



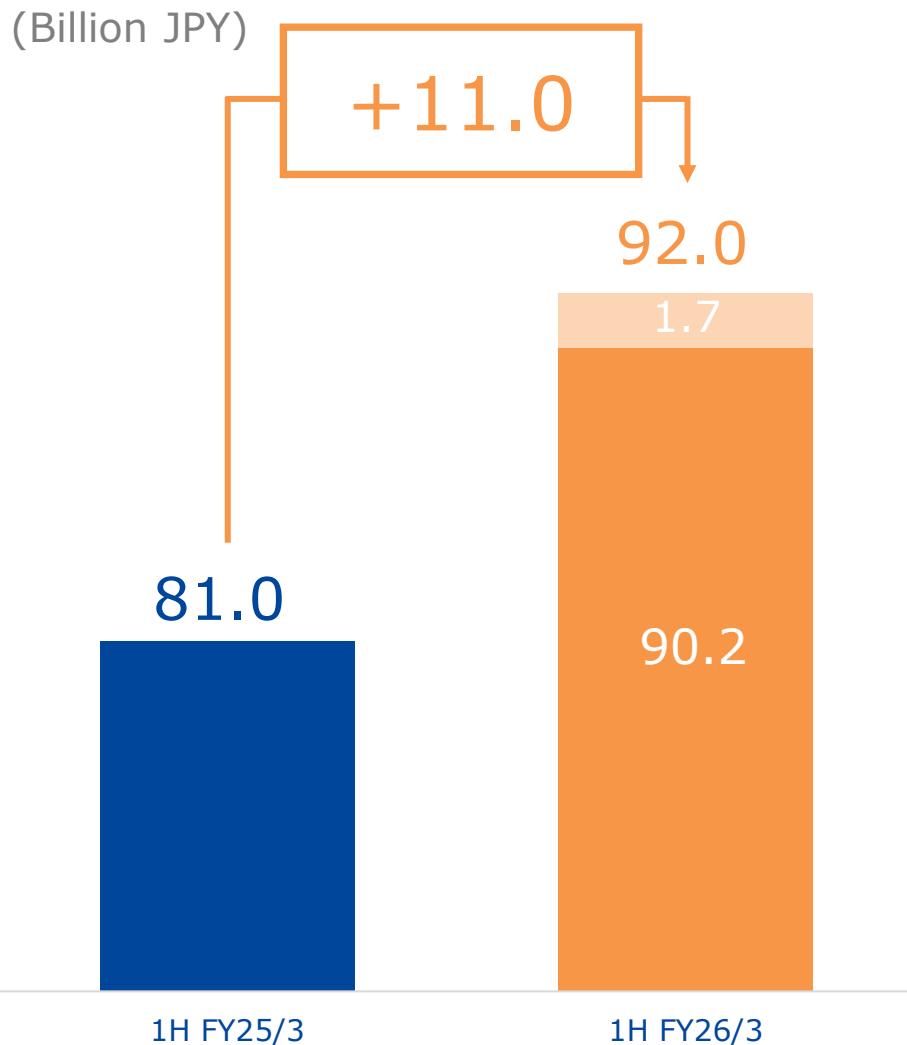
Financial Results

For the six months ended September 30, 2025

November 11, 2025

Highlight (1)

Recurring Operating Profit Increased



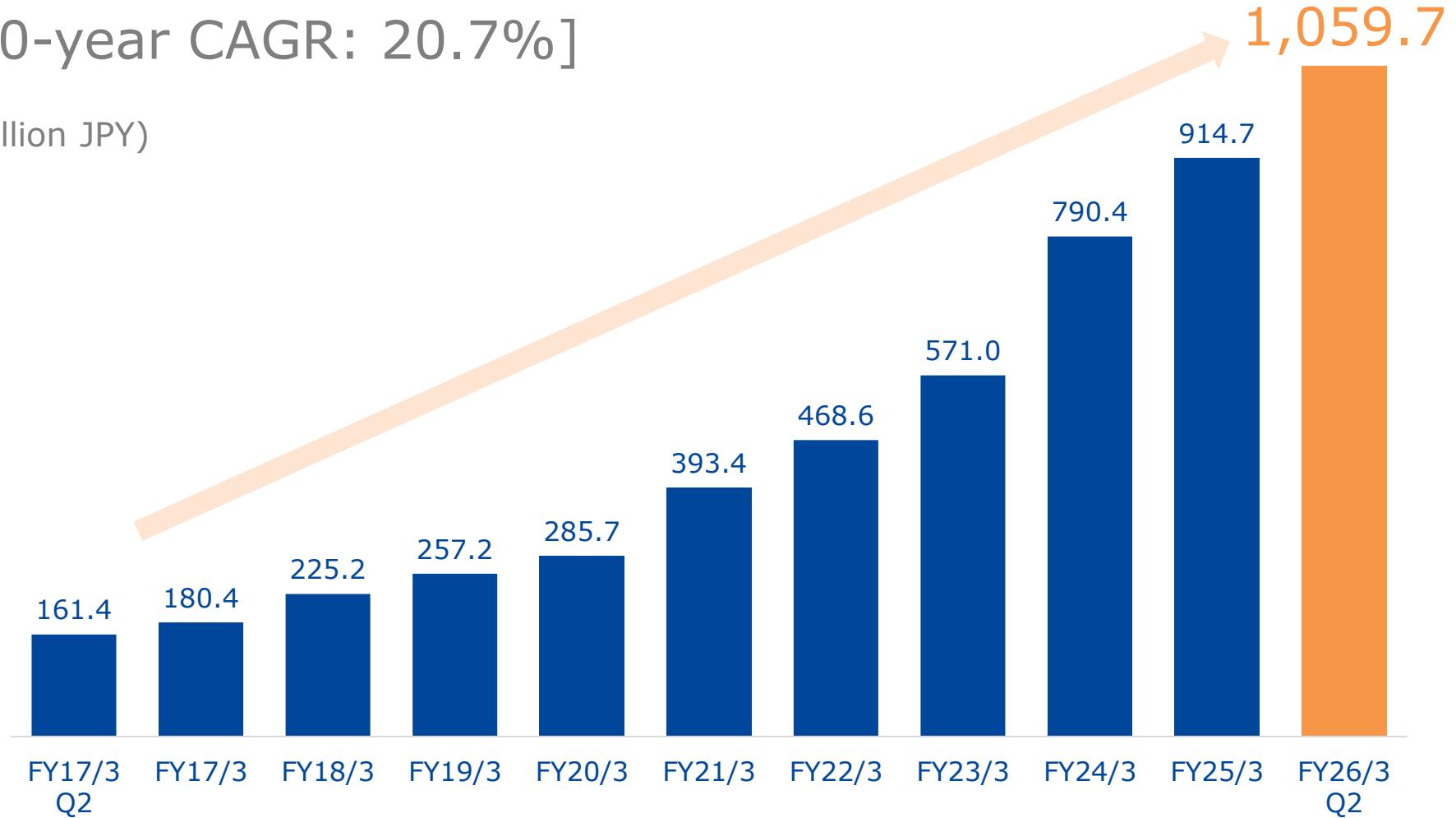
Highlight (2)

Total equity attributable to owners of parent exceeded 1 trillion JPY

+27.7%
YoY

[10-year CAGR: 20.7%]

(Billion JPY)



Revision to Earnings Forecast

(Billion JPY)	Full Year FY25/3		Full Year FY26/3	
	Actual	Pre-revision forecast	Post-revision forecast	YoY
Revenue	686.5	760.0	760.0	+10%
Operating profit	105.0	115.0	115.0	+9%
Net profit (attributable to owners of parent)	117.5	100.0	115.0	(2%)

*Assumed USD/JPY exchange rate = ¥146 (unchanged)

Net income revised upward by +15 billion yen

Quarterly Growth Rate for 5 Fiscal Years (1)

The growth rate of dividend and interest income was 57%.

(Billion JPY)		Revenue	Recurring operating profit	Operating profit	Share of profit (loss) of equity-method investments	Dividend and interest income	Interest expense	Pre-tax profit	Net profit	Comprehensive income	Realized gain and loss	Change in unrealized gain and loss
FY21/3	Q2	136.6	32.5	25.1	1.2	1.0	1.3	25.6	16.3	28.8	3.7	12.3
	Q3	139.1	31.7	18.3	1.4	2.5	1.5	23.0	13.6	26.8	2.6	13.2
	Q4	154.3	11.5	3.3	1.2	0.9	1.5	9.0	11.0	44.7	4.0	22.8
FY22/3	Q1	133.4	33.1	24.3	1.2	4.8	1.6	30.2	20.6	31.6	7.4	10.9
	Q2	137.9	33.6	24.6	1.2	1.5	1.7	30.6	19.5	32.1	1.3	12.1
	Q3	142.4	32.2	19.2	0.9	3.5	1.6	24.7	18.6	16.8	2.3	(1.9)
	Q4	159.2	27.9	15.2	2.9	1.2	1.8	22.9	28.6	33.4	2.8	(9.2)
FY23/3	Q1	143.4	30.3	18.2	1.7	6.2	1.8	40.5	27.6	22.6	0.8	(6.3)
	Q2	166.5	21.9	27.8	1.4	3.1	1.8	41.6	32.2	51.1	6.5	18.4
	Q3	160.5	33.0	20.0	1.6	5.6	2.0	12.1	6.7	15.6	1.7	9.6
	Q4	173.4	41.7	20.3	3.7	2.9	2.1	24.0	24.7	44.6	7.0	4.0
FY24/3	Q1	140.1	38.4	23.9	1.9	9.9	2.1	47.5	32.7	71.2	6.3	30.5
	Q2	156.3	39.1	24.5	3.0	5.0	2.1	39.6	29.0	51.2	15.4	2.9
	Q3	150.2	35.8	26.0	2.4	8.6	2.3	20.7	12.0	27.6	18.3	0.7
	Q4	155.2	37.5	20.0	5.6	6.9	2.3	60.0	48.3	115.7	9.8	54.4
FY25/3	Q1	146.1	38.5	27.2	3.0	15.1	2.4	65.7	45.8	74.2	4.7	20.6
	Q2	179.6	42.4	30.2	3.2	7.7	2.5	3.3	2.3	(15.2)	6.3	(18.4)
	Q3	173.0	43.4	29.1	5.1	10.2	3.3	74.9	54.5	92.4	6.6	23.8
	Q4	187.7	42.6	18.4	6.2	6.8	3.6	6.6	14.7	10.7	7.3	(7.6)
FY26/3	Q1	167.1	43.5	27.5	2.9	16.5	2.9	35.5	28.1	51.5	13.0	12.4
	Q2	194.5	48.5	30.0	5.7	9.8	4.2	52.6	42.1	108.6	8.9	57.8
5-year CAGR		7%	8%	3.6%	35%	57%	25%	15%	20%	30%	27%	42%

Quarterly Growth Rate for 5 Fiscal Years (2)

The equity ratio attributable to owners of parent for the first half of FY26/3 was 41%.

(Billion JPY)	Balance Sheet						Per Share			Shareholder Returns		
	Net cash assets	Total assets	Net assets	Net assets before shareholder returns*	Total equity attributable to owners of parent	Equity ratio attributable to owners of parent	EPS (Yen)	BPS (Yen)	Dividend (Yen)	Share repurchase	Dividend payments	
FY21/3	Q2	259.6	1,053.7	367.0	424.9	332.4	31.5%	¥355	¥7,245	¥117	0.0	5.3
	Q3	287.5	1,109.5	388.6	451.9	353.9	31.9%	¥298	¥7,715	¥117	0.0	5.3
	Q4	321.4	1,256.8	429.0	497.6	393.4	31.3%	¥240	¥8,575	¥117	0.0	5.3
FY22/3	Q1	334.7	1,306.9	447.1	531.0	411.4	31.5%	¥452	¥9,057	¥119	9.8	5.4
	Q2	374.0	1,312.5	468.2	557.7	435.8	33.2%	¥431	¥9,594	¥121	0.0	5.4
	Q3	355.3	1,384.2	475.5	574.2	443.7	32.0%	¥410	¥9,811	¥124	3.5	5.6
	Q4	343.6	1,451.3	499.3	605.0	468.6	32.2%	¥610	¥10,380	¥127	1.3	5.7
FY23/3	Q1	350.0	1,473.3	509.9	626.4	480.6	32.6%	¥615	¥10,725	¥131	5.0	5.8
	Q2	389.6	1,605.9	554.5	677.1	525.4	32.7%	¥718	¥11,725	¥135	0.0	6.0
	Q3	393.0	1,621.1	562.2	691.0	534.6	32.9%	¥182	¥11,931	¥138	0.0	6.1
	Q4	440.2	1,691.9	598.3	735.5	571.0	33.7%	¥541	¥12,773	¥141	2.0	6.3
FY24/3	Q1	518.5	1,773.8	651.2	798.1	622.9	35.1%	¥733	¥13,986	¥143	3.3	6.3
	Q2	582.5	1,823.0	690.8	848.8	662.4	36.3%	¥653	¥14,940	¥145	4.6	6.4
	Q3	602.7	1,896.5	709.2	876.9	682.7	35.9%	¥273	¥15,444	¥147	3.2	6.4
	Q4	774.0	2,078.9	819.2	995.2	790.4	38.0%	¥1,108	¥17,907	¥203	1.7	8.9
FY25/3	Q1	837.5	2,173.4	883.8	1,069.1	857.1	39.4%	¥1,040	¥19,415	¥156	0.0	6.8
	Q2	793.8	2,122.4	857.0	1,055.0	829.6	39.0%	¥52	¥18,865	¥161	5.4	7.0
	Q3	861.9	2,284.8	938.9	1,148.7	910.8	39.8%	¥1,244	¥20,768	¥167	4.5	7.3
	Q4	824.3	2,371.0	943.5	1,160.6	914.7	38.5%	¥337	¥20,845	¥177	0.0	7.7
FY26/3	Q1	808.5	2,346.4	989.5	1,214.4	958.5	40.8%	¥641	¥21,810	¥181	0.0	7.9
	Q2	967.5	2,582.8	1,091.7	1,325.3	1,059.7	41.0%	¥960	¥24,128	¥185	0.0	8.1
5-year CAGR	30%	19%	24%	25%	26%	-	22%	27%	9%	-	8%	

*Net asset before shareholder returns indicates the level of net assets that would have been recorded since the company's inception, assuming no capital inflows from shareholders and no returns to shareholders.

Record-high 1H results across all indicators

Upward revision of net profit

(Billion JPY)

	1H FY26/3			Full Year FY26/3	
	Actual	YoY	Major reasons for the increase/decrease		
Revenue	361.6	+11%	Strong customer acquisition in the electricity and insurance businesses	760.0	47%
Recurring operating profit	92.0	+13%	Same as above	187.0	49%
Operating profit	57.5	+0%		115.0	50%
Pre-Tax profit	88.2	+27%	Foreign exchange loss of ¥0.1 billion (up ¥14.8 billion year on year) Dividend and interest income of ¥26.3 billion (up ¥3.4 billion year on year)	162.0	54%
Pre-tax profit excluding foreign exchange gains and losses	88.3	+4%	Same as above	169.1	52%
Net profit	70.3	+45%	-	115.0	61%
Comprehensive income	160.1	+171%	-	-	-
(Reference) Operating profit excluding one-time gains and losses	55.5	+2%	Gains on acquisition and sale of subsidiaries, etc.: ¥2.0 billion	114.0	48%

*One-time gains and losses mainly refer to gains or losses associated with the acquisition or loss of control of subsidiaries, gains or losses on business transfers, gains or losses on the sale of fixed assets, and impairment losses.

Profit (Loss) by Business Segment

(1)Electricity & Gas : Strong sales in low-voltage electricity and increased existing customers

(2)Telecommunications : Strong sales in IT and increased existing customers

(3)Beverage : Robust sales and increased existing customers

(4)Insurance : Robust sales and increased existing customers

(5)Finance : Solid performance in overseas operations

(6)Solution :Steady sales and growth in recurring operating profit

(Billion JPY)

	Revenue			Recurring operating profit			Customer acquisition cost			Operating profit		
	FY25/3		YoY	FY25/3		YoY	FY25/3		YoY	FY25/3		YoY
	1H	1H		1H	1H		1H	1H		1H	1H	
Total	325.7	361.6	+11%	81.0	92.0	+13%	(23.6)	(34.4)	+45%	57.4	57.5	+0%
Electricity & Gas	134.5	155.8	+15%	28.9	34.2	+18%	(11.5)	(15.8)	+37%	17.4	18.4	+5%
Telecommunications	60.1	63.8	+6%	19.4	21.0	+8%	(6.7)	(7.1)	+6%	12.7	13.8	+8%
Beverage	38.6	42.6	+10%	15.3	17.2	+12%	(10.3)	(12.3)	+19%	4.9	4.9	(0%)
Insurance	12.9	16.2	+25%	6.0	8.1	+33%	(1.8)	(3.6)	+99%	4.2	4.5	+6%
Finance	14.2	20.2	+42%	-	-	-	8.5	10.0	+16%	8.5	10.0	+16%
Solution	13.7	13.3	(2%)	4.0	4.5	+12%	(1.7)	(2.6)	+48%	2.2	1.8	(16%)
Commission-based sales	51.5	49.4	(4%)	7.1	6.7	(5%)	(1.0)	(1.9)	+88%	6.1	4.7	(23%)
One-time gains and losses	-	-	-	-	-	-	3.4	2.0	-	3.4	2.0	-

Strong Sales

YoY comparison of the number of customer acquisitions in the first half of FY26/3

Electricity		
High-Voltage	Low-Voltage	Total electricity
86%	143%	143%

Telecommunications	Beverage	Insurance	Total in-house products excluding Insurance and IT
Communication line	IT	Beer server	
98%	128%	96%	112%

Strong acquisition in low-voltage electricity, IT, and insurance contracts, contributing to an increase in recurring operating profit

Pre-Tax Profit

Pre-tax profit increased by 27% YoY.

(Billion JPY)	FY21/3	FY22/3	FY23/3	FY24/3	FY25/3	FY25/3	FY26/3	YoY
	Full year	1H	1H					
Pre-tax profit	82.1	108.5	118.4	168.0	150.7	69.1	88.2	+27%
Pre-tax profit excluding foreign exchange gains and losses	80.6	98.0	112.6	139.9	153.4	84.1	88.3	+4%
Operating profit	69.2	83.5	86.6	94.5	105.0	57.4	57.5	+0%
Share of profit (loss) of equity-method investments (*1)	4.8	6.3	9.4	13.0	17.7	6.3	8.7	+37%
Dividend and interest income (*2)	8.1	11.1	18.0	30.5	39.8	22.8	26.3	+15%
Interest expense	(5.8)	(6.9)	(7.7)	(9.0)	(11.9)	(4.9)	(7.1)	(43%)
Others	4.3	3.9	6.4	10.6	2.7	2.5	2.8	-
Foreign exchange gains and losses (*2)	1.5	10.4	5.7	28.0	(2.7)	(15.0)	(0.1)	+98%

*1 This represents only the share of profit (loss) under the equity method, excluding negative goodwill and gains from changes in ownership interests.

*2 Figures for interest income and foreign exchange gains (losses) for the second quarter of FY25/3 have been restated due to a change in presentation classification.

Cash Flow

*1: Decreased primarily resulting from an increase in receivables in the Finance business.

*2: Decreased primarily due to bond acquisitions.

Dividend and interest income increased by 29% YoY.

(Billion JPY)	FY21/3	FY22/3	FY23/3	FY24/3	FY25/3	FY25/3	FY26/3	YoY
	Full year	1H	1H					
Operating cash flow	73.2	74.3	82.4	124.3	75.6	21.7	(15.6)	(171%)
EBITDA	85.6	100.2	102.8	109.0	119.1	64.4	66.2	+2%
Operating profit	69.2	83.5	86.6	94.5	105.0	57.4	57.5	+0%
Depreciation expense	16.4	16.7	16.2	14.5	14.0	6.9	8.6	+23%
Changes in receivables and payables, etc.	(12.5)	(25.9)	(20.4)	15.3	(43.4)	(42.6)	^{*1} (81.8)	(91%)
Dividend and interest income	10.6	14.2	20.9	33.8	44.9	24.2	31.5	+29%
Shareholder returns	(20.3)	(36.6)	(30.8)	(38.9)	(40.2)	(21.3)	(15.6)	+26%
Investments in listed stocks and bonds	(84.7)	(88.2)	(87.5)	(81.7)	(146.6)	(96.8)	^{*2} (144.3)	(49%)
Financing	(115.6)	99.1	102.2	102.7	107.8	5.2	43.1	+728%
Others (taxes, interest payments, etc.)	(43.1)	(57.6)	(42.4)	(49.4)	(67.3)	(30.8)	(13.0)	+57%

Changes in equity attributable to owners of parent

Exceeded 1 trillion yen, up 230 billion yen year on year.

(Billion JPY)	FY21/3	FY22/3	FY23/3	FY24/3	FY25/3	FY25/3	FY26/3	YoY
	Full year	1H	1H					
Total equity attributable to owners of parent	393.4	468.6	571.0	790.4	914.7	829.6	1,059.7	+27%
Balance at the end of the previous fiscal year	285.7	393.4	468.6	571.0	790.4	790.4	914.7	+15%
Changes during the current period	+107.6	+75.2	+102.3	+219.4	+124.2	+39.1	+144.9	+270%
Net profit	+54.6	+87.5	+91.3	+122.2	+117.5	+48.2	+70.3	+45%
Gain (loss) on sale of securities	+7.5	+9.6	+11.2	+34.6	+17.2	+7.7	+17.8	+130%
Change in unrealized gains	+68.2	+16.2	+30.8	+104.0	+26.4	+5.6	+74.4	+1,205%
Shareholder returns	(20.3)	(36.6)	(30.9)	(38.6)	(40.2)	(21.3)	(15.6)	(26%)
Others	(2.3)	(1.5)	(0.1)	(2.8)	+3.2	(1.1)	(1.9)	-

* Due to the retrospective revision of gain (loss) on the sale of securities after tax, the amount of unrealized gains has also been adjusted.

Investment Holdings Performance

Pre-tax IRR of 18% over the last 8 years

(Billion JPY)	FY21/3	FY22/3	FY23/3	FY24/3	FY25/3	FY25/3	FY26/3	YoY
	Full Year	1H	1H					
Book value of investment (A) (acquisition cost)	357.3	456.0	532.6	590.2	725.4	669.4	808.7	+20%
Unrealized gain	148.4	162.0	226.6	411.1	444.6	454.2	628.1	+38%
Market Value	505.8	618.0	759.2	1,001.3	1,170.0	1,123.6	1,436.8	+27%
Look-through earnings (B) (last 12 months)	44.6	70.8	80.3	83.2	114.8	96.7	131.7	+36%
Earnings yield (B)÷(A)	12.5%	15.5%	15.1%	14.1%	15.8%	14.4%	16.2%	+12%
Dividend yield (based on investment book value, cash flow, and results for the last 12 months)	2.7%	3.0%	3.4%	4.1%	3.9%	4.1%	4.2%	+1%
Dividend income (P/L) (C)	7.3	10.6	14.5	18.6	21.5	13.7	17.6	+28%
Realized gain (comprehensive income) (D)	10.8	13.9	16.2	54.6	25.7	11.1	26.0	+133%
Total (C)+(D)	18.1	24.6	30.7	73.2	47.2	24.8	43.6	+75%

* "Look-through earnings" is calculated by multiplying the operating profit of each of the companies we invested in by our ownership interest and summing the results.

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* "Last 12 months" refers to the four quarters whose financial results were announced within the 12 months immediately preceding the record date.

* Earnings Yield is calculated by dividing the investment book value (acquisition cost) by look-through earnings

Publicly Listed Equity-method Affiliates

41 publicly listed equity-method affiliates as of the end of September 2025

(Addition of 4 companies from the end of June 2025)

	Company name	Voting rights ratio		Company name	Voting rights ratio		Company name	Voting rights ratio
1	BENEFIT JAPAN Co.,LTD.	43.1%	15	Honyaku Center Inc.	27.7%	29	AKATSUKI EAZIMA CO.,LTD	22.5%
2	SINANEN HOLDINGS CO.,LTD.	41.2%	16	TOKUDEN CO., LTD.	26.7%	30	AJIS CO., LTD.	22.2%
3	INEST, Inc.	40.7%	17	XNET Corporation	25.6%	31	Techno Smart Corp.	22.1%
4	Kusurinomadoguchi,Inc.	39.3%	18	SANSEI CO.,LTD.	25.3%	32	Maruzen Co., Ltd.	22.0%
5	MS&Consulting Co.,Ltd.	38.1%	19	Data Applications	25.2%	33	TOHOKU STEEL Co.,Ltd	22.0%
6	Last One Mile Co.,Ltd.	36.8%	20	FORVAL CORPORATION	25.0%	34	FAN Communications, Inc.	21.7%
7	Bell-Park Co.,Ltd.	34.2%	21	NISHIKAWA KEISOKU Co.,LTD.	24.7%	35	erex Co.,Ltd.	21.2%
8	MTI Ltd.	33.8%	22	CE Holdings Co.,Ltd.	24.0%	36	TOHO SYSTEM SCIENCE CO.,LTD.	20.5%
9	ULURU.CO.,LTD.	30.8%	23	RAIZNEXT Corporation	24.0%	37	Token Corporation	20.5%
10	TOUMEI CO.,LTD.	30.8%	24	Encourage Technologies Co.,Ltd.	23.2%	38	Original Engineering Consultants Co., Ltd.	20.4%
11	SUNNEXTA GROUP Inc.	30.7%	25	Inbound Tech Inc.	23.2%	39	Fullcast Holdings Co., Ltd.	20.2%
12	DVx Inc.	29.4%	26	Youji Corporation	22.9%	40	S-Pool, Inc.	20.2%
13	DAIICHI JITSUGYO CO.,LTD.	29.4%	27	KAINOS Laboratories, Inc.	22.8%	41	Arbeit-Times Co., Ltd.	20.2%
14	TVE Co.,Ltd.	27.9%	28	ERI HOLDINGS CO., LTD.	22.6%			

Upward revision to dividend forecast

	FY25/3	FY26/3			YoY
		August announcement	November announcement		
Dividend per share	Total	¥661	¥724	¥736	+11%
Q1	Regular dividend	¥156	¥181	¥181	+16%
Q2	Regular dividend	¥161	¥181	¥185	+14%
Q3	Regular dividend	¥167	¥181	¥185	+10%
Q4	Regular dividend	¥177	¥181	¥185	+4%

The second-quarter dividend was increased by 4 yen per share, resulting in a total annual dividend 11% higher than last year.

Share repurchase and cancellation of treasury shares

	Repurchase	Cancellation
Total number of shares	350,000	280,000
Ratio to total number of shares issued (*excluding treasury shares for repurchase)	0.79%	0.63%
Total amount of repurchase	10.0 billion yen	
Repurchase period / cancellation date	From November 12, 2025 to June 30, 2026	December 29, 2025 (scheduled)

Resolved to repurchase its shares and cancel a portion of treasury shares.

Trends in Shareholder Returns

Resolution to increase dividend and repurchase its shares

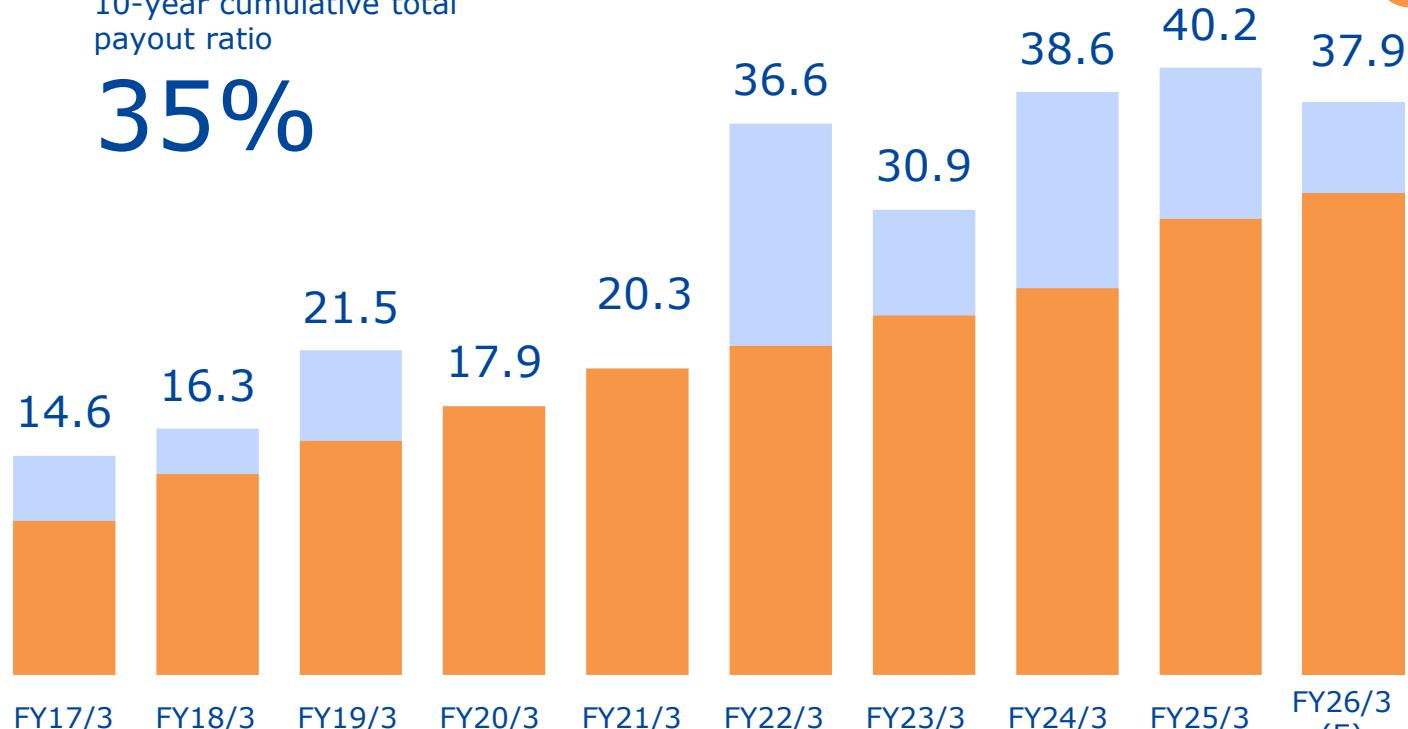
(Billions JPY)

Share repurchase

Dividend payment

10-year cumulative total payout ratio

35%



	FY17/3	FY18/3	FY19/3	FY20/3	FY21/3	FY22/3	FY23/3	FY24/3	FY25/3	FY26/3 (E)	Total
Total amount of dividends paid	10.2	13.3	15.5	17.8	20.3	21.8	23.8	25.6	30.2	31.9	210.9
Total amount of share repurchases	4.3	3.0	6.0	0.0	0.0	14.7	7.0	13.0	10.0	6.0	64.3
Total payout ratio	37%	38%	43%	34%	37%	41%	33%	31%	34%	33%	35%

First-half summary

Operating Business

- (1) Recurring operating profit increased by 13.6% year on year.
- (2) Total equity attributable to owners of parent exceeded ¥1 trillion, up 27% year on year.
- (3) Net profit forecast was revised upward to ¥115 billion

Investment Holdings

- (1) EY was 16.2%, and look-through earnings amounted to ¥131.7 billion, up 36% year on year.
- (2) Dividend and interest income (P/L) increased by 15% year on year.

Shareholder Returns

- (1) An increase of ¥4 per share from the previous forecast — the highest dividend per share in the company's history.
- (2) Resolution on a share repurchase of ¥10 billion and the cancellation of 280,000 treasury shares.
- (3) Dividend increase expected for the 15th consecutive fiscal year with no dividend reduction for the 23rd consecutive fiscal year. A cumulative total payout ratio is approximately 35% over the past 10 years.

Explanation of Terms and Disclaimer, etc.

■ Explanation of Terms

Term	J-GAAP	IFRS
Sales	Sales	Revenue
Net income	Net income	Net income attributable to owners of parent
Equity	Equity	Equity attributable to owners of the parent
EPS	Earnings per Share	Basic earnings per Share
BPS	Book value per share	Equity per Share attributable to owners of the parent

- * Japanese GAAP applied before FYE 3/15, and IFRS applied after FYE 3/16
- * Results for in-house and third-party products prior to FYE 3/18 are provisional figures as they were before the change in reporting segments.
- * ROA: By dividing operating profit by total assets (the average during the period)
- * ROE: By dividing net income attributable to owners of parent by equity (the average during the period)
- * "Hypothetical consolidated performance" is the sum of the "consolidated performance" and the "performance using equity method" calculated by multiplying the figures of each company we invested in by our stock holding ratio. It represents the real performance of the Company
- * Hypothetical consolidated ROE: By dividing hypothetical consolidated net income attributable to owners of parent by equity (the average during the period)
- *Sales per capita: By dividing sales by the number of employees (the average during the period)
- *Operating profit per capita: By dividing operating profit by the number of employees (the average during the period)

■ Notes in regard to this material

Disclaimer

Information mentioned in this material, other than that related to historical and current facts, is determined based on information currently available to HIKARI TSUSHIN and hypotheses built. Since information may be affected by uncertainties included in such hypothesis and judgement, and by changes in the future economic environment, etc., it may differ from future performance of the Company and the HIKARI TSUSHIN Group.

The forward-looking statements contained in this material are prepared as of the date of this material (or the date otherwise specified) as mentioned above. The Company neither has an obligation nor policy to update such forward-looking statements with the latest information whenever necessary.

Furthermore, information in regard to matters other than the Company or Group companies stated in this material are cited from sources such as public information. The accuracy and adequacy of such information are not verified by the Company, and therefore are not guaranteed. The Company will not be held responsible for any damage that may occur as a result of the use of this material.

Notes in Regard to Insider Trading

An investor (primary information receiver) who has received non-public material facts directly from a company shall not make sales or purchases of stocks, etc. before such information is "publicized" (Article 166 of Financial Instruments and Exchange Act). In accordance with the provisions of Article 30 of the Order for Enforcement of the Financial Instruments and Exchange Act, information is deemed to have been made "public" 12 hours after such information has been publicized in two or more journalistic organizations, or when notification to the security exchange is made by the company and further listed via electronic means (TDnet's Timely Disclosure Information Viewing Service and EDINET public website) as provided by the Cabinet Office Ordinance.



Appendix 1

TOB Track Record

Shares tendered through Takeover Bids

From April to September 2025

	Stock name	Overview	Voting rights ratio before TOB	Book value of investment (billion yen)	Amount of sales (billion yen)	Pre-tax IRR	Gain (loss) on sales (billion yen)	Period of recognition	Profit Recognition
1	NAKAYO, INC. (6715)	Made a wholly owned subsidiary by Ai Holdings Corporation	18.1%	1.0	2.0	28%	1.0	Q1	Comprehensive income
2	Mitsubishi Shokuhin Co., Ltd. (7451)	Made a wholly owned subsidiary by Mitsubishi Corporation	0.03%	0.06	0.08	99%	0.01	Q2	Comprehensive income
3	SAKAI Holdings CO.,LTD (9446)	Self-Tender Offer	12.4%	0.3	1.2	11%	0.9	Q2	Comprehensive income
4	Nakano Refrigerators CO., LTD. (6411)	Made a wholly owned subsidiary by Marunouchi Capital Inc.	2.6%	0.8	1.0	8%	0.2	Q2	Comprehensive income
5	Nippon Concept Corporation (9386)	MBO with J-STAR Co. Ltd.	0.12%	0.03	0.05	268%	0.02	Q2	Comprehensive income
6	Pacific Systems Corporation (3847)	Made a wholly owned subsidiary by Taiheiyo Cement Corporation	0.4%	0.7	0.13	40%	0.05	Q2	Comprehensive income
Total		6 cases	-	2.89	5.03	27%	2.18	-	-

For the first half, the cumulative total gain (loss) on shares tendered through takeover bids was 2.1 billion yen, and the average pre-tax IRR was 27%.

Appendix 2

Financial Discipline

Financial Discipline

(Billions JPY)

	FY22/3	FY23/3	FY24/3	FY25/3	As of the end of September 2025
(1) Cash Reserves	338.2	406.9	587.9	596.1	545.3
Cash and cash equivalents	338.2	389.3	494.8	470.2	352.8
Bonds (mainly government bonds and highly rated corporate bonds)	-	17.5	93.1	125.8	164.5
Time deposits with maturities over three months	-	-	-	-	27.9
(2) Interest-bearing debt maturing within three years	212.3	265.9	361.0	413.8	467.8
(3) Difference (1-2)	125.9	140.9	226.8	182.3	77.5

Holds cash and cash equivalents exceeding the balance of interest-bearing debt maturing within three years