

Major Financial Data (Consolidated)

Fiscal year: April 1 to March 31 next year

Please also refer to our Annual Securities Report.

 IR Information: Annual Securities Report, etc.
<https://www.cubesystem.co.jp/en/ir/library/yuho/>

(million yen)

	Japanese GAAP										
	1st Step V2020		2nd Step V2020		3rd Step V2020			1st Step V2026		2nd Step V2026	
	FY Mar. 2015	FY Mar. 2016	FY Mar. 2017	FY Mar. 2018	FY Mar. 2019	FY Mar. 2020	FY Mar. 2021	FY Mar. 2022	FY Mar. 2023	FY Mar. 2024	FY Mar. 2025
Consolidated Statements of Income											
Net sales	12,527	12,622	12,899	13,559	14,325	14,708	14,788	16,099	16,325	18,021	18,351
Gross profit	2,035	2,146	1,985	2,344	2,448	2,503	2,840	3,450	3,570	3,922	3,947
Total selling, general and administrative expenses	1,071	1,197	1,204	1,489	1,527	1,544	1,665	2,032	2,117	2,386	2,566
Operating profit	964	949	781	855	921	959	1,174	1,417	1,452	1,536	1,380
Ordinary profit	980	960	811	892	959	976	1,295	1,432	1,480	1,590	1,393
Profit attributable to owners of parent	594	628	551	567	596	525	844	944	989	1,067	1,261
Consolidated Balance Sheets											
Current assets	5,024	5,221	5,549	5,763	6,156	6,241	7,253	7,805	9,703	9,978	9,806
Non-current assets	1,873	2,103	1,853	1,771	1,989	1,805	2,190	2,259	2,844	3,509	4,560
Total assets	6,898	7,324	7,403	7,535	8,145	8,047	9,444	10,064	12,547	13,487	14,366
Current liabilities	1,942	1,790	1,713	1,860	2,249	1,874	2,357	2,199	2,188	2,459	2,387
Non-current liabilities	310	815	824	518	532	540	571	650	742	894	1,104
Total liabilities	2,253	2,606	2,538	2,379	2,782	2,414	2,928	2,850	2,930	3,353	3,491
Total net assets	4,645	4,718	4,865	5,156	5,363	5,632	6,515	7,214	9,616	10,133	10,874
Total liabilities and net assets	6,898	7,324	7,403	7,535	8,145	8,047	9,444	10,064	12,547	13,487	14,366
Consolidated Statements of Cash Flows											
Cash flows from operating activities	503	527	936	388	773	747	1,043	1,015	891	1,044	255
Cash flows from investing activities	(307)	33	94	28	46	25	58	(134)	(304)	(259)	(68)
Cash flows from financing activities	(439)	(241)	(610)	(392)	(531)	(339)	(215)	(324)	1,102	(672)	(780)
Effect of exchange rate change on cash and cash equivalents	3	(9)	(6)	(1)	(4)	(7)	4	10	(1)	(1)	(8)
Net increase (decrease) in cash and cash equivalents	(240)	309	414	23	284	426	890	568	1,687	111	(601)
Cash and cash equivalents at end of period	2,098	2,407	2,822	2,845	3,130	3,557	4,447	5,015	6,703	6,815	6,213
Per Share Information											
Net profit per share (yen)	39.75	43.22	39.15	40.59	43.25	38.69	62.11	69.82	70.35	70.39	83.81
Net assets per share (yen)	316.67	322.76	346.47	372.23	393.29	411.96	476.52	531.14	634.29	668.41	722.27
Dividends per share (yen)	14.00	14.00	14.00	16.00	16.00	18.00	20.00	23.00	50.00	35.00	40.00
Financial Ratios											
Equity ratio (%)	67.0	64.1	65.4	68.1	65.4	69.6	68.6	71.2	76.6	75.1	75.7
Return on equity (%)	13.2	13.5	11.6	11.4	11.4	9.6	14.0	13.8	11.8	10.8	12.0
Total asset turnover ratio (times)	1.8	1.7	1.7	1.8	1.8	1.8	1.6	1.6	1.3	1.3	1.3
Financial leverage (times)	1.5	1.6	1.5	1.5	1.5	1.4	1.5	1.4	1.3	1.3	1.4
Return on assets (%)	14.5	13.5	11.0	12.0	12.3	12.3	14.8	14.7	13.1	12.2	10.0
Ratio of operating profit on sales (%)	7.7	7.5	6.1	6.3	6.4	6.5	7.9	8.8	8.9	8.5	7.5
Ratio of earnings on sales (%)	4.7	5.0	4.3	4.2	4.2	3.6	5.7	5.9	6.1	5.9	5.8
Dividend payout ratio (%)	35.2	32.4	35.8	39.4	37.0	46.5	32.2	32.9	71.1	49.7	47.7

* With the application of the Accounting Standards on Business Combinations (ASBJ Statement No. 21, September 13, 2013), profit has been defined as "profit attributable to owners of parent," starting in the FY March 2016.

* Stock split at a ratio of 1:2 was implemented on October 1, 2014. However, this stock split is assumed to have been executed at the start of the FY March 2015. Hence, current profit per share and net assets per share for each fiscal term have been calculated accordingly.

* The impact of the 1:2 ratio stock split in October 1, 2014 has been applied retroactively to the annual dividend per share.

* Dividend per share and dividend payout ratio for the FY March 2023 include our 50th anniversary commemorative dividend.

ESG Data

Environment

CO₂ emissions

	FY2020	FY2021	FY2022	FY2023	FY2024
Total emissions (Scope 1) (t-CO ₂ e)	55	49	48	50	48
Total emissions (Scope 2) (t-CO ₂ e)	135	238	249	183	70
Scope 1 + 2 (t-CO ₂ e)	139	287	297	234	118
Total emissions (Scope 3) (t-CO ₂ e)	—	5,326	5,074	6,387	5,183

* Includes Osaki Wiz Tower (Tokyo Head Office) only before FY2020. For FY2021 and later, all group companies are covered.

* Emissions under Scope 1, Scope 2 and Scope 3 have been calculated using the following equations. (The emission factor is as set in the Act on the Promotion of Global Warming Countermeasures)

Scope 1 emissions: Consumption of each fuel type x Energy conversion factor x Emission factor
 Scope 2 emissions: Electricity usage at each site x emission factor of each power company
 Overseas emission factors are based on the IGES List of Grid Emission Factors.

Scope 3 emissions: Value of each category x Total of emission factors

* Calculation for Scope 3 started from FY2021.

* Overseas emission factors were changed from IEA Emission Factors to IGES List of Grid Emission Factors and Scope 2 emissions were revised from FY2021 onward.

Energy consumption

	FY2020	FY2021	FY2022	FY2023	FY2024
Energy consumption (Electricity kWh)	304,310	571,860	586,806	679,757	687,355

* Includes Osaki Wiz Tower (Tokyo Head Office) only before FY2020. For FY2021 and later, all group companies are covered. Consumption for FY2021 has been revised.

Society * Non-consolidated data

Proportion of employees

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees (persons)	Male	461	447	446	461	497
	Female	164	192	198	210	208
By region (persons)	Domestic	622	634	640	666	702
	Ho Chi Minh	2	2	2	3	2
	Shanghai	1	3	2	2	1
Gender ratio	Male	74%	70%	69%	69%	70%
	Female	26%	30%	31%	31%	30%
Number of managerial personnel (persons)	Male	106	104	99	105	103
	Female	5	7	7	12	11
Ratio of female unit managers		18%	18%	17%	19%	20%
Number of new graduate new hires (persons)	Male	39	33	37	47	45
	Female	24	24	25	18	25
Number of mid-career hires (persons)	Male	8	4	11	23	17
	Female	7	9	9	15	6
Number of retired employees (persons)		40	57	88	75	64
Average length of employment (years)		8.3	8.5	8.6	8.5	8.7
Average annual compensation (in thousand yen)		5,017	5,260	5,098	5,254	5,259
Job retention rate for new graduate hires after three years		65%	83%	83%	73%	71%

* The number of employees includes those on overseas assignments.

Employment of employees with disabilities

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees with disabilities (persons)	10	10	14	12	18
Rate of employees with disabilities	1.6%	1.6%	2.1%	2.0%	2.6%

FY2024 childcare leave-taking status

	Total	Male	Female
Number of employees qualified for childcare leave (persons)	16	10	6
Number of employees who took childcare leave (persons)	11	5	6
Number of employees who returned from childcare leave during the term of this report (persons)	12	10	2
Number of employees who are enrolled more than 12 months after returning from childcare leave (persons)	14	9	5
Job return rate after childcare leave	100%	100%	100%
Job retention rate after childcare leave	78%	80%	75%

Health and productivity management

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of workplace accidents (cases)	0	0	0	0	0
Workplace accident rate*	0%	0%	0%	0%	0%

* Figure represents the number of either fatal accidents or incidents necessitating four or more days' leave due to a casualty accident.

Annual training cost per employee

	FY2020	FY2021	FY2022	FY2023	FY2024
Training cost per employee (thousand yen)	60	99	105	152	173

Governance * Non-consolidated data

Proportion of directors

	FY2020	FY2021	FY2022	FY2023	FY2024
Total directors (persons)	7	7	7	6	6
Outside directors (persons)	3	3	3	3	3
Female directors (persons)	1	1	1	1	1

Board of Directors meetings

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of meetings (times)	15	17	19	17	16
Average attendance rate for all directors	100%	100%	100%	100%	97.9%
Average attendance rate for outside directors	100%	94%	96%	100%	100%
Average attendance rate for outside Audit & Supervisory Board members	100%	100%	100%	100%	100%

Audit & Supervisory Board meetings

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of meetings (times)	18	19	14	13	13
Average attendance rate for all Audit & Supervisory Board members	100%	100%	100%	100%	100%
Average attendance rate for outside Audit & Supervisory Board members	100%	100%	100%	100%	100%

Corporate Information

Corporate Information

Company name CUBE SYSTEM INC.

Head office Osaki Wiz Tower, 2-11-1 Osaki, Shinagawa-ku, Tokyo

Established

July 5, 1972

Share capital

1.4 billion yen

Total number of employees (consolidated)

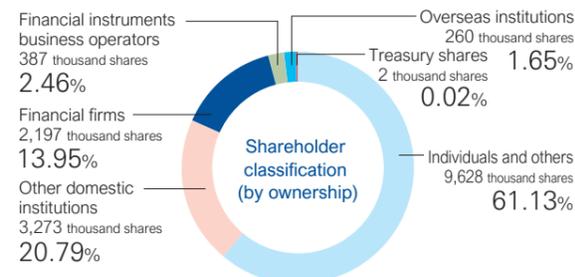
992 (as of April 1, 2025)

Stock Information (as of March 31, 2025)

Total number of issuable shares 22,364,000 shares

Total number of issued shares 15,750,000 shares

Number of shareholders 10,484



Business Bases

Domestic offices (in Japan)

1 Head Office

7F, Osaki Wiz Tower, 2-11-1 Osaki, Shinagawa-ku, Tokyo

2 West Japan Solution Division

6F, Ichigo Sakaisuji Honmachi Building, 1-6-16 Honmachi, Chuo-ku, Osaka

3 Nagoya Office

7F, Kumada Shirakawa Building, 2-11-19 Sakae, Naka-ku, Nagoya, Aichi

4 Fukuoka Office

4F, Hakata Ekimae Parkside Building, 4-11-19 Hakata Ekimae, Hakata-ku, Fukuoka, Fukuoka

Major shareholders (Top 10)

Name of shareholder	Number of shares held (shares)	Shareholding ratio (%)
Nomura Research Institute, Ltd.	3,178,600	20.18
CUBE SYSTEM Employee Stockholding Meeting (Trust Account)	1,462,902	9.28
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,202,700	7.63
Osamu Sakiyama	946,540	6.00
The Master Trust Bank of Japan, Ltd. (Executive Compensation BIP Trust Account 75824)	522,034	3.31
Akemi Onuki	401,400	2.54
Toshio Uchida	206,980	1.31
Toshikuni Sato	198,848	1.26
The Master Trust Bank of Japan, Ltd. (ESOP Trust Account for Stock Grants 80049)	168,700	1.07
Mika Sakiyama	151,420	0.96

Related companies

5 HOKKAIDO CUBE SYSTEM INC.

6F, Pacific Marks Sapporo Kita-Ichijo, 7-4-4 Kita-Ichijo Nishi, Chuo-ku, Sapporo, Hokkaido

6 CUBE SYSTEM SHANGHAI CO., LTD.

Room 605, No.2 Building, No.641 Tianshan Road Changning District, Shanghai City, China (Shanghai Hui Ning Zhi Gu Science Park)

7 CUBE SYSTEM VIETNAM CO., LTD.

4th Floor, ICT2(Tech Valley) Building, Lot 46, Quang Trung Software City, Trung My Tay Ward, Ho Chi Minh City, Vietnam

Editorial policy

CUBE SYSTEM believes in the importance of accurate, prompt and voluntary disclosure of information regarding its ESG-related initiatives in its business activities. Founded on this policy, our financial data and non-financial data have been organized and systematized into an integrated report since FY2021.

Organizations covered: CUBE SYSTEM INC., and its consolidated subsidiaries in Japan and overseas

Period covered: FY2024 (April 2024–March 2025)

* Some information not related to the fiscal term may be included in the report.

Date of publication: October 2025

Frequency of publication: Annual

Information disclosure policy: The Group will disclose information accurately, promptly and voluntarily to build long-term relationships of trust with our shareholders, investors, and other stakeholders.

Reference guidelines

- International Integrated Reporting Framework, International Financial Reporting Standards (IFRS)
- Guidance for Collaborative Value Creation, Ministry of Economy, Trade and Industry (METI)
- GRI Standards, Global Reporting Initiative (GRI)

Important notes regarding outlooks

Business plans, outlooks and strategies in this Integrated Report are founded on decision-making and assumptions made based on the data available at the date of publication. Please note that actual business performance may deviate significantly from outlooks as a result of changing circumstances.

Publication department: Business Planning Dept.

Inquiries: <https://www.cubesystem.co.jp/en/contact/>

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Information disclosure system

