



キッチンから、笑顔をつくろう

Announcement of FY 2025 Interim Results

November 20, 2025

I . Results Outline

1. Outline of Consolidated Results【1】

Change From
Prev. Period

Net Sales

65.4 billion yen

+ 2.9%

The consumer's motivation for acquiring homes weakened, due to rising construction costs and the like, resulting in the number of new home constructions remaining at a low level, therefore we were unable to attain the projected figures announced at the beginning of the term, however, we were able to secure a similar revenue growth when compared to the same period of the previous year.

Operating Income

1.3 billion yen

+ 256.5%

Ordinary Income

1.6 billion yen

+ 170.0%

**Profit attributable
to owners of parent**

1.0 billion yen

+ 292.2%

The prices of raw materials and labor costs continued to rise, but we were able to increase our gross profit margin and increase profits, compared to the same period of the previous year, due to the manifestation of impacts from such factors as revised sales prices, which absorbed increases in the amount of selling, general and administrative expenses.

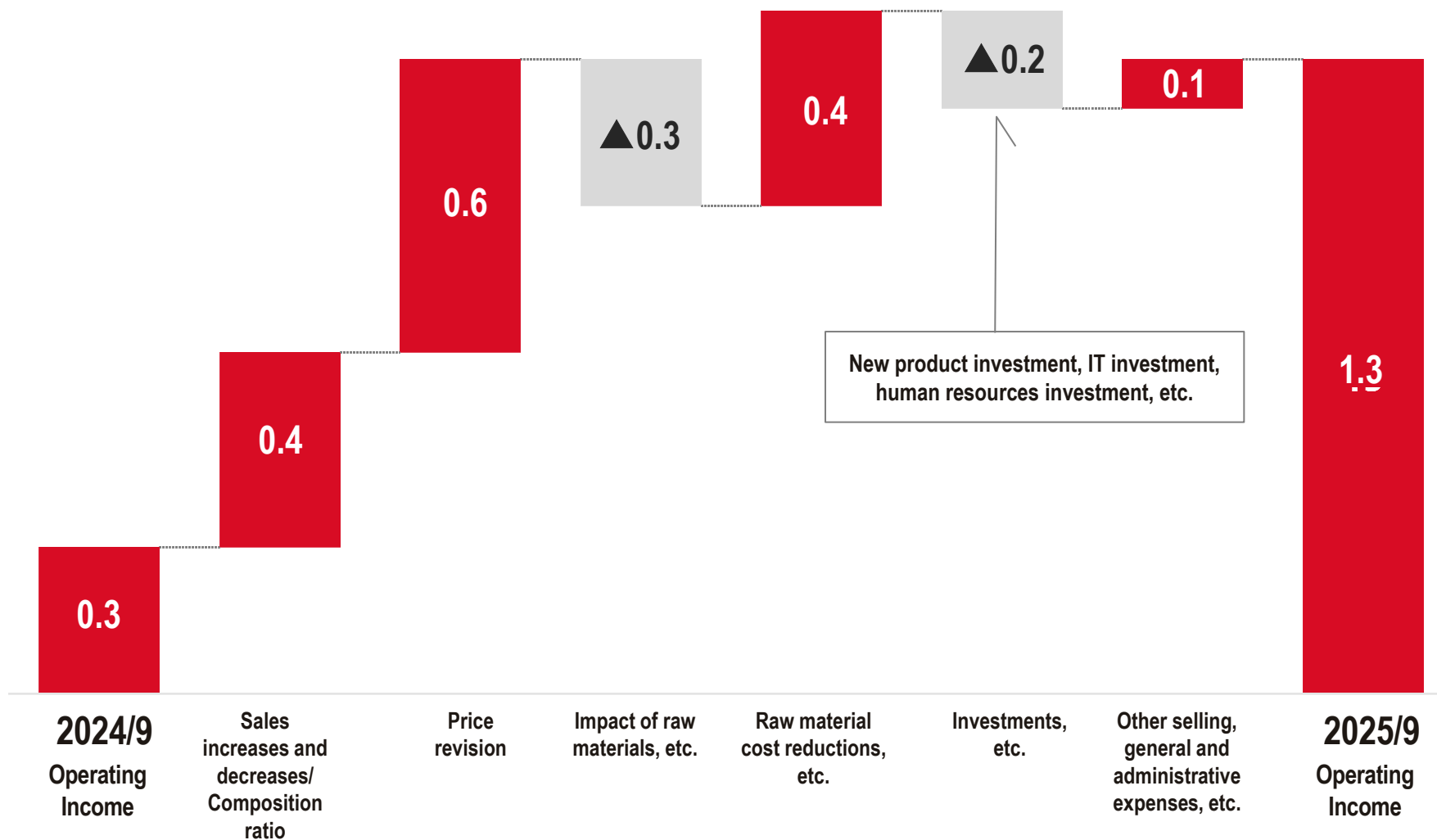
1. Outline of Consolidated Results【2】

(Units: billions of yen)

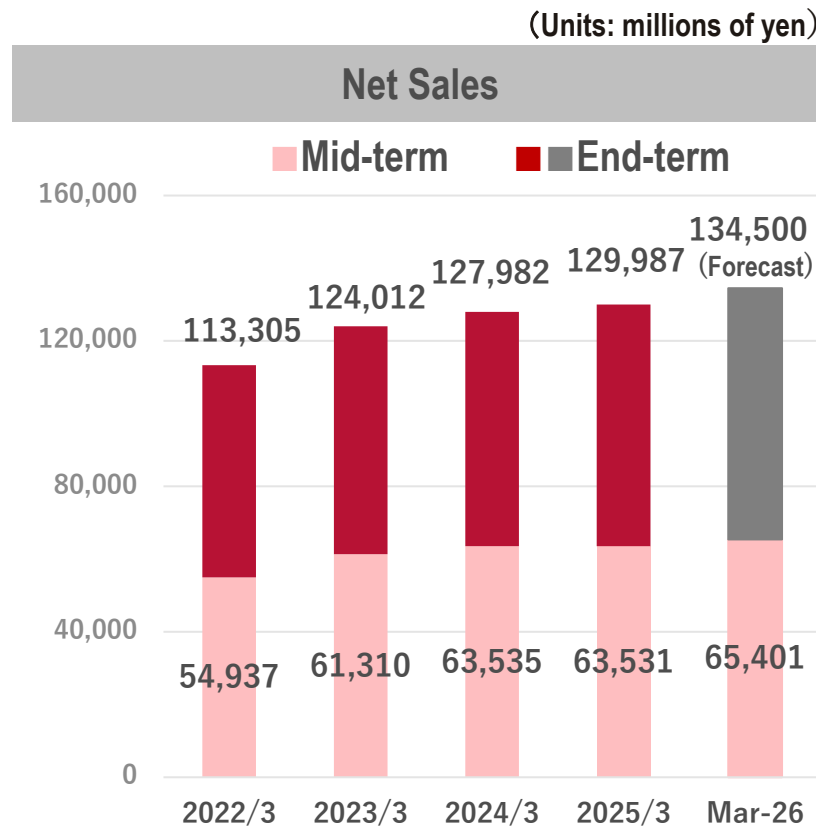
	2024/9 (Actual Results)		2025/9 (Actual Results)				2026/3 (Forecast)	
	Amount	Sales distribution ratio	Amount	Sales distribution ratio	Variation amount	Variation percentage	Amount	Variation percentage
Net Sales	63.5	100.0%	65.4	100.0%	+ 1.8	+ 2.9%	134.5	+ 3.5%
Gross Profit	19.8	31.3%	21.3	32.6%	+ 1.4	+ 7.0%	43.3	+ 5.3%
Selling, general and administrative expenses	19.5	30.7%	19.9	30.5%	+ 0.4	+ 2.2%	40.8	+ 4.5%
Operating Income	0.3	0.6%	1.3	2.1%	+ 0.9	+ 256.5%	2.5	+ 20.7%
Ordinary Income	0.6	1.0%	1.6	2.5%	+ 1.0	+ 170.0%	3.0	+ 14.5%
Profit attributable to owners of parent	0.2	0.4%	1.0	1.5%	+ 0.7	+ 292.2%	1.8	+ 7.6%

2. Consolidated Profit and Loss Status ① Factors for Increased and Decreased Operating Income

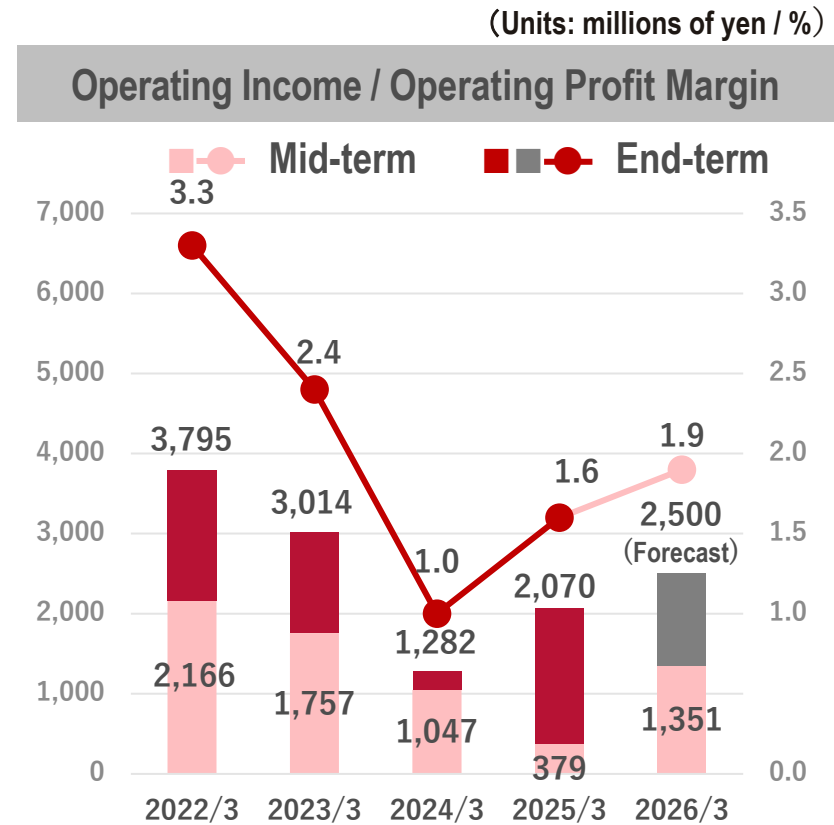
(Units: billions of yen)



2. Consolidated Profits (1) Net Sales, Operating Income



A sales growth was secured in the period ending March 2023, through a revision of the prices conducted in response to the rising cost of raw materials, as well as the development of demand in the kitchen sector. The number of new construction projects for homes remained at a low level, during the first half of the current fiscal year, which presented a challenging situation, however, we managed to increase revenue by raising the set unit prices, through the impact of revised sales prices.

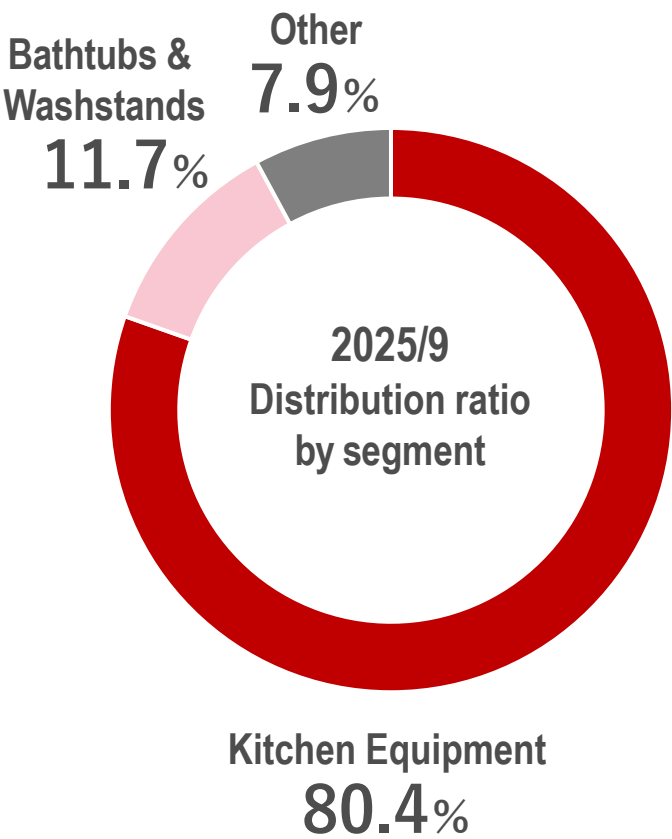


Securing a profit was a struggle from the term ending March 2023 onward, due to the rising cost of raw materials and increases in the amount of selling, general and administrative expenses, as well as increases to the sales distribution ratio of low-priced products. Our profits increased, during the first half of the current fiscal year, due to the manifestation of effects from sales price revisions, the promotion of cost reduction measures, while limiting increases in selling, general and administrative expenses.

3. Sales Composition (1) By Segment (Consolidated)

(Units: billions of yen)

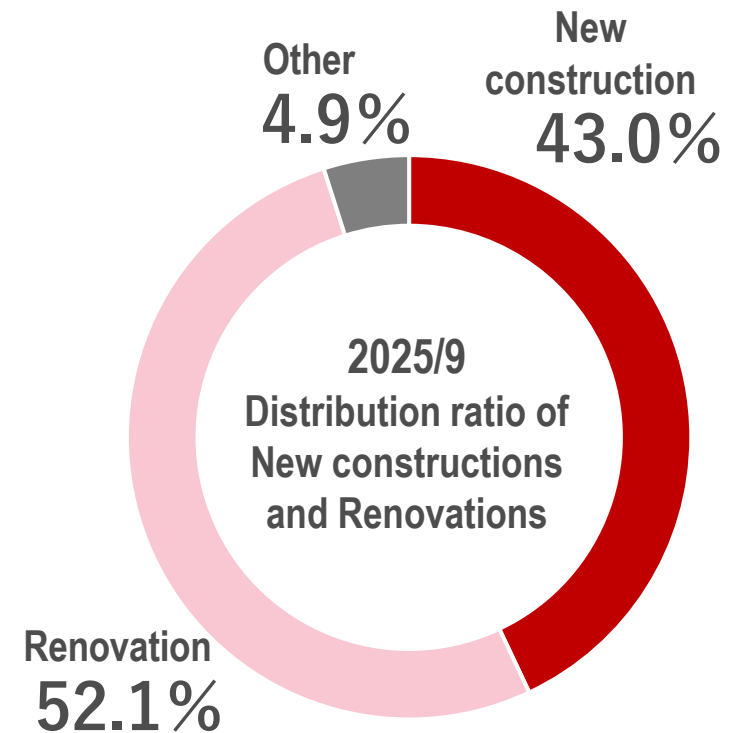
	2024/9 (Actual Results)		2025/9 (Actual Results)	
	Amount	Sales distribution ratio	Amount	Sales distribution ratio
Kitchen Equipment	51.2	80.6%	52.5	80.4%
Bathtubs & Washstands	7.4	11.8%	7.6	11.7%
Other	4.8	7.6%	5.1	7.9%



3. Sales Composition (2) By New Constructions/Renovations (Consolidated)

(Units: billions of yen)

	2024/9 (Actual Results)		2025/9 (Actual Results)	
	Amount	Sales distribution ratio	Amount	Sales distribution ratio
New construction	27.1	42.8%	28.1	43.0%
Renovation	33.2	52.3%	34.0	52.1%
Other	3.1	4.9%	3.2	4.9%



4. Consolidated Balance Sheet Summary

(Units: millions of yen)

		End of March 2025	End of September 2025	Variation amount	Main Factors
Assets	Current assets	55,467	54,581	△886	Cash and deposits △1,752 Notes receivable-trade, accounts receivable - trade and contract assets +599
	Non-current assets	35,018	35,610	+ 591	Property, plant and equipment +6 Intangible assets △340 Investments and other assets +926
Total Assets		90,485	90,191	△294	
Liabilities	Current liabilities	27,812	27,381	△430	Accounts payable – trade +382 Short-term borrowings △504 Accounts payable – other △393
	Non-current liabilities	5,575	4,778	△796	Long-term borrowings△1,003
Total liabilities		33,388	32,160	△1,227	
Net assets		57,097	58,030	+ 933	Net income +1,005 Dividends paid △649 Valuation difference on available-for-sale securities +618
Total liabilities and net assets		90,485	90,191	△294	

5. Consolidated Cash Flow Statement Summary

(Units: millions of yen)

	End of September 2024	End of September 2025	Main Factors
Cash and cash equivalents at beginning of period	18,580	18,767	
Cash flows from operating activities	2,119	2,359	Profit before income taxes + 1,558 Depreciation + 2,223 Increase in trade payables + 693 Increase in inventories △794 Increase in trade receivables△514 Income taxes paid △410
Cash flows from investing activities	△2,664	△1,736	Purchase of property, plant and equipment △926 Purchase of intangible assets △802
Cash flows from financing activities	878	△2,305	Repayments of long-term borrowings △1,507 Dividends paid △649
Cash and cash equivalents at end of period	19,034	17,015	

6. Capital Investments (Consolidated)

(Units: Billions of yen)

Major Capital Investment Details

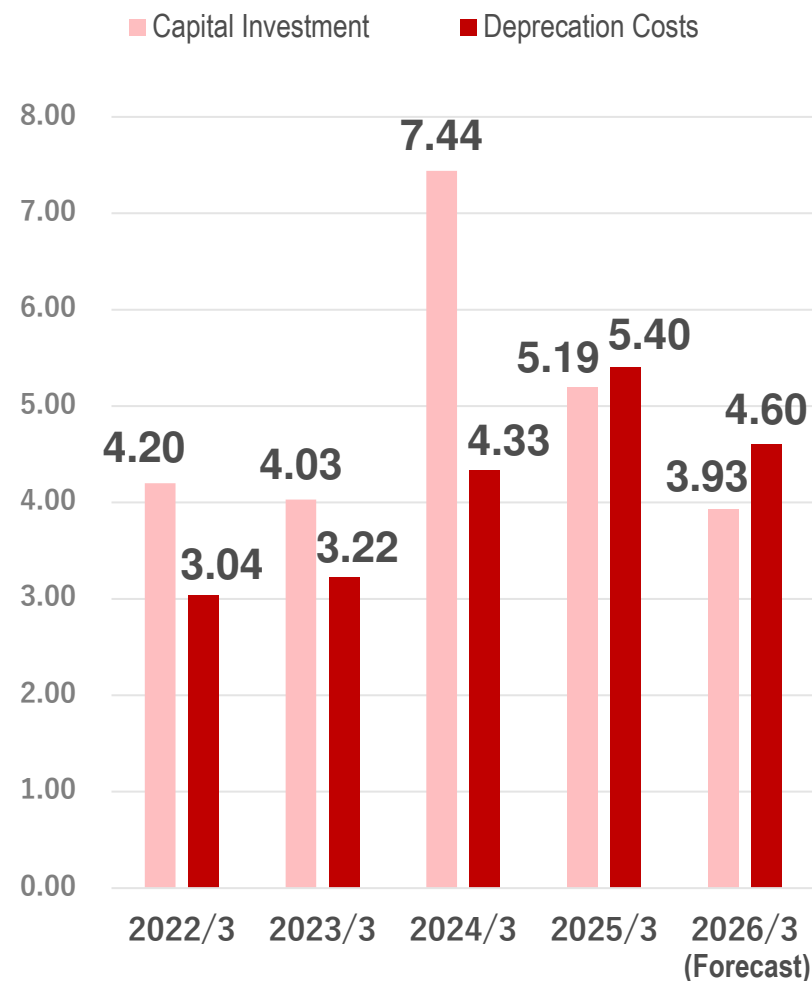
2025/9 (Actual Results)

① Production-Related	530 million yen
② Operations-Related	710 million yen
③ ESG-Related	160 million yen
④ Information-Related	430 million yen
⑤ Others	100 million yen

2026/3 (Plan)

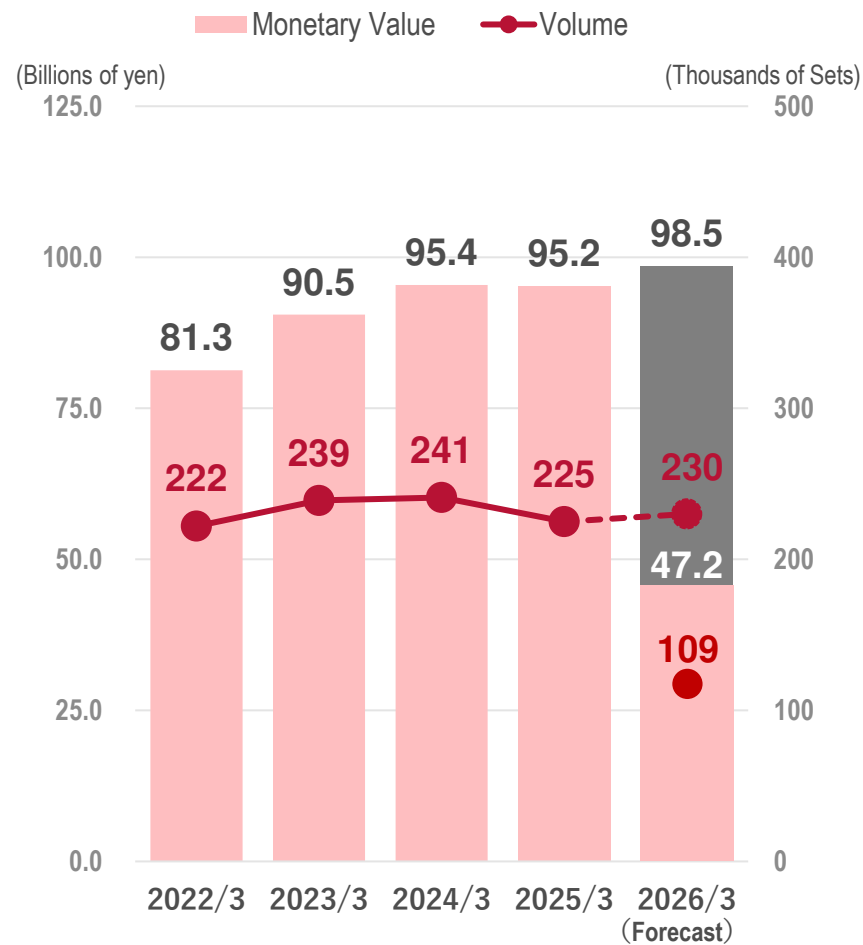
① Production-Related	1,280 million yen
② Operations-Related	880 million yen
③ ESG-Related	180 million yen
④ Information-Related	1,290 million yen
⑤ Others	300 million yen

Trends in Capital Investment and Depreciation Costs

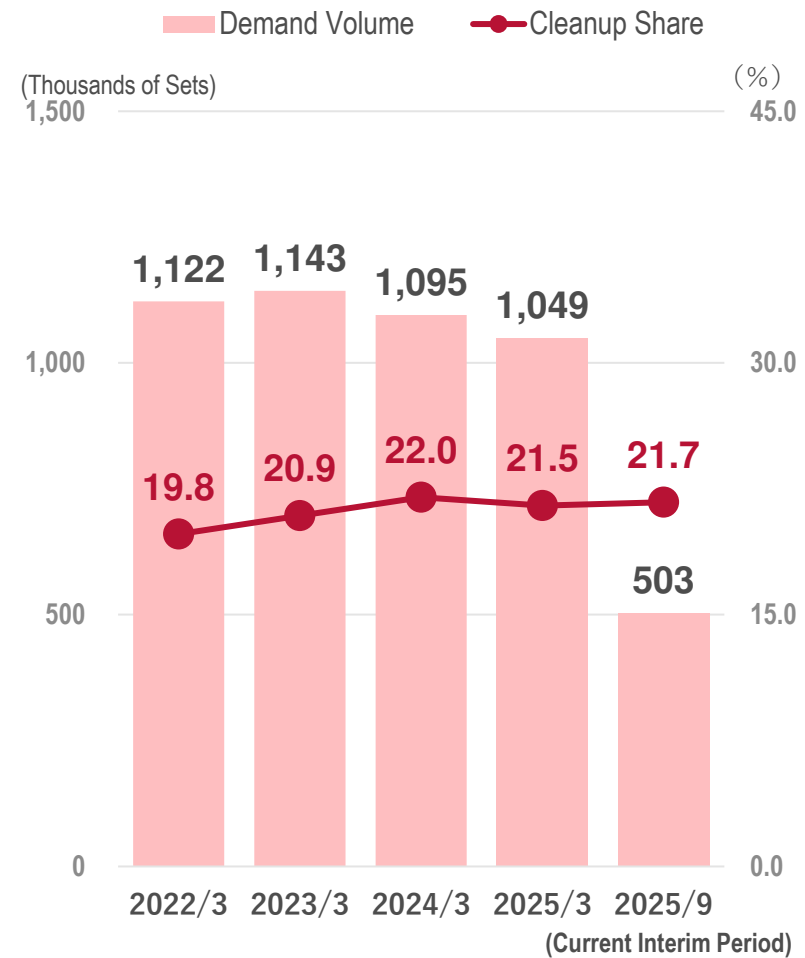


7. Sales Results For Major Products and Cleanup Market Share – 1/3 Complete System Kitchen

Complete System Kitchen Sales Results

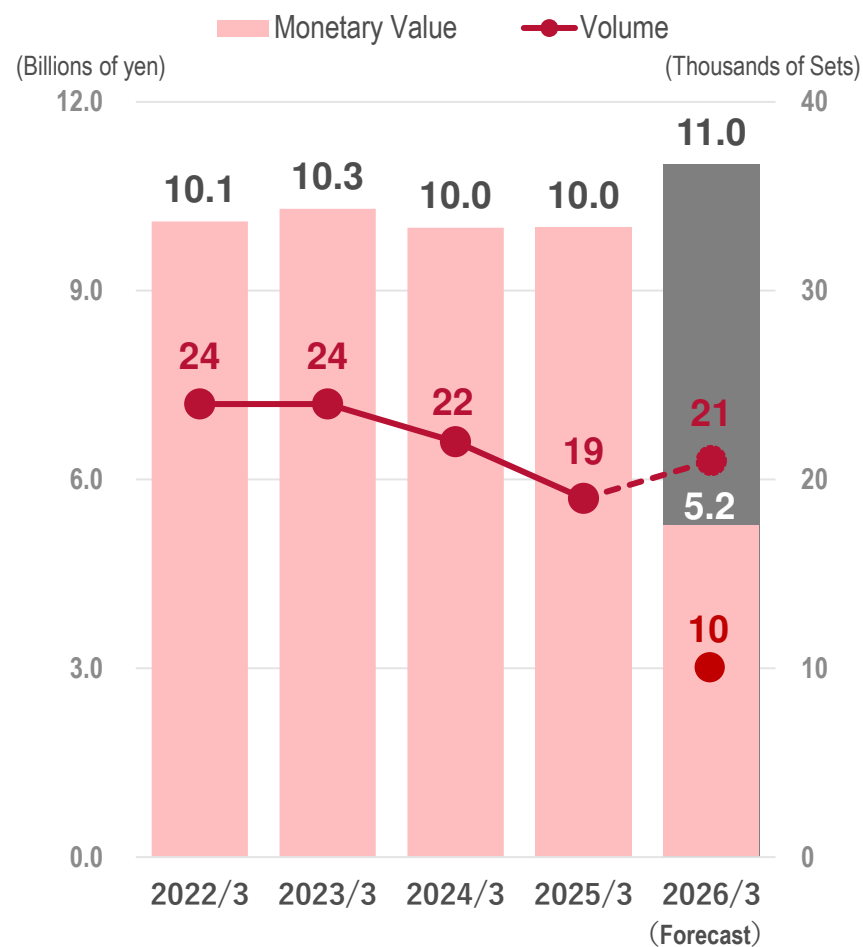


Demand Trends and Market Share

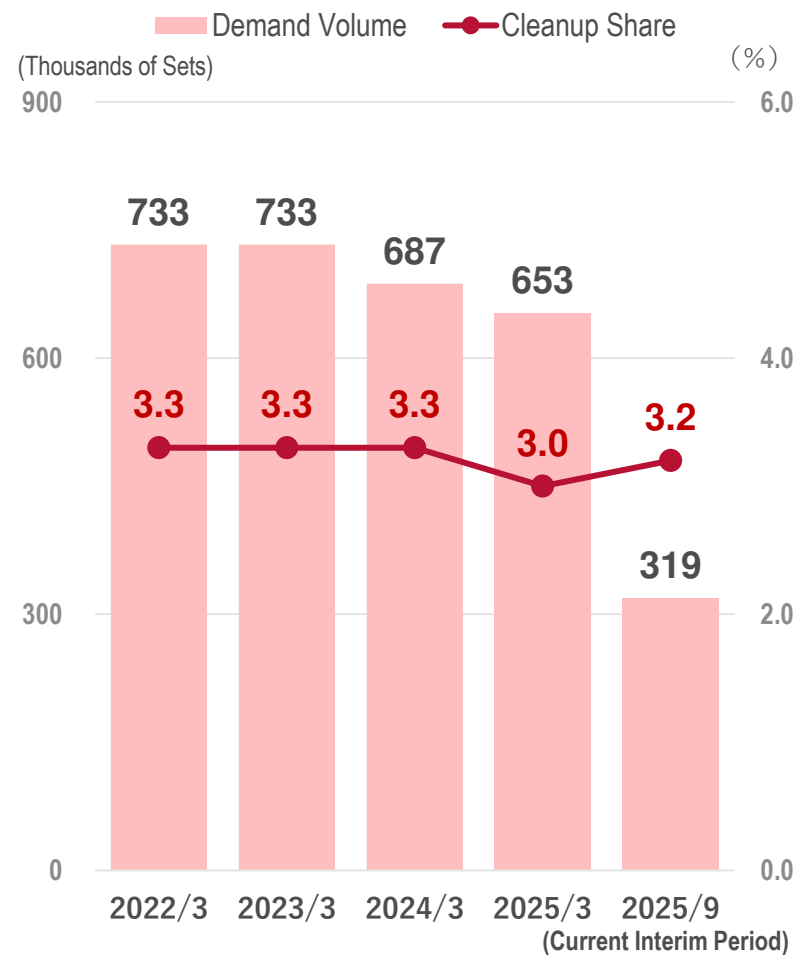


7. Sales Results For Major Products and Cleanup Market Share – 2/3 Modular System Bathroom

Modular System Bathroom Sales Results

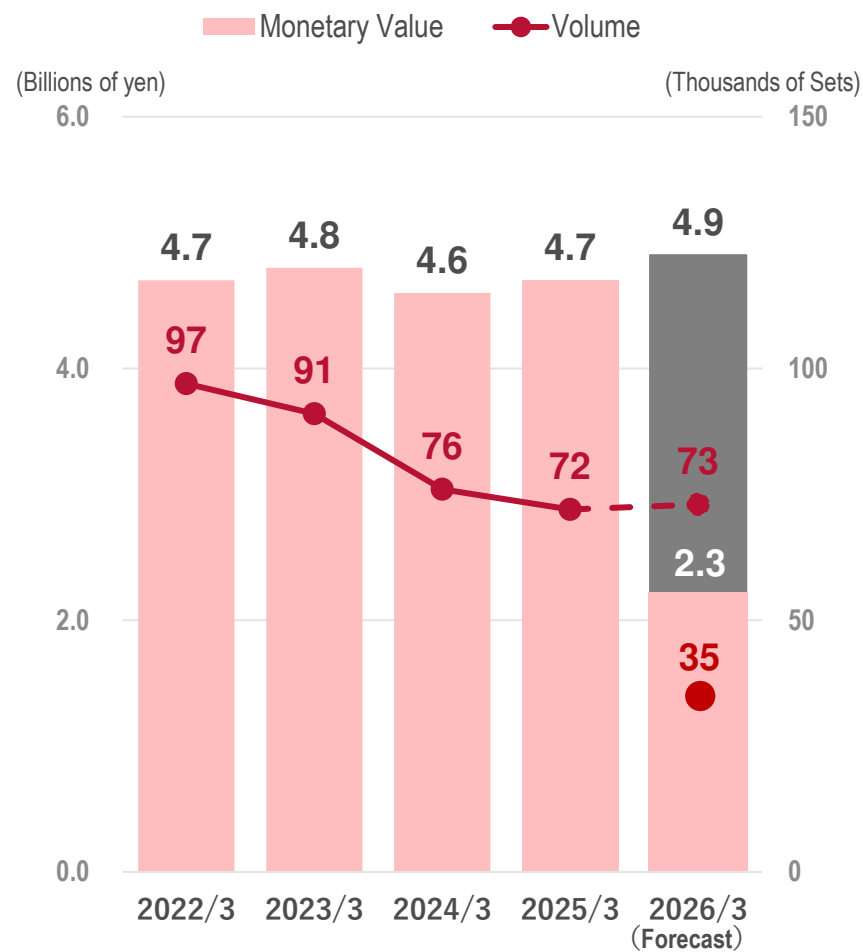


Demand Trends and Market Share

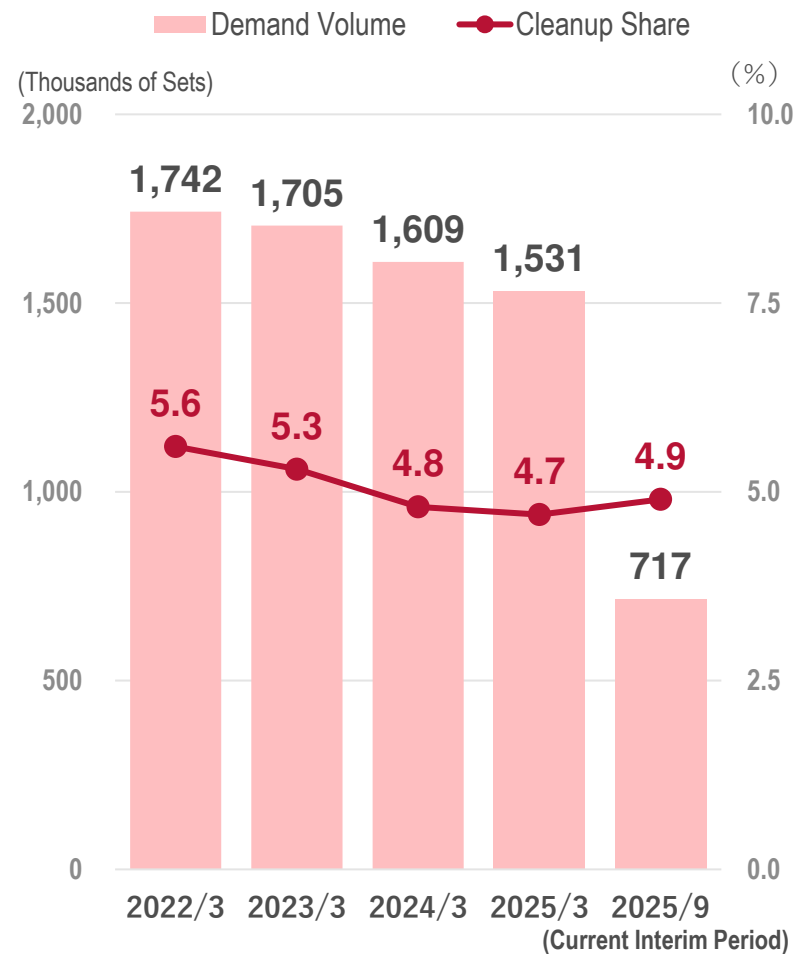


7. Sales Results For Major Products and Cleanup Market Share – 3/3 Washstands/Vanities

Washstands/Vanities Sales Results



Demand Trends and Market Share



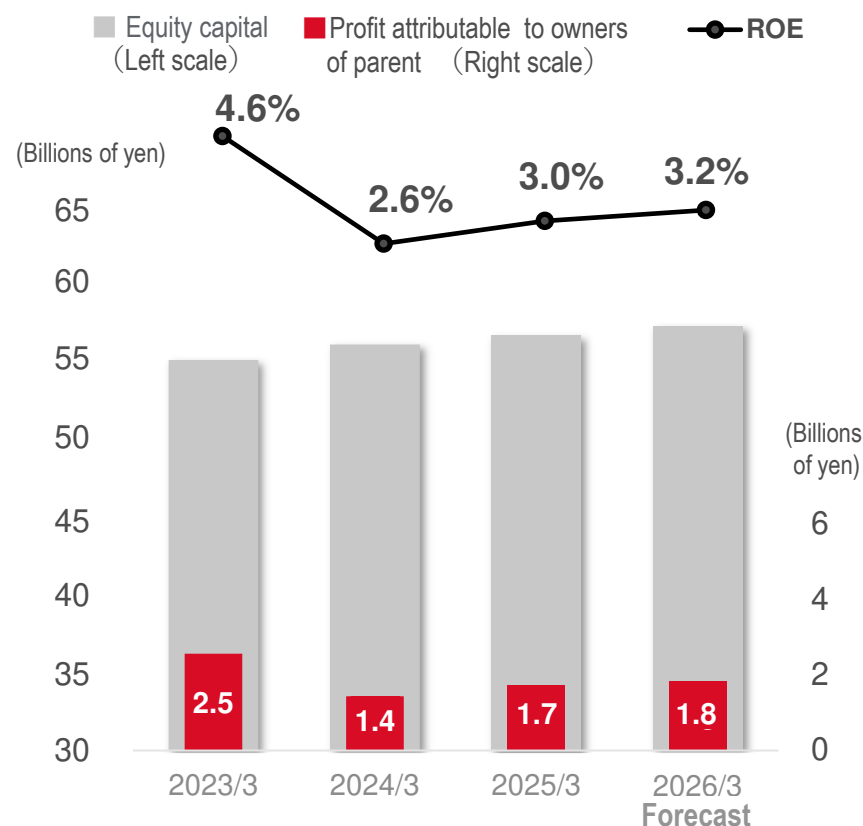
8. Forecasted Consolidated Results for the Period Ending March 2026

(Units: billions of yen)

	2025/3 (Actual Results)	2026/3 (Forecast)	Variation amount	Variation percentage
Net Sales	129.9	134.5	+45	+3.5%
Gross Profit	41.1	43.3	+2.1	+5.3%
Selling, general and administrative expenses	39.0	40.8	+1.7	+4.5%
Operating Income	2.0	2.5	+0.4	+20.7%
Ordinary Income	2.6	3.0	+0.3	+14.5%
Profit attributable to owners of parent	1.7	1.8	+0.1	+7.6%

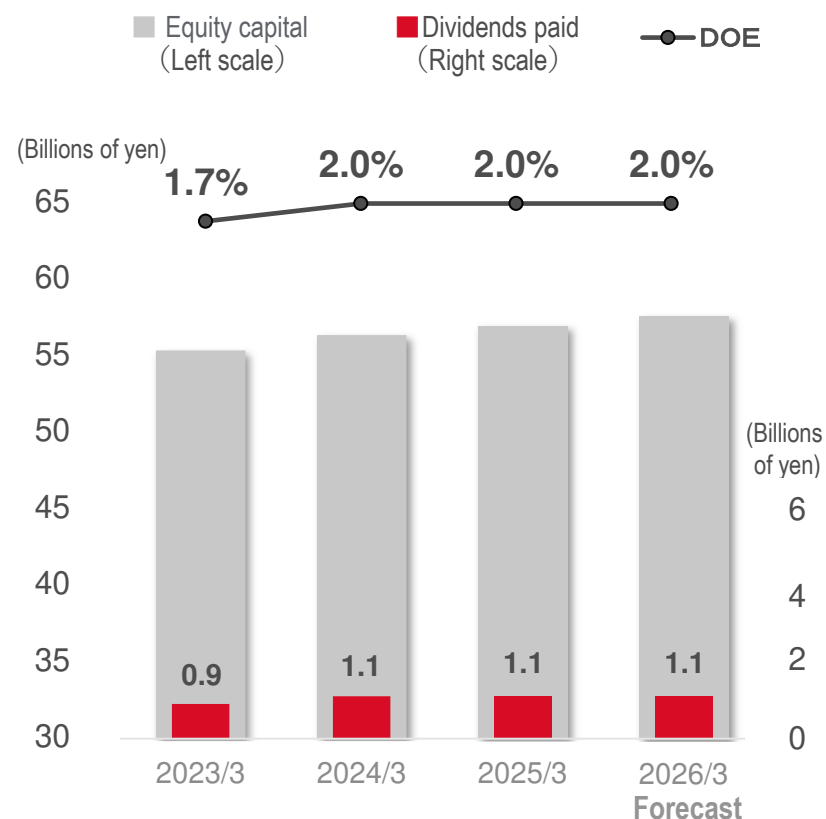
9. Profit Return Status and Plan

Trends and plan for ROE (Rate of Return on Equity)



- Aim to improve the ROE and increase the PBR, through activities of the 2024 Medium-term Plan.

Demand trend for products and our market share



- Enhance shareholder returns, based on stable dividends.
- Acquire and cancel appropriate number of Treasury shares.

II . Topics

Product Related

Main system kitchen

New “STEDIA”

Design and functionality were enhanced, with orders accepted from September 1, 2025

Renewal highlights

The proposed value improved, centering on “coziness” and “beauty”



Coziness

A joint development of the “natural wood worktops” with Asahi Woodtec

A natural wood worktop was realized by improving its scratch and water resistance, which is necessary for kitchen tasks, by applying a newly developed coating to “veneer boards”, thereby utilizing the texture of natural wood.



Beauty

New development of “Automatic Clean Trap”

This new feature reduces the hassle of cleaning the drain.
The water that accumulates inside the drain trap is regularly replaced to prevent a buildup of slime in the drain trap.



Showroom Related Matters

Showrooms are continuously renovated to sustain their attractive appeal

Chiba Showroom renovated in September 2025

The renovation was conducted to create a showroom that makes it easy to envision lifestyles, for the purpose of enhancing life value propositions

Principal features

- Enhancement of the space proposal corner, where the envisioning of lifestyles is possible.
- The largest system bathroom corner in the prefecture, contains a full range of condominium sizes and compatible components.
- The new establishment of the condominium renovation corner, utilizing “Hiroma”, which emerged from a collaboration with an established furniture manufacturer, incorporates the new “STEDIA”, equipped with the “natural wood worktop”.



STEDIA exhibit features beautiful natural wood



CENTRO exhibit exudes luxurious atmosphere

The condominium renovation corner and HIROMA was installed at a space with a 2,250 mm high ceiling



Web related

Web commercials are enhanced for “fan base promotion”

Four episodes were added in time for the order taking start of the new “STEDIA” from September 2025



- Combination of “surprise” and “Cleanup”
- Fast paced stories composed for 15-second presentations
- Attractive items for system kitchens and system bathrooms presented in a comical manner

[12 episodes in total] (Bold letters indicate the four episodes added this time)

- | | |
|--|--|
| ● Order-made kitchen episode | ● Nagarail sink episode |
| ● Face to face with a dual top episode | ● Araail range hood episode |
| ● Auto Move system episode | ● Dry and refreshing! Dehumidifier fan episode |
| ● Dual Chef episode | ● Dry action! Yurail hanger episode |
| ● Stainless Steel Eco Cabinet episode | ● Natural wood worktop episode |
| ● Beauty Coating workshop episode | ● Automatic Clean Trap episode |

Natural wood worktop episode



A worktop that is strong, beautiful and easy to maintain, features the charm of natural wood. A kitchen with a fondness that grows deeper over 10 or 20 years.

The inside of the drain cleans automatically every eight hours! A clean kitchen is maintained all the time, effortlessly, preventing waste build up, the cause of unpleasant odors.

Automatic Clean Trap episode



Overseas Business Related

Challenges for expanding export sales and improving installation and setup quality

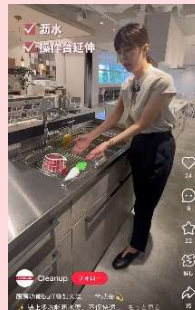
Prioritized activities for implementation of overseas businesses

- Additional destinations (Philippines and Indonesia) for exporting and selling kitchens focusing on stainless steel cabinets
- Stainless steel doors, added to the “R&C Model”, were produced locally in Thailand
- Local social media advertisements were implemented, while influencers were proactively engaged to enhance the sales of the SBR
- Quality improvements were made by staff members dispatched from Japan to enhance sales activities and provide guidance for installation and setup

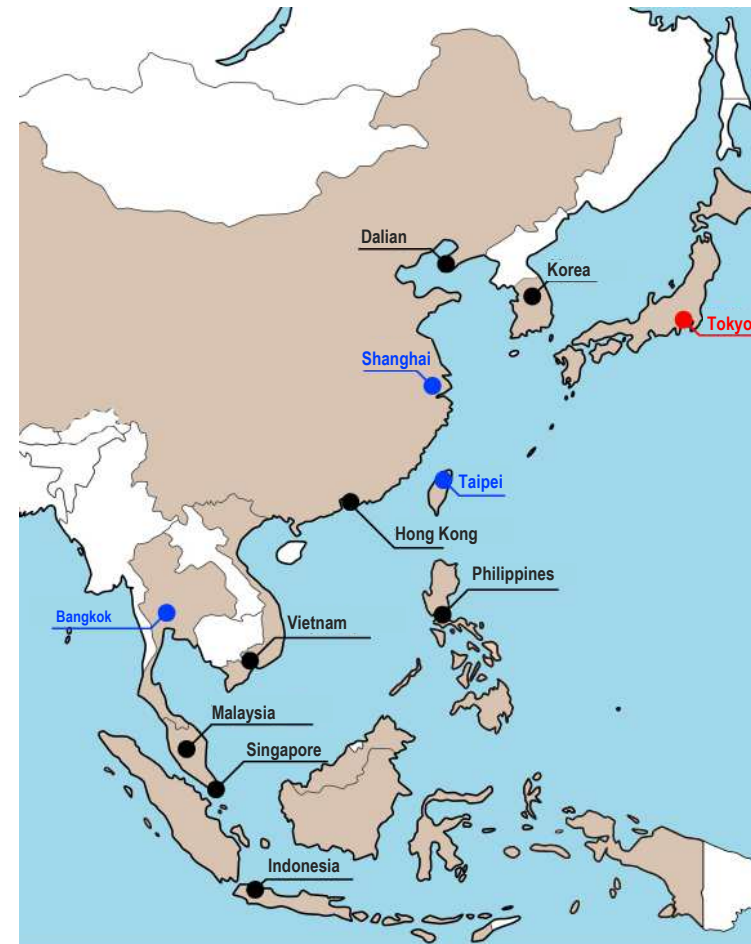
Locally produced stainless steel door model



Introduction of products overseas, through social networking services (SNS)



Locally provided installation and setup guidance



Sustainability Related 【1】

Initiatives that contribute to the realization of a sustainable society

Formulation of the DEI Statement (May 2025)



Issue of “Sustainability Report 2025” (September 2025)

[New featured principal elements in this report]

- New “STEDOA” introduced from an SDGs perspective
- Interview with DEI Executive, etc.

- Formulated to provide guidelines for promoting more diverse work styles and the utilization of human resources

▶ Related personnel regulations were also revised

- ① Employment Regulation
 - Changes to the number of days granted for the “Annual Paid Holidays”
- ② Childcare and Nursing Care Regulations
 - Expansion of shorter working hours for childcare
- ③ Comeback recruiting
 - Elimination of operational restrictions
 - Substantiation of application conditions
 - Improvement of employment benefits, etc.



Sustainability Related 【2】

Deepening communications regarding food and housing culture

Third “Future Kitchen Project” Future Kitchen Illustration Contest

(Application period: From June 1 to October 15, 2025)



At Kitchen Town Tokyo The “Summer Vacation Children’s Cooking Classes” convened

We participated in “Habatake Lab”, which runs such projects as the “Packed Lunch Day Support Project”, and offered our “Summer Vacation Children’s Cooking Classes”



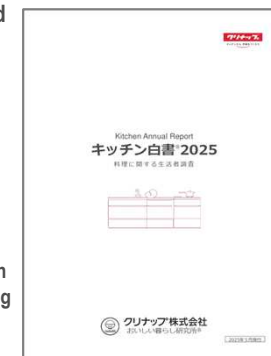
Making sweets together as a team

Cleanup Tasty Life Research Institute Disclosure of the [Kitchen Whitepaper 2025]

Changes in foods, goods and spaces are investigated and analyzed to uncover “the ‘present state’ of consumers from the perspective of the kitchen”

The topic this time was
“awareness when cooking at home”

Even though the shortening of cooking times progress, an emerging segment of people enjoy cooking by streamlining the process, while putting in extra effort



Sustainability Related 【3】

Sports promotion

A first in Cleanup Wrestling Club history!

Two world champions emerge!

Our competitors, Yoshinosuke Aoyagi and Ami Ishii, both won the championship at the “World Wrestling Championship”, held in Croatia in September. For the first time ever two world champions simultaneously emerged from the Cleanup Wrestling Club.



<Yoshinosuke Aoyagi, men's free 70-kg class>



<Ami Ishii, women's 68-kg category>

An award was conferred by the Minister of Education, Culture, Sports, Science and Technology, in recognition of the achievements made by the athletes and coaches.

Coach Maeda, as well as wrestlers Aoyanagi and Ishii, received the Minister of Education, Culture, Sports, Science and Technology Award in recognition of their achievements. (August 2025)



The contents of the official website of the Wrestling Club was enhanced to revamp the site!

Activities of the Wrestling Club and information about competitions, as well as wrestler profiles, are presented in a clear manner, to convey the appeal of wrestling and our athletes to as many people as possible.

<https://cleanup.jp/wrestling/>



For any questions concerning investor relations, please contact:

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