

Translation

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Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)

May 14, 2026

Company name: F&M CO., Ltd.
Stock exchange listings: Tokyo Stock Exchange
Stock code: 4771
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Scheduled date for ordinary general meeting of shareholders: June 25, 2026
Scheduled date for dividend payment: June 26, 2026
Scheduled date for submission of securities report: June 24, 2026
Supplementary materials for financial summaries: Yes
Financial results briefing: Yes

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

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (from April 1, 2025 until March 31, 2026)

(1) Consolidated operating results

(Percentages indicate YoY changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Fiscal year ended March 31, 2026	20,807	21.9	3,858	42.0	3,900	42.3	2,825	55.7
March 31, 2025	17,066	14.8	2,716	27.7	2,741	27.9	1,814	12.7

(Note) Comprehensive income: Fiscal year ended March 2026: 2,816 million yen (54.7%), Fiscal year ended March 2025: 1,820 million yen (15.6%)

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary income to total assets ratio	Net sales Operating profit margin
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	191.02	-	19.7	20.6	18.5
March 31, 2025	123.40	-	14.6	16.9	15.9

(Reference) Investment profit (loss) on equity method Fiscal year ended March 2026 - million yen Fiscal year ended March 2025 - million yen

(2) Consolidated financial positions

	Total assets	Equity	Equity to total assets ratio	Net assets per share
As of	Million yen	Million yen	%	Yen
March 31, 2026	20,642	15,423	74.7	1,042.65
March 31, 2025	17,305	13,213	76.4	893.25

(Reference) Owner's equity Fiscal year ended March 2026: 15,423 million yen Fiscal year ended March 2025: 13,213 million yen

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and equivalents, end of period
Fiscal year ended	Million yen	Million yen	Million yen	Million yen
March 31, 2026	5,197	(3,685)	(606)	6,740
March 31, 2025	3,743	(2,906)	(225)	5,834

2. Cash dividends

	Annual dividends per share					Total dividends (aggregate)	Payout ratio (Consolidated)	Ratio of dividends to net assets (consolidated)
	End of first quarter	End of second quarter	End of third quarter	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
Fiscal year ended March 31, 2025	-	20.00	-	20.00	40.00	591	32.4	4.7
Fiscal year ended March 31, 2026	-	21.00	-	30.00	51.00	754	26.7	5.3
Fiscal year ended March 31, 2027 (Forecast)	-	30.00	-	30.00	60.00		30.9	

3. Consolidated Earnings Forecasts for the Fiscal Year Ending March 31, 2027 (from April 1, 2026 until March 31, 2027)

(Percentages indicate YoY changes)

	Net sales		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 ended September 30, 2026	10,477	17.0	1,159	23.7	1,180	23.1	808	24.8	54.68
Fiscal year ended March 31, 2027	24,694	18.7	4,156	7.7	4,197	7.6	2,875	1.7	194.39

* Notes

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

Newly included: - companies (company names), Excluded: - companies (company names)

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

(i) Changes in accounting policies due to revisions of accounting standards: None

(ii) Changes in accounting policies other than (i): None

(iii) Changes in accounting estimates : None

(iv) Retrospective restatement : None

(3) Number of shares issued (common stock)

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

As of March 31, 2026	15,714,400 shares
As of March 31, 2025	15,714,400 shares

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

As of March 31, 2026	921,897 shares
As of March 31, 2025	921,831 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2026	14,792,516 shares
Fiscal year ended March 31, 2025	14,703,254 shares

(Reference) Summary of Non-consolidated Results

1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 until March 31, 2026)

(1) Non-consolidated operating results

(Percentages indicate YoY changes)

	Net sales		Operating profit		Ordinary profit		Net income	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Fiscal year ended March 31, 2026	20,408	21.5	4,080	41.6	4,117	41.8	3,033	51.7
March 31, 2025	16,797	14.7	2,881	34.1	2,902	34.3	1,999	20.2
	Basic earnings per share		Diluted earnings per share					
Fiscal year ended	Yen		Yen					
March 31, 2026	205.10		-					
March 31, 2025	136.01		-					

(2) Non-consolidated financial positions

	Total assets	Equity	Equity to total assets ratio	Net assets per share
As of	Million yen	Million yen	%	Yen
March 31, 2026	21,178	16,229	76.6	1,097.15
March 31, 2025	17,881	13,811	77.2	933.67

(Reference) Owner's equity March 2026 term 16,229 million yen March 2025 term 13,811 million yen

Reason for differences from previous fiscal year's actual results for non-consolidated performance

During the fiscal year, the number of members in each business segment remained steady. In addition, cost reduction was achieved through measures such as streamlining operations using AI and controlling personnel expenses and outsourcing costs. As a result, there were differences between the previous fiscal year's and the current fiscal year's results for net sales, operating profit, ordinary profit, and net income.

* Financial results reports are not subject to audits by certified public accountants or audit corporations.

* Notes on the appropriate use of forecasts and other special items

(Cautionary Statement Regarding Forward-Looking Statements)

The forward-looking statements such as performance forecasts contained in this document are based on information currently available to the Company and certain assumptions deemed reasonable, and are not intended as a guarantee of their achievement.

Actual results may differ significantly due to various factors. For the conditions underlying the forecasts and important notes regarding the use of these forecasts, please refer to the attached materials on P.5, "1. Overview of Operating Results, etc. (4) Future Outlook."

(Regarding the availability of supplementary financial results materials and the holding of the financial results briefing)

The supplementary financial results materials are scheduled to be posted on our website on Friday, May 15, 2026.

In addition, the Company plans to hold a briefing session for analysts on Friday, May 15, 2026.

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1. Overview of Operating Results, etc.

(1) Overview of operating results for the period

During the consolidated fiscal year, the Japanese economy continued to face uncertainty in the external environment, such as the prolonged geopolitical risks and the resurgence of trade pressures from the new U.S. administration. Domestically, following the conclusion of the Osaka-Kansai Expo, full-scale initiatives began for smart city concepts and redevelopment projects utilizing its legacy, with infrastructure investment being recognized as a support for the economy. In the industrial sector, while rising personnel expenses due to labor shortages put pressure on profits, generative AI shifted from the "introduction" phase to the "contribution to earnings" phase. Not only did it improve operational efficiency, but companies that achieved autonomous decision-making and higher added value through AI became increasingly prominent, leading to clearer industry restructuring and polarization of competitiveness. In terms of personal consumption, although continuous wage increases were implemented, rising mortgage rates due to an additional interest rate hike in December and persistently high import prices caused by the ongoing yen depreciation put pressure on household finances. As a result, consumers increasingly prioritized "perceived value" in their purchasing behavior, thoroughly curbing unnecessary spending while not hesitating to invest in self-improvement and well-being, leading to the complete establishment of "selective spending." Regarding the financial environment, the Bank of Japan's normalization of monetary policy ushered in a full-fledged era of "a world with interest rates," making corporate fundraising strategies and the strengthening of financial structures important indicators for evaluating the sustainability of management throughout the year.

Under these economic conditions, our group has been working to increase the number of members in our core businesses, expand the content of our services, and improve operational efficiency.

As a result, the operating results for the fiscal year ended March 31, 2026 were as follows: Net sales were 20,807 million yen (up 21.9% YoY), operating profit was 3,858 million yen (up 42.0% YoY), ordinary profit was 3,900 million yen (up 42.3% YoY), and profit attributable to owners of parent was 2,825 million yen (up 55.7% YoY).

The operating results by segment are as follows.

(i) Accounting Services Segment

The accounting services segment provides bookkeeping and other accounting services mainly to sole proprietors, such as life insurance sales representatives, and small businesses. In this business, we secured sales opportunities by expanding participation in training sessions for new employees, which are held from time to time by each life insurance company, the four major life insurance companies, which had been our main focus, to mid-sized and foreign life insurance companies. In addition, we enhanced our tech touch initiatives using our app by adding tutorial functions for onboarding, sending notifications to existing users regarding regularly occurring but yet-to-be-received documents, and providing information on hometown tax donations. As a result, the number of accounting service members at the end of the fiscal year (March 31, 2026) was 113,502 (an increase of 11,226 compared to the end of the previous fiscal year).

As a result, net sales in the Accounting Services segment for the fiscal year ended March 31, 2026 were 5,504 million yen (up 11.8% YoY), and operating profit was 1,873 million yen (up 16.3% YoY).

(ii) Consulting Segment

The consulting segment includes the "F&M Club," a support service for administrative departments of medium-sized and small enterprises, support for obtaining ISO and Privacy Mark certifications, assistance with subsidy application processes such as "Manufacturing Subsidies" and "Growth Investment Subsidies for Medium and Small Enterprises," support for formulating business improvement plans to enhance cash flow, and services such as dispatching training instructors.

On June 12, 2025, we launched the "Hojo Search" subsidies search website for F&M Club members, and in July, for financial institutions. "Hojo Search" comprehensively databases a wide range of support programs, from large-scale national subsidies to small-scale, region-specific grants. The site monitors official websites nationwide 24 hours a day, promptly reflecting the latest information such as the start of subsidy and grant applications, deadline extensions, and changes in requirements. In addition, users are notified by email or app push notifications of information that matches their registered My Page or saved search criteria.

With regard to the "F&M Club," as of the end of March 2026, we have formed partnerships with 234 financial institutions, and are working to strengthen business opportunities. In addition to sharing successful collaboration cases and holding study sessions as before, we are focusing on deeper information sharing and the creation of new projects tailored to the circumstances of each financial institution, in response to environmental changes such as rising interest rates.

In addition, services such as recruitment support including job posting revisions to enhance recruitment competitiveness, improvement of the working environment through the establishment of labor management systems, support for the formulation of personnel evaluation systems to improve retention rates and performance after hiring, and analysis of cash flows related to

capital and human investments have met the needs of small and medium-sized business owners and contributed to an increase in new members.

As a result, the number of F&M Club member companies at the end of the fiscal year (March 31, 2026) was 14,817 (an increase of 1,112 companies compared to the end of the previous fiscal year).

Regarding support for obtaining ISO and Privacy Mark certifications, orders for HACCP and FSSC22000 increased due to the promotion of overseas exports in the food manufacturing industry. In addition, there was an increase in demand for ISO27001 and Privacy Mark compliance in response to the strengthening of information security, and we focused on meeting these strong needs.

Regarding support for subsidy application, including "Monozukuri Subsidies (Monozukuri, Commerce, and Service Productivity Improvement Subsidies)" and "Medium and Small Enterprise Growth Investment Subsidies (Large-scale Growth Investment Subsidies for Labor-saving, etc. to Promote Wage Increases for Medium and Small Enterprises)", we have also started providing support for the "New Business Entry Subsidies (Subsidies to Promote New Business Entry for Small and Medium Enterprises)", for which applications began in April 2025, and the "SME Growth Acceleration Subsidies", for which applications began in May of the same year. In addition, for the "SME Labor-saving Investment Subsidies (General Type)", which we are focusing on, the cumulative adoption rate up to the fourth round of applications has reached 92.6%, maintaining a high level of performance. It should be noted that sales related to subsidies for which adoption results are announced in April 2026 will be recorded in the first quarter of the following consolidated fiscal year.

Subsidies name	Number of times	Announcement of Selection Results	Number of applications	Number of adoptions
Monozukuri Subsidies	19th	July 28, 2025	168 cases	77 cases
	20th	October 27, 2025	65 cases	31 cases
	21st	January 23, 2026	45 cases	25 cases
	22nd	April 30, 2026	22 cases	13 cases
Business Restructuring Subsidies	13th	June 30, 2025	89 cases	36 cases
Growth Investment Subsidies for Medium and Small Enterprises	3rd	June 30, 2025	6 cases	2 cases
	4th	October 10, 2025	14 cases	12 cases
	5th	Around late May 2026	17 cases	Pending announcement
Subsidies for Accelerating the Growth of Small and Medium-sized Enterprises	1st	September 19, 2025	48 cases	12 cases
	2nd	From late July 2026 onward	72 cases	Pending announcement
New Business Entry Subsidies	1st	October 1, 2025	74 cases	38 cases
	2nd	March 31, 2026	69 cases	39 cases
	3rd	Around early July 2026	22 cases	Pending announcement
Subsidies for Labor-Saving Investment for Small and Medium-Sized Enterprises (General Type)	1st	June 16, 2025	15 cases	15 cases
	2nd	August 8, 2025	7 cases	6 cases
	3rd	November 28, 2025	45 cases	43 cases
	4th	March 6, 2026	96 cases	87 cases
	5th	Early June 2026	86 cases	Pending announcement

*As of April 30, 2026.

In addition to supporting the formulation of business improvement plans for cash flow improvement by utilizing the 405 Project (Business Improvement Plan Formulation Support Project), which subsidizes the cost of preparing such plans, we are also focusing on refinancing support that does not use the 405 Project, placing emphasis on speed. Through these efforts, we are able to respond quickly to customers' urgent needs and are working to more effectively support the financial improvement of small and medium-sized enterprises.

Regarding the training instructor dispatch service, which sends instructors with specialized knowledge and experience to provide training for corporate employees, we have strengthened our efforts from the first quarter of the consolidated fiscal year. In the current consolidated fiscal year, we conducted training for 3,079 companies, mainly member companies of the F&M Club.

As a result, net sales in the Consulting segment for the fiscal year ended March 31, 202 were 8,192 million yen (up 23.8% YoY), and operating profit was 2,592 million yen (up 55.9% YoY).

(iii) Business Solutions Segment

The Business Solutions segment provides consulting services for professionals, as well as IT solutions for both corporations and professionals.

Consulting services for professionals include initiatives such as the "Council for the Promotion of Certified Support Organizations," which supports the enhancement of capabilities at certified support organizations such as tax accountant and certified public accountant offices. Ongoing needs for supporting small and medium-sized enterprises, which are clients of tax accountants and certified public accountants, as well as for improving the productivity of their own offices, have led to the securing of business opportunities. In particular, the hosting of "Generative AI Study Sessions" and the provision of "Generative AI Prompts" for tax accountant and certified public accountant offices have contributed to steady growth in membership in the AI Study Group.

As a result, the number of members of organizations such as the 'Council for Promotion of Certified Support Organizations' at the end of the fiscal year (March 31, 2026) was 2,095 offices (an increase of 381 offices compared to the end of the previous fiscal year).

Provision of IT solutions for corporations and professional firms includes sales of the HR and labor management cloud software series "Office Station."

The Social Insurance and Labor Consultant Office Market held the "Sharo-shi DX HEROS 2025" event on March 4, 2026.

Lectures were given on themes such as "Sharing case studies of offices active in the social insurance and labor consultant industry" and "Use cases of generative AI." For corporate clients, we continued to exhibit at trade shows to increase awareness that the "Office Station" series is a product that can solve HR and labor issues for companies, as well as to create new business opportunities.

As measures to increase sales, we focused on increasing the number of employees using our services per company by activating customer success, as well as emphasizing cross-selling initiatives. By strengthening the collaboration between field sales and customer success, we worked to shorten lead times and improve the closing rate.

For existing users, we strengthened onboarding to ensure smooth system implementation and enhanced our support desk to resolve any questions promptly.

As a result, as of the end of the fiscal year (March 31, 2026), the number of companies using the "Office Station" series, including the free "Office Station Labor Lite," reached 52,669 (an increase of 8,807 companies compared to the end of the previous fiscal year), and the number of professional firms reached 3,666 (an increase of 339 firms compared to the previous fiscal year-end).

As a result, net sales in the Business Solutions segment for the fiscal year ended March 31, 2026 were 6,524 million yen (up 28.7% YoY), and operating profit was 848 million yen (up 26.4% YoY).

(iv) Real Estate Leasing Segment

The real estate leasing segment recorded stable income from leaseNet sales of office buildings owned by the Company. Net sales for the fiscal year ended March 31, 2026 were 108 million yen (0.2% decrease YoY), and operating profit was 27 million yen (5.3% decrease YoY).

(v) System Development Segment

The system development segment consists mainly of the system development operations of the consolidated subsidiary F&M Net Co., Ltd. At F&M Net, the majority of development was for internal group use, such as products sold by F&M, with a focus on the "Office Station" series.

As a result, net sales in the system development segment for the fiscal year ended March 31, 2026 were 418 million yen (an increase of 45.8% YoY), and operating loss was 0 million yen (compared to an operating profit of 39 million yen in the previous fiscal year).

(vi) Others

Others include the headquarters operation and franchise guidance business of computer classes. In the headquarters operation and franchise guidance business of computer classes, we worked to improve the retention rate by strengthening proactive counseling for students and support for obtaining qualifications.

As a result, net sales in other segments for the fiscal year ended March 31, 2026 were 58 million yen (up 0.3% YoY), and operating profit was 6 million yen (up 27.6% YoY).

(2) Overview of the financial position for the period

(i) Assets

At the end of the current consolidated fiscal year, current assets amounted to 8,736 million yen, an increase of 1,466 million yen compared to the end of the previous consolidated fiscal year. This was mainly due to an increase of 905 million yen in cash and deposits, and an increase of 520 million yen in accounts receivable - trade, and contract assets.

Non-current assets amounted to 11,906 million yen, an increase of 1,869 million yen compared to the end of the previous fiscal year. This was mainly due to an increase of 1,461 million yen in software, 144 million yen in other (intangible assets), and 224 million yen in deferred tax assets.

As a result, total assets amounted to 20,642 million yen, an increase of 3,336 million yen compared to the end of the previous consolidated fiscal year.

(ii) Liabilities

Current liabilities at the end of the fiscal year amounted to 5,037 million yen, an increase of 1,105 million yen compared to the end of the previous fiscal year. This was mainly due to increases in contract liabilities of 224 million yen, income taxes payable of 230 million yen, provision for bonuses of 351 million yen, and other current liabilities of 298 million yen.

Non-current liabilities amounted to 1,080 million yen, an increase of 21 million yen compared to the end of the previous consolidated fiscal year. This was mainly due to an increase of 21 million yen in retirement benefit liability.

As a result, total liabilities amounted to 5,218 million yen, an increase of 1,126 million yen compared to the end of the previous fiscal year.

(iii) Net assets

At the end of the fiscal year, total net assets amounted to 15,423 million yen, an increase of 2,209 million yen compared to the end of the previous fiscal year. This was mainly due to the recording of 2,825 million yen in profit attributable to owners of parent, while 606 million yen in dividends of surplus was also recorded.

As a result, the equity to total assets ratio was 74.7% (76.4% at the end of the previous fiscal year).

There are currently no plans for any significant capital expenditures or related financing.

(3) Overview of Cash Flows for the Period

Cash and cash equivalents (hereinafter referred to as "funds") at the end of the fiscal year increased by 905 million yen (up 15.5% YoY) compared to the end of the previous fiscal year, reaching 6,740 million yen.

The cash flows at the end of the fiscal year and their factors are as follows.

(Cash flows from operating activities)

As a result of operating activities, funds obtained amounted to 5,197 million yen (up 38.8% YoY). This was mainly due to income before income taxes of 3,901 million yen, depreciation of 2,044 million yen, an increase in provision for bonuses of 351 million yen, and an increase in other current liabilities of 444 million yen. On the other hand, there were factors such as an increase in accounts receivable of 573 million yen and payment of income taxes of 1,076 million yen.

(Cash flows from investing activities)

As a result of investing activities, funds used amounted to 3,685 million yen (an increase of 26.8% YoY). This was mainly due to purchase of property, plant and equipment of 224 million yen, purchase of intangible assets of 3,417 million yen, and purchase of investment securities of 100 million yen, while there were also proceeds from redemption of securities of 100 million yen.

(Cash flows from financing activities)

As a result of financing activities, funds used amounted to 606 million yen (up 169.3% YoY). This was mainly due to dividend payments of 606 million yen, among other factors.

(4) Future Outlook

For the fiscal year ending March 2027, we plan to continue the trend of a heavier weighting in the second half. This is due to the following factors in each segment.

(Accounting Services Segment)

As in previous years, demand is expected to increase toward the end of the fiscal year.

(Consulting Segment)

Recruitment activities are ongoing. As the number of sales personnel increases, the number of members rises and monthly usage fees accumulate.

(Business Solutions Segment)

Sales will be recorded in the second half of the year when the 2026 version is released, following the sale of 'Office Station Year-End Adjustment.' As the number of users increases, monthly usage fees will accumulate.

The outlook for other segments is as follows.

(Accounting Services Segment)

We will continue to focus on the stable increase in the number of members by deepening our existing channels, mainly through life insurance sales representatives. In our sales activities, we will secure new business opportunities by actively participating in training programs for new employees conducted by each life insurance company, and promote the introduction of online training to achieve more efficient training and increase the number of sessions. In addition, we aim to maximize results by organizing our structure according to customer share. Furthermore, in addition to initiatives to increase the number of members, we will prioritize improving the quality and speed of customer response. Moreover, we will conduct rapid analysis and countermeasures against competitors' trends to enhance our competitiveness in the market and establish a dominant position. For existing customers, we will continuously improve the UI/UX of our app that allows users to check their bookkeeping status, aiming to improve customer satisfaction by providing an intuitive and user-friendly service. We will also achieve efficient and personalized support by combining tech-touch measures for customer success with hands-on support from our staff. In addition, we will focus on improving the accuracy of AI-based automated journal entries and expanding the scope of process automation to enhance operational efficiency and reduce costs. Through these initiatives, we aim to enhance customer satisfaction, achieve sustainable growth, and establish a competitive advantage in the market by expanding our membership base.

(Consulting Segment)

As of the end of March 2026, the number of regional financial institutions with which we have business alliances reached 234 nationwide. By deepening relationships with our existing partner financial institutions, we are building a system that enables the stable supply of highly probable deals, and by standardizing our sales methods, we aim to improve our closing rate. In addition to promoting support for corporate back-office operations together with regional financial institutions, we will further strengthen our relationships to ensure that our group becomes the best partner for these institutions.

In approaching member companies, we will form teams at each branch that integrate the sales and follow-up departments, thereby establishing a seamless system from business negotiations to ongoing support. By integrating customer touchpoints, we will enhance our understanding of the management issues faced by member companies, further strengthen collaboration with regional financial institutions, and expand our comprehensive support infrastructure for small and medium-sized enterprises. For corporate members, we will promote the sharing of financial statements and other data with the aim of objectively and precisely identifying management issues, and focus on identifying management challenges and proposing solutions based on analyses by in-house financial experts. By increasing the acquisition rate of such financial information, we will accurately organize the essential issues faced by our clients and provide optimal solutions. Furthermore, specialized teams in each field, such as human resource development, financial structure improvement, and DX promotion of labor operations, will provide in-depth support tailored to customer issues, striving to improve customer satisfaction and contract renewal rates. Due to the recent labor shortage, companies are in a situation where they want employees to take more initiative in order to achieve results with limited personnel, and enhancing employee education has become an important factor for companies to reduce turnover rates. Therefore, we will actively promote our strengthened training instructor dispatch business and further enhance our support for human resource development, such as employee training and the establishment of personnel evaluation systems, to build a management structure in which all employees participate. In addition, as there continues to be strong demand for subsidies for small and medium-sized enterprises, we will further strengthen our service provision system to support as many companies as possible.

(Business Solutions Segment)

In the sales of the "Office Station" series, with the release of "Office Station Talent Management," we have expanded the products of the "Office Station" series from the labor management domain to the human resources domain. Going forward, we will promote operational improvements for users by adding AI functions to each product in the "Office Station" series. In addition to expanding our products, we aim to increase new lead acquisition and business opportunity creation by further enhancing advertising and promotional activities, raising brand awareness through ongoing digital marketing initiatives and active participation in exhibitions. Through these efforts, we will increase contact points with potential customers and create new business opportunities. Furthermore, by strengthening our alliance strategy and focusing on developing group companies, we aim to expand our sales channels and improve our competitiveness in the market. In addition, by enhancing onboarding support, we

will provide an environment where customers can smoothly introduce and utilize products, and by building an effective sales model, we will improve the productivity of our sales activities.

For existing users, we will proactively make proposals to increase usage opportunities and aim to improve ARPU (Average Net sales Per User) through expansion (expansion of existing contracts) and cross-selling (additional sales of related products and services). In addition, to enhance customer satisfaction, we will provide regular communication and prompt support, and work to improve retention rates. Through these efforts, we aim to build long-term customer relationships.

Furthermore, for professional service firms, we will strengthen our replacement proposal activities against competing products and support product sales to their clients, thereby deepening our relationship of trust as a business partner. Through these initiatives, we will support the operational efficiency of professional service firms and establish an environment that promotes mutual growth. Going forward, we will continue to balance new customer acquisition with deepening relationships with existing customers, aiming for the sustainable expansion of our business.

For the fiscal year ending March 2027, we are planning for both increased Net sales and profit. This plan is based on the steady growth in the number of users in our three main businesses, and we expect continued business growth. Specifically, we aim to further expand our business through the following initiatives.

In the consulting business, in addition to increasing the number of approaches to the 234 financial institutions with which we have partnerships, we will also work to further deepen our relationships with each of these institutions. Through these efforts, we expect to increase the number of projects generated from our partner financial institutions, and by enabling more efficient collaboration with each partner, we will establish a foundation for further enhancing our business results.

In the Business Solutions segment, we will enhance the "Office Station" series by adding AI functions, thereby developing a lineup that can meet more diverse needs. In addition, by engaging in advertising and promotional activities through participation in exhibitions, we aim to increase awareness of our services and promote the creation of new business opportunities. At the same time, we expect that increased exposure will contribute to improving the retention rate of existing customers. Through these activities, we will provide greater value to both existing and new customers, thereby driving the overall growth of our business.

We kindly ask for your continued support and expectations for the businesses we are developing.

2. Basic policy regarding the selection of accounting standards

Since our group does not conduct international business operations or fundraising, we prepare consolidated financial statements in accordance with Japanese standards.

3. Consolidated Financial Statements and Main Notes
(1) Consolidated Balance Sheet

(Unit: Thousands of yen)

	Previous fiscal year (March 31, 2025)	For the fiscal year (March 31, 2026)
Assets		
Current assets		
Cash and deposit	5,834,981	6,740,850
Accounts receivable - trade, and contract assets	1,123,744	1,644,323
Securities	99,955	100,000
Merchandise and finished goods	2,385	2,104
Work in process	405	53
Raw materials and supplies	7,236	5,733
Other	222,326	281,363
Allowance for doubtful accounts	(21,851)	(38,425)
Total current assets	7,269,183	8,736,003
Non-current assets		
Property, plant, and equipment		
Buildings and structures, net	1,277,163	1,285,577
Tools, furniture and fixtures, net	201,885	220,833
Land	1,281,627	1,281,627
Construction in progress	44,082	-
Total property, plant and equipment, net	2,804,758	2,788,037
Intangible assets		
Goodwill	12	8
Software	4,926,698	6,387,715
Other	344,371	489,128
Total intangible assets	5,271,082	6,876,853
Investment and other assets		
Investment securities	910,444	898,837
Deferred tax assets	391,721	615,767
Delinquent receivables	70,411	122,857
Guarantee deposits	145,076	153,432
Insurance funds	481,739	514,642
Other	22,067	20,501
Allowance for doubtful accounts	(60,772)	(84,818)
Total investment and other assets	1,960,688	2,241,220
Total non-current assets	10,036,530	11,906,110
Total assets	17,305,714	20,642,114

(Unit: Thousands of yen)

	Previous fiscal year (March 31, 2025)	For the fiscal year (March 31, 2026)
Liabilities		
Current liabilities		
Trade payables	10,212	9,521
Income taxes payable	662,567	893,023
Provision for bonuses	708,931	1,060,540
Contract liabilities	835,004	1,059,953
Other	1,715,790	2,014,727
Total current liabilities	3,932,506	5,037,767
Non-current liabilities		
Liabilities for retirement benefits	94,371	115,901
Negative goodwill	369	189
Other	64,932	64,812
Total non-current liabilities	159,673	180,903
Total liabilities	4,092,179	5,218,670
Net assets		
Shareholders' equity		
Share capital	989,650	989,650
Capital surplus	2,467,459	2,467,459
Retained earnings	9,938,502	12,157,719
Treasury shares	(223,659)	(223,828)
Total shareholders' equity	13,171,952	15,391,000
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	41,581	32,442
Total accumulated other comprehensive income	41,581	32,442
Total net assets	13,213,534	15,423,443
Total liabilities and net assets	17,305,714	20,642,114

(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income
(Consolidated Statement of Income)

(Unit: Thousands of yen)

	Previous fiscal year From April 1, 2024 Until March 31, 2025	For the fiscal year From April 1, 2025 Until March 31, 2026
Net sales	17,066,373	20,807,672
Cost of sales	5,474,204	6,733,387
Gross profit	11,592,168	14,074,285
Selling, general and administrative expenses	8,875,274	10,215,690
Operating profit	2,716,893	3,858,594
Non-operating income		
Interest income	4,621	19,367
Interest income on securities	12,492	13,630
Dividend income	1,164	1,248
Commission income	1,971	-
Subsidy income	861	2,279
Exclusion of dividend income	1,124	753
Other	2,714	4,512
Total non-operating income	24,949	41,790
Ordinary profit	2,741,843	3,900,385
Extraordinary income		
Gain on sale of non-current assets	669	82
Surrender value of insurance policies	861	2,152
Total extraordinary income	1,531	2,235
Extraordinary losses		
Loss on retirement of fixed assets	995	0
Loss on valuation of investment securities	-	1,000
Total extraordinary losses	995	1,000
Net income before income taxes	2,742,379	3,901,621
Income taxes - current	934,574	1,295,750
Income taxes - deferred	(6,532)	(219,840)
Total income taxes	928,041	1,075,910
Net income	1,814,337	2,825,711
Profit attributable to owners of parent	1,814,337	2,825,711

(Consolidated Statement of Comprehensive Income)

(Unit: Thousands of yen)

	Previous fiscal year From April 1, 2024 Until March 31, 2025	For the fiscal year From April 1, 2025 Until March 31, 2026
Net income	1,814,337	2,825,711
Other comprehensive income (loss), net of tax		
Valuation difference on available-for-sale securities	6,291	(9,139)
Other comprehensive income, net of tax	6,291	(9,139)
Comprehensive income	1,820,629	2,816,571
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,820,629	2,816,571

(3) Consolidated Statement of Changes in Equity

Previous fiscal year (from April 1, 2024 until March 31, 2025)

(Unit: Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	989,650	2,168,059	8,697,275	(272,059)	11,582,925
Changes during period					
Cash dividends	-	-	(573,110)	-	(573,110)
Profit attributable to owners of parent	-	-	1,814,337	-	1,814,337
Acquisitions of treasury shares	-	-	-	-	-
Treasury shares sold	-	299,400	-	48,400	347,800
Changes during period (net) for items other than shareholders' equity	-	-	-	-	-
Total changes during period	-	299,400	1,241,227	48,400	1,589,027
Balance at end of period	989,650	2,467,459	9,938,502	(223,659)	13,171,952

	Accumulated other comprehensive income	Total net assets
	Valuation difference on available-for-sale securities	
Balance at the beginning of the period	35,290	11,618,215
Changes during period		
Cash dividends	-	(573,110)
Profit attributable to owners of parent	-	1,814,337
Acquisitions of treasury shares	-	-
Treasury shares sold	-	347,800
Changes during period (net) for items other than shareholders' equity	6,291	6,291
Total changes during period	6,291	1,595,319
Balance at end of period	41,581	13,213,534

For the fiscal year ended March 31, 2026

(Unit: Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Beginning balance of the period	989,650	2,467,459	9,938,502	(223,659)	13,171,952
Changes during period					
Cash dividends	-	-	(606,493)	-	(606,493)
Profit attributable to owners of parent	-	-	2,825,711	-	2,825,711
Acquisitions of treasury shares	-	-	-	(169)	(169)
Treasury shares sold	-	-	-	-	-
Changes during period (net) for items other than shareholders' equity	-	-	-	-	-
Total changes during period	-	-	2,219,217	(169)	2,219,048
Balance at end of period	989,650	2,467,459	12,157,719	(223,828)	15,391,000

	Accumulated other comprehensive income	Total net assets
	Valuation difference on available-for-sale securities	
Balance at the beginning of the period	41,581	13,213,534
Changes during period		
Cash dividends	-	(606,493)
Profit attributable to owners of parent	-	2,825,711
Acquisitions of treasury shares	-	(169)
Treasury shares sold	-	-
Changes during period (net) for items other than shareholders' equity	(9,139)	(9,139)
Total changes during period	(9,139)	2,209,908
Balance at end of period	32,442	15,423,443

(4) Consolidated Statement of Cash Flows

(Unit: Thousands of yen)

	Previous fiscal year From April 1, 2024 Until March 31, 2025	For the fiscal year From April 1, 2025 Until March 31, 2026
Cash flows from operating activities		
Net income before income taxes	2,742,379	3,901,621
Depreciation	1,631,252	2,044,455
Amortization of long-term prepaid expenses	2	-
Increase (decrease) in allowance for doubtful accounts	12,151	40,620
Increase (decrease) in provision for bonuses	6,590	351,608
Increase (decrease) in liabilities for retirement benefits	15,817	21,529
Interest income and dividends income	(18,277)	(34,245)
Loss (gain) on sale of property, plant and equipment and intangible assets	(669)	(82)
Loss on retirement of property, plant and equipment and intangible assets	995	0
Decrease (increase) in trade receivables	(127,212)	(573,025)
(Increase) decrease in inventories	(1,438)	2,136
Increase (decrease) in trade payables	741	(690)
Loss (gain) on valuation of investment securities	-	1,000
Increase (decrease) in other current assets (- indicates increase)	(60,733)	(57,340)
Increase (decrease) in other current liabilities	101,926	444,111
Increase (decrease) in accrued consumption taxes	54,165	98,139
Increase (decrease) in other non-current liabilities (- indicates decrease)	(1,392)	(120)
Other	2,666	3,036
Subtotal	4,358,965	6,242,754
Interest and dividends received	19,757	31,048
Income taxes refund (paid)	(635,064)	(1,076,060)
Cash flows from operating activities	3,743,658	5,197,742
Cash flows from investing activities		
Purchase of property and equipment	(197,434)	(224,458)
Proceeds from sales of property and equipment	669	82
Purchase of intangible assets	(2,571,698)	(3,417,144)
Proceeds from refund of guarantee deposits	-	67
Purchase of investment securities	(183,210)	(100,000)
Proceeds from redemption of securities	100,000	100,000
Purchase of insurance funds	(57,738)	(50,707)
Proceeds from maturity of insurance funds	3,302	17,050
Other	(329)	(10,422)
Cash flows from investing activities	(2,906,439)	(3,685,531)
Cash flows from financing activities		
Cash dividends paid	(572,926)	(606,172)
Acquisition of treasury shares	-	(169)
Proceeds from disposal of treasury shares	347,800	-
Cash flows from financing activities	(225,126)	(606,341)
Increase (decrease) in cash and cash equivalents	612,091	905,868
Cash and cash equivalents at the beginning of the period	5,222,889	5,834,981
Cash and cash equivalents at end of the period	5,834,981	6,740,850

(5) Notes to Consolidated Financial Statements

(Notes regarding the assumption of a going concern)

There are no applicable matters.

(Notes on segment information, etc.)

[Segment Information]

1. Overview of Reporting Segments

Our reportable segments are those components of the company for which separate financial information is available and which are subject to regular review by the Board of Directors for the purpose of making decisions regarding the allocation of management resources and evaluating performance.

The Company has established business divisions by service, and each division formulates comprehensive domestic strategies for the services it handles and conducts business activities accordingly.

Accordingly, the Company is composed of segments based on business divisions by service, and has designated five reportable segments: 'Accounting Services Segment,' 'Consulting Segment,' 'Business Solutions Segment,' 'Real Estate Leasing Segment,' and 'System Development Segment.'

The Accounting Services Segment provides accounting services mainly focused on bookkeeping agency services for sole proprietors, primarily life insurance sales representatives, and small businesses. The Consulting Segment offers a variety of services, including the "F&M Club" management support service for medium-sized and small businesses, support for obtaining ISO and Privacy Mark certifications, assistance with subsidy application processes such as "Monozukuri Subsidies" and "Medium and Small Growth Investment Subsidies," support for the formulation of business improvement plans to enhance cash flow, and dispatch of training instructors. The Business Solutions Segment provides consulting services for professionals as well as IT solutions for both companies and professionals. The Real Estate Leasing Segment leases office buildings owned by the company. The System Development Segment includes system development operations conducted by the consolidated subsidiary F&M Net Co., Ltd.

2. Method of calculating amounts of Net sales, profit or loss, assets, and other items by reportable segment

The accounting methods for the reported business segments are in accordance with the accounting policies adopted for the preparation of the consolidated financial statements.

The profit of the reporting segment is based on operating profit (before goodwill amortization).

Internal Net sales and transfers between segments are based on market prices.

3. Information on Net sales, profit or loss, assets, and other items by reportable segment

Previous fiscal year (from April 1, 2024 until March 31, 2025)

(Unit: Thousands of yen)

	Reportable segment						Others (Note) 1	Total
	Accounting Services Segment	Consulting Segment	Business Solutions Segment	Real estate leasing Segment	System Development Segment	Total		
Net sales								
Net sales to external customers	4,921,746	6,618,842	5,071,104	108,949	287,262	17,007,905	58,467	17,066,373
Internal net sales or transfers between segments	-	5,146	2,376	7,979	3,665,062	3,680,563	6,134	3,686,697
Total	4,921,746	6,623,988	5,073,481	116,928	3,952,324	20,688,469	64,601	20,753,070
Segment profit	1,610,382	1,663,172	671,382	29,305	39,542	4,013,785	4,762	4,018,548
Segment Assets	1,698,622	940,846	4,802,770	1,327,817	1,231,468	10,001,525	13,809	10,015,335
Other items (Note) 2								
Depreciation	280,539	128,094	1,342,237	33,265	37,311	1,821,448	25	1,821,473
Increase in property, plant and equipment and intangible assets	633,597	355,305	2,086,741	16,292	-	3,091,936	-	3,091,936

(Note) 1. The "Others" category refers to business segments not included in the reportable segments, and includes operations such as the management of computer classes and franchise guidance businesses.

2. The increases in Depreciation, Property, plant and equipment, and Intangible assets include Long-term prepaid expenses and their amortization.

For the fiscal year ended March 31, 2026

(Unit: Thousands of yen)

	Reportable segments						Others (Note) 1	Total
	Accounting Services Segment	Consulting Segment	Business Solutions Segment	Real estate leasing Segment	System Development Segment	Total		
Net sales								
Net sales to external customers	5,504,927	8,192,101	6,524,523	108,694	418,768	20,749,015	58,657	20,807,672
Internal net sales or transfers between segments	-	4,873	2,562	8,700	4,509,540	4,525,676	6,134	4,531,810
Total	5,504,927	8,196,974	6,527,086	117,394	4,928,308	25,274,692	64,791	25,339,483
Segment profit or loss	1,873,486	2,592,211	848,512	27,741	(353)	5,341,598	6,075	5,347,674
Segment Assets	2,128,044	1,059,365	6,363,034	1,293,669	1,355,716	12,199,830	5,383	12,205,213
Other items (Note) 2								
Depreciation	365,961	181,625	1,646,039	34,728	49,238	2,277,593	21	2,277,615
Increase in property, plant and equipment and intangible assets	693,719	213,089	3,013,233	580	83,180	4,003,802	-	4,003,802

(Note) 1. The "Others" category refers to business segments not included in the reportable segments, and includes operations such as the management of computer classes and franchise guidance businesses.

2. The increase in Depreciation, Property, plant and equipment, and Intangible assets includes Long-term prepaid expenses and their amortization.

4. Difference between the total amount of reportable segments and the amount recorded in the consolidated financial statements, and the main contents of such difference (Matters related to reconciliation of differences)

(Unit: Thousands of yen)

Net sales	Previous fiscal year	For the fiscal year
Total for reportable segments	20,688,469	25,274,692
Net sales in the "Others" category	64,601	64,791
Elimination of inter-segment transactions	(3,686,697)	(4,531,810)
Consolidated Financial Statements Net sales	17,066,373	20,807,672

(Unit: Thousands of yen)

Profit	Previous fiscal year	For the fiscal year
Total for reportable segments	4,013,785	5,341,598
Profit in the "Others" category	4,762	6,075
Elimination of inter-segment transactions	1,047	(1,217)
Amortization of goodwill	(3)	(3)
Company-wide expenses (Note)	(1,095,102)	(1,264,455)
Adjustment amount for non-current assets	(207,595)	(223,402)
Operating profit in the consolidated financial statements	2,716,893	3,858,594

(Note) Company-wide expenses mainly consist of general and administrative expenses that are not attributable to any reportable segment.

(Unit: Thousands of yen)

Assets	Previous fiscal year	For the fiscal year
Total for reportable segments	10,001,525	12,199,830
Assets in the "Others" category	13,809	5,383
Company-wide Assets (Note)	9,012,065	10,243,076
Other adjustment amounts	(1,721,686)	(1,806,175)
Total assets of consolidated financial statements	17,305,714	20,642,114

(Note) Company-wide assets mainly consist of assets at the headquarters that are not attributable to any reportable segment.

(Unit: Thousands of yen)

Other items	Total for reportable segments		Others		Adjustment amount		Amounts recorded in the consolidated financial statements	
	Previous fiscal year	For the fiscal year	Previous fiscal year	For the fiscal year	Previous fiscal year	For the fiscal year	Previous fiscal year	For the fiscal year
Depreciation	1,821,448	2,277,593	25	21	(190,038)	(232,981)	1,631,435	2,044,634
Increase in property, plant and equipment and intangible assets	3,091,936	4,003,802	-	-	(15,231)	(2,518)	3,076,705	4,001,283

[Related Information]

Previous fiscal year (from April 1, 2024 until March 31, 2025)

1. Information by products and services

As similar information is provided in the 'Segment Information' section, this information is omitted here.

2. Information by Region

There are no applicable matters.

3. Information by major customer

As there are no customers whose net sales to external customers account for 10% or more of the consolidated statement of income net sales, this information is omitted.

For the fiscal year ended March 31, 2026

1. Information by products and services

As similar information is provided in the 'Segment Information' section, this disclosure is omitted.

2. Information by region

There are no applicable matters.

3. Information by Major Customer

As there are no customers whose net sales to external customers account for 10% or more of the consolidated statement of income net sales, this information is omitted.

[Information on Impairment Losses on Non-current Assets by Reportable Segment]

Previous fiscal year (from April 1, 2024 until March 31, 2025)

There are no applicable items.

For the fiscal year ended March 31, 2026

There are no applicable matters.

[Information on Amortization and Unamortized Balances of Goodwill by Reportable Segment]

Previous fiscal year (from April 1, 2024 until March 31, 2025)

(Unit: Thousands of yen)

	Accounting Services Segment	Consulting Segment	Business Solutions Segment	Real Estate Leasing Segment	System Development Segment	Others	Elimination and Corporate	Total
Depreciation for the period	-	-	-	-	3	-	-	3
Balance at end of period	-	-	-	-	12	-	-	12

The amount of amortization and the unamortized balance of negative goodwill arising from the acquisition of subsidiaries conducted prior to April 1, 2010 are as follows.

(Unit: Thousands of yen)

	Accounting Services Segment	Consulting Segment	Business Solutions Segment	Real Estate Leasing Segment	System Development Segment	Others	Company-wide/Eliminations	Total
Depreciation for the period	-	-	-	-	180	-	-	180
Balance at end of period	-	-	-	-	369	-	-	369

For the fiscal year ended March 31, 2026

(Unit: Thousands of yen)

	Accounting Services Segment	Consulting Segment	Business Solutions Segment	Real Estate Leasing Segment	System Development Segment	Others	Elimination and Corporate	Total
Depreciation for the period	-	-	-	-	3	-	-	3
Balance at end of period	-	-	-	-	8	-	-	8

The amount of amortization and the unamortized balance of negative goodwill arising from the acquisition of subsidiaries conducted prior to April 1, 2010 are as follows.

(Unit: Thousands of yen)

	Accounting Services Segment	Consulting Segment	Business Solutions Segment	Real Estate Leasing Segment	System Development Segment	Others	Elimination and Corporate	Total
Depreciation for the period	-	-	-	-	179	-	-	179
Balance at end of period	-	-	-	-	189	-	-	189

[Information on Gain on Bargain Purchase by Reportable Segment]

There are no applicable matters.

(Per share information)

	Previous fiscal year From April 1, 2024 Until March 31, 2025	For the fiscal year From April 1, 2025 Until March 31, 2026
Net assets per share	893.25 yen	1,042.65 yen
Basic earnings per share	123.4 yen	191.02 yen

(Note) 1. Diluted earnings per share is not presented as there are no potential shares outstanding.

2. The basis for the calculation of basic earnings per share is as follows.

	Previous fiscal year (From April 1, 2024 Until March 31, 2025	For the fiscal year From April 1, 2025 Until March 31, 2026
Basic earnings per share		
Profit attributable to owners of parent (thousand yen)	1,814,337	2,825,711
Amount not attributable to common shareholders (thousand yen)	-	-
Profit attributable to owners of parent related to common stock (thousand yen)	1,814,337	2,825,711
Average number of common shares (shares)	14,703,254	14,792,516

(Significant Subsequent Events)

There are no applicable items.

4. Financial Statements
(1) Balance sheet

(Unit: Thousands of yen)

	Previous fiscal year (March 31, 2025)	For the fiscal year (March 31, 2026)
Assets		
Current assets		
Cash and deposit	5,760,452	6,709,467
Accounts receivable - trade, and contract assets	1,079,738	1,454,698
Securities	99,955	100,000
Merchandise and finished goods	2,385	2,104
Raw materials and supplies	7,227	5,724
Prepaid expenses	157,321	196,975
Accounts receivable	15,134	16,446
Other	38,292	59,536
Allowance for doubtful accounts	(23,534)	(38,787)
Total current assets	7,136,973	8,506,165
Non-current assets		
Property, plant, and equipment		
Buildings	1,267,186	1,278,037
Tools, furniture and fixtures	176,393	177,398
Land	1,281,627	1,281,627
Construction in progress	44,082	-
Total property, plant and equipment, net	2,769,289	2,737,063
Intangible assets		
Software	5,973,206	7,670,910
Other	59,312	78,170
Total intangible assets	6,032,518	7,749,081
Investment Other assets		
Investment securities	910,444	898,837
Shares of subsidiaries and associates	89,617	89,617
Investments in capital	1,710	710
Deferred tax assets	284,419	471,516
Delinquent receivables	70,275	122,720
Guarantee deposits	145,076	153,432
Insurance funds	481,739	514,642
Other	20,357	19,791
Allowance for doubtful accounts	(60,703)	(84,682)
Total investment and other assets	1,942,936	2,186,587
Total non-current assets	10,744,744	12,672,732
Total assets	17,881,718	21,178,897

(Unit: Thousands of yen)

	Previous fiscal year (March 31, 2025)	For the fiscal year (March 31, 2026)
Liabilities		
Current liabilities		
Trade payables	10,212	9,375
Accounts payable	1,063,511	1,005,408
Accrued expenses	393,677	462,813
Income taxes payable	649,759	876,896
Accrued consumption taxes	199,775	308,599
Contract liabilities	835,004	1,059,396
Deposits received	151,311	160,244
Provision for bonuses	595,119	874,344
Other	18,699	20,339
Total current liabilities	3,917,072	4,777,419
Non-current liabilities		
Provision for retirement benefits	86,380	105,250
Guarantee deposits received	66,824	66,704
Total non-current liabilities	153,204	171,955
Total liabilities	4,070,276	4,949,374
Net assets		
Shareholders' equity		
Share capital	989,650	989,650
Capital surplus		
Legal capital surplus	370,149	370,149
Other capital surplus	2,097,309	2,097,309
Total capital surplus	2,467,459	2,467,459
Retained earnings		
Other retained earnings		
Retained earnings brought forward	10,536,410	12,963,799
Total retained earnings	10,536,410	12,963,799
Treasury shares	(223,659)	(223,828)
Total shareholders' equity	13,769,860	16,197,080
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	41,581	32,442
Total valuation and translation adjustments	41,581	32,442
Total net assets	13,811,442	16,229,522
Total liabilities and net assets	17,881,718	21,178,897

(2) Statement of income

(Unit: Thousands of yen)

	Previous fiscal year (From April 1, 2024 Until March 31, 2025)	For the fiscal year From April 1, 2025 Until March 31, 2026
Net sales	16,797,943	20,408,275
Cost of sales	4,905,031	6,020,784
Gross profit	11,892,912	14,387,490
Selling, general and administrative expenses	9,011,811	10,306,817
Operating profit	2,881,100	4,080,673
Non-operating income		
Interest income	4,515	18,879
Interest income on securities	12,492	13,630
Dividend income	1,164	1,248
Subsidy income	297	597
Exclusion of dividend income	1,124	753
Proceeds from miscellaneous income	2,133	1,574
Total non-operating income	21,726	36,683
Ordinary profit	2,902,827	4,117,356
Extraordinary income		
Surrender value of insurance policies	861	2,152
Total extraordinary income	861	2,152
Extraordinary losses		
Loss on retirement of fixed assets	995	0
Loss on valuation of investment securities	-	1,000
Total extraordinary losses	995	1,000
Income before income taxes	2,902,693	4,118,509
Income taxes - current	910,497	1,267,517
Income taxes - deferred	(7,654)	(182,890)
Total income taxes	902,842	1,084,626
Net income	1,999,851	3,033,882

(3) Statement of changes in equity

Previous fiscal year (from April 1, 2024 until March 31, 2025)

(Unit: Thousands of yen)

	Shareholders' equity							
	Share capital	Capital surplus			Retained earnings		Treasury shares	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus	Other retained earnings	Total retained earnings		
					Retained earnings brought forward			
Balance at the beginning of the period	989,650	370,149	1,797,909	2,168,059	9,109,669	9,109,669	(272,059)	11,995,319
Changes during period								
Cash dividends	-	-	-	-	(573,110)	(573,110)	-	(573,110)
Net income	-	-	-	-	1,999,851	1,999,851	-	1,999,851
Acquisitions of treasury shares	-	-	-	-	-	-	-	-
Treasury shares sold	-	-	299,400	299,400	-	-	48,400	347,800
Changes during period (net) for items other than shareholders' equity	-	-	-	-	-	-	-	-
Total changes during period	-	-	299,400	299,400	1,426,740	1,426,740	48,400	1,774,540
Balance at end of period	989,650	370,149	2,097,309	2,467,459	10,536,410	10,536,410	(223,659)	13,769,860

	Valuation and translation adjustments	Total net assets
	Valuation difference on available-for-sale securities	
Balance at the beginning of the period	35,290	12,030,609
Changes during period		
Cash dividends	-	(573,110)
Net income	-	1,999,851
Acquisitions of treasury shares	-	-
Treasury shares sold	-	347,800
Changes during period (net) for items other than shareholders' equity	6,291	6,291
Total changes during period	6,291	1,780,832
Balance at end of period	41,581	13,811,442

For the fiscal year ended March 31, 2026

(Unit: Thousands of yen)

	Shareholders' equity							
	Share capital	Capital surplus			Retained earnings		Treasury shares	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus	Other retained earnings Retained earnings brought forward	Total retained earnings		
Balance at beginning of period	989,650	370,149	2,097,309	2,467,459	10,536,410	10,536,410	(223,659)	13,769,860
Changes during period								
Cash dividends	-	-	-	-	(606,493)	(606,493)	-	(606,493)
Net income	-	-	-	-	3,033,882	3,033,882	-	3,033,882
Acquisitions of treasury shares	-	-	-	-	-	-	(169)	(169)
Treasury shares sold	-	-	-	-	-	-	-	-
Changes during period (net) for items other than shareholders' equity	-	-	-	-	-	-	-	-
Total changes during period	-	-	-	-	2,427,388	2,427,388	(169)	2,427,219
Balance at end of period	989,650	370,149	2,097,309	2,467,459	12,963,799	12,963,799	(223,828)	16,197,080

	Valuation and translation adjustments	Total net assets
	Valuation difference on available-for-sale securities	
Balance at beginning of period	41,581	13,811,442
Changes during period		
Cash dividends	-	(606,493)
Net income	-	3,033,882
Acquisitions of treasury shares	-	(169)
Treasury shares sold	-	-
Changes during period (net) for items other than shareholders' equity	(9,139)	(9,139)
Total changes during period	(9,139)	2,418,080
Balance at end of period	32,442	16,229,522