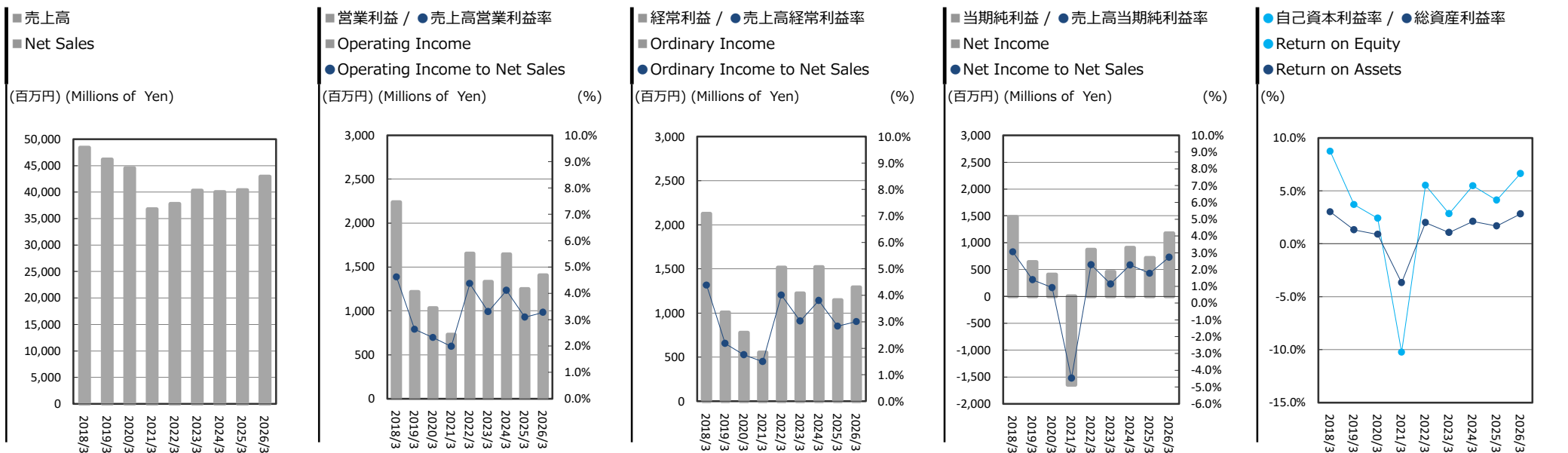
A large, stylized blue brushstroke graphic that starts from the bottom left and sweeps upwards and to the right, ending near the top center of the page. It consists of several overlapping, elongated, teardrop-like shapes.

FACT BOOK
2026/03

経営指標 (連結) SELECTED FINANCIAL DATA (Consolidated)

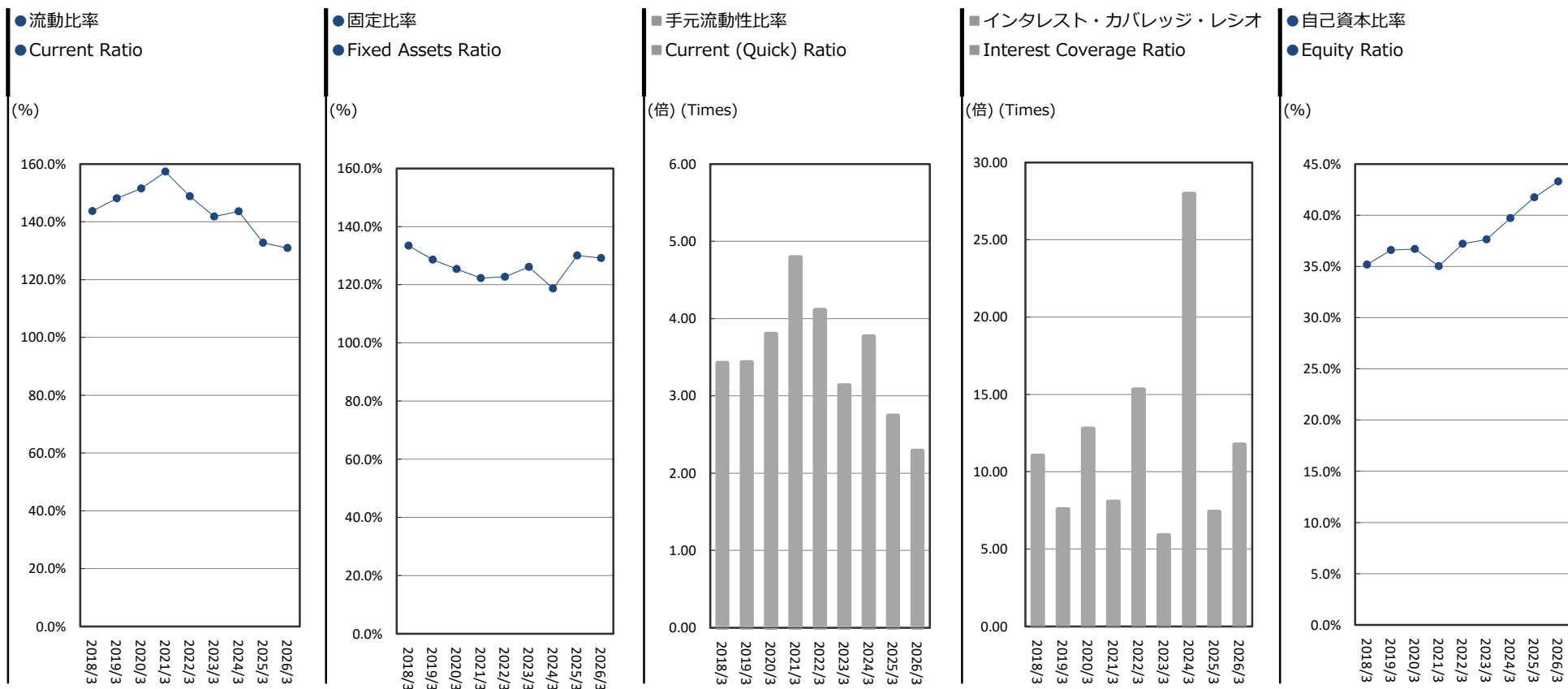
収益性 Profitability



(千円) (Thousand Yen)

決算期	Fiscal Year	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3	増減
売上高	Net Sales	48,428,265	46,121,950	44,491,772	36,739,929	37,795,726	40,263,547	40,022,398	40,353,108	42,920,314	2,567,205
営業利益	Operating Income	2,237,528	1,214,900	1,031,523	730,072	1,652,074	1,330,814	1,644,746	1,249,421	1,405,322	155,901
売上高営業利益率 (%)	Operating Income to Net Sales (%)	4.6%	2.6%	2.3%	2.0%	4.4%	3.3%	4.1%	3.1%	3.3%	0.2%
経常利益	Ordinary Income	2,124,616	1,008,822	779,705	551,466	1,516,721	1,222,969	1,520,961	1,145,379	1,292,578	147,198
売上高経常利益率 (%)	Ordinary Income to Net Sales (%)	4.4%	2.2%	1.8%	1.5%	4.0%	3.0%	3.8%	2.8%	3.0%	0.2%
親会社株主に帰属する当期純利益	Net Income Attributable to Owners of Parent	1,479,251	639,794	408,439	△ 1,645,553	865,873	456,934	907,684	715,658	1,174,170	458,512
売上高当期純利益率 (%)	Net Income to Net Sales (%)	3.1%	1.4%	0.9%	△ 4.5%	2.3%	1.1%	2.3%	1.8%	2.7%	1.0%
総資産	Total Assets	49,599,005	46,875,311	45,654,169	43,917,397	43,003,962	42,877,892	42,807,071	42,270,139	41,043,921	△ 1,226,217
純資産	Net Assets	17,530,746	17,246,899	16,822,368	15,446,126	16,042,017	16,175,337	17,004,731	17,643,343	17,769,549	126,205
自己資本利益率 (%)	Return on Equity <ROE> (%)	8.7%	3.7%	2.4%	△ 10.2%	5.5%	2.8%	5.5%	4.1%	6.6%	2.5%
総資産利益率 (%)	Return on Assets <ROA> (%)	3.0%	1.3%	0.9%	△ 3.7%	2.0%	1.1%	2.1%	1.7%	2.8%	1.1%

安定性 Stability



決算期	Fiscal Year	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3	増減
流動比率 (%)	Current Ratio (%)	143.7%	148.1%	151.5%	157.3%	148.9%	141.8%	143.6%	132.7%	130.9%	△1.8%
固定比率 (%)	Fixed Assets Ratio (%)	133.4%	128.6%	125.4%	122.3%	122.7%	126.1%	118.7%	130.0%	129.1%	△0.9%
手元流動性比率 (倍)	Current (Quick) Ratio (Times)	3.42	3.43	3.80	4.79	4.11	3.13	3.77	2.74	2.29	△ 0.45
インタレスト・カバレッジ・レシオ (倍)	Interest Coverage Ratio (Times)	11.04	7.57	12.78	8.07	15.32	5.88	27.95	7.40	11.75	4.35
自己資本比率 (%)	Equity Ratio (%)	35.2%	36.6%	36.7%	35.0%	37.2%	37.6%	39.7%	41.7%	43.3%	1.6%

経営指標 (連結)

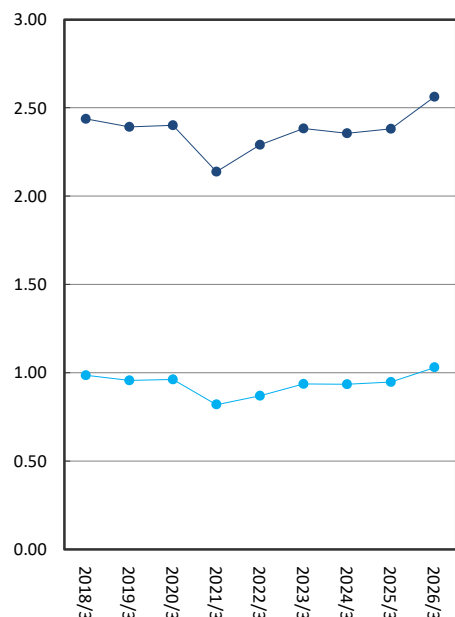
SELECTED FINANCIAL DATA (Consolidated)

生産性・効率性

Productivity and Efficiency

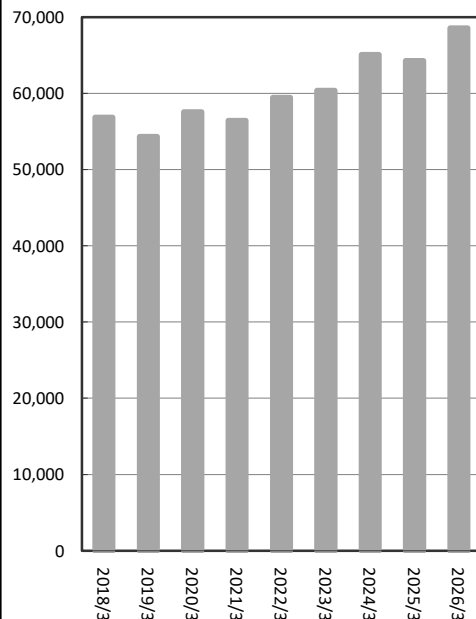
- 総資産回転率 ● 有形固定資産回転率
- Total Assets Turnover
- Tangible Fixed Assets Turnover

(回) (Times)



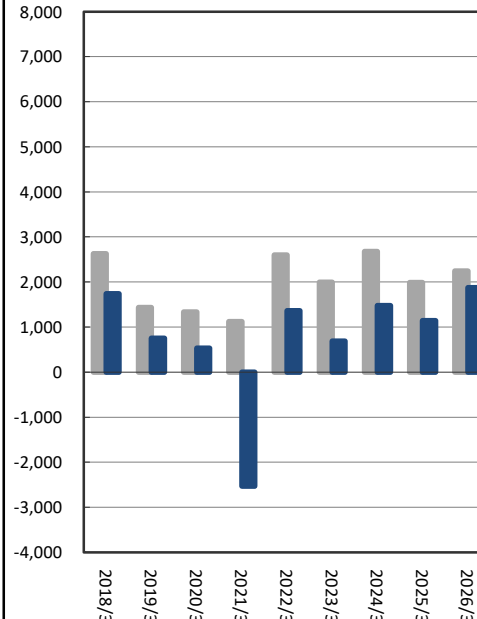
- 従業員一人当たり売上高
- Net Sales per Employee

(千円) (Thousand Yen)



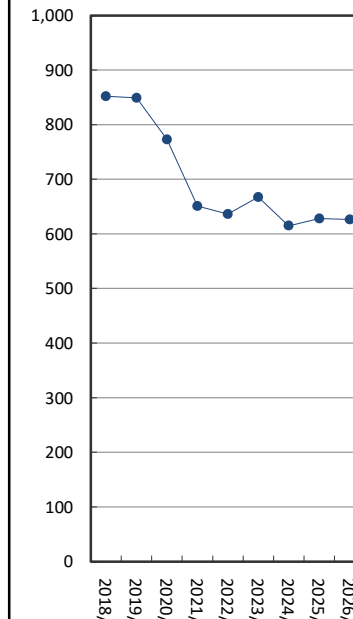
- 従業員一人当たり営業利益 ■ 当期純利益
- Operating Income per Employee ■ Net Income per Employee

(千円) (Thousand Yen)



- 従業員数
- Number of Employees

(人) (Persons)



(千円) (Thousand Yen)

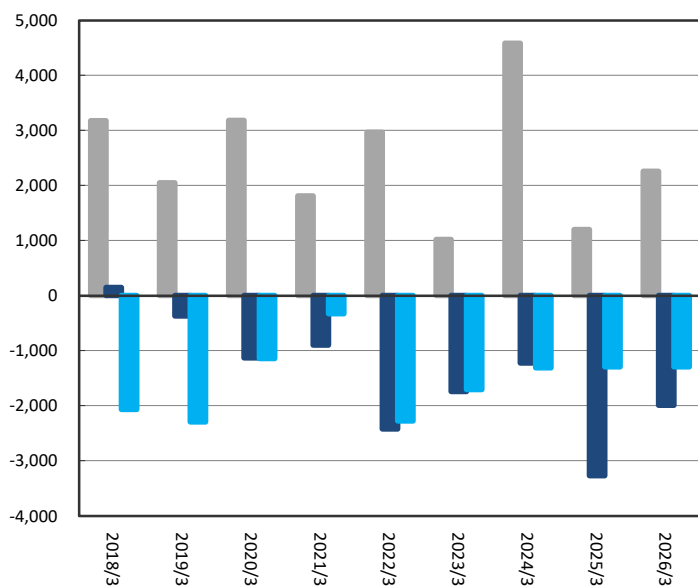
決算期	Fiscal Year	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3	増減
総資産回転率 (回)	Total Assets Turnover (Times)	0.99	0.96	0.96	0.82	0.87	0.94	0.93	0.95	1.03	0.08
有形固定資産回転率 (回)	Tangible Fixed Assets Turnover (Times)	2.44	2.39	2.40	2.14	2.29	2.38	2.36	2.38	2.56	0.18
従業員一人当たり売上高	Net Sales per Employee	56,840	54,325	57,557	56,436	59,427	60,365	65,077	64,256	68,562	4,306
従業員一人当たり営業利益	Operating Income per Employee	2,626	1,430	1,334	1,121	2,597	1,995	2,674	1,989	2,244	255
従業員一人当たり当期純利益	Net Income per Employee	1,736	753	528	△ 2,527	1,361	685	1,475	1,139	1,875	736
従業員数 (人)	Number of Employees (Persons)	852	849	773	651	636	667	615	628	626	△ 2

経営指標 (連結)

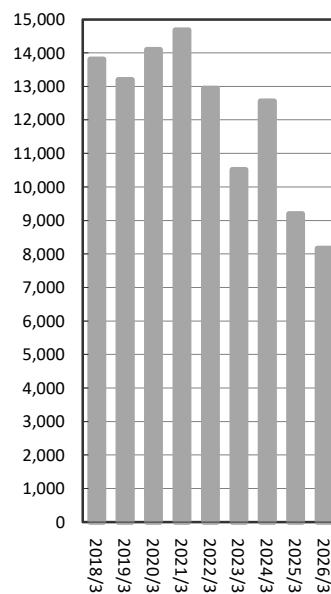
SELECTED FINANCIAL DATA (Consolidated)

キャッシュ・フロー Cash Flows

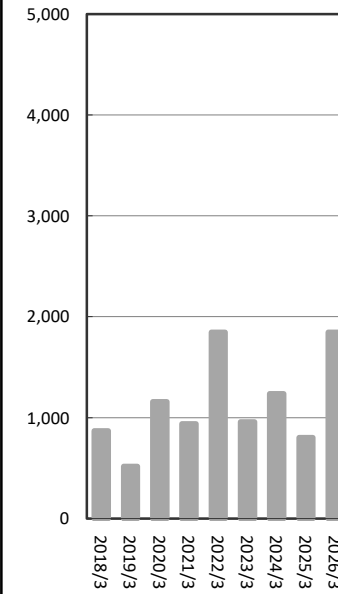
■ 営業活動によるCF ■ 投資活動によるCF ■ 財務活動によるCF
■ Cash Flows from Operating Activities
■ Cash Flows from Investing Activities
■ Cash Flows from Financing Activities
 (百万円) (Millions of Yen)



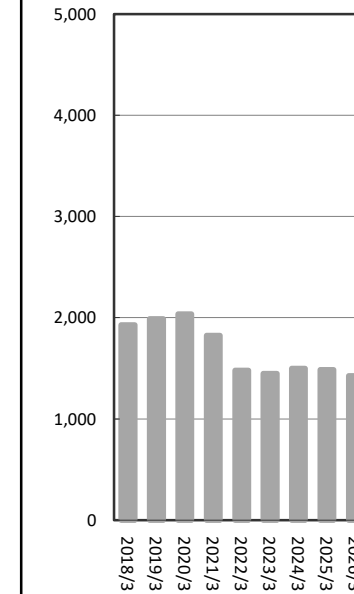
■ 現金及び現金同等物の期末残高
■ Cash and Cash Equivalents
 at End of Year
 (百万円) (Millions of Yen)



■ 設備投資額
■ Capital Expenditures
 (百万円) (Millions of Yen)



■ 減価償却費
■ Depreciation and Amortization
 (百万円) (Millions of Yen)



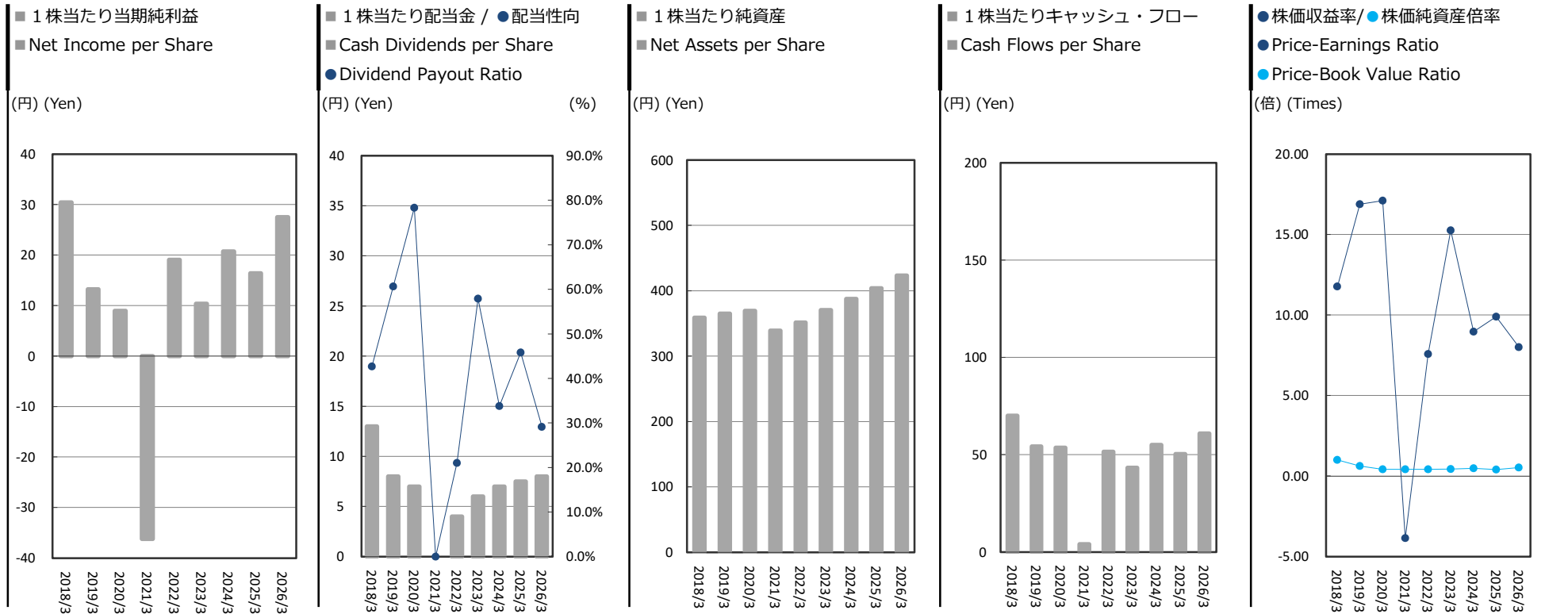
(千円) (Thousand Yen)

決算期	Fiscal Year	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3	増減
営業活動によるキャッシュ・フロー	Cash Flows from Operating Activities	3,178,337	2,047,269	3,179,968	1,807,471	2,968,544	1,021,028	4,584,594	1,196,900	2,255,418	1,058,517
投資活動によるキャッシュ・フロー	Cash Flows from Investing Activities	144,815	△ 372,696	△ 1,133,922	△ 898,215	△ 2,420,811	△ 1,743,733	△ 1,225,212	△ 3,268,350	△ 1,994,163	1,274,186
財務活動によるキャッシュ・フロー	Cash Flows from Financing Activities	△ 2,067,830	△ 2,292,767	△ 1,145,065	△ 330,015	△ 2,279,350	△ 1,706,182	△ 1,312,168	△ 1,293,601	△ 1,294,735	△ 1,134
現金及び現金同等物の期末残高	Cash and Cash Equivalents at End of Year	13,812,712	13,194,517	14,095,497	14,674,737	12,943,119	10,514,232	12,561,446	9,196,396	8,162,915	△ 1,033,481
設備投資額	Capital Expenditures	870,148	517,511	1,158,254	938,503	1,844,771	957,425	1,235,997	801,340	1,845,482	1,044,141
減価償却費	Depreciation and Amortization	1,928,171	1,988,780	2,037,011	1,824,200	1,478,163	1,449,428	1,498,040	1,486,542	1,424,918	△ 61,623

経営指標 (連結)

SELECTED FINANCIAL DATA (Consolidated)

投資指標 Per Share Data and Others



決算期	Fiscal Year	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2026/3	増減
1株当たり当期純利益	Net Income per Share <EPS>	30.42	13.21	8.94	△ 36.24	19.03	10.36	20.73	16.37	27.51	11.14
1株当たり配当金	Cash Dividends per Share	13.00	8.00	7.00	0.00	4.00	6.00	7.00	7.50	8.00	0.50
配当性向 (%)	Dividend Payout Ratio (%)	42.7%	60.6%	78.3%	0.0%	21.0%	57.9%	33.8%	45.8%	29.1%	△16.7%
1株当たり純資産	Net Assets per Share	358.76	364.86	369.27	338.71	351.37	370.55	387.36	403.94	423.11	19.17
1株当たりキャッシュ・フロー	Cash Flows per Share	70.06	54.27	53.55	3.93	51.50	43.21	54.95	50.37	60.90	10.54
株価収益率 (倍)	Price-Earnings Ratio <PER> (Times)	11.77	16.88	17.11	△ 3.86	7.57	15.26	8.97	9.90	8.00	△ 1.90
株価純資産倍率 (倍)	Price-Book Value Ratio <PBR> (Times)	1.00	0.61	0.41	0.41	0.41	0.43	0.48	0.40	0.52	0.12
期末株価 (円)	Stock Price (Yen)	358.00	223.00	153.00	140.00	144.00	158.00	186.00	162.00	220.00	58.00

財務諸表（連結）

FINANCIAL STATEMENTS (Consolidated)

貸借対照表 Balance Sheets

(千円) (Thousand Yen)

決算期	Fiscal Year	2022/ 3	2023/ 3	2024/ 3	2025/ 3	2026/ 3
資産の部		Assets				
I 流動資産		I Current Assets				
1	現金及び預金	12,943,119	10,514,232	12,561,446	9,222,899	8,189,423
2	受取手形	1,333,175	871,216	444,609	474,832	82,652
3	売掛金	6,349,639	7,117,573	6,783,435	6,524,990	6,473,012
4	電子記録債権	1,185,920	1,782,693	1,381,113	1,343,308	1,336,072
	- Operating					
5	棚卸資産	1,241,124	1,319,567	1,115,654	1,138,443	1,401,650
6	その他	339,553	944,883	385,597	656,816	645,593
	貸倒引当金	△ 18,183	△ 17,930	△ 39,660	△ 31,319	△ 33,621
	貸倒引当金	△ 18,183	△ 17,930	△ 39,660	△ 31,319	△ 33,621
	流動資産合計	23,374,350	22,532,235	22,632,197	19,329,971	18,094,782
		54.4%	52.5%	52.9%	45.7%	44.1%
II 固定資産		II Non-Current Assets				
1 有形固定資産		1 Property, Plant and Equipment				
(1)	建物及び構築物	5,725,520	5,791,840	6,005,488	5,784,769	5,546,967
(2)	機械装置及び運搬具	1,118,378	1,175,697	1,507,867	2,045,700	2,243,306
(3)	土地	7,329,475	7,466,899	7,467,399	7,421,209	7,533,453
(4)	リース資産	2,396,762	2,099,174	1,790,246	1,387,196	1,045,380
(5)	建設仮勘定	21,590	187,653	6,893	6,730	23,383
(6)	その他	247,775	228,718	240,845	222,224	230,972
	有形固定資産合計	16,839,501	16,949,984	17,018,742	16,867,831	16,623,463
		39.2%	39.5%	39.8%	39.9%	40.5%
2 無形固定資産		2 Intangible Assets				
(1)	のれん	541,406	962,017	734,549	1,286,081	1,985,385
(2)	その他	216,011	284,449	236,841	206,296	212,919
	無形固定資産合計	757,418	1,246,466	971,390	1,492,378	2,198,304
		1.8%	2.9%	2.3%	3.5%	5.4%
3 投資その他の資産		3 Investments and Other Assets				
(1)	投資有価証券	1,531,940	1,626,157	1,858,293	3,342,501	3,164,912
(2)	繰延税金資産	269,071	253,433	101,606	89,553	134,039
(3)	長期貸付金	0	50,190	43,134	882,253	550,000
(4)	退職給付に係る資産	17,807	18,786	16,172	10,853	13,225
(5)	その他	233,999	220,818	188,267	296,488	304,437
	貸倒引当金	△ 20,425	△ 20,416	△ 22,904	△ 41,798	△ 39,287
	貸倒引当金	△ 20,425	△ 20,416	△ 22,904	△ 41,798	△ 39,287
	投資その他の資産合計	2,032,394	2,148,970	2,184,571	4,579,851	4,127,327
		4.7%	5.0%	5.1%	10.8%	10.1%
	固定資産合計	19,629,313	20,345,421	20,174,703	22,940,061	22,949,096
		45.6%	47.4%	47.1%	54.3%	55.9%
III 繰延資産		III Deferred Assets				
	創立費	298	234	170	106	42
	繰延資産合計	—	—	170	106	42
		—	—	0.0%	0.0%	0.0%
	資産合計	43,003,962	42,877,892	42,807,071	42,270,139	41,043,921
		100%	100%	100%	100%	100%

財務諸表（連結）

FINANCIAL STATEMENTS (Consolidated)

貸借対照表 Balance Sheets

(千円) (Thousand Yen)

決算期	Fiscal Year		2022/ 3	2023/ 3	2024/ 3	2025/ 3	2026/ 3
負債の部		Liabilities					
I 流動負債		I Current Liabilities					
1	支払手形及び買掛金	1 Notes and Accounts Payable-Trade	4,359,292	4,174,448	4,085,273	3,609,105	3,417,128
2	電子記録債務	2 Electronically Recorded Obligations - Operating	4,210,577	4,705,713	4,667,220	3,814,423	3,655,163
3	1年内償還予定の社債	3 Current Portion of Bonds Payable	—	—	50,000	—	—
4	1年内返済予定の長期借入金	4 Current Portion of Long-Term Borrowings	4,591,236	4,680,440	4,692,917	4,299,937	4,512,986
5	リース債務	5 Lease Obligations	808,513	702,286	617,607	499,543	389,639
6	未払法人税等	6 Income Taxes Payable	239,900	66,232	273,424	372,853	479,061
7	賞与引当金	7 Provision for Bonuses	212,564	223,107	198,640	202,118	227,854
8	その他	8 Other	1,279,965	1,340,871	1,174,334	1,763,474	1,140,868
流動負債合計		Total Current Liabilities	15,702,049	15,893,099	15,759,418	14,561,455	13,822,700
			36.5%	37.1%	36.8%	34.4%	33.7%
II 固定負債		II Non-Current Liabilities					
1	社債	1 Bonds Payable	—	50,000	—	—	—
2	長期借入金	2 Long-Term Borrowings	8,260,850	8,044,746	7,677,839	7,859,482	7,619,830
3	株式給付引当金	3 Provision for share awards	—	—	—	—	20,845
4	リース債務	4 Lease Obligations	2,095,675	1,757,154	1,459,488	1,116,355	826,571
5	繰延税金負債	5 Deferred Tax Liabilities	2,590	10,719	286	118,558	32,370
6	退職給付に係る負債	6 Retirement Benefit Liability	848,042	893,504	841,277	903,411	883,700
7	資産除去債務	7 Asset Retirement Obligations	35,200	35,847	36,507	37,179	37,865
8	その他	8 Other	17,535	17,483	27,523	30,353	30,488
固定負債合計		Total Non-Current Liabilities	11,259,894	10,809,455	10,042,921	10,065,340	9,451,671
			26.2%	25.2%	23.5%	23.8%	23.0%
負債合計		Total Liabilities	26,961,944	26,702,554	25,802,339	24,626,795	23,274,372
			62.7%	62.3%	60.3%	58.3%	56.7%
純資産の部		Net Assets					
I 株主資本		I Shareholders' Equity					
1	資本金	1 Share Capital	3,374,740	3,374,740	3,393,842	3,393,842	3,393,842
2	資本剰余金	2 Capital Surplus	3,368,870	3,368,870	3,388,472	3,394,528	3,394,528
3	利益剰余金	3 Retained Earnings	9,327,955	9,541,428	10,208,630	10,748,252	11,576,995
4	自己株式	4 Treasury Shares	△ 700,023	△ 998,230	△ 975,480	#####	△ 1,317,867
株主資本合計		Total Shareholders' Equity	15,371,541	15,286,807	16,015,465	16,528,542	17,047,498
			35.7%	35.7%	37.4%	39.1%	41.5%
II その他の包括利益累計額		II Accumulated Other Comprehensive Income					
その他有価証券評価差額金		Valuation Difference on Available-for-Sale Securities	604,348	819,632	974,991	1,051,771	645,534
退職給付に係る調整累計額		Remeasurements of Defined Benefit Plans	23,583	26,776	6,281	63,028	76,516
その他の包括利益累計額合計		Total Accumulated Other Comprehensive Income	627,931	846,409	981,273	1,114,800	722,050
			1.5%	2.0%	2.3%	2.6%	1.8%
III 新株予約権		III Share Acquisition Rights	41,011	39,130	0	—	—
			0.1%	0.1%	0.0%	0.0%	0.0%
IV 非支配株主持分		IV Non-Controlling Interests	1,532	2,990	7,993	—	—
			0.0%	0.1%	0.0%	0.0%	0.0%
純資産合計		Total Net Assets	16,042,017	16,175,337	17,004,731	17,643,343	17,769,549
			37.3%	37.7%	39.7%	41.7%	43.3%
負債純資産合計		Total Liabilities and Net Assets	43,003,962	42,877,892	42,807,071	42,270,139	41,043,921
			100%	100%	100%	100%	100%

財務諸表（連結）

FINANCIAL STATEMENTS (Consolidated)

損益計算書 Statements of Income

(千円) (Thousand Yen)

決算期	Fiscal Year	2022/ 3	2023/ 3	2024/ 3	2025/ 3	2026/ 3
I 売上高	I Net Sales	37,795,726 100%	40,263,547 100%	40,022,398 100%	40,353,108 100%	42,920,314 100%
II 売上原価	II Cost of Sales	33,077,421 87.5%	35,715,692 88.7%	35,272,945 88.1%	35,838,132 88.8%	37,726,823 87.9%
売上総利益	Gross Profit	4,718,304	4,547,854	4,749,453	4,514,975	5,193,490
III 販売費及び一般管理費	III Selling, General and Administrative Expenses					
1 運賃	1 Freight Costs	783,840	725,331	654,061	643,680	645,896
2 給料及び手当	2 Salaries and Allowances	850,451	838,261	847,442	922,204	1,103,556
3 賞与引当金繰入額	3 Provision for Bonuses	60,937	62,496	56,500	55,028	74,927
4 退職給付費用	4 Retirement Benefit Expenses	40,980	30,752	27,972	27,683	13,553
5 貸倒引当金繰入額	5 Provision of Allowance for Doubtful Accounts	△ 1,836	△ 270	21,718	△ 18,799	1,641
6 のれん償却額	6 Amortization of Goodwill	117,212	135,271	127,468	149,170	214,882
7 その他	7 Other	1,214,644	1,425,196	1,369,542	1,486,586	1,733,710
営業利益	Operating Income	1,652,074 4.4%	1,330,814 3.3%	1,644,746 4.1%	1,249,421 3.1%	1,405,322 3.3%
IV 営業外収益	IV Non-Operating Income					
1 受取配当金	1 Dividends Income	33,839	51,661	42,563	51,864	81,906
2 産業立地交付金	2 Subsidy for Industrial Estate	27,218	9,377	10,714	—	—
3 受取保険金	3 Insurance Claim Income	—	8,000	—	—	—
4 その他	4 Other	8,894	9,279	13,874	28,870	38,195
V 営業外費用	V Non-Operating Expenses					
1 支払利息	1 Interest Expenses	194,909	173,368	163,166	164,211	196,198
2 その他	2 Other	10,395	12,794	27,771	20,564	36,648
経常利益	Ordinary Income	1,516,721 4.0%	1,222,969 3.0%	1,520,961 3.8%	1,145,379 2.8%	1,292,578 3.0%
VI 特別利益	VI Extraordinary Income					
1 固定資産売却益	1 Gain on Sales of Non-Current Assets	95,627	1,970	20,446	27,080	1,445
2 投資有価証券売却益	2 Gain on Sales of Investment Securities	—	—	—	29,624	966,655
3 新株予約権戻入益	3 Gain on Reversal of Share Acquisition Rights	117	1,881	1,140	—	—
4 その他	4 Other	700	—	—	—	5,266
VII 特別損失	VII Extraordinary Losses					
1 固定資産売却損	1 Loss on Sales of Non-Current Assets	—	1,417	—	—	1,372
2 固定資産除却損	2 Loss on Retirement of Non-current Assets	104,991	13,300	77,493	13,398	81,461
3 減損損失	3 Impairment Loss	104,433	—	100,000	43,441	277,423
4 役員退職慰労金	4 Retirement Benefits for Directors	—	311,000	—	—	—
5 貸倒引当金繰入額	5 Provision of allowance for doubtful accounts	—	—	—	18,906	0
6 工場移転費用	6 Factory Move Cost	—	—	24,975	—	—
7 その他	7 Other	34	67,564	15,229	6,387	28,291
税金等調整前当期純利益	Profit Before Income Taxes	1,403,706 3.7%	833,539 2.1%	1,324,848 3.3%	1,119,951 2.8%	1,877,396 4.4%
法人税、住民税及び事業税	Income Taxes-Current	371,547	199,634	334,273	482,323	764,905
法人税等調整額	Income Taxes-Deferred	165,752	175,512	77,888	△ 78,967	△ 61,679
当期純利益	Profit	866,406 2.3%	458,392 1.1%	912,686 2.3%	716,594 1.8%	1,174,170 2.7%
非支配株主に帰属する当期純利益	Profit Attributable to Non-Controlling Interests	532	1,458	5,002	936	0
VIII 親会社株主に帰属する当期純利益	VIII Profit Attributable to Owners of Parent	865,873 2.3%	456,934 1.1%	907,684 2.3%	715,658 1.8%	1,174,170 2.7%

財務諸表（連結） FINANCIAL STATEMENTS (Consolidated)

キャッシュ・フロー計算書 Statements of Cash Flows

(千円) (Thousand Yen)

決算期	Fiscal Year	2022/ 3	2023/ 3	2024/ 3	2025/ 3	2026/ 3
I 営業活動によるキャッシュ・フロー	I Cash Flows from Operating Activities					
税金等調整前当期純利益	Profit Before Income Taxes	1,403,706	833,539	1,324,848	1,119,951	1,877,396
減価償却費	Depreciation	1,478,163	1,449,428	1,498,040	1,486,542	1,424,918
のれん償却額	Amortization of Goodwill	117,212	135,271	127,468	149,170	214,882
産業立地交付金	Subsidy for Industrial Estate	△ 27,218	△ 9,377	△ 10,714	—	—
受取保険金	Insurance Claim Income	—	△ 8,000	—	—	—
貸倒引当金の増減額(△は減少)	Increase (Decrease) in Allowance for Doubtful Accounts	△ 1,836	△ 270	24,218	1,842	△ 799
賞与引当金の増減額(△は減少)	Increase (Decrease) in Provision for Bonuses	22,845	△ 1,257	△ 24,466	△ 32,492	3,355
退職給付に係る負債の増減額(△は減少)	Increase (Decrease) in Retirement Benefit Liability	30,959	50,064	72,195	10,799	△ 67,184
受取利息及び受取配当金	Interest and Dividends Income	△ 33,876	△ 52,230	△ 43,639	△ 59,765	△ 102,701
支払利息	Interest Expenses	194,909	173,368	163,166	164,211	196,198
固定資産売却損益(△は益)	Loss (Gain) on Sales of Non-Current Assets	△ 95,627	△ 446	△ 20,446	△ 27,080	△ 72
固定資産除却損	Loss on Retirement of Non-Current Assets	104,991	13,300	77,493	13,398	81,461
減損損失	Impairment Loss	104,433	—	100,000	43,441	277,423
役員退職慰労金	Retirement Benefits for Directors	—	311,000	—	—	—
投資有価証券売却損益(△は益)	Loss (Gain) on Sales of Investment Securities	—	—	—	△ 29,624	△ 944,943
売上債権の増減額(△は増加)	Decrease (Increase) in Trade Receivables	197,031	△ 782,345	1,162,324	742,868	558,622
棚卸資産の増減額(△は増加)	Decrease (Increase) in Inventories	△ 141,714	△ 59,522	189,948	17,832	△ 263,206
仕入債務の増減額(△は減少)	Increase (Decrease) in Trade Payables	△ 300,939	310,181	△ 127,667	△ 1,615,765	△ 386,609
未収入金の増減額(△は増加)	Decrease (Increase) in Accounts Receivable-Other	104,317	△ 35,400	△ 97,836	31,572	△ 65,794
立替金の増減額(△は増加)	Decrease (Increase) in Advances Paid	—	—	—	△ 284,587	68,715
未払金の増減額(△は減少)	Increase (Decrease) in Accounts Payable-Other	9,381	3,822	27,214	△ 79,947	65,606
未払費用の増減額(△は減少)	Increase (Decrease) in Accrued Expenses	49,783	△ 51,257	△ 349,287	△ 5,587	△ 22,813
未払消費税等の増減額(△は減少)	Increase (Decrease) in Accrued Consumption Taxes	168,796	△ 74,039	52,141	16,178	51,661
前払費用の増減額(△は増加)	Decrease (Increase) in Prepaid Expenses	10,139	—	—	—	—
その他	Other, Net	70,263	△ 168,850	△ 85,718	5,498	△ 58,210
小計	Subtotal	3,465,723	2,036,977	4,059,282	1,668,457	2,907,906
利息及び配当金の受取額	Interest and Dividends Income Received	33,876	52,230	43,637	59,765	102,703
利息の支払額	Interest Paid	△ 193,809	△ 173,517	△ 164,002	△ 161,762	△ 191,898
法人税等の支払額	Income Taxes Paid	△ 337,245	△ 902,662	548,677	△ 369,559	△ 563,291
補助金による収入	Proceeds from Grants	—	8,000	97,000	—	—
営業活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Operating Activities	2,968,544	1,021,028	4,584,594	1,196,900	2,255,418

財務諸表（連結） FINANCIAL STATEMENTS (Consolidated)

キャッシュ・フロー計算書 Statements of Cash Flows

(千円) (Thousand Yen)

決算期	Fiscal Year	2022/ 3	2023/ 3	2024/ 3	2025/ 3	2026/ 3
II 投資活動によるキャッシュ・フロー	II Cash Flows from Investing Activities					
定期預金の払戻による収入	Proceeds from withdrawal of time deposits	—	—	—	228,306	0
有形固定資産の取得による支出	Purchase of Property, Plant and Equipment	△ 1,728,033	△ 821,879	△ 1,156,973	△ 729,657	△ 1,753,991
有形固定資産の売却による収入	Proceeds from Sales of Tangible Fixed Assets	—	—	—	165,190	5,434
無形固定資産の取得による支出	Purchase of Intangible Assets	△ 116,738	△ 135,545	△ 79,024	△ 71,682	△ 91,491
投資有価証券の取得による支出	Purchase of Investment Securities	△ 220,866	△ 11,989	△ 12,981	△ 1,016,249	△ 213,134
投資有価証券の売却による収入	Proceeds from Sales of Investment Securities	—	—	8,471	50,677	1,235,876
関係会社株式の取得による支出	Purchase of shares of subsidiaries and associates	—	—	—	△ 137,000	△ 506,389
貸付金の貸付による支出	Payments for loans receivable	—	—	—	△ 800,000	0
貸付金の回収による収入	Proceeds from collection of loans receivable	—	—	—	—	253,200
役員に対する貸付による支出	Payments of loans receivable from employers	—	△ 67,015	—	△ 67,202	0
役員に対する貸付金の回収による収入	Proceeds from Collection of Loans Receivable from Directors	—	4,918	11,906	16,658	100,733
保険積立金の解約による収入	Proceeds from cancellation of insurance funds	—	—	—	163,127	1,960
出資金の回収による収入	Proceeds from Divestments	—	10,170	—	—	—
産業立地交付金の受取による収入	Proceeds from Subsidies for Industrial Estate	27,218	9,377	10,714	—	—
連結の範囲の変更を伴う 子会社株式の取得による支出	Purchase of Shares of Subsidiaries Resulting in Change in Scope of Consolidation	△ 504,706	△ 733,370	—	△ 1,068,638	△ 1,032,305
事業譲渡による支出	Expenditure for Business Transfer	—	—	△ 49,288	—	—
その他	Other, Net	122,315	1,602	41,962	△ 1,879	5,943
投資活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Investing Activities	△ 2,420,811	△ 1,743,733	△ 1,225,212	△ 3,268,350	△ 1,994,163
III 財務活動によるキャッシュ・フロー	III Cash Flows from Financing Activities					
短期借入金の純増減額（△は減少）	Net Increase (Decrease) in Short-Term Borrowings	△ 210,000	—	—	△ 40,000	0
長期借入れによる収入	Proceeds From Long-Term Loans Borrowings	4,500,000	4,800,000	4,900,000	4,950,000	4,880,000
長期借入金の返済による支出	Repayment of Long-Term Borrowings	△ 5,098,696	△ 5,112,990	△ 5,254,430	△ 5,161,337	△ 4,908,231
配当金の支払額	Dividends Paid	△ 91,303	△ 243,306	△ 240,893	△ 327,944	△ 345,541
リース債務の返済による支出	Repayments of Lease Obligations	△ 1,362,101	△ 832,382	△ 717,059	△ 628,845	△ 510,023
長期設備未払金の支払いによる支出	Payments for Accrued Amount Payable for Capital Investment	△ 11,365	—	—	—	—
自己株式の取得による支出	Purchase of Treasury Stock	—	△ 298,206	—	△ 32,600	△ 309,787
社債の償還による支出	Redemption of bonds	—	—	—	△ 50,000	△ 100,000
その他	Other, Net	△ 5,885	△ 19,296	215	△ 2,873	△ 1,152
財務活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Financing Activities	△ 2,279,350	△ 1,706,182	△ 1,312,168	△ 1,293,601	△ 1,294,735
IV 現金及び現金同等物の増減額（△は減少）	IV Net Increase (Decrease) in Cash and Cash Equivalents	△ 1,731,617	△ 2,428,886	2,047,214	△ 3,365,050	△ 1,033,481
V 現金及び現金同等物の期首残高	V Cash and Cash Equivalents at Beginning of Period	14,674,737	12,943,119	10,514,232	12,561,446	9,196,396
VI 現金及び現金同等物の期末残高	VI Cash and Cash Equivalents at End of Period	12,943,119	10,514,232	12,561,446	9,196,396	8,162,915

■ Corporate Information

Trade Name	KYORITSU CO.,LTD.
Established	May 1st, 1981
Capital	3,393,842,000 Yen
Number of Full-time Employees	626
Stock Exchange Listed	Standard Market of the Tokyo Stock Exchange [7795]
Number of Shareholders	13,435
Head Office	36-1, Shimizu-cho, Itabashi-ku, Tokyo 03-5248-5550
Businesses	Sales Promotion Solutions Business Content Business Environmental Business

■ 会社概要

商号	株式会社KYORITSU
設立	1981年5月1日
資本金	33億9,384万円
従業員数	626名（連結）
上場取引所	東京証券取引所 スタンダード市場 [7795]
株主数	13,435
本社	東京都板橋区清水町36番1号 03-5248-5550
事業の内容	販促ソリューション事業 コンテンツ事業 環境事業



■ Officers

President	Yutaka Kageyama
Senior Managing Director	Masahide Tasaka
Outside Director	Kenzo Kawajiri
Outside Director	Hiroyuki Goto
Outside Director	Sachiyo Higuchi

■ 役員

代表取締役社長	景山 豊
専務取締役	田坂 優英
社外取締役	川尻 建三
社外取締役	後藤 博之
社外取締役	樋口 佐智代