

INTERLIFE HOLDINGS (1418)

Consolidated Fiscal Year (Million Yen)		Sales	Operating Profit	Recurring Profit	Profit Attributable to Owners of Parent	EPS (Yen)	DPS (Yen)	BPS (Yen)
FY02/2024		12,626	270	245	384	24.82	8.00	234.45
FY02/2025		16,940	875	875	705	45.43	20.00	271.55
FY02/2026CoE		16,500	1,100	1,090	750	48.11	25.00	-
FY02/2025		YoY	34.2%	223.7%	256.0%	83.2%	-	-
FY02/2026CoE		YoY	(2.6%)	25.6%	24.6%	6.4%	-	-
Consolidated Q1 to Q3 (Million Yen)		Sales	Operating Profit	Recurring Profit	Profit Attributable to Owners of Parent	EPS (Yen)	DPS (Yen)	BPS (Yen)
Q1 to Q3 FY02/2025		13,083	757	758	582	-	-	-
Q1 to Q3 FY02/2026		12,397	1,062	1,054	741	-	-	-
Q1 to Q3 FY02/2026		YoY	(5.2%)	40.3%	39.0%	27.3%	-	-

Source: Company Data, WRJ Calculation

1.0 Executive Summary (9 March 2026)


Osaka IR-related Demand

INTERLIFE HOLDINGS, which operates the Interior Construction and the Sound & Lighting Facilities (total services including design, construction and maintenance of commercial & public facilities), has articulated a policy of enhancing its earnings capability by capturing demand related to the IR (integrated resort) scheduled to commence operations in Osaka around autumn 2030. While the Company currently provides only a limited set of performance targets, such as achieving sales of ¥20,000m for FY02/2028, it appears that, when announcing results for FY02/2026, the Company plans to disclose a more concrete and longer-term performance outlook, including profitability, in light of recent developments. The liquidity of its shares has increased following a secondary offering by the largest shareholder and although sales have declined during FY02/2026 due partly to a reorganization of the business portfolio, initiatives to strengthen order intake for high gross profit margin projects have been effective. Consequently, despite a sales decline, further profit growth is expected following the substantial sales growth and profit growth in FY02/2025. Moreover, given the recent order intake trend, indications suggest that the Company is positioned to maintain or expand high levels of sales and operating profit toward FY02/2027. On top of this, it appears that the Company is considering M&A as a measure for future growth. According to the Company, similar to SANKEN SYSTEM (a 100%-owned subsidiary) it brought under its umbrella in November 2023, it plans to expand its market share, reduce costs and further strengthen competitiveness by bringing additional companies operating in areas with strong relevance and affinity to existing operations under its umbrella. In other words, the Company plans to expand the horizontal deployment of its strong management capabilities into new business areas within the markets served by both the Interior Construction and the Sound & Lighting Facilities.

IR Contact: Masanari Kato, Managing Director (+81-3-3547-3227 / kato-masanari@n-interlife.co.jp)

2.0 Company Profile

Essential Services for Communities

Company Name	<p>INTERLIFE HOLDINGS CO., LTD.</p> <p>Company Website</p> <p>INVESTOR RELATIONS</p> <p>Share Price (Japanese)</p> 
Established	5 October 2010
Listing	<p>4 April 2022: Tokyo Stock Exchange Standard Market (ticker: 1418)</p> <p>16 July 2013: Tokyo Stock Exchange JASDAQ (Standard)</p> <p>5 October 2010: Osaka Stock Exchange (JASDAQ Standard)</p>
Capital	¥2,979m (as of the end of November 2025)
No. of Shares	17,010,529 shares, including 1,698,480 treasury shares (as of the end of Nov. 2025)
Main Features	<ul style="list-style-type: none"> ● Specializing in design and construction of commercial & public facilities ● Offering comprehensive services, including management and maintenance ● Operating as a holding company overseeing its subsidiaries
Segments	<p>I . Interior Construction</p> <p>II . Sound & Lighting Facilities</p> <p>III. Equipment & Maintenance</p>
Representatives	<p>Representative Director, Chairman and CEO: Masahide Shoji</p> <p>Representative Director and President: Koji Kida</p>
Shareholders	<p>TATSUMI 42.96% (*), Custody Bank of Japan, T. 3.84%, NOMURA Co., Ltd. 2.75%, Client Share Ownership Plan 2.69%, ESOP 2.53% (as of the end of August 2025, but for treasury shares /* 32.23%: our estimate after retrospective adjustment for the secondary offering of 1,740,000 shares with the settlement date set for 12 February 2026)</p>
Head Office	Chuo-ku, Tokyo, JAPAN
No. of Personnel	Consolidated: 255 (as of the end of February 2026)

Source: Company Data

3.0 Group Corporate Philosophy

Comfortable Spaces Filled with Excitement and Joy

INTERLIFE HOLDINGS, which operates the Interior Construction and the Sound & Lighting Facilities (total services including design, construction and maintenance of commercial & public facilities), was established in October 2010 as a holding company responsible for the management of its subsidiaries and related operations. With 255 employees as of the yearend of FY02/2025, the Company upholds the group management philosophy of “We create comfortable spaces filled with excitement and joy for all people, contributing to society.”

FY02/2025 Results				
	Group Companies (100%-owned subsidiaries)	Sales (composition ratio %)	Segment Profit (composition ratio %)	Number of Employees (persons)
Interior Construction	NISSHO INTERLIFE	57.4%	52.1%	100
Sound & Lighting Facilities	SYSTEM ENGINEERING SANKEN SYSTEM	34.1%	48.7%	106
Equipment & Maintenance	FACILITY MANAGEMENT TAMAHIRO KOGYO	8.4%	(0.8%)	35
Total	-	100.0%	100.0%	255

Source: Company Data, WRJ Calculation

In the results for FY02/2025, the Interior Construction handled by NISSHO INTERLIFE (a 100%-owned subsidiary) accounted for 57.4% of sales and 52.1% of segment profit. The specific operations cited include “planning & design, architectural design and construction for commercial facilities” in the Commercial Environment Construction division and “interior rough-in work” in the Specialized Construction division. While the construction capabilities and agility provided by a dedicated group of roughly 250 craftsmen are cited as the Company’s greatest strengths, NISSHO INTERLIFE (a 100%-owned subsidiary) absorbed FACILITY MANAGEMENT (a 100%-owned subsidiary) on 1 June 2025. As a result, the operations previously handled by the latter—such as “building cleaning contracting, building management & repair and maintenance of air conditioning equipment”—have been integrated into the Interior Construction as the FM division from the beginning of Q2 (June–August) FY02/2026.

The Sound & Lighting Facilities handled by SYSTEM ENGINEERING (a 100%-owned subsidiary) and SANKEN SYSTEM (a 100%-owned subsidiary) accounted for 34.1% of sales and 48.7% of segment profit. SYSTEM ENGINEERING (a 100%-owned subsidiary), which contributes a substantial portion of the segment's sales, provides "comprehensive production services ranging from planning & design to construction & maintenance for specialized performance equipment used in hotels, including audio, video, lighting and rigging systems, as well as conference systems for assembly halls". SANKEN SYSTEM (a 100%-owned subsidiary), on the other hand, engages in "integrated support covering system development and sales, planning & design, manufacturing, installation and maintenance management for AVC (audio, visual and control) equipment systems."

According to the Company, the market in which the Sound & Lighting Facilities operates is a so-called niche market, and compared with Interior Construction, whose market size is significantly larger, the number of competitors is substantially smaller. Furthermore, because the Company possesses proprietary technological capabilities and expertise in the Sound & Lighting Facilities, the segment profit margin is considered to be higher. In the results for FY02/2025, the segment profit margin came in at 5.4% for the Interior Construction and 8.5% for the Sound & Lighting Facilities.

Meanwhile, as of the end of Q1 (March–May), the Company has withdrawn from the Equipment & Maintenance previously handled by FACILITY MANAGEMENT (a 100%-owned subsidiary) and TAMAHIRO KOGYO (a 100%-owned subsidiary). It can be considered that the reorganization of the business portfolio aimed at establishing a high-profit structure is progressing steadily. In the results for FY02/2025, the Equipment & Maintenance accounted for 8.4% of sales and negative 0.8% of segment profit.

As noted above, NISSHO INTERLIFE (a 100%-owned subsidiary), which absorbed FACILITY MANAGEMENT (a 100%-owned subsidiary), has thereby established a structure that enables it to receive orders consistently from construction through maintenance. According to the Company, this has put in place a framework that will allow it to further strengthen its ability to provide services to customers going forward. In addition, with respect to TAMAHIRO KOGYO (a 100%-owned subsidiary), which had been engaged in "construction & repair of facilities for air conditioning, electrical, water supply, drainage and sanitation, as well as sales of equipment," the Company states that it transferred its shares on 31 May 2025 for the purpose of adapting to changes in the business environment.

Company History (extract)

Date	Events
February 1975	NISSHO, established in Arakawa-ku, Tokyo, primarily engaged in flooring construction for the display industry
June 1988	Company name, changed from NISSHO to NISSHO INTERLIFE
August 1988	Head office, relocated to Kita-ku, Tokyo
August 1990	Shares, registered with the Japan Securities Dealers Association for over-the-counter trading
December 2004	Over-the-counter registration, canceled; shares listed on the JASDAQ Stock Exchange
April 2010	Shares, listed on the Osaka Stock Exchange (JASDAQ Market), following the merger of the JASDAQ Stock Exchange and the Osaka Stock Exchange
October 2010	INTERLIFE HOLDINGS, established through a sole-share transfer by NISSHO INTERLIFE, which became a 100%-owned subsidiary
October 2010	Shares, listed on the Osaka Stock Exchange (JASDAQ Standard)
November 2011	Fiscal yearend, changed from 20 March to the end of February, as approved at an extraordinary shareholders' meeting
July 2013	Shares, listed on the Tokyo Stock Exchange JASDAQ (Standard), following the integration of the cash markets of the Osaka and Tokyo Stock Exchanges
May 2014	Head office, relocated to Chuo-ku, Tokyo
May 2017	Transitioned to a company with an Audit & Supervisory Committee, accompanied by a partial amendment to the Articles of Incorporation
April 2022	Listing, transferred from the Tokyo Stock Exchange JASDAQ (Standard) to the Tokyo Stock Exchange Standard Market
May 2025	All shares of TAMAHIRO KOGYO, transferred
June 2025	NISSHO INTERLIFE (the surviving company) and FACILITY MANAGEMENT (the dissolved company), merged

4.0 Recent Trading and Prospects

Q1 to Q3 (March to November) FY02/2026

In Q1 to Q3 (March–November) FY02/2026, sales came in at ¥12,397m (down 5.2% YoY), operating profit ¥1,062m (up 40.3%), recurring profit ¥1,054m (up 39.0%) and profit attributable to owners of parent ¥741m (up 27.3%). Meanwhile, gross profit came in at ¥2,799m (up 11.7%) and SG&A expenses ¥1,737m (down 0.6%), resulting in a gross profit margin of 22.6% (up 3.4% points) and an SG&A ratio of 14.0% (up 0.7% points). Consequently, operating profit margin came in at 8.6% (up 2.8% points).

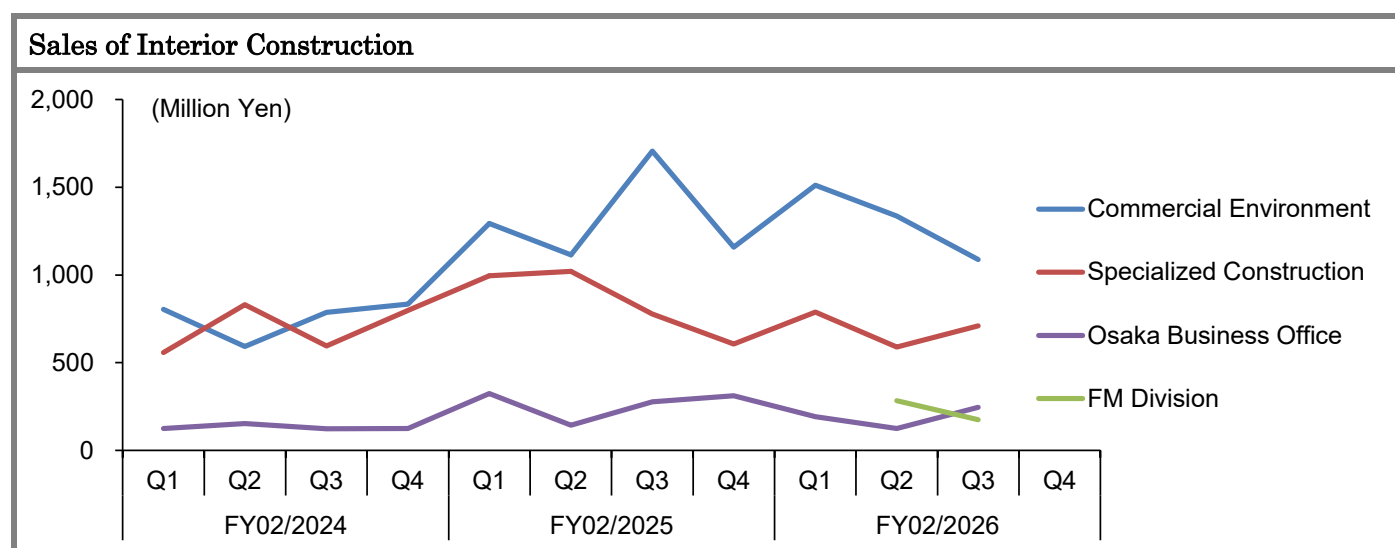


Source: Company Data, WRJ Calculation

Regarding sales trends through Q1 to Q3 (March–November), the Company has inevitably experienced a sales decline due to a reorganization of the business portfolio, compounded by a somewhat larger decrease in sales in the Interior Construction. However, the Sound & Lighting Facilities has achieved steady sales growth along with a significant improvement in its segment profit margin, enabling the Company to secure substantial profit growth despite the overall sales decline. Quarterly sales in both segments tend to fluctuate considerably depending on the presence or absence of large-scale projects, and the same applies to segment profit trends. In Q1 to Q2 (March–August) FY02/2026, sales from highly profitable large-scale projects were recorded at an unprecedented level of concentration. It should also be noted that the Company exited the Equipment & Maintenance as of the end of Q1 (March–May).

Interior Construction (58.4% of Sales and 43.0% of Segment Profit)

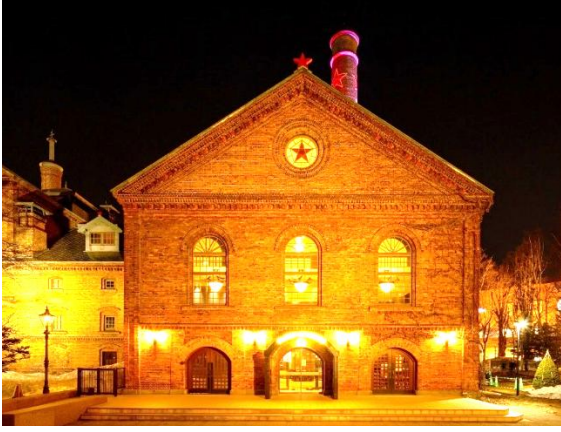
In the Interior Construction handled by NISSHO INTERLIFE (a 100%-owned subsidiary), sales came in at ¥7,244m (down 12.7%), segment profit ¥491m (down 4.5%) and the segment profit margin 6.8% (up 0.6% points). The Company attributes the sluggish sales performance to weaker involvement in large-scale projects in both the Commercial Environment Construction division (“planning & design, architectural design and construction for commercial facilities”) and the Specialized Construction division (“interior rough-in work”) compared with the same period of the previous year. The same applies to sales in both divisions through the Osaka Business Office. However, the segment profit margin has improved, supported by initiatives that have successfully concentrated order intake on projects carrying higher gross profit margin.



Source: Company Data, WRJ Calculation

Meanwhile, the Equipment & Maintenance had been handled by TAMAHIRO KOGYO (a 100%-owned subsidiary) and FACILITY MANAGEMENT (a 100%-owned subsidiary). The shares of the former were sold on 31 May 2025, and the Company recorded a gain on sale of subsidiary shares of ¥70m for Q1 (March–May). The latter was absorbed by NISSHO INTERLIFE (a 100%-owned subsidiary) on 1 June 2025, and sales have been recorded from Q2 (June–August) in the Interior Construction as the FM Division which covers “building cleaning contracting, building management & repair and maintenance of air conditioning equipment.” According to the Company, the integration with the operations of the Commercial Environment Construction division (“planning & design, architectural design and construction for commercial facilities”) has enabled it to receive orders under a more comprehensive, integrated structure than before. In this report, retroactive adjustments arising from the above changes in segment classifications are reflected to the extent disclosed, while data for which no retroactive adjustments have been disclosed are based on the previously reported figures.

Interior Construction – Project Example: Sapporo Beer Garden



Exterior View of Kaitakushikan



Interior View of Kaitakushikan (after completion)

Source: Company Data

As an example of construction work undertaken in FY02/2026, the Company cites a prime contractor project for interior renovation at “Sapporo Beer Garden” in the “Kaitakushikan” building. While “Sapporo Beer Garden” is a well-known Sapporo tourist destination where visitors can enjoy beer and Hokkaido’s famous grilled mutton dish, jingisukan, in a historic red-brick building, “Kaitakushikan” is a museum that introduces the history of the Hokkaido settlement. According to the Company, NISSHO INTERLIFE (a 100%-owned subsidiary) has been deeply involved in the recent renovation. “Kaitakushikan,” originally constructed in 1890, was last renovated in 1986, and the latest renovation has taken place roughly 40 years later.

Interior Construction – Project Example: “ATRUSSEBOARD®” for “HERALBONY LABORATORY GINZA”



Source: Company Data

In addition, NISSHO INTERLIFE (a 100%-owned subsidiary), which is developing an innovative new building material called “ATRUSSEBOARD®” (ceiling and exterior wall material), is seen as having a role for “constructing a new foundation for growth,” which is identified as a priority strategy in the Fifth Medium-Term Management Plan (FY02/2026–FY02/2028), through the accumulation of construction track records for this product.

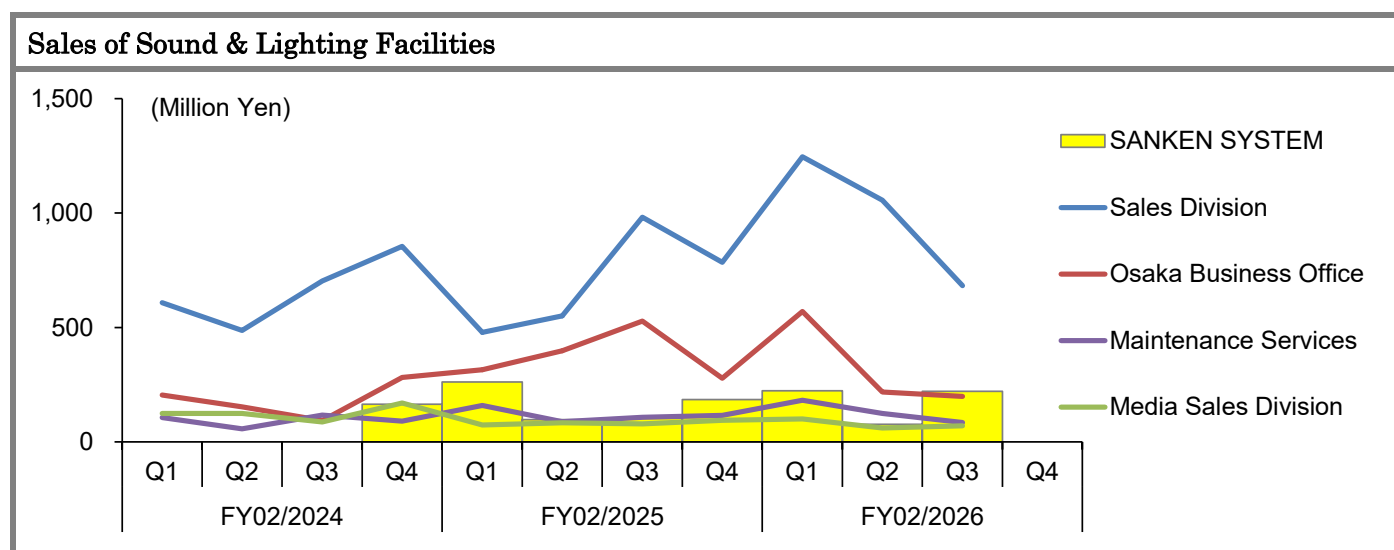
Although sales recorded for “ATRUSSBOARD®” have so far remained limited in the course of developments to date, the Company states that it has been steadily accumulating construction track records for schools, hotels, offices and retail stores. Furthermore, as it focuses on expanding into new fields, the material has been adopted for the exterior walls of “HERALBONY LABORATORY GINZA,” a base in Ginza, Chuo-ku, Tokyo, which serves as both a shop and gallery operated by HERALBONY, a Japanese creative company that fuses welfare and art, and aims to create new culture by bringing the works of artists with disabilities into society. In addition, recent developments indicate that there have been cases in which the material has been adopted as a ceiling material for public facilities in its original application.

On 13 May 2025, NISSHO INTERLIFE (a 100%-owned subsidiary) announced that it had obtained a patent (Patent No. 7675470) for “ATRUSSBOARD®,” a hybrid ultra-lightweight recycled paper and aluminum ceiling material. After learning of ceiling-collapse accidents caused by earthquakes or aging, the Company worked on developing an ultra-lightweight material that minimizes the risk of injury from falling objects, resulting in a new building material that is safer and more reliable than existing materials while also freeing construction workers from heavy labor. As a holding company that oversees the management of its subsidiaries, exemplified by NISSHO INTERLIFE (a 100%-owned subsidiary), the Company states that it will continue to focus on these initiatives on a sustained basis, aiming to fulfill its social role while achieving sustainable growth and contributing to a sustainable society going forward.

The groundbreaking ceiling material “ATRUSSBOARD®,” which offers superior safety and work efficiency, is also used as an exterior wall material, as noted above, after being finished with so-called plaster coating that enhances texture, durability and design quality. On the other hand, the price gap between this material and conventional gypsum-board ceiling materials remains quite large, posing a significant challenge to expanding its use in its original application as a ceiling material. However, once this challenge is resolved over the medium to long term, it is considered highly likely that the material will be adopted even for large-scale ceiling projects, and such a scenario is expected to have a considerable impact on the Company’s future performance trajectory.

Sound & Lighting Facilities (41.4% of Sales and 58.3% of Segment Profit)

In the Sound & Lighting Facilities handled by SYSTEM ENGINEERING (a 100%-owned subsidiary) and SANKEN SYSTEM (a 100%-owned subsidiary), sales came in at ¥5,128m (up 18.5%), segment profit ¥666m (up 73.2%) and segment profit margin 13.0% (up 4.1% points).



Source: Company Data, WRJ Calculation

SYSTEM ENGINEERING (a 100%-owned subsidiary; Sales Division, Osaka Business Office, Maintenance Services and Media Sales Division), which has a substantial impact on the performance trend of the Sound & Lighting Facilities, is engaged in “comprehensive production services ranging from planning & design to construction & maintenance for specialized performance equipment used in hotels, including audio, video, lighting and rigging systems, as well as conference systems for assembly halls.” According to the Company, in Q1 to Q3 (March–November), sales expanded significantly due to direct transactions that included consulting from the design stage with foreign-affiliated hotels and other clients. Meanwhile, SANKEN SYSTEM (a 100%-owned subsidiary), which provides “integrated support covering system development and sales, planning & design, manufacturing, installation and maintenance management for AVC (audio, visual and control) equipment systems,” is also reported to have secured sales growth.

As an example of construction work undertaken in FY02/2026, the Company cites an acoustic equipment project at “TOYOTA ARENA TOKYO,” which opened on 3 October 2025. According to the Company, SYSTEM ENGINEERING (a 100%-owned subsidiary) received orders for and carried out the design of large ceiling speaker, above-ceiling system and the control rooms, while SANKEN SYSTEM (a 100%-owned subsidiary) received orders for and carried out the construction work. “TOYOTA ARENA TOKYO” is a state-of-the-art multipurpose facility built as the new home arena for ALVARK TOKYO, which competes in the East District of the B.LEAGUE B1 division, Japan’s professional men’s basketball league.

Sound & Lighting Facilities – Project Example: “TOYOTA ARENA TOKYO”



Large Ceiling Speaker



Above-Ceiling System



Control Room 1

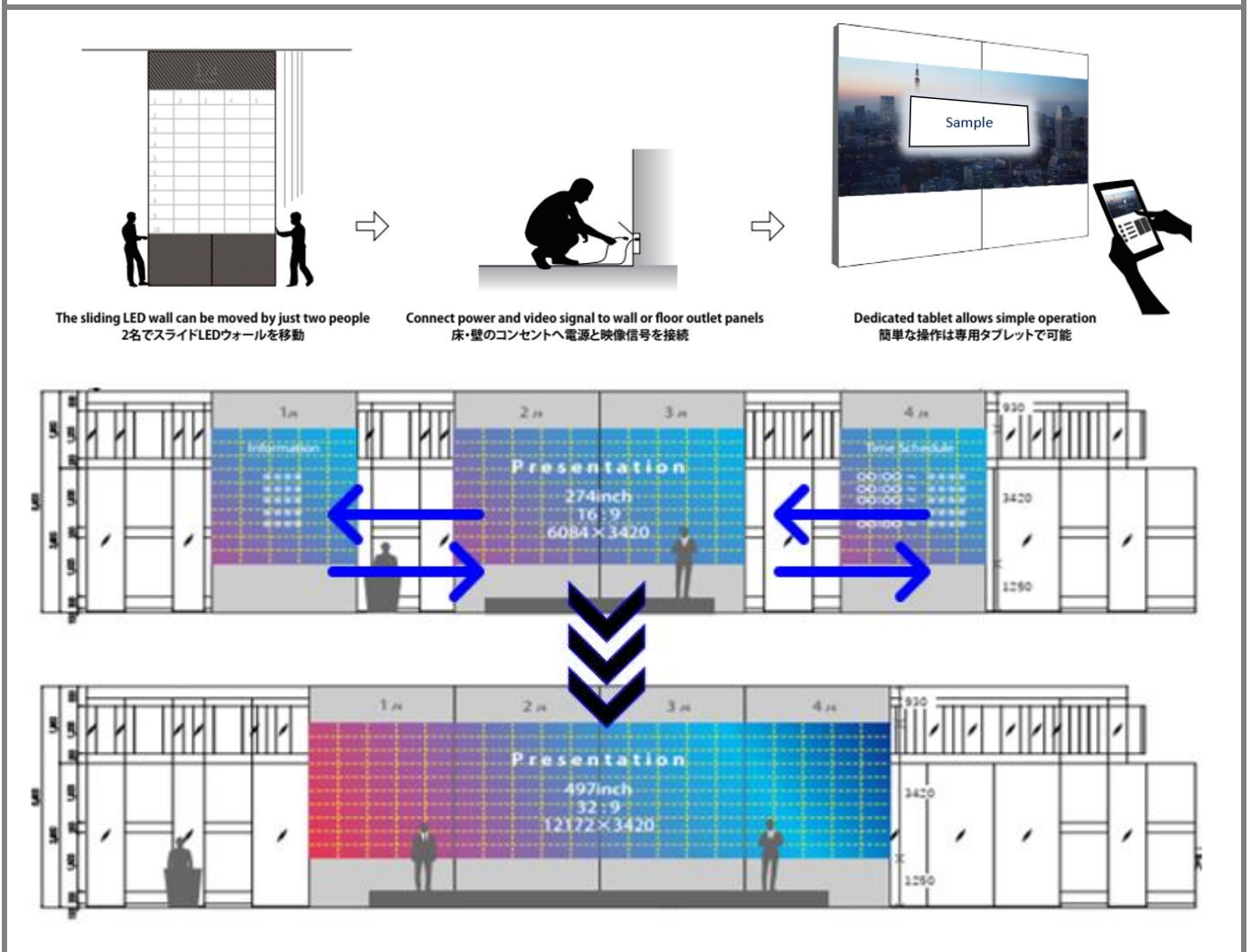


Control Room 2

Source: Company Data

Meanwhile, the B.LEAGUE is said to be entering a phase in which it aims to become a world-class professional league from 2026 onward, and at present new arena development is progressing nationwide to such an extent that it is referred to as an “arena construction rush.” According to the Company, this rush suggests that it is likely to continue receiving similar orders and recording sales going forward. “TOYOTA ARENA TOKYO” is designed to offer an NBA-level viewing experience and has an approximate seating capacity of 10,000. In addition, although transitional measures exist, securing an arena with a capacity of at least 5,000 seats is a mandatory requirement for participation in “B.LEAGUE PREMIER,” the top category that begins in the 2026–27 season, and this requirement is cited as the underlying factor driving the aforementioned rush.

Sound & Lighting Facilities – Project Example: “Movable LED Panel”



Source: Company Data

In addition, SYSTEM ENGINEERING (a 100%-owned subsidiary) is also considered to play a role for “constructing a new foundation for growth,” which is identified as a priority strategy in the Fifth Medium-Term Management Plan (FY02/2026–FY02/2028), similarly to “ATRUSBOARD®,” the groundbreaking new building material (ceiling and exterior wall material) developed by NISSHO INTERLIFE (a 100%-owned subsidiary).

SYSTEM ENGINEERING (a 100%-owned subsidiary), which is engaged in “comprehensive production services ranging from planning & design to construction & maintenance for specialized performance equipment used in hotels, including audio, video, lighting and rigging systems, as well as conference systems for assembly halls,” has obtained a patent for a “Movable LED Panel.” The patent information is as follows: Patent No. 7748597 (P7748597), issued on 2 October 2025, titled “Large-screen display system and method of operating large-screen display system.” According to the Company, the “Movable LED Panel,” which enables dynamic visual presentation using this patented technology, has already been installed in the banquet hall of foreign-affiliated JW Marriott hotel.

The “Movable LED Panel” refers to a display device in which the panels that make up the LED display are equipped with a structure that allows physical movements such as sliding, rotation and vertical motion, meaning a system that provides greater freedom in visual production by combining image display with the movement of the panels, unlike conventional fixed LED screens. In dynamic visual production using this patented technology, the LED panels can be physically moved while synchronizing with the video to deliver dynamic visual effects, enabling flexible changes in entrance staging or event backdrops for hotel banquet halls, sports arenas and similar venues.

According to the Company, following the installation at the aforementioned foreign-affiliated JW Marriott hotel, it has continued to receive a substantial number of inquiries regarding LED panels that utilize this patented technology, and these inquiries are expected to contribute meaningfully to the Company’s short-term performance trends. While demand has so far centered on hotel banquet halls for weddings and corporate events, where the backdrop can be freely changed, future developments suggest the potential creation of demand in advertising, exhibitions and live stages, where three-dimensional visual expressions can be achieved by changing the position and angle of the panels.

Income Statement (Cumulative/Quarterly)

Income Statement	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	YoY
(Million Yen)	Q1	Q1 to Q2	Q1 to Q3	Q1 to Q4	Q1	Q1 to Q2	Q1 to Q3	Q1 to Q4	Q1 to Q4	Net Chg.
	02/2025	02/2025	02/2025	02/2025	02/2026	02/2026	02/2026	02/2026	02/2026	
Sales	4,257	8,160	13,083	16,940	4,976	8,917	12,397	-	-	(685)
Cost of Sales	3,306	6,566	10,577	13,560	3,864	6,851	9,598	-	-	(979)
Gross Profit	950	1,593	2,505	3,380	1,111	2,065	2,799	-	-	+294
SG&A Expenses	564	1,145	1,748	2,504	579	1,151	1,737	-	-	(10)
Operating Profit	385	448	757	875	532	914	1,062	-	-	+304
Non-Operating Balance	3	2	1	(0)	(9)	(6)	(7)	-	-	(9)
Recurring Profit	389	451	758	875	523	908	1,054	-	-	+295
Extraordinary Balance	-	-	(4)	(23)	68	68	68	-	-	+73
Profit before Income Taxes	389	451	753	852	591	976	1,122	-	-	+369
Total Income Taxes	75	66	171	146	177	321	381	-	-	+210
Profit Attributable to Owners of Parent	314	384	582	705	414	655	741	-	-	+158
Sales YoY	+42.2%	+37.9%	+47.0%	+34.2%	+16.9%	+9.3%	(5.2%)	-	-	-
Operating Profit YoY	+455.3%	+224.0%	+896.7%	+223.7%	+38.1%	+104.0%	+40.3%	-	-	+3.4%
Recurring Profit YoY	+419.1%	+218.4%	-	+256.0%	+34.5%	+101.2%	+39.0%	-	-	+0.7%
Profit Attributable to Owners of Parent YoY	+515.1%	+239.7%	+173.9%	+83.2%	+31.9%	+70.2%	+27.3%	-	-	+2.8%
Gross Profit Margin	22.3%	19.5%	19.1%	20.0%	22.3%	23.2%	22.6%	-	-	+2.7%
SG&A Ratio	13.3%	14.0%	13.4%	14.8%	11.6%	12.9%	14.0%	-	-	+1.5%
Operating Profit Margin	9.1%	5.5%	5.8%	5.2%	10.7%	10.3%	8.6%	-	-	+11.3%
Recurring Profit Margin	9.1%	5.5%	5.8%	5.2%	10.5%	10.2%	8.5%	-	-	
Profit Attributable to Owners of Parent Margin	7.4%	4.7%	4.5%	4.2%	8.3%	7.3%	6.0%	-	-	
Total Income Taxes / Profit before Income Taxes	19.3%	14.7%	22.7%	17.2%	30.0%	32.9%	34.0%	-	-	
Income Statement	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	YoY
(Million Yen)	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q4	Net Chg.
	02/2025	02/2025	02/2025	02/2025	02/2026	02/2026	02/2026	02/2026	02/2026	
Sales	4,257	3,902	4,923	3,857	4,976	3,941	3,480	-	-	(1,442)
Cost of Sales	3,306	3,259	4,011	2,982	3,864	2,987	2,746	-	-	(1,265)
Gross Profit	950	643	911	875	1,111	953	733	-	-	(177)
SG&A Expenses	564	581	602	756	579	572	586	-	-	(16)
Operating Profit	385	62	308	118	532	381	147	-	-	(161)
Non-Operating Balance	3	(0)	(1)	(2)	(9)	2	(1)	-	-	+0
Recurring Profit	389	62	307	116	523	384	146	-	-	(160)
Extraordinary Balance	-	-	(4)	(18)	68	-	0	-	-	+4
Profit before Income Taxes	389	62	302	98	591	384	146	-	-	(156)
Total Income Taxes	75	(8)	104	(24)	177	143	60	-	-	(44)
Profit Attributable to Owners of Parent	314	70	197	122	414	240	86	-	-	(111)
Sales YoY	+42.2%	+33.5%	+64.9%	+3.6%	+16.9%	+1.0%	(29.3%)	-	-	-
Operating Profit YoY	+455.3%	(9.3%)	-	(39.1%)	+38.1%	+511.5%	(52.2%)	-	-	+2.6%
Recurring Profit YoY	+419.1%	(6.9%)	-	(40.9%)	+34.5%	+518.7%	(52.4%)	-	-	+4.6%
Profit Attributable to Owners of Parent YoY	+515.1%	+13.8%	+98.9%	(28.9%)	+31.9%	+240.2%	(56.4%)	-	-	(2.0%)
Gross Profit Margin	22.3%	16.5%	18.5%	22.7%	22.3%	24.2%	21.1%	-	-	(2.0%)
SG&A Ratio	13.3%	14.9%	12.2%	19.6%	11.6%	14.5%	16.8%	-	-	(1.5%)
Operating Profit Margin	9.1%	1.6%	6.3%	3.1%	10.7%	9.7%	4.2%	-	-	+6.5%
Recurring Profit Margin	9.1%	1.6%	6.2%	3.0%	10.5%	9.8%	4.2%	-	-	
Profit Attributable to Owners of Parent Margin	7.4%	1.8%	4.0%	3.2%	8.3%	6.1%	2.5%	-	-	
Total Income Taxes / Profit before Income Taxes	19.3%	-	34.7%	-	30.0%	37.3%	41.2%	-	-	

Source: Company Data, WRJ Calculation

Segment Information (Cumulative/Quarterly)

Segment Information	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	
	Q1	Q1 to Q2	Q1 to Q3	Q1 to Q4	Q1	Q1 to Q2	Q1 to Q3	Q1 to Q4		YoY
(Million Yen)	02/2025	02/2025	02/2025	02/2025	02/2026	02/2026	02/2026	02/2026	02/2026	Net Chg.
Interior Construction	2,615	5,342	8,293	9,728	2,485	5,024	7,244	-	-	(1,049)
Sound & Lighting Facilities	1,294	2,519	4,326	5,784	2,271	3,867	5,128	-	-	+801
Equipment & Maintenance	347	298	463	1,427	219	24	24	-	-	(438)
Sales	4,257	8,160	13,083	16,940	4,976	8,917	12,397	-	-	(685)
Interior Construction	265	362	514	529	231	383	491	-	-	(23)
Sound & Lighting Facilities	142	150	385	494	328	599	666	-	-	+281
Equipment & Maintenance	2	(4)	(50)	(8)	(9)	(14)	(14)	-	-	+36
Segment Profit	410	508	848	1,015	550	968	1,143	-	-	+294
Adjustments	(24)	(60)	(91)	(139)	(17)	(54)	(81)	-	-	+10
Operating Profit	385	448	757	875	532	914	1,062	-	-	+304
Interior Construction	10.1%	6.8%	6.2%	5.4%	9.3%	7.6%	6.8%	-	-	+0.6%
Sound & Lighting Facilities	11.0%	6.0%	8.9%	8.5%	14.5%	15.5%	13.0%	-	-	+4.1%
Equipment & Maintenance	0.8%	(1.6%)	(11.0%)	(0.6%)	(4.3%)	(58.6%)	(58.6%)	-	-	(47.6%)
Segment Profit Margin	9.6%	6.2%	6.5%	6.0%	11.1%	10.9%	9.2%	-	-	+2.7%
Adjustments	(0.6%)	(0.7%)	(0.7%)	(0.8%)	(0.4%)	(0.6%)	(0.7%)	-	-	+0.0%
Operating Profit Margin	9.1%	5.5%	5.8%	5.2%	10.7%	10.3%	8.6%	-	-	+2.8%
Segment Information	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		YoY
(Million Yen)	02/2025	02/2025	02/2025	02/2025	02/2026	02/2026	02/2026	02/2026	02/2026	Net Chg.
Interior Construction	2,615	2,726	2,951	1,435	2,485	2,539	2,219	-	-	(731)
Sound & Lighting Facilities	1,294	1,225	1,807	1,457	2,271	1,596	1,260	-	-	(546)
Equipment & Maintenance	347	(48)	164	964	219	(194)	-	-	-	(164)
Sales	4,257	3,902	4,923	3,857	4,976	3,941	3,480	-	-	(1,442)
Interior Construction	265	97	151	15	231	152	107	-	-	(44)
Sound & Lighting Facilities	142	8	234	109	328	270	67	-	-	(167)
Equipment & Maintenance	2	(7)	(45)	42	(9)	(5)	-	-	-	+45
Segment Profit	410	98	339	166	550	418	174	-	-	(165)
Adjustments	(24)	(35)	(31)	(48)	(17)	(36)	(26)	-	-	+4
Operating Profit	385	62	308	118	532	381	147	-	-	(161)
Interior Construction	10.1%	3.6%	5.1%	1.1%	9.3%	6.0%	4.8%	-	-	(0.3%)
Sound & Lighting Facilities	11.0%	0.7%	13.0%	7.5%	14.5%	17.0%	5.3%	-	-	(7.6%)
Equipment & Maintenance	0.8%	16.0%	(27.9%)	4.4%	(4.3%)	2.7%	-	-	-	-
Segment Profit Margin	9.6%	2.5%	6.9%	4.3%	11.1%	10.6%	5.0%	-	-	(1.9%)
Adjustments	(0.6%)	(0.9%)	(0.6%)	(1.3%)	(0.4%)	(0.9%)	(0.8%)	-	-	(0.1%)
Operating Profit Margin	9.1%	1.6%	6.3%	3.1%	10.7%	9.7%	4.2%	-	-	(2.0%)

Source: Company Data, WRJ Calculation

Balance Sheet (Quarterly)

Balance Sheet (Million Yen)	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	YoY Net Chg.
	Q1 02/2025	Q2 02/2025	Q3 02/2025	Q4 02/2025	Q1 02/2026	Q2 02/2026	Q3 02/2026	Q4 02/2026		
Cash and Deposit	2,471	2,296	2,087	1,513	3,116	2,552	2,532	-	+445	
Notes Receivable -Trade	2,759	3,205	4,274	4,117	3,277	3,185	3,196	-	(1,077)	
Inventory	13	9	12	18	19	19	14	-	+1	
Costs on Construction Contracts in Progress	656	660	730	1,172	662	771	985	-	+255	
Other	162	91	103	135	105	396	133	-	+30	
Current Assets	6,063	6,264	7,207	6,957	7,182	6,925	6,862	-	(344)	
Tangible Assets	1,114	1,142	1,183	1,184	1,162	1,151	1,145	-	(38)	
Intangible Assets	543	538	530	536	523	514	506	-	(24)	
Investments and Other Assets	695	710	695	759	797	797	912	-	+217	
Fixed Assets	2,353	2,391	2,409	2,480	2,483	2,464	2,564	-	+154	
Total Assets	8,417	8,655	9,617	9,438	9,665	9,389	9,427	-	(190)	
Accounts Payables	1,364	1,616	2,350	1,767	1,559	1,555	1,432	-	(918)	
Short-Term Debt	580	515	450	650	742	545	447	-	(2)	
Current Portion of Long-term Debt	433	396	379	339	336	323	346	-	(33)	
Other	971	1,025	1,121	1,291	1,455	1,169	1,423	-	+301	
Current Liabilities	3,349	3,553	4,301	4,049	4,093	3,592	3,649	-	(652)	
Long-Term Debt	901	828	832	759	844	770	852	-	+20	
Other	343	380	406	415	382	395	421	-	+15	
Fixed Liabilities	1,244	1,209	1,238	1,174	1,227	1,165	1,273	-	+35	
Total Liabilities	4,593	4,762	5,540	5,223	5,320	4,758	4,922	-	(617)	
Shareholders' Equity	3,835	3,907	4,105	4,228	4,340	4,570	4,362	-	+257	
Other	(13)	(16)	(29)	(14)	3	61	141	-	+169	
Net Assets	3,823	3,892	4,077	4,214	4,344	4,631	4,504	-	+427	
Total Liabilities & Net Assets	8,417	8,655	9,617	9,438	9,665	9,389	9,427	-	(190)	
Equity Capital	3,823	3,892	4,077	4,214	4,344	4,631	4,504	-	+427	
Interest Bearing Debt	1,914	1,739	1,662	1,749	1,923	1,638	1,646	-	(15)	
Net Debt	(557)	(557)	(426)	235	(1,193)	(914)	(887)	-	(461)	
Equity Ratio	45.4%	45.0%	42.4%	44.7%	44.9%	49.3%	47.8%	-	-	
Net Debt Equity Ratio	(14.6%)	(14.3%)	(10.4%)	5.6%	(27.5%)	(19.7%)	(19.7%)	-	-	
ROE (12 months)	18.2%	18.1%	20.0%	18.0%	19.7%	22.9%	20.1%	-	-	
ROA (12 months)	7.2%	7.1%	10.9%	10.0%	11.2%	14.8%	12.3%	-	-	
Days for Inventory Turnover	18	18	16	36	16	24	33	-	-	
Quick Ratio	156%	155%	148%	139%	156%	160%	157%	-	-	
Current Ratio	181%	176%	168%	172%	175%	193%	188%	-	-	

Source: Company Data, WRJ Calculation

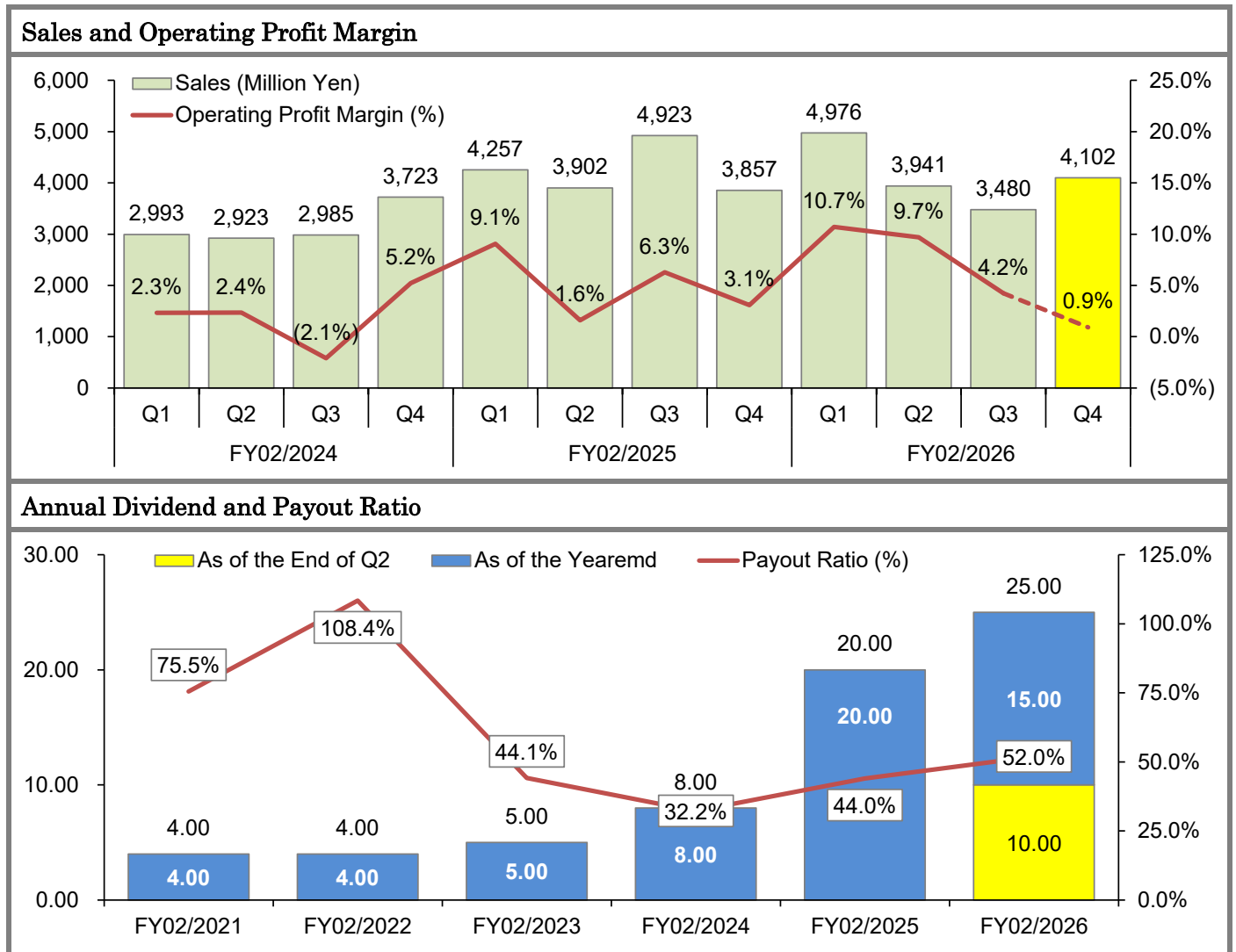
Cash Flow Statement (Cumulative)

Cash Flow Statement (Million Yen)	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	YoY Net Chg.
	Q1 02/2025	Q1 to Q2 02/2025	Q1 to Q3 02/2025	Q1 to Q4 02/2025	Q1 02/2026	Q1 to Q2 02/2026	Q1 to Q3 02/2026	Q1 to Q4 02/2026		
Operating Cash Flow	-	1,149	-	484	-	1,907	-	-	-	
Investing Cash Flow	-	(48)	-	(151)	-	(382)	-	-	-	
Operating Cash Flow and Investing Cash Flow	-	1,102	-	334	-	1,525	-	-	-	
Financing Cash Flow	-	(191)	-	(197)	-	(502)	-	-	-	

Source: Company Data, WRJ Calculation

Company Forecast for FY02/2026

The Company forecast for FY02/2026, announced on 15 October 2025, has remained unchanged. It calls for sales of ¥16,500m (down 2.6%), operating profit of ¥1,100m (up 25.6%), recurring profit of ¥1,090m (up 24.6%) and profit attributable to owners of parent of ¥750m (up 6.4%). Operating profit margin is expected to be 6.7% (up 1.5% points). At the same time, the planned annual dividend also remains unchanged at ¥25.00 per share for FY02/2026 (¥10.00 as of the end of Q2 and ¥15.00 as of the yearend, payout ratio of 52.0%).



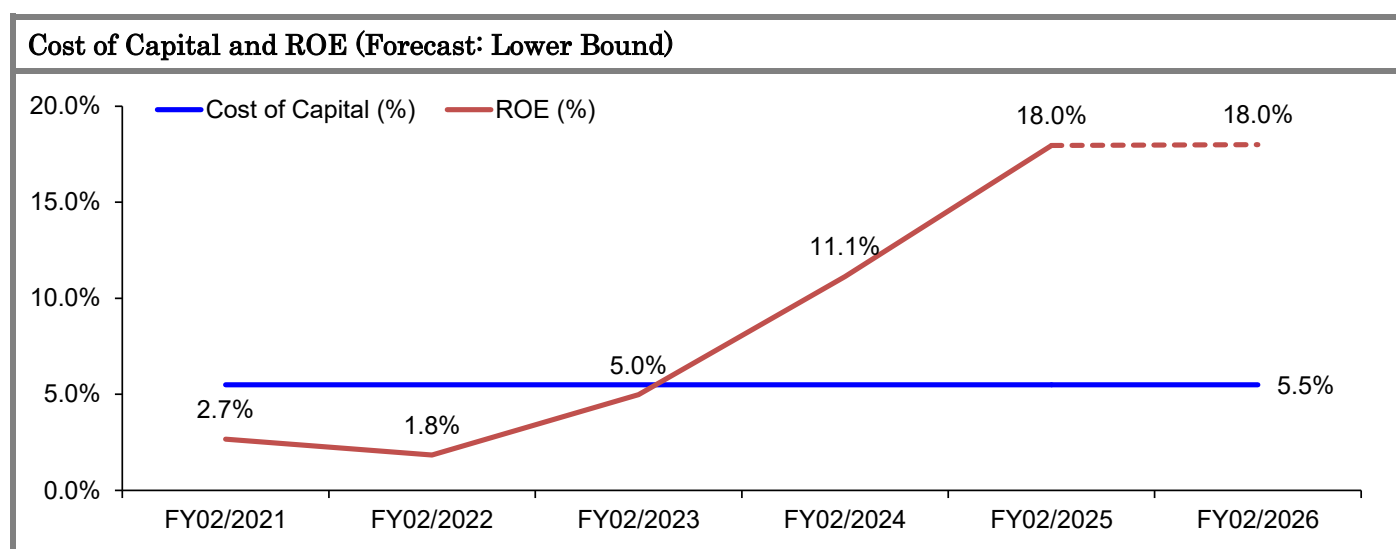
Source: Company Data, WRJ Calculation

In view of the continued severity of labor shortages, the Company is demonstrating a proactive stance toward human capital investment that promotes sustainable growth from a medium- to long-term perspective. According to the Company, toward Q4 (December–February), increases in items such as yearend bonuses are planned, and SG&A expenses are therefore expected to rise substantially during this period. Nevertheless, it is also indicated that the full-year Company forecast remains on track to be achieved.

In addition, as the Company promotes “management conscious of cost of capital and stock price,” it has not only planned to achieve a payout ratio of over 50%, as noted above, but also announced on 29 July 2025 that it would undertake the acquisition of its own shares. According to the Company, the purpose is to enhance capital efficiency and strengthen shareholder returns by implementing a flexible capital policy based on a comprehensive assessment of market conditions and its financial position.

While the type of shares to be acquired was set as common shares and the acquisition method as market purchases on the Tokyo Stock Exchange, the total acquisition amount was initially capped at ¥200m. As of the completion date on 19 December 2025, the actual acquisition amount was ¥199m, essentially matching the initial limit. Meanwhile, the maximum number of shares that could be acquired was set at 500,000 shares, against which the actual number acquired was 416,400 shares; and while the ratio to the total number of issued shares (excluding treasury shares) had been set at 3.22%, the actual ratio was 2.68% (according to our estimates). As a result, the Company’s treasury shareholding ratio has risen by this amount, and liquidity of its shares in the stock market has decreased accordingly.

In light of the above, TATSUMI Co., Ltd., the Company’s largest shareholder, which held 6,966,000 shares as of the end of August 2025, carried out a secondary offering of 1,740,000 shares with a delivery date of 12 February 2026 for the purpose of “improving the distribution of common shares and enhancing liquidity.” While its ownership ratio to the total number of issued shares excluding treasury shares stood at 42.96% as of the end of August 2025, the ratio after applying retroactive adjustments for the offering declined to 32.23% (according to our estimates), thereby increasing share liquidity in the stock market by the corresponding amount.



Source: Company Data, WRJ Calculation

While ROE is cited as a representative indicator of capital efficiency, the Company achieved a notably high level of 18.0% for FY02/2025 compared with past results. Based on the Company's estimate of its capital cost (approximately 5.5%), the equity spread has expanded to roughly 12.5% points. Meanwhile, in the results for Q1 to Q3 (March–November) FY02/2026, the past-12-month ROE calculated by us came in at 20.1% (FY02/2021 result: 2.7%), and the current Company forecast incorporates the achievement of ROE of at least 18.0% for FY02/2026. In other words, considering the trend over the past roughly five years, the Company can be regarded as having achieved remarkable progress in promoting “management conscious of cost of capital and stock price,” while at the same time it has announced its intention to take an active approach to the market to further enhance shareholder value.

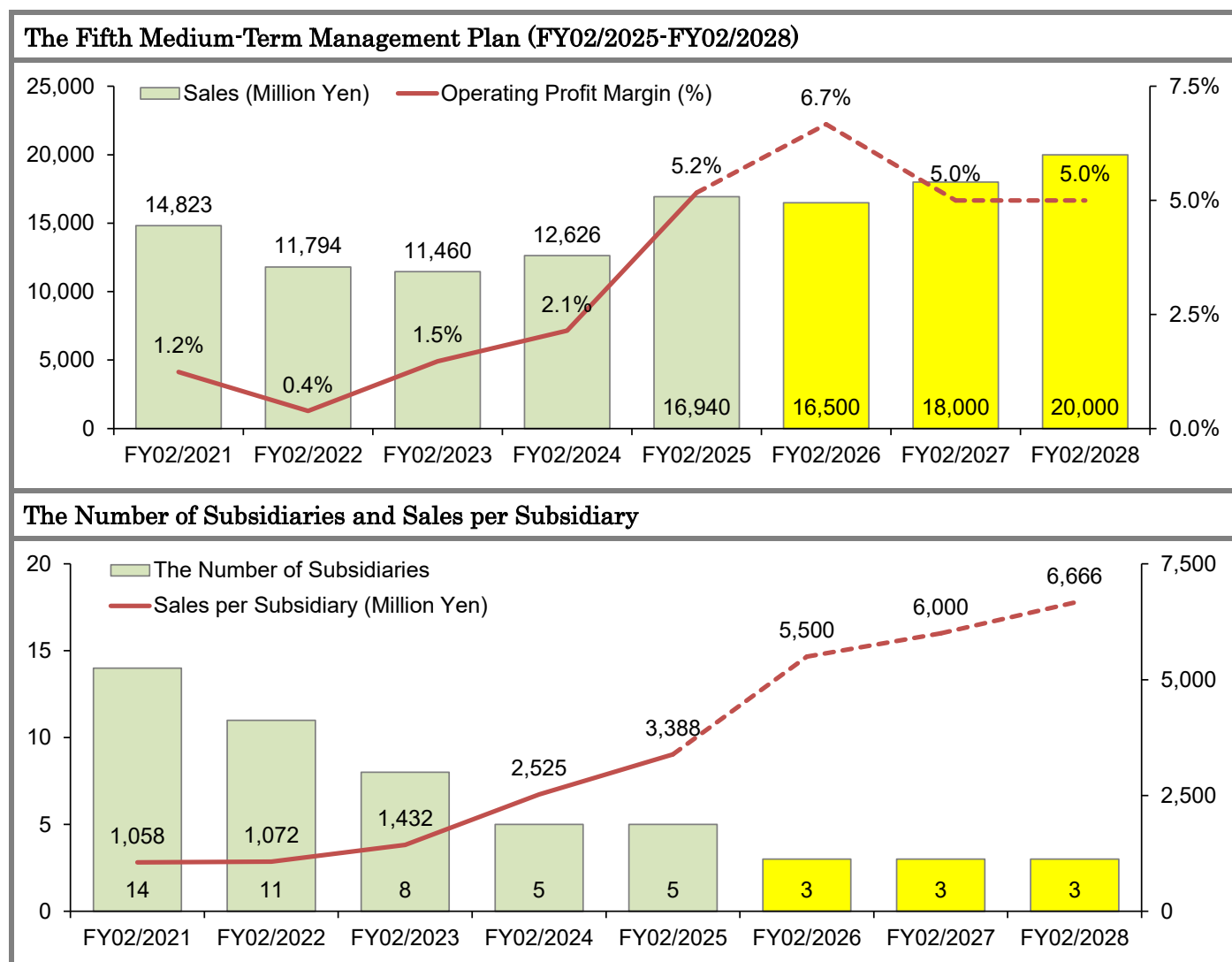
Company Forecast for FY02/2026 and Actual Results

Consolidated Fiscal Year (Million Yen)	Date	Event	Sales	Operating Profit	Recurring Profit	Profit Attributable to Owners of Parent
FY02/2026CoE	14-Apr-25	Q4 Results	16,500	800	790	600
FY02/2026CoE	15-Jul-25	Q1 Results	16,500	800	790	600
FY02/2026CoE	15-Oct-25	Q2 Results	16,500	1,100	1,090	750
		Amount of Gap	0	300	300	150
		Rate of Gap	0.0%	37.5%	38.0%	25.0%
FY02/2026CoE	14-Jan-26	Q3 Results	16,500	1,100	1,090	750
		Amount of Gap	0	0	0	0
		Rate of Gap	0.0%	0.0%	0.0%	0.0%
FY02/2026CoE	14-Apr-25	Q4 Results	16,500	800	790	600
FY02/2026CoE	14-Jan-26	Q3 Results	16,500	1,100	1,090	750
		Amount of Gap	0	300	300	150
		Rate of Gap	0.0%	37.5%	38.0%	25.0%
Consolidated Half Year (Million Yen)	Date	Event	Sales	Operating Profit	Recurring Profit	Profit Attributable to Owners of Parent
Q1 to Q2 FY02/2026CoE	14-Apr-25	Q4 Results	-	-	-	-
Q1 to Q2 FY02/2026CoE	15-Jul-25	Q1 Results	-	-	-	-
Q1 to Q2 FY02/2026Act	15-Oct-25	Q2 Results	8,917	914	908	655
		Amount of Gap	-	-	-	-
		Rate of Gap	-	-	-	-
Q1 to Q2 FY02/2026CoE	14-Apr-25	Q4 Results	-	-	-	-
Q1 to Q2 FY02/2026Act	15-Oct-25	Q2 Results	8,917	914	908	655
		Amount of Gap	-	-	-	-
		Rate of Gap	-	-	-	-
Consolidated Half Year (Million Yen)	Date	Event	Sales	Operating Profit	Recurring Profit	Profit Attributable to Owners of Parent
Q3 to Q4 FY02/2026CoE	14-Apr-25	Q4 Results	-	-	-	-
Q3 to Q4 FY02/2026CoE	15-Jul-25	Q1 Results	-	-	-	-
Q3 to Q4 FY02/2026CoE	15-Oct-25	Q2 Results	7,583	186	182	95
Q3 to Q4 FY02/2026CoE	14-Jan-26	Q3 Results	7,583	186	182	95
		Amount of Gap	-	-	-	-
		Rate of Gap	-	-	-	-
Q3 to Q4 FY02/2026CoE	14-Apr-25	Q4 Results	-	-	-	-
Q3 to Q4 FY02/2026CoE	14-Jan-26	Q3 Results	7,583	186	182	95
		Amount of Gap	-	-	-	-
		Rate of Gap	-	-	-	-

Source: Company Data, WRJ Calculation

Medium- to Long-Term Earnings Outlook

The Company, which has set “NEXT STAGE 2030” as the slogan for the Fifth Medium-Term Management Plan (FY02/2026–FY02/2028), announced on 14 April 2025, and aspires to continually take on the challenges of an evolving era to achieve sustainable growth, aims to enhance its earnings capability through 2030 (FY02/2031) by capturing construction demand in the Tokyo metropolitan area and demand related to the IR (integrated resort) project in Osaka, while further strengthening “management conscious of cost of capital and stock price.” The performance targets established for the final year, FY02/2028, are sales of ¥20,000m, operating profit of ¥1,000m (operating profit margin of 5.0%), recurring profit of ¥990m and profit attributable to owners of parent of ¥700m.



Source: Company Data, WRJ Calculation

However, in the current Company forecast for FY02/2026, announced on 15 October 2025, a performance level that already exceeds the target operating profit of ¥1,000m (operating profit margin of 5.0%) set for the final year, FY02/2028, is expected. Specifically, sales are projected at ¥16,500m (down 2.6%), operating profit ¥1,100m (up 25.6%) and operating profit margin 6.7% (up 1.5% points). Once full-year results are finalized, the content of the Medium-Term Management Plan is expected to be reviewed.

Reorganization of the Business Portfolio

During the period of the Fourth Medium-Term Management Plan (FY02/2023–FY02/2025), the reorganization of the business portfolio toward construction-centered operations made significant progress. While the number of subsidiaries under the Group stood at 14 as of the end of FY02/2021, it had already been consolidated to 8 by the end of the first year, FY02/2023, and further consolidated to 5 by the end of the final year, FY02/2025.

Meanwhile, sales per subsidiary expanded significantly and operating profit margins continued to trend upward, indicating that the reorganization was effective and contributed meaningfully to the substantial sales and profit growth achieved during the period of the Fourth Medium-Term Management Plan. Moreover, beginning in FY02/2026, the Company has undertaken additional consolidation, reducing the number of subsidiaries to three and thereby further increasing sales per subsidiary.

In FY02/2023, the first year of the Fourth Medium-Term Management Plan, in addition to the Interior Construction, the Sound & Lighting Facilities and the Equipment & Maintenance, the Company also operated business segments such as Telecommunications & Staffing Services (NIL TELECOM and AVANCÉ AGILE), Real Estate (LARGO) and Other (ADVANTAGE).

However, as implied above, the shares of all subsidiaries engaged in operations other than those of construction-centered have been sold. Meanwhile, from Q4 (December–February) FY02/2024, SANKEN SYSTEM (a 100%-owned subsidiary) has newly been included in the scope of consolidation, indicating that the reorganization of the business portfolio toward construction-centered operations is also being actively promoted.

Fifth Medium-Term Management Plan

As the basic policy of the Fifth Medium-Term Management Plan (FY02/2026–FY02/2028), the Company has set forth the goal of “enhancing corporate value through sustainable profit growth and building a foundation for a new growth stage.” In addition, the priority strategies for promoting this policy are “constructing a new foundation for growth,” “further improvement profitability” and “promoting ESG.”

With respect to “constructing a new foundation for growth,” the Company intends to further strengthen the reorganization of the business portfolio, which made significant progress during the Fourth Medium-Term Management Plan (FY02/2023–FY02/2025), in order to solidify and expand its growth foundation. At the same time, it plans to focus on developing new products, such as accumulating construction track records for “ATRUSBOARD®,” which is being developed by NISSHO INTERLIFE (a 100%-owned subsidiary), and launching the “Movable LED Panel,” for which SYSTEM ENGINEERING (a 100%-owned subsidiary) has obtained a patent. Furthermore, the Company continues to consider M&A and business alliances, and has set forth a policy of promoting the expansion of growth domains through these initiatives.

With respect to “further improving profitability,” the Company intends to strengthen its earning power by focusing on securing highly profitable large-scale projects, while also promoting cost reductions through cost control. In addition, for the purpose of improving productivity, the Company is advancing consideration of Company-wide implementation of generative AI and expanding the scope of its operational use.

With respect to “promoting ESG,” the Company is steadily advancing human capital investment by focusing on the recruitment, development and retention of personnel, while also setting forth a policy to further strengthen governance, as a female outside independent director has assumed office from FY02/2026. In addition, toward promoting “management conscious of cost of capital and stock price,” the Company is undertaking active initiatives as noted earlier and also intends to strengthen its IR activities for retail investors.

5.0 Financial Statements

Income Statement

Income Statement (Million Yen)	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.CoE	
	FY 02/2021	FY 02/2022	FY 02/2023	FY 02/2024	FY 02/2025	FY 02/2026	YoY Net Chg.
Sales	14,823	11,794	11,460	12,626	16,940	16,500	(440)
Cost of Sales	11,305	9,098	9,094	10,107	13,560	12,985	(574)
Gross Profit	3,518	2,695	2,366	2,518	3,380	3,514	+133
SG&A Expenses	3,334	2,650	2,197	2,247	2,504	2,411	(93)
Operating Profit	183	45	168	270	875	1,100	+224
Non-Operating Balance	102	3	8	(24)	(0)	(10)	(9)
Recurring Profit	286	48	177	245	875	1,090	+214
Extraordinary Balance	(17)	78	63	236	(23)	-	-
Profit before Income Taxes	268	127	240	482	852	-	-
Total Income Taxes	167	55	61	97	146	-	-
Profit Attributable to Owners of Parent	101	71	179	384	705	750	+44
Sales YoY	(22.2%)	(20.4%)	(2.8%)	+10.2%	+34.2%	(2.6%)	-
Operating Profit YoY	(48.4%)	(75.3%)	+272.7%	+60.4%	+223.7%	+25.6%	-
Recurring Profit YoY	(15.9%)	(83.0%)	+265.2%	+38.6%	+256.0%	+24.6%	-
Profit Attributable to Owners of Parent YoY	(6.1%)	(29.5%)	+150.3%	+114.6%	+83.2%	+6.4%	-
Gross Profit Margin	23.7%	22.9%	20.6%	19.9%	20.0%	21.3%	+1.3%
SG&A Ratio	22.5%	22.5%	19.2%	17.8%	14.8%	14.6%	(0.2%)
Operating Profit Margin	1.2%	0.4%	1.5%	2.1%	5.2%	6.7%	+1.5%
Recurring Profit Margin	1.9%	0.4%	1.5%	1.9%	5.2%	6.6%	+1.4%
Profit Attributable to Owners of Parent Margin	0.7%	0.6%	1.6%	3.0%	4.2%	4.5%	+0.4%
Total Income Taxes / Profit before Income Taxes	62.2%	43.7%	25.5%	20.2%	17.2%	-	-

Source: Company Data, WRJ Calculation

Segment Information

Segment Information (Million Yen)	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.CoE	
	FY 02/2021	FY 02/2022	FY 02/2023	FY 02/2024	FY 02/2025	FY 02/2026	YoY Net Chg.
Interior Construction	-	5,244	5,500	6,334	9,728	-	-
Sound & Lighting Facilities	-	2,584	3,560	4,451	5,784	-	-
Equipment & Maintenance	-	1,376	1,282	1,153	1,427	-	-
Sales	14,823	11,794	11,460	12,626	16,940	16,500	(440)
Interior Construction	-	89	71	139	529	-	-
Sound & Lighting Facilities	-	22	154	269	494	-	-
Equipment & Maintenance	-	68	73	41	(8)	-	-
Segment Profit	-	251	348	460	1,015	-	-
Adjustments	-	(205)	(179)	(189)	(139)	-	-
Operating Profit	183	45	168	270	875	1,100	+224
Interior Construction	-	1.7%	1.3%	2.2%	5.4%	-	-
Sound & Lighting Facilities	-	0.9%	4.4%	6.0%	8.5%	-	-
Equipment & Maintenance	-	5.0%	5.7%	3.6%	(0.6%)	-	-
Segment Profit Margin	-	2.1%	3.0%	3.6%	6.0%	-	-
Adjustments	-	(1.7%)	(1.6%)	(1.5%)	(0.8%)	-	-
Operating Profit Margin	1.2%	0.4%	1.5%	2.1%	5.2%	6.7%	+1.5%

Source: Company Data, WRJ Calculation

Balance Sheet

Balance Sheet	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.CoE	
(Million Yen)	FY	FY	FY	FY	FY	FY	YoY
	02/2021	02/2022	02/2023	02/2024	02/2025	02/2026	Net Chg.
Cash and Deposit	3,184	2,233	1,787	1,419	1,513	-	-
Notes Receivable -Trade	1,530	2,349	2,661	3,363	4,117	-	-
Inventory	68	59	4	14	18	-	-
Costs on Construction Contracts in Progress	594	419	671	833	1,172	-	-
Other	172	239	90	176	135	-	-
Current Assets	5,551	5,300	5,215	5,808	6,957	-	-
Tangible Assets	1,615	1,207	1,151	1,111	1,184	-	-
Intangible Assets	468	391	297	543	536	-	-
Investments and Other Assets	691	664	634	672	759	-	-
Fixed Assets	2,776	2,263	2,083	2,326	2,480	-	-
Total Assets	8,327	7,564	7,298	8,135	9,438	-	-
Accounts Payables	1,203	1,691	1,854	1,653	1,767	-	-
Short-Term Debt	650	450	450	450	650	-	-
Current Portion of Long-term Debt	404	330	376	472	339	-	-
Other	1,139	416	574	714	1,291	-	-
Current Liabilities	3,502	2,887	3,256	3,290	4,049	-	-
Long-Term Debt	571	472	499	867	759	-	-
Other	345	286	261	340	415	-	-
Fixed Liabilities	979	759	761	1,207	1,174	-	-
Total Liabilities	4,482	3,647	4,017	4,497	5,223	-	-
Shareholders' Equity	3,922	3,964	3,338	3,652	4,228	-	-
Other	(78)	(48)	(59)	(15)	(14)	-	-
Net Assets	3,845	3,917	3,280	3,637	4,214	-	-
Total Liabilities & Net Assets	8,327	7,564	7,298	8,135	9,438	-	-
Equity Capital	3,845	3,917	3,280	3,637	4,214	-	-
Interest Bearing Debt	1,794	1,252	1,326	1,789	1,749	-	-
Net Debt	(1,391)	(981)	(462)	370	235	-	-
Equity Ratio	46.2%	51.8%	45.0%	44.7%	44.7%	-	-
Net Debt Equity Ratio	(36.2%)	(25.0%)	(14.1%)	10.2%	5.6%	-	-
ROE (12 months)	2.7%	1.8%	5.0%	11.1%	18.0%	18.0%	-
ROA (12 months)	3.1%	0.6%	2.4%	3.2%	10.0%	-	-
Days for Inventory Turnover	21	19	27	30	32	-	-
Quick Ratio	135%	159%	137%	145%	139%	-	-
Current Ratio	158%	184%	160%	177%	172%	-	-

Source: Company Data, WRJ Calculation

Cash Flow Statement

Cash Flow Statement	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.CoE	
(Million Yen)	FY	FY	FY	FY	FY	FY	YoY
	02/2021	02/2022	02/2023	02/2024	02/2025	02/2026	Net Chg.
Operating Cash Flow	633	(795)	161	(623)	484	-	-
Investing Cash Flow	41	439	119	(58)	(151)	-	-
Operating Cash Flow and Investing Cash Flow	674	(355)	281	(681)	334	-	-
Financing Cash Flow	(637)	(589)	(729)	261	(197)	-	-

Source: Company Data, WRJ Calculation

Per Share Data

Per Share Data (Before Adjustments for Split) (Yen)	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.CoE	
	FY 02/2021	FY 02/2022	FY 02/2023	FY 02/2024	FY 02/2025	FY 02/2026	YoY Net Chg.
No. of Shares FY End (thousand shares)	20,011	20,011	20,011	20,011	17,011	-	-
Net Profit / EPS (thousand shares)	19,181	19,421	15,831	15,507	15,520	-	-
Treasury Shares FY End (thousand shares)	751	570	4,519	4,495	1,490	-	-
Earnings Per Share	5.30	3.69	11.33	24.82	45.43	48.11	-
Earnings Per Share (Fully Diluted)	-	-	-	-	-	-	-
Book Value Per Share	199.67	201.49	211.77	234.45	271.55	-	-
Dividend Per Share	4.00	4.00	5.00	8.00	20.00	25.00	-
Per Share Data (After Adjustments for Split) (Yen)	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.CoE	
FY 02/2021	FY 02/2022	FY 02/2023	FY 02/2024	FY 02/2025	FY 02/2026	YoY Net Chg.	
Share Split Factor	1	1	1	1	1	1	-
Earnings Per Share	5.30	3.69	11.33	24.82	45.43	48.11	-
Book Value Per Share	199.67	201.49	211.77	234.45	271.55	-	-
Dividend Per Share	4.00	4.00	5.00	8.00	20.00	25.00	-
Payout Ratio	75.5%	108.4%	44.1%	32.2%	44.0%	52.0%	-

Source: Company Data, WRJ Calculation

Disclaimer

The information contained herein has been summarized by Walden Research Japan from “IR information” disclosed by the Company, from a neutral and professional perspective, and compiled in a report format. “IR information” refers to a) the content of individual interviews with our firm, b) presentations for institutional investors, c) timely disclosure information and d) information published on the Company’s website.

Company name: Walden Research Japan Incorporated

Head office: Ginza Ishii Building Level 4, 6-14-8 Ginza, Chuo-ku, Tokyo 104-0061, JAPAN

URL: <https://walden.co.jp/>

Email: info@walden.co.jp

Tel: +81-3-3553-3769