



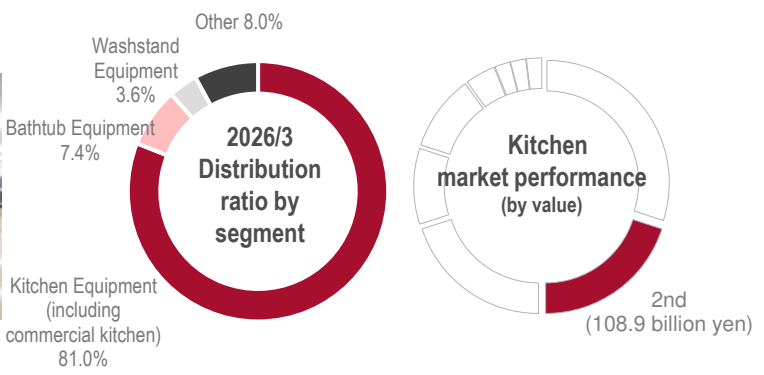
キッチンから、笑顔をつくろう

Announcement of FY 2025 Year-End Results

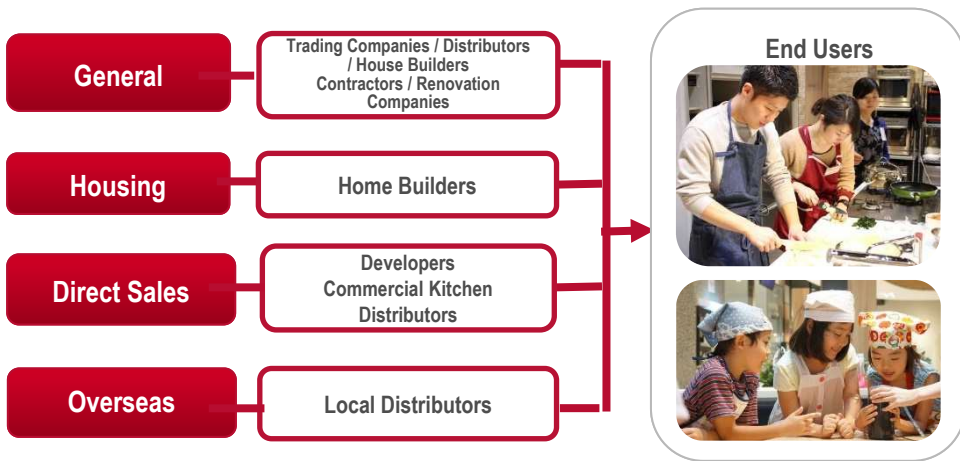
May 25, 2026

Company Overview

Open up the future of people and life, as a pioneer in complete system kitchens



Providing residential equipment through a variety of sales channels



Trade Name	Cleanup Corporation
Company Name in English	Cleanup Corporation
Head Office	6-22-22 Nishi-nippori, Arakawa-ku, Tokyo
Date of Founding	October 5, 1949
President and CEO	FUJIWARA Toru
Listed Stock Exchange	Prime Market of the Tokyo Stock Exchange (7955)
Net Sales	134.4 billion yen (actual results for 2026/3)
Number of Employees	3,483 (consolidated, as of March 31, 2026)

I. Results Outline

1. Outline of Consolidated Results for the Period Ended March 2026 [1]

Change From Prev. Period

Net Sales

134.4 billion yen

+3.5%

Revenue increased year on year, driven by the effects of expanded sales of new products and revised selling prices, amid sluggish figures for new residential construction starts.

Operating Income

3.9 billion yen

+90.7%

Ordinary Income

4.4 billion yen

+69.9%

**Profit Attributable to
Owners of Parent**

3.4 billion yen

+102.2%

We were able to secure an increase in profit over the previous term, despite increases in cost of sales and SG&A expenses due to persistently high raw material and energy prices, rising labor costs, and other factors, by increasing sales, reducing costs, and restraining SG&A expenses.

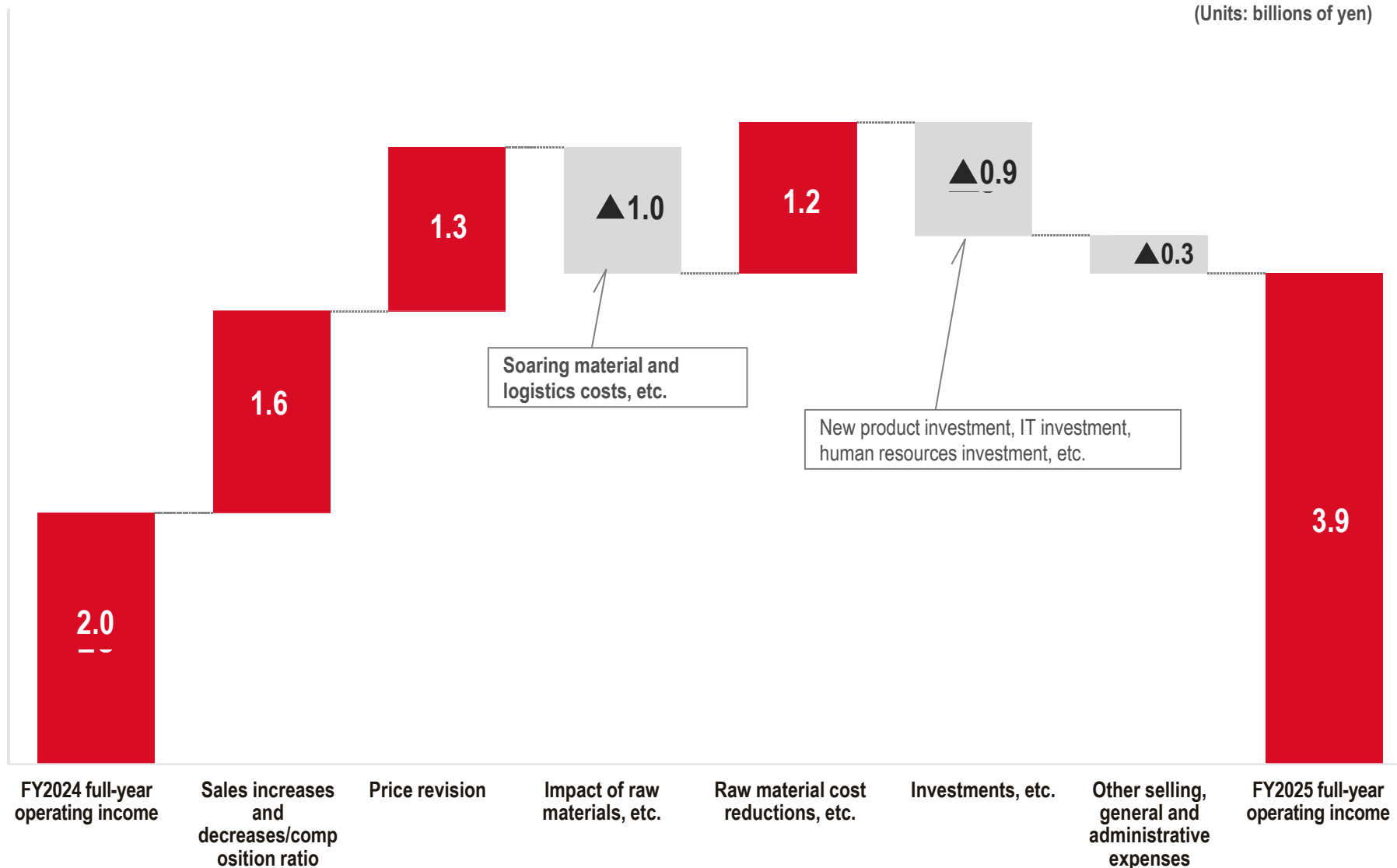
1. Outline of Consolidated Results for the Period Ended March 2026 [2]

(Units: billions of yen)

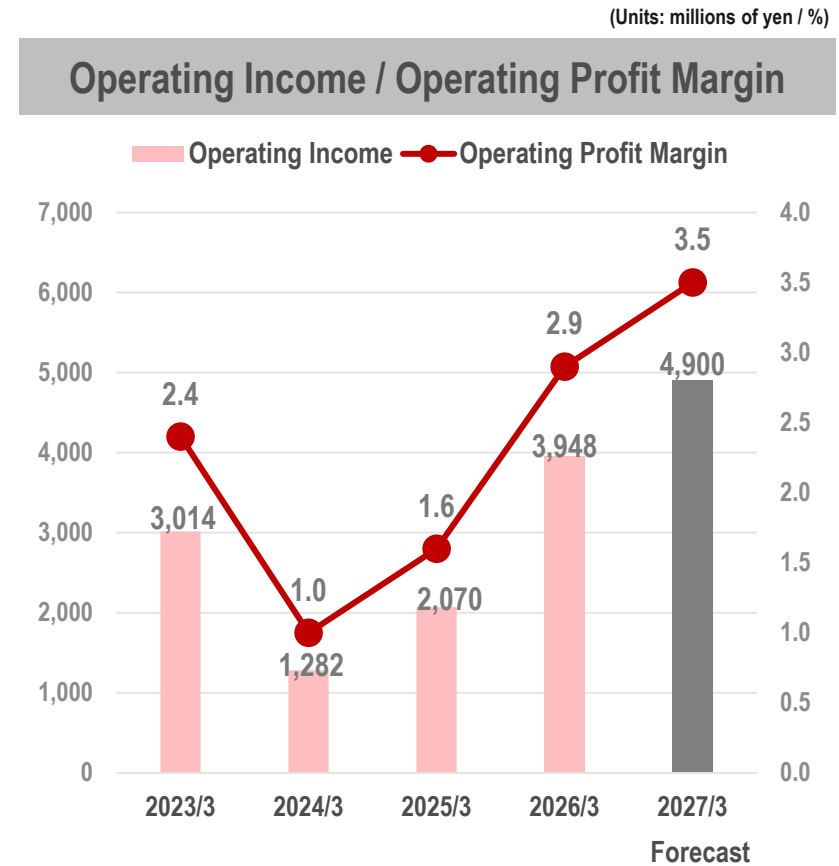
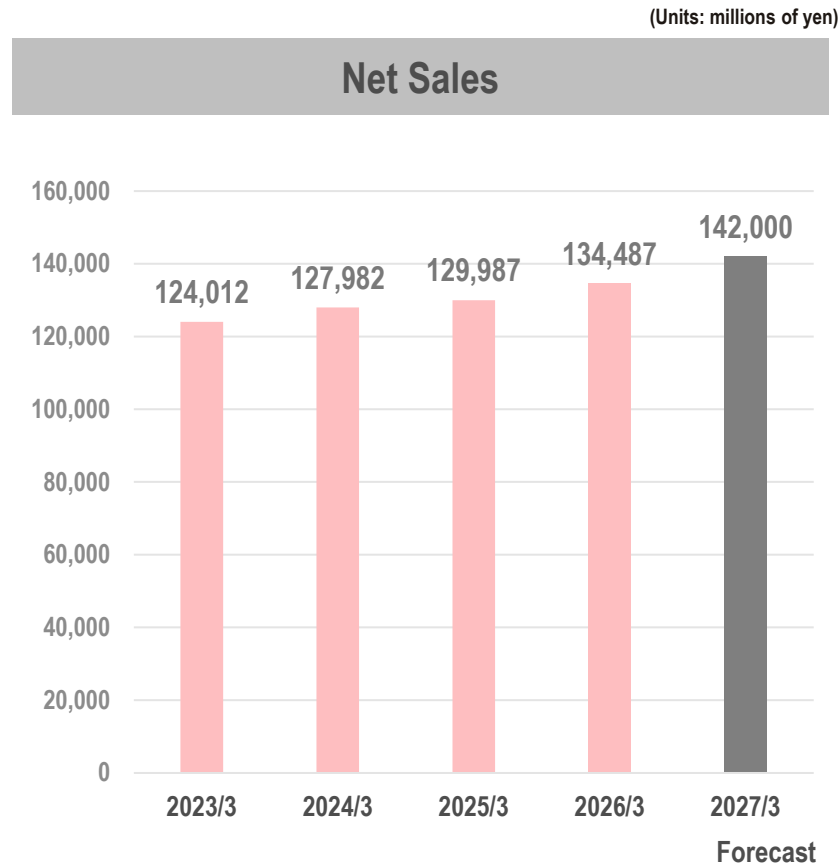
	2025/3 (Actual Results)		2026/3 (Actual Results)				2027/3 (Forecast)	
	Amount	Sales distribution ratio	Amount	Sales distribution ratio	Variation amount	Variation percentage	Amount	Variation percentage
Net Sales	129.9	100.0%	134.4	100.0%	+4.4	+3.5%	142.0	+5.6%
Gross Profit	41.1	+31.6%	44.2	+32.9%	+3.0	+7.5%	47.6	+7.6%
Selling, General and Administrative Expenses	39.0	30.0%	40.2	29.9%	+1.2	+3.1%	42.7	+6.0%
Operating Income	2.0	1.6%	3.9	2.9%	+1.8	+90.7%	4.9	+24.1%
Ordinary Income	2.6	2.0%	4.4	3.3%	+1.8	+69.9%	5.3	+20.1%
Profit Attributable to Owners of Parent	1.7	1.3%	3.4	2.6%	+1.7	+102.2%	3.5	+2.1%

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

(Units: billions of yen)



2. Consolidated Profit and Loss Status (2) Net Sales, Operating Income



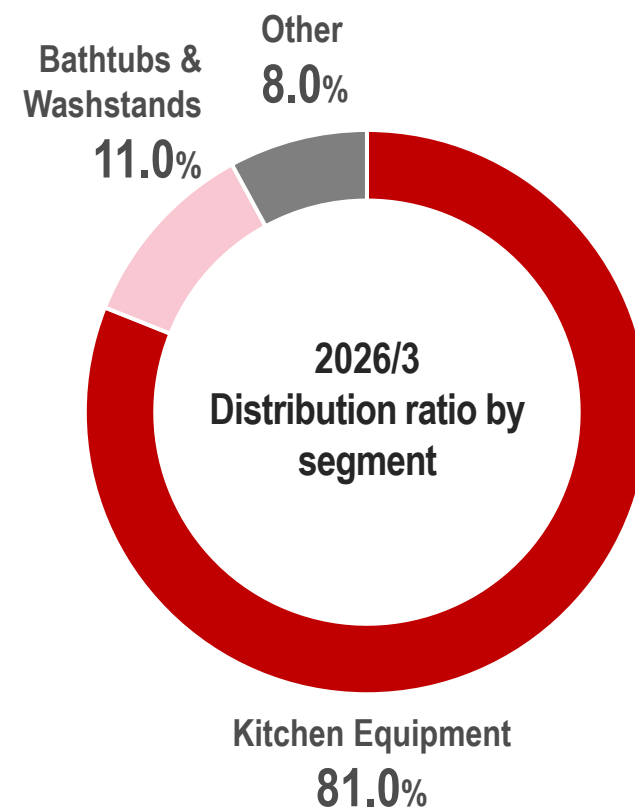
We secured an increase in revenue through the implementation of price revisions in response to rising raw material costs and the development of demand for our kitchen sector during the fiscal terms that ended in March of 2024 and March of 2025, as well as through the effects of expanded sales of new products and revised selling prices during the fiscal term ended in March of 2026.

Despite persistently high raw material costs and labor expenses, profit is on an upward trend, supported by the effects of selling price revisions, cost reductions, and measures to curb increases in SG&A expenses.

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

(Units: billions of yen)

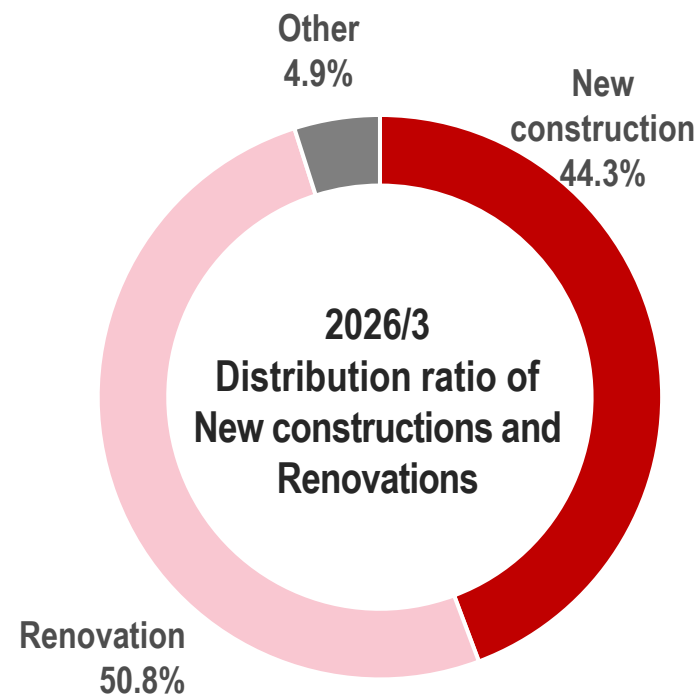
	2025/3 (Actual Results)		2026/3 (Actual Results)	
	Amount	Sales distribution ratio	Amount	Sales distribution ratio
Kitchen Equipment	105.2	81.0%	108.9	81.0%
Bathtubs & Washstands	14.8	11.4%	14.8	11.0%
Other	9.8	7.6%	10.6	8.0%



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

(Units: billions of yen)

	2025/3 (Actual Results)		2026/3 (Actual Results)	
	Amount	Sales ratio	Amount	Sales ratio
New construction	57.2	44.0%	59.5	44.3%
Renovation	66.2	50.9%	68.3	50.8%
Other	6.5	5.1%	6.5	4.9%



4. Consolidated Balance Sheet Summary

(Units: millions of yen)

	End of March 2025	End of March 2026	Variation amount	Main Factors
Assets	Current assets	55,467	+1,169	Cash and deposits +607 Electronically recorded monetary claims +687 Securities △463
	Non-current assets	35,018	+1,785	Property, plant and equipment +20 Intangible assets △600 Investments and other +2,366
Total Assets	90,485	93,440	+2,955	
Liabilities	Current liabilities	27,812	△3,955	Electronically recorded obligations △2,722 Short-term borrowings △1,500 Income taxes payable +508
	Non-current liabilities	5,575	+3,563	Long-term borrowings +2,722 Deferred tax liabilities +459
Total liabilities	33,388	32,996	△391	
Net assets	57,097	60,444	+3,346	Profit +3,475 Dividends paid △1,118 Purchase of treasury shares △774 Remeasurements of defined benefit plans +1,078
Total liabilities and net assets	90,485	93,440	+2,955	

5. Consolidated Cash Flow Statement Summary

(Units: millions of yen)

	End of March 2025	End of March 2026	Main Factors
Cash and cash equivalents at beginning of period	18,580	18,767	
Cash flows from operating activities	4,348	4,182	Profit before income taxes +4,406, depreciation +4,763, increase in trade receivables \triangle 724, decrease in trade payables \triangle 2,956, income taxes paid \triangle 707
Cash flows from investing activities	\triangle 4,497	\triangle 2,862	Purchase of property, plant and equipment \triangle 2,122, purchase of intangible assets \triangle 1,401
Cash flows from financing activities	251	\triangle 750	Proceeds from long-term borrowings +6,000, net decrease in short-term borrowings \triangle 1,500, repayments of long-term borrowings \triangle 3,084, dividends paid \triangle 1,118, purchase of treasury shares \triangle 774
Cash and cash equivalents at end of period	18,767	19,375	

6. Capital Investments (Consolidated)

(Units: billions of yen)

Major Capital Investment Details

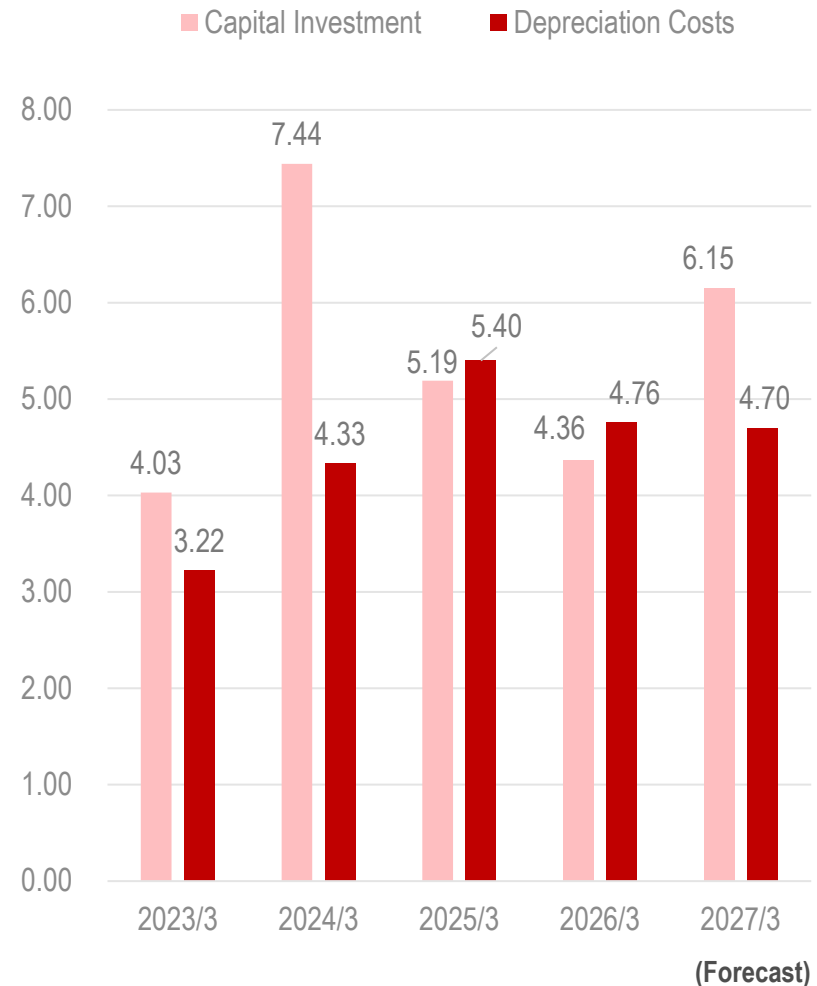
FY 2025 Results

- ① Production-Related 1,290 million yen
- ② Operations-Related 900 million yen
- ③ ESG-Related 120 million yen
- ④ Information-Related 1,370 million yen
- ⑤ Others 670 million yen

FY 2026 Plan

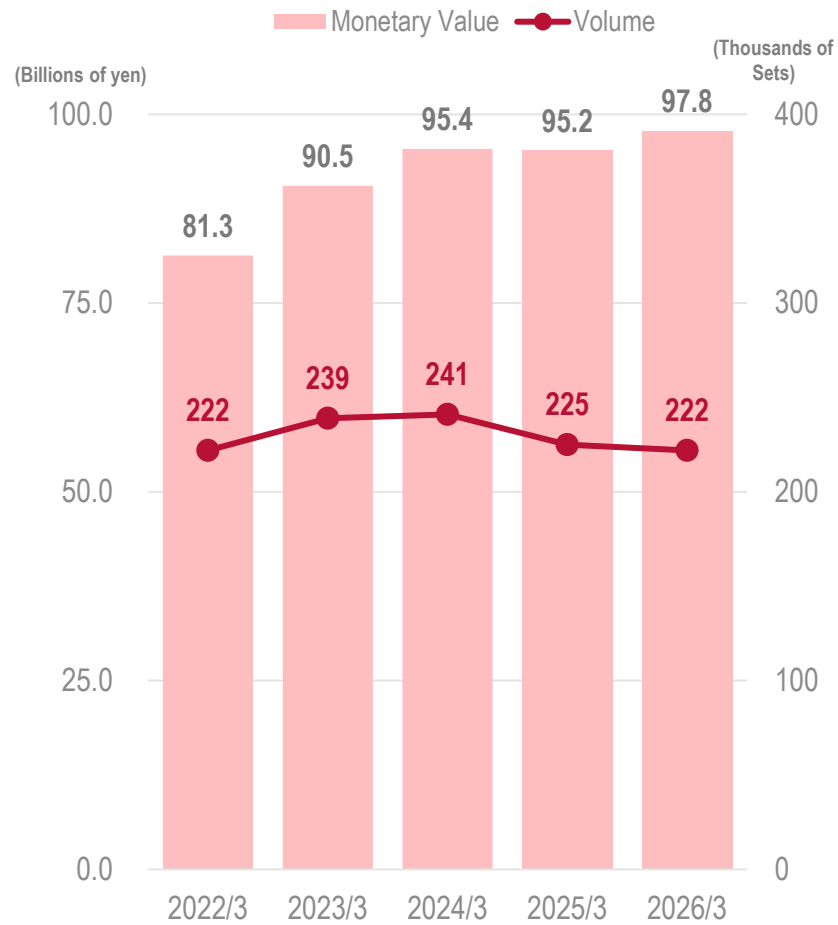
- ① Production-Related 2,830 million yen
- ② Operations-Related 620 million yen
- ③ ESG-Related 140 million yen
- ④ Information-Related 2,280 million yen
- ⑤ Others 250 million yen

Trends in Capital Investment and Depreciation Costs

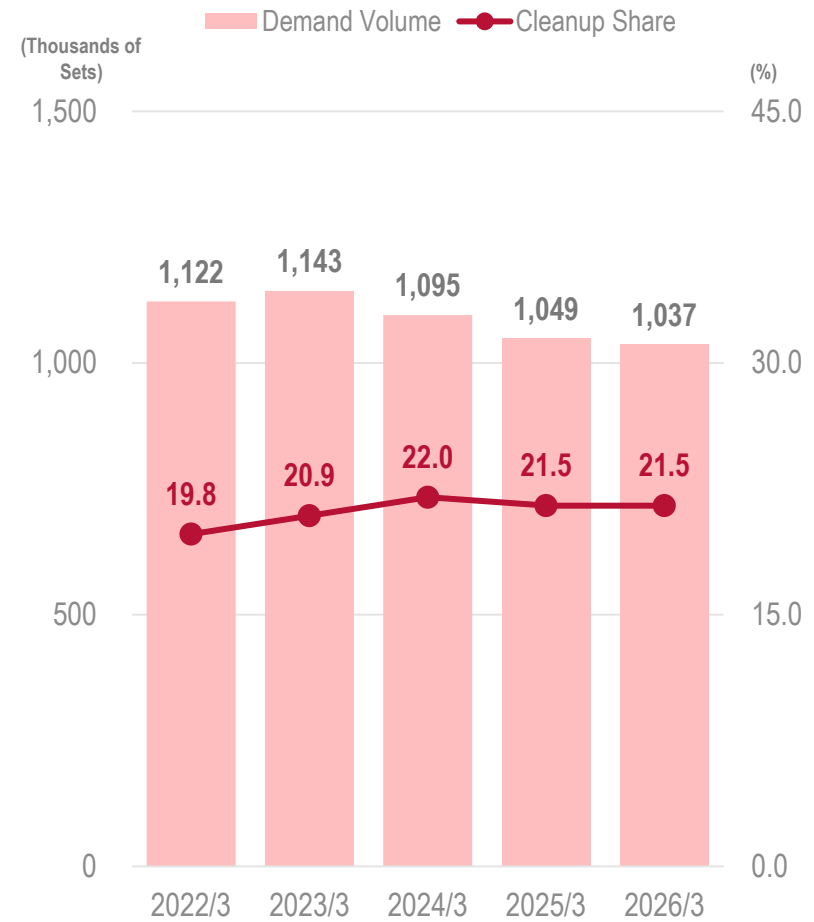


7. Sales Results For Major Products and Cleanup Market Share – 1/3 Complete System Kitchen

Complete System Kitchen Sales Results

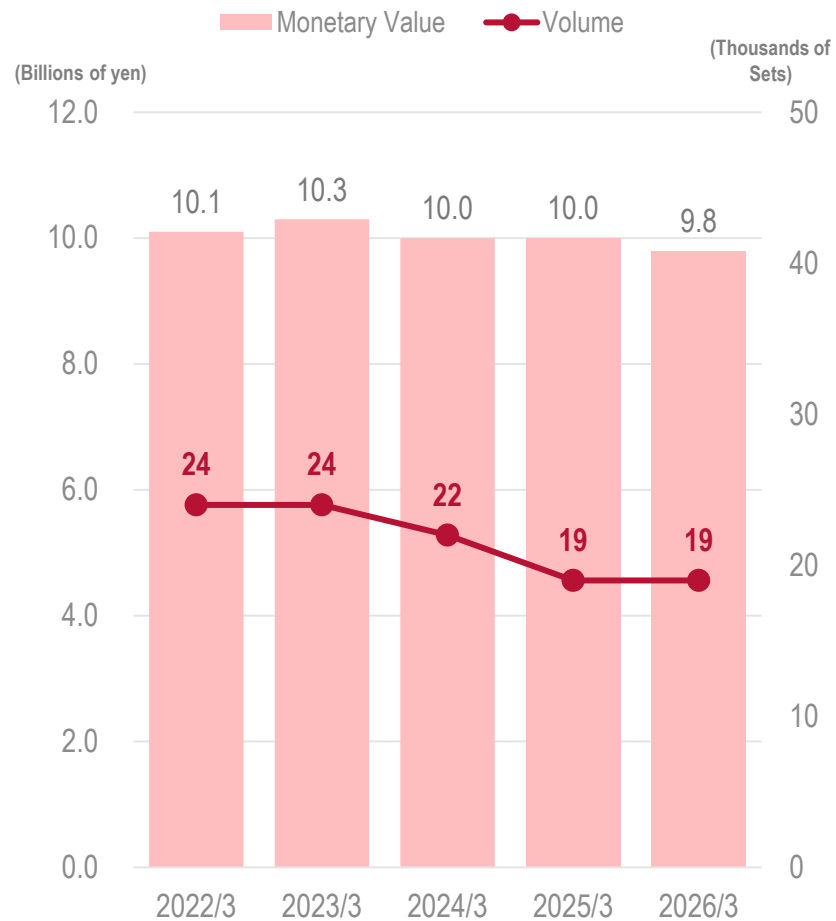


Demand Trends and Market Share

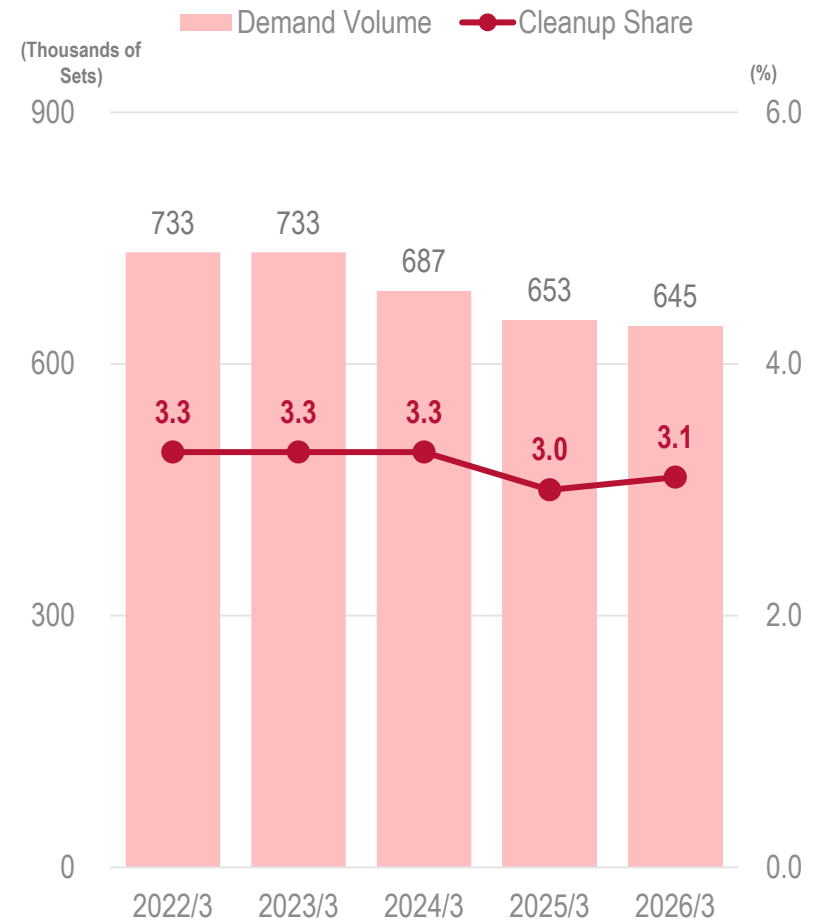


7. Sales Results For Major Products and Cleanup Market Share – 2/3 Modular System Bathroom

Modular System Bathroom Sales Results

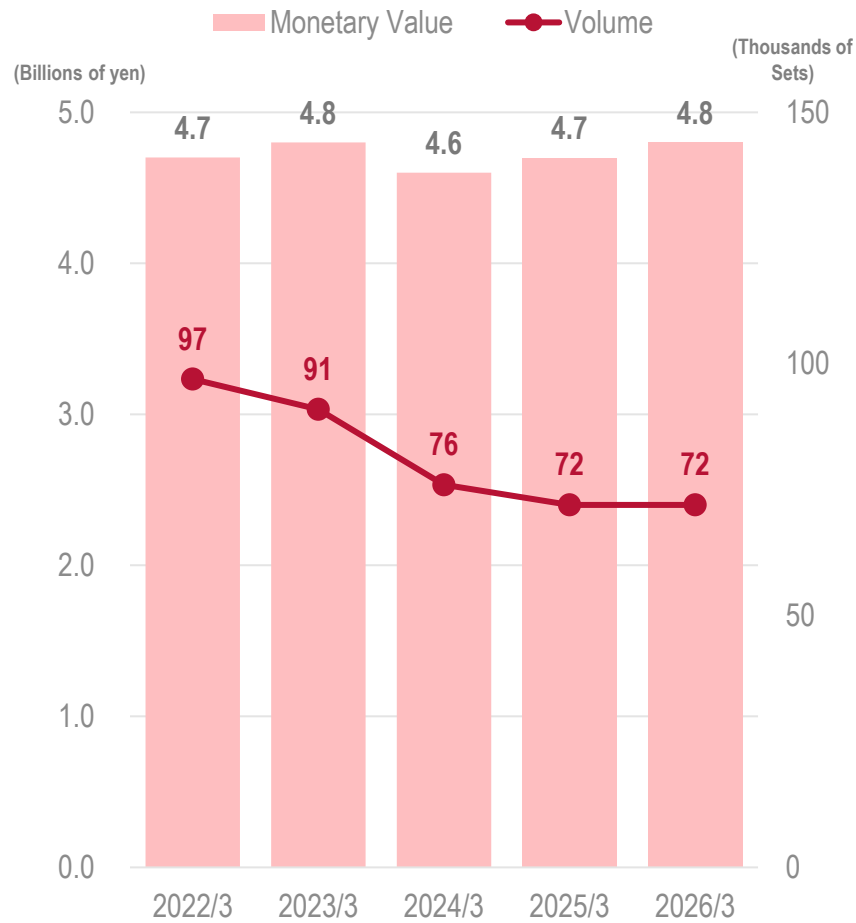


Demand Trends and Market Share

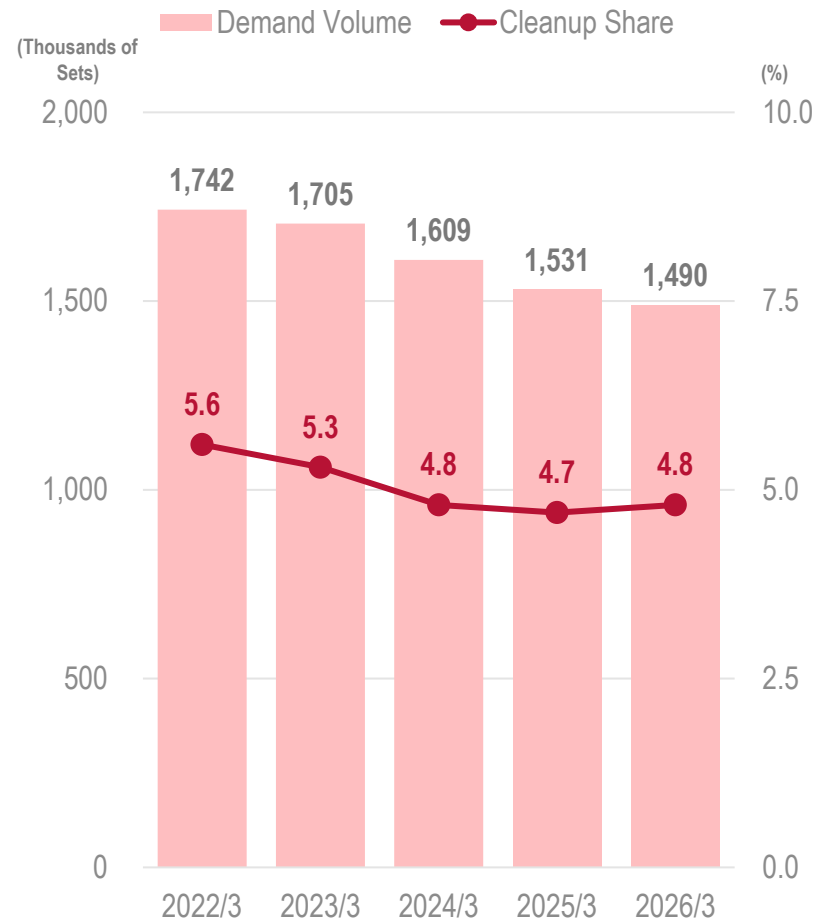


7. Sales Results For Major Products and Cleanup Market Share – 3/3 Washstands/Vanities

Washstands/Vanities Sales Results



Demand Trends and Market Share



8. Forecasted Consolidated Results for the Period Ending March 2027

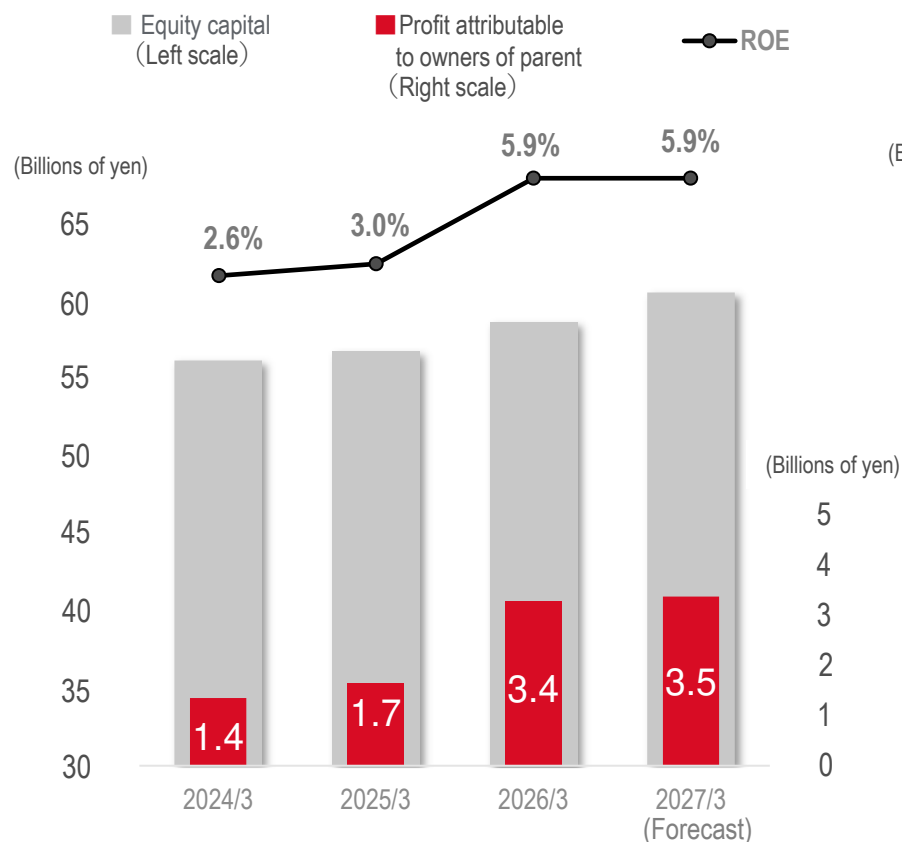
(Units: billions of yen)

	2026/3 (Actual Results)	2027/3 (Forecast)	Variation amount	Variation percentage
Net Sales	134.4	142.0	+7.5	+5.6%
Gross Profit	44.2	47.6	+3.3	+7.6%
Selling, General and Administrative Expenses	40.2	42.7	+2.4	+6.0%
Operating Income	3.9	4.9	+0.9	+24.1%
Ordinary Income	4.4	5.3	+0.8	+20.1%
Profit Attributable to Owners of Parent	3.4	3.5	+0	+2.1%

(Note) The forecast for FY 2026 does not incorporate the potential impact of factors such as increases in raw material prices and procurement risks on our business performance resulting from heightened geopolitical risks in the Middle East, as these cannot be reasonably estimated at this time.

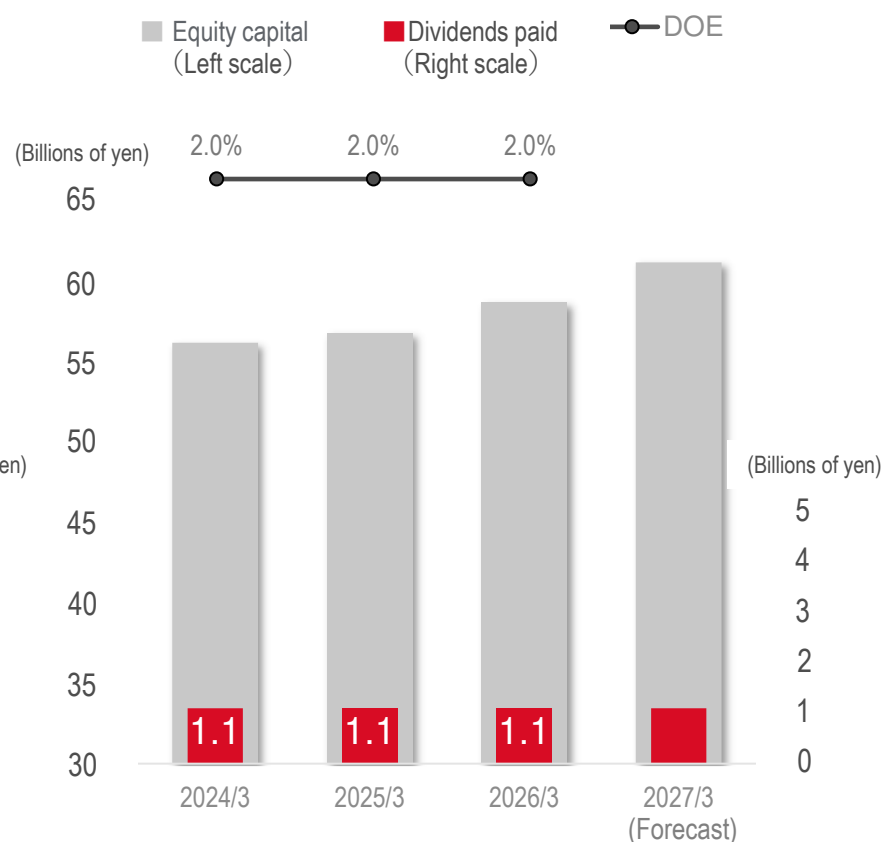
9. Profit Return Status and Plan

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.

Shareholder return policy



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

II. Topics

Product Related

Full model renewal of flagship complete system kitchen STEDIA

Enhanced design and functionality; order acceptance began on September 1, 2025

STEDIA

ステディア

Key Points

Enhanced value provision
centering on
comfort and cleanliness



Comfort

Natural Wood Countertop
co-developed with Asahi Woodtec

A newly developed coating is applied to sawn veneers to bring out the texture of natural wood, thus delivering the Natural Wood Countertop that offers better scratch resistance and water resistance for cooking and other kitchen tasks.



Home Equipment Kitchen Category Recommended
by Professionals

1st Place for 4 Consecutive Years!

Cleanliness

Newly-developed Clean Trap

A new feature designed to reduce the effort required for drain cleaning. The water in the trap attached to the sink is periodically replaced through water flow, thus reducing the buildup of slime within the trap.



Building materials and equipment selected by renovation
sales reps and planners **Renovation Award 2025**

Source: The Japan Journal of Remodeling; survey period: March 24 to April 25, 2025

Sales Promotion Related

Integrated advertising and sales promotion campaign under the keyword "Bikkuri Cleanup!"

WEB-CM

CM videos released on the company website



Four videos added showcasing newly updated STEDIA's featured items, Natural Wood Countertop, Clean Trap, as well as popular Sliding Laundry Hanger and Dehumidifying Fan for modular system bathrooms.



Clean Trap video



Natural Wood Countertop video

Transit Advertising

Digital signage deployed on trains and in station premises



TOQ signage pillar, Toyoko Line, Shibuya Station, in front of Hikarie ticket gate (February 9 - 15, 2026)

In-Store Fair

Bikkuri Cleanup Fair held at showrooms and special venues nationwide



Showroom Related

promotion related

Ongoing showroom renovations as key customer touchpoints

Kashiwa Showroom renovated in March 2026

**Showrooms
Concept**

**"Discover Your Ideal Kitchen and Sanitary Space"
- Bringing Customers Closer to Their Ideal Space Through Immersive
Displays Throughout Showrooms -**

- (1) Lifestyle concept corner for living space ideas
- (2) Sophisticated displays for luxury-oriented customers
- (3) Displays tailored to condominium renovation
- (4) Sanitary display enhancement



Renovation Network Related

promotion related

The 17th Start Dash Contest (2025) held

Conducted with the approximately 4,000 member companies of Cleanup's own "Mizumawari Kobo" renovation network

This year marks the 17th time that this contest has been held. With the aim of recognizing the daily collaborative activities of regular members of Mizumawari Kobo, 25 leading stores nationwide were commended based on their sales and activity results for the April–September period. Going forward, we will continue to uncover renovation demand rooted in local communities through our Mizumawari Kobo network.



Sustainability Related (Future Kitchen Project (1))

promotion related

Conducted educational initiatives, including "Future Kitchen" workshops and illustration contests

**"Society 20 Years in the Future and the Ideal Future Kitchen"
as conceived by junior high school students**



Students from the Kyoto Municipal Saikyo High School Affiliated Junior High School held a workshop at Kitchen Town Tokyo, and proposed a concept called "Game Kitchen" designed to address family communication challenges. Together, we explored the ideal vision of a future society.



The Third Future Kitchen Illustration Contest



This contest encourages children to think about the future and SDGs through the kitchen, a familiar part of their daily lives. In the third contest, 3,122 entries were received from elementary school students across Japan.

Sustainability Related (Future Kitchen Project (2))

Rolled out a range of initiatives, including enhancements to the dedicated website and participation in Fuorisalone

New content added to the "Future Kitchen Project" website



New content titled "Future Kitchen Action" added to introduce activities conducted in collaboration with local communities, organizations, and companies. This communicates our connections with society and the expanding scope of our initiatives.

Concept models exhibited at Milan Design Week "Fuorisalone"



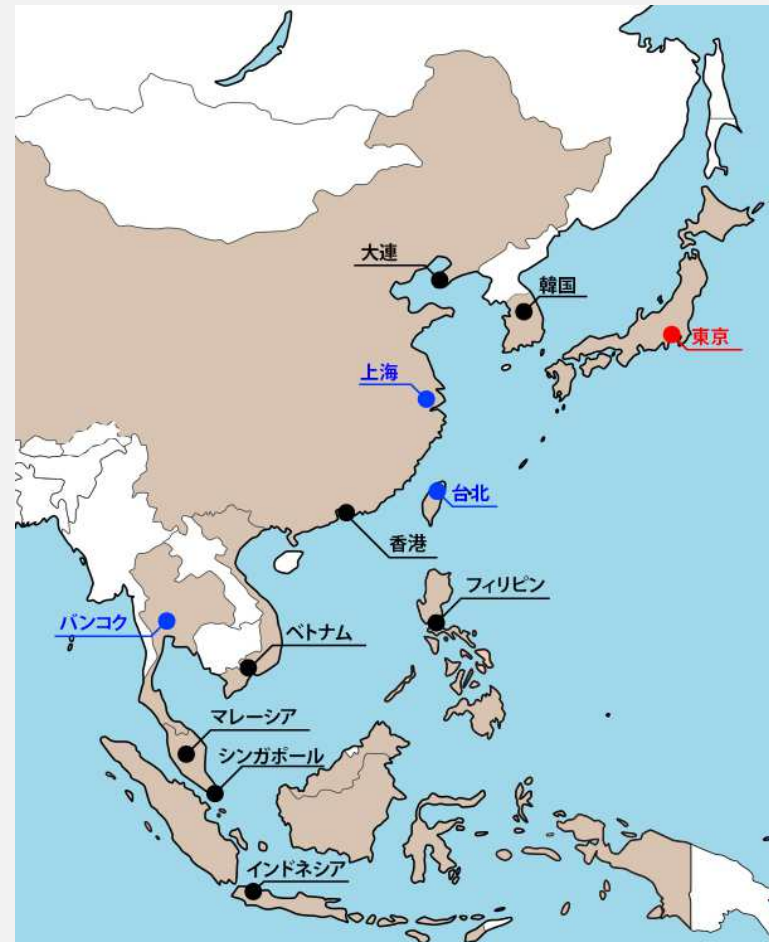
We exhibited the concept model "mobility Fixtures" at Design Week 2026 Fuorisalone, held concurrently with the Salone del Mobile Milano, one of the world's largest furniture trade fairs.

Overseas Business Related

Accelerated activities for creating new overseas markets, primarily in Asia

Prioritized activities for implementation of overseas business

- Exports and sales of kitchen products made with stainless steel primarily for Asia, as well as SBR/washstands
- Representative office established in Shanghai to strengthen support for local distributors
- Established new distributors in the Philippines and Indonesia, focusing on the sales of stainless steel kitchens
- Commenced delivery of locally produced "R&C Model" kitchens in Thailand



For any questions concerning investor relations, please contact:

**Cleanup Corporation
General Affairs Department, General Affairs / IR Section
Contact our IR Representatives**

**Phone +81-(0)3-3894-4771
URL <https://cleanup.jp/>**

Disclaimer

This material is intended to provide information regarding the FY2025 financial results (April 2025 – March 2026) and does not constitute a solicitation to invest in Cleanup Corporation-issued securities. Furthermore, this material was created based upon data current as of May 25, 2026. Opinions and forecasts contained within this material were the subjective judgments of Cleanup Corporation at the time of creation. No guarantee or promise is made as to the accuracy or completeness of this information. Additionally, this information is subject to change without prior notice.