[REFERENCE TRANSLATION]

Please note that this translation is to be used solely as reference and the financial statements in this material are unaudited. In case of any discrepancy between this translation and the Japanese original, the latter shall prevail. This translation is subject to change without notice. Linical Co., Ltd. shall accept no responsibility or liability for damage or loss caused by any error, inaccuracy, misunderstanding, or changes with regard to this translation.

Consolidated Financial Results for the Year Ended March 31, 2024 (Japanese GAAP)

May 15, 2024

| Company name | : Linical Co., Ltd. |
|----------------|--|
| Stock Listing | : Tokyo Stock Exchange |
| Code No. | : 2183 |
| URL | : https://www.linical.com/ja/ |
| Representative | : Kazuhiro Hatano, President & Chief Executive Officer |
| Contact | : Akihiro Takahashi, Executive Vice President, Chief Financial Officer |
| | |

| Scheduled date of Ordinary General Meeting of Shareholders Scheduled date of start of dividend payment | : June 26, 2024 : June 12, 2024 |
|---|--|
| Scheduled date of filing Financial Report of fiscal Year ended | : June 27, 2024 |
| Mar 2024 | |
| Preparation of supplementary materials for the financial | : Yes |
| statements | |
| Holding of presentation for the financial results | : Yes |
| | (for institutional investors and analysts) |

(All amounts are rounded down to the nearest million yen)

1. Consolidated Financial Results for the Year Ended March 31, 2024 (April 1, 2023 to March 31, 2024)

(1)Consolidated Financial Results (cumulative)

| (% figures show year-on-year change) | | | | | | | | | |
|--|------------------|--------------|--------------------------|----------------|-----------|---|-------------|--|--|
| | Net | sales | Operating income | | Ordi | nary income | | Profit attributable to owners of parent | |
| Year Ended | (¥ million) | change(%) | (¥ million) | change(%) | (¥ millio | on) change(%) | (¥ million) | change(%) | |
| March 31, 2024 | 12,307 | $\Delta 1.7$ | 725 | $\Delta 42.3$ | 7 | 90 Δ 38.4 | 338 | Δ66.3 | |
| March 31, 2023 | 12,516 | 8.3 | 1,256 | 15.7 | 1,2 | 83 8.4 | 1,004 | 27.1 | |
| (Note) Comprehensive income Year Ended March 31, 2024: $\$970$ million ($\Delta 28.4\%$) | | | | | | | | | |
| | | Year | Ended Mare | ch 31, 2023: | ¥1,38 | 54 million (16.8%) | | | |
| | Net income share | | uted net le per share | Returr Equi | | Ratio of Ordina profit to Tota assets | l Operat | atio of ting income Jet sales | |
| Year Ended | (¥) | | (%) | | | (%) | | (%) | |
| March 31, 2024 | 14.98 | | _ | 4.3 | | 4.4 | | 5.9 | |
| March 31, 2023 | 44.47 | | _ | 14.2 | 2 | 7.7 | | 10.0 | |

(Reference) Equity method investment gain or loss: Year Ended March 31, 2024: - million Year Ended March 31, 2023: - million

(2)Consolidated Financial Position

| | Total assets (¥ million) | Net assets (¥ million) | Shareholders' equity ratio (%) | Net asset per share (¥) |
|----------------------|-----------------------------|---------------------------|--------------------------------------|-------------------------------|
| As of March 31, 2024 | 18,539 | 8,235 | 44.4 | 364.60 |
| As of March 31, 2023 | 17,464 | 7,581 | 43.4 | 335.65 |

(Reference) Shareholder's equity:

As of March 31,2024: As of March 31,2023: \$ 8,235million \$ 7,581million

(3) Consolidated Cash flow statement

| Year Ended | Cash flow from operating activities (¥ million) | Cash flow from investing activities (¥ million) | Cash flow from financing activities (¥ million) | Cash and Cash equivalents at end of year (¥ million) |
|---------------|---|---|---|---|
| March 31,2024 | 1,065 | $\triangle 28$ | Δ960 | 7,465 |
| March 31,2023 | 1,839 | $\Delta 14$ | $\Delta 957$ | 7,042 |

2. Dividends

| | | Divide | nds per sh | are (¥) | | | Ratio of Total | |
|--|--------------------|--------------------|--------------------|--------------------|-------|---|---|---|
| | 1st Quarter End | 2nd Quarter End | 3rd Quarter End | Fiscal Year End | Total | Total Amount of Cash Dividends (annual) (¥ million) | Dividend Payout Ratio (consolidated) (%) | Amount of Dividends to Shareholders' Equity (consolidated) (%) |
| Year Ended March 31, 2023 | _ | 0.00 | _ | 14.00 | 14.00 | 316 | 31.5 | 4.5 |
| Year Ended March 31, 2024 | - | 0.00 | _ | 15.00 | 15.00 | 338 | 100.2 | 4.3 |
| Year Ending March 31, 2025(Forecast) | | 0.00 | | 16.00 | 16.00 | | 51.8 | |

3. Forecast of Consolidated Financial Result for the Year Ending March 31, 2025 (April 1, 2024 to March 31, 2025)

| (% figures show year on year change) | | | | | | | | | | |
|--------------------------------------|-------------|------|------------------|------|-----------------|------|---|-------|-------------------------|--|
| | Net sa | lles | Operating income | | Ordinary income | | Profit attributable to owners of parent | | Net income per share | |
| | (¥ million) | % | (¥ million) | % | (¥ million) | % | (¥ million) | % | (¥) | |
| Full year | 12,669 | 2.9 | 1,009 | 39.0 | 1,047 | 32.5 | 697 | 106.1 | 30.86 | |

% Notes

(1)Changes in significant subsidiaries during the period(changes in specified subsidiaries that caused changes in scope of consolidation) : No

New: - (Company Name) -

Exclusion: - (Company Name) -

(2)Changes in accounting policies, accounting estimates and restatements

| 1)Changes in accounting policies resulting from the revision of the accounting | : No |
|--|------|
| standards and other regulations | . 10 |
| 2)Changes in accounting policies other than 1) | : No |
| 3)Changes in accounting estimates | : No |
| 4)Restatements | : No |

(3)Number of issued shares (Common share)

| As of March 31, 2024 | : 24,740,000 shares |
|--|---------------------|
| As of March 31, 2023 | : 24,740,000 shares |
| (b) Number of treasury shares at the end of the period | |
| As of March 31, 2024 | : 2,153,564 shares |
| As of March 31, 2023 | : 2,153,564 shares |
| (c) Average number of shares during the period | |
| Year Ended March 31, 2024 | : 22,586,436 shares |
| Year Ended March 31, 2023 | : 22,586,436 shares |
| | |

(Reference)

Non-Consolidated Financial Results for the Year Ended March 31, 2024

(April 1, 2023 to March 31,2024)

(1)Non-Consolidated Financial Results

| | | | | | (| % figures show | year-on-year cl | nange) |
|---------------|-------------|--------------|-------------|---------------|-------------|----------------|-----------------|---------------|
| | Net | sales | Operatin | g income | Ordinary | y income | Net in | come |
| Year Ended | (¥ million) | change(%) | (¥ million) | change(%) | (¥ million) | change(%) | (¥ million) | change(%) |
| March31, 2024 | 5,101 | Δ14.7 | 363 | $\Delta 50.7$ | 496 | $\Delta 53.1$ | 343 | $\Delta 59.1$ |
| March31, 2023 | 5,981 | $\Delta 5.0$ | 737 | 45.7 | 1,058 | 54.7 | 839 | 132.9 |

| Year Ended | Net income per share (¥) | Diluted net income per share |
|---------------|--------------------------------|------------------------------------|
| March31, 2024 | 15.19 | _ |
| March31, 2023 | 37.17 | — |

(2)Non-Consolidated Financial Position

| | Total assets (¥ million) | Net assets (¥ million) | Equity ratio (%) | Net asset per share (¥) |
|--------------------------|-----------------------------|---------------------------|---------------------|-------------------------------|
| As of March 31,2024 | 11,675 | 6,809 | 58.3 | 301.50 |
| As of March 31,2023 | 11,861 | 6,835 | 57.6 | 302.63 |
| (Reference) Shareholder? | s equity: As of Mar | rch 31,2024: ¥6,809n | nillion | |

(Reference) Shareholder's equity:

As of March 31,2023: ¥6,835million

* This release is outside the scope of the audit procedure by certified public accountants or audit firms.

* Explanation on appropriate use of forecast and other special items

The forward-looking statements herein are based on information currently available to the Company and certain assumptions determined to be reasonable. Actual results may differ significantly from these forecasts due to various factors.

*How to obtain supplementary results briefing material on financial results

The Company plans to hold a financial results presentation meeting on May 29, 2024.

The Company also plans to post to its website the materials that are used at the meeting immediately after the event.

Consolidated Balance Sheets

| | As of March 31, 2023 | As of March 31, 2024 |
|--|----------------------|----------------------|
| Assets | | |
| Current assets | | |
| Cash and deposits | 7, 042, 100 | 7, 465, 192 |
| Accounts receivable - trade and contract assets | 3, 427, 995 | 3, 463, 780 |
| Prepaid expenses | 243, 216 | 255, 432 |
| Advances paid | 1, 037, 607 | 1, 265, 542 |
| Other | 270, 534 | 320, 723 |
| Allowance for doubtful accounts | $\triangle 12,786$ | $\triangle 21,895$ |
| Total current assets | 12,008,667 | 12, 748, 776 |
| | , , | |
| Property, plant and equipment | | |
| Facilities attached to buildings | 95, 439 | 97,663 |
| Accumulated depreciation | riangle 48,388 | $\triangle 57, 570$ |
| Facilities attached to buildings, net | 47,051 | 40, 093 |
| Tools, furniture and fixtures | 343, 673 | 359, 402 |
| Accumulated depreciation | △247, 379 | △280, 516 |
| Tools, furniture and fixtures, net | 96, 294 | 78, 885 |
| Leased assets | 830, 049 | 694, 798 |
| Accumulated depreciation | △348, 387 | △295, 00′ |
| Leased assets, net | 481, 662 | 399, 79 |
| Total property, plant and equipment | 625,008 | 518, 770 |
| Intangible assets | | |
| Goodwill | 3, 384, 139 | 3, 547, 866 |
| Other | 127, 054 | 117, 467 |
| - Total intangible assets | 3, 511, 194 | 3, 665, 333 |
| | , , | , , |
| Investment securities | 372, 806 | 272, 198 |
| Long-term prepaid expenses | 999 | 1, 382 |
| Guarantee deposits | 374,096 | 384, 805 |
| Deferred tax assets | 571, 835 | 948, 648 |
| | 1, 319, 737 | 1, 607, 034 |
| _ Total non-current assets | 5, 455, 940 | 5, 791, 138 |
| _ Total assets | 17, 464, 607 | 18, 539, 915 |

| | As of March 31, 2023 | As of March 31, 2024 |
|---|----------------------|----------------------|
| Liabilities | | |
| Current liabilities | | |
| Short-term borrowings | 600, 000 | 600, 000 |
| Current portion of long-term borrowings | 539, 976 | 493, 640 |
| Accounts payable - other | 579, 604 | 847, 585 |
| Accrued expenses | 375, 821 | 349, 336 |
| Income taxes payable | 311, 502 | 264, 241 |
| Accrued consumption taxes | 86, 222 | 22, 481 |
| Advances received | 2, 207, 195 | 2, 521, 964 |
| Deposits received | 1, 700, 434 | 2, 271, 085 |
| Provision for bonuses | 159, 922 | 199, 310 |
| Other | 174, 834 | 199, 240 |
| Total current liabilities | 6, 735, 513 | 7, 768, 885 |
| Non-current liabilities | | |
| Long-term borrowings | 1, 993, 590 | 1, 499, 950 |
| Lease liabilities | 408, 621 | 304, 677 |
| Retirement benefit liability | 718, 354 | 704, 710 |
| Other | 27, 313 | 26, 671 |
| Total non-current liabilities | 3, 147, 878 | 2, 536, 008 |
| Total liabilities | 9, 883, 392 | 10, 304, 894 |
| Net assets | | |
| Shareholders' equity | | |
| Share capital | 214,043 | 214, 043 |
| Retained earnings | 7, 293, 144 | 7, 315, 200 |
| Treasury shares | $\triangle 657, 461$ | $\triangle 657, 461$ |
| Total shareholders' equity | 6, 849, 726 | 6, 871, 781 |
| Accumulated other comprehensive income | , , | , , |
| Valuation difference on available-for- | | |
| sale securities | 78, 152 | 25, 631 |
| Foreign currency translation adjustment | 616, 973 | 1, 287, 406 |
| Remeasurements of defined benefit plans | 36, 362 | 50, 201 |
| Total accumulated other comprehensive | | |
| income | 731, 489 | 1, 363, 239 |
| Total net assets | 7, 581, 215 | 8, 235, 021 |
| Total liabilities and net assets | 17, 464, 607 | 18, 539, 915 |

Consolidated statements of income (cumulative)

| | Fiscal year ended March 31, 2023 | Fiscal year ended March 31, 2024 |
|--|-------------------------------------|-------------------------------------|
| Net sales | 12, 516, 998 | 12, 307, 870 |
| Cost of sales | 8, 355, 258 | 8, 529, 583 |
| Gross profit | 4, 161, 740 | 3, 778, 286 |
| Selling, general and administrative expenses | ×1 2,905,037 | ×1 3,052,563 |
| Operating profit | 1, 256, 702 | 725, 723 |
| Non-operating income | | |
| Interest income | 1,807 | 52, 272 |
| Foreign exchange gains | 55, 723 | 42,095 |
| Total non-operating income | 57,531 | 94, 367 |
| Non-operating expenses | | |
| Interest expenses | 12,826 | 17,636 |
| Loss on valuation of investment securities | 18,081 | 12, 417 |
| Total non-operating expenses | 30,908 | 30, 053 |
| Ordinary profit | 1, 283, 325 | 790, 037 |
| Extraordinary income | | |
| Insurance claim income | 115, 948 | — |
| Gain on liquidation of subsidiaries | * 2 35 , 378 | × 2 37, 133 |
| Total extraordinary income | 151, 326 | 37, 133 |
| Extraordinary losses | | |
| Loss on cancellation of leases | 29, 382 | - |
| Business restructuring expenses | ※ ₃ 26,651 | жз 166 , 940 |
| Total extraordinary losses | 56,034 | 166, 940 |
| Profit before income taxes | 1, 378, 618 | 660, 230 |
| Income taxes - current | 505, 460 | 619, 979 |
| Income taxes - deferred | △131, 211 | riangle 298,015 |
| Total income taxes | 374, 249 | 321, 964 |
| Profit | 1, 004, 368 | 338, 266 |
| Profit attributable to owners of parent | 1, 004, 368 | 338, 266 |

Consolidated statements of comprehensive income (cumulative)

| | Fiscal year ended March 31, 2023 | Fiscal year ended March 31, 2024 |
|--|-------------------------------------|-------------------------------------|
| Profit | 1, 004, 368 | 338, 266 |
| Other comprehensive income | | |
| Valuation difference on available-for-sale securities | 35, 813 | riangle 52, 521 |
| Foreign currency translation adjustment | 294, 849 | 670, 433 |
| Remeasurements of defined benefit plans, net of tax | 19, 224 | 13, 838 |
| Total other comprehensive income | 349, 887 | 631, 750 |
| Comprehensive income | 1, 354, 256 | 970, 016 |
| Comprehensive income attributable to | | |
| Comprehensive income attributable to owners of parent | 1, 354, 256 | 970, 016 |
| Comprehensive income attributable to non- controlling interests | _ | - |

Consolidated Statements of Shareholders' Equity Fiscal year ended March 31, 2023

| Fiscal year ended March 31, 2023 (Thousands of yen) | | | | | | |
|---|---------------|----------------------|------------------|-------------------------------|--|--|
| | | Shareholders' equity | | | | |
| | Share capital | Retained earnings | Treasury shares | Total shareholders' equity | | |
| Balance at beginning of period | 214, 043 | 6, 604, 985 | △657, 461 | 6, 161, 567 | | |
| Changes during period | | | | | | |
| Dividends of surplus | | △316, 210 | | △316, 210 | | |
| Profit attributable to owners of parent | | 1, 004, 368 | | 1, 004, 368 | | |
| Net changes in items other than shareholders'equity | | | | | | |
| Total changes during period | _ | 688, 158 | - | 688, 158 | | |
| Balance at end of period | 214, 043 | 7, 293, 144 | riangle 657, 461 | 6, 849, 726 | | |

| | Ac | Accumulated other comprehensive income | | | |
|--|---|--|---|--|------------------|
| | Valuation difference on available-for- sale securities | | Remeasurements of defined benefit plans | Total accumulated other comprehensive income | Total net assets |
| Balance at beginning of period | 42, 339 | 322, 124 | 17, 138 | 381,601 | 6, 543, 169 |
| Changes during period | | | | | |
| Dividends of surplus | | | | | △316, 210 |
| Profit attributable to owners of parent | | | | | 1,004,368 |
| Net changes in items other than shareholders' equity | 35, 813 | 294, 849 | 19, 224 | 349, 887 | 349, 887 |
| Total changes during period | 35, 813 | 294, 849 | 19, 224 | 349, 887 | 1, 038, 046 |
| Balance at end of period | 78, 152 | 616, 973 | 36, 362 | 731, 489 | 7, 581, 215 |

Consolidated Statements of Shareholders' Equity Fiscal year ended March 31, 2024

| Fiscal year ended March 31, 2024 (Thousands of yen) | | | | | | |
|---|---------------|----------------------|------------------|-------------------------------|--|--|
| | | Shareholders' equity | | | | |
| | Share capital | Retained earnings | Treasury shares | Total shareholders' equity | | |
| Balance at beginning of period | 214, 043 | 7, 293, 144 | △657, 461 | 6, 849, 726 | | |
| Changes during period | | | | | | |
| Dividends of surplus | | △316, 210 | | △316, 210 | | |
| Profit attributable to owners of parent | | 338, 266 | | 338, 266 | | |
| Net changes in items other than shareholders'equity | | | | | | |
| Total changes during period | _ | 22, 055 | _ | 22, 055 | | |
| Balance at end of period | 214, 043 | 7, 315, 200 | riangle 657, 461 | 6, 871, 781 | | |

| | Accumulated other comprehensive income | | | | |
|--|---|-------------|---|--|------------------|
| | Valuation difference on available-for- sale securities | | Remeasurements of defined benefit plans | Total accumulated other comprehensive income | Total net assets |
| Balance at beginning of period | 78, 152 | 616, 973 | 36, 362 | 731, 489 | 7, 581, 215 |
| Changes during period | | | | | |
| Dividends of surplus | | | | | △316, 210 |
| Profit attributable to owners of parent | | | | | 338, 266 |
| Net changes in items other than shareholders' equity | △52, 521 | 670, 433 | 13, 838 | 631, 750 | 631, 750 |
| Total changes during period | △52, 521 | 670, 433 | 13, 838 | 631, 750 | 653, 806 |
| Balance at end of period | 25, 631 | 1, 287, 406 | 50, 201 | 1, 363, 239 | 8, 235, 021 |

| Depreciation181,321170, Amortization of long-term prepaid expenses318,701347, 347, Martization of long-term prepaid expenses3,3293, 3,329Business restructuring expenses26,651166, Loss on cancellation of leases29,382Insurance claim income $\triangle 115,948$ Loss (gain) on liquidation of subsidiaries $\triangle 35,378$ $\triangle 37,$ Increase (decrease) in allowance for doubtful accounts $\triangle 25,645$ 7, doubtful accountsIncrease (decrease) in retirement benefit liability38,082 $\triangle 117,$ Loss (gain) on valuation of investment18,08112, S26Foreign exchange losses (gains) $\triangle 102,112$ $\triangle 35,$ S26 $\triangle 123,$ S26 $\triangle 123,$ S26 $\triangle 123,$ S26Decrease (increase) in alcounts receivable - trade, and contract assets $\triangle 413, 216$ 195, S26 $\triangle 123,$ S26Decrease (increase) in advances paid $\triangle 29, 526$ $\triangle 123,$ S26 $\triangle 123,$ S26Decrease (increase) in advances paid $\triangle 29, 526$ $\triangle 123,$ S27, 526Decrease (increase) in advances paid $\triangle 29, 526$ $\triangle 123,$ S27, 526Decrease (decrease) in advances received $\triangle 100, 767$ 23, Increase (decrease) in advances received $\triangle 100, 767$ Juncrease (decrease) in advances received $\triangle 100, 767$ 23, S28, $\triangle 280, 722$ Increase (decrease) in advances received $\triangle 120, 773$ $\triangle 117,$ S28, S27, 526Increase (decrease) in advances received $\triangle 200, 722$ $\triangle 244,$ S28, 527, 586Increase (decrease) in advances received $\triangle 1$ | | Fiscal year ended March 31, 2023 | Fiscal year ended March 31, 2024 |
|--|--|-------------------------------------|-------------------------------------|
| Depreciation181,321170, Amortization of long-term prepaid expenses181,321170, 347, 348,701347, 347, 348,701347, 347, | Cash flows from operating activities | | |
| Amortization of goodwill 318,701 347, Amortization of long-term prepaid expenses 3,329 3, Business restructuring expenses 26,651 166, Loss on cancellation of leases 29,382 1 Insurance claim income △115,948 Loss (gain) on liquidation of subsidiaries △33,778 △37, Increase (decrease) in provision for bonuses △13,910 32, Increase (decrease) in retirement benefit 38,082 △17, Interease (decrease) in retirement benefit 38,082 △17, Interease (decrease) in retirement benefit 18,081 12, Interease (accrease) in ecounts 18,081 12, Foreign exchange losses (gains) △102,112 △35, Decrease (increase) in accounts receivable - △413,216 195, trade, and contract assets △413,216 195, Decrease (increase) in accounts payable - 0ther 21,008 220, Increase (decrease) in accounts payable - 0ther 21,008 220, Increase (decrease) in deposits received △100,767 23, 10,767 23 | Profit before income taxes | 1, 378, 618 | 660, 230 |
| Amortization of long-term prepaid expenses3, 3293,Business restructuring expenses26, 651166,Loss on cancellation of leases29, 382Insurance claim income△115, 948Loss (gain) on liquidation of subsidiaries△35, 378△37,Increase (decrease) in provision for bonuses△13, 91032,Increase (decrease) in allowance for doubtful accounts△25, 6457,Increase (decrease) in retirement benefit liability38, 082△17,Interest and dividend income△1, 807△52,Interest expenses12, 82617,Loss (gain) on valuation of investment securities18, 08112,Foreign exchange losses (gains)△102, 112△35,Decrease (increase) in advances paid△29, 526△123,Decrease (increase) in accounts receivable - trade, and contract assets△413, 216195,Increase (decrease) in accounts payable - other21,008220,Increase (decrease) in advances received△100, 76723,Increase (decrease) in advances received△100, 76723,Increase (decrease) in downes received△100, 76723,Increase (decrease) in advances received△20, 9521,822,Interest paid△12, 773△117,Increase feet and dividends r | Depreciation | 181, 321 | 170, 905 |
| Business restructuring expenses26,651166,Loss on cancellation of leases29,382Insurance claim income△115,948Loss (gain) on liquidation of subsidiaries△35,378△37,Increase (decrease) in provision for bonuses△13,91032,Increase (decrease) in allowance for△25,6457,doubtful accounts△25,6457,Increase (decrease) in retirement benefit38,082△117,liability1038,082△117,Interest and dividend income△1,807△552,Interest expenses12,82617,Loss (gain) on valuation of investment18,08112,securities△102,112△35,Decrease (increase) in accounts receivable -△413,216195,trade, and contract assets△29,526△123,Decrease (increase) in accounts payable -21,008220,Increase (decrease) in accounts payable -010,76723,Increase (decrease) in accounts payable -010,76723,Increase (decrease) in accured expenses△52,086△59,Increase (decrease) in advances received△100,76723,Increase (decrease) in advances received△100,76723,Increase (decrease) in deposits received△100,76723,Increase (decrease) in advances received△102,713△114,Subtotal2,070,9521,822,Interest paid△280,272△624,Business restructuring expenses paid△280,272△624,Loss on c | Amortization of goodwill | 318, 701 | 347, 371 |
| Loss on cancellation of leases29,382Insurance claim income $\triangle 115,948$ Loss (gain) on liquidation of subsidiaries $\triangle 35,378$ $\triangle 35,378$ $\triangle 37,$ Increase (decrease) in provision for bonuses $\triangle 13,910$ $\exists 1$ Increase (decrease) in retirement benefit $\exists 8,082$ $\triangle 115,948$ $\triangle 25,645$ 7,Increase (decrease) in retirement benefit $\exists 8,082$ $\triangle 11,807$ $\triangle 52,$ Interest and dividend income $\triangle 1,807$ $\triangle 52,645$ 17,Interest expenses12,826 $11,1943$ 12, $\square 11 expenses$ $\square 12,826$ $\square 17,12$ $\triangle 35,$ Decrease (increase) in accounts receivable - $\triangle 413,216$ $\square 195,$ $\square 102,112$ $\square 37,390$ 5, $\square 11 expenses$ $\triangle 37,390$ $\square 11 expenses$ $\triangle 37,390$ $\square 11 expenses$ $\triangle 37,390$ $\square 11 expenses$ $\triangle 52,086$ $\square 11 expenses$ $\square 62,070,952$ $\square 11 expenses$ $\square 62,070,952$ $\square 11 expenses$ $\square 428,367$ $\square 11 expenses$ $\square 428,65$ | Amortization of long-term prepaid expenses | 3, 329 | 3, 233 |
| Insurance claim income △115,948 Loss (gain) on liquidation of subsidiaries △35,378 △37, Increase (decrease) in provision for bonuses △13,910 32, Increase (decrease) in allowance for △25,645 7, doubtful accounts △1,807 △52, Increase (decrease) in retirement benefit 38,082 △117, liability 11,000 △18,007 △52, Interest and dividend income △1,807 △52, Interest expenses 12,826 17, Loss (gain) on valuation of investment 18,081 12, securities 18,081 12, Foreign exchange losses (gains) △102,112 △35, Decrease (increase) in accounts receivable - △413,216 195, trade, and contract assets △29,526 △123, Decrease (increase) in advances paid △29,526 △512, Increase (decrease) in accounts payable - 21,008 220, other △20,0767 23, Increase (decrease) in advances received △100,767 23, Increase (decrease) in deposits received △100,767 22, △104, <td>Business restructuring expenses</td> <td>26,651</td> <td>166, 940</td> | Business restructuring expenses | 26,651 | 166, 940 |
| Loss (gain) on liquidation of subsidiaries $\triangle 35, 378$ $\triangle 37,$ Increase (decrease) in provision for bonuses $\triangle 13, 910$ $32,$ Increase (decrease) in allowance for doubtful accounts $\triangle 25, 645$ $7,$ Increase (decrease) in retirement benefit liability $38, 082$ $\triangle 117,$ Interest and dividend income $\triangle 1, 807$ $\triangle 52,$ Interest expenses $12, 826$ $117,$ Loss (gain) on valuation of investment securities $18, 081$ $12,$ Foreign exchange losses (gains) $\triangle 102, 112$ $\triangle 35,$ Decrease (increase) in advances paid $\triangle 29, 526$ $\triangle 123,$ Decrease (increase) in advances paid $\triangle 29, 526$ $\triangle 123,$ Decrease (decrease) in accounts payable - other $21,008$ $220,$ Increase (decrease) in accude expenses $\triangle 52, 086$ $\triangle 59,$ Increase (decrease) in accude expenses $\triangle 52, 086$ $\triangle 59,$ Increase (decrease) in deposits received $999, 107$ $389,$ Other, net $\triangle 28, 367$ $\triangle 104, 773$ Subtotal $\triangle 28, 367$ $\triangle 104,$ Subtotal $\triangle 28, 367$ $\triangle 104,$ Subtotal $\triangle 280, 272$ $\triangle 624,$ Increase paid $\triangle 280, 272$ $\triangle 624,$ Lusiness restructuring expenses paid $\triangle 280, 272$ $\triangle 624,$ Business restructuring expenses paid $\triangle 280, 272$ $\triangle 624,$ Lusiness restructuring expenses paid $\triangle 280, 272$ $\triangle 624,$ Business restructuring expenses paid $\triangle 280, 272$ $\triangle 624,$ Lusiness restructuring expe | Loss on cancellation of leases | 29, 382 | — |
| Increase (decrease) in provision for bonuses $\triangle 13,910$ 32,Increase (decrease) in allowance for doubtful accounts $\triangle 25,645$ 7,Increase (decrease) in retirement benefit liability38,082 $\triangle 117,$ Interest and dividend income $\triangle 1,807$ $\triangle 52,$ Interest and dividend income $\triangle 1,807$ $\triangle 52,$ Interest expenses12,82617,Loss (gain) on valuation of investment securities18,08112,Foreign exchange losses (gains) $\triangle 102,112$ $\triangle 35,$ Decrease (increase) in accounts receivable - trade, and contract assets $\triangle 413,216$ 195,Decrease (increase) in prepaid expenses $\triangle 37,390$ 5,Increase (decrease) in accounts payable - other21,008220,Increase (decrease) in accounts payable - other21,008220,Increase (decrease) in accounts payable - other21,008220,Increase (decrease) in deposits received $\triangle 100,767$ 23,Increase (decrease) in deposits received $\triangle 100,767$ 23,Increase (decrease) in deposits received $\triangle 20,070,952$ 1,822,Interest and dividends received $1,807$ 52,Interest and dividends received $\triangle 20,072$ $\triangle 624,$ Business restructuring expenses paid $\triangle 229,382$ $\triangle 10,0952$ Proceeds from insurance income115,948 $\triangle 10,000$ Net cash provided by (used in) operating activities $\triangle 10,000$ $\triangle 30,$ Cash flows from investing activities $\triangle 10,000$ $\triangle 30,$ <td>Insurance claim income</td> <td>riangle 115,948</td> <td>—</td> | Insurance claim income | riangle 115,948 | — |
| Increase (decrease) in allowance for doubtful accounts $\triangle 25, 645$ 7,Increase (decrease) in retirement benefit liability $38, 082$ $\triangle 17$,Interest and dividend income $\triangle 1, 807$ $\triangle 52$,Interest and dividend income $\triangle 1, 807$ $\triangle 52$,Interest expenses $12, 826$ 17 ,Loss (gain) on valuation of investment $18, 081$ 12 ,securities $\triangle 102, 112$ $\triangle 35$,Percease (increase) in accounts receivable - trade, and contract assets $\triangle 413, 216$ 195,Decrease (increase) in advances paid $\triangle 29, 526$ $\triangle 123$,Decrease (increase) in prepaid expenses $\triangle 37, 390$ 5,Increase (decrease) in accounts payable - other $21, 008$ 220 ,Increase (decrease) in accuuts payable - other $21, 008$ 220 ,Increase (decrease) in accuuts payable - other $21, 008$ 220 ,Increase (decrease) in davances received $\triangle 100, 767$ 23 ,Increase (decrease) in davances received $\triangle 100, 767$ 23 ,Increase (decrease) in deposits received $999, 107$ 389 ,Other, net $\triangle 28, 367$ $\triangle 104$,Subtotal $\triangle 2, 070, 952$ $1, 822$,Interest and dividends received $1, 807$ 52 ,Interest paid $\triangle 28, 367$ $\triangle 104$,Subtotal $\triangle 20, 272$ $\triangle 624$,Business restructuring expenses paid $\triangle 229, 382$ Proceeds from insurance income $115, 948$ Net cash provided by (used in) operating activities <td>Loss (gain) on liquidation of subsidiaries</td> <td>riangle 35,378</td> <td>△37, 133</td> | Loss (gain) on liquidation of subsidiaries | riangle 35,378 | △37, 133 |
| doubtful accounts $\Delta 25, 645$ 7,Increase (decrease) in retirement benefit liability38,082 $\triangle 17,$ Interest and dividend income $\triangle 1, 807$ $\triangle 52,$ Interest expenses12,82617,Loss (gain) on valuation of investment securities18,08112,Foreign exchange losses (gains) $\triangle 102, 112$ $\triangle 35,$ Decrease (increase) in accounts receivable - trade, and contract assets $\triangle 413, 216$ 195,Decrease (increase) in prepaid expenses $\triangle 37, 390$ 5,Increase (decrease) in accounts payable - other21,008220,Increase (decrease) in advances received $\triangle 100, 767$ 23,Increase (decrease) in advances received $\triangle 100, 767$ 23,Increase (decrease) in deposits received $1,807$ 52,Interest and dividends received $1,807$ 52,Interest and dividends received $1,807$ 52,Interest and dividends received $1,807$ 52,Interest paid $\triangle 220, 272$ $\triangle 624,$ Subtotal $2,070,952$ $1,822,$ Interest paid $\triangle 29, 382$ $\triangle 1066,$ Loss on cancellation of leases paid $\triangle 29, 382$ $\triangle 1066,$ Proceeds from insurance income11 | Increase (decrease) in provision for bonuses | riangle 13,910 | 32,671 |
| liability38,082△11,Interest and dividend income△1,807△52,Interest expenses12,82617,Loss (gain) on valuation of investment18,08112,securities△102,112△35,Decrease (increase) in accounts receivable -△413,216195,trade, and contract assets△29,526△123,Decrease (increase) in prepaid expenses△37,3905,Increase (decrease) in accounts payable -21,008220,other21,008220,Increase (decrease) in advances received△100,76723,Increase (decrease) in deposits received999,107389,Other, net△28,367△104,Subtotal2,070,9521,822,Interest paid△128,072△624,Business restructuring expenses paid△280,272△624,Business restructuring expenses paid△280,651△166,Loss on cancellation of leases paid△29,382Proceeds from insurance incomeNet cash provided by (used in) operating activities1,839,6281,065,Cash flows from investing activities△10,000△30, | | riangle 25,645 | 7,022 |
| Interest expenses12,82617,Loss (gain) on valuation of investment securities18,08112,Foreign exchange losses (gains) $\triangle 102, 112$ $\triangle 35,$ Decrease (increase) in accounts receivable - trade, and contract assets $\triangle 413, 216$ 195,Decrease (increase) in advances paid $\triangle 29, 526$ $\triangle 123,$ Decrease (increase) in nepaid expenses $\triangle 37, 390$ 5,Increase (decrease) in accounts payable - other21,008220,Increase (decrease) in accrued expenses $\triangle 52, 086$ $\triangle 59,$ Increase (decrease) in advances received $\triangle 100, 767$ 23,Increase (decrease) in deposits received999,107389,Other, net $\triangle 283, 367$ $\triangle 104,$ Subtotal2,070, 9521, 822,Interest and dividends received1, 80752,Increase paid $\triangle 280, 272$ $\triangle 624,$ Business restructuring expenses paid $\triangle 29, 382$ Proceeds from insurance income115, 948Net cash provided by (used in) operating activities1, 839, 6281, 065,Cash flows from investing activities $\triangle 10,000$ $\triangle 30,$ | | 38,082 | riangle 17,956 |
| Loss (gain) on valuation of investment securities18,08112,Foreign exchange losses (gains) $\bigtriangleup 102,112$ $\bigtriangleup 35,$ Decrease (increase) in accounts receivable - trade, and contract assets $\bigtriangleup 413,216$ 195,Decrease (increase) in advances paid $\bigtriangleup 29,526$ $\bigtriangleup 123,$ Decrease (increase) in prepaid expenses $\bigtriangleup 37,390$ 5,Increase (decrease) in accounts payable - other21,008220,Increase (decrease) in accounts payable - other21,008220,Increase (decrease) in advances received $\bigtriangleup 100,767$ 23,Increase (decrease) in deposits received999,107389,Other, net $\bigtriangleup 28,367$ $\bigtriangleup 104,$ Subtotal2,070,9521,822,Interest and dividends received1,80752,Increase paid $\bigtriangleup 220, 272$ $\bigtriangleup 624,$ Business restructuring expenses paid $\bigtriangleup 220, 272$ $\bigtriangleup 624,$ Loss on cancellation of leases paid $\bigtriangleup 29, 382$ $\bigtriangleup 10, 005,$ Proceeds from insurance income115, 9481165,Cash flows from investing activities $\bigtriangleup 100, 000$ $\bigtriangleup 30,$ | Interest and dividend income | riangle 1,807 | △52, 272 |
| Loss (gain) on valuation of investment securities18,08112,Foreign exchange losses (gains) $\bigtriangleup 102,112$ $\bigtriangleup 35,$ Decrease (increase) in accounts receivable - trade, and contract assets $\bigtriangleup 413,216$ 195,Decrease (increase) in advances paid $\bigtriangleup 29,526$ $\bigtriangleup 123,$ Decrease (increase) in prepaid expenses $\bigtriangleup 37,390$ 5,Increase (decrease) in accounts payable - other21,008220,Increase (decrease) in accrued expenses $\bigtriangleup 52,086$ $\bigtriangleup 59,$ Increase (decrease) in advances received $\bigtriangleup 100,767$ 23,Increase (decrease) in deposits received999,107389,Other, net $\bigtriangleup 28,367$ $\bigtriangleup 104,$ Subtotal2,070,9521,822,Interest and dividends received1,80752,Increase paid $\bigtriangleup 220, 272$ $\bigtriangleup 624,$ Business restructuring expenses paid $\bigtriangleup 29,382$ $\bigtriangleup 651$ Proceeds from insurance income115, 948Net cash provided by (used in) operating activities1,839,6281,065,Cash flows from investing activities $\bigtriangleup 10,000$ $\bigtriangleup 30,$ | Interest expenses | 12,826 | 17,636 |
| Decrease (increase) in accounts receivable - trade, and contract assets△413, 216195,Decrease (increase) in advances paid△29, 526△123,Decrease (increase) in prepaid expenses△37, 3905,Increase (decrease) in accounts payable - other21,008220,Increase (decrease) in accrued expenses△52, 086△59,Increase (decrease) in accrued expenses△52, 086△59,Increase (decrease) in advances received△100, 76723,Increase (decrease) in deposits received999,107389,Other, net△28, 367△104,Subtotal2, 070, 9521, 822,Interest and dividends received1, 80752,Interest paid△12, 773△17,Income taxes paid△280, 272△624,Loss on cancellation of leases paid△29, 382△29, 382Proceeds from insurance income115, 9481, 665,Cash flows from investing activities△10,000△30, | - | 18,081 | 12, 417 |
| Decrease (increase) in accounts receivable - trade, and contract assets△413, 216195,Decrease (increase) in advances paid△29, 526△123,Decrease (increase) in prepaid expenses△37, 3905,Increase (decrease) in accounts payable - other21,008220,Increase (decrease) in accrued expenses△52,086△59,Increase (decrease) in advances received△100,76723,Increase (decrease) in deposits received999,107389,Other, net△28,367△104,Subtotal2,070,9521,822,Interest and dividends received1,80752,Interest paid△12,773△17,Income taxes paid△280,272△624,Loss on cancellation of leases paid△29,382△29,382Proceeds from insurance income115,9481,839,6281,065,Cash flows from investing activities△10,000△30, | Foreign exchange losses (gains) | $\triangle 102, 112$ | riangle 35, 572 |
| Decrease (increase) in advances paid△29,526△123,Decrease (increase) in prepaid expenses△37,3905,Increase (decrease) in accounts payable - other21,008220,Increase (decrease) in accrued expenses△52,086△59,Increase (decrease) in advances received△100,76723,Increase (decrease) in deposits received999,107389,Other, net△28,367△104,Subtotal2,070,9521,822,Interest and dividends received1,80752,Interest paid△12,773△17,Income taxes paid△266,651△166,Loss on cancellation of leases paid△29,382Proceeds from insurance income115,9481,839,6281,065,Cash flows from investing activities△10,000△30, | Decrease (increase) in accounts receivable - | | 195, 467 |
| Decrease (increase) in prepaid expenses $\triangle 37, 390$ 5,Increase (decrease) in accounts payable - other $21,008$ $220,$ Increase (decrease) in accrued expenses $\triangle 52,086$ $\triangle 59,$ Increase (decrease) in advances received $\triangle 100,767$ $23,$ Increase (decrease) in deposits received $999,107$ $389,$ Other, net $\triangle 28,367$ $\triangle 104,$ Subtotal $2,070,952$ $1,822,$ Interest and dividends received $1,807$ $52,$ Increase paid $\triangle 12,773$ $\triangle 17,$ Income taxes paid $\triangle 280,272$ $\triangle 624,$ Business restructuring expenses paid $\triangle 29,382$ $\triangle 10,065,$ Proceeds from insurance income $115,948$ $1,065,$ Cash flows from investing activities $\triangle 10,000$ $\triangle 30,$ | | <u>∧29</u> .526 | △123, 057 |
| Increase (decrease) in accounts payable - other21,008220,Increase (decrease) in accrued expenses $\Delta 52,086$ $\Delta 59,$ Increase (decrease) in advances received $\Delta 100,767$ 23,Increase (decrease) in deposits received999,107389,Other, net $\Delta 28,367$ $\Delta 104,$ Subtotal2,070,9521,822,Interest and dividends received1,80752,Interest paid $\Delta 12,773$ $\Delta 17,$ Income taxes paid $\Delta 280,272$ $\Delta 624,$ Business restructuring expenses paid $\Delta 29,382$ $\Delta 166,$ Proceeds from insurance income115,9481,839,628Net cash provided by (used in) operating activities1,839,6281,065,Cash flows from investing activities $\Delta 10,000$ $\Delta 30,$ | | , | 5,001 |
| Increase (decrease) in accrued expenses $\triangle 52,086$ $\triangle 59,$ Increase (decrease) in advances received $\triangle 100,767$ 23,Increase (decrease) in deposits received999,107389,Other, net $\triangle 28,367$ $\triangle 104,$ Subtotal2,070,9521,822,Interest and dividends received1,80752,Interest paid $\triangle 12,773$ $\triangle 17,$ Income taxes paid $\triangle 280,272$ $\triangle 624,$ Business restructuring expenses paid $\triangle 29,382$ $\triangle 10,065,$ Proceeds from insurance income115,9481,839,628Net cash provided by (used in) operating activities1,839,6281,065,Cash flows from investing activities $\triangle 10,000$ $\triangle 30,$ | Increase (decrease) in accounts payable - | | 220, 194 |
| Increase (decrease) in advances received $\triangle 100, 767$ 23,Increase (decrease) in deposits received999, 107389,Other, net $\triangle 28, 367$ $\triangle 104,$ Subtotal $2, 070, 952$ $1, 822,$ Interest and dividends received $1, 807$ $52,$ Interest paid $\triangle 12, 773$ $\triangle 17,$ Income taxes paid $\triangle 280, 272$ $\triangle 624,$ Business restructuring expenses paid $\triangle 29, 382$ InterestProceeds from insurance income115, 9481, 839, 628Net cash provided by (used in) operating activities $1, 839, 628$ $1, 065,$ Cash flows from investing activities $\triangle 10, 000$ $\triangle 30,$ | | $\land 52,086$ | △59, 310 |
| Increase (decrease) in deposits received999, 107389,Other, net $\triangle 28, 367$ $\triangle 104,$ Subtotal $2, 070, 952$ $1, 822,$ Interest and dividends received $1, 807$ $52,$ Interest paid $\triangle 12, 773$ $\triangle 17,$ Income taxes paid $\triangle 280, 272$ $\triangle 624,$ Business restructuring expenses paid $\triangle 29, 382$ $\triangle 166,$ Loss on cancellation of leases paid $\triangle 29, 382$ $1, 655,$ Proceeds from insurance income $115, 948$ $1, 605,$ Cash flows from investing activities $\triangle 10, 000$ $\triangle 30,$ | | | 23, 965 |
| Other, net $\triangle 28, 367$ $\triangle 104,$ Subtotal $2, 070, 952$ $1, 822,$ Interest and dividends received $1, 807$ $52,$ Interest paid $\triangle 12, 773$ $\triangle 17,$ Income taxes paid $\triangle 280, 272$ $\triangle 624,$ Business restructuring expenses paid $\triangle 26, 651$ $\triangle 166,$ Loss on cancellation of leases paid $\triangle 29, 382$ \Box Proceeds from insurance income $115, 948$ $1, 839, 628$ $1, 065,$ Cash flows from investing activities $\triangle 10, 000$ $\triangle 30,$ | | | 389, 548 |
| Subtotal2,070,9521,822,Interest and dividends received1,80752,Interest paid $\bigtriangleup 12,773$ $\bigtriangleup 17,$ Income taxes paid $\bigtriangleup 280,272$ $\bigtriangleup 624,$ Business restructuring expenses paid $\bigtriangleup 26,651$ $\bigtriangleup 166,$ Loss on cancellation of leases paid $\bigtriangleup 29,382$ $\boxdot 115,948$ Net cash provided by (used in) operating activities1,839,6281,065,Cash flows from investing activities $\bigtriangleup 10,000$ $\bigtriangleup 30,$ | | | △104, 751 |
| Interest and dividends received1,80752,Interest paid $\bigtriangleup 12,773$ $\bigtriangleup 17,$ Income taxes paid $\bigtriangleup 280,272$ $\bigtriangleup 624,$ Business restructuring expenses paid $\bigtriangleup 26,651$ $\bigtriangleup 166,$ Loss on cancellation of leases paid $\bigtriangleup 29,382$ $\bigtriangleup 29,382$ Proceeds from insurance income115,9481,839,6281,065,Cash flows from investing activities $\bigtriangleup 10,000$ $\bigtriangleup 30,$ | | | 1, 822, 551 |
| Interest paidΔ12,773Δ17,Income taxes paidΔ280,272Δ624,Business restructuring expenses paidΔ26,651Δ166,Loss on cancellation of leases paidΔ29,38210Proceeds from insurance income115,948115,948Net cash provided by (used in) operating activities1,839,6281,065,Cash flows from investing activitiesΔ10,000Δ30, | | | 52, 272 |
| Income taxes paid△280,272△624,Business restructuring expenses paid△26,651△166,Loss on cancellation of leases paid△29,382Proceeds from insurance income115,948Net cash provided by (used in) operating activities1,839,6281,065,Cash flows from investing activities△10,000△30, | | | $\triangle 17,620$ |
| Business restructuring expenses paid △26,651 △166, Loss on cancellation of leases paid △29,382 Proceeds from insurance income 115,948 Net cash provided by (used in) operating activities 1,839,628 1,065, Cash flows from investing activities △10,000 △30, | - | | △624, 793 |
| Loss on cancellation of leases paid △29,382 Proceeds from insurance income 115,948 Net cash provided by (used in) operating activities 1,839,628 1,065, Cash flows from investing activities ∠10,000 △30, | - | | △166, 940 |
| Proceeds from insurance income 115,948 Net cash provided by (used in) operating activities 1,839,628 1,065, Cash flows from investing activities ∠10,000 △30, | | | |
| Net cash provided by (used in) operating activities1,839,6281,065,Cash flows from investing activities✓✓Purchase of investment securities△10,000△30, | | | _ |
| Cash flows from investing activitiesPurchase of investment securities△10,000△30, | Net cash provided by (used in) operating | | 1, 065, 469 |
| Purchase of investment securities $\triangle 10,000$ $\triangle 30,$ | | | |
| | | △10,000 | ∆30,000 |
| | Purchase of property, plant and equipment | $\triangle 11,838$ | △29, 706 |
| | | | $\triangle 3,253$ |
| | 3 | | $\triangle 1,539$ |
| Proceeds from distributions from investment | Proceeds from distributions from investment | 17,604 | 41, 968 |
| · · | | $\wedge 10.740$ | $\triangle 11, 347$ |
| | | | 5, 377 |
| Net cash provided by (used in) investing | Net cash provided by (used in) investing | | △28, 502 |

Consolidated statements of cash flows (cumulative)

| | Fiscal year ended March 31, 2023 | Fiscal year ended March 31, 2024 |
|---|-------------------------------------|-------------------------------------|
| Cash flows from financing activities | | |
| Repayments of long-term borrowings | riangle 539,976 | riangle 539, 976 |
| Dividends paid | riangle 316,038 | △315, 765 |
| Repayments of lease liabilities | riangle 101, 317 | △105, 184 |
| Net cash provided by (used in) financing activities | △957, 331 | △960, 925 |
| Effect of exchange rate change on cash and cash equivalents | 188, 373 | 347, 050 |
| Net increase (decrease) in cash and cash equivalents | 1, 056, 481 | 423, 092 |
| Cash and cash equivalents at beginning of period | 5, 985, 618 | 7, 042, 100 |
| Cash and cash equivalents at end of period | 7, 042, 100 | 7, 465, 192 |