

## Consolidated Financial Results for the Year Ended December 31, 2022 [Japanese GAAP]

February 14, 2023

Company name: ISEKI&CO., LTD. Stock exchange listing: Tokyo

Code number: 6310

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,President and Representative Director ,General Manager of Financial Department

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Scheduled date of Annual General Meeting of Shareholders: March 30, 2023

Scheduled date of commencing dividend payments: March 31, 2023 Scheduled date of filing annual securities report: March 31, 2023

Availability of supplementary briefing material on annual financial results: Yes

Schedule of annual financial results briefing session: Yes

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

1. Consolidated Financial Results for the Fiscal Year Ended December 31, 2022 (January 01, 2022 to December 31, 2022)

#### (1) Consolidated Operating Results

(% indicates changes from the previous corresponding period.)

|                              | Net sale     | S       | Operating p     | orofit | Ordinary profit |        | Profit attributable to owners of parent |      |
|------------------------------|--------------|---------|-----------------|--------|-----------------|--------|---|------|
| Fiscal year ended            | Million yen  | %       | Million yen     | %      | Million yen     | %      | Million yen                             | %    |
| December 31, 2022            | 166,629      | 5.3     | 3,534           | (14.8) | 3,762           | (19.7) | 4,119                                   | 28.9 |
| December 31, 2021            | 158,192      | 6.0     | 4,147           | 99.0   | 4,687           | 175.3  | 3,196                                   | -    |
| (Note) Communication in comm | . Eigaal waa | andad D | aaamaham 21 202 | 2. V   | 2 075           |        | r (2.9) 0/1                             | ·    |

(Note) Comprehensive income: Fiscal year ended December 31, 2022: ¥ 3,975 million [ (3.8)%] Fiscal year ended December 31, 2021: ¥ 4,131 million [ -%]

|                   | Basic earnings per<br>share | Diluted earnings per<br>share | Rate of return on equity | Ordinary profit to total assets ratio | Operating profit to net sales ratio |
|-------------------|-----------------------------|-------------------------------|--------------------------|---------------------------------------|-------------------------------------|
| Fiscal year ended | Yen                         | Yen                           | %                        | %                                     | %                                   |
| December 31, 2022 | 182.14                      | 182.08                        | 6.2                      | 1.9                                   | 2.1                                 |
| December 31, 2021 | 141.40                      | 141.31                        | 5.1                      | 2.5                                   | 2.6                                 |

(Reference) Equity in earnings (losses) of affiliated companies: Fiscal year ended December 31, 2022: ¥ (589) million Fiscal year ended December 31, 2021: ¥ (321) million

#### (2) Consolidated Financial Position

|                   | Total assets | Net assets  | Capital adequacy ratio | Net assets per share |
|-------------------|--------------|-------------|------------------------|----------------------|
| As of             | Million yen  | Million yen | %                      | Yen                  |
| December 31, 2022 | 206,491      | 72,345      | 32.9                   | 3,006.74             |
| December 31, 2021 | 187,684      | 66,561      | 34.5                   | 2,864.47             |

#### (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 | Million yen                          | Million yen                          | Million yen                          | Million yen                                    |
| December 31, 2022 | (3,375)                              | (2,984)                              | 2,033                                | 10,699   |
| December 31, 2021 | 14,233                               | (2,039)                              | (8,338)                              | 14,800   |

#### 2. Dividends

|                    |                    | Ann                | ual dividends      | 3        |       | Total       | Payout                  | Dividends<br>to net      |
|--------------------|--------------------|--------------------|--------------------|----------|-------|-------------|-------------------------|--------------------------|
|                    | 1st<br>quarter-end | 2nd<br>quarter-end | 3rd<br>quarter-end | Year-end | Total | dividends   | ratio<br>(consolidated) | assets<br>(consolidated) |
| Fiscal year ended  | Yen                | Yen                | Yen                | Yen      | Yen   | Million yen | %                       | %                        |
| December 31, 2021  | -                  | -                  | -                  | 30.00    | 30.00 | 678         | 21.2                    | 1.1                      |
| December 31, 2022  | -                  | -                  | -                  | 30.00    | 30.00 | 686         | 16.5                    | 1.0                      |
| Fiscal year ending |                    |                    |                    |          |       |             |                         |                          |
| December 31, 2023  | -                  | -                  | -                  | 30.00    | 30.00 |             | 26.1                    |                          |
| (Forecast)         |                    |                    |                    |          |       |             |                         |                          |

(Note) Breakdown of the year-end dividend for the fiscal year ended December 31, 2022:

3. Consolidated Financial Results Forecast for the Fiscal Year Ending December 31, 2023 (January 01, 2023 to December 31, 2023)

(% indicates changes from the previous corresponding period.)

|           | Net s       | ales | Operatin    | ng profit | Ordinar     | y profit | Profit attri |        | Basic earnings per share |
|-----------|-------------|------|-------------|-----------|-------------|----------|--------------|--------|--------------------------|
|           | Million yen | %    | Million yen | %         | Million yen | %        | Million yen  | %      | Yen                      |
| Full year | 176,500     | 5.9  | 4,500       | 27.3      | 4,000       | 6.3      | 2,600        | (36.9) | 114.97                   |

| *   | Notes | Mata |   |
|-----|-------|------|---|
| -1- | NOTES | NOTE | 2 |

| (1 | ) Changes in significant sub- | sidiaries during the period | d under review (cl | hanges in specified s | subsidiaries resulting in | changes in |
|----|-------------------------------|-----------------------------|--------------------|-----------------------|---------------------------|------------|
|    | scope of consolidation):      | No                          |                    |                       |                           |            |

New - (Company name: )
Exclusion: - (Company name: )

- (2) Changes in accounting policies, changes in accounting estimates and retrospective restatement
  - 1) Changes in accounting policies due to the revision of accounting standards: Yes
  - 2) Changes in accounting policies other than 1) above: No
  - 3) Changes in accounting estimates: Yes
  - 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):

December 31, 2022: 22,984,993 shares
December 31, 2021: 22,984,993 shares

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

December 31, 2022: 368,346 shares December 31, 2021: 374,045 shares

3) Average number of shares during the period:

Fiscal Year ended December 31, 2022: 22,615,516 shares Fiscal Year ended December 31, 2021: 22,608,354 shares

<sup>\*</sup> The total number of treasury shares at the end of the period includes the Company's shares held by the "Board Benefit Trust" (255,800 shares for the period ended December 31, 2022). In addition, the Company's shares held by the "Board Benefit Trust" are included in the number of treasury shares deducted for the calculation of the average number of shares during the period.

#### 1. Non-consolidated Financial Results for the Fiscal Year Ended December 31, 2022 (January 01, 2022 to December 31, 2022)

## (1) Non-consolidated Operating Results

(% indicates changes from the previous corresponding period.)

|                   | Net sale    | es   | Operating p | orofit | Ordinary p  | rofit  | Net inco    | me |
|-------------------|-------------|------|-------------|--------|-------------|--------|-------------|----|
| Fiscal year ended | Million yen | %    | Million yen | %      | Million yen | %      | Million yen | %  |
| December 31, 2022 | 97,467      | 6.2  | (839)       | -      | 1,277       | (66.6) | (160)       | -  |
| December 31, 2021 | 91,792      | 15.8 | 854         | -      | 3,825       | -      | 2,924       | -  |

|                   | Basic earnings per share | Diluted earnings per share |
|-------------------|--------------------------|----------------------------|
| Fiscal year ended | Yen                      | Yen                        |
| December 31, 2022 | (7.08)                   | -                          |
| December 31, 2021 | 129.37                   | 129.29                     |

## (2) Non-consolidated Financial Position

|                   | Total assets | Net assets  | Capital adequacy ratio | Net assets per share |
|-------------------|--------------|-------------|------------------------|----------------------|
| As of             | Million yen  | Million yen | %                      | Yen                  |
| December 31, 2022 | 130,297      | 47,157      | 36.2                   | 2,084.52             |
| December 31, 2021 | 118,536      | 47,766      | 40.3                   | 2,111.34             |

(Reference) Equity: As of December 31, 2022:  $\mbox{$\frac{1}{2}$}$  47,144 million As of December 31, 2021:  $\mbox{$\frac{1}{2}$}$  47,739 million

# Consolidated Financial Statements

Consolidated Balance Sheets

|  |                        | (Million yen)          |
|--|------------------------|------------------------|
|  | As of December 31,2021 | As of December 31,2022 |
| Assets   |                        |                        |
| Current assets   |                        |                        |
| Cash and deposits  | 14,850                 | 10,749                 |
| Notes and accounts receivable - trade                      | 21,537                 | -                      |
| Notes and accounts receivable - trade, and contract assets | -                      | 27,574                 |
| Merchandise and finished goods                             | 41,532                 | 53,562                 |
| Work in process  | 7,089                  | 10,335                 |
| Raw materials and supplies                                 | 1,250                  | 1,434                  |
| Other  | 4,864                  | 5,792                  |
| Allowance for doubtful accounts                            | (21)                   | (33)                   |
| Total current assets                                       | 91,103                 | 109,414                |
| Non-current assets   |                        |                        |
| Property, plant and equipment                              |                        |                        |
| Buildings and structures, net                              | 25,645                 | 26,271                 |
| Machinery, equipment and vehicles, net                     | 6,790                  | 5,697                  |
| Tools, furniture and fixtures, net                         | 2,406                  | 1,880                  |
| Land   | 44,475                 | 44,744                 |
| Leased assets, net   | 5,001                  | 3,938                  |
| Construction in progress                                   | 616                    | 1,304                  |
| Other, net   | 26                     | 81                     |
| Total property, plant and equipment                        | 84,962                 | 83,919                 |
| Intangible assets  | 2,290                  | 2,309                  |
| Investments and other assets                               |                        |                        |
| Investment securities                                      | 5,054                  | 5,686                  |
| Long-term loans receivable                                 | 37                     | 32                     |
| Deferred tax assets  | 1,714                  | 1,996                  |
| Retirement benefit asset                                   | 828                    | 356                    |
| Other  | 1,804                  | 3,431                  |
| Allowance for doubtful accounts                            | (110)                  | (654)                  |
| Total investments and other assets                         | 9,328                  | 10,848                 |
| Total non-current assets                                   | 96,581                 | 97,076                 |
| Total assets   | 187,684                | 206,491                |

|   | As of December 31,2021 | As of December 31,2022 |
|---|------------------------|------------------------|
| Liabilities                                     |                        |                        |
| Current liabilities                             |                        |                        |
| Notes and accounts payable - trade              | 20,280                 | 19,457                 |
| Electronically recorded obligations - operating | 18,999                 | 26,042                 |
| Short-term loans payable                        | 23,745                 | 26,754                 |
| Current portion of long-term loans payable      | 6,465                  | 13,537                 |
| Lease obligations                               | 1,735                  | 1,653                  |
| Accrued consumption taxes                       | 724                    | 41                     |
| Income taxes payable                            | 496                    | 58                     |
| Accrued expenses                                | 4,456                  | 5,31                   |
| Provision for bonuses                           | 524                    | 56                     |
| Other   | 3,915                  | 3,85                   |
| Total current liabilities                       | 81,342                 | 98,18                  |
| Non-current liabilities                         |                        |                        |
| Long-term loans payable                         | 24,728                 | 20,81                  |
| Lease obligations                               | 5,503                  | 5,43                   |
| Deferred tax liabilities                        | 28                     | 3                      |
| Deferred tax liabilities for land revaluation   | 4,097                  | 4,09                   |
| Provision for retirement benefits for directors | 156                    | 16                     |
| Provision for share awards for directors        | -                      | 1                      |
| Retirement benefit liability                    | 2,912                  | 3,24                   |
| Asset retirement obligations                    | 881                    | 90                     |
| Other   | 1,472                  | 1,24                   |
| Total non-current liabilities                   | 39,780                 | 35,95                  |
| Total liabilities                               | 121,123                | 134,14                 |
| Net assets                                      |                        |                        |
| Shareholders' equity                            |                        |                        |
| Share capital                                   | 23,344                 | 23,34                  |
| Capital surplus                                 | 13,462                 | 13,13                  |
| Retained earnings                               | 17,690                 | 21,13                  |
| Treasury shares                                 | (930)                  | (59                    |
| Total shareholders' equity                      | 53,567                 | 57,02                  |
| Accumulated other comprehensive income          |                        |                        |
| Valuation difference on available-for-sale      | 250                    | 48                     |
| securities Deferred gains or losses on hedges   | 2                      |                        |
| Revaluation reserve for land                    | 8,835                  | 8,83                   |
| Foreign currency translation adjustment         | 804                    | 1,14                   |
| Remeasurements of defined benefit plans         | 1,307                  | 51                     |
| Total accumulated other comprehensive income    | 11,201                 | 10,97                  |
| Subscription rights to shares                   | 26                     | 10,97                  |
| Non-controlling interests                       | 1,766                  | 4,33                   |
| Total net assets                                |                        |                        |
|   | 66,561                 | 72,34                  |
| Total liabilities and net assets                | 187,684                | 206,49                 |

|   |  | (Million yen)                              |
|---|--|--|
|   | For the fiscal year ended December 31,2021 | For the fiscal year ended December 31,2022 |
| Net sales   | 158,192                                    | 166,629                                    |
| Cost of sales   | 111,351                                    | 116,738                                    |
| Gross profit  | 46,841                                     | 49,890                                     |
| Selling, general and administrative expenses                | 42,693                                     | 46,356                                     |
| Operating profit  | 4,147                                      | 3,534                                      |
| Non-operating income  |  |  |
| Interest income   | 144  | 71   |
| Dividend income   | 155  | 222  |
| Bounty income   | 34   | 35   |
| Rental income   | 185  | 182  |
| Gain on sale of scraps                                      | 200  | 233  |
| Foreign exchange gains                                      | 353  | 604  |
| Settlement received   | 401  | -  |
| Other   | 505  | 520  |
| Total non-operating income                                  | 1,981                                      | 1,870                                      |
| Non-operating expenses                                      | ·  | <u> </u>                                   |
| Interest expenses   | 551  | 665  |
| Sales discounts   | 90   | -  |
| Share of loss of entities accounted for using equity method | 321  | 589  |
| Other   | 478  | 386  |
| Total non-operating expenses                                | 1,442                                      | 1,642                                      |
| Ordinary profit   | 4,687                                      | 3,762                                      |
| Extraordinary income  |  |  |
| Gain on sale of non-current assets                          | 92   | 72   |
| Gain on sale of investment securities                       | 4  | -  |
| Gain on step acquisitions                                   | -  | 551  |
| Gain on change in equity                                    | -  | 2,544                                      |
| Gain on bargain purchase                                    | -  | 153  |
| Gain on reversal of foreign currency translation adjustment | -  | 73   |
| Other   | -  | 0  |
| Total extraordinary income                                  | 96   | 3,396                                      |
| Extraordinary losses  |  |  |
| Loss on sale and retirement of non-current assets           | 301  | 159  |
| Impairment losses   | 115  | 1,734                                      |
| Loss on sale of investment securities                       | 0  | 7  |
| Total extraordinary losses                                  | 417  | 1,902                                      |
| Profit before income taxes                                  | 4,366                                      | 5,257                                      |
| Income taxes - current                                      | 994  | 1,074                                      |
| Income taxes - deferred                                     | 138  | (24)                                       |
| Total income taxes  | 1,133                                      | 1,049                                      |
| Profit  | 3,233                                      | 4,207                                      |
| Profit attributable to non-controlling interests            | 36   | 88   |
| Profit attributable to owners of parent                     | 3,196                                      | 4,119                                      |
| 1 10111 and 10 divided of purent                            | 5,170                                      | 1,117                                      |

|   |  | (Million yen)                              |
|---|--|--|
|   | For the fiscal year ended December 31,2021 | For the fiscal year ended December 31,2022 |
| Profit (loss)   | 3,233                                      | 4,207                                      |
| Other comprehensive income  |  |  |
| Valuation difference on available-for-sale securities                             | 354  | 232  |
| Deferred gains or losses on hedges  | 4  | 5  |
| Foreign currency translation adjustment   | 185  | 372  |
| Remeasurements of defined benefit plans, net of tax                               | 327  | (797)                                      |
| Share of other comprehensive income of entities accounted for using equity method | 25   | (44)                                       |
| Total other comprehensive income  | 897  | (231)                                      |
| Comprehensive income  | 4,131                                      | 3,975                                      |
| Comprehensive income attributable to  |  |  |
| Comprehensive income attributable to owners of parent                             | 4,087                                      | 3,896                                      |
| Comprehensive income attributable to non-controlling interests                    | 43   | 79   |

# Consolidated Statements of Changes in Net Assets For the fiscal year ended December 31,2021

|  | Shareholders' equity |                    |                   |                 |                                   |  |  |
|--|----------------------|--------------------|-------------------|-----------------|-----------------------------------|--|--|
|  | Share capital        | Capital<br>surplus | Retained earnings | Treasury shares | Total<br>shareholde<br>rs' equity |  |  |
| Balance at beginning of period   | 23,344               | 13,449             | 14,493            | (941)           | 50,346                            |  |  |
| Changes during period  |                      |                    |                   |                 |                                   |  |  |
| Dividends of surplus   |                      |                    |                   |                 | -                                 |  |  |
| Profit attributable to owners of parent  |                      |                    | 3,196             |                 | 3,196                             |  |  |
| Purchase of treasury shares  |                      |                    |                   | (1)             | (1)                               |  |  |
| Disposal of treasury shares  |                      | (0)                |                   | 11              | 11                                |  |  |
| Capital increase of consolidated subsidiaries  |                      | (21)               |                   |                 | (21)                              |  |  |
| Change in<br>ownership interest<br>of parent due to<br>transactions with<br>non-controlling<br>interests |                      | 35                 |                   |                 | 35                                |  |  |
| Net changes in items other than shareholders' equity   |                      |                    |                   |                 |                                   |  |  |
| Total changes during period  | -                    | 12                 | 3,196             | 10              | 3,220                             |  |  |
| Balance at end of period   | 23,344               | 13,462             | 17,690            | (930)           | 53,567                            |  |  |

|  |   | Accumula                                    | ated other co                       | omprehensi                                       | ve income |  |                                      |                                  |                  |
|--|---|---|-------------------------------------|--|-----------|--|--------------------------------------|----------------------------------|------------------|
|  | Valuation<br>difference<br>on<br>available-<br>for-sale<br>securities | Deferred<br>gains or<br>losses on<br>hedges | Revaluatio<br>n reserve<br>for land | Foreign<br>currency<br>translation<br>adjustment | defined   | Total accumulate d other comprehen sive income | Subscripti<br>on rights<br>to shares | Non-<br>controlling<br>interests | Total net assets |
| Balance at beginning of period   | (91)  | (2)   | 8,835                               | 588  | 980       | 10,310   | 37                                   | 1,724                            | 62,419           |
| Changes during period  |   |   |                                     |  |           |  |                                      |                                  |                  |
| Dividends of surplus   |   |   |                                     |  |           |  |                                      |                                  | -                |
| Profit attributable to owners of parent  |   |   |                                     |  |           |  |                                      |                                  | 3,196            |
| Purchase of treasury shares  |   |   |                                     |  |           |  |                                      |                                  | (1)              |
| Disposal of treasury shares  |   |   |                                     |  |           |  |                                      |                                  | 11               |
| Capital increase of consolidated subsidiaries  |   |   |                                     |  |           |  |                                      |                                  | (21)             |
| Change in<br>ownership interest<br>of parent due to<br>transactions with<br>non-controlling<br>interests |   |   |                                     |  |           |  |                                      |                                  | 35               |
| Net changes in items other than shareholders' equity   | 342   | 4   | -                                   | 216  | 327       | 890  | (10)                                 | 41                               | 921              |
| Total changes<br>during period   | 342   | 4   | -                                   | 216  | 327       | 890  | (10)                                 | 41                               | 4,141            |

|                          | Accumulated other comprehensive income                                |   |            |           |                    |         |           |                                  |                  |
|--------------------------|---|---|------------|-----------|--------------------|---------|-----------|----------------------------------|------------------|
|                          | Valuation<br>difference<br>on<br>available-<br>for-sale<br>securities | Deferred<br>gains or<br>losses on<br>hedges | I for land | l Foreign | defined<br>benefit | d other | on rights | Non-<br>controlling<br>interests | Total net assets |
| Balance at end of period | 250   | 2   | 8,835      | 804       | 1,307              | 11,201  | 26        | 1,766                            | 66,561           |

|   | Shareholders' equity |                    |                   |                 |                                   |  |  |
|---|----------------------|--------------------|-------------------|-----------------|-----------------------------------|--|--|
|   | Share capital        | Capital<br>surplus | Retained earnings | Treasury shares | Total<br>shareholde<br>rs' equity |  |  |
| Balance at beginning of period  | 23,344               | 13,462             | 17,690            | (930)           | 53,567                            |  |  |
| Changes during period   |                      |                    |                   |                 |                                   |  |  |
| Dividends of surplus  |                      |                    | (678)             |                 | (678)                             |  |  |
| Profit attributable to owners of parent   |                      |                    | 4,119             |                 | 4,119                             |  |  |
| Purchase of treasury shares   |                      |                    |                   | (312)           | (312)                             |  |  |
| Disposal of treasury shares   |                      | (324)              |                   | 650             | 325                               |  |  |
| Capital increase of consolidated subsidiaries   |                      |                    |                   |                 | -                                 |  |  |
| Change in ownership interest of parent due to transactions with non-controlling interests |                      | 2                  |                   |                 | 2                                 |  |  |
| Net changes in items other than shareholders' equity                                      |                      |                    |                   |                 |                                   |  |  |
| Total changes<br>during period  | -                    | (322)              | 3,440             | 338             | 3,456                             |  |  |
| Balance at end of period  | 23,344               | 13,139             | 21,131            | (591)           | 57,023                            |  |  |

|   | Accumulated other comprehensive income                                |   |                                     |  |         |  |                                      |                                  |                  |
|---|---|---|-------------------------------------|--|---------|--|--------------------------------------|----------------------------------|------------------|
|   | Valuation<br>difference<br>on<br>available-<br>for-sale<br>securities | Deferred<br>gains or<br>losses on<br>hedges | Revaluatio<br>n reserve<br>for land | Foreign<br>currency<br>translation<br>adjustment | defined | Total accumulate d other comprehen sive income | Subscripti<br>on rights<br>to shares | Non-<br>controlling<br>interests | Total net assets |
| Balance at beginning of period  | 250   | 2   | 8,835                               | 804  | 1,307   | 11,201   | 26                                   | 1,766                            | 66,561           |
| Changes during period   |   |   |                                     |  |         |  |                                      |                                  |                  |
| Dividends of surplus  |   |   |                                     |  |         |  |                                      |                                  | (678)            |
| Profit attributable to owners of parent   |   |   |                                     |  |         |  |                                      |                                  | 4,119            |
| Purchase of treasury shares   |   |   |                                     |  |         |  |                                      |                                  | (312)            |
| Disposal of treasury shares   |   |   |                                     |  |         |  |                                      |                                  | 325              |
| Capital increase of consolidated subsidiaries   |   |   |                                     |  |         |  |                                      |                                  | -                |
| Change in ownership interest of parent due to transactions with non-controlling interests |   |   |                                     |  |         |  |                                      |                                  | 2                |
| Net changes in items other than shareholders' equity                                      | 231   | 5   | -                                   | 337  | (797)   | (222)  | (13)                                 | 2,564                            | 2,327            |
| Total changes<br>during period  | 231   | 5   | -                                   | 337  | (797)   | (222)  | (13)                                 | 2,564                            | 5,784            |
| Balance at end of   | 482   | 8   | 8,835                               | 1,142  | 510     | 10,978   | 12                                   | 4,330                            | 72,345           |

|        |   | Accumula                                    | ated other co | omprehensi | ve income          |         |           |                                  |                     |
|--------|---|---|---------------|------------|--------------------|---------|-----------|----------------------------------|---------------------|
|        | Valuation<br>difference<br>on<br>available-<br>for-sale<br>securities | Deferred<br>gains or<br>losses on<br>hedges | I for land    | Foreign    | defined<br>benefit | d other | on rights | Non-<br>controlling<br>interests | Total net<br>assets |
| period |   |   |               |            |                    |         |           |                                  |                     |

Net cash provided by (used in) investing activities

|  |  | (Million yen)                              |
|--|--|--|
|  | For the fiscal year ended December 31,2021 | For the fiscal year ended December 31,2022 |
| Cash flows from operating activities   |  |  |
| Profit before income taxes   | 4,366                                      | 5,257                                      |
| Depreciation   | 6,563                                      | 6,103                                      |
| Impairment losses  | 115  | 1,734                                      |
| Amortization of goodwill   | 2  | 2  |
| Increase (decrease) in retirement benefit liability  | (241)                                      | 310  |
| Loss (gain) on sale of investment securities   | (4)  | 7  |
| Interest and dividend income   | (300)                                      | (293)                                      |
| Interest expenses  | 551  | 665  |
| Foreign exchange losses (gains)  | (144)                                      | (127)                                      |
| Loss (gain) on sale of property, plant and equipment and intangible assets                     | 209  | 86   |
| Loss (gain) on change in equity  | -  | (2,544)                                    |
| Gain on bargain purchase   | -  | (153)                                      |
| Loss (gain) on step acquisitions   | -  | (551)                                      |
| Decrease (increase) in trade receivables   | 423  | (5,166)                                    |
| Decrease (increase) in inventories   | 2,418                                      | (11,444)                                   |
| Increase (decrease) in trade payables  | 2,111                                      | 5,455                                      |
| Other, net   | (690)                                      | (1,473)                                    |
| Subtotal   | 15,380                                     | (2,131)                                    |
| Interest and dividends received  | 307  | 293  |
| Interest paid  | (546)                                      | (656)                                      |
| Income taxes paid  | (907)                                      | (881)                                      |
| Net cash provided by (used in) operating activities  | 14,233                                     | (3,375)                                    |
| Cash flows from investing activities   |  |  |
| Purchase of property, plant and equipment and intangible assets                                | (4,646)                                    | (4,800)                                    |
| Proceeds from sale of property, plant and equipment and intangible assets                      | 816  | 450  |
| Purchase of investment securities  | (0)  | (360)                                      |
| Proceeds from sale of investment securities  | 21   | 45   |
| Decrease (increase) in loans receivable  | 1,624                                      | 6  |
| Decrease (increase) in time deposits   | (14)                                       | (0)  |
| Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation | -  | 1,573                                      |
| Other, net   | 161  | 100  |

(2,984)

(2,039)

|  |  | (Million yen)                              |
|--|--|--|
|  | For the fiscal year ended December 31,2021 | For the fiscal year ended December 31,2022 |
| Cash flows from financing activities                         |  |  |
| Net increase (decrease) in short-term borrowings             | (6,342)                                    | 723  |
| Proceeds from long-term loans payable                        | 7,360                                      | 10,015                                     |
| Repayments of long-term loans payable                        | (8,060)                                    | (7,078)                                    |
| Proceeds from sale and leaseback transactions                | 755  | 810  |
| Repayments of lease obligations                              | (2,059)                                    | (1,753)                                    |
| Purchase of treasury shares                                  | (1)  | (312)                                      |
| Dividends paid   | (1)  | (679)                                      |
| Dividends paid to non-controlling interests                  | (4)  | (4)  |
| Proceeds from share issuance to non-controlling shareholders | 16   | -  |
| Proceeds from sale of treasury shares                        | -  | 312  |
| Net cash provided by (used in) financing activities          | (8,338)                                    | 2,033                                      |
| Effect of exchange rate change on cash and cash equivalents  | 191  | 225  |
| Net increase (decrease) in cash and cash equivalents         | 4,048                                      | (4,101)                                    |
| Cash and cash equivalents at beginning of period             | 10,752                                     | 14,800                                     |
| Cash and cash equivalents at end of period                   | 14,800                                     | 10,699                                     |

Total assets

|                                       |                        | (Million yen)          |
|---------------------------------------|------------------------|------------------------|
|                                       | As of December 31,2021 | As of December 31,2022 |
| Assets                                |                        |                        |
| Current assets                        |                        |                        |
| Cash and deposits                     | 8,956                  | 3,579                  |
| Notes receivable - trade              | 2,593                  | 3,564                  |
| Accounts receivable - trade           | 22,817                 | 31,107                 |
| Contract assets                       | -                      | 11                     |
| Merchandise and finished goods        | 15,872                 | 21,808                 |
| Work in process                       | 64                     | 3                      |
| Raw materials and supplies            | 221                    | 229                    |
| Advance payments to suppliers         | 238                    | 356                    |
| Prepaid expenses                      | 342                    | 375                    |
| Short-term loans receivable           | 8,777                  | 10,202                 |
| Other                                 | 3,849                  | 4,604                  |
| Allowance for doubtful accounts       | (92)                   | (4                     |
| Total current assets                  | 63,640                 | 75,838                 |
| Non-current assets                    |                        |                        |
| Property, plant and equipment         |                        |                        |
| Buildings, net                        | 4,940                  | 4,852                  |
| Structures, net                       | 521                    | 501                    |
| Machinery and equipment, net          | 1,507                  | 1,391                  |
| Vehicles, net                         | 2                      | 1                      |
| Tools, furniture and fixtures, net    | 740                    | 434                    |
| Land                                  | 17,636                 | 17,636                 |
| Leased assets, net                    | 339                    | 388                    |
| Construction in progress              | 81                     | 260                    |
| Total property, plant and equipment   | 25,768                 | 25,465                 |
| Intangible assets                     |                        | ·                      |
| Leasehold interests in land           | 85                     | 83                     |
| Software                              | 402                    | 413                    |
| Leased assets                         | 273                    | 659                    |
| Other                                 | 496                    | 95                     |
| Total intangible assets               | 1,257                  | 1,252                  |
| Investments and other assets          |                        | <u> </u>               |
| Investment securities                 | 4,924                  | 5,397                  |
| Shares of subsidiaries and associates | 18,273                 | 16,732                 |
| Investments in capital                | 95                     | 1,073                  |
| Long-term loans receivable            | 2,704                  | 2,542                  |
| Long-term prepaid expenses            | 305                    | 304                    |
| Prepaid pension costs                 | 1,393                  | 1,802                  |
| Deferred tax assets                   | 691                    | 576                    |
| Other                                 | 315                    | 314                    |
| Allowance for doubtful accounts       | (9)                    | (277                   |
| Allowance for investment loss         | (825)                  | (724                   |
| Total investments and other assets    | 27,869                 | 27,741                 |
| Total non-current assets              | 54,895                 | 54,459                 |

118,536

130,297

|   | As of December 31,2021 | As of December 31,2022 |  |
|---|------------------------|------------------------|--|
| Liabilities   |                        |                        |  |
| Current liabilities   |                        |                        |  |
| Notes payable - trade   | 3,858                  | 914                    |  |
| Electronically recorded obligations - operating               | 9,705                  | 11,265                 |  |
| Accounts payable - trade                                      | 17,811                 | 25,086                 |  |
| Short-term loans payable                                      | 6,000                  | 8,700                  |  |
| Current portion of long-term loans payable                    | 3,694                  | 9,914                  |  |
| Lease obligations   | 234                    | 353                    |  |
| Accounts payable - other                                      | 840                    | 590                    |  |
| Accrued expenses  | 1,490                  | 1,807                  |  |
| Income taxes payable  | 176                    | 224                    |  |
| Advances received   | 410                    | 10                     |  |
| Deposits received   | 157                    | 147                    |  |
| Provision for bonuses   | 90                     | 106                    |  |
| Other   | 189                    | 330                    |  |
| Total current liabilities                                     | 44,659                 | 59,450                 |  |
| Non-current liabilities                                       |                        |                        |  |
| Long-term loans payable                                       | 18,375                 | 15,571                 |  |
| Lease obligations   | 435                    | 797                    |  |
| Deferred tax liabilities for land revaluation                 | 3,368                  | 3,368                  |  |
| Provision for retirement benefits                             | 2,820                  | 2,853                  |  |
| Provision for share awards for directors (and other officers) | -                      | 18                     |  |
| Asset retirement obligations                                  | 574                    | 574                    |  |
| Long-term deposits received                                   | 511                    | 481                    |  |
| Other _   | 26                     | 23                     |  |
| Total non-current liabilities                                 | 26,111                 | 23,689                 |  |
| Total liabilities   | 70,770                 | 83,139                 |  |
| Net assets  |                        |                        |  |
| Shareholders' equity  |                        |                        |  |
| Share capital   | 23,344                 | 23,344                 |  |
| Capital surplus   |                        |                        |  |
| Legal capital surplus   | 11,554                 | 11,554                 |  |
| Other capital surplus   | 2,444                  | 2,119                  |  |
| Total capital surplus   | 13,999                 | 13,674                 |  |
| Retained earnings   |                        |                        |  |
| Other retained earnings                                       |                        |                        |  |
| Retained earnings brought forward                             | 3,887                  | 3,049                  |  |
| Total retained earnings                                       | 3,887                  | 3,049                  |  |
| Treasury shares   | (930)                  | (591)                  |  |
| Total shareholders' equity                                    | 40,301                 | 39,476                 |  |
| Valuation and translation adjustments                         |                        |                        |  |
| Valuation difference on available-for-sale securities         | 262                    | 493                    |  |
| Revaluation reserve for land                                  | 7,174                  | 7,174                  |  |
| Total valuation and translation adjustments                   | 7,437                  | 7,668                  |  |
| Subscription rights to shares                                 | 26                     | 12                     |  |
| Total net assets  | 47,766                 | 47,157                 |  |
| Total liabilities and net assets                              | 118,536                | 130,297                |  |
|   | 110,550                | 100,207                |  |

|  |  | (Million yen)                              |
|--|--|--|
|  | For the fiscal year ended December 31,2021 | For the fiscal year ended December 31,2022 |
| Net sales  | 91,792                                     | 97,467                                     |
| Cost of sales  | 79,624                                     | 85,728                                     |
| Gross profit   | 12,168                                     | 11,739                                     |
| Selling, general and administrative expenses                               | 11,314                                     | 12,578                                     |
| Operating profit (loss)  | 854  | (839)                                      |
| Non-operating income   |  |  |
| Interest income  | 293  | 256  |
| Dividend income  | 2,113                                      | 1,180                                      |
| Rental income  | 1,227                                      | 1,016                                      |
| Reversal of allowance for doubtful accounts                                | -  | 89   |
| Settlement received  | 373  | -  |
| Other  | 623  | 967  |
| Total non-operating income   | 4,631                                      | 3,509                                      |
| Non-operating expenses   |  |  |
| Interest expenses  | 194  | 216  |
| Sales discounts  | 41   | -  |
| Rental expenses  | 1,133                                      | 973  |
| Other  | 291  | 202  |
| Total non-operating expenses   | 1,661                                      | 1,392                                      |
| Ordinary profit  | 3,825                                      | 1,277                                      |
| Extraordinary income   |  |  |
| Gain on sale of non-current assets   | 18   | 19   |
| Gain on sale of investment securities                                      | 4  | -  |
| Gain on liquidation of subsidiaries and associates                         | -  | 7  |
| Other  | -  | 0  |
| Total extraordinary income   | 23   | 27   |
| Extraordinary losses   |  |  |
| Loss on sale and retirement of non-current assets                          | 70   | 84   |
| Loss on valuation of shares of subsidiaries and associates                 | -  | 1,179                                      |
| Loss on valuation of investments in capital of subsidiaries and associates | 493  | -  |
| Loss on sale of investment securities                                      | 0  | 7  |
| Loss on liquidation of subsidiaries and associates                         | -  | 93   |
| Provision of allowance for doubtful accounts                               |  | 269  |
| Total extraordinary losses   | 564  | 1,633                                      |
| Profit (loss) before income taxes  | 3,284                                      | (328)                                      |
| Income taxes - current   | 70   | (185)                                      |
| Income taxes - deferred  | 288  | 17   |
| Total income taxes   | 359  | (167)                                      |
| Profit (loss)  | 2,924                                      | (160)                                      |

|  | Shareholders' equity |                             |                             |                          |   |                               |                    |                                   |
|--|----------------------|-----------------------------|-----------------------------|--------------------------|---|-------------------------------|--------------------|-----------------------------------|
|  |                      | Capital surplus             |                             |                          | Retained earnings   |                               |                    |                                   |
|  | Share<br>capital     | Legal<br>capital<br>surplus | Other<br>capital<br>surplus | Total capital<br>surplus | Other<br>retained<br>earnings<br>Retained<br>earnings<br>brought<br>forward | Total<br>retained<br>earnings | Treasury<br>shares | Total<br>shareholders<br>' equity |
| Balance at beginning of period                       | 23,344               | 11,554                      | 2,445                       | 14,000                   | 962   | 962                           | (941)              | 37,367                            |
| Changes during period                                |                      |                             |                             |                          |   |                               |                    |                                   |
| Dividends of surplus                                 |                      |                             |                             |                          |   |                               |                    | -                                 |
| Loss   |                      |                             |                             |                          | 2,924   | 2,924                         |                    | 2,924                             |
| Purchase of treasury shares                          |                      |                             |                             |                          |   |                               | (1)                | (1)                               |
| Disposal of treasury shares                          |                      |                             | (0)                         | (0)                      |   |                               | 11                 | 11                                |
| Net changes in items other than shareholders' equity |                      |                             |                             |                          |   |                               |                    |                                   |
| Total changes during period                          | -                    | -                           | (0)                         | (0)                      | 2,924   | 2,924                         | 10                 | 2,934                             |
| Balance at end of period                             | 23,344               | 11,554                      | 2,444                       | 13,999                   | 3,887   | 3,887                         | (930)              | 40,301                            |

|  | Valuation ar  | nd translation                     |   |                                      |                  |  |
|--|---|------------------------------------|---|--------------------------------------|------------------|--|
|  | Valuation<br>difference<br>on<br>available-<br>for-sale<br>securities | Revaluation<br>reserve for<br>land | Total<br>valuation<br>and<br>translation<br>adjustments | Subscriptio<br>n rights to<br>shares | Total net assets |  |
| Balance at beginning of period                       | (90)  | 7,174                              | 7,084   | 37                                   | 44,489           |  |
| Changes during period                                |   |                                    |   |                                      |                  |  |
| Dividends of surplus                                 |   |                                    |   |                                      | 1                |  |
| Loss   |   |                                    |   |                                      | 2,924            |  |
| Purchase of treasury shares                          |   |                                    |   |                                      | (1)              |  |
| Disposal of treasury shares                          |   |                                    |   |                                      | 11               |  |
| Net changes in items other than shareholders' equity | 353   | -                                  | 353   | (10)                                 | 342              |  |
| Total changes<br>during period                       | 353   | -                                  | 353   | (10)                                 | 3,276            |  |
| Balance at end of period                             | 262   | 7,174                              | 7,437   | 26                                   | 47,766           |  |

|  | Shareholders' equity |                             |                             |                       |   |                               |                    |                                   |
|--|----------------------|-----------------------------|-----------------------------|-----------------------|---|-------------------------------|--------------------|-----------------------------------|
|  | Capital surplus      |                             |                             | Retained earnings     |   |                               |                    |                                   |
|  | Share<br>capital     | Legal<br>capital<br>surplus | Other<br>capital<br>surplus | Total capital surplus | Other<br>retained<br>earnings<br>Retained<br>earnings<br>brought<br>forward | Total<br>retained<br>earnings | Treasury<br>shares | Total<br>shareholders<br>' equity |
| Balance at beginning of period                       | 23,344               | 11,554                      | 2,444                       | 13,999                | 3,887   | 3,887                         | (930)              | 40,301                            |
| Changes during period                                |                      |                             |                             |                       |   |                               |                    |                                   |
| Dividends of surplus                                 |                      |                             |                             |                       | (678)   | (678)                         |                    | (678)                             |
| Loss   |                      |                             |                             |                       | (160)   | (160)                         |                    | (160)                             |
| Purchase of treasury shares                          |                      |                             |                             |                       |   |                               | (312)              | (312)                             |
| Disposal of treasury shares                          |                      |                             | (324)                       | (324)                 |   |                               | 650                | 325                               |
| Net changes in items other than shareholders' equity |                      |                             |                             |                       |   |                               |                    |                                   |
| Total changes during period                          | -                    | -                           | (324)                       | (324)                 | (838)   | (838)                         | 338                | (825)                             |
| Balance at end of period                             | 23,344               | 11,554                      | 2,119                       | 13,674                | 3,049   | 3,049                         | (591)              | 39,476                            |

|  | Valuation as  | nd translation                     | adjustments   |                                      |                  |
|--|---|------------------------------------|---|--------------------------------------|------------------|
|  | Valuation<br>difference<br>on<br>available-<br>for-sale<br>securities | Revaluation<br>reserve for<br>land | Total<br>valuation<br>and<br>translation<br>adjustments | Subscriptio<br>n rights to<br>shares | Total net assets |
| Balance at beginning of period                       | 262   | 7,174                              | 7,437   | 26                                   | 47,766           |
| Changes during period                                |   |                                    |   |                                      |                  |
| Dividends of surplus                                 |   |                                    |   |                                      | (678)            |
| Loss   |   |                                    |   |                                      | (160)            |
| Purchase of treasury shares                          |   |                                    |   |                                      | (312)            |
| Disposal of treasury shares                          |   |                                    |   |                                      | 325              |
| Net changes in items other than shareholders' equity | 230   | -                                  | 230   | (13)                                 | 216              |
| Total changes<br>during period                       | 230   | -                                  | 230   | (13)                                 | (608)            |
| Balance at end of period                             | 493   | 7,174                              | 7,668   | 12                                   | 47,157           |