

# Consolidated Financial Results for the Year Ended March 31, 2025 [Japanese GAAP]

May 15, 2025

Company name: GAKKYUSHA CO.,LTD.

Listing: Tokyo Stock Exchange

Securities code: 9769

URL: https://www.gakkyusha.com/

Director, Representative Executive Officer, President and Representative: Atsushi Kurisaki

Executive Officer, General Manager of Finance & Accounting Inquiries: Kazuo Arai

Department

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Scheduled date of annual general meeting of shareholders: June 27, 2025

Scheduled date to commence dividend payments: June 30, 2025 Scheduled date to file annual securities report: June 27, 2025 Preparation of supplementary material on financial results: None

Holding of financial results briefing: Yes

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

### 1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(Percentages indicate year-on-year changes.)

|                             | Net sale        | s         | Operating p     | profit | Ordinary p      | rofit   | Profit attribut<br>owners of p |       |
|-----------------------------|-----------------|-----------|-----------------|--------|-----------------|---------|--------------------------------|-------|
| Fiscal year ended           | Millions of yen | %         | Millions of yen | %      | Millions of yen | %       | Millions of yen                | %     |
| March 31, 2025              | 13,289          | 0.7       | 2,621           | (2.7)  | 2,659           | (2.0)   | 1,862                          | 1.9   |
| March 31, 2024              | 13,198          | 1.6       | 2,694           | (2.4)  | 2,715           | (2.7)   | 1,827                          | (2.9) |
| (Note) Comprehensive income | : Fiscal year   | r ended M | arch 31, 2025:  | ¥      | 1,792           | million | [ (4.2)%]                      |       |
|                             | Fiscal year     | r ended M | arch 31, 2024:  | ¥      | 1,870           | million | [ (1.1)%]                      |       |

|                   | Basic earnings per share | Diluted earnings per share | Rate of return on equity | Ordinary profit to total assets ratio | Operating profit to net sales ratio |
|-------------------|--------------------------|----------------------------|--------------------------|---------------------------------------|-------------------------------------|
| Fiscal year ended | Yen                      | Yen                        | %                        | %                                     | %                                   |
| March 31, 2025    | 171.40                   | -                          | 27.0                     | 23.1                                  | 19.7                                |
| March 31, 2024    | 167.98                   | -                          | 29.8                     | 25.2                                  | 20.4                                |

(Reference) Equity in earnings (losses) of affiliated companies: Fiscal year ended March 31, 2025: 31 million Fiscal year ended March 31, 2024: 38 million

## (2) Consolidated Financial Position

|                | Total assets    | Net assets      | Capital adequacy ratio | Net assets per share |
|----------------|-----------------|-----------------|------------------------|----------------------|
| As of          | Millions of yen | Millions of yen | %                      | Yen                  |
| March 31, 2025 | 12,156          | 7,338           | 60.3                   | 674.95               |
| March 31, 2024 | 10,909          | 6,490           | 59.5                   | 597.00               |

(Reference) Equity: As of March 31, 2025: ¥ 7.335 million 6,488 million As of March 31, 2024:

### (3) Consolidated Cash Flows

|                   | Cash flows from operating activities | Cash flows from investing activities | Cash flows from financing activities | Cash and cash equivalents at the end of period |
|-------------------|--------------------------------------|--------------------------------------|--------------------------------------|--|
| Fiscal year ended | Millions of yen                      | Millions of yen                      | Millions of yen                      | Millions of yen                                |
| March 31, 2025    | 2,246                                | (110)                                | (1,249)                              | 3,143  |
| March 31, 2024    | 2,199                                | (321)                                | (1,571)                              | 2,251  |

### 2. Dividends

|                    |             | Anr         | nual dividends | 3        |        | Total           | Payout                  | Dividends<br>to net      |
|--------------------|-------------|-------------|----------------|----------|--------|-----------------|-------------------------|--------------------------|
|                    | 1st         | 2nd         | 3rd            | Year-end | Total  | dividends       | ratio<br>(consolidated) | assets<br>(consolidated) |
|                    | quarter-end | quarter-end | quarter-end    |          |        |                 |                         | (consolidated)           |
| Fiscal year ended  | Yen         | Yen         | Yen            | Yen      | Yen    | Millions of yen | %                       | %                        |
| March 31, 2024     | -           | 45.00       | -              | 42.00    | 87.00  | 945             | 51.8                    | 15.5                     |
| March 31, 2025     | -           | 45.00       | -              | 45.00    | 90.00  | 978             | 52.5                    | 14.2                     |
| Fiscal year ending |             |             |                |          |        |                 |                         |                          |
| March 31, 2026     | -           | 50.00       | -              | 53.00    | 103.00 |                 | 56.3                    |                          |
| (Forecast)         |             |             |                |          |        |                 |                         |                          |

(Note) Breakdown of the year-end dividend for the fiscal year ended March 31, 2025:

Commemorative dividend - yen Special dividend - yen

3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

| (1 creentages indicate year-on-year changes.) |             |     |                  |      |                 |      |   |     |                          |
|---|-------------|-----|------------------|------|-----------------|------|---|-----|--------------------------|
|   | Net sales   |     | Operating profit |      | Ordinary profit |      | Profit attributable to owners of parent |     | Basic earnings per share |
|   | Millions of |     | Millions of      |      | Millions of     |      | Millions of                             |     |                          |
|   | yen         | %   | yen              | %    | yen             | %    | yen                                     | %   | Yen                      |
| Full year                                     | 13,958      | 5.0 | 2,940            | 12.2 | 2,945           | 10.7 | 1,987                                   | 6.7 | 182.91                   |

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|---|---|---|----|---|---|
|---|---|---|----|---|---|

(1) Significant changes in the scope of consolidation during the period:

None

Newly included: - (Company name: )

Excluded: - (Company name: )

- (2) Changes in accounting policies, changes in accounting estimates, and restatement
  - 1) Changes in accounting policies due to revisions to accounting standards and other regulations: None
  - 2) Changes in accounting policies due to other reasons: None
  - 3) Changes in accounting estimates: Yes
  - 4) Restatement: None
- (3) Number of issued shares (common shares)
  - 1) Total number of issued shares at the end of the period (including treasury shares):

March 31, 2025: 10,968,356 shares March 31, 2024: 10,968,356 shares

2) Number of treasury shares at the end of the period:

March 31, 2025: 100,159 shares March 31, 2024: 100,058 shares

3) Average number of shares outstanding during the period:

Fiscal Year ended March 31, 2025: 10,868,240 shares Fiscal Year ended March 31, 2024: 10,880,640 shares

### (Reference) Overview of Non-consolidated Financial Results

## 1. Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(1) Non-consolidated Operating Results

| Percentages |  |  |  |
|-------------|--|--|--|
|             |  |  |  |
|             |  |  |  |

|                   | Net sales       | S   | Operating p     | profit | Ordinary p      | rofit | Net incom       | ne    |
|-------------------|-----------------|-----|-----------------|--------|-----------------|-------|-----------------|-------|
| Fiscal year ended | Millions of yen | %   | Millions of yen | %      | Millions of yen | %     | Millions of yen | %     |
| March 31, 2025    | 11,818          | 0.4 | 2,416           | (5.0)  | 2,468           | (3.9) | 1,756           | 2.4   |
| March 31, 2024    | 11,772          | 1.2 | 2,544           | (4.5)  | 2,567           | (4.5) | 1,716           | (5.1) |

|                   | Basic earnings per share | Diluted earnings per share |
|-------------------|--------------------------|----------------------------|
| Fiscal year ended | Yen                      | Yen                        |
| March 31, 2025    | 161.62                   | -                          |
| March 31, 2024    | 157.72                   | -                          |

#### (2) Non-consolidated Financial Position

|                | Total assets    | Net assets      | Capital adequacy ratio | Net assets per share |
|----------------|-----------------|-----------------|------------------------|----------------------|
| As of          | Millions of yen | Millions of yen | %                      | Yen                  |
| March 31, 2025 | 11,604          | 7,287           | 62.8                   | 670.55               |
| March 31, 2024 | 10,465          | 6,476           | 61.9                   | 595.92               |

(Reference) Equity: As of March 31, 2025:  $\mbox{$\sharp$}$  7,287 million As of March 31, 2024:  $\mbox{$\sharp$}$  6,476 million

The forward-looking statements including earnings forecasts contained in this material are based on information currently available to us and certain assumptions deemed reasonable. Accordingly, the Company does not promise the achievement of the forecasts, and actual results may differ significantly from the forecasts due to various factors.

<sup>\*</sup> Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

<sup>\*</sup> Proper use of earnings forecasts, and other special matters

# Consolidated Financial Statements

Consolidated Balance Sheets

|  |                      | (Thousands of yen)   |
|--|----------------------|----------------------|
|  | As of March 31, 2024 | As of March 31, 2025 |
| Assets                                 |                      |                      |
| Current assets                         |                      |                      |
| Cash and deposits                      | 2,244,108            | 2,642,584            |
| Accounts receivable - trade            | 64,295               | 71,814               |
| Merchandise                            | 64,786               | 51,990               |
| Supplies                               | 9,053                | 6,389                |
| Other                                  | 257,676              | 745,458              |
| Allowance for doubtful accounts        | (416)                | (486)                |
| Total current assets                   | 2,639,503            | 3,517,752            |
| Non-current assets                     |                      |                      |
| Property, plant and equipment          |                      |                      |
| Buildings and structures               | 5,980,267            | 6,682,318            |
| Accumulated depreciation               | (1,984,120)          | (2,278,678)          |
| Buildings and structures, net          | 3,996,146            | 4,403,640            |
| Machinery, equipment and vehicles      | 47,252               | 48,778               |
| Accumulated depreciation               | (42,071)             | (46,845)             |
| Machinery, equipment and vehicles, net | 5,181                | 1,933                |
| Tools, furniture and fixtures          | 1,114,659            | 1,207,325            |
| Accumulated depreciation               | (948,922)            | (1,022,153)          |
| Tools, furniture and fixtures, net     | 165,737              | 185,172              |
| Land                                   | 1,603,633            | 1,603,633            |
| Right-of-use assets                    | 551,793              | 646,474              |
| Accumulated depreciation               | (321,171)            | (331,349)            |
| Right-of-use assets, net               | 230,622              | 315,125              |
| Construction in progress               | 189                  | 189                  |
| Total property, plant and equipment    | 6,001,509            | 6,509,694            |
| Intangible assets                      |                      |                      |
| Goodwill                               | 30,051               | 19,635               |
| Other                                  | 58,393               | 69,108               |
| Total intangible assets                | 88,445               | 88,744               |
| Investments and other assets           |                      |                      |
| Investment securities                  | -                    | 493,094              |
| Shares of subsidiaries and associates  | 1,009,901            | -                    |
| Deferred tax assets                    | 116,152              | 206,319              |
| Guarantee deposits                     | 911,281              | 1,132,111            |
| Other                                  | 142,359              | 208,861              |
| Total investments and other assets     | 2,179,694            | 2,040,387            |
| Total non-current assets               | 8,269,650            | 8,638,825            |
| Total assets                           | 10,909,153           | 12,156,578           |

|   |                                       | (Thousands of yen)                    |
|---|---------------------------------------|---------------------------------------|
|   | As of March 31, 2024                  | As of March 31, 2025                  |
| Liabilities   |                                       |                                       |
| Current liabilities                                   |                                       |                                       |
| Accounts payable - trade                              | 26,132                                | 19,470                                |
| Current portion of long-term borrowings               | 148,663                               | 148,663                               |
| Lease liabilities                                     | 145,218                               | 128,344                               |
| Accounts payable - other                              | 497,868                               | 404,039                               |
| Income taxes payable                                  | 429,479                               | 523,958                               |
| Advances received                                     | 1,255,100                             | 1,257,263                             |
| Provision for bonuses                                 | 61,153                                | 68,834                                |
| Asset retirement obligations                          | -                                     | 27,848                                |
| Other   | 310,113                               | 266,350                               |
| Total current liabilities                             | 2,873,730                             | 2,844,772                             |
| Non-current liabilities                               |                                       |                                       |
| Long-term borrowings                                  | 1,310,438                             | 1,161,774                             |
| Lease liabilities                                     | 147,495                               | 214,717                               |
| Retirement benefit liability                          | 70,332                                | 55,263                                |
| Asset retirement obligations                          | -                                     | 532,299                               |
| Other   | 16,226                                | 9,716                                 |
| Total non-current liabilities                         | 1,544,493                             | 1,973,772                             |
| Total liabilities                                     | 4,418,223                             | 4,818,545                             |
| Net assets  |                                       |                                       |
| Shareholders' equity                                  |                                       |                                       |
| Share capital   | 1,216,356                             | 1,216,356                             |
| Capital surplus                                       | 410,842                               | 410,842                               |
| Retained earnings                                     | 5,035,597                             | 5,952,903                             |
| Treasury shares                                       | (225,819)                             | (226,026)                             |
| Total shareholders' equity                            | 6,436,976                             | 7,354,075                             |
| Accumulated other comprehensive income                |                                       |                                       |
| Valuation difference on available-for-sale securities | 51,352                                | 345                                   |
| Deferred gains or losses on hedges                    | (240)                                 | -                                     |
| Foreign currency translation adjustment               | (26,972)                              | (18,939)                              |
| Remeasurements of defined benefit plans               | 27,286                                | -                                     |
| Total accumulated other comprehensive income          | 51,426                                | (18,594)                              |
| Non-controlling interests                             | 2,527                                 | 2,552                                 |
| Total net assets                                      | 6,490,930                             | 7,338,033                             |
| Total liabilities and net assets                      | 10,909,153                            | 12,156,578                            |
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# Consolidated Statements of Income and Comprehensive Income Consolidated Statements of Income

|   | For the fiscal year  | (Thousands of yen)  For the fiscal year |
|---|----------------------|---|
|   | ended March 31, 2024 | ended March 31, 2025                    |
| Net sales   | 13,198,208           | 13,289,916                              |
| Cost of sales   | 8,398,341            | 8,552,616                               |
| Gross profit  | 4,799,867            | 4,737,300                               |
| Selling, general and administrative expenses                  | 2,105,331            | 2,116,093                               |
| Operating profit  | 2,694,536            | 2,621,206                               |
| Non-operating income  |                      |   |
| Interest income   | 209                  | 11,114                                  |
| Share of profit of entities accounted for using equity method | 38,878               | 31,056                                  |
| Rental income from buildings                                  | 10,516               | 11,941                                  |
| Other   | 23,146               | 10,971                                  |
| Total non-operating income                                    | 72,752               | 65,083                                  |
| Non-operating expenses  |                      |   |
| Interest expenses   | 11,832               | 13,344                                  |
| Loss on sale of securities                                    | -                    | 9,042                                   |
| Foreign exchange losses                                       | 4,660                | 2,803                                   |
| Other   | 35,607               | 1,180                                   |
| Total non-operating expenses                                  | 52,100               | 26,369                                  |
| Ordinary profit   | 2,715,188            | 2,659,920                               |
| Extraordinary income  |                      |   |
| Gain on change in equity                                      | 883                  | -                                       |
| Gain on sale of non-current assets                            | 2,951                | 143                                     |
| Gain on sale of shares of subsidiaries and associates         | -                    | 116,574                                 |
| Total extraordinary income                                    | 3,834                | 116,717                                 |
| Extraordinary losses  |                      |   |
| Impairment losses   | 16,783               | 85,761                                  |
| Loss on retirement of non-current assets                      | 29,538               | 53,955                                  |
| Loss on cancellation of rental contracts                      | 4,123                | 27,720                                  |
| Total extraordinary losses                                    | 50,446               | 167,437                                 |
| Profit before income taxes                                    | 2,668,576            | 2,609,200                               |
| Income taxes - current  | 827,326              | 836,343                                 |
| Income taxes - deferred                                       | 13,867               | (90,013                                 |
| Total income taxes  | 841,194              | 746,330                                 |
| Profit  | 1,827,382            | 1,862,870                               |
| Profit (loss) attributable to non-controlling interests       | (395)                | 24                                      |
| Profit attributable to owners of parent                       | 1,827,777            | 1,862,845                               |

# Consolidated Statements of Comprehensive Income

|   |  | (Thousands of yen)                       |
|---|--|--|
|   | For the fiscal year ended March 31, 2024 | For the fiscal year ended March 31, 2025 |
| Profit  | 1,827,382                                | 1,862,870                                |
| Other comprehensive income  |  |  |
| Foreign currency translation adjustment   | 6,868                                    | 5,984                                    |
| Valuation difference on available-for-sale securities                             | -  | 345                                      |
| Share of other comprehensive income of entities accounted for using equity method | 36,324                                   | (76,350)                                 |
| Total other comprehensive income  | 43,192                                   | (70,020)                                 |
| Comprehensive income  | 1,870,575                                | 1,792,849                                |
| Comprehensive income attributable to  |  |  |
| Comprehensive income attributable to owners of parent                             | 1,870,970                                | 1,792,824                                |
| Comprehensive income attributable to non-controlling interests                    | (395)                                    | 24                                       |

# Consolidated Statements of Changes in Equity For the fiscal year ended March 31, 2024

## (Thousands of yen)

|  | Shareholders' equity |                 |                   |                 |                                  |  |
|--|----------------------|-----------------|-------------------|-----------------|----------------------------------|--|
|  | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total<br>shareholders'<br>equity |  |
| Balance at beginning of period                       | 1,216,356            | 410,842         | 4,157,566         | -               | 5,784,765                        |  |
| Changes during period                                |                      |                 |                   |                 |                                  |  |
| Dividends of surplus                                 |                      |                 | (949,746)         |                 | (949,746)                        |  |
| Profit attributable to owners of parent              |                      |                 | 1,827,777         |                 | 1,827,777                        |  |
| Purchase of treasury shares                          |                      |                 |                   | (225,819)       | (225,819)                        |  |
| Net changes in items other than shareholders' equity |                      |                 |                   |                 |                                  |  |
| Total changes<br>during period                       | -                    | -               | 878,030           | (225,819)       | 652,210                          |  |
| Balance at end of period                             | 1,216,356            | 410,842         | 5,035,597         | (225,819)       | 6,436,976                        |  |

|  | Accumulated other comprehensive income                         |                |          |                           |  |                              |                  |
|--|--|----------------|----------|---------------------------|--|------------------------------|------------------|
|  | Valuation<br>difference on<br>available-for-sale<br>securities | Deferred gains | Foreign  | Remeasurements of defined | Total<br>accumulated<br>other<br>comprehensive<br>income | Non-controlling<br>interests | Total net assets |
| Balance at beginning of period                       | 21,527   | (1,002)        | (33,157) | 20,867                    | 8,233  | 2,922                        | 5,795,921        |
| Changes during period                                |  |                |          |                           |  |                              |                  |
| Dividends of surplus                                 |  |                |          |                           |  |                              | (949,746)        |
| Profit attributable to owners of parent              |  |                |          |                           |  |                              | 1,827,777        |
| Purchase of treasury shares                          |  |                |          |                           |  |                              | (225,819)        |
| Net changes in items other than shareholders' equity | 29,825   | 762            | 6,185    | 6,419                     | 43,192   | (395)                        | 42,797           |
| Total changes<br>during period                       | 29,825   | 762            | 6,185    | 6,419                     | 43,192   | (395)                        | 695,008          |
| Balance at end of period                             | 51,352   | (240)          | (26,972) | 27,286                    | 51,426   | 2,527                        | 6,490,930        |

# For the fiscal year ended March 31, 2025

# (Thousands of yen)

|  | Shareholders' equity |                 |                   |                 |                                  |
|--|----------------------|-----------------|-------------------|-----------------|----------------------------------|
|  | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total<br>shareholders'<br>equity |
| Balance at beginning of period                       | 1,216,356            | 410,842         | 5,035,597         | (225,819)       | 6,436,976                        |
| Changes during period                                |                      |                 |                   |                 |                                  |
| Dividends of surplus                                 |                      |                 | (945,540)         |                 | (945,540)                        |
| Profit attributable to owners of parent              |                      |                 | 1,862,845         |                 | 1,862,845                        |
| Purchase of treasury shares                          |                      |                 |                   | (206)           | (206)                            |
| Net changes in items other than shareholders' equity |                      |                 |                   |                 |                                  |
| Total changes<br>during period                       | -                    | -               | 917,305           | (206)           | 917,099                          |
| Balance at end of period                             | 1,216,356            | 410,842         | 5,952,903         | (226,026)       | 7,354,075                        |

|  | Accumulated other comprehensive income                         |  |  |   |  |                              |                     |
|--|--|--|--|---|--|------------------------------|---------------------|
|  | Valuation<br>difference on<br>available-for-sale<br>securities | Deferred gains<br>or losses on<br>hedges | Foreign<br>currency<br>translation<br>adjustment | Remeasurements<br>of defined<br>benefit plans | Total accumulated other comprehensive income | Non-controlling<br>interests | Total net<br>assets |
| Balance at beginning of period                       | 51,352   | (240)                                    | (26,972)   | 27,286  | 51,426                                       | 2,527                        | 6,490,930           |
| Changes during period                                |  |  |  |   |  |                              |                     |
| Dividends of surplus                                 |  |  |  |   |  |                              | (945,540)           |
| Profit attributable to owners of parent              |  |  |  |   |  |                              | 1,862,845           |
| Purchase of treasury shares                          |  |  |  |   |  |                              | (206)               |
| Net changes in items other than shareholders' equity | (51,007)   | 240                                      | 8,032  | (27,286)                                      | (70,020)                                     | 24                           | (69,996)            |
| Total changes during period                          | (51,007)   | 240                                      | 8,032  | (27,286)                                      | (70,020)                                     | 24                           | 847,103             |
| Balance at end of period                             | 345  | -  | (18,939)   | -   | (18,594)                                     | 2,552                        | 7,338,033           |

|  |  | (Thousands of yen)                       |
|--|--|--|
|  | For the fiscal year ended March 31, 2024 | For the fiscal year ended March 31, 2025 |
| Cash flows from operating activities                                 |  |  |
| Profit before income taxes   | 2,668,576                                | 2,609,200                                |
| Depreciation   | 443,393                                  | 470,773                                  |
| Impairment losses  | 16,783                                   | 85,761                                   |
| Amortization of goodwill   | 11,014                                   | 10,416                                   |
| Increase (decrease) in provision for bonuses                         | 17,077                                   | 7,681                                    |
| Increase (decrease) in allowance for doubtful accounts               | (159)                                    | 70                                       |
| Increase (decrease) in retirement benefit liability                  | (35,806)                                 | (15,068                                  |
| Interest and dividend income   | (209)                                    | (11,114)                                 |
| Interest expenses  | 11,832                                   | 13,344                                   |
| Share of loss (profit) of entities accounted for using equity method | (38,878)                                 | (31,056)                                 |
| Loss (gain) on sale of securities                                    | -  | 9,042                                    |
| Loss (gain) on sale of shares of subsidiaries and associates         | -  | (116,574                                 |
| Loss on retirement of non-current assets                             | 29,538                                   | 53,955                                   |
| Loss (gain) on change in equity                                      | (883)                                    | -  |
| Decrease (increase) in trade receivables                             | (5,052)                                  | (7,127                                   |
| Decrease (increase) in inventories                                   | 1,978                                    | 15,810                                   |
| Increase (decrease) in trade payables                                | 3,509                                    | (6,662                                   |
| Increase (decrease) in advances received                             | 19,337                                   | 2,129                                    |
| Decrease (increase) in prepaid expenses                              | 5,843                                    | (3,241                                   |
| Increase (decrease) in accrued consumption taxes                     | (78,590)                                 | (53,851                                  |
| Other, net   | 150,780                                  | (60,195                                  |
| Subtotal   | 3,220,084                                | 2,973,292                                |
| Interest and dividends received                                      | 21,810                                   | 25,354                                   |
| Interest paid  | (11,842)                                 | (12,540                                  |
| Income taxes paid  | (1,004,836)                              | (740,081                                 |
| Other, net   | (26,000)                                 | -  |
| Net cash provided by (used in) operating activities                  | 2,199,217                                | 2,246,025                                |
| Cash flows from investing activities                                 |  |  |
| Purchase of property, plant and equipment                            | (285,251)                                | (536,529)                                |
| Payments for retirement of property, plant and equipment             | (15,771)                                 | (21,591                                  |
| Purchase of intangible assets  | (17,162)                                 | (30,577)                                 |
| Purchase of investment securities                                    | -  | (488,240                                 |
| Proceeds from sale of shares of subsidiaries and associates          | -  | 1,062,769                                |
| Long-term loan advances  | -  | (150                                     |
| Proceeds from collection of long-term loans receivable               | 352                                      | 150                                      |
| Payments of guarantee deposits                                       | (35,752)                                 | (62,298)                                 |
| Proceeds from refund of guarantee deposits                           | 29,436                                   | 26,176                                   |
| Other, net   | 2,951                                    | (60,292)                                 |
| Net cash provided by (used in) investing activities                  | (321,198)                                | (110,583)                                |

|   |  | (Thousands of yen)                       |
|---|--|--|
|   | For the fiscal year ended March 31, 2024 | For the fiscal year ended March 31, 2025 |
| Cash flows from financing activities                        |  |  |
| Repayments of long-term borrowings                          | (213,845)                                | (148,663)                                |
| Purchase of treasury shares                                 | (225,819)                                | (206)                                    |
| Repayments of lease liabilities                             | (183,397)                                | (158,903)                                |
| Dividends paid  | (948,549)                                | (942,184)                                |
| Net cash provided by (used in) financing activities         | (1,571,612)                              | (1,249,957)                              |
| Effect of exchange rate change on cash and cash equivalents | 15,375                                   | 6,775                                    |
| Net increase (decrease) in cash and cash equivalents        | 321,782                                  | 892,259                                  |
| Cash and cash equivalents at beginning of period            | 1,929,220                                | 2,251,002                                |
| Cash and cash equivalents at end of period                  | 2,251,002                                | 3,143,262                                |