

Fiscal year 2025 Summary of Earnings Digest 《Growth》 1

Consolidated

Industry	No. of Cos.	Net Sales (Operating Revenues)			Operating Income			Ordinary Profits (Income from continuing operations before extraordinary items and income tax)		
		2025	Compared with Previous Term	2024	2025	Compared with Previous Term	2024	2025	Compared with Previous Term	2024
		yen mil.	%	yen mil.	yen mil.	%	yen mil.	yen mil.	%	yen mil.
Non-Financial	523	5,538,480	+17.59	4,710,127	274,379	+61.56	169,830	270,614	+64.20	164,805
Manufacturing	73	495,154	+22.01	405,844	-27,787	...	-38,038	-25,446	...	-33,696
Non-Manufacturing	450	5,043,326	+17.17	4,304,283	302,166	+45.36	207,868	296,060	+49.15	198,501
<i>All Industries (including financials)</i>	532	5,786,489	+17.43	4,927,583	-	-	-	305,103	+46.75	207,911
Fishery,Agriculture & Forestry	0	-	-	-	-	-	-	-	-	-
Mining	0	-	-	-	-	-	-	-	-	-
Construction	6	70,325	+8.15	65,025	3,796	+73.18	2,192	3,622	+72.97	2,094
Foods	4	60,437	+9.94	54,971	1,395	+115.61	647	1,485	+165.18	560
Textiles & Apparels	0	-	-	-	-	-	-	-	-	-
Pulp & Paper	0	-	-	-	-	-	-	-	-	-
Chemicals	5	54,651	+22.28	44,692	4,050	+14.54	3,536	4,290	+14.40	3,750
Pharmaceutical	36	45,860	+6.17	43,194	-50,903	...	-46,856	-51,435	...	-46,936
Oil & Coal Products	0	-	-	-	-	-	-	-	-	-
Rubber Products	0	-	-	-	-	-	-	-	-	-
Glass & Ceramics Products	0	-	-	-	-	-	-	-	-	-
Iron & Steel	0	-	-	-	-	-	-	-	-	-
Nonferrous Metals	2	10,038	+5.69	9,498	440	-23.21	573	481	-24.25	635
Metal Products	0	-	-	-	-	-	-	-	-	-
Machinery	4	28,384	+4.52	27,156	1,881	+23.10	1,528	2,614	+60.96	1,624
Electric Appliances	6	30,742	-1.14	31,098	-175	...	-101	-54	...	137
Transportation Equipment	3	64,536	+69.65	38,041	4,974	+46.64	3,392	5,189	+42.91	3,631
Precision Instruments	7	23,925	+14.75	20,849	-6,204	...	-6,150	-4,859	...	-3,870
Other Products	6	176,581	+29.51	136,345	16,755	+210.68	5,393	16,843	+148.68	6,773
Electric Power & Gas	0	-	-	-	-	-	-	-	-	-
Land Transportation	0	-	-	-	-	-	-	-	-	-
Marine Transportation	0	-	-	-	-	-	-	-	-	-
Air Transportation	1	110,441	+1.42	108,893	1,801	-1.37	1,826	2,907	+282.50	760
Warehousing & Harbor Transportation Services	1	18,345	+20.14	15,270	319	...	-47	285	...	-92
Information & Communication	218	1,276,755	+15.03	1,109,888	101,888	+83.37	55,564	103,112	+90.56	54,109
Wholesale Trade	9	242,850	+29.81	187,080	12,176	+155.69	4,762	11,364	+198.11	3,812
Retail Trade	29	1,098,521	+11.22	987,706	31,886	+12.10	28,444	32,533	+13.17	28,748
Real Estate	17	749,809	+30.83	573,111	53,786	+59.21	33,782	47,399	+56.51	30,284
Services	169	1,476,280	+17.42	1,257,310	96,514	+18.65	81,345	94,838	+20.37	78,786
Banks	0	-	-	-	-	-	-	-	-	-
Securities & Commodity Futures	2	77,912	+6.52	73,146	18,986	-42.02	32,745	17,945	-44.04	32,069
Insurance	3	155,075	+17.12	132,405	-	-	-	14,554	+37.73	10,567
Other Financing Business	4	15,022	+26.18	11,905	1,835	+64.57	1,115	1,990	+323.40	470

Fiscal year 2025 Summary of Earnings Digest 《Growth》 2

Consolidated

Industry	No. of Cos.	Net Income			Amount of Dividends Paid		
		2025	Compared with Previous Term	2024	2025	Compared with Previous Term	2024
		yen mil.	%	yen mil.	yen mil.	%	yen mil.
Non-Financial	523	137,133	+860.11	14,283	46,255	+44.79	31,946
Manufacturing	73	-38,980	...	-67,441	3,084	+21.30	2,543
Non-Manufacturing	450	176,113	+115.50	81,724	43,170	+46.82	29,403
<i>All Industries (including financials)</i>	<i>532</i>	<i>152,366</i>	<i>+288.21</i>	<i>39,248</i>	<i>51,309</i>	<i>+44.58</i>	<i>35,488</i>
Fishery, Agriculture & Forestry	0	-	-	-	-	-	-
Mining	0	-	-	-	-	-	-
Construction	6	2,453	+83.47	1,337	405	+60.08	253
Foods	4	1,050	...	-1,358	325	+0.31	324
Textiles & Apparels	0	-	-	-	-	-	-
Pulp & Paper	0	-	-	-	-	-	-
Chemicals	5	2,829	+157.18	1,100	51	-58.20	122
Pharmaceutical	36	-51,511	...	-67,396	55	...	0
Oil & Coal Products	0	-	-	-	-	-	-
Rubber Products	0	-	-	-	-	-	-
Glass & Ceramics Products	0	-	-	-	-	-	-
Iron & Steel	0	-	-	-	-	-	-
Nonferrous Metals	2	-983	...	439	65	+87.81	35
Metal Products	0	-	-	-	-	-	-
Machinery	4	1,661	+373.22	351	696	+29.61	537
Electric Appliances	6	-2,311	...	-3,169	116	+8.41	107
Transportation Equipment	3	6,430	+47.95	4,346	0	...	213
Precision Instruments	7	-6,890	...	-3,978	0	0.00	0
Other Products	6	10,745	+383.14	2,224	1,776	+47.39	1,205
Electric Power & Gas	0	-	-	-	-	-	-
Land Transportation	0	-	-	-	-	-	-
Marine Transportation	0	-	-	-	-	-	-
Air Transportation	1	1,638	-23.67	2,146	421	+133.89	180
Warehousing & Harbor Transportation Services	1	206	...	-848	102	+2.00	100
Information & Communication	218	62,313	+518.37	10,077	13,109	+61.24	8,130
Wholesale Trade	9	6,502	+2,391.19	261	1,121	+77.09	633
Retail Trade	29	12,938	-12.06	14,713	3,975	+24.30	3,198
Real Estate	17	36,961	+86.66	19,801	7,374	+88.16	3,919
Services	169	53,102	+55.10	34,237	16,663	+28.28	12,989
Banks	0	-	-	-	-	-	-
Securities & Commodity Futures	2	12,128	-46.08	22,494	3,085	+24.40	2,480
Insurance	3	3,709	+44.32	2,570	1,795	+84.29	974
Other Financing Business	4	-604	...	-99	174	+97.73	88

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Consolidated

Industry	No. of Cos.	Total Assets			Net Assets			Net worth		
		2025	Compared with Previous Term	2024	2025	Compared with Previous Term	2024	2025	Compared with Previous Term	2024
		yen mil.	%	yen mil.	yen mil.	%	yen mil.	yen mil.	%	yen mil.
Non-Financial	523	5,220,395	+17.83	4,430,382	2,402,631	+17.74	2,040,631	2,328,955	+17.47	1,982,643
Manufacturing	73	685,111	+11.52	614,340	412,271	+13.09	364,563	401,382	+12.78	355,913
Non-Manufacturing	450	4,535,284	+18.85	3,816,042	1,990,360	+18.75	1,676,068	1,927,573	+18.49	1,626,730
<i>All Industries (including financials)</i>	<i>532</i>	<i>5,700,869</i>	<i>+16.93</i>	<i>4,875,280</i>	<i>2,559,996</i>	<i>+17.31</i>	<i>2,182,336</i>	<i>2,485,915</i>	<i>+17.03</i>	<i>2,124,088</i>
Fishery, Agriculture & Forestry	0	-	-	-	-	-	-	-	-	-
Mining	0	-	-	-	-	-	-	-	-	-
Construction	6	55,924	+7.70	51,925	20,990	+7.92	19,449	20,827	+8.18	19,253
Foods	4	31,096	+13.67	27,356	15,637	+47.91	10,572	15,024	+48.75	10,100
Textiles & Apparels	0	-	-	-	-	-	-	-	-	-
Pulp & Paper	0	-	-	-	-	-	-	-	-	-
Chemicals	5	50,326	+26.33	39,837	29,541	+12.16	26,338	29,520	+12.10	26,334
Pharmaceutical	36	227,057	+11.63	203,399	151,813	+15.87	131,022	147,411	+17.67	125,270
Oil & Coal Products	0	-	-	-	-	-	-	-	-	-
Rubber Products	0	-	-	-	-	-	-	-	-	-
Glass & Ceramics Products	0	-	-	-	-	-	-	-	-	-
Iron & Steel	0	-	-	-	-	-	-	-	-	-
Nonferrous Metals	2	12,502	+10.12	11,353	5,203	-2.27	5,324	5,198	-2.35	5,323
Metal Products	0	-	-	-	-	-	-	-	-	-
Machinery	4	33,597	-12.43	38,368	19,526	+27.53	15,311	19,413	+27.73	15,198
Electric Appliances	6	32,866	-13.18	37,857	17,087	-12.00	19,418	17,075	-12.05	19,414
Transportation Equipment	3	78,373	+55.55	50,384	29,102	+60.27	18,158	25,520	+41.70	18,010
Precision Instruments	7	76,502	-4.64	80,221	57,883	-3.66	60,085	57,220	-3.27	59,153
Other Products	6	142,792	+13.72	125,565	86,479	+10.40	78,335	85,001	+10.23	77,111
Electric Power & Gas	0	-	-	-	-	-	-	-	-	-
Land Transportation	0	-	-	-	-	-	-	-	-	-
Marine Transportation	0	-	-	-	-	-	-	-	-	-
Air Transportation	1	121,103	+16.57	103,888	33,944	+25.17	27,119	33,944	+25.17	27,119
Warehousing & Harbor Transportation Services	1	11,699	+13.37	10,319	2,244	+7.32	2,091	2,242	+7.32	2,089
Information & Communication	218	1,453,997	+18.55	1,226,453	764,988	+17.27	652,325	733,741	+16.18	631,579
Wholesale Trade	9	122,898	+23.07	99,861	49,369	+42.86	34,558	48,278	+42.56	33,866
Retail Trade	29	487,731	+7.66	453,028	211,054	+11.41	189,432	204,885	+11.16	184,320
Real Estate	17	688,106	+24.56	552,413	219,884	+34.00	164,089	210,193	+32.85	158,219
Services	169	1,593,826	+20.91	1,318,155	687,887	+17.19	587,005	673,463	+18.09	570,285
Banks	0	-	-	-	-	-	-	-	-	-
Securities & Commodity Futures	2	195,567	+5.81	184,827	91,180	+10.11	82,807	91,083	+10.07	82,752
Insurance	3	247,736	+8.53	228,267	56,077	+11.81	50,155	55,861	+11.75	49,989
Other Financing Business	4	37,171	+16.88	31,804	10,108	+15.61	8,743	10,016	+15.07	8,704

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Consolidated

Industry	No. of Cos.	Return on Equity (ROE)		Ratio of Ordinary Profits to Total Assets		Ratio of Operating Income to Net Sales		Capital Adequacy Ratio		Dividend Payout Ratio		Ratio of Dividends to Net Assets	
		2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Non-Financial	523	6.39	0.75	5.61	3.99	4.95	3.61	44.61	44.75	33.45	*	2.07	1.66
Manufacturing	73	-10.30	-18.86	-3.92	-5.54	-5.61	-9.37	58.59	57.93	...	...	0.79	0.70
Non-Manufacturing	450	9.98	5.44	7.09	5.63	5.99	4.83	42.50	42.63	24.28	35.66	2.35	1.89
All Industries (including financials)	532	6.64	1.96	5.77	4.58	-	-	43.61	43.57	33.43	90.32	2.16	1.73
Fishery, Agriculture & Forestry	0	-	-	-	-	-	-	-	-	-	-	-	-
Mining	0	-	-	-	-	-	-	-	-	-	-	-	-
Construction	6	12.24	7.59	6.72	4.29	5.40	3.37	37.24	37.08	16.51	18.92	2.00	1.42
Foods	4	8.36	-14.21	5.08	2.29	2.31	1.18	48.31	36.92	30.95	...	2.48	3.27
Textiles & Apparels	0	-	-	-	-	-	-	-	-	-	-	-	-
Pulp & Paper	0	-	-	-	-	-	-	-	-	-	-	-	-
Chemicals	5	10.13	4.75	9.52	10.17	7.41	7.91	58.66	66.10	1.80	11.09	0.18	0.53
Pharmaceutical	36	-37.78	-48.78	-23.90	-22.15	-111.00	-108.48	64.92	61.59	...	...	0.04	0.00
Oil & Coal Products	0	-	-	-	-	-	-	-	-	-	-	-	-
Rubber Products	0	-	-	-	-	-	-	-	-	-	-	-	-
Glass & Ceramics Products	0	-	-	-	-	-	-	-	-	-	-	-	-
Iron & Steel	0	-	-	-	-	-	-	-	-	-	-	-	-
Nonferrous Metals	2	-19.14	8.88	4.03	5.71	4.38	6.03	41.58	46.89	...	7.97	0.80	0.71
Metal Products	0	-	-	-	-	-	-	-	-	-	-	-	-
Machinery	4	9.60	2.34	7.26	4.44	6.63	5.63	57.78	39.61	41.90	*	4.00	3.54
Electric Appliances	6	-12.67	-15.24	-0.15	0.33	-0.57	-0.32	51.95	51.28	...	...	0.64	0.51
Transportation Equipment	3	29.54	28.07	8.06	8.41	7.71	8.92	32.56	35.75	0.00	4.90	0.00	1.37
Precision Instruments	7	-11.84	-7.22	-6.20	-4.73	-25.93	-29.50	74.80	73.74	...	...	0.00	0.00
Other Products	6	13.26	2.95	12.55	5.60	9.49	3.96	59.53	61.41	16.53	54.18	2.16	1.57
Electric Power & Gas	0	-	-	-	-	-	-	-	-	-	-	-	-
Land Transportation	0	-	-	-	-	-	-	-	-	-	-	-	-
Marine Transportation	0	-	-	-	-	-	-	-	-	-	-	-	-
Air Transportation	1	5.36	7.81	2.58	0.71	1.63	1.68	28.03	26.10	25.70	8.39	1.38	0.65
Warehousing & Harbor Transportation Services	1	9.51	-33.18	2.59	-0.89	1.74	-0.31	19.16	20.24	49.51	...	4.71	3.91
Information & Communication	218	9.23	1.69	7.69	4.67	7.98	5.01	50.46	51.50	20.59	80.16	1.83	1.31
Wholesale Trade	9	15.83	0.79	10.20	4.39	5.01	2.55	39.28	33.91	17.24	*	2.67	1.88
Retail Trade	29	6.67	9.45	6.92	7.07	2.90	2.88	42.01	40.69	30.35	21.32	1.97	1.97
Real Estate	17	20.14	13.16	7.64	6.10	7.17	5.89	30.55	28.64	19.95	19.76	3.86	2.54
Services	169	8.57	6.46	6.51	6.52	6.54	6.47	42.25	43.26	31.22	37.85	2.61	2.38
Banks	0	-	-	-	-	-	-	-	-	-	-	-	-
Securities & Commodity Futures	2	13.95	31.30	9.43	20.24	24.37	44.77	46.57	44.77	25.44	11.03	3.55	3.45
Insurance	3	7.01	5.28	6.12	4.72	-	-	22.55	21.90	48.40	37.90	3.38	1.99
Other Financing Business	4	-6.45	-1.54	5.77	1.59	12.22	9.37	26.95	27.37	...	...	1.85	1.36

Note: " * " = over 100% times.

Fiscal year 2025 Summary of Earnings Digest 《Growth》

Historical Data 1 (Consolidated)

Fiscal Year	No. of Cos.			Net Sales (Operating Revenues)						Operating Income					
	Non-Financial	Manufacturing	Non-Manufacturing	Non-Financial		Manufacturing		Non-Manufacturing		Non-Financial		Manufacturing		Non-Manufacturing	
					Compared with Previous Term		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term
				yen mil.	%	yen mil.	%	yen mil.	%	yen mil.	%	yen mil.	%	yen mil.	%
2022	406	56	350	2,558,723	13.34	314,518	6.65	2,244,205	14.34	77,646	13.25	-45,279	...	122,925	15.87
2023	459	64	395	3,256,470	15.35	385,470	7.81	2,871,000	16.45	128,080	47.65	-38,526	...	166,606	24.92
2024	512	65	447	3,946,142	16.19	366,983	4.69	3,579,159	17.52	148,595	1.71	-39,861	...	188,456	3.58
2025	523	73	450	5,538,480	17.59	495,154	22.01	5,043,326	17.17	274,379	61.56	-27,787	...	302,166	45.36

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Historical Data 2 (Consolidated)

Fiscal Year	Ordinary Profits (Income from continuing operations before extraordinary items and income tax)						Net Income					
	Non-Financial		Manufacturing		Non-Manufacturing		Non-Financial		Manufacturing		Non-Manufacturing	
		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term
	yen mil.	%	yen mil.	%	yen mil.	%	yen mil.	%	yen mil.	%	yen mil.	%
2022	83,084	7.13	-37,032	...	120,116	10.71	-17,241	...	-48,138	...	30,897	-42.93
2023	138,494	48.89	-26,890	...	165,384	26.91	20,296	...	-42,530	...	62,826	32.08
2024	142,921	-9.42	-35,313	...	178,234	-2.12	3,390	-91.75	-67,596	...	70,986	-13.30
2025	270,614	64.20	-25,446	...	296,060	49.15	137,133	860.11	-38,980	...	176,113	115.50

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Historical Data 3 (Consolidated)

Fiscal Year	Amount of Dividends Paid						Total Assets					
	Non-Financial		Manufacturing		Non-Manufacturing		Non-Financial		Manufacturing		Non-Manufacturing	
		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term
	yen mil.	%	yen mil.	%	yen mil.	%	yen mil.	%	yen mil.	%	yen mil.	%
2022	15,492	32.91	842	-5.29	14,650	36.07	2,892,169	7.97	491,793	-0.55	2,400,376	9.90
2023	22,202	37.35	1,557	13.15	20,645	39.60	3,567,406	12.80	583,132	6.38	2,984,274	14.15
2024	31,830	-59.11	2,343	31.33	29,487	-61.24	4,043,669	12.35	567,418	-0.17	3,476,251	14.70
2025	46,255	44.79	3,084	21.30	43,170	46.82	5,220,395	17.83	685,111	11.52	4,535,284	18.85

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Historical Data 4 (Consolidated)

Fiscal Year	Net Assets						Net worth					
	Non-Financial		Manufacturing		Non-Manufacturing		Non-Financial		Manufacturing		Non-Manufacturing	
		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term		Compared with Previous Term
	yen mil.	%	yen mil.	%	yen mil.	%	yen mil.	%	yen mil.	%	yen mil.	%
2022	1,411,516	2.36	316,290	-3.65	1,095,226	4.24	1,388,308	2.32	313,749	-3.43	1,074,559	4.12
2023	1,664,867	9.82	353,984	2.74	1,310,883	11.90	1,599,120	7.24	346,655	1.56	1,252,465	8.92
2024	1,854,902	4.63	335,952	-7.28	1,518,950	7.69	1,800,523	3.89	327,705	-7.81	1,472,818	6.91
2025	2,402,631	17.74	412,271	13.09	1,990,360	18.75	2,328,955	17.47	401,382	12.78	1,927,573	18.49

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Historical Data 5 (Consolidated)

Fiscal Year	Return on Equity (ROE)						Ratio of Ordinary Profits to Total Assets						Ratio of Operating Income to Net Sales					
	Non-Financial		Manufacturing		Non-Manufacturing		Non-Financial		Manufacturing		Non-Manufacturing		Non-Financial		Manufacturing		Non-Manufacturing	
	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
2022	-1.30	1.37	-15.08	-12.16	2.94	6.11	2.98	3.14	-7.51	-6.50	5.24	5.43	3.03	3.04	-14.40	-12.73	5.48	5.41
2023	1.31	-0.16	-12.40	-14.72	5.28	3.97	4.12	3.09	-4.75	-6.90	5.91	5.28	3.93	3.07	-9.99	-13.04	5.80	5.41
2024	0.17	2.53	-19.79	-11.72	5.02	6.45	3.74	4.68	-6.22	-4.45	5.48	6.45	3.77	4.30	-10.86	-10.23	5.27	5.97
2025	6.39	0.75	-10.30	-18.86	9.98	5.44	5.61	3.99	-3.92	-5.54	7.09	5.63	4.95	3.61	-5.61	-9.37	5.99	4.83

Fiscal year 2025 Summary of Earnings Digest 《Growth》

Historical Data 6 (Consolidated)

Fiscal Year	Capital Adequacy Ratio						Dividend Payout Ratio						Ratio of Dividends to Net Assets					
	Non-Financial		Manufacturing		Non-Manufacturing		Non-Financial		Manufacturing		Non-Manufacturing		Non-Financial		Manufacturing		Non-Manufacturing	
	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term	Current Term	Previous Term
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
2022	48.00	50.65	63.80	65.70	44.77	47.25	...	70.41	...	...	46.67	19.68	1.09	0.95	0.26	0.28	1.35	1.18
2023	44.83	47.15	59.45	62.26	41.97	43.98	*	...	...	...	32.48	30.59	1.39	1.11	0.45	0.40	1.66	1.33
2024	44.53	48.15	57.75	62.54	42.37	45.45	*	*	...	...	41.15	92.88	1.75	4.72	0.67	0.51	2.01	5.87
2025	44.61	44.75	58.59	57.93	42.50	42.63	33.45	*	...	...	24.28	35.66	2.07	1.66	0.79	0.70	2.35	1.89

Note:" * " =over 100% times.