November 5, 2025

Consolidated Financial Results for the Six Months Ended September 30, 2025 (Under Japanese GAAP)

Company name: YAMADA Consulting Group Co.,Ltd.

Listing: Tokyo Stock Exchange

Securities code: 4792

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Scheduled date to file semi-annual securities report:

Scheduled date to commence dividend payments:

December 5, 2025

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: Yes For Institutional Investors, Analysts, and Individual Investors

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

1. Consolidated financial results for the six months ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sale	s	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	%
September 30, 2025	13,367	7.6	2,090	(27.8)	2,037	(27.9)	1,415	(25.8)
September 30, 2024	12,422	8.3	2,897	83.3	2,827	74.3	1,908	49.5

Note: Comprehensive income For the six months ended September 30, 2025: \$\xi\$1,416 million [(27.9)%] For the six months ended September 30, 2024: \$\xi\$1,965 million [35.9%]

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
September 30, 2025	74.07	74.06
September 30, 2024	100.09	100.03

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
September 30, 2025	25,425	19,299	73.7
March 31, 2025	23,470	18,580	76.8

Reference: Equity

As of September 30, 2025: ¥18,741 million As of March 31, 2025: ¥18,035 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 March 31, 2025	-	38.00	-	39.00	77.00				
Fiscal year ending March 31, 2026	-	38.00							
Fiscal year ending March 31, 2026 (Forecast)				39.00	77.00				

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

3. Forecast of consolidated financial results 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	26,000	14.2	3,800	(8.0)	3,700	(9.7)	2,750	(4.5)	143.86

Note: Revisions to the earnings forecasts most recently announced: None

2. Sales are expected to grow 14.2% and gross profit is expected to grow 0.9%. This is due to the fact that in the investment business, net sales were 2,410 million yen, cost of sales was 1,176 million yen, and gross profit was 1,234 million yen in the fiscal year ending March 31, 2025 due to the sale of investment stocks and investment real estate, while sales in the investment business are expected to be 5,200 million yen, cost of sales 4,030 million yen, and gross profit of 1,170 million yen in the fiscal year ending March 31, 2026. In the consulting business, we expect sales to grow by 2.1% and gross profit by 1.3%.

Operating income is expected to decrease by 8.0%, but selling, general and administrative expenses are expected to increase by 3.3% due to an increase in personnel costs due to an increase in the number of employees and salary increases for existing employees.

* 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: None
 - (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 September 30, 2025	19,896,000 shares
As of March 31, 2025	19,896,000 shares

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

As of September 30, 2025	772,670 shares
As of March 31, 2025	797,022 shares

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

Six months ended September 30, 2025	19,107,535 shares
Six months ended September 30, 2024	19,068,635 shares

^{*} Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit firm.

(Cautions on forward-looking statements, etc.)

Forward-looking statements, such as forecasts of business performance, etc., contained in this material are based on information obtained by the Company and certain assumptions that the Company deems reasonable, and are not intended to be a promise by the Company to realize them. Actual financial results, etc. may differ substantially due to various factors. For the conditions on which earnings forecasts are predicated and precautions for the use of earnings forecasts, please refer to Appendix P.5 "1. Summary of Operating Results, etc. (3) Explanation of Forward-Looking Information such as Consolidated Earnings Forecasts."

(How to obtain supplementary explanatory materials for half-year financial results and materials for half-year financial results briefings)

The Company plans to hold a semi-annual financial results briefing (live-streamed via Zoom webinar) on Tuesday, November 11, 2025 (starting at 1:30 p.m.). This briefing session is open to everyone.

"How to apply"

Pre-registration is required.

Please proceed to the Zoom webinar registration page from the URL below and register the necessary information.

Registration page: https://us06web.zoom.us/webinar/register/WN_qa9VM2PuRlam7onzujxpKg

Application deadline: Tuesday, November 11, 2025 at 10:00 a.m.

The financial results briefing materials used in this briefing will be disclosed on TDnet on the same day and posted on the Company's website on the same day.

In addition, a video of this briefing will be posted on the Company's website as soon as the event is held.

^{*} Proper use of earnings forecasts, and other special matters

1. Overview of Business Performance

(1) Overview of business performance for the current interim consolidated accounting period

For the Group's interim consolidated accounting period, from April 1, 2025 to September 30, 2025, YAMADA Consulting Group (hereinafter referred to as "the Company") reported net sales of ¥13,367,944 thousand (up 7.6% year-onyear-), cost of sales of ¥3,551,247 thousand (up 61.5%), gross profit of ¥9,816,697 thousand (down 3.9%), operating income of ¥2,090,315 thousand (down 27.8%), ordinary income of ¥2,037,750 thousand (down 27.9%), and net income attributable to owners of the parent of ¥1,415,356 thousand (down 25.8%).

The year-on-year decrease in operating income is attributable to the fact that, in the previous consolidated fiscal year Pinnacle Inc. — which became a consolidated subsidiary in March 2024— had M&A deal closings concentrated in the first half, which boosted results and caused operating income to be recognized disproportionately in the interim period (previous full-year operating profit was \(\frac{4}{2}\),132,677 thousand and previous interim operating profit was \(\frac{4}{2}\),897,282 thousand — 70.1% of the full-year operating profit was recorded in the interim period).

For the current interim consolidated cumulative period, the progress rate of operating profit against the full-year forecast was 55.0%, reflecting solid performance.

The results for the interim consolidated accounting period, year-on-year comparisons and the full-year forecasts are shown in the table below.

*The results for the interim consolidated accounting period and full-year forecasts

(Unit: thousand yen)

	Results for the	Results for the	Year-on-year	Year-on-year comparison		Progress rate to	Results for the
	current interim accounting period	previous interim accounting period	Amount change	Percentage change	Full-year performance forecast	the full-year performance forecasts	full-year of the previous period
Net sales	13,367,944	12,422,596	+945,348	+7.6%	26,000,000	51.4%	22,761,078
Gross profit	9,816,697	10,224,854	-408,157	-3.9%	19,600,000	50.0%	19,423,533
Operating profit	2,090,315	2,897,282	-806,967	-27.8%	3,800,000	55.0%	4,132,677
Ordinary profit	2,037,750	2,827,341	-789,590	-27.9%	3,700,000	55.0%	4,099,798
Profit attributable to owners of the parent	1,415,356	1,908,671	-493,314	-25.8%	2,750,000	51.4%	2,882,297

The following is an overview of individual segment results.

Consulting Business

For the interim consolidated accounting period, the Consulting Business reported net sales of ¥9,647,846 thousand (down 4.9% yearonyear), gross profit of ¥8,680,329 thousand (down 4.4%), and operating income of ¥1,107,863 thousand (down 41.2%), resulting in decreases in both revenue and profit.

The year-on-year decrease in operating income is attributable to the fact that, in the previous consolidated fiscal year Pinnacle Inc. — which became a consolidated subsidiary in March 2024— had M&A deal closings concentrated in the first half, and to an increase in selling, general and administrative expenses — principally higher personnel costs — which rose \(\frac{\pma}{3}\)76,882 thousand year-onyear-.

In the current interim period, the business succession consulting and real estate consulting businesses remained healthy, and consultations and project orders in management consulting and M&A advisory continued to be solid. The progress rate of interim operating profit against the full-year forecast was 37.8%, given the steady order situation across the consulting businesses, we expect to achieve the full-year forecast.

* Results for the interim consolidated accounting period and full-year forecasts for the Consulting Business

(Unit: thousand yen)

	Results for the	Results for the	Year-on-year comparison		
	current interim accounting	previous interim accounting	Amount	Percentage	
	period	period	change	change	
Net sales	9,647,846	10,147,082	-499,236	-4.9%	
Gross profit	8,680,329	9,082,505	-402,175	-4.4%	
Operating profit	1,107,863	1,886,922	-779,058	-41.2%	

Full-year performance forecast	Progress rate to the full-year performance forecasts	Results for the full-year of the previous period
20,800,000	46.3%	20,355,559
18,430,000	47.0%	18,187,587
2,930,000	37.8%	3,177,147

(Unit: million yen)

Reference: Consulting Business sales and gross profit by business area

Business area		Results for the current interim accounting period	Results for the previous interim accounting period	Year-on-year comparison (Percentage change)
Management assembling	Net sales	3,835	3,934	-2.5%
Management consulting	Gross profit	3,481	3,549	-1.9%
	Net sales	4,220	4,872	-13.3%
M&A Advisory service	Gross profit	3,846	4,398	-12.5%
	Number of deals closed*	44	56	-12
Business succession	Net sales	924	879	+5.1%
consulting	Gross profit	843	795	+6.0%
Deel estate en audione	Net sales	667	460	+44.9%
Real estate consulting	Gross profit	509	339	+50.0%
Total	Net sales	9,647	10,147	-4.9%
	Gross profit	8,680	9,082	-4.4%

^{*}For brokerage transactions in M&A Advisory Services, each transaction is counted as one when calculating the number of deals closed.

Investment Business

For the interim consolidated accounting period, the Investment Business reported net sales of \(\frac{\pmathbf{\frac{4}}}{3},742,285\) thousand (up 64.1% year-on-year), gross profit of \(\frac{\pmathbf{\frac{4}}}{1},138,830\) thousand (down 0.3%), and operating income of \(\frac{\pmathbf{\frac{4}}}{9}84,913\) thousand (down 2.5%). Performance was strong due to sales of investee shares in the unlisted equity investment business and sales of investment properties in the real estate investment business, and the progress rate of operating profit against the full-year forecast was 113.2%, indicating favorable performance.

XInvestment balances as of September 30, 2025:

Balance of investment securities in the unlisted equity investment business: \pm 7,365,431 thousand Balance of real estate investments in the real estate investment business: \pm 1,530,428 thousand

*Results for the interim consolidated accounting period and full-year forecasts for the Investment Business.

(Unit: thousand yen)

	Results for the Results for		, i		Full-year	Progress rate to the	Results for the
	current interim accounting period	previous interim accounting period	Amount change	Percentage change	performance forecast	full-year performance forecasts	full-year of the previous period
Net sales	3,742,285	2,279,786	+1,462,498	+64.1%	5,200,000	71.9%	2,410,351
Gross profit	1,138,830	1,142,349	-3,518	-0.3%	1,170,000	97.3%	1,234,229
Operating profit	984,913	1,010,359	-25,446	-2.5%	870,000	113.2%	953,813

Employees

Number of employees on a consolidated basis

(Unit: person)

	As of March 31, 2025	As of September 30, 2025
General consultants	656	705
Expert consultants	214	229
Corporate staff	197	210
Total	1,067	1,144

(Note) Excludes officers, advisors, and employees on secondment from outside; includes temporary employees.

New hires and departures

(Unit: person)

	Fiscal Year Ended	Interim period of the fiscal year ending March 2026			
	March 2025	Parent company and domestic subsidiaries	Overseas Subsidiaries	Total	
New graduate hires	21	29	_	29	
Mid-career hires	157	79	32	111	
Departures	121	36	27	63	

(Note) Excludes officers, advisors, and employees on secondment from outside; includes temporary employees.

(2) Overview of Financial position for the current interim consolidated accounting period

Cash flow

Cash and cash equivalents for the interim consolidated accounting period (hereinafter referred to as "funds") increased by ¥473,977 thousand from operating activities, decreased by ¥737,389 thousand from investing activities, and increased by ¥1,656,322 thousand from financing activities, resulting in an overall increase in funds of ¥1,386,488 thousand (compared with a decrease of ¥877,052 thousand year-on-year). As a result, the balance of funds at the end of the interim consolidated accounting period was ¥10,256,926 thousand.

The details of the cash flows during the interim consolidated accounting period, along with the contributing factors, are as follows.

Cash Flows from Operating activities

The net increase in funds from operating activities during the current interim consolidated accounting period amounted to ¥473,977 thousand (a decrease of ¥406,759 thousand in the same period of the previous year).

This was attributable to cash outflows such as an increase in investment securities for operating purposes of ¥487,253 thousand (mainly due to equity investments executed in the unlisted equity investment business), an increase in inventories of ¥137,374 thousand (mainly investments in property for sale in the real estate investment business), payments of corporate taxes of ¥710,382

thousand, and a decrease in other liabilities of ¥932,684 thousand, while at the same time there were cash inflows such as interim profit before income taxes of ¥2,037,750 thousand, a decrease in trade receivables of ¥309,298 thousand, and a decrease in other assets of ¥311,068 thousand.

Cash Flows from Investing activities

Cash Flows from Financing activities

The net increase in funds from financing activities during the current interim consolidated accounting period amounted to \$1,656,322 thousand (a net increase of \$190,626 thousand in the same period of the previous year).

This was due to cash outflows such as dividend payments of \$744,860 thousand, while there were cash inflows such as an increase in short-term borrowings of \$2,392,000 thousand, among other factors.

(3) Outlook: Explanation of consolidated earnings forecast and other forward-looking information Operating profit totaled ¥2,090,315 thousand for the six months ended September 30, 2025, representing 55.0% of the full-year projection. We will continue focusing on the following priority areas to drive performance in each business.

■Key focus areas by segment

a. Consulting Business segment

Management Consulting Business

- Consulting services offering integrated and consistent support across management, IT, and HR strategies to promote the sustainable growth of mid-sized companies
- Business revitalization consulting that goes beyond financial restructuring, providing hands-on support to clients in enhancing profitability and driving organizational transformation
- International growth strategy support that assists clients in expanding overseas by seamlessly integrating activities in Japan and abroad—from strategy development to validation and execution based on research conducted by local staff in each target country

M&A Advisory Services Business

- Provision of end-to-end M&A services, from pre-investment due diligence to the formulation of post-investment growth strategies
- Financial advisory support for transactions requiring highly specialized expertise, including public-to-private deals and private equity fund investments

Business Succession Consulting Business

- Business succession support for clients (SMEs and mid-sized and listed companies) provided by specialists in accounting, finance, tax, and business operations
- · Asset management support that addresses a wide range of clients' asset utilization needs

b. Investment Business segment

Private Equity Investment Business

- Support for sustainable corporate growth and resolution of capital policy issues by providing financial solutions in combination with various consulting services
- Contribution to the enhancement of corporate value through regular monitoring of portfolio companies and the use of management consulting functions

Real Estate Investment Business

- Identifying new investment opportunities involving low-liquidity properties, such as land with leasehold rights
- Enhancing value-added and strengthening exit strategies by resolving rights-related issues associated with investment properties

	As of March 31, 2025	As of September 30, 2025
Assets		
Current assets		
Cash and deposits	9,147,114	10,523,37
Accounts receivable - trade	1,569,274	1,259,97
Securities	37,133	45,32
Operational investment securities	7,004,398	7,491,65
Merchandise and finished goods	1,415,048	1,552,4
Other	989,755	871,29
Allowance for doubtful accounts	(14,231)	(18,78
Total current assets	20,148,493	21,725,2
Non-current assets		
Property, plant and equipment	527,535	631,5
Intangible assets		
Goodwill	633,748	575,42
Other	28,972	24,1
Total intangible assets	662,720	599,5
Investments and other assets		
Investment securities	562,609	776,66
Leasehold and guarantee deposits	738,119	1,197,0
Deferred tax assets	404,878	98,5
Other	426,171	397,2
Total investments and other assets	2,131,778	2,469,50
Total non-current assets	3,322,034	3,700,70
Total assets	23,470,528	25,425,95

	As of March 31, 2025	As of September 30, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	311,193	281,998
Short-term borrowings	1,600,000	3,992,000
Accrued expenses	1,480,082	582,172
Income taxes payable	488,473	406,050
Provision for bonuses	65,000	-
Provision for bonuses for directors (and other officers)	60,000	-
Other	769,597	745,753
Total current liabilities	4,774,347	6,007,974
Non-current liabilities		
Retirement benefit liability	43,853	43,769
Deferred tax liabilities	35,326	37,856
Other	36,974	36,605
Total non-current liabilities	116,153	118,232
Total liabilities	4,890,500	6,126,207
Net assets		
Shareholders' equity		
Share capital	1,599,538	1,599,538
Capital surplus	1,588,838	1,613,942
Retained earnings	14,978,175	15,648,671
Treasury shares	(466,417)	(452,166)
Total shareholders' equity	17,700,134	18,409,985
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	21,590	26,741
Foreign currency translation adjustment	313,425	304,741
Total accumulated other comprehensive income	335,016	331,483
Share acquisition rights	4,991	6,278
Non-controlling interests	539,886	551,997
Total net assets	18,580,027	19,299,745
Total liabilities and net assets	23,470,528	25,425,952

		(Thousands of yen)
	Six months ended September 30, 2024	Six months ended September 30, 2025
Net sales	12,422,596	13,367,944
Cost of sales	2,197,741	3,551,247
Gross profit	10,224,854	9,816,697
Selling, general and administrative expenses	7,327,572	7,726,382
Operating profit	2,897,282	2,090,315
Non-operating income		
Interest income	22,466	17,711
Gain on sale of investment securities	14,778	-
Gain on reversal of share acquisition rights	1,605	-
Other	11,266	17,343
Total non-operating income	50,117	35,054
Non-operating expenses		
Interest expenses	7,262	14,114
Loss on investments in investment partnerships	5,398	6,225
Foreign exchange losses	74,415	28,279
Commission expenses	10,890	36,096
Other	22,090	2,902
Total non-operating expenses	120,057	87,619
Ordinary profit	2,827,341	2,037,750
Profit before income taxes	2,827,341	2,037,750
Income taxes - current	586,599	320,318
Income taxes - deferred	226,750	305,782
Total income taxes	813,349	626,100
Profit	2,013,991	1,411,650
Profit (loss) attributable to non-controlling interests	105,320	(3,706)
Profit attributable to owners of parent	1,908,671	1,415,356

Semi-annual consolidated statement of comprehensive income

		(Thousands of yen
	Six months ended September 30, 2024	Six months ended September 30, 2025
Profit	2,013,991	1,411,650
Other comprehensive income		
Valuation difference on available-for-sale securities	(25,888)	5,151
Foreign currency translation adjustment	(22,680)	35
Total other comprehensive income	(48,569)	5,186
Comprehensive income	1,965,422	1,416,836
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,851,617	1,411,824
Comprehensive income attributable to non-controlling interests	113,804	5,012

	Six months ended September 30, 2024	(Thousands of your Six months ended September 30, 2025
Cash flows from operating activities		
Profit before income taxes	2,827,341	2,037,750
Depreciation	88,785	81,913
Amortization of goodwill	56,851	54,814
Increase (decrease) in provision for bonuses	77,496	(65,000
Interest and dividend income	(22,466)	(17,711)
Interest expenses	7,262	14,114
Foreign exchange losses (gains)	74,415	28,27
Loss (gain) on investments in investment partnerships	5,398	6,22
Decrease (increase) in operational investment securities	(1,910,019)	(487,253
Decrease (increase) in trade receivables	181,094	309,29
Increase (decrease) in allowance for doubtful accounts	(170)	4,55
Decrease (increase) in inventories	(402,117)	(137,374
Increase (decrease) in trade payables	(130,307)	(29,194
Decrease (increase) in other assets	1,293,714	311,06
Increase (decrease) in other liabilities	(1,325,623)	(932,684
Subtotal	821,656	1,178,79
Interest and dividends received	22,537	17,50
Interest paid	(4,925)	(11,944
Income taxes paid	(1,246,027)	(710,382
Net cash provided by (used in) operating activities	(406,759)	473,97
Cash flows from investing activities		
Purchase of property, plant and equipment	(79,223)	(50,780
Proceeds from sale of property, plant and equipment	109,071	
Purchase of intangible assets	(451)	(5,760
Purchase of investment securities	(10,120)	(210,078
Proceeds from sale of investment securities	285,251	
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(841,779)	
Payments of leasehold and guarantee deposits	(113,295)	(473,001
Proceeds from refund of leasehold and guarantee deposits	108	1,27
Other, net	(2,150)	95
Net cash provided by (used in) investing activities	(652,589)	(737,389
Cash flows from financing activities		
Increase (decrease) in short-term borrowings	1,000,000	2,392,00
Proceeds from received an investment to non-controlling shareholders	14,415	13,34
the amount of payment of the dividend to non-controlling shareholders	(14,572)	(6,246
Proceeds from disposal of treasury shares	10,416	2,08
Dividends paid	(819,627)	(744,860
Other, net	(4)	
Net cash provided by (used in) financing activities	190,626	1,656,32
Effect of exchange rate change on cash and cash equivalents	(8,330)	(6,421
Net increase (decrease) in cash and cash equivalents	(877,052)	1,386,48
Cash and cash equivalents at beginning of period	9,687,844	8,870,43
Cash and cash equivalents at end of period	8,810,792	10,256,92

(Notes on segment information, etc.)

Segment Information

- 1. Information on sales and the amount of profit or loss for each reported segment

 1. Information on sales and the amount of profit or loss for each reported segment

(Thousands of yen)

	Reportable segments		T 1
	Consulting for Business	Investment	Total
Sales			
Revenues from external customers	10,142,810	2,279,786	12,422,596
Transactions with other segments	4,272	-	4,272
Total	10,147,082	2,279,786	12,426,869
Segment Profit	1,886,922	1,010,359	2,897,282

- 2. The difference between the total amount of profit in the reporting segment and the amount recorded in the interim consolidated statement of income and the main details of the difference (matters related to adjustment of differences)
- The total amount of profit in the reported segment matches the operating profit in the interim consolidated statements of income.

 3. Information on Goodwill, etc. by Reporting Segment (Significant fluctuations in the amount of goodwill)

During the interim consolidated accounting period, Yamada Consulting Group USA Inc., a subsidiary of the Company, acquired all shares of Takenaka Partners and included the company in the scope of consolidation. As a result of this event, goodwill of US\$4,752 thousand (¥701,288 thousand) was incurred in the Consulting

- II. Interim Consolidated Accounting Period (April 1, 2025 to September 30, 2025)
 - 1. Information on sales and the amount of profit or loss for each reported segment

(Thousands of yen)

	Reportab	T 1	
	Consulting for Business	Investment	Total
Sales			
Revenues from external customers	9,625,659	3,742,285	13,367,944
Transactions with other segments	22,186	-	22,186
Total	9,647,846	3,742,285	13,390,131
Segment Profit	1,107,863	984,913	2,092,777

2. The difference between the total amount of profit in the reporting segment and the amount recorded in the interim consolidated statement of income and the main details of the difference (matters related to adjustment of differences)

benefit	amount of money
Total Reporting Segments	2,092,777
Adjustment for unrealized profit	(2,462)
Operating income in the interim consolidated statement of income	2,090,315