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October 7, 2025

Consolidated Financial Results for the Nine Months Ended August 31, 2025 (Under Japanese GAAP)

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 Listing: Tokyo Stock Exchange / Nagoya Stock Exchange
 Securities code: 2734
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 Scheduled date to commence dividend payments: —
 Preparation of supplementary material on financial results: None
 Holding of financial results briefing: None

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

1. Consolidated financial results for the nine months ended August 31, 2025 (from December 1, 2024 to August 31, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Nine months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
August 31, 2025	186,927	6.0	6,090	31.6	7,265	25.5	5,035	26.5
August 31, 2024	176,425	(2.7)	4,626	6.6	5,789	0.9	3,980	(18.8)

Note: Comprehensive income For the nine months ended August 31, 2025: ¥5,109 million [13.8%]
 For the nine months ended August 31, 2024: ¥4,489 million [(12.8)%]

	Basic earnings per share	Diluted earnings per share
Nine months ended	Yen	Yen
August 31, 2025	78.44	—
August 31, 2024	62.13	—

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
August 31, 2025	209,009	88,565	41.5
November 30, 2024	202,281	85,618	41.5

Reference: Equity
 As of August 31, 2025: ¥86,784 million
 As of November 30, 2024: ¥83,985 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended November 30, 2024	—	13.00	—	17.00	30.00
Fiscal year ending November 30, 2025	—	16.00	—		
Fiscal year ending November 30, 2025 (Forecast)				16.00	32.00

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

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

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending November 30, 2025	263,000	9.4	7,200	14.1	7,700	(6.0)	5,100	(2.8)	79.47

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

*** Notes**

- (1) Significant changes in the scope of consolidation during the period: Yes

Newly included: five companies (Company name) YASUE Corp., 4 other companies

Excluded: companies

Note: For details, please refer to “(4) Notes to quarterly consolidated financial statements, Significant changes in the scope of consolidation during the period” of “2. Quarterly consolidated financial statements and significant notes thereto” on page 16 of the attachment.

- (2) Adoption of accounting treatment specific to the preparation of quarterly consolidated financial statements: None

- (3) Changes in accounting policies, changes in accounting estimates, and restatement

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

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

Note: For details, please refer to “(4) Notes to quarterly consolidated financial statements, Notes on changes in accounting policies” of “2. Quarterly consolidated financial statements and significant notes thereto” on page 12 of the attachment.

- (4) Number of issued shares (common shares)

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

As of August 31, 2025	66,041,147 shares
As of November 30, 2024	66,041,147 shares

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

As of August 31, 2025	1,824,094 shares
As of November 30, 2024	1,863,033 shares

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

Nine months ended August 31, 2025	64,198,782 shares
Nine months ended August 31, 2024	64,068,061 shares

- * Review of the Japanese-language originals of the attached quarterly consolidated financial statements by certified public accountants or an audit corporation: None

- * Proper use of earnings forecasts, and other special matters
(Caution concerning forward-looking statements)

The forward-looking statements, including earnings forecasts, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable by the Company. Consequently, any statements herein do not constitute assurances regarding actual results by the Company. Actual business and other results may differ significantly due to various unforeseen factors.

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1. Overview of operating results, etc.

(1) Overview of operating results for the period

During the first nine months of the fiscal year ending November 30, 2025, although the Japanese economy saw progress in the improvement in corporate earnings and followed a moderate trend of recovery, the economic outlook remained uncertain because of increasingly heightened geopolitical risks in the Middle East and concerns over the impact of trade policy of the U.S. administration.

Under these conditions, the SALA Group focused on initiatives on the key strategies of the fifth medium-term management plan, which started from fiscal year ended November 30, 2023. The key strategies are “service and business development in the Life Creative Business Unit* and transformation of the business format,” “enhancing brand value through ‘customer experience’ that exceeds expectations,” “business creation through ‘co-creation’ with parties inside and outside the Group,” “improving profitability in existing business fields,” and “transforming into an organizational culture that attracts people who ‘think and act on their own initiative.’” In the current fiscal year, the final year of the plan, while advancing collaboration and co-creation among companies within and outside the Group and new value creation through proactive investment in growth, the Company has set our sights on making a quantum leap in growth in the housing and daily living related business field, beginning with the reform business.

During the first nine months of the current fiscal year, SALA ENERGY CO., LTD., which is the Energy & Solutions business, proceeded with the structuring and preparations to introduce the next version of its core system to transform operations through the use of digital technology and to provide high-quality services tailored to each individual customer.

SALA ENERGY CO., LTD. is also constructing a grid storage facility in Hamamatsu City, Shizuoka Prefecture, and a power storage plant designed to be integrated with renewable energy in Toyohashi City, Aichi Prefecture, both of which are in the final stages of construction to begin operation in October 2025.

The Engineering & Maintenance business proactively developed solutions related to equipment for saving and generating energy and the conversion of buildings to ZEBs (net-Zero Energy Buildings), and promoted business expansion by cultivating new customers.

SALA HOUSE CO., LTD., which is the Housing business, commenced sales of the new product SINKA KIWAMI, a flagship product which satisfies grade 7 insulation performance, the highest level in Japan, as the top-end model of the “SINKA” series, custom-built house products that conform with the Net-zero Energy House (ZEH) standard in January 2025.

ASCO Co., Ltd., which operates the Animal Health Care business, has entrusted warehouse operations and delivery operations to SALA Logistics, and has been working to strengthen its organizational sales capabilities through the separation of the delivery operations from the sales activities.

As one of the new growth investment initiatives, the Company made a takeover bid (TOB) for YASUE Corp. which mainly operates a home renovation business, and made it a consolidated subsidiary in December 2024. We are currently managing a project to realize synergies, and have started the mutual utilization of our respective customer bases, a review of the organizational structure, and other measures, aiming for further growth in the housing and daily living related business field.

Furthermore, as part of initiatives to promote carbon neutrality, we achieved carbon neutrality for the entire facility of COCOLAFRONT, a commercial complex owned by the Group and located near Toyohashi Station, including Hotel Arc Riche Toyohashi, by commencing the use of electricity and gas that utilize carbon credits and non-fossil certificates from August 2025, in addition to our existing use of electricity from renewable energy sources.

As for operating results for the first nine months of the current fiscal year, net sales increased by 6.0% year on year to ¥186,927 million due to significant increases in revenue in the Engineering & Maintenance business and the Housing business. As for profit, operating profit increased by 31.6% year on year to ¥6,090 million due to the Energy & Solutions business and the Engineering & Maintenance business posting a significant increase in profit. Ordinary profit increased by 25.5% year on year to ¥7,265 million due to an increase of valuation of derivatives on forward exchange contracts in non-

operating income, and profit attributable to owners of parent increased by 26.5% year on year to ¥5,035 million.

* “Life Creative Business Unit” refers to business areas for daily living other than the energy business.

Operating results of each segment are as follows.

Energy & Solutions business

Net sales ¥93,012 million (up 1.5% year on year)

Operating profit ¥4,633 million (up 36.0% year on year)

The sales volume of city gas increased mainly for home use and commercial use. Consequently, net sales increased. As for profit, in addition to an increase in gross profit of city gas, the steady operation of biomass power plants made a contribution. In addition, operating profit increased due to the efforts to reduce selling, general and administrative expenses.

Engineering & Maintenance business

Net sales ¥25,686 million (up 16.1% year on year)

Operating profit ¥2,717 million (up 49.1% year on year)

Orders were strong in all departments, including equipment work, civil engineering, and construction and maintenance, and the number of completed projects increased, leading to an increase in net sales. As for profit, operating profit increased due to an increase in the net sales of completed projects, and an increase in the profit margin of completed projects as a result of continuous efforts to improve process management in each department.

Housing business

Net sales ¥31,098 million (up 28.6% year on year)

Operating profit ¥214 million (operating loss of ¥91 million for the same period of the previous fiscal year)

In the housing sales department, although the number of custom-built houses and lot houses sold decreased, in the housing components and materials processing and sales department, orders from clients, including home builders and construction companies, increased. In addition to the above, net sales and operating profit both increased due to the inclusion of the financial results of YASUE Corp. from the current fiscal year.

Car Life Support business

Net sales ¥13,179 million (up 9.1% year on year)

Operating loss ¥807 million (operating loss of ¥270 million for the same period of the previous fiscal year)

The number of Volkswagen new cars sold increased as a result of a recovery in shipments of imported cars received in Japan. In addition, net sales increased due to the progress in disposing of inventory of used cars previously purchased for sale. As for profit, operating loss was recorded due to a decrease in gross profit from impact of the inventory disposal stated above and a significant decrease in the number of Volkswagen used cars sold, along with an increase in selling, general and administrative expenses, such as advertising expenses.

Animal Health Care business

Net sales ¥17,862 million (down 7.7% year on year)

Operating loss ¥319 million (operating profit of ¥99 million for the same period of the previous fiscal year)

In the livestock farming department, orders for veterinary medical products, etc. were steady, but in the pet-related department, orders for food items significantly decreased due to a loss of the handling of therapeutic foods as a result of a change in the commercial distribution of suppliers. As a result, net sales for the segment overall decreased. As for profit, operating loss was recorded due to the aforementioned impact of the change in the commercial distribution of suppliers along with an increase in selling, general and administrative expenses following the business restructuring.

Properties business

Net sales ¥4,992 million (down 13.2% year on year)

Operating profit ¥63 million (up 22.8% year on year)

Net sales decreased because the sales of condominium apartments, which were completed during the previous period, decreased. As for profit, operating profit increased due to an increase in sales of company-owned assets and purchase and resale transactions in the real estate properties department, along with an increase in the number of guests for banquets and hotel overnight stays in the hospitality department.

(2) Overview of financial position for the period**(i) Assets, liabilities and net assets****Assets**

Assets were ¥209,009 million, up ¥6,728 million from November 30, 2024. This was mainly due to increases in “cash and deposits” by ¥4,509 million, “property, plant and equipment” by ¥3,004 million, “intangible assets” by ¥1,889 million, “merchandise and finished goods” by ¥1,624 million, and “work in process” by ¥1,335 million, despite decreases in “notes and accounts receivable - trade, and contract assets” by ¥4,406 million and “deferred tax assets” by ¥1,207 million.

Liabilities

Liabilities were ¥120,444 million, up ¥3,781 million from November 30, 2024. This was mainly due to increases in “long-term borrowings (including current portion)” by ¥8,139 million, “electronically recorded obligations - operating” by ¥2,566 million and “other” under current liabilities by ¥1,293 million, despite decreases in “notes and accounts payable - trade” by ¥6,509 million “deferred tax liabilities” by ¥907 million and “income taxes payable” by ¥867 million.

Net assets

Net assets were ¥88,565 million, up ¥2,946 million from November 30, 2024. This was mainly due to an increase in “retained earnings” of ¥2,793 million (increased by ¥5,035 million due to recording of profit attributable to owners of parent, decreased by ¥2,178 million due to payment of dividends and decreased by ¥62 million due to change in scope of consolidation).

(ii) Cash flows

Cash and cash equivalents (hereinafter referred to as “cash”) in the nine months ended August 31, 2025 increased by ¥4,511 million in total, resulting from net cash provided by operating activities of ¥11,385 million, net cash used in investing activities of ¥10,573 million, and net cash provided by financing activities of ¥3,699 million. As a result, cash and cash equivalents at the end of the nine months ended August 31, 2025 were ¥30,536 million.

Cash flows from operating activities

Net cash provided by operating activities was ¥11,385 million (¥10,178 million provided in the same period of the previous fiscal year). This was mainly due to increase factors such as “decrease in trade receivables” of ¥8,995 million, “profit before income taxes” of ¥7,153 million and “depreciation” of ¥4,844 million, and decrease factors including “decrease in trade payables” of ¥4,537 million, “income taxes paid” of ¥2,626 million, and “increase in inventories” of ¥1,397 million.

Cash flows from investing activities

Net cash used in investing activities was ¥10,573 million (¥9,191 million used in the same period of the previous fiscal year). This was mainly due to decrease factors such as “purchase of property, plant and equipment” of ¥8,479 million, “purchase of shares of subsidiaries resulting in change in scope of consolidation” of ¥1,670 million and “purchase of intangible assets” of ¥1,544 million, and increase factors including “proceeds from collection of loans receivable” of ¥669 million and “proceeds from sale of property, plant and equipment” of ¥588 million.

Cash flows from financing activities

Net cash provided by financing activities was ¥3,699 million (¥814 million provided in the same period of the previous fiscal year). This was mainly due to increase factors such as “proceeds from long-term borrowings” of ¥13,520 million, and decrease factors including “repayments of long-term borrowings” of ¥6,518 million, “dividends paid” of ¥2,170 million, “net decrease in short-term borrowings” of ¥929 million and “repayments of finance lease liabilities” of ¥215 million.

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

There is no change to the consolidated earnings forecasts for the full-year earnings forecasts announced on April 7, 2025.

2. Quarterly consolidated financial statements and significant notes thereto

(1) Quarterly consolidated balance sheet

(Millions of yen)

	As of November 30, 2024	As of August 31, 2025
Assets		
Current assets		
Cash and deposits	26,396	30,906
Notes and accounts receivable - trade, and contract assets	35,400	30,993
Electronically recorded monetary claims - operating	2,206	1,973
Merchandise and finished goods	13,897	15,522
Work in process	4,496	5,831
Raw materials and supplies	535	530
Other	6,592	5,761
Allowance for doubtful accounts	(288)	(191)
Total current assets	89,235	91,326
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	20,931	21,895
Machinery, equipment and vehicles, net	6,539	6,678
Gas pipe, net	14,774	13,604
Land	32,750	34,419
Construction in progress	3,742	5,103
Other, net	1,471	1,513
Total property, plant and equipment	80,210	83,214
Intangible assets		
Goodwill	401	1,161
Other	4,168	5,298
Total intangible assets	4,570	6,460
Investments and other assets		
Investment securities	10,374	11,525
Long-term loans receivable	1,616	1,024
Retirement benefit asset	5,579	5,615
Deferred tax assets	3,251	2,044
Other	7,875	8,226
Allowance for doubtful accounts	(432)	(427)
Total investments and other assets	28,265	28,008
Total non-current assets	113,045	117,683
Total assets	202,281	209,009

(Millions of yen)

	As of November 30, 2024	As of August 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	27,190	20,681
Electronically recorded obligations - operating	3,096	5,662
Short-term borrowings	5,990	5,243
Current portion of long-term borrowings	8,234	8,860
Income taxes payable	1,577	709
Provision for bonuses	2,549	3,034
Provision for bonuses for directors (and other officers)	6	4
Provision for warranties for completed construction	53	93
Provision for loss on construction contracts	41	93
Provision for point card certificates	238	235
Other	13,963	15,257
Total current liabilities	62,943	59,876
Non-current liabilities		
Long-term borrowings	40,386	47,900
Deferred tax liabilities	1,156	248
Provision for retirement benefits for directors (and other officers)	171	166
Provision for share-based payments	468	577
Provision for repairs	90	82
Retirement benefit liability	8,519	8,642
Other	2,926	2,948
Total non-current liabilities	53,718	60,567
Total liabilities	116,662	120,444
Net assets		
Shareholders' equity		
Share capital	8,025	8,025
Capital surplus	25,307	25,322
Retained earnings	45,859	48,653
Treasury shares	(1,231)	(1,205)
Total shareholders' equity	77,959	80,795
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,555	2,104
Deferred gains or losses on hedges	466	135
Remeasurements of defined benefit plans	4,003	3,749
Total accumulated other comprehensive income	6,025	5,989
Non-controlling interests	1,633	1,781
Total net assets	85,618	88,565
Total liabilities and net assets	202,281	209,009

(2) Quarterly consolidated statement of income and quarterly consolidated statement of comprehensive income**Quarterly consolidated statement of income (cumulative)**

(Millions of yen)

	Nine months ended August 31, 2024	Nine months ended August 31, 2025
Net sales	176,425	186,927
Cost of sales	133,524	140,791
Gross profit	42,900	46,136
Selling, general and administrative expenses	38,273	40,045
Operating profit	4,626	6,090
Non-operating income		
Interest income	33	56
Dividend income	105	128
Gain on valuation of derivatives	559	699
Share of profit of entities accounted for using equity method	324	327
Other	378	388
Total non-operating income	1,401	1,600
Non-operating expenses		
Interest expenses	157	272
Other	81	152
Total non-operating expenses	239	425
Ordinary profit	5,789	7,265
Extraordinary income		
Gain on sale of non-current assets	99	36
Gain on reversal of share acquisition rights	—	71
Gain on sale of investment securities	—	3
Total extraordinary income	99	111
Extraordinary losses		
Loss on sale and retirement of non-current assets	151	216
Loss on sale of investment securities	6	7
Total extraordinary losses	158	224
Profit before income taxes	5,731	7,153
Income taxes - current	1,246	1,810
Income taxes - deferred	389	197
Total income taxes	1,635	2,008
Profit	4,095	5,145
Profit attributable to non-controlling interests	114	109
Profit attributable to owners of parent	3,980	5,035

Quarterly consolidated statement of comprehensive income (cumulative)

(Millions of yen)

	Nine months ended August 31, 2024	Nine months ended August 31, 2025
Profit	4,095	5,145
Other comprehensive income		
Valuation difference on available-for-sale securities	445	550
Deferred gains or losses on hedges	55	(330)
Remeasurements of defined benefit plans, net of tax	(106)	(256)
Total other comprehensive income	394	(35)
Comprehensive income	4,489	5,109
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,373	4,999
Comprehensive income attributable to non-controlling interests	115	109

(3) Quarterly consolidated statement of cash flows

(Millions of yen)

	Nine months ended August 31, 2024	Nine months ended August 31, 2025
Cash flows from operating activities		
Profit before income taxes	5,731	7,153
Depreciation	4,928	4,844
Amortization of goodwill	90	193
Increase (decrease) in allowance for doubtful accounts	(27)	(103)
Increase (decrease) in provision for bonuses	346	326
Increase (decrease) in provision for bonuses for directors (and other officers)	(5)	(1)
Increase (decrease) in provision for warranties for completed construction	1	1
Increase (decrease) in provision for loss on construction contracts	10	51
Increase (decrease) in provision for point card certificates	(0)	(2)
Increase (decrease) in provision for retirement benefits for directors (and other officers)	3	(4)
Increase (decrease) in provision for share-based payments	(63)	109
Increase (decrease) in provision for repairs	16	(6)
Increase (decrease) in retirement benefit liability	232	104
Decrease (increase) in retirement benefit asset	(39)	(35)
Interest and dividend income	(138)	(184)
Interest expenses	158	271
Share of loss (profit) of entities accounted for using equity method	(324)	(327)
Loss (gain) on valuation of derivatives	(559)	(699)
Loss (gain) on sale and retirement of non-current assets	(49)	34
Loss (gain) on sale of investment securities	6	3
Gain on reversal of share acquisition rights	–	(71)
Decrease (increase) in trade receivables	3,018	8,995
Decrease (increase) in inventories	1,040	(1,397)
Increase (decrease) in trade payables	(3,487)	(4,537)
Increase (decrease) in long-term accounts payable - other	(161)	(3)
Other, net	514	(663)
Subtotal	11,239	14,052
Interest and dividends received	169	219
Interest paid	(154)	(259)
Income taxes paid	(1,076)	(2,626)
Net cash provided by (used in) operating activities	10,178	11,385

(Millions of yen)

	Nine months ended August 31, 2024	Nine months ended August 31, 2025
Cash flows from investing activities		
Purchase of property, plant and equipment	(8,892)	(8,479)
Proceeds from sale of property, plant and equipment	469	588
Purchase of intangible assets	(1,327)	(1,544)
Purchase of investment securities	(355)	(149)
Proceeds from sale of investment securities	144	140
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	100	–
Purchase of shares of subsidiaries resulting in change in scope of consolidation	–	(1,670)
Loan advances	(20)	(10)
Proceeds from collection of loans receivable	615	669
Other, net	73	(117)
Net cash provided by (used in) investing activities	(9,191)	(10,573)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(1,758)	(929)
Proceeds from long-term borrowings	10,309	13,520
Repayments of long-term borrowings	(5,926)	(6,518)
Purchase of treasury shares	(0)	(0)
Proceeds from sale of treasury shares	153	26
Dividends paid	(1,708)	(2,170)
Dividends paid to non-controlling interests	(5)	(6)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(3)	(6)
Repayments of finance lease liabilities	(244)	(215)
Net cash provided by (used in) financing activities	814	3,699
Net increase (decrease) in cash and cash equivalents	1,802	4,511
Cash and cash equivalents at beginning of period	22,547	26,024
Cash and cash equivalents at end of period	24,349	30,536

(4) Notes to quarterly consolidated financial statements**Notes on changes in accounting policies**

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

The Company has applied the “Accounting Standard for Current Income Taxes” (Accounting Standards Board of Japan (ASBJ) Statement No. 27, October 28, 2022; the “Revised Accounting Standard of 2022”), etc. from the beginning of the first quarter of the current fiscal year.

Revisions to categories for recording current income taxes (taxation on other comprehensive income) conform to the transitional treatment in the proviso of paragraph 20-3 of the Revised Accounting Standard of 2022 and to the transitional treatment in the proviso of paragraph 65-2 (2) of the “Guidance on Accounting Standard for Tax Effect Accounting” (ASBJ Guidance No. 28, October 28, 2022; the “Revised Guidance of 2022”). This change in accounting policies has no impact on the quarterly consolidated financial statements.

In addition, for changes related to the revised treatment in consolidated financial statements when a gain or loss on sale arising from the sale of shares of subsidiaries, etc. among consolidated companies is deferred for tax purposes, the Revised Guidance of 2022 has been applied from the beginning of the first quarter of the current fiscal year. This change in accounting policies has been applied retrospectively, and is reflected in the quarterly consolidated financial statements for the same period of the previous fiscal year and the consolidated financial statements for the previous fiscal year. This change in accounting policies has no impact on the quarterly consolidated financial statements for the same period of the previous fiscal year and the consolidated financial statements for the previous fiscal year.

Notes on segment information, etc.**I For the nine months ended August 31, 2024****1. Disclosure of sales and profit (loss) for each reportable segment and disaggregation of revenue**

(Millions of yen)

	Reportable segments				
	Energy & Solutions business	Engineering & Maintenance business	Housing business	Car Life Support business	Animal Health Care business
Net sales					
City gas	34,456	—	—	—	—
LP gas	22,414	—	—	—	—
Electric power	11,418	—	—	—	—
Civil engineering work, construction work, equipment work	—	22,120	—	—	—
Housing, construction materials	—	—	24,179	—	—
Automotive sales and maintenance	—	—	—	12,074	—
Veterinary medical products	—	—	—	—	19,360
Lease, sale and purchase, and brokerage of real estate, hotel	—	—	—	—	—
Other	23,318	—	—	—	—
Revenue from contracts with customers	91,607	22,120	24,179	12,074	19,360
Other revenue (Note 4)	—	—	—	—	—
Sales to external customers	91,607	22,120	24,179	12,074	19,360
Intersegment sales or transfers	1,676	4,001	12	5	0
Total	93,284	26,121	24,192	12,080	19,361
Segment profit (loss)	3,406	1,822	(91)	(270)	99

	Reportable segments		Other (Note 1)	Total	Adjustment (Note 2)	Consolidated (Note 3)
	Properties business	Total				
Net sales						
City gas	—	34,456	—	34,456	—	34,456
LP gas	—	22,414	—	22,414	—	22,414
Electric power	—	11,418	—	11,418	—	11,418
Civil engineering work, construction work, equipment work	—	22,120	—	22,120	—	22,120
Housing, construction materials	—	24,179	—	24,179	—	24,179
Automotive sales and maintenance	—	12,074	—	12,074	—	12,074
Veterinary medical products	—	19,360	—	19,360	—	19,360
Lease, sale and purchase, and brokerage of real estate, hotel	5,751	5,751	—	5,751	—	5,751
Other	—	23,318	1,032	24,350	127	24,478
Revenue from contracts with customers	5,751	175,093	1,032	176,126	127	176,253
Other revenue (Note 4)	—	—	171	171	—	171
Sales to external customers	5,751	175,093	1,204	176,297	127	176,425
Intersegment sales or transfers	374	6,071	1,471	7,543	(7,543)	—
Total	6,125	181,165	2,676	183,841	(7,415)	176,425
Segment profit (loss)	51	5,018	26	5,044	(417)	4,626

(Notes) 1. The “other” category represents operating segments that are not included in reportable segments, and includes manufacturing auto parts, installment sale and lease.

- Adjustment to segment profit (loss) of ¥(417) million includes intersegment eliminations of ¥774 million and corporate expenses of ¥(1,192) million. Corporate expenses are mainly general and administrative expenses, which are not attributable to the reportable segments.
- Segment profit (loss) was adjusted with operating profit in the quarterly consolidated statement of income.
- “Other revenue” includes revenue on lease, etc.

- Disclosure of impairment losses on non-current assets or goodwill for each reportable segment

Not applicable.

II For the nine months ended August 31, 2025

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

(Millions of yen)

	Reportable segments				
	Energy & Solutions business	Engineering & Maintenance business	Housing business	Car Life Support business	Animal Health Care business
Net sales					
City gas	34,549	—	—	—	—
LP gas	22,331	—	—	—	—
Electric power	11,655	—	—	—	—
Civil engineering work, construction work, equipment work	—	25,686	—	—	—
Housing, construction materials	—	—	24,420	—	—
Automotive sales and maintenance	—	—	—	13,179	—
Veterinary medical products	—	—	—	—	17,862
Lease, sale and purchase, and brokerage of real estate, hotel	—	—	—	—	—
Other	24,475	—	6,677	—	—
Revenue from contracts with customers	93,012	25,686	31,098	13,179	17,862
Other revenue (Note 4)	—	—	—	—	—
Sales to external customers	93,012	25,686	31,098	13,179	17,862
Intersegment sales or transfers	1,991	3,302	9	6	2
Total	95,004	28,989	31,108	13,185	17,865
Segment profit (loss)	4,633	2,717	214	(807)	(319)

	Reportable segments		Other (Note 1)	Total	Adjustment (Note 2)	Consolidated (Note 3)
	Properties business	Total				
Net sales						
City gas	—	34,549	—	34,549	—	34,549
LP gas	—	22,331	—	22,331	—	22,331
Electric power	—	11,655	—	11,655	—	11,655
Civil engineering work, construction work, equipment work	—	25,686	—	25,686	—	25,686
Housing, construction materials	—	24,420	—	24,420	—	24,420
Automotive sales and maintenance	—	13,179	—	13,179	—	13,179
Veterinary medical products	—	17,862	—	17,862	—	17,862
Lease, sale and purchase, and brokerage of real estate, hotel	4,992	4,992	—	4,992	—	4,992
Other	—	31,152	740	31,893	152	32,045
Revenue from contracts with customers	4,992	185,831	740	186,571	152	186,724
Other revenue (Note 4)	—	—	203	203	—	203
Sales to external customers	4,992	185,831	943	186,774	152	186,927
Intersegment sales or transfers	384	5,698	1,702	7,400	(7,400)	—
Total	5,376	191,529	2,645	194,175	(7,247)	186,927
Segment profit (loss)	63	6,502	14	6,516	(425)	6,090

(Notes) 1. The “other” category represents operating segments that are not included in reportable segments, and includes manufacturing auto parts, installment sale and lease.

2. Adjustment to segment profit (loss) of ¥(425) million includes intersegment eliminations of ¥893 million and corporate expenses of ¥(1,319) million. Corporate expenses are mainly general and administrative expenses, which are not attributable to the reportable segments.
3. Segment profit (loss) was adjusted with operating profit in the quarterly consolidated statement of income.
4. “Other revenue” includes revenue on lease, etc.

2. Disclosure of impairment losses on non-current assets or goodwill for each reportable segment

(Significant changes in the amount of goodwill)

In “Housing business,” goodwill increased by ¥918 million since the Company acquired shares of YASUE Corp. and made it a consolidated subsidiary of the Company.

Notes on significant changes in the amount of shareholders' equity

Not applicable.

Notes on uncertainties of entity's ability to continue as going concern

Not applicable.

Significant changes in the scope of consolidation during the period

In the first quarter of the current fiscal year, the Company acquired shares of YASUE Corp. and as a result, YASUE Corp. and its four subsidiaries have been included in the scope of consolidation.

Notes on business combinations

(Acquisition of shares of YASUE Corp.)

1. Outline of business combination

(1) Name and business activities of the acquired company

Name	YASUE Corp. and other four companies
Business Activities	Home reform and renovation, development and sales of original construction materials, design and construction of custom-built houses, sale and purchase and brokerage of real estate, etc.

(2) Main reason for business combination

In the fifth medium-term management plan (from the fiscal year ended November 30, 2023 to the fiscal year ending November 30, 2025), the Group is focusing on service and business development and transformation of the business format as key strategies to achieve dramatic growth in the Life Creative Business Unit, which is centered on housing and daily living related businesses. The main areas of the Group are the Higashi Mikawa and Hamamatsu regions, and in the housing-related business, we are engaged in contracting of custom-built homes, sale of lot houses, contracting of building renovations, sale and purchase, lease, brokerage and management of real estate, and processing and sale of housing components and materials, among others, and in particular, we are focusing on the construction and promotion of a stock business model for existing housing. As YASUE Corp. has a high level of expertise in the field of home renovation and is expanding its business in western Japan centered on the Nagoya and Owari regions, the Company has determined that YASUE Corp. is a partner that is highly complementary to the Group in terms of business areas, and that it will contribute to the realization of the Group's strategy.

Moreover, in order to quickly improve the system for dealing with customers and the quality and efficiency of the business, and to aim for business expansion with both companies working as one, the Company deemed it necessary to develop flexible and agile measures under a consistent management policy, and therefore the Company acquired the shares of YASUE and made it a consolidated subsidiary.

(3) Date of business combination

December 26, 2024 (deemed acquisition date: December 1, 2024)

(4) Period of the acquired company's financial results included in the consolidated financial statements

Since the deemed acquisition date is December 1, 2024, financial results in the period from December 1, 2024 to August 31, 2025 are included.

(5) Legal form of business combination

Share acquisition in consideration for cash

(6) Name of company after combination

There is no change in the name of company after combination.

(7) Ratio of voting rights acquired

Ratio of voting rights acquired on the business combination date	94.46%
Ratio of voting rights additionally acquired by demand for sale	5.54%
Ratio of voting rights after the acquisition	100.00%

(Note) On January 14, 2025, the Company made a demand to sell all the shares of YASUE Corp. based on Article 179, paragraph (1) of the Companies Act to non-controlling shareholders excluding the said company. Following the approval of the said company's Board of Directors, it became a wholly owned subsidiary of the Company on February 14, 2025.

(8) Main reason for deciding the acquiring company

The Company is the acquiring company as it acquired the shares in consideration for cash.

2. Acquisition cost for the acquired company and components thereof by consideration type

(1) Consideration for acquisition

Consideration for acquisition	Cash	¥3,641 million
Acquisition cost		¥3,641 million

The amount shown above represents the total of ¥3,439 million of consideration for the acquisition related to shares acquired as of December 26, 2024 through the takeover bid, and ¥201 million of consideration for the acquisition related to shares acquired as of February 14, 2025 by the demand for sale of shares.

(2) Details and amounts of major acquisition-related expenses

Advisory fees, etc.	¥311 million
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3. Amount of goodwill recognized, reason for recognition, amortization method and amortization period

(1) Amount of goodwill recognized

¥918 million

Though the provisional accounting treatment was applied for the first quarter of the current fiscal year, the allocation of acquisition cost has been completed in the six months ended May 31, 2025.

(2) Reason for recognition

It arose due to future excess earnings power expected from business development going forward.

(3) Method and period of amortization

Straight-line method over seven years

4. Amount of assets to be received and liabilities to be assumed on the date of business combination, and main components thereof

	(Millions of yen)
Current assets	4,276
Non-current assets	1,599
Total assets	5,875
Current liabilities	2,446
Non-current liabilities	916
Total liabilities	3,363

5. Allocation of acquisition cost

Type	Amount	Amortization period
Intangible assets related to trademarks	¥652 million	7 years

Notes on significant events after reporting period

Not applicable.