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Plan for compliance with the listing maintenance criteria (entering improvement period)

As of March 31, 2025, the Company did not comply with the listing maintenance criteria on the Tokyo Stock Exchange Prime Market. We would like to inform you that we have prepared a plan for complying with the listing maintenance standards, as detailed below.

1. Status of compliance with the Company's listing maintenance standards, planning period, and improvement period

As of March 31, 2025, our company's compliance status with the listing maintenance criteria of the prime market is as shown in the table below, and we do not comply with the criteria regarding the "market capitalization of shares in circulation" and the "average daily trading value."

Our company will continue to undertake various initiatives to comply with the listing maintenance standards in order to meet the standards that were found noncompliant this time. If we fail to meet the market capitalization standard for publicly traded shares by March 31, 2026, we will be designated by the Tokyo Stock Exchange as being under supervision (confirmation in progress).

Subsequently, if the TSE does not confirm that the Company complies with the market capitalization standards of outstanding shares as a result of the examination by the Tokyo Stock Exchange based on the distribution status table as of March 31, 2026 submitted by the Company, it will be designated as a liquidated stock and the Company's shares will be delisted on October 1, 2026.

		Number of shares in circulation	Market capitalization of shares in circulation	Ratio of shares in circulation	Average daily trading value
Our situation	As of the end of December 2024 (*1)	—	—	—	15 million yen
	As of the end of March 2025 (*2)	110,963 units	3.3 billion yen	39.2%	—
listing maintenance criteria		20,000 units	10 billion yen	35%	20 million yen
Status of Conformity		Conformity	Nonconformity	Conformity	Nonconformity
Plan period (improvement period)			Until the end of March 2026		Until the end of December 2026

*1 This information is based on the results of the Tokyo Stock Exchange's confirmation of compliance with the listing maintenance criteria (trading value criteria) from January to December 2025.

*2 Our conformity status was calculated based on the distribution of our stock certificates, etc. as determined by the Tokyo Stock Exchange as of the base date.

2. Basic policy, challenges, and initiatives toward compliance with the listing maintenance standards.

(1) Basic policy

Our company aims to achieve sustainable growth and enhance corporate value, and by promoting measures on these matters, we will strive to meet the standards for maintaining listing on the prime market.

(2) Challenges and Initiatives

Our Company meets the standards of the number of shares in circulation and the ratio of shares in circulation, but does not meet the standards of the market capitalization of shares in circulation and the average daily trading value.

We believe that achieving these standards requires a common effort by both parties, and we will implement the following initiatives to improve our corporate value and be valued by the stock market.

(i) Improved business performance

Our company has developed the "2030 Vision" as a mid-to-long-term plan, setting a target of 200 billion yen in sales and an operating profit margin of 3% (operating profit of 6 billion yen).

We aim to realize our 2030 Vision by increasing transaction volume in each of the three main areas of our EMS business (automotive equipment, office automation equipment, and industrial equipment). In the field of in-vehicle equipment, we will continue to increase our production capacity to meet the increasing demand for products for HV/PHEV/EV due to the expansion of the electrified vehicle market. In the fields of office automation equipment and industrial equipment, we will continue to strengthen our systems to enable us to keep up with customer demands and market expansion.

In terms of profit and loss, while continuing to reduce losses, overcome weaknesses through benchmarking with other companies, and further strengthen our strengths, we will review cost structures at all sites within the group to enhance our inherent profitability, contributing to all stakeholders.

For the fiscal year ending March 2025, sales were at the same level as the previous fiscal year, but operating profit increased by 5% year on year, marking the fourth consecutive period of improvement in the operating profit margin, and ordinary profit increased by 33% year on year, marking the third consecutive period of growth.

We will continue to work towards achieving the "2030 Vision."

PER Approach (Fiscal Year Ending March 2026)

Net income attributable to owners of parent		PER (*2)		Market capitalization		Ratio of shares in circulation (*3)		Market capitalization of shares in circulation
1 billion yen (*1)	×	21.5	=	21.5 billion yen	×	46.7%	=	10 billion yen

*1 Earnings forecast for the fiscal year ending March 2026

*2 This takes into account the increase in PER due to these initiatives. In addition, the average end-of-period PER for each of the two fiscal years from the fiscal year ending March 2022 onwards is on an upward trend, at 14.59 for the fiscal year ending March 2023 and 16.06 for the fiscal year ending March 2024. In addition, in the fiscal year ended March 2025, the net income was in the red due to the recording of a special loss, but ordinary income increased by 33% from the previous fiscal year. Including the stability of business performance, the program is set to reflect the effects of continuation and improvement and enhancement of various initiatives. (PER is according to our company's calculations)

*3 This includes shares held for pure investment purposes, such as the holding company of the former owner and companies with which capital and business alliances have been dissolved. (The ratio of shares in circulation is calculated by the Company)

(ii) Implementation of shareholder return measures

In recent years, we have prioritized internal reserves in order to strengthen our financial base, but we will resume dividends with the final dividend for the fiscal year ending March 2024, and will also pay an annual dividend of 10 yen per share for the fiscal year ending March 2025. In addition, we plan to pay a dividend of 10 yen per share for the fiscal year ending March 2026. Going forward, taking into consideration our business performance, the business environment surrounding our group, and future business development, we will aim to provide continuous and stable dividends with a dividend payout ratio of 30% or more, while securing necessary internal reserves, and will also proceed with the redemption (acquisition and cancellation) of Class A preferred shares.

(iii) Enhancement of Corporate Governance

Our company recognize that in order to gain the trust of all stakeholders, including shareholders, business partners, employees and local communities, it is important for us to fulfill our social responsibilities as a corporation and continually increase our corporate value. Our company has established an Audit and Supervisory Committee, which consists of six directors, three of whom are Audit and Supervisory Committee members. We believe that having an Audit and Supervisory Committee composed of outside directors audit and supervise the legality and appropriateness of the Board of Directors' business operations will enable us to achieve highly transparent management, further strengthen our governance system, and increase our corporate value.

In addition, four of the six directors are external directors who provide advice on overall corporate management and strengthen the board of directors' monitoring and supervision function over business execution bodies.

(iv) Strengthening information dissemination capabilities, including IR activities

In addition to disclosing regular IR information, we will utilize our website and PR disclosure via the Tokyo Stock Exchange's TDnet to communicate our various initiatives and ensure that they are known and understood by all stakeholders. In addition, in order to increase the number of points of contact with more investors, the Company was listed on the Nagoya Stock Exchange Main Market in the fiscal year ended March 31, 2025. In order to continue to raise awareness of our company, we will continue to expand our new initiatives and strengthen our ability to disseminate information that will contribute to the assessment of our corporate value.

Note: This document has been translated from the Japanese original document for reference purposes only. The original Japanese document shall prevail in the event of any discrepancy between this translated document and the Japanese original one.



Vision 2030

Contributing to building a richer society through the provision of products aimed at achieving a new lifestyle and a decarbonized society.

