

# 1. Consolidated financial statements

## (1) Consolidated balance sheet

(Thousands of yen)

	As of March 31, 2022	As of March 31, 2023
<b>Assets</b>		
Current assets		
Cash and deposits	26,210,266	26,887,318
Notes and accounts receivable - trade, and contract assets	12,641,890	17,352,307
Electronically recorded monetary claims - operating	884,442	1,014,978
Investments in leases	162,726	44,883
Securities	–	1,200,000
Merchandise	1,141,106	1,954,789
Work in process	144,758	63,169
Raw materials and supplies	2,803	1,968
Other	2,076,605	1,883,504
Total current assets	43,264,598	50,402,919
Non-current assets		
Property, plant and equipment		
Buildings	139,884	148,303
Accumulated depreciation	(71,340)	(54,197)
Buildings, net	68,544	94,105
Land	3,926	126,081
Other	605,240	602,820
Accumulated depreciation	(465,038)	(426,954)
Other, net	140,201	175,865
Total property, plant and equipment	212,672	396,053
Intangible assets		
Goodwill	468,291	448,841
Other	22,894	44,948
Total intangible assets	491,186	493,790
Investments and other assets		
Investment securities	13,915,100	13,261,760
Deferred tax assets	344,082	318,789
Other	602,586	628,940
Total investments and other assets	14,861,769	14,209,491
Total non-current assets	15,565,628	15,099,335
Total assets	58,830,227	65,502,254

(Thousands of yen)

	As of March 31, 2022	As of March 31, 2023
<b>Liabilities</b>		
Current liabilities		
Accounts payable - trade	8,931,924	10,995,113
Income taxes payable	1,365,031	1,379,401
Provision for bonuses	633,777	656,554
Provision for bonuses for directors (and other officers)	120,000	140,000
Advances received	2,809,539	3,030,379
Other	1,090,271	1,279,842
Total current liabilities	14,950,543	17,481,292
Non-current liabilities		
Retirement benefit liability	2,999,747	3,006,958
Provision for share awards	251,972	320,377
Provision for share awards for directors (and other officers)	87,252	98,895
Deferred tax liabilities	561,774	533,211
Other	119,676	119,676
Total non-current liabilities	4,020,423	4,079,118
Total liabilities	18,970,966	21,560,410
<b>Net assets</b>		
Shareholders' equity		
Share capital	1,873,136	1,873,136
Capital surplus	2,132,078	2,136,715
Retained earnings	30,218,406	34,203,323
Treasury shares	(699,739)	(925,501)
Total shareholders' equity	33,523,882	37,287,673
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	4,320,414	4,322,108
Remeasurements of defined benefit plans	68,610	139,335
Foreign currency translation adjustment	(107,329)	67,760
Total accumulated other comprehensive income	4,281,695	4,529,204
Share acquisition rights	111	-
Non-controlling interests	2,053,571	2,124,965
Total net assets	39,859,260	43,941,843
<b>Total liabilities and net assets</b>	<b>58,830,227</b>	<b>65,502,254</b>

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

(Thousands of yen)

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023
Net sales	46,188,285	53,347,984
Cost of sales	33,509,302	39,182,880
Gross profit	12,678,982	14,165,104
Selling, general and administrative expenses	6,077,542	6,390,604
Operating profit	6,601,440	7,774,499
Non-operating income		
Interest income	33,727	46,392
Dividend income	198,849	252,336
Share of profit of entities accounted for using equity method	33,273	50,144
Foreign exchange gains	42,879	28,220
Other	46,794	49,163
Total non-operating income	355,524	426,258
Non-operating expenses		
Loss on cancellation of derivatives	8,715	–
Other	3,560	–
Total non-operating expenses	12,275	–
Ordinary profit	6,944,689	8,200,757
Extraordinary income		
Gain on sale of investment securities	–	26,950
Subsidy income	–	81,435
Total extraordinary income	–	108,385
Extraordinary losses		
Loss on sale of investment securities	15,366	–
Loss on valuation of investment securities	–	97,792
Loss on tax purpose reduction entry of non-current assets	–	81,435
Total extraordinary losses	15,366	179,227
Profit before income taxes	6,929,323	8,129,915
Income taxes - current	2,485,595	2,599,270
Income taxes - deferred	(298,715)	(67,399)
Total income taxes	2,186,880	2,531,870
Profit	4,742,442	5,598,045
Profit attributable to non-controlling interests	224,707	177,299
Profit attributable to owners of parent	4,517,735	5,420,745

Consolidated statement of comprehensive income

(Thousands of yen)

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023
Profit	4,742,442	5,598,045
Other comprehensive income		
Valuation difference on available-for-sale securities	(168,442)	1,693
Remeasurements of defined benefit plans, net of tax	107,996	70,724
Foreign currency translation adjustment	46,737	224,520
Share of other comprehensive income of entities accounted for using equity method	6,828	11,535
Total other comprehensive income	(6,879)	308,474
Comprehensive income	4,735,563	5,906,519
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,498,663	5,671,271
Comprehensive income attributable to non-controlling interests	236,899	235,248

(3) Consolidated statement of changes in equity  
Fiscal year ended March 31, 2022

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,873,136	2,117,656	27,090,922	(688,143)	30,393,571
Cumulative effects of changes in accounting policies			32,329		32,329
Restated balance	1,873,136	2,117,656	27,123,251	(688,143)	30,425,900
Changes during period					
Dividends of surplus			(1,305,300)		(1,305,300)
Profit attributable to owners of parent			4,517,735		4,517,735
Purchase of treasury shares				(285)	(285)
Purchase of treasury shares by Employee Stock Ownership Plan				(31,066)	(31,066)
Transfer of treasury shares by Employee Stock Ownership Plan				19,755	19,755
Change in ownership interest of parent due to transactions with non-controlling interests		14,422			14,422
Decrease in retained earnings from decrease in entities accounted for using equity method			(117,279)		(117,279)
Net changes in items other than shareholders' equity	-	-	-	-	-
Total changes during period	-	14,422	3,095,155	(11,596)	3,097,981
Balance at end of period	1,873,136	2,132,078	30,218,406	(699,739)	33,523,882

	Accumulated other comprehensive income				Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Foreign currency translation adjustment	Total accumulated other comprehensive income			
Balance at beginning of period	4,488,856	(39,385)	(148,398)	4,301,073	147	1,834,298	36,529,090
Cumulative effects of changes in accounting policies							32,329
Restated balance	4,488,856	(39,385)	(148,398)	4,301,073	147	1,834,298	36,561,419
Changes during period							
Dividends of surplus							(1,305,300)
Profit attributable to owners of parent							4,517,735
Purchase of treasury shares							(285)
Purchase of treasury shares by Employee Stock Ownership Plan							(31,066)
Transfer of treasury shares by Employee Stock Ownership Plan							19,755
Change in ownership interest of parent due to transactions with non-controlling interests							14,422
Decrease in retained earnings from decrease in entities accounted for using equity method							(117,279)
Net changes in items other than shareholders' equity	(168,442)	107,996	41,068	(19,377)	(36)	219,273	199,859
Total changes during period	(168,442)	107,996	41,068	(19,377)	(36)	219,273	3,297,841
Balance at end of period	4,320,414	68,610	(107,329)	4,281,695	111	2,053,571	39,859,260

Fiscal year ended March 31, 2023

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,873,136	2,132,078	30,218,406	(699,739)	33,523,882
Changes during period					
Dividends of surplus			(1,435,829)		(1,435,829)
Profit attributable to owners of parent			5,420,745		5,420,745
Purchase of treasury shares				(188)	(188)
Purchase of treasury shares by Employee Stock Ownership Plan				(239,459)	(239,459)
Transfer of treasury shares by Employee Stock Ownership Plan				13,886	13,886
Change in ownership interest of parent due to transactions with non-controlling interests		4,636			4,636
Net changes in items other than shareholders' equity	-	-	-	-	-
Total changes during period	-	4,636	3,984,916	(225,761)	3,763,791
Balance at end of period	1,873,136	2,136,715	34,203,323	(925,501)	37,287,673

	Accumulated other comprehensive income				Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Foreign currency translation adjustment	Total accumulated other comprehensive income			
Balance at beginning of period	4,320,414	68,610	(107,329)	4,281,695	111	2,053,571	39,859,260
Changes during period							
Dividends of surplus							(1,435,829)
Profit attributable to owners of parent							5,420,745
Purchase of treasury shares							(188)
Purchase of treasury shares by Employee Stock Ownership Plan							(239,459)
Transfer of treasury shares by Employee Stock Ownership Plan							13,886
Change in ownership interest of parent due to transactions with non-controlling interests							4,636
Net changes in items other than shareholders' equity	1,693	70,724	175,090	247,508	(111)	71,394	318,791
Total changes during period	1,693	70,724	175,090	247,508	(111)	71,394	4,082,583
Balance at end of period	4,322,108	139,335	67,760	4,529,204	-	2,124,965	43,941,843

## (4) Consolidated statement of cash flows

(Thousands of yen)

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023
<b>Cash flows from operating activities</b>		
Profit before income taxes	6,929,323	8,129,915
Depreciation	54,205	58,926
Amortization of goodwill	134,713	149,326
Increase (decrease) in provision for bonuses	55,771	20,277
Increase (decrease) in provision for bonuses for directors (and other officers)	30,000	20,000
Increase (decrease) in retirement benefit liability	167,566	106,234
Increase (decrease) in provision for share awards	27,302	68,404
Increase (decrease) in provision for share awards for directors (and other officers)	4,034	11,642
Interest and dividend income	(232,577)	(298,729)
Share of loss (profit) of entities accounted for using equity method	(33,273)	(50,144)
Decrease (increase) in trade receivables	(1,771,588)	(4,828,416)
Decrease (increase) in investments in leases	264,158	117,843
Decrease (increase) in inventories	(489,793)	(731,258)
Decrease (increase) in advance payments to suppliers	(42,414)	310,412
Decrease (increase) in other current assets	62,930	(63,016)
Increase (decrease) in trade payables	1,684,346	2,041,368
Increase (decrease) in advances received	942,999	220,840
Increase (decrease) in accrued consumption taxes	(119,629)	76,088
Increase (decrease) in other current liabilities	177,490	106,521
Loss (gain) on valuation of investment securities	–	97,792
Loss (gain) on sale of investment securities	15,366	(26,950)
Loss on tax purpose reduction entry of non-current assets	–	81,435
Subsidy income	–	(81,435)
Other, net	54,620	24,365
Subtotal	7,915,553	5,561,444
Interest and dividends received	247,802	306,005
Subsidies received	–	81,435
Income taxes paid	(2,204,347)	(2,583,556)
Net cash provided by (used in) operating activities	5,959,007	3,365,328
<b>Cash flows from investing activities</b>		
Payments into time deposits	(1,907,987)	(1,940,032)
Proceeds from withdrawal of time deposits	1,907,680	1,024,140
Payments of guarantee deposits	(30,079)	(81,265)
Proceeds from refund of guarantee deposits	76,559	32,538
Purchase of property, plant and equipment	(50,674)	(315,650)
Purchase of intangible assets	(2,190)	(33,287)
Purchase of investment securities	(1,417,639)	(1,589,017)
Proceeds from sale of investment securities	85,664	41,551
Proceeds from redemption of investment securities	800,000	1,000,000
Purchase of shares of subsidiaries	–	(88,472)
Net cash provided by (used in) investing activities	(538,666)	(1,949,496)

(Thousands of yen)

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023
Cash flows from financing activities		
Dividends paid	(1,305,300)	(1,435,829)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	–	(90,180)
Dividends paid to non-controlling interests	(29,618)	(74,682)
Purchase of treasury shares	(31,259)	(245,385)
Net cash provided by (used in) financing activities	(1,366,179)	(1,846,076)
Effect of exchange rate change on cash and cash equivalents	36,800	180,013
Net increase (decrease) in cash and cash equivalents	4,090,961	(250,230)
Cash and cash equivalents at beginning of period	21,064,384	25,155,346
Cash and cash equivalents at end of period	25,155,346	24,905,115



## 2. Non-consolidated financial statements

### (1) Non-consolidated balance sheet

(Thousands of yen)

	As of March 31, 2022	As of March 31, 2023
<b>Assets</b>		
Current assets		
Cash and deposits	18,491,871	19,273,625
Notes receivable - trade	44,176	14,718
Accounts receivable - trade and contract assets	10,841,978	15,628,204
Electronically recorded monetary claims - operating	698,369	847,126
Investments in leases	162,726	44,883
Securities	–	1,000,000
Merchandise	971,450	1,709,713
Work in process	97,984	55,927
Advance payments to suppliers	1,907,290	1,594,044
Prepaid expenses	25,576	52,185
Loans receivable from subsidiaries and associates	585,000	479,400
Other	27,059	30,955
<b>Total current assets</b>	<b>33,853,483</b>	<b>40,730,784</b>
Non-current assets		
Property, plant and equipment		
Buildings	28,958	52,368
Accumulated depreciation	(6,470)	(8,263)
Buildings, net	22,488	44,105
Vehicles	62,905	62,905
Accumulated depreciation	(51,004)	(55,769)
Vehicles, net	11,900	7,135
Tools, furniture and fixtures	307,798	293,773
Accumulated depreciation	(215,507)	(203,559)
Tools, furniture and fixtures, net	92,291	90,213
Land	3,435	125,589
Construction in progress	–	11,233
<b>Total property, plant and equipment</b>	<b>130,115</b>	<b>278,277</b>
Intangible assets		
Software	3,318	6,358
Telephone subscription right	1,933	1,933
<b>Total intangible assets</b>	<b>5,251</b>	<b>8,292</b>
Investments and other assets		
Investment securities	6,050,841	6,058,343
Shares of subsidiaries and associates	8,606,349	8,228,410
Investments in capital of subsidiaries and associates	127,767	127,767
Long-term loans receivable from subsidiaries and associates	29,400	–
Long-term prepaid expenses	6,983	3,492
Guarantee deposits	183,737	222,698
Membership	56,168	55,918
<b>Total investments and other assets</b>	<b>15,061,247</b>	<b>14,696,630</b>
<b>Total non-current assets</b>	<b>15,196,614</b>	<b>14,983,199</b>
<b>Total assets</b>	<b>49,050,098</b>	<b>55,713,984</b>

(Thousands of yen)

	As of March 31, 2022	As of March 31, 2023
<b>Liabilities</b>		
Current liabilities		
Accounts payable - trade	8,375,662	10,589,996
Accounts payable - other	303,525	403,151
Accrued consumption taxes	156,418	270,501
Accrued expenses	127,516	142,072
Income taxes payable	954,704	1,130,558
Advances received	1,265,337	1,431,283
Deposits received	28,751	28,413
Provision for bonuses	350,000	380,000
Provision for bonuses for directors (and other officers)	120,000	140,000
Other	77,434	88,334
Total current liabilities	11,759,349	14,604,312
Non-current liabilities		
Provision for retirement benefits	2,626,766	2,674,025
Provision for share awards	251,972	320,377
Provision for share awards for directors (and other officers)	72,275	82,708
Long-term accounts payable - other	119,676	119,676
Deferred tax liabilities	418,870	377,787
Total non-current liabilities	3,489,560	3,574,573
Total liabilities	15,248,910	18,178,886
<b>Net assets</b>		
Shareholders' equity		
Share capital	1,873,136	1,873,136
Capital surplus		
Legal capital surplus	1,980,536	1,980,536
Other capital surplus	92,460	92,460
Total capital surplus	2,072,996	2,072,996
Retained earnings		
Legal retained earnings	95,190	95,190
Other retained earnings		
General reserve	9,000,000	9,000,000
Retained earnings brought forward	17,139,042	21,097,020
Total retained earnings	26,234,232	30,192,211
Treasury shares	(699,591)	(925,353)
Total shareholders' equity	29,480,773	33,212,990
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	4,320,414	4,322,108
Total valuation and translation adjustments	4,320,414	4,322,108
Total net assets	33,801,187	37,535,098
<b>Total liabilities and net assets</b>	<b>49,050,098</b>	<b>55,713,984</b>

## (2) Non-consolidated statement of income

(Thousands of yen)

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023
<b>Net sales</b>		
Net sales of goods	16,026,089	20,879,152
Other sales	20,808,268	22,951,095
<b>Total net sales</b>	<b>36,834,357</b>	<b>43,830,248</b>
<b>Cost of sales</b>		
Cost of goods sold		
Beginning merchandise inventory	574,726	971,450
Cost of purchased goods	13,239,010	17,442,810
<b>Total</b>	<b>13,813,737</b>	<b>18,414,261</b>
Ending merchandise inventory	971,450	1,709,713
<b>Cost of goods sold</b>	<b>12,842,286</b>	<b>16,704,547</b>
Other costs	15,358,262	17,142,972
<b>Total cost of sales</b>	<b>28,200,549</b>	<b>33,847,520</b>
<b>Gross profit</b>	<b>8,633,808</b>	<b>9,982,728</b>
<b>Selling, general and administrative expenses</b>		
Packing and transportation costs	6,361	7,665
Remuneration for directors (and other officers)	153,840	156,270
Salaries and allowances	1,958,514	1,951,511
Provision for bonuses	219,333	228,634
Provision for bonuses for directors (and other officers)	120,000	140,000
Retirement benefit expenses	130,921	105,325
Provision for share awards	24,249	52,933
Provision for share awards for directors (and other officers)	9,563	10,432
Welfare expenses	341,287	340,550
Travel and transportation expenses	56,618	77,060
Depreciation	23,481	19,801
Rent expenses	243,756	239,904
Supplies expenses	47,571	50,032
Other	434,595	571,804
<b>Total selling, general and administrative expenses</b>	<b>3,770,096</b>	<b>3,951,928</b>
<b>Operating profit</b>	<b>4,863,711</b>	<b>6,030,799</b>
<b>Non-operating income</b>		
Interest income	29,495	33,486
Dividend income	1,223,190	1,301,404
Other	38,510	48,024
<b>Total non-operating income</b>	<b>1,291,196</b>	<b>1,382,915</b>
<b>Non-operating expenses</b>		
Other	3,532	–
<b>Total non-operating expenses</b>	<b>3,532</b>	<b>–</b>
<b>Ordinary profit</b>	<b>6,151,375</b>	<b>7,413,715</b>
<b>Extraordinary income</b>		
Gain on sale of shares of subsidiaries and associates	21,387	–
Gain on sale of investment securities	–	26,950
Subsidy income	–	81,435
<b>Total extraordinary income</b>	<b>21,387</b>	<b>108,385</b>
<b>Extraordinary losses</b>		
Loss on valuation of investment securities	–	97,792
Loss on tax purpose reduction entry of non-current assets	–	81,435
<b>Total extraordinary losses</b>	<b>–</b>	<b>179,227</b>

(Thousands of yen)

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023
Profit before income taxes	6,172,762	7,342,873
Income taxes - current	1,721,434	2,023,064
Income taxes - deferred	(73,768)	(73,999)
Total income taxes	1,647,665	1,949,065
Profit	4,525,097	5,393,807

## (3) Non-consolidated statement of changes in equity

Fiscal year ended March 31, 2022

(Thousands 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	1,873,136	1,980,536	92,460	2,072,996	95,190	9,000,000	13,913,454	23,008,644
Cumulative effects of changes in accounting policies							5,791	5,791
Restated balance	1,873,136	1,980,536	92,460	2,072,996	95,190	9,000,000	13,919,245	23,014,436
Changes during period								
Dividends of surplus							(1,305,300)	(1,305,300)
Profit							4,525,097	4,525,097
Purchase of treasury shares								
Purchase of treasury shares by Employee Stock Ownership Plan								
Transfer of treasury shares by Employee Stock Ownership Plan								
Net changes in items other than shareholders' equity	-	-	-	-	-	-	-	-
Total changes during period	-	-	-	-	-	-	3,219,796	3,219,796
Balance at end of period	1,873,136	1,980,536	92,460	2,072,996	95,190	9,000,000	17,139,042	26,234,232

	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	(688,087)	26,266,689	4,488,856	4,488,856	30,755,546
Cumulative effects of changes in accounting policies		5,791			5,791
Restated balance	(688,087)	26,272,481	4,488,856	4,488,856	30,761,338
Changes during period					
Dividends of surplus		(1,305,300)			(1,305,300)
Profit		4,525,097			4,525,097
Purchase of treasury shares	(193)	(193)			(193)
Purchase of treasury shares by Employee Stock Ownership Plan	(31,066)	(31,066)			(31,066)
Transfer of treasury shares by Employee Stock Ownership Plan	19,755	19,755			19,755
Net changes in items other than shareholders' equity	-	-	(168,442)	(168,442)	(168,442)
Total changes during period	(11,504)	3,208,291	(168,442)	(168,442)	3,039,849
Balance at end of period	(699,591)	29,480,773	4,320,414	4,320,414	33,801,187

Fiscal year ended March 31, 2023

(Thousands 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	1,873,136	1,980,536	92,460	2,072,996	95,190	9,000,000	17,139,042	26,234,232
Changes during period								
Dividends of surplus							(1,435,829)	(1,435,829)
Profit							5,393,807	5,393,807
Purchase of treasury shares								
Purchase of treasury shares by Employee Stock Ownership Plan								
Transfer of treasury shares by Employee Stock Ownership Plan								
Net changes in items other than shareholders' equity	-	-	-	-	-	-	-	-
Total changes during period	-	-	-	-	-	-	3,957,978	3,957,978
Balance at end of period	1,873,136	1,980,536	92,460	2,072,996	95,190	9,000,000	21,097,020	30,192,211

	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	(699,591)	29,480,773	4,320,414	4,320,414	33,801,187
Changes during period					
Dividends of surplus		(1,435,829)			(1,435,829)
Profit		5,393,807			5,393,807
Purchase of treasury shares	(188)	(188)			(188)
Purchase of treasury shares by Employee Stock Ownership Plan	(239,459)	(239,459)			(239,459)
Transfer of treasury shares by Employee Stock Ownership Plan	13,886	13,886			13,886
Net changes in items other than shareholders' equity	-	-	1,693	1,693	1,693
Total changes during period	(225,761)	3,732,216	1,693	1,693	3,733,910
Balance at end of period	(925,353)	33,212,990	4,322,108	4,322,108	37,535,098