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May 12, 2026

Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Under Japanese GAAP)

Company name: Takachiho Koheki Co., Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 2676
 URL: <https://www.takachiho-kk.co.jp>
 Representative: Takanobu Ide, President and CEO
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 Scheduled date of annual general meeting of shareholders: June 23, 2026
 Scheduled date to commence dividend payments: June 24, 2026
 Scheduled date to file annual securities report: June 22, 2026
 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, 2026 (from April 1, 2025 to March 31, 2026)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	29,510	5.0	2,098	0.9	2,408	20.1	1,415	-2.9
March 31, 2025	28,098	11.4	2,079	41.9	2,004	9.2	1,458	1.4

Note: Comprehensive income For the fiscal year ended March 31, 2026: ¥2,312 million [54.6%]
 For the fiscal year ended March 31, 2025: ¥1,495 million [-19.5%]

Fiscal year ended	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
	Yen	Yen	%	%	%
March 31, 2026	75.88	-	8.2	9.8	7.1
March 31, 2025	79.10	79.03	8.7	8.6	7.4

Reference: Share of profit (loss) of entities accounted for using equity method
 For the fiscal year ended March 31, 2026: ¥- million
 For the fiscal year ended March 31, 2025: ¥- million

Note: The Company conducted a stock split of its common shares at a ratio of two shares for each one share as of June 1, 2025. Basic earnings per share and diluted earnings per share were calculated based on the assumption that this stock split had taken place at the start of the previous consolidated fiscal year.

(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, 2026	25,698	17,594	68.5	941.91
March 31, 2025	23,459	16,834	71.8	905.18

Reference: Equity

As of March 31, 2026: ¥17,594 million

As of March 31, 2025: ¥16,834 million

Note: The Company conducted a stock split of its common shares at a ratio of two shares for each one share as of June 1, 2025. Net assets per share were calculated based on the assumption that this stock split had taken place at the start of the previous consolidated fiscal year.

(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, 2026	1,934	10	-831	7,349
March 31, 2025	2,991	-473	-1,505	6,026

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, 2025	-	58.00	-	102.00	160.00	1,497	101.1	8.7
Fiscal year ended March 31, 2026	-	34.50	-	41.50	76.00	1,422	100.2	8.2
Fiscal year ending March 31, 2027 (Forecast)	-	34.00	-	42.00	76.00		86.0	

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 Company conducted a stock split of its common shares at a ratio of two shares for each one share as of June 1, 2025. The amount of dividends for the fiscal year ended March 31, 2025 represents the actual amount before this stock split.

3. The total amount of dividends includes dividends paid on the shares of the Company held by Custody Bank of Japan, Ltd. (Trust E Unit) (9,264,000 yen for FY3/25 and 2,606,800 yen for FY3/26).

4. While the Company maintained a payout ratio of 100% in the fiscal year ended March 2026 based on the previously-announced policy, it plans to adopt a progressive dividend policy beginning in the fiscal year ending March 2027.

3. Forecast of consolidated financial results for the year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(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	14,500	7.6	1,080	13.2	1,060	7.6	720	0.4	38.54
Full year	32,000	8.4	2,350	12.0	2,300	-4.5	1,650	16.6	88.33

* **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, 2026	20,343,600 shares
As of March 31, 2025	20,343,600 shares

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

As of March 31, 2026	1,664,066 shares
As of March 31, 2025	1,745,532 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2026	18,655,240 shares
Fiscal year ended March 31, 2025	18,434,388 shares

Notes: 1. The number of treasury shares at the end of the period includes Company shares held by Custody Bank of Japan, Ltd. (Trust E Unit) as trust assets related to the Board Benefit Trust (BBT) system (115,800 shares in the fiscal year ended March 31, 2025, and 34,300 shares in the fiscal year ended March 31, 2026). In addition, the number of treasury shares to be deducted in calculating the average number of shares during the period includes Company shares (115,800 shares for the fiscal year ended March 31, 2025 and 58,612 shares for the fiscal year ended March 31, 2026) held by Custody Bank of Japan, Ltd. (Trust E Unit) as trust assets related to the Board Benefit Trust (BBT) system.

2. The Company conducted a stock split of its common shares at a ratio of two shares for each one share as of June 1, 2025. The total number of issued shares at the end of the period, the number of treasury shares at the end of the period, and the average number of shares outstanding during the period were calculated based on the assumption that this stock split had taken place at the start of the previous consolidated fiscal year.

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	24,153	1.5	1,894	4.7	2,441	38.9	1,478	10.8
March 31, 2025	23,786	12.8	1,809	24.8	1,757	-5.6	1,334	-11.3

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
March 31, 2026	79.25	-
March 31, 2025	72.38	72.32

Note: The Company conducted a stock split of its common shares at a ratio of two shares for each one share as of June 1, 2025. Basic earnings per share and diluted earnings per share were calculated based on the assumption that this stock split had taken place at the start of the previous fiscal year.

(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, 2026	24,286	17,315	71.3	926.98
March 31, 2025	22,278	16,746	75.2	900.42

Reference: Equity

As of March 31, 2026: ¥17,315 million

As of March 31, 2025: ¥16,746 million

Note: The Company conducted a stock split of its common shares at a ratio of two shares for each one share as of June 1, 2025. Net assets per share were calculated based on the assumption that this stock split had taken place at the start of the previous fiscal year.

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

* Proper use of earnings forecasts, and other special matters

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 financial results)

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

In addition, the Company plans to hold a briefing session for institutional investors and analysts on Friday, May 22, 2026.

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. Although improving employment and income conditions and the impact of various policies are expected to support a gentle economic recovery in the future, the impact of the Middle East situation, however, will require close monitoring. There also is a need to pay attention to such factors as the effects of fluctuations in money and the capital markets and trends in US trade policies.

Amid continuing intensification of competition in its market environment, the Group is promoting business strategies under the basic policies of 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 to increase corporate value over the medium to long term.

The Group is striving to grow its businesses under the business strategies of promoting a loyal-customer strategy, growing service businesses, strengthening new businesses and global businesses, and investing 6,000 million yen in growth.

Specifically, in the Business Security segment, the Group is striving to strengthen sales and increase the added value of its core products of electronic article surveillance systems, CCTVs, access control systems, and other security products, such as its newly introduced cybersecurity systems, and to grow retail solutions that include its facial recognition systems and other image recognition solutions, RFID systems, and labor-saving systems. The Group also is strengthening sales expansion of integrated security solutions featuring AI technology in addition to such cloud services as MSP services and a shoplifting information platform.

At the same time, in the Electromechanics segment, the Group 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, along with sales growth in the Southeast Asian markets, while in the mechanics business, the Group 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, the sale of mechanical components for such residential equipment 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-over-year (YoY) increase of 5.0% in net sales to 29,510 million yen, thanks to factors that include favorable sales of business solution products powered by growth in security systems for data centers and offices.

For the above reasons, in terms of profit and loss, the highest operating profit and ordinary profit have been recorded since the Company was listed. Operating profit increased by 0.9% YoY to 2,098 million yen. Ordinary profit increased by 20.1% YoY to 2,408 million yen because of factors that included the recording of gains on foreign exchange from transactions in foreign currency and gains on investments in investment partnerships associated with the exit of investments by a venture capital fund in which the Company invests. Profit attributable to owners of parent decreased by 2.9% YoY to 1,415 million yen because of factors that included the recording of loss on valuation of investment securities as an extraordinary loss.

The operating results of each segment are as follows:

During the consolidated fiscal year under review, the Cloud Service and Support segment and the Systems segment merged to form the Business Security segment. This integration was made because the expansion of the cloud services business had achieved a certain level of results and with the aim of clarifying the target market, namely the security market.

We also renamed the Devices segment to the Electromechanics segment to make its businesses more understandable.

YoY comparisons are based on comparison of figures restated under the new business segments.

(Business Security Segment)

Business Security segment sales increased by 10.5% YoY to 15,152 million yen, and segment operating profit was up 21.6% YoY to 1,402 million yen.

Net sales of retail solutions products were up 3.0% YoY to 4,251 million yen because of the favorable performance of large-scale sales of RFID systems for apparel products and surveillance camera solutions.

For business solution products, strong sales of access control systems and surveillance camera systems to data centers and offices drove YoY growth of 15.0% in net sales to 5,455 million yen.

For Global Products, favorable sales of large-scale fire protection systems and office security systems, combined with an increase in yen-translated revenue due to the weaker yen, drove sales up 23.3% YoY to 3,627 million yen.

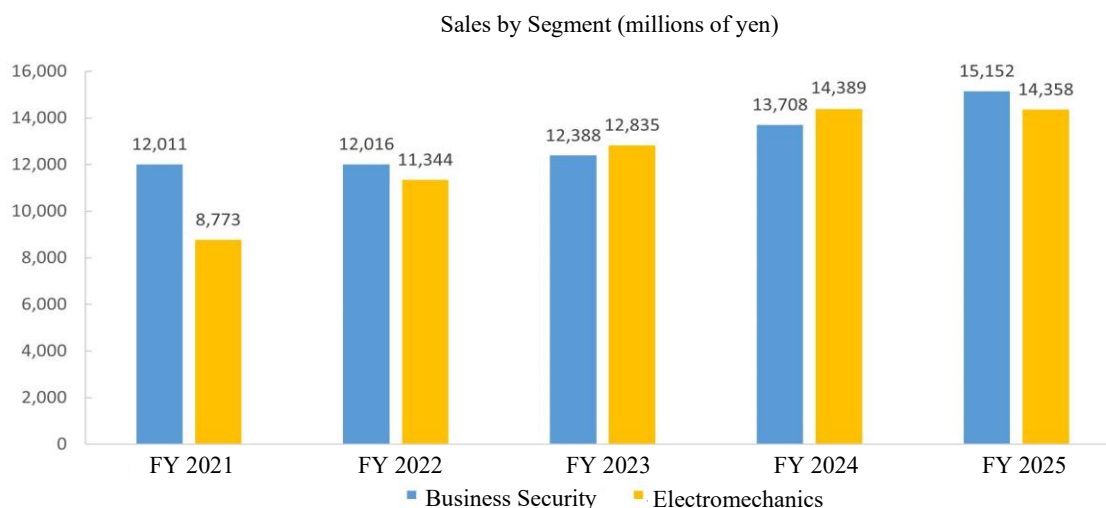
Sales of maintenance service products were down 4.0% YoY to 1,818 million yen from the effects of the end of maintenance for some products.

(Electromechanics Segment)

In the Electromechanics segment, net sales were down 0.2% YoY to 14,358 million yen, while operating profit was down 24.9% YoY to 695 million yen from higher purchasing costs resulting from the devalued yen and higher selling and administrative expenses because of such growth investments as investments in sales staff.

Sales of electronics products decreased by 0.9% YoY to 9,127 million yen as strong sales of electronic parts for consumer products were more than offset by slow sales to the automotive and modular markets.

For mechanics products, strong sales of mechanical components planned and developed for kitchen appliances and for office machines contributed to YoY growth of 1.1% in net sales to 5,231 million yen.



(ii) Future Outlook

During the consolidated fiscal year under review, Japan's economy showed a gentle recovering trend. Although improving employment and income conditions and the impact of various policies are expected to support a gentle economic recovery in the future, the impact of the Middle East situation, however, will require close monitoring. There also is a need to pay attention to such factors as the effects of fluctuations in money and capital markets and trends in US trade policies.

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 are revised beginning with the period covered by the new Medium-Term Management Plan. Since expansion of the cloud services business had achieved a degree of results, we integrated 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 renamed the Devices segment to the Electromechanics 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 Electromechanics 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 32 billion yen, operating profit of 2.35 billion yen, ordinary profit of 2.3 billion yen, and profit attributable to owners of parent of 1.65 billion yen.

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

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

Total assets at the end of the consolidated fiscal year under review stood at 25,698 million yen, up 2,238 million yen from the end of the previous consolidated fiscal year. This was due to factors that included increases of 1,323 million yen in cash and deposits, 636 million yen in investment securities, and 278 million yen in accounts receivable – trade.

Liabilities increased 1,478 million yen from the end of the previous consolidated fiscal year to 8,103 million yen. This was due to factors that included increases of 799 million yen in short-term borrowings, 496 million yen in contract liabilities, and 201 million yen in deferred tax liabilities.

Net assets increased by 759 million yen from the end of the previous consolidated fiscal year to 17,594 million yen. This was due to factors that included increases of 643 million yen in valuation difference on available-for-sale securities and 224 million yen in foreign currency translation adjustment. The equity-to-asset ratio decreased by 3.3 points from the end of the previous consolidated fiscal year to 68.5%.

(ii) Status of Cash flow

Cash and cash equivalents as of the end of the current consolidated fiscal year were up 1,323 million yen (22.0%) YoY to 7,349 million yen.

(Cash flow from operating activities)

Cash flow from operating activities during the current consolidated fiscal year decreased by 1,057 million yen YoY to 1,934 million yen. This resulted from factors that included profit before income taxes of 2,133 million yen, an increase of 486 million yen in contract liabilities, an increase of 224 million yen in prepaid expenses, and income taxes paid of 618 million yen.

(Cash flow from investing activities)

Cash flow from investing activities during the current consolidated fiscal year increased by 483 million yen YoY to 10 million yen. This was due to factors that included proceeds of 270 million yen on sales of investment securities.

(Cash flow from financing activities)

Cash flow from financing activities during the current consolidated fiscal year increased by 673 million yen YoY to -831 million yen. This was due to factors that included payment of 1,602 million yen in dividends and an increase of 781 million yen in short-term borrowings.

Index	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Equity-to-asset ratio (%)	72.9	74.2	73.3	71.8	68.5
Market value-based equity ratio (%)	64.3	101.3	150.4	155.4	146.8
Interest coverage ratio	4,123.5	—	—	1,121.4	58.4

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

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

Market value-based equity ratio = 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: 136,000 shares; Fiscal Year Ended March 31, 2023: 115,800 shares; Fiscal Year Ended March 31, 2024: 115,800 shares; Fiscal Year Ended March 31, 2025: 115,800 shares; Fiscal Year Ended March 31, 2026: 34,300 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.

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 progressive dividend policy 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 34.5 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 41.5 yen/share. As a result, total annual dividends will be 76.0 yen/share.

By adopting a progressive dividend policy, the Company plans to pay interim dividends of 34.0 yen/share and year-end dividends of 42.0 yen/share, for total annual dividends of 76.0 yen/share, in the next fiscal year.

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:

<Business Security Segment>

(Retail Solution Products)

We are engaged in system design, sales, installation, and system operation support services. These include such retail security equipment as electronic article surveillance/video monitoring security systems (surveillance cameras and surveillance video recording equipment) and security tags, such store management equipment as customer traffic counters and AI-powered shoplifting-detection systems, and labor-saving systems. We also handle RFID tags for logistics/inventory control systems and related peripheral equipment. We conduct sales to a wide variety of customers in the retail and distribution industries, ranging from such large-scale stores 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)

The products and services we sell include cloud services (including MSP services) and cloud-based wireless LAN systems. We also 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 automated postal mail inserters (folding and inserting machines) for postal mail.

(Global Products)

We design, build, install, and sell Advanced Fire Protection Systems for office buildings, commercial facilities, power-generating energy-related plants, natural gas plants, petrochemical plants, and other facilities.

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.

(Maintenance Service Products)

We provide maintenance, system operation outsourcing, and operation monitoring services for various products in the Business Security 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.

<Electromechanics 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.

(Mechanics 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.

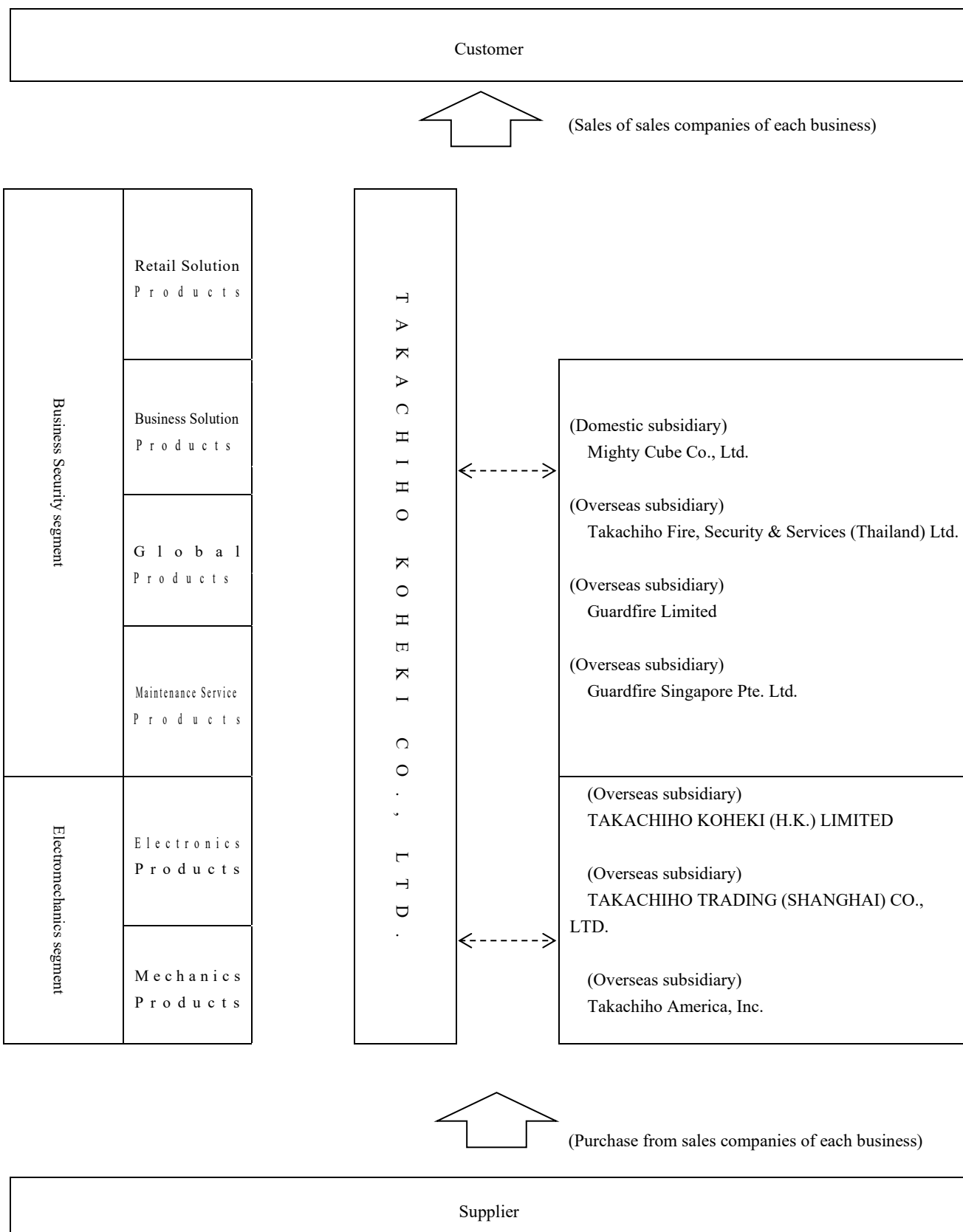
Correlation between Segment and Products:

Segment	Contents of main businesses	Principal companies
Business Security		
Retail Solution Products	Design and sales of such systems as electronic article surveillance systems (shoplifting prevention devices, sensor cable type alarm units, security tags, etc.), and video monitoring systems, design/installation of various types of systems, RFID tags for retail/logistics/inventory control systems, and related peripheral equipment	TAKACHIHO KOHEKI CO., LTD.
		Mighty Cube Co., Ltd.
Business Solution Products	Sales of cloud services (including MSP services) and cloud-based wireless LAN systems, 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).	TAKACHIHO KOHEKI 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.
Maintenance Service Products	System maintenance, system operation outsourcing, and operation monitoring services for various products in the Business Security segment	TAKACHIHO KOHEKI CO., LTD.
Electromechanics		
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.
Mechanics 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) Security Tags: Special tags attached to products that enable shoplifting prevention devices to work.
- (2) Cloud-based Wireless LAN System: a system capable of managing wireless LAN access points on the net.
- (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

3. Management Policies

(1) Basic management policies of the Company

Under its corporate philosophy of "Creation" as a technology trading company, since its founding, the Group has used the power of technology to take on the issues faced by society and industry.

The Group leverages its strengths in the provision of solutions integrating its powers in technology and proposals to deploy products and services that support safety, security, and comfort in fields such as social infrastructure and industry. Rather than simply providing products, the Group contributes to the creation of added value and solutions to the issues faced by customers through involvement in all stages from consulting to design, building, operation, and maintenance.

The Group has identified sustainable growth and medium- to long-term increases in corporate value as important management topics in light of dramatically changing business conditions and social issues. We will build relationships of trust with stakeholders and promote responsible management by enhancing human capital, responding to social issues through our businesses, and enhancing governance.

The Group will continue aiming to be a group of companies that can continue to be essential to society through value creation along the axes of technology and people.

(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, the fiscal year ending March 2028: consolidated net sales of 35 billion yen, consolidated ordinary profit of 2.8 billion yen, profit attributable to owners of parent 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 progressive dividend policy in the second and later years.
- Increasing capital profitability by promoting ROIC management
- Executing growth investments by using operating cash flow generated, improvements in working capital, and interest-bearing debt

(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, 2025)	Current consolidated fiscal year (as of March 31, 2026)
Assets		
Current assets		
Cash and deposits	6,026	7,349
Notes receivable - trade	54	40
Accounts receivable - trade	6,562	6,840
Contract assets	570	672
Electronically recorded monetary claims - operating	745	501
Merchandise and finished goods	3,603	3,593
Raw materials	139	124
Prepaid expenses	1,418	1,669
Other	114	237
Allowance for doubtful accounts	-28	-74
Total current assets	19,206	20,954
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	167	150
Other, net	236	212
Total property, plant and equipment	403	362
Intangible assets		
Software	122	96
Other	6	7
Total intangible assets	129	103
Investments and other assets		
Investment securities	3,193	3,829
Deferred tax assets	105	41
Leasehold and guarantee deposits	329	293
Other	91	113
Allowance for doubtful accounts	-0	-0
Total investments and other assets	3,719	4,277
Total non-current assets	4,252	4,743
Total assets	23,459	25,698

(Unit: Millions of yen)

	Previous consolidated fiscal year (as of March 31, 2025)	Current consolidated fiscal year (as of March 31, 2026)
Liabilities		
Current liabilities		
Accounts payable - trade	3,005	3,151
Electronically recorded obligations - operating	227	199
Short-term borrowings	—	799
Lease liabilities	10	10
Accounts payable - other	325	340
Income taxes payable	325	433
Contract liabilities	1,202	1,698
Provision for bonuses	351	388
Provision for bonuses for directors (and other officers)	73	16
Provision for shareholder benefit program	—	8
Other	302	174
Total current liabilities	5,823	7,223
Non-current liabilities		
Lease liabilities	29	18
Deferred tax liabilities	105	307
Provision for executive share-based compensation	33	1
Retirement benefit liability	596	524
Other	37	29
Total non-current liabilities	801	880
Total liabilities	6,625	8,103
Net assets		
Shareholders' equity		
Share capital	1,209	1,209
Capital surplus	1,189	1,189
Retained earnings	13,893	13,708
Treasury shares	-861	-813
Total shareholders' equity	15,431	15,294
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	722	1,365
Foreign currency translation adjustment	615	839
Remeasurements of defined benefit plans	65	94
Total accumulated other comprehensive income	1,403	2,300
Non-controlling interests	0	—
Total net assets	16,834	17,594
Total liabilities and net assets	23,459	25,698

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

(Unit: Millions of yen)

	Previous consolidated fiscal year (From April 1, 2024 to March 31, 2025)	Current consolidated fiscal year (From April 1, 2025 to March 31, 2026)
Sales	28,098	29,510
Cost of sales	21,188	22,127
Gross profit	6,909	7,383
Selling, general and administrative expenses	4,830	5,285
Operating profit	2,079	2,098
Non-operating income		
Interest income	48	44
Dividend income	57	81
Foreign exchange gains	—	116
Insurance claim income	2	2
Gain on investments in investment partnerships	—	67
Other	16	13
Total non-operating income	124	325
Non-operating expenses		
Interest expenses	2	8
Foreign exchange losses	84	—
Commission expenses	1	1
Loss on investments in investment partnerships	101	—
Other	8	4
Total non-operating expenses	199	14
Ordinary profit	2,004	2,408
Extraordinary income		
Gain on reversal of share acquisition rights	3	—
Gain on sale of investment securities	161	62
Total extraordinary income	165	62
Extraordinary losses		
Loss on valuation of investment securities	—	337
Total extraordinary losses	—	337
Profit before income taxes	2,170	2,133
Income taxes - current	648	760
Income taxes - deferred	63	-42
Total income taxes	712	718
Profit	1,458	1,415
Profit attributable to owners of parent	1,458	1,415

(Consolidated Statement of Comprehensive Income)

(Unit: Millions of yen)

	Previous consolidated fiscal year (From April 1, 2024, to March 31, 2025)	Current consolidated fiscal year (From April 1, 2025, to March 31, 2026)
Profit	1,458	1,415
Other comprehensive income		
Valuation difference on available-for-sale securities	-189	643
Foreign currency translation adjustment	220	224
Remeasurements of defined benefit plans	5	28
Total other comprehensive income	37	896
Comprehensive income	1,495	2,312
(Breakdown)		
Comprehensive income attributable to owners of parent	1,495	2,312

(3) Consolidated Statements of Changes in Net Assets

Previous 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

Current consolidated fiscal year (from April 1, 2025, to March 31, 2026)

(Unit: Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Starting balance	1,209	1,189	13,893	-861	15,431
Changes of items during period					
Dividends of surplus			-1,600		-1,600
Profit attributable to owners of parent			1,415		1,415
Purchase of treasury shares				-0	-0
Disposal of treasury shares				47	47
Change in equity of the parent related to transactions with noncontrolling shareholders		-0			-0
Net changes of items other than shareholders' equity					—
Total changes of items during period	—	-0	-184	47	-136
Ending balance	1,209	1,189	13,708	-813	15,294

	Accumulated other comprehensive income				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	722	615	65	1,403	0	16,834
Changes of items during period						
Dividends of surplus						-1,600
Profit attributable to owners of parent						1,415
Purchase of treasury shares						-0
Disposal of treasury shares						47
Change in equity of the parent related to transactions with noncontrolling shareholders						-0
Net changes of items other than shareholders' equity	643	224	28	896	-0	896
Total changes of items during period	643	224	28	896	-0	759
Ending balance	1,365	839	94	2,300	—	17,594

(4) Consolidated Statement of Cash Flow

(Unit: Millions of yen)

	Previous consolidated fiscal year (From April 1, 2024, to March 31, 2025)	Current consolidated fiscal year (From April 1, 2025, to March 31, 2026)
Cash flows from operating activities		
Profit before income taxes	2,170	2,133
Depreciation	193	180
Gain on reversal of share acquisition rights	-3	—
Interest and dividend income	-106	-125
Interest expenses	2	8
Loss (gain) on sales of investment securities	-161	-62
Increase (decrease) in provision for bonuses	46	32
Loss (gain) on valuation of investment securities	—	337
Increase (decrease) in provision for bonuses for directors (and other officers)	16	-5
Increase (decrease) in allowance for doubtful accounts	25	43
Increase (decrease) in provision of the shareholder benefit program	—	8
Increase (decrease) in retirement benefit liability	0	-22
Loss (gain) on investments in investment partnerships	101	-67
Decrease (increase) in contract assets	162	-46
Decrease (increase) in electronically recorded monetary claims	102	243
Decrease (increase) in trade receivables	-785	-210
Decrease (increase) in inventories	1,655	56
Increase (decrease) in contract liabilities	132	486
Increase (decrease) in trade payables	225	69
Decrease (increase) in prepaid expenses	-177	-224
Increase (decrease) in accounts payable - other	64	19
Decrease (increase) in consumption taxes refund receivable	1	-83
Increase (decrease) in accrued consumption taxes	31	-103
Other	21	-214
Subtotal	3,720	2,454
Interest and dividends received	106	125
Interest paid	-2	-33
Income taxes paid	-832	-618
Income taxes refunded	—	6
Cash flows from operating activities	2,991	1,934
Cash flow from investing activities		
Purchase of property, plant and equipment	-55	-54
Proceeds from sales of property, plant and equipment	0	—
Purchase of investment securities	-558	-147
Proceeds from sales of investment securities	184	270
Purchase of intangible assets	-42	-60
Payments of leasehold and guarantee deposits	-1	-0
Proceeds from refund of leasehold and guarantee deposits	0	2
Cash flow from investing activities	-473	10
Cash flow from financing activities		
Net increase (decrease) in short-term borrowings	—	781
Dividends paid	-1,504	-1,602
Purchase of treasury shares	-0	-0
Repayments of lease liabilities	-10	-10
Proceeds from exercise of share options	10	—
Proceeds from sale of treasury shares	0	0
Cash flow from financing activities	-1,505	-831
Effect of exchange rate change on cash and cash equivalents	141	208
Net increase (decrease) in cash and cash equivalents	1,155	1,323
Cash and cash equivalents at beginning of period	4,871	6,026
Cash and cash equivalents at end of period	6,026	7,349

(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 (Valuation differences are recognized directly in net assets, and the cost of securities sold is calculated using 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 specific identification method and 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) were used.

C) Derivatives

The market value method was used.

b. Depreciation methods for critical depreciable assets

A) Property, plant and equipment (excluding leased assets)

The straight-line method was used for tangible fixed assets of the Company and its consolidated subsidiaries.

The main useful lives were 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 was the internally usable period (five years) for software for internal use and the estimated effective life (three 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.

E) Provision for shareholder benefit program

To prepare for future costs of the shareholder benefit program, the estimated future amount was provided as of the end of the current consolidated fiscal year.

d. Accounting standards for significant income and expenses

The details of the main performance obligations in important businesses related to revenue 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 revenue recognition) 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 (five years) within the average remaining service period of

employees as of their occurrence were mainly expensed from the consolidated fiscal year after the year in which they arose.

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. Some consolidated subsidiaries record liabilities related to retirement benefits and retirement benefit costs using the simplified method.

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, and the appropriation is employed for forward foreign-exchange contracts that meet the requirements for such appropriation.

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. 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.

D) Methods of assessing efficacy of hedging

Hedge accounting is applied after periodically confirming that fluctuations in exchange rates subject to hedging are being offset at high levels through account hedging.

(7) Notes on Consolidated Financial Statements

(Change in accounting policy)

Not applicable.

(Change to presentation methods)

Not applicable.

(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 performance-linked share-based compensation system, the Company's shares are acquired through the trust using funds contributed by the Company, and the Company's shares and cash equivalent to the market value of the Company's shares are delivered to directors based on points granted in accordance with the Officer Stock Benefit Rules established by the Company.

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 2026 through the fiscal year ending at the end of March 2028). 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 115,800 shares as of the end of the previous consolidated fiscal year and 20.116 million yen and 34,300 shares as of the end of the current consolidated fiscal year.

(Notes on Consolidated Balance Sheet)

*1 Accumulated depreciation of property, plant and equipment

	Previous consolidated fiscal year (as of March 31, 2025)	Current consolidated fiscal year (as of March 31, 2026)
	940 million yen	1,102 million yen

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

	Previous consolidated fiscal year (as of March 31, 2025)	Current consolidated fiscal year (as of March 31, 2026)
Investment securities (stock)	32 million yen	32 million yen

(Consolidated Statement of Changes in Net Assets)

Previous 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.

2. 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.

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	—	—	—	—	—	—
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 05, 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).

2. 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.

2. 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).

Current consolidated fiscal year (from April 1, 2025, to March 31, 2026)

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	—	20,343,600
Total	10,171,800	10,171,800	—	20,343,600
Treasury shares				
Common stock (Note)	872,766	872,840	81,540	1,664,066
Total	872,766	872,840	81,540	1,664,066

Note 1. A two-for-one stock split was conducted on common stock effective June 1, 2025.

- The increase of 10,171,800 shares in the number of shares issued of common stock resulted from the stock split.
- The increase of 872,840 shares of common stock in treasury shares resulted from an increase of 872,766 shares due to the stock split and the purchase of 74 shares of less than one unit.
- The decrease of 81,540 shares of common stock in treasury shares resulted from market sales of 30,500 shares and awarding of 51,000 shares by the Board Benefit Trust (BBT) and the sale of 40 shares of less than one unit.
- 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 34,300 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, 2025	Common stock	954	102.00 yen	March 31, 2025	June 27, 2025
Board of Directors meeting held on November 5, 2025	Common stock	645	34.50 yen	September 30, 2025	December 05, 2025

Note 1: 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).

- The Company conducted a two-for-one stock split on common stock effective June 1, 2025. Amounts shown for dividends with a record date of March 31, 2025, are based on the numbers of shares prior to this stock split.
- The total amount of dividends under the resolution of the Board of Directors meeting held November 5, 2025, includes 1,183,000 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 23, 2026	Common stock	776	Retained earnings	41.50 yen	March 31, 2026	June 24, 2026

Note 1: The total amount of dividends based on a resolution in Annual General Meeting of Shareholders held June 23, 2026, includes 1,423,000 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

The Group's reportable segments are components of the Group for which discrete financial information is available and whose operating results are regularly reviewed by the Board of Directors to make decisions on resource allocation and assess performance.

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

The Business Security segment provides consulting on system equipment, system design and sales, delivery installation, and maintenance services for security products in particular. The Electromechanics 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, 2024, to March 31, 2025)

(Unit: Millions of yen)

	Business Security	Electromechanics	Total	Adjustments Note 1	Amount on consolidated financial statements
Sales					
Sales to external customers	13,708	14,389	28,098	—	28,098
Internal sales and transfers between segments	—	—	—	—	—
Total	13,708	14,389	28,098	—	28,098
Segment profit	1,153	926	2,079	—	2,079
Segment assets	10,256	7,359	17,616	5,843	23,459
Other items					
Depreciation	31	24	56	136	193
Increase in property, plant and equipment and non- current intangible assets	63	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.

Current consolidated fiscal year (from April 1, 2025, to March 31, 2026)

(Unit: Millions of yen)

	Business Security	Electromechanics	Total	Adjustments Note 1	Amount on consolidated financial statements
Sales					
Sales to external customers	15,152	14,358	29,510	—	29,510
Internal sales and transfers between segments	—	—	—	—	—
Total	15,152	14,358	29,510	—	29,510
Segment profit	1,402	695	2,098	—	2,098
Segment assets	11,057	6,461	17,519	8,179	25,698
Other items					
Depreciation	38	8	46	133	180
Increase in property, plant and equipment and non- current intangible assets	67	7	74	36	110

Note 1: Adjustments are as follows:

- (1) Adjustments to segment assets of 8,179 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 133 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 36 million yen are mainly increases in assets related to administrative departments such as the general affairs department.

2. Summary of changes to reporting segments

On March 21, 2025, the Company announced "2025-2027: Security. Solutions. Synergy. Moving to the Cutting Edge of Evolution with Business Security and Electromechanics." In response to the growth of businesses related to the Cloud Service and Support reporting segment having achieved a degree of results, organizational reforms were implemented effective April 1, 2025, to reorganize the business portfolio and create new businesses, enhance governance of Group companies and Group synergies, and consolidate management of businesses related to Business Security and Electromechanics. As a result, beginning with the consolidated fiscal year under review, the Company's reporting segments have changed from the three segments of Cloud Service and Support, Systems, and Devices to the two segments of Business Security and Electromechanics.

The segment information shown for the previous consolidated fiscal year has been prepared using the segments after this change.

[Related information]

Previous 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	
	People's Republic of China (included in above)	Thailand (included in above)			
20,663	7,055	3,092	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.

Current consolidated fiscal year (from April 1, 2025, to March 31, 2026)

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	
	People's Republic of China (included in above)	Thailand (included in above)			
21,131	7,940	2,544	2,728	438	29,510

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, 2024, to March 31, 2025)	Current consolidated fiscal year (From April 1, 2025, to March 31, 2026)
Net assets per share	905.18 yen	941.91 yen
Basic earnings per share	79.10 yen	75.88 yen
Fully diluted earnings per share	79.03 yen	—

Note 1. The Company conducted a two-for-one stock split on common stock effective June 1, 2025. The figures above have been calculated under the assumption that this stock split had taken place at the start of the previous consolidated fiscal year.

2. Fully diluted earnings per share is not shown for the current consolidated fiscal year because there were no dilutive shares.

	Previous consolidated fiscal year (From April 1, 2024, to March 31, 2025)	Current consolidated fiscal year (From April 1, 2025, to March 31, 2026)
Basic earnings per share		
Profit attributable to owners of parent (million yen)	1,458	1,415
Amount not attributable to common shareholders (million yen)	—	—
Profit attributable to owners of parent associated with common stock (million yen)	1,458	1,415
Average number of common stocks during the period (thousand shares)	18,434	18,655
Fully diluted earnings per share		
Adjustments to profit attributable to owners of parent (million yen)	—	—
An increase in shares of common stock (thousand shares)	16	—
(Of this, share acquisition rights (thousand shares))	(16)	(-)
Summary of dilutive shares not included to calculate fully diluted earnings per share because of no dilutive effect	—	—

Note 1. The Company conducted a two-for-one stock split on common stock effective June 1, 2025. Basic earnings per share and fully diluted earnings per share have been calculated under the assumption that this stock split had taken place at the start of the previous consolidated fiscal year.

2. 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 (115,800 shares during the previous consolidated fiscal year, 58,612 shares during the consolidated fiscal year under review). The number of shares held by this Board Benefit Trust (BBT) shown is the number of shares after this stock split.

3. Fully diluted earnings per share is not shown for the current consolidated fiscal year because there were no dilutive shares.

(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, 2024, to March 31, 2025)	Current consolidated fiscal year (From April 1, 2025, to March 31, 2026)
Retail Solution Products	4,128	4,251
Business Solution Products	4,743	5,455
Global Products	2,942	3,627
Maintenance Service Products	1,893	1,818
Business Security Total	13,708	15,152
Electronics Products	9,214	9,127
Mechanics Products	5,175	5,231
Electromechanics Total	14,389	14,358
Revenue from contracts with customers	28,098	29,510
Other revenues	—	—
Sales to external customers	28,098	29,510

Note: Beginning with the consolidated fiscal year under review, categories of revenue arising from contracts with customers have changed from the three categories of Cloud Service and Support, Systems, and Devices to the two categories of Business Security and Electromechanics.

Information breaking down the revenue generated from contracts with customers by product type in the previous consolidated fiscal year has been prepared using the categories after this change.

(Significant Subsequent Event)

Not applicable.

6. Non-consolidated Financial Statements

(1) Balance Sheet

(Unit: Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Assets		
Current assets		
Cash and deposits	2,499	3,762
Notes receivable - trade	43	40
Accounts receivable - trade	6,094	5,932
Electronically recorded monetary claims – operating	745	501
Products	2,777	2,749
Prepaid expenses	1,398	1,637
Short-term loans receivable from subsidiaries and associates	29	351
Other	37	172
Allowance for doubtful accounts	-0	-0
Total current assets	13,626	15,146
Non-current assets		
Property, plant and equipment		
Buildings, net	163	146
Tools, furniture and fixtures, net	184	164
Leased assets, net	39	28
Other, net	2	1
Total property, plant and equipment	390	340
Intangible assets	105	82
Investments and other assets		
Investment securities	3,161	3,797
Shares of subsidiaries and associates	4,570	4,570
Long-term loans receivable from subsidiaries and associates	119	95
Deferred tax assets	76	—
Leasehold and guarantee deposits	316	281
Other	14	57
Allowance for doubtful accounts	-102	-87
Total investments and other assets	8,156	8,716
Total non-current assets	8,652	9,139
Total assets	22,278	24,286

(Unit: Millions of yen)

	Previous fiscal year (as of March 31, 2025)	Current fiscal year (as of March 31, 2026)
Liabilities		
Current liabilities		
Accounts payable - trade	2,509	2,591
Electronically recorded obligations - operating	227	199
Short-term borrowings	—	799
Lease liabilities	10	10
Accounts payable - other	306	309
Income taxes payable	291	429
Contract liabilities	1,094	1,571
Provision for bonuses	288	286
Provision for bonuses for directors (and other officers)	73	16
Provision for shareholder benefit program	—	8
Other	200	83
Total current liabilities	5,003	6,306
Non-current liabilities		
Lease liabilities	29	18
Deferred tax liabilities	—	208
Provision for executive share-based compensation	33	1
Provision for retirement benefits	441	410
Other	25	25
Total noncurrent liabilities	529	663
Total liabilities	5,532	6,970
Net assets		
Shareholders' equity		
Share capital	1,209	1,209
Capital surplus		
Legal capital surplus	1,171	1,171
Other capital surplus	20	20
Total capital surplus	1,191	1,191
Retained earnings		
Legal retained earnings	198	198
Other retained earnings		
General reserve	9,395	9,395
Retained earnings brought forward	4,890	4,768
Total retained earnings	14,483	14,362
Treasury shares	-861	-813
Total shareholders' equity	16,023	15,949
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	722	1,365
Total valuation and translation adjustments	722	1,365
Total net assets	16,746	17,315
Total liabilities and net assets	22,278	24,286

(2) Income Statements

(Unit: Millions of yen)

	Previous fiscal year (From April 1, 2024, to March 31, 2025)	Current fiscal year (From April 1, 2025, to March 31, 2026)
Sales	23,786	24,153
Cost of sales	18,401	18,379
Gross profit	5,384	5,774
Selling, general and administrative expenses	3,575	3,879
Operating profit	1,809	1,894
Non-operating income		
Interest income	28	35
Dividend income	60	315
Foreign exchange gains	—	112
Insurance claim income	2	2
Gain on investments in investment partnerships	—	67
Reversal of allowance for doubtful accounts	10	15
Other	13	11
Total non-operating income	115	558
Non-operating expenses		
Interest expenses	2	8
Foreign exchange losses	53	—
Commission expenses	1	1
Loss on investments in investment partnerships	101	—
Other	7	1
Total non-operating expenses	166	12
Ordinary profit	1,757	2,441
Extraordinary income		
Gain on reversal of share acquisition rights	3	—
Gain on sale of investment securities	161	62
Total extraordinary income	165	62
Extraordinary loss		
Loss on valuation of investment securities	—	337
Total extraordinary loss	—	337
Profit before income taxes	1,923	2,166
Income taxes - current	587	698
Income taxes - deferred	1	-10
Total income taxes	588	688
Profit	1,334	1,478

(3) Statements of Changes in Net Assets

Previous 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

Current fiscal year (from April 1, 2025, to March 31, 2026)

(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	20	1,191	198	9,395	4,890	14,483
Changes of items during period								
Dividends of surplus							-1,600	-1,600
Profit							1,478	1,478
Purchase of treasury shares								
Disposal of treasury shares								
Net changes of items other than shareholders' equity								
Total changes of items during period	—	—	—	—	—	—	-121	-121
Ending balance	1,209	1,171	20	1,191	198	9,395	4,768	14,362

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Starting balance	-861	16,023	722	722	16,746
Changes of items during period					
Dividends of surplus		-1,600			-1,600
Profit		1,478			1,478
Purchase of treasury shares	-0	-0			-0
Disposal of treasury shares	47	47			47
Net changes of items other than shareholders' equity			643	643	643
Total changes of items during period	47	-73	643	643	569
Ending balance	-813	15,949	1,365	1,365	17,315

7. Other

(1) Purchases, orders received, and sales

(i) Purchases

(Unit: Millions of yen)

Segment	Previous consolidated fiscal year (From April 1, 2024, to March 31, 2025)	Current consolidated fiscal year (From April 1, 2025, to March 31, 2026)
Business Security	8,342	9,796
Electromechanics	10,441	11,558
Total	18,783	21,355

(ii) Orders received

(Unit: Millions of yen)

Segment	Previous consolidated fiscal year (From April 1, 2024, to March 31, 2025)		Current consolidated fiscal year (From April 1, 2025, to March 31, 2026)	
	Orders received	Balance of orders received	Orders received	Balance of orders received
Business Security	14,787	5,959	16,015	6,822
Electromechanics	13,096	4,544	14,518	4,704
Total	27,884	10,503	30,533	11,526

(iii) Sales performance

(Unit: Millions of yen)

Segment	Previous consolidated fiscal year (From April 1, 2024, to March 31, 2025)	Current consolidated fiscal year (From April 1, 2025, to March 31, 2026)
Retail Solution Products	4,128	4,251
Business Solution Products	4,743	5,455
Global Products	2,942	3,627
Maintenance Service Products	1,893	1,818
Business Security Total	13,708	15,152
Electronics Products	9,214	9,127
Mechanics Products	5,175	5,231
Electromechanics Total	14,389	14,358
Total	28,098	29,510