

Financial Highlights

■ Consolidated figures for the Kyoritsu Maintenance Group.

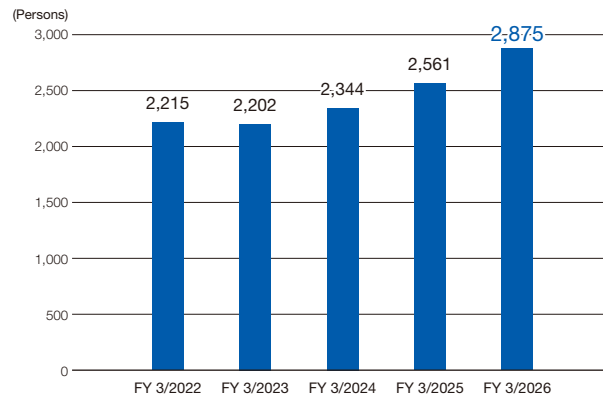
Category	Unit	FY 3/2017	FY 3/2018	FY 3/2019	FY 3/2020	FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024	FY 3/2025	FY 3/2026
Business performance											
Net sales	(Millions of yen)	135,828	152,021	162,811	169,770	121,281	173,701	175,630	204,126	228,933	275,247
Operating profit (operating loss)	(Millions of yen)	11,815	13,087	14,567	11,205	(9,057)	1,431	7,326	16,708	20,491	24,845
Ordinary profit (ordinary loss)	(Millions of yen)	7,135	8,778	9,567	12,499	(9,116)	1,814	7,115	21,116	21,417	26,204
Profit (loss)	(Millions of yen)	11,514	12,928	14,321	6,927	(12,164)	539	4,241	12,414	14,562	18,709
Operating income margin	(%)	8.7	8.6	8.9	6.6	—	0.8	4.2	8.2	9.0	9.0
Capital investment	(Millions of yen)	25,659	21,384	17,481	22,632	12,440	9,519	13,338	17,904	48,052	42,176
Depreciation and amortization	(Millions of yen)	3,945	4,429	4,759	5,260	4,962	6,070	6,117	6,780	7,716	9,036
Financial status											
Total assets	(Millions of yen)	173,609	190,929	202,531	217,086	239,032	241,723	272,308	270,921	301,470	316,655
Cash and deposits	(Millions of yen)	15,210	17,298	16,643	18,303	24,588	37,942	56,027	31,807	25,675	29,961
Liabilities	(Millions of yen)	109,289	119,157	122,961	133,131	168,247	171,137	197,728	184,317	202,109	171,126
Interest-bearing liabilities	(Millions of yen)	71,800	78,877	83,367	93,444	130,043	136,172	153,932	138,603	149,240	120,792
Net assets	(Millions of yen)	64,320	71,839	79,570	83,954	70,784	70,586	74,579	86,604	99,360	145,528
Cash flows											
Net cash provided by operating activities	(Millions of yen)	14,412	13,029	17,963	16,460	(17,835)	25,721	7,753	24,083	29,449	50,921
Net cash provided by investing activities	(Millions of yen)	(28,263)	(16,676)	(21,474)	(22,904)	(10,006)	(16,731)	(6,651)	(31,533)	(43,682)	(44,478)
Net cash provided by financing activities	(Millions of yen)	3,139	5,804	2,606	8,208	34,239	4,130	16,982	(16,792)	8,195	(2,166)
Free cash flow	(Millions of yen)	(13,851)	(3,646)	(3,511)	(6,444)	(27,841)	8,990	1,102	(7,450)	(14,233)	6,443
Per-share indicators											
BPS*	(Yen)	830.31	921.39	1,020.37	1,076.62	907.72	905.20	956.14	1,109.91	1,272.69	1,600.64
EPS*	(Yen)	92.18	112.93	122.70	88.84	(155.99)	6.91	54.38	159.12	186.56	221.84
Dividend per share*	(Yen)	15.5	20.0	22.5	22.5	10.0	10.0	11.0	24.5	38.0	46.0
Financial indicators											
Equity ratio	(%)	37.0	37.6	39.3	38.7	29.6	29.2	27.4	32.0	33.0	46.0
ROE	(%)	11.7	12.9	12.6	8.5	—	0.8	5.8	15.4	15.7	15.3
ROA	(%)	6.9	7.1	7.3	6.0	—	0.8	2.8	7.8	7.5	8.5
Dividend payout ratio	(%)	16.8	17.7	18.3	25.3	—	144.6	20.2	15.4	20.4	20.7

* The Company conducted two-for-one stock splits on common shares effective April 1, 2017, and April 1, 2024. Net income per share (net loss per share) as well as net assets per share have been calculated assuming these stock splits had taken place at the start of the fiscal year ended March 31, 2017.

Non-Financial Highlights

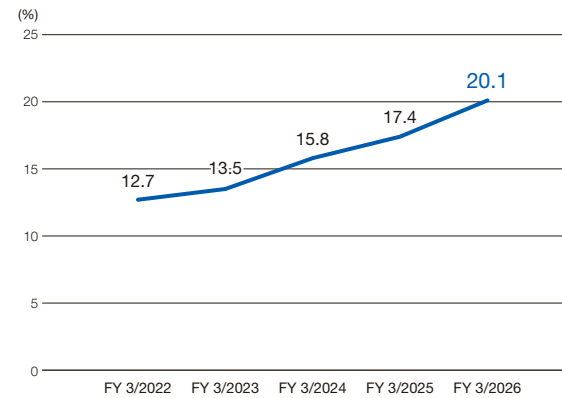
■ Figures for Kyoritsu Maintenance Co., Ltd. (non-consolidated)

Number of employees



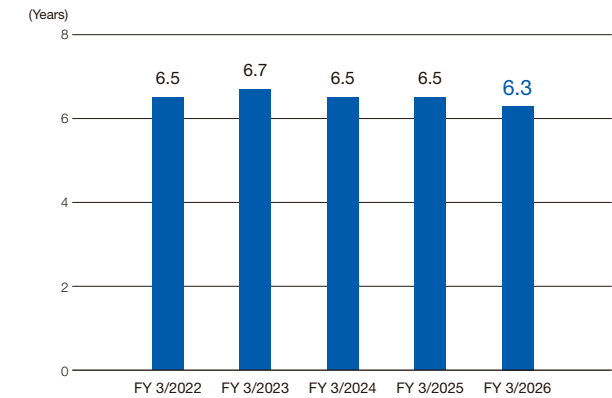
*Calculations include regular employees only.

Percentage of female managers



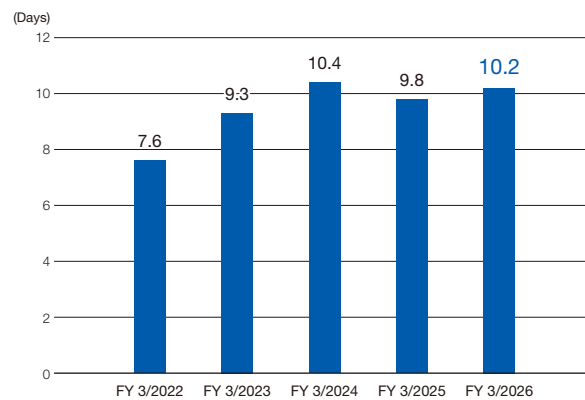
*Calculations include regular employees only.

Average years of service



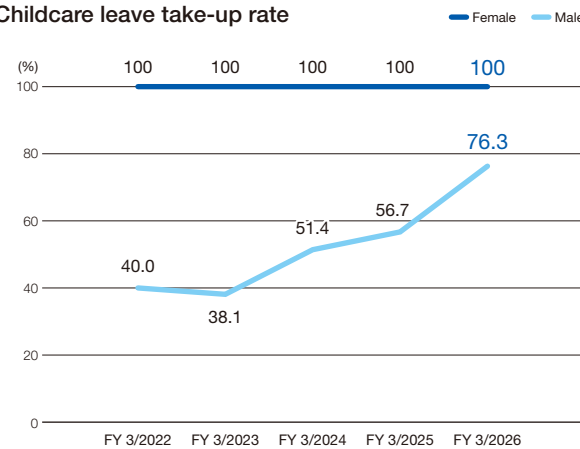
*Calculations include regular employees only.

Average number of paid vacation days taken



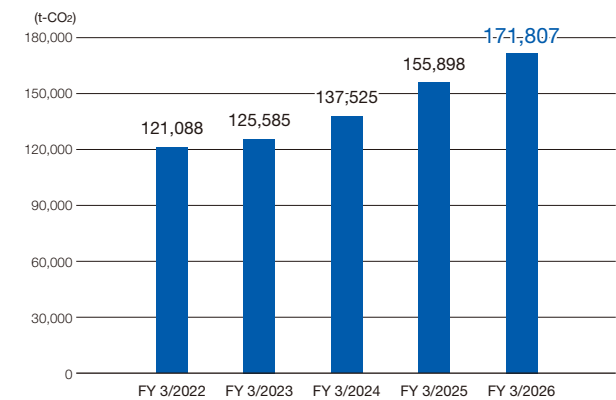
*Calculations include regular employees only.

Childcare leave take-up rate



*Calculations include regular employees only.

Greenhouse gas emissions



Corporate Data

Company Profile (as of March 31, 2026)

Company name	Kyoritsu Maintenance Co., Ltd.
Established	September 27, 1979
Number of employees	6,614 (consolidated)
Capital	22,971 million yen
Headquarters	2-18-8 Sotokanda, Chiyoda-ku, Tokyo 101-8621 Telephone: +81-3-5295-7777

Stock Information (as of March 31, 2026)

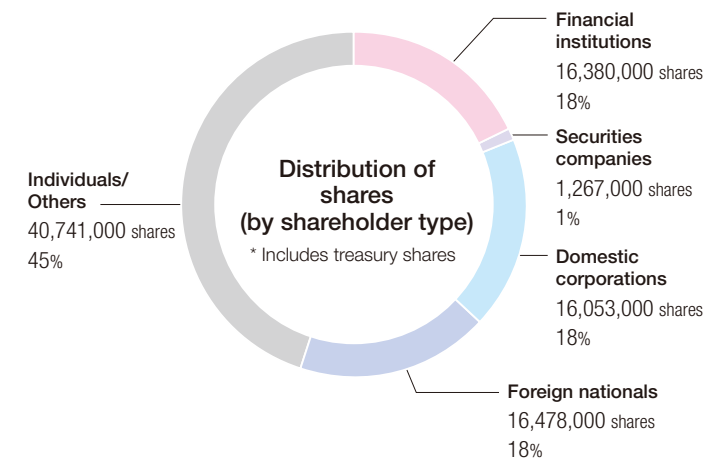
Total number of authorized shares	118,000,000 shares
Number of shares of stock issued and outstanding	91,243,720 shares (including 324,610 treasury shares)
Number of shareholders at the end of the fiscal year	78,325

Major Shareholders (as of March 31, 2026)

Shareholder name	Number of shares held (thousands)	Shareholding ratio (%)
Milestone Co., Ltd.	8,485	9.33
The Master Trust Bank of Japan, Ltd. (Trust Account)	8,056	8.86
KYORITSU INTERNATIONAL FOUNDATION	4,075	4.48
Haruhisa Ishizuka	2,117	2.32
Custody Bank of Japan, Ltd. (Trust Account)	1,962	2.15
Sumitomo Mitsui Banking Corporation	1,585	1.74
The Nomura Trust and Banking Co., Ltd. (Investment Trust Account)	1,524	1.67
GOLDMAN SACHS INTERNATIONAL Standing proxy: Goldman Sachs Securities Co., Ltd.	1,218	1.34
Nippon Life Insurance Company Standing proxy: The Master Trust Bank of Japan, Ltd.	1,097	1.20
JP MORGAN CHASE BANK 385781 Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.	1,021	1.12

* The shareholding ratio is calculated after treasury shares (324 thousand shares) have been deducted.

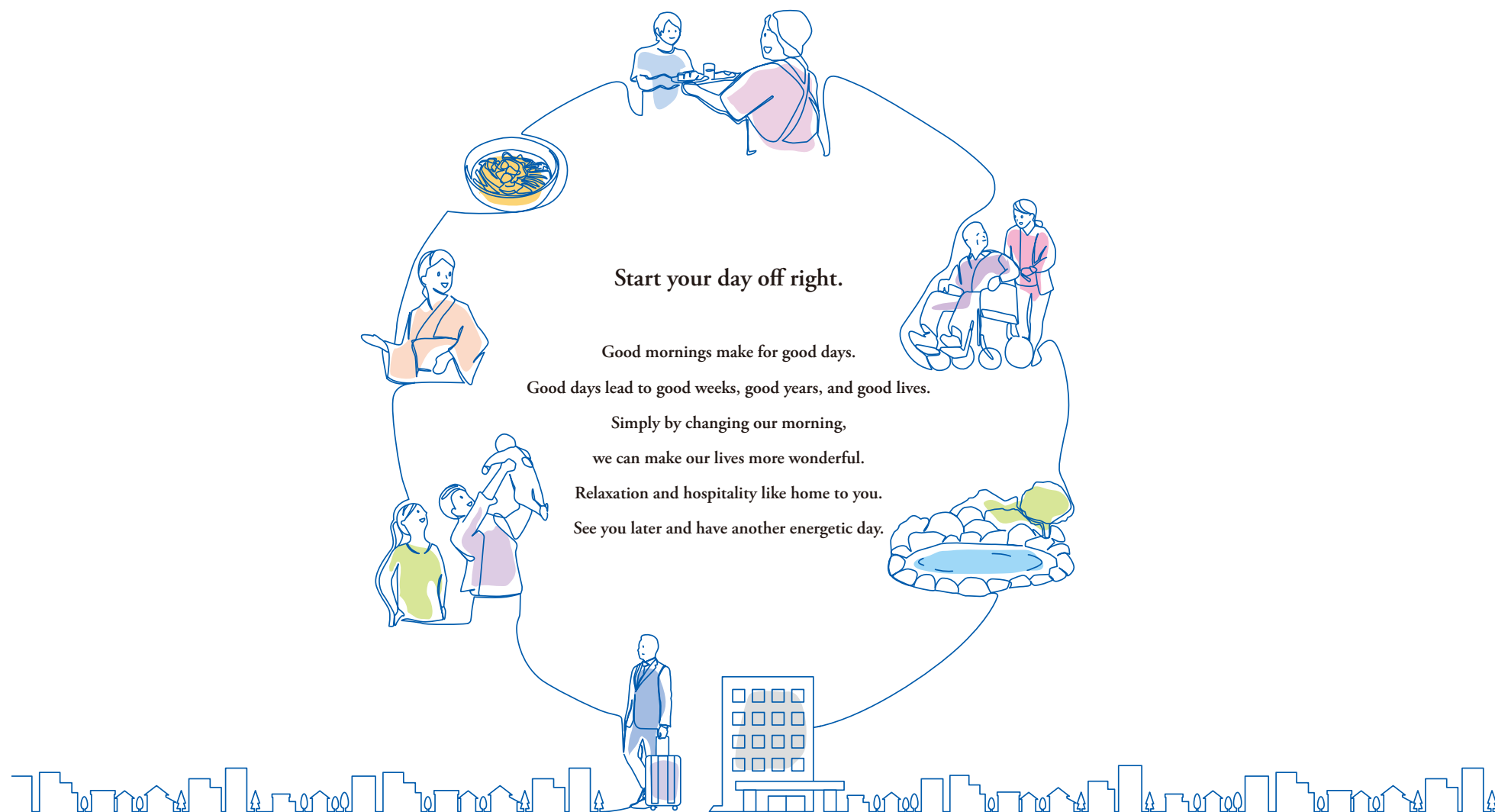
Share Ownership (as of March 31, 2026)



Group Company Data

The Group comprises Kyoritsu Maintenance Co., Ltd., 11 consolidated subsidiaries, and six non-consolidated subsidiaries. The consolidated and non-consolidated subsidiaries are primarily engaged in the Comprehensive Building Management Business, the Food Service Business, the Development Business, and other businesses.





We regularly publish a series of articles focusing on the spirit embodied in our corporate slogan and the challenges and specific initiatives undertaken by employees who shape that spirit on the frontlines. You can find these articles on "KYOMO," a Company-owned media platform on our corporate website (Japanese only). Be sure to check out the energy on the frontlines and the stories behind the evolution of our services.
<https://www.kyoritsugroup.co.jp/kyomo/>



Kyoritsu Maintenance Co., Ltd.

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