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## Consolidated Financial Results for the Year Ended March 31, 2025 [Japanese GAAP]

May 15, 2025

Company name: LEC,INC.

Listing: Tokyo Stock Exchange

Securities code: 7874

URL: <https://www.lecinc.co.jp>

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Scheduled date of annual general meeting of shareholders: June 26, 2025

Scheduled date to commence dividend payments: June 6, 2025

Scheduled date to file annual securities report: June 26, 2025

Preparation of supplementary material on financial results: None

Holding of financial results briefing: Yes

Chairperson and President

Director, Managing Executive Officer

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

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

#### (1) Consolidated Operating Results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2025	66,304	9.1	2,710	66.5	3,004	78.1	1,729	117.3
March 31, 2024	60,783	9.6	1,628	78.7	1,687	55.9	796	(15.5)

(Note) Comprehensive income: Fiscal year ended March 31, 2025: ¥ 2,817 million [ 51.2%]  
Fiscal year ended March 31, 2024: ¥ 1,864 million [ 43.5%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
	Yen	Yen	%	%	%
Fiscal year ended March 31, 2025	52.82	52.35	4.9	3.4	4.1
March 31, 2024	22.87	22.66	2.3	1.9	2.7

(Reference) Equity in earnings (losses) of affiliated companies: Fiscal year ended March 31, 2025: ¥ (50) million  
Fiscal year ended March 31, 2024: ¥ (56) million

#### (2) Consolidated Financial Position

	Total assets	Net assets	Capital adequacy ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	89,421	36,047	38.5	1,060.47
March 31, 2024	89,244	37,593	39.8	1,019.74

(Reference) Equity: As of March 31, 2025: ¥ 34,467 million  
As of March 31, 2024: ¥ 35,559 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 the end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal year ended March 31, 2025	4,213	(10,759)	(251)	13,708
March 31, 2024	5,941	(2,254)	2,252	20,394

## 2. Dividends

	Annual dividends					Total dividends	Payout ratio (consolidated)	Dividends to net assets (consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
March 31, 2024	-	10.00	-	10.00	20.00	715	87.4	2.0
March 31, 2025	-	10.00	-	10.00	20.00	655	37.9	1.9
Fiscal year ending								
March 31, 2026 (Forecast)	-	10.00	-	10.00	20.00		32.5	

## 3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	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	35,000	7.1	1,700	38.1	1,800	14.7	1,150	2.6	35.38
Full year	70,000	5.6	3,000	10.7	3,100	3.2	2,000	15.6	61.53

\* Notes:

(1) Significant changes in the scope of consolidation during the period:

None

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

1) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes

2) Changes in accounting policies due to other reasons: None

3) Changes in accounting estimates: None

4) Restatement: None

(3) Number of issued shares (common shares)

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

March 31, 2025: 38,165,340 shares

March 31, 2024: 38,165,340 shares

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

March 31, 2025: 5,663,492 shares

March 31, 2024: 3,294,292 shares

3) Average number of shares outstanding during the period:

Fiscal Year ended March 31, 2025: 32,747,222 shares

Fiscal Year ended March 31, 2024: 34,791,753 shares

(Reference) Overview of Non-consolidated Financial Results

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

(1) Non-consolidated Operating Results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Net income	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	62,671	14.3	3,040	46.7	3,137	47.3	1,714	88.2
March 31, 2024	54,835	10.4	2,073	139.1	2,129	73.4	911	117.5

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2025	52.37	51.91
March 31, 2024	26.18	25.94

(2) Non-consolidated Financial Position

	Total assets	Net assets	Capital adequacy ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	85,223	32,729	38.2	1,001.67
March 31, 2024	82,624	33,994	40.9	968.95

(Reference) Equity: As of March 31, 2025: ¥ 32,556 million  
As of March 31, 2024: ¥ 33,788 million

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

\* Proper use of earnings forecasts, and other special matters

Business forecasts contained in this report are based on information available to the Company and on a certain assumption the Company considers reasonable on the date of this report's announcement, and it does not constitute the Company's intention to promise the accomplishment of the forecasts. Actual results may differ significantly from such forecasts due to various risks and uncertainties. In addition, the Company has introduced ESOP, and the Company shares owned by ESOP are included in treasury shares.

# Consolidated Financial Statements

## Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	33,001	29,955
Notes and accounts receivable - trade	10,686	10,904
Securities	470	300
Merchandise and finished goods	9,457	10,024
Work in process	619	654
Raw materials and supplies	2,317	2,054
Other	907	1,557
Allowance for doubtful accounts	(4)	(0)
Total current assets	57,455	55,449
Non-current assets		
Property, plant and equipment		
Buildings and structures	16,056	16,232
Accumulated depreciation	(8,225)	(8,872)
Buildings and structures, net	7,831	7,360
Machinery, equipment and vehicles	15,664	15,882
Accumulated depreciation	(9,912)	(11,055)
Machinery, equipment and vehicles, net	5,752	4,827
Land	5,242	5,946
Leased assets	1,934	1,803
Accumulated depreciation	(589)	(568)
Leased assets, net	1,344	1,234
Construction in progress	2,036	561
Other	18,101	18,772
Accumulated depreciation	(17,012)	(18,021)
Other, net	1,088	751
Total property, plant and equipment	23,296	20,681
Intangible assets		
Goodwill	4	2,590
Other	461	339
Total intangible assets	465	2,929
Investments and other assets		
Investment securities	6,645	9,026
Deferred tax assets	295	318
Other	1,085	1,015
Allowance for doubtful accounts	(0)	(0)
Total investments and other assets	8,026	10,360
Total non-current assets	31,788	33,971
Total assets	89,244	89,421

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	2,242	2,634
Short-term borrowings	400	-
Current portion of long-term borrowings	5,303	4,000
Lease liabilities	108	90
Income taxes payable	790	406
Provision for product warranties	34	5
Provision for bonuses	404	413
Provision for loss on disaster	35	35
Other	2,792	2,192
Total current liabilities	12,111	9,777
Non-current liabilities		
Long-term borrowings	37,030	40,900
Lease liabilities	1,439	1,349
Provision for share awards	269	262
Retirement benefit liability	312	273
Asset retirement obligations	27	27
Deferred tax liabilities	121	458
Other	338	325
Total non-current liabilities	39,539	43,596
Total liabilities	51,650	53,374
<b>Net assets</b>		
Shareholders' equity		
Share capital	5,491	5,491
Capital surplus	7,236	7,410
Retained earnings	21,655	22,714
Treasury shares	(1,967)	(5,366)
Total shareholders' equity	32,415	30,250
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	2,425	3,384
Deferred gains or losses on hedges	2	-
Foreign currency translation adjustment	759	877
Remeasurements of defined benefit plans	(43)	(45)
Total accumulated other comprehensive income	3,143	4,216
Share acquisition rights	206	173
Non-controlling interests	1,828	1,406
Total net assets	37,593	36,047
<b>Total liabilities and net assets</b>	<b>89,244</b>	<b>89,421</b>

# Consolidated Statements of Income and Comprehensive Income

## Consolidated Statements of Income

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Net sales	60,783	66,304
Cost of sales	44,590	48,853
Gross profit	16,193	17,450
Selling, general and administrative expenses	14,564	14,739
Operating profit	1,628	2,710
Non-operating income		
Interest income	57	82
Dividend income	98	126
Foreign exchange gains	-	109
Outsourcing service income	59	138
Subsidy income	66	27
Other	147	171
Total non-operating income	429	655
Non-operating expenses		
Interest expenses	204	260
Share of loss of entities accounted for using equity method	56	50
Foreign exchange losses	74	-
Other	34	51
Total non-operating expenses	370	362
Ordinary profit	1,687	3,004
Extraordinary income		
Gain on sale of investment securities	60	-
Total extraordinary income	60	-
Extraordinary losses		
Impairment losses	15	271
Loss on retirement of non-current assets	50	127
Loss on valuation of investment securities	-	211
Loss on sale of shares of subsidiaries and associates	-	145
Total extraordinary losses	65	756
Profit before income taxes	1,681	2,248
Income taxes - current	811	663
Income taxes - deferred	(114)	(161)
Total income taxes	697	501
Profit	984	1,746
Profit attributable to non-controlling interests	188	16
Profit attributable to owners of parent	796	1,729

## Consolidated Statements of Comprehensive Income

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Profit	984	1,746
Other comprehensive income		
Valuation difference on available-for-sale securities	1,052	959
Deferred gains or losses on hedges	(250)	(3)
Foreign currency translation adjustment	78	117
Remeasurements of defined benefit plans, net of tax	(0)	(1)
Total other comprehensive income	880	1,071
Comprehensive income	1,864	2,817
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,676	2,802
Comprehensive income attributable to non-controlling interests	187	15

# Consolidated Statements of Changes in Equity

For the fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity					Accumulated other comprehensive income	
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges
Balance at beginning of period	5,491	7,211	21,573	(2,107)	32,169	1,372	252
Changes during period							
Dividends of surplus			(713)		(713)		
Profit attributable to owners of parent			796		796		
Purchase of treasury shares				-	-		
Disposal of treasury shares		24		139	164		
Other					-		
Net changes in items other than shareholders' equity						1,052	(250)
Total changes during period	-	24	82	139	246	1,052	(250)
Balance at end of period	5,491	7,236	21,655	(1,967)	32,415	2,425	2

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	681	(43)	2,263	206	1,640	36,279
Changes during period						
Dividends of surplus						(713)
Profit attributable to owners of parent						796
Purchase of treasury shares						-
Disposal of treasury shares						164
Other						-
Net changes in items other than shareholders' equity	78	(0)	880	-	187	1,068
Total changes during period	78	(0)	880	-	187	1,314
Balance at end of period	759	(43)	3,143	206	1,828	37,593



For the fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity					Accumulated other comprehensive income	
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges
Balance at beginning of period	5,491	7,236	21,655	(1,967)	32,415	2,425	2
Changes during period							
Dividends of surplus			(679)		(679)		
Profit attributable to owners of parent			1,729		1,729		
Purchase of treasury shares				(4,875)	(4,875)		
Disposal of treasury shares		174		1,477	1,651		
Other			8		8		
Net changes in items other than shareholders' equity						959	(2)
Total changes during period	-	174	1,059	(3,398)	(2,164)	959	(2)
Balance at end of period	5,491	7,410	22,714	(5,366)	30,250	3,384	-

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	759	(43)	3,143	206	1,828	37,593
Changes during period						
Dividends of surplus						(679)
Profit attributable to owners of parent						1,729
Purchase of treasury shares						(4,875)
Disposal of treasury shares						1,651
Other						8
Net changes in items other than shareholders' equity	117	(1)	1,072	(32)	(421)	617
Total changes during period	117	(1)	1,072	(32)	(421)	(1,546)
Balance at end of period	877	(45)	4,216	173	1,406	36,047

## Consolidated Statements of Cash Flows

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from operating activities		
Profit before income taxes	1,681	2,248
Depreciation	4,364	3,354
Impairment losses	15	271
Amortization of goodwill	113	214
Share-based payment expenses	155	74
Increase (decrease) in allowance for doubtful accounts	(1)	0
Increase (decrease) in provision for bonuses	18	18
Increase (decrease) in provision for product warranties	26	(29)
Increase (decrease) in retirement benefit liability	(49)	(39)
Increase (decrease) in provision for share awards	(3)	(6)
Interest and dividend income	(155)	(208)
Interest expenses	204	260
Foreign exchange losses (gains)	(20)	(94)
Loss (gain) on valuation of investment securities	-	211
Loss (gain) on sale of shares of subsidiaries and associates	-	145
Decrease (increase) in trade receivables	(959)	(647)
Decrease (increase) in inventories	138	(618)
Decrease (increase) in other current assets	150	(381)
Increase (decrease) in trade payables	(64)	749
Increase (decrease) in other current liabilities	52	(500)
Other, net	42	234
Subtotal	5,708	5,257
Interest and dividends received	170	223
Interest paid	(200)	(271)
Income taxes paid	(260)	(1,028)
Income taxes refund	399	31
Other, net	124	1
Net cash provided by (used in) operating activities	5,941	4,213
Cash flows from investing activities		
Payments into time deposits	(12,928)	(21,219)
Proceeds from withdrawal of time deposits	12,443	17,614
Purchase of property, plant and equipment	(2,736)	(1,489)
Purchase of intangible assets	(42)	(23)
Proceeds from sale and redemption of short-term and long-term investment securities	1,800	145
Purchase of short-term and long-term investment securities	(800)	(1,516)
Payments for acquisition of businesses	-	(3,066)
Payments for sale of shares of subsidiaries resulting in change in scope of consolidation	-	(1,237)
Other, net	9	35
Net cash provided by (used in) investing activities	(2,254)	(10,759)

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from financing activities		
Proceeds from short-term borrowings	2,400	-
Repayments of short-term borrowings	(2,200)	-
Proceeds from long-term borrowings	8,523	9,500
Repayments of long-term borrowings	(5,643)	(5,650)
Repayments of finance lease liabilities	(113)	(108)
Purchase of treasury shares	-	(4,812)
Proceeds from disposal of treasury shares	-	1,499
Dividends paid	(713)	(679)
Net cash provided by (used in) financing activities	2,252	(251)
Effect of exchange rate change on cash and cash equivalents	49	110
Net increase (decrease) in cash and cash equivalents	5,988	(6,686)
Cash and cash equivalents at beginning of period	14,405	20,394
Cash and cash equivalents at end of period	20,394	13,708