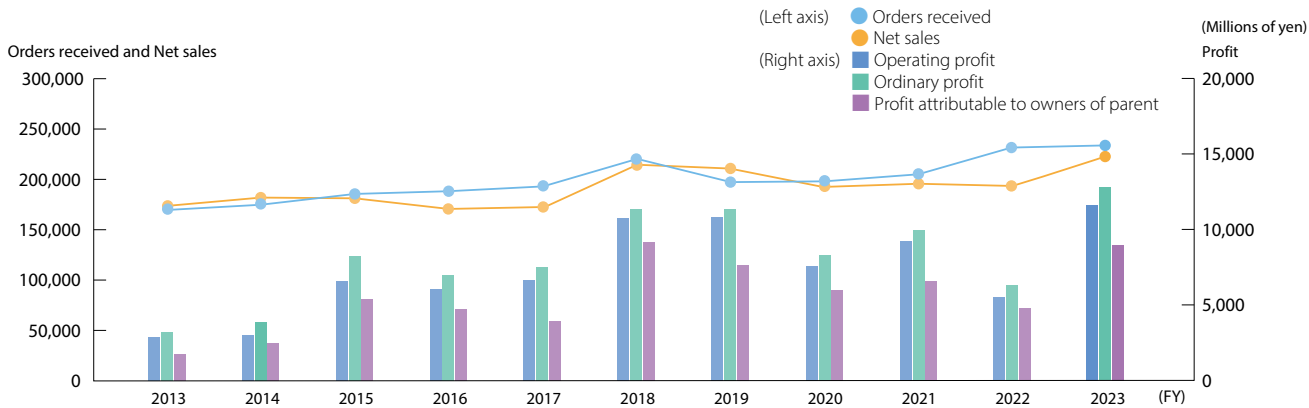


Financial Report

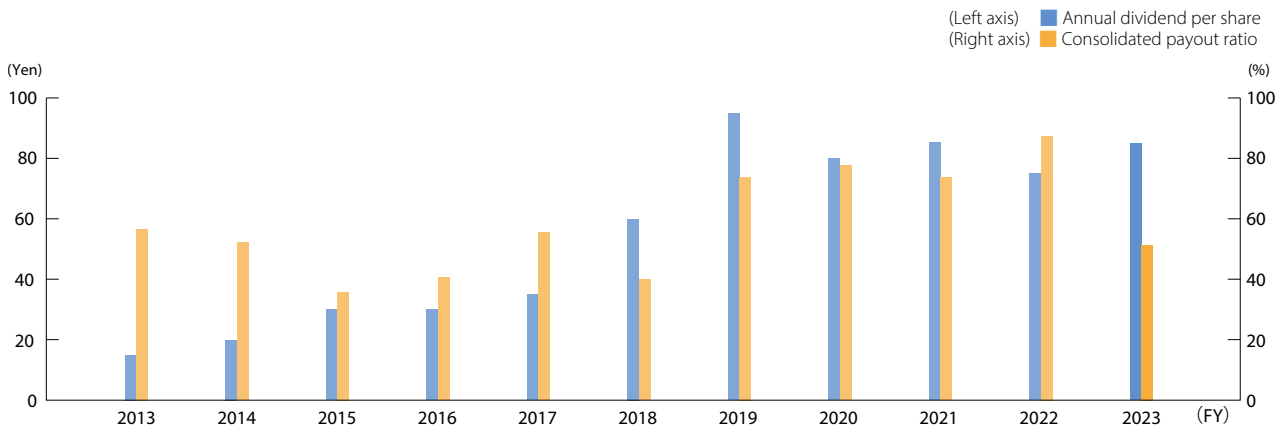
11-Year Consolidated Financial Summary

	Year ended March 31, 2014	Year ended March 31, 2015	Year ended March 31, 2016	Year ended March 31, 2017	Year ended March 31, 2018	Year ended March 31, 2019	Year ended March 31, 2020	Year ended March 31, 2021	Year ended March 31, 2022	Year ended March 31, 2023	Year ended March 31, 2024
(Millions of yen)											
Fiscal year											
Orders received	168,295	173,398	183,270	185,880	191,113	217,096	194,018	195,580	202,250	228,554	232,396
Balance carried forward	108,219	102,019	106,388	123,756	144,712	149,495	136,163	141,676	150,737	188,426	198,902
Net sales	171,496	179,598	178,901	168,512	170,157	212,314	207,684	190,067	193,189	190,865	221,920
Selling, general and administrative expenses	15,604	15,015	16,419	16,526	18,466	21,046	21,436	21,255	21,110	21,603	23,055
Operating profit	2,818	2,951	6,509	6,012	6,593	10,637	10,674	7,498	9,112	5,409	11,586
Ordinary profit	3,146	3,809	8,135	6,880	7,434	11,204	11,224	8,196	9,817	6,247	12,750
Profit attributable to owners of parent	1,763	2,461	5,327	4,698	3,906	9,046	7,576	5,901	6,489	4,750	8,951
Cash flows from operating activities	(9,403)	(139)	5,220	10,845	6,306	6,786	11,940	(483)	18,529	(10,584)	1,285
Cash flows from investing activities	(3,506)	3,440	5,520	(1,644)	(2,510)	(3,775)	(303)	(1,423)	(3,384)	(969)	3,174
Cash flows from financing activities	(4,152)	(2,901)	(1,826)	(2,458)	1,814	(5,215)	(8,955)	(6,974)	(7,518)	(8,327)	(6,069)
Cash and cash equivalents at end of period	23,510	23,667	32,501	39,187	44,866	42,612	45,946	37,087	44,779	24,949	23,500
As of end of fiscal year under review											
Total assets	170,181	176,382	169,423	166,612	177,014	195,321	180,805	171,313	183,609	172,305	202,161
Net assets	74,917	84,869	84,557	85,961	86,191	89,772	87,364	91,699	94,278	90,913	104,621
Number of employees	2,283	2,282	2,309	2,339	2,384	2,394	2,501	2,548	2,607	2,627	2,659
Per share information											
Earnings per share (yen)	26.46	38.30	83.84	73.91	63.02	150.02	128.51	103.12	115.13	85.80	165.58
Book-value per share (yen)	1,142.74	1,334.65	1,328.60	1,350.08	1,419.77	1,502.53	1,510.59	1,611.76	1,685.20	1,666.36	1,967.03
Cash dividends (yen)	15.00	20.00	30.00	30.00	35.00	60.00	95.00	80.00	85.00	75.00	85.00
Other information											
Equity ratio (%)	44.0	48.1	49.8	51.5	48.6	45.8	48.2	53.4	51.2	52.6	51.7
Return on assets (%)	1.9	2.2	4.7	4.1	4.3	6.0	6.0	4.7	5.5	3.5	6.8
Return on equity (%)	2.3	3.0	6.3	5.5	4.5	10.3	8.6	6.6	7.0	5.1	9.2

Notes: The revised Accounting Standard for Business Combination and other standards have been applied since fiscal 2015. Accordingly, "Profit attributable to owners of parent," as listed in fiscal 2015 and after, is equivalent to "Net income" listed for the consolidated fiscal years between fiscal 2012 and fiscal 2014.



Change in Dividend Per Share and Consolidated Payout Ratio



Consolidated Balance Sheets

	(Millions of yen)	
	As of March 31, 2023	As of March 31, 2024
Assets		
Current assets:		
Cash and deposits	¥24,949	¥23,500
Notes receivable-trade	407	307
Electronically recorded monetary claims-operating	4,603	5,427
Accounts receivable from completed construction contracts and other	48,286	55,803
Contract assets	23,843	36,011
Securities	4,000	1,000
Costs on construction contracts in progress	2,801	2,541
Raw materials and supplies	711	841
Other	5,908	6,133
Allowance for doubtful accounts	-	(1)
Total current assets	115,512	131,564
Non-current assets:		
Property, plant and equipment:		
Buildings and structures	43,955	44,432
Accumulated depreciation	(34,672)	(35,299)
Buildings and structures, net	9,283	9,133
Machinery, vehicles, tools, furniture and fixtures	2,111	2,258
Accumulated depreciation	(1,687)	(1,771)
Machinery, vehicles, tools, furniture and fixtures, net	424	486
Land	3,035	3,035
Lease assets	538	540
Accumulated depreciation	(266)	(264)
Leased assets, net	271	275
Construction in progress	22	36
Total property, plant and equipment	13,037	12,966
Intangible assets:		
Other	2,302	2,045
Total intangible assets	2,302	2,045
Investments and other assets:		
Investment securities	28,010	40,539
Long-term loans receivable	64	55
Retirement benefit asset	7,190	8,978
Leasehold and guarantee deposits	1,636	1,654
Insurance funds	1,011	636
Deferred tax assets	849	1,042
Other	3,026	3,019
Allowance for doubtful accounts	(337)	(341)
Total investments and other assets	41,453	55,584
Total non-current assets	56,793	70,596
Total assets	¥172,305	¥202,161

	(Millions of yen)	
	As of March 31, 2023	As of March 31, 2024
Liabilities		
Current liabilities:		
Electronically recorded obligations-operating	¥1,667	¥3,447
Accounts payable for construction contracts	35,074	40,992
Short-term borrowings	6,674	6,386
Lease liabilities	97	97
Income taxes payable	839	4,344
Contract liabilities	15,027	14,058
Provision for bonuses	4,101	6,016
Provision for directors' bonuses	224	283
Provision for warranties for completed construction	1,405	436
Provision for loss on construction contracts	32	1,077
Other	4,505	4,456
Total current liabilities	69,649	81,597
Non-current liabilities:		
Long-term borrowings	1,400	2,374
Lease liabilities	300	299
Retirement benefit liability	3,861	3,357
Provision for loss on business of subsidiaries and associates	440	-
Deferred tax liabilities	64	4,097
Other	5,675	5,813
Total non-current liabilities	11,742	15,941
Total liabilities	81,392	97,539
Net assets		
Shareholders' equity		
Share capital	8,105	8,105
Capital surplus	4,189	4,192
Retained earnings	73,051	75,769
Treasury shares	(5,335)	(5,630)
Total shareholders' equity	80,011	82,436
Accumulated other comprehensive income:		
Valuation difference on available-for-sale securities	10,583	19,646
Foreign currency translation adjustment	101	295
Remeasurements of defined benefit plans	17	2,051
Total accumulated other comprehensive income	10,702	21,994
Share acquisition rights	199	190
Total net assets	90,913	104,621
Total liabilities and net assets	¥172,305	¥202,161

Consolidated Statements of Income and Comprehensive Income

	(Millions of yen)	
	As of March 31, 2023	As of March 31, 2024
Net sales:		
Net sales of completed construction contracts	¥188,258	¥219,308
Net sales in real estate business and other	2,607	2,611
Total net sales	190,865	221,920
Cost of sales:		
Cost of sales of completed construction contracts	162,217	185,758
Cost of sales in real estate business and other	1,635	1,519
Total cost of sales	163,853	187,278
Gross profit:		
Gross profit on completed construction contracts	26,040	33,550
Gross profit on real estate business and other	971	1,092
Total gross profit	27,012	34,642
Selling, general and administrative expenses:		
Employees' salaries and allowances	7,915	7,761
Provision for bonuses	1,744	2,530
Provision for bonuses for directors (and other officers)	217	283
Retirement benefit expenses	467	454
Provision of allowance for doubtful accounts	–	3
Depreciation	879	1,150
Other	10,377	10,871
Total selling, general and administrative expenses	21,603	23,055
Operating profit	5,409	11,586
Non-operating income:		
Interest income	17	35
Dividend income	628	720
Insurance claim income	66	220
Surrender value of insurance policies	109	209
Waste disposal income	194	161
Other	189	262
Total non-operating income	1,205	1,610
Non-operating expenses:		
Interest expenses	98	106
Construction repair expenses	13	86
Environmental expenses	–	70
Other	255	183
Total non-operating expenses	367	446
Ordinary profit	6,247	12,750
Extraordinary income:		
Gain on sale of non-current assets	22	–
Gain on sale of investment securities	1,027	550
Gain on liquidation of subsidiaries and associates	–	25
Total extraordinary income	1,049	575
Extraordinary losses:		
Loss on retirement of non-current assets	189	116
Loss on valuation of investment securities	31	52
Settlement payments	139	–
Total extraordinary losses	360	168
Profit before income taxes	6,935	13,157
Income taxes - current	2,282	5,263
Income taxes - deferred	(96)	(1,057)
Total income taxes	2,185	4,206
Profit	¥4,750	¥8,951
(Breakdown)		
Profit attributable to owners of parent	4,750	8,951
Profit attributable to non-controlling interests	–	–
Other comprehensive income:		
Valuation difference on available-for-sale securities	(1,532)	9,063
Deferred gains or losses on hedges	5	–
Foreign currency translation adjustment	120	193
Remeasurements of defined benefit plans	282	2,034
Total other comprehensive income	(1,124)	11,291
Comprehensive income	¥3,626	¥20,242
(Breakdown)		
Comprehensive income attributable to owners of parent	¥3,626	¥20,242
Comprehensive income attributable to non-controlling interests	¥–	¥–

Consolidated Statement of Changes in Equity

Fiscal year ended March 31, 2023						(Millions of yen)	
	Shareholders' equity						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity		
Balance at beginning of period	¥8,105	¥4,181	¥75,097	¥(5,243)		¥82,140	
Changes during period							
Dividends of surplus			(4,743)				(4,743)
Profit attributable to owners of parent			4,750				4,750
Purchase of treasury shares				(2,347)			(2,347)
Disposal of treasury shares		(28)		239			211
Transfer of loss on disposal of treasury shares		36	(36)				—
Cancellation of treasury shares			(2,016)	2,016			—
Net changes in items other than shareholders' equity							
Total changes during period	—	8	(2,045)	(91)			(2,128)
Balance at end of period	¥8,105	¥4,189	¥73,051	¥(5,335)		¥80,011	
	Accumulated other comprehensive income					Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	¥12,116	(5)	¥(19)	¥(265)	¥11,827	¥310	¥94,278
Changes during period							
Dividends of surplus							(4,743)
Profit attributable to owners of parent							4,750
Purchase of treasury shares							(2,347)
Disposal of treasury shares							211
Transfer of loss on disposal of treasury shares							—
Cancellation of treasury shares							—
Net changes in items other than shareholders' equity	(1,532)	5	120	282	(1,124)	(111)	(1,235)
Total changes during period	(1,532)	5	120	282	(1,124)	(111)	(3,364)
Balance at end of period	¥10,583	—	¥101	¥17	¥10,702	¥199	¥90,913
Fiscal year ended March 31, 2024						(Millions of yen)	
	Shareholders' equity						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity		
Balance at beginning of period	¥8,105	¥4,189	¥73,051	¥(5,335)		¥80,011	
Changes during period							
Dividends of surplus			(4,083)				(4,083)
Profit attributable to owners of parent			8,951				8,951
Purchase of treasury shares				(2,549)			(2,549)
Disposal of treasury shares		2		104			107
Transfer of loss on disposal of treasury shares							—
Cancellation of treasury shares			(2,149)	2,149			—
Net changes in items other than shareholders' equity							
Total changes during period	—	2	2,717	(295)			2,425
Balance at end of period	¥8,105	¥4,192	¥75,769	¥(5,630)		¥82,436	
	Accumulated other comprehensive income					Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	¥10,583	¥—	¥101	¥17	¥10,702	¥199	¥90,913
Changes during period							
Dividends of surplus							(4,083)
Profit attributable to owners of parent							8,951
Purchase of treasury shares							(2,549)
Disposal of treasury shares							107
Transfer of loss on disposal of treasury shares							—
Cancellation of treasury shares							—
Net changes in items other than shareholders' equity	9,063	—	193	2,034	11,291	(8)	11,282
Total changes during period	9,063	—	193	2,034	11,291	(8)	13,707
Balance at end of period	¥19,646	¥—	¥295	¥2,051	¥21,994	¥190	¥104,621

Consolidated Statement of Cash Flows

	(Millions of yen)	
	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
Cash flows from operating activities:		
Profit before income taxes	¥6,935	¥13,157
Depreciation	1,511	1,919
Loss on retirement of non-current assets	189	116
Office relocation expenses	65	24
Increase (decrease) in provision for loss on business of subsidiaries and associates	–	(440)
Increase (decrease) in allowance for doubtful accounts	(26)	3
Increase (decrease) in provision for bonuses	(42)	1,915
Increase (decrease) in net defined benefit liability	799	636
Increase (decrease) in provision for loss on construction contracts	23	1,044
Interest and dividend income	(645)	(755)
Interest expenses	98	106
Loss (gain) on sale of property, plant and equipment	(22)	0
Loss (gain) on sale of investment securities	(1,027)	(541)
Loss on valuation of investment securities	31	52
Gain on liquidation of subsidiaries and associates	–	(25)
Decrease (increase) in trade receivables and contract assets	(10,328)	(20,326)
Decrease (increase) in costs on construction contracts in progress	125	274
Increase (decrease) in trade payables	(3,793)	7,671
Increase (decrease) in contract liabilities	263	(983)
Increase (decrease) in other current liabilities	(2,160)	43
Settlement payments	139	–
Other	1,142	(1,522)
Subtotal	(6,720)	2,373
Interest and dividends received	645	755
Interest paid	(98)	(105)
Income taxes paid	(4,213)	(1,897)
Income taxes refund	7	188
Office relocation costs paid	(65)	(28)
Settlement paid	(139)	–
Cash flows from operating activities	(10,584)	1,285
Cash flows from investing activities:		
Purchase of securities	(21,000)	(14,000)
Proceeds from redemption of securities	21,000	17,000
Purchase of property, plant and equipment	(1,007)	(1,337)
Proceeds from sale of property, plant and equipment	76	0
Payments for retirement of property, plant and equipment	(178)	(101)
Purchase of investment securities	(273)	(8)
Proceeds from sale of investment securities	1,503	872
Proceeds from liquidation of subsidiaries and associates	–	178
Proceeds from collection of loans receivable	12	24
Purchase of intangible assets	(1,185)	(222)
Subsidies received	20	20
Proceeds from maturity of insurance funds	555	735
Other	(491)	13
Cash flows from investing activities	(969)	3,174

	(Millions of yen)	
	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
Cash flows from financing activities:		
Net increase (decrease) in short-term borrowings	258	(656)
Proceeds from long-term borrowings	1,750	2,000
Repayments of long-term borrowings	(3,140)	(670)
Purchase of treasury shares	(2,347)	(2,549)
Proceeds from exercise of share options	0	0
Repayments of lease liabilities	(105)	(109)
Dividends paid	(4,743)	(4,083)
Cash flows from financing activities	(8,327)	(6,069)
Effect of exchange rate changes on cash and cash equivalents		
	51	159
Net increase (decrease) in cash and cash equivalents	(19,829)	(1,449)
Cash and cash equivalents at beginning of period	44,779	24,949
Cash and cash equivalents at end of period	24,949	23,500