

# Translation

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

May 16, 2025

Company name: MUSASHI CO., LTD.  
 Stock exchange listing: Tokyo  
 Stock code: 7521 URL <https://www.musashinet.co.jp>  
 Representative: Representative Director Masataka Hatori  
 President  
 Director  
 Inquiries: General Manager of Financial Department Yoshiaki Yamamoto TEL 03-3546-7710  
 Scheduled date of ordinary general meeting of shareholders: June 27, 2025  
 Scheduled date to file Securities Report: June 30, 2025  
 Scheduled date to commence dividend payments: June 30, 2025  
 Preparation of supplementary material on financial results: No  
 Holding of financial results meeting: Yes (for institutional investors and analysts)

(Amounts less than one million yen are rounded down)

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

#### (1) Consolidated operating results

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended March 31, 2025	37,391	12.8	3,354	211.4	4,738	321.9	3,432	347.0
Year ended March 31, 2024	33,140	(10.6)	1,077	(58.9)	1,123	(58.5)	767	(56.4)

	Earnings per share	Diluted earnings per share	Profit attributable to owners of parent/equity	Ordinary profit/total assets	Operating profit/net sales
	Yen	Yen	%	%	%
Year ended March 31, 2025	503.77	—	10.7	10.0	9.0
Year ended March 31, 2024	112.70	—	2.6	2.5	3.3

#### (2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	49,811	33,965	68.2	4,984.46
As of March 31, 2024	45,031	30,198	67.1	4,431.60

#### (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
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Year ended March 31, 2025	3,331	2,334	(434)	20,901
Year ended March 31, 2024	(322)	(3,372)	(324)	15,670

### 2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Dividend payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Year ended March 31, 2024	—	15.00	—	21.00	36.00	245	31.9	0.8
Year ended March 31, 2025	—	30.00	—	30.00	60.00	408	11.9	1.3
Year ending March 31, 2026 (Forecast)	—	18.00	—	18.00	36.00		21.4	

3. Forecast of consolidated financial results for the 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		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2025	19,825	19.6	1,506	147.8	1,503	(23.4)	921	(38.9)	135.16
Full year	37,364	(0.1)	1,905	(43.2)	1,924	(59.4)	1,147	(66.6)	168.32

4. Notes

- (1) Significant changes in the scope of consolidation during the year ended March 31, 2025: No
- (2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements
- Changes in accounting policies due to revisions to accounting standards and other regulations: Yes
- Changes in accounting policies due to other reasons: No
- Changes in accounting estimates: No
- Restatement of prior period financial statements: No

(3) Number of issued shares (common shares)

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

As of March 31, 2025	7,950,000 shares	As of March 31, 2024	7,950,000 shares
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Number of treasury shares at the end of the period

As of March 31, 2025	1,135,648 shares	As of March 31, 2024	1,135,648 shares
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Average number of shares during the period

Year ended March 31, 2025	6,814,352 shares	Year ended March 31, 2024	6,814,374 shares
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# Consolidated financial statements

## Consolidated balance sheets

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	16,660	22,291
Notes receivable - trade	1,334	667
Accounts receivable - trade	5,904	6,576
Electronically recorded monetary claims - operating	1,552	1,789
Merchandise and finished goods	2,418	2,002
Work in process	85	103
Raw materials and supplies	977	1,111
Short-term loans receivable from subsidiaries and associates	3,000	—
Other	520	316
Allowance for doubtful accounts	(17)	(16)
Total current assets	32,436	34,843
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	1,286	1,231
Machinery, equipment and vehicles, net	74	68
Land	1,969	1,969
Other, net	557	498
Total property, plant and equipment	3,887	3,767
Intangible assets		
Goodwill	1	—
Software	90	50
Software in progress	—	134
Other	19	19
Total intangible assets	111	204
Investments and other assets		
Investment securities	2,538	3,559
Shares of subsidiaries and associates	553	1,824
Deferred tax assets	205	181
Retirement benefit asset	2,073	2,191
Guarantee deposits	2,550	2,550
Other	716	728
Allowance for doubtful accounts	(42)	(40)
Total investments and other assets	8,595	10,995
Total non-current assets	12,594	14,967
Total assets	45,031	49,811

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	4,452	4,496
Electronically recorded obligations - operating	2,528	1,875
Short-term borrowings	3,516	3,516
Income taxes payable	67	1,111
Provision for bonuses	388	396
Other	1,079	1,422
Total current liabilities	12,033	12,819
Non-current liabilities		
Deferred tax liabilities	769	1,049
Retirement benefit liability	215	211
Provision for retirement benefits for directors (and other officers)	989	1,069
Other	824	694
Total non-current liabilities	2,799	3,025
Total liabilities	14,832	15,845
Net assets		
Shareholders' equity		
Share capital	1,208	1,208
Capital surplus	2,005	2,005
Retained earnings	27,348	30,434
Treasury shares	(1,854)	(1,854)
Total shareholders' equity	28,707	31,793
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,016	1,703
Remeasurements of defined benefit plans	473	468
Total accumulated other comprehensive income	1,490	2,172
Total net assets	30,198	33,965
Total liabilities and net assets	45,031	49,811

**Consolidated statements of income and consolidated statements of comprehensive income**  
**Consolidated statements of income**

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	33,140	37,391
Cost of sales	25,052	26,713
Gross profit	8,087	10,677
Selling, general and administrative expenses	7,010	7,323
Operating profit	1,077	3,354
Non-operating income		
Interest income	1	27
Dividend income	62	73
Share of profit of entities accounted for using equity method	—	1,276
Reversal of allowance for doubtful accounts	0	0
Miscellaneous income	53	64
Total non-operating income	117	1,442
Non-operating expenses		
Interest expenses	39	46
Share of loss of entities accounted for using equity method	7	—
Loss on investments in investment partnerships	6	8
Loss on abandonment of non-current assets	15	—
Miscellaneous losses	2	2
Total non-operating expenses	71	57
Ordinary profit	1,123	4,738
Extraordinary income		
Gain on sale of investment securities	27	—
Total extraordinary income	27	—
Profit before income taxes	1,150	4,738
Income taxes - current	392	1,339
Income taxes - deferred	(9)	(33)
Total income taxes	382	1,305
Profit	767	3,432
Profit attributable to non-controlling interests	—	—
Profit attributable to owners of parent	767	3,432

## Consolidated statements of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit	767	3,432
Other comprehensive income		
Valuation difference on available-for-sale securities	522	687
Remeasurements of defined benefit plans, net of tax	447	(4)
Share of other comprehensive income of entities accounted for using equity method	0	(0)
Total other comprehensive income	970	682
Comprehensive income	1,738	4,114
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,738	4,114

## Consolidated statements 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	1,208	2,005	26,819	(1,854)	28,178
Changes during period					
Dividends of surplus			(238)		(238)
Profit (loss) attributable to owners of parent			767		767
Purchase of treasury shares				(0)	(0)
Net changes in items other than shareholders' equity					
Total changes during period	—	—	529	(0)	529
Balance at end of period	1,208	2,005	27,348	(1,854)	28,707

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	493	26	519	28,698
Changes during period				
Dividends of surplus				(238)
Profit (loss) attributable to owners of parent				767
Purchase of treasury shares				(0)
Net changes in items other than shareholders' equity	523	447	970	970
Total changes during period	523	447	970	1,500
Balance at end of period	1,016	473	1,490	30,198

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	1,208	2,005	27,348	(1,854)	28,707
Changes during period					
Dividends of surplus			(347)		(347)
Profit (loss) attributable to owners of parent			3,432		3,432
Purchase of treasury shares					—
Net changes in items other than shareholders' equity					
Total changes during period	—	—	3,085	—	3,085
Balance at end of period	1,208	2,005	30,434	(1,854)	31,793

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	1,016	473	1,490	30,198
Changes during period				
Dividends of surplus				(347)
Profit (loss) attributable to owners of parent				3,432
Purchase of treasury shares				—
Net changes in items other than shareholders' equity	686	(4)	682	682
Total changes during period	686	(4)	682	3,767
Balance at end of period	1,703	468	2,172	33,965



## Consolidated statements of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	1,150	4,738
Depreciation	395	395
Amortization of goodwill	19	1
Loss (gain) on sale of investment securities	(27)	—
Increase (decrease) in allowance for doubtful accounts	5	(3)
Increase (decrease) in provision for bonuses	2	8
Increase (decrease) in retirement benefit liability	(30)	(3)
Decrease (increase) in retirement benefit asset	(63)	(122)
Increase (decrease) in provision for retirement benefits for directors (and other officers)	0	80
Interest and dividend income	(63)	(101)
Interest expenses	39	46
Share of loss (profit) of entities accounted for using equity method	7	(1,276)
Foreign exchange losses (gains)	(4)	0
Loss (gain) on investments in investment partnerships	6	8
Decrease (increase) in trade receivables	26	(241)
Decrease (increase) in inventories	(536)	264
Decrease (increase) in other current assets	(69)	84
Increase (decrease) in trade payables	(212)	(609)
Increase (decrease) in accounts payable - other	17	(163)
Increase (decrease) in other current liabilities	(162)	484
Other, net	(12)	(39)
Subtotal	487	3,550
Interest and dividends received	62	96
Interest paid	(39)	(48)
Income taxes refund (paid)	(832)	(267)
Net cash provided by (used in) operating activities	(322)	3,331
Cash flows from investing activities		
Payments into time deposits	—	(1,300)
Proceeds from withdrawal of time deposits	—	900
Purchase of property, plant and equipment	(380)	(209)
Proceeds from sale of property, plant and equipment	6	6
Purchase of intangible assets	(23)	(39)
Purchase of investment securities	(34)	(12)
Proceeds from sale of investment securities	58	3
Loan advances	(3,000)	—
Proceeds from collection of loans receivable	—	3,000
Other, net	1	(13)
Net cash provided by (used in) investing activities	(3,372)	2,334
Cash flows from financing activities		
Repayments of lease liabilities	(86)	(86)
Purchase of treasury shares	(0)	—
Dividends paid	(238)	(347)
Net cash provided by (used in) financing activities	(324)	(434)
Effect of exchange rate change on cash and cash equivalents	4	(0)
Net increase (decrease) in cash and cash equivalents	(4,015)	5,230
Cash and cash equivalents at beginning of period	19,686	15,670
Cash and cash equivalents at end of period	15,670	20,901