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May 13, 2025

Consolidated Financial Results for the Six Months Ended March 31, 2025 (Under Japanese GAAP)

Company name: CSS Holdings, Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 2304
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 Scheduled date to file semi-annual securities report: May 14, 2025
 Scheduled date to commence dividend payments: June 20, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes

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

1. Consolidated financial results for the six months ended March 31, 2025 (from October 1, 2024 to March 31, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	9,886	8.2	512	1.1	530	1.9	302	(6.4)
March 31, 2024	9,135	22.8	507	112.5	520	93.2	323	59.6

Note: Comprehensive income For the six months ended March 31, 2025: ¥322 million [(6.2)%]
 For the six months ended March 31, 2024: ¥343 million [56.7%]

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
March 31, 2025	60.48	60.17
March 31, 2024	64.79	64.19

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
March 31, 2025	6,440	2,895	45.0
September 30, 2024	5,931	2,674	45.1

Reference: Equity
 As of March 31, 2025: ¥2,895 million
 As of September 30, 2024: ¥2,674 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended September 30, 2024	—	10.00	—	20.00	30.00
Fiscal year ending September 30, 2025	—	15.00			
Fiscal year ending September 30, 2025 (Forecast)			—	15.00	30.00

Note: Revisions to the forecast of cash dividends most recently announced: None

3. Consolidated earnings forecasts for the fiscal year ending September 30, 2025 (from October 1, 2024 to September 30, 2025)

(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 September 30, 2025	19,230	9.1	657	10.2	684	8.6	505	17.9	101.04

Note: Revisions to the earnings forecasts most recently announced: Yes

For the revisions to the consolidated earnings forecasts, please refer to “Notice regarding the revisions to the earnings forecasts for the fiscal year ending September 30, 2025” released on May 13, 2025.

*** Notes**

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements: None
- (3) Changes in accounting policies, changes in accounting estimates, and restatement
 - (i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes
 - (ii) Changes in accounting policies due to other reasons: None
 - (iii) Changes in accounting estimates: None
 - (iv) Restatement: None
- (4) Number of issued shares (common shares)

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

As of March 31, 2025	5,285,600 shares
As of September 30, 2024	5,285,600 shares

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

As of March 31, 2025	270,008 shares
As of September 30, 2024	291,008 shares

- (iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended March 31, 2025	5,007,515 shares
Six months ended March 31, 2024	4,994,630 shares

The number of treasury shares at the end of the period includes the shares of CSS Holdings, Ltd. (the “Company”) held by the Board Benefit Trust (125,600 shares as of March 31, 2025, and 125,600 shares as of September 30, 2024). The Company’s shares held by the Trust are included in the treasury shares deducted in the calculation of the average number of shares outstanding during the period (125,600 shares for the six months ended March 31, 2025, and 125,600 shares for the six months ended March 31, 2024).

- * Semi-annual financial results reports are exempt from reviews conducted by certified public accountants or an audit corporation.

- * Proper use of earnings forecasts, and other special matters

The forward-looking statements, including earnings forecasts, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable. Consequently, any statements herein do not constitute assurances regarding actual results by the Company. Actual business and other results may differ substantially due to various factors. For the suppositions that form the assumptions for the forecast of financial results and cautions concerning the use thereof, please refer to the section of “(3) Explanation of consolidated financial results forecasts and other forward-looking statements” of “1. Qualitative information on semi-annual financial results” on page 4 of the attached material.

○ **Attached Material**

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1. Qualitative information on semi-annual financial results

(1) Explanation of operating results

During the semi-annual financial period under review, the Japanese economy continued to recover at a moderate pace mainly due to an upturn in corporate earnings and private consumption. With the number of foreign visitors to Japan setting a record high against the background of the weak yen and other factors, the hotel and sightseeing industries saw inbound demand grow. On the other hand, high costs of food ingredients and others, caused by a combination of diverse factors, including rising raw material prices, surging logistics cost, the weaker yen, and higher personal expenses, have become a serious social issue.

Under these circumstances, the Group started a new three-year Medium-Term Management Plan, its fifth, from this fiscal year and announced “2025-27 Medium-Term Management Plan ‘Go Beyond! Next 20’” in December 2024. With target consolidated financial results for the fiscal year ending September 30, 2027 of net sales of ¥27.0 billion, operating profit of ¥950 million, and ROE of 15% or more, we are pursuing goals on two axes that are mutually related but independent: strengthening of the foundations of our existing business organization and improving earning power, and the activities of the X-value unit, which is tasked with creating new value. This is being done as part of our business development strategy under a theme of “strengthening investment to improve capital efficiency.”

During the second quarter under review, in the Steward Business and the Food Segment, in which a number of employees support the ground, we considered the implementation of a basic salary increase in light of situations in society in parallel with the implementation of personnel evaluation for regular pay hikes. Employee satisfaction is significantly correlated to labor productivity. In consideration of the pricing situation, we have decided on the implementation from the portion for April 2025 on a higher level than usual years.

As a result, consolidated net sales, operating profit, ordinary profit, and profit attributable to owners of parent for the semi-annual fiscal period under review, were ¥9,886 million (up 8.2% year on year), ¥512 million (up 1.1% year on year), ¥530 million (up 1.9% year on year), and ¥302 million (down 6.4% year on year), respectively.

A summary of operating results by segment for the semi-annual fiscal period under review is as follows.

(i) Steward Business

This segment is the core of the Group’s business, providing kitchen management and cleaning services, including dishwashing, to business customers that are mainly hotels, restaurants and theme parks.

During the semi-annual fiscal period under review, we opened nine new business locations, and the number of new openings on a full-year basis is forecast to be 16 cases. With a string of large hotels, centered on foreign-affiliated luxury hotels, opening one after another, we are supporting the launch of newly-opened hotels as the Company is working as one with quality and safety as the top priority. In line with this, the outlook for sales results relative to the budget in the semi-annual fiscal period under review attributed to newly consigned projects that will begin this fiscal year is over 90%, and progress is going smoothly.

Following the first quarter, we were active in making prior investments in initiatives to enhancing our earning power by strengthening our business foundation through the improvement of the workplace environment and workflows. This is done by means such as boosting employee engagement through the adoption of SaaS and the rebuilding of shift work and labor-related work process.

Regarding the trend of part time workers joining and leaving the Company, we recognize that the number of them joining during the semi-annual fiscal period under review declined year and year and that the number of them leaving remains unchanged. Accordingly, we continue to focus on

management that takes into account the communication, education and human resource development, and occupational health and safety, which support retention.

As a result, net sales were ¥4,724 million (up 12.5% year on year) and operating profit was ¥360 million (up 12.1% year on year), with year-on-year increases in both sales and profit.

(ii) Food Service Business

This segment is engaged in the operation of employee cafeterias, restaurants in hotels, meal services in senior care facilities, and the like on a consignment basis nationwide.

During the semi-annual fiscal period under review, we opened eight new business locations, and the number of new openings on a full-year basis is forecast to be 15 cases.

Aimed at expanding consigned projects, we are reinforcing the provision of sanitation education to new graduates as new employees and mid-career recruits while promoting mid-career employment by reinforcing the welfare program and advancing the preparation for receiving specified skilled workers from overseas.

On the other hand, we are setting the environment that makes our argument in negotiations for passing increased costs to clients more convincing by showing data that clarify the fact of surging food ingredient prices.

The sales shares made up by the three departments: restaurants including hotel breakfast; contracts such as for employee canteens; and nursing care food mainly for housing with services for the elderly are about 65%, 28% and 7%, respectively. This trend remains unchanged from the first quarter.

As a result, net sales were ¥2,141 million (up 14.1% year on year) and operating profit was ¥55 million (up 1.1% year on year), with a year-on-year increase in both sales and profit, achieving the plan.

(iii) Space Management Business

This segment includes providing design, construction/installation, sales, management, and maintenance related to video, audio, broadcasting, and security applications, as well as background music (BGM) and fragrances.

During the semi-annual fiscal period under review, the performance of Toyo Media Links Corporation remained firm thanks to the contribution to net sales and earnings by the continued demand for the renewal of surveillance cameras and LED signage in banks and other financial institutions, and the replacement of AV and broadcasting equipment in other companies, schools and other facilities. On the other hand, the performance of Onkyo Tokki Ltd. ended up considerably lower year on year due to the big impact from the multiple highly-profitable big projects that the company had delivered in the previous fiscal year.

Toyo Media Links Corporation entered into a basic agreement on business alliance with Vario Secure Inc. (Head office: Chiyoda-ku, Tokyo. Representative and CEO Satoshi Yamamori), which offers cyber security solutions as Business Process Outsourcing (BOP). In the situation that security risk has been further heightened as "AV over IP," which transmits video and sound signals through IP networks (LAN), has been adopted more and more, making the cloud management of data a mainstream trend, it is essential to respond to a burden increase in security measures. This alliance is intended to offer optimum security solutions that can fulfill today's needs.

As a result, net sales were ¥3,027 million (down 1.1% year on year) and operating profit was ¥206 million (down 21.5% year on year), resulting in a year-on-year decrease in both sales and profit.

(2) Explanation of financial position

(i) Status of assets, liabilities and net assets

(Assets)

Total assets at the end of the semi-annual fiscal period under review were ¥6,440 million, an increase of ¥508 million compared to the end of the previous fiscal year. As for the breakdown, current assets

increased ¥597 million. This was mainly due to a ¥349 million increase in cash and deposits and a ¥271 million increase in notes and accounts receivable - trade, and contract assets. Non-current assets decreased ¥88 million. This was mainly due to ¥18 million decrease in investment securities and a ¥72 million decrease in deferred tax assets.

(Liabilities)

Total liabilities at the end of the semi-annual fiscal period under review were ¥3,545 million, an increase of ¥288 million compared to the end of the previous fiscal year. As for the breakdown, current liabilities increased ¥289 million. This was mainly due to a ¥160 million increase in notes and accounts payable - trade, a ¥380 million increase in short-term borrowings, and a ¥112 million decrease in accrued consumption taxes as well as a ¥121 million decrease in other current liabilities. Non-current liabilities decreased to ¥0 million. This was mainly due to a ¥3 million decrease in lease liabilities and a ¥3 million increase in deferred tax liabilities.

(Net assets)

Total assets at the end of the semi-annual fiscal period under review were ¥2,895 million, an increase of ¥220 million compared to the end of the previous fiscal year. This was mainly due to an increase in retained earnings due to the recording of a ¥302 million in profit attributable to owners of parent, and a decrease in retained earnings associated with ¥102 million of dividends of surplus.

(ii) Status of cash flows

Cash and cash equivalents (hereinafter referred to as “cash”) at the end of the semi-annual fiscal period under review came to ¥1,256 million, an increase of ¥349 million compared with the end of the previous fiscal year.

A summary of cash flows and the reasons therefor for the semi-annual fiscal period under review is as follows.

(Cash flows from operating activities)

Cash inflow from operating activities came to ¥133 million (cash outflow of ¥74 million during the same term of the previous year) mainly due to profit before income taxes of ¥530 million, a ¥271 million increase in trade receivables, a ¥160 million increase in trade payables, a ¥24 million decrease in provision for bonuses, a ¥112 million decrease in accrued consumption taxes and a ¥99 million decrease in accrued expenses.

(Cash flows from investing activities)

Cash outflow from investing activities amounted to ¥55 million (cash outflow of ¥27 million during the same term of the previous year) mainly due to acquisition of property, plant and equipment of ¥33 million and acquisition of intangible assets of ¥14 million.

(Cash flows from financing activities)

Cash inflow from financing activities came to ¥270 million (cash inflow of ¥139 million during the same term of the previous year) due to a net increase in short-term borrowings of ¥380 million, dividends paid of ¥101 million, etc.

(3) Explanation of consolidated financial results forecasts and other forward-looking statements

For the revisions to the consolidated earnings forecasts as of today, please refer to “Notice regarding the revisions to the earnings forecasts for the fiscal year ending September 30, 2025” released today. (These forecasts have been prepared based on currently available information and contain uncertainties. Therefore, actual results may differ from these forecasts due to changes in various factors, including the business environment.)

2. Semi-annual consolidated financial statements and significant notes thereto

(1) Semi-annual consolidated balance sheet

(Thousands of yen)

	As of September 30, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	906,589	1,256,361
Notes and accounts receivable - trade, and contract assets	2,040,173	2,311,263
Securities	–	49,734
Merchandise and finished goods	545,094	464,862
Work in process	27,254	13,112
Raw materials and supplies	17,587	18,162
Short-term loans receivable	10,161	20,162
Accounts receivable - other	5,539	1,583
Other	123,009	138,996
Allowance for doubtful accounts	(462)	(1,786)
Total current assets	3,674,946	4,272,451
Non-current assets		
Property, plant and equipment		
Buildings and structures	983,950	987,215
Accumulated depreciation	(604,923)	(619,719)
Buildings and structures, net	379,026	367,495
Land	951,628	951,628
Other	233,664	261,530
Accumulated depreciation	(178,684)	(189,177)
Other, net	54,979	72,353
Total property, plant and equipment	1,385,635	1,391,477
Intangible assets		
Goodwill	13,311	10,116
Other	58,570	63,220
Total intangible assets	71,881	73,337
Investments and other assets		
Investment securities	538,668	519,803
Deferred tax assets	104,920	32,363
Other	155,924	154,185
Allowance for doubtful accounts	(852)	(3,545)
Total investments and other assets	798,661	702,807
Total non-current assets	2,256,178	2,167,622
Total assets	5,931,124	6,440,074

(Thousands of yen)

	As of September 30, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	490,732	651,004
Short-term borrowings	450,000	830,000
Lease liabilities	15,427	11,332
Accounts payable - other	835,075	899,877
Accrued consumption taxes	364,329	251,544
Income taxes payable	200,945	155,757
Provision for bonuses	124,966	100,531
Provision for bonuses for directors (and other officers)	11,866	4,980
Other	364,460	242,622
Total current liabilities	2,857,802	3,147,649
Non-current liabilities		
Lease liabilities	14,060	10,091
Deferred tax liabilities	7,141	10,309
Retirement benefit liability	344,792	344,345
Provision for share awards	3,394	4,854
Long-term accounts payable - other	20,377	19,177
Asset retirement obligations	8,101	8,133
Other	500	500
Total non-current liabilities	398,366	397,409
Total liabilities	3,256,169	3,545,059
Net assets		
Shareholders' equity		
Share capital	393,562	393,562
Capital surplus	279,271	272,046
Retained earnings	1,976,956	2,177,386
Treasury shares	(109,573)	(102,327)
Total shareholders' equity	2,540,216	2,740,667
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	134,738	154,346
Total accumulated other comprehensive income	134,738	154,346
Total net assets	2,674,954	2,895,014
Total liabilities and net assets	5,931,124	6,440,074

(2) Semi-annual consolidated statement of income and semi-annual consolidated statement of comprehensive income**(Semi-annual consolidated statement of income)**

(Thousands of yen)

	Six months ended March 31, 2024	Six months ended March 31, 2025
Net sales	9,135,179	9,886,044
Cost of sales	7,538,170	8,147,691
Gross profit	1,597,009	1,738,353
Selling, general and administrative expenses	1,089,840	1,225,456
Operating profit	507,169	512,896
Non-operating income		
Interest income	994	1,164
Dividend income	6,519	7,517
Rental income	6,309	3,097
Subsidies for employment adjustment	—	6,808
Other	9,885	9,128
Total non-operating income	23,709	27,717
Non-operating expenses		
Interest expenses	4,382	5,934
Commission expenses	909	1,184
Foreign exchange losses	2,172	2,041
Other	2,855	1,079
Total non-operating expenses	10,321	10,239
Ordinary profit	520,557	530,374
Extraordinary losses		
Loss on retirement of non-current assets	105	34
Total extraordinary losses	105	34
Profit before income taxes	520,451	530,339
Income taxes - current	170,755	160,462
Income taxes - deferred	26,106	67,043
Total income taxes	196,862	227,505
Profit	323,589	302,833
Profit attributable to owners of parent	323,589	302,833

(Semi-annual consolidated statement of comprehensive income)

(Thousands of yen)

	Six months ended March 31, 2024	Six months ended March 31, 2025
Profit	323,589	302,833
Other comprehensive income		
Valuation difference on available-for-sale securities	20,016	19,608
Total other comprehensive income	20,016	19,608
Comprehensive income	343,606	322,442
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	343,606	322,442
Comprehensive income attributable to non-controlling interests	—	—

(3) Semi-annual consolidated statement of cash flows

(Thousands of yen)

	Six months ended March 31, 2024	Six months ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	520,451	530,339
Depreciation	30,604	34,278
Loss on retirement of non-current assets	105	34
Amortization of goodwill	3,194	3,194
Increase (decrease) in allowance for doubtful accounts	(5,850)	4,016
Increase (decrease) in retirement benefit liability	11,915	(447)
Increase (decrease) in provision for bonuses	(51,693)	(24,435)
Interest and dividend income	(7,514)	(8,682)
Interest expenses	4,382	5,934
Foreign exchange losses (gains)	(549)	(1,343)
Commission expenses	909	1,184
Subsidy income	–	(6,808)
Decrease (increase) in trade receivables	(691,491)	(271,089)
Decrease (increase) in inventories	(63,235)	93,799
Increase (decrease) in trade payables	236,141	160,271
Increase (decrease) in accounts payable - other	71,650	60,976
Increase/decrease in consumption taxes payable/consumption taxes refund receivable	(82,829)	(112,784)
Increase (decrease) in accrued expenses	(37,044)	(99,607)
Other, net	188	(42,395)
Subtotal	(60,661)	326,434
Interest and dividends received	6,798	8,538
Interest paid	(4,395)	(6,228)
Subsidies received	–	6,808
Income taxes paid	(64,316)	(202,019)
Income taxes refund	47,693	84
Net cash provided by (used in) operating activities	(74,881)	133,617
Cash flows from investing activities		
Payments into time deposits	(366)	–
Purchase of short-term and long-term investment securities	(2,049)	(2,433)
Purchase of property, plant and equipment	(23,041)	(33,414)
Proceeds from sale of property, plant and equipment	–	50
Purchase of intangible assets	(9,735)	(14,300)
Payments of leasehold and guarantee deposits	(805)	(369)
Proceeds from refund of leasehold and guarantee deposits	176	346
Proceeds from cancellation of insurance funds	10,046	7,000
Short-term loan advances	–	(10,000)
Other, net	(1,882)	(2,546)
Net cash provided by (used in) investing activities	(27,657)	(55,668)

(Thousands of yen)

	Six months ended March 31, 2024	Six months ended March 31, 2025
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	200,000	380,000
Repayments of lease liabilities	(8,908)	(8,063)
Dividends paid	(51,103)	(101,456)
Net cash provided by (used in) financing activities	139,987	270,480
Effect of exchange rate change on cash and cash equivalents	549	1,343
Net increase (decrease) in cash and cash equivalents	37,997	349,772
Cash and cash equivalents at beginning of period	777,359	906,589
Cash and cash equivalents at end of period	815,357	1,256,361

(4) Notes to semi-annual consolidated financial statements**Note on changes in accounting policies**

Application of the “Accounting Standard for Current Income Taxes,” Etc.

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”), etc. from the beginning of the semi-annual fiscal period under review.

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 to 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”). This change in accounting policies has no impact on the semi-annual consolidated financial statements.

Notes on segment information, etc.*Segment information***I. Previous semi-annual financial period (from October 1, 2023 to March 31, 2024)****1. Disclosure of sales and profit (loss) for each reportable segment**

(Thousands of yen)

	Reportable segments				Other (Note 1)	Total	Adjustments (Note 2)	Amount recorded in the semi- annual consolidated statement of income (Note 3)
	Steward Business	Food Service Business	Space Management Business	Total				
Net sales								
(1) Sales to external customers	4,196,927	1,877,297	3,055,704	9,129,929	5,250	9,135,179	–	9,135,179
(2) Intersegment sales or transfers	3,315	103	7,052	10,470	158,930	169,400	(169,400)	–
Total	4,200,242	1,877,400	3,062,757	9,140,400	164,180	9,304,580	(169,400)	9,135,179
Segment profit	321,712	54,925	263,121	639,759	13,525	653,285	(146,116)	507,169

Notes: 1. The “Other” classification is a segment for business that is not included in the reportable segments and includes general affairs, human resources and accounting management businesses, etc.

2. Adjustments of segment profit include company-wide profit and elimination of intersegment transactions, etc.

3. Segment profit is adjusted with operating profit in the semi-annual consolidated statement of income.

II. Semi-annual financial period under review (from October 1, 2024 to March 31, 2025)

1. Disclosure of sales and profit (loss) for each reportable segment

(Thousands of yen)

	Reportable segments				Other (Note 1)	Total	Adjustments (Note 2)	Amount recorded in the semi- annual consolidated statement of income (Note 3)
	Steward Business	Food Service Business	Space Management Business	Total				
Net sales								
(1) Sales to external customers	4,714,465	2,141,186	3,024,608	9,880,260	5,784	9,886,044	—	9,886,044
(2) Intersegment sales or transfers	9,972	295	3,262	13,529	155,010	168,539	(168,539)	—
Total	4,724,437	2,141,481	3,027,870	9,893,789	160,794	10,054,584	(168,539)	9,886,044
Segment profit	360,530	55,534	206,531	622,596	18,117	640,714	(127,818)	512,896

Notes: 1. The “Other” classification is a segment for business that is not included in the reportable segments and includes general affairs, human resources and accounting management businesses, etc.

2. Adjustments of segment profit include company-wide profit and elimination of intersegment transactions, etc.

3. Segment profit is adjusted with operating profit in the semi-annual consolidated statement of income.

Notes on significant changes in the amount of shareholders’ equity

Not applicable.

Notes on going concern assumptions

Not applicable.

Significant subsequent events

Not applicable.