

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

December 25, 2025

Consolidated Financial Results for the Nine Months Ended November 20, 2025 (Under Japanese GAAP)



Company name: HEIWADO CO., LTD.
 Listing: Tokyo Stock Exchange
 Securities code: 8276
 URL: <https://www.heiwado.jp/>
 Representative: Masashi Hiramatsu, Representative Director, Executive President and CEO
 Inquiries: Norimasa Wada, Corporate Officer and General Manager of Finance & Accounting Div.
 Telephone: +81-749-23-3111
 Scheduled date to commence dividend payments: —
 Preparation of supplementary material on financial results: Yes
 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 November 20, 2025 (from February 21, 2025 to November 20, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Nine months ended November 20, 2025	335,874	3.0	8,616	1.8	9,554	1.4	5,903	(10.7)
November 20, 2024	325,984	4.3	8,460	2.2	9,425	3.3	6,608	22.4

Note: Comprehensive income For the nine months ended November 20, 2025: ¥6,082 million [(5.8)%]
 For the nine months ended November 20, 2024: ¥6,455 million [(2.9)%]

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Nine months ended November 20, 2025	118.58	—
November 20, 2024	128.24	—

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
November 20, 2025	307,800	192,090	61.7
February 20, 2025	307,868	192,026	61.7

Reference: Equity
 As of November 20, 2025: ¥189,994 million
 As of February 20, 2025: ¥189,910 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 February 20, 2025	—	30.00	—	33.00	63.00
Fiscal year ending February 20, 2026	—	33.00	—		
Fiscal year ending February 20, 2026 (Forecast)				33.00	66.00

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

3. Consolidated financial result forecasts for the fiscal year ending February 20, 2026 (from February 21, 2025 to February 20, 2026)

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	456,000	2.5	14,500	8.5	15,600	6.6	10,800	0.7	217.09

Note: Revisions to the financial result forecast most recently announced: None

*** Notes**

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

Newly included: –

Excluded: –

(2) Accounting methods adopted particularly for the preparation of quarterly consolidated financial statements: Yes

Note: For details, please see “2. Quarterly Consolidated Financial Statements and Principal Notes (3) Notes to Quarterly Consolidated Financial Statements (Accounting methods adopted particularly for the preparation of quarterly consolidated financial statements)” on page 10 of the attachments.

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

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

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

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(4) Number of issued shares (common shares)

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

As of November 20, 2025	51,546,470 shares
As of February 20, 2025	51,546,470 shares

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

As of November 20, 2025	2,091,568 shares
As of February 20, 2025	1,098,542 shares

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

Nine months ended November 20, 2025	49,786,709 shares
Nine months ended November 20, 2024	51,532,856 shares

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

* Explanation regarding proper use of earnings forecasts and other special matters

Forward-looking statements such as earnings forecasts in this document are based on information currently available to the Company and certain assumptions deemed reasonable, and are not intended to guarantee that the Company will achieve them. Actual operating results may differ substantially from these forecasts due to a variety of factors.

Table of Contents - Attachments

1. Qualitative Information on Quarterly Financial Results	2
(1) Explanation of Operating Results	2
(2) Explanation of Financial Position	5
(3) Explanation of Consolidated Financial Results Forecast and Other Forward-looking Information ...	5
2. Quarterly Consolidated Financial Statements and Principal Notes	6
(1) Quarterly Consolidated Balance Sheets	6
(2) Quarterly Consolidated Statements of Income and Comprehensive Income	8
(3) Notes to Quarterly Consolidated Financial Statements	10
(Notes on going concern assumption)	10
(Notes in case of significant changes in shareholders' equity)	10
(Accounting methods adopted particularly for the preparation of quarterly consolidated financial statements)	10
(Notes on segment information, etc.)	11
(Notes on statements of cash flows)	13
(Significant subsequent events)	13

1. Qualitative Information on Quarterly Financial Results

(1) Explanation of Operating Results

During the nine months under review (from February 21, 2025 to November 20, 2025), instability continued in the Japanese economy, as uncertainty regarding the global economy and domestic political situation has not been dispelled. In addition, the situation in which wage growth has not kept up with price increases has not been resolved, and consumers' awareness of protecting their daily lives remains high. Furthermore, the labor shortage at companies is severe, and the business environment continues to have an uncertain outlook.

Regarding the environment surrounding the retail industry, although revenue increased with rising product prices, the business environment remains challenging due to surges in costs such as labor, construction material, and utility costs, as well as intensifying competition among companies across different business formats.

Under these circumstances, the Group has set "Quantitative Targets for 2030," aiming at a "comprehensive community-based lifestyle (creation) company" unique to the Heiwado Group as its Mid- to Long-Term Vision. We have set forth "gaining customer support by addressing the needs of the child-rearing generation," "expanding the HOP economic sphere based on the dominant strategy," and "promoting cost structure reform, including productivity improvement" as key strategies of the Fifth Medium-Term Management Plan covering 2024 to 2026. In the current fiscal year, which is the second year of the Plan, we have been pushing ahead with specific initiatives for further evolution.

Quantitative Targets for 2030

- (1) Operating Revenue (consolidated): ¥500 billion or more
- (2) Operating Profit Margin (consolidated): 4.5% or more
- (3) ROE: 8%
- (4) Percentage of Women in Management: 20% or more
- (5) CO₂ Emissions (Scope 1&2): 46% reduction (compared to FY2013)
- (6) Amount of Food Waste: 50% reduction (compared to FY2019)

Key strategies of the Fifth Medium-Term Management Plan

- (1) Gaining customer support by addressing the needs of the child-rearing generation
 - Strengthening price adjustment for daily-use products
 - Differentiation through fresh foods and private brand products
 - Strengthening communication using apps
- (2) Expanding the HOP economic sphere based on the dominant strategy
 - Expanding store openings in priority areas through multiple formats
 - Solidifying our customer base through community-based initiatives
 - Expanding new channels such as small stores and online supermarkets
- (3) Promoting cost structure reform, including productivity improvement
 - Proactively promoting SP (part-time) employees
 - Reviewing departments to be tailored to a scale of stores
 - Further utilizing centers

The operating results for the nine months under review were operating revenue of ¥335,874 million (up 3.0% year on year), operating profit of ¥8,616 million (up 1.8% year on year), ordinary profit of ¥9,554 million (up 1.4% year on year), and profit attributable to owners of parent of ¥5,903 million (down 10.7% year on year). Accordingly, operating revenue improved earlier toward the Quantitative Targets for 2030.

1) Operating revenue and operating gross profit

Heiwado Co., Ltd., the core company of the Group, saw an increase in revenue as the number of customers at existing stores and the average spending per customer grew by 0.8% (1.1% without effects of a leap year) and 2.3% year on year, respectively, performing favorably. Revenue of consolidated subsidiaries decreased mainly due to reduced operations during renovations at Heiwado (China) Co., Ltd., which operates a department store in Hunan Province, China, as well as the decline following a high volume of orders associated with the recovery from the Noto Peninsula earthquake in the previous fiscal year at National Maintenance Co., Ltd., a building maintenance business, despite increased revenue at Bestone Co., Ltd., a food manufacturer, as well as Fivestar Co., Ltd. and C.O.M Corporation Ltd., which operate restaurant businesses.

Operating revenue increased by ¥9,890 million (3.0%) year on year to ¥335,874 million. In particular, operating revenue of Heiwado Co., Ltd. increased by 5.2%.

Operating gross profit increased by ¥3,724 million (3.2%) year on year to ¥121,492 million. This was due to an increase in net sales of Heiwado Co., Ltd. Operating gross profit of Heiwado Co., Ltd. increased by 5.5%.

2) Selling, general and administrative expenses and operating profit

Selling, general and administrative expenses increased by ¥3,568 million (3.3%) year on year to ¥112,875 million. Labor costs increased year on year, despite efforts to control working hours, due to higher unit prices.

As a result, the growth in operating gross profit exceeded the growth in selling, general and administrative expenses, and operating profit increased by ¥155 million (1.8%) year on year to ¥8,616 million. Operating profit margin was 2.6%, the same as the same period of the previous year.

3) Non-operating income and expenses and ordinary profit

Non-operating income decreased by ¥19 million year on year to ¥1,074 million. Non-operating expenses increased by ¥6 million year on year to ¥136 million, mainly due to an increase of ¥37 million in interest expenses from the same period of the previous year.

As a result, ordinary profit increased by ¥129 million (1.4%) year on year to ¥9,554 million. Ratio of ordinary profit decreased by 0.1 percentage points year on year to 2.8%.

4) Extraordinary income and loss and profit attributable to owners of parent

Extraordinary income of ¥717 million was recorded, including gain on sale of shares of subsidiaries and associates of ¥239 million, resulting from the transfer of shares of YU-ING Co., Ltd., but this decreased from the same period of the previous year, when gain on sale of investment securities of ¥641 million, among other items, was recorded. Extraordinary losses of ¥577 million were recorded, including loss on retirement of non-current assets of ¥298 million, impairment losses of ¥182 million, and provision for loss on stores closing of ¥96 million.

As a result, profit attributable to owners of parent decreased by ¥704 million (10.7%) to ¥5,903 million. Net profit ratio decreased by 0.2 percentage points year on year to 1.8%.

The performance by segment is as given below.

[Retail Business]

Heiwado Co., Ltd., the Group's core company, has been pushing ahead with specific initiatives to further evolve key strategies of the Fifth Medium-Term Management Plan, i.e., "gaining customer support by addressing the needs of the child-rearing generation," "expanding the HOP economic sphere based on the dominant strategy," and "promoting cost structure reform, including productivity improvement." With advances in the initiatives, revenue and profit increased.

(1) Gaining customer support by addressing the needs of the child-rearing generation

To support families raising children, while highlighting the price appeal of frequently purchased items as Key Value Items (KVI), we enhanced large-volume packs that are popular among this demographic, which resulted in an increase in unit prices. For customers in their 30s and 40s, net sales were 101.1% of the same period of the previous year, achieving increased revenue despite a declining population.

As of November 2025, 1,180,000 people have registered as app members of the HOP app we released in July 2024. The number of financial institutions available for recharging HOP money increased from six at the beginning of the current fiscal year to 10, with four added (two in April and two in September), widely covering the area where our stores operate. We have been promoting activities for information provision and One-to-One marketing through the app.

We have attempted to create a vibrant atmosphere not only in our own sales areas but also in entire malls, actively inviting tenants popular with the child-rearing generation (MUJI Store, etc.). In the current period, MUJI Stores were opened in AL PLAZA Moriyama, Heiwado Takatomi, AL PLAZA Komatsu, and Friendmart Imakatata store. Accordingly, the total number of MUJI Store tenants reached 20.

(2) Expanding the HOP economic sphere based on the dominant strategy

To expand the HOP economic sphere, in October we opened the Friendmart Imakatata store in the Katata area of Otsu City. Although the existing large-format store AL PLAZA Katata is located 1 km south of the new store, there was about a 5 km area to the north without any of our stores. So, we opened this store on the site of a former competitor's supercenter to increase our market share in the area.

Promoting "Format Strategy" to clarify roles by store size in each area, we optimize commodity composition to suit each format, such as for a shopping mall that responds to event demand and a daily-use supermarket. In addition, after analyzing the market size within each store's trade area, we identified "Potential Stores" with significant room for sales/profit expansion and are making efforts to strengthen sales ability at these stores.

On August 21, 2025, Heiwado Co., Ltd. absorbed Yell Co., Ltd., a wholly owned consolidated subsidiary, through an absorption-type merger to strengthen the Group's operating capabilities in northern Kyoto Prefecture and improve management efficiency.

(3) Promoting cost structure reform, including productivity improvement

In response to rising labor costs and tough recruitment conditions, we are encouraging SP employees (part-time employees) to be more active. By strengthening education for SP employees (part-time employees) and actively promoting them to department operations managers, we have improved the operation of sales areas during the absence of superiors and reviewed the operations of regular employees.

To achieve efficient store operations, we have created store work guidelines, visualized gaps between target and actual sales per man-hour for each store and sales area, and are working to build systems that include employee transfers and multi-skilling.

As a result of promoting the use of case-ready products packaged at processing centers and delicatessen centers run by Bestone Co., Ltd., a consolidated subsidiary, we have controlled total labor hours for fresh food departments at stores and have also achieved significant improvement in product assortment, such as lunch boxes that could not previously be sold at small- and medium-sized supermarkets.

Direct Shop Inc., which sells books and operates a fitness business, has been working to downsize unprofitable business and reduce selling and administrative expenses, but the business environment is challenging, resulting in decreased revenue and an expanded deficit.

Heiwado (China) Co., Ltd., which operates a department store in Hunan Province, China, experienced decreases in revenue and profit due to the slowdown of the Chinese economy, intensifying competition in the surrounding environment, and reduced operations during renovations.

As a result of the above, operating revenue in the retail business was ¥320,865 million (up 3.2% year on year), and ordinary profit was ¥8,243 million (up 0.2% year on year).

[Retail-Related Business]

Bestone Co., Ltd., which manufactures and processes prepared foods, rice dishes, and fresh foods, achieved increased revenue and profit due to the consistent rise in production volume at the new delicatessen center that began operations on May 31, 2023, along with increased orders stemming from productivity improvement initiatives at Heiwado Co., Ltd.

National Maintenance Co., Ltd., a building maintenance business, experienced decreased revenue and profit due to the decline following a high volume of orders associated with the recovery from the Noto Peninsula earthquake in the previous fiscal year.

As a result of the above, operating revenue in the retail-related business was ¥43,129 million (up 4.6% year on year), and ordinary profit was ¥1,359 million (down 3.2% year on year).

[Other Businesses]

Fivestar Co., Ltd., which operates a restaurant business, saw increased revenue and profit, mainly due to growth in net sales, while also benefiting from the effect of controlling selling and administrative expenses.

C.O.M Corporation Ltd., which operates a restaurant business, experienced increased revenue due to strong sales of its mainstay, Kentucky Fried Chicken, but operating profit declined due to higher costs, mainly from the expansion of home-delivery services.

As a result of the above, operating revenue in other businesses was ¥12,578 million (down 1.8% year on year), and ordinary profit was ¥732 million (up 15.5% year on year).

(2) Explanation of Financial Position

Total assets as of the end of the third quarter under review decreased by ¥67 million from the end of the previous fiscal year to ¥307,800 million. The main factors included decreases of ¥5,069 million in cash and deposits and ¥377 million in leasehold and guarantee deposits, which were partially offset primarily by increases of ¥1,273 million in merchandise and finished goods, ¥1,506 million in notes and accounts receivable - trade, and contract assets, ¥1,232 million in property, plant and equipment, ¥639 million in investment securities, and ¥794 million in other under investments and other assets.

Liabilities decreased by ¥131 million from the end of the previous fiscal year to ¥115,710 million. The main factors included decreases of ¥2,069 million in short-term borrowings and ¥5,382 million in retirement benefit liability, which were partially offset primarily by increases of ¥3,972 million in notes and accounts payable - trade, ¥1,640 million in provision for bonuses, and ¥1,566 million in other under current liabilities.

Net assets increased by ¥63 million from the end of the previous fiscal year to ¥192,090 million. The main factors included an increase of ¥2,607 million in retained earnings, while treasury shares increased by ¥2,680 million.

(3) Explanation of Consolidated Financial Results Forecast and Other Forward-looking Information

Forecasted figures for the consolidated operating results for the fiscal year ending February 20, 2026 remain unchanged from those announced on April 3, 2025.

2. Quarterly Consolidated Financial Statements and Principal Notes

(1) Quarterly Consolidated Balance Sheets

(Millions of yen)

	As of February 20, 2025	As of November 20, 2025
Assets		
Current assets		
Cash and deposits	26,817	21,748
Notes and accounts receivable - trade, and contract assets	11,840	13,347
Merchandise and finished goods	19,837	21,110
Raw materials and supplies	246	193
Other	5,898	5,981
Allowance for doubtful accounts	(38)	(37)
Total current assets	64,602	62,342
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	94,754	95,357
Land	98,383	98,743
Other, net	13,101	13,371
Total property, plant and equipment	206,239	207,472
Intangible assets		
Goodwill	540	490
Leasehold interests in land	5,555	5,444
Other	3,745	3,794
Total intangible assets	9,841	9,728
Investments and other assets		
Investment securities	3,871	4,510
Leasehold and guarantee deposits	18,006	17,628
Deferred tax assets	3,013	2,975
Other	2,648	3,442
Allowance for doubtful accounts	(355)	(301)
Total investments and other assets	27,184	28,257
Total non-current assets	243,266	245,458
Total assets	307,868	307,800

	As of February 20, 2025	As of November 20, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	31,479	35,451
Short-term borrowings	11,350	9,280
Income taxes payable	2,184	1,922
Provision for bonuses	1,519	3,160
Contract liabilities	10,723	10,030
Refund liabilities	7,855	8,137
Provision for loss on interest repayment	13	8
Provision for loss on shop close	124	123
Provision for bonuses for directors (and other officers)	65	—
Other	19,217	20,783
Total current liabilities	84,532	88,899
Non-current liabilities		
Long-term borrowings	8,975	9,781
Retirement benefit liability	6,160	777
Asset retirement obligations	7,355	7,434
Leasehold and guarantee deposits received	8,301	8,279
Deferred tax liabilities	100	100
Other	417	438
Total non-current liabilities	31,310	26,811
Total liabilities	115,842	115,710
Net assets		
Shareholders' equity		
Share capital	11,614	11,614
Capital surplus	19,746	19,778
Retained earnings	155,815	158,422
Treasury shares	(2,485)	(5,165)
Total shareholders' equity	184,690	184,649
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	913	1,358
Foreign currency translation adjustment	2,843	2,650
Remeasurements of defined benefit plans	1,462	1,335
Total accumulated other comprehensive income	5,219	5,344
Non-controlling interests	2,116	2,095
Total net assets	192,026	192,090
Total liabilities and net assets	307,868	307,800

(2) Quarterly Consolidated Statements of Income and Comprehensive Income
Quarterly Consolidated Statements of Income
Nine Months Ended November 20

(Millions of yen)

	For the nine months ended November 20, 2024	For the nine months ended November 20, 2025
Operating revenue		
Net sales	298,732	307,783
Operating revenue	27,251	28,091
Total operating revenue	325,984	335,874
Cost of sales	208,216	214,382
Gross profit	90,516	93,400
Operating gross profit	117,767	121,492
Selling, general and administrative expenses	109,307	112,875
Operating profit	8,460	8,616
Non-operating income		
Interest income	123	102
Commission income	432	454
Receipt subsidy	163	229
Other	375	289
Total non-operating income	1,094	1,074
Non-operating expenses		
Interest expenses	46	84
Compensation expense	28	2
Other	55	49
Total non-operating expenses	129	136
Ordinary profit	9,425	9,554
Extraordinary income		
Gain on sale of investment securities	641	259
Gain on sale of shares of subsidiaries and associates	—	239
Insurance claim income	204	—
Other	59	219
Total extraordinary income	905	717
Extraordinary losses		
Loss on retirement of non-current assets	312	298
Loss on disaster	7	—
Impairment losses	57	182
Provision for loss on stores closing	56	96
Other	15	0
Total extraordinary losses	450	577
Profit before income taxes	9,881	9,694
Income taxes	3,190	3,721
Profit	6,691	5,973
Profit attributable to non-controlling interests	82	69
Profit attributable to owners of parent	6,608	5,903

Quarterly Consolidated Statements of Comprehensive Income
 Nine Months Ended November 20

(Millions of yen)

	For the nine months ended November 20, 2024	For the nine months ended November 20, 2025
Profit	6,691	5,973
Other comprehensive income		
Valuation difference on available-for-sale securities	(397)	445
Foreign currency translation adjustment	200	(208)
Remeasurements of defined benefit plans, net of tax	(39)	(126)
Total other comprehensive income	(236)	109
Comprehensive income	6,455	6,082
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	6,361	6,029
Comprehensive income attributable to non-controlling interests	93	53

(3) Notes to Quarterly Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Notes in case of significant changes in shareholders' equity)

Based on a resolution approved at a meeting of the Board of Directors on June 27, 2024, the Company purchased 1,000,000 shares of treasury shares during the nine months ended November 20, 2025. As a result, treasury shares increased by ¥2,696 million, bringing treasury shares to ¥5,165 million as of November 20, 2025.

(Accounting methods adopted particularly for the preparation of quarterly consolidated financial statements)

(Calculation of tax expenses)

The Company calculates tax expenses by making a reasonable estimate of the effective tax rate after application of tax effect accounting to profit before income taxes for the consolidated fiscal year that includes the third quarter under review, and multiplying profit before income taxes by the said estimated effective tax rate. In addition, income taxes deferred are included in "Income taxes."

(Notes on segment information, etc.)

(Segment information)

I. For the nine months ended November 20, 2024

1. Information on operating revenue and profit or loss by reportable segment, and revenue breakdown information

(Millions of yen)

	Reportable segments			Other	Total	Adjustment	Amount on quarterly consolidated statements of income
	Retail	Retail-Related	Total				
Operating revenue							
Product sales	285,886	733	286,619	12,112	298,732	—	298,732
Service revenue	11,760	2,932	14,692	55	14,748	—	14,748
Revenue from contracts with customers	297,647	3,665	301,312	12,168	313,481	—	313,481
Other revenue	10,740	1,358	12,099	403	12,502	—	12,502
Net sales to outside customers	308,388	5,023	313,411	12,572	325,984	—	325,984
Intersegment net sales or transfers	2,671	36,205	38,877	235	39,112	(39,112)	—
Total	311,060	41,229	352,289	12,807	365,096	(39,112)	325,984
Segment profit	8,224	1,404	9,628	634	10,262	(837)	9,425

(Notes)

1. The “Other” category represents business segments not included in reportable segments, such as restaurant operation business, etc.
 2. The adjustment of ¥(837) million to segment profit is from the elimination of dividend income transactions, etc.
 3. Segment profit has been adjusted with ordinary profit on the quarterly consolidated statements of income.
 4. Other revenue represents real estate lease revenue included within the scope of the Accounting Standard for Lease Transactions.
2. Information on impairment losses on non-current assets and goodwill, etc. by reportable segment
No significant occurrences or changes.

II. For the nine months ended November 20, 2025

1. Information on operating revenue and profit or loss by reportable segment, and revenue breakdown information

(Millions of yen)

	Reportable segments			Other	Total	Adjustment	Amount on quarterly consolidated statements of income
	Retail	Retail-Related	Total				
Operating revenue							
Product sales	294,745	749	295,495	12,288	307,783	—	307,783
Service revenue	12,228	2,981	15,209	47	15,257	—	15,257
Revenue from contracts with customers	306,974	3,730	310,705	12,336	323,041	—	323,041
Other revenue	11,335	1,361	12,696	136	12,833	—	12,833
Net sales to outside customers	318,310	5,091	323,401	12,473	335,874	—	335,874
Intersegment net sales or transfers	2,555	38,038	40,593	105	40,698	(40,698)	—
Total	320,865	43,129	363,995	12,578	376,573	(40,698)	335,874
Segment profit	8,243	1,359	9,603	732	10,335	(780)	9,554

(Notes)

1. The “Other” category represents business segments not included in reportable segments, such as restaurant operation business, etc.
2. The adjustment of ¥(780) million to segment profit is from the elimination of dividend income transactions, etc.
3. Segment profit has been adjusted with ordinary profit on the quarterly consolidated statements of income.
4. Other revenue represents real estate lease revenue included within the scope of the Accounting Standard for Lease Transactions.

2. Information on impairment losses on non-current assets and goodwill, etc. by reportable segment
No significant occurrences or changes.

(Notes on statements of cash flows)

Quarterly consolidated statements of cash flows for the nine months ended November 20, 2025, have not been prepared. Depreciation for the nine months ended November 20, 2025 (including amortization of intangible assets and long-term prepaid expenses, excluding goodwill) and amortization of goodwill are as follows:

	For the nine months ended November 20, 2024	For the nine months ended November 20, 2025
Depreciation	¥9,556 million	¥9,995 million
Amortization of goodwill	50	50

(Significant subsequent events)

Not applicable.