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MEMBERSHIP  
May 8, 2026

## Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 <under Japanese GAAP>

Name of the Listed Company: **Mitsuuuroko Group Holdings Co., Ltd.**  
 Listing: Tokyo Stock Exchange  
 Securities Code: 8131  
 URL: <https://www.mitsuuuroko.com/>  
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Scheduled date of ordinary general meeting of shareholders: June 17, 2026  
 Scheduled date to commence dividend payments: June 18, 2026  
 Scheduled date to file Securities Report: June 12, 2026  
 Preparation of supplementary material on financial results: None  
 Holding of financial results briefing: None

(Millions of yen with fractional amounts rounded down)

### 1. Consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	339,498	(0.0)	12,368	41.0	13,676	36.7	9,197	(12.5)
March 31, 2025	339,656	9.9	8,769	(28.9)	10,005	(24.8)	10,515	15.5

Note: Comprehensive income

Fiscal year ended March 31, 2026: ¥13,765 million [168.9%]  
 Fiscal year ended March 31, 2025: ¥5,119 million [(48.7)%]

Fiscal year ended	Basic earnings per share	Diluted earnings per share	Return on equity	Return on assets	Operating margin
	Yen	Yen	%	%	%
March 31, 2026	164.68	—	9.0	7.0	3.6
March 31, 2025	182.05	—	10.6	5.5	2.6

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

Fiscal year ended March 31, 2026: ¥491 million  
 Fiscal year ended March 31, 2025: ¥472 million

## (2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	206,000	105,357	51.1	1,926.14
March 31, 2025	185,725	98,689	53.1	1,746.77

Reference: Equity

As of March 31, 2026: ¥105,253 million As of March 31, 2025: ¥98,579 million

## (3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	10,354	(8,887)	1,607	43,720
March 31, 2025	17,968	586	(8,838)	40,489

## 2. Cash dividends

	Annual dividends per share					Total dividend payments (Total)	Dividend payout ratio (Consolidated)	Dividend on equity ratio (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2025	–	–	–	56.00	56.00	3,194	30.8	3.2
Fiscal year ended March 31, 2026	–	–	–	66.00	66.00	3,644	40.1	3.6
Fiscal year ending March 31, 2027 (Forecast)	–	–	–	66.00	66.00		61.4	

## 3. Consolidated earnings forecasts for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(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, 2027	385,000	13.4	8,500	(31.3)	9,000	(34.2)	6,000	(34.8)	107.43

Note: The Company discloses only full-year consolidated earnings forecasts considering the seasonal factors (higher demand in the second half of the year) in Energy Solutions Business, one of the Group's core businesses. For more details, please refer to the section of "(4) Future outlook" of "1. Overview of operating results and others" on page 9 of the attached material.

**\* Notes**

- (1) Significant changes in the scope of consolidation during the period: None
- (2) Changes in accounting policies, changes in accounting estimates, and restatement
- a. Changes in accounting policies due to revisions to accounting standards and other regulations: None
  - b. Changes in accounting policies due to other reasons: None
  - c. Changes in accounting estimates: None
  - d. Restatement: None

(3) Number of shares issued (common shares)

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

As of March 31, 2026	57,061,223 shares
As of March 31, 2025	57,061,223 shares

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

As of March 31, 2026	2,416,382 shares
As of March 31, 2025	625,541 shares

- c. Average number of shares outstanding during the period

Fiscal year ended March 31, 2026	55,850,411 shares
Fiscal year ended March 31, 2025	57,762,714 shares

Note: The number of treasury shares at the end of the period includes the Company's shares held by Custody Bank of Japan, Ltd. (Trust Account E) (482,300 shares as of March 31, 2026, 520,300 shares as of March 31, 2025). Also, the Company's shares held by Custody Bank of Japan, Ltd. (Trust Account E) are included in treasury shares that are deducted for calculation of the average number of shares outstanding during the period (494,273 shares for fiscal year ended March 31, 2026, 520,300 shares for fiscal year ended March 31, 2025).

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

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

(Cautions on forward-looking statements, etc.)

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

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## 1. Overview of operating results and others

### (1) Summary of operating results

During the fiscal year under review, Japan's economy continued to recover, supported by improvements in the employment and income environment, although economic growth remained moderate amid weaker overseas economies and uncertainty surrounding international policy trends. While the pace of price increases gradually moderated, consumer sentiment improved only modestly. The economic outlook remains uncertain due to lingering concerns over downward pressures on demand, in addition to prolonged geopolitical risks, including the situation in the Middle East, despite partial easing of the impact of overseas tariff measures and so forth.

The Group's business environment continues to change. In the domestic energy market, heightened awareness of energy cost persisted amid ongoing uncertainty regarding energy price trends and supply conditions, requiring both corporate and households to continue promoting efficient energy usage. Energy prices remained volatile overall, reflecting continued large fluctuations in crude oil prices driven by geopolitical factors and supply-demand conditions. Against the backdrop of decarbonization initiatives, progress continued in policy reviews related to energy transition in Japan, and the utilization of non-fossil power sources, including renewable energy, remains positioned as a material issue. Meanwhile, although decarbonization initiatives are progressing in certain overseas regions, uncertainties remain regarding policy direction in others. As a result, geopolitical risks and policy trends continue to significantly impact the environment surrounding the energy business.

Under such circumstances, from the perspectives of environmental compatibility, supply stability, and economic efficiency, we believe that energy business operators are required to make advanced and timely progress toward achieving low carbon emissions and decarbonization for a sustainable society, enhancing resilience to ensure safety and security, and strengthening business foundations to maintain stable supply and business continuity.

Among the Group's key initiatives during the fiscal year under review, Mitsuuroko Green Energy Co., Ltd. in Power & Electricity Business launched a contracted operations management service for grid storage batteries in May 2025 and began a demonstration test with Chubu Electric Power Grid Co., Inc. in November 2025 to alleviate congestion in the power grid using grid storage batteries. In January 2026, the company and INPEX JAPAN, Ltd. have reached an agreement to sign a Memorandum of Understanding (MOU) on business collaboration in the electricity sector, accompanied by the establishment of a joint venture known as INPEX Mitsuuroko Electric, LTD., which became an equity-method associate. In March 2026, Mitsuuroko Green Energy Co., Ltd. and Odakyu Electric Railway Co., Ltd. entered into a business partnership and commenced supply of a new piped gas rate plan, the Odakyu Energy Gas Plan. In Foods Business, Shizuoka Mitsuuroko Foods Co., Ltd. established a new mineral water production line at the Ihara Factory, which commenced full operation in July 2025. In Overseas Business, Triforce Investments Pte. Ltd. entered into a business partnership with SunPro Energies Pte. Ltd., a Singapore-based solar developer, in April 2025, which became the Group's equity-method associate. Additionally, General Storage Company Pte. Ltd. opened new facilities under the Lock+Store brand in Singapore, with Lock+Store Sembawang opening in November 2025 and Lock+Store Bishan in February 2026. Furthermore, The Store House Limited, which operates a self-storage business in Hong Kong, opened new facilities in Sha Tin and San Po Kong to capture growing regional demand. In Other Businesses, Triforce Corporation acquired all issued shares of GLUCK Co., Ltd., the operator of the GLUCK accessory brand, which became a consolidated subsidiary in January 2026. In addition, the Group resolved to subscribe to a third-party allotment of shares conducted by QPS Holdings Inc., which possesses small SAR satellite development technology, and invested approximately ¥3,000 million on March 23, 2026. Within the space industry, which is positioned as a growth investment area, businesses utilizing earth-observation satellite data are regarded as promising, particularly in terms of (1) environmental contribution, (2) support for local communities, and (3) enhancement of safety and disaster-response capabilities.

To streamline groupwide operations, we promoted digital transformation (DX) at the Group's administration center, automating over 95% of data-entry tasks related to order processing. Compared with the period immediately following establishment of the center, the data processed per employee has roughly tripled, while unit costs have been reduced by over 60%.

With regard to financial results for the fiscal year under review, consolidated net sales declined slightly, primarily due to lower petroleum sales volume. Consolidated operating profit increased, driven mainly by improved profitability in Power & Electricity Business as a result of higher sales volume and reduced capacity contribution payments, while profit declined in Energy Solutions Business, primarily due to higher personnel expenses. As a result, net sales were ¥339,498 million (down 0.0% year on year), operating profit was ¥12,368 million (up 41.0%), ordinary profit was ¥13,676 million (up 36.7%), and

profit attributable to owners of parent was ¥9,197 million (down 12.5%). Gross profit and operating profit reached record highs for a fiscal year.

Operating results by segment are as follows.

### Energy Solutions Business

In the LPG business, the operating environment became challenging as per-household sales volumes declined due to the spread of energy-efficient equipment and reduced demand for hot water associated with intense heat waves. Despite these external conditions, proactive customer-acquisition efforts led to an increase in the number of customers, and both retail sales volume and gross profit exceeded the previous year's levels. We will continue to prioritize stable supply and strengthen our safety systems, reinforcing our business foundation and improving service quality to remain a preferred choice. As a result, retail sales volume reached 100.5%, net sales were 99.6% and gross profit was 102.6% of the previous year's level. In wholesale LPG operations, efforts were made to expand tanker truck sales resulting in a sales volume of 129.2% and net sales of 102.5% of the previous year's level. However, gross profit declined to 88.1% of the previous year's level, primarily due to the narrower spreads between unit selling prices and wholesale procurement prices. As a result, net sales for the LPG business were 101.7% and gross profit was 99.8% of the previous year's level.

In the petroleum business, wholesale volumes and gross profit fell below the previous year's level due to fewer bidding opportunities and weaker demand, attributable to higher temperatures in Northern Japan as well as the impact of disruption in the Strait of Hormuz stemming from the worsening situation in the Middle East in March. By contrast, in the retail heating oil business, sales volumes reached 100.2% and gross profit was 102.2% of the previous year's level, supported by the acquisition of regular delivery customers under key sales initiatives. As a result, net sales for the petroleum products wholesale and retail business were 86.1% and gross profit was 89.9% of the previous year's level. At directly operated gasoline service stations, ongoing customer-retention measures—including the use of social media and conversion to wholesale-brand service stations—together with stronger demand resulting from lower retail prices, led to increased sales volumes. Consequently, net sales for the directly operated service station business were 103.3% and gross profit was 102.1% of the previous year's level. Overall, net sales for the petroleum business were 87.9% and gross profit was 94.3% of the previous year's level.

In the housing equipment business, sales activities were strengthened with a focus on gas heat pumps (GHPs), positioned as a key promotional product for the fiscal year. Efforts included expanding proposal opportunities for corporate customers and large-scale projects, reinforcing the sales framework, and clarifying GHPs' role as a core product, resulting in a steady buildup of order opportunities. Profitability for water heaters improved due to increased replacement demand following equipment failures stemming from the correction of customer acquisition practices, renewal proposals to existing customers and growing demand for energy-saving equipment. Despite these factors, overall business performance remained broadly flat year on year, as increased retail sales were offset by lower wholesale volumes amid market-related challenges. We will continue to work toward stabilizing our revenue base by strengthening sales of key products and promoting value-added proposals centered on the retail sector, while responding to market conditions and customer needs. Meanwhile, net sales at Sanyuu Corp. were 70.6% and gross profit was 73.1% of the previous year's level, reflecting sluggish door-to-door sales of household storage batteries. As a result, net sales for the housing equipment business were 89.8% and gross profit was 86.4% of the previous year's level.

In the new energy solutions division, we continued to expand non-fossil power sources and promote environmentally friendly energy solutions aimed at realizing a carbon neutral society. During the fiscal year under review, non-fossil electricity was supplied under a government subsidy program supporting demand-driven solar power installation, contributing to improved profitability, particularly in the fourth quarter. These initiatives support the creation of stable profit opportunities while securing electricity that does not rely on fossil fuels. To further strengthen renewable energy supply capacity, we are actively pursuing the acquisition of power plants, including physical power purchase agreements (PPAs). In addition to the steady acquisition and development of facilities scheduled to commence operation in FY2026, new projects are being advanced in a planned manner. At the same time, maintaining stable operations at existing facilities remains a top priority, with risk-mitigating measures such as enhanced security systems being implemented to establish a long-term, stable power generation and supply framework. Through these initiatives we seek to balance the expansion of renewable energy supply with the strengthening of its business foundation, contributing to ESG management and reducing environmental impact. As a result, net sales for the division were 97.0% and gross profit was 107.5% of the previous year's level.

Overall, net sales for Energy Solutions Business totaled ¥143,636 million (down 6.4% year on year), and segment profit was ¥1,932 million (down 20.0%). This was primarily due to lower petroleum sales volume, and a decline in profitability resulting from narrower spreads between LPG wholesale procurement prices and inventory unit costs, sluggish door-to-door sales of household storage batteries at Sanyuu Corp. and higher selling, general and administrative expenses including increased personnel expenses.

### Power & Electricity Business

In the retail electricity business, resource prices remained relatively stable through the end of February, maintaining a certain level of price stability. However, a sudden change following the strikes on Iran by the U.S. and Israel eliminated a clear long-term outlook for resource prices, making forecasting difficult. Similarly, the electricity market remained stable through February due to declines in LNG and other resource prices, but prices on the Japan Electric Power Exchange surged from March onward, and the outlook has since remained difficult to predict. Market volatility also persisted, reflecting increasingly severe climate fluctuations in recent years, and greater variability in solar power generation as adoption expanded.

For the fiscal year under review, sales volume increased due to new customer acquisitions, and reduced capacity contribution payments supported higher revenue and profitability. As a result, net sales amounted to ¥167,929 million (up 7.0% year on year) and segment profit was ¥11,537 million (up 71.6%). The business will continue to pursue scale expansion through further customer acquisition and increased electricity sales volumes.

Even amid ongoing instability in the Middle East, the business seeks to secure stable profitability by mitigating cost volatility through consistent power procurement, reduced reliance on the electric power exchange, and diversification of electricity sources. Building on grid storage batteries that have already commenced operation, we continue to participate in the supply-demand adjustment market. In addition, development of a large-scale, special high-voltage grid storage battery project in Abashiri-shi, Hokkaido, which is scheduled to commence operation in FY2028, has begun. Since launching a contracted operations management service for grid storage batteries in May 2025, the business has received numerous inquiries. Leveraging expertise gained from operating its own facilities, we will advance partnerships with additional clients. Through our Demand Response Service, we aim to contribute to grid stability. Furthermore, by increasing the adoption of renewable energy to support carbon neutrality, we will contribute to improved supply-demand balance, energy conservation, and reduction in electricity costs. Sales of “Low Environmental Load Menu” plans will also be expanded to help customers reduce CO<sub>2</sub> emissions and respond to growing demand for a decarbonized society.

### Foods Business

In the beverage business, profits were under pressure due to higher production costs, reflecting both an increase in depreciable assets—such as the new production line and automated rack warehouse at the Ihara Factory of Shizuoka Mitsuuroko Foods Co., Ltd.—and a strengthened workforce associated with the expansion of production capacity. With respect to sales volume, beverage sales as a whole, including mineral water, reached 100.7% of the previous year’s level for the full fiscal year, supported by the operation of new production lines, despite the impact of a one-month suspension of operations for construction related to the automated rack warehouse at the Ihara Factory.

In the food service business, initiatives to improve profitability continued through reviews of cost structures at fresh bakery Azabujuban Mont-Thabor stores and FC café Motomachi Coffee stores. In addition, efforts were made to enhance brand awareness in the bakery business, including participations in events such as “Bread Festival 2026 in Yokohama Red Brick Warehouse.”

As a result, Foods Business net sales were ¥20,028 million (down 5.4% year on year), and segment profit was ¥334 million (down 62.8%).

### Living & Wellness Business

In the real estate business, residential properties performed well; however, gross profit declined to 97.3% of the previous year’s level due to a temporary decrease in net sales associated with renovations at Hamabowl Building (formerly HAMABOWL EAS) and major repairs at VIP Isehara (exterior walls and rooftop waterproofing). Leased apartments properties—including Oju Takayama (Setagaya-ku) acquired in August 2023; Prasio Hirao (Fukuoka-shi), View Heights Takayama (Yokohama-shi), and Cosmos Reid Kokubunji (Kokubunji-shi) acquired in September 2022; and BlancCiel NISHIJIN (Fukuoka-shi) acquired in October 2021—maintained high occupancy rates and contributed steadily to sales. The

business continues to prioritize safety through ongoing repairs and updates across its property portfolio, while pursuing enhancements in property value through facility investments that improve livability and respond to evolving needs. Efforts to reduce CO<sub>2</sub> emissions include the use of renewable energy and the installation of electric micromobility sharing ports. We will continue to optimize our portfolio while actively acquiring and developing new revenue-generating properties.

Visitor numbers at Hamabowl Building (formerly HAMABOWL EAS) declined to 59.6% of the previous year's level and net sales fell to 46.4% due to ongoing renovations. A phased post-renovation opening began in spring 2026, with full reopening of the entire building scheduled for summer 2026, accompanied by events and campaigns aimed at increasing awareness and visitor traffic.

SPA EAS: Yokohama Tennen Onsen has been temporarily closed since April 2025 for renovation work, which is progressing toward the redevelopment of facilities designed to offer a "Healing Journey" away from everyday life under the new facility concept of a "Wellness Quest." Interior construction is proceeding as planned, including installation of a large-screen sauna intended to serve as a symbolic feature of the renovation. In addition, Healse K.K., which has operated at the facility for 16 years, has been secured as a treatment tenant, with plans to operate four stores under different business models. Staff uniforms have also been renewed under the supervision of the UNITED ARROWS LTD's uniform label, "ID UNITED ARROWS," consistent with the renewal of indoor wear. Through these initiatives, the business aims to enhance experiential value while strengthening a sustainable operational base.

Hamabowl has remained temporarily closed since the end of September 2025 in connection with the renovation of Hamabowl Building. Renovation work is generally proceeding as planned, with the introduction of new "EDGE String" bowling machines as core equipment, designed to reduce environmental impact while retaining the classic HAMABOWL aesthetic within a retro-modern bowling alley design concept. In parallel, efforts are underway to optimize venue functionality, including room configuration, with the aim of creating a bowling facility capable of accommodating a diverse range of customer needs.

In the sports business, net sales reached 101.8% of the previous year's level, supported by stable performance in private golf lessons and the membership-based Vision Training programs for preschool and elementary school children at EIGHT ANGLE (Jiyugaoka). We will continue to pursue improved profitability by securing sufficient lesson capacity through golf coaches and strengthening customer acquisition for Vision Training through Instagram and other social media.

As a result of the above factors, Living & Wellness Business net sales totaled ¥2,042 million (down 25.3% year on year), and segment loss was ¥118 million (compared to a segment profit of ¥88 million for the previous fiscal year).

### Overseas Business

In this business, General Storage Company Pte. Ltd. and six other companies primarily operate self-storage facilities across Asia. During the fiscal year under review, new facilities under the Lock+Store brand were opened in Singapore, including Lock+Store Sembawang and Lock+Store Bishan. In addition, The Store House Limited, which operates a self-storage business based in Hong Kong, opened new facilities in Sha Tin and San Po Kong, to capture growing regional demand. As in the previous year, we received the Singapore Prestige Brand Award. In addition to winning the Established Brand category, which applies to local brands established for more than five years, we also received the Social Impact Award, recognizing our ongoing efforts in social contribution activities. Furthermore, as a new initiative, Lock+Store Tanjong Pagar in Singapore participated as an official venue in Singapore Art Week. An exhibition utilizing a single self-storage unit as an exhibition space attracted attention within the industry and was featured in numerous online media outlets. We remain committed to expanding the business while supporting local communities.

Sales at General Storage Company Pte. Ltd. increased due to a higher number of operating facilities and improved rental pricing. In addition, rigorous cost-control measures, including reductions in utility expenses through the installation of more energy-efficient air conditioning equipment, contributed to higher operating profit. As a result, Overseas Business net sales amounted to ¥3,054 million (up 5.0% year on year), and segment profit was ¥254 million (up 44.7%). For the fiscal year under review, dividend income from Siamgas & Petrochemicals Public Company Limited in Thailand totaled ¥468 million (up 11.9%).

### Other Businesses

In the ICT telecommunications business, installations of Mitsuuroko net—an internet service provided on the building-wide basis to owners of apartment buildings and property management companies—

continued to grow. As internet connectivity is increasingly being installed as standard equipment in both rental and for-sales residential properties, the market has entered a competitive phase focused on added value, including high-speed communication, large data capacity, and smart-home compatibility. By providing appropriate Wi-Fi environments, the Group contributes to improved property value and higher occupancy rates, thereby supporting profitability. Development of solutions to enhance residents' convenience also continued. As a result, the number of Mitsuuroko net installed units increased to 109.4% of the previous year's level.

In the information systems development and sales business, sales volume of the COSMOS series LPG sales management system grew 20% year on year, due partly to rising replacement demand following the end of Windows 10 support. The field support business, which undertakes services such as PCs and handheld terminal kitting, as well as the installation and configuration of communication infrastructure, has expanded its scale since its launch in FY2021, achieving gross profit equivalent to 177.6% of the previous year's level. Its primary customers include railway operators, mass retailers, and educational and medical institutions, and the business is expected to serve as a future revenue driver. SmartOWL® delivery-efficiency solution reduced LPG delivery frequency to LPWA-equipped households by around 30%, improving delivery efficiency for around 190,000 households. In a case study involving an LPG operator serving 30,000 households, a combination of this solution and larger container sizes reduced labor costs equivalent to five delivery staff. Estimated CO<sub>2</sub> reductions averaged 1.189 kg per delivery, and further reductions are expected as LPWA and SmartOWL® adoption continues to expand.

The leasing business supports improved operational efficiency across Group companies and promotes low-carbon leasing solutions to customers both within and outside the Group. By recommending subsidy programs offered by government ministries and energy-related organizations, and through collaboration with Group companies, the business provides comprehensive support that contributes to cost reductions and enhanced customer competitiveness, while advancing efforts toward a decarbonized society.

In the content business, we co-produce TV programs and movies and plan theatrical performances. Part I of the film series "2-Hour Suspense THE MOVIE," titled "The Queen of TV Shopping: Haruka Aoi's Case Channel," developed in collaboration with HoriPro Inc. and other partners, was released in approximately 100 cinemas nationwide, including all AEON Cinemas, in February 2026, and was well received.

As a result, Other Businesses net sales were ¥2,806 million (up 16.2% year on year) and segment profit was ¥152 million (up 606.1%).

## (2) Summary of financial position

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026	Change
Assets	185,725	206,000	+20,275
Liabilities	87,035	100,643	+13,607
Net assets	98,689	105,357	+6,667
Shareholders' equity	98,579	105,253	+6,673
Equity ratio (%)	53.1	51.1	(2.0)

### Assets

Current assets as of March 31, 2026 amounted to ¥100,054 million, an increase of ¥5,845 million from the end of the previous fiscal year. This was mainly due to increases of ¥1,774 million in cash and deposits and ¥4,483 million in accounts receivable—other included in other current assets. Non-current assets amounted to ¥105,946 million, an increase of ¥14,429 million from the end of the previous fiscal year. This was mainly due to increases of ¥4,553 million in property, plant and equipment and ¥7,914 million in investment securities.

As a result, total assets amounted to ¥206,000 million, an increase of ¥20,275 million from the end of the previous fiscal year.

### Liabilities

Current liabilities as of March 31, 2026 amounted to ¥53,039 million, an increase of ¥1,671 million from the end of the previous fiscal year. This was mainly due to decreases of ¥1,539 million in notes and accounts payable—trade and ¥986 million in short-term borrowings, and increases of ¥2,103 million in current portion of long-term borrowings, ¥783 million in income taxes payable, and ¥1,328 million in accounts payable—other included in other current liabilities. Non-current liabilities amounted to ¥47,603 million, an increase of ¥11,935 million from the end of the previous fiscal year. This was mainly due to a decrease of ¥1,001 million in bonds payable, an increase of ¥10,291 million in long-term borrowings, and an increase of ¥1,647 million in deferred tax liabilities.

As a result, total liabilities amounted to ¥100,643 million, an increase of ¥13,607 million from the end of the previous fiscal year.

### Net assets

Total net assets as of March 31, 2026 amounted to ¥105,357 million, an increase of ¥6,667 million from the end of the previous fiscal year. This was mainly due to profit attributable to owners of parent of ¥9,197 million, dividends of surplus of ¥3,194 million, an increase of ¥3,215 million in valuation difference on available-for-sale securities resulting from an increase in investment securities, an increase of ¥1,157 million in foreign currency translation adjustment, and a decrease of ¥3,938 million resulting from the acquisition of treasury shares.

As a result, the equity ratio was 51.1% (53.1% at the end of the previous fiscal year).

### (3) Summary of cash flows

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

(Millions of yen)

	Previous fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (From April 1, 2025 to March 31, 2026)	Change
Cash flows from operating activities	17,968	10,354	(7,613)
Cash flows from investing activities	586	(8,887)	(9,473)
Cash flows from financing activities	(8,838)	1,607	10,445
Effect of exchange rate change on cash and cash equivalents	(51)	156	208
Net increase (decrease) in cash and cash equivalents	9,665	3,231	(6,434)
Cash and cash equivalents at beginning of period	30,824	40,489	9,665
Cash and cash equivalents at end of period	40,489	43,720	3,231

#### Cash flows from operating activities

Net cash provided by operating activities was ¥10,354 million (compared with ¥17,968 million net cash provided in the previous fiscal year). This was mainly due to profit before income taxes of ¥12,931 million, depreciation of ¥5,502 million, a decrease of ¥1,561 million in trade payables, interest and dividends received of ¥1,467 million, and income taxes paid of ¥3,888 million.

#### Cash flows from investing activities

Net cash used in investing activities was ¥8,887 million (compared with ¥586 million net cash provided in the previous fiscal year). This was mainly due to purchases of property, plant and equipment of ¥6,342 million, intangible assets of ¥1,253 million, and investment securities of ¥3,454 million.

#### Cash flows from financing activities

Net cash provided by financing activities was ¥1,607 million (compared with net cash used of ¥8,838 million in the previous fiscal year). This was mainly due to proceeds from long-term borrowings of ¥15,598 million, repayments of long-term borrowings of ¥3,230 million, repayments of lease liabilities of ¥1,593 million, purchase of treasury shares of ¥3,970 million, and dividends paid of ¥3,181 million.

In addition, the effect of exchange rate change on cash and cash equivalents was an increase of ¥156 million. As a result, cash and cash equivalents at the end of current fiscal year amounted to ¥43,720 million, an increase of ¥3,231 million from the end of the previous fiscal year.

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

(Trends in cash flow-related indicators)

	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Equity ratio (%)	56.2	53.4	55.2	53.1	51.1
Equity ratio based on market value (%)	40.0	44.2	46.6	53.7	63.5
Ratio of interest-bearing debt to cash flow (years)	3.8	2.3	2.9	1.6	3.9
Interest coverage ratio (times)	29.0	42.8	33.9	48.3	26.5

Equity ratio: shareholders' equity/total assets

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

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

Interest coverage ratio: cash flow/interest payments

- (Note 1) All calculations are based on consolidated financial figures.
- (Note 2) Market capitalization is calculated based on the number of shares outstanding excluding treasury shares.
- (Note 3) Cash flows from operating activities are used for cash flows.
- (Note 4) Interest-bearing debt includes all liabilities on the consolidated balance sheets for which interest is paid.

#### **(4) Future outlook**

##### Energy Solutions Business

The business environment surrounding the Group's core Energy Solutions Business is expected to remain highly dynamic due to factors such as reduced energy supply associated with heightened tensions in the Middle East, price volatility, persistently high raw material and distribution costs, growing awareness of energy efficiency, and the correction of industry business practices. Under these circumstances, with the highest priority placed on ensuring a stable supply of energy and maintaining safety systems, we will strengthen our business foundation by promoting sales measures aimed at maintaining and expanding our customer base, improving operational efficiency, and providing high value-added products and services. In the LPG business, we will seek to secure stable sales volumes and improve profitability by strengthening relationships with existing customers while also capturing new demand. At the same time, we will promote the wider adoption of high-efficiency water heaters and other equipment, with the aim of improving energy efficiency and reducing environmental impact. In the petroleum business, we will promote the selection and concentration of sales measures while closely monitoring market conditions and supply-demand trends, and strive to secure profitability, particularly in the retail sector. In addition, in the new energy solutions business, we will continue to focus on expanding the use of renewable energy and securing non-fossil fuel power sources as part of our commitment to realizing a carbon-neutral society. We will ensure stable plant operation and rigorous risk management, while contributing to lower energy costs and the creation of environmental value through the development of on-site solar power generation systems for self-consumption and storage batteries. We will also conduct promotional events to address sluggish door-to-door sales of household storage batteries. Through these initiatives, the Group will strive to establish a sustainable energy business and enhance medium- to long-term corporate value while balancing environmental considerations with economic efficiency.

##### Power & Electricity Business

Although prices on the electric power exchange are currently soaring due to the situation in the Middle East, we are supplying electricity in line with the amount of power procured. Given our low reliance on the electric power exchange, no major disruption has occurred. However, significant hour-to-hour price volatility continues to be observed within a single day, partly due to the expansion of renewable energy. In addition, as global warming progresses, abnormal weather patterns are becoming more frequent and severe, and unprecedented heat levels are expected to result in significant surges in electricity demand.

To address the risk of market fluctuations on the Japan Electric Power Exchange (JEPX), we will continue to expand energy procurement through bilateral contracts with power producers, reduce our dependence on the market, and increase the use of load-tracking power sources that can adjust to hour-to-hour power supplies.

Leveraging grid battery storage facilities already in operation in Tahara-shi, Aichi, Sendai-shi, Miyagi, and Kitahiroshima-shi, Hokkaido, as well as through the future development of large-scale grid batteries, we will strive to expand the storage battery business, contribute to grid stabilization, and achieve a better balance between supply-demand management and cost control.

Amid ongoing efforts to enhance the structure of the electricity market and ensure the proper maintenance and upgrading of power generation facilities to further improve industry sustainability, capacity contributions have been incurred since FY2024. Although capacity contributions decreased in FY2025, they remain an essential system for maintaining a stable power supply over the long term, and the amount of the capacity contributions is expected to rise from FY2026 onwards. Under this business environment, we will strive to secure earnings through steady sales expansion, more efficient utilization of energy sources, and operational streamlining, including the use of Robotic Process Automation (RPA).

In this business, we offer the Mitsuuroko Green Plan, which is sourced entirely from renewable energy, and expect to further expand our customer base amid growing market awareness. We are also making steady progress in introducing PPA contracts for renewable energy sources to address increasing demand. Through the growth of renewable energy aggregation businesses, including the provision of low-environmental-impact menus, we will promote initiatives to address climate change and contribute to the realization of a sustainable society.

### Foods Business

In the beverage business, due to the situation in the Middle East, prices for PET bottle-related materials, including preforms, labels, and caps, as well as fuel used at factories and distribution costs, continue to rise, and the outlook for the supply of certain materials remains uncertain. Given the importance of passing cost increases on to selling prices by the peak demand season, we will closely monitor market trends while considering price revisions. At the same time, as the utilization rate of the new production line continues to increase gradually, we expect manufacturing costs to stabilize and sales volume to rise. Based on these factors, we will continue to strengthen our sales structure and establish a stable delivery system. Furthermore, with respect to product development in the Beverage Division, we will continue to advance new product offerings and strive to strengthen our production system.

In the food service business, Mitsuuroko Provisions Co., Ltd., which operates the bakery and shop businesses, will promote the restructuring of its cost structure in the B-to-C business to mitigate the impact of price increases. Mitsuuroko Partners Co., Ltd., which operates Motomachi Coffee cafés, will strengthen collaboration with franchisee owners in the FC Division and work to enhance the brand value. In addition, we aim to further expand the business by developing a new café format and recruiting new franchisees.

### Living & Wellness Business

In the real estate business, we acquire new profitable properties while replacing existing ones through portfolio reviews. In addition, we aim to enhance property value and improve profitability through renovations and other initiatives, while promoting sustainable real estate management and environmentally friendly operations. Renovation work at the Hamabowl Building (formerly HAMABOWL EAS) is scheduled for completion in the summer of 2026. As a result, we expect a recovery in rental income, which had declined during the temporary closure for renovation. Furthermore, through ongoing branding and marketing efforts, we will enhance the overall value of the building and work to increase both visitor numbers and tenant sales.

At SPA EAS, under the concept of “Wellness Quest,” we offer a “journey of healing” that allows guests to step away from everyday life. Going forward, we will lower the minimum age requirement to 16 to enable a broader range of guests to use the facility. We will also expand usage options to better accommodate diverse visitor needs and lifestyles.

At Hamabowl and in the sports business, we will continue to communicate the appeal of sports to a wide range of customers, from children to seniors, enabling them to enjoy sports throughout their lives. We will also pursue new business development that encourages the incorporation of sports into daily life. Furthermore, at the Wellness Lab, we are considering the introduction of wellness content that enables the quantitative assessment of health conditions, in addition to providing ongoing wellness experiences centered on the hot springs at SPA EAS. By combining the value of hot springs with advanced wellness content, we aim to contribute to the physical and mental well-being of people in the local community and help them lead enriched lives.

### Overseas Business

In Overseas Business, we are expanding primarily in Asia. In major Asian cities, demand for self-storage among consumers is increasing, driven by the supply of smaller residential units and changes in lifestyles. General Storage Company Pte. Ltd. and six other companies operate a total of 26 self-storage facilities in Singapore, Malaysia and Hong Kong. We aim to enhance corporate value by expanding our market share in the self-storage business. In addition to storage services, these businesses provide value-added warehouse services to corporate customers.

Furthermore, through a business partnership with SunPro Energies Pte. Ltd., an equity-method associate and solar developer based in Singapore, we offer sustainable energy solutions across Asia-Pacific markets.

We will continue to explore business opportunities in emerging and social infrastructure-related fields, primarily in Asian economies, and further develop new businesses through strategic partnerships and M&A.

#### Other Businesses

In the information system development and sales business, we will actively promote the sale of SmartOWL® to more LPG operators. The SmartOWL® service automates LPG meter readings, optimizes LPG container delivery frequency, and streamlines delivery operation. By reducing the number of meter reading visits and travel distances for service vehicles, the service lowers CO<sub>2</sub> emissions and helps address labor shortages, thereby contributing to the resolution of social issues. In addition, we are expanding the use of AI-OCR that converts printed text and images into digital data, alongside RPA initiatives. This operational advancement through reduction in indirect business costs contributes to the entire Group.

In the leasing business, rising interest rates and inflation are expected to increase the cost of acquiring operating assets, resulting in a challenging business environment. To shift toward a profitability-focused sales strategy, we are setting appropriate lease rates, introducing new products that leverage Group synergies, and acquiring new customers. We actively encourage the use of leasing services in energy-saving projects and business streamlining initiatives led by government agencies and LPG industry organizations, thereby promoting environmentally friendly operations. Through the leasing business, we aim to improve the operational efficiency and profitability of the Group, while contributing to the realization of a decarbonized society and supporting sustainable growth.

In the content business, we plan to expand into multiple genres in FY2026, including participating in production committees for several new films and the production of new episodes of our original IP series, “Kono Doga wa Saisei Dekimasen (This Video Is Not Available).” We will continue striving to deliver high-quality content nationwide as “a Lifestyle Producer.”

Based on the above, while the Company anticipates net sales for FY2026 to increase, driven primarily by higher fuel prices in Energy Solutions Business and growth in the number of users in Power & Electricity Business, it expects year-on-year decreases in operating profit, ordinary profit, and profit attributable to owners of parent. This is primarily due to an increase in capacity contribution payments in Power & Electricity Business. The Company expects the impact of heightened tensions in the Middle East on its FY2026 financial results to be immaterial. Accordingly, for the consolidated results for the fiscal year ending March 31, 2027, the Company foresees net sales of ¥385,000 million, operating profit of ¥8,500 million, ordinary profit of ¥9,000 million and profit attributable to owners of parent of ¥6,000 million.

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

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

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

During the fiscal year ended March 31, 2026, Power & Electricity Business recorded higher profits due to an increase in sales volume and a decrease in capacity contribution payments, contributing to improved overall business performance. In addition, Overseas Business and Other Businesses achieved year-on-year improvements, resulting in record highs for both gross profit and operating profit for the fiscal year.

In light of our current financial position, as well as our commitment to enhancing shareholder returns and maintaining a stable dividend policy, the Company will pay a year-end dividend of ¥66 per share,

representing a ¥10 increase from the previous fiscal year and includes a commemorative dividend of ¥5 in celebration of the 100th anniversary of its foundation.

During the current fiscal year, the Company acquired treasury shares totaling ¥3,970 million to further enhance shareholder returns and improve capital efficiency. As a result, the total return ratio for the year was 82.8%.

For the next fiscal year ending March 31, 2027, the Company plans to pay a dividend of ¥66 per share, all of which will be an ordinary dividend, taking into account business performance, its commitment to enhancing shareholder returns, and the maintenance of a stable dividend policy.

The Company established a medium- to long-term investment framework of ¥50,000 million commencing in FY2023, under which it invested ¥8,600 million in the first year, ¥6,000 million in FY2024, and ¥11,100 million in FY2025, which is the current fiscal year.

By maintaining a total return ratio of 50% or more, we will continue to invest in business fields with growth potential, strategic initiatives, and the maintenance and enhancement of existing businesses, thereby striving for sustainable growth, increased corporate value, and enhanced shareholder value.

## 2. Status of the Corporate Group

The Group comprises the Company, 42 subsidiaries, and 15 associates. The Group's main businesses and the positioning of each company within the Group's business are as follows. The following business segments are the same as "reportable segments."

### (1) Energy Solutions Business

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

### (2) Power & Electricity Business:

Mitsuroko Green Energy Co., Ltd. engages in the wholesale of electricity generated from wind power to power companies, as well as the retail sales of electricity to general customers. Azuchi-Oshima Wind Power Plant Co., Ltd. conducts the wholesale of electricity generated from wind power to power companies. Mitsuroko Iwakuni Power Plant Co., Ltd. operates biomass power generation facilities, supplying electricity as an energy source for the retail business of Mitsuroko Green Energy Co., Ltd. Mitsuroko Vessel Co., Ltd. acts as an intermediary in the supply of electricity to general customers. Futtsu Solar Co., Ltd. and Suigo-Itako Solar Co., Ltd. generate electricity from solar power, supplying electricity for retail sales by Mitsuroko Green Energy Co., Ltd. and also engaging in the wholesale of electricity to power companies.

### (3) Foods Business:

Mitsuroko Beverage Co., Ltd. and Shizuoka Mitsuroko Foods Co., Ltd. produce and sell bottled water and beverages. Mitsuroko Vessel Co., Ltd. sells bottled water to general customers. Mitsuroko Provisions Co., Ltd. operates stores in commercial facilities and cafeterias, and manages DELICATERIA (a new delicatessen format operated directly under Mitsuroko Grocery), as well as voluntary chain stores and fresh bakeries under the business theme of "Natural Handmade DELICATERIA." Mitsuroko Partners Co., Ltd. operates cafe stores.

### (4) Living & Wellness Business:

MITSUROKO Co., Ltd. and Hama Estate Co., Ltd. lease office buildings, rental apartments, and other properties to general customers. Mitsuroko Sports Co., Ltd. operates health and sport-related facilities, including "SPA EAS: Yokohama Tennen Onsen," located in the Hamabowl Building (formerly HAMABOWL EAS), a recreational facility in Yokohama. Mitsuroko EBM Co., Ltd. operates businesses centered on the Personal Beauty Retreatment business and provides services aimed at enhancing people's well-being.

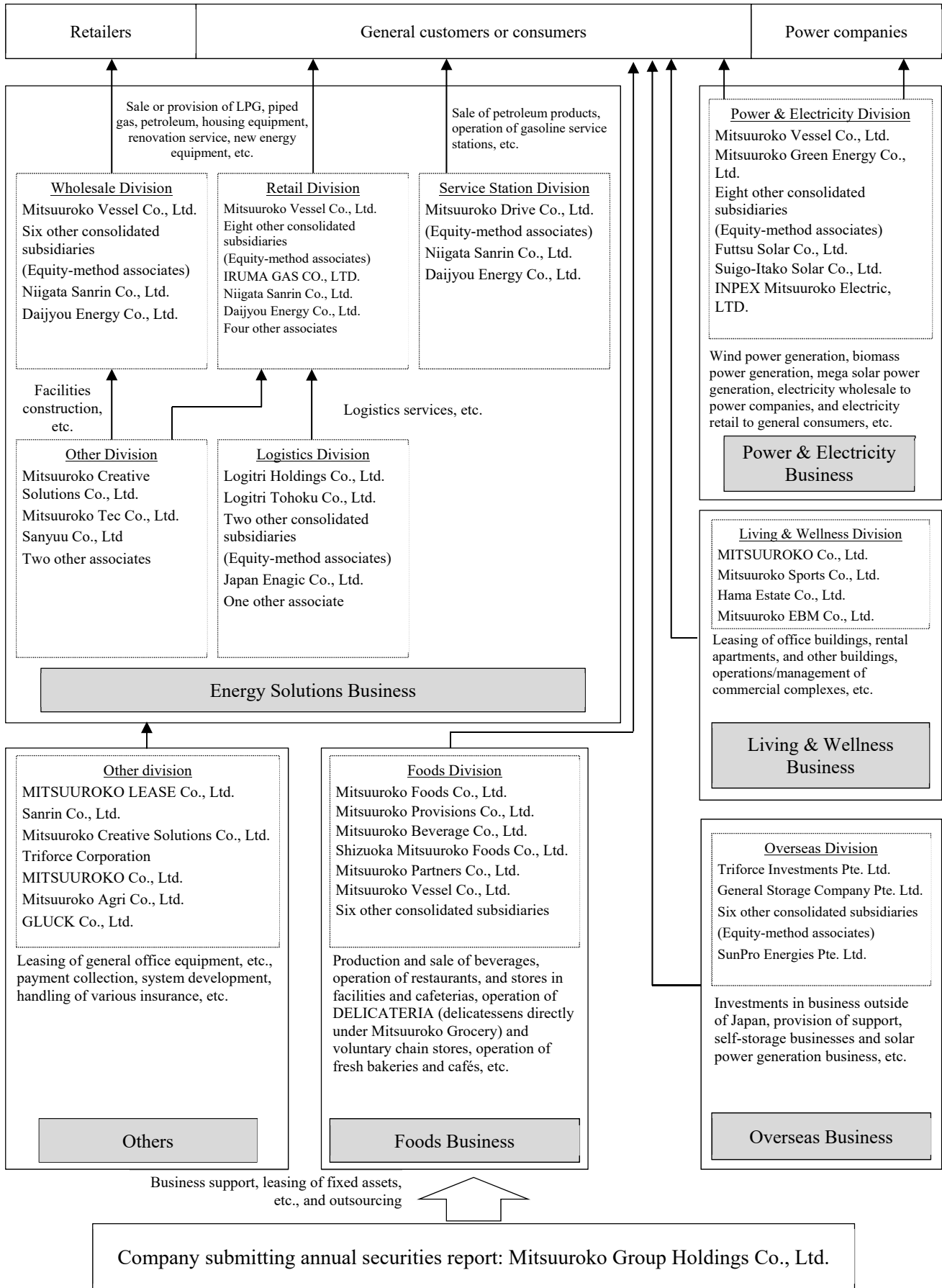
### (5) Overseas Business:

Triforce Investments Pte. Ltd. conducts investments and provides support outside Japan. General Storage Company Pte. Ltd. and six other consolidated subsidiaries operate self-storage businesses in Asia. SunPro Energies Pte. Ltd. operates a solar power generation business.

### (6) Other Businesses:

MITSUROKO LEASE Co., Ltd. conducts leasing operations. Sanrin Co., Ltd. operates an insurance agency. Mitsuroko Creative Solutions Co., Ltd. sells information equipment. Triforce Corporation operates a printing business and an e-commerce business. MITSUROKO Co., Ltd. operates a content business. Mitsuroko Agri Co., Ltd. operates an agriculture business. GLUCK Co., Ltd. operates an accessories business.

The business organizational chart is as follows.



### 3. Management policy

#### (1) Basic policy of corporate management

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

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

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

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

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

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

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

#### Energy Solutions Business

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

#### Power & Electricity Business

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

Furthermore, we intend to increase the proportion of renewable energy we procure as part of our commitment to a carbon-neutral society. To achieve the 2030 target of a 44% non-fossil fuel ratio in the Power & Electricity Business, we actively promote sales of "Low Environment Load Menu" to our customers and strive to mitigate CO<sub>2</sub> emissions.

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

## Foods Business

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

## Living & Wellness Business

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

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

## Overseas Business

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

## Other Businesses

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

In shared services and IT solutions, we will transform indirect operations using specialized knowledge, know-how, and technology, become Japan's leading provider of productivity improvement support, and support the Group on its path to nurture the lifestyle of consumers and deliver new value. The SmartOWL® service combines "LPG frequency efficiency" with "delivery routing efficiency" through AI-based delivery route mapping. Through this unique Group service, which leads to ESG promotion by "reducing CO<sub>2</sub> emissions" and "addressing delivery personnel shortages from retirement," we aim to deliver new value to other companies.

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

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

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

#### <Direction of future investment and capital policy>

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

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

As for investments, we established a medium- to long-term investment framework of ¥50,000 million starting in FY2023, under which we invested ¥8,600 million in the first year, ¥6,000 million in FY2024, and ¥11,100 million in FY2025, which is the current fiscal year.

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

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

#### <Promotion of sustainability management>

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

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

### **(3) Issues to be addressed**

#### (i) Contribution to the environment

Mitsuuroko Group is aware that it receives various benefits from the earth, including the resources necessary for its business activities, and that it is its responsibility to preserve the global environment in a better state. The purpose of Mitsuuroko Group’s existence is to build a better society through its daily business activities, and it places utmost importance on making proactive efforts to solve social issues. As measures to address climate change, which is a common challenge facing the world, Mitsuuroko Group is working to reduce the CO<sub>2</sub> emissions from its business activities and those from its customers’ use of products and services, as well as contribute to the improvement of energy efficiency, aiming to achieve carbon neutral by FY2050.

#### (ii) Contribution to local communities

The business operation of Mitsuuroko Group has been supported by many stakeholders until now. Among these stakeholders, local communities play an indispensable role. Mitsuuroko Group has traditionally fostered trust with local communities not only through business relationships but also by

participating in community cleanup activities, charity work and sports activities. Mitsuuroko Group aims to coexist and prosper together with these local communities through working as hard as possible on initiatives that it can and should do in serving them as a corporate citizen, no matter how small these initiatives are.

(iii) Thorough compliance

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

(iv) Enhancement of safety and disaster response measures

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

(v) KENKO Investment for Health

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

(vi) Promotion of diversity

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

#### **4. Basic approach to the selection of accounting standards**

For the time being, the Group's policy is to prepare consolidated financial statements in accordance with Japanese generally accepted accounting principles (GAAP) in consideration of comparability of consolidated financial statements from between period to period and between companies. The Company intends to consider the application of International Financial Reporting Standards (IFRS) in consideration of various domestic and overseas circumstances in the future.

## 5. Consolidated financial statements and significant notes

### (1) Consolidated balance sheet

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Assets</b>		
Current assets		
Cash and deposits	42,627	44,401
Notes receivable - trade	140	150
Accounts receivable - trade	33,319	32,792
Lease receivables and investments in leases	3,588	3,289
Merchandise and finished goods	5,691	5,741
Raw materials and supplies	809	836
Other	8,060	12,878
Allowance for doubtful accounts	(30)	(36)
Total current assets	94,208	100,054
Non-current assets		
Property, plant and equipment		
Buildings and structures	38,825	40,326
Accumulated depreciation	(25,500)	(26,206)
Buildings and structures, net	13,324	14,120
Machinery, equipment and vehicles	27,964	30,856
Accumulated depreciation	(23,796)	(24,580)
Machinery, equipment and vehicles, net	4,168	6,275
Land	16,848	16,865
Leased assets	5,907	6,126
Accumulated depreciation	(2,614)	(2,916)
Leased assets, net	3,293	3,209
Construction in progress	2,314	2,480
Other	13,554	16,970
Accumulated depreciation	(9,626)	(11,491)
Other, net	3,927	5,479
Total property, plant and equipment	43,877	48,431
Intangible assets		
Trademark right	3,155	3,503
Goodwill	1,580	1,647
Other	4,449	4,904
Total intangible assets	9,185	10,055
Investments and other assets		
Investment securities	25,008	32,923
Shares of subsidiaries and associates	4,131	4,310
Insurance funds	1,115	1,195
Deferred tax assets	1,904	2,029
Other	6,528	7,081
Allowance for doubtful accounts	(235)	(81)
Total investments and other assets	38,453	47,459
Total non-current assets	91,517	105,946
<b>Total assets</b>	<b>185,725</b>	<b>206,000</b>

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	30,186	28,647
Short-term borrowings	2,020	1,033
Current portion of bonds payable	1,001	1,001
Current portion of long-term borrowings	2,590	4,693
Lease liabilities	1,204	1,172
Income taxes payable	2,172	2,955
Accrued consumption taxes	1,962	1,376
Provision for bonuses	1,147	1,158
Provision for bonuses for directors (and other officers)	7	7
Asset retirement obligations	65	72
Other	9,009	10,921
Total current liabilities	51,368	53,039
Non-current liabilities		
Bonds payable	5,006	4,004
Long-term borrowings	13,308	23,599
Lease liabilities	1,949	3,313
Deferred tax liabilities	3,940	5,587
Provision for share awards	283	279
Provision for retirement benefits for directors (and other officers)	308	306
Retirement benefit liability	2,715	2,392
Asset retirement obligations	3,267	3,302
Other	4,888	4,816
Total non-current liabilities	35,667	47,603
Total liabilities	87,035	100,643
<b>Net assets</b>		
Shareholders' equity		
Share capital	7,077	7,077
Capital surplus	307	342
Retained earnings	84,100	90,102
Treasury shares	(509)	(4,447)
Total shareholders' equity	90,976	93,075
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	5,305	8,521
Deferred gains or losses on hedges	33	87
Foreign currency translation adjustment	2,271	3,428
Remeasurements of defined benefit plans	(6)	140
Total accumulated other comprehensive income	7,603	12,177
Non-controlling interests	109	103
Total net assets	98,689	105,357
Total liabilities and net assets	185,725	206,000

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

### Consolidated statement of income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	339,656	339,498
Cost of sales	297,152	292,320
Gross profit	42,503	47,178
Selling, general and administrative expenses	33,734	34,809
Operating profit	8,769	12,368
Non-operating income		
Interest income	116	151
Dividend income	913	889
Purchase discounts	53	62
Share of profit of entities accounted for using equity method	472	491
Insurance claim income	76	27
Compensation income	42	31
Subsidy income	–	407
Other	386	290
Total non-operating income	2,060	2,352
Non-operating expenses		
Interest expenses	371	391
Commission expenses	277	305
Loss on derivatives trading	43	163
Other	132	183
Total non-operating expenses	824	1,043
Ordinary profit	10,005	13,676
Extraordinary income		
Gain on sale of non-current assets	15	16
Gain on receipt of donated non-current assets	24	0
Gain on sale of investment securities	5,066	322
Gain on sale of businesses	94	60
Gain on bargain purchase	–	17
Total extraordinary income	5,200	416
Extraordinary losses		
Loss on sale of non-current assets	3	8
Loss on retirement of non-current assets	398	504
Impairment losses	520	590
Loss on store closings	56	36
Loss on sale of investment securities	–	10
Loss on step acquisitions	–	11
Total extraordinary losses	979	1,161
Profit before income taxes	14,227	12,931
Income taxes - current	3,741	3,845
Income taxes - deferred	(99)	(106)
Total income taxes	3,642	3,739
Profit	10,584	9,192
Profit (loss) attributable to non-controlling interests	69	(4)
Profit attributable to owners of parent	10,515	9,197

## Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	10,584	9,192
Other comprehensive income		
Valuation difference on available-for-sale securities	(5,579)	3,178
Foreign currency translation adjustment	51	1,147
Remeasurements of defined benefit plans, net of tax	(6)	147
Share of other comprehensive income of entities accounted for using equity method	69	100
Total other comprehensive income	(5,465)	4,573
Comprehensive income	5,119	13,765
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	5,050	13,770
Comprehensive income attributable to non-controlling interests	69	(4)

### (3) Consolidated statement of changes in equity

Fiscal year ended March 31, 2025

(Millions of yen)

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

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

Fiscal year ended March 31, 2026

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,077	307	84,100	(509)	90,976
Changes during period					
Dividends of surplus	–	–	(3,194)	–	(3,194)
Profit attributable to owners of parent	–	–	9,197	–	9,197
Purchase of treasury shares	–	–	–	(3,970)	(3,970)
Disposal of treasury shares	–	35	–	31	67
Net changes in items other than shareholders' equity	–	–	–	–	–
Total changes during period	–	35	6,002	(3,938)	2,099
Balance at end of period	7,077	342	90,102	(4,447)	93,075

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	5,305	33	2,271	(6)	7,603	109	98,689
Changes during period							
Dividends of surplus	–	–	–	–	–	–	(3,194)
Profit attributable to owners of parent	–	–	–	–	–	–	9,197
Purchase of treasury shares	–	–	–	–	–	–	(3,970)
Disposal of treasury shares	–	–	–	–	–	–	67
Net changes in items other than shareholders' equity	3,215	53	1,157	147	4,573	(5)	4,568
Total changes during period	3,215	53	1,157	147	4,573	(5)	6,667
Balance at end of period	8,521	87	3,428	140	12,177	103	105,357

#### (4) Consolidated statement of cash flows

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
<b>Cash flows from operating activities</b>		
Profit before income taxes	14,227	12,931
Depreciation	5,217	5,502
Impairment losses	520	590
Amortization of goodwill	72	76
Gain on bargain purchase	–	(17)
Increase (decrease) in allowance for doubtful accounts	(9)	(148)
Increase (decrease) in provision for share awards	51	10
Increase (decrease) in provision for retirement benefits for directors (and other officers)	15	(26)
Increase (decrease) in retirement benefit liability	86	(98)
Interest and dividend income	(1,030)	(1,041)
Interest expenses	371	391
Share of loss (profit) of entities accounted for using equity method	(472)	(491)
Subsidy income	–	(407)
Loss (gain) on sale and retirement of non-current assets	386	495
Gain on receipt of donated non-current assets	(24)	(0)
Loss on store closings	56	36
Loss (gain) on sale of investment securities	(5,066)	(312)
Loss (gain) on sale of businesses	(94)	(60)
Loss (gain) on step acquisitions	–	11
Decrease (increase) in trade receivables	(2,395)	544
Decrease (increase) in investments in leases	(938)	299
Decrease (increase) in inventories	(253)	(62)
Increase (decrease) in trade payables	5,873	(1,561)
Increase (decrease) in accrued consumption taxes	1,612	(593)
Other, net	1,955	(2,988)
<b>Subtotal</b>	<b>20,161</b>	<b>13,080</b>
Interest and dividends received	1,446	1,467
Interest paid	(372)	(390)
Income taxes paid	(3,763)	(3,888)
Income taxes refund	495	35
Subsidies received	–	50
<b>Net cash provided by (used in) operating activities</b>	<b>17,968</b>	<b>10,354</b>

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
<b>Cash flows from investing activities</b>		
Payments into time deposits	(5,751)	(1,409)
Proceeds from withdrawal of time deposits	5,913	3,132
Purchase of property, plant and equipment	(4,249)	(6,342)
Proceeds from sale of property, plant and equipment	17	28
Payments for retirement of property, plant and equipment	(21)	(161)
Purchase of intangible assets	(757)	(1,253)
Subsidies received	–	309
Payments for asset retirement obligations	(208)	(89)
Purchase of investment securities	(840)	(3,454)
Proceeds from sale of investment securities	6,724	499
Purchase of shares of subsidiaries and associates	(154)	(49)
Long-term loan advances	(192)	(155)
Proceeds from collection of long-term loans receivable	29	26
Purchase of shares of subsidiaries resulting in change in scope of consolidation	–	(55)
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	–	27
Proceeds from sale of businesses	77	45
Other, net	0	15
Net cash provided by (used in) investing activities	586	(8,887)
<b>Cash flows from financing activities</b>		
Net increase (decrease) in short-term borrowings	(420)	(986)
Proceeds from long-term borrowings	2,200	15,598
Repayments of long-term borrowings	(1,971)	(3,230)
Redemption of bonds	(1,001)	(1,001)
Purchase of treasury shares	(3,900)	(3,970)
Dividends paid	(2,411)	(3,181)
Repayments of lease liabilities	(1,303)	(1,593)
Other, net	(29)	(27)
Net cash provided by (used in) financing activities	(8,838)	1,607
Effect of exchange rate change on cash and cash equivalents	(51)	156
Net increase (decrease) in cash and cash equivalents	9,665	3,231
Cash and cash equivalents at beginning of period	30,824	40,489
Cash and cash equivalents at end of period	40,489	43,720

## **(5) Notes to consolidated financial statements**

### Notes on the premise of going concerns

Not applicable.

### Notes on segment information, etc.

[Segment information]

#### 1. Overview of reportable segments

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

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

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

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

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

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

Profit by reportable segment is based on operating profit.

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

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

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

(Millions of yen)

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

Current fiscal year (From April 1, 2025 to March 31, 2026)

(Millions of yen)

	Reportable segments						Other Businesses (Note 1)	Total	Adjustments (Note 2)	Amount in the consolidated financial statements (Note 3)
	Energy Solutions Business	Power & Electricity Business	Foods Business	Living & Wellness Business	Overseas Business	Subtotal				
Net sales										
Sales to external customers	143,636	167,929	20,028	2,042	3,054	336,692	2,806	339,498	–	339,498
Intersegment sales or transfers	189	641	11	7	–	849	319	1,168	(1,168)	–
Total	143,825	168,571	20,040	2,050	3,054	337,542	3,125	340,667	(1,168)	339,498
Segment profit (loss)	1,932	11,537	334	(118)	254	13,941	152	14,094	(1,725)	12,368
Segment assets	50,349	50,280	11,656	16,525	33,373	162,184	6,551	168,735	37,265	206,000
Other items										
Depreciation	1,553	502	829	538	1,690	5,113	116	5,229	273	5,502
Amortization of goodwill	43	2	–	–	26	73	3	76	–	76
Investments in equity-method associates	3,130	994	–	–	158	4,283	–	4,283	–	4,283
Increase in property, plant and equipment and intangible assets	2,326	1,336	1,777	1,446	2,727	9,615	237	9,853	513	10,366

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

2. The details of adjustments are as follows.

(1) Segment profit (loss)

(Millions of yen)

	Previous fiscal year	Current fiscal year
Elimination of intersegment transactions	(18)	(16)
Corporate expenses (Note)	(1,534)	(1,709)
Other adjustments	–	–
Total	(1,552)	(1,725)

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

(2) Segment assets

(Millions of yen)

	Previous fiscal year	Current fiscal year
Elimination of receivables from corporate administrative departments	(135)	(164)
Corporate assets (Note)	26,910	37,411
Other adjustments	17	17
Total	26,793	37,265

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

(3) Adjustment of increase in property, plant and equipment and intangible assets (¥295 million in the previous fiscal year and ¥513 million in the current fiscal year) represents capital investment in head office and other facilities.

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

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

[Related information]

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

1. Information about products and services

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

2. Information about geographical areas

(1) Net sales

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

(2) Property, plant and equipment

(Millions of yen)

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

3. Information about main customers

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

Current fiscal year (From April 1, 2025 to March 31, 2026)

1. Information about products and services

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

## 2. Information about geographical areas

### (1) Net sales

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

### (2) Property, plant and equipment

(Millions of yen)

Japan	Singapore	Asia (excluding Singapore)	Total
39,782	5,785	2,863	48,431

## 3. Information about main customers

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

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

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

(Millions of yen)

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

Current fiscal year (From April 1, 2025 to March 31, 2026)

(Millions of yen)

	Energy Solutions Business	Power & Electricity Business	Foods Business	Living & Wellness Business	Overseas Business	Other Businesses	Corporate and elimination	Total
Impairment losses	29	422	30	58	50	–	–	590

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

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

(Millions of yen)

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

Current fiscal year (From April 1, 2025 to March 31, 2026)

(Millions of yen)

	Energy Solutions Business	Power & Electricity Business	Foods Business	Living & Wellness Business	Overseas Business	Other Businesses	Corporate and elimination	Total
Amortization in the fiscal year	43	2	–	–	26	3	–	76
Unamortized balance at end of the fiscal year	142	0	–	–	362	135	–	640

[Information about gain on bargain purchase by reportable segment]

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

Not applicable.

Current fiscal year (From April 1, 2025 to March 31, 2026)

The information is omitted as it is immaterial.

Notes on per share information

	Previous fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (From April 1, 2025 to March 31, 2026)
Net assets per share	¥1,746.77	¥1,926.14
Basic earnings per share	¥182.05	¥164.68

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

2. The number of treasury shares at the end of the period includes the Company's shares held by Custody Bank of Japan, Ltd. (Trust Account E) (520,300 shares at the end of the previous fiscal year, 482,300 shares at the end of the current fiscal year). Also, the Company's shares held by Custody Bank of Japan, Ltd. (Trust Account E) are included in treasury shares that are deducted for calculation of the average number of shares outstanding during the period (520,300 shares for the previous fiscal year, 494,273 shares for the current fiscal year).

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

	Previous fiscal year (From April 1, 2024 to March 31, 2025)	Current fiscal year (From April 1, 2025 to March 31, 2026)
Profit attributable to owners of parent (Millions of yen)	10,515	9,197
Amount not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to owners of parent related to common shares (Millions of yen)	10,515	9,197
Average number of shares outstanding during the period (Thousand shares)	57,762	55,850

Significant subsequent events

Not applicable.

## 6. Other

### (1) Change of Directors and Executive Officers

#### (i) Change of Representative

Not applicable.

#### (ii) Change of other Directors and Executive Officers

- New candidate for Director

Yukio Takao, Director (currently Executive Officer, Senior Vice President, in charge of Finance and Investment Management, and Deputy Controller of Overseas Business)

- Retiring Director

Kazuhiro Kojima, Director (currently Director, Assistant to the President (Group Functions), Chief of Staff of Corporate Secretary, Head of Finance & Control, Head of Corporate Affairs, Head of ICT Planning, and Head of Human Capital & Engagement)

#### (iii) Scheduled appointment and retirement date

June 17, 2026

The aforementioned changes are subject to approval at the Ordinary General Meeting of Shareholders to be held on June 17, 2026.