

Performance Review for the Fiscal Year Ended March 31, 2025

April 24, 2025

KOA Corporation

Note 1: This document is a translation of the original Japanese document. In the case of any discrepancy between this translated document and the original Japanese document, the latter shall prevail.

Note 2: All references to FY03/XXXX in this document refer to the financial year ending on March 31, XXXX.

Contents

- Results for the Fiscal Year Ended March 31, 2025**
- Future Business Development**

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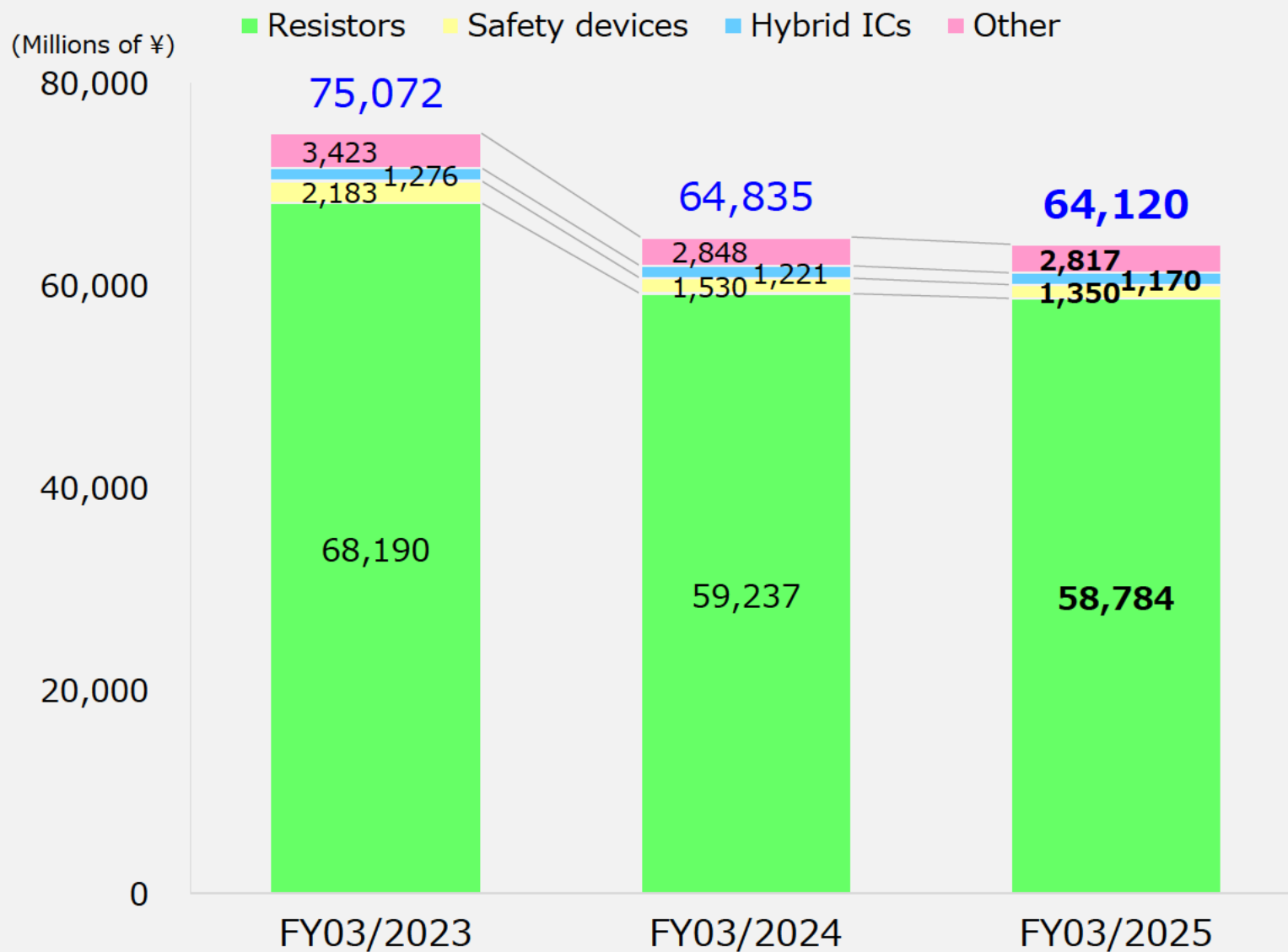
- Results for the Fiscal Year Ended March 31, 2025
- Future Business Development

Summary of Business Performance

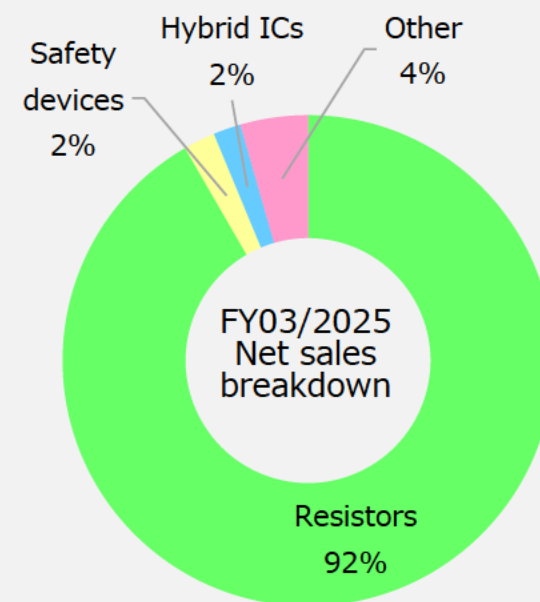
	FY03/2024		FY03/2025		YoY	
	(Billions of ¥)	(%)	(Billions of ¥)	(%)	(Billions of ¥)	(%)
Net sales	64.8	100.0	64.1	100.0	(0.7)	(1.1)
Operating profit	3.3	5.1	1.2	1.8	(2.1)	(64.5)
Ordinary profit	4.5	6.9	1.2	1.9	(3.2)	(72.3)
Profit (loss) attributable to owners of parent	2.8	4.3	0.3	0.4	(2.5)	(90.6)
Actual exchange rate JPY/USD JPY/EUR	145.30 157.71		152.56 163.65			

Note: Exchange rate sensitivity: Fluctuation of ¥1 in JPY/USD rate effects a fluctuation of ¥200 million in net sales and ¥120 million in operating profit; a fluctuation of ¥1 in JPY/EUR rate effects a fluctuation of ¥50 million in net sales and ¥30 million in operating profit

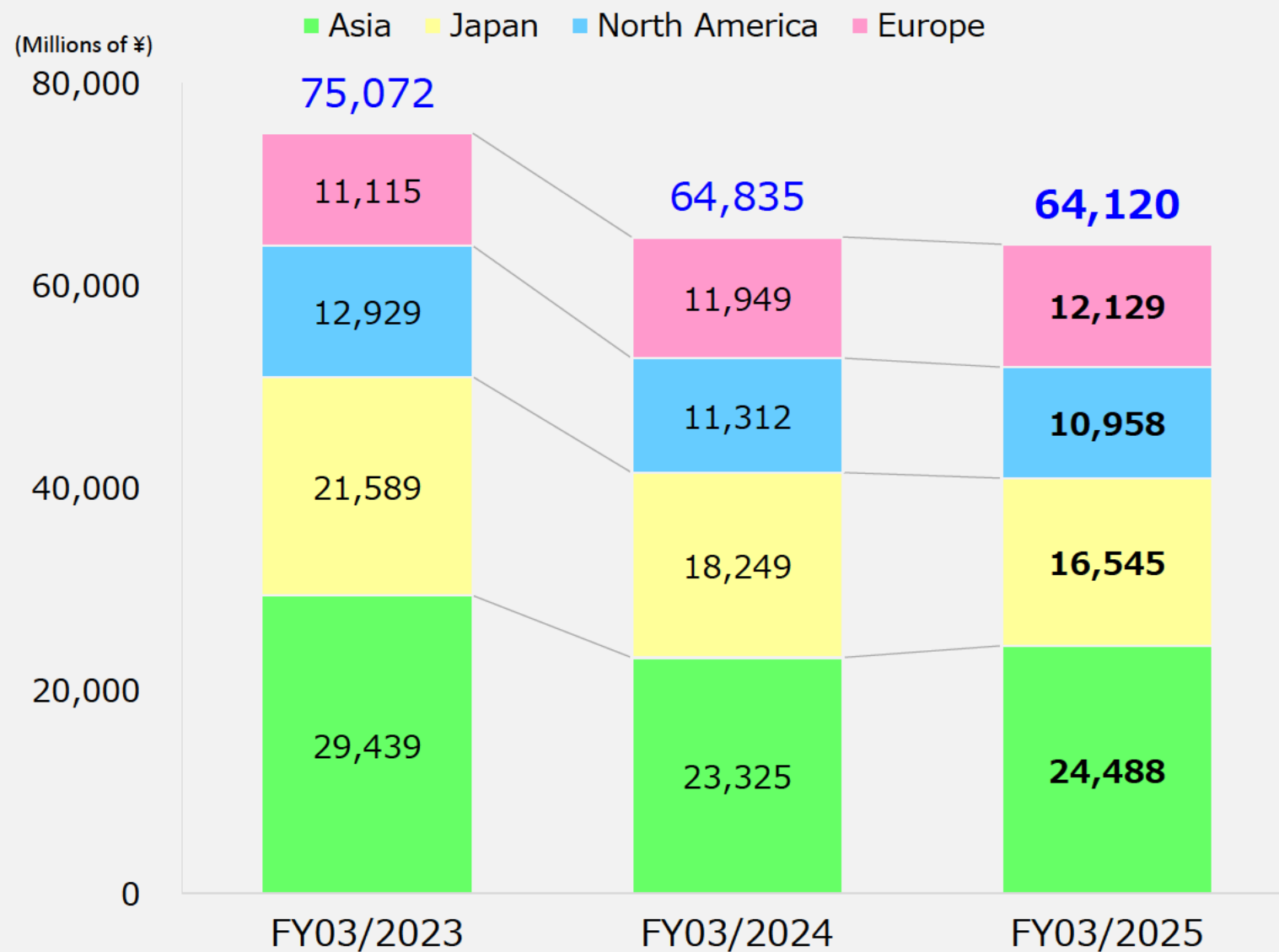
Net Sales by Product



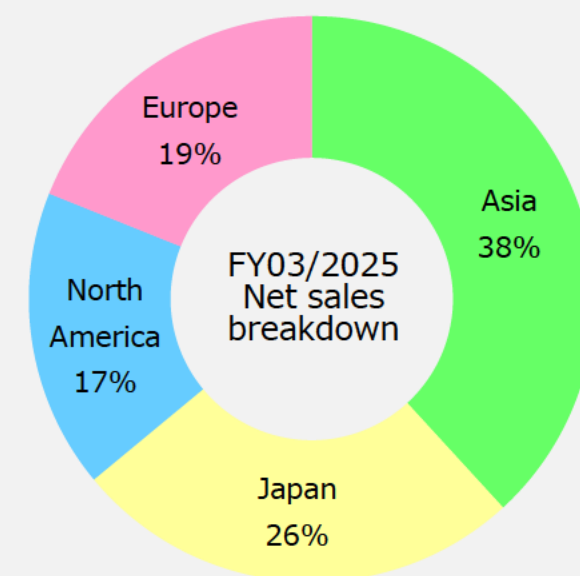
	vs. FY03/2024
Other	(1.1)%
Hybrid ICs	(4.2)%
Safety devices	(11.7)%
Resistors	(0.8)%



Net Sales by Region



	vs. FY03/2024
Europe	+1.5%
North America	(3.1)%
Japan	(9.3)%
Asia	+5.0%

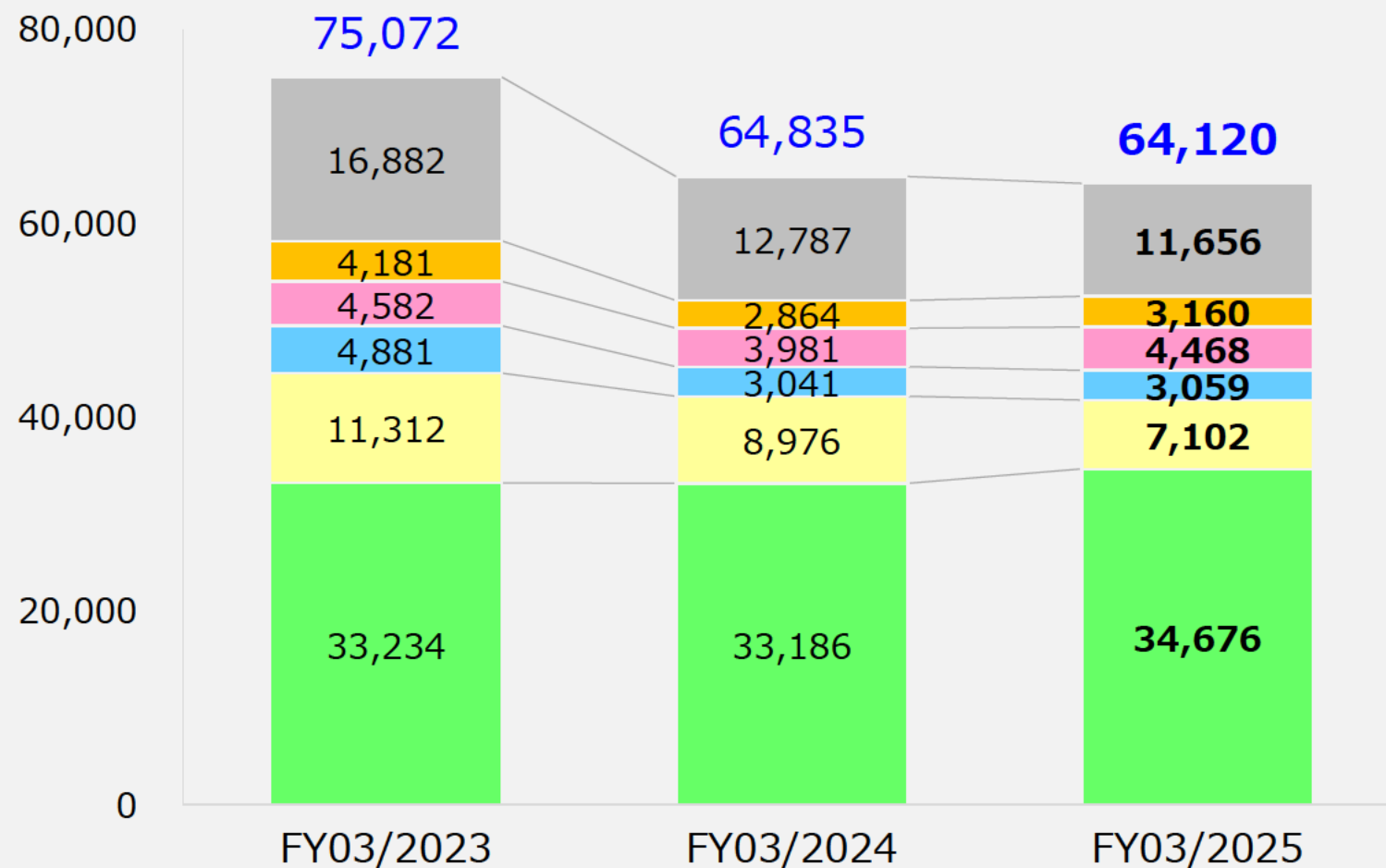


Net Sales by Application

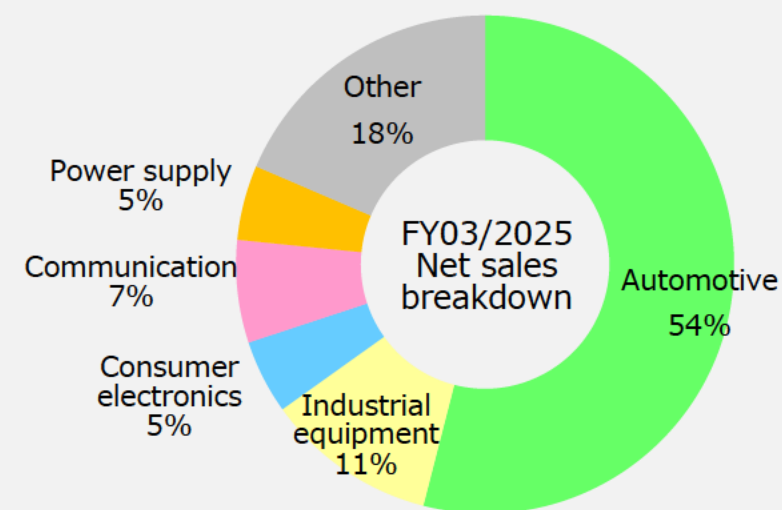


(Millions of ¥)

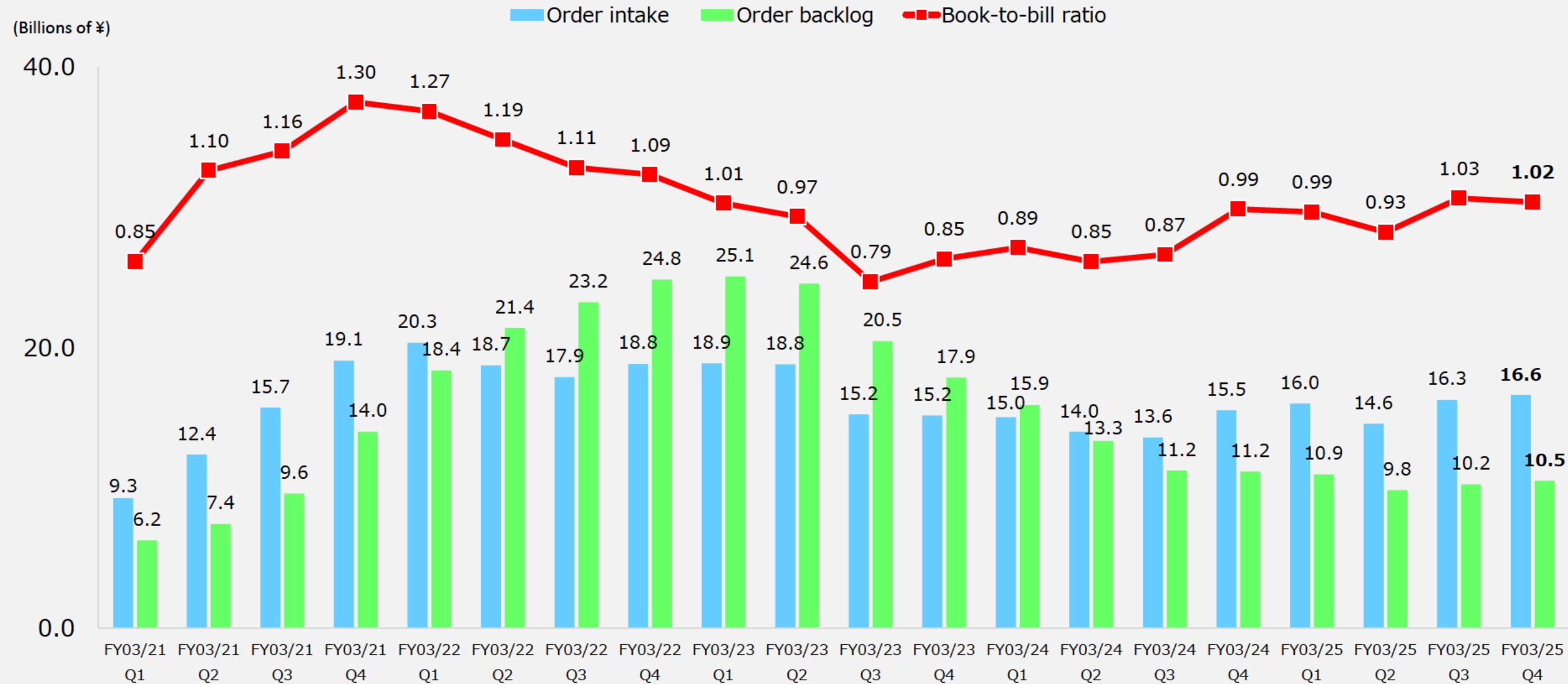
- Automotive
- Industrial equipment
- Consumer electronics
- Communication
- Power supply
- Other



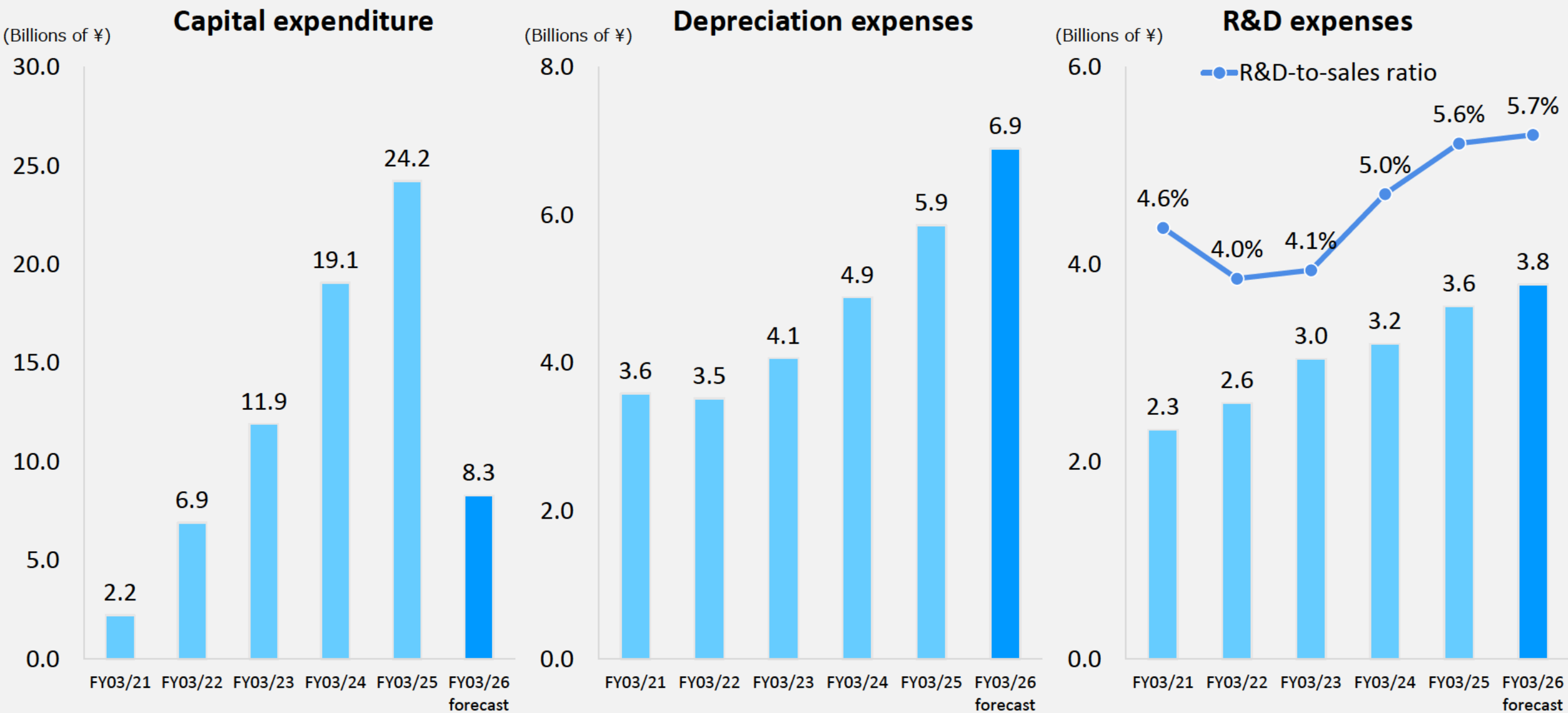
	vs. FY03/2024
Other	(8.9)%
Power supply	+10.3%
Communication	+12.2%
Consumer electronics	+0.6%
Industrial equipment	(20.9)%
Automotive	+4.5%



Order Intake, Order Backlog, Book-to-Bill Ratio



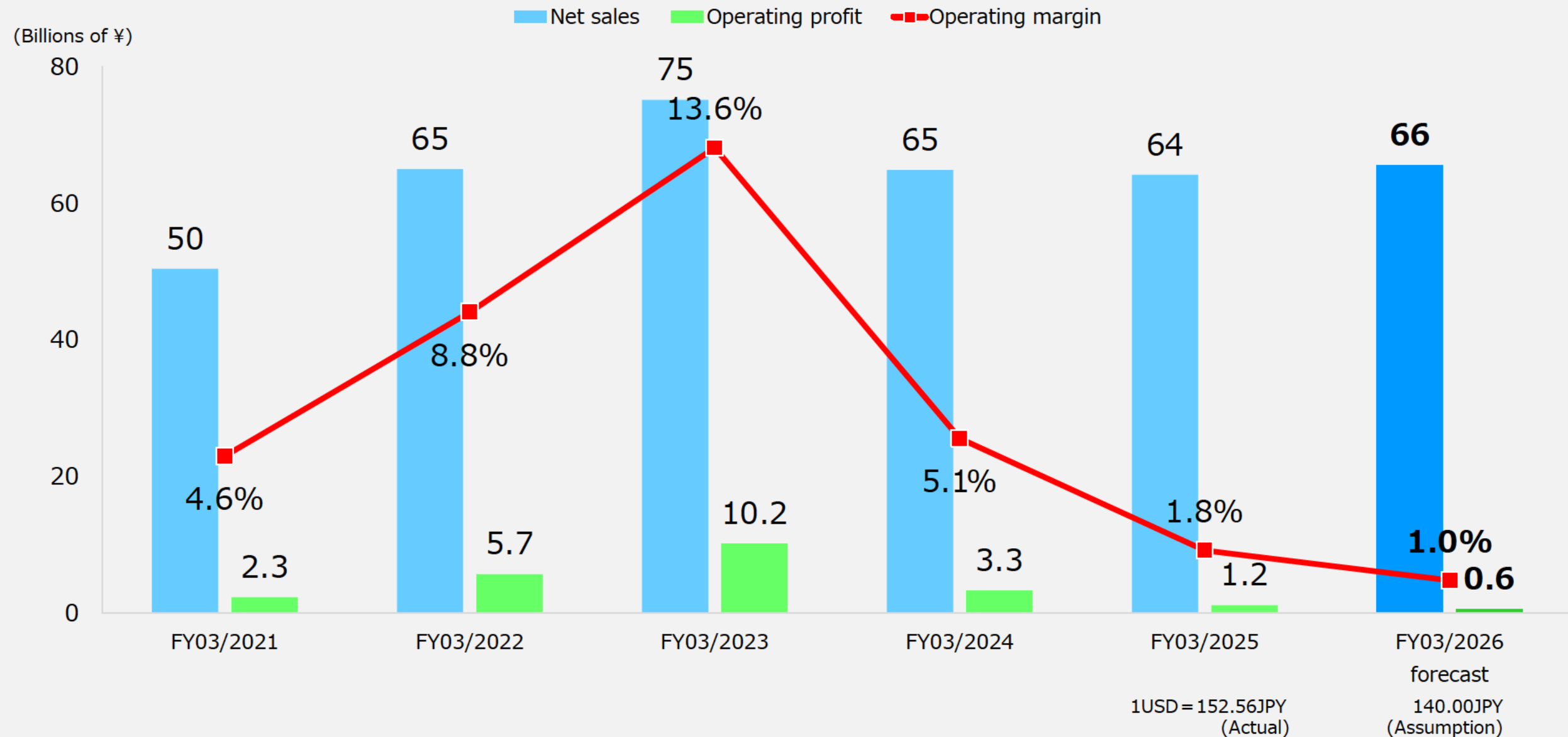
Capital Expenditure, Depreciation Expenses, R&D Expenses



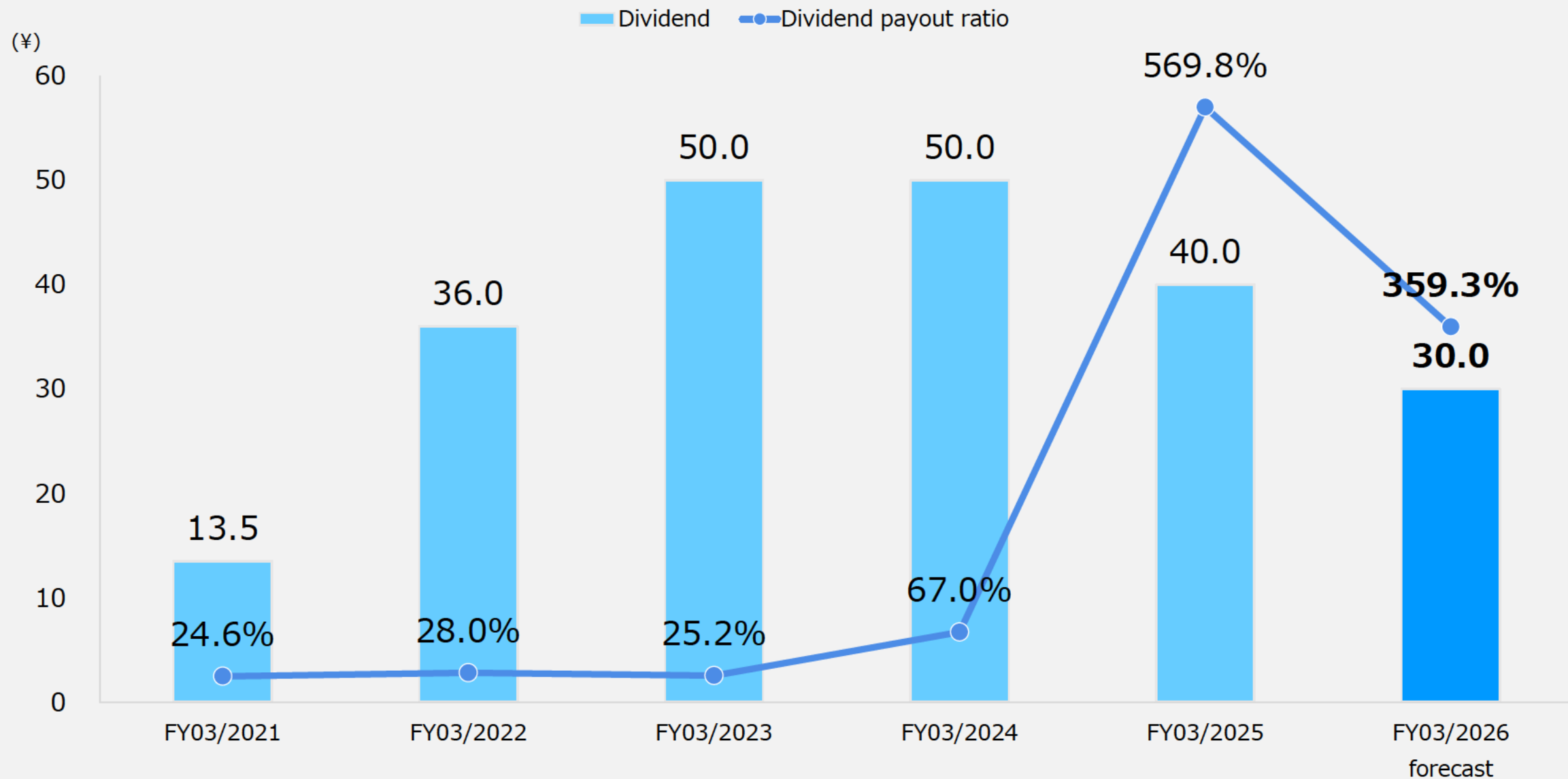
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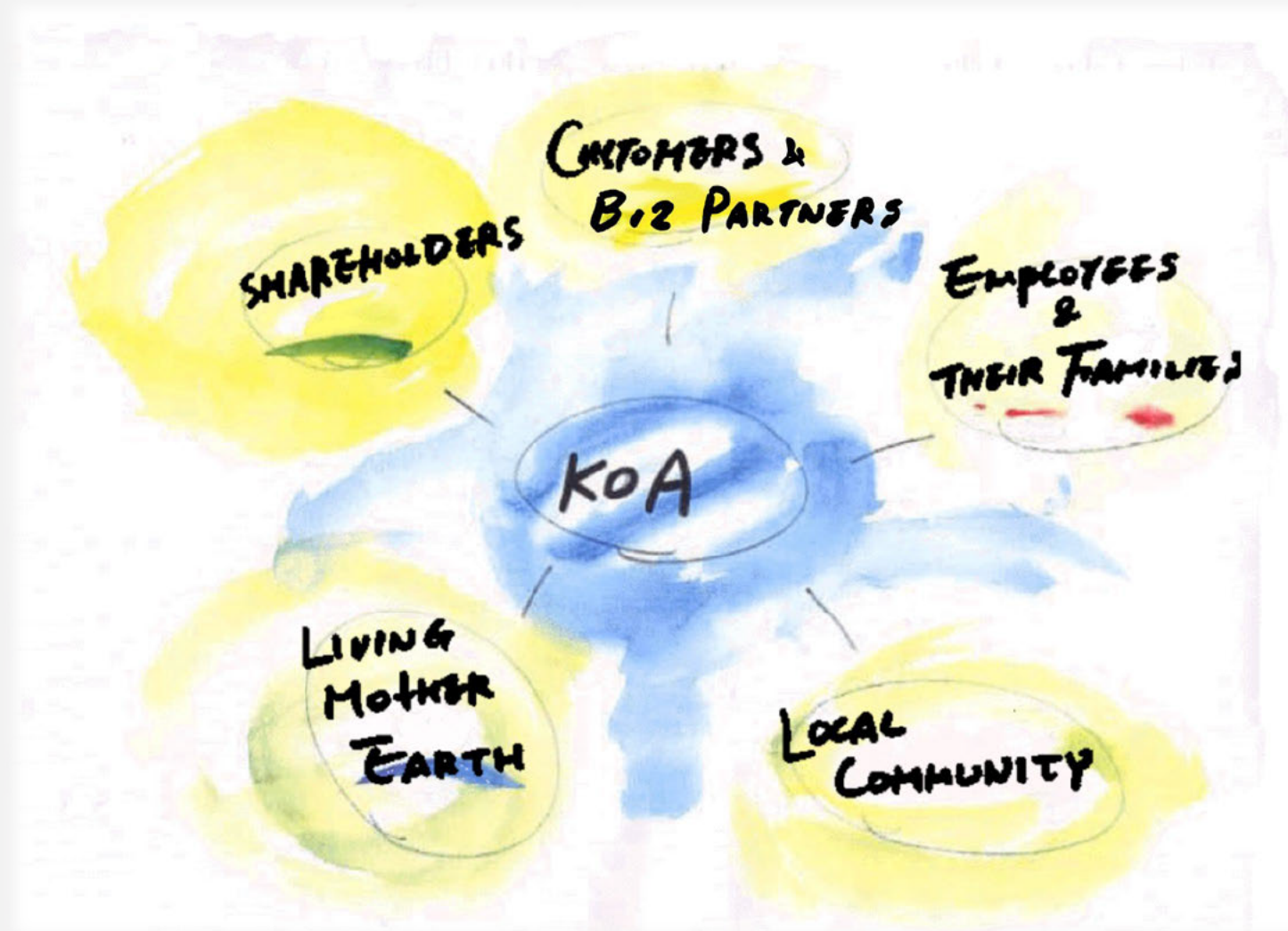
- Results for the Fiscal Year Ended March 31, 2025
- **Future Business Development**

Business Performance Trends



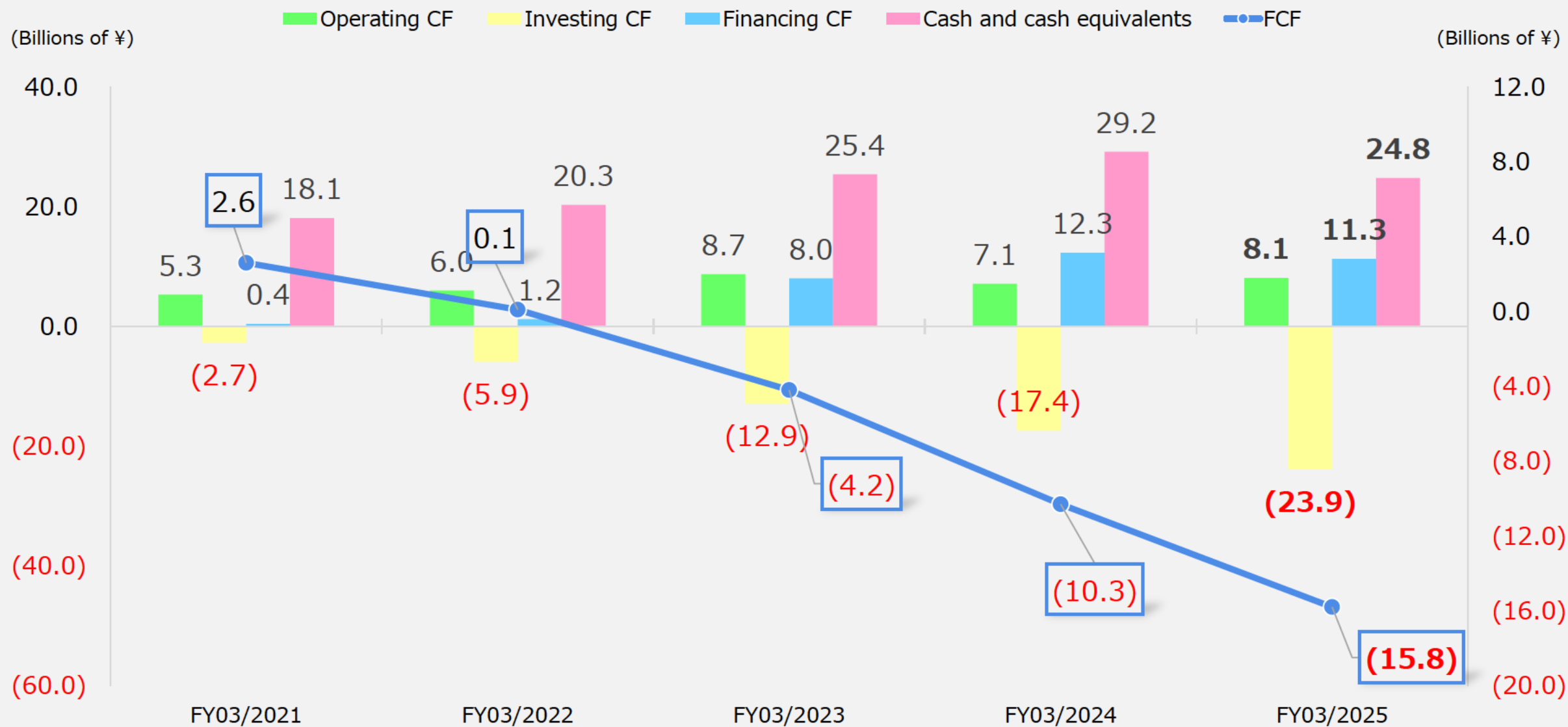
Dividend Trends





Appendix

Cash Flow

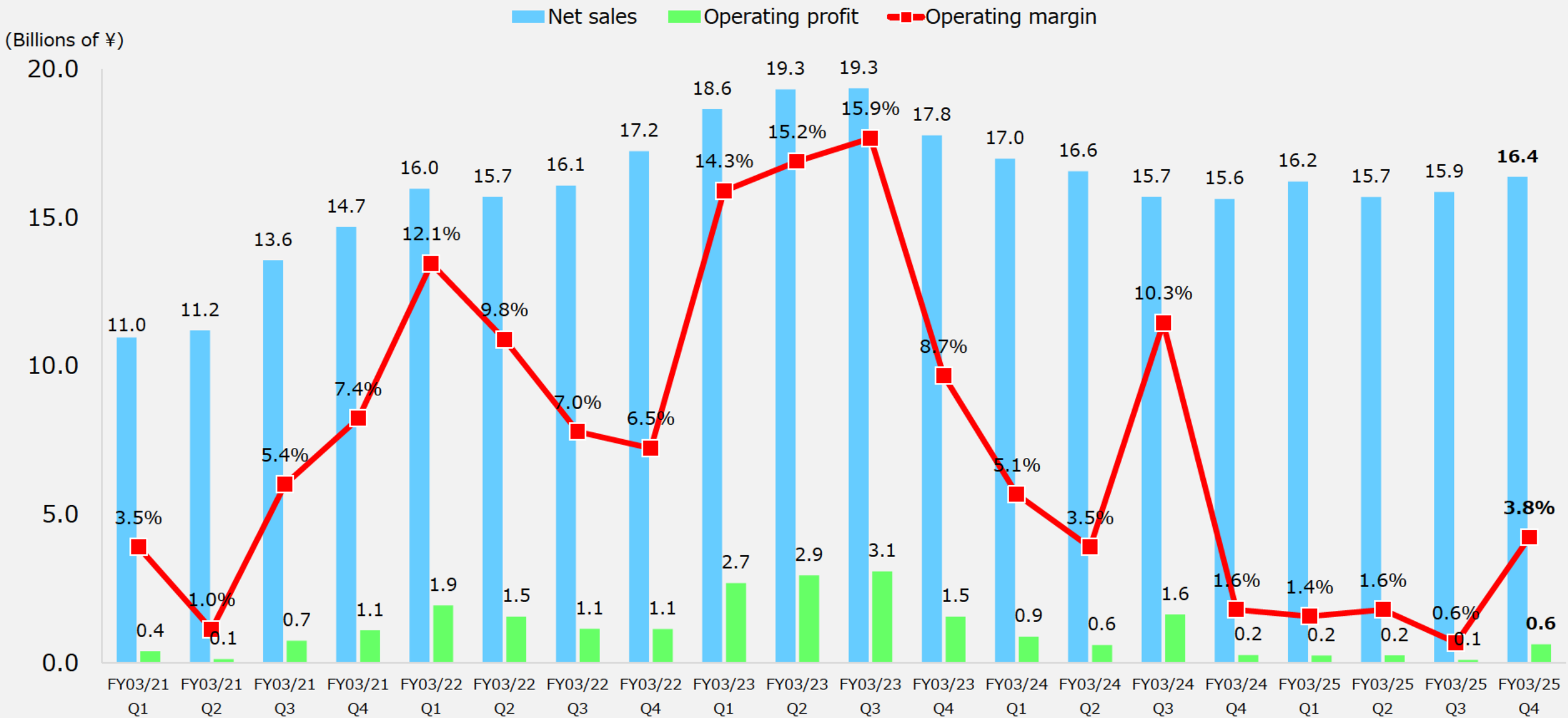


Summary of Quarterly Results



	FY03/24 Q4		FY03/25 Q3		FY03/25 Q4		YoY		QoQ	
	(Billions of ¥)	(%)	(Billions of ¥)	(%)	(Billions of ¥)	(%)	(Billions of ¥)	(%)	(Billions of ¥)	(%)
Net sales	15.6	100.0	15.9	100.0	16.4	100.0	+0.8	+4.8	+0.5	+3.2
Operating profit	0.3	1.6	0.1	0.5	0.6	3.8	+0.4	+150.6	+0.5	+605.7
Ordinary profit	0.7	4.8	1.1	6.6	0.4	2.2	(0.4)	(52.0)	(0.7)	(66.1)
Profit (loss) attributable to owners of parent	0.4	2.4	1.0	6.6	(0.2)	(1.3)	(0.6)	-	(1.3)	-
Actual exchange rate JPY/USD JPY/EUR	149.88 162.17		154.19 163.62		151.18 159.31					

Quarterly Net Sales and Operating Profit



1. Consolidated Performance Indicators



Fiscal year ended	Unit	Mar.2016	Mar. 2017	Mar. 2018	Mar. 2019	Mar. 2020	Mar. 2021	Mar. 2022	Mar.2023	Mar. 2024	Mar. 2025
Net sales	Millions of yen	45,462	45,600	52,515	55,895	50,020	50,378	64,955	75,072	64,835	64,120
Gross profit	Millions of yen	13,322	14,107	17,636	18,000	13,175	13,342	18,425	25,691	19,512	18,155
Selling, general and administrative expenses	Millions of yen	10,730	10,970	11,885	12,330	11,709	11,025	12,703	15,469	16,198	16,979
Operating profit (loss)	Millions of yen	2,591	3,136	5,750	5,670	1,465	2,317	5,721	10,222	3,313	1,176
Ordinary profit (loss)	Millions of yen	2,971	3,323	5,839	6,304	1,727	2,399	6,859	10,538	4,486	1,243
Profit (loss) attributable to owners of parent	Millions of yen	1,999	2,563	4,378	1,018	1,077	2,034	4,771	7,367	2,769	260
Share capital	Millions of yen	6,033	6,033	6,033	6,033	6,033	6,033	6,033	6,033	6,033	6,033
Net assets	Millions of yen	55,615	56,935	60,895	59,839	58,216	61,535	67,103	73,722	78,573	78,110
Total assets	Millions of yen	68,602	71,269	77,258	77,355	75,858	81,340	94,989	112,768	129,566	141,365
Equity ratio	%	80.9%	79.7%	78.8%	77.4%	76.7%	75.6%	70.6%	65.4%	60.6%	55.3%
Net assets per share	Yen	1,513.95	1,549.50	1,658.15	1,627.09	1,579.85	1,665.85	1,810.99	1,988.46	2,118.19	2,104.37
Dividend per share	Yen	28.0	29.0	33.0	36.0	18.0	13.5	36.0	50.0	50.0	40.0
(of which) Interim dividend	Yen	14.0	14.0	15.0	18.0	18.0	4.5	16.0	25.0	25.0	25.0
Earnings per share	Yen	54.5	69.9	119.3	27.7	29.3	55.1	129.1	198.8	74.7	7.0
Dividend payout ratio	%	51.4%	41.7%	27.7%	129.8%	61.5%	24.5%	27.9%	25.2%	67.0%	569.8%
ROE	%	3.6%	4.6%	7.4%	1.7%	1.8%	3.4%	7.4%	10.5%	3.6%	0.3%
ROA	%	4.3%	4.8%	7.9%	8.2%	2.3%	3.7%	7.8%	10.1%	3.7%	0.9%

2. Non-Consolidated Performance Indicators

Fiscal year ended	Unit	Mar.2016	Mar. 2017	Mar. 2018	Mar. 2019	Mar. 2020	Mar. 2021	Mar. 2022	Mar.2023	Mar. 2024	Mar. 2025
Net sales	Millions of yen	37,250	38,341	44,093	47,095	40,599	41,272	54,152	60,542	50,518	50,679
Gross profit	Millions of yen	6,043	7,546	10,032	9,711	5,781	5,691	9,822	14,639	8,971	7,752
Selling, general and administrative expenses	Millions of yen	4,878	5,537	5,960	6,161	5,872	5,365	6,157	7,097	7,150	7,536
Operating profit (loss)	Millions of yen	1,164	2,008	4,071	3,550	(91)	326	3,665	7,541	1,821	216
Ordinary profit (loss)	Millions of yen	1,966	2,562	5,104	4,355	994	1,130	5,037	9,018	3,357	1,113
Profit (loss)	Millions of yen	1,595	1,795	4,053	609	794	614	3,343	6,644	2,230	863
Share capital	Millions of yen	6,033	6,033	6,033	6,033	6,033	6,033	6,033	6,033	6,033	6,033
Number of shares at the end of period	Thousands of shares	36,677	36,684	36,725	36,777	36,849	36,934	37,053	37,075	37,094	37,117
Net assets	Millions of yen	40,796	41,957	45,361	44,290	43,048	44,687	46,671	51,689	52,371	51,474
Total assets	Millions of yen	49,771	52,354	57,500	57,096	56,486	59,813	65,742	79,482	90,985	99,949
Equity ratio	%	82.0%	80.1%	78.9%	77.6%	76.2%	74.7%	71.0%	65.0%	57.6%	51.5%
Net assets per share	Yen	1,112.31	1,143.74	1,235.16	1,204.31	1,168.22	1,209.91	1,259.57	1,394.18	1,411.83	1,386.78
Dividend per share	Yen	28.0	29.0	33.0	36.0	18.0	13.5	36.0	50.0	50.0	40.0
(of which) Interim dividend	Yen	14.0	14.0	15.0	18.0	18.0	4.5	16.0	25.0	25.0	25.0
Earnings per share	Yen	43.5	49.0	110.4	16.6	21.6	16.7	90.5	179.3	60.1	23.3
Dividend payout ratio	%	64.4%	59.6%	29.9%	217.0%	83.4%	84.1%	39.8%	27.9%	83.1%	171.9%
Number of employees	Persons	1,349	1,357	1,368	1,403	1,431	1,468	1,553	1,611	1,687	1,679
ROE	%	3.9%	4.3%	9.3%	1.4%	1.8%	1.4%	7.3%	13.5%	4.3%	1.7%
ROA	%	4.0%	5.0%	9.3%	7.6%	1.8%	1.9%	8.0%	12.4%	3.9%	1.2%

Capital Expenditure, Depreciation Expenses, R&D Expenses



Fiscal year ended	Unit	Mar.2016	Mar. 2017	Mar. 2018	Mar. 2019	Mar. 2020	Mar. 2021	Mar. 2022	Mar.2023	Mar. 2024	Mar. 2025
(Non-consolidated)											
Capital expenditure	Millions of yen	2,598	1,158	3,045	4,278	2,205	1,405	2,650	7,017	4,949	4,735
Depreciation expenses	Millions of yen	1,243	1,347	1,418	1,649	1,982	2,102	2,089	2,174	2,628	3,023
R&D expenses	Millions of yen	1,739	2,006	1,971	2,177	2,239	2,181	2,402	2,716	2,760	3,191
(Consolidated)											
Capital expenditure	Millions of yen	3,668	2,271	5,051	6,210	3,993	2,236	6,921	11,919	19,077	24,229
Depreciation expenses	Millions of yen	2,370	2,343	2,474	2,938	3,437	3,589	3,525	4,068	4,890	5,864
R&D expenses	Millions of yen	1,827	2,059	1,985	2,187	2,243	2,328	2,598	3,045	3,195	3,576

Consolidated/Non-Consolidated Ratio



Fiscal year ended	Unit	Mar.2016	Mar. 2017	Mar. 2018	Mar. 2019	Mar. 2020	Mar. 2021	Mar. 2022	Mar.2023	Mar. 2024	Mar. 2025
Net sales	Millions of yen	37,250	38,341	44,093	47,095	40,599	41,272	54,152	60,542	50,518	50,679
Consolidated net sales	Millions of yen	45,462	45,600	52,515	55,895	50,020	50,378	64,955	75,072	64,835	64,120
Consolidated/non-consolidated ratio		1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.3	1.3
Operating profit (loss)	Millions of yen	1,164	2,008	4,071	3,550	(91)	326	3,665	7,541	1,821	216
Consolidated operating profit (loss)	Millions of yen	2,591	3,136	5,750	5,670	1,465	2,317	5,721	10,222	3,313	1,176
Consolidated/non-consolidated ratio		2.2	1.6	1.4	1.6	(16.1)	7.1	1.6	1.4	1.8	5.4
Ordinary profit (loss)	Millions of yen	1,966	2,562	5,104	4,355	994	1,130	5,037	9,018	3,357	1,113
Consolidated operating profit (loss)	Millions of yen	2,971	3,323	5,839	6,304	1,727	2,399	6,859	10,538	4,486	1,243
Consolidated/non-consolidated ratio		1.5	1.3	1.1	1.4	1.7	2.1	1.4	1.2	1.3	1.1
Profit (loss)	Millions of yen	1,595	1,795	4,053	609	794	614	3,343	6,644	2,230	863
Profit (loss) attributable to owners of parent	Millions of yen	1,999	2,563	4,378	1,018	1,077	2,034	4,771	7,367	2,769	260
Consolidated/non-consolidated ratio		1.3	1.4	1.1	1.7	1.4	3.3	1.4	1.1	1.2	0.3
Net assets	Millions of yen	40,796	41,957	45,361	44,290	43,048	44,687	46,671	51,689	52,371	51,474
Consolidated net assets	Millions of yen	55,615	56,935	60,895	59,839	58,216	61,535	67,103	73,722	78,573	78,110
Consolidated/non-consolidated ratio		1.4	1.4	1.3	1.4	1.4	1.4	1.4	1.4	1.5	1.5
Total assets	Millions of yen	49,771	52,354	57,500	57,096	56,486	59,813	65,742	79,482	90,985	99,949
Consolidated total assets	Millions of yen	68,602	71,269	77,258	77,355	75,858	81,340	94,989	112,768	129,566	141,365
Consolidated/non-consolidated ratio		1.4	1.4	1.3	1.4	1.3	1.4	1.4	1.4	1.4	1.4
Net assets per share	Yen	1,112.31	1,143.74	1,235.16	1,204.31	1,168.22	1,209.91	1,259.57	1,394.18	1,411.83	1,386.78
Consolidated net assets per share	Yen	1,513.95	1,549.50	1,658.15	1,627.09	1,579.85	1,665.85	1,810.99	1,988.46	2,118.19	2,104.37
Consolidated/non-consolidated ratio		1.4	1.4	1.3	1.4	1.4	1.4	1.4	1.4	1.5	1.5
Profit (loss) per share	Yen	43.5	49.0	110.4	16.6	21.6	16.7	90.5	179.3	60.1	23.3
Consolidated profit (loss) per share	Yen	54.5	69.9	119.3	27.7	29.3	55.1	129.1	198.8	74.7	7.0
Consolidated/non-consolidated ratio		1.3	1.4	1.1	1.7	1.4	3.3	1.4	1.1	1.2	0.3