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.

January 27, 2025

Consolidated Financial Results for the Fiscal Year Ended November 30, 2024 (Under Japanese GAAP)

Company name: Lacto Japan Co., Ltd.
Listing: Tokyo Stock Exchange
Securities code: 3139
URL: https://www.lactojapan.com/en/
Representative: Shin Kojima, President
Inquiries: Kenji Bundo, Executive VicePresident
Scheduled date of annual general meeting of shareholders: February 26, 2025
Scheduled date to commence dividend payments: February 27, 2025
Scheduled date to file quarterly securities report: February 27, 2025
Preparation of supplementary material on financial results: Yes
Holding of financial results briefing: Yes (For analysts and institutional Investors)

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

1. Consolidated financial results for the fiscal year ended November 30, 2024 (from December 1, 2023 to November 30, 2024)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
November 30, 2024	**170,907**	**7.9**	**4,455**	**39.9**	**4,320**	**51.7**	**3,146**	**53.6**
November 30, 2023	158,328	7.4	3,184	7.2	2,847	(9.1)	2,048	(10.4)

Note: Comprehensive income For the fiscal year ended November 30, 2024: ¥ 3,517 million [25.4%]
For the fiscal year ended November 30, 2023: ¥ 2,804 million [(11.6)%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
November 30, 2024	**315.83**	**314.59**	**12.1**	**5.6**	**2.6**
November 30, 2023	206.46	204.44	8.7	3.9	2.0

Reference: Share of profit of entities accounted for using equity method
For the fiscal year ended November 30, 2024: ¥ 27 million
For the fiscal year ended November 30, 2023: ¥ 25 million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
November 30, 2024	**81,435**	**27,581**	**33.8**	**2,766.36**
November 30, 2023	72,038	24,724	34.2	2,476.38

Reference: Equity
As of November 30, 2024: ¥ 27,548 million
As of November 30, 2023: ¥ 24,655 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
November 30, 2024	**636**	**(596)**	**1,101**	**8,520**
November 30, 2023	3,222	(1,362)	(772)	7,282

2. Dividends

	Dividend per share					Total cash dividends	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
(Base date)	First quarter -end	Second quarter -end	Third quarter -end	Fiscal year -end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended November 30, 2023	–	24.00	–	24.00	48.00	477	23.2	2.0
Fiscal year ended November 30, 2024	–	31.00	–	49.00	80.00	796	25.3	3.1
Fiscal year ending November 30, 2025 (Forecast)	–	50.00	–	50.00	100.00		30.2	

3. Forecast of Financial Results for Fiscal Year Ending November 30, 2025 (December 1, 2024 through November 30, 2025)

(Percentages indicate year-on-year changes.)

	Net sales		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending May 31, 2025	86,000	1.7	2,300	1.7	1,700	2.8	170.71
Fiscal year ending November 30, 2025	180,000	5.3	4,600	6.5	3,300	4.9	331.38

*** Notes**

(1) Changes in significant subsidiaries during the period (changes in specified subsidiaries resulting in the change in scope of consolidation): None

(2) 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

(3) Number of issued shares (common shares)

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

As of November 30, 2024	10,021,600 shares
As of November 30, 2023	9,961,200 shares

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

As of November 30, 2024	63,257 shares
As of November 30, 2023	5,052 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended November 30, 2024	9,962,488 shares
Fiscal year ended November 30, 2023	9,922,597 shares

(Reference) Summary of non-consolidated financial results

1. Results of Fiscal Year Ended November 30, 2024 (December 1, 2023 through November 30, 2024)

(1) Non-consolidated operating results (Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
November 30, 2024	**139,679**	**3.1**	**3,055**	**23.8**	**2,723**	**31.4**	**1,858**	**29.7**
November 30, 2023	135,417	13.4	2,467	(4.2)	2,072	(9.5)	1,432	(9.1)

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
November 30, 2024	**186.56**	**185.83**
November 30, 2023	144.38	142.98

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
Fiscal year ended	Millions of yen	Millions of yen	%	Yen
November 30, 2024	**69,451**	**19,722**	**28.3**	**1,977.16**
November 30, 2023	63,618	18,517	29.0	1,852.97

Reference: Equity
As of November 30, 2024: ¥ 19,689 million
As of November 30, 2023: ¥ 18,448 million

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

* Proper use of earnings forecasts, and other special matters

(Cautionary Statement)
The consolidated business results forecasts contained in this report are based on information available at the present time and certain premises thought to be reasonable. Accordingly, the final results may change substantially due to various factors.

(How to obtain supplementary materials for financial results)
Supplementary materials for financial results will be posted on our website.
(https://www.lactojapan.com/en/ir)

(Changes to monetary unit)
Previously, line items and other matters contained in the Company's consolidated financial statements were expressed in units of one thousand yen. However, starting from the fiscal year under review, we have changed the monetary unit to one million yen. For ease of comparison, figures for the previous fiscal year have also been changed to units of one million yen.

○Table of Contents of Attachment

1. Overall Operating Results, etc 6
(1) Overall operating results of the current period 6
(2) Overall financial position of the current period 8
(3) Overview of Cash Flows for the Fiscal Year under Review 9
(4) Forecast for the future 9
2. Basic Approach to the Selection of Accounting Standards 10
3. Consolidated Financial Statements 11
(1) Consolidated Balance Sheets 11
(2) Consolidated Income Statements 13
Consolidated Statements of Income 13
Consolidated Statements of comprehensive income 14
(3) Consolidated Statements of Changes in Net Assets 15
(4) Consolidated Statements of Cash Flow 17
(5) Notes on Consolidated Financial Statements 19
(Going Concern Assumption) 19
(Segment information, etc.) 19
(Per Share Information) 19
(Significant Post-Balance Sheet Events) 19

1. Overall Operating Results, etc.

(1) Overall operating results of the current period

During the fiscal year under review, the Japanese economy showed signs of gradual recovery as personal consumption began to improve owing to better employment and income conditions, a trend that particularly benefited the food service and restaurant industries. This was coupled with an increase in inbound tourism demand, with the number of foreign visitors to Japan reaching a record high. However, the outlook remained uncertain for the global economy because the prolonged conflicts in Eastern Europe and the Middle East kept the prices of crude oil and raw materials high, political dynamics shifted significantly in major countries including Japan, and China experienced an economic slowdown.

In the domestic food industry, many companies posted strong business results as they benefited from a robust recovery in demand for a wide range of products for commercial use and raised prices in response to soaring raw material prices and rising personnel and distribution costs. Even so, the outlook was clouded by rising prices, which negatively affected consumer sentiment. With respect to the domestic dairy industry, our primary market, positive developments included a decline in the inventory of overstocked skim milk powder, which began to approach a more optimal level. However, producers experienced a sudden increase in various costs, such as those related to energy, feeds, distribution, and personnel, which squeezed the earnings of dairy farmers.

In this operating environment, the Group has made a concerted effort to achieve our long-term vision, LACTO VISION 2032, starting with the Corporate Business Plan NEXT-LJ 2025, the initial phase of the long-term vision. Among the various numerical targets contained in NEXT-LJ 2025, we have achieved those for ordinary profit and profit attributable to owners of parents one year ahead of schedule. Net sales increased year on year, exceeding our initial projection. This is because sales volume increased across all divisions from the previous year, driven by a recovery in demand for food ingredients, particularly for commercial use, and because selling prices remained high owing to rising prices of dairy ingredients and meat products, as well as the weaker yen. Profit increased significantly year on year thanks to an improved profit margin associated with an increase in the share of high margin products in the Dairy Ingredients and Cheese Business Division of the Domestic Business and a year-on-year increase in sales volume in both the Dairy Ingredients Sales Division and the Cheese Manufacturing and Sales Division of the Asian Business. In particular, production efficiency improved significantly in the Cheese Manufacturing and Sales Division. This was due to a decline in the cost of raw materials (cheese), which had been affected by soaring global market prices until the previous fiscal year, and an increase in production volume.

As a result, net sales reached 170,907 million yen in the fiscal year under review (up 7.9% year on year). Operating profit was 4,455 million yen (up 39.9 year on year), ordinary profit was 4,320 million yen (up 51.7 year on year), and profit attributable owners of parent was 3,146 million yen (up 53.6% year on year).

Performance by division is as follows:

(Dairy Ingredients and Cheese Business Division)

Global market prices remained high for dairy ingredients throughout the year because supply and distribution continued to be unstable. Notably, a marked decrease in the production of fat-based milk ingredients such as butter and cream, along with an increase in worldwide demand, led to a tight supply-demand balance and a significant rise in the global market prices of such products.

We have received more inquiries regarding imported dairy ingredients, which are among our main products, even though prices remained high as a result of soaring global market prices and the weak yen. This was because we made active efforts to increase sales at a time when the inventory of

overstocked skim milk powder began to decline in Japan and when demand increased for ice cream, confectionaries, and other products that use dairy ingredients. In addition, the sales volume of dairy ingredients increased year on year thanks to brisk sales of raw materials for protein-based products, whose demand have been increasing significantly in recent years.
With regard to cheese sales, global market prices remained steady thanks to the stable balance of supply and demand worldwide. In Japan, demand was sluggish for retail cheese because the weak yen led to higher import prices and because many cheese manufacturers raised prices in stages to pass on soaring costs. However, cheese consumption was strong in the food service and leisure industries thanks to a recovery in the movement of people and an increase in the number of foreign visitors to Japan. Thus, we were able to increase the sales volume of cheese, mainly for commercial use.
As a result, the sales volume of the Dairy Ingredients and Cheese Business Division reached 176,402 tons (up 5.4% year on year), with sales totaling 114,182 million yen (up 2.1% year on year).

(Meat and Ingredients Division)
The Meat and Ingredients Division faced a difficult operating environment. The global market prices soared for beef, pork, and chicken as the yen remained weak. Thus, in many cases, the price disparities narrowed between domestic and overseas products, causing some customers to switch to domestic products.
In this environment, we have increased sales volume by responding to the needs of our customers. We leveraged our procurement capabilities to provide high-demand products in a stable manner. We also added more value by processing and selling products to meet the specific requirements of our business partners. This was made possible partly because we strengthened our collaboration with major U.S. suppliers of pork, one of our main products. This enabled us to secure a certain amount of frozen pork and seasoned pork used as ingredients for processed food products.
Chicken and processed chicken products, which saw the start of full-scale transactions in the latter half of the previous fiscal year, contributed to an increase in sales volume throughout the fiscal year under review.
As a result, the sales volume for the Meat and Ingredients Division amounted 31,831 tons (up 13.2% year on year), with sales reaching 21,788 million yen (up 19.3% year on year).

(Functional Food Ingredients Division)
With respect to the Functional Food Ingredients Division, some domestic protein manufacturers either held back on purchases or adjusted their usage of protein ingredients, which are among our main products. This was partly because global market prices remained high as demand increased. However, the domestic protein market continued to expand as it attracted a wider range of customers. This was due to an expansion in the lineup of high-protein products, such as chilled beverages, yogurt, and salad chicken, as well as the popularity of existing protein products for sports use. We expanded transactions through various means to meet increasing demand for protein-based products. We launched full-scale sales to new customers signed on during the previous fiscal year. We also provided new values that transcended the framework of existing operations; for example, we offered extensive support to protein manufacturers seeking to launch a new brand as they entered the market for the first time.
As a result, the Functional Food Ingredients Division achieved a sales volume of 4,199 tons (up 49.6% year on year) and sales of 5,141 million yen (up 31.2% year on year).
We saw a steady increase in sales of raw materials for protein products, even though we struggled to meet our initial sales target for plant-based raw materials and other functional food ingredients.

(Asian Business, Others)
In Asia, demand for dairy products was increasing, except for China and Hong Kong, with the handling

volume of imported dairy ingredients returning to pre-pandemic levels.
The Dairy Ingredients Sales Division (trading company) saw signs of recovery in demand from companies that manufacture powdered milk mixtures for the Japanese market as the inventory of overstocked skim milk powder began to decline in Japan. Sales and sales volume also increased year on year in our transactions with local companies. As business conditions improved for each company, we added new business partners mainly in Indonesia, the Philippines, and Singapore. We also responded flexibly to the product and quality requirements of existing partners. In addition, the Group reinforced its sales force in Asia and further strengthened cooperation among overseas bases, an endeavor that also led to increased business transactions.
As a result, sales volume reached 39,728 tons (up 6.6% year on year) and sales 21,584 million yen (up 14.1% year on year) in this division.

The Asian Cheese Manufacturing and Sales Division (manufacturer) saw a recovery in demand among food service providers and bakeries, even though sales remained sluggish in China and Thailand. The recovery began in the previous fiscal year thanks to travel and tourism-related consumption, particularly in Malaysia and Singapore.
This division had a steady sales volume in its transactions with local Japanese food-service chains. The sales expansion was the result of an effort to develop and propose processed cheese that meets the quality requirements of each customer, such as heat resistance and extensibility.
As a result, sales volume reached 5,422 tons (up 12.3% year on year) and sales 5,594 million yen (up 15.9% year on year) in this division.

Consequently, combined sales of the Asian Business and Others Business for the fiscal year under review amounted to 29,795 million yen (up 22.6% year on year).

(2) Overall financial position of the current period
Total assets at the end of the fiscal year under review increased by 9,397 million yen from the end of the previous fiscal year to 81,435 million yen.

(Current assets)
The balance of current assets at the end of the fiscal year under review increased by 8,758 million yen from the end of the previous fiscal year to 75,826 million yen. The main factors were an increase of 5,328 million yen in notes and accounts receivable-trade and an increase of 1,992 million yen in merchandise and finished goods.

(Non-current assets)
The balance of non-current assets at the end of the fiscal year under review increased by 638 million yen from the end of the previous fiscal year to 5,608 million yen. The main factors were an increase of 317 million yen in property, plant and equipment and an increase of 247 million yen in intangible assets.

(Current liabilities)
The balance of current liabilities at the end of the fiscal year under review increased by 7,422 million yen from the end of the previous fiscal year to 44,455 million yen. The main factors were an increase in accounts payable-trade of 3,178 million yen and short-term borrowings of 2,752 million yen.

(Non-current liabilities)
The balance of non-current liabilities at the end of the fiscal year under review decreased by 882 million yen from the end of the previous fiscal year to 9,398 million yen. This was mainly due to a decrease in

long-term borrowings of 832 million yen.

(Net assets)
The balance of total net assets at the end of the fiscal year under review increased by 2,857 million yen from the end of the previous fiscal year to 27,581 million yen. The main factors were an increase of 2,598 million yen in retained earnings and an increase of 255 million yen in foreign currency translation adjustment.

(3) Overview of Cash Flows for the Fiscal Year under Review
Cash and cash equivalents (“cash”) at the end of the fiscal year under review increased by 1,237 million yen from the end of the previous fiscal year to 8,520 million yen. Cash flows for each activity are as follows:

(Cash flow from operating activities)
Net cash provided by operating activities was 636 million yen. This was due to the recording of income before income taxes of 4,320 million yen and an increase in trade payables of 3,105 million yen, even as trade receivables and inventories increased by 5,198 million yen and 2,243 million yen, respectively.

(Cash flows from investing activities)
Net cash used in investing activities was 596 million yen. This was mainly due to 557 million yen for the purchase of property, plant and equipment.

(Cash flows from financing activities)
Net cash provided by financing activities was 1,101 million yen. This was due to an increase in short-term borrowings of 2,750 million yen and proceeds from long-term borrowings of 4,300 million yen, despite the repayment of long-term borrowings of 5,042 million yen.

(4) Forecast for the future
The domestic operating environment surrounding the Group is such that we have various concerns in the short run, such as the weak yen and sluggish growth in demand for food products accompanied by accelerating inflation. However, in the medium to long term, demand is likely to rise for imported dairy ingredients thanks a decline in domestic production of raw milk and the progress of trade liberalization, among other factors. Therefore, we are in a situation in which we can take full advantage of our global network to further demonstrate the superiority of our procurement capabilities. In Asia, although the impact of China’s economic slowdown may persist for the time being, we expect that the consumption of dairy products will grow over the medium to long term as people’s diet becomes more Westernized. For this reason, we believe that there is plenty of room for the Group to expand its operations.
In this operating environment, the Group has been working to achieve its long-term vision, LACTO VISION 2032, by promoting the Corporate Business Plan NEXT-LJ 2025, the first stage of the long-term vision. We had strong performance for the fiscal year ended November 30, 2024, the second year of the Corporate Business Plan. This was mainly because both the Domestic Business and the Asian Business benefited from a recovery in demand for imported dairy ingredients and because our efforts to improve profitability gradually began to bear fruit. As a result, consolidated net sales, ordinary profit, and profit attributable to owners of parent reached a record high, allowing us to achieve the profit targets for the final year of the Corporate Business Plan one year ahead of schedule.
We also target a year-on-year earnings increase for the year ending November 30, 2025. With regard to the operating environment, we expect a full recovery in imports of dairy ingredients thanks to the

optimization of the inventory of domestic skim milk powder, a recovery in demand for fat-based dairy ingredients, and an increase in demand for protein ingredients. However, consumption is likely to slow down compared with a year earlier because many food companies are planning to raise product prices even further. In Asia, we expect a continued increase in dairy product consumption and a recovery in demand for dairy ingredients for the Japanese market. However, we will also start recording some of the expenses related to the construction of a new plant in Singapore. This is likely to have an impact on our profit.
Based on the above, the consolidated earnings forecast for the fiscal year ending November 2025 is as follows: net sales of 180 billion yen (up 5.3% year on year), ordinary profit of 4.6 billion yen (up 6.5% year on year), and profit attributable to owners of parent of 3.3 billion yen (up 4.9% year on year. Regarding shareholder returns, we are working to improve our dividend payout ratio while securing the internal reserves necessary for business development and the strengthening of the management base for future growth. As for the distribution of surplus for the fiscal year ending November 2025, we plan to pay an annual dividend of 100.00 yen per share (of which the interim dividend will be 50.00 yen). Thus, we will achieve a payout ratio of 30% or more, our medium- to long-term target, ahead of schedule. This will be possible because our financial base has been enhanced to a great degree through the accumulation of profit through business growth.

2. Basic Approach to the Selection of Accounting Standards
The policy of the Group for the time being is to prepare consolidated financial statements in accordance with Japanese GAAP, taking into consideration the comparability of consolidated financial statements from period to period and comparability among companies.
Regarding the application of International Financial Reporting Standards (IFRS), we will continue to collect relevant information while keeping a close eye on future trends and other elements.

Consolidated Financial Statements

(1) Consolidated Balance Sheets

(Millions of yen)

	FY2023 As of November 30, 2023	FY2024 As of November 30, 2024
Assets		
Current assets		
Cash and deposits	7,779	9,076
Notes and accounts receivable	18,700	24,028
Merchandise and finished goods	38,798	40,790
Raw materials and supplies	1,008	1,329
Other	783	624
Allowance for doubtful accounts	(1)	(22)
Total current assets	67,068	75,826
Non-current assets		
Property, plant and equipment		
Buildings	895	928
Accumulated depreciation	(730)	(803)
Buildings, net	164	125
Machinery, equipment and vehicles	1,373	1,497
Accumulated depreciation	(1,014)	(1,128)
Machinery, equipment and vehicles, net	358	369
Leased assets	2,303	2,421
Accumulated depreciation	(662)	(879)
Leased assets, net	1,641	1,541
Construction in progress	—	448
Other	91	94
Accumulated depreciation	(71)	(78)
Other, net	20	16
Total property, plant and equipment	2,185	2,502
Intangible assets		
Software	24	92
Software in progress	49	228
Other	0	0
Total intangible assets	73	321
Investments and other assets		
Investment securities	1,141	1,327
Deferred tax assets	356	560
Other	1,233	918
Allowance for doubtful accounts	(21)	(22)
Total investments and other assets	2,710	2,785
Total non-current assets	4,969	5,608
Total assets	72,038	81,435

Consolidated Balance Sheets

(Millions of yen)

	FY2023 As of November 30, 2023	FY2024 As of November 30, 2024
Liabilities		
Current liabilities		
Accounts payable	14,033	17,212
Short-term borrowings	14,380	17,133
Commercial papers	3,000	3,000
Current portion of long-term borrowings	4,402	4,492
Income taxes payable	252	1,046
Other	964	1,571
Total current liabilities	37,033	44,455
Non-current liabilities		
Long-term borrowings	9,125	8,293
Deferred tax liabilities	12	53
Retirement benefit liability	432	480
Asset retirement obligations	55	74
Other	655	495
Total non-current liabilities	10,281	9,398
Total liabilities	47,314	53,853
Net assets		
Shareholders' equity		
Share capital	1,178	1,209
Capital surplus	1,179	1,209
Retained earnings	20,066	22,665
Treasury shares	(14)	(152)
Total shareholders' equity	22,409	24,931
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	276	373
Deferred gains or losses on hedges	(56)	(36)
Foreign currency translation adjustment	2,025	2,280
Total accumulated other comprehensive income	2,245	2,616
Share acquisition rights	68	33
Total net assets	24,724	27,581
Total liabilities and net assets	72,038	81,435

(2) Consolidated Income Statements

Consolidated Statements of Income

The fiscal year ended Consolidated Cumulative Period

(Millions of yen)

	Fiscal year ended November 30, 2023	Fiscal year ended November 30, 2024
Net sales	158,328	170,907
Cost of sales	150,418	160,836
Gross profit	7,909	10,071
Selling, general and administrative expenses	4,724	5,616
Operating income	3,184	4,455
Non-operating income		
Interest income	44	83
Dividend income	19	27
Share of profit of entities accounted for using equity method	25	27
Foreign exchange gains	6	251
Subsidy income	3	―
Insurance return	9	5
Miscellaneous income	21	23
Total non-operating income	129	418
Non-operating expenses		
Interest expenses	234	305
Commission expenses	187	176
Miscellaneous losses	43	70
Total non-operating expenses	465	552
Ordinary income	2,847	4,320
Income before income taxes	2,847	4,320
Income taxes - current	734	1,403
Income taxes - deferred	65	(229)
Total income taxes	799	1,174
Net income	2,048	3,146
Net income attributable to owners of parent	2,048	3,146

Consolidated Statements of Comprehensive Income

The fiscal year ended Consolidated Cumulative Period

(Millions of yen)

	Fiscal year ended November 30, 2023	Fiscal year ended November 30, 2024
Net income	2,048	3,146
Other comprehensive income		
Valuation difference on available-for-sale securities	100	96
Deferred gains or losses on hedges	43	19
Foreign currency translation adjustment	599	257
Share of other comprehensive income of entities accounted for using equity method	13	(2)
Total other comprehensive income	756	371
Comprehensive income	2,804	3,517
(Breakdown)		
Comprehensive income attributable to owners of parent	2,804	3,517
Comprehensive income attributable to non-controlling interests	―	―

(3) Consolidated Statements of Changes in Net Assets

Fiscal year ended November 30, 2023 (From December 1, 2022, to November 30, 2023)

(¥mn)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,158	1,178	18,651	(65)	20,922
Changes of items during the period					
Issuance of new shares	19	19			39
Dividend from surplus			(633)		(633)
Net income attributable to owners of parent			2,048		2,048
(Acquisition of Treasury Stock)				(0)	(0)
Disposition of treasury stock		(18)		51	32
Net changes of items other than shareholders' equity (net)					
Total changes of items during the period	19	1	1,414	50	1,486
Balance at the end of the period	1,178	1,179	20,066	(14)	22,409

	Accumulated other comprehensive income				Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Other comprehensive income Total accumulated		
Balance at the beginning of this period	176	(99)	1,412	1,489	68	22,481
Changes of items during the period						
Issuance of new shares						39
Dividend from surplus						(633)
Net income attributable to owners of parent						2,048
Acquisition of Treasury Stock						(0)
Disposition of treasury stock						32
Net changes of items other than shareholders' equity (net)	100	43	612	756	-	756
Total changes of items during the period	100	43	612	756	-	2,242
Balance at the end of the period	276	(56)	2,025	2,245	68	24,724

Fiscal year ended November 30, 2024 (From December 1, 2023 to November 30, 2024)

(¥mn)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at the beginning of this period	1,178	1,179	20,066	(14)	22,409
Changes of items during the period					
Issuance of new shares	30	30			61
Dividend from surplus			(547)		(547)
Net income attributable to owners of parent			3,146		3,146
Acquisition of Treasury Stock				(166)	(166)
Disposition of treasury stock		(0)		28	27
Net changes of items other than shareholders' equity (net)					
Total changes of items during the period	30	29	2,598	(137)	2,521
Balance at the end of the period	1,209	1,209	22,665	(152)	24,931

	Accumulated other comprehensive income				Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Other comprehensive income Total accumulated		
Balance at the beginning of this period	276	(56)	2,025	2,245	68	24,724
Changes of items during the period						
Issuance of new shares						61
Dividend from surplus						(547)
Net income attributable to owners of parent						3,146
Acquisition of Treasury Stock						(166)
Disposition of treasury stock						27
Net changes of items other than shareholders' equity (net)	96	19	255	371	(35)	335
Total changes of items during the period	96	19	255	371	(35)	2,857
Balance at the end of the period	373	(36)	2,280	2,616	33	27,581

(4) Consolidated Statements of Cash Flow

(Millions of yen)

	Fiscal year ended November 30, 2023	Fiscal year ended November 30, 2024
Cash flows from operating activities		
Income before income taxes	2,847	4,320
Depreciation	363	429
Increase (decrease) in allowance for doubtful accounts	(20)	20
Increase (decrease) in retirement benefit liability	21	47
Interest and dividend income	(63)	(110)
Interest expenses	234	305
Decrease (increase) in trade receivables	2,634	(5,198)
Decrease (increase) in inventories	1,725	(2,243)
Increase (decrease) in trade payables	(3,468)	3,105
Other, net	375	721
Subtotal	4,651	1,399
Interest and dividends received	63	110
Interest paid	(239)	(313)
Income taxes paid	(1,251)	(559)
Net cash provided by (used in) operating activities	3,222	636
Cash flows from investing activities		
Decrease (increase) in time deposits	(0)	(60)
Purchase of investment securities	(158)	(20)
Purchase of property, plant and equipment	(1,112)	(557)
Proceeds from sale of property, plant and equipment	0	0
Purchase of intangible assets	(47)	(264)
Proceeds from maturity of insurance funds	28	438
Purchase of insurance funds	(69)	(19)
Other, net	(3)	(113)
Net cash provided by (used in) investing activities	(1,362)	(596)

Consolidated Statements of Cash Flow

(Millions of yen)

	Fiscal year ended November 30, 2023	Fiscal year ended November 30, 2024
Cash flows from financing activities		
Increase (decrease) in short-term borrowings	416	2,750
Increase (decrease) in commercial papers	(1,000)	—
Proceeds from long-term borrowings	5,260	4,300
Repayments of long-term borrowings	(4,652)	(5,042)
Purchase of treasury shares	(0)	(166)
Proceeds from issuance of shares resulting from exercise of share acquisition rights	39	25
Repayments of lease obligations	(202)	(220)
Dividends paid	(633)	(546)
Net cash provided by (used in) financing activities	(772)	1,101
Effect of exchange rate change on cash and cash equivalents	311	96
Net increase (decrease) in cash and cash equivalents	1,399	1,237
Cash and cash equivalents at beginning of period	5,883	7,282
Cash and cash equivalents at end of period	7,282	8,520

(5) Notes on Consolidated Financial Statements

(Going Concern Assumption)

Not applicable

(Segment information, etc.)

(Segment information)

This is omitted because the Group only has the food segment.

(Per Share Information)

(Per Share Information)

	Previous consolidated fiscal year (From December 1, 2022 to November 30, 2023)	Current consolidated fiscal year (From December 1, 2023 to November 30, 2024)
Net assets per share	¥2,476.38	¥2,766.36
Earnings per share	¥206.46	¥315.83
Diluted Earnings per share	¥204.44	¥314.59

(Note) Net income per share and diluted earnings per share are calculated based on the following:

	Previous consolidated fiscal year (From December 1, 2022 to November 30, 2023)	Current consolidated fiscal year (From December 1, 2023 to November 30, 2024)
Net income per share		
Net income attributable to owners of parent (million yen)	2,048	3,146
Amount not attributable to common shareholders (million yen)	-	-
Net income attributable to owners of parent pertaining to common stock(million yen)	2,048	3,146
Average number of shares of common stock during the period (shares)	9,922,597	9,962,488
Diluted Earnings per share		
Adjusted net income attributable to owners of the parent (million yen)	-	-
Increase in common stock (shares)	97,733	39,239
(Those from stock acquisition rights (shares))	97,733	39,239
Overview of the latent shares not included in the calculation of the diluted earnings per share since there was no dilutive effect	-	-

(Significant Post-Balance Sheet Events)

Not applicable