Translation

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SUMMARY OF FINANCIAL STATEMENTS(Consolidated)
For the three months ended June 30,2026
[Under Japanese GAAP]

August 5,2026

Company name: Natori Co., Ltd.
Stock exchange listing: Tokyo Stock Exchange
Code Number: 2922 URL: https://www.natori.co.jp
Representative: Saburo Natori, Chairman of the Board of Directors and President
For inquiry: Shigeru Ataka, Director Executive Officer Department Manager Business Planning Dept., Accounting Dept.
Scheduled date of dividend payment: —
Supplemental information for financial statements: Yes
Holding of financial results meeting: None

(Amounts are rounded down to the nearest million yen)

1. Consolidated Financial Results for the Three Months Ended June 30,2026

(1) Consolidated Operating Results

(% of change from the previous fiscal year)

	Net Sales		Operating Income		Ordinary Income		Net Income Attributable to Shareholders of Parent	
Three Months ended	million yen	%	million yen	%	million yen	%	million yen	%
June 30,2026	11,852	△1.7	839	—	865	—	595	—
June 30,2025	12,058	2.6	△97	—	△73	—	△14	—

(Reference) Comprehensive income June 30,2026: 562million yen (357.7%); June 30,2025: 122million yen (△73.4%)

	Net Income per Share	Diluted Net Income per Share
Three Months ended	yen	yen
June 30,2026	47.30	—
June 30,2025	△1.19	—

(2) Consolidated Financial Position

	Total Assets	Net Assets	Equity Ratio
As of	million yen	million yen	%
June 30,2026	43,068	28,076	65.2
March 31,2026	42,584	27,677	65.0

(Reference) Shareholders' equity as of June 30,2026: 28,076million yen; March 31,2026: 27,677million yen

2. Dividends

	Dividends per Share				
	1Q-end	2Q-end	3Q-end	Year-end	Total
Fiscal Year ended	yen	yen	yen	yen	yen
March 31,2026	—	13.00	—	13.00	26.00
March 31,2027	—				
March 31,2027 (Forecasts)		15.00	—	15.00	30.00

(Reference) Revision to dividend forecasts published most recently: None

・Breakdown of dividend at the end of 2Q of the fiscal year ended March 31, 2026:
Ordinary dividend 12.00yen, 88th anniversary commemorative dividend 1.00 yen

・Breakdown of dividend at the fiscal year ended March 31, 2026 :
Ordinary dividend 12.00 yen, 88th anniversary commemorative dividend 1.00 yen

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

(% of change from the previous fiscal year)

	Net Sales		Operating Income		Ordinary Income		Net Income Attributable to Shareholders of Parent		Net Income per Share
Fiscal Year ended	million yen	%	million yen	%	million yen	%	million yen	%	yen
March 31,2027	48,900	0.6	2,150	13.7	2,180	13.0	1,460	8.7	116.03

(Reference) Revision to financial forecasts published most recently: None

Notes

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

   Newly included: －

   Excluded: －

2. Application of particular accounts procedures to the preparation of quarterly consolidated financial statements: Yes

3. Changes in accounting policy, changes in accounting estimates
   (1) Changes due to revision of accounting standards: Yes
   (2) Changes due to reasons other than (1): None
   (3) Changes in accounting estimates: None
   (4) Restatement: None

4. Number of shares outstanding (common stock):

	As of June 30,2026:	As of March 31,2026:
(1) Number of shares outstanding at the end of the period (including treasury stock)	15,032,209shares	15,032,209 shares
(2) Number of treasury stock at the end of the period	2,449,756shares	2,449,756 shares
	Three Months ended June 30,2026:	Three Months ended June 30,2025:
(3) Average number of shares during the period	12,582,453shares	12,582,553 shares

* Review of the Japanese-language originals of the attached consolidated quarterly financial statements by certified public accountants or an audit firm: Yes (voluntary)

*Appropriate use of financial forecasts and other items

The forward-looking statements such as performance forecasts included in this document are based on the information available to the Company at the time of the announcement and on certain assumptions considered reasonable. Actual results may differ significantly from these forecasts due to various factors.

Quarterly Consolidated Financial Statements and Primary Notes

Quarterly Consolidated Balance Sheet

(Thousands of yen)

	As of March 31, 2026	As of June 30, 2026
Assets		
Current assets		
Cash and deposits	4,606,314	4,997,254
Accounts receivable - trade	8,826,688	8,385,634
Electronically recorded monetary claims - operating	22,136	23,464
Merchandise and finished goods	1,749,484	1,722,790
Work in process	1,019,771	1,095,136
Raw materials and supplies	4,960,407	5,482,301
Other	335,643	429,648
Allowance for doubtful accounts	(161)	(158)
Total current assets	21,520,285	22,136,070
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	8,162,173	8,128,130
Land	6,878,285	6,878,285
Other, net	1,624,231	1,595,083
Total property, plant and equipment	16,664,690	16,601,499
Intangible assets	930,386	905,364
Investments and other assets	3,469,468	3,425,997
Total non-current assets	21,064,545	20,932,861
Total assets	42,584,830	43,068,932

(Thousands of yen)

	As of March 31, 2026	As of June 30, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	4,183,936	4,799,048
Short-term borrowings	2,545,000	2,545,000
Current portion of long-term borrowings	270,020	257,080
Income taxes payable	317,955	276,043
Provision for bonuses	355,912	307,152
Provision for bonuses for directors (and other officers)	38,200	9,375
Other	3,630,985	3,286,669
Total current liabilities	11,342,009	11,480,367
Non-current liabilities		
Long-term borrowings	898,060	867,040
Provision for retirement benefits for directors (and other officers)	753,347	761,222
Retirement benefit liability	654,657	659,778
Asset retirement obligations	5,825	5,825
Other	1,253,310	1,217,838
Total non-current liabilities	3,565,200	3,511,704
Total liabilities	14,907,209	14,992,072
Net assets		
Shareholders' equity		
Share capital	1,975,125	1,975,125
Capital surplus	2,290,923	2,290,923
Retained earnings	24,107,735	24,539,255
Treasury shares	(2,096,662)	(2,096,662)
Total shareholders' equity	26,277,121	26,708,642
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,308,763	1,280,072
Remeasurements of defined benefit plans	91,736	88,145
Total accumulated other comprehensive income	1,400,499	1,368,218
Total net assets	27,677,620	28,076,860
Total liabilities and net assets	42,584,830	43,068,932

Quarterly Consolidated Statements of Income and Comprehensive Income

Quarterly Consolidated Statement of Income

For the Three-Month Period

(Thousands of yen)

	For the three months ended June 30, 2025	For the three months ended June 30, 2026
Net sales	12,058,272	11,852,528
Cost of sales	9,959,591	8,825,841
Gross profit	2,098,680	3,026,687
Selling, general and administrative expenses	2,196,332	2,187,611
Operating profit (loss)	(97,652)	839,075
Non-operating income		
Dividend income	27,443	31,917
Rental income	6,292	5,989
Other	9,170	10,047
Total non-operating income	42,906	47,954
Non-operating expenses		
Interest expenses	13,343	15,144
Rental expenses	5,869	5,971
Other	27	189
Total non-operating expenses	19,240	21,305
Ordinary profit (loss)	(73,985)	865,725
Extraordinary income		
Gain on sale of non-current assets	75,957	681
Total extraordinary income	75,957	681
Extraordinary losses		
Loss on retirement of non-current assets	481	175
Total extraordinary losses	481	175
Profit before income taxes	1,489	866,232
Income taxes	16,459	271,139
Profit (loss)	(14,970)	595,092
Profit (loss) attributable to owners of parent	(14,970)	595,092

Quarterly Consolidated Statement of Comprehensive Income

For the Three-Month Period

(Thousands of yen)

	For the three months ended June 30, 2025	For the three months ended June 30, 2026
Profit (loss)	(14,970)	595,092
Other comprehensive income		
Valuation difference on available-for-sale securities	140,093	(28,691)
Remeasurements of defined benefit plans, net of tax	(2,151)	(3,590)
Total other comprehensive income	137,941	(32,281)
Comprehensive income	122,971	562,811
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	122,971	562,811
Comprehensive income attributable to non-controlling interests	-	-