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May 13, 2025

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

Company name: Takachiho Koheki Co., Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 2676
 URL: <https://www.takachiho-kk.co.jp>
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 Scheduled date of annual general meeting of shareholders: June 26, 2025
 Scheduled date to commence dividend payments: June 27, 2025
 Scheduled date to file annual securities report: June 27, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for institutional investors and analysts)

(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.)

	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	28,098	11.4	2,079	41.9	2,004	9.2	1,458	1.4
March 31, 2024	25,224	8.0	1,465	6.5	1,835	15.6	1,437	19.3

Note: Comprehensive income For the fiscal year ended March 31, 2025: ¥1,495 million [-19.5%]
 For the fiscal year ended March 31, 2024: ¥1,857 million [9.4%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	158.19	158.05	8.7	8.6	7.4
March 31, 2024	158.46	157.87	8.6	8.1	5.8

Reference: Share of profit (loss) of entities accounted for using equity method
 For the fiscal year ended March 31, 2025: ¥- million
 For the fiscal year ended March 31, 2024: ¥- million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	23,459	16,834	71.8	1,810.36
March 31, 2024	22,963	16,835	73.3	1,851.62

Reference: Equity
 As of March 31, 2025: ¥16,834 million
 As of March 31, 2024: ¥16,830 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2025	2,991	-473	-1,505	6,026
March 31, 2024	1,642	29	-1,459	4,871

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2024	-	53.00	-	105.00	158.00	1,444	99.7	8.6
Fiscal year ended March 31, 2025	-	58.00	-	102.00	160.00	1,497	101.1	8.7
Fiscal year ending March 31, 2026 (Forecast)	-	34.50	-	46.00	80.50		99.8	

Notes: 1. The breakdown of the year-end dividend for the fiscal year ended March 31, 2025:

Ordinary dividend: ¥98.00 Special dividend ¥4.00

2. The total amount of dividends includes dividends paid on the shares of the Company held by Custody Bank of Japan, Ltd. (Trust E Unit) (9,148,200 yen for FY3/24 and 9,264,000 yen for FY3/25).

3. The annual dividend per share for FY3/25 is calculated by dividing the total profit (1,458 million yen) by the number of shares at the end of the period (9,356,934 shares), including our shares held by Custody Bank of Japan (Trust E Unit). The dividend payout ratio (101.1%) is calculated by dividing the annual dividend per share by the basic earnings per share.

4. At the Board of Directors meeting held on March 21, 2025, the Company resolved to conduct a stock split of its common shares at a ratio of two shares for each one share, with an effective date of June 1, 2025. The forecast for the second quarter-end and year-end dividend per share for the fiscal year ending March 31, 2026 reflects the impact of this stock split. If the stock split were not taken into account, the forecast for the second quarter-end dividend per share for the fiscal year ending March 31, 2026 would be ¥69.00, the forecast for the year-end dividend per share for the fiscal year ending March 31, 2026 would be ¥92.00, the total annual dividend would be ¥161.00, and the dividend payout ratio would be 99.8%.

3. Forecast of consolidated financial results for the year ending March 31, 2026 (from 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		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months	14,200	6.7	950	1.5	910	12.1	640	7.6	34.41
Full year	30,000	6.8	2,200	5.8	2,100	4.7	1,500	2.9	80.65

Note: Earnings per share figures reflect the impact of the stock split stated in “2. Cash dividends.” If the stock split were not taken into account, the forecast earnings per share for the fiscal year ending March 31, 2026 would be ¥161.31.

* **Notes**

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

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

- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

(3) Number of issued shares (common shares)

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

As of March 31, 2025	10,171,800 shares
As of March 31, 2024	10,171,800 shares

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

As of March 31, 2025	872,766 shares
As of March 31, 2024	1,082,132 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	9,217,194 shares
Fiscal year ended March 31, 2024	9,072,857 shares

Note: The number of treasury shares at the end of the period includes Company shares held by Custody Bank of Japan, Ltd., (trust account E) as trust assets related to the Board Benefit Trust (BBT) system (57,900 shares in the FY3/24, and 57,900 shares in the FY3/25). In addition, the number of treasury shares to be deducted in calculating the average number of shares during the period include Company shares (57,900 shares for the FY3/24 and 57,900 shares for the FY3/25) held by Custody Bank of Japan, Ltd., (Trust Account E) as trust assets related to the Board Benefit Trust (BBT) system.

[Reference] Overview of non-consolidated financial results

1. 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	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	23,786	12.8	1,809	24.8	1,757	-5.6	1,334	-11.3
March 31, 2024	21,091	9.4	1,449	26.5	1,861	39.6	1,504	51.3

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2025	144.77	144.64
March 31, 2024	165.84	165.22

(2) Non-consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	22,278	16,746	75.2	1,800.85
March 31, 2024	22,394	17,097	76.3	1,880.43

Reference: Equity

As of March 31, 2025: ¥16,746 million
As of March 31, 2024: ¥17,092 million

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

* Proper use of earnings forecasts, and other special matters

The forward-looking statements regarding future performance in this material are based on information currently available to the Company and certain assumptions that the Company deems to be reasonable at the time this report was prepared. Therefore, the Company does not make promises about the achievements. Actual results may differ significantly from the forecasts due to various factors.

(Access to supplementary material on quarterly financial results)

The supplementary materials on financial results will be posted on our website immediately after the earnings announcement.

In addition, we are planning to hold a briefing session for institutional investors and analysts on Tuesday, May 27, 2025. The summary of the briefing will also be posted on our website immediately after the event.

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1. Overview of Operating Results/Financial Position

(1) Overview of Operating Results in the period under review

(i) Operating Results for the current consolidated fiscal year

During the consolidated fiscal year under review, Japan's economy showed a gentle recovering trend despite some stagnation. A gentle economic recovery is expected in the future, thanks to the impact of various policy under conditions of improving employment and income environments. However, there are risks of downward pressures on Japan's economy, such as the effects on personal consumption of such factors as decreasing consumer confidence amid continuing inflation and the impact of future US policy trends. Additionally, there also is a need to pay sufficient attention to the effects of such factors as fluctuations in money and capital markets.

While the markets in which the Group operates show continued intensification of competition, the Group is striving to grow highly profitable businesses among its core business segments while also growing its service businesses and creating new businesses and new business models, aiming to realize sustained growth and medium- to long-term increases in corporate value.

Specifically, in the Cloud Service and Support Segment, it is striving to grow MSP services and expand cloud-based products and services and develop new markets for them while also growing its maintenance services.

In the System Segment, it is striving to strengthen sales and increase the added value of its core products of Electronic Article Surveillance Systems, CCTV, Access Control Systems, and other security products and to grow retail solutions including its facial recognition systems and other image recognition, RFID systems, and labor-saving systems.

At the same time, in the Device Segment it is focusing on sales growth and growing solution businesses in the electronics business, particularly in the telecommunications infrastructure market, the industrial devices market based mainly on IoT, the market for printers and other business machines, and the amusement market, while in the mechatronics business it is focusing on areas that include the industrial devices market for semiconductor manufacturing equipment and similar products, which can be expected to show continued growth, sale of Mechanical Components for residential equipment such as kitchen appliances in Japan and North America, growing sales in the amusement market, and development of modular products.

Under these conditions, business results in the consolidated fiscal year under review show a year-on-year (YoY) increase of 11.4% in net sales to 28,098 million yen, thanks to factors that include an increase in contracts in Cloud Service and Support subscription businesses and favorable sales of Electronics Products.

For the above reasons, in terms of profit and loss, the highest profits have been recorded since the Company was listed. Operating income increased by 41.9% YOY to 2,079 million yen. Ordinary income increased by 9.2% YOY to 2,004 million yen. Net income attributable to owners of the parent increased by 1.4% YOY to 1,458 million yen.

The operating results of each segment are as follows:

Beginning with the consolidated fiscal year under review, results for cloud-based networking products have been shifted from the System Segment (Business Solution Products and Retail Solution Products) to the Cloud Service and Support Segment for reasons that included the increased importance of subscription-based sales.

(Cloud Service and Support Segment)

Net sales in the Cloud Service and Support Segment were up 40.6% YoY to 3,559 million yen, thanks to favorable performance that included increased numbers of contracts for MSP services and cloud-based networking products and securing some large-scale maintenance contracts. Segment operating profit was up 59.8% YoY to 776 million yen because of the above reasons as well as selling, general and administrative expenses accounting for a smaller percentage of net sales.

(*MSP services: The Company's proprietary subscription services for maintenance of cloud products and monitoring their operation)

(System Segment)

Net sales in the System Segment were up 3.0% YoY to 10,148 million yen, while segment operating profit was up 406 million yen YoY to 376 million yen because of factors that included the absence of expenses related to additional construction recorded last year.

Net sales of Retail Solution Products were up 7.2% YoY to 3,476 million yen because of higher sales of large-scale GMS solutions.

In the Business Solution Products, strong sales of access control systems and surveillance camera systems for offices of foreign-affiliated firms were partially offset by a decrease in delivery of mailing systems, which was high last year, resulting in YoY growth of 4.3% in net sales, to 3,729 million yen.

Net sales of cloud-based networking products, which were shifted from the System Segment to the Cloud Service and Support Segment beginning with the consolidated fiscal year under review, made up 582 million yen of net sales in the System Segment in the same period of last year.

As a result of slower sales of fire-prevention systems due to a focus on more profitable products, net sales of Global Products were down 3.2% YoY to 2,942 million yen.

(Device Segment)

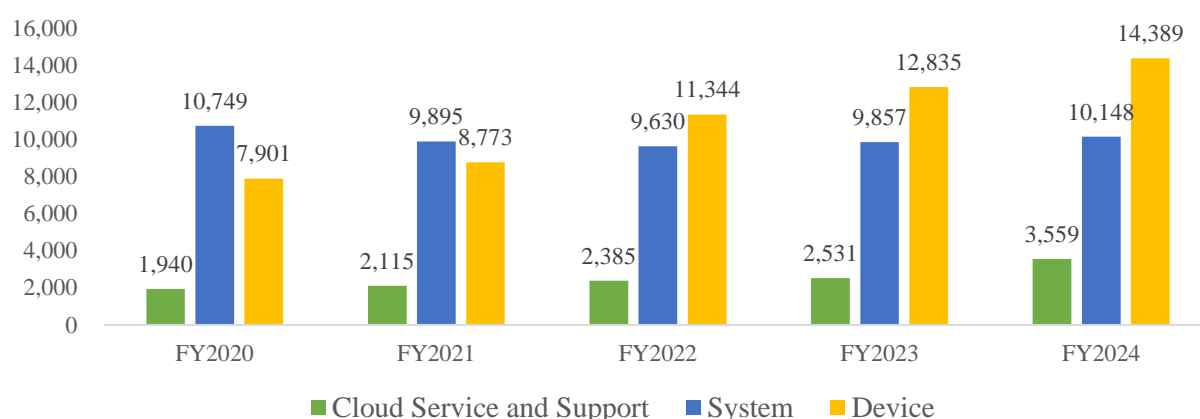
While Device Segment sales increased by 12.1% YOY to 14,389 million yen, segment operating income was down 8.1% YOY to 926 million yen because of the recording of temporary expenses.

Sales of Electronics Products increased by 10.4% YoY to 9,214 million yen due to strong sales of electronic parts for consumer products and business machines.

In Mechatronics Products, strong sales of Mechanical Components to update bank terminals to handle new banknotes, Mechanical Components for MFPs, and components developed in house for kitchen appliances contributed to YoY growth of 15.2% in net sales to 5,175 million yen.

(millions of yen)

Sales by Segment



(ii) Future Outlook

During the consolidated fiscal year under review, Japan's economy showed a gentle recovering trend despite some lingering difficulties. A gentle economic recovery is expected in the future, thanks to the impact of various policy under conditions of improving employment and income environments. However, there are risks of downward pressures on Japan's economy, such as the effects on personal consumption of such factors as decreasing consumer confidence amid continuing inflation and the impact of future US policy trends. Additionally, there also is a need to pay sufficient attention to the effects of such factors as fluctuations in money and capital markets.

Under these conditions, the Group has formulated its Medium-Term Management Plan "2025-2027: Security. Solutions. Synergy. Moving to the Cutting Edge of Evolution with Business Security and Electromechanics." This plan covers the period through the fiscal year ending March 2028. This plan identifies as its basic policies "Business growth through focused investments in focused businesses" and "Creating a new future and value side by side with customers." Its aim is to achieve sustainable growth and increase corporate value for the Group.

Also, segments also will be revised beginning with the period covered by the new Medium-Term Management Plan. Since expansion of the cloud services business has achieved a degree of results, we will integrate the Cloud Service and Support Segment and the Systems business into the Business Security segment, to clarify target markets. In addition, in order to achieve further growth by integrating the semiconductor business (Electronics) and the mechanical components business (Mechanics), we will rename the Devices segment to the Electro Mechanics segment.

In the Business Security segment, we will aim to be a trusted provider of business security solutions from retail security, physical security, integrated platform cloud services, cloud-managed networks, cybersecurity, and other comprehensive security solutions to one-stop services in consulting, systems integration, installation work, and after-sales service.

Specifically, in business solutions, we will focus on access control systems and surveillance cameras for data centers and offices, MSP services, and cyber and OT security. In retail solutions, in addition to growing sales of RFID systems for the apparel market, we will launch cloud-based crime-prevention services and expand consulting on loss control.

In the Electro Mechanics segment, we will provide one-stop services including an extensive product lineup and technical services based on the strength of our expertise in both electronic and mechanical components.

Specifically, in the electronics business, we will strengthen sales to the industrial devices field based on our strengths in power supplies, telecommunications, and sensors, while also strengthening high-value-added solutions businesses in addition to simply supplying products. We also will carry out global business development in Southeast Asia and other markets. In the mechanics business, we will focus on the markets for residential equipment and industrial devices while also aiming to increase added value by strengthening product planning and development.

Based on the above, we forecast net sales of 30 billion yen, ordinary income of 2.1 billion yen, and net income attributable to owners of the parent of 1.5 billion yen.

(2) Overview of financial standing in the period under review

(i) Status of assets, liabilities, and net asset

Total assets at the end of the consolidated fiscal year under review stood at 23,459 million yen, up 496 million yen from the end of the previous consolidated fiscal year. This was due to factors that included increases of 1,155 million yen in cash and deposits and 952 million yen in accounts receivable – trade, offset by a decrease of 1,540 million yen in merchandise and finished goods.

Liabilities increased 497 million yen from the end of the previous consolidated fiscal year to 6,625 million yen. This was due to factors that included increases of 279 million yen in accounts payable – trade, 135 million yen in contract liabilities, and 105 million yen in deferred tax liabilities.

Net assets decreased by 1 million yen from the end of the previous consolidated fiscal year to 16,834 million yen. The equity-to-asset ratio decreased by 1.5 points from the end of the previous consolidated fiscal year to 71.8%.

(ii) Status of Cash flow

Cash and cash equivalents as of the end of the current consolidated fiscal year were up 1,155 million yen (23.7%) YOY to 6,026 million yen.

(Cash flow from operating activities)

Cash flow from operating activities during the current consolidated fiscal year increased by 1,349 million yen YOY to 2,991 million yen. This resulted from factors that included profit before income taxes of 2,170 million yen, income taxes paid of 832 million yen, and a decrease of 1,655 million yen in inventories.

(Cash flow from investing activities)

Cash flow from investing activities during the current consolidated fiscal year decreased by 502 million yen YOY to -473 million yen. This was due to factors that included expenditures of 558 million yen on purchase of investment securities.

(Cash flow from financing activities)

Cash flow from financing activities during the current consolidated fiscal year decreased by 45 million yen YOY to 1,505 million yen. This was due to factors that included payment of 1,504 million yen in dividends.

Index	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Equity-to-asset ratio (%)	72.7	72.9	74.2	73.3	71.8
Capital adequacy ratio based on current market value (%)	51.4	64.3	101.3	150.4	155.4
Interest coverage ratio	—	4,123.5	—	—	1,121.4

Note: The above indexes are calculated according to the following formula:

Equity-to-asset ratio = owner's equity/total assets

Capital adequacy ratio based on current market value = market capitalization/total assets

Interest coverage ratio = operating cash flow/interest expenses paid

1. Each index is calculated based on the consolidated financial numerical values.

2. Market capitalization is calculated by multiplying the closing share price at the end of the fiscal year by the number of shares issued at the end of the fiscal year (after deduction of treasury shares). The number of shares of treasury stock includes Company stock held by the Board benefit trust (BBT). (Fiscal Year Ended March 31, 2022: 68,000 shares; Fiscal Year Ended March 31, 2023: 57,900 shares; Fiscal Year Ended March 31, 2024: 57,900 shares; Fiscal Year Ended March 31, 2025: 57,900 shares)

3. Operating cash flow represents cash flow from operating activities. Interest expenses paid represent the relevant amount paid in the Consolidated Cash Flow Statements.

(3) Basic Policy for distribution of profit and the Dividends for the current and next fiscal years

(i) Basic Policy for distribution of profit

The Company considers returns of profit to shareholders to be an important topic of management.

As described in the Medium-Term Management Plan 2022-2024, the Company's policy is to maintain a consolidated payout ratio of 100% until achieving ROE of 8% as a three-year average, aiming for management conscious of capital profitability while actively providing returns to shareholders without increasing equity. The minimum dividend remains 24 yen/year.

ROE averaged more than 8% over the three-year period of the fiscal year ended March 2023 through the fiscal year ended March 2025.

Capital policies under the Medium-Term Management Plan 2025-2027 are based on a policy of balancing investment in growth with returns to shareholders. The Company aims to maintain a payout ratio of 100% in the fiscal year ending March 2026 and then to adopt a system of gradually increasing dividends beginning in the fiscal year ending March 2027 for maintaining or increasing current dividend amounts as its policy.

(ii) Dividends for the current and next fiscal years:

Regarding dividends at the end of the current fiscal year, the results for the current fiscal year are as described in (1) Overview of operating results in the period under review (i) Operating results for the current consolidated fiscal year.

Since the Company paid interim dividends of 58 yen/share, in line with the Company's policy on returns to shareholders with a payout ratio of 100%, it plans to pay year-end dividends of 98 yen/share plus a special dividend of 4 yen/share commemorating achievement of the goals of the Medium-Term Management Plan 2022-2024, for total year-end dividends of 102 yen/share. As a result, total annual dividends will be 160 yen/share, up 2 yen from the previous fiscal year.

In line with the policy on returns to shareholders referred to above, based on consolidated business performance forecasts the Company plans to pay interim dividends of 34.5 yen/share and year-end dividends of 46 yen/share, for total annual dividends of 80.5 yen/share, in the next fiscal year.

As announced March 21, 2025, the Company plans a two-for-one stock split with a date of record of May 31, 2025.

2. Corporate Group Status

Our Group consists of 11 companies, namely, the Company, nine consolidated subsidiaries, and one non-consolidated subsidiary. The Group carries out a variety of business operations, including export, import, and sale of products and provision of such services as installation, maintenance, system design, and system operation subcontracting, by seeking and securing high-tech products from outstanding overseas manufacturers, centered on the field of electronics.

We currently handle the products such as security systems, other system equipment, application software, semiconductor/electronic parts, and mechanical components.

The positioning of products and the correlation between segments and products in our business is as follows:

<Cloud Service and Support Segment>

(Cloud Service and Support Products)

We provide sales of cloud services (including MSP services) and cloud Wi-Fi systems, and maintenance, system operation outsourcing, and operation monitoring services for various products in the System Segment.

To enhance customer satisfaction through a prompt response, we also offer services 24 hours a day, 365 days a year from 300 service bases throughout Japan.

<System Segment>

(Retail Solution Products)

We are engaged in system design, sales, installation, and system operation support services. These include retail security equipment such as electronic article surveillance/video monitoring security systems (surveillance cameras and surveillance video recording equipment) and security tags, and store management equipment for such operational support services as customer traffic counters and AI vending machines and labor saving systems. We conduct sales to a wide variety of customers in the retail and distribution industries, ranging from large-scale stores such as shopping centers to small stores, such as drugstores.

Mighty Cube Co., Ltd., develops and sells self-alarming tag systems for electronic article surveillance and carries out transactions with various customers, including hardware stores and electronic retail stores.

(Business Solution Products)

We design, build, install, and sell equipment for the latest electronics technology application systems for office buildings, data centers, factories, and other corporate-related facilities. These include Access Control Systems, network system equipment, and consulting and designing systems for electronic article surveillance/video monitoring security. We also handle RFID tags for logistics/inventory control systems and related peripheral equipment, as well as automated postal mail inserters (folding and inserting machines) for postal mail.

Mighty Cube Co., Ltd., as the leading RFID technology company in Japan, is engaged in the system development, sales, etc., of RFID Tags (contactless IC chips) and peripheral equipment (readers/writers).

(Global Products)

We design, establish, install, and sell Advanced Fire Protection Systems which contribute to office buildings, commercial facilities, power-generating energy-related plants, natural gas/petrochemical plants, etc.

Takachiho Fire, Security & Services (Thailand) Ltd. is engaged in consulting and designing systems for electronic article surveillance/video monitoring security, etc., and selling electronic article surveillance systems, access control systems, surveillance cameras, Fire Protection Systems, etc. in Thailand.

Guardfire Limited and Guardfire Singapore Pte. Ltd., are engaged in designing and selling Advanced Fire Protection Systems in Southeast Asia.

<Device Segment>

(Electronics Products)

We are engaged in sales and consulting (design support for electronic equipment) of various types of semiconductors as represented by analog IC, sensors such as silicon microphone and electronic parts. These products are used in various areas, such as industrial electronics equipment, IP-PBX (private branch exchange) and information-telecommunications equipment including smartphones.

Takachiho Koheki (H.K.) Limited and Takachiho Trading (Shanghai) Co., Ltd. sell the above products in China and Southeast Asia.

(Mechatronics Products)

We are engaged in selling and consulting in mechanical components that enhance safety, convenience, and comfort, such as slide rails, gas springs, soft-closing dampers, and lifting systems. These products are used for opening and closing/withdrawal/safety mechanism (slide rails/gas springs/cylinder lock systems) of ATMs, etc., mainly at financial institutions and convenience stores, withdrawal/lifting mechanism (slide rails/lifting systems) of built-in kitchen systems, paper feeding mechanism (slide rails/dampers) of copiers, etc.

Takachiho Koheki (H.K.) Limited, Takachiho Trading (Shanghai) Co., Ltd., and Takachiho America, Inc. sell the above products in China, Southeast Asia, and the United States.

Correlation between Segment and Products:

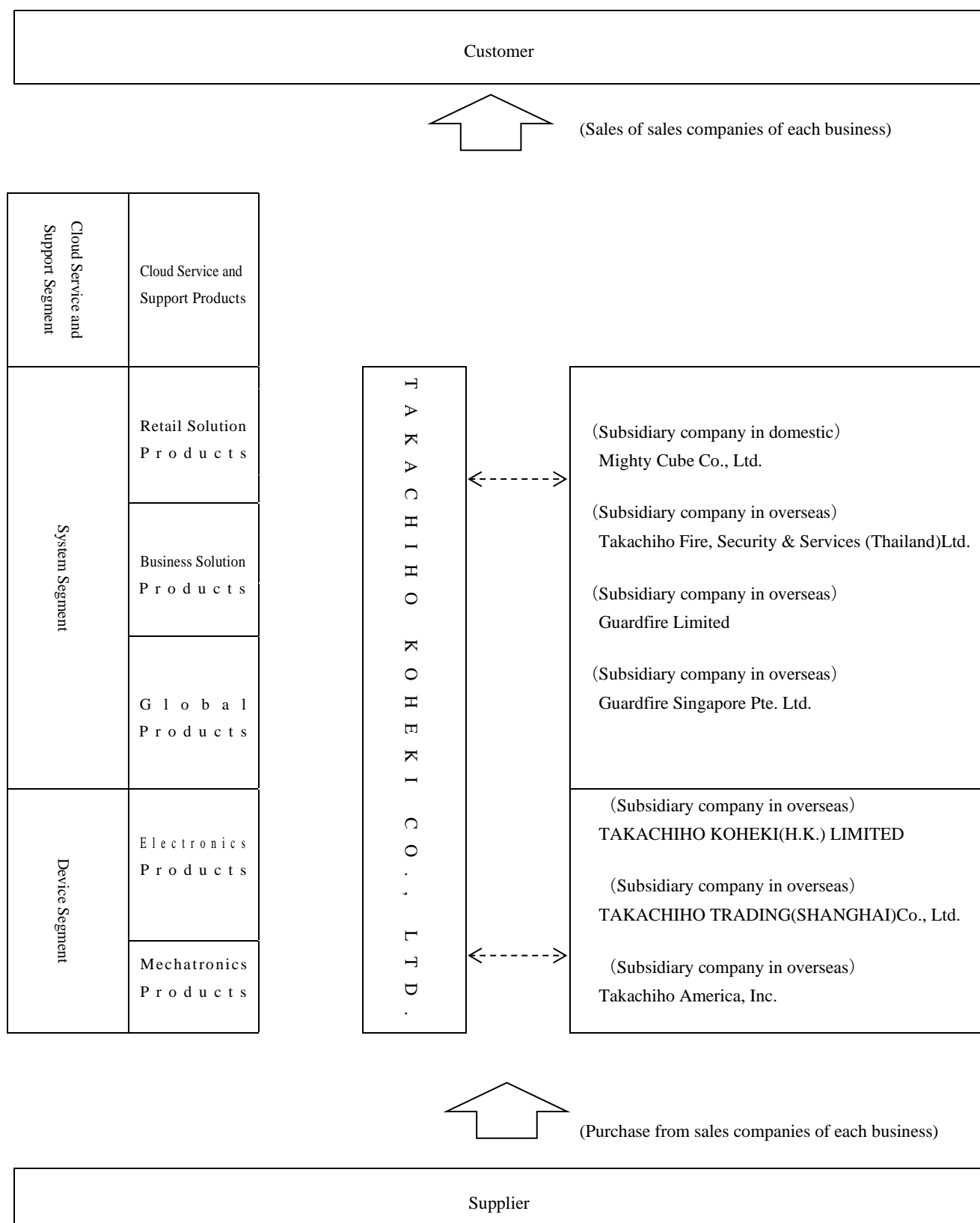
Segment	Contents of main businesses	Principal companies
Cloud Service and Support		
Cloud Service and Support Products	System maintenance, system operation outsourcing, and operation monitoring services for various products in the segments of cloud services (including MSP services) and sales of cloud Wi-Fi systems and in the System Segment.	TAKACHIHO KOHEKI CO., LTD.
System		
Retail Solution Products	Sales and designing/installation of various types of systems, such as electronic article surveillance systems (Shoplifting prevention devices, sensor cable type alarm units, security tags, etc.) and video monitoring systems	TAKACHIHO KOHEKI CO., LTD.
		Mighty Cube Co., Ltd.
Business Solution Products	Sales and designing/installation of various types of systems, such as Access Control Systems, video monitoring systems, network system equipment, RFID tags for logistics/inventory control systems, etc., related peripheral equipment and automated insertion systems (Mail inserters), etc.	TAKACHIHO KOHEKI CO., LTD.
		Mighty Cube Co., Ltd.
Global Products	Sales, designing, building, and installation of various types of systems for Advanced Fire Protection Systems, etc.	Takachiho Fire,Security & Services(Thailand) Ltd.
		Guardfire Limited
		Guardfire Singapore Pte.Ltd.
Device		
Electronics Products	Sale of various semiconductors (analog ICs etc.), sensors (silicon microphones etc.), and electronic parts	TAKACHIHO KOHEKI CO., LTD.
		TAKACHIHO KOHEKI (H.K.)LIMITED
		TAKACHIHO TRADING (SHANGHAI) CO., LTD.
Mechatronics Products	Sales of mechanical components, etc., for safety/labor saving, such as slide rails, gas springs, cylinder lock systems, dampers and lifting systems	TAKACHIHO KOHEKI CO., LTD.
		TAKACHIHO KOHEKI (H.K.)LIMITED
		TAKACHIHO TRADING (SHANGHAI) CO., LTD.
		Takachiho America, Inc.

Note: Terms such as product names and technical terminology:

- (1) Cloud-based Wireless LAN System: a system capable of managing wireless LAN access points on the net.
- (2) Security Tags: Special tags attached to products that enable shoplifting prevention devices to work.
- (3) RFID tags: Special tags with micro-IC chips having product information and antennas built in.
- (4) Mail inserters (folding and inserting machines): Automated equipment for selection/enclosing and sealing operations of postal mail
- (5) Slide Rails: Metallic rails with ball bearings built in that enable the easy pulling of heavy loads or drawers.
- (6) Gas Springs: Using nitrogen gas, these springs enable heavy doors to be easily pulled upward or downward through the repulsion force of the gas
- (7) Dampers: Cushioning mechanisms that make use of oil viscosity resistance to absorb shock when opening or closing a drawer.

The overview of the Group's business is as follows:

Note: Dotted lines represent transactions within the Group



Note: Dotted lines represent transactions within the Group.

3. Management Policies

(1) Basic management policies of the Company

The Company promotes its management based on the corporate philosophy of creation at the heart of our business activities as a technology trading company. The Company will pursue three principal goals: (1) Enhance customer satisfaction through technology; (2) Gain worldwide trust by enhancing our technological expertise, skills, and humanity; and (3) Contribute to society by making concerted efforts for paving the way to a bright future.

Our group conducts business activities by maintaining Safety/Security/Comfort as a core mission. As a technology trading company, by leveraging our extensive track record and experience and providing highly specialized solutions, we intend to enhance customer corporate value.

In recognizing our CSR (Corporate Social Responsibility) as a corporate citizen and through the implementation of responsible, sincere, and transparent business activities, our Group will promote management that can be trusted by all stakeholders and maintain and improve company's value.

(2) Targeted management indexes

The Group will establish and implement various measures under the Three-Year Medium-Term Management Plan "2025-2027: Security. Solutions. Synergy. Moving to the Cutting Edge of Evolution with Business Security and Electromechanics."

This plan includes the following targets for its final fiscal year of FY 2027: consolidated net sales of 35 billion yen, consolidated ordinary income of 2.8 billion yen, consolidated net income of 2 billion yen, and ROE of 10% or more.

(3) Medium- to long-term management strategies of the Company

(i) Recognition of business environment

We expect business growth in our business domains to be driven by growing demand for cybersecurity solutions and AI and data utilization in response to progressive digitalization and technological innovations and for use of robotics and efficiency improvements through digital transformation (DX) in response to a shortage of IT human resources as Japan's workforce shrinks. We also expect increasing needs in such areas as supply-chain stabilization in the face of rising geopolitical risks.

(ii) Medium-term management policy

The Company has established as its vision for 2030 "Realizing a safe and secure society by co-creating the future with customers, as the first choice among solution providers." Based on our corporate philosophy and purpose, the Company will deliver solutions to the issues faced by customers and society by demonstrating to the fullest our strengths of insights, technology, one-stop services, and relations of trust with business partners.

As we advance toward our vision for 2030, under the new Medium-Term Management Plan we will realize sustainable growth and increased corporate value for the Group by promoting business strategies, capital strategies, and sustainable management based on the basic policies of "Business growth through focused investments in focused businesses" and "Creating a new future and value side by side with customers."

(iii) Management strategies

Business strategies

(Business domain 1) Business security

Realizing security and peace of mind in physical and cyber spaces through comprehensive security solutions

(Business domain 2) Electromechanics

Growing the scale of sales in the semiconductor business, and increasing added value based on our strengths in technological development

(Basic strategy 1) Evolving the "Loyal customer strategy"

- Adoption of a matrix organization and strengthening of internal cross-functional collaboration
- Building the customer base by providing multiple products and services beyond the organization

(Basic strategy 2) Growing service businesses

- Creating new solutions side by side with customers, through evolving from the traditional focus on sales to one on business design
- Expanding stable earnings and increasing profitability through further growth in maintenance, managed services, and cloud services

(Basic strategy 3) Strengthening new businesses and global deployment

- Strengthening cooperation with the Silicon Valley Innovation Center
- Expanding sales channels to Southeast Asia and India

(Basic strategy 4) Investing 6 billion yen in growth

- Strengthening investment in the fields of business security and electromechanics and in areas such as human resources and digital transformation (DX)

(Capital strategy) Balancing investment in growth with returns to shareholders

- Providing stable returns to shareholders by maintaining a payout ratio of 100% in the first year and adopting a system of gradually increasing dividends in the second and later years.

- Improving CCC and increasing capital profitability by promoting ROIC management

(Promoting sustainable management) Delivering solutions to social challenges and contributing to industrial and social sustainable development through our businesses

i. Environment (E)

- Addressing environmental issues through our businesses

- Addressing climate change

ii. Society (S)

- Promoting human capital management

- Initiatives to realize a safe, secure society

iii. Governance (G)

- Migration to a company with an audit and supervisory committee

- Establishment of a new Internal Auditing Office

- Appointment of a female Director

(4) Issues to be addressed by the Company

Based on the Medium-Term Management Plan "2025-2027: Security. Solutions. Synergy. Moving to the Cutting Edge of Evolution with Business Security and Electromechanics," announced on March 21, 2025, the Group will address the following issues in order to increase corporate value and realize business growth.

(i) Growth initiatives toward new business innovation

(ii) Initiatives toward increasing capital profitability

(iii) Promotion of sustainable management to support the new Medium-Term Management Plan

Details are described under (3) Medium- to long-term management strategies of the Company.

4. Basic stance relating to the selection of accounting standards

In consideration of factors such as the cost of maintaining a structure for preparation of consolidated financial statements based on the International Financial Reporting Standards (IFRS), the Company has adopted a policy of continuing to prepare consolidated financial statements based on Japanese GAAP for now.

Furthermore, taking into account the trend of foreign stock ownership ratio and the trend of the application of International Financial Reporting Standards (IFRS) by other domestic companies in the same industry, we intend to consider applying International Financial Reporting Standards.

5. Consolidated financial statements

(1) Consolidated Balance Sheet

(Unit: Millions of yen)

	Previous consolidated fiscal year (as of March 31, 2024)	Current consolidated fiscal year (as of March 31, 2025)
Assets		
Current assets		
Cash and deposits	4,871	6,026
Notes receivable - trade	128	54
Accounts receivable - trade	5,609	6,562
Contract assets	716	570
Electronically recorded monetary claims – operating	848	745
Merchandise and finished goods	5,143	3,603
Raw materials	217	139
Prepaid expenses	1,240	1,418
Other	114	114
Allowance for doubtful accounts	-2	-28
Total current assets	18,887	19,206
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	183	167
Other, net	276	236
Total property, plant and equipment	*1,459	*1,403
Intangible assets		
Software	170	122
Other	0	6
Total intangible assets	171	129
Investments and other assets		
Investment securities	*2,309	*2,313
Deferred tax assets	8	105
Leasehold and guarantee deposits	325	329
Other	101	91
Allowance for doubtful accounts	-0	-0
Total investments and other assets	3,444	3,719
Total non-current assets	4,075	4,252
Total assets	22,963	23,459

(Unit: Millions of yen)

	Previous consolidated fiscal year (as of March 31, 2024)	Current consolidated fiscal year (as of March 31, 2025)
Liabilities		
Current liabilities		
Accounts payable - trade	2,726	3,005
Electronically recorded obligations - operating	198	227
Contract liabilities	1,067	1,202
Lease liabilities	10	10
Provision for bonuses	302	351
Provision for bonuses for directors (and other officers)	57	73
Accounts payable - other	265	325
Income taxes payable	540	325
Other	238	302
Total current liabilities	5,407	5,823
Non-current liabilities		
Provision for executive share-based compensation	21	33
Retirement benefit liability	619	596
Lease liabilities	39	29
Deferred tax liabilities	—	105
Other	38	37
Total noncurrent liabilities	719	801
Total liabilities	6,127	6,625
Net assets		
Shareholders' equity		
Share capital	1,209	1,209
Capital surplus	1,381	1,189
Retained earnings	13,938	13,893
Treasury shares	-1,064	-861
Total shareholders' equity	15,464	15,431
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	911	722
Foreign currency translation adjustment	394	615
Remeasurements of defined benefit plans	60	65
Total accumulated other comprehensive income	1,366	1,403
Share acquisition rights	4	—
Non-controlling interests	0	0
Total net assets	16,835	16,834
Total liabilities and net assets	22,963	23,459

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

(Unit: Millions of yen)

	Previous consolidated fiscal year (From April 1, 2023, to March 31, 2024)	Current consolidated fiscal year (From April 1, 2024, to March 31, 2025)
Sales	25,224	28,098
Cost of sales	19,173	21,188
Gross profit	6,051	6,909
Selling, general and administrative expenses	4,585	4,830
Operating profit	1,465	2,079
Non-operating income		
Interest income	45	48
Dividend income	65	57
Foreign exchange gains	293	—
Insurance claim income	2	2
Other	20	16
Total non-operating income	428	124
Non-operating expenses		
Interest expenses	—	2
Foreign exchange losses	—	84
Commission expenses	2	1
Loss on investments in investment partnerships	52	101
Other	3	8
Total non-operating expenses	57	199
Ordinary profit	1,835	2,004
Extraordinary income		
Gain on reversal of share acquisition rights	—	3
Gain on sale of investment securities	280	161
Total extraordinary income	280	165
Profit before income taxes	2,116	2,170
Income taxes - current	676	648
Income taxes - deferred	2	63
Total income taxes	678	712
Profit	1,437	1,458
Profit attributable to owners of parent	1,437	1,458

(Consolidated Statement of Comprehensive Income)

(Unit: Millions of yen)

	Previous consolidated fiscal year (From April 1, 2023, to March 31, 2024)	Current consolidated fiscal year (From April 1, 2024, to March 31, 2025)
Profit	1,437	1,458
Other comprehensive income		
Valuation difference on available-for-sale securities	220	-189
Foreign currency translation adjustment	166	220
Remeasurements of defined benefit plans	33	5
Total other comprehensive income	419	37
Comprehensive income	1,857	1,495
(Breakdown)		
Comprehensive income attributable to owners of parent	1,857	1,495

(3) Consolidated Statements of Changes in Net Assets

Previous consolidated fiscal year (from April 1, 2023, to March 31, 2024)

(Unit: Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Starting balance	1,209	1,375	13,979	-1,085	15,478
Changes of items during period					
Dividends of surplus			-1,478		-1,478
Profit attributable to owners of parent			1,437		1,437
Purchase of treasury shares				-0	-0
Disposal of treasury shares		6		21	27
Net changes of items other than shareholders' equity					
Total changes of items during period	—	6	-41	21	-13
Ending balance	1,209	1,381	13,938	-1,064	15,464

	Accumulated other comprehensive income				Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Starting balance	691	227	26	946	8	0	16,432
Changes of items during period							
Dividends of surplus							-1,478
Profit attributable to owners of parent							1,437
Purchase of treasury shares							-0
Disposal of treasury shares							27
Net changes of items other than shareholders' equity	220	166	33	419	-3		416
Total changes of items during period	220	166	33	419	-3	—	403
Ending balance	911	394	60	1,366	4	0	16,835

Current consolidated fiscal year (from April 1, 2024, to March 31, 2025)

(Unit: Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Starting balance	1,209	1,381	13,938	-1,064	15,464
Changes of items during period					
Dividends of surplus			-1,503		-1,503
Profit attributable to owners of parent			1,458		1,458
Purchase of treasury shares				-0	-0
Disposal of treasury shares		-191		203	12
Net changes of items other than shareholders' equity					
Total changes of items during period	—	-191	-45	203	-33
Ending balance	1,209	1,189	13,893	-861	15,431

	Accumulated other comprehensive income				Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Starting balance	911	394	60	1,366	4	0	16,835
Changes of items during period							
Dividends of surplus							-1,503
Profit attributable to owners of parent							1,458
Purchase of treasury shares							-0
Disposal of treasury shares							12
Net changes of items other than shareholders' equity	-189	220	5	37	-4		32
Total changes of items during period	-189	220	5	37	-4	—	-1
Ending balance	722	615	65	1,403	—	0	16,834

(4) Consolidated Statement of Cash Flow

(Unit: Millions of yen)

	Previous consolidated fiscal year (From April 1, 2023, to March 31, 2024)	Current consolidated fiscal year (From April 1, 2024, to March 31, 2025)
Cash flows from operating activities		
Profit before income taxes	2,116	2,170
Depreciation	199	193
Gain on reversal of share acquisition rights	—	-3
Interest and dividend income	-111	-106
Interest expenses	—	2
Loss (gain) on sales of investment securities	-280	-161
Increase (decrease) in provision for bonuses	-85	46
Increase (decrease) in provision for bonuses for directors (and other officers)	22	16
Increase (decrease) in allowance for doubtful accounts	2	25
Increase (decrease) in retirement benefit liability	-11	0
Loss (gain) on investments in investment partnerships	52	101
Decrease (increase) in contract assets	158	162
Decrease (increase) in electronically recorded monetary claims	-50	102
Decrease (increase) in trade receivables	299	-785
Decrease (increase) in inventories	-247	1,655
Increase (decrease) in contract liabilities	112	132
Increase (decrease) in trade payables	-250	225
Decrease (increase) in prepaid expenses	-257	-177
Increase (decrease) in accounts payable - other	-8	64
Decrease (increase) in consumption taxes refund receivable	110	1
Increase (decrease) in accrued consumption taxes	40	31
Other	6	21
Subtotal	1,815	3,720
Interest and dividends received	111	106
Interest paid	—	-2
Income taxes paid	-285	-832
Income taxes refunded	0	—
Cash flows from operating activities	1,642	2,991
Cash flow from investing activities		
Purchase of property, plant and equipment	-68	-55
Proceeds from sales of property, plant and equipment	0	0
Purchase of investment securities	-198	-558
Proceeds from sales of investment securities	325	184
Purchase of intangible assets	-30	-42
Payments of leasehold and guarantee deposits	-0	-1
Proceeds from refund of leasehold and guarantee deposits	0	0
Cash flow from investing activities	29	-473
Cash flow from financing activities		
Dividends paid	-1,480	-1,504
Purchase of treasury shares	-0	-0
Repayments of lease liabilities	-3	-10
Proceeds from exercise of share options	24	10
Proceeds from sale of treasury shares	—	0
Cash flow from financing activities	-1,459	-1,505
Effect of exchange rate change on cash and cash equivalents	150	141
Net increase (decrease) in cash and cash equivalents	362	1,155
Cash and cash equivalents at beginning of period	4,509	4,871
Cash and cash equivalents at end of period	4,871	6,026

(5) Note on going-concern assumption

Not applicable.

(6) Significant matters constituting the basis for the preparation of consolidated financial statements

(i) Range of consolidation

a. Number of consolidated subsidiaries: 9 companies

Name of consolidated subsidiaries:

...Mighty Cube Co., Ltd.

TAKACHIHO KOHEKI(H.K.)LIMITED

TAKACHIHO TRADING (SHANGHAI) CO., LTD.

Takachiho Fire,Security & Services(Thailand)Ltd.

Guardfire Limited

Guardfire Singapore Pte.Ltd.

TK Thai Holdings Co.,Ltd.

TK Fire Fighting Co.,Ltd.

Takachiho America,Inc.

b. Number of non-consolidated subsidiaries: 1 company

Name of non-consolidated subsidiary:

...TKTEC Co., Ltd.

It is a small company with an insignificant effect, and it is unconsolidated.

(ii) Application of equity method

a. Non-consolidated subsidiaries or affiliates accounted for by the equity method: -

b. Non-consolidated subsidiaries or affiliates not accounted for by the equity method: 1

Name of non-consolidated subsidiary not accounted for by equity method:

...TKTEC Co., Ltd.

It is a small company with an insignificant effect, and it is not accounted for by the equity method.

(iii) Fiscal year of consolidated subsidiaries

Among consolidated subsidiaries, the fiscal years of Takachiho Koheki (H.K.) Limited, Takachiho Trading (Shanghai) Co., Ltd., and Takachiho America, Inc. end on December 31. Since the difference between the ending date of the fiscal years of these subsidiaries and that of the Company is no more than three months, consolidation is based on the financial statements as of the ending date of the fiscal years of these consolidated subsidiaries. For significant transactions conducted from December 31 to the consolidated closing date, adjustments necessary for consolidation were made.

(iv) Accounting criteria

a. Criteria and methods for evaluating significant assets

A) Securities

Other securities

Other than shares of stock etc. without market prices

.....Market value method (Appraisal differences are handled by means of the direct net asset influx method and the cost of sale is based on the gross average method)

Shares of stock etc. without market prices

...Evaluated at cost by gross average method

B) Inventories

Mainly the cost method based on the moving average method (balance sheet values are calculated using the book value reduction method based on a decline in profitability)

- b. Depreciation methods for critical depreciable assets
- A) Property, plant and equipment (excluding leased assets)
- The straight-line method is used for tangible fixed assets of the Company and its consolidated subsidiaries.
- The main useful lives are as follows:
- Buildings and structures: 3-50 years
- Tools, furniture, and fixtures: 2-20 years
- B) Intangible assets
- The straight-line method was used.
- The amortization period is the internally usable period (5 years) for software for internal use and the estimated effective life (3 years) for software for sale.
- C) Leased assets
- Leased assets related to finance lease transactions not involving transfer of ownership
- The straight-line method was used, employing the term of the lease as the useful life and a residual value of zero.
- c. Criteria for provision of significant allowance and reserves
- A) Allowance for doubtful accounts
- To prepare for credit losses, an allowance equal to the estimated amount of uncollectible claims was provided.
- i. General claims
- ...The method based on actual percentage of bad debts was used.
- ii. Doubtful claims, claims in bankruptcy and reorganization claims
- ...An allowance equal to the estimated amount of uncollectible claims was provided after reviewing the collectability of each claim.
- B) Provision for bonuses
- To prepare for the payment of bonuses to employees, among the estimated amount to be paid in the future, the portion attributable to the current consolidated fiscal year was provided.
- C) Provision for bonuses for directors (and other officers)
- To prepare for the payment of bonuses to directors, among the estimated amount to be paid in the future, the portion attributable to the current consolidated fiscal year was provided.
- D) Provision for executive share-based compensation
- To prepare for issuance of shares to directors, among the estimated amount to be issued in the future, the portion attributable to the current consolidated fiscal year was provided.
- d. Accounting standards for income and expenses
- The details of the main performance obligations in important businesses related to income arising from contracts with customers of the Company and consolidated subsidiaries and the normal timing of fulfillment of such performance obligations (the normal timing of recognition of income) are described below.
- A) Sale of products
- In the sale of products to customers in Japan, income is recognized at the point in time at which the customer has completed the acceptance inspection of the products or installation work as the time at which the customer secures control over the merchandise and the performance obligation has been fulfilled. However, in the sale of products that do not involve installation work, income is recognized at the time of shipment when the period from the time of shipment to the time of transfer of the product to the customer is the normal period.
- In sale of products through export, including trilateral transactions, income is recognized at the time risks of the product transfer to the customer, based on the trade conditions and other terms of Incoterms.
- B) Licenses, maintenance, etc.
- Income over a fixed period, such as that from sale of software licenses for fixed periods of use and provision of services under which customers receive for a fixed period maintenance and other services for products sold, is recognized in principle over the period of service provision based on the relevant contract etc.
- C) Product sales and design related to long-term construction contracting
- The Group's businesses include design and sale of advanced fire-prevention systems related to long-term construction contracting in Southeast Asia. In such transactions, performance obligations are considered to be satisfied over a fixed period in accordance with the progress of construction. The revenue is recognized over a fixed period by estimating the progress according to the percentage of incurred cost to estimated total cost.

e. Criteria for recording liabilities associated with retirement benefits

To prepare for payment of retirement allowances to employees, the amount recognized to arise at the end of the current consolidated fiscal year was recorded,

based on the estimated amounts of retirement benefit obligations and pension assets at the end of the current consolidated fiscal year. In calculating the retirement benefit obligations, estimated retirement benefits were attributed to the period until the end of the current consolidated fiscal year, based on the benefit formula.

Actuarial differences distributed by specific years (5 years) within the average remaining service period of employees as of their occurrence were mainly expensed from the following consolidated fiscal year.

Unrecognized actuarial differences were recorded at re-measurements of defined benefit plans of accumulated other comprehensive income in the net assets after the adjustment of tax effects.

To prepare for the payment of retirement allowances to executive officers, additionally, the base amount at the end of the current consolidated fiscal year was recorded according to the internal rules on executive officers.

f. Criteria for converting significant foreign currency assets or liabilities into Japanese yen

Foreign currency monetary claims and liabilities are converted into Japanese yen at the exchange rate at the end of the consolidated fiscal year and differences in conversion are recorded in profit or loss. Assets and liabilities and income and expenses of foreign subsidiaries are converted into Japanese yen at the rate of the closing date and differences in conversion are recorded in the foreign currency translation adjustment of the net assets.

g. Scope of cash in consolidated cash flow statements

Cash in the consolidated cash flow statements (cash and cash equivalents) include cash on hand, deposits that can be withdrawn at any time and liquid short-term investments with little risk of fluctuation in value with a period to maturity of 3 months or less.

h. Important hedge accounting methods

A) Hedge accounting methods

Deferred hedge accounting is employed in principle.

B) Means and subjects of hedging

Means of hedging

Derivative transactions (forward foreign-exchange contracts)

Subjects of hedging

Assets and liabilities exposed to risk of exchange-rate fluctuations

C) Hedging policy

The policy calls for use of derivative transactions only when there are assets or liabilities subject to hedging at the present time or in the future. Derivative transactions are not used for purposes such as securing short-term trading gains or speculation.

D) Methods of assessing efficacy of hedging

Hedge transactions are conducted in accordance with internal rules after first checking, at the start of the hedge transaction, its propriety as a method of hedging against the risks hedged. In quarterly settlement of accounts, hedge accounting is applied to accounts for which fluctuations in exchange rates on the subjects of hedging have been offset at a high level through hedging, and in settlement of the subjects of hedging, it is confirmed that the fluctuation in cash flows has been offset by the hedge.

(7) Notes on Consolidated Financial Statements

(Change in accounting policy)

Not applicable.

(Change to presentation methods)

(Consolidated Balance Sheet)

Software, which had been included under other noncurrent intangible assets, electronically recorded obligations - operating, which had been included under notes and accounts payable - trade, and accounts payable - other, which had been included under other current liabilities, in the previous consolidated fiscal year are presented independently beginning with this consolidated fiscal year, because of increases in their monetary importance. The consolidated financial statements for the previous consolidated fiscal year have been restated to reflect this change in presentation methods. As a result, on the Consolidated Balance Sheet for the previous consolidated fiscal year 171 million yen that had been presented under other noncurrent intangible assets has been restated as 170 million yen in software and 0 million yen in other, 2,924 million yen that had been presented under notes and accounts payable - trade has been restated as 2,726 million yen in accounts payable - trade and 198 million yen in electronically recorded obligations - operating, and 504 million yen that had been presented under other current liabilities has been restated as 265 million yen in accounts payable - other and 238 million yen in other.

(Additional Information)

(Performance-linked stock compensation system for directors)

Based on a resolution of the 70th Annual General Meeting of Shareholders, which met June 25, 2021, the Company has adopted a performance-linked stock compensation system for directors (hereinafter, this does not include outside directors).

1. Transaction overview

Under this system, the Company's shares are acquired through a trust using the money contributed by the Company, and the Company's shares and the Company's shares are marketed through the trust based on the points given to the directors in accordance with the officer stock benefit rules established by the Company. It is a performance-linked stock-based compensation system that delivers money equivalent to the amount converted in.

Directors will receive such benefits as Company shares after the end of the medium-term management plan (planned to cover the period from the fiscal year ending at the end of March 2023 through the fiscal year ending at the end of March 2025). In principle, retired directors will receive the benefits at a predetermined time after they retire.

2. Own shares remaining in the trust

Shares of Company stock remaining in the trust are recorded as treasury shares under net assets at their book values (not including amounts of associated expenses) in trust. The book value and number of shares of such stock were 67.916 million yen and 57,900 shares as of the end of the previous consolidated fiscal year and 67.916 million yen and 57,900 shares as of the end of the current consolidated fiscal year.

(Stock split)

In its meeting held on March 21, 2025, the Company Board of Directors resolved to carry out a stock split.

1. Purpose of stock split

The Company recognizes increasing corporate value over the medium to long term and providing returns of profit to shareholders as important topics of management. In addition, with the launch of a new NISA tax-exemption plan for small investments in Japan in 2024, numbers of investors, including young people, are expected to grow further.

Under these circumstances, this stock split is intended to increase the liquidity of Company shares and further broaden the investor base by making it easier to invest by reducing the price per investment unit.

2. Overview of stock split

(i) Method of stock split

Two shares of stock will be issued for each share of common stock held by shareholders indicated on the final shareholder registry on May 31, 2025, with that date as the date of record.

Since the date of record of May 31 is not a business day, the effective date of record will be May 30, 2025.

(ii) Increase in shares due to this stock split

Total shares issued and outstanding before this stock split	10,171,800 shares
Increase in shares due to this stock split	10,171,800 shares
Total shares issued and outstanding after this stock split	20,343,600 shares
Total authorized shares after this stock split	36,000,000 shares

(iii) Schedule of stock split

Record date/announcement date	May 14, 2025
Record date	May 31, 2025
Effective date	June 1, 2025

3. Effects on per-share information

Per-share information assuming that this stock split had taken place at the start of the previous consolidated fiscal year is shown below.

	Previous consolidated fiscal year (From April 1, 2023, to March 31, 2024)	Current consolidated fiscal year (From April 1, 2024, to March 31, 2025)
Net assets per share	925.81 yen	905.18 yen
Basic earnings per share	79.23 yen	79.10 yen
Annual dividends per share	79.00 yen	80.00 yen

(Notes on Consolidated Balance Sheet)

*1 Accumulated depreciation of property, plant and equipment

	Previous consolidated fiscal year (as of March 31, 2024)	Current consolidated fiscal year (as of March 31, 2025)
	931 million yen	940 million yen

*2 Item related to non-consolidated subsidiaries and affiliated companies

	Previous consolidated fiscal year (as of March 31, 2024)	Current consolidated fiscal year (as of March 31, 2025)
Investment securities (stock)	32 million yen	32 million yen

(Consolidated Statement of Changes in Net Assets)

Previous consolidated fiscal year (from April 1, 2023, to March 31, 2024)

1. Type and total number of shares issued and type and number of treasury shares

	Number of shares at the beginning of the current consolidated fiscal year (shares)	Increase in shares during the current consolidated fiscal year (shares)	Decrease in shares during the current consolidated fiscal year (shares)	Number of shares at the end of the current consolidated fiscal year (shares)
Shares issued				
Common stock	10,171,800	—	—	10,171,800
Total	10,171,800	—	—	10,171,800
Treasury shares				
Common stock (Note)	1,104,190	142	22,200	1,082,132
Total	1,104,190	142	22,200	1,082,132

Note 1: The 142-share increase resulting from the purchase of shares less than 1 unit.

2. The decrease in treasury shares of 22,200 shares of common stock was due to the exercise of share acquisition rights.

3. The number of shares of Company stock held by the Board benefit trust (BBT) included in treasury shares was 57,900 shares at the beginning of the period and 57,900 shares at the end of the period.

2. Subscription rights to shares and treasury subscription rights to shares

Segment	Breakdown of share acquisition rights	Type of stock subject to subscription rights to shares	Number of shares subject to subscription rights to shares (shares)				Balance at end of the current consolidated fiscal year (million yen)
			Beginning of the current consolidated fiscal year	Increase during the current consolidated fiscal year	Decrease during the current consolidated fiscal year	End of the current consolidated fiscal year	
Submitting company	Share acquisition rights as stock options	—	—	—	—	—	4
Total		—	—	—	—	—	4

3. Dividends

(1) Dividends paid

(Resolved)	Type of stock	Total dividends (million yen)	Dividends per share (yen)	Record date	Effective date
Annual General Meeting of Shareholders held on June 28, 2023	Common stock	994	109.00 yen	March 31, 2023	June 29, 2023
Board of Directors meeting held on November 7, 2023	Common stock	484	53.00 yen	September 30, 2023	December 5, 2023

Note 1: The total amount of dividends based on a resolution in Annual General Meeting of Shareholders held June 28, 2023, includes 6,311,000 yen in dividends on shares of Company stock held by Board benefit trust (BBT).

2. The total amount of dividends under the resolution of the Board of Directors meeting held November 7, 2023, includes 3,068,000 yen in dividends on shares of the Company stock held by the Board benefit trust (BBT).

(2) Among dividends whose record date belongs to the current consolidated fiscal year, those whose effective date falls in the next consolidated fiscal year

The following resolution is planned.

(Resolved)	Type of stock	Total dividends (million yen)	Dividend resource	Dividends per share (yen)	Record date	Effective date
Annual General Meeting of Shareholders held on June 26, 2024	Common stock	960	Retained earnings	105.00 yen	March 31, 2024	June 27, 2024

Note 1: The total amount of dividends based on a resolution in Annual General Meeting of Shareholders held June 26, 2024, includes 6,079,000 yen in dividends on shares of Company stock held by Board benefit trust (BBT).

Current consolidated fiscal year (from April 1, 2024, to March 31, 2025)

1. Type and total number of shares issued and type and number of treasury shares

	Number of shares at the beginning of the current consolidated fiscal year (shares)	Increase in shares during the current consolidated fiscal year (shares)	Decrease in shares during the current consolidated fiscal year (shares)	Number of shares at the end of the current consolidated fiscal year (shares)
Shares issued				
Common stock	10,171,800	—	—	10,171,800
Total	10,171,800	—	—	10,171,800
Treasury shares				
Common stock (Note)	1,082,132	134	209,500	872,766
Total	1,082,132	134	209,500	872,766

Note 1: The 134-share increase resulting from the purchase of shares less than 1 unit.

- The decrease in treasury shares of 209,500 shares of common stock was due to the disposal of 200,000 shares of treasury shares through third-party allocation to the Takachiho Trading Scholarship Foundation and the exercise of share acquisition rights for 9,500 shares.
- The number of shares of Company stock held by the Board benefit trust (BBT) included in treasury shares was 57,900 shares at the beginning of the period and 57,900 shares at the end of the period.

2. Subscription rights to shares and treasury subscription rights to shares

Segment	Breakdown of share acquisition rights	Type of stock subject to subscription rights to shares	Number of shares subject to subscription rights to shares (shares)				Balance at end of the current consolidated fiscal year (million yen)
			Beginning of the current consolidated fiscal year	Increase during the current consolidated fiscal year	Decrease during the current consolidated fiscal year	End of the current consolidated fiscal year	
Submitting company	Share acquisition rights as stock options	—	—	—	—	—	—
Total		—	—	—	—	—	—

3. Dividends

(1) Dividends paid

(Resolved)	Type of stock	Total dividends (million yen)	Dividends per share (yen)	Record date	Effective date
Annual General Meeting of Shareholders held on June 26, 2024	Common stock	960	105.00 yen	March 31, 2024	June 27, 2024
Board of Directors meeting held on November 5, 2024	Common stock	542	58.00 yen	September 30, 2024	December 5, 2024

Note 1: The total amount of dividends based on a resolution in Annual General Meeting of Shareholders held June 26, 2024, includes 6,079,000 yen in dividends on shares of Company stock held by Board benefit trust (BBT).

- The total amount of dividends under the resolution of the Board of Directors meeting held November 5, 2024, includes 3,358,000 yen in dividends on shares of the Company stock held by the Board benefit trust (BBT).

(2) Among dividends whose record date belongs to the current consolidated fiscal year, those whose effective date falls in the next consolidated fiscal year

The following resolution is planned.

(Resolved)	Type of stock	Total dividends (million yen)	Dividend resource	Dividends per share (yen)	Record date	Effective date
Annual General Meeting of Shareholders held on June 26, 2025	Common stock	954	Retained earnings	102.00 yen	March 31, 2025	June 27, 2025

Note 1: The dividends per share paid based on a resolution at the Annual General Meeting of Shareholders held June 26, 2025, include a 4 yen/share special dividend.

- The total amount of dividends based on a resolution in Annual General Meeting of Shareholders held June 26, 2025, includes 5,905,000 yen in dividends on shares of Company stock held by Board benefit trust (BBT).

(Notes on Segment information etc.)

[Segment Information]

1. Summary of reporting segments

Our group's reporting segments are that among components of our group separated financial information is available, and they are regularly reviewed by the board of directors to evaluate decisions concerning the allocation of management resources and business results.

Our group establishes organizational units suited to the characteristics of products/services and prepares comprehensive strategies for Japan and overseas.

The Cloud Service and Support Segment engages in the cloud subscription service business and maintenance business. The Systems segment provides consulting on system equipment, system design and sales, and delivery installation, for security products in particular. The Device segment sells products such as semiconductors and mechanical components and offers consulting services for these products.

2. Methods for calculating amounts of sales, profit or loss, assets, liabilities, and other items for each reporting segment

Reported accounting methods for business segments are almost the same as those described in the significant matters constituting the basis for the preparation of the consolidated financial statements.

3. Information concerning amounts of sales, profit or loss, assets, liabilities, and other items for each reporting segment

Previous consolidated fiscal year (from April 1, 2023, to March 31, 2024)

(Unit: Millions of yen)

	Cloud Service and Support	System	Device	Total	Adjustments Notes 1:	Amount on consolidated financial statements
Sales						
Sales to external customers	2,531	9,857	12,835	25,224	—	25,224
Internal sales and transfers between segments	—	—	—	—	—	—
Total	2,531	9,857	12,835	25,224	—	25,224
Segment profit (loss)	486	-29	1,008	1,465	—	1,465
Segment assets	1,701	7,455	7,772	16,929	6,033	22,963
Other items						
Depreciation	9	18	27	56	143	199
Increase in property, plant and equipment and non-current intangible assets	21	20	10	52	95	148

Note 1: Adjustments are as follows:

(1) Adjustments to segment assets of 6,033 million yen is the whole-company assets not attributed to reporting segments.

The whole-company assets mainly represent surplus working capital (cash and deposits), funds for long-term investment (investment securities) and assets related to administrative departments such as the general affairs department.

(2) Adjustments to depreciation of 143 million yen are mainly depreciation of assets related to administrative departments such as the general affairs department.

(3) Adjustments to increase in property, plant and equipment and non-current intangible assets of 95 million yen are mainly increases in assets related to administrative departments such as the general affairs department.

Current consolidated fiscal year (from April 1, 2024, to March 31, 2025)

(Unit: Millions of yen)

	Cloud Service and Support	System	Device	Total	Adjustments Notes 1:	Amount on consolidated financial statements
Sales						
Sales to external customers	3,559	10,148	14,389	28,098	—	28,098
Internal sales and transfers between segments	—	—	—	—	—	—
Total	3,559	10,148	14,389	28,098	—	28,098
Segment profit	776	376	926	2,079	—	2,079
Segment assets	1,369	8,887	7,359	17,616	5,843	23,459
Other items						
Depreciation	10	21	24	56	136	193
Increase in property, plant and equipment and non- current intangible assets	34	28	9	72	22	94

Note 1: Adjustments are as follows:

- (1) Adjustments to segment assets of 5,843 million yen is the whole-company assets not attributed to reporting segments. The whole-company assets mainly represent surplus working capital (cash and deposits), funds for long-term investment (investment securities) and assets related to administrative departments such as the general affairs department.
- (2) Adjustments to depreciation of 136 million yen are mainly depreciation of assets related to administrative departments such as the general affairs department.
- (3) Adjustments to increase in property, plant and equipment and non-current intangible assets of 22 million yen are mainly increases in assets related to administrative departments such as the general affairs department.

2. Summary of changes to reporting segments

Beginning with this consolidated fiscal year, results for cloud-based networking products have been shifted from the System Segment to the Cloud Service and Support Segment. This change was made in consideration of such factors as the increasing importance of subscriptions among sales contracts for such products. In the previous consolidated fiscal year, 582 million yen in net sales and 43 million yen in segment income were contributed by cloud-based networking products, which have been shifted from the System Segment to the Cloud Service and Support Segment beginning with this consolidated fiscal year, to net sales and segment income of the System Segment.

[Related information]

Previous consolidated fiscal year (from April 1, 2023, to March 31, 2024)

1. Information by product and service

Description is omitted because product and service segments are the same as reporting segments.

2. Information by region

(1) Net sales

(Unit: Millions of yen)

Japan	Asia		Other	Total
		Thailand (included in above)		
18,313	6,650	2,442	261	25,224

Note 1: Sales are categorized by country or region based on the customer's location.

2. Methods of categorization by country or region

Categorized by geographical proximity.

3. Main countries or regions belonging to each category

Asia: The nations of East Asia and Southeast Asia

(2) Property, plant and equipment

Description is omitted because the amount of property, plant and equipment located in Japan is above 90% of that in the consolidated balance sheet.

3. Information by major customer

Description is omitted because among sales to external customers, there are no sales to a specific customer accounting for 10% or more of sales in the consolidated income statements.

Current consolidated fiscal year (from April 1, 2024, to March 31, 2025)

1. Information by product and service

Description is omitted because product and service segments are the same as reporting segments.

2. Information by region

(1) Net sales

(Unit: Millions of yen)

Japan	Asia		Other	Total
		Thailand (included in above)		
20,663	7,055	2,618	379	28,098

Note 1: Sales are categorized by country or region based on the customer's location.

2. Methods of categorization by country or region

Categorized by geographical proximity.

3. Main countries or regions belonging to each category

Asia: The nations of East Asia and Southeast Asia

(2) Property, plant and equipment

Description is omitted because the amount of property, plant and equipment located in Japan is above 90% of that in the consolidated balance sheet.

3. Information by major customer

Description is omitted because among sales to external customers, there are no sales to a specific customer accounting for 10% or more of sales in the consolidated income statements.

(Per-share information)

	Previous consolidated fiscal year (From April 1, 2023, to March 31, 2024)	Current consolidated fiscal year (From April 1, 2024, to March 31, 2025)
Net assets per share	1,851.62 yen	1,810.36 yen
Basic earnings per share	158.46 yen	158.19 yen
Fully diluted earnings per share	157.87 yen	158.05 yen

Note: Basis for calculating basic earnings per share and fully diluted earnings per share is as follows:

	Previous consolidated fiscal year (From April 1, 2023, to March 31, 2024)	Current consolidated fiscal year (From April 1, 2024, to March 31, 2025)
Basic earnings per share		
Profit attributable to owners of parent (million yen)	1,437	1,458
Amount not attributable to common shareholders (million yen)	—	—
Profit attributable to owners of parent associated with common stock (million yen)	1,437	1,458
Average number of common stocks during the period (thousand shares)	9,072	9,217
Fully diluted earnings per share		
Adjustments to net income attributable to owners of parent (million yen)	—	—
An increase in shares of common stock (thousand shares)	34	8
(Of this, share acquisition rights (thousand shares))	(34)	(8)
Summary of dilutive shares not included to calculate fully diluted earnings per share because of no dilutive effect	—	—

Note: In calculation of basic earnings per share and fully diluted earnings per share, the number of shares of Company stock held by the board benefit trust (BBT) is included in treasury stock deducted in calculation of average shares during the period (57,900 shares during the previous consolidated fiscal year, 57,900 shares during the consolidated fiscal year under review).

(Revenue recognition)

The following information breaks down the revenue generated from contracts with customers by product type.

(Unit: Millions of yen)

Segment	Previous consolidated fiscal year (From April 1, 2023, to March 31, 2024)	Current consolidated fiscal year (From April 1, 2024, to March 31, 2025)
Cloud Service and Support Products	2,531	3,559
Cloud Service and Support Total	2,531	3,559
Retail Solution Products	3,242	3,476
Business Solution Products	3,575	3,729
Global Products	3,039	2,942
System Total	9,857	10,148
Electronics Products	8,344	9,214
Mechatronics Products	4,491	5,175
Device Total	12,835	14,389
Revenue from contracts with customers	25,224	28,098
Other revenues	—	—
Sales to external customers	25,224	28,098

Beginning with the consolidated fiscal year under review, results for cloud-based networking products have been shifted from the System Segment (Business Solution Products and Retail Solution Products) to the Cloud Service and Support Segment. See Notes (Notes to segment information) for details.

(Note in case of remarkable changes in amount of shareholders' equity)

Under a resolution of the Board of Directors in its meeting held on May 17, 2024, the Company has disposed of 200,000 shares of treasury stock through third-party allocation to the Takachiho Trading Scholarship Foundation effective August 23, 2024. As a result of this disposal of treasury shares, each of the accounts of capital surplus and treasury shares has decreased by 194 million yen.

(Significant Subsequent Event)

Not applicable.

6. Non-consolidated Financial Statements

(1) Balance Sheet

(Unit: Millions of yen)

	Previous fiscal year (as of March 31, 2024)	Current fiscal year (as of March 31, 2025)
Assets		
Current assets		
Cash and deposits	2,579	2,499
Notes receivable - trade	128	43
Accounts receivable - trade	4,777	6,094
Electronically recorded monetary claims – operating	843	745
Products	4,160	2,777
Prepaid expenses	1,218	1,398
Short-term loans receivable from subsidiaries and associates	83	29
Other	44	37
Allowance for doubtful accounts	—	-0
Total current assets	13,836	13,626
Non-current assets		
Property, plant and equipment		
Buildings, net	179	163
Tools, furniture and fixtures, net	210	184
Leased assets, net	49	39
Other, net	2	2
Total property, plant and equipment	441	390
Intangible assets	158	105
Investments and other assets		
Investment securities	2,977	3,161
Shares of subsidiaries and associates	4,570	4,570
Long-term loans receivable from subsidiaries and associates	174	119
Deferred tax assets	18	76
Leasehold and guarantee deposits	315	316
Other	14	14
Allowance for doubtful accounts	-112	-102
Total investments and other assets	7,957	8,156
Total non-current assets	8,557	8,652
Total assets	22,394	22,278

(Unit: Millions of yen)

	Previous fiscal year (as of March 31, 2024)	Current fiscal year (as of March 31, 2025)
Liabilities		
Current liabilities		
Accounts payable - trade	2,273	2,509
Electronically recorded obligations - operating	198	227
Contract liabilities	990	1,094
Lease liabilities	10	10
Provision for bonuses	266	288
Provision for bonuses for directors (and other officers)	57	73
Accounts payable - other	252	306
Income taxes payable	540	291
Other	142	200
Total current liabilities	4,732	5,003
Non-current liabilities		
Provision for executive share-based compensation	21	33
Provision for retirement benefits	475	441
Lease liabilities	39	29
Other	27	25
Total noncurrent liabilities	563	529
Total liabilities	5,296	5,532
Net assets		
Shareholders' equity		
Share capital	1,209	1,209
Capital surplus		
Legal capital surplus	1,171	1,171
Other capital surplus	211	20
Total capital surplus	1,383	1,191
Retained earnings		
Legal retained earnings	198	198
Other retained earnings		
General reserve	9,395	9,395
Retained earnings brought forward	5,058	4,890
Total retained earnings	14,652	14,483
Treasury shares	-1,064	-861
Total shareholders' equity	16,180	16,023
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	911	722
Total valuation and translation adjustments	911	722
Share acquisition rights	4	—
Total net assets	17,097	16,746
Total liabilities and net assets	22,394	22,278

(2) Income Statements

(Unit: Millions of yen)

	Previous fiscal year (From April 1, 2023, to March 31, 2024)	Current fiscal year (From April 1, 2024, to March 31, 2025)
Sales	21,091	23,786
Cost of sales	16,180	18,401
Gross profit	4,910	5,384
Selling, general and administrative expenses	3,460	3,575
Operating profit	1,449	1,809
Non-operating income		
Interest income	36	28
Dividend income	161	60
Foreign exchange gains	264	—
Insurance claim income	2	2
Reversal of allowance for doubtful accounts	—	10
Other	16	13
Total non-operating income	482	115
Non-operating expenses		
Interest expenses	—	2
Foreign exchange losses	—	53
Commission expenses	2	1
Loss on investments in investment partnerships	52	101
Provision of allowance for doubtful accounts	14	—
Other	1	7
Total non-operating expenses	70	166
Ordinary profit	1,861	1,757
Extraordinary income		
Gain on reversal of share acquisition rights	—	3
Gain on sale of investment securities	280	161
Total extraordinary income	280	165
Profit before income taxes	2,142	1,923
Income taxes - current	659	587
Income taxes - deferred	-21	1
Total income taxes	637	588
Profit	1,504	1,334

(3) Statements of Changes in Net Assets

Previous fiscal year (from April 1, 2023, to March 31, 2024)

(Unit: Millions of yen)

	Shareholders' equity							
	Share capital	Capital surplus			Retained earnings			
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings
						General reserve	Retained earnings brought forward	
Starting balance	1,209	1,171	205	1,377	198	9,395	5,033	14,626
Changes of items during period								
Dividends of surplus							-1,478	-1,478
Profit							1,504	1,504
Purchase of treasury shares								
Disposal of treasury shares			6	6				
Net changes of items other than shareholders' equity								
Total changes of items during period	—	—	6	6	—	—	25	25
Ending balance	1,209	1,171	211	1,383	198	9,395	5,058	14,652

	Shareholders' equity		Valuation and translation adjustments		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Starting balance	-1,085	16,127	691	691	8	16,827
Changes of items during period						
Dividends of surplus		-1,478				-1,478
Profit		1,504				1,504
Purchase of treasury shares	-0	-0				-0
Disposal of treasury shares	21	27				27
Net changes of items other than shareholders' equity			220	220	-3	216
Total changes of items during period	21	53	220	220	-3	270
Ending balance	-1,064	16,180	911	911	4	17,097

Current fiscal year (from April 1, 2024, to March 31, 2025)

(Unit: Millions of yen)

	Shareholders' equity							
	Share capital	Capital surplus			Retained earnings			
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings
						General reserve	Retained earnings brought forward	
Starting balance	1,209	1,171	211	1,383	198	9,395	5,058	14,652
Changes of items during period								
Dividends of surplus							-1,503	-1,503
Profit							1,334	1,334
Purchase of treasury shares								
Disposal of treasury shares			-191	-191				
Net changes of items other than shareholders' equity								
Total changes of items during period	—	—	-191	-191	—	—	-168	-168
Ending balance	1,209	1,171	20	1,191	198	9,395	4,890	14,483

	Shareholders' equity		Valuation and translation adjustments		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Starting balance	-1,064	16,180	911	911	4	17,097
Changes of items during period						
Dividends of surplus		-1,503				-1,503
Profit		1,334				1,334
Purchase of treasury shares	-0	-0				-0
Disposal of treasury shares	203	12				12
Net changes of items other than shareholders' equity			-189	-189	-4	-193
Total changes of items during period	203	-157	-189	-189	-4	-351
Ending balance	-861	16,023	722	722	-	16,746

7. Other

(1) Purchases, orders received, and sales

(i) Purchases

(Unit: Millions of yen)

Segment	Previous consolidated fiscal year (From April 1, 2023, to March 31, 2024)	Current consolidated fiscal year (From April 1, 2024, to March 31, 2025)
Cloud Service and Support	1,318	2,144
System	6,738	6,197
Device	10,369	10,441
Total	18,427	18,783

(ii) Orders received

(Unit: Millions of yen)

Segment	Previous consolidated fiscal year (From April 1, 2023, to March 31, 2024)		Current consolidated fiscal year (From April 1, 2024, to March 31, 2025)	
	Orders received	Balance of orders received	Orders received	Balance of orders received
Cloud Service and Support	2,461	918	3,934	1,293
System	9,763	3,961	10,853	4,666
Device	10,951	5,837	13,096	4,544
Total	23,176	10,717	27,884	10,503

(iii) Sales performance

(Unit: Millions of yen)

Segment	Previous consolidated fiscal year (From April 1, 2023, to March 31, 2024)	Current consolidated fiscal year (From April 1, 2024, to March 31, 2025)
Cloud Service and Support Products	2,531	3,559
Cloud service and support, total	2,531	3,559
Retail Solution Products	3,242	3,476
Business Solution Products	3,575	3,729
Global Products	3,039	2,942
System Total	9,857	10,148
Electronics Products	8,344	9,214
Mechatronics Products	4,491	5,175
Device Total	12,835	14,389
Total	25,224	28,098