

May 7, 2025

This document is an English translation of a statement written originally in Japanese. The Japanese original should be considered as the primary version.

ITOCHU Corporation

(Code No. 8001, Prime Market)

Representative Director and President and Chief Operating Officer: Keita Ishii

Contact: Kazunori Harada

General Manager, Investor Relations Division

(TEL. +81-3-3497-7295)

**Notice Regarding the Differences between Non-Consolidated Financial Results
for the Fiscal Year Ended March 31, 2025 and the Fiscal Year Ended March 31, 2024
of a Subsidiary (Prima Meat Packers, Ltd.)**

ITOCHU Corporation announces that Prima Meat Packers, Ltd., a subsidiary of ITOCHU Corporation, provided information on the differences between non-consolidated financial results for the fiscal year ended March 31, 2025 and the fiscal year ended March 31, 2024.

Non-consolidated financial results for the fiscal years ended March 31, 2025 and March 31, 2024

(%: Changes from the previous fiscal year)

	Net sales		Ordinary profit		Net profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2025	334,519	3.9	10,989	36.2	8,043	43.9
Fiscal year ended March 31, 2024	321,888	4.7	8,070	(1.8)	5,587	16.9

(Attachment) Disclosure Document of Prima Meat Packers, Ltd.

Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 [Japanese GAAP]



May 7, 2025

Company name: Prima Meat Packers, Ltd.
 Stock exchange listing: Tokyo Stock Exchange
 Securities Code number: 2281
 URL: <https://www.primaham.co.jp/>
 Representative: Naoto Chiba, President and CEO
 Contact: Satoshi Nakajima, Managing Executive Officer and Head of Administration Division
 Phone: +81-3-6386-1800
 Scheduled date of the Annual General Meeting of Shareholders: June 25, 2025
 Scheduled date of commencing dividend payments: June 26, 2025
 Scheduled date of filing annual securities report: June 24, 2025
 Availability of supplementary briefing material on financial results: Yes
 Schedule of financial results briefing session: Yes (for institutional investors and analysts)

(Amounts of less than one million yen are rounded down.)

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(1) Consolidated Operating Results (% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
March 31, 2025	458,354	2.2	8,948	(24.3)	10,502	(18.5)	7,076	(5.5)
March 31, 2024	448,429	4.1	11,820	21.5	12,884	22.6	7,489	66.2

(Note) Comprehensive income: Fiscal year ended March 31, 2025: ¥4,357 million [(57.7)%]

Fiscal year ended March 31, 2024: ¥10,299 million [163.8%]

	Earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Operating margin
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	140.79	—	5.9	4.3	2.0
March 31, 2024	149.03	—	6.4	5.4	2.6

(Reference) Share of profit of entities accounted for using equity method:

Fiscal year ended March 31, 2025: ¥6 million

Fiscal year ended March 31, 2024: ¥49 million

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of March 31, 2025	239,610	130,228	49.8	2,375.15
As of March 31, 2024	244,793	130,213	48.7	2,374.23

(Reference) Equity: As of March 31, 2025: ¥119,382 million

As of March 31, 2024: ¥119,313 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	Million yen	Million yen	Million yen	Million yen
March 31, 2025	14,211	(13,574)	(4,202)	6,266
March 31, 2024	22,542	(19,420)	(7,574)	9,765

2. Dividends

	Annual dividends					Total dividends (Total)	Payout ratio (Consolidated)	Dividends on equity (Consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
Fiscal year ended March 31, 2024	—	20.00	—	45.00	65.00	3,271	43.6	2.8
March 31, 2025	—	40.00	—	40.00	80.00	4,026	56.8	3.4
Fiscal year ending March 31, 2026 (Forecast)	—	40.00	—	40.00	80.00		50.3	

3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Full year	480,000	4.7	12,000	34.1	13,000	23.8	8,000	13.1	159.17

Notes:

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

New: –

Excluded: –

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

1) Changes in accounting policies due to the revision of accounting standards: None

2) Changes in accounting policies other than 1) above: None

3) Changes in accounting estimates: None

4) Retrospective restatement: None

(3) Total number of issued shares (common shares)

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

March 31, 2025: 50,524,399 shares

March 31, 2024: 50,524,399 shares

2) Total number of treasury shares at the end of the period:

March 31, 2025: 261,313 shares

March 31, 2024: 270,641 shares

3) Average number of shares during the period:

Fiscal year ended March 31, 2025: 50,259,675 shares

Fiscal year ended March 31, 2024: 50,253,175 shares

(Note) The number of treasury shares that has been excluded when calculating total number of treasury shares at the end of the period and average number of shares during the period includes the Company's shares owned by the Board Benefit Trust ("BBT").

(Reference) Overview of Non-Consolidated Financial Results

1. Non-Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(1) Non-Consolidated Operating Results (% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
March 31, 2025	334,519	3.9	6,200	(10.3)	10,989	36.2	8,043	43.9
March 31, 2024	321,888	4.7	6,912	(3.1)	8,070	(1.8)	5,587	16.9

	Earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2025	160.04	—
March 31, 2024	111.20	—

(2) Non-Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of March 31, 2025	162,646	82,133	50.5	1,634.07
As of March 31, 2024	164,326	78,656	47.9	1,565.19

(Reference) Equity: As of March 31, 2025: ¥82,133 million

As of March 31, 2024: ¥78,656 million

*These financial results are outside the scope of audit procedures by a certified public accountant or an audit firm.

* Explanation of the proper use of the financial results forecast and other notes

- The earnings forecasts and other forward-looking statements herein are based on information available to the Company at the time of preparation and certain assumptions deemed to be reasonable, and actual results may vary significantly due to various factors. For the assumptions and notes for earnings forecasts, please refer to “1. Overview of Operating Results, etc., (4) Future Outlook” on page 3 of the attachment.
- The Company plans to hold a financial results briefing session for institutional investors and analysts on May 14, 2025. Soon after the event, we plan to post financial results briefing materials to be distributed at the briefing on our website. We will promptly post a summary version on our website after publishing these financial results.

Table of Contents

1. Overview of Operating Results, etc.	2
(1) Overview of Operating Results for the Fiscal Year	2
(2) Overview of Financial Position for the Fiscal Year	2
(3) Overview of Cash Flows for the Fiscal Year	3
(4) Future Outlook	3
(5) Basic Policy for Distribution of Profit and Dividends for FY2024 and FY2025	4
2. Basic Policy on Selection of Accounting Standards	4
3. Consolidated Financial Statements and Primary Notes	5
(1) Consolidated Balance Sheets	5
(2) Consolidated Statements of Income and Comprehensive Income	7
(3) Consolidated Statements of Changes in Equity	9
(4) Consolidated Statements of Cash Flows	11
(5) Notes to the Consolidated Financial Statements	13
(Notes on going concern assumption).....	13
(Changes in presentation method)	13
(Segment information)	13
(Per share information)	19
(Significant subsequent events)	19

1. Overview of Operating Results, etc.

(1) Overview of Operating Results for the Fiscal Year

Items in this document which relate to the future are judgments made by Prima Meat Packers, Ltd., and its subsidiaries (the “Group”) as of the end of the fiscal year.

(Million yen)

	Year ended March 31, 2024	Year ended March 31, 2025	Changes	Main factors for changes
Net sales	448,429	458,354	9,924	Increased due to higher volume of ham and sausage, and fresh meat
Operating profit	11,820	8,948	(2,871)	Impact of decreased profits in the vendor business despite increased profits from ham and sausage, and fresh meat
Ordinary profit	12,884	10,502	(2,381)	Due to the decrease in operating profit compared to the previous year
Profit attributable to owners of parent	7,489	7,076	(413)	Impact of decreased ordinary profit despite decrease in tax expense and profit (loss) attributable to non-controlling interests

Operating profits by segment are as follows:

(Million yen)

	Year ended March 31, 2024	Year ended March 31, 2025	Changes	Main factors for changes
Processed Foods Business	11,113	7,920	(3,192)	Impact of decreased profits in the vendor business despite increased profits from higher volume of ham and sausage
Fresh Meat Business	843	1,204	360	Improved profitability due mainly to an increase in pig shipments in the hog farming business
Other Business (development, manufacture and sale of scientific instruments)	268	303	34	—

(2) Overview of Financial Position for the Fiscal Year

(Million yen)

	As of March 31, 2024	As of March 31, 2025	Changes	Main factors for changes
Total assets	244,793	239,610	(5,183)	Increased: Inventories, software in progress Decreased: Notes and accounts receivable - trade, deposits paid, retirement benefit asset, construction in progress, goodwill
Liabilities	114,580	109,382	(5,197)	Decreased: Accrued expenses, notes and accounts payable - trade, deferred tax liabilities
Net assets	130,213	130,228	14	Increased: Retained earnings Decreased: Remeasurements of defined benefit plans

(3) Overview of Cash Flows for the Fiscal Year

(Million yen)

	Year ended March 31, 2024	Year ended March 31, 2025	Changes	Main factors for changes
Cash flows from operating activities	22,542	14,211	(8,331)	Decrease in profit before income taxes
Cash flows from investing activities	(19,420)	(13,574)	5,845	Increased due to decreases in purchase of property, plant and equipment, and purchase of intangible assets
Cash flows from financing activities	(7,574)	(4,202)	3,371	Increased due to implementation of long-term borrowings
Cash and cash equivalents at end of period	9,765	6,266	(3,498)	–

(Reference) Trends in cash flow indicators

	Year ended March 31, 2021	Year ended March 31, 2022	Year ended March 31, 2023	Year ended March 31, 2024	Year ended March 31, 2025
Ratio of interest-bearing debt to cash flow	0.8	1.2	2.2	1.0	1.4
Interest coverage ratio	216.9	139.2	74.3	149.3	104.5

Ratio of interest-bearing debt to cash flow: Interest-bearing debt/Cash flow from operating activities

Interest coverage ratio: Cash flow from operating activities/Interest expense

(Notes) 1. Both indicators are calculated based on consolidated figures.

2. We use “Net cash provided by operating activities” from the consolidated statements of cash flows for “Cash flow from operating activities.”

3. We have included all interest-bearing debts in the consolidated balance sheets for “Interest-bearing debt.” Additionally, we use “Interest paid” from the consolidated statements of cash flows for “Interest expense.”

(4) Future Outlook

(Million yen)

	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent
Fiscal year ending March 31, 2026	480,000	12,000	13,000	8,000

(Note)

The earnings forecasts above are based on information available at present and include risks and uncertainties; we do not guarantee their realization. Accordingly, please refrain from making investment decisions based solely on these forecasts. Please be aware that actual results may vary significantly from these forecasts due to various important factors. Factors that may affect actual results include economic conditions surrounding the Group’s business areas and exchange rates against the dollar and other currencies.

(5) Basic Policy for Distribution of Profit and Dividends for FY2024 and FY2025

The Company has a basic policy of realizing stable dividends with a dividend payout ratio of 40% or more. In light of this basic policy, and after a comprehensive review of performance in the fiscal year ended March 31, 2025 and future investment plans, etc., the Company has decided to pay out an ordinary dividend of ¥80.00 per share (a ¥40.00 year-end dividend in addition to an already-paid interim dividend).

For the next fiscal year, the Company plans to pay an interim dividend of ¥40.00 per share and a year-end dividend of ¥40.00 per share.

2. Basic Policy on Selection of Accounting Standards

It is currently the policy of the Company to compile consolidated financial statements based on Japanese accounting standards, given that most stakeholders of the Group are shareholders, creditors and business partners in Japan, and in light of the resulting ease of comparison of consolidated financial statements period for period and with other companies in Japan.

In the future, we plan to consider adopting International Financial Reporting Standards, based on trends in proportions of overseas shareholders and in application of such accounting standards by competitors in Japan.

3. Consolidated Financial Statements and Primary Notes**(1) Consolidated Balance Sheets**

(Million yen)

	As of March 31, 2024	As of March 31, 2025
Assets		
Current assets		
Cash and deposits	13,253	12,288
Notes and accounts receivable - trade	52,592	48,383
Merchandise and finished goods	22,704	26,025
Raw materials and supplies	4,623	4,839
Work in process	4,656	4,624
Deposits paid	2,105	132
Other	3,259	3,269
Allowance for doubtful accounts	(2)	(1)
Total current assets	103,192	99,561
Non-current assets		
Property, plant and equipment		
Buildings and structures	114,832	118,420
Accumulated depreciation	(60,062)	(63,806)
Buildings and structures, net	54,769	54,614
Machinery, equipment and vehicles	71,348	74,852
Accumulated depreciation	(53,051)	(56,797)
Machinery, equipment and vehicles, net	18,296	18,054
Land	19,919	19,940
Leased assets	3,620	3,268
Accumulated depreciation	(2,196)	(2,154)
Leased assets, net	1,423	1,113
Construction in progress	3,306	1,874
Other	6,165	6,565
Accumulated depreciation	(4,920)	(5,155)
Other, net	1,245	1,410
Total property, plant and equipment	98,961	97,006
Intangible assets		
Software	675	464
Software in progress	9,638	12,802
Goodwill	1,440	375
Other	631	607
Total intangible assets	12,386	14,248
Investments and other assets		
Investment securities	8,855	9,275
Long-term loans receivable	80	76
Long-term prepaid expenses	2,430	2,007
Retirement benefit asset	14,620	13,053
Deferred tax assets	3,082	3,169
Other	1,258	1,284
Allowance for doubtful accounts	(74)	(73)
Total investments and other assets	30,253	28,794
Total non-current assets	141,601	140,049
Total assets	244,793	239,610

(Million yen)

	As of March 31, 2024	As of March 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	58,856	57,202
Lease liabilities	499	485
Provision for bonuses	1,680	1,616
Income taxes payable	2,541	2,157
Short-term borrowings	362	234
Current portion of long-term borrowings	3,822	4,754
Other	17,387	15,267
Total current liabilities	85,150	81,718
Non-current liabilities		
Long-term borrowings	15,961	15,856
Retirement benefit liability	4,644	4,564
Provision for share awards for directors (and other officers)	108	88
Lease liabilities	1,067	746
Deferred tax liabilities	4,943	3,590
Deferred tax liabilities for land revaluation	2,093	2,154
Asset retirement obligations	410	414
Other	200	246
Total non-current liabilities	29,430	27,663
Total liabilities	114,580	109,382
Net assets		
Shareholders' equity		
Share capital	7,908	7,908
Capital surplus	10,199	10,219
Retained earnings	90,554	93,352
Treasury shares	(397)	(372)
Total shareholders' equity	108,265	111,107
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	3,053	1,537
Deferred gains or losses on hedges	(11)	(33)
Revaluation reserve for land	4,532	4,471
Foreign currency translation adjustment	1,847	2,469
Remeasurements of defined benefit plans	1,626	(170)
Total accumulated other comprehensive income	11,048	8,274
Non-controlling interests	10,899	10,846
Total net assets	130,213	130,228
Total liabilities and net assets	244,793	239,610

(2) Consolidated Statements of Income and Comprehensive Income
Consolidated Statements of Income

(Million yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Net sales	448,429	458,354
Cost of sales	398,289	409,868
Gross profit	50,140	48,486
Selling, general and administrative expenses	38,320	39,537
Operating profit	11,820	8,948
Non-operating income		
Interest income	130	275
Dividend income	171	91
Share of profit of entities accounted for using equity method	49	6
Foreign exchange gains	244	383
Subsidy income	180	304
Other	811	904
Total non-operating income	1,587	1,965
Non-operating expenses		
Interest expenses	153	146
Loss on valuation of derivatives	87	140
Financing expenses	39	38
Other	243	86
Total non-operating expenses	523	411
Ordinary profit	12,884	10,502
Extraordinary income		
Gain on sale of non-current assets	14	3
Gain on sale of investment securities	925	2,324
Subsidy income	–	221
Insurance claim income	563	139
Other	5	0
Total extraordinary income	1,508	2,688
Extraordinary losses		
Loss on sale of non-current assets	45	25
Loss on retirement of non-current assets	484	903
Impairment losses	296	1,284
Loss on valuation of investment securities	3	49
Loss on sale of shares of subsidiaries and associates	25	–
Other	108	6
Total extraordinary losses	965	2,269
Profit before income taxes	13,427	10,921
Income taxes - current	4,014	3,666
Income taxes - deferred	1,039	121
Total income taxes	5,053	3,788
Profit	8,373	7,133
Profit attributable to non-controlling interests	884	57
Profit attributable to owners of parent	7,489	7,076

Consolidated Statements of Comprehensive Income

	(Million yen)	
	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Profit	8,373	7,133
Other comprehensive income		
Valuation difference on available-for-sale securities	740	(1,519)
Deferred gains or losses on hedges	(7)	(21)
Revaluation reserve for land	–	(61)
Foreign currency translation adjustment	643	622
Remeasurements of defined benefit plans, net of tax	542	(1,797)
Share of other comprehensive income of entities accounted for using equity method	6	1
Total other comprehensive income	1,925	(2,775)
Comprehensive income	10,299	4,357
Comprehensive income attributable to		
Owners of parent	9,407	4,301
Non-controlling interests	892	55

(3) Consolidated Statements of Changes in Equity

For the fiscal year ended March 31, 2024 (From April 1, 2023 to March 31, 2024)

(Million yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,908	10,198	86,324	(405)	104,025
Changes during period					
Dividends of surplus			(3,271)		(3,271)
Profit attributable to owners of parent			7,489		7,489
Purchase of treasury shares				(2)	(2)
Disposal of treasury shares				10	10
Change in scope of consolidation			(0)		(0)
Change in ownership interest of parent due to transactions with non-controlling interests		1			1
Reversal of revaluation reserve for land			13		13
Net changes in items other than shareholders' equity					
Total changes during period	-	1	4,230	7	4,239
Balance at end of period	7,908	10,199	90,554	(397)	108,265

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	2,302	(4)	4,546	1,215	1,084	9,143	10,024	123,194
Changes during period								
Dividends of surplus								(3,271)
Profit attributable to owners of parent								7,489
Purchase of treasury shares								(2)
Disposal of treasury shares								10
Change in scope of consolidation								(0)
Change in ownership interest of parent due to transactions with non-controlling interests								1
Reversal of revaluation reserve for land								13
Net changes in items other than shareholders' equity	750	(7)	(13)	631	542	1,904	874	2,779
Total changes during period	750	(7)	(13)	631	542	1,904	874	7,018
Balance at end of period	3,053	(11)	4,532	1,847	1,626	11,048	10,899	130,213

For the fiscal year ended March 31, 2025 (From April 1, 2024 to March 31, 2025)

(Million yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,908	10,199	90,554	(397)	108,265
Changes during period					
Dividends of surplus			(4,278)		(4,278)
Profit attributable to owners of parent			7,076		7,076
Purchase of treasury shares				(2)	(2)
Disposal of treasury shares				27	27
Change in scope of consolidation					-
Change in ownership interest of parent due to transactions with non-controlling interests		19			19
Reversal of revaluation reserve for land					-
Net changes in items other than shareholders' equity					
Total changes during period	-	19	2,797	25	2,841
Balance at end of period	7,908	10,219	93,352	(372)	111,107

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	3,053	(11)	4,532	1,847	1,626	11,048	10,899	130,213
Changes during period								
Dividends of surplus								(4,278)
Profit attributable to owners of parent								7,076
Purchase of treasury shares								(2)
Disposal of treasury shares								27
Change in scope of consolidation								-
Change in ownership interest of parent due to transactions with non-controlling interests								19
Reversal of revaluation reserve for land								-
Net changes in items other than shareholders' equity	(1,515)	(21)	(60)	622	(1,797)	(2,773)	(53)	(2,827)
Total changes during period	(1,515)	(21)	(60)	622	(1,797)	(2,773)	(53)	14
Balance at end of period	1,537	(33)	4,471	2,469	(170)	8,274	10,846	130,228

(4) Consolidated Statements of Cash Flows

(Million yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	13,427	10,921
Depreciation and amortization	11,338	11,452
Impairment losses	296	1,284
Amortization of goodwill	173	154
Increase (decrease) in allowance for doubtful accounts	16	(1)
Increase (decrease) in provision for bonuses	40	(67)
Increase (decrease) in retirement benefit liability	(85)	(203)
Decrease (increase) in retirement benefit asset	(926)	(848)
Increase (decrease) in provision for share awards for directors (and other officers)	16	(19)
Interest and dividend income	(301)	(367)
Insurance claim income	(563)	(139)
Interest expenses	153	146
Loss (gain) on sale of investment securities	(925)	(2,324)
Share of loss (profit) of entities accounted for using equity method	(49)	(6)
Loss (gain) on sale of property, plant and equipment	31	22
Loss (gain) on valuation of investment securities	3	49
Loss (gain) on sale of shares of subsidiaries and associates	21	—
Loss on retirement of property, plant and equipment	484	903
Subsidy income	—	(221)
Decrease (increase) in trade receivables	(6,075)	4,270
Decrease (increase) in other current assets	186	(397)
Decrease (increase) in inventories	(5,017)	(3,437)
Increase (decrease) in trade payables	9,554	(1,692)
Increase (decrease) in other current liabilities	2,908	(2,015)
Increase (decrease) in accrued consumption taxes	1,159	(410)
Increase (decrease) in long-term accounts payable - other	2	(6)
Other, net	49	546
Subtotal	25,921	17,591
Interest and dividends received	268	334
Interest paid	(150)	(145)
Income taxes paid	(3,495)	(4,493)
Subsidies received	—	221
Proceeds from insurance income	—	702
Net cash provided by (used in) operating activities	22,542	14,211

(Million yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from investing activities		
Purchase of property, plant and equipment	(10,443)	(9,150)
Proceeds from sale of property, plant and equipment	1,383	56
Proceeds from redemption of investment securities	19	142
Purchase of intangible assets	(6,217)	(2,893)
Purchase of investment securities	(1,847)	(3,048)
Proceeds from sale of investment securities	1,194	2,487
Loan advances	(5)	—
Proceeds from collection of loans receivable	1	0
Payments of leasehold deposits	(41)	(21)
Proceeds from refund of leasehold deposits	22	29
Decrease (increase) in time deposits	(1,546)	(220)
Purchase of long-term prepaid expenses	(1,778)	(445)
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	10	—
Other, net	(171)	(511)
Net cash provided by (used in) investing activities	(19,420)	(13,574)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	17	(149)
Repayments of lease liabilities	(528)	(514)
Proceeds from long-term borrowings	—	5,100
Repayments of long-term borrowings	(3,774)	(4,272)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(9)	(1)
Dividends paid	(3,270)	(4,276)
Dividends paid to non-controlling interests	(7)	(86)
Purchase of treasury shares	(2)	(2)
Net cash provided by (used in) financing activities	(7,574)	(4,202)
Effect of exchange rate change on cash and cash equivalents	119	67
Net increase (decrease) in cash and cash equivalents	(4,332)	(3,498)
Cash and cash equivalents at beginning of period	14,098	9,765
Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation	(0)	—
Cash and cash equivalents at end of period	9,765	6,266

(5) Notes to the Consolidated Financial Statements

(Notes on going concern assumption)

None

(Changes in presentation method)

For consolidated balance sheets

“Accrued expenses,” which was presented separately under “Current assets” in the previous fiscal year, has been included in “Other” starting the current fiscal year due to its decreased monetary significance. To reflect this change in presentation, the consolidated financial statements for the previous fiscal year have been reclassified.

As a result, “Accrued expenses” of ¥12,024 million and “Other” of ¥5,363 million that were presented under “Current assets” in the consolidated balance sheets for the previous fiscal year have been reclassified as “Other” of ¥17,387 million.

For consolidated statements of income

“Rental income from land and buildings” and “Compensation income,” which were presented separately under “Non-operating income” in the previous fiscal year, have been included in “Other” starting the current fiscal year due to their decreased monetary significance.

To reflect this change in presentation, the consolidated financial statements for the previous fiscal year have been reclassified.

As a result, “Rental income from land and buildings” of ¥123 million, “Compensation income” of ¥150 million, and “Other” of ¥537 million that were presented under “Non-operating income” in the consolidated statements of income for the previous fiscal year have been reclassified as “Other” of ¥811 million.

“Loss on abandonment of inventories,” which was presented separately under “Non-operating expenses” in the previous fiscal year, has been included in “Other” starting the current fiscal year due to its decreased monetary significance.

To reflect this change in presentation, the consolidated financial statements for the previous fiscal year have been reclassified.

As a result, “Loss on abandonment of inventories” of ¥148 million and “Other” of ¥94 million that were presented under “Non-operating expenses” in the consolidated statements of income for the previous fiscal year have been reclassified as “Other” of ¥243 million.

“Gain on sale of shares of subsidiaries and associates,” which was presented separately under “Extraordinary income” in the previous fiscal year, has been included in “Other” starting the current fiscal year to enhance the clarity of the consolidated financial statements.

To reflect this change in presentation, the consolidated financial statements for the previous fiscal year have been reclassified.

As a result, “Gain on sale of shares of subsidiaries and associates” of ¥4 million and “Other” of ¥0 million that were presented under “Extraordinary income” in the consolidated statements of income for the previous fiscal year have been reclassified as “Other” of ¥5 million.

(Segment information)

Overview of reportable segments

1) Determination of reportable segments

- (i) Reportable segments of the Company are business categories subject to performance evaluation and management resource allocation decisions on a monthly and yearly basis.
- (ii) The Company has centered its management planning on the Processed Foods Business organization, which handles hams, sausages and processed foods, and on the Fresh Meat Business organization, which handles fresh meat products. Group enterprises also carry out business activities under the direction of the supervising Business organization. Therefore, the Processed Foods Business and Fresh Meat Business are both included in reportable segments.

2) Type of products belonging to each reportable segment

The Processed Foods Business handles processed foods, etc. made and marketed by organizations and the Company's subsidiaries which produce and market hams, sausages and processed foods, while the Fresh Meat Business handles fresh meat products to be reared, prepared and marketed by organizations and Group companies which buy and market fresh meat products.

Method for calculating of net sales, profit or loss, assets, liabilities, and other amounts by reporting segment

The accounting treatment for reportable segments is carried out through principles and procedures that are almost the same as the methods adopted for preparation of the consolidated financial statements. Figures for profit in reportable segments are on an operating profit basis. Intersegment sales and transfers are based on prevailing market prices.

Information relating to net sales, profit or loss, assets, liabilities, and other amounts by reportable segment

For the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Million yen)

	Reportable segment			Other (Note 1)	Total	Adjustment (Note 2)	Consolidated financial statements (Note 3)
	Processed Foods Business	Fresh Meat Business	Total				
Net sales							
Sales to external customers	312,216	135,634	447,851	578	448,429	—	448,429
Intersegment sales or transfers	10	21,812	21,823	54	21,878	(21,878)	—
Total	312,227	157,447	469,674	633	470,308	(21,878)	448,429
Segment profit (loss)	11,113	843	11,957	268	12,226	(405)	11,820
Segment assets (Note 4)	171,926	48,327	220,254	7,876	228,130	16,663	244,793
Other items							
Depreciation and amortization (Note 5)	9,131	1,815	10,947	391	11,338	—	11,338
Amortization of goodwill	146	27	173	—	173	—	173
Investment in entities accounted for using equity method	1,001	—	1,001	—	1,001	—	1,001
Increase in property, plant and equipment and intangible assets (Notes 6, 7)	8,411	2,684	11,095	513	11,608	4,874	16,483

(Notes) 1. “Other” comprises business segments not included in reportable segments, such as development, manufacture, and sale of scientific instruments.

2. Adjustment for segment profit (loss) of ¥(405) million includes corporate expenses of ¥(405) million that are not allocated to reportable segments. Corporate expenses primarily consist of general and administrative expenses that are not attributable to any reportable segments.

3. Segment profit (loss) is reconciled with operating profit in the consolidated statements of income.

4. Adjustment for segment assets of ¥16,663 million is corporate assets that are not allocated to reportable segments. Corporate assets primarily consist of cash and deposits.

5. Depreciation and amortization includes amortization of long-term prepaid expenses.

6. Adjustment for increase in property, plant and equipment and intangible assets of ¥4,874 million is corporate assets that are not allocated to reportable segments.

7. Increase in property, plant and equipment and intangible assets includes increase in long-term prepaid expenses.

For the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Million yen)

	Reportable segment			Other (Note 1)	Total	Adjustment (Note 2)	Consolidated financial statements (Note 3)
	Processed Foods Business	Fresh Meat Business	Total				
Net sales							
Sales to external customers	313,495	144,182	457,677	676	458,354	—	458,354
Intersegment sales or transfers	30	21,309	21,339	60	21,400	(21,400)	—
Total	313,525	165,492	479,017	737	479,754	(21,400)	458,354
Segment profit (loss)	7,920	1,204	9,125	303	9,428	(479)	8,948
Segment assets (Note 4)	170,948	42,506	213,455	9,837	223,292	16,318	239,610
Other items							
Depreciation and amortization (Note 5)	9,132	1,902	11,034	417	11,452	—	11,452
Amortization of goodwill	127	27	154	—	154	—	154
Investment in entities accounted for using equity method	1,003	—	1,003	—	1,003	—	1,003
Increase in property, plant and equipment and intangible assets (Notes 6, 7)	8,997	1,355	10,353	209	10,562	2,849	13,411

- (Notes) 1. “Other” comprises business segments not included in reportable segments, such as development, manufacture, and sale of scientific instruments.
2. Adjustment for segment profit (loss) of ¥(479) million includes corporate expenses of ¥(479) million that are not allocated to reportable segments. Corporate expenses primarily consist of general and administrative expenses that are not attributable to any reportable segments.
3. Segment profit (loss) is reconciled with operating profit in the consolidated statements of income.
4. Adjustment for segment assets of ¥16,318 million is corporate assets that are not allocated to reportable segments. Corporate assets primarily consist of cash and deposits.
5. Depreciation and amortization includes amortization of long-term prepaid expenses.
6. Adjustment for increase in property, plant and equipment and intangible assets of ¥2,849 million is corporate assets that are not allocated to reportable segments.
7. Increase in property, plant and equipment and intangible assets includes increase in long-term prepaid expenses.

Related information

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

1) Information by products and services

(Million yen)

	Ham and sausage	Processed foods	Fresh meat	Other	Total
Sales to external customers	112,113	181,421	151,301	3,593	448,429

2) Information by geographical segment

(i) Net sales

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

(ii) Property, plant and equipment

This information is omitted because the amount of property, plant and equipment located in Japan exceeds 90% of the amount of property, plant and equipment recorded in the consolidated balance sheets.

3) Information by major customer

(Million yen)

Name of customer	Net sales	Name of related segment
SEVEN-ELEVEN JAPAN CO., LTD.	121,199	Processed Foods Business

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

1) Information by products and services

(Million yen)

	Ham and sausage	Processed foods	Fresh meat	Other	Total
Sales to external customers	118,548	176,336	160,716	2,753	458,354

2) Information by geographical segment

(i) Net sales

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

(ii) Property, plant and equipment

This information is omitted because the amount of property, plant and equipment located in Japan exceeds 90% of the amount of property, plant and equipment recorded in the consolidated balance sheets.

3) Information by major customer

(Million yen)

Name of customer	Net sales	Name of related segment
SEVEN-ELEVEN JAPAN CO., LTD.	118,165	Processed Foods Business

Information concerning impairment losses on non-current assets by reportable segment

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Million yen)

	Reportable segment			Other	Corporate and eliminations	Total
	Processed Foods Business	Fresh Meat Business	Total			
Impairment losses	296	—	296	—	—	296

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Million yen)

	Reportable segment			Other	Corporate and eliminations	Total
	Processed Foods Business	Fresh Meat Business	Total			
Impairment losses	1,258	26	1,284	—	—	1,284

Information concerning amortization and unamortized balance of goodwill by reportable segment

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Million yen)

	Reportable segment			Other	Corporate and eliminations	Total
	Processed Foods Business	Fresh Meat Business	Total			
Amount amortized in FY2023	146	27	173	—	—	173
Balance as of March 31, 2024	1,199	240	1,440	—	—	1,440

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Million yen)

	Reportable segment			Other	Corporate and eliminations	Total
	Processed Foods Business	Fresh Meat Business	Total			
Amount amortized in FY2024	127	27	154	—	—	154
Balance as of March 31, 2025	162	213	375	—	—	375

Information concerning goodwill by reporting segment

<Significant changes in the amount of goodwill>

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

None

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

In the Processed Foods Business segment, there are significant changes in the amount of goodwill due to the recording of impairment losses on goodwill. The decrease in goodwill from this event is ¥968 million for the fiscal year.

(Per share information)

(Yen)

	As of March 31, 2024	As of March 31, 2025
Net assets per share	2,374.23	2,375.15
Earnings per share	149.03	140.79

- (Notes) 1. Diluted earnings per share is not stated, since there were no potential shares with a dilutive effect.
2. For the purposes of calculating net assets per share, the Company's shares remaining in the Trust recorded as treasury shares in shareholders' equity are included in the treasury shares to be deducted from the total number of issued shares at the end of the fiscal year. For the purposes of calculating earnings per share for the year, such shares are likewise included in treasury shares to be deducted when calculating the average number of shares outstanding during the period.
- For the calculation of net assets per share, the number of treasury shares deducted at the end of the fiscal year is 72 thousand shares, and for the calculation of earnings per share for the period, the average number of deducted treasury shares during the period is 76 thousand shares.
3. The basis for calculating earnings per share is as follows.

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Earnings per share		
Profit attributable to owners of parent (Million yen)	7,489	7,076
Amount not attributable to common shareholders (Million yen)	—	—
Profit attributable to owners of parent associated with common shares (Million yen)	7,489	7,076
Average number of shares during the period (Thousand shares)	50,253	50,259

(Significant subsequent events)

None