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May 8, 2025

## Summary of Consolidated Financial Results for the Year Ended March 31, 2025 (under Japanese GAAP)

Company name: **TAKARA STANDARD CO., LTD.**  
 Stock listing: Tokyo Stock Exchange  
 Stock code: 7981  
 URL: <https://www.takara-standard.co.jp/>  
 Representative: Masaru Komori, President  
 Inquiries: Kaoru Umeda, Executive Officer in charge of Financial Planning Department and IR  
 Department, Administration Division  
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Scheduled date of Annual General Meeting of Shareholders: June 25, 2025

Scheduled date to commence dividend payments: June 26, 2025

Scheduled date to file annual securities report: June 23, 2025

Preparation of supplementary material on financial results: Yes

Holding of financial results presentation meeting: None

(Million yen with fractional amounts discarded, unless otherwise noted)

### 1. Consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

| Fiscal year ended | Net sales   |     | Operating profit |      | Ordinary profit |      | Profit attributable to owners of parent |      |
|-------------------|-------------|-----|------------------|------|-----------------|------|---|------|
|                   | Million yen | %   | Million yen      | %    | Million yen     | %    | Million yen                             | %    |
| March 31, 2025    | 243,380     | 3.7 | 15,635           | 25.8 | 16,005          | 25.1 | 11,090                                  | 16.7 |
| March 31, 2024    | 234,738     | 3.2 | 12,427           | 13.6 | 12,792          | 11.3 | 9,500                                   | 12.9 |

Note: Comprehensive income  
 Fiscal year ended March 31, 2025: ¥12,719 million [(3.4)%]  
 Fiscal year ended March 31, 2024: ¥13,165 million [65.5%]

| Fiscal year ended | Basic earnings per share | Diluted earnings per share | Return on equity | Ordinary profit on total assets | Operating profit on net sales |
|-------------------|--------------------------|----------------------------|------------------|---------------------------------|-------------------------------|
|                   | Yen                      | Yen                        | %                | %                               | %                             |
| March 31, 2025    | 163.15                   | –                          | 5.8              | 5.9                             | 6.4                           |
| March 31, 2024    | 137.30                   | –                          | 5.2              | 4.7                             | 5.3                           |

Reference: Equity in earnings (losses) of associates  
 Fiscal year ended March 31, 2025: ¥– million      Fiscal year ended March 31, 2024: ¥– million

#### (2) Consolidated financial position

|                | Total assets | Net assets  | Equity ratio | Net assets per share |
|----------------|--------------|-------------|--------------|----------------------|
| As of          | Million yen  | Million yen | %            | Yen                  |
| March 31, 2025 | 276,914      | 194,509     | 70.2         | 2,892.64             |
| March 31, 2024 | 268,675      | 187,398     | 69.7         | 2,742.27             |

Reference: Equity  
 As of March 31, 2025: ¥194,509 million      As of March 31, 2024: ¥187,398 million

### (3) Consolidated cash flows

|                   | Cash flows from operating activities | Cash flows from investing activities | Cash flows from financing activities | Cash and cash equivalents at end of period |
|-------------------|--------------------------------------|--------------------------------------|--------------------------------------|--|
| Fiscal year ended | Million yen                          | Million yen                          | Million yen                          | Million yen                                |
| March 31, 2025    | 23,365                               | (8,465)                              | (6,506)                              | 68,059                                     |
| March 31, 2024    | (1,314)                              | (11,666)                             | (7,730)                              | 59,665                                     |

### 2. Dividends

|   | Annual dividends  |                    |                   |                 |        | Total dividend payments | Dividend payout ratio (Consolidated) | Dividend on equity (Consolidated) |
|---|-------------------|--------------------|-------------------|-----------------|--------|-------------------------|--------------------------------------|-----------------------------------|
|   | First quarter-end | Second quarter-end | Third quarter-end | Fiscal year-end | Total  |                         |                                      |                                   |
|   | Yen               | Yen                | Yen               | Yen             | Yen    | Million yen             | %                                    | %                                 |
| Fiscal year ended March 31, 2024              | –                 | 27.00              | –                 | 27.00           | 54.00  | 3,708                   | 39.3                                 | 2.0                               |
| Fiscal year ended March 31, 2025              | –                 | 28.00              | –                 | 50.00           | 78.00  | 5,275                   | 47.8                                 | 2.8                               |
| Fiscal year ending March 31, 2026 (Forecasts) | –                 | 50.00              | –                 | 50.00           | 100.00 |                         | 52.5                                 |                                   |

Note: The Company has changed the year-end dividend per share for the fiscal year ended March 31, 2025 from ¥28 to ¥50. For details, please refer to “Notice Concerning Revision to Forecast of Fiscal Year-End Dividend (Dividend Increase)” released today (May 8, 2025).

### 3. Consolidated earnings forecasts for the fiscal year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year 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 ending September 30, 2025 | 118,500     | 2.2 | 7,400            | 24.2 | 7,600           | 23.8 | 5,500                                   | 41.6 | 81.79                    |
| Full year                            | 247,000     | 1.5 | 17,200           | 10.0 | 17,500          | 9.3  | 12,800                                  | 15.4 | 190.36                   |

**\* Notes**

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements after error corrections
- a. Changes in accounting policies due to revisions to accounting standards and other regulations: Yes
  - b. Changes in accounting policies due to other reasons: None
  - c. Changes in accounting estimates: None
  - d. Restatement of prior period financial statements after error corrections: None

(3) Number of issued shares (common stock)

- a. Total number of issued shares at the end of the period (including treasury shares)

|                      |                   |
|----------------------|-------------------|
| As of March 31, 2025 | 67,252,994 shares |
| As of March 31, 2024 | 68,347,094 shares |

- b. Number of treasury shares at the end of the period

|                      |               |
|----------------------|---------------|
| As of March 31, 2025 | 10,327 shares |
| As of March 31, 2024 | 9,904 shares  |

- c. Average number of outstanding shares during the period

|                                  |                   |
|----------------------------------|-------------------|
| Fiscal year ended March 31, 2025 | 67,976,984 shares |
| Fiscal year ended March 31, 2024 | 69,198,775 shares |

**\* Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation.**

**\* Proper use of earnings forecasts, and other special matters**

(Cautions concerning the use of earnings forecasts)

Forward-looking statements provided in this document, including earnings forecasts, are based on the information currently available to the Company and certain assumptions considered reasonable. Such statements are included without any guarantee as to their future achievement. Actual business and other results may differ materially from the forecasts depending on various factors.

## Consolidated Financial Statements

### (1) Consolidated balance sheets

(Millions of yen)

|   | As of March 31, 2024 | As of March 31, 2025 |
|---|----------------------|----------------------|
| <b>Assets</b>                                       |                      |                      |
| Current assets                                      |                      |                      |
| Cash and deposits                                   | 59,665               | 68,059               |
| Notes receivable - trade                            | 3,758                | 2,173                |
| Accounts receivable - trade                         | 33,324               | 34,609               |
| Electronically recorded monetary claims - operating | 34,009               | 34,491               |
| Merchandise and finished goods                      | 11,640               | 10,215               |
| Work in process                                     | 4,888                | 4,226                |
| Raw materials and supplies                          | 7,316                | 6,254                |
| Other   | 374                  | 369                  |
| Allowance for doubtful accounts                     | (6)                  | (8)                  |
| Total current assets                                | 154,972              | 160,391              |
| Non-current assets                                  |                      |                      |
| Property, plant and equipment                       |                      |                      |
| Buildings and structures                            | 91,450               | 91,338               |
| Accumulated depreciation                            | (67,785)             | (68,439)             |
| Buildings and structures, net                       | 23,665               | 22,898               |
| Machinery, equipment and vehicles                   | 52,381               | 55,081               |
| Accumulated depreciation                            | (39,815)             | (40,746)             |
| Machinery, equipment and vehicles, net              | 12,566               | 14,334               |
| Tools, furniture and fixtures                       | 32,293               | 31,848               |
| Accumulated depreciation                            | (23,445)             | (22,882)             |
| Tools, furniture and fixtures, net                  | 8,847                | 8,965                |
| Land  | 41,933               | 43,214               |
| Construction in progress                            | 2,696                | 2,785                |
| Total property, plant and equipment                 | 89,709               | 92,198               |
| Intangible assets                                   | 2,254                | 2,280                |
| Investments and other assets                        |                      |                      |
| Investment securities                               | 13,928               | 14,745               |
| Long-term loans receivable                          | 4                    | -                    |
| Deferred tax assets                                 | 5,184                | 4,743                |
| Other   | 2,629                | 2,558                |
| Allowance for doubtful accounts                     | (7)                  | (3)                  |
| Total investments and other assets                  | 21,739               | 22,043               |
| Total non-current assets                            | 113,703              | 116,522              |
| Total assets  | 268,675              | 276,914              |

(Millions of yen)

|   | As of March 31, 2024 | As of March 31, 2025 |
|---|----------------------|----------------------|
| <b>Liabilities</b>                                    |                      |                      |
| Current liabilities                                   |                      |                      |
| Accounts payable - trade                              | 16,116               | 17,177               |
| Electronically recorded obligations - operating       | 18,382               | 19,907               |
| Short-term borrowings                                 | 7,650                | 6,750                |
| Income taxes payable                                  | 3,263                | 3,259                |
| Other   | 15,838               | 15,973               |
| Total current liabilities                             | 61,251               | 63,067               |
| Non-current liabilities                               |                      |                      |
| Deferred tax liabilities for land revaluation         | 2,757                | 2,838                |
| Retirement benefit liability                          | 16,488               | 15,718               |
| Other   | 779                  | 781                  |
| Total non-current liabilities                         | 20,025               | 19,337               |
| Total liabilities                                     | 81,276               | 82,405               |
| <b>Net assets</b>                                     |                      |                      |
| Shareholders' equity                                  |                      |                      |
| Share capital   | 26,356               | 26,356               |
| Capital surplus                                       | 30,734               | 30,734               |
| Retained earnings                                     | 122,517              | 127,961              |
| Treasury shares                                       | (17)                 | (17)                 |
| Total shareholders' equity                            | 179,592              | 185,036              |
| Accumulated other comprehensive income                |                      |                      |
| Valuation difference on available-for-sale securities | 6,464                | 7,223                |
| Revaluation reserve for land                          | 1,997                | 1,952                |
| Remeasurements of defined benefit plans               | (654)                | 296                  |
| Total accumulated other comprehensive income          | 7,806                | 9,472                |
| Total net assets                                      | 187,398              | 194,509              |
| Total liabilities and net assets                      | 268,675              | 276,914              |

**(2) Consolidated statement of income and consolidated statement of comprehensive income**

**Consolidated statement of income**

(Millions of yen)

|  | Fiscal year ended<br>March 31, 2024 | Fiscal year ended<br>March 31, 2025 |
|--|-------------------------------------|-------------------------------------|
| Net sales                                    | 234,738                             | 243,380                             |
| Cost of sales                                | 155,149                             | 158,872                             |
| Gross profit                                 | 79,588                              | 84,507                              |
| Selling, general and administrative expenses | 67,161                              | 68,872                              |
| Operating profit                             | 12,427                              | 15,635                              |
| Non-operating income                         |                                     |                                     |
| Interest income                              | 3                                   | 66                                  |
| Dividend income                              | 373                                 | 396                                 |
| Other  | 122                                 | 115                                 |
| Total non-operating income                   | 499                                 | 577                                 |
| Non-operating expenses                       |                                     |                                     |
| Interest expenses                            | 43                                  | 63                                  |
| Product safety costs                         | 36                                  | 41                                  |
| Non-deductible consumption tax               | 26                                  | 46                                  |
| Other  | 28                                  | 56                                  |
| Total non-operating expenses                 | 134                                 | 208                                 |
| Ordinary profit                              | 12,792                              | 16,005                              |
| Extraordinary income                         |                                     |                                     |
| Gain on sale of non-current assets           | 92                                  | 203                                 |
| Gain on sale of investment securities        | 1,329                               | 487                                 |
| Gain on sale of businesses                   | 330                                 | -                                   |
| Total extraordinary income                   | 1,752                               | 691                                 |
| Extraordinary losses                         |                                     |                                     |
| Loss on retirement of non-current assets     | 525                                 | 598                                 |
| Loss on sale of non-current assets           | 141                                 | 47                                  |
| Loss on valuation of investment securities   | -                                   | 214                                 |
| Impairment losses                            | 17                                  | 28                                  |
| Disaster relief aid expenses                 | 13                                  | -                                   |
| Total extraordinary losses                   | 698                                 | 888                                 |
| Profit before income taxes                   | 13,845                              | 15,807                              |
| Income taxes - current                       | 4,730                               | 5,143                               |
| Income taxes - deferred                      | (385)                               | (425)                               |
| Total income taxes                           | 4,344                               | 4,717                               |
| Profit                                       | 9,500                               | 11,090                              |
| Profit attributable to owners of parent      | 9,500                               | 11,090                              |

### Consolidated statement of comprehensive income

(Millions of yen)

|  | Fiscal year ended<br>March 31, 2024 | Fiscal year ended<br>March 31, 2025 |
|--|-------------------------------------|-------------------------------------|
| Profit   | 9,500                               | 11,090                              |
| Other comprehensive income                                     |                                     |                                     |
| Valuation difference on available-for-sale securities          | 1,679                               | 759                                 |
| Revaluation reserve for land                                   | -                                   | (81)                                |
| Remeasurements of defined benefit plans, net of tax            | 1,984                               | 951                                 |
| Total other comprehensive income                               | 3,664                               | 1,629                               |
| Comprehensive income   | 13,165                              | 12,719                              |
| Comprehensive income attributable to                           |                                     |                                     |
| Comprehensive income attributable to owners of parent          | 13,165                              | 12,719                              |
| Comprehensive income attributable to non-controlling interests | -                                   | -                                   |

**(3) Consolidated statement of changes in equity**

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                       | 26,356               | 30,734          | 120,322           | (12)            | 177,402                    |
| Changes during period                                |                      |                 |                   |                 |                            |
| Dividends of surplus                                 |                      |                 | (3,692)           |                 | (3,692)                    |
| Profit attributable to owners of parent              |                      |                 | 9,500             |                 | 9,500                      |
| Purchase of treasury shares                          |                      |                 |                   | (3,590)         | (3,590)                    |
| Cancellation of treasury shares                      |                      |                 | (3,585)           | 3,585           | -                          |
| Reversal of revaluation reserve for land             |                      |                 | (27)              |                 | (27)                       |
| Net changes in items other than shareholders' equity |                      |                 |                   |                 |                            |
| Total changes during period                          | -                    | -               | 2,195             | (5)             | 2,190                      |
| Balance at end of period                             | 26,356               | 30,734          | 122,517           | (17)            | 179,592                    |

|  | Accumulated other comprehensive income                |                              |   |  | Total net assets |
|--|---|------------------------------|---|--|------------------|
|  | Valuation difference on available-for-sale securities | Revaluation reserve for land | Remeasurements of defined benefit plans | Total accumulated other comprehensive income |                  |
| Balance at beginning of period                       | 4,784   | 1,969                        | (2,639)                                 | 4,114  | 181,516          |
| Changes during period                                |   |                              |   |  |                  |
| Dividends of surplus                                 |   |                              |   |  | (3,692)          |
| Profit attributable to owners of parent              |   |                              |   |  | 9,500            |
| Purchase of treasury shares                          |   |                              |   |  | (3,590)          |
| Cancellation of treasury shares                      |   |                              |   |  | -                |
| Reversal of revaluation reserve for land             |   |                              |   |  | (27)             |
| Net changes in items other than shareholders' equity | 1,679   | 27                           | 1,984                                   | 3,692  | 3,692            |
| Total changes during period                          | 1,679   | 27                           | 1,984                                   | 3,692  | 5,882            |
| Balance at end of period                             | 6,464   | 1,997                        | (654)                                   | 7,806  | 187,398          |

Fiscal year ended March 31, 2025

(Millions of yen)

|  | Shareholders' equity |                 |                   |                 |                            |
|--|----------------------|-----------------|-------------------|-----------------|----------------------------|
|  | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of period                       | 26,356               | 30,734          | 122,517           | (17)            | 179,592                    |
| Changes during period                                |                      |                 |                   |                 |                            |
| Dividends of surplus                                 |                      |                 | (3,758)           |                 | (3,758)                    |
| Profit attributable to owners of parent              |                      |                 | 11,090            |                 | 11,090                     |
| Purchase of treasury shares                          |                      |                 |                   | (1,850)         | (1,850)                    |
| Cancellation of treasury shares                      |                      |                 | (1,851)           | 1,851           | -                          |
| Reversal of revaluation reserve for land             |                      |                 | (36)              |                 | (36)                       |
| Net changes in items other than shareholders' equity |                      |                 |                   |                 |                            |
| Total changes during period                          | -                    | -               | 5,444             | 0               | 5,444                      |
| Balance at end of period                             | 26,356               | 30,734          | 127,961           | (17)            | 185,036                    |

|  | Accumulated other comprehensive income                |                              |   |  | Total net assets |
|--|---|------------------------------|---|--|------------------|
|  | Valuation difference on available-for-sale securities | Revaluation reserve for land | Remeasurements of defined benefit plans | Total accumulated other comprehensive income |                  |
| Balance at beginning of period                       | 6,464   | 1,997                        | (654)                                   | 7,806  | 187,398          |
| Changes during period                                |   |                              |   |  |                  |
| Dividends of surplus                                 |   |                              |   |  | (3,758)          |
| Profit attributable to owners of parent              |   |                              |   |  | 11,090           |
| Purchase of treasury shares                          |   |                              |   |  | (1,850)          |
| Cancellation of treasury shares                      |   |                              |   |  | -                |
| Reversal of revaluation reserve for land             |   |                              |   |  | (36)             |
| Net changes in items other than shareholders' equity | 759   | (44)                         | 951                                     | 1,666  | 1,666            |
| Total changes during period                          | 759   | (44)                         | 951                                     | 1,666  | 7,110            |
| Balance at end of period                             | 7,223   | 1,952                        | 296                                     | 9,472  | 194,509          |

**(4) Consolidated statement of cash flows**

(Millions of yen)

|  | Fiscal year ended<br>March 31, 2024 | Fiscal year ended<br>March 31, 2025 |
|--|-------------------------------------|-------------------------------------|
| <b>Cash flows from operating activities</b>            |                                     |                                     |
| Profit before income taxes                             | 13,845                              | 15,807                              |
| Depreciation   | 7,192                               | 7,540                               |
| Impairment losses                                      | 17                                  | 28                                  |
| Increase (decrease) in allowance for doubtful accounts | (1)                                 | (2)                                 |
| Increase (decrease) in retirement benefit liability    | 581                                 | 611                                 |
| Interest and dividend income                           | (377)                               | (462)                               |
| Interest expenses                                      | 43                                  | 63                                  |
| Loss (gain) on sale of investment securities           | (1,329)                             | (487)                               |
| Loss (gain) on valuation of investment securities      | -                                   | 214                                 |
| Loss (gain) on sale of property, plant and equipment   | 46                                  | (163)                               |
| Loss on retirement of property, plant and equipment    | 525                                 | 598                                 |
| Loss (gain) on sale of businesses                      | (330)                               | -                                   |
| Decrease (increase) in trade receivables               | (2,266)                             | (250)                               |
| Decrease (increase) in inventories                     | 402                                 | 3,148                               |
| Increase (decrease) in trade payables                  | (18,022)                            | 2,095                               |
| Other, net   | 1,500                               | (587)                               |
| Subtotal   | 1,828                               | 28,154                              |
| Interest and dividends received                        | 377                                 | 445                                 |
| Interest paid  | (45)                                | (72)                                |
| Income taxes paid                                      | (3,474)                             | (5,162)                             |
| Net cash provided by (used in) operating activities    | (1,314)                             | 23,365                              |
| <b>Cash flows from investing activities</b>            |                                     |                                     |
| Purchase of investment securities                      | (16)                                | (18)                                |
| Proceeds from sale of investment securities            | 1,891                               | 669                                 |
| Purchase of property, plant and equipment              | (13,298)                            | (9,660)                             |
| Proceeds from sale of property, plant and equipment    | 685                                 | 1,379                               |
| Purchase of intangible assets                          | (1,155)                             | (809)                               |
| Proceeds from collection of loans receivable           | 87                                  | 4                                   |
| Proceeds from sale of businesses                       | 330                                 | -                                   |
| Other, net   | (189)                               | (31)                                |
| Net cash provided by (used in) investing activities    | (11,666)                            | (8,465)                             |
| <b>Cash flows from financing activities</b>            |                                     |                                     |
| Net increase (decrease) in short-term borrowings       | (450)                               | (900)                               |
| Purchase of treasury shares                            | (3,590)                             | (1,850)                             |
| Dividends paid   | (3,689)                             | (3,755)                             |
| Net cash provided by (used in) financing activities    | (7,730)                             | (6,506)                             |
| Net increase (decrease) in cash and cash equivalents   | (20,711)                            | 8,393                               |
| Cash and cash equivalents at beginning of period       | 80,376                              | 59,665                              |
| Cash and cash equivalents at end of period             | 59,665                              | 68,059                              |