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November 11, 2025

Consolidated Financial Results for the Fiscal Year Ended September 30, 2025 (Under Japanese GAAP)

Company name: CMC Corporation
Listing: Tokyo Stock Exchange, Nagoya Stock Exchange
Securities code: 2185
URL: https://www.cmc.co.jp/
Representative: Yukiyasu Sasa, President & CEO
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Scheduled date of annual general meeting of shareholders: December 19, 2025
Scheduled date to commence dividend payments: December 22, 2025
Scheduled date to file annual securities report: December 12, 2025
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended September 30, 2025 (from October 1, 2024 to September 30, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2025	18,256	(6.5)	2,694	(9.4)	3,205	0.7	2,149	3.4
September 30, 2024	19,523	5.8	2,975	13.7	3,182	10.7	2,078	18.0

Note: Comprehensive income For the fiscal year ended September 30, 2025: ¥2,418 million [9.2%]
For the fiscal year ended September 30, 2024: ¥2,213 million [14.4%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
September 30, 2025	164.12	–	10.2	12.0	14.8
September 30, 2024	156.72	–	10.5	12.4	15.2

Reference: Share of profit (loss) of entities accounted for using equity method
For the fiscal year ended September 30, 2025: ¥0 million
For the fiscal year ended September 30, 2024: ¥5 million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
September 30, 2025	27,137	21,919	79.5	1,667.76
September 30, 2024	26,408	20,928	78.1	1,554.78

Reference: Equity
As of September 30, 2025: ¥21,586 million
As of September 30, 2024: ¥20,629 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
September 30, 2025	2,309	367	(1,568)	13,062
September 30, 2024	2,099	(3,114)	(649)	11,830

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended September 30, 2024	—	0.00	—	44.00	44.00	583	28.1	2.9
Fiscal year ended September 30, 2025	—	24.00	—	28.00	52.00	675	31.7	3.2
Fiscal year ending September 30, 2026 (Forecast)	—	27.00	—	28.00	55.00		32.4	

3. Consolidated financial forecast for the fiscal year ending September 30, 2026 (from October 1, 2025 to September 30, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Profit per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending March 31, 2026	10,000	11.9	1,400	19.9	1,500	1.2	1,000	2.0	77.26
Fiscal year ending September 30, 2026	20,000	9.6	3,000	11.3	3,300	2.9	2,200	2.3	169.97

*** Notes**

(1) Significant changes in the scope of consolidation during the period: None

(2) Changes in accounting policies, changes in accounting estimates, and restatement
- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of September 30, 2025	14,364,000 shares
As of September 30, 2024	14,364,000 shares

(ii) Number of treasury shares at the end of the period

As of September 30, 2025	1,420,462 shares
As of September 30, 2024	1,095,533 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended September 30, 2025	13,097,989 shares
Fiscal year ended September 30, 2024	13,265,462 shares

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended September 30, 2025 (from October 1, 2024 to September 30, 2025)

(1) Non-consolidated operating results (Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2025	8,597	(19.1)	1,384	(24.3)	3,278	19.3	2,702	32.5
September 30, 2024	10,630	6.3	1,829	20.4	2,747	8.4	2,040	12.6

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
September 30, 2025	206.33	—
September 30, 2024	153.79	—

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
September 30, 2025	23,556	20,511	87.1	1,584.69
September 30, 2024	22,274	19,194	86.2	1,446.60

Reference: Equity
As of September 30, 2025: ¥20,511 million
As of September 30, 2024: ¥19,194 million

2. Non-consolidated financial forecast for the fiscal year ending September 30, 2026 (from October 1, 2025 to September 30, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Ordinary profit		Profit		Profit per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending March 31, 2026	5,000	37.1	1,400	(30.7)	1,100	(38.0)	84.98
Fiscal year ending September 30, 2026	10,000	16.3	2,400	(26.8)	1,900	(29.7)	146.79

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

The forward-looking statements presented in this document are based on information currently available to the Company and on certain assumptions deemed to be reasonable. The statements herein do not constitute assurances regarding the Company’s actual financial results. Actual financial results may differ materially from the forecasts due to various factors.

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1. Overview of operating results

(1) Overview of operating results for the fiscal year

In order to provide inspirational value to all of our stakeholders by ensuring "the right people have the right information, at the right time, in the right way," the CMC Group works alongside our clients and gains a thorough understanding of their products and operations. Our point of difference lies in our ability to organize the flow of our clients' information based on the needs of users to realize a cycle that enhances the value of information for society as a whole.

1) General overview

Our client companies, in the midst of the rapid spread of generative AI and other digital technologies, are accelerating their digital transformation (DX) efforts.

In the fiscal year ended September 30, 2025, net sales in the Knowledge category grew 7.1% year on year thanks to expansion of our initiatives in supporting clients in leveraging their product and operations information and other data. Meanwhile, the lull in our clients' product lifecycles combined with the impact of changes to model launch plans meant the Manuals category saw a 22.9% year-on-year decline in net sales, the result of which is a decrease in net sales and operating profit compared to the previous fiscal year

Ordinary profit and profit attributable to owners of parent increased slightly compared with the previous fiscal year due to one-off expenses recorded in the previous fiscal year, as well as exchange gains, plus gains on sale of investment securities resulting from a review of capital and business alliances.

a. Results by business category

Item	Fiscal year ended September 30, 2024		Fiscal year ended September 30, 2025		YoY	
	Amount (million yen)	Net sales contribution (or profit margin)	Amount (million yen)	Net sales contribution (or profit margin)	Amount (million yen)	Change
Net sales	19,523	100.0%	18,256	100.0%	(1,267)	(6.5%)
Manuals	8,438	43.2%	6,505	35.6%	(1,933)	(22.9%)
Knowledge	10,257	52.5%	10,987	60.2%	+730	7.1%
Other	827	4.2%	763	4.2%	(64)	(7.8%)
Reference						
For the Japanese market	9,173	47.0%	10,520	57.6%	+1,347	14.7%
For overseas markets	10,350	53.0%	7,735	42.4%	(2,614)	(25.3%)
Operating profit	2,975	15.2%	2,694	14.8%	(280)	(9.4%)
Ordinary profit	3,182	16.3%	3,205	17.6%	+23	0.7%
Profit attributable to owners of parent	2,078	10.7%	2,149	11.8%	+70	3.4%

Notes:

1. Fuchucar Co., Ltd. (consolidated subsidiary) is included in the consolidated financial results for the full year from the current fiscal year.

2. Effective from the current fiscal year, we revised the business categories (Manuals, Knowledge, Other) in order to more appropriately evaluate and manage performance by business category in terms of net sales. As a result of these changes, net sales for the previous fiscal year were down by 667 million yen for the Manuals category, and up by 308 million yen and 359 million yen for the Knowledge and Other categories, respectively, compared with the previous classification categories. Figures for the previous fiscal period have been restated based on the revised classification categories.

b. Performance versus guidance

Performance for the fiscal year ended September 30, 2025 versus the consolidated earnings guidance issued in May 2025 is as follows:

Item	Amount	Versus forecast	
Net sales	18,256 million yen	+256 million yen	+1.4%
Operating profit	2,694 million yen	+294 million yen	+12.3%

The CMC Group’s business operations are classified into the following three categories:

Category	Business activities
Manuals	Provision of services to systematically organize the flow of information in accordance with how it is used (e.g., by converting “real” content to digital formats) based on our deep understanding of our clients’ products, markets, and operations.
Knowledge	Provision of services that harness the power of best-fit, cutting-edge technology to maximize the user experience for those who need information.
Other	Sales of software licenses, etc., that serve as the foundation for unleashing the power of information (utilizing information).
Reference	
For the Japanese market	Products and services aimed at the domestic (Japan) market.
For overseas markets	Products and services aimed at overseas markets.

2) Growth strategy progress

Looking ahead towards 2030, we anticipate significant changes in our operating environment, including a declining working-age population, the rapid advancement and widespread adoption of digital technologies such as generative AI, and increasing global social challenges. To meet the challenges of the shifting business landscape, we continue to execute the Mid-Range Business Plan we developed in line with our fundamental strategic direction of “Unleashing the potential of people. Harnessing the power of data. Ready for what comes next.”

In terms of our product strategy, we have built a foundation for utilizing our client companies' “product and operations information.” As a next step forward, we are working to enhance the value of the user experience by utilizing generative AI. Combined with our continued effort to work closely with client companies through our initiatives, such as on-site inspections at the Group's automobile maintenance subsidiary, we will accelerate our product and business development in a way that anticipates the changing times.

With regard to our market strategy, we have reorganized operations in Asia and Europe, aiming to create a global system that will enable us to "expand the foundation for unleashing the power of information". We will continue to support our clients with their new business development and accelerate expansion into growth markets with a view toward 2030.

(2) Overview of financial position for the fiscal year

Assets

Total assets at the end of the fiscal year ended September 30, 2025 increased by 729 million yen from the end of the previous fiscal year to 27,137 million yen (up 2.8% year on year). This was mainly due to an 802 million yen increase in cash and deposits and a 740 million yen increase in buildings and structures, offsetting a 432 million yen decrease in notes and accounts receivable, a 172 million yen decrease in other current assets, and a 240 million yen decrease in constructions in progress.

Liabilities

Total liabilities at the end of the fiscal year ended September 30, 2025 decreased by 261 million yen from the end of the previous fiscal year to 5,218 million yen (down 4.8% year on year). This was mainly due to a 207 million yen decrease in notes and accounts payable and an 85 million yen decrease in income taxes payable.

Net assets

Total net assets at the end of the fiscal year ended September 30, 2025 increased by 991 million yen from the end of the previous fiscal year to 21,919 million yen (up 4.7% year on year). This was mainly due to a 1,252 million yen increase in retained earnings and a 198 million yen increase in valuation difference on available-for-sale securities, offsetting an increase in acquiring treasury shares of 520 million yen (a decrease in net assets).

(3) Overview of cash flows for the fiscal year

Cash and cash equivalents at the end of the fiscal year ended September 30, 2025 increased by 1,231 million yen from the end of the previous fiscal year to 13,062 million yen.

Cash flows from operating activities

Cash flows from operating activities were an income of 2,309 million yen (versus a 2,099 million yen of income in the previous fiscal year). This was mainly due to profit before income taxes of 3,211 million yen, offsetting income taxes paid of 1,074 million yen.

Cash flows from investing activities

Cash flows from investing activities were an income of 367 million yen (versus an expenditure of 3,114 million yen in the previous fiscal year). This was mainly due to proceeds from withdrawal of time deposits of 1,213 million yen and proceeds from sale of investment securities of 446 million yen, offsetting purchase of property, plant and equipment of 528 million yen and payments into time deposits of 781 million yen.

Cash flows from financing activities

Cash flows from financing activities were an expenditure of 1,568 million yen (versus an expenditure of 649 million yen in the previous fiscal year). This was mainly due to purchase of treasury shares of 538 million yen and dividends paid of 897 million yen.

(4) Future outlook

At present, we expect the following results for the fiscal year ending September 30, 2026.

Item	FY2025 (actual)	FY2026 (forecast)	Versus FY2025	
Net sales	18,256 million yen	20,000 million yen	+1,743 million yen	+9.6%
Operating profit	2,694 million yen	3,000 million yen	+305 million yen	+11.3%
Ordinary profit	3,205 million yen	3,300 million yen	+94 million yen	+2.9%
Profit attributable to owners of parent	2,149 million yen	2,200 million yen	+ 50 million yen	+ 2.3%

2. Fundamental approach to selection of accounting standards

To facilitate comparison with similar companies in Japan, the CMC Group uses standard accounting practices applicable in Japan.

3. Consolidated financial statements and notes

(1) Consolidated balance sheet

(Thousands of yen)

	As of September 30, 2024	As of September 30, 2025
Assets		
Current assets		
Cash and deposits	12,320,594	13,123,533
Notes and accounts receivable - trade	3,585,339	3,152,376
Electronically recorded monetary claims - operating	178,864	118,327
Inventories	862,452	1,067,066
Other	663,181	490,643
Allowance for doubtful accounts	(221)	(282)
Total current assets	17,610,210	17,951,665
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	1,806,017	2,546,898
Machinery, equipment and vehicles, net	86,207	95,706
Tools, furniture and fixtures, net	90,301	187,654
Land	3,251,178	3,251,026
Construction in progress	249,000	8,690
Other, net	19,739	25,036
Total property, plant and equipment	5,502,444	6,115,011
Intangible assets		
Goodwill	86,462	48,034
Software	350,305	341,905
Other	85,967	67,855
Total intangible assets	522,735	457,796
Investments and other assets		
Investment securities	1,366,951	1,277,461
Insurance funds	529,493	519,397
Deferred tax assets	649,172	600,273
Other	227,587	216,375
Total investments and other assets	2,773,204	2,613,507
Total non-current assets	8,798,384	9,186,315
Total assets	26,408,594	27,137,981

(Thousands of yen)

	As of September 30, 2024	As of September 30, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	1,035,501	828,491
Short-term borrowings	34,620	15,000
Accounts payable - other	199,372	199,516
Accrued expenses	261,374	250,428
Income taxes payable	584,640	499,333
Contract liabilities	121,284	132,538
Provision for bonuses	579,961	499,792
Provision for bonuses for directors (and other officers)	86,220	76,000
Other	649,386	829,126
Total current liabilities	3,552,361	3,330,226
Non-current liabilities		
Long-term borrowings	263,731	205,795
Provision for retirement benefits for directors (and other officers)	17,410	22,055
Retirement benefit liability	1,318,157	1,257,336
Other	328,532	403,089
Total non-current liabilities	1,927,830	1,888,276
Total liabilities	5,480,192	5,218,502
Net assets		
Shareholders' equity		
Share capital	657,610	657,610
Capital surplus	674,101	679,306
Retained earnings	19,923,149	21,175,489
Treasury shares	(1,259,085)	(1,779,637)
Total shareholders' equity	19,995,775	20,732,768
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	335,640	533,909
Foreign currency translation adjustment	348,984	307,573
Remeasurements of defined benefit plans	(50,892)	12,527
Total accumulated other comprehensive income	633,732	854,010
Non-controlling interests	298,894	332,699
Total net assets	20,928,402	21,919,478
Total liabilities and net assets	26,408,594	27,137,981

(2) Consolidated statements of income and comprehensive income

Consolidated state of income

(Thousands of yen)

	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025
Net sales	19,523,921	18,256,391
Cost of sales	12,248,651	11,351,713
Gross profit	7,275,270	6,904,678
Selling, general and administrative expenses	4,299,820	4,209,809
Operating profit	2,975,450	2,694,869
Non-operating income		
Interest income	46,374	99,204
Dividend income	138,218	72,266
Gain on sale of scraps	11,216	10,451
Foreign exchange gains	—	113,499
Surrender value of insurance policies	222,794	51,034
Gain on sale of investment securities	—	144,840
Other	60,048	38,768
Total non-operating income	478,651	530,064
Non-operating expenses		
Interest expenses	2,780	2,852
Loss on retirement of non-current assets	8,638	10,506
Loss on sale of non-current assets	—	187
Compensation expenses	140,512	—
Foreign exchange losses	101,936	—
Commission for purchase of treasury shares	—	3,638
Other	17,691	2,168
Total non-operating expenses	271,559	19,353
Ordinary profit	3,182,542	3,205,580
Extraordinary income		
Gain on sale of non-current assets	3,082	5,547
Other	71	—
Total extraordinary income	3,153	5,547
Extraordinary losses		
Loss on retirement of non-current assets	82,694	—
Loss on valuation of investment securities	14,644	—
Other	2,660	—
Total extraordinary losses	99,998	—
Profit before income taxes	3,085,696	3,211,128
Income taxes - current	978,182	1,010,732
Income taxes - deferred	4,320	2,212
Total income taxes	982,502	1,012,945
Profit	2,103,193	2,198,183
Profit attributable to non-controlling interests	24,238	48,508
Profit attributable to owners of parent	2,078,955	2,149,675

Consolidated statement of comprehensive income

(Thousands of yen)

	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025
Profit	2,103,193	2,198,183
Other comprehensive income		
Valuation difference on available-for-sale securities	(6,715)	198,999
Foreign currency translation adjustment	95,021	(42,209)
Remeasurements of defined benefit plans, net of tax	22,436	63,419
Total other comprehensive income	110,741	220,210
Comprehensive income	2,213,935	2,418,393
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	2,179,405	2,369,952
Comprehensive income attributable to non-controlling interests	34,529	48,440

(3) Consolidated statements of changes in equity

Fiscal year ended September 30, 2024 (from October 1, 2023 to September 30, 2024)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	657,610	673,591	18,348,015	(1,270,575)	18,408,641
Changes during period					
Dividends of surplus			(503,821)		(503,821)
Profit attributable to owners of parent			2,078,955		2,078,955
Disposal of treasury shares		510		11,490	12,000
Net changes in items other than shareholders' equity					
Total changes during period	－	510	1,575,133	11,490	1,587,133
Balance at end of period	657,610	674,101	19,923,149	(1,259,085)	19,995,775

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	343,138	263,472	(73,328)	533,282	280,593	19,222,517
Changes during period						
Dividends of surplus						(503,821)
Profit attributable to owners of parent						2,078,955
Disposal of treasury shares						12,000
Net changes in items other than shareholders' equity	(7,498)	85,512	22,436	100,450	18,300	118,751
Total changes during period	(7,498)	85,512	22,436	100,450	18,300	1,705,885
Balance at end of period	335,640	348,984	(50,892)	633,732	298,894	20,928,402

Fiscal year ended September 30, 2025 (from October 1, 2024 to September 30, 2025)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	657,610	674,101	19,923,149	(1,259,085)	19,995,775
Changes during period					
Dividends of surplus			(897,335)		(897,335)
Profit attributable to owners of parent			2,149,675		2,149,675
Purchase of treasury shares				(538,057)	(538,057)
Disposal of treasury shares		5,205		17,505	22,710
Net changes in items other than shareholders' equity					
Total changes during period	—	5,205	1,252,339	(520,552)	736,992
Balance at end of period	657,610	679,306	21,175,489	(1,779,637)	20,732,768

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	335,640	348,984	(50,892)	633,732	298,894	20,928,402
Changes during period						
Dividends of surplus						(897,335)
Profit attributable to owners of parent						2,149,675
Purchase of treasury shares						(538,057)
Disposal of treasury shares						22,710
Net changes in items other than shareholders' equity	198,269	(41,411)	63,419	220,277	33,805	254,083
Total changes during period	198,269	(41,411)	63,419	220,277	33,805	991,075
Balance at end of period	533,909	307,573	12,527	854,010	332,699	21,919,478

(4) Consolidated statement of cash flows

(Thousands of yen)

	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025
Cash flows from operating activities		
Profit before income taxes	3,085,696	3,211,128
Depreciation	302,789	338,522
Amortization of goodwill	28,820	38,427
Increase (decrease) in provision for bonuses	28,127	(80,119)
Increase (decrease) in retirement benefit liability	(17,990)	2,599
Increase (decrease) in provision for bonuses for directors (and other officers)	17,655	(10,220)
Increase (decrease) in provision for retirement benefits for directors (and other officers)	3,235	4,645
Interest and dividend income	(184,592)	(171,471)
Interest expenses	2,830	2,852
Foreign exchange losses (gains)	67,261	(193,479)
Loss on retirement of non-current assets	11,738	10,506
Loss (gain) on sale of investment securities	—	(144,840)
Loss (gain) on sale of non-current assets	(3,082)	(5,359)
Loss (gain) on valuation of investment securities	14,644	—
Decrease (increase) in trade receivables	(543,856)	480,793
Decrease (increase) in accounts receivable - other	(145,130)	167,358
Decrease (increase) in inventories	245,660	(221,656)
Increase (decrease) in trade payables	(102,623)	(196,158)
Increase (decrease) in contract liabilities	(172,892)	18,448
Other, net	152,681	(151,378)
Subtotal	2,790,975	3,100,598
Interest and dividends received	67,669	286,350
Interest paid	(2,913)	(2,857)
Income taxes paid	(756,459)	(1,074,686)
Net cash provided by (used in) operating activities	2,099,272	2,309,404
Cash flows from investing activities		
Payments into time deposits	(428,191)	(781,614)
Proceeds from withdrawal of time deposits	—	1,213,960
Purchase of securities	(1,181,580)	—
Proceeds from redemption of securities	—	142,730
Proceeds from sale of securities	1,060,285	—
Purchase of property, plant and equipment	(2,073,528)	(528,917)
Proceeds from sale of property, plant and equipment	4,099	8,557
Purchase of intangible assets	(234,901)	(83,424)
Purchase of investment securities	(176,056)	(53,093)
Proceeds from sale of investment securities	—	446,040
Other, net	(85,077)	2,891
Net cash provided by (used in) investing activities	(3,114,949)	367,128
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(48,185)	(19,890)
Repayments of long-term borrowings	(55,898)	(67,092)
Dividends paid	(497,351)	(897,283)
Purchase of treasury shares	—	(538,057)
Other, net	(47,864)	(46,159)
Net cash provided by (used in) financing activities	(649,299)	(1,568,481)
Effect of exchange rate change on cash and cash equivalents	19,131	123,064
Net increase (decrease) in cash and cash equivalents	(1,645,845)	1,231,115
Cash and cash equivalents at beginning of period	13,476,771	11,830,926
Cash and cash equivalents at end of period	11,830,926	13,062,042

(5) Notes on consolidated financial statements

Notes on going-concern assumption

None

Changes in accounting policies

Application of Japan's Accounting Standard for Current Income Taxes

Starting from the beginning of the current fiscal year, we apply the Accounting Standard No. 27, "Accounting Standard for Corporate Tax, Inhabitant Tax, and Enterprise Tax, etc.", of October 28, 2022 (hereafter referred to as "2022 revised accounting standards").

With regard to the amendments to the classification of income taxes (taxation of other comprehensive income), we apply transitionally as stipulated in the 2022 revised accounting standard item No. 20-3, as well as in item No. 65-2 (2) of the Implementation Guidance No. 28, "Guidance on tax rates used in applying Tax Effect Accounting", of October 28, 2022 (hereafter referred to as "2022 revised application guidance"). The changes in the accounting policies do not have any effect on the consolidated financial statements.

With regard to the amendments to the handling of the profit/loss of the sale of subsidiary shares, etc. in terms of deferred tax of the consolidated financial statements, we apply the 2022 revised application guidance from the beginning of the current fiscal year. The changes in accounting policies have been applied retroactively in the consolidated financial statements. The changes in the accounting policies do not have any effect on the consolidated financial statements of the fiscal year ended September 30, 2024.

Segment information

Segment information

As CMC Group's business consists of a single segment, the Manuals & Knowledge business, segment information is omitted.

Per share information

	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025
Net assets per share	1,554.78 yen	1,667.76 yen
Profit per share	156.72 yen	164.12 yen

Notes:

1. As there are no diluted shares, diluted profit per share is not stated.
2. The basis for calculating profit per share is as follows:

Item	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025
Profit attributable to owners of parent (thousand yen)	2,078,955	2,149,675
Amount not attributable to common shareholders (thousand yen)	—	—
Profit attributable to owners of common stock (thousand yen)	2,078,955	2,149,675
Average number of shares of common stock	13,265,462	13,097,989

Significant subsequent matters

Purchase of treasury shares

At the Board of Directors meeting held on November 11, 2025, the Company resolved to acquire treasury shares pursuant to Article 156 of the Japan's Companies Act, as applied pursuant to Article 165, Paragraph 3, of the same Act, as follows:

1. Purpose of the share buyback

This is to enhance shareholder returns and capital efficiency, as well as to implement a flexible capital policy in response to changes in the business environment.

2. Details of the share buyback

(1) Type of shares to be acquired

Common shares of the Company

(2) Number of shares that can be acquired

300,000 shares (maximum)

(2.32% of the total number of issued shares, excluding treasury shares)

(3) Acquisition cost of the shares

600,000,000 yen (maximum)

(4) Acquisition period

November 12, 2025 to September 30, 2026