Note: This document is a translation of a part of the original Japanese version and provided for reference purposes only. In the event of any discrepancy between the Japanese original and this English translation, the Japanese original shall prevail.

April 26, 2024

### [Summary] Consolidated Financial Results for the Year Ended March 31, 2024 [Japanese GAAP]

Company name: TOENEC CORPORATION

Stock exchange listing: Tokyo, Nagoya

Code number: 1946

URL: https://www.toenec.co.jp/english/

Representative: Tsuguhisa Takimoto, President and Representative Director

Contact: Toshihiko Ogura, Executive Officer General Manager Finance & Accounting Division

Phone: +81-52-219-1916

Scheduled date of Annual General Meeting of Shareholders:

Scheduled date of commencing dividend payments:

June 26, 2024

Scheduled date of filing annual securities report:

June 27, 2024

June 27, 2024

Availability of supplementary briefing material on annual financial results: Yes Schedule of annual financial results briefing session: No

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

### 1. Consolidated financial results for the fiscal year ended March 31, 2024 (April 1, 2023 to March 31, 2024)

#### (1) Consolidated operating results

(% indicates changes from the previous corresponding period.)

|                   | Net sales   |     | Operating profit |        | Ordinary profit |        | Profit attributable to owners of parent |   |
|-------------------|-------------|-----|------------------|--------|-----------------|--------|---|---|
| Fiscal year ended | Million yen | %   | Million yen      | %      | Million yen     | %      | Million yen                             | % |
| March 31, 2024    | 252,863     | 9.0 | 15,910           | 54.7   | 12,679          | 41.1   | 9,345                                   | _ |
| March 31, 2023    | 232,053     | 5.7 | 10,287           | (26.9) | 8,983           | (32.9) | (5,548)                                 | - |

(Note) Comprehensive income: Fiscal year ended March 31, 2024: \$\frac{\pmathbf{4}}{\pmathbf{5}}\$ \$\frac{\pmathbf{5}}{\pmathbf{5}}\$ \$\frac{\pmathbf{5}}{\pmathbf{6}}\$ \$\frac{\pmathbf{6}}{\pmathbf{6}}\$ \$\frac{\pma

|                   | Basic earnings<br>per share | Diluted earnings<br>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, 2024    | 499.80                      | _                             | 7.5                      | 4.2                                   | 6.3                                 |
| March 31, 2023    | (296.83)                    | _                             | (4.6)                    | 3.0                                   | 4.4                                 |

(Reference) Equity in earnings (losses) of affiliated companies:

Fiscal year ended March 31, 2024: ¥(2,142) million Fiscal year ended March 31, 2023: ¥75 million

#### (2) Consolidated financial position

|                | Total assets | Net assets  | Capital adequacy ratio | Net assets per share |  |
|----------------|--------------|-------------|------------------------|----------------------|--|
| As of          | Million yen  | Million yen | %                      | Yen                  |  |
| March 31, 2024 | 304,931      | 131,140     | 43.0                   | 7,010.78             |  |
| March 31, 2023 | 300,172      | 117,193     | 39.0                   | 6,267.16             |  |

(Reference) Equity:

As of March 31, 2024: ¥131,097 million As of March 31, 2023: ¥117,159 million

#### (3) Consolidated cash flows

|                   | Cash flows from operating activities | Cash flows from investing activities | Cash flows from financing activities | Cash and cash<br>equivalents at the end of<br>period |
|-------------------|--------------------------------------|--------------------------------------|--------------------------------------|--|
| Fiscal year ended | Million yen                          | Million yen                          | Million yen                          | Million yen  |
| March 31, 2024    | 19,118                               | (2,060)                              | (9,903)                              | 38,018   |
| March 31, 2023    | 12,640                               | (2,119)                              | (8,358)                              | 30,601   |

#### 2. Dividends

|  | Annual dividends   |                    |                    |          |        |                    | Payout                  | Dividends                          |
|--|--------------------|--------------------|--------------------|----------|--------|--------------------|-------------------------|------------------------------------|
|  | 1st<br>quarter-end | 2nd<br>quarter-end | 3rd<br>quarter-end | Year-end | Total  | Total<br>dividends | ratio<br>(consolidated) | to net<br>assets<br>(consolidated) |
|  | Yen                | Yen                | Yen                | Yen      | Yen    | Million yen        | %                       | %                                  |
| Fiscal year ended<br>March 31, 2023                | _                  | 45.00              | -                  | 50.00    | 95.00  | 1,775              | _                       | 1.5                                |
| Fiscal year ended<br>March 31, 2024                | _                  | 60.00              | -                  | 140.00   | 200.00 | 3,739              | 40.0                    | 3.0                                |
| Fiscal year ending<br>March 31, 2025<br>(Forecast) | _                  | 100.00             | _                  | 100.00   | 200.00 |                    | 44.5                    |                                    |

<sup>\*</sup> The breakdown of dividends for the 2nd quarter-end of the fiscal year ending March 31, 2025 (forecast): Ordinary dividend: ¥80.00 per share

Commemorative dividend: ¥20.00 per share (commemorative dividend on the 80th anniversary of the Company's founding)

## 3. Consolidated financial results forecast for the fiscal year ending March 31, 2025 (April 1, 2024 to March 31, 2025)

(% indicates changes from the previous corresponding period.)

| (70 mareures onlinger from the provincial contemporating period |             |     |                  |        |                 |       |   |        |                          |  |
|---|-------------|-----|------------------|--------|-----------------|-------|---|--------|--------------------------|--|
|   | Net sale    | es  | Operating profit |        | Ordinary profit |       | Profit attributable to owners of parent |        | Basic earnings per share |  |
|   | Million yen | %   | Million yen      | %      | Million yen     | %     | Million yen                             | %      | Yen                      |  |
| Six months ending<br>September 30, 2024                         | 125,000     | 3.7 | 6,200            | (10.2) | 6,000           | (7.7) | 4,200                                   | 3.1    | 224.61                   |  |
| Full year   | 263,000     | 4.0 | 13,000           | (18.3) | 12,000          | (5.4) | 8,400                                   | (10.1) | 449.21                   |  |

#### \* Notes:

- (1) Changes in significant subsidiaries during the period under review (changes in specified subsidiaries resulting in changes in scope of consolidation): No
- (2) Changes in accounting policies, changes in accounting estimates and retrospective restatement
  - 1) Changes in accounting policies due to the revision of accounting standards: No
  - 2) Changes in accounting policies other than 1) above: No
  - 3) Changes in accounting estimates: No
  - 4) Retrospective restatement: No
- (3) Total number of issued shares (common shares)
  - 1) Total number of issued shares at the end of the period (including treasury shares):

| March 31, 2024 | 19,329,990 shares |
|----------------|-------------------|
| March 31, 2023 | 19,329,990 shares |

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

| March 31, 2024 | 630,600 shares |
|----------------|----------------|
| March 31, 2023 | 635,825 shares |

3) Average number of shares during the period:

| Fiscal year ended March 31, 2024 | 18,697,757 shares |
|----------------------------------|-------------------|
| Fiscal year ended March 31, 2023 | 18,692,720 shares |

#### (Reference) Summary of non-consolidated financial results

## 1. Non-consolidated financial results for the fiscal year ended March 31, 2024 (April 1, 2023 to March 31, 2024)

#### (1) Non-consolidated operating results

(% indicates changes from the previous corresponding period.)

|                   | Net sales   |     | Operating profit |        | Ordinary profit |        | Profit      |   |
|-------------------|-------------|-----|------------------|--------|-----------------|--------|-------------|---|
| Fiscal year ended | Million yen | %   | Million yen      | %      | Million yen     | %      | Million yen | % |
| March 31, 2024    | 224,658     | 8.2 | 13,477           | 61.0   | 13,360          | 80.2   | 8,681       | _ |
| March 31, 2023    | 207,618     | 5.0 | 8,373            | (31.4) | 7,412           | (32.9) | (6,502)     | _ |

|                   | Basic earnings per share | Diluted earnings<br>per share |
|-------------------|--------------------------|-------------------------------|
| Fiscal year ended | Yen                      | Yen                           |
| March 31, 2024    | 464.32                   | -                             |
| March 31, 2023    | (347.86)                 | -                             |

#### (2) Non-consolidated financial position

|                | Total assets | Net assets  | Capital adequacy ratio | Net assets per share |  |
|----------------|--------------|-------------|------------------------|----------------------|--|
| As of          | Million yen  | Million yen | %                      | Yen                  |  |
| March 31, 2024 | 275,165      | 103,878     | 37.8                   | 5,555.17             |  |
| March 31, 2023 | 268,781      | 95,637      | 35.6                   | 5,115.88             |  |

(Reference) Equity

As of March 31, 2024: ¥103,878 million As of March 31, 2023: ¥95,637 million

## 2. Non-consolidated financial results forecast for the fiscal year ending March 31, 2025 (April 1, 2024 to March 31, 2025)

(% indicates changes from the previous corresponding period.)

|   | Net sale    | es  | Operating j | profit | Ordinary p  | profit | Profit      |        | Basic earnings per share |
|---|-------------|-----|-------------|--------|-------------|--------|-------------|--------|--------------------------|
|   | Million yen | %   | Million yen | %      | Million yen | %      | Million yen | %      | Yen                      |
| Six months ending<br>September 30, 2024 | 113,000     | 5.2 | 5,600       | (3.9)  | 5,300       | (8.9)  | 3,600       | (5.4)  | 192.52                   |
| Full year                               | 230,000     | 2.4 | 11,500      | (14.7) | 10,600      | (20.7) | 7,500       | (13.6) | 401.08                   |

- \* 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

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.

|  | As of March 31, 2023 | As of March 31, 2024 |
|--|----------------------|----------------------|
| Assets   |                      |                      |
| Current assets                                     |                      |                      |
| Cash and deposits                                  | 30,101               | 38,282               |
| Deposits paid                                      | 1,700                | 1,500                |
| Notes receivable, accounts receivable from         | 79,887               | 83,880               |
| completed construction contracts and other         | 19,081               | 83,880               |
| Costs on construction contracts in progress        | 6,787                | 5,649                |
| Raw materials and supplies                         | 3,505                | 3,270                |
| Merchandise  | 117                  | 115                  |
| Other  | 3,673                | 3,915                |
| Allowance for doubtful accounts                    | (138)                | (119)                |
| Total current assets                               | 125,633              | 136,494              |
| Non-current assets                                 |                      |                      |
| Property, plant and equipment                      |                      |                      |
| Buildings and structures                           | 58,171               | 57,556               |
| Machinery, vehicles, tools, furniture and fixtures | 116,256              | 117,290              |
| Land   | 31,897               | 31,897               |
| Construction in progress                           | 401                  | 3,240                |
| Accumulated depreciation                           | (74,796)             | (81,872)             |
| Total property, plant and equipment                | 131,931              | 128,111              |
| Intangible assets                                  |                      |                      |
| Goodwill   | 940                  | 626                  |
| Other  | 3,121                | 2,772                |
| Total intangible assets                            | 4,061                | 3,399                |
| Investments and other assets                       |                      |                      |
| Investment securities                              | 28,405               | 29,167               |
| Deferred tax assets                                | 6,871                | 4,350                |
| Other  | 6,662                | 6,807                |
| Allowance for doubtful accounts                    | (3,393)              | (3,400)              |
| Total investments and other assets                 | 38,546               | 36,925               |
| Total non-current assets                           | 174,538              | 168,436              |
| Total assets                                       | 300,172              | 304,931              |

|   | As of March 31, 2023 | As of March 31, 2024 |
|---|----------------------|----------------------|
| Liabilities   |                      |                      |
| Current liabilities                                     |                      |                      |
| Notes payable, accounts payable for construction        | 15 105               | 44 100               |
| contracts and other                                     | 45,485               | 44,199               |
| Short-term borrowings                                   | 9,082                | 12,082               |
| Lease liabilities                                       | 7,710                | 7,878                |
| Accrued expenses  | 7,100                | 8,010                |
| Income taxes payable                                    | 1,111                | 4,398                |
| Advances received on construction contracts in progress | 3,719                | 4,091                |
| Provision for loss on construction contracts            | 292                  | 79                   |
| Provision for loss on cancellation of leases            | 967                  | =                    |
| Other   | 2,467                | 3,045                |
| Total current liabilities                               | 77.937               | 83,785               |
| Non-current liabilities                                 | •                    | •                    |
| Bonds payable   | 8,400                | 8,400                |
| Long-term borrowings                                    | 22,381               | 21,299               |
| Lease liabilities                                       | 49,483               | 43,357               |
| Retirement benefit liability                            | 19,594               | 11,777               |
| Asset retirement obligations                            | 4,686                | 4,707                |
| Other   | 495                  | 462                  |
| Total non-current liabilities                           | 105,041              | 90,004               |
| Total liabilities                                       | 182,978              | 173,790              |
| Net assets  |                      |                      |
| Shareholders' equity                                    |                      |                      |
| Share capital   | 7,680                | 7,680                |
| Capital surplus   | 6,848                | 6,855                |
| Retained earnings                                       | 97,310               | 104,598              |
| Treasury shares   | (1,537)              | (1,525)              |
| Total shareholders' equity                              | 110,302              | 117,609              |
| Accumulated other comprehensive income                  |                      |                      |
| Valuation difference on available-for-sale securities   | 7,548                | 9,112                |
| Foreign currency translation adjustment                 | 388                  | 735                  |
| Remeasurements of defined benefit plans                 | (1,079)              | 3,640                |
| Total accumulated other comprehensive income            | 6,857                | 13,487               |
| Non-controlling interests                               | 34                   | 42                   |
| Total net assets  | 117,193              | 131,140              |
| Total liabilities and net assets                        | 300,172              | 304,931              |

|   | For the fiscal year ended March 31, 2023 | For the fiscal year ended March 31, 2024 |
|---|--|--|
| Net sales   |  |  |
| Net sales of completed construction contracts                                       | 214,981                                  | 235,447                                  |
| Sales in other businesses   | 17,071                                   | 17,416                                   |
| Total net sales   | 232,053                                  | 252,863                                  |
| Cost of sales   | ,  | •  |
| Cost of sales of completed construction contracts                                   | 187,403                                  | 203,358                                  |
| Cost of sales in other businesses   | 12,329                                   | 12,089                                   |
| Total cost of sales   | 199,732                                  | 215,448                                  |
| Gross profit  | 7  | -, -                                     |
| Gross profit on completed construction contracts                                    | 27,578                                   | 32,088                                   |
| Gross profit - other business   | 4,742                                    | 5,326                                    |
| Total gross profit  | 32,320                                   | 37,415                                   |
| Selling, general and administrative expenses  | 22,033                                   | 21,505                                   |
| Operating profit  | 10,287                                   | 15,910                                   |
| Non-operating income  | 10,207                                   | 15,510                                   |
| Interest income   | 51                                       | 35                                       |
| Dividend income   | 441                                      | 392                                      |
| Rental income from land and buildings   | 192                                      | 203                                      |
| Foreign exchange gains  | 192                                      | 225                                      |
| Share of profit of entities accounted for using equity                              | ı  | 223                                      |
| method  | 75                                       | _  |
| Miscellaneous income  | 171                                      | 208                                      |
| Total non-operating income  | 932                                      | 1,065                                    |
|   | 932                                      | 1,003                                    |
| Non-operating expenses  Interest expenses   | 2,131                                    | 1,952                                    |
| Share of loss of entities accounted for using equity                                | 2,131                                    | 1,932                                    |
| method  | _  | 2,142                                    |
| Miscellaneous expenses  | 104                                      | 201                                      |
| Total non-operating expenses  | 2,236                                    | 4,296                                    |
|   |  |  |
| Ordinary profit   | 8,983                                    | 12,679                                   |
| Extraordinary income Gain on sale of non-current assets                             | 12                                       | 0  |
|   | 12                                       | 2 (05                                    |
| Gain on sale of investment securities   | 106                                      | 2,605                                    |
| Total extraordinary income  | 118                                      | 2,605                                    |
| Extraordinary losses  | 120                                      | 166                                      |
| Loss on sale and retirement of non-current assets                                   | 139                                      | 166                                      |
| Impairment losses   | 10,004                                   | _  |
| Provision of allowance for doubtful accounts  Loss on sale of investment securities | 1,525                                    | 0  |
|   | _  | 2  |
| Loss on valuation of investment securities  | 0  | 129                                      |
| Provision for loss on cancellation of leases  | 967                                      | <del>-</del>                             |
| Compensation for damage   | 510                                      | 200                                      |
| Total extraordinary losses  | 13,148                                   | 299                                      |
| Profit (loss) before income taxes   | (4,046)                                  | 14,985                                   |
| Income taxes - current  | 2,824                                    | 5,787                                    |
| Income taxes - deferred   | (1,330)                                  | (153)                                    |
| Total income taxes  | 1,493                                    | 5,634                                    |
| Profit (loss)   | (5,539)                                  | 9,351                                    |
| Profit attributable to non-controlling interests                                    | 8  | 6  |
| Profit (loss) attributable to owners of parent                                      | (5,548)                                  | 9,345                                    |

|   | For the fiscal year ended March 31, 2023 | For the fiscal year ended March 31, 2024 |
|---|--|--|
|   |  |  |
| Profit (loss)   | (5,539)                                  | 9,351                                    |
| Other comprehensive income  |  |  |
| Valuation difference on available-for-sale securities                             | (147)                                    | 1,605                                    |
| Foreign currency translation adjustment   | 105                                      | 237                                      |
| Remeasurements of defined benefit plans, net of tax                               | (1,357)                                  | 4,608                                    |
| Share of other comprehensive income of entities accounted for using equity method | 41                                       | 182                                      |
| Total other comprehensive income  | (1,357)                                  | 6,633                                    |
| Comprehensive income  | (6,897)                                  | 15,985                                   |
| Comprehensive income attributable to  |  |  |
| Comprehensive income attributable to owners of parent                             | (6,907)                                  | 15,975                                   |
| Comprehensive income attributable to non-controlling interests                    | 9  | 9  |

# Consolidated Statements of Changes in Net Assets For the fiscal year ended March 31, 2023

|  |               |                 | Shareholders' equity |                 |                            |
|--|---------------|-----------------|----------------------|-----------------|----------------------------|
|  | Share capital | Capital surplus | Retained earnings    | Treasury shares | Total shareholders' equity |
| Balance at beginning of period                       | 7,680         | 6,840           | 105,381              | (1,548)         | 118,354                    |
| Changes during period                                |               |                 |                      |                 |                            |
| Dividends of surplus                                 |               |                 | (2,523)              |                 | (2,523)                    |
| Loss attributable to owners of parent                |               |                 | (5,548)              |                 | (5,548)                    |
| Purchase of treasury shares                          |               |                 |                      | (2)             | (2)                        |
| Disposal of treasury shares                          |               | 8               |                      | 13              | 21                         |
| Net changes in items other than shareholders' equity |               |                 |                      |                 |                            |
| Total changes during period                          | -             | 8               | (8,071)              | 11              | (8,052)                    |
| Balance at end of period                             | 7,680         | 6,848           | 97,310               | (1,537)         | 110,302                    |

|  | Accumulated other comprehensive income                      |   |   |   |                           |                  |
|--|---|---|---|---|---------------------------|------------------|
|  | Valuation difference<br>on available-for-sale<br>securities | Foreign currency<br>translation<br>adjustment | Remeasurements of defined benefit plans | Total accumulated<br>other<br>comprehensive<br>income | Non-controlling interests | Total net assets |
| Balance at beginning of period                       | 7,689   | 206   | 320                                     | 8,216   | 26                        | 126,596          |
| Changes during period                                |   |   |   |   |                           |                  |
| Dividends of surplus                                 |   |   |   |   |                           | (2,523)          |
| Loss attributable to owners of parent                |   |   |   |   |                           | (5,548)          |
| Purchase of treasury shares                          |   |   |   |   |                           | (2)              |
| Disposal of treasury shares                          |   |   |   |   |                           | 21               |
| Net changes in items other than shareholders' equity | (141)   | 182   | (1,399)                                 | (1,358)   | 8                         | (1,350)          |
| Total changes during period                          | (141)   | 182   | (1,399)                                 | (1,358)   | 8                         | (9,402)          |
| Balance at end of period                             | 7,548   | 388   | (1,079)                                 | 6,857   | 34                        | 117,193          |

|  |               |                 | Shareholders' equity |                 |                            |
|--|---------------|-----------------|----------------------|-----------------|----------------------------|
|  | Share capital | Capital surplus | Retained earnings    | Treasury shares | Total shareholders' equity |
| Balance at beginning of period                       | 7,680         | 6,848           | 97,310               | (1,537)         | 110,302                    |
| Changes during period                                |               |                 |                      |                 |                            |
| Dividends of surplus                                 |               |                 | (2,056)              |                 | (2,056)                    |
| Profit attributable to owners of parent              |               |                 | 9,345                |                 | 9,345                      |
| Purchase of treasury shares                          |               |                 |                      | (2)             | (2)                        |
| Disposal of treasury shares                          |               | 7               |                      | 13              | 21                         |
| Net changes in items other than shareholders' equity |               |                 |                      |                 |                            |
| Total changes during period                          | _             | 7               | 7,288                | 11              | 7,307                      |
| Balance at end of period                             | 7,680         | 6,855           | 104,598              | (1,525)         | 117,609                    |

|  | 1   | Accumulated other comprehensive income        |   |   |                           |                  |
|--|---|---|---|---|---------------------------|------------------|
|  | Valuation difference<br>on available-for-sale<br>securities | Foreign currency<br>translation<br>adjustment | Remeasurements of<br>defined benefit<br>plans | Total accumulated<br>other<br>comprehensive<br>income | Non-controlling interests | Total net assets |
| Balance at beginning of period                       | 7,548   | 388   | (1,079)                                       | 6,857   | 34                        | 117,193          |
| Changes during period                                |   |   |   |   |                           |                  |
| Dividends of surplus                                 |   |   |   |   |                           | (2,056)          |
| Profit attributable to owners of parent              |   |   |   |   |                           | 9,345            |
| Purchase of treasury shares                          |   |   |   |   |                           | (2)              |
| Disposal of treasury shares                          |   |   |   |   |                           | 21               |
| Net changes in items other than shareholders' equity | 1,564   | 346   | 4,719   | 6,630   | 8                         | 6,638            |
| Total changes during period                          | 1,564   | 346   | 4,719   | 6,630   | 8                         | 13,946           |
| Balance at end of period                             | 9,112   | 735   | 3,640   | 13,487  | 42                        | 131,140          |

|   | For the fiscal year ended March 31, 2023 | For the fiscal year ended March 31, 2024 |
|---|--|--|
| Cash flows from operating activities                      |  |  |
| Profit (loss) before income taxes                         | (4,046)                                  | 14,985                                   |
| Depreciation  | 9,887                                    | 10,148                                   |
| Impairment losses   | 10,004                                   | ,  |
| Amortization of goodwill                                  | 313                                      | 313                                      |
| Increase (decrease) in allowance for doubtful accounts    | 1,571                                    | (12)                                     |
| Increase (decrease) in provision for loss on cancellation |  |  |
| of leases   | 967                                      | (967)                                    |
| Increase (decrease) in other provisions                   | 45                                       | (213)                                    |
| Increase (decrease) in retirement benefit liability       | (1,020)                                  | (1,202)                                  |
| Interest and dividend income                              | (492)                                    | (427)                                    |
| Interest expenses   | 2,131                                    | 1,952                                    |
| Foreign exchange losses (gains)                           | 14                                       | (198)                                    |
| Loss (gain) on valuation of investment securities         | 0  | 129                                      |
| Loss (gain) on sale of investment securities              | (106)                                    | (2,603)                                  |
| Share of loss (profit) of entities accounted for using    | (100)                                    |  |
| equity method   | (75)                                     | 2,142                                    |
| Loss (gain) on sale and retirement of property, plant and |  |  |
| equipment and intangible assets                           | 127                                      | 165                                      |
| Decrease (increase) in trade receivables                  | (10,339)                                 | (3,803)                                  |
| Decrease (increase) in costs on construction contracts in | (10,339)                                 | (3,803)                                  |
| •   | (187)                                    | 1,159                                    |
| progress Decrease (increase) in inventories               | (335)                                    | 237                                      |
| Increase (decrease) in trade payables                     | 5,130                                    | (1,447)                                  |
| Increase (decrease) in dadvances received on              | 3,130                                    | (1,447)                                  |
|   | 1,166                                    | 286                                      |
| construction contracts in progress                        | 1 404                                    | 297                                      |
| Increase (decrease) in accrued consumption taxes          | 1,404                                    | 286                                      |
| Other, net  | 33                                       | 1,321                                    |
| Subtotal  | 16,194                                   | 22,256                                   |
| Compensation paid for damage                              | <del>-</del>                             | (510)                                    |
| Income taxes paid   | (3,553)                                  | (2,626)                                  |
| Net cash provided by (used in) operating activities       | 12,640                                   | 19,118                                   |
| Cash flows from investing activities                      |  |  |
| Payments into time deposits                               | (201)                                    | (1,308)                                  |
| Proceeds from withdrawal of time deposits                 | 30                                       | 529                                      |
| Net decrease (increase) in deposits paid                  | 500                                      | _  |
| Purchase of investment securities                         | (25)                                     | (19)                                     |
| Proceeds from sale of investment securities               | 154                                      | 3,029                                    |
| Purchase of shares of subsidiaries and associates         | (176)                                    | (1,063)                                  |
| Proceeds from collection of loans receivable              | 12                                       | 5  |
| Purchase of property, plant and equipment                 | (2,378)                                  | (3,310)                                  |
| Proceeds from sale of property, plant and equipment       | 51                                       | 0  |
| Interest and dividends received                           | 887                                      | 578                                      |
| Other, net  | (973)                                    | (501)                                    |
| Net cash provided by (used in) investing activities       | (2,119)                                  | (2,060)                                  |

|   | For the fiscal year ended March 31, 2023 | For the fiscal year ended March 31, 2024 |
|---|--|--|
| Cash flows from financing activities                        |  |  |
| Net increase (decrease) in short-term borrowings            | 4,900                                    | 3,000                                    |
| Repayments of long-term borrowings                          | (1,082)                                  | (1,082)                                  |
| Purchase of treasury shares                                 | (2)                                      | (2)                                      |
| Proceeds from sale of treasury shares                       | 0  | _  |
| Repayments of lease liabilities                             | (7,526)                                  | (7,814)                                  |
| Proceeds from sale and leaseback transactions               | 7  | 4  |
| Interest paid   | (2,131)                                  | (1,951)                                  |
| Dividends paid  | (2,518)                                  | (2,054)                                  |
| Dividends paid to non-controlling interests                 | (1)                                      | (1)                                      |
| Other, net  | (3)                                      | (3)                                      |
| Net cash provided by (used in) financing activities         | (8,358)                                  | (9,903)                                  |
| Effect of exchange rate change on cash and cash equivalents | 13                                       | 262                                      |
| Net increase (decrease) in cash and cash equivalents        | 2,176                                    | 7,417                                    |
| Cash and cash equivalents at beginning of period            | 28,424                                   | 30,601                                   |
| Cash and cash equivalents at end of period                  | 30,601                                   | 38,018                                   |

|   | As of March 31, 2023 | As of March 31, 2024 |
|---|----------------------|----------------------|
| Assets  |                      |                      |
| Current assets                                      |                      |                      |
| Cash and deposits                                   | 21,646               | 29,333               |
| Notes receivable - trade                            | 765                  | 241                  |
| Electronically recorded monetary claims - operating | 5,131                | 4,935                |
| Accounts receivable from completed construction     | 62,498               | 67,226               |
| contracts   | 02,476               | 07,220               |
| Costs on construction contracts in progress         | 6,192                | 5,262                |
| Raw materials and supplies                          | 3,494                | 3,270                |
| Merchandise   | 51                   | 54                   |
| Accounts receivable - other                         | 2,986                | 2,748                |
| Other   | 3,240                | 3,304                |
| Allowance for doubtful accounts                     | (119)                | (102)                |
| Total current assets                                | 105,887              | 116,276              |
| Non-current assets                                  |                      |                      |
| Property, plant and equipment                       |                      |                      |
| Buildings   | 49,695               | 48,993               |
| Accumulated depreciation                            | (34,324)             | (34,615)             |
| Buildings, net                                      | 15,370               | 14,378               |
| Structures  | 6,860                | 6,898                |
| Accumulated depreciation                            | (4,923)              | (5,091)              |
| Structures, net                                     | 1,936                | 1,807                |
| Machinery and equipment                             | 102,535              | 103,726              |
| Accumulated depreciation                            | (24,138)             | (30,424)             |
| Machinery and equipment, net                        | 78,396               | 73,301               |
| Vehicles  | 1,533                | 1,328                |
| Accumulated depreciation                            | (763)                | (496)                |
| Vehicles, net                                       | 770                  | 832                  |
| Tools, furniture and fixtures                       | 6,783                | 6,885                |
| Accumulated depreciation                            | (5,955)              | (6,230)              |
| Tools, furniture and fixtures, net                  | 827                  | 655                  |
| Land  | 31,769               | 31,769               |
| Construction in progress                            | 398                  | 3,229                |
| Total property, plant and equipment                 | 129,470              | 125,974              |
| Intangible assets                                   | ,                    |                      |
| Software  | 1,735                | 1,480                |
| Other   | 1,145                | 1,060                |
| Total intangible assets                             | 2,881                | 2,541                |
|   | <b>-</b> ,001        | 2,011                |

|   | As of March 31, 2023 | As of March 31, 2024 |
|---|----------------------|----------------------|
| Investments and other assets                                |                      |                      |
| Investment securities                                       | 14,185               | 15,926               |
| Shares of subsidiaries and associates                       | 7,957                | 6,748                |
| Investments in capital of subsidiaries and associates       | 138                  | 138                  |
| Long-term loans receivable                                  | 30                   | 24                   |
| Long-term loans receivable from subsidiaries and associates | 424                  | 8                    |
| Distressed receivables                                      | 152                  | 158                  |
| Long-term prepaid expenses                                  | 1,554                | 1,459                |
| Deferred tax assets   | 5,623                | 5,079                |
| Other   | 4,279                | 4,229                |
| Allowance for doubtful accounts                             | (3,805)              | (3,400)              |
| Total investments and other assets                          | 30,541               | 30,373               |
| Total non-current assets                                    | 162,893              | 158,889              |
| Total assets  | 268,781              | 275,165              |
| Liabilities   | 200,701              | 273,103              |
| Current liabilities   |                      |                      |
| Notes payable - trade                                       | 467                  | 495                  |
| Electronically recorded obligations - operating             | 13,237               | 14,946               |
| Accounts payable for construction contracts                 | 24,295               | 22,407               |
| Short-term borrowings                                       | 9,082                | 12,082               |
| Lease liabilities   | 7,764                | 7,952                |
| Accounts payable - other                                    | 2,952                | 2,607                |
| Accrued expenses  | 6,172                | 6,961                |
| Income taxes payable  | 755                  | 4,050                |
| Advances received on construction contracts in progress     | 2,579                | 3,092                |
| Provision for loss on construction contracts                | 264                  | 79                   |
| Provision for loss on cancellation of leases                | 967                  | _                    |
| Other   | 2,186                | 2,625                |
| Total current liabilities                                   | 70,723               | 77,301               |
| Non-current liabilities —                                   | 7                    |                      |
| Bonds payable   | 8,400                | 8,400                |
| Long-term borrowings  | 22,381               | 21,299               |
| Lease liabilities   | 49,843               | 43,682               |
| Provision for retirement benefits                           | 17,194               | 15,986               |
| Asset retirement obligations                                | 4,559                | 4,573                |
| Other   | 43                   | 44                   |
| Total non-current liabilities                               | 102,421              | 93,986               |
| Total liabilities   | 173,144              | 171,287              |

|   |                      | · · · · · · · · · · · · · · · · · · · |
|---|----------------------|---------------------------------------|
|   | As of March 31, 2023 | As of March 31, 2024                  |
| Net assets  |                      |                                       |
| Shareholders' equity                                  |                      |                                       |
| Share capital   | 7,680                | 7,680                                 |
| Capital surplus                                       |                      |                                       |
| Legal capital surplus                                 | 6,831                | 6,831                                 |
| Other capital surplus                                 | 16                   | 23                                    |
| Total capital surplus                                 | 6,848                | 6,855                                 |
| Retained earnings                                     |                      |                                       |
| Legal retained earnings                               | 1,639                | 1,639                                 |
| Other retained earnings                               |                      |                                       |
| Reserve for seeking an international market           | 100                  | 100                                   |
| Reserve for tax purpose reduction entry of            | 1,220                | 1,208                                 |
| non-current assets                                    | 1,220                | 1,200                                 |
| General reserve                                       | 78,200               | 70,200                                |
| Retained earnings brought forward                     | (6,021)              | 8,614                                 |
| Total retained earnings                               | 75,138               | 81,763                                |
| Treasury shares                                       | (1,537)              | (1,525)                               |
| Total shareholders' equity                            | 88,130               | 94,774                                |
| Valuation and translation adjustments                 |                      |                                       |
| Valuation difference on available-for-sale securities | 7,506                | 9,104                                 |
| Total valuation and translation adjustments           | 7,506                | 9,104                                 |
| Total net assets                                      | 95,637               | 103,878                               |
| Total liabilities and net assets                      | 268,781              | 275,165                               |

|  | For the fiscal year ended March 31, 2023 | For the fiscal year ended March 31, 2024 |
|--|--|--|
| Net sales  |  |  |
| Net sales of completed construction contracts      | 190,894                                  | 207,573                                  |
| Net sales in sideline businesses                   | 16,724                                   | 17,084                                   |
| Total net sales                                    | 207,618                                  | 224,658                                  |
| Cost of sales                                      | ·  | •  |
| Cost of sales of completed construction contracts  | 167,832                                  | 180,628                                  |
| Cost of sales in sideline businesses               | 12,128                                   | 11,909                                   |
| Total cost of sales                                | 179,960                                  | 192,538                                  |
| Gross profit                                       |  | ,  |
| Gross profit on completed construction contracts   | 23,061                                   | 26,944                                   |
| Gross profit on sideline businesses                | 4,595                                    | 5,174                                    |
| Total gross profit                                 | 27,657                                   | 32,119                                   |
| Selling, general and administrative expenses       |  | ,  |
| Remuneration for directors (and other officers)    | 337                                      | 304                                      |
| Employees' salaries and allowances                 | 9,486                                    | 9,040                                    |
| Retirement benefit expenses                        | 658                                      | 373                                      |
| Legal welfare expenses                             | 1,519                                    | 1,470                                    |
| Welfare expenses                                   | 722                                      | 823                                      |
| Repair and maintenance expenses                    | 135                                      | 152                                      |
| Stationery expenses                                | 140                                      | 118                                      |
| Communication and transportation expenses          | 538                                      | 668                                      |
| Power utilities expenses                           | 225                                      | 174                                      |
| Research study expenses                            | 507                                      | 527                                      |
| Advertising expenses                               | 285                                      | 288                                      |
| Provision of allowance for doubtful accounts       | 60                                       | 1  |
| Entertainment expenses                             | 195                                      | 222                                      |
| Donations  | 7  | 11                                       |
| Rent expenses on land and buildings                | 726                                      | 689                                      |
| Depreciation                                       | 995                                      | 1,051                                    |
| Taxes and dues                                     | 676                                      | 697                                      |
| Insurance expenses                                 | 23                                       | 23                                       |
| Miscellaneous expenses                             | 2,041                                    | 2,002                                    |
| Total selling, general and administrative expenses | 19,284                                   | 18,642                                   |
| Operating profit                                   | 8,373                                    | 13,477                                   |
| Non-operating income                               |  |  |
| Interest income                                    | 18                                       | 3  |
| Dividend income                                    | 831                                      | 1,337                                    |
| Rental income from land and buildings              | 285                                      | 296                                      |
| Foreign exchange gains                             | _  | 217                                      |
| Miscellaneous income                               | 152                                      | 145                                      |
| Total non-operating income                         | 1,287                                    | 2,000                                    |
| Non-operating expenses                             |  |  |
| Interest expenses                                  | 2,105                                    | 1,926                                    |
| Interest expenses on bonds                         | 33                                       | 33                                       |
| Miscellaneous expenses                             | 109                                      | 156                                      |
| Total non-operating expenses                       | 2,248                                    | 2,117                                    |
| Ordinary profit                                    | 7,412                                    | 13,360                                   |

|  | For the fiscal year ended March 31, 2023 | For the fiscal year ended March 31, 2024 |  |
|--|--|--|--|
| Extraordinary income                                       |  |  |  |
| Gain on sale of non-current assets                         | 6  | 0  |  |
| Gain on sale of investment securities                      | 106                                      | 2,605                                    |  |
| Total extraordinary income                                 | 112                                      | 2,605                                    |  |
| Extraordinary losses                                       |  |  |  |
| Loss on sale and retirement of non-current assets          | 113                                      | 145                                      |  |
| Impairment losses  | 10,004                                   | _  |  |
| Provision of allowance for doubtful accounts               | 1,525                                    | 0  |  |
| Loss on sale of investment securities                      | _  | 2  |  |
| Loss on valuation of investment securities                 | 0  | 129                                      |  |
| Loss on valuation of shares of subsidiaries and associates | _  | 2,326                                    |  |
| Provision for loss on cancellation of leases               | 967                                      | _  |  |
| Compensation for damage                                    | 510                                      | _  |  |
| Total extraordinary losses                                 | 13,121                                   | 2,605                                    |  |
| Profit (loss) before income taxes                          | (5,596)                                  | 13,360                                   |  |
| Income taxes - current                                     | 2,116                                    | 4,817                                    |  |
| Income taxes - deferred                                    | (1,210)                                  | (138)                                    |  |
| Total income taxes   | 905                                      | 4,678                                    |  |
| Profit (loss)  | (6,502)                                  | 8,681                                    |  |

# Non-consolidated Statements of Changes in Net Assets For the fiscal year ended March 31, 2023

|   |               | Shareholders' equity     |                          |                          |                         |  |   |                    |  |  |  |
|---|---------------|--------------------------|--------------------------|--------------------------|-------------------------|--|---|--------------------|--|--|--|
|   |               | Capital surplus          |                          |                          |                         |  | Retained earnings   |                    |  |  |  |
|   |               |                          |                          |                          | Legal retained earnings | Oth  | ner retained earni  | ngs                |  |  |  |
| Share   | Share capital | Legal capital<br>surplus | Other capital<br>surplus | Total capital<br>surplus |                         | Reserve for<br>seeking an<br>international<br>market | Reserve for tax<br>purpose<br>reduction entry<br>of non-current<br>assets | General<br>reserve |  |  |  |
| Balance at beginning of period  | 7,680         | 6,831                    | 8                        | 6,840                    | 1,639                   | 100  | 1,231   | 73,900             |  |  |  |
| Changes during period   |               |                          |                          |                          |                         |  |   |                    |  |  |  |
| Dividends of surplus  |               |                          |                          |                          |                         |  |   |                    |  |  |  |
| Reversal of reserve for tax<br>purpose reduction entry of<br>non-current assets |               |                          |                          |                          |                         |  | (11)  |                    |  |  |  |
| Provision of general reserve  |               |                          |                          |                          |                         |  |   | 4,300              |  |  |  |
| Loss  |               |                          |                          |                          |                         |  |   |                    |  |  |  |
| Purchase of treasury shares   |               |                          |                          |                          |                         |  |   |                    |  |  |  |
| Disposal of treasury shares   |               |                          | 8                        | 8                        |                         |  |   |                    |  |  |  |
| Net changes in items other than shareholders' equity                            |               |                          |                          |                          |                         |  |   |                    |  |  |  |
| Total changes during period   | _             | -                        | 8                        | 8                        | -                       | -  | (11)  | 4,300              |  |  |  |
| Balance at end of period  | 7,680         | 6,831                    | 16                       | 6,848                    | 1,639                   | 100  | 1,220   | 78,200             |  |  |  |

|   |  | Sharehold                  | ers' equity        |                                  | Valuation ar<br>adjust  |   |                  |
|---|--|----------------------------|--------------------|----------------------------------|---|---|------------------|
|   | Retained earnings  |                            |                    |                                  |   |   |                  |
|   | Other retained<br>earnings<br>Retained<br>earnings<br>brought<br>forward | Total retained<br>earnings | Treasury<br>shares | Total<br>shareholders'<br>equity | Valuation<br>difference on<br>available-for-<br>sale securities | Total valuation<br>and translation<br>adjustments | Total net assets |
| Balance at beginning of period  | 7,292  | 84,163                     | (1,548)            | 97,136                           | 7,652   | 7,652   | 104,789          |
| Changes during period   |  |                            |                    |                                  |   |   |                  |
| Dividends of surplus  | (2,523)  | (2,523)                    |                    | (2,523)                          |   |   | (2,523)          |
| Reversal of reserve for tax<br>purpose reduction entry of<br>non-current assets | 11   | -                          |                    | -                                |   |   | -                |
| Provision of general reserve  | (4,300)  | _                          |                    | -                                |   |   | _                |
| Loss  | (6,502)  | (6,502)                    |                    | (6,502)                          |   |   | (6,502)          |
| Purchase of treasury shares   |  |                            | (2)                | (2)                              |   |   | (2)              |
| Disposal of treasury shares   |  |                            | 13                 | 21                               |   |   | 21               |
| Net changes in items other than shareholders' equity                            |  |                            |                    |                                  | (145)   | (145)   | (145)            |
| Total changes during period   | (13,313)   | (9,025)                    | 11                 | (9,006)                          | (145)   | (145)   | (9,152)          |
| Balance at end of period  | (6,021)  | 75,138                     | (1,537)            | 88,130                           | 7,506   | 7,506   | 95,637           |

|   |               | Shareholders' equity     |                          |                          |                         |  |   |                    |  |  |  |
|---|---------------|--------------------------|--------------------------|--------------------------|-------------------------|--|---|--------------------|--|--|--|
|   |               | Capital surplus          |                          |                          |                         | Retained earnings                                    |   |                    |  |  |  |
|   |               |                          |                          |                          |                         | Oth  | ner retained earni  | ngs                |  |  |  |
| SI  | Share capital | Legal capital<br>surplus | Other capital<br>surplus | Total capital<br>surplus | Legal retained earnings | Reserve for<br>seeking an<br>international<br>market | Reserve for tax<br>purpose<br>reduction entry<br>of non-current<br>assets | General<br>reserve |  |  |  |
| Balance at beginning of period  | 7,680         | 6,831                    | 16                       | 6,848                    | 1,639                   | 100  | 1,220   | 78,200             |  |  |  |
| Changes during period   |               |                          |                          |                          |                         |  |   |                    |  |  |  |
| Dividends of surplus  |               |                          |                          |                          |                         |  |   |                    |  |  |  |
| Reversal of reserve for tax<br>purpose reduction entry of<br>non-current assets |               |                          |                          |                          |                         |  | (11)  |                    |  |  |  |
| Reversal of general reserve   |               |                          |                          |                          |                         |  |   | (8,000)            |  |  |  |
| Profit  |               |                          |                          |                          |                         |  |   |                    |  |  |  |
| Purchase of treasury shares   |               |                          |                          |                          |                         |  |   |                    |  |  |  |
| Disposal of treasury shares   |               |                          | 7                        | 7                        |                         |  |   |                    |  |  |  |
| Net changes in items other than shareholders' equity                            |               |                          |                          |                          |                         |  |   |                    |  |  |  |
| Total changes during period   | _             | _                        | 7                        | 7                        | _                       | -  | (11)  | (8,000)            |  |  |  |
| Balance at end of period  | 7,680         | 6,831                    | 23                       | 6,855                    | 1,639                   | 100  | 1,208   | 70,200             |  |  |  |

|   |  | Shareholde  | ers' equity | Valuation and translation adjustments |   |   |                  |
|---|--|---|-------------|---------------------------------------|---|---|------------------|
|   | Retained earnings  |   |             |                                       |   |   |                  |
|   | Other retained<br>earnings<br>Retained<br>earnings<br>brought<br>forward | mings tained Total retained shares ought Treasury |             | Total<br>shareholders'<br>equity      | Valuation<br>difference on<br>available-for-<br>sale securities | Total valuation<br>and translation<br>adjustments | Total net assets |
| Balance at beginning of period  | (6,021)  | 75,138  | (1,537)     | 88,130                                | 7,506   | 7,506   | 95,637           |
| Changes during period   |  |   |             |                                       |   |   |                  |
| Dividends of surplus  | (2,056)  | (2,056)   |             | (2,056)                               |   |   | (2,056)          |
| Reversal of reserve for tax<br>purpose reduction entry of<br>non-current assets | 11   | -   |             | -                                     |   |   | -                |
| Reversal of general reserve   | 8,000  | -   |             | _                                     |   |   | _                |
| Profit  | 8,681  | 8,681   |             | 8,681                                 |   |   | 8,681            |
| Purchase of treasury shares   |  |   | (2)         | (2)                                   |   |   | (2)              |
| Disposal of treasury shares   |  |   | 13          | 21                                    |   |   | 21               |
| Net changes in items other than shareholders' equity                            |  |   |             |                                       | 1,597   | 1,597   | 1,597            |
| Total changes during period   | 14,636   | 6,624   | 11          | 6,644                                 | 1,597   | 1,597   | 8,241            |
| Balance at end of period  | 8,614  | 81,763  | (1,525)     | 94,774                                | 9,104   | 9,104   | 103,878          |