



# ANALYST GUIDE

April 2024



(Listed on the Prime Market Segment of the Tokyo Stock Exchange; Code 7447)

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## 1 Results of First-half FY2024

Net Sales: **¥7,392 m** -6.8% y/y  
Operating income : **¥1,608 m** -13.5% y/y

## 2 Revisions to Performance Forecasts of FY2024

Based on the performance results from first-half of FY2024, we revised full-year performance forecast.

Net Sales: **¥17,200m**(-600m) Operating income : **¥4,400m**(-215m)

## 3 Share Repurchase

Implemented

Plan

Period: From June 30, 2023 to December 11

From April 3, 2024 to September 30

Maximum: 500,000 shares, ¥1 Billion yen

500,000 shares, ¥1 Billion yen

Repurchased: **454,300 shares, ¥999 m**

<b>I About “NAGAILEBEN”</b>	<b>3 p</b>
<b>II Business Environment and Strategy</b>	<b>9 p</b>
<b>III Financial Review of First-half FY2024 and Forecast for FY2024</b>	<b>15 p</b>
<b>IV Overview and Measures</b>	<b>22 p</b>
<b>V Management Goals</b>	<b>27 p</b>
<b>VI Rewarding Shareholder-Focused Policies</b>	<b>31 p</b>



## I About “NAGAILEBEN”

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## ① Over 100 Years in Business (Established in 1915) Competitive Position in Medical Clothing Market

- Approximately **60%** market share in domestic medical clothing
- The number of shipments is **6.5 million clothing a year.**
- Integrated Production System Planning, Manufacturing and Marketing
- Competitive product such as extensive products, custom-made program

## ② Stable Growing Market

- The number of Nursing Staff and Care workers is increasing gently.

Doctor, Dentist, Pharmacist*1 (2022)	Nursing Staff*2 (2022)	Care workers*3 (2022)
770,000 People	1,660,000 people	1,890,000 people
compare with 2020 +3,000people	compare with 2020 +5,000people	compare with 2021 +12,000people

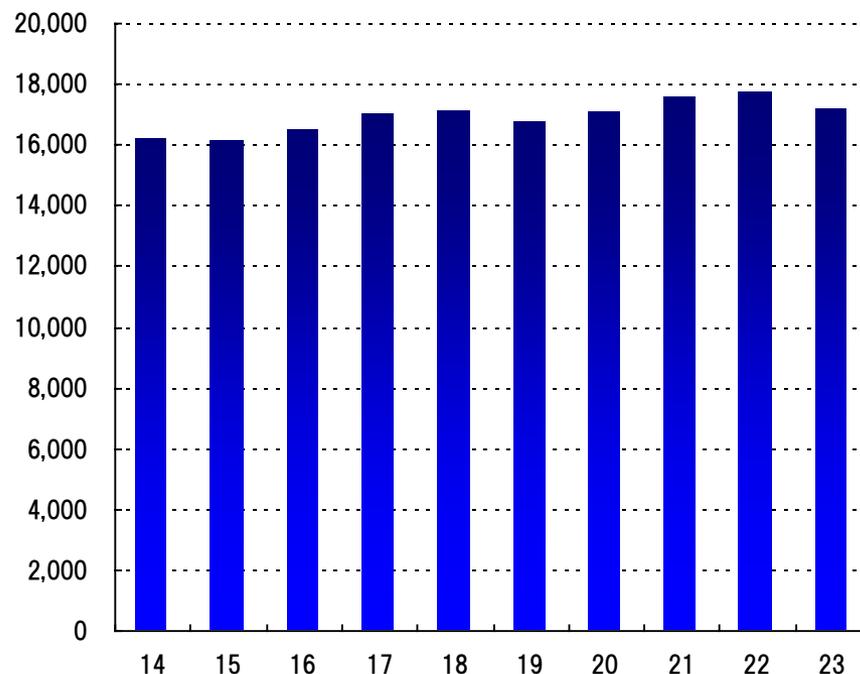
\*1 Research of doctor, dentist and pharmacist 2022, MHLW

\*2 Overview of Health Administration Reports, MHLW

\*3 Research of Long-Term Care Service, MHLW

(million Yen)

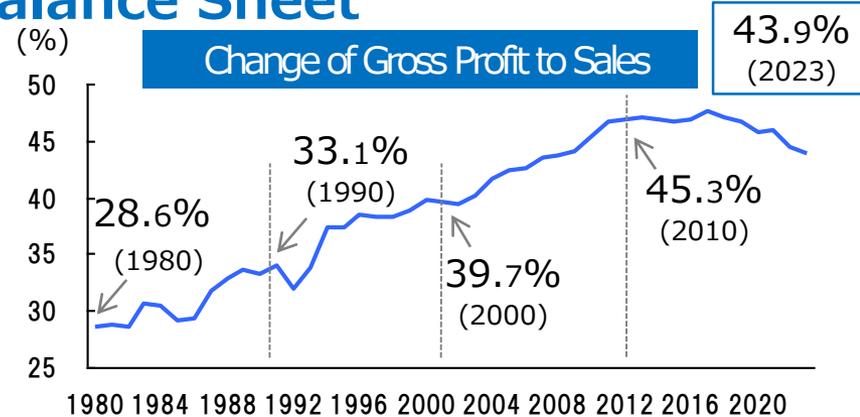
### Stable Growing Sales



## 3

### Highly Profitability Strong Balance Sheet

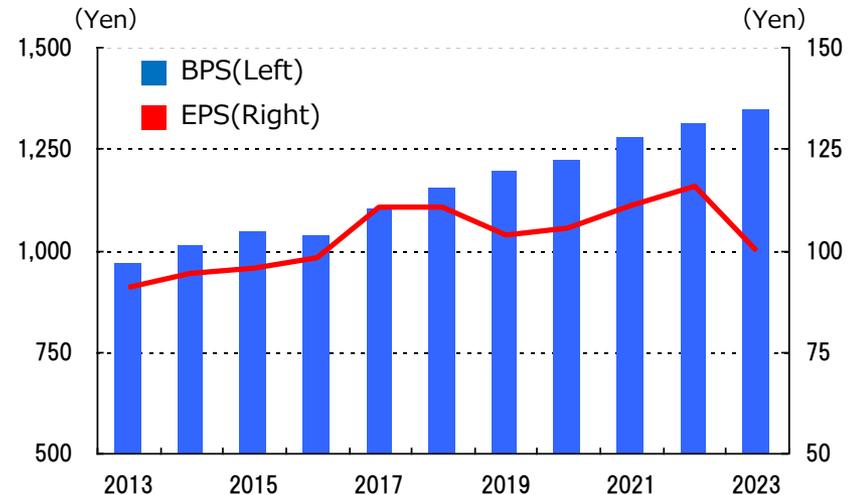
- Realization of high profitability with radical pursuit of efficiency
- Gross profit to sales **43.9%**
- Capital-to-asset ratio **91.1%**
- ROE **7.5%** (as of FY2023)



## 4

### Rewarding Shareholder-Focused Policies

- BPS **1,346.1Yen** (as of FY2023)
- EPS **100.0Yen**
- Continue stable dividend payment with payout ratio of **50%**
- DPS **60Yen**
- Acquisition of treasury stock



## 5

### Social Responsibility

We think that well-balanced growth with human, profit and philanthropy become the responsible corporate, on the basis of our company spirit "**Nagaism**".

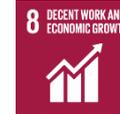


- Assist hospitals to reduce waste and be more economical.
- Consideration to environmental load of business.

**Environmental Efforts**

2050  
Low-Carbon

**Social Responsibility**



- Regional contribution through production base
- Support hospital facilities
  - Rental of Historic Nurse Wear
  - Medical Kids Project
  - Miffy's Visits to Hospitals etc.

**Regional Contribution**

**Respect for Customers**



- Communication space for nurse "ITONA" gallery
- Beauty lecture for nurse

**Support Women**



- Women principal domains: medical and sewing

**"Let Us Help The Human Life"**

- Support medical field through our products.
- Realize High-Function and High-Sense products which are demanded by the medical field



Recent Activities



**Support for the Noto Peninsula Earthquake Disaster Affected Areas**

Donation of isolation gowns to medical facilities affected by the 2024 Noto Peninsula Earthquake.



**Resumption of In-person Beauty Sessions**

In response to requests, the 'Beauty Course for Nurse,' which was temporarily conducted online during the COVID-19 pandemic, resumed in-person sessions, aiming to return to the pre-pandemic level of course offerings.

Support Women



**Women principal domains: Medical and Sewing**

Products of Nagaileben are mainly for women, who work as a nursing staff or a care worker. At production sites of Nagaileben, many women staff has been engaged in sewing. Activities of Nagaileben are linked to support for women.



Respect for Customers



**Communication Space for Nurse “ITONA” gallery**

Commemorating our 100th anniversary year, we opened Japan’s First communication space for nurse, “ITONA”.



**Beauty Lecture for Nurse**

Practical course in makeup and manner for nurses in medical fields. Collaboration with **Shiseido**.

**Remaking of Nursing Student’ Wears**

We made recycled products from training wears which were used by nursing students in Okayama Univ.

Regional Contribution



**Medical Kids Project Miffy’s Visits to Hospitals**

For interchange between hospitals and local communities, we have continued Medical Kids Project and Miffy’s visits to hospitals. This activities started from our wish that children in hospital will be at ease.



**Rental of Historic Nurse Wear**

Archiving historic nurse wear. Free rental to medical institutions.

**Regional Contribution through Production Base**

We have manufactured medical clothing by itself. We have contributed to the development of regional community such as job creation, ability development and life circle improvement.

Japan: 1969- Akita pref  
Overseas; 1989- China, Indonesia and Vietnam

## Environmental Efforts

**Reduction of Environmental Load Through Business**

Many of our products use materials derived from exhaustible resources. By planning, manufacturing and selling as a product that can be used repeatedly and for a long time, we believe that it will lead to effective utilization of limited resources and reduction of environmental load.

- We acquired ISO14001 certification in 2005. We strive to improve management structures and reduce environmental impacts, such as re-use of shredded waste cloth material.

- Development of reusable infection prevention products

- Considering not only ourselves but hospitals, we developed new product "COMPELPACK", which shifts "Re-use" from "Disposable", and has sold it. "COMPELPACK" is the surgical wear which enables hospital to reduce waste and be more economical.

- Introducing HV vehicles to commercial vehicles

- Installed a solar power generation panel on the roof of the head office building

**Addressing Climate Change Issues**

As a climate change disclosure based on TCFD, we plan to implement a formulation process for scenario analysis, such as mitigation and adaptation efforts for climate change problems, identification of opportunities and risks, etc.

## Social Responsibility

- Providing uniforms for disaster support nurses to the Japanese Nursing Association

- Donation Infection Prevention Products to Medical Institutions.

- Cheering message to medical workers who fight against COVID-19.

- We have published anthology for nurse regularly and made gifts for hospitals or nurses free of charge.

- We received recognition from the Minister for Health, Labour and Welfare, as one of the best contributed companies in employment of people with disabilities.

- Business Ambassador in Misato, Akita Prefecture

- We have donated subscription, medical wear, masks and wheelchairs when natural disasters occurred such as SARS, great earthquake at Indonesia, Han-Shin Awaji Earthquake disaster, Great East Japan earthquake, Kumamoto earthquake and COVID-19.

- Supporting United Nations World Food Programme (WFP).

- Planting of Revival Cherry Trees: We have planted cherry trees to commemorate the 3.11's tsunami victims in Minami-sanriku, Tōhoku area, Japan , with voluntary local residents.

- Appeared in SDGs' school textbook: Our efforts are appeared in SDGs' school textbook, which is distributed to elementary schools and junior high schools across Japan.

- Supporting "Para Art"

- Supporting people with disabilities through art

- Holding a 'Para Art Exhibition' at our Itona Gallery



2022 Nagaileben Prize Award Winning Work  
"Staring Elephant" by Chihiro Yagyu



## II Market Environment

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## The market environment sees positive reward revisions, yet the influence of inflation persists

- Medical treatment fees +0.88%, Care service fees +1.59%
- The increased costs due to inflation were putting financial pressure on healthcare and caregiving institutions.

## Rising Cost Pressures in Production

- The continued surge in raw material costs due to the rising prices of various commodities, including oil.
- Ongoing increases in labor costs.
- The rapid depreciation of the yen led to a steep rise in manufacturing costs.

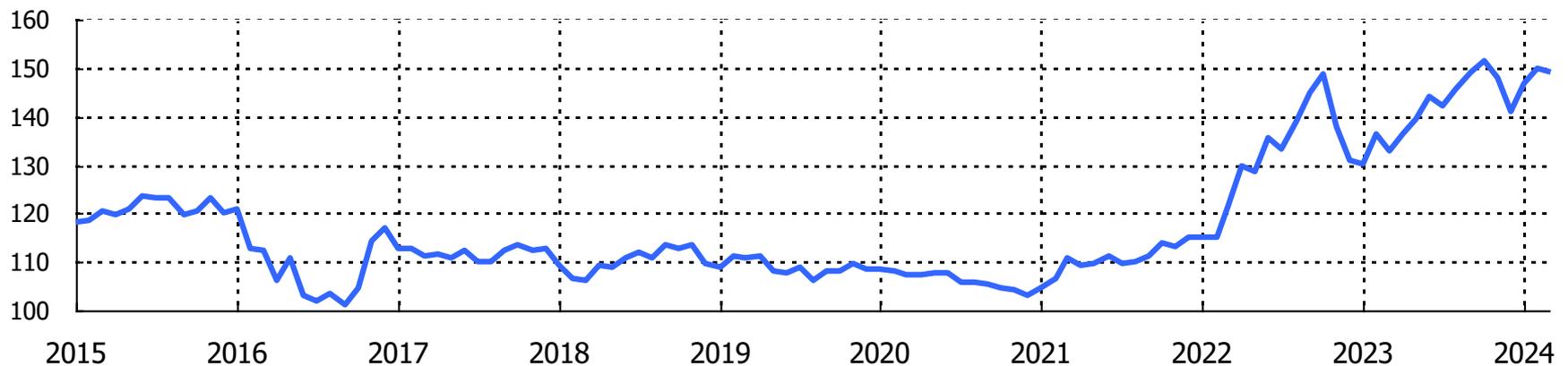
## The Confusion of Exchange Rate

- End-of-month exchange rate(as of Aug.)

2016:¥103/dollar, 2017:¥110/dollar, 2018:¥111/dollar, 2019:¥106/dollar  
2020:¥105/dollar, 2021:¥109/dollar, 2022:¥138/dollar, 2023:¥146/dollar

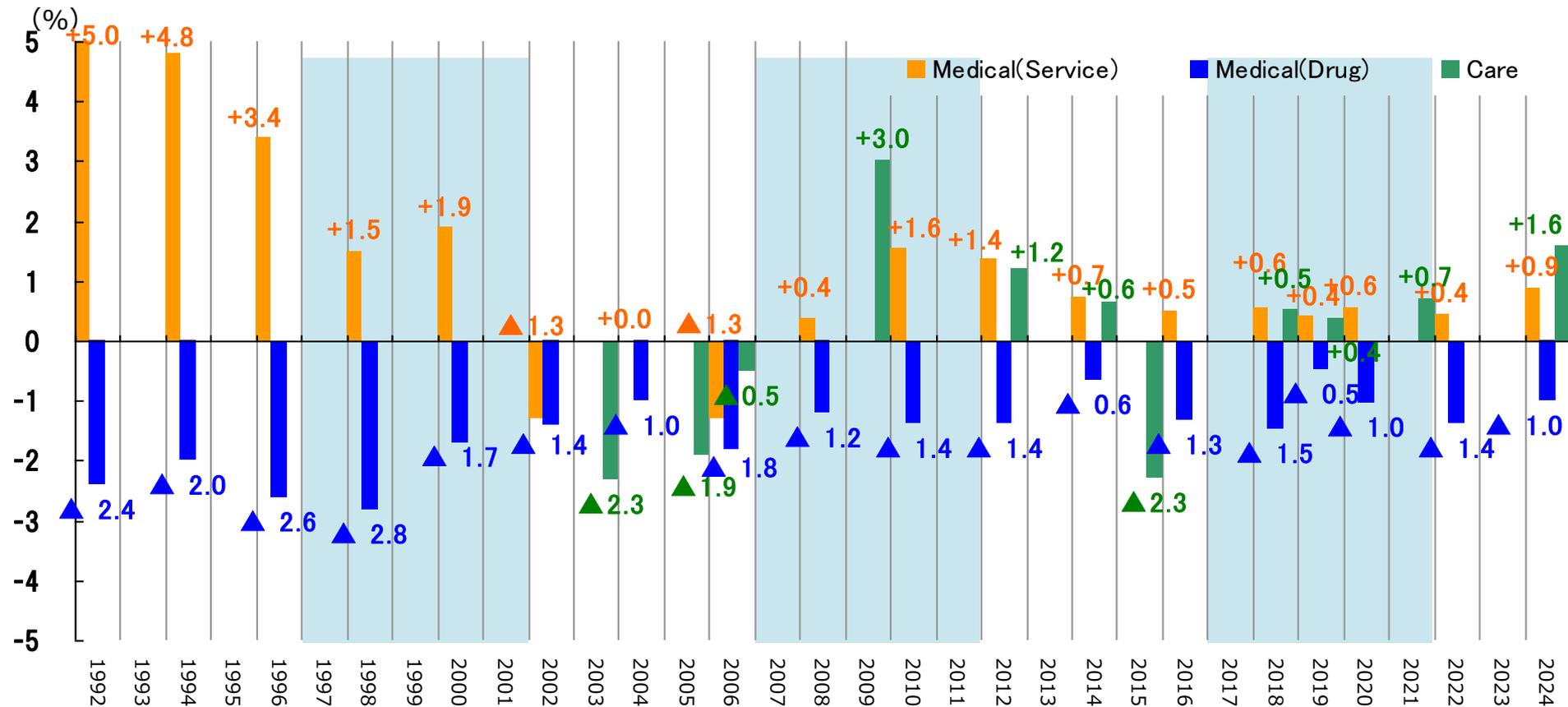
As of March 2024

**¥ 151/dollar**



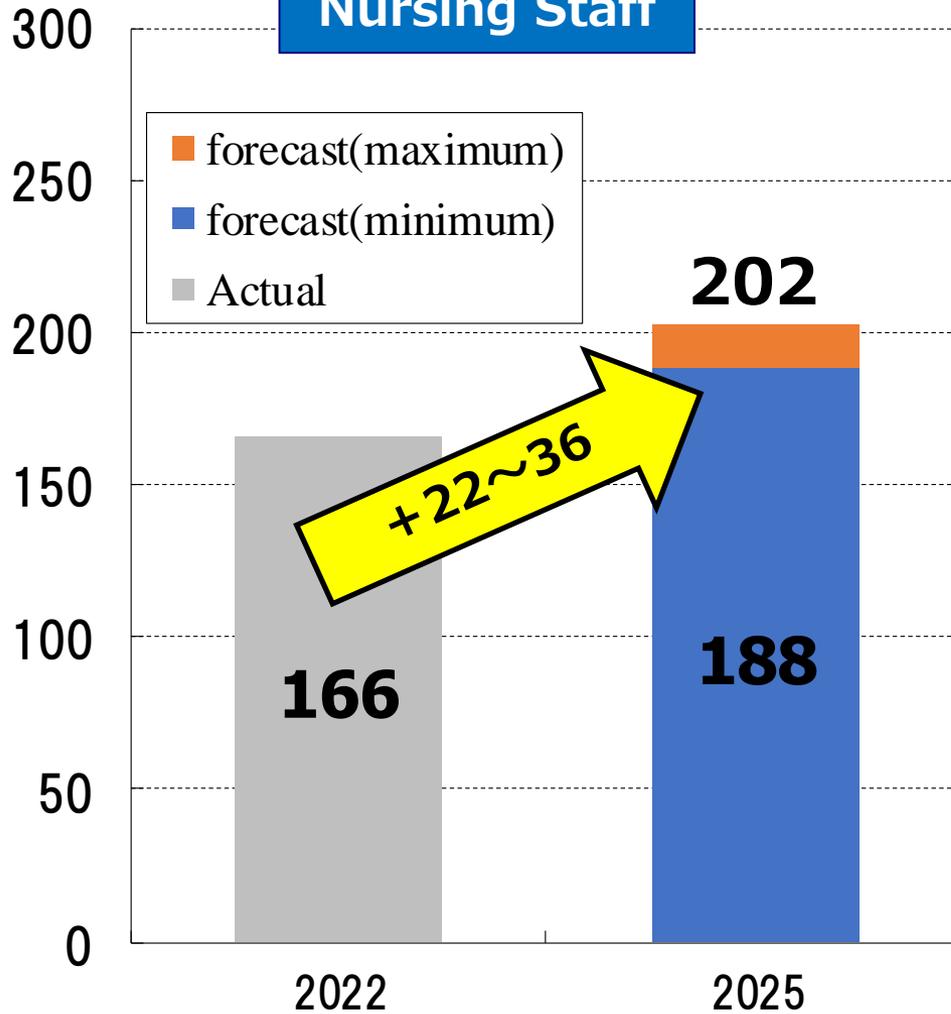
## Double Revision of Medical and Care Reimbursements Planned for 2024

- Medical treatment fees: Service:+0.88% (effective June 2024), Drug price:-1.00% (effective April 2024) (+1.59%)
- Nursing care fees:+1.59% (effective April 2024), (The medical-related sections will be effective June 2024)

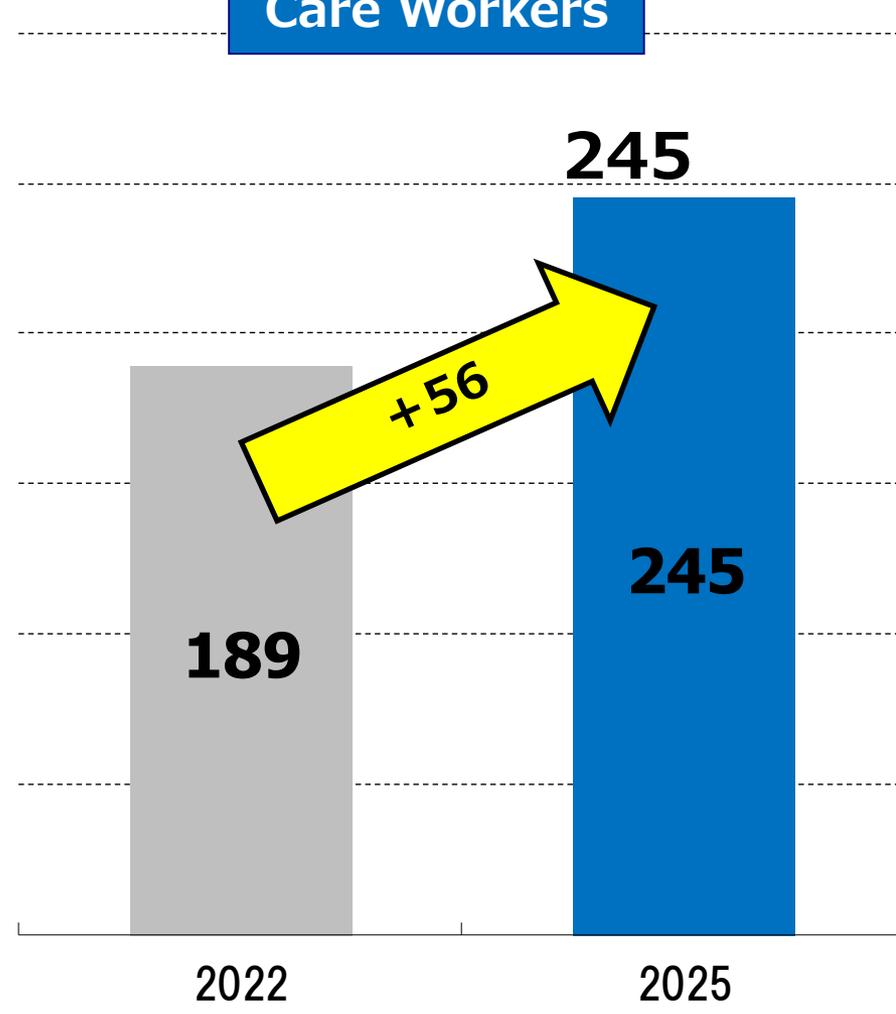


(10,000 persons)

### Nursing Staff



### Care Workers



Actual record: Overview of Health Administration Reports, MHLW  
 Forecast: Study Group on Supply and Demand of Healthcare Workers, MHLW

Actual record: Research of Long-Term Care Service Facilities, MHLW  
 Forecast: The 7th Insured Long-Term Care Service Plans, MHLW

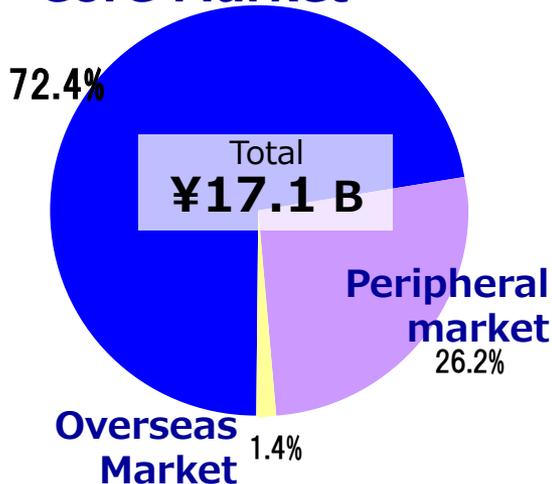
Strategy	Upcoming Actions
Capture needs with strategy for value-added products in core market	The introduction of the new brand 'MACKINTOSH PHILOSOPHY' is expected to invigorate the market
Increase share of peripheral market	Expansion of Market Share through COMPELPACK and Patient Wear
Cultivate overseas market by expanding our business model in Japan	The widespread adoption of laundry outsourcing and Direct E-Commerce Sales

## Core Market

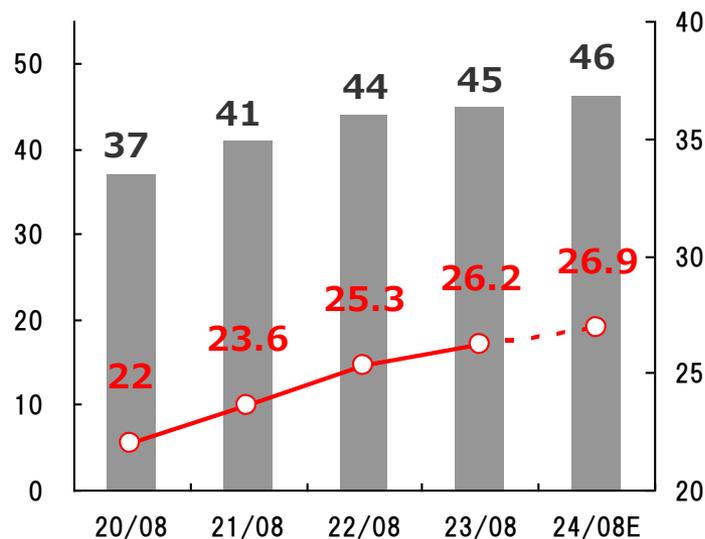
## Peripheral Market

## Overseas Market

### Core Market



(Composition of Sales , FY2023)



■ Sales (Left: ¥ 100 m)

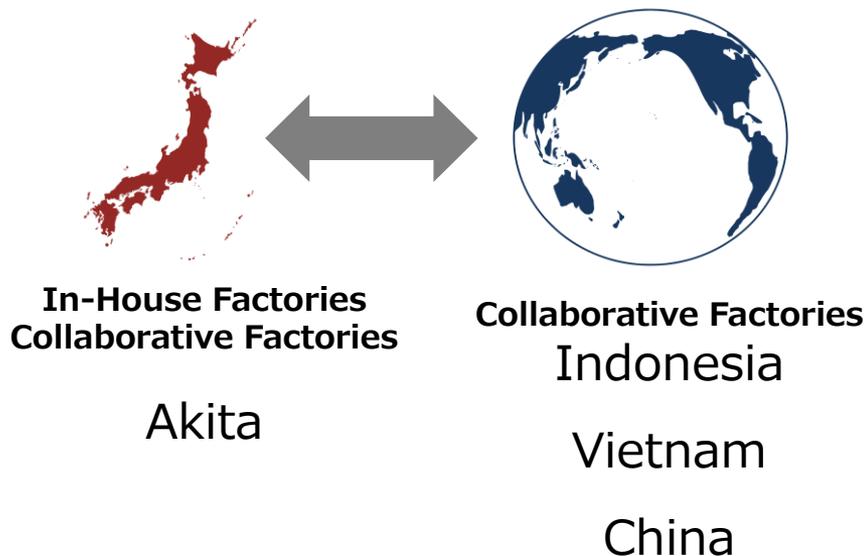
■ Composition (Right: %)

Taiwan  
South Korea

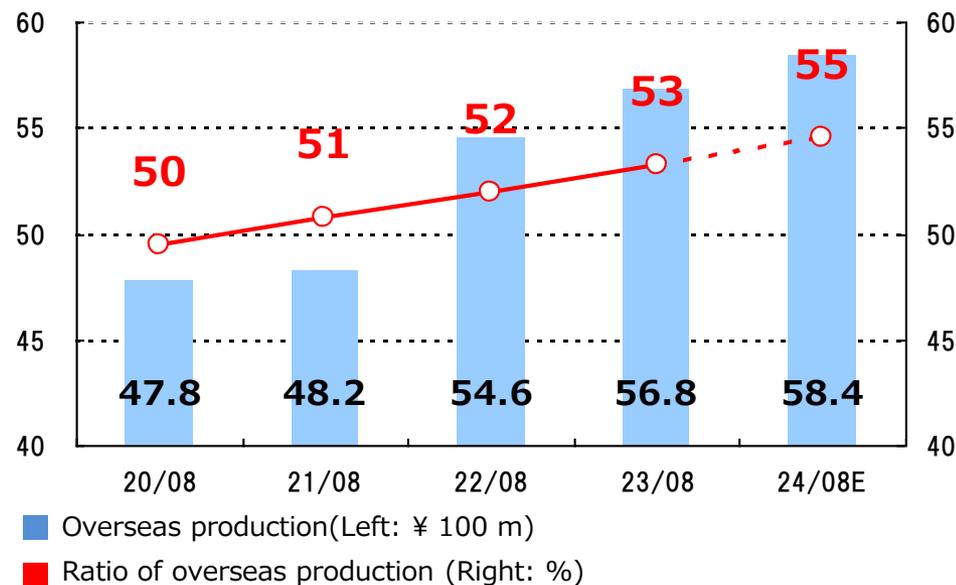
Net Sales **¥0.2 B**  
(FY2023)

Strategy	Upcoming Actions
Management of suitable location production	Optimizing production allocation both domestically and internationally Material: Cost reduction by transferring production from domestic materials to overseas materials.
Strengthening production capabilities domestic and overseas	Japan: Strengthening capacity for QR and multi-variety small batch production Overseas: Developing low-cost strategy products utilizing overseas factories
Optimization of logistics infrastructure	Reviewing the logistics infrastructure, including delivery efficiency enhancements.

## Management of Suitable Location Production



## Promotion of Utilizing Overseas Production Facilities





### Ⅲ

## Financial Review of First-half FY2024 and Forecast for FY2024

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Considering the difficulty in recovering the deviation from the budget in the first half during the latter half, we have decided to revise our full-year projected landing. The budget for the latter half will remain consistent with the initial plan.

<b>Net sales</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024E (Initial plan)</b>	<b>FY2024E (Revised plan)</b>
<b>First half</b>	¥7,817 m (-3.1%)	¥7,931 m (+1.5%)	¥7,936 m (+0.1%)	¥7,392 m (-6.8%)
1Q	¥3,378 m	¥2,954 m		¥3,048 m
2Q	¥4,439 m	¥4,977 m		¥4,343 m
<b>Second half</b>	¥9,928 m (+4.5%)	¥9,250 m (-6.8%)	¥9,863 m (+6.6%)	<b>¥9,808 m (+6.0%)</b>
3Q	¥5,799 m	¥5,255 m		
4Q	¥4,128 m	¥3,994 m		
<b>Full Year</b>	¥17,745 m (+1.0%)	¥17,181 m (-3.2%)	¥17,800 m (+3.6%)	<b>¥17,200 m (+0.1%)</b>

In FY2023, there was a surge in demand before the price revision in 2Q, followed by a decrease in revenue in 3Q due to the recoil of this surge in demand.

- Profit margin will be maintained in line with the initial plan, considering the progress up to the previous period.
- Implemented cost reduction in SGA compared to the initial plan.

(millions of yen,%)	FY2024E			FY2024E			Increase/decrease amount
	Initial plan	Composition	y/y Change	Revised plan	Composition	y/y Change	
<b>Net sales</b>	<b>17,800</b>	—	+3.6	<b>17,200</b>	—	+0.1	-600
<b>Gross profit</b>	<b>7,723</b>	43.4	+2.3	<b>7,450</b>	43.3	-1.3	-273
<b>Sales, general, and administrative expenses</b>	<b>3,107</b>	17.5	+5.6	<b>3,050</b>	17.7	+3.7	-57
<b>Operating income</b>	<b>4,615</b>	25.9	+0.2	<b>4,400</b>	25.6	-4.4	-215
<b>Recurring income</b>	<b>4,673</b>	26.3	+0.0	<b>4,460</b>	25.9	-4.6	-213
<b>Net income</b>	<b>3,231</b>	18.2	+0.2	<b>3,080</b>	17.9	-4.5	-151

(millions of yen,%)	FY2024		FY2024	
	First-half(Results)	y/y Change	Full(Forecast)	y/y Change
<b>Net sales</b>	<b>7,392</b>	-6.8	<b>17,200</b>	+0.1
<b>Gross profit</b>	<b>3,195</b>	-6.1	<b>7,450</b>	-1.3
<b>Sales, general, and administrative expenses</b>	<b>1,586</b>	+2.7	<b>3,050</b>	+3.7
<b>Operating income</b>	<b>1,608</b>	-13.5	<b>4,400</b>	-4.4
<b>Recurring income</b>	<b>1,639</b>	-13.3	<b>4,460</b>	-4.6
<b>Net income</b>	<b>1,129</b>	-12.9	<b>3,080</b>	-4.5

## First-half FY2024(Results)

The market continued to face a challenging business environment due to the impact of inflation since the previous period.

In the first half of FY2023, there was a surge in demand before price revisions, returning to normalcy in 2Q of FY2024. Consequently, there was a significant decrease of 8.6% in revenue in the core market.

Although catch-up projects from the previous period were addressed, delays occurred in negotiations for price increases for renewal projects in the current first half, resulting in a shift to the latter half.

Additionally, revenue decreased in the peripheral market for patient wear due to a reduction in material purchases by linen suppliers as a cost containment measure. Conversely, in overseas markets, the current period is progressing smoothly despite the impact of revenue decline from the previous period.

## FY2024(Forecast)

Continued long-term inflationary effects are expected to create a challenging business environment in the market. Although medical treatment reimbursements and care reimbursements have seen positive revisions, there is a focus on allocating resources to personnel expenses, raising concerns about environmental improvements.

In 3Q of FY2023, there was a revenue decrease due to the recoil of demand before price revisions, which is expected to return to normal this fiscal year. We aim to stimulate the market by introducing new products under the 'MACKINTOSH PHILOSOPHY' brand and expanding the 'Earth Song' product line. We will address delays in updates in the core market, promote new initiatives for patient wear in the peripheral market, expand surgical wear in compelpacks, and focus on expanding into overseas markets to achieve recovery and revenue growth in the latter half.

(millions of yen,%)	FY2024		FY2024	
	First-half(Results)	y/y Change	Full(Forecast)	y/y Change
<b>Net sales</b>	<b>7,392</b>	-6.8	<b>17,200</b>	+0.1
<b>Gross profit</b>	<b>3,195</b>	-6.1	<b>7,450</b>	-1.3
<b>Sales, general, and administrative expenses</b>	<b>1,586</b>	+2.7	<b>3,050</b>	+3.7
<b>Operating income</b>	<b>1,608</b>	-13.5	<b>4,400</b>	-4.4
<b>Recurring income</b>	<b>1,639</b>	-13.3	<b>4,460</b>	-4.6
<b>Net income</b>	<b>1,129</b>	-12.9	<b>3,080</b>	-4.5

First-half FY2024(Results)		FY2024(Forecast)
[Gross profit]		
Factor of Sales :	-¥232m	+¥8m
Factor of Profit rate :	+¥23m	-¥105m
Gross profit to sales :	FY2023 42.9% → 43.2%	FY2023 43.9% → 43.3%
(Factor of Profit rate)		
-Foreign Exchange rate(yen/dollar) :	FY2023 127.7 → 140.0 (-¥135m)	FY2023 131.5 → 143.3 (-¥240m)
-Overseas production ratio:	FY2023 52.0% → 54.0% (+¥60m)	FY2023 53.2% → 54.5% (+¥100m)
-Manufacturing cost	(-¥25m)	(-¥75m)
-Materials:	(-¥70m)	(-¥160m)
-Price revisions/Other:	(+¥170m)	(+¥265m)

(millions of yen,%)	FY2024		FY2024	
	First-half(Results)	y/y Change	Full(Forecast)	y/y Change
<b>Net sales</b>	<b>7,392</b>	-6.8	<b>17,200</b>	+0.1
<b>Gross profit</b>	<b>3,195</b>	-6.1	<b>7,450</b>	-1.3
<b>Sales, general, and administrative expenses</b>	<b>1,586</b>	+2.7	<b>3,050</b>	+3.7
<b>Operating income</b>	<b>1,608</b>	-13.5	<b>4,400</b>	-4.4
<b>Recurring income</b>	<b>1,639</b>	-13.3	<b>4,460</b>	-4.6
<b>Net income</b>	<b>1,129</b>	-12.9	<b>3,080</b>	-4.5

	First-half FY2024(Results)	FY2024(Forecast)
[Sales, general, and administrative expenses]	Personnel expenses +¥43m Donation expenses +¥11m Advertising expenses -¥28m	Personnel expenses +¥92m Advertising expenses +¥19m Packing and freight expenses +¥13m
[Capital expenditure] -Capital expenditure	¥75m (Buildings:¥55m, IT system:¥7m, Distribution equipment:¥4m, Manufacturing equipment:¥7m)	¥400m (Buildings:¥146m, IT system:¥123m, Distribution equipment:¥110m, Manufacturing equipment:¥20m)
-Depreciation	¥130m	¥275m

Major assets

(¥ million %)

Title	Result	Change Result	Change%
Cash on hand at banks	25,061	-548	-2.1
Notes and accounts receivable (including electronically recorded claims)	4,902	-835	-14.6
Inventories	7,002	+1,198	+20.6
<b>Current assets</b>	<b>37,229</b>	<b>-146</b>	<b>-0.4</b>
Buildings and structures	2,540	-32	-1.3
Land	4,440	—	—
Investments and other assets	1,031	-13	-1.3
<b>Fixed assets</b>	<b>8,348</b>	<b>-60</b>	<b>-0.7</b>
<b>Total assets</b>	<b>45,577</b>	<b>-207</b>	<b>-0.5</b>

Major liabilities and shareholders' equity

Title	Result	Change Result	Change%
Notes and accounts payable	1,647	-124	-7.0
Accrued income taxes	556	-83	-13.0
<b>Current liabilities</b>	<b>3,735</b>	<b>-439</b>	<b>-10.5</b>
Capital reserves	43,026	+1,133	+2.7
Treasury stock	-5,130	-989	+23.9
<b>Net assets</b>	<b>41,842</b>	<b>+232</b>	<b>+0.6</b>
<b>Total liabilities and net assets</b>	<b>45,577</b>	<b>-207</b>	<b>-0.5</b>

[Major changes from the previous fiscal year]

**Cash and cash equivalents** **Down 548 million**

-Cash flows from operating activities Up 2,606 million  
 -Dividend payout Down 1,925 million  
 -Acquisition Treasury stock Down 999 million

**Fixed assets** **Down 60 million**

-Buildings and structures Up 140 million  
 (New acquisition)  
 -Buildings and structures Down 173 million  
 (Depreciation)

**Net assets** **Up 232 million**

-Net profit Up 3,059 million  
 -Acquisition Treasury stock Down 999 million  
 -Dividend payout Down 1,926 million



## IV Overview and Measures

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## Core Market

### Healthcare wear



### Infection prevention



## Peripheral Market

### Patient wear



### Doctors' wear



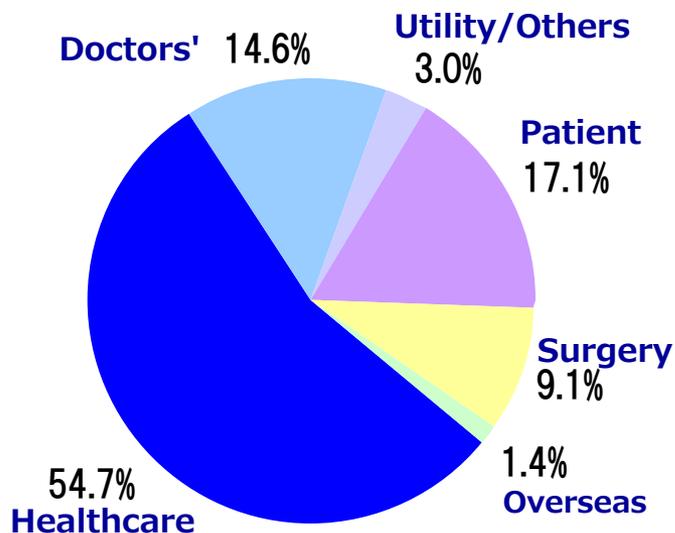
### Utility wear



### Surgery wear



## Composition (FY2023)



## y/y change

(%)

	FY2023		FY2024	
	First-half	Full	First-half	Full(E)
Total sales	+1.5	-3.2	-6.8	+0.1
Core Market	+1.5	-4.5	-8.6	-1.0
Healthcare wear	+3.1	-3.1	-8.4	-0.7
Doctors' wear	+0.3	-5.2	-8.8	-0.3
Utility / Others	-18.3	-21.4	-10.8	-8.6
Peripheral Market	+2.9	+0.5	-3.0	+2.7
Patient wear	+3.8	+2.3	-4.2	+3.8
Surgery wear	+1.0	-2.7	-0.6	+0.6
Overseas Market	-22.8	-1.1	+11.3	+6.6

The 'infection products' are included under 'Utility / Others.'

In FY2023, there was a surge in demand prior to the adjustment of product prices.

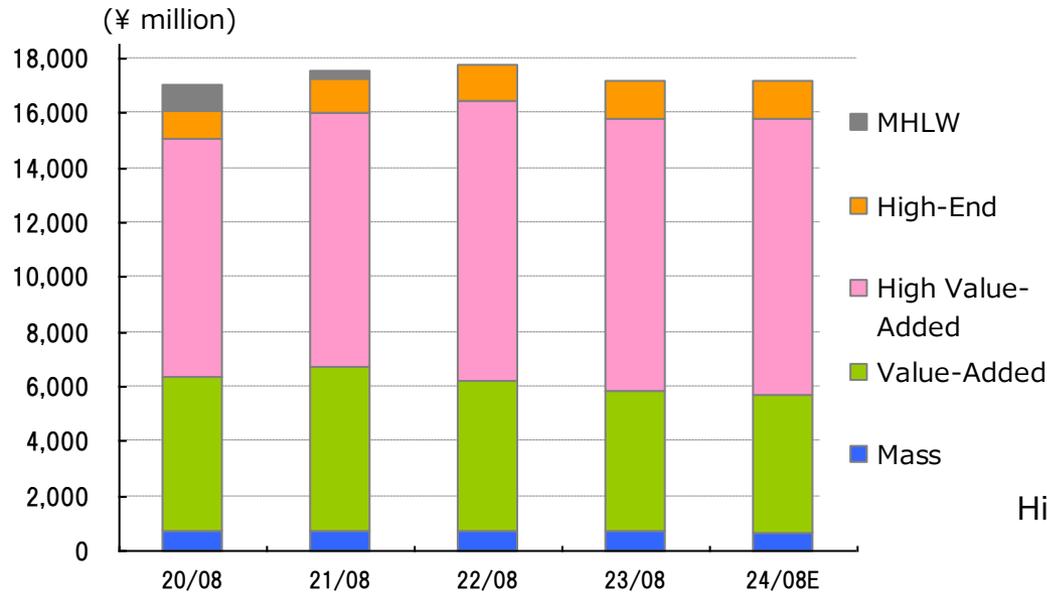
**Core Market** In the previous period, delays in price negotiations led to a shift in projects to the latter half, similar to the preceding period, due to a challenging market environment. Despite the continued forecast of a challenging market environment, we aim to prevent delays in project updates and drive renewals by emphasizing the sensory and functional user benefits of new brands and High Value-Added products ranges against the backdrop of positive revisions to medical treatment and care reimbursements.

### Peripheral Market

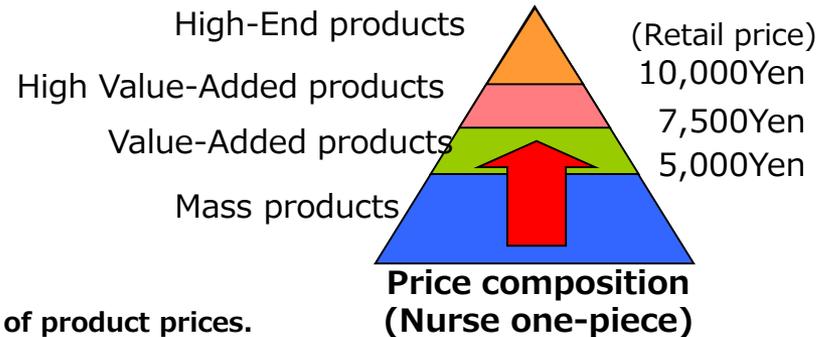
**[Patient]:** In the previous period, revenue declined due to the impact of reduced purchases by linen suppliers, but we anticipate an increase in revenue for the full year due to replenishment demand and new initiatives.  
**[Surgery]:** We plan to achieve sales recovery through the nationwide rollout of COMPELPACK.

**Overseas Market:** We aim to establish our business model through the widespread adoption of laundry outsourcing and direct e-commerce sales.

## Sales by Product



y/y change (%)	FY2023		FY2024	
	First-half	Full	First-half	Full(E)
Total sales	+1.5	-3.2	-6.8	+0.1
High-End products	+8.7	+9.4	-6.7	+2.2
High Value-Added products	+0.2	-3.5	-3.3	+1.9
Value-Added products	+2.6	-5.3	-12.9	-3.2
Mass products	-0.9	-4.5	-8.4	-5.5
MHLW	-	-	-	-



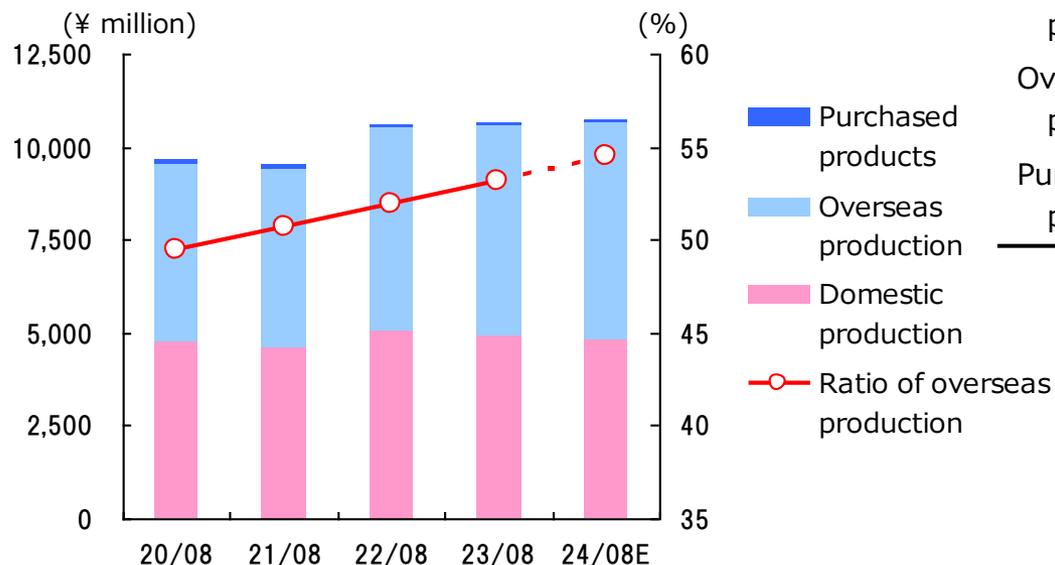
In FY2023, there was a surge in demand prior to the adjustment of product prices.

**High-End products:** Accelerating revenue growth with the introduction of the new brand 'MACKINTOSH PHILOSOPHY.'

**High Value-Added products:** Revitalizing the market through an enriched lineup of the successful 'Earth Song' series.

**Value-Added products:** Focusing on winning large contracts through the development and expansion of Low-Cost Strategy Products utilizing overseas factories.

## Changes in Production Status (Non-Consolidated)



Composition (%)	FY2023	FY2024E
Domestic production	46.2	45.0
Overseas production	53.2	54.5
Purchased products	0.6	0.5

## US Dollar Exchange Rate

(yen/dollar)

	20/8	21/8	22/8	23/8	24/8E
Real Exchange Rate	106.8	109.8	131.4	140.5	148.6
Cost Exchange Rate	106.0	104.3	114.1	131.5	143.3

\* The real exchange rate is an annual average. 24/8 is an average from January to March.



## V Management Goals

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Market

- Capture Needs in Core Market
- Increase Share of Peripheral Market
- Cultivate Overseas Market

Product

- Develop and Sale of High-End and High Value-Added Products

Production

- Shift to Overseas Production
- Developing Low-Cost Strategy Products Utilizing Overseas Factories
- Strengthen Ability to Respond Quick Response and Small-lot Multi-production

**FY2020**  
(3 terms ago)

**FY2023**  
(Previous term)

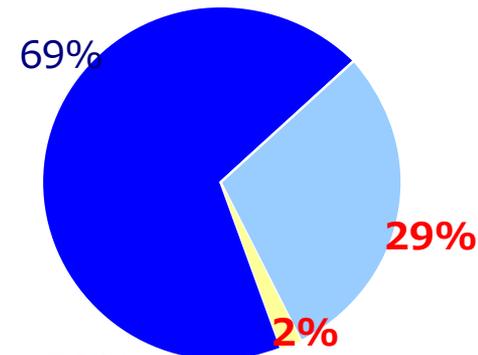
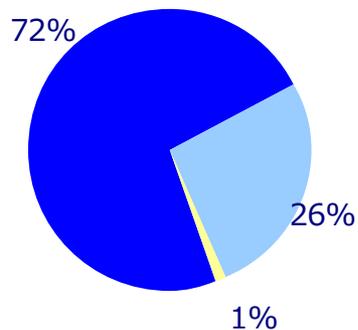
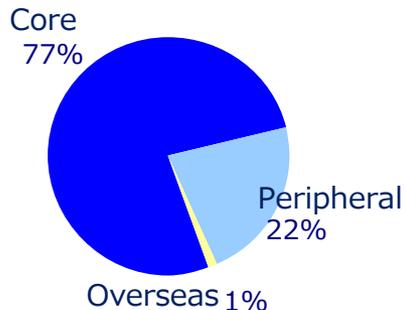
**FY2026E**  
(3 terms later)

Net sales **¥17.0 billion**

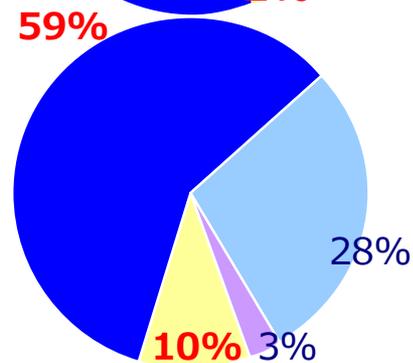
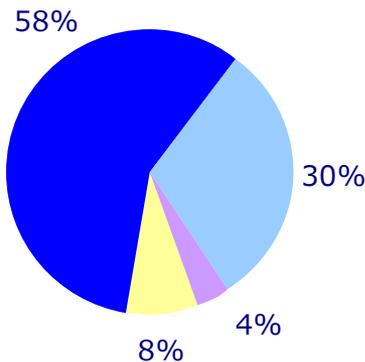
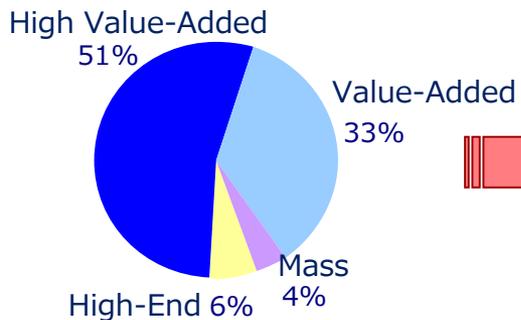
**¥17.1 billion**

**¥18.9 billion**

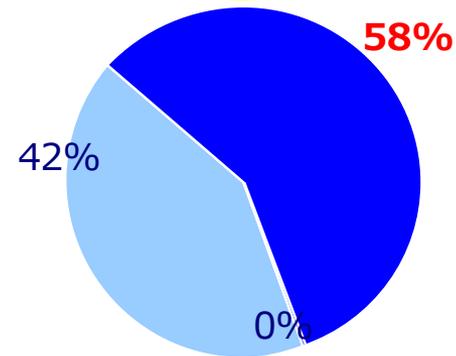
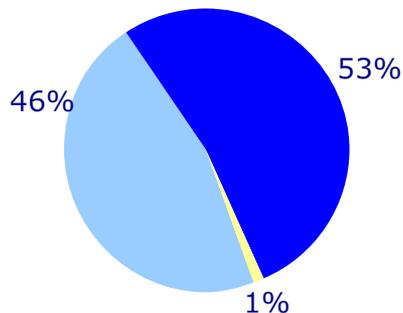
Market

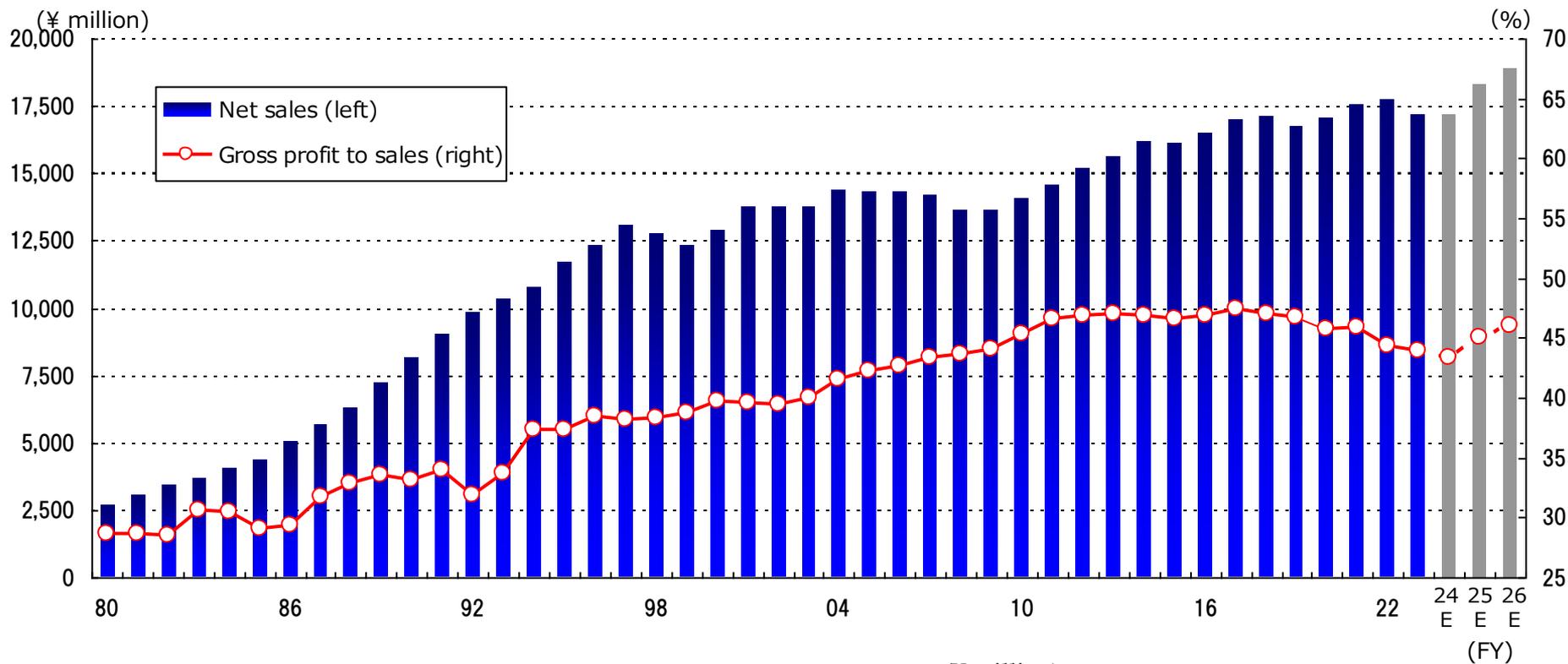


Product



Production





Note: Consolidated data since FY1994 are shown. Preceding years represent non-consolidated data.  
 The exchange rate for FY2025/FY2026 is assumed to be 125 yen/dollar.

FY2026E	
Net Sales	18,900
Operating Income	5,500



## VI Rewarding Shareholder -Focused Policies

---



## Shareholder-Focused Policies

- Improvement of transparency by proactive disclosure
- Interactive communication with investors
- Profit reimbursement by high dividends

## Dividend Policy

- Basic policy is to continue stable dividend payment with payout ratio of 50%

## Share Buyback

- Acquire expeditiously when our share is undervalued

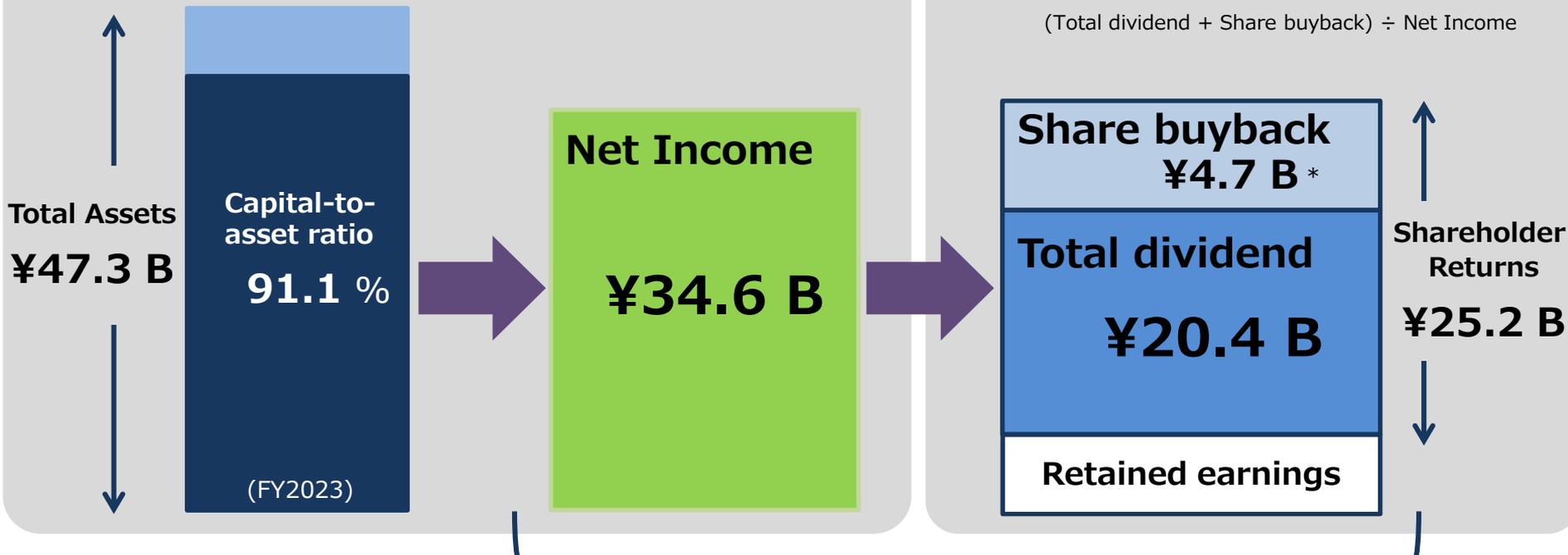
Implemented	Plan
Period: From June 30, 2023 to December 11 Maximum: 500,000 shares, ¥1 Billion yen Repurchased: <b>454,300 shares, ¥999 m</b>	From April 3, 2024 to September 30 500,000 shares, ¥1 Billion yen

**Strong balance sheet  
Highly profitability**

**Achieving a high  
return rate**

**72.9 %**

(Total dividend + Share buyback) ÷ Net Income



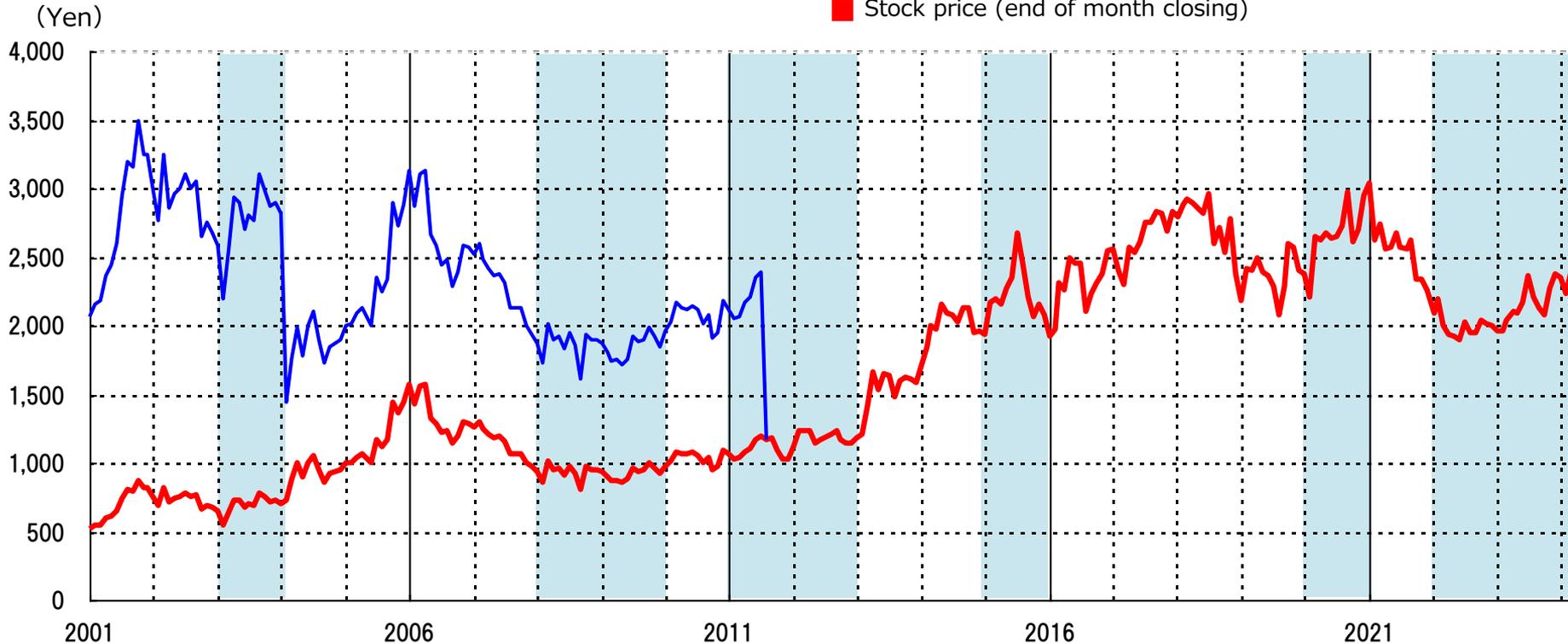
**Total for 10 years**

(FY2014~FY2023)

\*Including purchases made from September 1, 2023, to December 11, 2023, totaling 600 million yen.

## The movement of our company's stock price

- Stock price (end of month closing) before adjustment for splits
- Stock price (end of month closing)



### Share buyback

FY2003  
¥1.6B

FY2008  
¥1.0B

FY2009  
¥1.2B

FY2011  
¥0.2B

FY2012  
¥0.2B

FY2015  
¥1.5B

FY2020  
¥1.0B

FY2022  
¥1.2B

FY2023  
¥0.3B

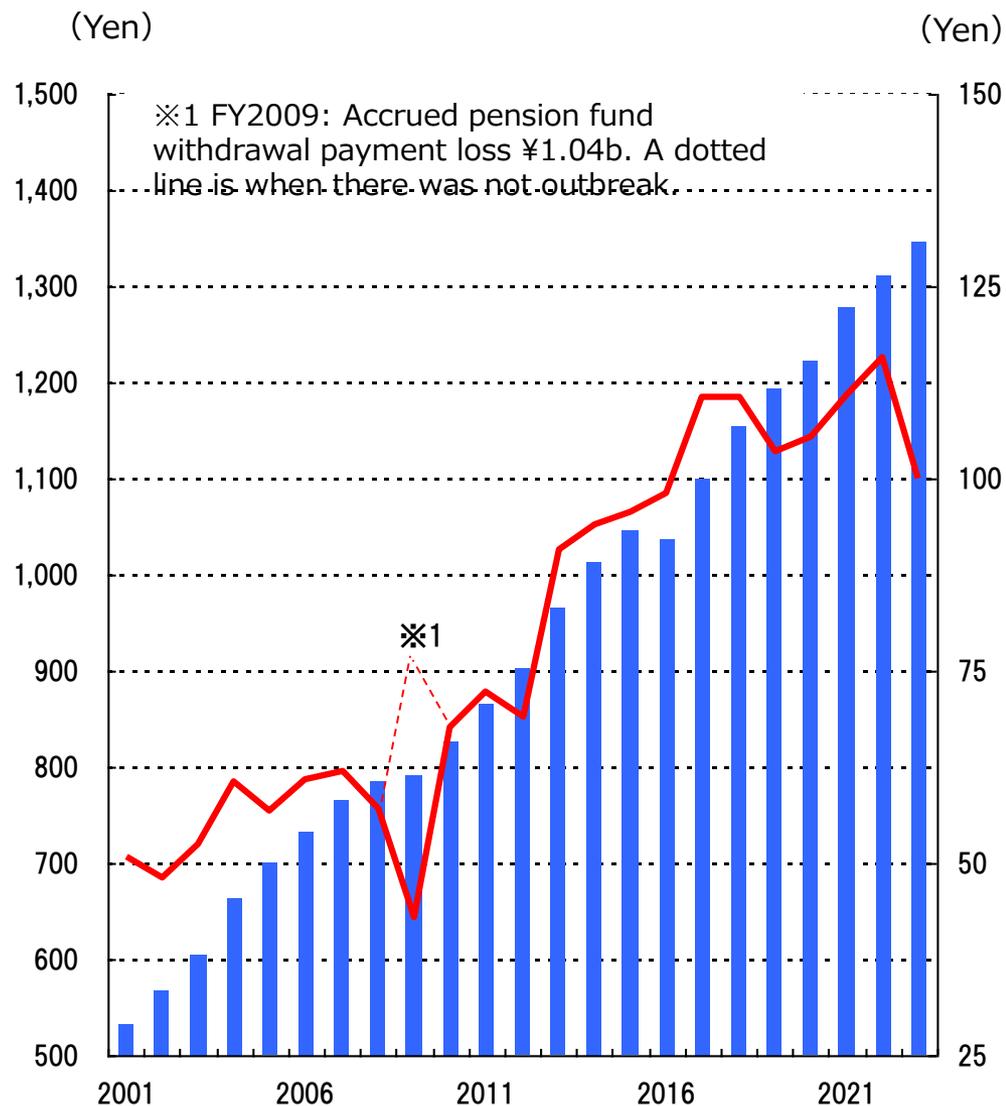
### (Stock split )

FY2004  
2-for-1

FY2011  
2-for-1

	Total dividend (Million yen)	Share buyback (Million yen)	Payout ratio (non-c, %)	Total return ratio (non-c, %)	
FY2001	475	0	27.4	27.4	
FY2002	475	0	29.3	29.3	
FY2003	530	1,697	29.7	124.6	
FY2004	744	0	36.5	36.5	2004/2/24 Stock split 2-for-1
FY2005	1,117	0	56.9	56.9	
FY2006	1,117	0	53.4	53.4	
FY2007	1,117	0	53.1	53.1	
FY2008	1,083	1,077	56.6	111.2	
FY2009	1,040	1,220	57.3	122.2	
FY2010	1,127	0	51.4	51.4	
FY2011	1,205	226	52.0	61.7	2011/8/29 Stock split 2-for-1
FY2012	1,205	0	55.1	55.1	
FY2013	1,541	229	51.3	58.7	
FY2014	1,712	0	54.4	54.4	
FY2015	3,324	1,500	107.5	153.8	Include 100th anniversary commemorative 50yen
FY2016	1,662	0	52.5	52.5	
FY2017	1,994	0	55.2	55.2	
FY2018	1,994	0	55.2	55.2	
FY2019	1,995	0	58.0	58.0	
FY2020	1,971	1,031	57.9	87.9	
FY2021	1,971	0	55.0	55.0	
FY2022	1,935	1,231	52.5	84.9	
<b>FY2023</b>	<b>1,926</b>	<b>373</b>	<b>60.7</b>	<b>72.1</b>	

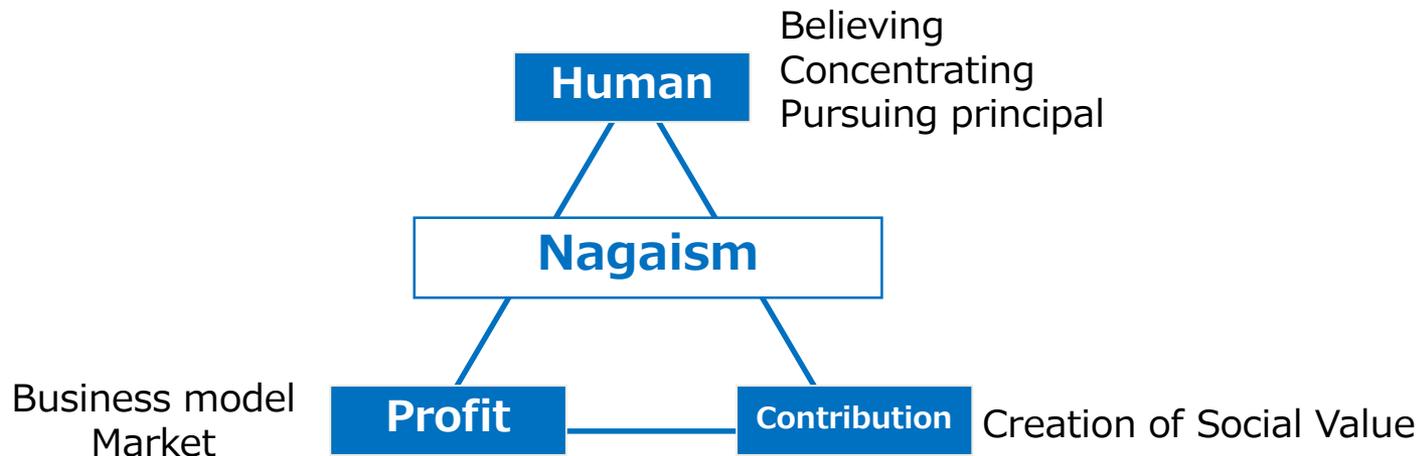
	BPS (yen)	EPS (yen)	DPS (yen)
FY2001	532.5	50.8	12.5
FY2002	568.3	48.0	12.5
FY2003	604.0	52.4	15.0
FY2004	663.0	60.5	30.0
FY2005	700.0	56.7	30.0
FY2006	732.4	61.0	30.0
FY2007	764.3	61.9	30.0
FY2008	783.9	57.1	30.0
FY2009	791.0	42.9	30.0
FY2010	827.0	67.6	32.5
FY2011	866.1	72.3	35.0
FY2012	902.3	68.9	35.0
FY2013	966.2	90.8	45.0
FY2014	1,012.7	94.1	50.0
FY2015	1,046.6	95.6	* 100.0
FY2016	1,037.8	98.1	50.0
FY2017	1,099.2	110.5	60.0
FY2018	1,153.4	110.6	60.0
FY2019	1,194.5	103.6	60.0
FY2020	1,221.0	105.5	60.0
FY2021	1,278.8	111.0	60.0
FY2022	1,309.8	115.8	60.0
<b>FY2023</b>	<b>1,346.1</b>	<b>100.0</b>	<b>60.0</b>



\*2015: DPS 100yen (Include 100th anniversary commemorative 50yen)

# Management Philosophy

Our management philosophy are “Let us help the human life” and “Harmony”. We think that well-balanced growth with human, profit and philanthropy become the responsible corporate. Furthermore, we have our company spirit, “Nagaism”. We continue to specialize in medical / nurse / care business area, expanding its market and developing best products for our customers.



## **Notes on this material**

This material includes forecasts for the future.

These forecasts are based on the judgment of the Company's management concerning currently available information.

These future projections include assumptions or views based on assumptions, and therefore may be different from the actual outcome, depending upon future circumstances.

The expectations for future results stated by the Company or its management in this material do not represent any warranty that these expectations or particular results will be realized.

The Company is not liable to update any of its forecasts, or projections, unless otherwise provided for by law or under the relevant regulations.

# Data File

## First-half FY2024



**(Listed on the Prime Market Segment of the Tokyo Stock Exchange; Code 7447)**

**Contact for information on this material: Mr. Yamamura, Administration Headquarters (+81-3-5289-8200)**

## Index

1	...	Sales by Market
2	...	Sales by Item
3	...	Sales by Product
4	...	Production Strategy (Non-Consolidated)
5	...	Statements of Income (Consolidated)
6	...	Statements of Income (Non-Consolidated)
7	...	Indices (Consolidated)
8	...	Indices (Non-Consolidated)
9•10	...	Statements of Income (Consolidated•Non-Consolidated)
11•12	...	Balance Sheet (Consolidated•Non-Consolidated)
13	...	The Forecasts/Results of Net Sales (Consolidated)

# 1. Sales by Market

FY	20/8	21/8	22/8	23/8	24/8E
Sales	17,066	17,563	17,745	17,181	17,200
Core Market	13,115	13,207	13,021	12,438	12,320
Peripheral Market	3,749	4,152	4,486	4,509	4,630
Overseas Market	201	203	237	234	250

Core Market: Healthcare wear, Doctors' wear,

Utility wear, Shoes/Other, Infection prevention wear in Japan

Peripheral Market: Patient wear, Surgery wear in Japan

## Change over previous year

Sales	1.7	2.9	1.0	-3.2	0.1
Core Market	0.9	0.7	-1.4	-4.5	-1.0
Peripheral Market	4.1	10.8	8.0	0.5	2.7
Overseas Market	6.0	0.9	16.7	-1.1	6.6

## Composition

Sales	100.0	100.0	100.0	100.0	100.0
Core Market	76.8	75.2	73.4	72.4	71.6
Peripheral Market	22.0	23.6	25.3	26.2	26.9
Overseas Market	1.2	1.2	1.3	1.4	1.5

(¥ million)

First-half 23/8	First-half 24/8
7,931	7,392
5,674	5,187
2,161	2,097
96	107

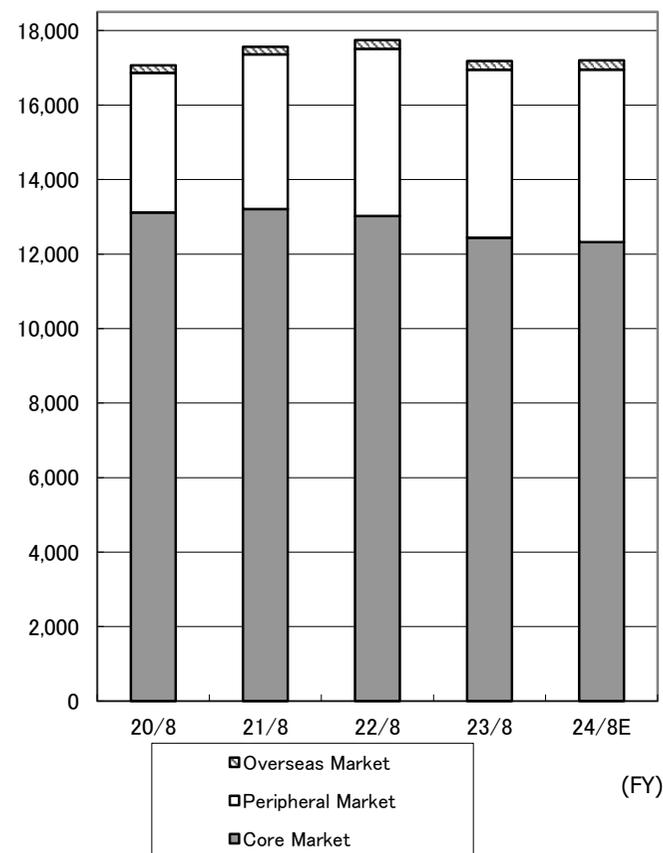
(%)

1.5	-6.8
1.5	-8.6
2.9	-3.0
-22.8	11.3

(%)

100.0	100.0
71.5	70.2
27.3	28.4
1.2	1.4

(¥ million)



## 2. Sales by Item

FY	20/8	21/8	22/8	23/8	24/8E
Sales	17,066	17,563	17,745	17,181	17,200
Healthcare wear	8,831	9,560	9,698	9,395	9,330
Doctors' wear	2,451	2,600	2,655	2,517	2,510
Utility/Other	715	685	662	523	480
Infection prevention wear	1,116	361	5	1	0
Patient wear	2,061	2,514	2,872	2,938	3,050
Surgery wear	1,688	1,638	1,614	1,571	1,580
Overseas Market	201	203	237	234	250

### Change over previous year

	20/8	21/8	22/8	23/8	24/8E
Sales	1.7	2.9	1.0	-3.2	0.1
Healthcare wear	-7.8	8.2	1.4	-3.1	-0.7
Doctors' wear	-7.6	6.1	2.1	-5.2	-0.3
Utility/Other	-6.5	-4.2	-3.3	-21.0	-8.6
Infection prevention wear	-	-67.7	-98.6	-64.6	-
Patient wear	1.7	22.0	14.2	2.3	3.8
Surgery wear	7.3	-3.0	-1.5	-2.7	0.6
Overseas Market	6.0	0.9	16.7	-1.1	6.6

### Composition

	20/8	21/8	22/8	23/8	24/8E
Sales	100.0	100.0	100.0	100.0	100.0
Healthcare wear	51.7	54.4	54.7	54.7	54.2
Doctors' wear	14.4	14.8	15.0	14.6	14.6
Utility/Other	4.2	3.9	3.7	3.0	2.8
Infection prevention wear	6.5	2.1	0.0	0.0	0.0
Patient wear	12.1	14.3	16.2	17.1	17.7
Surgery wear	9.9	9.3	9.1	9.1	9.3
Overseas Market	1.2	1.2	1.3	1.4	1.4

\* Category changed Defined and renamed "Utility Wear" and "Shoes/Other" to "Utility/Other"

Previous classification	20/8	21/8			
Utility wear	369	356			
Shoes/Other	345	328			

(¥ million)

	First-half 23/8	First-half 24/8
Sales	7,931	7,392
Healthcare wear	4,318	3,956
Doctors' wear	1,118	1,019
Utility/Other	236	211
Infection prevention wear	1	0
Patient wear	1,443	1,383
Surgery wear	718	713
Overseas Market	96	107

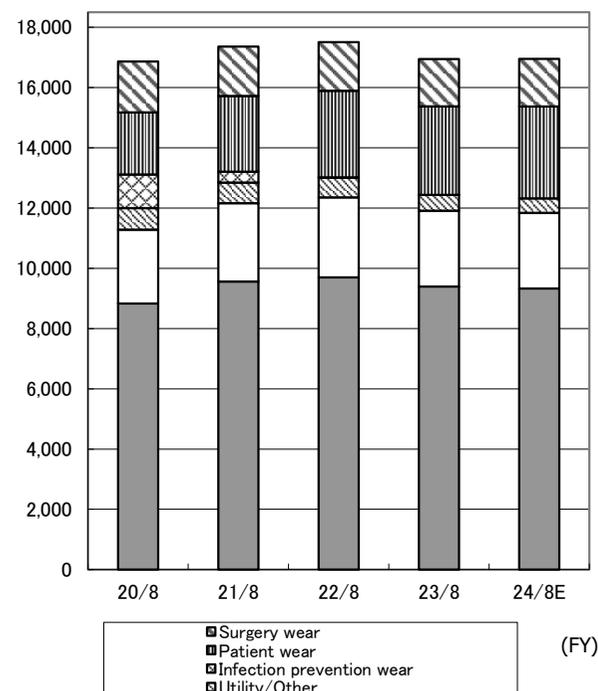
(%)

	23/8	24/8
Sales	1.5	-6.8
Healthcare wear	3.1	-8.4
Doctors' wear	0.3	-8.8
Utility/Other	-18.3	-10.8
Infection prevention wear	-29.3	-
Patient wear	3.8	-4.2
Surgery wear	1.0	-0.6
Overseas Market	-22.8	11.3

(%)

	23/8	24/8
Sales	100.0	100.0
Healthcare wear	54.4	53.5
Doctors' wear	14.1	13.8
Utility/Other	3.0	2.9
Infection prevention wear	0.0	0.0
Patient wear	18.2	18.7
Surgery wear	9.1	9.7
Overseas Market	1	1

(¥ million)



### 3. Sales by Product

FY	20/8	21/8	22/8	23/8	24/8E
Sales	17,066	17,563	17,745	17,181	17,200
High-End products	1,072	1,218	1,269	1,389	1,420
High Value-Added products	8,692	9,302	10,269	9,908	10,100
Value-Added products	5,600	5,963	5,452	5,164	5,000
Mass products	756	764	752	719	680
Ministry of Health, Labour and Welfare	945	315	0	0	0

(¥ million)

First-half 23/8	First-half 23/8
7,931	7,392
590	551
4,535	4,384
2,493	2,170
311	285
0	0

#### Change over previous year

Sales	1.7	2.9	1.0	-3.2	0.1
High-End products	-15.9	13.6	4.2	9.4	2.2
High Value-Added products	-3.1	7.0	10.4	-3.5	1.9
Value-Added products	-2.2	6.5	-8.6	-5.3	-3.2
Mass products	-7.5	1.1	-1.5	-4.5	-5.5
Ministry of Health, Labour and Welfare, JAPAN	-	-66.7	-100.0	-	-

(%)

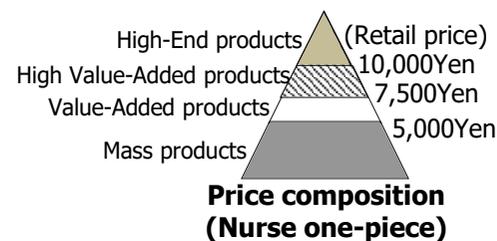
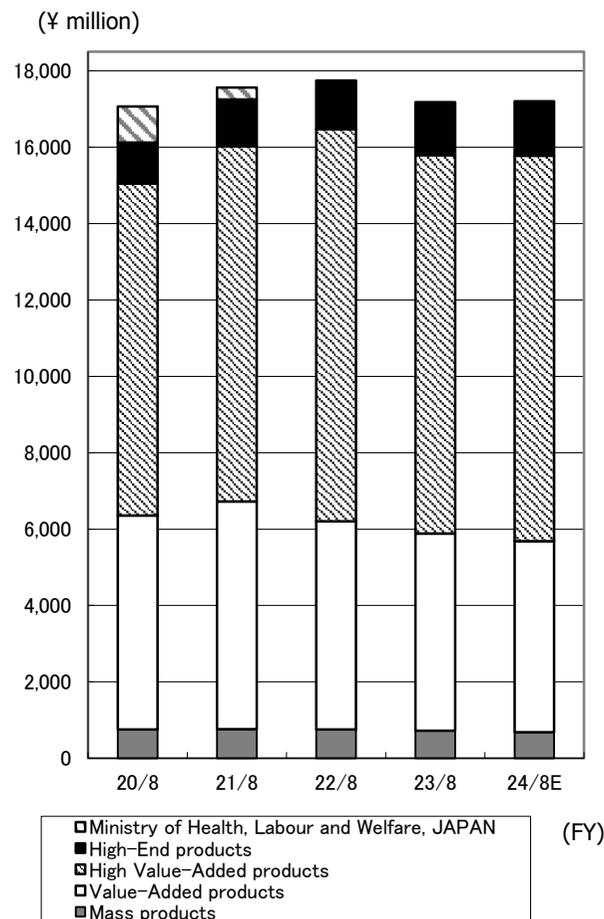
1.5	-6.8
8.7	-6.7
0.2	-3.3
2.6	-12.9
-0.9	-8.4
-	-

#### Composition

Sales	100.0	100.0	100.0	100.0	100.0
High-End products	6.3	6.9	7.2	8.1	8.3
High Value-Added products	50.9	53.0	57.9	57.7	58.7
Value-Added products	32.8	34.0	30.7	30.1	29.1
Mass products	4.4	4.4	4.2	4.2	3.9
Ministry of Health, Labour and Welfare	5.5	1.8	0.0	0.0	0.0

(%)

100.0	100.0
7.5	7.5
57.2	59.3
31.4	29.4
3.9	3.9
0.0	0.0



## 4. Production Strategy(Non-Consolidated)

FY	20/8	21/8	22/8	23/8	24/8E
Domestic production	4,743	4,581	4,974	4,933	4,825
Overseas production	4,775	4,824	5,456	5,680	5,844
Purchased products	128	110	83	64	54
<b>Total</b>	<b>9,646</b>	<b>9,515</b>	<b>10,513</b>	<b>10,677</b>	<b>10,723</b>

(¥ million)

	First-half 23/8	First-half 24/8
Domestic production	2,535	2,414
Overseas production	2,769	2,871
Purchased products	22	32
<b>Total</b>	<b>5,325</b>	<b>5,317</b>

### Change over previous year

Domestic production	3.5	-3.4	8.6	-0.8	-2.2
Overseas production	4.6	1.0	13.1	4.1	2.9
Purchased products	-1.9	-13.7	-24.5	-22.9	-16.3
<b>Total</b>	<b>3.9</b>	<b>-1.4</b>	<b>10.5</b>	<b>1.6</b>	<b>0.4</b>

(%)

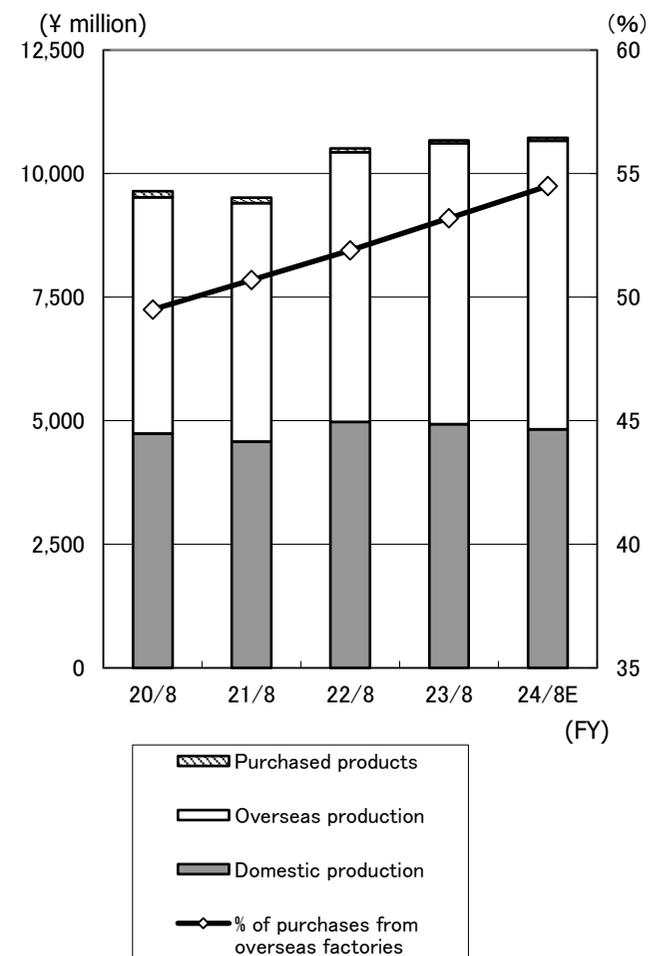
Domestic production	-0.8	-4.8
Overseas production	7.9	3.7
Purchased products	-32.2	48.8
<b>Total</b>	<b>3.4</b>	<b>-0.2</b>

### Composition

Domestic production	49.2	48.1	47.3	46.2	45.0
Overseas production	49.5	50.7	51.9	53.2	54.5
Purchased products	1.3	1.2	0.8	0.6	0.5
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

(%)

Domestic production	47.6	45.4
Overseas production	52.0	54.0
Purchased products	0.4	0.6
<b>Total</b>	<b>100.0</b>	<b>100.0</b>



## 5. Statements of Income (Consolidated)

(¥ million)

FY	20/8	21/8	22/8	23/8	24/8E	First-half 23/8	First-half 24/8
Net Sales	17,066	17,563	17,745	17,181	17,200	7,931	7,392
Gross profit	7,810	8,058	7,881	7,547	7,450	3,404	3,195
Sales, general, and administrative expense	2,872	2,846	2,850	2,942	3,050	1,544	1,586
Operating income	4,937	5,212	5,031	4,604	4,400	1,859	1,608
Recurring income	5,031	5,306	5,139	4,673	4,460	1,890	1,639
Net income	3,474	3,647	3,778	3,226	3,080	1,295	1,129

### Change over previous year

(%)

Net Sales	1.7	2.9	1.0	-3.2	0.1	1.5	-6.8
Gross profit	-0.4	3.2	-2.2	-4.2	-1.3	-2.5	-6.1
Sales, general, and administrative expense	-1.7	-0.9	0.1	3.2	3.7	6.1	2.7
Operating income	0.4	5.6	-3.5	-8.5	-4.4	-8.7	-13.5
Recurring income	0.8	5.5	-3.1	-9.1	-4.6	-9.3	-13.3
Net income	0.8	5.0	3.6	-14.6	-4.5	-9.6	-12.9

### Composition

(%)

Net Sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Gross profit	45.8	45.9	44.4	43.9	43.3	42.9	43.2
Sales, general, and administrative expense	16.9	16.2	16.0	17.1	17.7	19.5	21.4
Operating income	28.9	29.7	28.4	26.8	25.6	23.4	21.8
Recurring income	29.5	30.2	29.0	27.2	25.9	23.8	22.2
Net income	20.4	20.8	21.3	18.8	17.9	16.3	15.3

## 6. Statements of Income (Non-Consolidated)

(¥ million)

FY	20/8	21/8	22/8	23/8	24/8E	First-half 23/8	First-half 24/8
Net Sales	17,061	17,552	17,737	17,177	17,200	7,927	7,386
Gross profit	7,650	7,875	7,726	7,390	7,253	3,322	3,120
Sales, general, and administrative expenses	2,868	2,849	2,874	2,945	3,028	1,536	1,567
Operating income	4,782	5,025	4,851	4,444	4,225	1,786	1,552
Recurring income	4,924	5,180	5,034	4,584	4,346	1,880	1,641
Net income	3,415	3,583	3,730	3,189	3,018	1,309	1,148

### Change over previous year

(%)

Net Sales	1.7	2.9	1.1	-3.2	0.1	1.5	-6.8
Gross profit	-0.6	2.9	-1.9	-4.3	-1.9	-2.8	-6.1
Sales, general, and administrative expenses	-1.1	-0.7	0.9	2.5	2.8	5.3	2.0
Operating income	-0.2	5.1	-3.5	-8.4	-4.9	-8.7	-13.1
Recurring income	-0.3	5.2	-2.8	-9.0	-5.2	-9.2	-12.7
Net income	-0.6	4.9	4.1	-14.5	-5.4	-9.4	-12.3

### Composition

(%)

Net Sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Gross profit	44.8	44.9	43.6	43.0	42.2	41.9	42.3
Sales, general, and administrative expenses	16.8	16.3	16.2	17.1	17.6	19.4	21.3
Operating income	28.0	28.6	27.4	25.9	24.6	22.5	21.0
Recurring income	28.9	29.5	28.4	26.7	25.3	23.7	22.2
Net income	20.0	20.4	21.0	18.6	17.6	16.5	15.5

## 7. Indices (Consolidated)

		(Unit)	19/8	20/8	21/8	22/8	23/8	First-half 23/8	First-half 24/8
Profitability	ROE	(%)	8.8	8.7	8.9	9.0	7.5	-	-
	ROA	(%)	11.5	11.3	11.6	11.0	9.9	-	-
ROE resolution	Return on sales Net income	(%)	20.5	20.4	20.8	21.3	18.8	-	-
	Total Assets Turnover	(Times)	0.4	0.4	0.4	0.4	0.4	-	-
	Leverage	(Times)	1.1	1.1	1.1	1.1	1.1	-	-
Financial stability	Current Ratio <small>*Note3</small>	(%)	998.1	984.9	1,038.8	1,031.9	1,071.2	-	-
	Fixed Assets Ratio <small>*Note3</small>	(%)	23.9	22.8	22.0	20.8	19.7	-	-
	Fixed Assets Ratio to Total of Shareholders' Equity and Long-term Liabilities <small>*Note3</small>	(%)	23.3	22.2	21.5	20.3	19.2	-	-
	Account Receivable Turnover	(Times)	3.3	3.1	3.4	3.5	3.4	-	-
	Inventory Turnover	(Times)	3.8	3.7	3.8	3.7	3.1	-	-
Per share data	BPS	(¥)	1,194.5	1,221.0	1,278.8	1,309.8	1,346.1	1,289.5	1,314.9
	EPS	(¥)	103.6	105.5	111.0	115.8	100.0	40.2	35.4
	DPS	(¥)	-	-	-	-	-	-	-
	Payout ratio	(%)	57.9	56.9	54.1	51.8	60.0	-	-
Others	Capital expenditure	(¥ million)	225	183	237	218	206	57	75
	Depreciation	(¥ million)	337	334	316	283	272	132	130
	Number of employees	(Persons)	511	516	518	524	511	528	511
	Proportion of female employees	(%)	65.6	66.9	66.8	67.2	65.9	66.1	65.0
	Personnel expense	(¥ million)	2,476	2,433	2,466	2,518	2,493	1,264	1,279

(Note1) Ratio of Fixed Assets to Total of Shareholders' Equity and Long-term Liabilities = Fixed Assets / (Total shareholders' equity + Long-term Liabilities)

(Note2) Each of the balance sheet items used in the turnover figures is the average of the balances at the beginning and the end of the financial year.

(Note3) Reevaluation with transitioned financial statements, due to section changed of Deferred Tax Asset from FY2019

## 8. Indices (Non-Consolidated)

		(Unit)	19/8	20/8	21/8	22/8	23/8	First-half 23/8	First-half 24/8
Profitability	ROE	(%)	9.5	9.2	9.4	9.5	8.1	-	-
	ROA	(%)	12.4	12.0	12.3	11.6	10.5	-	-
ROE resolution	Return on sales Net income	(%)	20.5	20.0	20.4	21.0	18.6	-	-
	Total Assets Turnover	(Times)	0.4	0.4	0.4	0.4	0.4	-	-
	Leverage	(Times)	1.1	1.1	1.1	1.1	1.1	-	-
Financial stability	Current Ratio *Note3	(%)	915.4	898.0	946.5	937.6	984.5	-	-
	Fixed Assets Ratio *Note3	(%)	25.1	23.8	23.1	21.9	20.7	-	-
	Fixed Assets Ratio to Total of Shareholders' Equity and Long-term Liabilities *Note3	(%)	24.7	23.5	22.7	21.6	20.4	-	-
	Account Receivable Turnover	(Times)	3.3	3.1	3.4	3.5	3.4	-	-
	Inventory Turnover	(Times)	4.7	4.6	4.8	4.8	4.0	-	-
Per share data	BPS	(¥)	1,106.8	1,130.9	1,186.7	1,213.6	1,247.0	1,194.0	1,215.1
	EPS	(¥)	103.4	103.7	109.1	114.3	98.9	40.6	36.0
	DPS	(¥)	60.0	60.0	60.0	60.0	60.0	-	-
	Payout ratio	(%)	58.0	57.9	55.0	52.5	60.7	-	-
Others	Capital expenditure	(¥ million)	119	165	215	190	175	42	61
	Depreciation	(¥ million)	276	281	273	247	237	116	114
	Number of employees	(Persons)	120	119	123	124	126	123	126
	Proportion of female employees	(%)	28.3	29.4	30.9	31.5	30.2	30.9	30.2
	Personnel expense	(¥ million)	1,279	1,233	1,246	1,280	1,275	649.0	668.0
	Total Shareholder Return	(%)	80.2	105.7	101.7	84.6	96.8	-	-

(Note1) Ratio of Fixed Assets to Total of Shareholders' Equity and Long-term Liabilities = Fixed Assets / (Total shareholders' equity + Long-term Liabilities)

(Note2) Each of the balance sheet items used in the turnover figures is the average of the balances at the beginning and the end of the financial year.

(Note3) Reevaluation with transitioned financial statements, due to section changed of Deferred Tax Asset from FY2019

## 9. Statements of Income (Consolidated)

FY	22/8		23/8		Change(the previous year)	
	Result	Composition	Result	Composition	Result	Change %
Net Sales	17,745	100.0	17,181	100.0	-563	-3.2
Cost of sales	9,863	55.6	9,634	56.1	-229	-2.3
Gross profit	7,881	44.4	7,547	43.9	-334	-4.2
Sales, general, and administrative expenses	2,850	16.0	2,942	17.1	92	3.2
Packing and freight expenses	251		246			
Advertising expenses	263		327			
Personnel expenses	1,468		1,464			
Management commission expense	141		148			
Depreciation expenses	158		142			
Operating income	5,031	28.4	4,604	26.8	-426	-8.5
Non-operating income	147	0.8	118	0.7	-29	-19.7
Interest income	26		10			
Rent income	88		88			
Others	32		19			
Non-operating expense	39	0.2	50	0.3	10	27.4
Fixed assets rent expense	38		44			
Others	1		5			
Recurring income	5,139	29.0	4,673	27.2	-466	-9.1
Extraordinary profit	338	1.9	-	-	-338	-100.0
Extraordinary loss	10	0.1	1	0.0	-8	-85.5
Income before income taxes	5,468	30.8	4,671	27.2	-796	-14.6
Income, inhabitant and enterprise taxes	1,688		1,437			
Tax adjustments	1		7			
Net income attributable to shareholders	3,778	21.3	3,226	18.8	-551	-14.6

	First-half 23/8		First-half 24/8		Change(the previous year)	
	Result	Composition	Result	Composition	Result	Change %
	7,931	100.0	7,392	100.0	-539	-6.8
	4,527	57.1	4,196	56.8	-331	-7.3
	3,404	42.9	3,195	43.2	-208	-6.1
	1,544	19.5	1,586	21.4	42	2.7
	116		115			
	251		223			
	747		770			
	77		77			
	70		66			
	1,859	23.4	1,608	21.8	-250	-13.5
	58	0.7	57	0.8	-1	-2.5
	2		5			
	44		44			
	12		8			
	27	0.3	26	0.4	-1	-5.9
	21		23			
	6		2			
	1,890	23.8	1,639	22.2	-250	-13.3
	-	0.0	-	0.0	-	-
	1	0.0	0	0.0	-1	-100.0
	1,889	23.8	1,639	22.2	-249	-13.2
	614		522			
	-20		-11			
	1,295	16.3	1,129	15.3	-166	-12.9

## 10. Statements of Income (Non-Consolidated)

FY	22/8		23/8		Change(the previous year)	
	Result	Composition	Result	Composition	Result	Change %
Net Sales	17,737	100.0	17,177	100.0	-560	-3.2
Cost of sales	10,011	56.4	9,786	57.0	-224	-2.2
Gross profit	7,726	43.6	7,390	43.0	-335	-4.3
Sales, general, and administrative expenses	2,874	16.2	2,945	17.1	70	2.5
Packing and freight expenses	496		478			
Advertising expenses	262		326			
Personnel expenses	1,280		1,275			
Management commission expenses	138		147			
Depreciation expenses	156		139			
Operating income	4,851	27.4	4,444	25.9	-406	-8.4
Non-operating income	297	1.7	266	1.5	-31	-10.7
Interest income & Dividend income	83		66			
Rent income	193		193			
Others	20		6			
Non-operating expense	114	0.7	126	0.7	12	10.7
Fixed assets rent expense	111		119			
Others	3		7			
Recurring income	5,034	28.4	4,584	26.7	-450	-9.0
Extraordinary profit	338	1.9	-	-	-338	-100.0
Extraordinary loss	9	0.1	1	0.0	-8	-88.2
Income before income taxes	5,363	30.2	4,583	26.7	-780	-14.5
Income, inhabitant and enterprise taxes	1,640		1,392			
Tax adjustments	-7		1			
Net income	3,730	21.0	3,189	18.6	-541	-14.5

(¥ million,%)

	First-half 23/8		First-half 24/8		Change(the previous year)	
	Result	Composition	Result	Composition	Result	Change %
	7,927	100.0	7,386	100.0	-541	-6.8
	4,605	58.1	4,265	57.8	-339	-7.4
	3,322	41.9	3,120	42.2	-201	-6.1
	1,536	19.4	1,567	21.2	31	2.0
	225		217			
	251		222			
	649		668			
	76		77			
	68		64			
	1,786	22.5	1,552	21.0	-233	-13.1
	159	2.0	152	2.1	-6	-4.0
	60		53			
	96		96			
	1		3			
	65	0.8	63	0.9	-1	-1.9
	58		60			
	6		2			
	1,880	23.7	1,641	22.2	-238	-12.7
	-	0.0	-	0.0	-	-
	0	0.0	0	0.0	0	-100.0
	1,879	23.7	1,641	22.2	-237	-12.6
	594		520			
	-24		-26			
	1,309	16.5	1,148	15.5	-160	-12.3

(¥ million,%)

## 11. Balance Sheet (Consolidated)

FY	(¥ million,%)					
	22/8		23/8		Change(the previous year)	
	Result	Composition	Result	Composition	Result	Change %
<b>Current assets</b>	38,902	82.2	38,995	82.3	92	0.2
Cash on hand and at banks	28,560		27,159			
Trade notes and accounts receivable (including electronically recorded claims)	5,239		4,979			
Inventories	4,886		6,059			
Others	216		797			
Reserve bad debt	0		0			
<b>Fixed assets</b>	8,445	17.8	8,382	17.7	-63	-0.7
<b>Tangible fixed assets</b>	7,381	15.6	7,312	15.5	-69	-0.9
Buildings and structures	2,577		2,520			
Machinery and equipment	193		190			
Land	4,440		4,440			
Construction in progress	52		56			
Others	117		103			
<b>Intangible fixed asset</b>	56	0.1	59	0.1	2	5.2
<b>Investments and other assets</b>	1,006	2.1	1,010	2.1	3	0.3
Investment securities	173		183			
Others	834		828			
Reserve bad debt	-1		-1			
<b>Total assets</b>	47,347	100.0	47,377	100.0	29	0.1
<b>Current liabilities</b>	4,048	8.6	3,223	6.8	-825	-20.4
Trade notes and accounts payable	1,607		1,606			
Accrued income taxes	1,055		865			
Accrued bonus	88		85			
Others	1,296		666			
<b>Long-term liabilities</b>	1,044	2.2	940	2.0	-104	-10.0
Accrued pension and severance costs	633		530			
Directors' retirement allowances	33		37			
Others	376		372			
<b>Total liabilities</b>	5,092	10.8	4,163	8.8	-929	-18.2
<b>Total shareholders' equity</b>	42,229	89.2	43,164	91.1	935	2.2
Capital stock	1,925		1,925			
Capital reserves	1,922		1,930			
Retained earnings	42,532		43,823			
Treasury stock	-4,151		-4,514			
<b>Accumulated other comprehensive income</b>	25	0.0	49	0.1	23	92.8
Net unrealized gains on investment securities	67		72			
Deferred hedging gains and losses	43		0			
Accumulated pension and severance costs	-84		-22			
<b>Total net assets</b>	42,255	89.2	43,214	91.2	958	2.3
<b>Total liabilities and total net assets</b>	47,347	100.0	47,377	100.0	29	0.1

	(¥ million,%)					
	First-half 23/8		First-half 24/8		Change(the previous year)	
	Result	Composition	Result	Composition	Result	Change %
<b>Current assets</b>	37,376	81.6	372,229	81.7	-146	-0.4
Cash on hand and at banks	25,610		25,061			
Trade notes and accounts receivable (including electronically recorded claims)	5,737		4,902			
Inventories	5,804		7,002			
Others	224		263			
Reserve bad debt	0		0			
<b>Fixed assets</b>	8,408	18.4	8,348	18.3	-60	-0.7
<b>Tangible fixed assets</b>	7,303	16.0	7,259	15.9	-44	-0.6
Buildings and structures	2,572		2,540			
Machinery and equipment	178		175			
Land	4,440		4,440			
Construction in progress	-		-			
Others	111		102			
<b>Intangible fixed asset</b>	59	0.1	57	0.1	-2	-3.8
<b>Investments and other assets</b>	1,045	2.3	1,031	2.3	-13	-1.3
Investment securities	171		208			
Others	875		824			
Reserve bad debt	-1		-1			
<b>Total assets</b>	45,785	100.0	45,577	100.0	-207	-0.5
<b>Current liabilities</b>	3,150	6.9	2,834	6.2	-315	-10.0
Trade notes and accounts payable	1,772		1,647			
Accrued income taxes	640		556			
Accrued bonus	82		83			
Others	655		546			
<b>Long-term liabilities</b>	1,024	2.2	900	2.0	-123	-12.1
Accrued pension and severance costs	614		489			
Directors' retirement allowances	35		39			
Others	374		372			
<b>Total liabilities</b>	4,174	9.1	3,735	8.2	-439	-11.0
<b>Total shareholders' equity</b>	41,607	90.9	41,758	91.6	151	0.4
Capital stock	1,925		1,925			
Capital reserves	1,930		1,938			
Retained earnings	41,892		43,026			
Treasury stock	-4,140		-5,130			
<b>Accumulated other comprehensive income</b>	2	0.0	83	0.2	80	2,784.2
Net unrealized gains on investment securities	65		89			
Deferred hedging gains and losses	13		-			
Accumulated pension and severance costs	-75		-5			
<b>Total net assets</b>	41,610	90.9	41,842	91.8	232	0.6
<b>Total liabilities and total net assets</b>	45,785	100.0	45,577	100.0	-207	-0.5

## 12. Balance Sheet(Non-Consolidated)

FY	(¥ million,%)					
	22/8		23/8		Change(the previous year)	
	Result	Composition	Result	Composition	Result	Change %
<b>Current assets</b>	35,612	81.2	35,515	81.3	-97	-0.3
Cash on hand and at banks	26,334		25,103			
Trade notes (including electronically recorded claims)	2,951		2,581			
Accounts receivable	2,288		2,397			
Inventories	3,834		4,623			
Others	204		809			
Reserve bad debt	0		0			
<b>Fixed assets</b>	8,229	18.8	8,188	18.7	-40	-0.5
<b>Tangible fixed assets</b>	7,301	16.7	7,233	16.5	-67	-0.9
Buildings and structures	2,516		2,468			
Machinery and equipment	120		117			
Land	4,440		4,440			
Construction in progress	52		56			
Others	170		150			
<b>Intangible fixed asset</b>	44	0.1	49	0.1	5	12.1
<b>Investments and other assets</b>	883	2.0	905	2.1	21	2.4
Investment securities	173		182			
Others	711		723			
Reserve bad debt	-1		-1			
<b>Total assets</b>	43,841	100.0	43,703	100.0	-137	-0.3

<b>Current liabilities</b>	4,126	9.4	3,098	7.1	-1,028	-24.9
Trade notes	899		835			
Accounts payable	1,018		785			
Accrued income taxes	1,027		839			
Others	1,181		637			
<b>Long-term liabilities</b>	565	1.3	570	1.3	4	0.8
Accrued pension and severance costs	188		197			
Others	376		372			
<b>Total liabilities</b>	4,691	10.7	3,668	8.4	-1,023	-21.8
<b>Total shareholders' equity</b>	39,064	89.1	39,962	91.4	897	2.3
Capital stock	1,925		1,925			
Capital reserves	2,202		2,209			
Retained earnings	39,088		40,342			
Treasury stock	-4,151		-4,514			
<b>Valuation and translation adjustments</b>	84	0.2	72	0.2	-12	-14.7
Net unrealized gains on investment securities	67		72			
Deferred hedging gains and losses	17		-			
<b>Total net assets</b>	39,149	89.3	40,035	91.6	885	2.3
<b>Total liabilities and total net assets</b>	43,841	100.0	43,703	100.0	-137	-0.3

FY	(¥ million,%)					
	First-half 23/8		First-half 24/8		Change(the previous year)	
	Result	Composition	Result	Composition	Result	Change %
<b>Current assets</b>	34,095	80.6	34,091	80.6	-4	0.0
Cash on hand and at banks	23,604		23,282			
Trade notes (including electronically recorded claims)	2,399		1,980			
Accounts receivable	3,337		2,921			
Inventories	4,497		5,610			
Others	256		297			
Reserve bad debt	0		0			
<b>Fixed assets</b>	8,190	19.4	8,180	19.4	-10	-0.1
<b>Tangible fixed assets</b>	7,223	17.1	7,187	17.0	-35	-0.5
Buildings and structures	2,516		2,492			
Machinery and equipment	104		109			
Land	4,440		4,440			
Construction in progress	-		-			
Others	160		145			
<b>Intangible fixed asset</b>	48	0.1	42	0.1	-5	-11.9
<b>Investments and other assets</b>	918	2.2	949	2.3	31	3.4
Investment securities	171		208			
Others	749		742			
Reserve bad debt	-1		-1			
<b>Total assets</b>	42,285	100.0	42,271	100.0	-14	0.0

<b>Current liabilities</b>	3,185	7.5	3,033	7.2	-151	-4.8
Trade notes	987		927			
Accounts payable	1,001		1,051			
Accrued income taxes	620		555			
Others	575		498			
<b>Long-term liabilities</b>	571	1.4	572	1.4	0	0.2
Accrued pension and severance costs	196		199			
Others	374		372			
<b>Total liabilities</b>	3,756	8.9	3,605	8.5	-150	-4.0
<b>Total shareholders' equity</b>	38,456	90.9	38,576	91.3	120	0.3
Capital stock	1,925		1,925			
Capital reserves	2,209		2,217			
Retained earnings	38,462		39,564			
Treasury stock	-4,140		-5,130			
<b>Valuation and translation adjustments</b>	73	0.2	89	0.2	16	22.0
Net unrealized gains on investment securities	65		89			
Deferred hedging gains and losses	8		-			
<b>Total net assets</b>	38,529	91.1	38,665	91.5	136	0.4
<b>Total liabilities and total net assets</b>	42,285	100.0	42,271	100.0	-14	0.0

### 13.The Forecasts/Results of Net Sales (Consolidated)

(¥ million)

[Forecast] (Initial plan)					
	20/8	21/8	22/8	23/8	24/8
FY	17,400	17,300	17,700	18,200	17,800
Full Year	17,400	17,300	17,700	18,200	17,800
First-half	7,482	7,655	7,719	8,022	7,936
Second-half	9,918	9,645	9,980	10,178	9,863

(¥ million)

[Result]					
Full Year	17,066	17,563	17,745	17,181	
First-half	7,051	8,069	7,817	7,931	7,392
1Q	2,886	3,595	3,378	2,954	3,048
2Q	4,164	4,473	4,439	4,977	4,343
Second-half	10,014	9,493	9,928	9,250	
3Q	5,238	5,964	5,799	5,255	
4Q	4,776	3,528	4,128	3,994	

(%)

[To Forecast %]					
Full Year	-1.9	1.5	0.3	-5.6	
First-half	-5.8	5.4	1.3	-1.1	-6.9
Second-half	1.0	-1.6	-0.5	-9.1	

