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MEMBERSHIP
May 9, 2025

Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 <under Japanese GAAP>

Name of the Listed Company: **Mitsuuroko Group Holdings Co., Ltd.**
Listing: Tokyo Stock Exchange
Securities Code: 8131
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Scheduled date of ordinary general meeting of shareholders: June 17, 2025
Scheduled date to commence dividend payments: June 18, 2025
Scheduled date to file Securities Report: June 13, 2025
Preparation of supplementary material on financial results: None
Holding of financial results briefing: None

(Millions of yen with fractional amounts rounded down)

1. Consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 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	%
March 31, 2025	339,656	9.9	8,769	(28.9)	10,005	(24.8)	10,515	15.5
March 31, 2024	309,085	(4.5)	12,334	0.1	13,303	(5.4)	9,107	16.9

Note: Comprehensive income
Fiscal year ended March 31, 2025: ¥5,119 million [(48.7)%]
Fiscal year ended March 31, 2024: ¥9,973 million [36.7%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Return on assets	Operating margin
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	182.05	—	10.6	5.5	2.6
March 31, 2024	153.93	—	9.5	7.5	4.0

Reference: Share of profit (loss) of entities accounted for using equity method
Fiscal year ended March 31, 2025: ¥472 million
Fiscal year ended March 31, 2024: ¥454 million

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	185,725	98,689	53.1	1,746.77
March 31, 2024	180,866	99,898	55.2	1,701.24

Reference: Equity

As of March 31, 2025: ¥98,579 million

As of March 31, 2024: ¥99,861 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
March 31, 2025	17,968	586	(8,838)	40,489
March 31, 2024	10,535	(9,415)	(1,887)	30,824

2. Cash dividends

	Annual dividends per share					Total dividend payments (Total)	Dividend payout ratio (Consolidated)	Dividend on equity ratio (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 March 31, 2024	—	—	—	41.00	41.00	2,431	26.6	2.5
Fiscal year ended March 31, 2025	—	—	—	56.00	56.00	3,194	30.8	3.2
Fiscal year ending March 31, 2026 (Forecast)	—	—	—	56.00	56.00		35.9	

**3. Consolidated earnings forecasts for the fiscal year ending March 31, 2026
(from April 1, 2025 to March 31, 2026)**

(Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending March 31, 2026	367,000	8.1	12,000	36.8	12,500	24.9	8,800	(16.3)	155.93

Note: The Company has announced only the full-year consolidated earnings forecasts after taking into consideration the seasonal factors (increased demand in the second half) in financial results in the Energy Solutions Business, which is a core business of the Group. For more details, please refer to the section of “(4) Future outlook” of “1. Overview of operating results and others” on page 9 of the attached material.

* Notes

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

(2) Changes in accounting policies, changes in accounting estimates, and restatement

- a. Changes in accounting policies due to revisions to accounting standards and other regulations: Yes
- b. Changes in accounting policies due to other reasons: None
- c. Changes in accounting estimates: None
- d. Restatement: None

Note: For more details, please refer to the section of “(5) Notes to consolidated financial statements, Notes on changes in accounting policies” of “5. Consolidated financial statements and significant notes” on page 28 of the attached material.

(3) Number of shares issued (common shares)

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

As of March 31, 2025	57,061,223 shares
As of March 31, 2024	60,134,401 shares

b. Number of treasury shares at the end of the period

As of March 31, 2025	625,541 shares
As of March 31, 2024	1,435,170 shares

c. Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	57,762,714 shares
Fiscal year ended March 31, 2024	59,166,052 shares

Note: The number of treasury shares at the end of the period includes the Company’s shares held by Custody Bank of Japan, Ltd. (Trust Account E) (520,300 shares as of March 31, 2024, 520,300 shares as of March 31, 2025). Also, the Company’s shares held by Custody Bank of Japan, Ltd. (Trust Account E) are included in treasury shares that are deducted for calculation of the average number of shares outstanding during the period (532,135 shares for fiscal year ended March 31, 2024, 520,300 shares for fiscal year ended March 31, 2025).

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

* Proper use of earnings forecasts, and other special matters

(Cautions on forward-looking statements, etc.)

The forward-looking statements contained in this material, including earnings forecasts, are based on information currently available to the Company and on certain assumptions deemed to be reasonable. Actual business and other results may differ substantially due to various factors. Please refer to “(4) Future outlook” in “1. Overview of operating results and others” on page 9 for the suppositions that form the assumptions for earnings forecasts.

Attached Material

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1. Overview of operating results and others

(1) Summary of operating results

During the fiscal year under review, economic conditions in Japan continued to show a moderate recovery trend, with evidence of wage increases and improvements in the employment situation, as well as increased demand from inbound tourism. However, as consumer spending was sluggish due to the impact of rising prices, and exports were weak, the level of contribution from domestic demand declined. In addition, the economic outlook remains uncertain with geopolitical risks and the pressure from rising prices having an impact on overall economic conditions due to factors such as future U.S. policies and concerns about the future of China's economy.

There have been rapid changes in the Group's business environment. In the domestic energy market, price increases and supply instability were prominent. Measures to reduce the burden of electricity and gas bills came to an end, and the cost burden on households and companies increased, requiring energy conservation measures. Although energy prices have been on an upward trend, crude oil prices have remained relatively stable. On the path to decarbonization in Japan, the Seventh Strategic Energy Plan was implemented to suggest maximizing the use of renewables and nuclear power sources. In the U.S., on the contrary, the awareness in climate change countermeasures has declined and momentum towards decarbonization is becoming uncertain upon the inauguration of the second-term Trump administration. Overall, decarbonization initiatives are progressing, but are being affected by geopolitical risks and policy changes.

Under such circumstances, from the standpoints of environmental friendliness, supply stability and economic efficiencies, we believe that energy business operators make advanced and swift progress toward achieving low carbon emissions and decarbonization for a sustainable society, enhanced resilience for a safe and secure society, and solid business foundation for stable supply and business continuity.

Among the Group's main highlights for the fiscal year ended March 31, 2025, Mitsuuroko Green Energy Co., Ltd. in the Power & Electricity Business opened the Hokkaido branch in June 2024 to further expand its business. The Company also received five stars under the Energy Conservation Communication Ranking System for the third consecutive year in December 2024. From February 2025, we commenced the sale of electricity to the wholesale market (JEPX) and the provision of the renewable energy aggregation service together with Toshiba Energy Systems & Solutions Corporation. This involves the transfer of the Kamisu Wind Power Station owned by Mitsuuroko Green Energy Co., Ltd. from FIT to FIP, and Toshiba Energy Systems & Solutions Corporation works as the aggregator. The power supply agreement for this renewable energy aggregation service between the companies will result in approximately three years of engagement from February 2025 to the end of February 2028. In the Overseas Business, TRIFORCE INVESTMENTS PTE. LTD. entered into a business partnership with SunPro Energies Pte. Ltd., a solar developer based in Singapore. As part of this partnership, Mitsuuroko Group has acquired a 30% stake in SunPro Energies Pte. Ltd., and will collectively advance the development of solar projects in Singapore and contribute to the region's renewable energy goals and environmental sustainability. Also in the Overseas Business, General Storage Company Pte. Ltd. was awarded "Singapore Prestige Brand Award 2024," one of the long-established awards for branding in Singapore, sponsored by Enterprise Singapore and the Intellectual Property Office of Singapore. The Company also received a "Singapore SME 500 Award," an award for major small and medium-sized enterprises in Singapore in key industries and the trade sector, as well as an "SME Cyber Security Excellence Award" sponsored by the Cyber Security Agency of Singapore, which gives this award to companies demonstrating excellence, innovation and leadership in cyber security. In the Other Businesses segment, Mitsuuroko Tec Co., Ltd. worked jointly with the Company's Lifestyle Planning Department to launch in Fujioka-shi, Gunma the cultivation of 100% locally grown specialty coffee beans by "Smart Greenhouses," a new business that started operating since April 2024. Also in the Other Businesses segment, Mitsuuroko Creative Solutions Co., Ltd. obtained certification for Information Security Management Systems (ISMS) under the ISO/IEC 27001:2022 international standard for its entrusted kitting work service in July 2024. Furthermore, in March 2025, the Company established Mitsuuroko EBM Co., Ltd., a joint venture with EBM Co., Ltd. The Company will provide services that contribute to improving people's well-being, developing business with the Personal Beauty Retreatment business at the core. It will support the realization of more fulfilling lifestyles by getting close to customers' minds and bodies.

To streamline groupwide operations, we promoted digital transformation (DX) at the Group's administration center, thereby automating 90% or more of input work for order sending and receiving operations. Compared with the same operations when the administration center was established, approximately three times more data was processed per person, and unit costs were reduced by more than 60%.

With regard to financial results in the fiscal year ended March 31, 2025, in the Energy Solutions Business and Power & Electricity Business, the Group's core businesses, net sales increased due to sales measures. However, the Power & Electricity Business experienced sales increase and profit decrease due to the impact of contributions to the capacity market, and the Energy Solutions Business experienced sales increase and profit decrease due to the impact of expanded investment in human resources and facilities. Meanwhile, the Foods Business continues to expand earnings mainly due to our business development strategies in the beverage business and reductions in cost of production achieved through reinforcement of some factory facilities. The Overseas Business also contributed to the consolidated results as a result of a drop in investment expenses and a stable earnings trend. In addition, the Company reduced the number of cross-shareholdings and recorded gain on sale of investment securities of ¥5,066 million in extraordinary income. As a result, net sales increased 9.9 % year on year to ¥339,656 million, operating profit decreased 28.9% year on year to ¥8,769 million, ordinary profit decreased 24.8% year on year to ¥10,050 million, and profit attributable to owners of parent increased 15.5% year on year to ¥10,515 million. Net sales and profit attributable to owners of parent were at record highs for a fiscal year.

Operating results by segment are as follows.

Energy Solutions Business

In the LPG business, despite the declining per-account consumption volume due to the spread of energy-saving equipment, the increase in both household and commercial customers derived from our active sales efforts led to an LPG sales volume increase to 101% of the previous fiscal year. As a result, gross profit remained on par with the previous fiscal year against all the headwinds from the rising raw material prices, personnel expenses and distribution costs. We will continue to deliver value-added services to our customers, prioritizing stable supply and safety, while we adapt ourselves to environmental and regulatory changes.

In the petroleum business, sales volume was 97.9% of the previous fiscal year due to the spread of energy-saving equipment as well as conservation efforts to cope with the rising fuel prices. Gross profit remained on par with the previous fiscal year, as the lower sales volume was partially offset by an improved profit margin thanks to the distribution efficiency gain from tanker truck chartering.

In the directly operated gasoline service station business, an increase of customers registered on social media contributed to the sales volume increase to 107% of the previous fiscal year, while gross profit margin remained 99.8% of the previous fiscal year as it was affected by the lower-margin sales derived from social media acquisition promotions.

In the housing equipment business, as a result of a focus on selling electric heat pump combination-type instant gas water heaters (hybrid water heaters) using the Energy Efficiency Campaign 2024 Subsidies, we achieved sales of 172.3% of the previous fiscal year. Sales of health and beauty-related products, launched during the fiscal year, were strong. As a result, gross profit in the overall housing equipment business grew to 104.4% of the previous fiscal year. We will continue to focus on promotion and sales of products that contribute to carbon neutrality, e.g. GHP, high-efficiency gas water heaters and energy-saving housing renovation.

In the new energy solutions division, we have strengthened initiatives to achieve carbon neutrality, and we have initiated the operation of non-fossil fuel power sources utilizing a government subsidy program for demand-driven solar power installation. As part of the Company's ESG management, this project aims to reduce environmental impact and expand the use of renewable energy. We will continue to strengthen initiatives to help achieve a sustainable society.

For the Energy Solutions Business as a whole, net sales grew 4.6% year on year to ¥153,464 million, while operating profit decreased 17.4% year on year to ¥2,414 million as a result of increased selling, general and administrative expenses stemming from human resources investment expenses mainly to increase base salaries, as well as upfront investment expenses in SmartOWL[®], a solution for streamlining LPG operations in the LPG business.

Power & Electricity Business

In the electricity retail business, resource price volatility is subsiding and cost of electricity is regaining stability, yet the market price remains volatile on an hour-to-hour basis within a single day due to the spread of renewable energy.

In the fiscal year ended March 31, 2025, revenue was up year on year because of the absence of the impact of a time lag for adjustments to fuel costs and the increase in sales volume due to the acquisition of

new customers. However, profit declined due to the capacity contributions paid since the current fiscal year.

As a result, net sales increased 17.7% year on year to ¥156,972 million, and operating profit decreased 31.4% year on year to ¥6,722 million. We will continue to expand our business scale by increasing our account base through new customer acquisitions and by increasing electricity sales volume.

In this business, we aim to achieve stable profits by mitigating cost volatility, delivering power as procured, reducing dependency on the electric power exchange, and diversifying our electricity supplies.

In addition, we have provided discounts to electricity and gas charges from January to March 2025 (February to April 2025 metering period), during the three months when households' power consumption hits the peak of the year, as part of the Ministry of Economy, Trade and Industry's "Comprehensive Economic Measures to Foster the Safety and Security of Citizens and Sustained Growth."

In utilizing the grid storage batteries, which the Company began operating last fiscal year, we continue to do business in the "supply-demand adjustment market." Furthermore, we commenced construction of new grid storage batteries in Kitahiroshima-shi, Hokkaido, through selection under the "Projects to Support Grid Storage Battery Systems/Water Electrolysis Equipment" supervised by the Ministry of Economy, Trade and Industry, with operation scheduled to commence at the end of fiscal 2025. Through the offering of our Group's Demand Response Service, we seek to stabilize the power grid. Additionally, by introducing more renewable energy sources aimed at achieving carbon neutrality, we will contribute to balancing supply and demand as renewable energy adoption increases. This will also help save electricity and energy, leading to a reduction in electricity charges. In addition, by further expanding sales of "Low Environmental Load Menu" to meet growing customer needs for a decarbonized society, we seek to mitigate their CO₂ emissions.

Foods Business

In the beverage business, mainly due to an increase in the product lineup owing to enhancements to our proprietary development technology, and strong sales of our own brand of tea beverages (barley tea and green tea), the sales volume of beverages and mineral water increased to 102% of the previous fiscal year. The business performed better as we gained better control over the rising costs of key ingredients and energy charges. This improved efficiency was driven by sales growth. We will continue to focus on reinforcing these product quality-related systems and developing new products, as well as promoting the supply of products using recycled bottles, as part of our environmental initiatives, in order to further advance our business development.

In the foods business, we were unable to absorb the increased costs brought on by the soaring prices of raw materials involved in store operations and rising personnel expenses. Additionally, the restoration costs associated with store closures in commercial facilities led to an increase in selling, general, and administrative expenses, resulting in decreased profits.

We will continue to promote our new product brand "Mont-Thabor Bagel" from the bakery "Azabujuban Mont-Thabor." Furthermore, in the shop operation business we will continue to provide products and services that cater to the increasing inbound tourist demand.

For the Foods Business as a whole, mainly as a result of expansion of sales volume in the beverage business and reduced cost of production owing to reinforcement of some factory facilities, net sales decreased 0.6% year on year to ¥21,161 million, and operating profit increased 5.1% year on year to ¥899 million.

Living & Wellness Business

In the real estate business, revenue from mainly residential properties has performed well, and gross profit was 100.6% year on year. In addition to the start of operations of the rental apartments Ouju Takayama (Setagaya-ku) acquired in August 2023, the high occupancy of Urban Fort Sumiyoshi (Koto-ku) and the increase in rents at renewal contributed to the increase in gross profit.

In this business, in addition to implementing repairs and replacement that prioritize safety for all properties, we aim to enhance the value of properties by promoting investment in facilities to ensure that the properties align with improvement in resident habitability and contemporary needs. Furthermore, we are working to reduce CO₂ emissions by utilizing the renewable energy and establishing ports for shared electric micromobility. We will continue to actively acquire and develop new revenue-generating properties while seeking to achieve optimal portfolio structure.

In addition, the number of visitors to the entire HAMABOWL EAS Building and tenant sales are about the same level at 99.6% year on year. The year 2025 marks 15 years since the HAMABOWL EAS Building opened, and we expressed our gratitude through giving away coffee drip bags to customers who

purchased a certain amount and added us as a LINE Friend. We will continue to plan and implement events and campaigns to raise awareness and increase the number of visitors.

Revenue from SPA EAS for the current fiscal year rose to 104.6% and the number of visitors increased to 109.8% of the previous fiscal year. Driven by the surge in demand and use of points ahead of the closure of the facility for renewal, March 2025 recorded the largest number of visitors since the pandemic. The facility was crowded all day during the final week of operations. There were some admission restrictions and delays at the restaurant, but nothing major went wrong. The main event “every hour löly (throwing water on hot stone in sauna)” was very popular, with all reservations filling up quickly, making us aware of the high demand for SPA EAS’s löly brand. We will work to add new value towards the renewal opening scheduled for July 2026.

Revenue from Hamabowl for the current fiscal year rose to 102.5% of the previous fiscal year, continuing to recover from the pandemic. Visitor numbers increased to 102% of the previous fiscal year, driven by higher usage from corporations and organizations reserving the venue, as well as new members joining due to the fourth edition of the Health Bowling Class conducted this fiscal year. This increase occurred despite a decline in the general and student segments compared to last year, which was the first spring holiday season following the reclassification of COVID-19 as a less serious Class 5 infectious disease.

In our sports business, sales at our sports studio EIGHT ANGLE (Jiyugaoka) grew 186.2% of the previous fiscal year, which was the initial period of operation. The growth was driven by steady operations of private golf lessons conducted by popular golf professionals, an increase in customer numbers due to the rising number of popular golf professionals, and an increase in members for “Vision Training.” Going forward, we intend to continue offering trials for Hamabowl members and other facility users as we work towards commercializing Vision Training for a wide range of age groups.

Based on the above reasons, net sales for the Living & Wellness Business as a whole increased 2.4% year on year to ¥2,734 million; but operating profit decreased 48.2% year on year to ¥88 million, mainly due to accelerated depreciation of property, plant and equipment resulting from planned facility closures.

Overseas Business

In this business, mainly General Storage Company Pte. Ltd. and six other companies operate the self-storage business in Asia. In the current fiscal year, both Singapore’s Lock+Store and Hong Kong’s The Store House were recognized as the “Best Storage Facility” in the “Expat Living Hong Kong and Singapore Readers’ Choice Award 2025” among the readers’ votes for businesses that provide the highest level of service; this highlights our ability to deliver reliable customer-friendly self-storage services. In addition, to support Hong Kong Dog Rescue (HKDR), an organization dedicated to rescuing dogs, Hong Kong’s The Store House sold dog-bag keychains at the Pet Show 2025 held in Hong Kong. By building stores preferred by local residents, we will continue to contribute to local communities.

In addition, in the fourth quarter, our subsidiary TRIFORCE INVESTMENTS PTE. LTD. invested SGD 1 million in SunPro Energies Pte. Ltd., a solar power developer in Singapore. As a result, the Company owns a 30% share in SunPro Energies Pte. Ltd., effectively making it an equity-method subsidiary.

In the fiscal year ended March 31, 2025, net sales increased 8.7% year on year to ¥2,908 million, mainly due to yen depreciation, while operating profit was ¥176 million (compared to an operating loss of ¥127 million in the previous fiscal year), mainly due to the absence of tax expenses incurred from the acquisition of the real estate leasehold of 36 Kaki Bukit Place in the previous fiscal year.

For the fiscal year ended March 31, 2025, dividend income from Siamgas & Petrochemicals Public Company Limited in Thailand increased 9.6% year on year to ¥418 million mainly due to the additional acquisition of its shares.

Other Businesses

In the ICT telecommunications business, the number of installations of “Mitsuuroko net,” an Internet service for entire buildings targeting owners of multi-unit properties and property management companies, remained steady; the number of household installations of the service rose to 112% of the previous fiscal year. By providing a pleasant Wi-Fi environment in rental apartment complexes, university dormitories, business hotels, and senior living facilities, we will continue to support vacancy mitigation, prevent rent erosion and enhance property value, offering solutions to our customers’ issues.

In the information system development and sales business, since the launch of “SmartOWL®, our solution for streamlining delivery operations,” we have reduced the number of LPG deliveries to residences equipped with LPWA devices by 25 to 30%, and enhanced delivery efficiency for

approximately 130,000 homes. In addition, based on an estimate of the average travel distance for LPG deliveries, there is a potential reduction of 1.189 kg in CO₂ emissions per delivery. We anticipate even greater reductions in CO₂ emissions in the future by promoting the installation of LPWA devices and the use of the SmartOWL® service.

As for the leasing business, while contributing to Group businesses as a leasing company within the Group, we are striving to expand our car leasing business to users outside the Group. Moreover, we have been selected as a designated leasing business operator under the ESG Lease Promotion Project of the Ministry of the Environment, and we support the leasing needs of small and medium-sized enterprises aiming to decarbonize.

In the content business, we are co-producing TV programs and movies, planning theatrical performances, etc. On March 5, 2025, we released the DVD of the first-ever movie in the series, “Kono Doga wa Saisei Dekimasen (This Video Is Not Available),” and it reached the number one spot on the ORICON Movie DVD Chart Daily Ranking as of March 4, 2025.

For the Other Businesses as a whole, net sales increased 3.7% year on year to ¥2,414 million, while operating profit decreased 77.6% year on year to ¥21 million, partly because the increase in the cost of sales outpaced the growth in revenue from external customers in the leasing business.

(2) Summary of financial position

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025	Change
Assets	180,866	185,725	+4,858
Liabilities	80,967	87,035	+6,067
Net assets	99,898	98,689	(1,209)
Shareholders' equity	99,861	98,579	(1,281)
Equity ratio (%)	55.2	53.1	(2.1)

Assets

Total assets increased ¥4,858 million compared to the end of the previous fiscal year to ¥185,725 million.

The main factors for the change were an increase of ¥9,499 million in cash and deposits resulting from increased earnings in the Power & Electricity Business, an increase of ¥2,427 million in accounts receivable - trade resulting from an increase of net sales in the Energy Solutions Business and the Power & Electricity Business, an increase of ¥1,384 million in construction in progress following capital investment in the Foods Business, and a decrease of ¥8,714 million in investment securities following the sales and the decline in market prices.

Liabilities

Total liabilities increased ¥6,067 million compared to the end of the previous fiscal year to ¥87,035 million.

The main factors for the change include an increase of ¥5,873 million in notes and accounts payable - trade due to increased contributions to the capacity market in the electricity market and fuel procurement price hikes, an increase of ¥1,619 million in accrued consumption taxes, etc. mainly due to an increase in purchase costs and purchase of non-current assets, and a decrease of ¥2,436 in non-current deferred tax liabilities following the sales and the decline in market prices of investment securities.

Net assets

Net assets decreased ¥1,209 million compared to the end of the previous fiscal year to ¥98,689 million.

The main factors for the change were an increase of ¥3,100 million in retained earnings, an increase of ¥1,112 million due mainly to cancellation of treasury shares, and a decrease of ¥5,568 million in valuation difference on available-for-sale securities due to the sales and the decline in market prices of investment securities.

As a result, the equity ratio decreased 2.1 percentage points from the previous fiscal year to 53.1%.

(3) Summary of cash flows

The status of cash flows for the current fiscal year and the factors behind them are as follows.

(Millions of yen)

	Previous fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)	Change
Cash flows from operating activities	10,535	17,968	7,433
Cash flows from investing activities	(9,415)	586	10,002
Cash flows from financing activities	(1,887)	(8,838)	(6,950)
Effect of exchange rate change on cash and cash equivalents	141	(51)	(193)
Net increase (decrease) in cash and cash equivalents	(626)	9,665	10,291
Cash and cash equivalents at beginning of period	31,450	30,824	(626)
Cash and cash equivalents at end of period	30,824	40,489	9,665

Cash flows from operating activities

Net cash provided by operating activities was ¥17,968 million (compared to ¥10,535 million net cash provided in the previous fiscal year). This consists of profit before income taxes of ¥14,227 million, depreciation of ¥5,217 million, removal of the gain on sale of investment securities of ¥5,066 million, an increase in trade receivables of ¥2,395 million, an increase in trade payables of ¥5,873 million, and income taxes paid of ¥3,763 million.

Cash flows from investing activities

Net cash provided by investing activities was ¥586 million (compared to ¥9,415 million net cash used in the previous fiscal year). This was mainly due to proceeds from sale of investment securities of ¥6,724 million and expenditure of ¥4,249 million for the acquisition of property, plant and equipment for expansion of facilities in the Foods Business, etc.

Cash flows from financing activities

Net cash used in financing activities was ¥8,838 million (compared to ¥1,887 million net cash used in the previous fiscal year). This was mainly due to proceeds from long-term borrowings of ¥2,200 million, repayments of long-term borrowings and redemption of bonds of ¥2,973 million, repayments of lease liabilities of ¥1,303 million, purchase of treasury shares of ¥3,900 million, and dividends paid of ¥2,411 million.

In addition, the effect of exchange rate change on cash and cash equivalents decreased ¥51 million. As a result, the balance of cash and cash equivalents at the end of current fiscal year increased ¥9,665 million compared to the end of the previous fiscal year to ¥40,489 million.

Trends in the Group's cash flow indicators and other indicators are shown below.

(Trends in cash flow-related indicators)

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Equity ratio (%)	56.2	53.4	55.2	53.1
Equity ratio based on market value (%)	40.0	44.2	46.6	53.7
Ratio of interest-bearing debt to cash flow (years)	3.8	2.3	2.9	1.6
Interest coverage ratio (times)	29.0	42.8	33.9	48.3

Equity ratio: shareholders' equity/total assets

Equity ratio based on market value: market capitalization/total assets

Ratio of interest-bearing debt to cash flow: interest-bearing debt/cash flow

Interest coverage ratio: cash flow/interest payments

(Note 1) All calculations are based on consolidated financial figures.

(Note 2) Market capitalization is calculated based on the number of shares outstanding excluding treasury shares.

(Note 3) Cash flows from operating activities are used for cash flows.

(Note 4) Interest-bearing debt includes all liabilities on the consolidated balance sheets for which interest is paid.

(4) Future outlook

Energy Solutions Business

The industry environment surrounding the Group's mainstay LPG and petroleum products is dynamic due to such factors as the rising cost of raw materials and distribution, energy savings caused by growing awareness of energy efficiency, and correction of customer acquisition practices for LPG. While responding more promptly than ever before to changes in the business environment, we aim to improve profitability in the Energy Solutions Business through investment of management resources in priority areas. We strive to serve as an energy services provider handling 10% of household expenditure by expanding our new menu of service options centered on customer account expansion and provision of lifestyle infrastructure products.

In addition, we are strengthening our efforts toward carbon neutrality as an energy supplier. By promoting high-efficiency water heaters and ENE-FARM fuel cell installations in collaboration with home builders, we aim for LPG sales growth and reduction in CO₂ emissions, and effectively balance environmental and economic sustainability. In new energy solutions business, we also strive for growth around decarbonization and focus on the use of renewable energy from own power sources, and on sales of home installation of solar panels and storage batteries for energy cost savings for customers' energy cost savings.

Power & Electricity Business

Whereas market prices on the Japan Electric Power Exchange (JEPX) are stabilizing on average past the continuing hikes, significant hour-to-hour price volatility continues to appear within a single day in part due to the expansion of the renewable energy. As global warming progresses, abnormal weather patterns and related phenomena are becoming more frequent and causing increasingly severe damage, and unprecedented heat levels are anticipated to lead to significant surges in electricity demand.

To address such risk of market fluctuations on JEPX, we will continue to increase the energy sources through bilateral contracts with power producers, and reduce our dependency on the market, while expanding the use of grid batteries that are adjustable to hour-to-hour power supplies.

Leveraging the grid battery storage facilities in Tahara-shi, Aichi and Sendai-shi, Miyagi, which commenced operations from the previous fiscal year, and another one in Kitahiroshima-shi, Hokkaido scheduled to commence operations at the end of fiscal 2025, we strive to expand the storage battery business, contribute to grid stabilization, and achieve a better balance between supply-demand and cost control.

Amid ongoing efforts to enhance the structure of the electricity market, and for the proper maintenance and upgrades of power generator facilities to further improve industry sustainability overall, the capacity contribution is incurred from the current fiscal year. Capacity contributions will decrease in fiscal 2025, but are expected to rise in the future, as part of an essential system to maintain stable power supply over the long term. Under this business environment, we will strive to secure earnings through steady sales development and more efficient use of energy sources, as well as by streamlining operations in part by Robotic Process Automation (RPA).

In this business, we are offering the Mitsuiroko Green Plan, sourced entirely from renewable energy, and we expect to further expand our customer base given the increasing market awareness. In addition, we are making steady progress in introducing PPA contracts for renewable energy sources to address growing needs. We will grow the new renewable energy aggregation business, such as by offering the low

environmental impact menu, promoting initiatives to address climate change and helping achieve a sustainable society.

Foods Business

In the beverage business, the new mineral water production line (Shizuoka Mitsuuroko Foods Co., Ltd.) will commence operations for the peak demand period. This investment doubles in-house production capacity for beverages in large PET bottles, and allows us to meet the growing demand. At the same time, we are strengthening our logistics, a large automated warehouse facility due this autumn being one of them, to develop an efficient and stable delivery system within our logistics network.

We will continue to expand new product offerings, and our production and sales systems.

Mitsuuroko Provisions Co., Ltd., which operates the bakery and shop businesses, will work on the cost structure of the B-to-C business and address the price hikes. Mitsuuroko Partners Co., Ltd., which operates Motomachi Coffee cafés, will strengthen collaboration with franchisee owners from the FC Division, and promote the brand value. Furthermore, we aim to establish a new café style, recruit new franchisees and further expand the business.

Living & Wellness Business

In the real estate business, we acquire new profitable properties and replace current properties through the review of our portfolio. In addition, we aim to enhance the value of our properties and increase profitability through renovations and other means, while aiming for sustainable real estate management as well as environmentally friendly operations. The HAMABOWL EAS Building starts renovations from May 2025. We anticipate a temporary decrease in rental income during the renovation period, but we seek to deliver greater added value to the facilities overall after the renovations, to ensure our customers feel more at ease and comfortable, and to bring more customer traffic and rental income than before.

SPA EAS is closed from April 2025 for renovations due in July 2026. The facilities will reduce its size from four to two floors, and incorporate Smart Spa to bring out operational excellence. We will also offer well-being services and contribute to community health. At Hamabowl and in the sports business, we aspire to bring the appeal of sports to a wider audience from seniors to children, encouraging them to incorporate sports into their daily lives, in a way to enrich the quality of life in society overall through sports. Furthermore, at the Wellness Lab, we aim to expand the “Rain-Bowling” project along the three axes of “education,” “sports,” and “art.” As one of these, we approach Yokohoma-shi to consider the effective use of hot spring water during the closure of SPA EAS and advance our contribution to the community. In addition, we aim to generate synergies within the Group through collaboration with Group companies.

As a new business, Mitsuuroko EBM Co., Ltd. plans to start operating a female-only private sauna in Tokyo’s 23 wards area within 2025. With the basic concept of Personal Beauty Retreatment, we will provide a third place (place outside home and work) to female guests to focus on their own quiet time in a self-care space in warm baths to rejuvenate the mind and body. We will offer an exclusive experience that combines carefully selected skincare products.

Overseas Business

In the Overseas Business, we are expanding primarily in the Asia region. In cities in Asia, demand for self-storage among consumers is on the rise triggered by market suppliers of smaller apartments and changes in lifestyles. General Storage Company Pte. Ltd. and six other companies operate a self-storage business through a total of 21 sites in Singapore, Malaysia and Hong Kong under the Lock+Store brand and other brands and are working to improve corporate value by expanding market share. With their warehouse offering, they also offer new value-added services to corporate clients.

Additionally, through a business partnership with SunPro Energies Pte. Ltd., in which we invested in the fiscal year under review, we offer sustainable energy solutions that are aligned with the Singapore Green Plan, the Singapore government’s initiative to advance the country’s sustainable development. We aim to further strengthen the renewable energy business in the Japanese and Asia-Pacific markets by leveraging the knowledge and expertise in SunPro Energies Pte. Ltd. and Mitsuuroko Group.

We continue to explore business opportunities in emerging and social infrastructure businesses primarily in Asian economies, and further develop new businesses through business tie-ups and M&A.

Other Businesses

In the information system development and sales business, we will actively sell SmartOWL® to more LPG operators. The SmartOWL® service automates LPG meter reading, optimizes the number of LPG container deliveries and streamlines delivery operation. Infrequent meter reading brings shorter travel distances of service vehicles and lowers CO₂ emissions, and it also serves to alleviate labor shortages. The service helps us solve social issues.

In addition to utilizing RPA technology, we are expanding the use of AI-OCR that converts printed text and images into digital data. This operational advancement through reduction in indirect business costs contributes to the entire Group.

As for the leasing business, in addition to lease offerings within the Group, we will furthermore strive to expand our car leasing business by approaching loyal users developed through many years of business. When it comes to electric vehicles (EVs) in particular, we will promote vehicles as well as infrastructure facilities as lease products. In addition, we will steadily capture leasing demand for decarbonization equipment and other equipment as initiatives that take into account the elements of ESG (Environment, Social, and Governance), and also actively promote the energy-saving projects being advocated by various government ministries and LPG organizations, as well as the use of leasing to streamline business.

In the content business, our fiscal 2025 includes a release of our original drama “Kono Doga wa Saisei Dekimasen (This Video Is Not Available) Part III” and a new video production. Going forward, we plan to deliver excellent movie content nationwide as “a Lifestyle Producer.”

In the e-commerce business (Mitsuuroko Avenue), we strive to expand our customer base by increasing the selection of carefully chosen products, connecting the best of urban and rural areas through an online shop centered on food. To bring a better online purchase experience, we enhance the point program including digital gifts (eGift). We ensure more frequent use by our customers.

Given the growth of the user base and a decrease in the capacity contributions incurred in the Power & Electricity Business, the Company foresees a year-on-year increase in operating profit and ordinary profit for the fiscal year ending March 31, 2026. In addition, in the absence of the gain on sale of investment securities of ¥5,066 million related to the reduction of cross-shareholdings in the fiscal year ended March 31, 2025, the Company foresees a year-on-year decrease in profit attributable to owners of parent. As a result, for the consolidated earnings for the fiscal year ending March 31, 2026, the Company foresees net sales of ¥367,000 million, operating profit of ¥12,000 million, ordinary profit of ¥12,500 million and profit attributable to owners of parent of ¥8,800 million.

The Company announces only the full-year consolidated earnings forecasts considering the seasonal factors (increased demand in the second half) in the Energy Solutions Business, one of the core businesses of the Group.

(5) Basic policy on profit distribution and dividends for the current and next fiscal years

We position the return of profits to shareholders as an important management priority. Our basic policy is to continue progressive dividends. Considering the enhancement of our financial structure and the necessary internal reserves for active business development, we will maintain a total return ratio of 50% or more.

During the fiscal year ended March 31, 2025, continuing from the previous year, the Power & Electricity Business drove overall business performance, while the Foods Business and Overseas Business posted improved results year on year. In addition, we achieved record highs in net sales and profit attributable to owners of parent mainly due to the sale of investment securities.

In light of our current financial position, and our commitment to enhancing shareholder returns and maintaining a stable dividend policy, the Company will pay a year-end dividend of ¥56 per share, representing a ¥15 increase from the previous fiscal year.

The Company purchased ¥3,900 million in treasury shares during the current fiscal year to further enhance shareholder returns and improve capital efficiency, resulting in a total return ratio of 67.5%.

For the next fiscal year, we plan to pay a dividend of ¥56 per share.

The Company established an allocation for medium- to long-term investments of ¥50,000 million since the previous fiscal year. During the previous fiscal year, we invested ¥8,600 million, and during the current fiscal year, we invested ¥6,000 million. By maintaining a total return ratio of 50% or more, we will continue to invest in growth-promising business fields, strategic investments, and the maintenance and enhancement of existing businesses, thereby striving for sustainable growth, increased corporate value, and enhanced shareholder value.

2. Status of the Corporate Group

The Group comprises the Company, 41 subsidiaries, and 16 associates. The Group's main businesses and the positioning of each company within the Group's business are as follows. The following business segments are the same as "reportable segments."

(1) Energy Solutions Business

- Wholesale Division: Mitsuuroko Vessel Co., Ltd. and six other consolidated subsidiaries mainly conduct wholesale of various fuels such as LPG and petroleum, and housing equipment, etc.
- Retail Division: Mitsuuroko Vessel Co., Ltd. and nine other consolidated subsidiaries conduct sale of LPG, piped gas, petroleum-related products, and environmental energy products such as solar power generation systems and storage cells to general customers. In addition, they also sell, install and provide renovation services for various types of housing equipment centered on gas appliances.
- Service Station Division: Mitsuuroko Drive Co., Ltd. mainly conducts sale of petroleum products procured from Mitsuuroko Vessel Co., Ltd., sale of gasoline, diesel fuel, etc. and provision of automobile maintenance services at service stations, renting of recreational vehicles, purchase of pre-owned vehicles, etc.
- Logistics Division: Logitri Holdings Co., Ltd. and three other consolidated subsidiaries, as well as Japan Enagic Co., Ltd., conduct logistics services related to LPG, etc., and operation of LPG filling stations and automobile service stations.
- Other Division: Mitsuuroko Creative Solutions Co., Ltd. and Mitsuuroko Tec Co., Ltd. conduct energy-related support activities.

(2) Power & Electricity Business:

Mitsuuroko Green Energy Co., Ltd. conducts electricity wholesale from wind power generation to power companies, and electricity retail to general customers. Azuchi-Oshima Wind Power Plant Co., Ltd. conducts electricity wholesale from wind power generation to power companies. Mitsuuroko Iwakuni Power Plant Co., Ltd. conducts biomass power generation as an energy source of electricity retail for Mitsuuroko Green Energy Co., Ltd. Mitsuuroko Vessel Co., Ltd. is an intermediary for the supply of electricity to general customers. Futtsu Solar Co., Ltd. and Suigo-Itako Solar Co., Ltd. provide power from solar power generation for electricity retail by Mitsuuroko Green Energy Co., Ltd. and conduct electricity wholesale to power companies.

- (3) Foods Business: Mitsuuroko Beverage Co., Ltd. and Shizuoka Mitsuuroko Foods Co., Ltd. manufacture and sell bottled water and beverages. Mitsuuroko Vessel Co., Ltd. sells bottled water to general customers. Mitsuuroko Provisions Co., Ltd. operates stores in facilities and cafeterias, and manages DELICATERIA (a new format of delicatessens directly under Mitsuuroko Grocery), voluntary chain stores, and fresh bakeries with the business theme of "Natural Handmade DELICATERIA." Mitsuuroko Partners Co., Ltd. operates cafe stores.

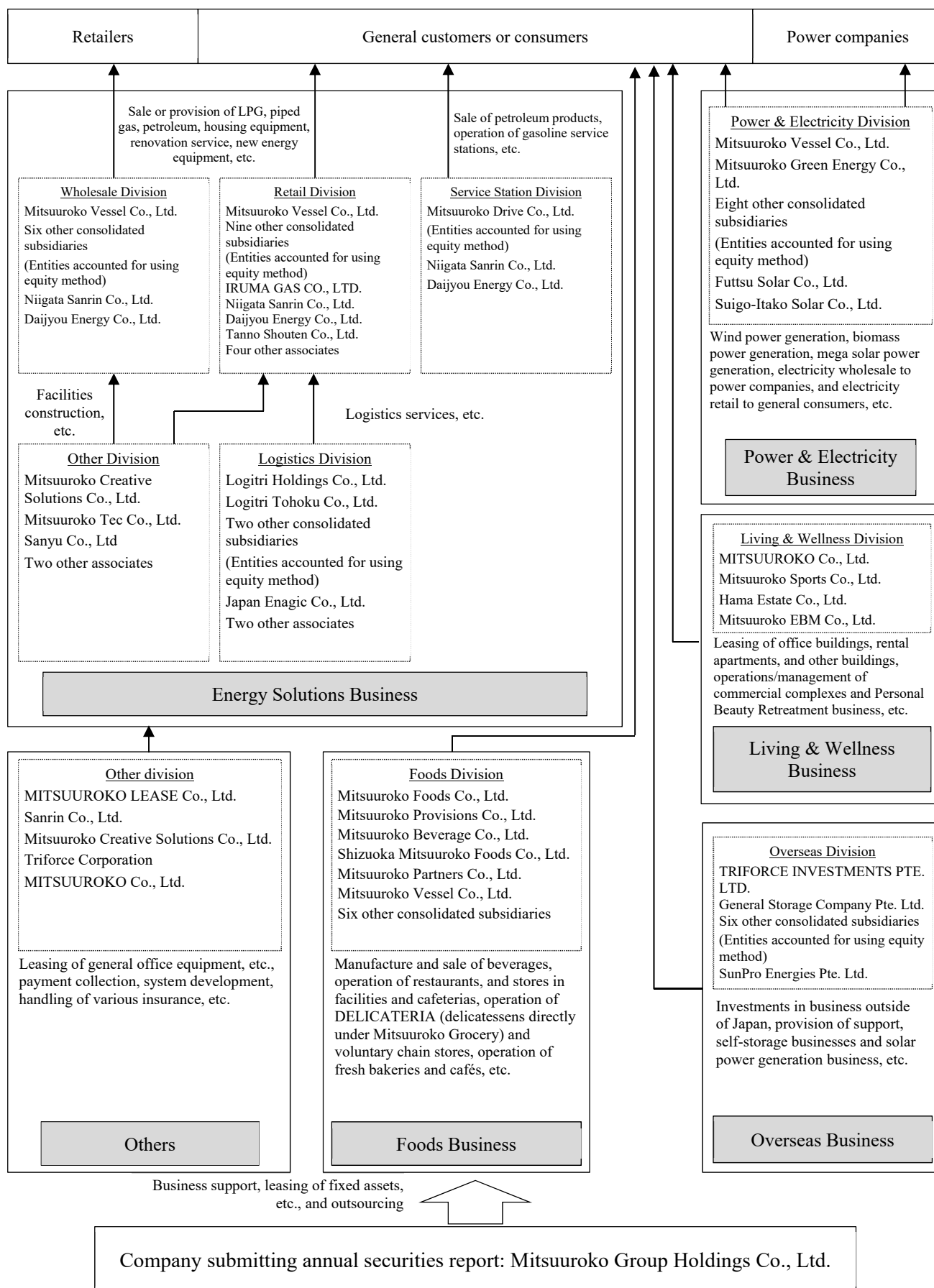
(4) Living & Wellness Business:

MITSUUROKO Co., Ltd. and Hama Estate Co., Ltd. lease office buildings and rental apartments, etc., to general customers. Mitsuuroko Sports Co., Ltd. operates health and sporting facilities such as "SPA EAS: Yokohama Tennen Onsen" at the Yokohama amusement facility HAMABOWL EAS. Mitsuuroko EBM Co., Ltd. operates businesses centered on the Personal Beauty Retreatment business, and provides services that contribute to enhancing people's well-being.

- (5) Overseas Business: TRIFORCE INVESTMENTS PTE. LTD. conducts investments and provides support outside of Japan. General Storage Company Pte. Ltd. and six other consolidated subsidiaries operate self-storage businesses in Asia. SunPro Energies Pte. Ltd. operates solar power generation business.

- (6) Other Businesses: MITSUUROKO LEASE Co., Ltd. conducts leasing operations. Sanrin Co., Ltd. operates an insurance agency. Mitsuuroko Creative Solutions Co., Ltd. conducts sale of information equipment. Triforce Corporation operates a printing business and an e-commerce business. MITSUUROKO Co., Ltd. operates a content business.

The business organizational chart is as follows.



3. Management policy

(1) Basic policy of corporate management

Within our Group management philosophy, we state that “as ‘a Lifestyle Producer,’ we consistently conduct our business with integrity and from the customer’s perspective.” Our aim is to enhance services related to everyday lifestyles centered on energy.

Beyond continually expanding new services from the consumers’ perspective, we will continue to contribute to conservation of the global environment by utilizing natural energy and promoting the installation of energy-saving housing equipment.

We will also continually enhance our security initiatives so that we can provide “safety and security” as our top priority, especially for energy products, and will fulfill our corporate social responsibility with an emphasis on compliance in our business activities.

(2) Medium- to long-term corporate management strategy

The Energy Solutions Business, which is the Group’s core business, and especially LPG, which continues to be highly profitable, has gained attention as a form of disaster-resistant distributed energy. However, the market has reached maturity, and because the population is expected to decline, a dramatic increase in the size of the market is unlikely. Demand for petroleum products such as heating oil and gasoline is on the decline.

To maintain competitiveness under these circumstances and secure stable profits, it will be important not only to reduce business costs through thorough streamlining but also to cultivate the markets for businesses that have the potential to be core businesses in the next generation and to prepare a growth strategy through expansion of profitability.

We will focus primarily on the points below while maintaining the competitiveness of our core energy-related businesses to become “a Lifestyle Producer” as set forth in our management philosophy.

Energy Solutions Business

While responding promptly to changes in the business environment, in this business we aspire to “delve deeper into the existing Energy Solutions Business and develop a medium- to long-term business model,” and strive to serve as an energy services provider handling 10% of household expenditure by expanding new service options centered on customer account expansion and provision of lifestyle infrastructure products. We view carbon neutrality as an opportunity for growth and will further strengthen our efforts and leverage synergies within the Group. The Energy Solutions Business has set “Support people’s lives. Cultivate the future.” as its vision for 2030, and all employees are working together toward this ideal future. While valuing the corporate DNA inherited from our predecessors over the Group’s long history, we always face the times, adapt to environmental changes, accurately grasp customer needs, and strive to create new value. We will continue to place the highest priority on safety and security and a customer-focused approach, as we work to lay the foundation for a brighter future.

Power & Electricity Business

Building on the stable supply to customers over the long Group history, we will work to develop new electricity customers and further expand the scale of our business. In terms of supply, we will maximize the use of our own renewable energy sources and newly introduced grid storage batteries; and by collaborating with various power producers, we will develop additional power sources to meet increasing electricity demand.

Furthermore, we intend to increase the proportion of renewable energy we procure as part of our commitment to a carbon-neutral society. To achieve the 2030 target of a 44% non-fossil fuel ratio in the Power & Electricity Business, we actively promote sales of “Low Environment Load Menu” to our customers and strive to mitigate CO₂ emissions.

Through the Power & Electricity Business, we strive to balance future energy demand growth with carbon neutrality, and contribute to the creation of a prosperous and bright future.

Foods Business

The business environment is changing every day. In the Foods Business, we aim to stay true to the Group's origins as "a Lifestyle Producer," while responding to the changes in the business environment. Through the safe and secure food and beverages we offer, we promote people's health and add richness to everyday life, engage with diversifying customer needs and social issues, and deliver meaningful solutions. In addition, we will leverage the Group's network built over the long history to grow our customer base and further expand our business scale; as well as strive to collaborate with local industries and contribute to local communities, to realize a sustainable society.

Living & Wellness Business

In the real estate business, where market trends differ from those of the Group's core businesses such as energy and electricity, we aim to maintain and expand the business as a stable revenue base that supports the whole Group. At the same time, as "a Lifestyle Producer," we challenge ourselves to create new ways of living while offering safe, secure, and comfortable spaces.

In the wellness business, we aim to become a well-being promoter centered in the Yokohama area, with the goals of "fostering beauty and health," "promoting sports," "developing next-generation wellness content," and "creating human energy." We will offer more personalized services, such as individualized health plans utilizing digital technologies, and propose new customer experiences. We will also promote physical activity through lifelong sports such as bowling and golf, contributing to users' health through regular exercise. Furthermore, by serving as a place for families and local communities, we promote multi-generational interaction and strengthen social connections. In addition, as part of our personal beauty retreatment business, we will develop healing third places where each of our female guests can enjoy her own quiet time and restore her body and mind through the relaxing effects of hot baths. Through synergy with carefully selected skincare products, we will promote the beauty and health of people's minds and bodies and contribute to the creation of human energy.

Overseas Business

In the Overseas Business, we aim to deliver sustainable value to the local communities where we operate, primarily in the Asia-Pacific region, and strive to build cooperative relationships with local companies. In addition to the partnerships in our energy field, we will actively contribute towards a decarbonized society, and engage in new technologies and businesses that contribute to the development of energy, social infrastructure, and the structural evolution of the economy.

Other Businesses

In the leasing business, the Group will promote system upgrades to comply with new leasing accounting standards that will come into effect in 2027. We will also expand our environmentally friendly lease offerings such as electric vehicles, and develop leasing businesses specialized in resale market products and specific fields.

In shared services and IT solutions, we will transform indirect operations using specialized knowledge, know-how, and technology, become Japan's leading provider of productivity improvement support, and support the Group on its path to nurture the lifestyle of consumers and deliver new value. The SmartOWL® service combines "LPG frequency efficiency" with "delivery routing efficiency" through AI-based delivery route mapping. Through this unique Group service, which leads to ESG promotion by "reducing CO₂ emissions" and "addressing delivery personnel shortages from retirement," we aim to deliver new value to other companies.

In the e-commerce business, we offer a variety of products and services in the areas of food, living, clothing, and entertainment through a digital platform that connects urban and rural areas. The platform will evolve from an "Avenue" to a "Town," and ultimately to a "City," creating a community where customers and creators come together and co-create new value.

In the content business, we will actively develop new content such as TV programs, movies, and stage productions, while leveraging our existing content. As "a Lifestyle Producer," we will strive to deliver "new value."

As for the smart farming business, in addition to the specialty coffee, we will grow vanilla trees. We will optimize the turnover through smart management of greenhouses resilient to climate changes, and will also implement agrivoltaic farming utilizing fallow land, along with farming support using drones.

<Direction of future investment and capital policy>

The Company places strengthening shareholder returns as an important management issue through active investment, under a solid financial foundation and sound fiscal discipline.

In order to maintain a solid financial foundation and sound financial discipline that is not affected by fluctuations in energy and wholesale electricity market prices, inclement weather, changes in the external environment such as the geopolitical situation, or fluctuations in demand, we have a policy of maintaining a consolidated equity ratio of approximately 50% to 55%.

As for investments, we established a medium- to long-term investment framework of 50,000 million yen starting in fiscal 2023, under which we invested 8,600 million yen in the first year and 6,000 million yen in fiscal 2024.

Regarding shareholder returns, we revised our dividend policy effective from the fiscal year ended March 31, 2025, and our basic policy is to continue providing progressive dividends while maintaining a total return ratio of 50% or higher.

Going forward, we will strive to achieve sustainable growth, enhance corporate value, and strengthen shareholder returns through investments in business areas with growth potential, strategic initiatives, and efforts to maintain and strengthen our existing businesses.

<Promotion of sustainability management>

The Group considers “contributing to the creation of a sustainable society” to be one of its key management strategies. Taking a long-term view of Mitsuuroko Group’s businesses from an ESG perspective, we have identified six materiality items based on our consideration of the issues to which management ought to give priority, among all social issues in existence. By setting quantitative targets and target years for each materiality item and aiming to achieve them, we will continue to create new value with our diverse stakeholders and contribute to the creation of a sustainable society.

- (1) Contribution to the environment
- (2) Contribution to local communities
- (3) Enhancement of safety and disaster response measures
- (4) Health-focused management
- (5) Promotion of diversity
- (6) Thorough compliance

(3) Issues to be addressed

(i) Contribution to the environment

Mitsuuroko Group is aware that it receives various benefits from the earth, including the resources necessary for its business activities, and that it is its responsibility to preserve the global environment in a better state. The purpose of Mitsuuroko Group’s existence is to build a better society through its daily business activities, and it places utmost importance on making proactive efforts to solve social issues. As measures to address climate change, which is a common challenge facing the world, Mitsuuroko Group is working to reduce the CO₂ emissions from its business activities and those from its customers’ use of products and services, as well as contribute to the improvement of energy efficiency, aiming to achieve carbon neutral by FY2050. In order to reduce CO₂ emissions in business activities, we are working to streamline delivery operations using the automatic meter reading of SmartOWL®, eliminating the issue of complicated delivery and promoting eco-driving activities, changing company cars to EVs and expanding the use of renewable energy and environmentally friendly energy sources. Moreover, to help our customers reduce CO₂ emissions, we are expanding our streamlined LPG delivery service, helping switch to highly efficient housing

equipment, promoting the Mitsuuroko Green Plan, working toward the transition of label-less PET bottles for mineral water, and promoting the elimination of plastic at restaurants, among other measures.

(ii) Contribution to local communities

The business operation of Mitsuuroko Group has been supported by many stakeholders until now. Among these stakeholders, local communities play an indispensable role. Mitsuuroko Group has traditionally fostered trust with local communities not only through business relationships but also by participating in community cleanup activities, charity work and sports activities. Mitsuuroko Group aims to coexist and prosper together with these local communities through working as hard as possible on initiatives that it can and should do in serving them as a corporate citizen, no matter how small.

(iii) Enhancement of safety and disaster response measures

Safety is an indispensable element in the nature of all businesses Mitsuuroko Group promotes. With its mainstay energy-related products directly rooted in our lifelines, Mitsuuroko Group's mission is to contribute to society through the stable supply of energy as well as safe, reliable, and prompt logistics services. Considering the experience and lessons of the Great East Japan Earthquake and the impact of the increasing number of large-scale natural disasters in recent years, such as typhoons, floods, and heat waves, it recognizes the necessity and importance of disaster prevention and is committed to enhancing disaster-prevention measures, support systems, and other measures including BCP.

(iv) Health-focused management

Understanding that human resources are our greatest asset, Mitsuuroko Group considers the health management of employees, who are the source of its future growth as an important management issue. Based on the "Mitsuuroko Group Healthcare Declaration," it respects the fact that each individual faces a variety of life stages, and it supports its employees in enabling them to autonomously and proactively manage their health through a variety of initiatives and information dissemination. As a leading company in health-focused management, it continues to provide support and engage in even more comprehensive initiatives through physical and mental health promotion to prevent illnesses, and promotion of work styles in line with new normal including the COVID-19 pandemic measures.

(v) Promotion of diversity

Mitsuuroko Group has grown as an "environmentally adaptive enterprise," engaging in what the times demand, and has embraced the philosophy of evolving with the times. Moving forward, it should not merely adapt to the environment reactively, but proactively propose and create new and better environments to achieve sustainable growth. It is therefore essential that Mitsuuroko Group fosters a corporate culture that embraces diversity as a strength, creating an organization not bounded by precepts such as new graduate or mid-career, form of employment, nationality, gender, and age. Mitsuuroko Group aspires to shaping a new era by being "an enterprise that creates favorable cycle" and "seeking continuous change."

(vi) Thorough compliance

In the management philosophy, Mitsuuroko Group has set forth that it consistently conducts its business with integrity and from the customer's perspective, advocating the need for legal compliance in management and business operation. While thoroughly maintaining internal controls that have been effective and appropriate so far, we continuously maintain our legal compliance system through means such as conducting various types of compliance training, producing original training videos on non-compliance cases, and ensuring employees carry compliance cards. Going forward, we will continue to strive for sincere management and business activities based on high ethical standards, always from the perspective of corporate social responsibility.

4. Basic approach to the selection of accounting standards

For the time being, the Group's policy is to prepare consolidated financial statements in accordance with Japanese generally accepted accounting principles (GAAP) in consideration of comparability of consolidated financial statements from between period to period and between companies. The Company intends to consider

the application of International Financial Reporting Standards (IFRS) in consideration of various domestic and overseas circumstances in the future.

5. Consolidated financial statements and significant notes

(1) Consolidated balance sheet

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	33,128	42,627
Notes receivable - trade	172	140
Accounts receivable - trade	30,891	33,319
Lease receivables and investments in leases	2,650	3,588
Merchandise and finished goods	5,439	5,691
Raw materials and supplies	808	809
Other	8,670	8,060
Allowance for doubtful accounts	(30)	(30)
Total current assets	81,730	94,208
Non-current assets		
Property, plant and equipment		
Buildings and structures	36,962	38,825
Accumulated depreciation	(23,928)	(25,500)
Buildings and structures, net	13,033	13,324
Machinery, equipment and vehicles	27,419	27,964
Accumulated depreciation	(23,549)	(23,796)
Machinery, equipment and vehicles, net	3,869	4,168
Land	17,052	16,848
Leased assets	6,118	5,907
Accumulated depreciation	(2,364)	(2,614)
Leased assets, net	3,754	3,293
Construction in progress	930	2,314
Other	14,350	13,554
Accumulated depreciation	(10,060)	(9,626)
Other, net	4,290	3,927
Total property, plant and equipment	42,931	43,877
Intangible assets		
Trademark right	3,171	3,155
Goodwill	1,611	1,580
Other	4,771	4,449
Total intangible assets	9,555	9,185
Investments and other assets		
Investment securities	33,723	25,008
Shares of subsidiaries and associates	3,852	4,131
Insurance funds	1,059	1,115
Deferred tax assets	1,921	1,904
Other	6,337	6,528
Allowance for doubtful accounts	(244)	(235)
Total investments and other assets	46,649	38,453
Total non-current assets	99,136	91,517
Total assets	180,866	185,725

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	24,312	30,186
Short-term borrowings	2,440	2,020
Current portion of bonds payable	1,001	1,001
Current portion of long-term borrowings	1,983	2,590
Lease liabilities	1,236	1,204
Income taxes payable	2,075	2,172
Accrued consumption taxes	343	1,962
Provision for bonuses	999	1,147
Provision for bonuses for directors (and other officers)	7	7
Asset retirement obligations	198	65
Other	6,664	9,009
Total current liabilities	41,261	51,368
Non-current liabilities		
Bonds payable	6,007	5,006
Long-term borrowings	13,688	13,308
Lease liabilities	2,447	1,949
Deferred tax liabilities	6,376	3,940
Provision for share awards	270	283
Provision for retirement benefits for directors (and other officers)	292	308
Retirement benefit liability	2,622	2,715
Asset retirement obligations	3,230	3,267
Other	4,769	4,888
Total non-current liabilities	39,706	35,667
Total liabilities	80,967	87,035
Net assets		
Shareholders' equity		
Share capital	7,077	7,077
Capital surplus	336	307
Retained earnings	80,999	84,100
Treasury shares	(1,621)	(509)
Total shareholders' equity	86,792	90,976
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	10,874	5,305
Deferred gains or losses on hedges	(25)	33
Foreign currency translation adjustment	2,220	2,271
Remeasurements of defined benefit plans	(0)	(6)
Total accumulated other comprehensive income	13,068	7,603
Non-controlling interests	37	109
Total net assets	99,898	98,689
Total liabilities and net assets	180,866	185,725

(2) Consolidated statement of income and consolidated statement of comprehensive income

Consolidated statement of income

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	309,085	339,656
Cost of sales	264,063	297,152
Gross profit	45,021	42,503
Selling, general and administrative expenses	32,686	33,734
Operating profit	12,334	8,769
Non-operating income		
Interest income	78	116
Dividend income	835	913
Purchase discounts	49	53
Share of profit of entities accounted for using equity method	454	472
Insurance claim income	33	76
Compensation income	82	42
Other	257	386
Total non-operating income	1,790	2,060
Non-operating expenses		
Interest expenses	313	371
Commission expenses	261	277
Loss on derivatives trading	91	43
Bond issuance costs	21	—
Other	133	132
Total non-operating expenses	821	824
Ordinary profit	13,303	10,005
Extraordinary income		
Gain on sale of non-current assets	24	15
Gain on receipt of donated non-current assets	3	24
Gain on sale of investment securities	70	5,066
Gain on sale of businesses	—	94
Total extraordinary income	99	5,200
Extraordinary losses		
Loss on sale of non-current assets	37	3
Loss on retirement of non-current assets	115	398
Loss on valuation of investment securities	93	—
Impairment losses	205	520
Loss on store closings	34	56
Loss on cancellation of rental contracts	42	—
Total extraordinary losses	527	979
Profit before income taxes	12,874	14,227
Income taxes - current	3,969	3,741
Income taxes - deferred	(224)	(99)
Total income taxes	3,745	3,642
Profit	9,129	10,584
Profit attributable to non-controlling interests	22	69
Profit attributable to owners of parent	9,107	10,515

Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit	9,129	10,584
Other comprehensive income		
Valuation difference on available-for-sale securities	(39)	(5,579)
Foreign currency translation adjustment	829	51
Remeasurements of defined benefit plans, net of tax	5	(6)
Share of other comprehensive income of entities accounted for using equity method	49	69
Total other comprehensive income	844	(5,465)
Comprehensive income	9,973	5,119
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	9,951	5,050
Comprehensive income attributable to non-controlling interests	22	69

(3) Consolidated statement of changes in equity

Fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,077	307	73,793	(533)	80,645
Cumulative effects of changes in accounting policies			325		325
Restated balance	7,077	307	74,118	(533)	80,970
Changes during period					
Dividends of surplus			(2,224)		(2,224)
Profit attributable to owners of parent			9,107		9,107
Purchase of treasury shares				(1,128)	(1,128)
Disposal of treasury shares		29		39	68
Net changes in items other than shareholders' equity					—
Total changes during period	—	29	6,882	(1,088)	5,822
Balance at end of period	7,077	336	80,999	(1,621)	86,792

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	10,899	(61)	1,391	(5)	12,224	15	92,884
Cumulative effects of changes in accounting policies					—		325
Restated balance	10,899	(61)	1,391	(5)	12,224	15	93,209
Changes during period							
Dividends of surplus					—		(2,224)
Profit attributable to owners of parent					—		9,107
Purchase of treasury shares					—		(1,128)
Disposal of treasury shares					—		68
Net changes in items other than shareholders' equity	(25)	35	829	5	844	22	866
Total changes during period	(25)	35	829	5	844	22	6,689
Balance at end of period	10,874	(25)	2,220	(0)	13,068	37	99,898

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,077	336	80,999	(1,621)	86,792
Changes during period					
Dividends of surplus			(2,431)		(2,431)
Profit attributable to owners of parent			10,515		10,515
Purchase of treasury shares				(3,900)	(3,900)
Cancellation of treasury shares		(29)	(4,983)	5,012	–
Net changes in items other than shareholders' equity					–
Total changes during period	–	(29)	3,100	1,112	4,183
Balance at end of period	7,077	307	84,100	(509)	90,976

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	10,874	(25)	2,220	(0)	13,068	37	99,898
Changes during period							
Dividends of surplus					–		(2,431)
Profit attributable to owners of parent					–		10,515
Purchase of treasury shares					–		(3,900)
Cancellation of treasury shares					–		–
Net changes in items other than shareholders' equity	(5,568)	59	51	(6)	(5,465)	72	(5,392)
Total changes during period	(5,568)	59	51	(6)	(5,465)	72	(1,208)
Balance at end of period	5,305	33	2,271	(6)	7,603	109	98,689

(4) Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	12,874	14,227
Depreciation	4,941	5,217
Amortization of goodwill	89	72
Impairment losses	205	520
Loss (gain) on sale of businesses	—	(94)
Loss on store closings	34	56
Loss on cancellation of rental contracts	42	—
Increase (decrease) in provision for share awards	2	51
Increase (decrease) in provision for retirement benefits for directors (and other officers)	14	15
Increase (decrease) in allowance for doubtful accounts	(24)	(9)
Increase (decrease) in retirement benefit liability	68	86
Gain on receipt of donated non-current assets	(3)	(24)
Interest and dividend income	(914)	(1,030)
Interest expenses	313	371
Share of loss (profit) of entities accounted for using equity method	(454)	(472)
Loss (gain) on sale of investment securities	(70)	(5,066)
Loss (gain) on valuation of investment securities	93	—
Loss (gain) on sale and retirement of non-current assets	128	386
Decrease (increase) in trade receivables	(27)	(2,395)
Decrease (increase) in investments in leases	(243)	(938)
Decrease (increase) in inventories	723	(253)
Increase (decrease) in trade payables	(266)	5,873
Increase (decrease) in accrued consumption taxes	(1,100)	1,612
Other, net	(1,364)	1,955
Subtotal	15,061	20,161
Interest and dividends received	1,314	1,446
Interest paid	(310)	(372)
Income taxes paid	(5,700)	(3,763)
Income taxes refund	169	495
Net cash provided by (used in) operating activities	10,535	17,968

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from investing activities		
Payments into time deposits	(6,047)	(5,751)
Proceeds from withdrawal of time deposits	4,948	5,913
Purchase of property, plant and equipment	(5,777)	(4,249)
Proceeds from sale of property, plant and equipment	126	17
Payments for retirement of property, plant and equipment	(24)	(21)
Purchase of intangible assets	(2,513)	(757)
Payments for asset retirement obligations	(16)	(208)
Purchase of investment securities	(322)	(840)
Proceeds from sale of investment securities	253	6,724
Purchase of shares of subsidiaries and associates	—	(154)
Long-term loan advances	(83)	(192)
Proceeds from collection of long-term loans receivable	13	29
Proceeds from sale of businesses	—	77
Other, net	27	0
Net cash provided by (used in) investing activities	(9,415)	586
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	—	(420)
Proceeds from long-term borrowings	4,343	2,200
Repayments of long-term borrowings	(3,081)	(1,971)
Proceeds from issuance of bonds	2,348	—
Redemption of bonds	(823)	(1,001)
Repayments of lease liabilities	(1,308)	(1,303)
Purchase of treasury shares	(1,128)	(3,900)
Dividends paid	(2,221)	(2,411)
Other, net	(15)	(29)
Net cash provided by (used in) financing activities	(1,887)	(8,838)
Effect of exchange rate change on cash and cash equivalents	141	(51)
Net increase (decrease) in cash and cash equivalents	(626)	9,665
Cash and cash equivalents at beginning of period	31,450	30,824
Cash and cash equivalents at end of period	30,824	40,489

(5) Notes to consolidated financial statements

Notes on the premise of going concerns

Not applicable.

Notes on changes in accounting policies

Application of the “Accounting Standard for Current Income Taxes” and other relevant ASBJ regulations

The Company has applied the “Accounting Standard for Current Income Taxes” (Accounting Standards Board of Japan (ASBJ) Statement No. 27, October 28, 2022; the “Revised Accounting Standard of 2022”) and other relevant ASBJ regulations from the beginning of the fiscal year ended March 31, 2025.

Revisions to categories for recording current income taxes (taxation on other comprehensive income) conform to the transitional treatment in the proviso of paragraph 20-3 of the Revised Accounting Standard of 2022 and the transitional treatment in the proviso of paragraph 65-2 (2) of the “Guidance on Accounting Standard for Tax Effect Accounting” (ASBJ Guidance No. 28, October 28, 2022; the “Revised Guidance of 2022”). There is no impact of this change in accounting policies on the consolidated financial statements.

Furthermore, regarding the revisions related to review of the treatment in the consolidated financial statements where loss (gain) resulting from the sale of shares in subsidiaries, etc. among companies within the same scope of consolidation being deferred for tax purposes, the Revised Guidance of 2022 has been applied from the beginning of the fiscal year ended March 31, 2025. This change to accounting policies has been applied retrospectively to the consolidated financial statements for the previous fiscal year. As a result, with the cumulative amount of impact being reflected in the net assets at the beginning of the previous consolidated fiscal year, retained earnings and deferred tax assets at the end of the previous fiscal year increased ¥325 million, and ¥124 million respectively, while deferred tax liabilities decreased ¥200 million. This change has no impact on the consolidated statement of income for the fiscal year ended March 31, 2025 and the fiscal year ended March 31, 2024.

Notes on segment information, etc.

[Segment information]

1. Overview of reportable segments

The Group's reportable segments are components of the Group for which separate financial information is available and which are subject to periodic review by the Board of Directors for the purpose of determining the allocation of management resources and evaluating performance.

The Group has established business divisions by product and service at its headquarters, and each division formulates comprehensive strategies for the products and services it handles and develops business activities.

Accordingly, the Group has five reportable segments: Energy Solutions Business, Power & Electricity Business, Foods Business, Living & Wellness Business, and Overseas Business, which are aggregated business segments with similar economic characteristics by products and services based on business divisions.

The Energy Solutions Business mainly sells LPG, petroleum products, and housing equipment, and also provides related services; the Power & Electricity Business wholesales wind-generated electricity and retails electricity to general customers, mainly through biomass power generation; the Foods Business manufactures and sells beverages, operates stores in facilities and cafeterias, operates voluntary chain stores, and operates fresh bakeries and cafés; the Living & Wellness Business leases office buildings, rental apartments, and other real estate, and also operates and manages commercial complexes; the Overseas Business is engaged in business investment, support service, and self-storage business outside of Japan. The Other Businesses sells products and services that are not included in the aforementioned reportable segments.

2. Method of calculating the amount of net sales, profit (loss), assets and other items by reportable segment

The accounting method for reported business segments is in accordance with the accounting policies used to prepare the consolidated financial statements.

Profit by reportable segment is based on operating profit.

Intersegment revenues and transfers within the Group are based on prevailing market prices.

3. Information regarding the amount of net sales, profit (loss), assets and other items by reportable segment

Previous fiscal year (From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Reportable segments						Other Businesses (Note 1)	Total	Adjustments (Note 2)	Amount in the consolidated financial statements (Note 3)
	Energy Solutions Business	Power & Electricity Business	Foods Business	Living & Wellness Business	Overseas Business	Subtotal				
Net sales										
Sales to external customers	146,757	133,365	21,285	2,671	2,676	306,757	2,327	309,085	–	309,085
Intersegment sales or transfers	134	710	12	9	–	867	378	1,245	(1,245)	–
Total	146,892	134,075	21,298	2,681	2,676	307,624	2,705	310,330	(1,245)	309,085
Segment profit (loss)	2,924	9,806	855	169	(127)	13,629	96	13,726	(1,391)	12,334
Segment assets	50,582	36,670	9,703	16,512	28,079	141,547	4,935	146,483	34,383	180,866
Other items										
Depreciation	1,538	690	398	530	1,441	4,599	113	4,713	228	4,941
Amortization of goodwill	43	2	–	–	42	89	–	89	–	89
Investments in entities accounted for using equity method	3,035	780	–	–	–	3,815	–	3,815	–	3,815
Increase in property, plant and equipment and intangible assets	1,666	1,374	1,408	1,210	3,306	8,967	130	9,097	274	9,371

Current fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Reportable segments						Other Businesses (Note 1)	Total	Adjustments (Note 2)	Amount in the consolidated financial statements (Note 3)
	Energy Solutions Business	Power & Electricity Business	Foods Business	Living & Wellness Business	Overseas Business	Subtotal				
Net sales										
Sales to external customers	153,464	156,972	21,161	2,734	2,908	337,241	2,414	339,656	–	339,656
Intersegment sales or transfers	178	677	9	8	–	874	336	1,210	(1,210)	–
Total	153,642	157,650	21,171	2,742	2,908	338,115	2,750	340,866	(1,210)	339,656
Segment profit (loss)	2,414	6,722	899	88	176	10,300	21	10,322	(1,552)	8,769
Segment assets	51,062	46,979	10,857	16,342	27,768	153,011	5,920	158,932	26,793	185,725
Other items										
Depreciation	1,586	566	419	604	1,670	4,848	129	4,978	238	5,217
Amortization of goodwill	43	2	–	–	26	72	–	72	–	72
Investments in entities accounted for using equity method	3,087	868	–	–	137	4,093	–	4,093	–	4,093
Increase in property, plant and equipment and intangible assets	2,253	1,121	1,888	206	1,076	6,545	150	6,695	295	6,991

(Notes) 1. The “Other Businesses” category is a business segment that is not included in the reportable segments and includes Leasing Business, Insurance Agency Business and sales of other services.

2. The details of adjustments are as follows

(1) Segment profit (loss)

(Millions of yen)

	Previous fiscal year	Current fiscal year
Elimination of intersegment transactions	(38)	(18)
Corporate expenses (Note)	(1,353)	(1,534)
Other adjustments	0	0
Total	(1,391)	(1,552)

(Note) Corporate expenses are mainly general and administrative expenses that do not belong to any reportable segment.

(2) Segment assets

(Millions of yen)

	Previous fiscal year	Current fiscal year
Elimination of receivables from corporate administrative departments	(142)	(135)
Corporate assets (Note)	34,508	26,910
Other adjustments	17	17
Total	34,383	26,793

(Note) Corporate assets consist mainly of surplus operating funds (cash and deposits), long-term investment funds (investment securities), and assets related to administrative departments that do not belong to the reportable segments.

(3) Adjustment of increase in property, plant and equipment and intangible assets (¥274 million in the previous fiscal year and ¥295 million in the current fiscal year) represents capital investment in head office and other facilities.

3. Segment profit (loss) is adjusted with operating profit in the consolidated statement of income.

4. The increase in property, plant and equipment and intangible assets does not include the increase in assets from business combinations.

[Related information]

Previous fiscal year (From April 1, 2023 to March 31, 2024)

1. Information about products and services

The information is omitted because the same information is disclosed in “[Segment information].”

2. Information about geographical areas

(1) Net sales

This information is omitted because sales to external customers in Japan accounted for more than 90% of net sales in the consolidated statement of income.

(2) Property, plant and equipment

(Millions of yen)

Japan	Singapore	Asia (excluding Singapore)	Total
35,692	5,132	2,106	42,931

3. Information about main customers

This information is omitted because there were no business partners who accounted for 10% or more of net sales in the consolidated statement of income among sales to external customers.

Current fiscal year (From April 1, 2024 to March 31, 2025)

1. Information about products and services

The information is omitted because the same information is disclosed in “[Segment information].”

2. Information about geographical areas

(1) Net sales

This information is omitted because sales to external customers in Japan accounted for more than 90% of net sales in the consolidated statement of income.

(2) Property, plant and equipment

(Millions of yen)

Japan	Singapore	Asia (excluding Singapore)	Total
37,120	4,437	2,319	43,877

3. Information about main customers

This information is omitted because there were no business partners who accounted for 10% or more of net sales in the consolidated statement of income among sales to external customers.

[Information about impairment losses of non-current assets by reportable segment]

Previous fiscal year (From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Energy Solutions Business	Power & Electricity Business	Foods Business	Living & Wellness Business	Overseas Business	Other Businesses	Corporate and elimination	Total
Impairment losses	91	22	21	6	63	—	—	205

Current fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Energy Solutions Business	Power & Electricity Business	Foods Business	Living & Wellness Business	Overseas Business	Other Businesses	Corporate and elimination	Total
Impairment losses	30	—	9	480	—	—	—	520

[Information about amortization and unamortized balance of goodwill by reportable segment]

Previous fiscal year (From April 1, 2023 to March 31, 2024)

(Millions of yen)

	Energy Solutions Business	Power & Electricity Business	Foods Business	Living & Wellness Business	Overseas Business	Other Businesses	Corporate and elimination	Total
Amortization in the fiscal year	43	2	—	—	42	—	—	89
Unamortized balance at end of the fiscal year	229	5	—	—	381	—	—	616

Current fiscal year (From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Energy Solutions Business	Power & Electricity Business	Foods Business	Living & Wellness Business	Overseas Business	Other Businesses	Corporate and elimination	Total
Amortization in the fiscal year	43	2	—	—	26	—	—	72
Unamortized balance at end of the fiscal year	186	2	—	—	353	—	—	542

[Information about gain on bargain purchase by reportable segment]

Previous fiscal year (From April 1, 2023 to March 31, 2024)

Not applicable.

Current fiscal year (From April 1, 2024 to March 31, 2025)

Not applicable.

Notes on per share information

Previous fiscal year (From April 1, 2023 to March 31, 2024)		Current fiscal year (From April 1, 2024 to March 31, 2025)	
Net assets per share	1,701.24 yen	Net assets per share	1,746.77 yen
Basic earnings per share	153.93 yen	Basic earnings per share	182.05 yen

(Notes) 1. Diluted earnings per share is not shown because there are no dilutive shares.

2. The number of treasury shares at the end of the period includes the Company's shares held by Custody Bank of Japan, Ltd. (Trust Account E) (520,300 shares at the end of the previous fiscal year, 520,300 shares at the end of the current fiscal year). Also, the Company's shares held by Custody Bank of Japan, Ltd. (Trust Account E) are included in treasury shares that are deducted for calculation of the average number of shares outstanding during the period (532,135 shares for the previous fiscal year, 520,300 shares for the current fiscal year).

3. The basis for calculating basic earnings per share is as follows

	Previous fiscal year (From April 1, 2023 to March 31, 2024)	Current fiscal year (From April 1, 2024 to March 31, 2025)
Profit attributable to owners of parent (Millions of yen)	9,107	10,515
Amount not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to owners of parent related to common shares (Millions of yen)	9,107	10,515
Average number of shares outstanding during the period (Thousand shares)	59,166	57,762

Notes on significant subsequent events

Not applicable.

6. Other

(1) Change of Directors and Executive Officers

(i) Change of Representative

Not applicable.

(ii) Change of other Directors and Executive Officers

- New candidate for Director

Kenji Yoshizawa, Director (currently Senior Vice President and General Manager of Internal Auditing Office)

- Retiring Director

Jun Kawakami, Director

(iii) Scheduled appointment and retirement date

June 17, 2025

The aforementioned changes are subject to approval at the Ordinary General Meeting of Shareholders to be held on June 17, 2025.