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May 15, 2026

Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)



Company name: NAGAWA Co., Ltd.

Listing: Tokyo Stock Exchange

Securities code: 9663

URL: <https://group.nagawa.co.jp/>

Representative: Arata Hamano

President

Inquiries: Ryoh Shimmura

Senior Managing Director

Telephone: +81-3-5288-8666

Scheduled date of annual general meeting of shareholders: June 16, 2026

Scheduled date to commence dividend payments: June 17, 2026

Scheduled date to file annual securities report: June 15, 2026

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended								
March 31, 2026	35,385	0.3	4,380	1.9	5,002	4.1	4,436	5.3
March 31, 2025	35,294	8.3	4,299	0.9	4,803	3.1	4,213	34.7

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
	Yen	Yen	%	%	%
Fiscal year ended					
March 31, 2026	284.11	-	6.8	6.7	12.4
March 31, 2025	268.32	-	6.9	7.0	12.2

Reference: Share of profit (loss) of entities accounted for using equity method

For the fiscal year ended March 31, 2026: ¥ - million

For the fiscal year ended March 31, 2025: ¥ - million

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of				
March 31, 2026	79,330	69,245	87.3	4,467.57
March 31, 2025	69,758	61,672	88.4	3,946.26

Reference: Equity

As of March 31, 2026: ¥ 69,245 million

As of March 31, 2025: ¥ 61,672 million

(3) Non-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
Fiscal year ended				
March 31, 2026	2,658	1,998	(1,713)	14,376
March 31, 2025	4,386	1,413	(1,533)	11,433

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio	Ratio of dividends to net assets
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	-	0.00	-	60.00	60.00	937	22.4	1.5
Fiscal year ended March 31, 2026	-	0.00	-	100.00	100.00	1,549	35.2	2.4
Fiscal year ending March 31, 2027 (Forecast)	-	0.00	-	60.00	60.00		28.2	

3. Non-consolidated financial result forecasts for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2026	17,000	3.6	2,000	9.3	2,300	3.1	1,500	26.8	96.78
Full year	38,000	7.4	4,500	2.7	5,100	1.9	3,300	(25.6)	212.91

* Notes

(1) Changes in accounting policies, changes in accounting estimates, and restatement

- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

(2) Number of issued shares (common shares)

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

As of March 31, 2026	16,357,214 shares
As of March 31, 2025	16,357,214 shares

(ii) Number of treasury shares at the end of the period

As of March 31, 2026	857,692 shares
As of March 31, 2025	729,197 shares

(iii) Average number of shares outstanding during the period

Fiscal Year ended March 31, 2026	15,615,529 shares
Fiscal Year ended March 31, 2025	15,703,570 shares

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

* Proper use of earnings forecasts, and other special matters

Non-consolidated Financial Statements and Primary Notes

Non-consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	11,433	14,876
Notes receivable - trade	486	133
Electronically recorded monetary claims - operating	2,014	2,256
Accounts receivable - trade	4,906	4,618
Contract assets	435	324
Merchandise and finished goods	3,560	4,171
Work in process	397	345
Raw materials and supplies	502	444
Advance payments to suppliers	0	0
Prepaid expenses	219	202
Other	17	11
Allowance for doubtful accounts	(1)	(1)
Total current assets	23,974	27,384
Non-current assets		
Property, plant and equipment		
Assets for rent	37,861	39,879
Accumulated depreciation	(23,521)	(24,954)
Assets for rent, net	14,339	14,924
Buildings	6,090	6,314
Accumulated depreciation	(2,606)	(2,796)
Buildings, net	3,483	3,518
Structures	2,362	2,461
Accumulated depreciation	(1,425)	(1,533)
Structures, net	936	927
Machinery and equipment	996	1,004
Accumulated depreciation	(418)	(537)
Machinery and equipment, net	578	467
Vehicles	382	373
Accumulated depreciation	(356)	(349)
Vehicles, net	26	24
Tools, furniture and fixtures	503	501
Accumulated depreciation	(436)	(271)
Tools, furniture and fixtures, net	66	229
Land	7,838	7,839
Construction in progress	132	30
Total property, plant and equipment	27,402	27,961
Intangible assets		
Leasehold interests in land	20	20
Telephone subscription right	16	16
Right to use water facilities	-	3
Software	103	115
Software in progress	28	39
Goodwill	8	-
Total intangible assets	178	195

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Investments and other assets		
Investment securities	17,199	22,763
Shares of subsidiaries and associates	9	9
Investments in capital	0	0
Long-term prepaid expenses	202	218
Leasehold and guarantee deposits	740	746
Other	50	50
Total investments and other assets	18,202	23,788
Total non-current assets	45,783	51,945
Total assets	69,758	79,330
Liabilities		
Current liabilities		
Accounts payable - trade	2,706	2,728
Accounts payable - other	280	374
Accrued expenses	140	139
Income taxes payable	1,342	1,273
Accrued consumption taxes	393	207
Contract liabilities	292	454
Advances received	923	746
Deposits received	53	52
Provision for bonuses	277	250
Provision for bonuses for directors (and other officers)	75	70
Asset retirement obligations	2	1
Other	24	0
Total current liabilities	6,512	6,299
Non-current liabilities		
Long-term accounts payable - other	24	24
Asset retirement obligations	104	111
Deferred tax liabilities	1,442	3,647
Other	2	2
Total non-current liabilities	1,573	3,785
Total liabilities	8,085	10,085

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Net assets		
Shareholders' equity		
Share capital	2,855	2,855
Capital surplus		
Legal capital surplus	4,586	4,586
Other capital surplus	4,848	4,857
Total capital surplus	9,435	9,443
Retained earnings		
Legal retained earnings	713	713
Other retained earnings		
General reserve	42,100	44,900
Retained earnings brought forward	5,689	6,388
Total retained earnings	48,503	52,002
Treasury shares	(2,998)	(3,755)
Total shareholders' equity	57,796	60,546
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	3,875	8,698
Total valuation and translation adjustments	3,875	8,698
Total net assets	61,672	69,245
Total liabilities and net assets	69,758	79,330

Non-consolidated Statement of Income

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net sales	35,294	35,385
Cost of sales	21,470	21,286
Gross profit	13,824	14,099
Selling, general and administrative expenses	9,524	9,718
Operating profit	4,299	4,380
Non-operating income		
Interest income	13	24
Dividend income	496	584
Rental income	18	18
Miscellaneous income	25	19
Total non-operating income	553	647
Non-operating expenses		
Commission expenses	1	1
Share-based remuneration expenses	28	19
Compensation expenses	18	-
Miscellaneous losses	0	3
Total non-operating expenses	49	24
Ordinary profit	4,803	5,002
Extraordinary income		
Gain on sale of non-current assets	0	0
Gain on sale of investment securities	1,630	2,133
Total extraordinary income	1,630	2,134
Extraordinary losses		
Loss on disposal of non-current assets	36	20
Loss on sale of investment securities	-	456
Loss on termination of retirement benefit plan	156	-
Total extraordinary losses	193	477
Profit before income taxes	6,240	6,659
Income taxes - current	2,007	2,236
Income taxes - deferred	19	(14)
Total income taxes	2,027	2,222
Profit	4,213	4,436

Non-consolidated Statement of Changes in Equity

For the fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity							
	Share capital	Capital surplus			Legal retained earnings	Retained earnings		Total retained earnings
		Legal capital surplus	Other capital surplus	Total capital surplus		General reserve	Retained earnings brought forward	
Balance at beginning of period	2,855	4,586	4,837	9,424	713	39,900	4,619	45,233
Changes during period								
Provision of general reserve						2,200	(2,200)	-
Dividends of surplus							(942)	(942)
Profit							4,213	4,213
Purchase of treasury shares								
Disposal of treasury shares			11	11				
Net changes in items other than shareholders' equity								
Total changes during period	-	-	11	11	-	2,200	1,070	3,270
Balance at end of period	2,855	4,586	4,848	9,435	713	42,100	5,689	48,503

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	(2,428)	55,084	4,722	4,722	59,806
Changes during period					
Provision of general reserve		-			-
Dividends of surplus		(942)			(942)
Profit		4,213			4,213
Purchase of treasury shares	(590)	(590)			(590)
Disposal of treasury shares	20	32			32
Net changes in items other than shareholders' equity			(846)	(846)	(846)
Total changes during period	(569)	2,712	(846)	(846)	1,865
Balance at end of period	(2,998)	57,796	3,875	3,875	61,672

For the fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity							
	Share capital	Capital surplus			Legal retained earnings	Retained earnings		Total retained earnings
		Legal capital surplus	Other capital surplus	Total capital surplus		General reserve	Retained earnings brought forward	
Balance at beginning of period	2,855	4,586	4,848	9,435	713	42,100	5,689	48,503
Changes during period								
Provision of general reserve						2,800	(2,800)	-
Dividends of surplus							(937)	(937)
Profit							4,436	4,436
Purchase of treasury shares								
Disposal of treasury shares			8	8				
Net changes in items other than shareholders' equity								
Total changes during period	-	-	8	8	-	2,800	698	3,498
Balance at end of period	2,855	4,586	4,857	9,443	713	44,900	6,388	52,002

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	(2,998)	57,796	3,875	3,875	61,672
Changes during period					
Provision of general reserve		-			-
Dividends of surplus		(937)			(937)
Profit		4,436			4,436
Purchase of treasury shares	(775)	(775)			(775)
Disposal of treasury shares	19	27			27
Net changes in items other than shareholders' equity			4,822	4,822	4,822
Total changes during period	(756)	2,750	4,822	4,822	7,572
Balance at end of period	(3,755)	60,546	8,698	8,698	69,245

Non-consolidated Statement of Cash Flows

(Millions of yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	6,240	6,659
Depreciation	4,153	4,577
Cost of sales of assets for rent	39	101
Increase (decrease) in allowance for doubtful accounts	(0)	-
Increase (decrease) in provision for bonuses for directors (and other officers)	10	(4)
Share-based payment expenses	63	53
Interest and dividend income	(509)	(608)
Loss (gain) on disposal of non-current assets	36	20
Loss (gain) on sale of investment securities	(1,630)	(1,676)
Loss on termination of retirement benefit plan	156	-
Purchase of assets for rental	(4,500)	(4,648)
Decrease (increase) in trade receivables	308	510
Decrease (increase) in inventories	140	(501)
Increase (decrease) in trade payables	(182)	22
Other, net	954	(165)
Subtotal	5,281	4,339
Proceeds from insurance income	13	6
Interest and dividends received	511	612
Income taxes paid	(1,419)	(2,299)
Net cash provided by (used in) operating activities	4,386	2,658
Cash flows from investing activities		
Payments into time deposits	-	(500)
Purchase of own-used assets	(1,901)	(641)
Proceeds from sale of own-used assets	5	2
Purchase of investment securities	(4)	(1,022)
Proceeds from sale of investment securities	2,630	4,174
Proceeds from redemption of investment securities	700	-
Payments of leasehold and guarantee deposits	(15)	(7)
Other, net	(1)	(6)
Net cash provided by (used in) investing activities	1,413	1,998
Cash flows from financing activities		
Purchase of treasury shares	(590)	(775)
Dividends paid	(942)	(937)
Net cash provided by (used in) financing activities	(1,533)	(1,713)
Effect of exchange rate change on cash and cash equivalents	-	-
Net increase (decrease) in cash and cash equivalents	4,266	2,943
Cash and cash equivalents at beginning of period	7,166	11,433
Cash and cash equivalents at end of period	11,433	14,376