets	76,789	91,556
Non-current assets		
Property, plant and equipment		
Buildings and structures	59,022	67,000
Accumulated depreciation	(29,046)	(30,456)
Buildings and structures, net	29,975	36,543
Machinery, equipment and vehicles	2,684	3,011
Accumulated depreciation	(1,773)	(1,969)
Machinery, equipment and vehicles, net	911	1,042
Land	43,490	43,083
Leased assets	286	286
Accumulated depreciation	(233)	(245)
Leased assets, net	52	41
Construction in progress	3,901	309
Other	9,333	10,583
Accumulated depreciation	(6,119)	(6,689)
Other, net	3,213	3,894
Total property, plant and equipment	81,545	84,914
Intangible assets		
Goodwill	1,530	1,435
Software	993	1,024
Software in progress	80	150
Other	1,750	1,700
Total intangible assets	4,355	4,311
Investments and other assets		
Investment securities	11,341	13,449
Long-term loans receivable	362	364
Leasehold deposits	7,473	7,362
Deferred tax assets	2,535	2,398
Other	1,811	2,718
Allowance for doubtful accounts	(272)	(257)
Total investments and other assets	23,251	26,036
Total non-current assets	109,152	115,262
Total assets	185,941	206,818

(Million yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	9,199	9,772
Short-term borrowings	35,000	35,000
Lease liabilities	18	12
Accounts payable - other	4,178	3,177
Income taxes payable	2,996	3,052
Contract liabilities	1,673	2,170
Provision for bonuses	1,484	1,547
Asset retirement obligations	5	20
Other	4,273	3,301
Total current liabilities	58,827	58,055
Non-current liabilities		
Long-term borrowings	-	18,000
Guarantee deposits received	1,655	1,628
Retirement benefit liability	115	113
Lease liabilities	44	22
Asset retirement obligations	3,572	3,611
Other	1,131	1,488
Total non-current liabilities	6,518	24,865
Total liabilities	65,346	82,920
Net assets		
Shareholders' equity		
Share capital	15,072	15,072
Capital surplus	9,085	9,085
Retained earnings	97,870	95,392
Treasury shares	(4,697)	(655)
Total shareholders' equity	117,330	118,894
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	4,893	6,553
Revaluation reserve for land	(1,907)	(1,871)
Foreign currency translation adjustment	121	138
Remeasurements of defined benefit plans	7	38
Total accumulated other comprehensive income	3,115	4,858
Share acquisition rights	147	142
Non-controlling interests	1	1
Total net assets	120,594	123,897
Total liabilities and net assets	185,941	206,818

(2) Consolidated Statements of Income and Comprehensive Income

Consolidated Statements of Income

(Million yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net sales	154,066	171,280
Cost of sales	86,675	96,803
Gross profit	67,391	74,477
Selling, general and administrative expenses	51,940	59,389
Operating profit	15,450	15,087
Non-operating income		
Interest income	35	32
Dividend income	303	399
Commission income	360	432
Share of profit of entities accounted for using equity method	82	73
Reversal of allowance for doubtful accounts	-	15
Other	685	859
Total non-operating income	1,467	1,813
Non-operating expenses		
Interest expenses	23	202
Other	55	115
Total non-operating expenses	79	318
Ordinary profit	16,838	16,582
Extraordinary income		
Gain on sale of non-current assets	85	65
Gain on sale of investment securities	64	1,166
Gain on bargain purchase	-	27
Gain on reversal of asset retirement obligations	-	43
Gain on forgiveness of debts	-	56
Total extraordinary income	150	1,360
Extraordinary losses		
Loss on sale of non-current assets	0	267
Loss on retirement of non-current assets	15	202
Impairment losses	528	403
Total extraordinary losses	545	873
Profit before income taxes	16,443	17,069
Income taxes - current	5,265	5,322
Income taxes - deferred	(83)	(221)
Total income taxes	5,182	5,100
Profit	11,261	11,968
Profit attributable to non-controlling interests	0	0
Profit attributable to owners of parent	11,260	11,968

Consolidated Statements of Comprehensive Income

(Million yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Profit	11,261	11,968
Other comprehensive income		
Valuation difference on available-for-sale securities	898	1,649
Revaluation reserve for land	-	36
Remeasurements of defined benefit plans, net of tax	(10)	8
Share of other comprehensive income of entities accounted for using equity method	20	48
Total other comprehensive income	908	1,743
Comprehensive income	12,169	13,711
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	12,169	13,711
Comprehensive income attributable to non-controlling interests	0	0

(3) Consolidated Statements of Changes in Equity

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Million yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	15,072	10,509	90,767	(2,190)	114,160
Changes during period					
Dividends of surplus			(3,144)		(3,144)
Profit attributable to owners of parent			11,260		11,260
Reversal of revaluation reserve for land					-
Purchase of treasury shares				(5,000)	(5,000)
Exercise of share acquisition rights		(1)		8	7
Restricted stock payment		34		11	46
Cancellation of treasury shares		(1,458)	(1,013)	2,471	-
Movement of treasury stock owned by equity-method affiliate					-
Net changes in items other than shareholders' equity					
Total changes during period	-	(1,424)	7,102	(2,507)	3,170
Balance at end of period	15,072	9,085	97,870	(4,697)	117,330

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	3,992	(1,907)	97	24	2,206	154	0	116,522
Changes during period								
Dividends of surplus								(3,144)
Profit attributable to owners of parent								11,260
Reversal of revaluation reserve for land								-
Purchase of treasury shares								(5,000)
Exercise of share acquisition rights								7
Restricted stock payment								46
Cancellation of treasury shares								-
Movement of treasury stock owned by equity-method affiliate								-
Net changes in items other than shareholders' equity	900	-	24	(16)	908	(7)	0	901
Total changes during period	900	-	24	(16)	908	(7)	0	4,072
Balance at end of period	4,893	(1,907)	121	7	3,115	147	1	120,594

Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Million yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	15,072	9,085	97,870	(4,697)	117,330
Changes during period					
Dividends of surplus			(5,401)		(5,401)
Profit attributable to owners of parent			11,968		11,968
Reversal of revaluation reserve for land			(36)		(36)
Purchase of treasury shares				(5,000)	(5,000)
Exercise of share acquisition rights		(7)		12	4
Restricted stock payment		14		33	47
Cancellation of treasury shares		(6)	(9,008)	9,015	-
Movement of treasury stock owned by equity-method affiliate				(18)	(18)
Net changes in items other than shareholders' equity					
Total changes during period	-	-	(2,478)	4,042	1,563
Balance at end of period	15,072	9,085	95,392	(655)	118,894

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	4,893	(1,907)	121	7	3,115	147	1	120,594
Changes during period								
Dividends of surplus								(5,401)
Profit attributable to owners of parent								11,968
Reversal of revaluation reserve for land								(36)
Purchase of treasury shares								(5,000)
Exercise of share acquisition rights								4
Restricted stock payment								47
Cancellation of treasury shares								-
Movement of treasury stock owned by equity-method affiliate								(18)
Net changes in items other than shareholders' equity	1,659	36	16	30	1,743	(4)	0	1,739
Total changes during period	1,659	36	16	30	1,743	(4)	0	3,303
Balance at end of period	6,553	(1,871)	138	38	4,858	142	1	123,897

(4) Consolidated Statements of Cash Flows

(Million yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	16,443	17,069
Depreciation	3,079	3,660
Impairment losses	528	403
Gain on bargain purchase	-	(27)
Amortization of goodwill	16	95
Gain on reversal of asset retirement obligations	-	(43)
Gain on forgiveness of debts	-	(56)
Increase (decrease) in allowance for doubtful accounts	3	(15)
Increase (decrease) in provision for bonuses	78	97
Increase (decrease) in retirement benefit liability	1	19
Interest and dividend income	(339)	(432)
Interest expenses	23	202
Foreign exchange losses (gains)	0	(0)
Share of loss (profit) of entities accounted for using equity method	(82)	(73)
Loss (gain) on sale of non-current assets	(84)	202
Loss (gain) on sale of investment securities	(64)	(1,166)
Loss on retirement of non-current assets	15	202
Decrease (increase) in trade receivables	(154)	(964)
Increase (decrease) in trade payables	752	1,318
Decrease (increase) in inventories	(383)	(4,642)
Increase (decrease) in contract liabilities	57	537
Increase (decrease) in accrued consumption taxes	613	(576)
Other, net	490	(335)
Subtotal	20,997	15,471
Interest and dividends received	322	418
Interest paid	(22)	(204)
Income taxes paid	(5,045)	(5,235)
Income taxes refund	26	19
Net cash provided by (used in) operating activities	16,277	10,469

(Million yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from investing activities		
Purchase of property, plant and equipment	(12,092)	(9,638)
Proceeds from sale of property, plant and equipment	606	914
Purchase of intangible assets	(191)	(684)
Purchase of investment securities	(206)	(0)
Proceeds from sale of investment securities	51	1,469
Purchase of shares of subsidiaries and associates	-	(785)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(4,712)	-
Loan advances	(0)	(0)
Proceeds from collection of loans receivable	2	2
Payments of leasehold and guarantee deposits	(214)	(332)
Proceeds from refund of leasehold and guarantee deposits	98	170
Decrease (increase) in investments and other assets	(78)	(98)
Net cash provided by (used in) investing activities	(16,735)	(8,981)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	35,000	(20)
Repayments of long-term borrowings	-	(572)
Proceeds from long-term borrowings	-	18,000
Purchase of treasury shares	(5,000)	(5,018)
Dividends paid	(3,144)	(5,398)
Net cash provided by (used in) financing activities	26,855	6,990
Effect of exchange rate change on cash and cash equivalents	(0)	0
Net increase (decrease) in cash and cash equivalents	26,397	8,478
Cash and cash equivalents at beginning of period	4,838	31,235
Cash and cash equivalents at end of period	31,235	39,714

(5) Notes to Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Notes to changes in presentation)

(Consolidated statements of income)

“Nondeductible consumption tax” under “Non-operating expenses,” which had been presented as a separate line item in the previous fiscal year, has been included in “Other” from the fiscal year under review, as it fell to 10% or less of the total amount of non-operating expenses. To reflect this change in presentation method, the consolidated financial statements for the previous fiscal year have been restated.

As a result of this change, the 11 million yen in “Nondeductible consumption tax” and 43 million yen in “Other” presented under “Non-operating expenses” in the previous fiscal year’s consolidated statements of income have been restated as 55 million yen in “Other.”

(Notes to business combinations, etc.)

(Finalization of provisional accounting treatment for business combination)

The Company had applied provisional accounting treatment in the previous fiscal year for the business combination with Y International, Inc. (currently Y’s Road Yellow Hat Inc.) conducted on January 31, 2025, which has been finalized in the fiscal year under review.

As a result of the finalization of the provisional accounting treatment, material revisions to the initial allocation of acquisition costs are reflected in the comparative information included in the consolidated financial statements for the fiscal year under review.

Consequently, the provisionally calculated goodwill of 2,371 million yen on the consolidated balance sheet as of the end of the previous fiscal year has decreased by 895 million yen to 1,475 million yen upon finalization of the accounting treatment. The decrease in goodwill is attributable to increases of 1,288 million yen in other intangible assets (marketing-related assets), 13 million yen in deferred tax assets, and 405 million yen in deferred tax liabilities, respectively.

The amortization period for goodwill and intangible assets allocated other than goodwill is 20 years.

There is no impact on the consolidated statements of income for the previous fiscal year.

(Notes to segment information, etc.)

1. Overview of reportable segments

Reportable segments of the Company are its components for which separate financial statements are available and that are subject to periodic reviews by the Board of Directors for the purpose of determining the allocation of management resources and assessing business performance.

The Company has two reportable segments, namely the Automotive and Motorcycle Parts Sales business and the Real Estate Lease business.

In the Automotive and Motorcycle Parts Sales business, the Company is engaged in the wholesale of products, including auto parts and accessories as well as motorcycle parts and accessories, to sales subsidiaries and associates, group companies, and other entities. The Company also conducts a retail business through its sales subsidiaries and associates, as well as on its website.

In the Real Estate Lease business, the Company leases buildings and facilities to its sales subsidiaries and associates, group companies, and other entities.

2. Method of calculating net sales, profit (loss), assets, liabilities, and other items by reportable segment

Accounting policies of reported business segments are generally consistent with those followed when preparing consolidated financial statements.

3. Information on net sales, profit (loss), assets, liabilities, and other items by reportable segment

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Million yen)

	Reportable segment			Others	Total
	Automotive and Motorcycle Parts Sales Business	Real Estate Lease Business	Total		
Net sales					
Net sales to external customers	148,287	5,779	154,066	–	154,066
Inter-segment net sales or transfers	–	–	–	–	–
Total	148,287	5,779	154,066	–	154,066
Segment profit	14,056	1,394	15,450	–	15,450
Segment assets	162,987	22,954	185,941	–	185,941
Other items					
Depreciation	2,451	628	3,079	–	3,079
Increase in property, plant and equipment and intangible assets	9,169	474	9,644	–	9,644

Notes: 1. The total amount of profits of reportable segments is the operating profit in the consolidated statements of income. The total amount of assets of reportable segments is the total assets in the consolidated balance sheets.
2. The segment information for the previous fiscal year reflect the material revisions to the initial allocation of acquisition costs resulting from the finalization of the provisional accounting treatment described in “Notes to business combinations, etc.” under “(5) Notes to Consolidated Financial Statements” in “3. Consolidated Financial Statements and Principal Notes” on page 15 of the accompanying materials.

For the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Million yen)

	Reportable segment			Others	Total
	Automotive and Motorcycle Parts Sales Business	Real Estate Lease Business	Total		
Net sales					
Net sales to external customers	165,486	5,793	171,280	–	171,280
Inter-segment net sales or transfers	–	–	–	–	–
Total	165,486	5,793	171,280	–	171,280
Segment profit	13,680	1,406	15,087	–	15,087
Segment assets	184,817	22,001	206,818	–	206,818
Other items					
Depreciation	3,031	628	3,660	–	3,660
Increase in property, plant and equipment and intangible assets	11,672	1,144	12,816	–	12,816

Note: The total amount of profits of reportable segments is the operating profit in the consolidated statements of income. The total amount of assets of reportable segments is the total assets in the consolidated balance sheets.

4. Differences between the totals of reportable segments and the amounts recorded in the consolidated financial statements, and major components of such differences (notes on adjustments)
Not applicable.

(Notes to per share information)

Item	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net assets per share	¥1,358.58	¥1,446.59
Basic earnings per share	¥123.55	¥137.86
Diluted earnings per share	¥123.11	¥137.36

- Notes: 1. The Company conducted a two-for-one split of its common shares, effective April 1, 2025. The net assets per share, the basic earnings per share, and the diluted earnings per share have been calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.
2. The basis for calculating the basic earnings per share and the diluted earnings per share is as follows.

Item	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Basic earnings per share		
Profit attributable to owners of parent (Million yen)	11,260	11,968
Amount not attributable to common shareholders (Million yen)		
Profit attributable to owners of parent relating to common shares (Million yen)	11,260	11,968
Average number of common shares outstanding during the period (Thousand shares)	91,141	86,817
Diluted earnings per share		
Adjustment for profit attributable to owners of parent (Million yen)	–	–
Increase in number of common shares (Thousand shares)	328	315
[Of which, share acquisition rights (Thousand shares)]	[328]	[315]
Overview of residual shares not included in the calculation of diluted earnings per share due to their non-dilutive effect	–	–

2. The basis for calculating net assets per share is as follows.

Item	As of March 31, 2025	As of March 31, 2026
Net assets per share		
Total net assets (Million yen)	120,594	123,897
Amount deducted from total net assets (Million yen)	148	144
[Of which, share acquisition rights (Million yen)]	[147]	[142]
[Of which, non-controlling interests (Million yen)]	[1]	[1]
Net assets at end of period relating to common shares (Million yen)	120,446	123,753
Number of common shares issued (Thousand shares)	95,987	86,021
Number of common shares held as treasury shares (Thousand shares)	7,331	473
Number of common shares at end of period used for calculating net assets per share (Thousand shares)	88,656	85,548

(Notes to significant subsequent events)

(Acquisition and cancellation of treasury shares)

At a Board of Directors meeting held on May 8, 2026, the Company resolved the matters concerning the acquisition of its treasury shares pursuant to the provisions of Article 156 of the Companies Act, as applied by replacing the relevant terms pursuant to the provisions of Article 165, paragraph (3) of the same Act, and also resolved the cancellation of its treasury shares pursuant to the provisions of Article 178 of the Companies Act.

1. Reason for the acquisition and cancellation of treasury shares

The Company will acquire its treasury shares and cancel all of the shares to be acquired as part of a flexible capital policy in response to changes in the business environment and as a measure to enhance shareholder returns.

2. Details of matters related to acquisition

- | | |
|--|--|
| (1) Class of shares to be acquired: | Common shares of the Company |
| (2) Total number of shares to be acquired: | Maximum of 6,000,000 shares
(7.0% of the total number of shares issued (excluding treasury shares)) |
| (3) Total amount of share acquisition costs: | Maximum of ¥7,500,000,000 |
| (4) Acquisition period: | From May 18, 2026 to February 26, 2027 |
| (5) Acquisition method: | Market purchase on the Tokyo Stock Exchange |

3. Details of matters related to cancellation

- | | |
|---|------------------------------------|
| (1) Class of shares to be cancelled: | Common shares of the Company |
| (2) Total number of shares to be cancelled: | All shares acquired under 2. above |
| (3) Planned dates of cancellation: | March 23, 2027 |

(Potential leakage of personal information due to unauthorized access to consolidated subsidiary)

As announced in the “[Update] Notice Concerning Potential Leakage of Personal Information Due to Unauthorized Access to Consolidated Subsidiary” dated May 1, 2026, the Company has received a report from the management company of the server regarding traces of unauthorized data extraction from the member information of 2rinkan Yellow Hat Ltd., a consolidated subsidiary of the Company, stored on the member-only server of 2rinkan Yellow Hat Ltd., which was subject to an attack by unauthorized programs.

Costs are expected to arise in connection with the above, including those related to responding to customer inquiries, investigating the unauthorized access and information leakage, and implementing information security measures. The impact of this incident on the financial results of the Group for the next fiscal year is currently under review and has not been reflected in the earnings forecast at this time. If any matters arise that may have a significant impact on financial results, the Company will announce them promptly.