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Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (Under Japanese GAAP)

May 14, 2025

Company name: Bunka Shutter Co., Ltd.
Listing: Tokyo Stock Exchange
Securities code: 5930
URL: https://www.bunka-s.co.jp/
Representative: Hiroyuki Ogura, Representative Director and President
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Scheduled date of ordinary general meeting of shareholders: June 17, 2025
Scheduled date to commence dividend payments: June 18, 2025
Scheduled date to file annual securities report: June 16, 2025
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes (for analysts and institutional investors)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	228,419	3.3	14,726	1.8	14,777	(7.3)	13,158	24.4
March 31, 2024	221,076	11.0	14,472	49.4	15,941	59.5	10,582	34.0

Note: Comprehensive income For the fiscal year ended March 31, 2025: ¥14,218 million [(1.5)%]
For the fiscal year ended March 31, 2024: ¥14,427 million [50.9%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ordinary profit/ total assets	Operating profit/ net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	184.95	–	12.1	7.2	6.4
March 31, 2024	157.11	–	11.4	8.3	6.5

Reference: Share of profit of entities accounted for using equity method
For the fiscal year ended March 31, 2025: ¥514 million
For the fiscal year ended March 31, 2024: ¥448 million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	204,982	113,450	55.3	1,592.13
March 31, 2024	206,879	103,924	50.2	1,458.84

Reference: Equity
As of March 31, 2025: ¥113,287 million
As of March 31, 2024: ¥103,769 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2025	10,975	(3,745)	(6,795)	39,693
March 31, 2024	15,642	(16,894)	9,513	39,149

2. Cash dividends

	Annual dividends					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2024	–	21.00	–	34.00	55.00	3,930	35.0	3.9
Fiscal year ended March 31, 2025	–	32.00	–	42.00	74.00	5,287	40.0	4.9
Fiscal year ending March 31, 2026 (Forecast)	–	37.00	–	37.00	74.00		45.8	

3. Consolidated earnings forecasts for the fiscal year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2025	106,000	3.6	3,900	0.3	4,000	1.1	2,300	4.2	32.32
Fiscal year ending March 31, 2026	240,000	5.1	16,800	14.1	16,500	11.7	11,500	(12.6)	161.62

*** Notes**

(1) Significant changes in the scope of consolidation during the period: None

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

Note: For more details, please refer to "3. Consolidated financial statements, (5) Notes to consolidated financial statements, (Notes on changes in accounting policies)" on page 14 of the attached material.

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2025	72,196,487 shares
As of March 31, 2024	72,196,487 shares

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

As of March 31, 2025	1,041,344 shares
As of March 31, 2024	1,065,082 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	71,146,619 shares
Fiscal year ended March 31, 2024	67,355,566 shares

Note: The number of treasury shares at the end of the period includes the number of shares of Bunka Shutter Co., Ltd. (the "Company") held by the Board Incentive Plan trust. The Company's shares held by the trust are included in the treasury shares deducted in calculating the average number of shares outstanding during the period.

(Reference) Overview of non-consolidated financial results

Non-consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	142,810	0.9	6,515	0.4	10,486	5.7	11,357	57.2
March 31, 2024	141,603	10.3	6,489	70.4	9,917	3.1	7,223	(24.2)

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2025	159.58	–
March 31, 2024	107.21	–

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	152,356	88,054	57.8	1,237.09
March 31, 2024	155,748	82,189	52.8	1,155.08

Reference: Equity

As of March 31, 2025: ¥88,054 million

As of March 31, 2024: ¥82,189 million

* Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation.

* Proper use of earnings forecasts, and other special matters

(Caution regarding forward-looking statements and others)

The forward-looking statements, including earnings forecasts, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable. Consequently, any statements herein do not constitute assurances regarding actual results by the Company. Actual business and other results may differ substantially due to various factors. Please refer to "1. Overview of operating results, etc., (4) Future outlook" on page 4 of the attached materials for the assumptions used in forecasting business results and precautions regarding the use of business results forecasts, etc.

(How to obtain supplementary material on financial results)

The Company plans to hold a briefing for analysts and institutional investors on May 21, 2025 (Wednesday). The Company also plans to post the supplementary material on earnings that will be used at the briefing on the Company's website in addition to disclosing it on TDnet.

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1. Overview of operating results, etc.

(1) Overview of operating results during the fiscal year under review

In the fiscal year ended March 31, 2025, the Japanese economy maintained a moderate recovery trend, mainly owing to improvements in employment and income conditions buoyed by wage hikes and the like and expanded capital investment against a backdrop of improved corporate earnings.

On the other hand, the future outlook remains uncertain due to factors such as skyrocketing energy and raw material prices due to the continued depreciation of the yen, supply shortages caused by labor shortages, and growing uncertainty in overseas economies.

In the construction and housing industries too, in which the Bunka Shutter Group operates, private capital expenditure remains steady and construction demand remains firm, but the situation remains unclear mainly because of continued weak figures for new housing starts due to skyrocketing construction costs and other factors.

Under these circumstances, the Group posted net sales of 228,419 million yen (up 3.3% year on year) in the fiscal year ended March 31, 2025. With regard to profits, as a result of all Group segments making every effort to secure profits by generating stronger sales and cutting costs, among other measures, operating profit came to 14,726 million yen (up 1.8% year on year). Ordinary profit was 14,777 million yen (down 7.3% year on year), but profit attributable to owners of parent totaled 13,158 million yen (up 24.4% year on year) due mainly to recording of gain on sale of investment securities and compensation for damage income.

Operating results by segment are as follows:

1. Shutter Business

   The inclusion in the scope of consolidation of Windsor Doors Limited and three other companies, and SPRINT ROLLER SHUTTERS PTY LTD led to net sales of 93,196 million yen (up 2.3% year on year) for the fiscal year ended March 31, 2025, and operating profit of 9,705 million yen (up 11.3% year on year).

2. Construction-Related Materials Business

   Net sales for the fiscal year ended March 31, 2025 came to 89,979 million yen (up 2.4% year on year), but operating profit was 3,420 million yen (down 22.7% year on year) due to weakness in steel doors, etc.

3. Service Business

   Due to strong results mainly from emergency repairs and periodic maintenance services, centering on the firm performance of consolidated subsidiary Bunka Shutter Service Co., Ltd., net sales for the fiscal year ended March 31, 2025 amounted to 31,122 million yen (up 6.9% year on year), and operating profit was 5,643 million yen (up 6.9% year on year).

4. Refurbishment Business

   Due to strong results mainly from the renewal business, which mainly engages in renovation of buildings, net sales for the fiscal year ended March 31, 2025 came to 6,506 million yen (up 8.9% year on year), and operating profit was 47 million yen (compared to an operating loss of 17 million yen in the same period of the previous fiscal year).

5. Other

   The other businesses, including the water-sealing business which handles water-sealing equipment for dealing with the social problems of torrential rain, etc., performed strongly. Accordingly, net sales for the fiscal year ended March 31, 2025 amounted to 7,615 million yen (up 8.4% year on year) and operating profit was 1,263 million yen (up 15.3% year on year).

(2) Overview of financial position during the fiscal year under review

Assets, liabilities and net assets

Total assets as of March 31, 2025 amounted to 204,982 million yen, a decrease of 1,896 million yen from the end of the previous fiscal year. Current assets amounted to 117,344 million yen, a decrease of 2,704 million yen. This is attributed mainly to decreases in notes and accounts receivable - trade, and contract assets (1,392 million yen) and electronically recorded monetary claims - operating (1,256 million yen). Non-current assets amounted to 87,638 million yen, an increase of 807 million yen from the end of the previous fiscal year. This is attributed mainly to increases in buildings and structures (1,453 million yen) and right-of-use assets (548 million yen), which more than offset a decrease in goodwill (989 million yen).

Liabilities as of March 31, 2025 amounted to 91,532 million yen, a decrease of 11,422 million yen from the end of the previous fiscal year. Current liabilities amounted to 55,554 million yen, a decrease of 10,004 million yen. This is attributed mainly to decreases in electronically recorded obligations - operating (5,659 million yen) and notes and accounts payable - trade (3,900 million yen). Non-current liabilities amounted to 35,977 million yen, a decrease of 1,417 million yen. This is attributed mainly to decreases in retirement benefit liability (1,024 million yen) and long-term borrowings (769 million yen), which more than offset an increase in lease liabilities (658 million yen).

Net assets as of March 31, 2025 amounted to 113,450 million yen, an increase of 9,525 million yen from the end of the previous fiscal year. This is attributed mainly to increases in profit attributable to owners of parent (13,158 million yen) and foreign currency translation adjustment (1,122 million yen), which more than offset a decrease caused by dividends paid (4,716 million yen).

(3) Overview of cash flows for the fiscal year under review

Cash and cash equivalents (hereinafter referred to as “funds”) as of March 31, 2025 increased by 543 million yen from the end of the previous fiscal year to 39,693 million yen.

The statuses of cash flows by type of activities for the fiscal year ended March 31, 2025 and their factors are described below.

(Cash flows from operating activities)

Funds provided from operating activities in the fiscal year ended March 31, 2025 were 10,975 million yen (down 29.8% year on year).

The main inflows were profit before income taxes of 18,643 million yen, depreciation of 5,338 million yen, a 2,721 million yen decrease in accounts receivable - trade, and contract assets, while the main outflows were a 9,738 million yen decrease in trade payables and income taxes paid of 6,920 million yen.

(Cash flows from investing activities)

Funds used for investing activities in the fiscal year ended March 31, 2025 were 3,745 million yen (down 77.8% year on year).

The main inflows were proceeds from sale of investment securities of 1,699 million yen, while the main outflows were purchase of property, plant and equipment of 4,806 million yen.

(Cash flows from financing activities)

Funds used for financing activities in the fiscal year ended March 31, 2025 were 6,795 million yen (compared to 9,513 million yen funds provided in the previous fiscal year).

The main outflows were dividends paid of 4,710 million yen, repayments of lease liabilities of 1,238 million yen, and repayments of long-term borrowings of 868 million yen.

(Reference) Changes in cash flow-related financial indicators

	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Equity-to-asset ratio (%)	50.1	48.7	46.6	50.2	55.3
Market value-based equity-to-asset ratio (%)	44.9	39.1	38.2	59.8	65.2
Interest-bearing liabilities to cash flows (years)	0.3	0.7	0.8	1.4	2.0
Interest coverage ratio (times)	88.0	43.2	33.9	49.2	21.6

Notes: 1. Each indicator is calculated based on consolidated financial figures.

2. The respective indicators are calculated by the following formulae:
   Equity-to-asset ratio…… Equity / Total assets
   Market value-based equity-to-asset ratio…… Market capitalization / Total assets
   Interest-bearing liabilities to cash flows…… Interest-bearing liabilities / Cash flows
   Interest coverage ratio …… Cash flows / Interest payment
3. Market capitalization is calculated based on the number of issued shares, excluding treasury shares.
4. “Cash flows” refer to “cash flows from operating activities” as shown on the consolidated statement of cash flows.
5. “Interest-bearing liabilities” refer to all liabilities for which interest is paid, among the liabilities recorded on the consolidated balance sheet. “Interest payment” refers to “interest paid” as shown on the consolidated statement of cash flows.

(4) Future outlook

A moderate recovery in the Japanese economy is expected mainly driven by improved consumption due to improvements in employment and income conditions and wage hikes, and increased inbound tourism demand. However, the outlook for the future remains uncertain due to the effects of instability in the international situation, trade frictions between the US and China, exchange rate fluctuations, and persistently high prices for raw materials.

Even in the construction and housing industries in which the Bunka Shutter Group operates, non-residential investment is expected to remain firm, but housing investment will likely weaken due to the continued surge in house prices. In addition, there is no eliminating the various downside risks to the economy, including the intensification of the so-called “2024 problem,” skyrocketing energy prices and transportation costs, which means the future outlook will remain clouded for the time being.

In this operating environment, for consolidated earnings in the fiscal year ending March 31, 2026, we forecast net sales of 240.0 billion yen, operating profit of 16.8 billion yen, ordinary profit of 16.5 billion yen, and profit attributable to owners of the parent of 11.5 billion yen.

(5) Basic Policy on profit distribution and dividends for the fiscal year under review and next fiscal year

Our basic policy on profit distribution is to determine dividends in consideration of earnings while setting our mind to maintaining a stable financial foundation by retaining profit in a sustained manner and to continuing to pay stable dividends to shareholders. More specifically, we target a consolidated dividend payout ratio of 40% as a guideline for shareholder returns.

For the fiscal year ended March 31, 2025, we plan to pay a year-end dividend of 42 yen per share. Combined with the interim dividend of 32 yen per share, the annual dividend comes to 74 yen per share. For future shareholder dividends, we will endeavor to target a consolidated dividend payout ratio of 40%.

For the next fiscal year, we forecast an annual dividend per share of 74 yen (interim dividend of 37 yen and year-end dividend of 37 yen).

2. Basic approach to the selection of accounting standards

Taking into account the comparability of consolidated financial statements over the period and the comparability between companies, the Group intends, for the time being, to prepare consolidated financial statements based on Japanese accounting standards.
Regarding the application of IFRS, our policy is to respond appropriately, taking domestic and international conditions into consideration.

3. Consolidated financial statements

(1) Consolidated balance sheet

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	40,151	40,109
Notes and accounts receivable - trade, and contract assets	46,935	45,543
Electronically recorded monetary claims - operating	10,631	9,375
Merchandise and finished goods	9,818	9,921
Work in process	1,406	1,281
Raw materials and supplies	8,654	8,451
Other	2,752	3,041
Allowance for doubtful accounts	(302)	(380)
Total current assets	120,049	117,344
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	12,320	13,774
Machinery, equipment and vehicles, net	6,406	6,365
Tools, furniture and fixtures, net	877	960
Land	13,121	13,506
Leased assets, net	1,297	1,403
Right-of-use assets, net	4,028	4,576
Construction in progress	654	944
Total property, plant and equipment	38,707	41,532
Intangible assets		
Goodwill	11,318	10,329
Leased assets	57	45
Other	8,098	7,252
Total intangible assets	19,474	17,627
Investments and other assets		
Investment securities	19,940	19,269
Distressed receivables	178	188
Retirement benefit asset	1,397	1,598
Deferred tax assets	4,939	5,044
Other	2,447	2,633
Allowance for doubtful accounts	(254)	(256)
Total investments and other assets	28,648	28,478
Total non-current assets	86,830	87,638
Total assets	206,879	204,982

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	15,604	11,704
Electronically recorded obligations - operating	21,552	15,893
Short-term borrowings	1,352	1,212
Current portion of long-term borrowings	817	869
Lease liabilities	1,090	1,191
Income taxes payable	4,334	3,585
Accrued consumption taxes	2,151	1,396
Accrued expenses	6,697	7,144
Contract liabilities	4,244	4,503
Provision for bonuses	4,809	5,248
Provision for bonuses for directors (and other officers)	182	144
Provision for loss on construction contracts	373	603
Notes payable - facilities	142	68
Other	2,204	1,990
Total current liabilities	65,559	55,554
Non-current liabilities		
Bonds payable	10,000	10,000
Long-term borrowings	3,209	2,440
Lease liabilities	4,907	5,566
Deferred tax liabilities	1,847	1,543
Provision for retirement benefits for directors (and other officers)	247	256
Provision for share awards for directors (and other officers)	69	74
Retirement benefit liability	16,433	15,409
Guarantee deposits received	565	566
Long-term unearned revenue	7	6
Asset retirement obligations	53	67
Other	53	47
Total non-current liabilities	37,395	35,977
Total liabilities	102,954	91,532
Net assets		
Shareholders' equity		
Share capital	15,051	15,051
Capital surplus	11,292	11,292
Retained earnings	70,476	78,919
Treasury shares	(1,103)	(1,079)
Total shareholders' equity	95,716	104,183
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	5,026	4,179
Deferred gains or losses on hedges	–	0
Revaluation reserve for land	(46)	(45)
Foreign currency translation adjustment	908	2,030
Remeasurements of defined benefit plans	2,163	2,939
Total accumulated other comprehensive income	8,052	9,104
Non-controlling interests	155	162
Total net assets	103,924	113,450
Total liabilities and net assets	206,879	204,982

(2) Consolidated statement of income and consolidated statement of comprehensive income

Consolidated statement of income

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	221,076	228,419
Cost of sales	161,727	165,936
Gross profit	59,349	62,483
Selling, general and administrative expenses	44,876	47,756
Operating profit	14,472	14,726
Non-operating income		
Interest income	51	97
Dividend income	266	347
Rental income	76	81
Insurance claim income	25	7
Surrender value of insurance policies	136	80
Subsidy income	2	18
Share of profit of entities accounted for using equity method	448	514
Foreign exchange gains	791	–
Gain on sale of scraps	121	126
Other	130	207
Total non-operating income	2,051	1,481
Non-operating expenses		
Interest expenses	333	509
Bond issuance costs	56	–
Commitment fees	25	7
Foreign exchange losses	–	769
Other	167	144
Total non-operating expenses	583	1,430
Ordinary profit	15,941	14,777
Extraordinary income		
Gain on sale of non-current assets	8	17
Gain on sale of investment securities	15	1,197
Compensation for damage income	–	2,782
Total extraordinary income	23	3,997
Extraordinary losses		
Loss on sale of non-current assets	–	27
Loss on retirement of non-current assets	91	104
Total extraordinary losses	91	131
Profit before income taxes	15,873	18,643
Income taxes - current	5,899	5,989
Income taxes - deferred	(625)	(512)
Total income taxes	5,273	5,477
Profit	10,599	13,166
Profit attributable to non-controlling interests	17	7
Profit attributable to owners of parent	10,582	13,158

Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit	10,599	13,166
Other comprehensive income		
Valuation difference on available-for-sale securities	2,189	(799)
Foreign currency translation adjustment	213	916
Remeasurements of defined benefit plans, net of tax	1,098	567
Share of other comprehensive income of entities accounted for using equity method	326	367
Total other comprehensive income	3,827	1,051
Comprehensive income	14,427	14,218
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	14,409	14,210
Comprehensive income attributable to non-controlling interests	17	7

(3) Consolidated statement of changes in equity

Fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	15,051	12,280	62,699	(11,654)	78,377
Changes during period					
Dividends of surplus			(2,793)		(2,793)
Profit attributable to owners of parent			10,582		10,582
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		(1,010)		10,550	9,540
Change in ownership interest of parent due to transactions with non-controlling interests		22			22
Increase (decrease) due to changes in surplus of associates accounted for using equity method			(10)		(10)
Net changes in items other than shareholders' equity					
Total changes during period	–	(988)	7,777	10,550	17,339
Balance at end of period	15,051	11,292	70,476	(1,103)	95,716

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	2,675	(46)	543	1,051	4,224	174	82,776
Changes during period							
Dividends of surplus							(2,793)
Profit attributable to owners of parent							10,582
Purchase of treasury shares							(0)
Disposal of treasury shares							9,540
Change in ownership interest of parent due to transactions with non-controlling interests							22
Increase (decrease) due to changes in surplus of associates accounted for using equity method							(10)
Net changes in items other than shareholders' equity	2,350	–	365	1,112	3,827	(19)	3,808
Total changes during period	2,350	–	365	1,112	3,827	(19)	21,148
Balance at end of period	5,026	(46)	908	2,163	8,052	155	103,924

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	15,051	11,292	70,476	(1,103)	95,716
Changes during period					
Dividends of surplus			(4,716)		(4,716)
Profit attributable to owners of parent			13,158		13,158
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares				24	24
Change in treasury shares arising from change in equity in entities accounted for using equity method				(0)	(0)
Net changes in items other than shareholders' equity					
Total changes during period	–	–	8,442	24	8,466
Balance at end of period	15,051	11,292	78,919	(1,079)	104,183

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasure-ments of defined benefit plans	Total accumulated other comprehen-sive income		
Balance at beginning of period	5,026	–	(46)	908	2,163	8,052	155	103,924
Changes during period								
Dividends of surplus								(4,716)
Profit attributable to owners of parent								13,158
Purchase of treasury shares								(0)
Disposal of treasury shares								24
Change in treasury shares arising from change in equity in entities accounted for using equity method								(0)
Net changes in items other than shareholders' equity	(846)	0	0	1,122	775	1,051	6	1,058
Total changes during period	(846)	0	0	1,122	775	1,051	6	9,525
Balance at end of period	4,179	0	(45)	2,030	2,939	9,104	162	113,450

(4) Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	15,873	18,643
Depreciation	4,704	5,338
Amortization of goodwill	737	1,082
Increase (decrease) in allowance for doubtful accounts	133	77
Increase (decrease) in provision for bonuses	766	438
Increase (decrease) in provision for bonuses for directors (and other officers)	45	(38)
Increase (decrease) in provision for share awards for directors (and other officers)	34	29
Increase (decrease) in retirement benefit liability	274	(155)
Interest and dividend income	(318)	(444)
Interest expenses	333	509
Bond issuance costs	56	–
Loss (gain) on sale of investment securities	(15)	(1,197)
Compensation for damage income	–	(2,782)
Loss (gain) on disposal of non-current assets	82	113
Share of loss (profit) of entities accounted for using equity method	(448)	(514)
Decrease (increase) in accounts receivable - trade, and contract assets	(2,985)	2,721
Decrease (increase) in inventories	188	283
Increase (decrease) in trade payables	(3,068)	(9,738)
Increase (decrease) in guarantee deposits received	(21)	1
Decrease (increase) in other assets	781	337
Increase (decrease) in other liabilities	1,883	437
Other, net	96	(25)
Subtotal	19,134	15,117
Interest and dividends received	348	503
Interest paid	(317)	(507)
Amount of damages received	–	2,782
Income taxes paid	(3,522)	(6,920)
Net cash provided by (used in) operating activities	15,642	10,975
Cash flows from investing activities		
Decrease (increase) in time deposits	(623)	584
Proceeds from sale of investment securities	86	1,699
Purchase of investment securities	(25)	(23)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(11,871)	(663)
Proceeds from sale of property, plant and equipment	23	103
Purchase of property, plant and equipment	(3,834)	(4,806)
Purchase of intangible assets	(801)	(541)
Proceeds from cancellation of insurance funds	342	143
Loan advances	(69)	(76)
Proceeds from collection of loans receivable	76	78
Other, net	(196)	(243)
Net cash provided by (used in) investing activities	(16,894)	(3,745)

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(130)	(140)
Proceeds from long-term borrowings	4,000	150
Repayments of long-term borrowings	(13)	(868)
Proceeds from issuance of bonds	9,943	–
Repayments of lease liabilities	(1,327)	(1,238)
Purchase of treasury shares	(0)	(0)
Proceeds from sale of treasury shares	–	12
Purchase of treasury shares of subsidiaries	(15)	–
Dividends paid	(2,792)	(4,710)
Dividends paid to non-controlling interests	(130)	(0)
Other, net	(20)	–
Net cash provided by (used in) financing activities	9,513	(6,795)
Effect of exchange rate change on cash and cash equivalents	(139)	108
Net increase (decrease) in cash and cash equivalents	8,122	543
Cash and cash equivalents at beginning of period	31,027	39,149
Cash and cash equivalents at end of period	39,149	39,693

(5) Notes to consolidated financial statements

(Notes on premise of going concern)

Not applicable.

(Notes on changes in accounting policies)

(Application of "Accounting Standard for Current Income Taxes" and other standards)

The "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022; hereinafter the "Revised 2022 Accounting Standard") and relevant regulations have been applied from the beginning of the fiscal year ended March 31, 2025.

Revisions to the category in which income tax, etc. is recorded (in cases where other comprehensive income is subject to tax) are subject to the transitional treatment stipulated in the provisos to paragraph 20-3 of the Revised 2022 Accounting Standard, and paragraph 65-2 (2) of the "Guidance on Accounting Standard for Tax Effect Accounting" (ASBJ Guidance No. 28, October 28, 2022; hereinafter the "Revised 2022 Guidance"). These changes in accounting policies have no impact on the consolidated financial statements.

With regard to revisions related to changes in the treatment in the consolidated financial statement of cases involving the deferral of taxes associated with gains or losses arising from the sale of shares, etc. of subsidiaries between consolidated companies, the Revised 2022 Guidance has been applied from the beginning of the fiscal year ended March 31, 2025. These changes to accounting policies have been applied retrospectively, and consolidated financial statements for the previous fiscal year reflect this retrospective application. These changes to accounting policies have no impact on consolidated financial statements for the previous fiscal year.

(Notes to segment information, etc.)

a. Segment information

1. Overview of reportable segments

The Group's reportable segments are components of the Group for which separate financial information is available and which are subject to periodic review by the Board of Directors in order to determine the allocation of management resources and evaluate their performance.

The Group has branches by area, makes an overall strategy by area of the products and services it handles and develops business activities. The Board of Directors makes management decisions based on reports of business performance by product and service category.

Therefore, the Group is composed of segments by product and service, and has four reportable segments: Shutter Business, Construction-Related Materials Business, Service Business, and Refurbishment Business.

Shutter Business manufactures and sells shutters for factories and warehouses and shutters for stores. Construction-Related Materials Business manufactures and sells doors for commercial and residential buildings, partitions for schools and doors and exteriors for houses. Service Business provides maintenance and repair services for existing shutters and building materials. Refurbishment Business offers services of alteration to and/or extension of houses and replacement and repair of household equipment.

2. Explanation of measurements of sales, profit (loss), asset, liability, and other items for each reportable segment

The accounting method for reportable segments is generally the same as that used to prepare the consolidated financial statements.

Profits of reportable segments are based on operating profit.

Inter-segment profits and transfers are based on prevailing market prices.

3. Explanation of net sales, profit (loss), asset, and other items, and information on disaggregation of revenue for each reportable segment

For the fiscal year ended March 31, 2024

(Millions of yen)

	Reportable segments					Other (Note 1)	Total	Adjustments (Note 2)	Amount recorded in consolidated financial statements (Note 3)
	Shutter Business	Construction-Related Materials Business	Service Business	Refurbishment Business	Total				
Net sales									
Revenue from contracts with customers	91,094	87,870	29,115	5,973	214,054	7,022	221,076	–	221,076
Other revenue	–	–	–	–	–	–	–	–	–
Net sales to external customers	91,094	87,870	29,115	5,973	214,054	7,022	221,076	–	221,076
Inter-segment sales and transfers	5,397	42	484	9	5,934	866	6,800	(6,800)	–
Total	96,492	87,913	29,599	5,983	219,988	7,888	227,877	(6,800)	221,076
Segment profit (loss)	8,718	4,427	5,280	(17)	18,408	1,095	19,503	(5,031)	14,472
Segment assets	83,386	64,698	20,649	1,139	169,874	4,409	174,283	32,595	206,879
Others									
Depreciation (Note 4)	2,486	1,084	118	11	3,700	71	3,771	942	4,713
Amortization of goodwill	737	–	–	–	737	–	737	–	737
Share of profit of entities accounted for using equity method	–	448	–	–	448	–	448	–	448
Investments in entities accounted for using equity method	–	9,362	–	–	9,362	–	9,362	–	9,362
Increase in property, plant and equipment and intangible assets (Note 4)	2,082	1,481	349	5	3,918	7	3,925	900	4,826

Notes: 1. The category “Other” is an operating segment which is not included in the reportable segments, and it includes water-sealing business, solar power system business, real estate leasing business, insurance agency business and architecture design business.

2. Adjustments are as described below.

(1) The adjustment to segment profit (loss) of (5,031) million yen consists of (5,030) million yen for corporate expenses not allocated to any reportable segment and (0) million yen for inter-segment elimination. Corporate expenses consist primarily of general and administrative expenses related to administrative departments that do not belong to any reportable segment.

(2) The adjustment to segment assets of 32,595 million yen consists of 33,987 million yen for corporate assets not allocated to any reportable segment and (1,391) million yen for inter-segment elimination. Corporate assets consist primarily of excess operating funds (cash and deposits), long-term investment funds (investment securities), and assets related to administrative departments that do not belong to any reportable segment.

(3) The adjustment to depreciation of 942 million yen in Others is depreciation for corporate assets not attributable to reportable segments. The adjustment of 900 million yen of increase in property, plant and equipment and intangible assets is the increase in corporate assets that are not allocated to each reportable segment.

3. Segment profit (loss) is adjusted with operating profit in the consolidated statement of income.

4. Depreciation and increase in property, plant and equipment and intangible assets in Others include amounts related to long-term prepaid expenses.

For the fiscal year ended March 31, 2025

(Millions of yen)

	Reportable segments					Other (Note 1)	Total	Adjustments (Note 2)	Amount recorded in consolidated financial statements (Note 3)
	Shutter Business	Construction-Related Materials Business	Service Business	Refurbishment Business	Total				
Net sales									
Revenue from contracts with customers	93,196	89,979	31,122	6,506	220,804	7,615	228,419	–	228,419
Other revenue	–	–	–	–	–	–	–	–	–
Net sales to external customers	93,196	89,979	31,122	6,506	220,804	7,615	228,419	–	228,419
Inter-segment sales and transfers	5,654	33	936	15	6,640	1,022	7,663	(7,663)	–
Total	98,851	90,012	32,058	6,522	227,444	8,637	236,082	(7,663)	228,419
Segment profit	9,705	3,420	5,643	47	18,816	1,263	20,079	(5,353)	14,726
Segment assets	80,777	65,869	21,473	1,398	169,518	4,657	174,175	30,806	204,982
Others									
Depreciation (Note 4)	3,067	1,139	132	8	4,347	84	4,432	915	5,347
Amortization of goodwill	1,082	–	–	–	1,082	–	1,082	–	1,082
Share of profit of entities accounted for using equity method	–	514	–	–	514	–	514	–	514
Investments in entities accounted for using equity method	–	10,185	–	–	10,185	–	10,185	–	10,185
Increase in property, plant and equipment and intangible assets (Note 4)	3,059	2,080	467	17	5,625	27	5,652	579	6,232

Notes: 1. The category “Other” is an operating segment which is not included in the reportable segments, and it includes water-sealing business, solar power system business, real estate leasing business, insurance agency business and architecture design business.

2. Adjustments are as described below.

(1) The adjustment to segment profit (loss) of (5,353) million yen consists of (5,350) million yen for corporate expenses not allocated to any reportable segment and (2) million yen for inter-segment elimination. Corporate expenses consist primarily of general and administrative expenses related to administrative departments that do

not belong to any reportable segment.

(2) The adjustment to segment assets of 30,806 million yen consists of 32,200 million yen for corporate assets not allocated to any reportable segment and (1,393) million yen for inter-segment elimination. Corporate assets consist primarily of excess operating funds (cash and deposits), long-term investment funds (investment securities), and assets related to administrative departments that do not belong to any reportable segment.

(3) The adjustment to depreciation of 915 million yen in Others is depreciation for corporate assets not attributable to reportable segments. The adjustment of 579 million yen of increase in property, plant and equipment and intangible assets is the increase in corporate assets that are not allocated to each reportable segment.

3. Segment profit is adjusted with operating profit in the consolidated statement of income.

4. Depreciation and increase in property, plant and equipment and intangible assets in Others include amounts related to long-term prepaid expenses.

b. Related information

For the fiscal year ended March 31, 2024

1. Information by product and service

This information is omitted, because the same information is provided in the Segment information section.

2. Information by region

(1) Net sales

(Millions of yen)

Japan	Australia	Other	Total
196,634	20,602	3,839	221,076

Note: Net sales are classified based on customer locations.

(2) Property, plant and equipment

(Millions of yen)

Japan	Australia	New Zealand	Asia	Total
31,604	5,689	1,246	167	38,707

3. Information by major customer

This information is omitted, because no individual customer accounts for at least 10% of the net sales recorded on the consolidated statement of income.

For the fiscal year ended March 31, 2025

1. Information by product and service

This information is omitted, because the same information is provided in the Segment information section.

2. Information by region

(1) Net sales

(Millions of yen)

Japan	Australia	Other	Total
200,142	23,822	4,454	228,419

Note: Net sales are classified based on customer locations.

(2) Property, plant and equipment

(Millions of yen)

Japan	Australia	New Zealand	Asia	Total
33,725	6,496	1,178	131	41,532

3. Information by major customer

This information is omitted, because no individual customer accounts for at least 10% of the net sales recorded on the consolidated statement of income.

c. Information of impairment loss on non-current assets by reportable segment

For the fiscal year ended March 31, 2024

Not applicable.

For the fiscal year ended March 31, 2025

Not applicable.

d. Information on amortization of goodwill and unamortized balance by reportable segment

For the fiscal year ended March 31, 2024

(Millions of yen)

	Shutter Business	Construction-Related Materials Business	Service Business	Refurbishment Business	Other	Company-wide or elimination	Total
Amortization of goodwill for the fiscal year under review	737	–	–	–	–	–	737
Balance of goodwill for the fiscal year under review	11,318	–	–	–	–	–	11,318

For the fiscal year ended March 31, 2025

(Millions of yen)

	Shutter Business	Construction-Related Materials Business	Service Business	Refurbishment Business	Other	Company-wide or elimination	Total
Amortization of goodwill for the fiscal year under review	1,082	–	–	–	–	–	1,082
Balance of goodwill for the fiscal year under review	10,329	–	–	–	–	–	10,329

e. Information on gain on negative goodwill by reportable segment

For the fiscal year ended March 31, 2024

Not applicable.

For the fiscal year ended March 31, 2025

Not applicable.

(Per share information)

(Yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Net assets per share	1,458.84	1,592.13
Basic earnings per share	157.11	184.95

Notes: 1. Information on diluted earnings per share is omitted due to the absence of potential shares.

2. Shares of the Company owned by the trust related to the performance-linked and share-based remuneration plan for Directors are included in the treasury shares deducted from the total number of shares outstanding at the end of the period for the purpose of calculating net assets per share (300,000 shares as of the end of the previous fiscal year; 276,000 shares as of the end of the fiscal year under review). In calculating basic earnings per share, these are included in the treasury shares deducted when calculating the average number of shares during the fiscal year (300,000 shares in the previous fiscal year; 284,000 shares in the fiscal year under review).

3. Basis for calculation of basic earnings per share is as follows:

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Basic earnings per share		
Profit attributable to owners of parent (Millions of yen)	10,582	13,158
Amount not attributable to common shareholders (Millions of yen)	–	–
Profit attributable to owners of parent relating to common shares (Millions of yen)	10,582	13,158
Average number of common shares during the period (Shares)	67,355,566	71,146,619

(Significant subsequent events)

Not applicable.

4. Other

Changes in officers

(i) Changes in representative

Not applicable.

(ii) Changes in officers (scheduled to take effect on June 17, 2025)

Candidates for Director (excluding those who serve as Audit and Supervisory Committee Members) to be newly elected

Sumie Morita, Director (part-time)	(Currently Professor at Department of Information and Computer Science, Faculty of Systems Science and Technology, Akita Prefectural University) (Currently Outside Director of Sumitomo Heavy Industries, Ltd.) (Currently Outside Director of NIHON KOHDEN CORPORATION)
Kayo Murakami, Director (part-time)	(Currently Representative Partner CEO of Kazu and Company LLC) (Currently Outside Director of SANYO SHOKAI LTD.) (Currently External Director, Audit & Supervisory Committee Member of PRESS KOGYO CO., LTD.) (Currently Advisory Fellow of IT innovation and Strategy Center Okinawa)

(Note) Sumie Morita and Kayo Murakami are candidates for new Outside Directors.

Candidates for Director who serve as Audit and Supervisory Committee Members

Motoi Uesaka, Director (full-time) (currently Manager of Information Systems Department)

Retiring Directors who serve as Audit and Supervisory Committee Members

Nariyuki Matsuyama, Director (full-time)