TOMOKU Co., Ltd.

Financial Results Briefing Materials for the Fiscal Year Ended March 31, 2025

May 29, 2025





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(Reference) Company Overview, Etc.



Financial Results for the Fiscal Year Ended March 31, 2025



FY3/2025 Financial Highlights: Higher Sales and Profit as Profits Hit Record High



Net sales 219,600 million yen (+3.8% YoY); operating profit: 9,360 million yen (+16.2% YoY); ordinary profit 9,400 million yen (+9.1% YoY)

Secured revenue growth across all segments. Operating income increased by double digits, driven by the Corrugated Container and Display Carton segment and a recovery in Housing.

Corrugated Container and Display Carton	Net sales 119,600 million yen (+1,700 million yen YoY); segment profit 8,590 million yen (+940 million yen YoY)Japan:Mainstay products for the processed foods sector contributed to sales volume. Effect of product price increases progressed in the second half of the year.Overseas:Sales volume in the U.S. and Vietnam were higher year on year due to local demand.
Housing	Net sales 57,800 million yen (+3,700 million yen YoY); segment profit 910 million yen (+650 million yen YoY) Net sales and operating profit increased year on year as a result of efforts to sell homes matching the diverse needs of customers and price optimization.
Transportation and Logistics	Net sales 42,000 million yen (+2,500 million yen YoY); segment profit 940 million yen (-170 million yen YoY) Operations at storage distribution center for a major retailer center and negotiations to optimize distribution costs contributed to sales growth. Increased burden in personnel expenses, vehicle collection costs, and costs to prepare for new center operations.



Net sales and operating profit: Results fell short of initial plan due to lower demand and higher costs.

Operating profit margin: Profitability improved due to price optimization in each segment.

(Millions of yen)	FY3/2024	Composition Ratio (%)	FY3/2025	Composition Ratio (%)	YoY (%)	Initial Plan Announced 5/8/2024
Net sales	211,526	100.0	219,613	100.0	+3.8	226,000
Cost of sales	176,728	83.5	182,670	83.2	+3.4	-
Gross profit	34,797	16.5	36,942	16.8	+6.2	-
Selling, general and administrative expenses	26,740	12.6	27,582	12.6	+3.1	-
Operating profit	8,057	3.8	9,360	4.3	+16.2	10,300
Ordinary profit	8,614	4.1	9,400	4.3	+9.1	10,400
Profit attributable to owners of parent	5,308	2.5	6,508	3.0	+22.6	7,000



The Housing segment improved profitability significantly through efforts to optimize prices, raising overall earnings.

The Transportation and Logistics segment captured logistic needs, but profitability declined due to higher personnel and other expenses.

	(Millions of yen)	FY3/2024	FY3/2025	YoY	Major Factors
Corrugated Container and	Net Sales	117,965	119,676	+1.5%	Japan +1,300 million Overseas +400 million (exchange rate factor of -300 million)
Display Carton	Segment Profit (Profit Margin)	7,649 (6.5%)	8,592 (7.2%)	+12.3%	
	Net Sales	54,051	57,843	+7.0%	Sweden House G (+300 million) Tamazen (+3,500 million)
Housing	Segment Profit (Profit Margin)	259 (0.5%)	917 (1.6%)	+254.1%	
Transportation	Net Sales	39,509	42,093	+6.5%	Tohun (+1,000 million) Other (+1,600 million)
and Logistics	Segment Profit (Profit Margin)	1,117 (2.8%)	940 (2.2%)	-15.8%	
Total	Net Sales	211,526	219,613	+3.8%	



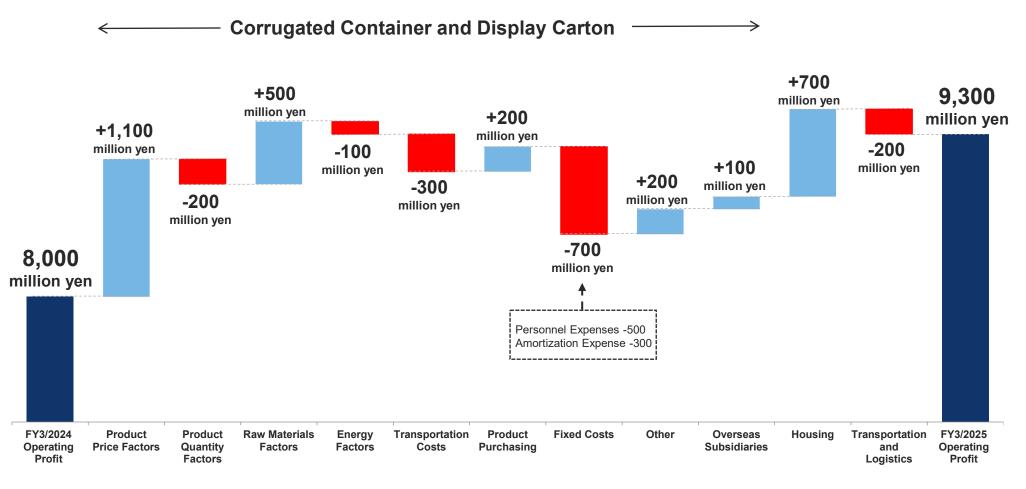
Segment profit for Corrugated Container and Display Carton and Housing increased by mover 25% year on year in the second half.

			FY3/2024 FY3/2025					
(Millions o	of yen)	First Half	Composition Ratio (%)	Second Half	Composition Ratio (%)	Second Half	Composition Ratio (%)	ΥοΥ
Corrugated	Net Sales	59,493	58.1	58,472	53.6	59,623	52.0	+2.0%
Container and Display Carton	Segment Profit (Profit Margin)	4,088 (6.9%)	-	3,561 (6.1%)	-	4,541 (7.6%)	-	+27.5%
	Net Sales	21,732	21.2	32,319	29.6	35,219	30.7	+9.0%
Housing	Segment Profit (Profit Margin)	-1,481 (-)	-	1,740 (5.4%)	-	2,183 (6.2%)	-	+25.5%
Transportation	Net Sales	21,141	20.7	18,368	16.8	19,710	17.2	+7.3%
and Logistics	Segment Profit (Profit Margin)	922 (4.4%)	-	195 (1.1%)	-	95 (0.5%)	-	-51.2%
Total	Net Sales	102,367	100.0	109,159	100.0	114,552	100.0	+4.9%



The effect of price increases in Corrugated Container and Display Carton and the earnings recovery in Housing contributed to profit.

On the other hand, personnel and other expenses increased, mainly in Transportation and Logistics.



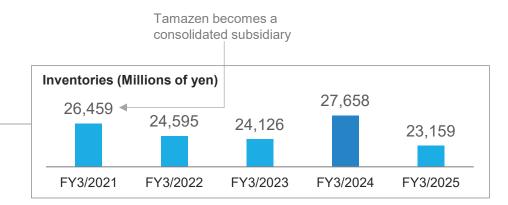


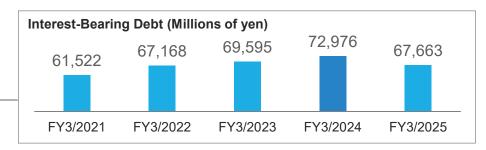
Housing inventories (real estate inventories for sale) declined significantly, resulting in a leaner balance sheet.

The D/E ratio also declined to 0.72.

(Millions of yen)							
Assets	FY3/2024	FY3/2025	Change				
Current assets	93,759	89,483	-4,276				
Cash and deposits	18,125	21,002	+2,877				
Accounts receivable-trade	39,842	38,470	-1,372				
Inventories	27,658	23,159	-4,499	-			
Non-current assets	119,606	117,341	-2,265				
Property, plant and equipment	96,350	95,405	-945				
Investments and other assets	22,204	21,217	-987				
Total assets	213,366	206,825	-6,541				

Liabilities and net assets	FY3/2024	FY3/2025	Change
Current liabilities	66,491	53,497	-12,994
Notes and accounts payable- trade	23,518	22,223	-1,295
Short-term borrowings	13,511	10,096	-3,415
Current portion of long-term borrowings	12,110	7,239	-4,871
Non-current liabilities	57,671	59,955	+2,284
Long-term borrowings	47,355	50,328	+2,973
Net assets	89,203	93,371	+4,168
(Treasury stock)	-4,185	-4,146	+39
Total liabilities and net assets	213,366	206,825	-6,541









Operating cash flow increased with decreases in accounts receivable-trade and inventories; free cash flow improved significantly

(Millions of yen)	FY3/2024	FY3/2025	Remarks
Cash and cash equivalents, end of period	14,882	17,992	
CF from operating activities	11,116	18,142	Decrease in inventories 4,373 (-3,398 in the year-ago period) Decrease in accounts receivable-trade 1,669 (-2,048 in the year-ago period)
CF from investing activities	-9,286	-8,262	Purchases of property, plant and equipment -10,338 (capital investment -7,328; decrease in accounts payable- facilities -3,010) Sale of property, plant and equipment 2,019
Free CF	1,830	9,880	
CF from investing activities	1,049	-7,054	
Cash and cash equivalents, end of period	17,992	20,869	



Earnings Forecast for the Fiscal Year Ending March 31, 2026



Current Business Environment, Future Outlook: Concerns About Sluggish Personal Consumption due to the Ongoing Weak Yen and High Prices



	FY3/2025 (Results)	FY3/2026 (Forecast)
Corrugated Container and Display Carton	 (Japan) • Increased product prices Enhanced facilities for single sided cardboard envelopes used in e-commerce (Overseas) • Increased sales volume by capturing local demand Costs (wages, etc.) increased 	 (Japan) Continue sales activities focused on profitability Improve productivity and working environment through operation of a new subsidiary plant (Overseas) Improve productivity and reduce costs by introducing printers Further capture demand for packaging
		materials in southern Vietnam (sales cooperation with other companies)
Housing	 (Sweden House) Ranked No.1 for a 11th-consecutive year in the Custom-Built Housemaker category of the Oricon Customer Satisfaction Survey Consolidated housing parts procurement operations, which had been dispersed within the Group, to reduce overhead costs (Tamazen) Ranked No.1 for a fifth-consecutive year in the Oricon Customer Satisfaction Survey Tokai Design Ready-Built House Builder category Expanded business to promising areas in the Nagoya suburbs 	 (Sweden House) Boost ability to attract demand by reducing costs and improving operational efficiency through the merger of renovation subsidiaries, and by establishing a one-stop service framework Expand product plans to meet diverse customer needs Differentiate from competitors through new product launches (Tamazen) Utilize digital tools to visualize the completed image Strengthen advertising through social media and other means Expand business areas further Strengthen custom-built housing
Transportation and Logistics	 Negotiated logistics cost optimization Merged Hoju Transport Co., Ltd. and Kansai Hoju Transport Co., Ltd. Operated a storage-type distribution center (DC) for a major retailer Implemented relay transportation to support long- distance shipping between the Kanto and Kansai regions 	 Continue to address the 2024 Problem in the logistics industry (Continue negotiations to optimize logistics costs) (Increase company vehicles) (Review warehouse locations) (Address crew shortages and overtime regulations) and more

FY3/2026 Results Forecast: Projecting Sustained Double-Digit Operating Profit Growth in the Current Fiscal Year



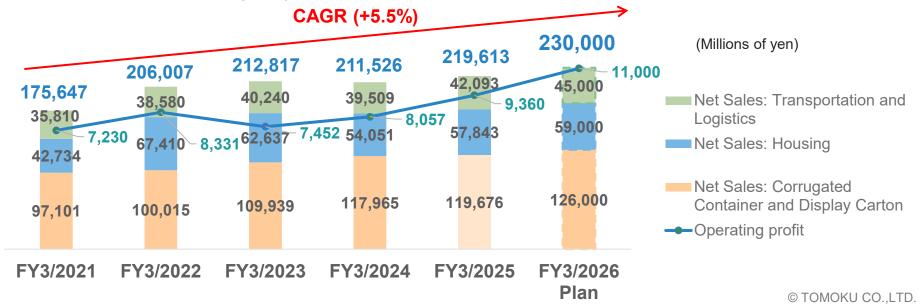
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Net sales 230,000 million yen (+4.7%); operating profit 11,000 million yen (+17.5%)

We expect to reach record-high profit through price revisions in Corrugated Container and Display Carton, a recovery in Transportation and Logistics, and improved profitability in Housing

(Millions of yen)	FY3/2025 (Results)	Composition Ratio (%)	FY3/2026 (Plan)	Composition Ratio (%)	YoY (%)
Net sales	219,613	100.0	230,000	100.0	+4.7
Operating profit	9,360	4.3	11,000	4.8	+17.5
Ordinary profit	9,400	4.3	10,800	4.7	+14.9
Profit attributable to owners of parent	6,508	3.0	7,000	3.0	+7.6

<FY3/2021 Results ⇒ FY3/2026 (Plan) CAGR>





Second Medium-Term Business Plan Progress





The Corrugated Container and Display Carton segment exceeded initial profitability targets under the Medium-Term Business Plan. We expect profitability to improve further in the final year.

Improving the profitability of the Housing and Transportation and Logistics segments remains a challenge for the final year of the Medium-Term Business Plan, mainly due to the deteriorating external environment.

Formulated in May 2022: Confirmation of the Second Medium-Term Business Plan (FY3/2023-FY3/2025)

	FY3/2023		FY3/20		FY3/2025		Secor		inal-Year Targ 8/2026)	ets	FY3/2026 Forecast vs.	
	Results	5	Result	S	Resul	ts	May 2024 Revised Target		Earnings Forecast Announced May 8, 2025		Plan Targets	
Net Sales	212,800 million yen	100%	211,500 million yen	100%	219,600 million yen	100%	250,000 million yen	100%	230,000 million yen	100%	-20,000 million yen	
Corrugated Container and Display Carton	109,900 million yen	51.7%	118,000 million yen	55.8%	119,700 million yen	54.5%	132,000 million yen	52.8%	126,000 million yen	54.8%	-6,000 million yen	
Housing	62,600 million yen	29.4%	54,000 million yen	25.6%	57,800 million yen	26.3%	73,000 million yen	29.2%	59,000 million yen	25.7%	-14,000 million yen	
Transportation and Logistics	40,200 million yen	18.9%	39,500 million yen	18.7%	42,100 million yen	19.2%	45,000 million yen	18.0%	45,000 million yen	19.6%	_	
Operating Profit Ratio	3.5%		3.8%		4.3%			5.8%		4.8%	-1.0%	
Corrugated Container and Display Carton*		4.5%		6.5%	7.2%			6.8%		7.8%	+1.0%	
Housing*		3.3%		0.5%	1.6%		4.5%		1.6% 4.5%		1.7%	-2.8%
Transportation and Logistics*		3.3%		2.8%		2.2%		5.0%		2.7%	-2.3%	
ROE		6.7%		6.3%		7.2%		10.0%		7.4%	-2.6%	

*Before Corporate and Eliminations

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We invested a total of 30,000 million yen (27,500 million yen in accumulated capital investment + 2,500 million yen in M&A), mainly in the Corrugated Container and Display Carton segment

	Corrugated Container and Display Carton	Housing	Transportation and Logistics
Plan Scope	40,000 million yen (including overseas)	5,000 million yen	5,000 million yen
	Cumulative: 22,800 million yen Depreciation: 17,100 million yen	Cumulative: 1,800 million yen Depreciation: 1,500 million yen	Cumulative: 3,000 million yen Depreciation: 4,500 million yen
Results	 Enhanced production capacity Factory site acquisition New factory building State-of-the-art equipment Environmental compliance Shifted boiler fuel from heavy oil to gas LEDs, battery-powered on-site lifts 	• Model house construction FY3/2023: Tomakomai, Maebashi Yoshioka, Minoh FY3/2024: Akashi FY3/2025: Natori Rinku, Hakodate, Oita	 Vehicle additions and replacements Warehouse extension and renovation
Plan Scope	20,000 million yen		
Results	 Khang Thanh Manufacturing (Vietnam) Cosmos Kogyo Co., Ltd. (Japan) Daiwadanboru Co., Ltd. (Japan) 2,500 million yen 		

Capital Investment

M&A

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Initiatives Toward Enhancing Corporate Value (Business Strategy Progress)



Corrugated Container and Display Carton Segment Strategy (1) Continue to Expand Manufacturing Facilities to Meet Rising Demand

New Taiyo Co., Ltd. factory

January 2026



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We acquired and converted a specialized corrugated cardboard sheet manufacturer to a subsidiary; the acquired company has long history and proven track record in Chiba as a subsidiary Relocate aging factory of Taiyo Co., Ltd. (operations to begin in January 2026) to support sales expansion and improve the working environment in Kanagawa Prefecture

Investment:



Corrugated Container and Display Carton Segment Strategy (2) Japan: Full-Scale Production of Single Face Envelopes for e-Commerce; New Commercial Products



Single face envelop production facility for e-commerce now in full-scale operation; mass-production system in place

Expand sales volume of high-value-added products



Dedicated MFP line for unparalleled labor savings



On-demand inkjet printing

Our Quick-Stack Tray, developed in-house, has become a highly regarded product for environmental friendliness and convenience

Winner of the Japan Packaging Contest 2024 and the Good Design Award 2024



- Easy to assemble
- Highly productive, reasonable cost
- Stackable, easy to display in stores



Responding to sophisticated and diversified customer needs

Corrugated Container and Display Carton Segment Strategy (3) Overseas: Full-Scale Rollout of Display Carton Business by Making Local Vietnam Entity Into a Wholly Owned Subsidiary



Converted local display carton manufacturing and sales company (Khang Thanh Manufacturing) to wholly owned subsidiary

Began sales collaboration in November 2024 with the Vietnamese subsidiary of a major corrugated cardboard manufacturer in Japan

→Aim to enhance our ability to capture the growing demand for packaging materials through sales cooperation among three companies engaged in the corrugated cardboard, folding carton, and flexible packaging businesses

Dong Nai Province, Vietnam

<FY3/2025 Results>

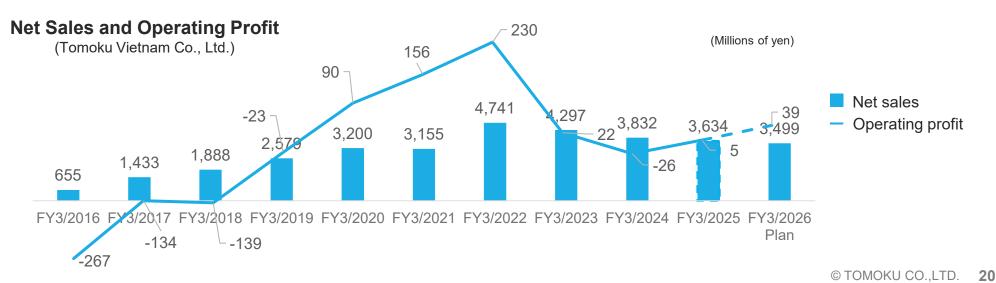
Sales volume:+4.3% (YoY)Net sales:-5.2% (YoY)Operating profit:+31 million yen (YoY)



Khang Thanh Manufacturing







Corrugated Container and Display Carton Segment Strategy (4) Overseas: Strong Demand in California, U.S.A.



Expand sales by making use of new equipment

The U.S. is the second most attractive market in the world

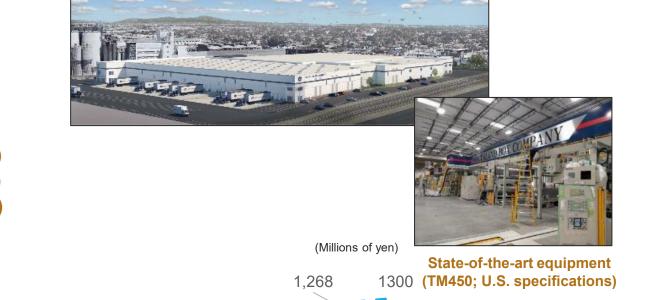
California, U.S.A.

<FY3/2025 Results>

Sales volume:+1.4% (YoY)Net sales:+4.6% (YoY)Operating profit:+4.7% (YoY)

Southland Box Company Opened in December 2021

Production capacity 2x



Plan



Housing Business Strategy: Strengthen Marketing Strategies to Uncover Demand



Strengthen sales capabilities (Current sales target: Sweden House (1,200 houses or more), Tamazen (400 houses or more))

Continue to step up advertising through the active use of external institutional brand research

<Sweden House>

Oricon Customer Satisfaction Survey Ranked No.1 overall for an 11th-consecutive year in the Custom-Built Housemaker category

> Tokyo Eco Builders Award Leading Company Award

<Tamazen>

Oricon Customer Satisfaction Survey Ranked No.1 for a fifth-consecutive year in the Tokai Design Ready-Built House Builder category

Area Strategy

(Example) Sweden House

Raise awareness of the Scandinavian housing concept using satellite model houses

Raise awareness through nationwide expansion of radio media advertising

Reconfirm and Bolster Strengths

(Example) Tamazen: Expand business to promising areas in the Nagoya suburbs

Strengthen lineup of ready-built house designs

⇒ Strengthen readybuilt

Sweden House: Take advantage of environmentally friendly, highperformance housing to use Tokyo Zero Emission House subsidy for excellent, environmentally friendly housing Transportation and Logistics Strategy: Increase Profitability by Passing on Appropriate Prices and Improving Operational Efficiency



Reducing environmental impact (e.g., use of EV trucks) and shifting prices to secure drivers and chartered trucks (or vehicles)

Toward Strengthening Profitability	3
 Harden business resilience to climate change and economic trends 	O TOHUN
Increase volume related to beverages (business mainstay) and diversify business fields to include processed foods	
 Enhance value-added services to increase unit price 	
Build wholly owned offices in key areas and strengthen network	

Leverage M&A to expand the range of transportation services offered



Improve working conditions

Leverage stronger profitability for improved wages

Improve transportation system efficiency

Adopt articulated trucks, more efficient relay transportation, etc.



Reference: Company Overview, Etc.





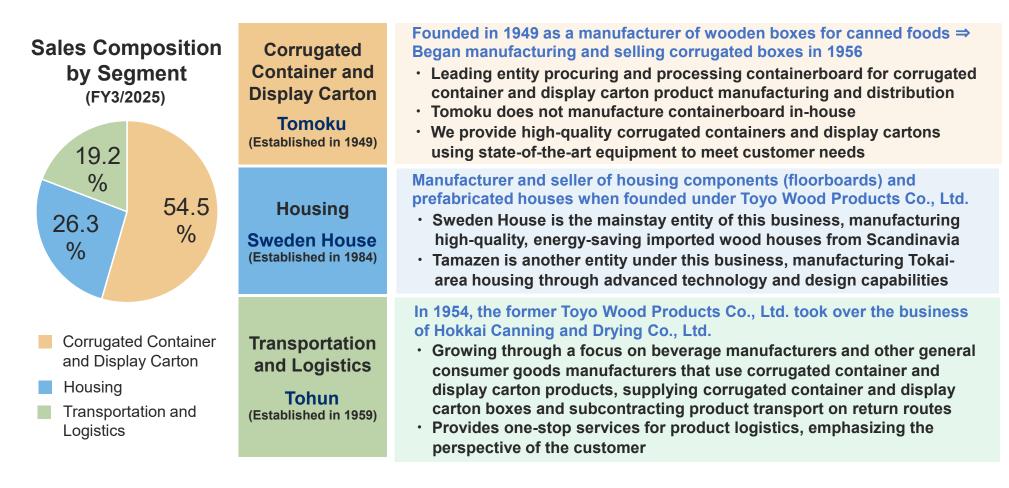
Tomoku consists of the Corrugated Container and Display Carton segment, the Housing segment (Sweden House, Tamazen, etc.), and the Transportation and Logistics segment

Company Name	TOMOKU CO., LTD.
Business Lines	Corrugated container and display carton, housing, transportation and logistics, etc.
Location	Marunouchi Mitsui Bldg., 2-2-2 Marunouchi, Chiyoda-ku, Tokyo 100-0005, Japan
Established	May 27, 1949 Established in Hokkaido as a manufacturer of wooden boxes for canned foods. Subsequently shifted to the Corrugated Container and Display Carton business and expanded throughout Japan
Representative Director	Mitsuo Nakahashi, Representative Director, President & Chief Executive Officer
Capital Stock	13,669 million yen (as of March 31, 2025)
Financial Performance	Net sales 219,613 million yen Operating profit 9,360 million yen (FY3/2025)
Employees	1,173 (non-consolidated) 3,830 (consolidated) (as of March 31, 2025; excluding temporary employees)
Securities Code/Listed Market	3946/TSE Prime Market; Sapporo Securities Exchange
Major Factories	17 locations (including Tatebayashi, Iwatsuki, Atsugi, Sapporo, Kobe, and Komaki)
Consolidated Subsidiaries 19	Japan 16 (Housing: Sweden House, Tamazen, etc.; Transportation and Logistics; Tohun, Tohun Logitem, etc.) Overseas 3 (Corrugated Container and Display Carton: U.S.A. (Los Angeles), Vietnam (Ho Chi Minh City); Housing: Sweden)

Unique, Hybrid Entity Consisting of Corrugated Container and Display Carton, Housing, and Transportation and Logistics Segments



Every business today began with our former iteration as Toyo Wood Products Co., Ltd., which manufactured and sold wooden boxes for canned food packaging





Leading Corrugated Container and Display Carton Processing Specialist (Net Sales Basis)

Distinct position as a corrugated container and display carton processing specialist. Our Transportation and Logistics segment carrying food and beverages packed inside our own corrugated containers is strong and serves a number of leading customers.

Unique, Hybrid Entity Consisting of Corrugated Container and Display Carton, Housing, and Transportation and Logistics Segments

Began as a manufacturer and seller of wooden boxes for canned products; evolved into the three main businesses we operate today.

 $\textbf{Boxes} \rightarrow \textbf{box} \text{ manufacturing}$

Expansion from boxes and wood

- \rightarrow corrugated container and display carton manufacturing
- \rightarrow box transportation \rightarrow truck transportation
- Wood \rightarrow high-quality wooden houses \rightarrow Sweden House

Stable, Sustainable Sales and Profit Growth from a Foundation of Three Businesses

FY3/2021 - FY3/2026 (Forecast)

Net sales CAGR +5.5%; operating profit CAGR +8.8%

Looking to achieve record profits in FY3/2026



Purpose

Contribute to the Sustainable Growth of Society Through Packaging and Packaging Innovations.

We will enhance corporate value and improve the environment through a focus on energy-saving Corrugated Container and Display Carton and Housing (Sweden House).

Mission

We package our customers' valuable products, provide packaging value for consumers, and offer packaging for more abundant lifestyles and the delivery of important goods.

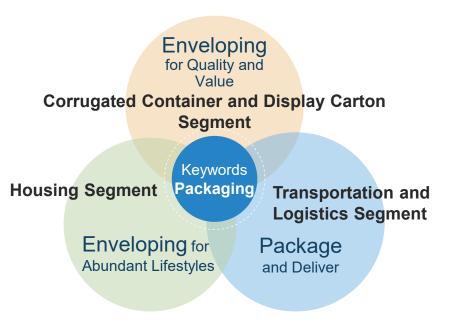
Vision

- We allocate management resources optimally across the three businesses of Corrugated Container and Display Carton, Housing, and Transportation and Logistics under the concept of packaging to increase added value and conduct **environmentally friendly, high-quality management.**
- We contribute to the sustainable growth of society through environmentally friendly, highly ethical business activities and a strong sense of responsibility.
- We build new businesses and enhance corporate value.

Long-Term Management Targets (FY3/2030)

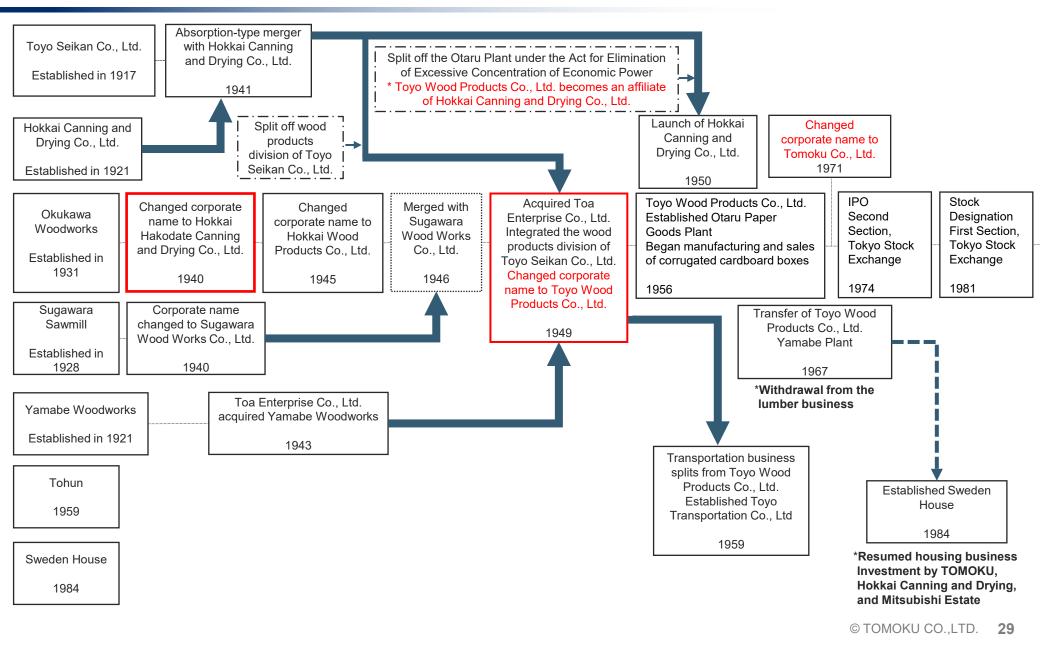
Net Sales300 billion yenROE12% or higher

Everyday packaging ⇒ Sustainable societal growth



Group Company History: Chronology







- **1940** Established as Hokkai Hakodate Canning and Drying Co., Ltd.
- 1945 Changed corporate name to Hokkai Wood Products Co., Ltd. and merged with Sugawara Wood Works Co., Ltd. the following year
- 1949 Acquired Toa Enterprise Co., Ltd. and simultaneously split off wood products division of Toyo Seikan Co., Ltd., changing name to Toyo Wood Products Co., Ltd. Launched manufacturing and sales of wooden boxes for canned food packaging
- 1950 Toyo Seikan Split off the Otaru Plant under the Act for Elimination of Excessive Concentration of Economic Power and launched Hokkai Canning and Drying Co., Ltd. *Toyo Seikan Co., Ltd. becomes an affiliate of Hokkai Canning and Drying Co., Ltd.
- **1956** Began manufacturing and sales of corrugated cardboard boxes
- 1974 Listed on the Second Section of the Tokyo Stock Exchange and the Sapporo Securities Exchange
- 1981 Listed on the First Section of the Tokyo Stock Exchange

First location of the former Toyo Wood Products Co., Ltd. (now Tomoku) (Otaru Canal)



Wooden boxes for canned products



First corrugating machine





Swedish House produced wooden boxes and military supplies before World War II. After the war and through the Korean War, it continued both businesses and also manufactured prefabricated housing for coal mines. We took over these businesses and continued operations, including flooring materials, until the closure of the Yamabe Plant (Furano, Hokkaido) in 1967.

- 1964 Established Ishikari Development Co., Ltd. (Launched project aimed at developing Ishikari Port)
- **1972** Designated as an important port and developed as a third-sector project.
- Established Sweden House in 1984 to provide housing for workers in the region
- *At the time, Sweden House was a joint venture funded by our company, Hokkai Can Co., Ltd., and Mitsubishi Estate Co., Ltd.



Group Company History (3): Transportation and Logistics Segment Tohun



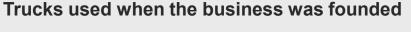
1954 The former Toyo Wood Products Co., Ltd. (now Tomoku) takes over the transportation business of Hokkai Canning and Drying Co., Ltd., establishing the Transportation segment

Canned crab, salmon, and other canned products were growing rapidly at the time in Hokkaido. Hokkai Canning and Drying manufactured cans, while Tomoku manufactured wooden boxes to hold the cans. The Transportation segment was was responsible for transporting raw materials and products. In 1959, the Transportation segment was split off and reorganized as Toyo Transportation Co., Ltd. The business continues to this day.



Transportation segment

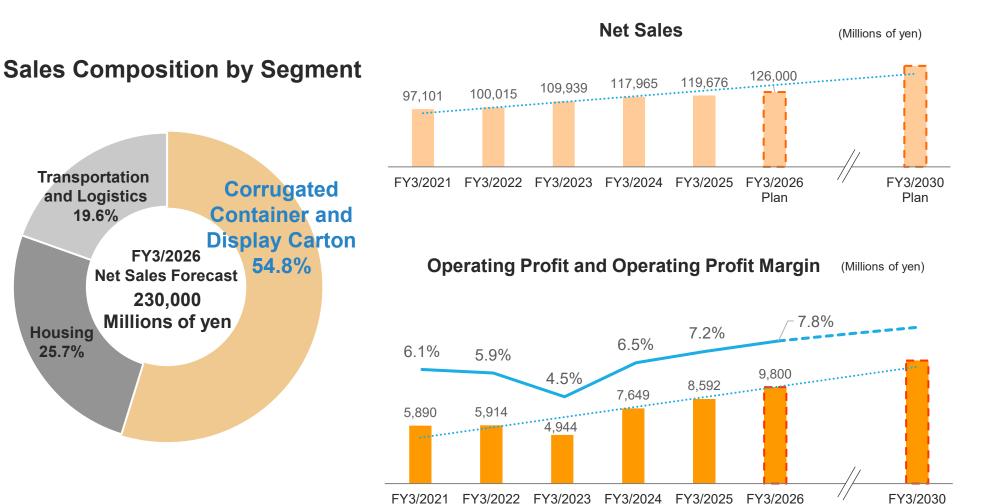








Labeling after inspection

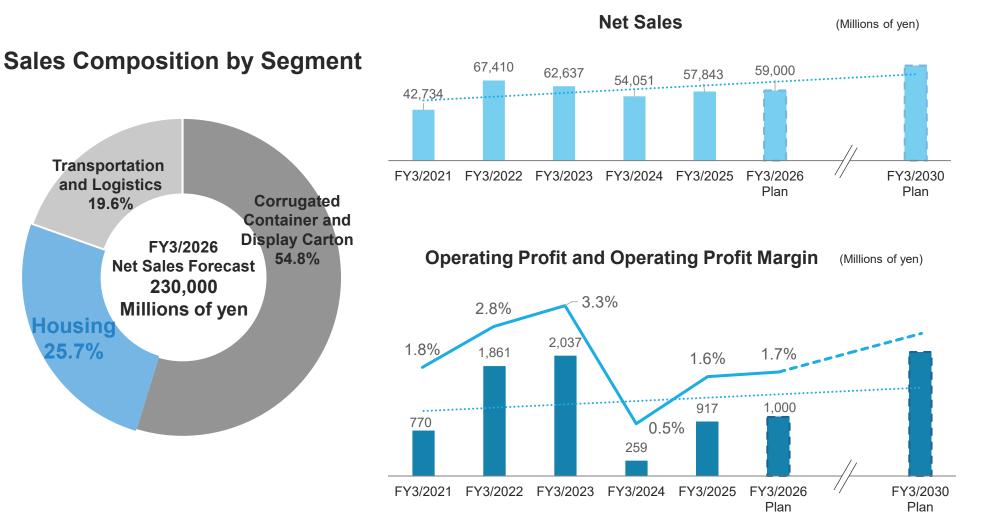


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Plan

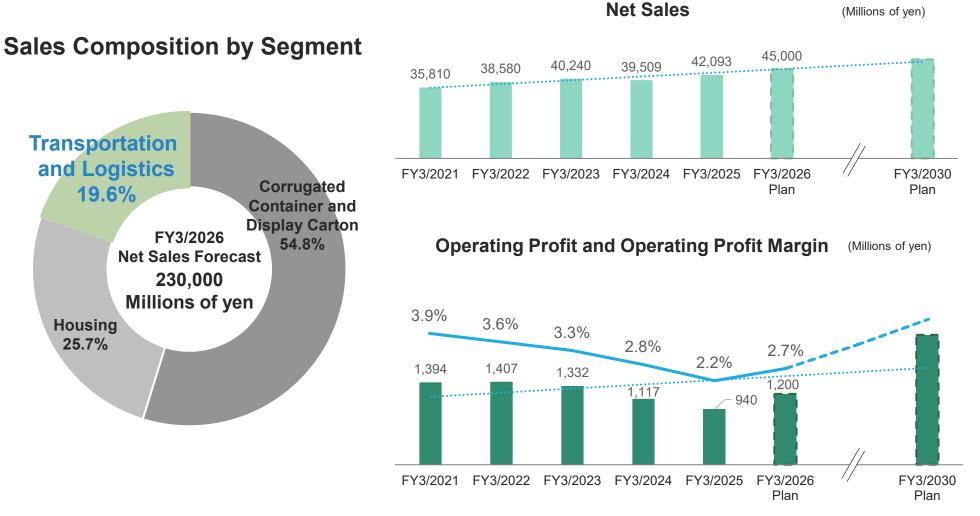
Plan





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FY3/2026 Forecast by Segment: Transportation and Logistics



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