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TAN CHONG INTERNATIONAL LIMITED

陳唱國際有限公司

(incorporated in Bermuda with limited liability)

(Stock Code: 693)

OVERSEAS REGULATORY ANNOUNCEMENT

(This overseas regulatory announcement is issued pursuant to Rule 13.10B of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.)

The announcement of unaudited financial results of Zero Co., Ltd. for the nine-month period ended 31 March 2026 is originally prepared in Japanese (“Original Announcement”). The attached announcement on the next page is a translation of the Original Announcement solely for the purpose of providing information.

By the order of the Board
Tan Chong International Limited
Teo Siok Ghee
Liew Daphnie Pingyen
Joint Company Secretaries

Hong Kong, 14 May 2026

Website: <http://www.tanchong.com>

As at the date of this announcement, the executive Directors are Mr. Tan Eng Soon, Mr. Glenn Tan Chun Hong, Mr. Tan Kheng Leong, Mdm. Sng Chiew Huat, Ms. Gillian Tan Tsui Lyn and Mr. Lee Chow Yoke. The independent non-executive Directors are Mr. Ng Kim Tuck, Mr. Azman Bin Badrillah, Mr. Prechaya Ebrahim, Mr. Teo Ek Kee and Mr. Charles Tseng Chia Chun.

Summary of Consolidated Financial Results for the Third Quarter Ending of the Fiscal Year June 30, 2026 [Based on IFRS]

May 14, 2026

Company name: ZERO CO., LTD.
 Stock code: 9028
 Representative: President & CEO
 Inquiries: General Manager of Corporate Planning Department
 Scheduled date to commence dividend payments: -
 Preparation of supplementary material on quarterly financial results: Yes
 Holding of quarterly financial results meeting: No

URL: <http://www.zero-group.co.jp/>
 Toshihiro Takahashi
 Takashi Date

Stock Exchange Listing: Tokyo
 TEL 044-520-0106

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the third quarter ending of the fiscal year June 30, 2026 (From July 1, 2025 to March 31, 2026)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes)

	Sales revenue		Operating income		Profit before tax		Quarterly income		Profit attributable to equity shareholders of the company		Total comprehensive income of the quarter	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
3Q FY2025/2026	111,925	△1.0	7,503	△2.8	7,502	△2.6	5,097	△6.9	5,091	△6.6	5,716	8.0
3Q FY2024/2025	113,023	7.1	7,717	71.4	7,705	70.8	5,471	82.0	5,452	84.2	5,291	55.7

	Basic quarterly earnings per share		Diluted quarterly earnings per share	
	Yen		Yen	
3Q FY2025/2026	300.02		300.00	
3Q FY2024/2025	322.03		322.00	

(2) Consolidated financial position

	Total assets	Total capital	Equity attributable to equity shareholders of the company	Equity ratio attributable to equity shareholders of the company
	Millions of yen	Millions of yen	Millions of yen	%
3Q FY2025/2026	75,588	46,312	46,037	60.9
FY2024/2025	73,948	43,530	42,901	58.0

2. Cash dividends

	Annual dividends per share				
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total
	Yen		Yen		Yen
FY2024/2025	---	43.00	---	96.90	139.90
FY2025/2026	---	56.00	---		
FY2025/2026 (forecast)				84.30	140.30

(Note) Amendment from the most recently announced dividend forecast: No

3. Forecast of consolidated financial results for the year ending June 30, 2026 (From July 1, 2025 to June 30, 2026)

(Percentages indicate year-on-year changes)

	Sales revenue		Operating income		Profit before tax		Profit attributable to equity shareholders of the company		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	145,000	△1.9	10,300	0.7	10,300	0.8	7,200	0.3	425.11

(Note) Revisions from the most recently released business forecast: No

※(Note)

(1) Changes in significant subsidiary companies during the current quarter (Changes in the specific subsidiary companies following changes in the scope of consolidation): No

New — Co. (Company name),

Exclusions — Co. (Company name)

(2) Changes in accounting policies, changes in accounting estimates

① Changes in the accounting policies required by IFRS : No

② Changes in the accounting policies due to other reasons : No

③ Changes in the accounting estimates : No

(3) Number of issued shares (common shares)

① Total number of issued shares at the end of the period (including treasury shares)

3Q FY2025/2026	17,560,242 shares	FY2024/2025	17,560,242 shares	
② Number of treasury shares at the end of the period	3Q FY2025/2026	756,980 shares	FY2024/2025	791,921 shares
③ Average number of shares during the period (total up to this quarter)	3Q FY2025/2026	16,969,370 shares	3Q FY2024/2025	16,932,062 shares

※ Review of the attached consolidated quarterly financial statements by a certified public accountant or audit firm : No

※Explanation of the proper use of financial results forecast and other notes

The earnings forecast, and other forward-looking statements herein are based on the information currently available to the Company and certain assumptions that the Company considers reasonable. Such statements are not guarantees of future performance. The actual results may differ significantly from these forecasts due to a wide range of factors such as economic status of the major domestic and international markets or exchange rates fluctuation.

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1. Overview of business results

(1) Overview of Operating Results for the Consolidated Cumulative Period of the Quarter

During the third quarter of the consolidated cumulative period, the Japanese economy continued on a moderate recovery trend, although some regions showed weaker movement. However, uncertainty about the future remained due to the effects of rising prices, the deterioration of Japan-China relations, and heightened geopolitical risks surrounding the Middle East region.

In the domestic automobile market, total new vehicle sales declined to 97.0% (Statistical data of the Japan Automobile Manufacturers Association) compared to the same consolidated cumulative period of the previous fiscal year (hereinafter, “the same period of the previous year”). On the other hand, used vehicle registrations and sales slightly increased to 100.5% compared to the same quarter of the previous year, as used vehicle exports remained firm.

Number of units related to domestic distribution of automobiles

Units: vehicles

Domestic	July of 2024 to March of 2025	July of 2025 to March of 2026	Compared to the previous year
Number of new vehicles sold			
Domestic manufacturer *1	3,403,072	3,294,787	96.8%
(out of this, Nissan Motor) *1	(363,001)	(311,655)	(85.9%)
Foreign manufacturer *2	176,283	178,884	101.5%
Total of new vehicle sales	3,579,355	3,473,671	97.0%
Number of registered used vehicles and sales			
Registered vehicles *3	2,741,593	2,735,257	99.8%
Light vehicles *4	2,153,951	2,187,043	101.5%
Total number of registered used vehicles and sales	4,895,544	4,922,300	100.5%

Export	July of 2024 to March of 2025	July of 2025 to March of 2026	Compared to the previous year
New vehicles of domestic manufacturers *1	3,220,538	3,152,712	97.9%
Used vehicles (registered vehicles) *5	1,233,776	1,299,038	105.3%

*1 Calculated from Japan Automobile Industry Association Statistics *2 Calculated from Japan Automobile

Importers' Association statistics *3 Calculated from Japan Automobile Dealers Association statistics

*4 Calculated from Japan Mini Vehicles Association statistics *5 Trial calculated from the number of export deleted registered vehicles in the Japan Automobile Dealers Association statistics

Against this market environment, the Group's operating results were as follows: revenue was 111,925 million yen (99.0% compared with the same period of the previous year), and operating profit was 7,503 million yen (97.2% compared with the same period of the previous year). Profit before tax was 7,502 million yen (97.4% compared with the same period of the previous year), and quarterly profit attributable to owners of the parent was 5,091 million yen (93.4% compared with the same period of the previous year).

The segment business results are as follows.

① Domestic automotive related businesses

In the core vehicle transportation business, through the end of the current interim consolidated accounting period, transport volumes—mainly for new vehicles—had decreased due to the sluggish domestic automobile market and the poor performance of manufacturers for whom we handle new vehicle transportation. However, during the third quarter accounting period, the number of vehicles transported increased year-on-year due to strengthened efforts in handling used vehicle transportation. In addition, higher unit prices per vehicle, supported by profit-conscious sales activities, continued to contribute, resulting in a return to revenue growth. Furthermore, in the automobile-related business, revenue increased due not only to higher sales in the vehicle maintenance business following the consolidation of Zero Plus Maintenance Co., Ltd. as a consolidated subsidiary in March 2025, but also from the contract to manage the on-site operations of the automobile auction venues (USS Tokyo and USS Yokohama) from the USS Group beginning in January 2026. As a result, the decline in revenue from new vehicle transportation in the vehicle transportation business was offset by used vehicle transportation and the automobile-related business, and the domestic automobile-related business as a whole also turned to revenue growth.

As for segment profit, improvements such as the effective utilization of transportation equipment and the review of maritime shipping routes in the vehicle transportation business contributed to an increase in profit. On the other hand, costs increased mainly due to the following items as future investments: “1) increased labor costs from raising wage levels to secure drivers from July 2025: “2) increased system expenses associated with promoting digitalization and addressing system aging,” as well as the following measures taken in response to the 2024 problem and rising prices: “3) increased costs resulting from establishing a division-of-labor structure such as preparing vehicles to be loaded onto car carriers in advance in order to reduce drivers’ working hours: “4) increased maintenance expenses due to rising parts and labor costs for car carrier maintenance, as well as temporary maintenance carried out in response to car carrier fires.” Consequently, the domestic automobile-related business as a whole recorded a decrease in profit.

As a result, revenue in the domestic automobile-related business was 52,470 million yen (101.3% compared with the same period of the previous year), and segment profit was 6,925 million yen (96.2% compared with the same period of the previous year).

② Human resource businesses

In the shuttle transportation business, revenue increased as we advanced price revisions at unprofitable sites and reviewed driver recruitment methods and post-hiring follow-up systems, enabling it to respond to new contracts. In the staffing service business, revenue increased as the number of dispatched drivers rose following the centralization of driver recruitment for the vehicle transportation business was centralized within the human resources businesses.

As for segment profit, the shuttle transportation business increased profit in line with higher revenue. In the staffing service business, although profit declined due to increased labor costs associated with the minimum wage hike and the hiring of indirect staff, the effect of revenue growth exceeding these costs and operational efficiency improvements proved effective, resulting in an overall increase in profit in the human resources businesses.

As a result, revenue from the human resources businesses was 17,722 million yen (102.9% compared with the same period of the previous year), and segment profit was 754 million yen (109.2% compared with the same period of the previous year).

③ General cargo businesses

In the transportation and warehousing business, revenue increased due to the launch of new projects in the warehousing business. In the port cargo handling business, although cargo handling of automobiles decreased, revenue increased due to higher cargo handling volumes of biomass fuel and cargo for certain customers, resulting in increased revenue for the general cargo business as a whole.

As for segment profit, in addition to higher profit in the transportation and warehousing business and the port cargo handling business due to increased revenue, rental income increased in the real estate business following contract renewals, resulting in increased profit across the general cargo business as a whole.

As a result, revenue from the general cargo business was 5,104 million yen (105.2% compared with the same period of the previous year), and segment profit was 1,383 million yen (125.9% compared with the same period of the previous year).

④ Overseas Related Businesses

In the used car export business, while shipment of domestically stranded vehicles progressed following the issuance of permits for used vehicle imports into Malaysia in January 2026, revenue declined due to the impact of vessel congestion and limitations on vessel slots caused by congestion at port facilities in Malaysia. In the vehicle transportation business in China, while a certain level of new vehicle transportation for Japanese manufacturers was secured, the impact of a decline in unit sales prices also contributed, resulting in a decrease in revenue across the overseas-related businesses as a whole.

As for segment profit, although cost reductions progressed in the used vehicle export business, profit declined across the overseas-related businesses as a whole due to the impact of lower revenue, the absence of one-off profit-increasing factors present in the same period of the previous year, and the effects of price revisions in the vehicle transportation business in China.

As a result, revenue from the overseas-related businesses was 36,627 million yen (93.5% compared with the same period of the previous year), and segment profit was 398 million yen (53% compared with the same period of the previous year).

Additionally, corporate expenses not included in the above-reported segments (expenses related to the company's administrative departments), are recorded under "adjustment amount" as stated in "2. Summary of Quarterly Consolidated Financial Statements and Major Notes (Segment Information)," totaling 1,957 million yen.

(2) Overview of Financial Position for the Consolidated Cumulative Period of the Quarter

Assets, Liabilities, and Equity

(Assets)

Current assets increased by 1,511 million yen (4.0%) compared with the end of the previous consolidated fiscal year to 39,761 million yen.

This was mainly due to increases of 5,250 million yen in trade and other receivables and 993 million yen in inventories, while cash and cash equivalents decreased by 4,372 million yen.

Non-current assets increased by 127 million yen (0.4%) compared with the end of the previous consolidated fiscal year to 35,826 million yen.

This was mainly due to increases of 306 million yen in other financial assets and 535 million yen in other non-current assets, while property, plant and equipment decreased by 773 million yen.

As a result, total assets increased by 1,639 million yen (2.2%) compared with the end of the previous consolidated fiscal year to 75,588 million yen.

(Liabilities)

Current liabilities decreased by 395 million yen (1.6%) compared with the end of the previous consolidated fiscal year to 23,831 million yen.

This was mainly due to increases of 700 million yen in corporate bonds and borrowings and 220 million yen in lease liabilities, while current income tax liabilities decreased by 1,601 million yen.

Non-current liabilities decreased by 746 million yen (12.1%) compared with the end of the previous consolidated fiscal year to 5,443 million yen.

This was mainly due to an increase of 372 million yen in deferred tax liabilities and a decrease of 1,181 million yen in lease liabilities.

As a result, total liabilities decreased by 1,142 million yen (3.8%) compared with the end of the previous consolidated fiscal year to 29,275 million yen.

(Equity)

Total equity increased by 2,781 million yen (6.4%) compared with the end of the previous consolidated fiscal year

to 46,312 million yen.

This was mainly due to an increase of 2,721 million yen in retained earnings.

(3) Overview of Cash Flows for the Consolidated Cumulative Period of the Quarter

Cash and cash equivalents at the end of the third quarter consolidated accounting period (hereinafter, “funds”) decreased by 4,372 million yen compared with the end of the previous consolidated fiscal year to 12,270 million yen.

The status of each cash flow and the factors behind them during the third quarter consolidated cumulative period are as follows:

(Cash flows from operating activities)

Funds generated from operating activities amounted to 2,684 million yen (compared with income of 3,724 million yen in the same period of the previous year).

The main factors increasing funds were quarterly profit of 5,097 million yen and depreciation and amortization of 4,089 million yen, which are non-fund expenses. The main factors decreasing funds were an increase of 4,823 million yen in trade receivables and an increase of 993 million yen in inventories.

(Cash flows from investing activities)

Funds used in investing activities amounted to 2,783 million yen (compared with expenditures of 2,599 million yen in the same period of the previous year).

The main breakdown of expenditures were 2,306 million yen for the acquisition of property, plant and equipment and investment property, and 445 million yen for the acquisition of intangible assets.

(Cash flows from financing activities)

Funds used in financing activities amounted to 4,424 million yen (compared with expenditures of 755 million yen in the same period of the previous year).

The main breakdown of expenditures were 2,284 million yen for repayment of lease liabilities and 2,840 million yen for dividend payments.

(4) Explanation on future forecast information, such as consolidated earnings forecast

No revisions have been made to the consolidated earnings forecast announced on August 7, 2025.

2. Summary of the consolidated financial statements and major notes

(1) Summary of quarterly consolidated statement of financial position

(Units: Million yen)

	End of the previous consolidated accounting year (June 30, 2025)	End of the consolidated accounting period of the third quarter (March 31, 2026)
Assets		
Current assets		
Cash and cash equivalents	16,643	12,270
Trade and other receivables	17,431	22,682
Inventories	3,137	4,130
Other financial assets	389	150
Other current assets	646	525
Total current assets	38,249	39,761
Non-current assets		
Tangible fixed assets	22,468	21,694
Goodwill and intangible assets	5,306	5,345
Investment properties	2,958	3,074
Investment accounting processed with equity method	533	569
Other financial assets	2,024	2,331
Other non-current assets	1,606	2,141
Deferred tax assets	802	670
Total non-current assets	35,699	35,826
Total assets	73,948	75,588

(Units: Million yen)

	End of the previous consolidated accounting year (June 30, 2025)	End of the consolidated accounting period of the third quarter (March 31, 2026)
Liabilities and Equity		
Liabilities		
Current liabilities		
Trade and other payable	9,655	9,824
Bonds and borrowings	5,000	5,700
Lease liabilities	2,686	2,907
Income taxes payable, etc.	2,082	481
Other current liabilities	4,802	4,918
Total current liabilities	24,227	23,831
Non-current liabilities		
Lease liabilities	3,582	2,400
Other financial liabilities	104	113
Retirement benefits liabilities	1,030	1,014
Other non-current liabilities	460	529
Deferred tax liabilities	1,012	1,385
Total non-current liabilities	6,190	5,443
Total liabilities	30,417	29,275
Equity		
Capital	3,390	3,390
Capital surplus	3,465	3,505
Treasury stock	△528	△505
Other components of funds	679	1,030
Retained earnings	35,894	38,616
Total equity attributable to the equity shareholders of the company	42,901	46,037
Non-controlling interest	629	275
Total Equity	43,530	46,312
Total liabilities and equity	73,948	75,588

(2) Summary of quarterly consolidated profit and loss statement

(Units: Million yen)

	Consolidated cumulative period for the previous third quarter (July 1, 2024 to March 31, 2025)	Consolidated cumulative period of this third quarter (July 1, 2025 to March 31, 2026)
Sales	113,023	111,925
Cost of sales	△96,606	△95,917
Gross profit	16,416	16,007
Selling, general and administrative expenses	△8,887	△8,707
Other income	217	256
Other expenses	△29	△52
Operating profit	7,717	7,503
Financial profit	51	79
Financial expenses	△59	△57
Investment gain / loss through equity method (△ is loss)	△3	△23
Profit before tax	7,705	7,502
Corporate income tax expenses	△2,233	△2,405
Profits of the quarter	5,471	5,097
Attribution of the profits of the quarter:		
Equity shareholders of the company	5,452	5,091
Non-controlling interest	19	5
Profits of the quarter	5,471	5,097
Quarterly earnings per share		
Basic quarterly earnings per share (yen)	322.03	300.02
Diluted quarterly earnings per share (yen)	322.00	300.00

(3) Summary of the quarterly consolidated comprehensive income statement

(Units: Million yen)

	Consolidated cumulative period for the previous third quarter (July 1, 2024 to March 31, 2025)	Consolidated cumulative period of this third quarter (July 1, 2025 to March 31, 2026)
Profits of the quarter	5,471	5,097
Other comprehensive income		
Items not transferring over to profit or loss:		
Remeasurement of defined benefit system	△84	196
Financial assets measured by fair value through other comprehensive profits	△23	156
Total of the items not transferring over to profit or loss	△108	352
Items which may be transferred over to profit or loss		
Conversion difference of business activities overseas	△121	208
Other comprehensive income equity of affiliated company accounted for by the equity method	49	59
Total of the items which may be transferred over to profit or loss	△72	267
Other comprehensive income after tax deduction	△180	619
Comprehensive income of the quarter	5,291	5,716
Attribution of the comprehensive income for the quarter:		
Equity shareholders of the company	5,314	5,638
Non-controlling interest	△23	78
Comprehensive income of the quarter	5,291	5,716

(4) Summary of the quarterly consolidated statement of changes in equity

Consolidated cumulative period of the third quarter (from July 1, 2024 to March 31, 2025)

(Units: Million yen)

	Equity attributable to equity shareholders of the company									Non-controlling interest	Total Equity
	Capital	Capital surplus	Treasury stock	Other components of funds				Retained earnings	Total equity attributable to the equity shareholders of the company		
				Conversion difference of business activities overseas	Financial assets measured by fair value through other comprehensive profits	Remeasurement of defined benefit system	Total other components of funds				
Balance on July 1, 2024	3,390	3,484	△614	320	521	—	841	30,106	37,209	663	37,873
Profits of the quarter							—	5,452	5,452	19	5,471
Other comprehensive income				△29	△23	△84	△137		△137	△42	△180
Comprehensive income of the quarter	—	—	—	△29	△23	△84	△137	5,452	5,314	△23	5,291
Dividends of the surplus							—	△1,493	△1,493		△1,493
Share-based payment transactions, etc.		△37	86				—		48		48
Acquisition of treasury stock			△0				—		△0		△0
Transfer from other capital component to Retained earnings					23	84	108	△108	—		—
Total transactions, etc. with the owners	—	△37	85	—	23	84	108	△1,601	△1,444	—	△1,444
Balance on March 31, 2025	3,390	3,447	△528	290	521	—	812	33,957	41,079	640	41,719

Consolidated cumulative period of this third quarter (from July 1, 2025 to March 31, 2026)

(Units: Million yen)

	Equity attributable to equity shareholders of the company									Non-controlling interest	Total Equity
	Capital	Capital surplus	Treasury stock	Other components of funds				Retained earnings	Total equity attributable to the equity shareholders of the company		
				Conversion difference of business activities overseas	Financial assets measured by fair value through other comprehensive profits	Remeasurement of defined benefit system	Total other components of funds				
Balance on July 1, 2025	3,390	3,465	△528	241	437	—	679	35,894	42,901	629	43,530
Profits of the quarter							—	5,091	5,091	5	5,097
Other comprehensive income				194	156	196	546		546	72	619
Comprehensive income of the quarter	—	—	—	194	156	196	546	5,091	5,638	78	5,716
Dividends of the surplus							—	△2,565	△2,565	△432	△2,998
Share-based payment transactions, etc.		40	23				—		63		63
Acquisition of treasury stock			△0				—		△0		△0
Transfer from other capital component to Retained earnings						△196	△196	196	—		—
Total transactions, etc. with the owners	—	40	23	—	—	△196	△196	△2,369	△2,502	△432	△2,934
Balance on March 31, 2026	3,390	3,505	△505	436	593	—	1,030	38,616	46,037	275	46,312

(5) Summary of the quarterly consolidated statement of cash flows

(Units: Million yen)

	Consolidated cumulative period for the previous third quarter (July 1, 2024 to March 31, 2025)	Consolidated cumulative period of this third quarter (July 1, 2025 to March 31, 2026)
Cash flow from operating activities		
Profits of the quarter	5,471	5,097
Depreciation and amortization costs	3,819	4,089
Interest income and dividend	△47	△52
Interest expense	54	57
Equity method investment gains and losses (△ indicates a gain)	3	23
Corporate income tax expenses	2,233	2,405
Increase / decrease of trade receivables (△ is an increase)	△5,577	△4,823
Increase / decrease of inventories (△ is an increase)	830	△993
Increase / decrease of trade payables (△ is a decrease)	272	680
Increase / decrease in net defined benefit asset and liability	△47	△62
Other	△199	△24
Subtotal	6,815	6,396
Interest and dividend received	47	52
Interest paid	△54	△57
Corporate income tax paid	△3,083	△3,706
Cash flow from operating activities	3,724	2,684
Cashflow from investment activities		
Payment for acquisition of tangible fixed assets and investment properties	△1,612	△2,306
Proceed from sales of tangible fixed assets and investment properties	19	24
Payment for intangible assets	△718	△445
Expenditures from acquisition of investments in subsidiaries resulting in change in scope of consolidation	△249	—
Other	△38	△55
Cashflow from investment activities	△2,599	△2,783

(Units: Million yen)

	Consolidated cumulative period for the previous third quarter (July 1, 2024 to March 31, 2025)	Consolidated cumulative period of this third quarter (July 1, 2025 to March 31, 2026)
Cash flow from financing activities		
Net increase or decrease of short-term loans (Δ is a decrease)	3,100	700
Redemption of Bonds	Δ 100	-
Repayment of lease debts	Δ 2,261	Δ 2,284
Payment for acquisition of treasury stock	Δ 0	Δ 0
Dividend paid	Δ 1,493	Δ 2,840
Cash flow from financing activities	Δ 755	Δ 4,424
Effect of exchange rate changes on cash and cash equivalents	Δ 61	152
Increase / decrease in of cash and cash equivalents (Δ is a decrease)	308	Δ 4,372
Cash and cash equivalents at the beginning of the year	11,316	16,643
Balance of cash and cash equivalents at the end of the quarter	11,625	12,270

(6) Notes regarding summary of the quarterly consolidated financial statements

(Notes on going concern assumption)

There are no applicable matters.

(Segment information)

The segment information of our group is as follows.

Consolidated cumulative period of the third quarter (from July 1, 2024 to March 31, 2025)

(Units: Million yen)

	Domestic automotive related businesses	Human resource businesses	General cargo businesses	Overseas related businesses	Total	Adjustment amount (note)	Total amount on the quarterly consolidated financial statements
Sales							
Sales from external customers	51,784	17,227	4,854	39,156	113,023	—	113,023
Sales between segments	107	1,655	91	—	1,854	△1,854	—
Total	51,891	18,883	4,945	39,156	114,877	△1,854	113,023
Segment profit (operating profit)	7,195	691	1,098	751	9,737	△2,020	7,717

(Note) The adjustment amount of △2,020 million for segment profit is due to corporate expenses of △2,020 million yen. The total company cost is an expense related to the management divisions of our company not belonging to the reporting segment.

Consolidated cumulative period of this third quarter (from July 1, 2025 to March 31, 2026)

(Units: Million yen)

	Domestic automotive related businesses	Human resource businesses	General cargo businesses	Overseas related businesses	Total	Adjustment amount (note)	Total amount on the quarterly consolidated financial statements
Sales							
Sales from external customers	52,470	17,722	5,104	36,627	111,925	—	111,925
Sales between segments	111	2,139	85	—	2,336	△2,336	—
Total	52,581	19,862	5,189	36,627	114,261	△2,336	111,925
Segment profit (operating profit)	6,925	754	1,383	398	9,461	△1,957	7,503

(Note) The adjustment amount of △1,957 million for segment profit is due to corporate expenses of △1,957 million yen. The total company cost is an expense related to the management divisions of our company not belonging to the reporting segment.