



Consolidated Financial Results for the Six Months Ended June 30, 2025 [Japanese GAAP]

August 4, 2025

Company name: ITOKI CORPORATION

Listing: Tokyo Stock Exchange

Securities code: 7972

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Scheduled date to file semi-annual securities report: August 7, 2025

Scheduled date to commence dividend payments: -

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: Yes (for institutional investors and security analysts)

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

1. Consolidated Financial Results for the Six Months Ended June 30, 2025 (January 1, 2025 to June 30, 2025)

(1) Consolidated Operating Results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Six months ended June 30, 2025	79,244	9.3	10,625	54.8	10,497	53.5	6,960	36.8
June 30, 2024	72,510	6.3	6,866	(2.0)	6,837	(3.6)	5,086	8.1

(Note) Comprehensive income: Six months ended June 30, 2025: ¥ 7,011 million [24.1%]
Six months ended June 30, 2024: ¥ 5,650 million [10.0%]

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Six months ended June 30, 2025	141.26	-
June 30, 2024	104.85	-

(2) Consolidated Financial Position

	Total assets	Net assets	Capital adequacy ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of June 30, 2025	126,248	53,983	42.7	1,091.07
December 31, 2024	120,521	49,342	40.9	1,001.13

(Reference) Equity: As of June 30, 2025: ¥ 53,907 million
As of December 31, 2024: ¥ 49,259 million

2. Dividends

	Annual dividends				
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended December 31, 2024	-	0.00	-	55.00	55.00
Fiscal year ending December 31, 2025	-	0.00			
Fiscal year ending December 31, 2025 (Forecast)			-	65.00	65.00

(Note) Revision to the forecast for dividends announced most recently: None

3. Consolidated Financial Results Forecast for the Fiscal Year Ending December 31, 2025(January 1, 2025 to December 31, 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
Full year	150,000	8.3	12,000	19.1	12,000	19.9	8,300	15.5	168.22

(Note) Revision to the financial results forecast announced most recently: Yes

* 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

1) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes

2) Changes in accounting policies due to other reasons: None

3) Changes in accounting estimates: None

4) Restatement: None

(4) Number of issued shares (common shares)

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

June 30, 2025: 53,382,850 shares

December 31, 2024: 53,382,850 shares

2) Number of treasury shares at the end of the period:

June 30, 2025: 3,974,900 shares

December 31, 2024: 4,178,718 shares

3) Average number of shares outstanding during the period:

Six months ended June 30, 2025: 49,272,038 shares

Six months ended June 30, 2024: 48,509,817 shares

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

* Proper use of earnings forecasts, and other special matters

All forward-looking statements (earnings forecasts, etc.) in this document are prepared based on information currently available to the Company and on certain assumptions deemed to be reasonable. Actual results may differ significantly from the forecast figures due to various factors. For notes on assumptions for the earnings forecasts and notes on usage of the earnings forecasts, please refer to “1. Overview of Operating Results” - “(3) Explanation of Forward-Looking Information for Earnings Forecasts, etc.” on page 4 of the appendix.

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1. Overview of Operating Results

(1) Overview of Operating Results During the Period

In the current fiscal year, which is the second year of the Medium-term Management Plan “RISE TO GROWTH 2026,” the Group is implementing various measures based on the key strategy “7 Flags” and the ESG strategy. During the six months ended June 30, 2025, in order to enhance sustainable growth potential, the Group has worked to further expand sales and profits by proposing new work styles and office spaces that employ them, as well as by deploying sales activities that focus on value enhancement.

(Millions of yen)

	First six months of fiscal year ended December 31, 2024	First six months of fiscal year ending December 31, 2025	Increase/decrease (amount)	Increase/decrease (%)
Net sales	72,510	79,244	6,733	9.3%
Gross profit	28,077	33,869	5,792	20.6%
Selling, general and administrative expenses	21,211	23,243	2,032	9.6%
Operating profit	6,866	10,625	3,759	54.8%
Non-operating income	306	280	(26)	(8.6%)
Non-operating expenses	335	408	72	21.7%
Ordinary profit	6,837	10,497	3,660	53.5%
Extraordinary income	1,100	71	(1,028)	(93.5%)
Extraordinary losses	602	103	(498)	(82.8%)
Profit before income taxes	7,334	10,465	3,130	42.7%
Total income taxes	2,245	3,510	1,265	56.4%
Profit	5,089	6,955	1,865	36.7%
Profit attributable to owners of parent	5,086	6,960	1,873	36.8%

(i) Net sales

Net sales were 79,244 million yen, an increase of 6,733 million yen (9.3%) year-on-year. Furthermore, we have achieved increased revenues for the fourth consecutive period, and have reached a record high for net sales for the third consecutive period in the first six months of the fiscal year.

- The Workplace Business performed well mainly due to renovation projects, office relocations, etc., to fit new hybrid work styles.
- In the Equipment and Public Works-Related Business, revenues increased due to strong performance in equipment for public research facilities, although there were the effects of delays in the commencement and completion of construction against the backdrop of soaring costs of materials for equipment for logistics facilities.

(ii) Gross profit

Gross profit was 33,869 million yen, an increase of 5,792 million yen (20.6%) year-on-year.

- In the Workplace Business, profit increased due to an improved profit margin resulting from increased revenues and an improvement in value provided.
- In the Equipment and Public Works-Related Business, despite the effects of decreased revenue for equipment for logistics facilities, etc., profit increased due to increased revenue for equipment for public research facilities and an improved profit margin.

(iii) Selling, general and administrative expenses

In addition to increased personnel expenses resulting from business expansion, strategic expenditures were made as planned for future growth, such as strengthening IT infrastructure to promote DX, selling, general and administrative expenses were 23,243 million yen, an increase of 2,032 million yen (9.6%) year-on-year.

(iv) Operating profit

As a result of the above, operating profit was 10,625 million yen, an increase of 3,759 million yen (54.8%) year-on-year. Furthermore, we have reached a record high for operating profit in the first six months of the fiscal year.

- In the Workplace Business, operating profit increased due to an improved profit margin resulting from increased revenues and an improvement in value provided.
- In the Equipment and Public Works-Related Business, operating profit increased due to increased revenue for equipment for public research facilities and an improved profit margin, although there were the effects of delays in the commencement and completion of construction for equipment for logistics facilities.

(v) Non-operating income

Non-operating income was 280 million yen, a decrease of 26 million yen (8.6%) year-on-year, mainly due to a decrease in insurance income.

(vi) Non-operating expenses

Non-operating expenses were 408 million yen, an increase of 72 million yen (21.7%) year-on-year, mainly due to an increase in interest expenses resulting from higher borrowings.

(vii) Ordinary profit

As a result of the above, ordinary profit was 10,497 million yen, an increase of 3,660 million yen (53.5%) year-on-year.

(viii) Extraordinary income

Extraordinary income was 71 million yen, a decrease of 1,028 million yen (93.5%) year-on-year, mainly due to a decrease in gain on sale of non-current assets.

(ix) Extraordinary losses

Extraordinary losses were 103 million yen, a decrease of 498 million yen (82.8%) year-on-year, mainly due to the absence of provisions for losses related to competition law recorded in the same period of the previous fiscal year.

(x) Profit attributable to owners of parent

As a result of the above, profit attributable to owners of parent was 6,960 million yen, an increase of 1,873 million yen (36.8%) year-on-year. Furthermore, we have achieved increased profits attributable to owners of parent for the sixth consecutive period, and have reached a record high for profit attributable to owners of parent for the fourth consecutive period in the first six months of the fiscal year.

Segment results were as follows.

(Millions of yen)

Name of segment		First six months of fiscal year ended December 31, 2024	First six months of fiscal year ending December 31, 2025	Increase/decrease (amount)	Increase/decrease (%)
Workplace Business	Net sales	54,063	58,571	4,507	8.3%
	Operating profit	5,231	8,322	3,091	59.1%
Equipment and Public Works- Related Business	Net sales	17,666	19,897	2,230	12.6%
	Operating profit	1,572	2,221	649	41.3%
Reportable segment total	Net sales	71,730	78,468	6,738	9.4%
	Operating profit	6,803	10,543	3,740	55.0%
Other	Net sales	780	775	(4)	(0.6%)
	Operating profit	62	81	19	30.9%
Total	Net sales	72,510	79,244	6,733	9.3%
	Operating profit	6,866	10,625	3,759	54.8%

(2) Overview of Financial Position During the Period

a. Assets, liabilities and net assets

(Millions of yen)

	As of December 31, 2024	As of June 30, 2025	Increase/decrease (amount)	Increase/decrease (%)
Assets	120,521	126,248	5,727	4.8%
Liabilities	71,178	72,265	1,086	1.5%
Net assets	49,342	53,983	4,640	9.4%

(Assets)

Total assets were 126,248 million yen, an increase of 5,727 million yen compared to the previous fiscal year. The increase was due to factors such as an increase in cash and deposits.

(Liabilities)

Liabilities were 72,265 million yen, an increase of 1,086 million yen compared to the previous fiscal year. The increase was due to factors such as an increase in borrowings, although notes and accounts payable - trade decreased.

(Net assets)

Net assets increased by 4,640 million yen from the end of the previous fiscal year to 53,983 million yen due to increases in retained earnings and other net assets resulting from increased profit. The equity ratio was 42.7%, an increase of 1.8 points from the end of the previous fiscal year.

b. Cash flows

Cash and cash equivalents ("funds") as of June 30, 2025 increased by 2,560 million yen compared to the end of the previous fiscal year to 24,054 million yen.

The status of each cash flow and their factors during the current interim consolidated accounting period are as follows.

(i) Cash flows from operating activities

The increase in funds from operating activities was 4,060 million yen (a decrease of 3,559 million yen in the same period of the previous fiscal year), mainly due to increased revenues.

(ii) Cash flows from investing activities

The decrease in funds from investing activities was 2,476 million yen (a decrease of 2,913 million yen in the same period of the previous fiscal year), mainly due to expenditure resulting from the introduction of a supply chain management (SCM) system and capital investment in factories.

(iii) Cash flows from financing activities

The increase in funds from financing activities was 978 million yen (an increase of 10,267 million yen in the same period of the previous fiscal year), mainly due to an increase in long-term borrowings.

(3) Explanation of Forward-Looking Information for Earnings Forecasts, etc.

In the current business environment surrounding the Company, securing human resources in view of the declining labor force and facilitating internal communication are gaining attention as management issues. Demand related to office environments continues to remain firm, driven by growing interest in the role of the office. Against this backdrop, sales in the Workplace Business have expanded steadily, and operating profit is also progressing smoothly in line with increased net sales. Considering the results, the full-year forecast for the fiscal year ending December 31, 2025 has been revised, including net sales, operating profit, ordinary profit, and profit attributable to owners of parent.

Semi-annual Consolidated Financial Statements and Primary Notes
Semi-annual Consolidated Balance Sheet

(Millions of yen)

	As of December 31, 2024	As of June 30, 2025
Assets		
Current assets		
Cash and deposits	22,482	25,288
Notes and accounts receivable - trade, and contract assets	29,277	28,843
Electronically recorded monetary claims - operating	5,775	8,017
Merchandise and finished goods	5,332	5,115
Work in process	1,982	2,322
Raw materials and supplies	3,359	3,893
Other	2,607	3,081
Allowance for doubtful accounts	(194)	(195)
Total current assets	70,624	76,369
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	12,138	12,472
Land	8,413	8,413
Other, net	5,578	5,660
Total property, plant and equipment	26,130	26,545
Intangible assets		
Goodwill	671	601
Other	4,440	5,233
Total intangible assets	5,111	5,834
Investments and other assets		
Investment securities	6,548	6,516
Retirement benefit asset	1,809	1,806
Deferred tax assets	1,945	1,333
Other	8,496	7,985
Allowance for doubtful accounts	(144)	(143)
Total investments and other assets	18,654	17,498
Total non-current assets	49,896	49,878
Total assets	120,521	126,248

(Millions of yen)

	As of December 31, 2024	As of June 30, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	8,711	7,207
Electronically recorded obligations - operating	1,911	1,514
Notes payable - facilities	16	21
Current portion of bonds payable	14	14
Short-term borrowings	21,279	20,913
Current portion of long-term borrowings	8,993	6,690
Income taxes payable	2,281	3,223
Accrued consumption taxes	931	1,149
Provision for bonuses	2,763	1,419
Provision for bonuses for directors (and other officers)	234	31
Provision for loss on orders received	3	1
Provision for product warranties	14	15
Provision for loss on business of subsidiaries and associates	84	84
Provision for loss on competition law	724	-
Provision for loss on voluntary recall of products	126	121
Other	7,336	7,552
Total current liabilities	55,426	49,960
Non-current liabilities		
Bonds payable	16	9
Long-term borrowings	6,505	12,989
Lease liabilities	726	653
Deferred tax liabilities	341	366
Provision for retirement benefits for directors (and other officers)	71	-
Provision for loss on voluntary recall of products	83	83
Retirement benefit liability	3,821	3,743
Asset retirement obligations	1,343	1,570
Other	2,842	2,889
Total non-current liabilities	15,752	22,304
Total liabilities	71,178	72,265
Net assets		
Shareholders' equity		
Share capital	7,351	7,351
Capital surplus	11,692	11,692
Retained earnings	36,189	40,384
Treasury shares	(8,078)	(7,684)
Total shareholders' equity	47,155	51,744
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,196	1,283
Foreign currency translation adjustment	694	660
Remeasurements of defined benefit plans	213	218
Total accumulated other comprehensive income	2,104	2,162
Non-controlling interests	82	75
Total net assets	49,342	53,983
Total liabilities and net assets	120,521	126,248

Semi-annual Consolidated Statements of Income and Comprehensive Income
Semi-annual Consolidated Statement of Income

(Millions of yen)

	For the six months ended June 30, 2024	For the six months ended June 30, 2025
Net sales	72,510	79,244
Cost of sales	44,433	45,374
Gross profit	28,077	33,869
Selling, general and administrative expenses	21,211	23,243
Operating profit	6,866	10,625
Non-operating income		
Interest income	9	18
Dividend income	62	53
Insurance claim income	84	33
Other	149	174
Total non-operating income	306	280
Non-operating expenses		
Interest expenses	137	243
Commission expenses	95	108
Other	103	56
Total non-operating expenses	335	408
Ordinary profit	6,837	10,497
Extraordinary income		
Gain on sale of non-current assets	526	2
Gain on sale of investment securities	26	69
Gain on put option's liabilities pertain to non-controlling interests	547	-
Total extraordinary income	1,100	71
Extraordinary losses		
Loss on sale of non-current assets	1	21
Loss on retirement of non-current assets	14	80
Loss on disaster	19	-
Provision for loss related to competition law	563	-
Other	2	1
Total extraordinary losses	602	103
Profit before income taxes	7,334	10,465
Income taxes - current	1,517	2,901
Income taxes - deferred	727	608
Total income taxes	2,245	3,510
Profit	5,089	6,955
Profit (loss) attributable to non-controlling interests	3	(4)
Profit attributable to owners of parent	5,086	6,960

Semi-annual Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the six months ended June 30, 2024	For the six months ended June 30, 2025
Profit	5,089	6,955
Other comprehensive income		
Valuation difference on available-for-sale securities	484	86
Foreign currency translation adjustment	47	(35)
Remeasurements of defined benefit plans, net of tax	28	5
Total other comprehensive income	560	56
Comprehensive income	5,650	7,011
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	5,646	7,018
Comprehensive income attributable to non-controlling interests	4	(6)

Semi-annual Consolidated Statement of Cash Flows

(Millions of yen)

	For the six months ended June 30, 2024	For the six months ended June 30, 2025
Cash flows from operating activities		
Profit before income taxes	7,334	10,465
Depreciation	1,302	1,547
Amortization of goodwill	167	70
Increase (decrease) in allowance for doubtful accounts	(351)	(0)
Increase (decrease) in provision for bonuses	(2,311)	(1,344)
Increase (decrease) in provision for bonuses for directors (and other officers)	(301)	(203)
Increase (decrease) in provision for loss on orders received	2	(1)
Increase (decrease) in retirement benefit liability	40	(88)
Decrease (increase) in retirement benefit asset	(21)	23
Increase (decrease) in provision for retirement benefits for directors (and other officers)	(13)	(71)
Increase (decrease) in provision for product warranties	(0)	0
Increase (decrease) in provision for loss on business of subsidiaries and associates	(23)	0
Increase (decrease) in provision for loss related to competition law	563	(734)
Interest and dividend income	(72)	(72)
Interest expenses	137	243
Loss (gain) on sale of investment securities	(24)	(68)
Loss (gain) on sale of non-current assets	(524)	19
Loss on retirement of non-current assets	14	80
Gain (loss) on put option's liabilities pertain to non-controlling interests	(547)	-
Decrease (increase) in trade receivables	2,674	(1,822)
Decrease (increase) in inventories	(136)	(660)
Increase (decrease) in trade payables	(9,982)	(1,886)
Other, net	(259)	1,375
Subtotal	(2,334)	6,871
Interest and dividends received	85	74
Interest paid	(152)	(228)
Settlement paid	(400)	-
Payment for loss on competition law	-	(734)
Income taxes refund (paid)	(759)	(1,921)
Net cash provided by (used in) operating activities	(3,559)	4,060

(Millions of yen)

	For the six months ended June 30, 2024	For the six months ended June 30, 2025
Cash flows from investing activities		
Payments into time deposits	(836)	(993)
Proceeds from withdrawal of time deposits	969	743
Purchase of property, plant and equipment	(1,186)	(1,813)
Proceeds from sale of property, plant and equipment	554	2
Purchase of intangible assets	(1,310)	(1,216)
Purchase of investment securities	(276)	(156)
Proceeds from sale of investment securities	108	107
Net decrease (increase) in short-term loans receivable	30	-
Long-term loan advances	(4)	(3)
Proceeds from collection of long-term loans receivable	0	0
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(928)	-
Net decrease (increase) in insurance funds	(173)	667
Other, net	140	186
Net cash provided by (used in) investing activities	(2,913)	(2,476)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	24,772	(370)
Proceeds from long-term borrowings	1,011	10,450
Repayments of long-term borrowings	(1,128)	(6,270)
Redemption of bonds	-	(7)
Dividends paid	(1,904)	(2,651)
Dividends paid to non-controlling interests	(0)	(0)
Net decrease (increase) in treasury shares	(15,900)	13
Proceeds from issuance of shares resulting from exercise of share acquisition rights	4,069	-
Other, net	(653)	(186)
Net cash provided by (used in) financing activities	10,267	978
Effect of exchange rate change on cash and cash equivalents	56	(2)
Net increase (decrease) in cash and cash equivalents	3,850	2,560
Cash and cash equivalents at beginning of period	23,664	21,494
Cash and cash equivalents at end of period	27,515	24,054

(4) Notes on the Consolidated Interim Financial Statements

(Notes on Assumption of Going Concern)

None.

(Notes in the Event of Significant Fluctuations in the Amount of Shareholders' Equity)

None.

(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 (ASBJ Statement No. 27, October 28, 2022), the Accounting Standard for Presentation of Comprehensive Income (ASBJ Statement No. 25, October 28, 2022), and the Guidance on Accounting Standard for Tax Effect Accounting (ASBJ Guidance No. 28, October 28, 2022) from the beginning of the first quarter of the current consolidated accounting period. The changes in accounting policies have no effect on the consolidated interim financial statements.

(Application of the Practical Solution on the Accounting for and Disclosure of Current Taxes Related to the Global Minimum Tax Rules)

The Company has applied the Practical Solution on the Accounting for and Disclosure of Current Taxes Related to the Global Minimum Tax Rules (PITF No. 46, March 22, 2024) from the beginning of the first quarter of the current consolidated accounting period.

Furthermore, due to the application of Paragraph 7 of the Practical Solution, current taxes related to the global minimum tax rules are not recorded in the consolidated interim financial statements for the first six months of the current consolidated accounting period.

(Segment Information, etc.)

I First six months of the previous consolidated cumulative period (January 1, 2024 to June 30, 2024)

1. Information on the amount of net sales and profit (loss) by reportable segment, and disaggregated information on earnings

(Millions of yen)

	Reportable segments			Other (Note 1)	Total	Adjustments	Amount recorded in consolidated interim statements of income (Note 2)
	Workplace Business	Equipment and Public Works- Related Business	Subtotal				
Net sales							
Japan	46,322	17,489	63,812	704	64,516	—	64,516
Asia	7,611	74	7,686	—	7,686	—	7,686
Other	130	102	232	—	232	—	232
Earnings from contracts with customers	54,063	17,666	71,730	704	72,435	—	72,435
Other earnings	—	—	—	75	75	—	75
Sales to external customers	54,063	17,666	71,730	780	72,510	—	72,510
Intersegment sales or transfers	84	11	95	240	336	(336)	—
Subtotal	54,148	17,678	71,826	1,020	72,847	(336)	72,510
Segment profit	5,231	1,572	6,803	62	6,866	—	6,866

Notes 1. “Other” is for business segments not included in reportable segments. It includes IT system-related business, etc.

2. Total segment profit is consistent with operating profit in the consolidated interim statements of income.

II First six months of the current consolidated cumulative period (January 1, 2025 to June 30, 2025)

1. Information on the amount of net sales and profit (loss) by reportable segment, and disaggregated information on earnings

(Millions of yen)

	Reportable segments			Other (Note 1)	Total	Adjustments	Amount recorded in consolidated interim statements of income (Note 2)
	Workplace Business	Equipment and Public Works- Related Business	Subtotal				
Net sales							
Japan	55,241	19,791	75,033	688	75,721	—	75,721
Asia	3,191	28	3,220	—	3,220	—	3,220
Other	137	76	214	—	214	—	214
Earnings from contracts with customers	58,571	19,897	78,468	688	79,156	—	79,156
Other earnings	—	—	—	87	87	—	87
Sales to external customers	58,571	19,897	78,468	775	79,244	—	79,244
Intersegment sales or transfers	120	6	127	273	401	(401)	—
Subtotal	58,692	19,904	78,596	1,049	79,645	(401)	79,244
Segment profit	8,322	2,221	10,543	81	10,625	—	10,625

Notes 1. “Other” is for business segments not included in reportable segments. It includes IT system-related business, etc.

2. Total segment profit is consistent with operating profit in the consolidated interim statements of income.

(Significant Events After the Reporting Period)

None.