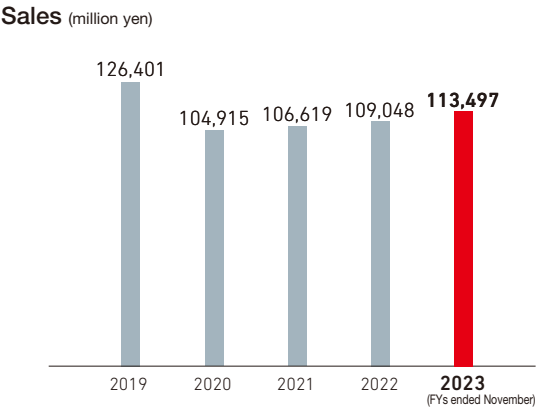


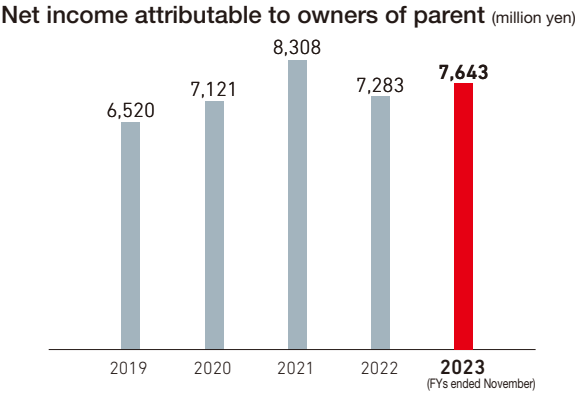
Changes in Significant Financial Data (Over 11 Years)

	FY ended Nov. 2013	FY ended Nov. 2014	FY ended Nov. 2015	FY ended Nov. 2016	FY ended Nov. 2017	FY ended Nov. 2018	FY ended Nov. 2019	FY ended Nov. 2020	FY ended Nov. 2021	FY ended Nov. 2022	FY ended Nov. 2023
Consolidated Profit/Loss											
Sales (million yen)	97,677	100,477	102,854	100,982	103,498	110,538	126,401	104,915	106,619	109,048	113,497
Operating income (million yen)	5,596	6,028	7,342	7,620	8,348	8,368	10,472	9,048	9,900	10,707	11,016
Ordinary income (million yen)	6,023	6,635	7,799	7,649	9,089	9,128	11,165	12,655	9,784	11,715	11,634
Net income attributable to owners of parent (million yen)	3,346	3,572	4,690	5,002	5,270	5,274	6,520	7,121	8,308	7,283	7,643
Consolidated Financial Standing											
Net assets (million yen)	77,485	79,442	81,807	82,155	89,067	89,195	93,344	95,714	104,620	107,734	114,135
Total assets (million yen)	132,931	133,938	132,749	130,635	140,202	141,644	148,707	147,172	163,632	163,384	166,129
Interest-bearing liabilities (million yen)	20,678	17,748	16,879	15,413	16,742	18,139	17,476	20,771	21,082	19,279	14,674
Consolidated Free Cash Flow											
Cash flow from operating activities (million yen)	6,180	12,146	6,845	9,514	9,206	5,812	13,694	11,315	12,404	9,449	8,995
Cash flow from investing activities (million yen)	(10,104)	(4,061)	(2,324)	(6,590)	(6,695)	(2,933)	(3,143)	(6,225)	(2,093)	(6,878)	990
Cash flow from financing activities (million yen)	2,158	(5,334)	(4,909)	(3,361)	(743)	(1,483)	(2,923)	(359)	(1,483)	(9,498)	(9,767)
Free cash flow (million yen)	(3,924)	8,085	4,521	2,924	2,511	2,879	10,551	5,090	10,311	2,571	9,985
Balance of cash and cash equivalents at year's end (million yen)	11,986	14,923	14,686	14,265	15,951	17,425	25,013	29,927	41,052	34,363	35,292
Per Share Information											
Net assets per share (yen)	1,010.83	1,036.09	1,096.44	1,101.87	1,194.34	1,212.69	1,264.35	1,310.05	1,398.04	1,508.32	1,638.62
Net profit per share (yen)	44.16	47.15	62.17	67.88	71.52	72.26	89.70	98.57	115.07	100.54	108.55
Dividends (yen)	18	18	20	22	22	22	26	27	28	30	33
Price-to-earnings ratio (PER) (x)	17.19	16.25	15.02	11.79	13.87	12.72	11.85	10.71	7.31	10.03	11.93
Dividend payout ratio (%)	40.8	38.2	32.2	32.4	30.8	30.4	29.0	27.4	24.3	29.8	30.4
Highest stock price (yen)	873	816	1,042	949	1,054	1,205	1,115	1,153	1,072	1,114	1,422
Lowest stock price (yen)	549	680	737	664	766	840	727	706	834	829	911
Financial Data											
Operating margin (%)	5.7	6.0	7.1	7.5	8.1	7.6	8.3	8.6	9.3	9.8	9.7
Equity ratio (%)	57.6	58.6	60.9	62.2	62.8	62.2	61.8	63.8	62.9	65.3	68.1
Return on equity (ROE) (%)	4.6	4.6	5.9	6.2	6.2	6.0	7.2	7.7	8.4	7.0	7.0
Capital investment (million yen)	6,804	6,127	3,066	5,966	6,063	3,227	3,865	3,562	3,525	4,652	3,447
Depreciation (million yen)	3,383	3,671	3,564	3,490	3,681	3,780	3,580	3,669	3,669	3,869	3,868

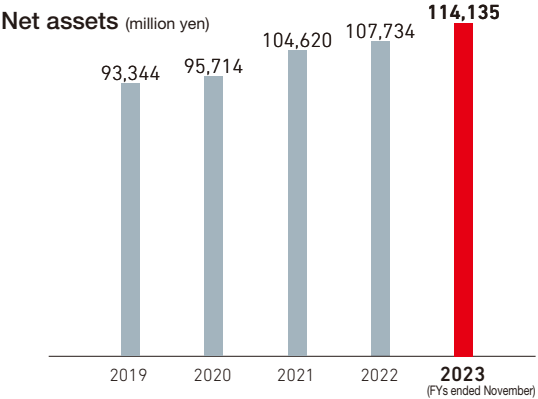
Changes in Financial Data in Graphs



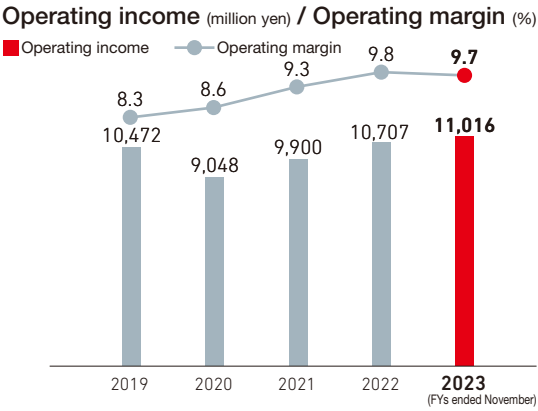
Sales up 4.1% YoY
Sales for the fiscal year ended November 2023 increased 4.1% YoY to 113,497 million yen. In addition to strong performance for the Textile & Clothing Materials business, the contribution of Thanko and Interior Office One to the consolidated results since the start of the fiscal year helped in achieving increased sales.



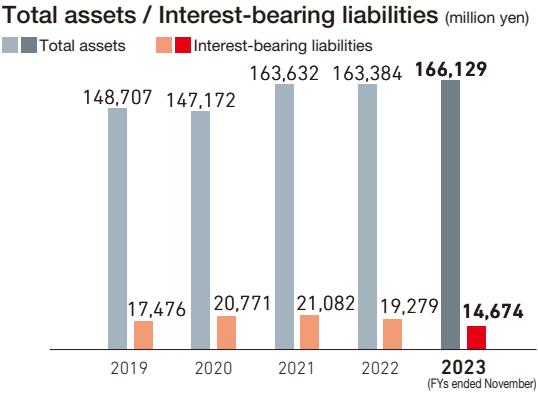
Net income attributable to owners of parent up 4.9% YoY
Net income attributable to owners of parent increased 4.9% YoY to 7,643 million yen.



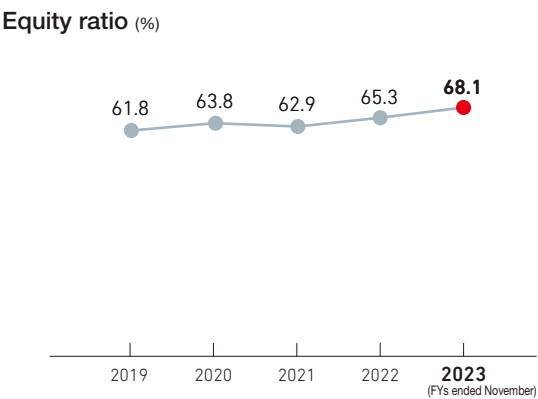
Net assets up 6,401 million yen YoY
Net assets increased 6,401 million yen YoY to 114,135 million yen due to recorded net income and an increase in unrealized gains on other securities in line with a rise in stock prices, less the acquisition of treasury shares (2,399 million yen).



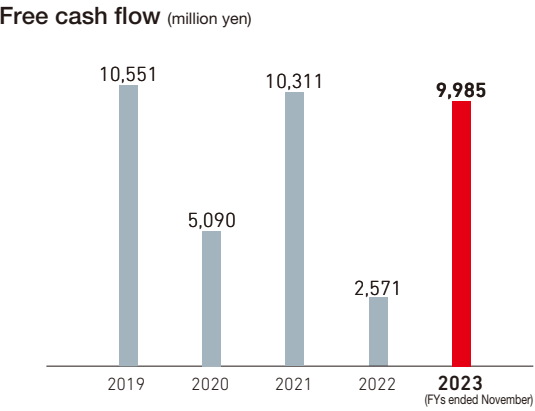
Operating income up 2.9% YoY; operating margin down 0.1 points YoY
Operating income increased 2.9% YoY to 11,016 million yen. Although impacted by rising procurement costs due to the weak yen and soaring energy and logistics costs, the Human & Future Development business performed well, and we achieved a new record high for the second consecutive year thanks to streamlining production of clothing and textiles (improving profitability) and optimizing operations.



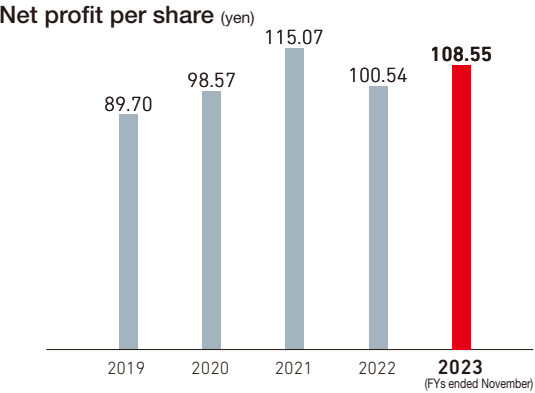
Total assets up 2,745 million yen YoY; interest-bearing liabilities down 4,605 million yen YoY
Total assets increased 2,745 million yen YoY to 166,129 million yen, while interest-bearing liabilities decreased 4,605 million yen YoY to 14,674 million yen due to such factors as a decrease in short-term borrowings of 3,754 million yen.



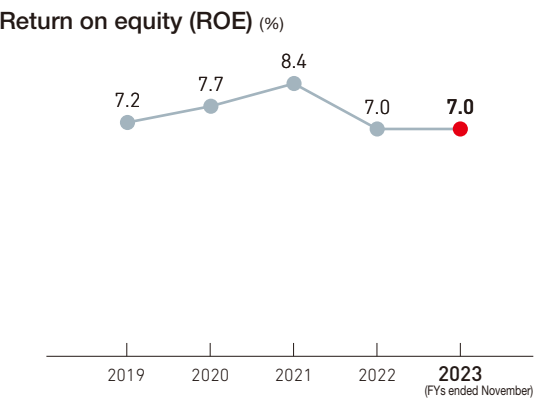
Equity ratio up 2.8 points YoY
The equity ratio increased 2.8 points YoY to 68.1%.



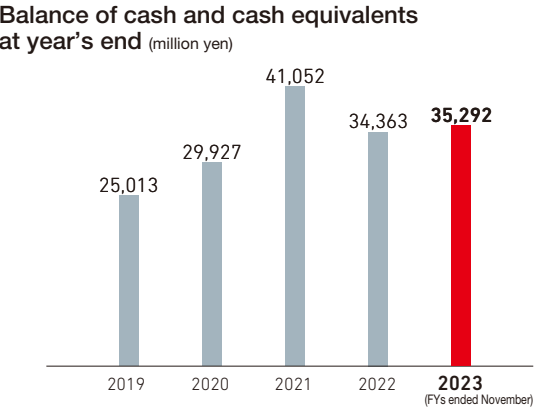
Free cash flow up 7,414 million yen YoY
Operating cash flow was 8,995 million yen, while investment cash flow was 990 million yen, resulting in a 7,414 million yen YoY increase that put the free cash flow at 9,985 million yen for the period.



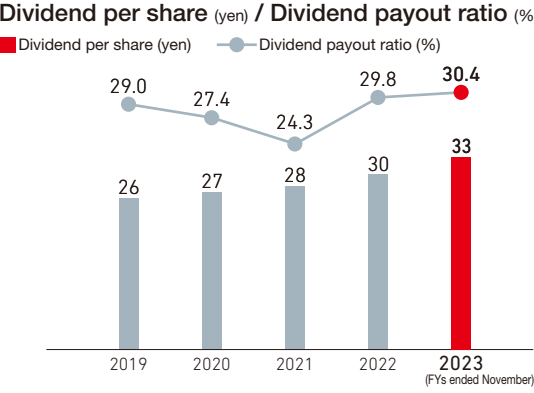
Net profit per share up 8.01 yen YoY
Net profit per share increased by 8.01 yen YoY to 108.55 yen. We consider this a key business indicator.



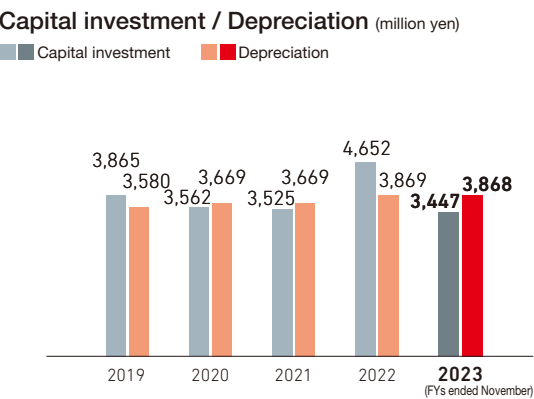
ROE changed ±0.0 points YoY
ROE was 7.0%, unchanged from the previous fiscal year. While it has exceeded 7.0% since the fiscal year ended November 2019, we will work to further improve capital efficiency and develop our business structure so that we can continuously achieve an ROE of 8.0% or more.



Balance of cash and cash equivalents at fiscal year's end up 929 million yen YoY
The balance of cash and cash equivalents at year's end increased 929 million yen YoY to 35,292 million yen.



Dividend per share up 3 yen YoY; dividend payout ratio up 0.6 points YoY
Dividend per share increased 3 yen from last year to 33 yen. Dividend payout ratio increased 0.6 points from last year to 30.4%. For the fiscal year ending November 2024, we anticipate a further increase of 3 yen, bringing the dividend per share to 36 yen.



Capital investment down 1,205 million yen YoY; depreciation down 1 million yen YoY
Capital investment decreased by 1,205 million yen YoY to 3,447 million yen due to such factors as construction delays caused by delayed deliveries of semiconductor parts. Depreciation decreased by 1 million yen YoY to 3,868 million yen.