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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)
FY02/2025		16,940	875	875	705	45.43	20.00	271.55
FY02/2026		16,336	1,166	1,156	828	53.57	30.00	306.55
FY02/2027CoE		17,000	1,350	1,370	1,100	71.74	36.00	-
FY02/2026	YoY	(3.6%)	33.3%	32.1%	17.4%	-	-	-
FY02/2027CoE	YoY	4.1%	15.7%	18.5%	32.8%	-	-	-
Consolidated Half Year (Million Yen)		**Sales**	**Operating Profit**	**Recurring Profit**	**Profit Attributable to Owners of Parent**	**EPS (Yen)**	**DPS (Yen)**	**BPS (Yen)**
Q1 to Q2 FY02/2026		8,917	914	908	655	-	-	-
Q3 to Q4 FY02/2026		7,418	252	247	172	-	-	-
Q1 to Q2 FY02/2027		9,657	1,216	1,238	986	-	-	-
Q3 to Q4 FY02/2027CoE		7,342	133	131	113	-	-	-
Q1 to Q2 FY02/2027	YoY	8.3%	33.0%	36.4%	50.5%	-	-	-
Q3 to Q4 FY02/2027CoE	YoY	(1.0%)	(47.1%)	(46.9%)	(34.2%)	-	-	-

Source: Company data; calculations by WRJ

1.0 Executive Summary (25 November 2026)

Toward the Next Growth Trajectory

INTERLIFE HOLDINGS, which provides comprehensive services related to the design and construction of commercial facilities and public facilities, has improved its earnings structure by reorganizing its business portfolio while seeking to enhance its profitability by strengthening its capacity to handle large-scale projects and promoting an order-taking strategy that emphasizes profit margins. In Q1 to Q2 (March–August) FY02/2027, Interior Construction achieved substantial growth in sales and profits, driven by the concentration of completed highly profitable large-scale projects, while Sound & Lighting Facilities maintained a high level of profitability. In addition, the timing of earnings fluctuations often differs between the two businesses due to differences in the timing of completion of large-scale projects and project composition, among other factors, suggesting the potential for complementary effects between the businesses. Over the medium to long term, the Company aims to further expand its capacity to secure orders for large-scale projects through the recruitment and development of construction managers and M&A activities that contribute to strengthening its existing businesses, while broadening its growth foundation through the development of a distributor network for ATRUSSBOARD®, the strengthening of video-related operations and the development of new markets. Furthermore, the Company intends to focus on capturing demand associated with Osaka IR, which is scheduled to open in 2030. In light of the above, progress in these initiatives is expected to accelerate the Company's growth potential over the medium to long term.

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2.0 Company Profile

Essential Services for Communities

Company Name	INTERLIFE HOLDINGS CO., LTD. Company Website INVESTOR RELATIONS Share Price (Japanese)
Established	5 October 2010
Listing	4 April 2022: Tokyo Stock Exchange Standard Market (ticker: 1418) 16 July 2013: Tokyo Stock Exchange JASDAQ (Standard Market) 5 October 2010: Osaka Securities Exchange (JASDAQ Standard Market)
Capital	¥2,979m (as of the end of August 2026)
No. of Shares	17,010,529 shares, including 1,652,780 treasury shares (as of the end of Aug. 2026)
Main Features	● Deep involvement in the design and construction of commercial facilities and public facilities ● Provision of total services including management and maintenance ● Promotion of management control and related operations for consolidated subsidiaries as a holding company
Segments	Ⅰ. Interior Construction Ⅱ. Sound & Lighting Facilities
Representatives	Representative Director, Chairman and CEO: Masahide Shoji Representative Director and President: Koji Kida
Major Shareholders	Tatsumi 30.83%, Custody Bank of Japan (Trust E Account) 4.65%, Business Partners Shareholding Association 3.08%, NOMURA 2.76%, Employee Shareholding Association 2.66%, Tokyo Tatemono 2.48% (as of the end of August 2026, excluding treasury shares)
Head Office	Chuo-ku, Tokyo, JAPAN
No. of Personnel	Consolidated: 249 (as of the end of August 2026)

Source: Company data

3.0 Management Philosophy

Comfortable Spaces Filled with Inspiration and Joy

INTERLIFE HOLDINGS, whose management philosophy is "We contribute to society by providing comfortable spaces filled with inspiration and joy to all people," was established in October 2010 as a holding company responsible for the management of its subsidiaries and related operations. As a group of construction professionals providing "Total Services for Attractive Stores and Facilities" in Interior Construction and Sound & Lighting Facilities, the Company creates spaces across a wide variety of fields by leveraging the respective strengths of its group companies.

Actual Results for FY02/2026

	Group Companies (Wholly Owned Subsidiaries)	Sales (Composition Ratio %)	Segment Profit (Composition Ratio %)	Segment Profit Margin (%)
Interior Construction	NISSHO INTERLIFE	61.5%	49.5%	6.5%
Sound & Lighting Facilities	SYSTEM ENGINEERING SANKEN SYSTEM	38.4%	51.6%	10.9%
Equipment & Maintenance	FACILITY MANAGEMENT TAMAHIRO KOGYO	0.2%	(1.1%)	(58.6%)
Total	-	100.0%	100.0%	8.1%

Source: Company data; calculations by WRJ

The name "INTERLIFE" embodies its aspiration to connect people through living spaces, while the phrase "all people" in its management philosophy reflects its desire to inspire not only those who commission construction projects but also those who use the facilities. In other words, the Company consistently emphasizes both the quality of spaces themselves and the enhancement of the experiences they provide. The Company's strengths lie in its combination of two distinct areas of expertise, interior construction and sound and lighting facilities, as well as its integrated structure covering everything from planning and design to construction and maintenance. This enables the Company to create spaces across a wide variety of fields, including projects that would be difficult for a single-specialty operator to undertake, and is considered to constitute a competitive advantage unique to the Company. The management philosophy of providing comfortable spaces filled with inspiration and joy is considered to form the foundation supporting the Company's multifaceted capabilities and on-site execution strength.

In FY02/2026, Interior Construction, operated by NISSHO INTERLIFE, a wholly owned subsidiary, accounted for 61.5% of sales and 49.5% of segment profit. Its specific operations consist of the Specialized Construction Division (roughing-in work for interior decorating), mainly as a subcontractor, and the Commercial Construction Division (planning, design and construction of commercial facilities and other properties), mainly as a prime contractor. With the construction capabilities and flexibility of approximately 250 skilled craftsmen, the Company completes high-quality construction projects within short lead times. Meanwhile, it has established a unique business model that combines the functions of both a prime contractor and a subcontractor, enabling it to handle construction projects independently. It has also established an integrated structure covering everything from planning and design to construction and maintenance. Effective 1 June 2025, NISSHO INTERLIFE, a wholly owned subsidiary, absorbed FACILITY MANAGEMENT, also a wholly owned subsidiary, through a merger. As a result, the operations previously undertaken by the latter, including contracted building cleaning, building management and repairs, and maintenance of air conditioning equipment, were incorporated into Interior Construction as the Facility Management Division from the beginning of Q2 (June–August) FY02/2026.

Sound & Lighting Facilities, operated by SYSTEM ENGINEERING, a wholly owned subsidiary, and SANKEN SYSTEM, also a wholly owned subsidiary, accounted for 38.4% of sales and 51.6% of segment profit. SYSTEM ENGINEERING, which accounts for a substantial portion of sales in this business, is specifically engaged in "comprehensive production services covering the planning, design, construction and maintenance of specialized entertainment facilities (sound, video, lighting and stage rigging) for hotels and other facilities, as well as conference systems for assembly halls and other venues." By accurately identifying customer needs and proposing optimal solutions, the subsidiary is able to facilitate the smooth execution of entire projects. In addition, its ability to handle sound, lighting and video systems collectively enables it to design and install user-friendly systems.

Meanwhile, SANKEN SYSTEM, a wholly owned subsidiary, is specifically engaged in "integrated support covering the system development and sales, planning, design, manufacturing, installation and maintenance of AVC (Audio, Visual & Control) equipment and systems." Established in 1972, the subsidiary has accumulated more than 50 years of experience in continuously refining its expertise in video, sound and stage equipment, enabling it to provide a wide range of services, including the manufacturing of custom-made equipment and devices required for AVC systems.

According to the Company, Sound & Lighting Facilities operates in a niche market with fewer competitors than Interior Construction, which serves a substantially larger market. In addition, the Company's proprietary technologies and know-how in Sound & Lighting Facilities contribute to a higher segment profit margin than that of Interior Construction. In FY02/2026, the segment profit margin stood at 6.5% for Interior Construction, compared with 10.9% for Sound & Lighting Facilities. However, in Q1 (March–May) FY02/2027, the segment profit margin of Interior Construction rose to 19.9%, exceeding the 12.5% recorded by Sound & Lighting Facilities, reflecting the concentration of project completions and related sales recognition of highly profitable large-scale projects. Meanwhile, in Q2 (June–August), the segment profit margin of Interior Construction declined to 4.7%, while that of Sound & Lighting Facilities rose to 16.3%. These contrasting trends in profit margins illustrate differences in the timing of earnings fluctuations between the two businesses and can be regarded as a specific example demonstrating their complementary effects. It should be noted that such quarterly fluctuations in profit margins are influenced by project composition and completion timing, among other factors, and do not imply any change in the fundamental earnings structures of the two businesses.

Meanwhile, the Company withdrew from Equipment & Maintenance, previously operated by FACILITY MANAGEMENT, a wholly owned subsidiary, and TAMAHIRO KOGYO, also a wholly owned subsidiary, as of the end of Q1 (March–May) FY02/2026. As mentioned above, NISSHO INTERLIFE, a wholly owned subsidiary, absorbed FACILITY MANAGEMENT through a merger, thereby establishing a structure that enables it to secure contracts covering everything from construction to maintenance services on an integrated basis. According to the Company, this has established a framework for further strengthening its ability to provide services to customers. In addition, the Company transferred its shares in TAMAHIRO KOGYO, a wholly owned subsidiary that had been engaged in "the installation and repair of air conditioning, electrical, water supply, drainage and sanitation equipment, as well as the sale of related equipment," effective 31 May 2025, in response to changes in the business environment.

History (Selected)

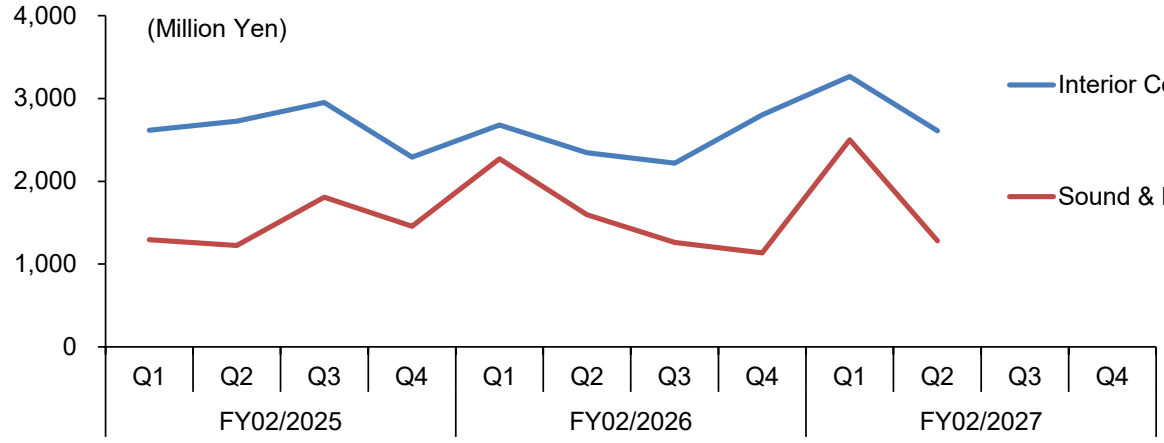
Date	Overview
February 1975	Establishment of NISSHO in Arakawa-ku, Tokyo, with flooring construction for the display industry as its core business
June 1988	Company name changed from NISSHO to NISSHO INTERLIFE
August 1988	Head office relocated to Kita-ku, Tokyo
August 1990	Shares registered for over-the-counter trading with the Japan Securities Dealers Association
December 2004	Cancellation of over-the-counter registration with the Japan Securities Dealers Association and listing on the JASDAQ Securities Exchange
April 2010	Listing on the Osaka Securities Exchange (JASDAQ market) following the merger of the JASDAQ Securities Exchange and the Osaka Securities Exchange
October 2010	Establishment of INTERLIFE HOLDINGS by way of a sole share transfer by NISSHO INTERLIFE, with NISSHO INTERLIFE becoming a wholly owned subsidiary
October 2010	Listing on the Osaka Securities Exchange (JASDAQ Standard Market)
November 2011	Change in fiscal yearend from 20 March to the end of February, approved at an extraordinary general meeting of shareholders
July 2013	Listing on the Tokyo Stock Exchange JASDAQ (Standard) following the integration of the cash equity market of the Osaka Securities Exchange into the Tokyo Stock Exchange
May 2014	Head office relocated to Chuo-ku, Tokyo
May 2017	Partial amendment to the articles of incorporation and transition to a company with an audit and supervisory committee
April 2022	Transition from the Tokyo Stock Exchange JASDAQ (Standard) market to the Tokyo Stock Exchange Standard market
May 2025	Transfer of all shares of TAMAHIRO KOGYO
June 2025	Merger of NISSHO INTERLIFE (surviving company) and FACILITY MANAGEMENT (absorbed company)

4.0 Recent Trading and Prospects

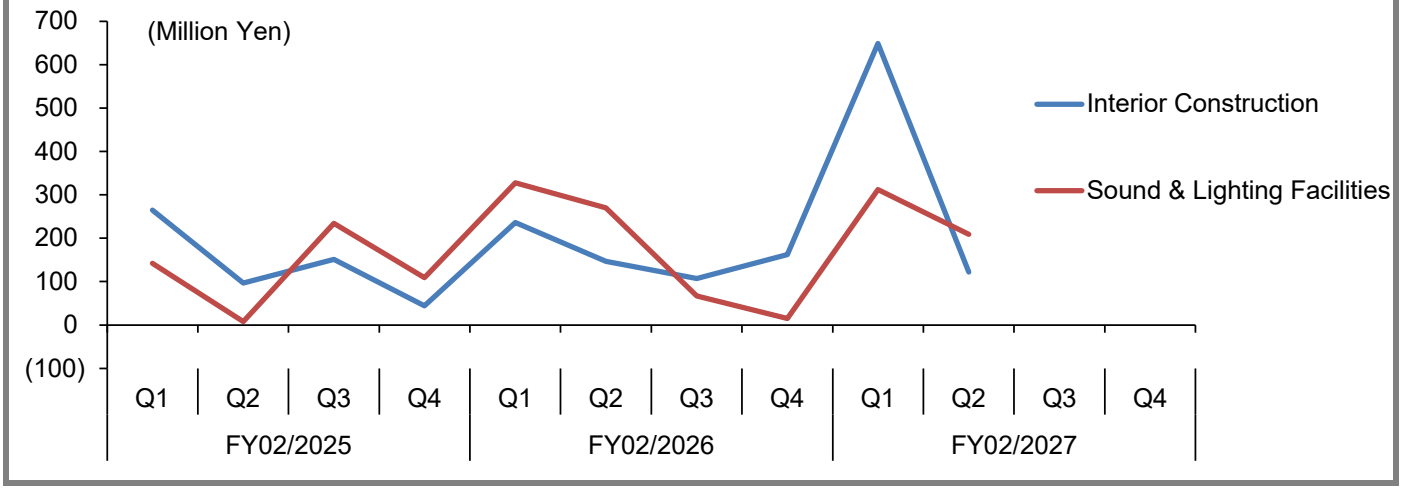
Q1 to Q2 (March–August) FY02/2027

In Q1 to Q2 (March–August) FY02/2027, sales came in at ¥9,657m (up 8.3% YoY), operating profit ¥1,216m (up 33.0%), recurring profit ¥1,238m (up 36.4%) and profit attributable to owners of parent ¥986m (up 50.5%), while operating profit margin came in at 12.6% (up 2.3% points).

Sales



Segment Profit

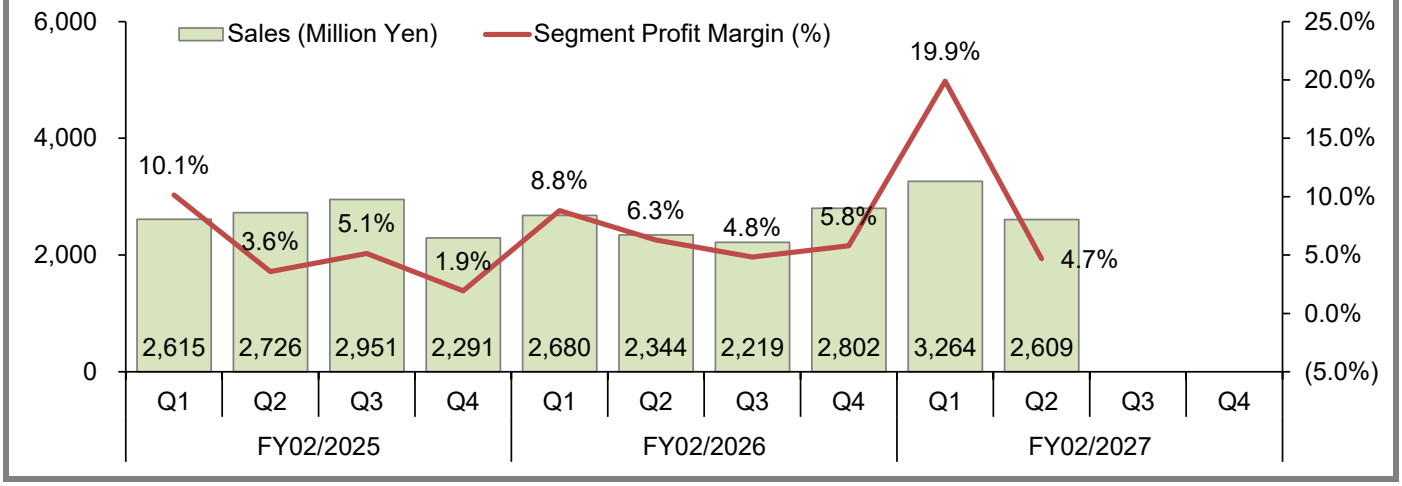


Source: Company data; calculations by WRJ

Interior Construction (60.8% of Sales and 59.7% of Segment Profit)

In Interior Construction, sales came in at ¥5,874m (up 16.9%), segment profit ¥771m (up 101.1%) and segment profit margin 13.1% (up 5.5% points). In the Commercial Construction Division, the ongoing completion of construction projects, coupled with the completion of highly profitable large-scale projects, resulted in substantial growth in sales and profits.

Interior Construction



Source: Company data; calculations by WRJ

From Q1 (March–May) to Q2 (June–August), the Company recorded a decline in both sales and profits. This was attributable to the concentration of project completions and related sales recognition of highly profitable large-scale projects in Q1 (March–May). These large-scale projects appear to have achieved considerably high gross profit margins. The Company continues to accumulate experience in executing large-scale projects, and its enhanced capabilities are considered to be contributing to increased opportunities to secure orders for such projects. Furthermore, the Company intends to continue promoting the acquisition of additional large-scale projects going forward.

In the Commercial Construction Division, which undertakes "the planning, design and construction of commercial facilities and other properties," sales remained solid, supported by the completion of urban redevelopment projects as well as renovation projects for educational institutions. In the Specialized Construction Division, which undertakes "roughing-in work for interior decorating," order intake is reportedly robust, particularly for construction projects related to urban redevelopment and those involving offices and hotels. Meanwhile, the Osaka Division, which records "sales generated through the Osaka operations of both divisions," has been affected by the completion of construction projects related to Expo 2025 Osaka, Kansai. However, order intake is reportedly already showing a steady recovery trend. In addition, the FM Division is reportedly seeing solid new orders for cleaning services.

In the Company's financial results presentation for Q1 to Q2 (March–August) FY02/2027, the Company introduces "P-ARK Kita-Ayase Ekimae Store" as an example of a project undertaken by Interior Construction. NISSHO INTERLIFE, a wholly owned subsidiary responsible for Interior Construction, reportedly handled all aspects of the pachinko-parlor's interior construction.

P-ARK Kita-Ayase Ekimae Store





ATRUSSBOARD®



Exterior Wall Applications: HERALBONY GINZA



Ceiling Applications: YP Miraie



Wall Applications: YP Miraie

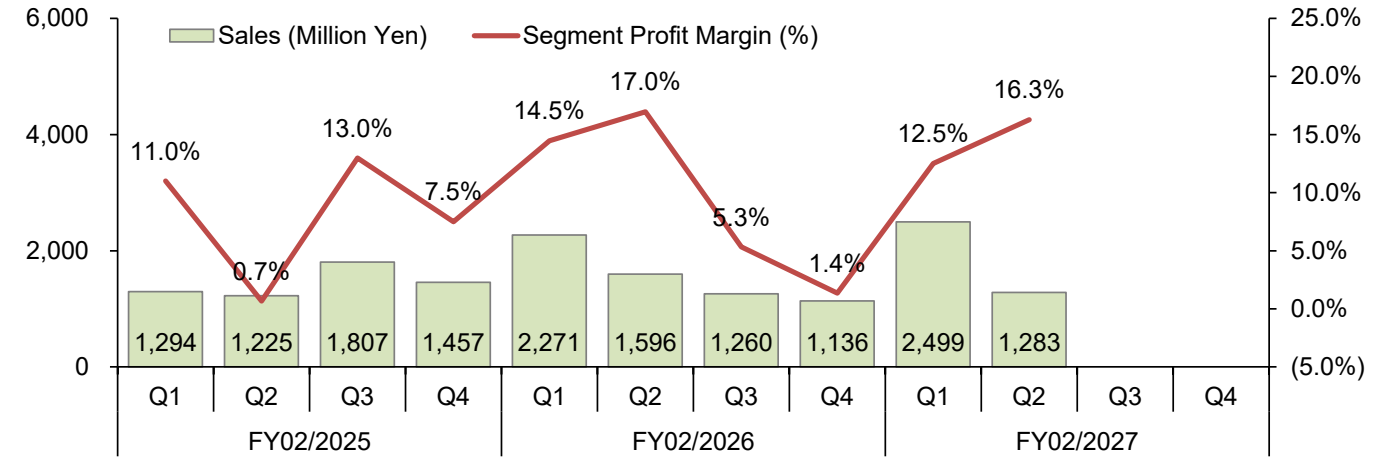
Source: Company data

Meanwhile, the new construction material "ATRUSSBOARD®," developed by the subsidiary, is steadily building a track record of installations. As a specific example, the Company introduces its use for exterior wall applications at "HERALBONY GINZA" in Ginza, Chuo-ku, Tokyo. A distinctive feature of this installation is its plaster finish. In addition, ATRUSSBOARD® has reportedly been adopted for ceiling and wall applications at YP Miraie, a multipurpose learning and mutual support facility located in Mashiki-town, Kumamoto-prefecture. At YP Miraie, the adoption of ATRUSSBOARD® reportedly contributes to creating a safe and comfortable environment for local residents, including children. Mashiki-town, Kumamoto-prefecture, was severely affected by the Kumamoto Earthquakes in 2016. The adoption of ATRUSSBOARD® appears to reflect the strong compatibility between its safety-oriented characteristics, developed based on lessons learned from the Great East Japan Earthquake, and the safety requirements of the facility. According to the Company, inquiries regarding ATRUSSBOARD® are gradually increasing, supported by its growing track record of installations.

Sound & Lighting Facilities (39.2% of Sales and 40.3% of Segment Profit)

In Sound & Lighting Facilities, sales came in at ¥3,783m (down 2.2%), segment profit ¥521m (down 12.9%) and segment profit margin 13.8% (down 1.7% points). Although the completion of construction projects for which orders have already been secured is progressing as planned, the business recorded a decline in sales and profits due to the smaller scale of construction projects compared with the same period of the previous year. However, according to the Company, the current level of profitability remains sufficiently high, and sales and profit growth are expected for the full year.

Sound & Lighting Facilities



Source: Company data; calculations by WRJ

According to the Company, the timing of earnings fluctuations arising from factors such as the completion of large-scale projects and project composition almost never coincides between Interior Construction and Sound & Lighting Facilities on a quarterly basis. These characteristics of earnings fluctuations in the two businesses can be considered to create a structure in which a decline in earnings in one business can be offset by improved earnings in the other. According to the Company, having two businesses with distinct areas of expertise is one of its unique strengths.

SYSTEM ENGINEERING, a wholly owned subsidiary engaged in "comprehensive production services covering the planning, design, construction and maintenance of specialized entertainment facilities (sound, video, lighting and stage rigging) for hotels and other facilities, as well as conference systems for assembly halls and other venues," achieved sales and profit growth compared with the same period of the previous year in Q1 (March–May), supported by the completion of projects for which orders had already been secured, in line with plans. As an example of its installations, the subsidiary introduces the Sliding LED Wall, which it developed and installed in a banquet hall at JW Marriott Hotel Tokyo. The system features large LED screens that move automatically to divide the banquet hall into separate spaces, combining elegance with functionality while accommodating a wide variety of uses, including international conferences and large-scale events. According to the Company, the subsidiary has recently received multiple inquiries from other hotels. It should also be noted that SYSTEM ENGINEERING, a wholly owned subsidiary, has obtained a patent for the Sliding LED Wall. Its ability to handle everything from the development of such proprietary equipment to design, installation and maintenance on an integrated basis can be regarded as a specific example demonstrating the subsidiary's technological capabilities and know-how.

Meanwhile, SANKEN SYSTEM, a wholly owned subsidiary providing "integrated support covering the system development and sales, planning, design, manufacturing, installation and maintenance of AVC (Audio, Visual & Control) equipment and systems," reportedly recorded a decline in sales and profits compared with the same period of the previous year, as the timing of securing project orders was delayed relative to initial expectations.

JW Marriott Hotel Tokyo	TOYOTA ARENA TOKYO
	
Sliding LED Wall	Large Ceiling-Mounted Speaker
TOFROM YAESU	**Hilton Tokyo Odaiba**
	
Stage Audio/Visual, Lighting & Machinery	Large-Scale LED Display

Source: Company data

Examples of projects undertaken by Sound & Lighting Facilities include not only the installation of the aforementioned Sliding LED Wall at JW Marriott Hotel Tokyo but also a large-scale project involving sound equipment at TOYOTA ARENA TOKYO, which opened on 3 October 2025. According to the Company, the latter was a joint project involving two subsidiaries, with SYSTEM ENGINEERING, a wholly owned subsidiary, responsible for securing the order and designing the "large ceiling-mounted speaker" and the venue-wide sound system, while SANKEN SYSTEM, also a wholly owned subsidiary, handled the installation. TOYOTA ARENA TOKYO is a multipurpose facility built as the home arena of Alvark Tokyo, a team belonging to the B.League, Japan's professional men's basketball league.

Meanwhile, in its financial results presentation for Q1 to Q2 (March–August) FY02/2027, the Company introduces TOFROM YAESU and Hilton Tokyo Odaiba, among others, as new examples of projects undertaken. At TOFROM YAESU (Yaesu 1-chome, in front of Tokyo Station), the Company handled construction work related to stage sound and video, stage lighting and stage machinery in the theater, conference hall, meeting rooms and festival plaza. It should also be noted that NISSHO INTERLIFE, a wholly owned subsidiary responsible for Interior Construction, also handled office relocation work on the 14th through 19th floors of the facility, making this an example of multiple businesses within the Group participating in the development of the same facility. At Hilton Tokyo Odaiba, a Large-Scale LED Display was installed in the first-floor grand ballroom. Furthermore, examples of projects undertaken at public facilities include the installation of a disaster response operation system in the Disaster Response Headquarters Room on the fourth floor and the General Response Room on the third floor of the Tokushima City Crisis Management Center. At the new Okayama City Hall, assembly hall equipment, video and sound equipment and attendance display systems were installed in the assembly chamber, committee rooms and the large assembly conference room. These examples of installations can be considered to demonstrate that the expertise and technological capabilities of Sound & Lighting Facilities are being utilized across a wide range of fields, including hotels, large-scale multipurpose facilities and public facilities.

Income Statement (Cumulative / Quarterly)

Income Statement (Million Yen)	Cons.Act Q1 02/2026	Cons.Act Q1 to Q2 02/2026	Cons.Act Q1 to Q3 02/2026	Cons.Act Q1 to Q4 02/2026	Cons.Act Q1 02/2027	Cons.Act Q1 to Q2 02/2027	Cons.Act Q1 to Q3 02/2027	Cons.Act Q1 to Q4 02/2027	YoY Net Chg.
Sales	**4,976**	**8,917**	**12,397**	**16,336**	**5,764**	**9,657**	**-**	**-**	**+739**
Cost of Sales	3,864	6,851	9,598	12,695	4,227	7,197	-	-	+345
Gross Profit	1,111	2,065	2,799	3,641	1,536	2,459	-	-	+394
SG&A Expenses	579	1,151	1,737	2,474	617	1,243	-	-	+92
Operating Profit	**532**	**914**	**1,062**	**1,166**	**918**	**1,216**	**-**	**-**	**+302**
Non-Operating Balance	(9)	(6)	(7)	(10)	6	21	-	-	+28
Recurring Profit	**523**	**908**	**1,054**	**1,156**	**925**	**1,238**	**-**	**-**	**+330**
Extraordinary Balance	68	68	68	63	-	281	-	-	+213
Profit before Income Taxes	591	976	1,122	1,219	925	1,519	-	-	+543
Total Income Taxes	177	321	381	391	321	533	-	-	+212
Profit Attributable to Owners of Parent	**414**	**655**	**741**	**828**	**604**	**986**	**-**	**-**	**+331**
Sales YoY	+16.9%	+9.3%	(5.2%)	(3.6%)	+15.8%	+8.3%	-	-	-
Operating Profit YoY	+38.1%	+104.0%	+40.3%	+33.3%	+72.4%	+33.0%	-	-	-
Recurring Profit YoY	+34.5%	+101.2%	+39.0%	+32.1%	+76.7%	+36.4%	-	-	-
Profit Attributable to Owners of Parent YoY	+31.9%	+70.2%	+27.3%	+17.4%	+45.8%	+50.5%	-	-	-
Gross Profit Margin	22.3%	23.2%	22.6%	22.3%	26.7%	25.5%	-	-	+2.3%
SG&A Ratio	11.6%	12.9%	14.0%	15.1%	10.7%	12.9%	-	-	(0.0%)
Operating Profit Margin	10.7%	10.3%	8.6%	7.1%	15.9%	12.6%	-	-	+2.3%
Recurring Profit Margin	10.5%	10.2%	8.5%	7.1%	16.0%	12.8%	-	-	+2.6%
Profit Attributable to Owners of Parent Margin	8.3%	7.3%	6.0%	5.1%	10.5%	10.2%	-	-	+2.9%
Corporate Tax Rate	30.0%	32.9%	34.0%	32.1%	34.7%	35.1%	-	-	+2.2%

Income Statement (Million Yen)	Cons.Act Q1 02/2026	Cons.Act Q2 02/2026	Cons.Act Q3 02/2026	Cons.Act Q4 02/2026	Cons.Act Q1 02/2027	Cons.Act Q2 02/2027	Cons.Act Q3 02/2027	Cons.Act Q4 02/2027	YoY Net Chg.
Sales	**4,976**	**3,941**	**3,480**	**3,938**	**5,764**	**3,893**	**-**	**-**	**(47)**
Cost of Sales	3,864	2,987	2,746	3,096	4,227	2,969	-	-	(17)
Gross Profit	1,111	953	733	841	1,536	923	-	-	(30)
SG&A Expenses	579	572	586	736	617	625	-	-	+53
Operating Profit	**532**	**381**	**147**	**104**	**918**	**298**	**-**	**-**	**(83)**
Non-Operating Balance	(9)	2	(1)	(3)	6	15	-	-	+12
Recurring Profit	**523**	**384**	**146**	**101**	**925**	**313**	**-**	**-**	**(71)**
Extraordinary Balance	68	-	0	(5)	-	281	-	-	+281
Profit before Income Taxes	591	384	146	96	925	594	-	-	+210
Total Income Taxes	177	143	60	9	321	212	-	-	+68
Profit Attributable to Owners of Parent	**414**	**240**	**86**	**86**	**604**	**382**	**-**	**-**	**+141**
Sales YoY	+16.9%	+1.0%	(29.3%)	+2.1%	+15.8%	(1.2%)	-	-	-
Operating Profit YoY	+38.1%	+511.5%	(52.2%)	(11.6%)	+72.4%	(21.9%)	-	-	-
Recurring Profit YoY	+34.5%	+518.7%	(52.4%)	(12.9%)	+76.7%	(18.6%)	-	-	-
Profit Attributable to Owners of Parent YoY	+31.9%	+240.1%	(56.4%)	(29.3%)	+45.8%	+58.6%	-	-	-
Gross Profit Margin	22.3%	24.2%	21.1%	21.4%	26.7%	23.7%	-	-	(0.5%)
SG&A Ratio	11.6%	14.5%	16.8%	18.7%	10.7%	16.1%	-	-	+1.6%
Operating Profit Margin	10.7%	9.7%	4.2%	2.7%	15.9%	7.7%	-	-	(2.0%)
Recurring Profit Margin	10.5%	9.8%	4.2%	2.6%	16.0%	8.0%	-	-	(1.7%)
Profit Attributable to Owners of Parent Margin	8.3%	6.1%	2.5%	2.2%	10.5%	9.8%	-	-	+3.7%
Corporate Tax Rate	30.0%	37.3%	41.2%	10.0%	34.7%	35.7%	-	-	(1.6%)

Source: Company data; calculations by WRJ

Segment Information (Cumulative / Quarterly)

Segment Information	Cons.Act Q1	Cons.Act Q1 to Q2	Cons.Act Q1 to Q3	Cons.Act Q1 to Q4	Cons.Act Q1	Cons.Act Q1 to Q2	Cons.Act Q1 to Q3	Cons.Act Q1 to Q4	YoY
(Million Yen)	02/2026	02/2026	02/2026	02/2026	02/2027	02/2027	02/2027	02/2027	Net Chg.
Interior Construction	2,680	5,024	7,244	10,046	3,264	5,874	-	-	+849
Sound & Lighting Facilities	2,271	3,867	5,128	6,265	2,499	3,783	-	-	(84)
Equipment & Maintenance	24	24	24	24	-	-	-	-	(24)
Sales	**4,976**	**8,917**	**12,397**	**16,336**	**5,764**	**9,657**	**-**	**-**	**+739**
Interior Construction	236	383	491	653	649	771	-	-	+387
Sound & Lighting Facilities	328	599	666	682	312	521	-	-	(77)
Equipment & Maintenance	(14)	(14)	(14)	(14)	-	-	-	-	+14
Segment Profit	**550**	**968**	**1,143**	**1,320**	**962**	**1,293**	**-**	**-**	**+325**
Adjustments	(17)	(54)	(81)	(153)	(43)	(77)	-	-	(23)
Operating Profit	**532**	**914**	**1,062**	**1,166**	**918**	**1,216**	**-**	**-**	**+302**
Interior Construction	8.8%	7.6%	6.8%	6.5%	19.9%	13.1%	-	-	+5.5%
Sound & Lighting Facilities	14.5%	15.5%	13.0%	10.9%	12.5%	13.8%	-	-	(1.7%)
Equipment & Maintenance	(58.6%)	(58.6%)	(58.6%)	(58.6%)	-	-	-	-	-
Segment Profit Margin	**11.1%**	**10.9%**	**9.2%**	**8.1%**	**16.7%**	**13.4%**	**-**	**-**	**+2.5%**
Adjustments	(0.4%)	(0.6%)	(0.7%)	(0.9%)	(0.8%)	(0.8%)	-	-	(0.2%)
Operating Profit Margin	**10.7%**	**10.3%**	**8.6%**	**7.1%**	**15.9%**	**12.6%**	**-**	**-**	**+2.3%**

Segment Information	Cons.Act Q1	Cons.Act Q2	Cons.Act Q3	Cons.Act Q4	Cons.Act Q1	Cons.Act Q2	Cons.Act Q3	Cons.Act Q4	YoY
(Million Yen)	02/2026	02/2026	02/2026	02/2026	02/2027	02/2027	02/2027	02/2027	Net Chg.
Interior Construction	2,680	2,344	2,219	2,802	3,264	2,609	-	-	+264
Sound & Lighting Facilities	2,271	1,596	1,260	1,136	2,499	1,283	-	-	(312)
Equipment & Maintenance	24	-	-	-	-	-	-	-	-
Sales	**4,976**	**3,941**	**3,480**	**3,938**	**5,764**	**3,893**	**-**	**-**	**(47)**
Interior Construction	236	147	107	162	649	122	-	-	(25)
Sound & Lighting Facilities	328	270	67	15	312	209	-	-	(61)
Equipment & Maintenance	(14)	-	-	-	-	-	-	-	-
Segment Profit	**550**	**418**	**174**	**177**	**962**	**331**	**-**	**-**	**(87)**
Adjustments	(17)	(36)	(26)	(72)	(43)	(33)	-	-	+3
Operating Profit	**532**	**381**	**147**	**104**	**918**	**298**	**-**	**-**	**(83)**
Interior Construction	8.8%	6.3%	4.8%	5.8%	19.9%	4.7%	-	-	(1.6%)
Sound & Lighting Facilities	14.5%	17.0%	5.3%	1.4%	12.5%	16.3%	-	-	(0.7%)
Equipment & Maintenance	(58.6%)	-	-	-	-	-	-	-	-
Segment Profit Margin	**11.1%**	**10.6%**	**5.0%**	**4.5%**	**16.7%**	**8.5%**	**-**	**-**	**(2.1%)**
Adjustments	(0.4%)	(0.9%)	(0.8%)	(1.9%)	(0.8%)	(0.9%)	-	-	+0.1%
Operating Profit Margin	**10.7%**	**9.7%**	**4.2%**	**2.7%**	**15.9%**	**7.7%**	**-**	**-**	**(2.0%)**

Source: Company data; calculations by WRJ

Balance Sheet (Quarterly)

Balance Sheet	Cons.Act Q1	Cons.Act Q2	Cons.Act Q3	Cons.Act Q4	Cons.Act Q1	Cons.Act Q2	Cons.Act Q3	Cons.Act Q4	YoY
(Million Yen)	02/2026	02/2026	02/2026	02/2026	02/2027	02/2027	02/2027	02/2027	Net Chg.
Cash and Deposits	3,116	2,552	2,532	2,640	3,823	3,713	-	-	+1,161
Trade & Contract Receivables	3,277	3,185	3,196	2,973	2,504	2,351	-	-	(833)
Inventories	19	19	14	13	14	14	-	-	(5)
Costs on Construction Contracts in Progress	662	771	985	830	675	1,047	-	-	+276
Other	105	396	133	110	124	135	-	-	(261)
Current Assets	**7,182**	**6,925**	**6,862**	**6,567**	**7,143**	**7,261**	**-**	**-**	**+336**
Tangible Assets	1,162	1,151	1,145	1,131	1,120	1,127	-	-	(23)
Intangible Assets	523	514	506	496	490	482	-	-	(32)
Investments and Other Assets	797	797	912	1,073	947	949	-	-	+151
Non-current Assets	**2,483**	**2,464**	**2,564**	**2,701**	**2,558**	**2,560**	**-**	**-**	**+95**
Total Assets	**9,665**	**9,389**	**9,427**	**9,269**	**9,701**	**9,822**	**-**	**-**	**+432**
Trade & Construction Payables	1,559	1,555	1,432	1,186	1,387	1,223	-	-	(331)
Short-term Borrowings	742	545	447	350	350	350	-	-	(195)
Current Portion of Long-term Borrowings	336	323	346	331	339	329	-	-	+6
Current Portion of Bonds Payable	-	-	-	-	-	-	-	-	-
Other	1,455	1,169	1,423	1,511	1,639	1,546	-	-	+376
Current Liabilities	**4,093**	**3,592**	**3,649**	**3,379**	**3,716**	**3,449**	**-**	**-**	**(143)**
Bonds Payable	-	-	-	-	-	-	-	-	-
Long-Term Borrowings	844	770	852	774	771	692	-	-	(78)
Other	382	395	421	439	407	422	-	-	+27
Non-current Liabilities	**1,227**	**1,165**	**1,273**	**1,214**	**1,178**	**1,114**	**-**	**-**	**(50)**
Total Liabilities	**5,320**	**4,758**	**4,922**	**4,593**	**4,895**	**4,563**	**-**	**-**	**(194)**
Shareholders' Equity	**4,340**	**4,570**	**4,362**	**4,406**	**4,697**	**5,101**	**-**	**-**	**+531**
Other	3	61	141	269	108	156	-	-	+94
Net Assets	**4,344**	**4,631**	**4,504**	**4,676**	**4,806**	**5,258**	**-**	**-**	**+626**
Total Liabilities & Net Assets	**9,665**	**9,389**	**9,427**	**9,269**	**9,701**	**9,822**	**-**	**-**	**+432**
Equity Capital	4,344	4,631	4,504	4,676	4,806	5,258	-	-	+627
Interest Bearing Debt	1,923	1,638	1,646	1,455	1,461	1,371	-	-	(266)
Net Debt	(1,192)	(913)	(886)	(1,184)	(2,362)	(2,341)	-	-	(1,427)
Equity Ratio	44.9%	49.3%	47.8%	50.4%	49.5%	53.5%	-	-	-
Net Debt Equity Ratio	(27.5%)	(19.7%)	(19.7%)	(25.3%)	(49.2%)	(44.5%)	-	-	-
ROE (12 months)	19.7%	22.9%	20.1%	18.6%	22.2%	23.4%	-	-	-
ROA (12 months)	11.2%	14.8%	12.3%	12.4%	16.1%	15.5%	-	-	-
Days for Inventory Turnover	16	24	33	24	14	32	-	-	-
Quick Ratio	156%	160%	157%	166%	170%	176%	-	-	-
Current Ratio	175%	193%	188%	194%	192%	211%	-	-	-

Source: Company data; calculations by WRJ

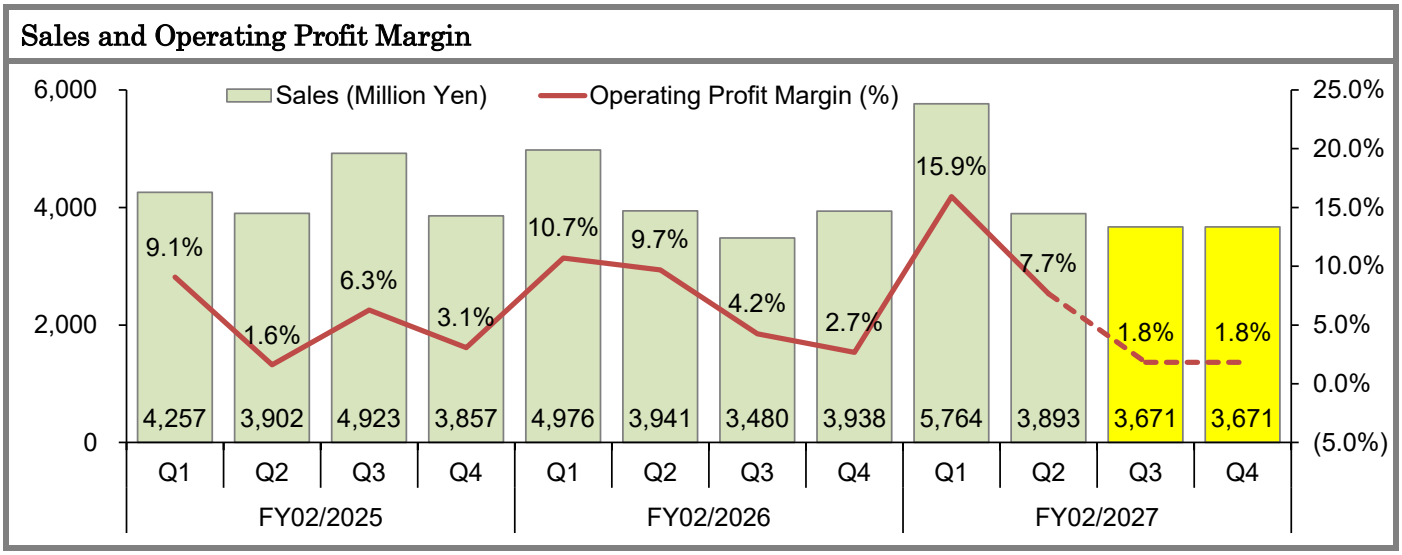
Cash Flow Statement (Cumulative)

Cash Flow Statement	Cons.Act Q1	Cons.Act Q1 to Q2	Cons.Act Q1 to Q3	Cons.Act Q1 to Q4	Cons.Act Q1	Cons.Act Q1 to Q2	Cons.Act Q1 to Q3	Cons.Act Q1 to Q4	YoY
(Million Yen)	02/2026	02/2026	02/2026	02/2026	02/2027	02/2027	02/2027	02/2027	Net Chg.
Operating Cash Flow	-	1,907	-	2,228	-	1,244	-	-	(662)
Investing Cash Flow	-	(381)	-	(107)	-	248	-	-	+629
Operating Cash Flow and Investing Cash Flow	**-**	**1,525**	**-**	**2,120**	**-**	**1,492**	**-**	**-**	**(32)**
Financing Cash Flow	-	(501)	-	(1,014)	-	(420)	-	-	+80

Source: Company data; calculations by WRJ

Company Forecast for FY02/2027

According to the Company forecast for FY02/2027, announced on 15 October 2026, sales are expected to reach ¥17,000m (up 4.1% YoY), operating profit ¥1,350m (up 15.7%), recurring profit ¥1,370m (up 18.5%) and profit attributable to owners of parent ¥1,100m (up 32.8%). In addition, the operating profit margin is expected to reach 7.9% (up 0.8% points). Meanwhile, the planned annual dividend for FY02/2027 stands at ¥36.00 per share (¥15.00 at the end of Q2 and ¥21.00 at the fiscal yearend, including a special dividend of ¥6.00 / payout ratio: 50.2%).



Source: Company data; calculations by WRJ (Q3 and Q4: full-year Company forecast less Q1 to Q2 actuals, evenly allocated)

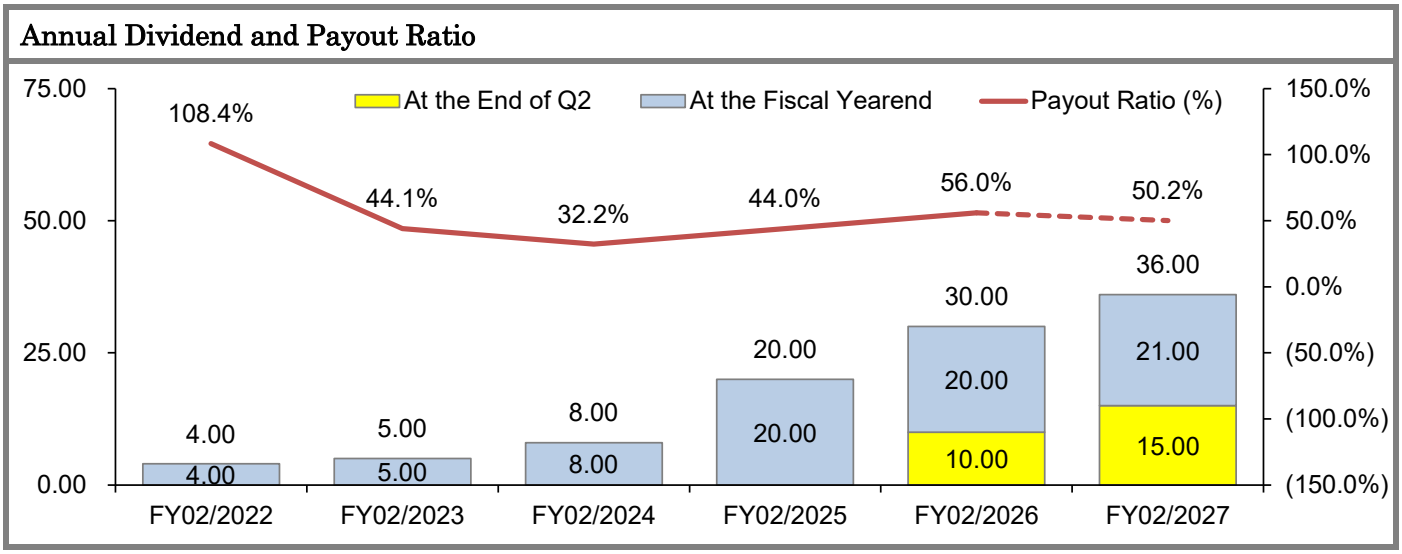
The Company forecast for FY02/2027 was revised on 15 October 2026. Compared with the initial Company forecast, announced on 14 April 2026, the sales forecast remains unchanged, while the operating profit forecast has been revised upward by ¥150m (12.5%). This largely reflects the higher-than-expected gross profit margins on large-scale projects for which sales were recognized in Interior Construction in Q1 (March–May). In addition, a gain on the sale of investment securities of ¥283m, which had not been incorporated into the initial Company forecast, was recorded as extraordinary income. Furthermore, the planned annual dividend has also been increased, with a special dividend of ¥6.00 per share added to the fiscal yearend dividend, resulting in an increase in the annual dividend from the previous ¥30.00 to ¥36.00 per share.

Company Forecast for FY02/2027 and Actual Results

Consolidated Fiscal Year (Million Yen)	Date	Event	Sales	Operating Profit	Recurring Profit	Profit Attributable to Owners of Parent
FY02/2027CoE	14-Apr-26	Q4 Results	17,000	1,200	1,190	800
FY02/2027CoE	15-Jul-26	Q1 Results	17,000	1,200	1,190	800
FY02/2027CoE	15-Oct-26	Q2 Results	17,000	1,350	1,370	1,100
		Amount of Gap	0	150	180	300
		Rate of Gap	0.0%	12.5%	15.1%	37.5%
FY02/2027CoE	14-Apr-26	Q4 Results	17,000	1,200	1,190	800
FY02/2027CoE	15-Oct-26	Q2 Results	17,000	1,350	1,370	1,100
		Amount of Gap	0	150	180	300
		Rate of Gap	0.0%	12.5%	15.1%	37.5%
Consolidated Half Year (Million Yen)	**Date**	**Event**	**Sales**	**Operating Profit**	**Recurring Profit**	**Profit Attributable to Owners of Parent**
Q1 to Q2 FY02/2027CoE	14-Apr-26	Q4 Results	-	-	-	-
Q1 to Q2 FY02/2027CoE	15-Jul-26	Q1 Results	-	-	-	-
Q1 to Q2 FY02/2027Act	15-Oct-26	Q2 Results	9,657	1,216	1,238	986
		Amount of Gap	-	-	-	-
		Rate of Gap	-	-	-	-
Q1 to Q2 FY02/2027CoE	14-Apr-26	Q4 Results	-	-	-	-
Q1 to Q2 FY02/2027Act	15-Oct-26	Q2 Results	9,657	1,216	1,238	986
		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 FY02/2027CoE	14-Apr-26	Q4 Results	-	-	-	-
Q3 to Q4 FY02/2027CoE	15-Jul-26	Q1 Results	-	-	-	-
Q3 to Q4 FY02/2027CoE	15-Oct-26	Q2 Results	7,342	133	131	113
		Amount of Gap	-	-	-	-
		Rate of Gap	-	-	-	-
Q3 to Q4 FY02/2027CoE	14-Apr-26	Q4 Results	-	-	-	-
Q3 to Q4 FY02/2027CoE	15-Oct-26	Q2 Results	7,342	133	131	113
		Amount of Gap	-	-	-	-
		Rate of Gap	-	-	-	-

Source: Company data; calculations by WRJ

Demand for construction, in which the Company is deeply involved through Interior Construction, as well as demand for capital investment, in which it is deeply involved through Sound & Lighting Facilities, is expected to remain solid. Although there are issues requiring attention, including trends in raw material prices amid an unstable international environment, their impact is currently difficult to predict and has not been incorporated into the assumptions underlying the Company forecast. Meanwhile, order intake appears to be running above the level recorded in the same period of the previous year. The Company reportedly addresses increases in costs, including raw material prices, by passing them on to contract prices. Furthermore, while maintaining its focus on Interior Construction and Sound & Lighting Facilities, the Company intends to continue securing highly profitable large-scale projects and controlling costs. At the same time, building on the new growth foundation established by FY02/2026, the Company plans to place greater emphasis on expanding sales through initiatives such as strengthening its capacity to handle orders going forward.



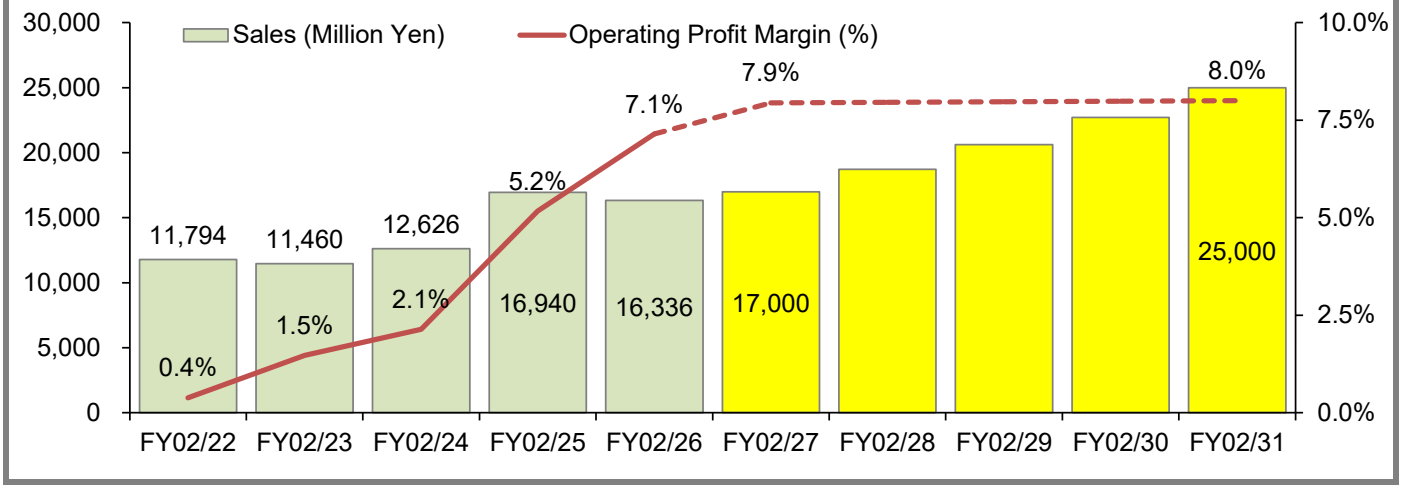
Source: Company data

As mentioned above, profit attributable to owners of parent is now expected to increase by 32.8% YoY in FY02/2027. Accordingly, a special dividend of ¥6.00 per share has been added to the fiscal yearend dividend, bringing the planned annual dividend to ¥36.00 per share (¥15.00 at the end of Q2 and ¥21.00 at the fiscal yearend / payout ratio: 50.2%), representing an increase of ¥6.00 per share compared with FY02/2026. The Company positions its dividend policy as one of the key initiatives under its management approach that emphasizes the cost of capital and stock price. It has also implemented share repurchases aimed at improving capital efficiency. In addition, the Company has conducted a secondary offering of shares to enhance stock liquidity. Going forward, the Company intends to continue implementing appropriate shareholder return measures while remaining mindful of the cost of capital.

Medium- to Long-Term Earnings Outlook

The Company unveiled its 2030 Vision at its financial results briefing for FY02/2026, held on 15 April 2026. The performance targets for FY02/2031 are sales of ¥25,000m, operating profit of ¥2,000m and an operating profit margin of 8.0%. Based on the results for FY02/2026, these targets imply a compound annual growth rate (CAGR) of 8.9% for sales and 11.4% for operating profit over the five years through FY02/2031, while the operating profit margin is expected to rise by 0.9 percentage points.

2030 Vision



Source: Company data; calculations by WRJ

The performance targets under the 2030 Vision were newly established in light of the fact that operating profit in FY02/2026, the first year of the Fifth Medium-Term Management Plan (FY02/2026-FY02/2028), had already exceeded the operating profit target for FY02/2028, the final year of the plan. Specifically, the targets for FY02/2028 were sales of ¥20,000m, operating profit of ¥1,000m and an operating profit margin of 5.0%, while the actual results for FY02/2026 were sales of ¥16,336m, operating profit of ¥1,166m and an operating profit margin of 7.1%. This appears to have been primarily attributable to a greater-than-expected contribution from highly profitable large-scale projects.

Under the slogan NEXT STAGE 2030 (Continuing to Embrace the Challenges of a Changing Era and Achieving Sustainable Growth) and the vision of Becoming a Unique Corporate Group Comprising the Strongest Team of Professionals Producing Comfortable Spaces, the Fifth Medium-Term Management Plan (FY02/2026-FY02/2028) sets out a basic policy of Building a Foundation for a New Stage of Growth while Aiming to Enhance Corporate Value through Sustainable Profit Growth. The three priority strategies are 1) Building a New Growth Foundation, 2) Further Improving Profitability and 3) Promoting ESG Initiatives. In addition, with a view to growth through 2030, the Company aims to enhance its earnings capacity by capturing construction demand in the Tokyo metropolitan area and demand related to the integrated resort (IR) development in Osaka. Furthermore, the Company intends to continue focusing on improving profitability, pursuing management that emphasizes the cost of capital and stock price, and achieving sustainable growth.

1) Building a New Growth Foundation

To expand its growth foundation, the Company intends to strengthen its capacity to secure orders for large-scale projects by accumulating a track record of successful construction projects and establishing trust. Furthermore, with the aim of steadily capturing demand related to the integrated resort (IR) development in Osaka, the Company plans to strengthen and expand its Osaka operations, which are responsible for local marketing and sales activities. The Company also intends to reinforce the development and sales of new products. For example, regarding the new construction material, ATRUSSBOARD®, for which NISSHO INTERLIFE, a wholly owned subsidiary, holds a patent, contracts have been concluded with two distributors, and the Company plans to strengthen sales by expanding its distribution channels going forward. In addition, the Company intends to focus on securing orders for the installation of the Sliding LED Wall, which features movable LED screens and is patented by SYSTEM ENGINEERING, a wholly owned subsidiary, at hotels and other facilities. In Sound & Lighting Facilities, the Company also plans to expand its scope of operations by strengthening video-related fields in addition to its traditional sound and lighting operations. Furthermore, to expand its growth areas, the Company intends to secure orders in new fields, including museums, arena facilities and disaster management centers, while also considering M&A activities that contribute to the growth of its existing businesses.

2) Further Improving Profitability

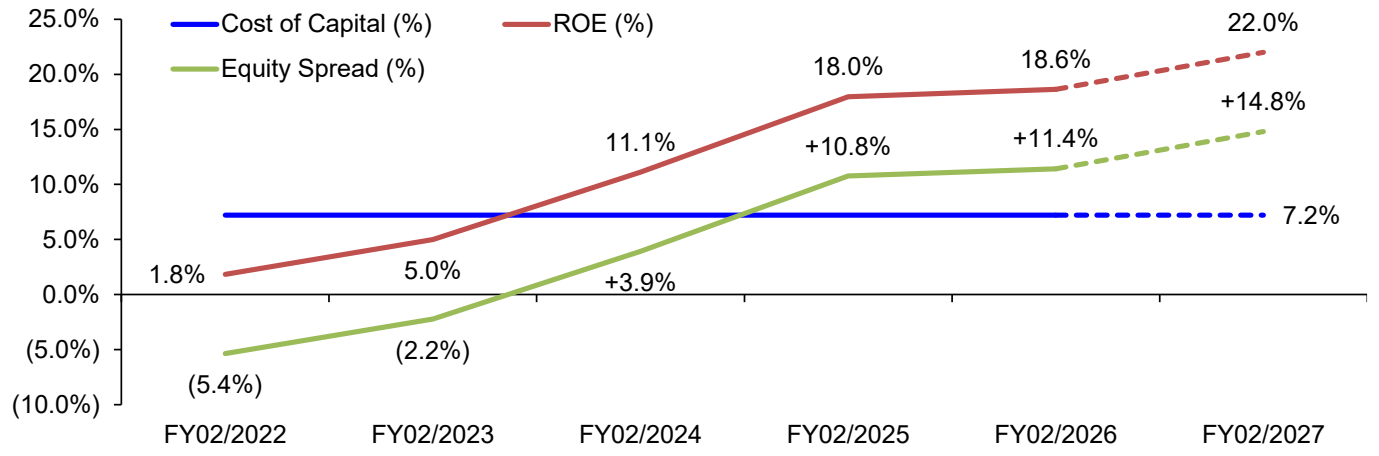
To strengthen its earnings capacity, the Company intends to continue focusing on securing highly profitable large-scale projects and maintaining profit margins. Meanwhile, it plans to thoroughly control costs and promote cost reductions by responding promptly to increases in material and product prices. In addition, with the aim of improving productivity, the Company intends to promote digital transformation (DX) through the active utilization of generative AI, while also developing professionally qualified personnel to enhance its technological capabilities.

3) Promoting ESG Initiatives

Regarding human capital investment, the Company intends to strengthen the human resources departments of NISSHO INTERLIFE, SYSTEM ENGINEERING and SANKEN SYSTEM, all wholly owned subsidiaries, to recruit, develop and retain personnel, while actively investing in improved employee compensation and working conditions. For example, the number of new graduates scheduled to join the Company in April 2027 is expected to increase to 10, of whom eight are reportedly women. In other words, the Company is also actively promoting the recruitment and development of female personnel. In parallel with expanding recruitment, the Company intends to shorten the training period for construction managers and other personnel, enabling them to become productive members of the workforce at an earlier stage. Furthermore, the Company plans to implement measures to enhance employee engagement, which refers to the degree to which employees proactively involve themselves in and seek to contribute to their work and the Company. To strengthen governance, the Company intends to accelerate the disclosure of its annual securities report while thoroughly implementing measures to prevent harassment. Meanwhile, to promote management that emphasizes the cost of capital and stock price, the Company intends to pursue proactive investor relations activities, including dialogue with institutional investors and briefing sessions for retail investors. In addition, the Company places importance on maintaining a dividend payout ratio of at least 50%.

According to the Company, human capital investment and the ability to execute M&A activities could have a significant impact on the achievement of the performance targets set out in the 2030 Vision. As mentioned above, the compound annual growth rate (CAGR) for sales over the five years through FY02/2031 is 8.9%, implying a target of increasing sales to approximately 1.5 times the level recorded in FY02/2026. Accordingly, the Company considers it necessary to expand its human resource capacity for construction and related operations through recruitment, personnel development and productivity improvements.

Cost of Capital, ROE and Equity Spread

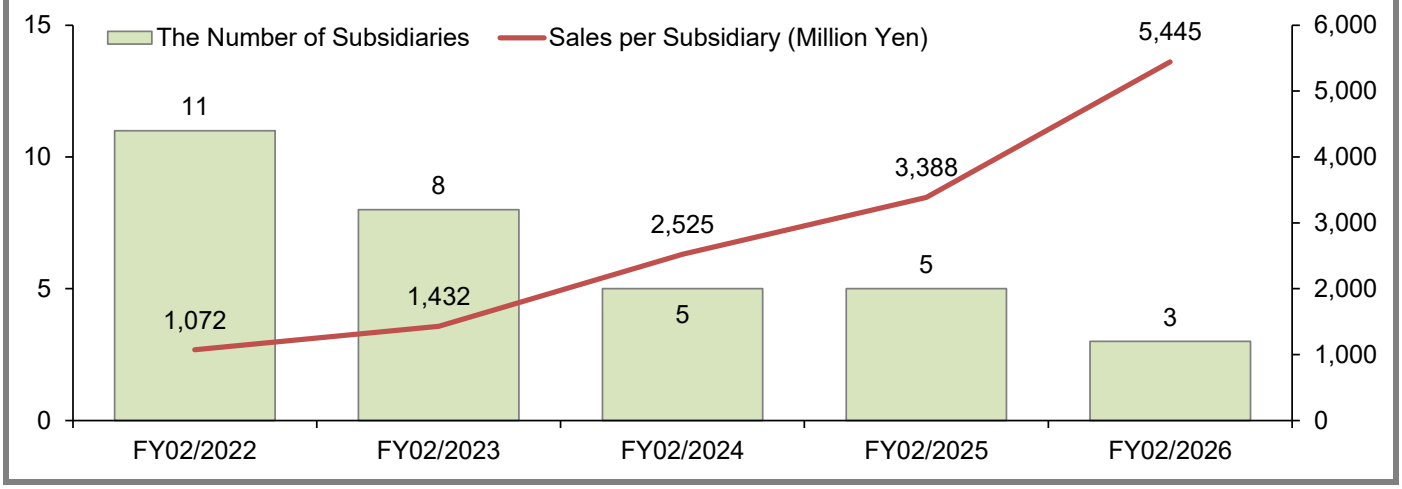


Source: Company data; calculations by WRJ

Over the past five years, the Company has pursued management that emphasizes capital efficiency through structural reforms centered on the restructuring of its business portfolio, among other initiatives, and its equity spread (defined as ROE less the Company-estimated cost of equity of 7.2%) has turned from negative to positive. In other words, this can be regarded as an indication that the Company has begun creating corporate value. From the yearend of FY02/2025 to the yearend of FY02/2026, shareholders' equity, the denominator in the ROE calculation, increased by 11.0% from ¥4,214m to ¥4,676m, while profit attributable to owners of parent, the numerator, reached ¥828m (up 17.4%). As a result, ROE increased further, albeit modestly, from 18.0% to 18.6%.

For FY02/2027, profit attributable to owners of parent is expected to increase to ¥1,100m (up 32.8% YoY), while shareholders' equity is also expected to continue increasing steadily. As a result, ROE is expected to rise from 18.6% in FY02/2026 to 22.0% in FY02/2027. Accordingly, the equity spread is also expected to widen further by a corresponding margin.

The Number of Subsidiaries and Sales per Subsidiary



Source: Company data; calculations by WRJ

Over the past five years, the Company has made substantial progress in structural reforms centered on reorganizing its business portfolio. While the number of subsidiaries under its control decreased from 11 as of the end of FY02/2022 to three as of the end of FY02/2026, sales per subsidiary increased from ¥1,072m to ¥5,445m over the same period. Through the sale of subsidiaries engaged in unprofitable and non-core businesses, among other measures, the Company appears to have established a business structure that enables it to concentrate resources on its current Interior Construction and Sound & Lighting Facilities.

In FY02/2023, the first year of the Fourth Medium-Term Management Plan (FY02/2023-FY02/2025), the number of subsidiaries was reduced from 11 at the beginning of the fiscal year to eight as of the yearend. As a result, the Company operated through a total of six segments as of the yearend: Interior Construction (NISSHO INTERLIFE), Sound & Lighting Facilities (SYSTEM ENGINEERING), Equipment & Maintenance (FACILITY MANAGEMENT and TAMAHIRO KOGYO), the Telecommunications & Human Resources Services Business (NIL TELECOM and AVANCE AGILE), the Real Estate Business (LARGO CORPORATION) and Other Businesses (ADVANTAGE). Meanwhile, from the beginning of Q4 (December–February) FY02/2024, SANKEN SYSTEM, which had been deeply involved in subcontracting work for SYSTEM ENGINEERING, a wholly owned subsidiary, was newly included in the scope of consolidation as a wholly owned subsidiary, generating synergies within Sound & Lighting Facilities.

5.0 Financial Statements

Income Statement

Income Statement (Million Yen)	Cons.Act FY 02/2022	Cons.Act FY 02/2023	Cons.Act FY 02/2024	Cons.Act FY 02/2025	Cons.Act FY 02/2026	Cons.CoE FY 02/2027	YoY Net Chg.
Sales	**11,794**	**11,460**	**12,626**	**16,940**	**16,336**	**17,000**	**+663**
Cost of Sales	9,098	9,094	10,107	13,560	12,695	13,073	+377
Gross Profit	2,695	2,366	2,518	3,380	3,641	3,927	+285
SG&A Expenses	2,650	2,197	2,247	2,504	2,474	2,550	+75
Operating Profit	**45**	**168**	**270**	**875**	**1,166**	**1,350**	**+183**
Non-Operating Balance	3	8	(24)	(0)	(10)	20	+30
Recurring Profit	**48**	**177**	**245**	**875**	**1,156**	**1,370**	**+213**
Extraordinary Balance	78	63	236	(23)	63	-	-
Profit before Income Taxes	127	240	482	852	1,219	-	-
Total Income Taxes	55	61	97	146	391	-	-
Profit Attributable to Owners of Parent	**71**	**179**	**384**	**705**	**828**	**1,100**	**+271**
Sales YoY	(20.4%)	(2.8%)	+10.2%	+34.2%	(3.6%)	+4.1%	-
Operating Profit YoY	(75.3%)	+272.7%	+60.4%	+223.7%	+33.3%	+15.7%	-
Recurring Profit YoY	(83.0%)	+265.2%	+38.6%	+256.0%	+32.1%	+18.5%	-
Profit Attributable to Owners of Parent YoY	(29.5%)	+150.3%	+114.6%	+83.2%	+17.4%	+32.8%	-
Gross Profit Margin	22.9%	20.6%	19.9%	20.0%	22.3%	23.1%	+0.8%
SG&A Ratio	22.5%	19.2%	17.8%	14.8%	15.1%	15.2%	+0.1%
Operating Profit Margin	0.4%	1.5%	2.1%	5.2%	7.1%	7.9%	+0.8%
Recurring Profit Margin	0.4%	1.5%	1.9%	5.2%	7.1%	8.1%	+1.0%
Profit Attributable to Owners of Parent Margin	0.6%	1.6%	3.0%	4.2%	5.1%	6.5%	+1.4%
Corporate Tax Rate	43.7%	25.5%	20.2%	17.2%	32.1%	-	-

Source: Company data; calculations by WRJ

Segment Information

Segment Information (Million Yen)	Cons.Act FY 02/2022	Cons.Act FY 02/2023	Cons.Act FY 02/2024	Cons.Act FY 02/2025	Cons.Act FY 02/2026	Cons.CoE FY 02/2027	YoY Net Chg.
Interior Construction	5,244	5,500	6,334	10,585	10,046	-	-
Sound & Lighting Facilities	2,584	3,560	4,451	5,784	6,265	-	-
Equipment & Maintenance	1,376	1,282	1,153	571	24	-	-
Sales	**11,794**	**11,460**	**12,626**	**16,940**	**16,336**	**17,000**	**+663**
Interior Construction	89	71	139	558	653	-	-
Sound & Lighting Facilities	22	154	269	494	682	-	-
Equipment & Maintenance	68	73	41	(37)	(14)	-	-
Segment Profit	**251**	**348**	**460**	**1,015**	**1,320**	**-**	**-**
Adjustments	(205)	(179)	(189)	(139)	(153)	-	-
Operating Profit	**45**	**168**	**270**	**875**	**1,166**	**1,350**	**+183**
Interior Construction	1.7%	1.3%	2.2%	5.3%	6.5%	-	-
Sound & Lighting Facilities	0.9%	4.4%	6.0%	8.5%	10.9%	-	-
Equipment & Maintenance	5.0%	5.7%	3.6%	(6.6%)	(58.6%)	-	-
Segment Profit Margin	**2.1%**	**3.0%**	**3.6%**	**6.0%**	**8.1%**	**-**	**-**
Adjustments	(1.7%)	(1.6%)	(1.5%)	(0.8%)	(0.9%)	-	-
Operating Profit Margin	**0.4%**	**1.5%**	**2.1%**	**5.2%**	**7.1%**	**7.9%**	**+0.8%**

Source: Company data; calculations by WRJ

Balance Sheet

Balance Sheet	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.CoE	
	FY	FY	FY	FY	FY	FY	YoY
(Million Yen)	02/2022	02/2023	02/2024	02/2025	02/2026	02/2027	Net Chg.
Cash and Deposits	2,233	1,787	1,419	1,513	2,640	-	-
Trade & Contract Receivables	2,349	2,661	3,363	4,117	2,973	-	-
Inventories	59	4	14	18	13	-	-
Costs on Construction Contracts in Progress	419	671	833	1,172	830	-	-
Other	239	90	176	135	110	-	-
Current Assets	**5,300**	**5,215**	**5,808**	**6,957**	**6,567**	**-**	**-**
Tangible Assets	1,207	1,151	1,111	1,184	1,131	-	-
Intangible Assets	391	297	543	536	496	-	-
Investments and Other Assets	664	634	672	759	1,073	-	-
Non-current Assets	**2,263**	**2,083**	**2,326**	**2,480**	**2,701**	**-**	**-**
Total Assets	**7,564**	**7,298**	**8,135**	**9,438**	**9,269**	**-**	**-**
Trade & Construction Payables	1,691	1,854	1,653	1,767	1,186	-	-
Short-term Borrowings	450	450	450	650	350	-	-
Current Portion of Long-term Borrowings	330	376	472	339	331	-	-
Current Portion of Bonds Payable	-	-	-	-	-	-	-
Other	416	574	714	1,291	1,511	-	-
Current Liabilities	**2,887**	**3,256**	**3,290**	**4,049**	**3,379**	**-**	**-**
Bonds Payable	-	-	-	-	-	-	-
Long-Term Borrowings	472	499	867	759	774	-	-
Other	286	261	340	415	439	-	-
Non-current Liabilities	**759**	**761**	**1,207**	**1,174**	**1,214**	**-**	**-**
Total Liabilities	**3,647**	**4,017**	**4,497**	**5,223**	**4,593**	**-**	**-**
Shareholders' Equity	**3,964**	**3,338**	**3,652**	**4,228**	**4,406**	**-**	**-**
Other	(47)	(58)	(14)	(13)	269	-	-
Net Assets	**3,917**	**3,280**	**3,637**	**4,214**	**4,676**	**-**	**-**
Total Liabilities & Net Assets	**7,564**	**7,298**	**8,135**	**9,438**	**9,269**	**-**	**-**
Equity Capital	3,917	3,280	3,637	4,214	4,676	-	-
Interest Bearing Debt	1,252	1,326	1,789	1,749	1,455	-	-
Net Debt	(980)	(461)	370	235	(1,184)	-	-
Equity Ratio	51.8%	45.0%	44.7%	44.7%	50.4%	-	-
Net Debt Equity Ratio	(25.0%)	(14.1%)	10.2%	5.6%	(25.3%)	-	-
ROE (12 months)	1.8%	5.0%	11.1%	18.0%	18.6%	22.0%	+3.4%
ROA (12 months)	0.6%	2.4%	3.2%	10.0%	12.4%	-	-
Days for Inventory Turnover	19	27	31	32	24	-	-
Quick Ratio	159%	137%	145%	139%	166%	-	-
Current Ratio	184%	160%	177%	172%	194%	-	-

Source: Company data; calculations by WRJ

Cash Flow Statement

Cash Flow Statement	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.CoE	
	FY	FY	FY	FY	FY	FY	YoY
(Million Yen)	02/2022	02/2023	02/2024	02/2025	02/2026	02/2027	Net Chg.
Operating Cash Flow	(795)	161	(623)	484	2,228	-	-
Investing Cash Flow	439	119	(58)	(151)	(108)	-	-
Operating Cash Flow and Investing Cash Flow	**(355)**	**281**	**(681)**	**334**	**2,120**	**-**	**-**
Financing Cash Flow	(589)	(729)	261	(197)	(1,015)	-	-

Source: Company data; calculations by WRJ

Per Share Data

Per Share Data (Before Adjustments for Split) (Yen)	Cons.Act FY 02/2022	Cons.Act FY 02/2023	Cons.Act FY 02/2024	Cons.Act FY 02/2025	Cons.Act FY 02/2026	Cons.CoE FY 02/2027	YoY Net Chg.
No. of Shares FY End (thousand shares)	20,011	20,011	20,011	17,011	17,011	-	-
Net Profit / EPS (thousand shares)	19,421	15,831	15,507	15,520	15,457	-	-
Treasury Shares FY End (thousand shares)	570	4,519	4,495	1,490	1,757	-	-
Earnings Per Share	3.69	11.33	24.82	45.43	53.57	71.74	-
Earnings Per Share (Fully Diluted)	-	-	-	-	-	-	-
Book Value Per Share	201.49	211.77	234.45	271.55	306.55	-	-
Dividend Per Share	4.00	5.00	8.00	20.00	30.00	36.00	-
Per Share Data (After Adjustments for Split) (Yen)	**Cons.Act FY 02/2022**	**Cons.Act FY 02/2023**	**Cons.Act FY 02/2024**	**Cons.Act FY 02/2025**	**Cons.Act FY 02/2026**	**Cons.CoE FY 02/2027**	**YoY Net Chg.**
Share Split Factor	1	1	1	1	1	1	-
Earnings Per Share	3.69	11.33	24.82	45.43	53.57	71.74	-
Book Value Per Share	201.49	211.77	234.45	271.55	306.55	-	-
Dividend Per Share	4.00	5.00	8.00	20.00	30.00	36.00	-
Payout Ratio	108.4%	44.1%	32.2%	44.0%	56.0%	50.2%	-

Source: Company data; calculations by WRJ

Disclaimer

The information presented herein has been compiled in report format by Walden Research Japan, which has summarized the “IR information” disclosed by the subject company from a neutral and professional standpoint. “IR information” refers specifically to: (1) the content of one-on-one interviews conducted with the Company by us, (2) briefings for institutional investors, (3) timely disclosure materials and (4) information published on the Company’s website.

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