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Consolidated Financial Results for the Fiscal Year Ended March 31, 2025
(Under Japanese GAAP)

May 15, 2025

Company name:	Elecom Co., Ltd.	Listing:	Tokyo Stock Exchange
Securities code:	6750	URL:	https://www.elecom.co.jp/
Representative:	Koichi Iwami, President & Representative Director		
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Scheduled date of Annual General Meeting of Shareholders:	June 25, 2025		
Scheduled date to commence dividend payments:	June 26, 2025		
Scheduled date to file annual securities report:	June 24, 2025		
Preparation of supplementary material on financial results:	Yes		
Holding of financial results briefing:	Yes		

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

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Consolidated Operating Results

(Percentages indicate year-on-year changes.)

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	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	%
March 31, 2025	118,007	7.1	13,531	9.3	13,190	(1.3)	9,300	(6.9)
March 31, 2024	110,169	6.2	12,380	9.5	13,360	17.4	9,985	22.8

Note: Comprehensive Income	Fiscal year ended March 31, 2025: ¥6,686 million (down 50.4%) Fiscal year ended March 31, 2024: ¥13,483 million (up 62.9%)
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	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Operating profit margin
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	119.24	—	11.0	11.4	11.5
March 31, 2024	119.94	119.93	11.9	11.9	11.2

Reference: Share of profit (loss) of entities accounted for using equity method	Fiscal year ended March 31, 2025: ¥— million
	Fiscal year ended March 31, 2024: ¥— million

Note: Diluted earnings per share for the fiscal year ended March 31, 2025 is not provided because there were no potential shares with dilutive effects.

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	114,740	82,692	71.9	1,081.08
March 31, 2024	117,368	86,449	73.6	1,056.60

Reference: Equity	As of March 31, 2025: ¥82,548 million As of March 31, 2024: ¥86,324 million
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(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
March 31, 2025	17,354	(4,419)	(10,642)	43,718
March 31, 2024	9,669	(2,428)	(8,169)	41,484

2. Dividends

	Annual dividend per share					Total dividends	Payout ratio (consolidated)	Ratio of dividends to net assets (consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
Fiscal year ended March 31, 2024	Yen —	Yen 22.00	Yen —	Yen 22.00	Yen 44.00	Millions of yen 3,629	% 36.7	% 4.4
Fiscal year ended March 31, 2025	—	24.00	—	24.00	48.00	3,665	40.3	4.5
Fiscal year ending March 31, 2026 (forecast)	—	26.00	—	26.00	52.00		39.1	

3. Consolidated Earnings Forecasts for the Fiscal Year Ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes for the full year and period-on-period changes for the six months period.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2025	61,182	8.1	6,403	17.4	6,373	25.9	4,322	27.3	56.60
Fiscal year ending March 31, 2026	130,000	10.2	14,900	10.1	14,800	12.2	10,150	9.1	132.93

* Notes

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

Newly consolidated: –

Excluded: –

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

1) Changes in accounting policies associated with revisions to accounting standards: Yes

2) Changes in accounting policies other than those in item 1) above: None

3) Changes in accounting estimates: None

4) Restatement: None

(3) Number of shares issued (common shares)

1) Number of g shares issued at the end of the period (including treasury shares)

As of March 31, 2025	92,221,420 shares	As of March 31, 2024	92,221,420 shares
As of March 31, 2025	15,864,085 shares	As of March 31, 2024	10,520,882 shares
Fiscal year ended March 31, 2025	78,000,725 shares	Fiscal year ended March 31, 2024	83,252,050 shares

2) Number of treasury shares at the end of the period

3) Average number of shares outstanding during the period

[Reference] Summary of Non-consolidated Financial Results

Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Non-consolidated Operating Results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2025	94,192	13.7	8,353	23.0	9,522	15.3	7,489	13.3
March 31, 2024	82,848	4.0	6,792	7.8	8,258	4.1	6,611	9.7

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Fiscal year ended March 31, 2025	96.02	–
March 31, 2024	79.41	79.40

Note: Diluted earnings per share for the fiscal year ended March 31, 2025 is not provided because there were no potential shares with dilutive effects.

(2) Non-consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	100,413	59,868	59.5	782.40
March 31, 2024	100,449	65,013	64.6	794.43

Reference: Equity As of March 31, 2025: ¥59,741 million

As of March 31, 2024: ¥64,905 million

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

* Appropriate use of earnings forecasts and other special notes

The earnings forecasts and other forward-looking statements presented in this document are based on certain assumptions as of the date of this document about uncertain factors that may affect future results and information available to the Company as of the date of this document. Accordingly, the Company does not guarantee the achievement of the forecasts, and actual results may differ significantly from the forecasts due to various factors. For the assumptions for earnings forecasts and cautions concerning the use thereof, please refer to page 6 “(4) Outlook” under “1. Overview of Operating Results etc.”

As of May 15, 2025, briefing material on financial results is posted on the Company website (<https://www.elecom.co.jp/ir/>).

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1. Overview of Operating Results etc.

(1) Overview of operating results for the fiscal year ended March 31, 2025

In the fiscal year ended March 31, 2025, the global economy maintained overall resilience, with the US economy holding firm and global inflationary pressures being eased. However, unstable conditions continued, varying in intensity from region to region, due to factors including the economic slowdown in China and heightened geopolitical risks. The Japanese economy slowly recovered backed by improvements in employment and income environment, recoveries in inbound tourism demand and appetite for capital investment in the corporate sector. That being said, rapid fluctuations in the exchange rate continued to pose a concern for companies like Elecom that conduct many purchases in US dollars, and since the inauguration of the new US administration, policy developments and other factors have heightened uncertainty about the future both in Japan and overseas.

The Elecom Group (the “Group”) practices our purpose of “Better being,” under which we pursues better products, services and solutions; a better society and company. In the environment mentioned above, as the first year of our medium-term management plan through March 2027, we have been advancing our initiatives to create “a unique global brand from Japan that is loved by our customers.” To this end, we swiftly responded to identified market changes and made efforts to achieve long-term, sustainable growth and enhance our corporate value by executing the key strategies of driving new value creation through products and services that enhance customer satisfaction as well as developing human resources and building a strong business foundation that enable the achievement of sustainable growth.

As a result of the above, net sales amounted to ¥118,007 million (a 7.1% increase YoY), with gross profit of ¥46,189 million (an 8.5% increase YoY), operating profit of ¥13,531 million (a 9.3% increase YoY), ordinary profit of ¥13,190 million (a 1.3% decrease YoY), and profit attributable to owners of parent ¥9,300 million (a 6.9% decrease YoY) for the fiscal year ended March 31, 2025.

Net sales in the corporate business were affected by a slowdown in semiconductor-related investment demand that began in the second half of the previous fiscal year. In particular, sales of industrial equipment memory dropped, and sales of receiving-related devices and other devices were also sluggish due to customer inventory adjustments and other factors. On the other hand, the security-related business, which combines security cameras, cloud-based services, peripheral devices, and network construction, expanded on the back of heightened awareness of crime prevention. Furthermore, we saw growth in sales of power supplies such as mobile batteries and high-speed charging AC chargers with steady demand, including the needs for disaster prevention-related products since the summer, as well as sales of I/O devices such as mice and keyboards. Such growth in sales was the result of our efforts to strategically continue and strengthen the launch of new products while keeping an eye on competitors. Furthermore, beauty (hair) appliances achieved strong sales and profit growth, thanks to the newly consolidated Tescom Denki Group, which was acquired in the previous fiscal year. Storage equipment, which saw an improvement in the competitive environment during the second half, also contributed to the overall increase in net sales. As a result, overall sales rose year on year.

Since we purchase products from overseas in US dollars, cost of sales on a yen basis rose due to the weaker yen, and some products were affected by a severe competitive environment mainly in the first half of the fiscal year. Nevertheless, gross profit increased year on year as a result of expansion of sales of new products, our ongoing efforts to focus on profits through price revisions and cost reductions, and as higher sales. As a result, the gross profit margin also improved.

Operating profit increased year on year, as gross profit improvements outweighed the rise in SG&A expenses. The increase in SG&A expenses was primarily driven by higher personnel costs, reflecting new hires to build a strong business foundation, base salary increases, and additional headcount from M&A. Promotion expenses also rose in line with expanded sales activities. Additionally, administrative expenses increased mainly due to M&A-related factors, including amortization of goodwill.

Ordinary profit fell year on year despite higher operating profit, reflecting the recording of foreign exchange losses in contrast to the previous fiscal year in which foreign exchange gains were recorded, amid the ongoing environment of sharp fluctuations in foreign exchange rates.

Profit attributable to owners of parent also decreased year on year, owing to loss on retirement of non-current assets due to the consolidation of business locations, losses associated with the reorganization of group companies, and the absence of a temporary decrease in income taxes resulting from the sale of shares of subsidiaries and associates in the previous fiscal year.

The operating results by product and service category are shown below. Note that the Company presents operating results classified by product and service category since the Group operates in a single segment that engages in development, manufacturing, and sales of PCs, digital devices, and home appliance-related products, as well as the provision of related services.

(Power & I/O Device-related Products)

Demand for PC units was in the process of recovery especially in the first half of the fiscal year, sales of cables struggled due to price revisions, and demand in headset microphones was sluggish. However, sales of I/O devices, such as mice and keyboards, and sales of power supplies, such as mobile batteries and AC chargers that support high-speed charging with steady demand, including the needs for disaster prevention-related products since the summer, grew. For both product lines, we continued and enhanced strategic sales expansion including the launch of new products targeting competitors, contributing to sales growth.

As a result, net sales of Power & I/O Device-related Products totaled ¥39,886 million (a 6.6% increase YoY) in the fiscal year ended March 31, 2025.

(Home Appliances)

As a result of significantly higher sales following the consolidation of the Tescom Denki Group, which is primarily engaged in the business of beauty (hair) and cooking appliances, through an M&A deal in the previous fiscal year, net sales of home appliances in the fiscal year ended March 31, 2025 were ¥13,105 million (a 78.7% increase YoY).

(B2B Solutions)

Sales grew in the security-related business on the back of heightened awareness of crime prevention following recent incidents of theft and robberies. Additionally, the inclusion of groxi Inc. in the scope of consolidation after an M&A deal in the previous fiscal year contributed to sales. However, sales of industrial equipment memory at a group company declined sharply due to a slowdown in semiconductor-related investment demand since the second half of the previous fiscal year. Sales of receiving-related devices and related construction work also stagnated due to customer inventory adjustments, a decline in the number of new construction starts in rural areas and other factors.

As a result, net sales of B2B solutions for the fiscal year ended March 31, 2025 were ¥33,106 million (a 3.6% decrease YoY).

(Peripheral Devices and Accessories)

For peripheral devices, sales increased due to improved competitive environment for storage devices and other products. Profits also recovered in the second half of the fiscal year through price revisions and other measures.

Sales of accessories rose, owing to higher sales of printer-related products mainly resulting from price revisions and expanded sales of smartphone-related products due to the release of new iPhone models.

As a result, net sales of peripheral devices and accessories for the fiscal year ended March 31, 2025 were ¥31,240 million (a 2.4% increase YoY).

[Consolidated net sales by product and service category]

(Millions of yen; %)

Product and service category	Fiscal year ended March 31, 2024		Fiscal year ended March 31, 2025		YoY change (%)
	Amount	% of total	Amount	% of total	
Power & I/O Device-related Products	37,408	33.9	39,886	33.8	6.6
Home Appliances	7,335	6.7	13,105	11.1	78.7
B2B Solutions	34,340	31.2	33,106	28.0	(3.6)
Peripheral Devices and Accessories	30,500	27.7	31,240	26.5	2.4
Other	584	0.5	667	0.6	14.2
Total	110,169	100.0	118,007	100.0	7.1

As disclosed on April 25, 2024 in the “Notice Regarding conclusion of non-binding Memorandum of Understanding on Acquisition of Full Ownership of Nippon Antenna Co., Ltd. through a Share Exchange, and Management Integration with the Elecom Group”, Elecom and Nippon Antenna Co., Ltd. (“Nippon Antenna”) entered into a non-binding Memorandum of Understanding aimed at acquiring full control of Nippon Antenna through a share exchange (the “Share Exchange”) and integrating its functions into the Elecom Group and its management into DX Antenna Co., Ltd., a wholly-owned subsidiary of Elecom. The two companies planned on carrying out discussions and deliberations toward concluding a legally binding Share Exchange Agreement with an effective date between October and November 2024 upon acquiring the necessary clearances, permits, and approvals required under the Competition Law in Japan, other laws and regulations, and conducting due diligence.

Subsequently, as announced in the “(Progress of Disclosed Matter) Notice of Schedule for Acquisition of Full Ownership of Nippon Antenna Co., Ltd. through a Share Exchange” dated October 25, 2024, taking into consideration the time required for the review of business combination by the Japan Fair Trade Commission and other factors, we had targeted to conclude this share exchange agreement between February and March 2025.

The two companies have been responding to the review of business combination by the Japan Fair Trade Commission since October 25, 2024, and in light of the progress of discussions and deliberations between them to date, have newly targeted to conclude this share exchange agreement between August and September 2025, and will continue discussions and deliberations.

In the event that a resolution is made to enter into the Share Exchange Agreement, the details will be disclosed accordingly. In the event that the Share Exchange Agreement is not executed by September 2025, we will again announce the progress of the Share Exchange Agreement.

(2) Overview of financial position for the fiscal year ended March 31, 2025

Total assets as of March 31, 2025 were down ¥ 2,628 million from the end of the previous fiscal year to ¥114,740 million. This mainly reflected a decrease in forward exchange contracts, due to the further appreciation of the yen from the end of the previous fiscal year to the end of the fiscal year ended March 31, 2025 and other factors, despite an increase in cash and deposits resulting from free cash flow generation that exceeded the purchase of treasury shares and dividend payments.

Total liabilities were up ¥1,128 million to ¥32,048 million. This was mainly due to an increase in accounts payable – other.

Net assets were down ¥3,756 million to ¥82,692 million. This mainly reflected a decline in shareholders’ equity caused by the purchase of treasury shares and a decrease in accumulated other comprehensive income due to the appreciation of the yen from the end of the previous fiscal year to the end of the fiscal year ended March 31, 2025 and other factors, offsetting an increase in retained earnings.

As a result of the above, the equity ratio slightly declined from 73.6% at the end of the previous fiscal year to 71.9%, but the Company maintained a strong financial position.

The Company maintained a high level of liquidity on hand by holding cash and cash equivalents of ¥43,718 million as of March 31, 2025. Even in uncertain business environments, the Company will place top priority on business continuity and continue investing in M&A and other areas expected to contribute to growth.

(3) Overview of cash flows for the fiscal year ended March 31, 2025

Cash and cash equivalents (hereinafter, “net cash”) as of March 31, 2025 increased ¥2,234 million from the end of the previous fiscal year to ¥43,718 million, due mainly to the recording of ¥17,354 million provided by operating activities, ¥4,419 million used in investing activities, and ¥10,642 million used in financing activities.

The status of each cash flow and relevant factors for changes during the fiscal year ended March 31, 2025 are as follows.

(Cash flows from operating activities)

Net cash provided by operating activities amounted to ¥17,354 million (compared with ¥9,669 million provided for the previous fiscal year). This is mainly attributable to an increase in net cash resulting from the recording of profit before income taxes of ¥12,965 million and depreciation of ¥3,415 million, which is partially offset by a decrease in net cash due to income taxes paid of ¥3,007 million.

(Cash flows from investing activities)

Net cash used in investing activities amounted to ¥4,419 million (compared with ¥2,428 million used for the previous fiscal year). This is mainly attributable to a decrease in net cash resulting primarily from purchase of property, plant and equipment ¥3,254 million.

(Cash flows from financing activities)

Net cash used in financing activities amounted to ¥10,642 million (compared with ¥8,169 million used for the previous fiscal year). This is mainly attributable to a decrease in net cash resulting primarily from dividends paid of ¥3,629 million and purchase of treasury shares of ¥7,005 million.

(4) Outlook

1) Consolidated earnings forecasts

The global economic growth is expected to slow down amid heightened uncertainty as governments around the world shift their policy priorities. In addition, we are concerned that the economy could fall into recession due to unforeseen changes in the business environment, such as intensifying trade friction, disruption of supply chains, resurgence of inflation, sudden changes in financial markets caused by changes in monetary policy, and further geopolitical risks. Though the Japanese economy faces downside risks due to the uncertainty surrounding the impact of new diplomatic policies, such as the US tariff hikes, a gradual recovery is expected, supported by a modest increase in individual consumption driven by improvements in the employment and income environment, continued inbound tourism demand, and expanded investment in AI-related areas. However, as many concerns remain, such as a deterioration in consumer sentiment due to rising prices, surging raw material prices, supply constraints due to labor shortages, increases in personnel costs and logistics costs, and particularly the ongoing risk of rapid fluctuations in the exchange rate, it is difficult to be optimistic about the business environment outlook.

In the Company's main business domain of PC and digital equipment-related products, the end product markets for PC-related, smartphone and tablet-related, and TV/AV-related products in particular are maturing, and competition is expected to further intensify, triggered by the emergence of global manufacturers from emerging markets. In the meantime, the e-commerce market is expected to expand further, and digital-related investments are expanding due to technological innovations such as AI (artificial intelligence), corporate efficiency needs, and policy demands (such as the Next-Generation GIGA (Global and Innovation Gateway for All) School concept), with the scope of related products such as AI PCs also expanding. Furthermore, products and services that meet the increasingly sophisticated and diverse needs of customers are becoming increasingly important, including in the beauty (hair) and cooking appliance domains in which we have expanded. At the same time, solutions to various social issues are expected.

In such the environment, guided by our purpose of "Better being," we swiftly respond to upcoming market changes identified and advance our initiatives to achieve our vision of creating "a unique global brand from Japan that is loved by our customers," as outlined in our medium-term management plan ending in March 2027. To this end, we make efforts to achieve long-term sustainable growth and enhance our corporate value by executing the key strategies of creating new value through products and services that enhance customer satisfaction as well as developing human resources and building a strong business foundation that enable the achievement of sustainable growth. Key initiatives are as follows.

- We strengthen sales activities to drive profit growth by identifying priority products and services for each sales channel based on market trends, demand, and our contributions to solving customer and end-user issues. At the same time, we enhance the use of the social media. Particularly in the corporate business, we promote initiatives to transform our business model to a comprehensive proposal-based model and to revitalize group companies by strengthening cooperation. We are entering overseas markets such as ASEAN markets while strengthening our sales structure in China and Taiwan.
- With the aim of accelerating the development of strategic new products, we maximize the capabilities of the Yokohama Technical Center and the Shenzhen Technology Development Center to strengthen cooperation of manufacturing and sales. We also implement countermeasures to stay ahead of global competitors and speed up development, thereby introducing and expanding sales of new products.
- We continue to implement measures to improve profitability to withstand the weak yen and the severe competitive environment.
- As our business foundation, we prioritize strengthening the foundation for consolidated management through the establishment of management accounting, promoting and leveraging digital transformation (DX) to enhance operational efficiency and create value, strengthening logistics functions, and empowering individuals and organizations.
- We explore and implement M&A opportunities to develop sales channels, expand and strengthen products, services, technological expertise and the like.

For the fiscal year ending March 31, 2026, we forecast net sales of ¥130,000 million (a 10.2% increase YoY), operating profit of ¥14,900 million (a 10.1% increase YoY), ordinary profit of ¥14,800 million (a 12.2% increase YoY), and profit attributable to owners of parent of ¥10,150 million (a 9.1% increase YoY).

Consolidated net sales plan by product and service category

(Millions of yen)

Product and service category	Fiscal year ended March 31, 2025 (Results)		Fiscal year ending March 31, 2026 (Plan)		YoY change (%)
	Amount	%	Amount	%	
Power & I/O Device-related Products	39,886	33.8	44,694	34.4	12.1
Home Appliances	13,105	11.1	16,410	12.6	25.2
B2B Solutions	33,106	28.0	36,829	28.3	11.2
Peripheral Devices and Accessories	31,240	26.5	31,242	24.0	0.0
Other	667	0.6	822	0.7	23.2
Total	118,007	100.0	130,000	100.0	10.2

2) Progress of the medium-term management plan

The Group has set the numerical targets and the shareholder return policy in the medium-term management plan spanning the three years from April 2024 to March 2027. Progress toward these targets for the fiscal year ended March 31, 2025 is shown in the table below. We continue to promote investment and capital policies aimed at achieving these targets. For details on our shareholder return policy, please refer to “3) Dividend forecast.”

Numerical targets	Target for the fiscal year ending March 31, 2027	Progress in the fiscal year ended March 31, 2025
	Annual average growth rate of operating profit: 10% or more ROE: 13% or higher	Operating profit growth rate: 9.3% YoY ROE: 11.0%
Shareholder return policy	Policy	Progress in the fiscal year ended March 31, 2025
	Progressive dividend payment (maintain or increase dividends level each year) Dividend payout ratio: 30% or higher Flexible share repurchase	Increase in the annual dividend by ¥4 per share 40.3% Repurchased shares worth ¥7.0 billion

3) Dividend forecast

The Company considers returning profits to shareholders a management priority and has set forth a shareholder return policy in the medium-term management plan as well. The Group’s basic policy is to pay progressive dividends (maintain or increase dividends every fiscal year) to shareholders while striving to improve earnings and securing retained earnings necessary for future business development. Based on this policy, the Group will work to further increase shareholder returns by growing earnings. We aim to maintain a payout ratio of 30% or above against consolidated profit attributable to owners of parent. Regarding the purchase of treasury shares, to execute a flexible capital policy in response to changes in the business environment, we intend to purchase treasury shares as appropriate while keeping an eye on our financial position and share price. We pay dividends twice a year, an interim dividend determined by the resolution of the Board of Directors and a year-end dividend by the resolution of the General Meeting of Shareholders.

For the fiscal year ended March 31, 2025, based on the above policy and in accordance with the latest dividend forecast, we paid an interim dividend per share of ¥24.00 and plan to pay a year-end dividend per share of ¥24.00. For the next fiscal year ending March 31, 2026, based on the same policy, we forecast raising the interim and year-end dividend forecast per share by ¥2.00 each to ¥26.00, and accordingly pay an annual dividend per share of ¥52.00.

(5) Significant Events etc. Relating to Going Concern Assumption

No applicable matters to report.

2. Basic Views on Selection of Accounting Standards

The Group applies the Japanese Generally Accepted Accounting Principles (J-GAAP) because most of its stakeholders are domestic shareholders, creditors, and business partners, and there is little need for capital procurement from overseas.

3. Consolidated Financial Statements and Major Notes

(1) Consolidated Balance Sheet

(Millions of yen)

	Fiscal year ended March 31, 2024 (as of March 31, 2024)	Fiscal year ended March 31, 2025 (as of March 31, 2025)
Assets		
Current assets		
Cash and deposits	41,484	43,718
Notes and accounts receivable—trade	21,734	21,033
Securities	10,871	11,199
Merchandise and finished goods	12,758	11,937
Work in process	589	498
Raw materials and supplies	1,575	1,603
Right of return assets	429	380
Forward exchange contracts	6,941	2,292
Other	1,412	1,558
Allowance for doubtful accounts	(0)	—
Total current assets	97,796	94,222
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	4,158	4,311
Machinery, equipment and vehicles, net	2,959	2,578
Land	1,830	1,829
Construction in progress	201	491
Other, net	2,140	2,390
Total property, plant and equipment	11,290	11,602
Intangible assets		
Software	1,558	1,454
Software in progress	267	101
Goodwill	2,078	1,277
Other	609	530
Total intangible assets	4,513	3,364
Investments and other assets		
Investment securities	2,044	2,639
Deferred tax assets	698	1,462
Other	1,029	1,453
Allowance for doubtful accounts	(4)	(4)
Total investments and other assets	3,768	5,551
Total non-current assets	19,572	20,518
Total assets	117,368	114,740

(Millions of yen)

	Fiscal year ended March 31, 2024 (as of March 31, 2024)	Fiscal year ended March 31, 2025 (as of March 31, 2025)
Liabilities		
Current liabilities		
Notes and accounts payable–trade	15,154	15,726
Electronically recorded obligations–operating	2,207	1,391
Short-term borrowings	500	500
Accounts payable–other	1,767	2,435
Income taxes payable	1,811	2,173
Refund liability	1,708	1,553
Provision for sales promotion expenses	141	210
Provision for bonuses	1,174	1,251
Other	3,332	4,021
Total current liabilities	27,798	29,263
Non-current liabilities		
Retirement benefit liability	2,098	1,964
Provision for retirement benefits for directors (and other officers)	66	26
Other	956	793
Total non-current liabilities	3,120	2,784
Total liabilities	30,919	32,048
Net assets		
Shareholders' equity		
Share capital	12,577	12,577
Capital surplus	12,909	12,911
Retained earnings	68,880	74,709
Treasury shares	(15,887)	(22,880)
Total shareholders' equity	78,480	77,317
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	680	864
Deferred gains or losses on hedges	4,135	1,465
Foreign currency translation adjustment	3,048	2,839
Remeasurements of defined benefit plans	(20)	61
Total accumulated other comprehensive income	7,844	5,230
Share acquisition rights	107	127
Non-controlling interests	16	16
Total net assets	86,449	82,692
Total liabilities and net assets	117,368	114,740

(2) Consolidated Statements of Income and Comprehensive Income
(Consolidated Statement of Income)

(Millions of yen)

	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
Net sales	110,169	118,007
Cost of sales	67,597	71,817
Gross profit	42,572	46,189
Selling, general and administrative expenses	30,192	32,657
Operating profit	12,380	13,531
Non-operating income		
Interest income	759	733
Dividend income	91	58
Purchase discounts	1	1
Foreign exchange gains	68	—
Compensation income	2	6
Insurance claim income	1	—
Gain on valuation of derivatives	36	—
Other	69	65
Total non-operating income	1,031	865
Non-operating expenses		
Interest expenses	1	2
Foreign exchange losses	—	1,119
Office relocation expenses	0	42
Consumption tax differences	11	13
Commission for purchase of treasury shares	30	26
Other	7	3
Total non-operating expenses	51	1,206
Ordinary profit	13,360	13,190
Extraordinary income		
Gain on sale of non-current assets	15	7
Gain on sale of investment securities	49	3
Gain on reversal of share acquisition rights	101	12
Gain on sale of shares of subsidiaries and associates	65	—
Other	1	0
Total extraordinary income	233	23
Extraordinary losses		
Loss on sale of non-current assets	22	—
Loss on retirement of non-current assets	70	156
Loss on liquidation of business	—	88
Loss on sale of membership	—	3
Other	0	—
Total extraordinary losses	92	248
Profit before income taxes	13,500	12,965
Income taxes—current	3,550	3,522
Income taxes—deferred	(21)	143
Total income taxes	3,529	3,666
Profit	9,971	9,298
Loss attributable to non-controlling interests	(14)	(1)
Profit attributable to owners of parent	9,985	9,300

(Consolidated Statement of Comprehensive Income)

(Millions of yen)

	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
Profit	9,971	9,298
Other comprehensive income		
Valuation difference on available-for-sale securities	178	183
Deferred gains or losses on hedges	1,963	(2,670)
Foreign currency translation adjustment	1,389	(207)
Remeasurements of defined benefit plans, net of tax	(19)	81
Total other comprehensive income	3,512	(2,612)
Comprehensive income	13,483	6,686
Comprehensive income attributable to:		
Owners of parent	13,496	6,686
Non-controlling interests	(13)	0

(3) Consolidated Statement of Changes in Equity

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	12,577	12,822	62,487	(11,261)	76,626
Changes during period					
Dividends of surplus			(3,522)		(3,522)
Profit attributable to owners of parent			9,985		9,985
Purchase of treasury shares				(4,999)	(4,999)
Disposal of treasury shares		86		374	461
Change in scope of consolidation			(70)		(70)
Net changes in items other than shareholders' equity					
Total changes during period	—	86	6,392	(4,625)	1,853
Balance at end of period	12,577	12,909	68,880	(15,887)	78,480

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	502	2,172	1,659	(0)	4,333	229	15	81,204
Changes during period								
Dividends of surplus								(3,522)
Profit attributable to owners of parent								9,985
Purchase of treasury shares								(4,999)
Disposal of treasury shares								461
Change in scope of consolidation								(70)
Net changes in items other than shareholders' equity	178	1,963	1,389	(19)	3,511	(121)	1	3,390
Total changes during period	178	1,963	1,389	(19)	3,511	(121)	1	5,244
Balance at end of period	680	4,135	3,048	(20)	7,844	107	16	86,449

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	12,577	12,909	68,880	(15,887)	78,480
Changes during period					
Dividends of surplus			(3,629)		(3,629)
Profit attributable to owners of parent			9,300		9,300
Purchase of treasury shares				(7,005)	(7,005)
Disposal of treasury shares		2		12	15
Change in scope of consolidation			157		157
Net changes in items other than shareholders' equity					
Total changes during period	—	2	5,828	(6,993)	(1,162)
Balance at end of period	12,577	12,911	74,709	(22,880)	77,317

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	680	4,135	3,048	(20)	7,844	107	16	86,449
Changes during period								
Dividends of surplus								(3,629)
Profit attributable to owners of parent								9,300
Purchase of treasury shares								(7,005)
Disposal of treasury shares								15
Change in scope of consolidation								157
Net changes in items other than shareholders' equity	183	(2,670)	(209)	81	(2,614)	19	0	(2,594)
Total changes during period	183	(2,670)	(209)	81	(2,614)	19	0	(3,756)
Balance at end of period	864	1,465	2,839	61	5,230	127	16	82,692

(4) Consolidated Statement of Cash Flows

(Millions of yen)

	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
Cash flows from operating activities		
Profit before income taxes	13,500	12,965
Depreciation	2,950	3,415
Increase (decrease) in retirement benefit liability	61	(27)
Amortization of goodwill	326	401
Increase (decrease) in provision for retirement benefits for directors (and other officers)	19	(39)
Increase (decrease) in provision for sales promotion expenses	31	69
Increase (decrease) in provision for bonuses	123	76
Increase (decrease) in allowance for doubtful accounts	0	(0)
Interest and dividend income	(851)	(792)
Interest expenses	1	2
Loss (gain) on sale of non-current assets	7	(7)
Loss on retirement of non-current assets	70	156
Decrease (increase) in trade receivables	(1,964)	655
Decrease (increase) in inventories	(643)	909
Decrease (increase) in advance payments to suppliers	(2)	24
Decrease (increase) in accounts receivable–other	174	33
Increase (decrease) in trade payables	1,715	(174)
Increase (decrease) in accounts payable–other	(1,348)	773
Increase (decrease) in accrued consumption taxes	445	252
Decrease (increase) in right of return assets	149	49
Increase (decrease) in refund liability	(353)	(155)
Other, net	(1,820)	975
Subtotal	12,590	19,562
Interest and dividends received	842	801
Interest paid	(1)	(2)
Income taxes paid	(3,762)	(3,007)
Net cash provided by (used in) operating activities	9,669	17,354
Cash flows from investing activities		
Purchase of securities	(2,651)	(422)
Proceeds from sale of securities	6,877	–
Purchase of investment securities	(23)	(328)
Purchase of property, plant and equipment	(2,352)	(3,254)
Proceeds from sale of property, plant and equipment	1,316	13
Purchase of intangible assets	(746)	(373)
Proceeds from sale of intangible assets	–	2
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(5,161)	–
Other, net	313	(55)
Net cash provided by (used in) investing activities	(2,428)	(4,419)

(Millions of yen)

	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
Cash flows from financing activities		
Dividends paid	(3,522)	(3,629)
Proceeds from disposal of treasury shares	360	—
Purchase of treasury shares	(5,005)	(7,005)
Decrease (increase) in deposits paid for purchase of treasury shares	(0)	0
Other, net	(1)	(6)
Net cash provided by (used in) financing activities	(8,169)	(10,642)
Effect of exchange rate change on cash and cash equivalents	1,167	(58)
Net increase (decrease) in cash and cash equivalents	239	2,234
Cash and cash equivalents at beginning of period	41,253	41,484
Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation	(9)	—
Cash and cash equivalents at end of period	41,484	43,718

(5) Notes to Consolidated Financial Statements

Notes Regarding Assumption of a Going Concern

No applicable matters to report.

Changes in Accounting Policies

(Application of Accounting Standard for Current Income Taxes etc.)

The Company and its consolidated domestic subsidiaries started to apply the *Accounting Standard for Current Income Taxes* (ASBJ Statement No. 27, revised on October 28, 2022; hereinafter the “Revised Standard”) and other pronouncements at the beginning of the first quarter of the fiscal year ended March 31, 2025.

The revision on where to record income taxes (taxation on other comprehensive income) was accounted for in accordance with the transitional provision in the proviso to paragraph 20-3 of the Revised Standard and the transitional provision in the proviso to paragraph 65-2 (2) of the *Guidance on Accounting Standard for Tax Effect Accounting* (ASBJ Guidance No. 28, revised on October 28, 2022; hereinafter the “Revised Guidance”). These changes in accounting policies had no effect on the consolidated financial statements.

For the revision related to the review of the treatment in consolidated financial statements when gains or losses on sales arising from the sale of shares of subsidiaries and associates among consolidated companies are deferred for tax purposes, the Company and its consolidated domestic subsidiaries started to apply the Revised Guidance at the beginning of the fiscal year ended March 31, 2025. These changes in accounting policies have been accounted for retrospectively, and the consolidated financial statements for the fiscal year ended March 31, 2024 reflect the retrospective application. These changes in accounting policies had no effect on the consolidated financial statements for the fiscal year ended March 31, 2024.

Change in Method of Presentation

No applicable matters to report.

Segment Information etc.

[Segment information]

I. Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

Segment-specific information has been omitted as the Group operates in a single segment that engages in development, manufacturing, and sales of PCs and digital device-related products.

II. Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

Segment-specific information has been omitted as the Group operates in a single segment that engages in development, manufacturing, and sales of PCs, digital device and home appliance-related products, as well as the provision of related services.

[Related information]

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

1. Information by product and service

(Millions of yen)

	Power & I/O Device-related Products	Home Appliances	B2B Solutions	Peripheral Devices and Accessories	Other	Total
Sales generated through external customers	37,408	7,335	34,340	30,500	584	110,169

2. Information by region

(1) Sales

Sales information by region has been omitted because sales generated through external customers in Japan accounted for more than 90% of net sales reported on the consolidated statement of income.

(2) Property, plant and equipment

Property, plant, and equipment information by region has been omitted because the amount of property, plant and equipment located in Japan exceeded 90% of the amount of property, plant and equipment stated on the consolidated balance sheet.

3. Information by major customer

No applicable matters to report.

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

1. Information by product and service

(Millions of yen)

	Power & I/O Device-related Products	Home Appliances	B2B Solutions	Peripheral Devices and Accessories	Other	Total
Sales generated through external customers	39,886	13,105	33,106	31,240	667	118,007

2. Information by region

(1) Sales

Sales information by region has been omitted because sales generated through external customers in Japan accounted for more than 90% of net sales reported on the consolidated statement of income.

(2) Property, plant and equipment

Property, plant, and equipment information by region has been omitted because the amount of property, plant and equipment located in Japan exceeded 90% of the amount of property, plant and equipment stated on the consolidated balance sheet.

3. Information by major customer

Customer	Net sales	Related segments
Amazon Japan G.K.	12,882	—

Note: At the beginning of the fiscal year ended March 31, 2025, the Group changed the classification of product and service category from the previous five categories of PC-related Products, Smartphone/Tablet-related Products, TV/AV-related Products, Peripheral Devices, and Other to the five categories of Power & I/O Device-related Products, Home Appliances, B2B solutions, Peripheral Devices and Accessories, and Other based on the growth strategy set forth in the medium-term management plan and changes in businesses profile and other factors.

[Information regarding impairment losses on non-current assets by reportable segment]

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

This information has been omitted as the Group operates in a single segment.

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

This information has been omitted as the Group operates in a single segment.

[Information regarding amortization of goodwill and unamortized balances by reportable segment]

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

This information has been omitted as the Group operates in a single segment.

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

This information has been omitted as the Group operates in a single segment.

[Information regarding gain on bargain purchase by reportable segment]

Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)

This information has been omitted as the Group operates in a single segment.

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

This information has been omitted as the Group operates in a single segment.

(Per Share Information)

	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
Net assets per share	1,056.60 yen	1,081.08 yen
Basic earnings per share	119.94 yen	119.24 yen
Diluted earnings per share	119.93 yen	– yen

Notes: 1. Diluted earnings per share for the fiscal year ended March 31, 2025 is not provided because there were no potential shares with dilutive effects.

2. The basis for calculating basic earnings per share and diluted earnings per share is as follows:

	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
Basic earnings per share		
Profit attributable to owners of parent (millions of yen)	9,985	9,300
Amount not attributable to common shareholders (millions of yen)	–	–
Profit attributable to common shareholders of parent (millions of yen)	9,985	9,300
Average number of shares of common stock during period (thousands of shares)	83,252	78,000
Diluted earnings per share		
Adjustments to profit attributable to owners of parent (millions of yen)	–	–
(Of which interest expenses, after tax equivalent deduction (millions of yen))	(–)	(–)
Increase in number of shares of common stock (thousands of shares)	11	–
(Of which stock options (thousands of shares))	(11)	(–)
(Of which convertible bonds (thousands of shares))	(–)	(–)
Description of potential shares that were not included in the calculation of diluted earnings per share because they do not have dilutive effects	Stock options granted through share repurchase (with 657 thousand shares) resolved at the Annual General Meeting of Shareholders held on June 24, 2022	Stock options granted through share repurchase (with 797 thousand shares) resolved at the Annual General Meetings of Shareholders held on June 24, 2022 and June 26, 2024

(Subsequent Events)

No applicable matters to report.