

Financial Results

For the Fiscal Year Ended March 2026

May 13, 2026

Annual Growth Rate for 15 Fiscal Years (1)

(Billion JPY)

	Revenue	Recurring operating profit	Operating profit	Equity-method investment gains/Losses *	Interest and dividend incomes	Interest expenses	Income before tax	Net income	Comprehensive income	Realized gains/Losses (After-Tax)	Changes in unrealized gains (After-Tax)
11/3	207.1	32.1	2.5	(1.2)	0.9	(0.6)	1.8	(0.7)	(1.7)	-	-
12/3	499.3	40.4	18.3	(1.7)	1.1	(0.7)	16.5	7.8	7.4	-	-
13/3	500.3	48.2	24.5	0.0	1.1	(0.4)	27.4	16.8	29.5	-	-
14/3	565.1	53.1	31.7	1.0	1.6	(0.4)	49.6	29.3	40.7	-	-
15/3	562.5	60.4	32.0	(1.4)	2.2	(0.6)	45.8	20.7	34.8	-	-
16/3	447.6	68.6	37.6	0.1	2.1	(1.1)	47.9	22.5	14.9	-	-
17/3	428.9	74.1	41.5	4.8	1.9	(1.5)	62.7	39.0	36.1	-	-
18/3	427.5	81.1	51.0	2.1	2.0	(2.5)	53.7	42.9	58.5	-	-
19/3	484.3	92.0	64.2	2.1	4.5	(3.9)	71.5	49.5	54.4	1.6	3.1
20/3	524.5	113.4	73.0	4.6	7.1	(5.0)	80.0	51.6	44.1	18.8	(26.2)
21/3	559.4	108.3	69.2	4.8	8.1	(5.8)	82.1	54.6	130.4	7.5	68.2
22/3	573.0	127.0	83.5	6.3	11.1	(6.9)	108.5	87.5	114.0	9.6	16.2
23/3	643.9	127.0	86.6	8.5	18.0	(7.7)	118.4	91.3	134.0	11.2	30.8
24/3	601.9	151.0	94.5	13.0	30.5	(9.0)	168.0	122.2	265.8	34.6	104.0
25/3	686.5	167.1	105.0	17.7	39.8	(11.9)	150.7	117.5	162.1	17.2	18.5
26/3	734.7	186.3	116.6	23.5	48.2	(14.2)	199.0	151.0	306.0	40.7	93.8
15-year CAGR	8%	12%	28%	-	29%	23%	36%	-	-	-	-

* Equity method investment gains/losses include only the share of profit/loss recognized, excluding gains from negative goodwill recognized in a lump sum and other such items. 2

Annual Growth Rate for 15 Fiscal Years (2)

(Billion JPY)

	Balance Sheet								Capital Efficiency	
	Net Cash Asset	Total Asset	Installment Lease Receivable	Net Asset	Net Asset before shareholder return*	Equity	Equity Ratio	Interest bearing debt	Hypothetical consolidated ROA	Hypothetical consolidated ROE
11/3	21.5	228.8	2.8	109.4	25.7	100.0	43.7%	28.0	-	-
12/3	41.5	231.0	3.0	106.1	31.6	97.2	42.1%	23.0	-	-
13/3	90.0	251.2	10.3	123.8	58.9	115.6	46.0%	26.0	-	-
14/3	114.9	338.8	20.8	143.6	105.7	130.0	38.4%	59.3	-	-
15/3	104.2	393.3	33.5	175.5	141.6	161.2	41.0%	99.6	-	-
16/3	68.2	408.0	36.0	172.7	145.3	158.6	38.9%	41.7	-	-
17/3	74.7	511.4	41.0	193.6	181.5	180.4	35.3%	59.3	-	-
18/3	115.8	685.6	51.5	241.5	246.2	225.2	32.9%	99.6	-	-
19/3	139.4	804.2	58.0	273.5	300.3	257.2	32.0%	320.1	-	-
20/3	195.2	972.0	80.0	318.5	363.9	285.7	29.4%	399.6	9.8%	23.2%
21/3	321.4	1,256.8	99.8	429.0	495.2	393.4	31.3%	514.1	10.2%	18.8%
22/3	343.6	1,451.3	128.6	499.3	602.6	468.6	32.3%	612.6	11.4%	28.2%
23/3	440.2	1,691.9	159.7	598.3	733.1	571.0	33.7%	721.7	10.6%	21.6%
24/3	774.0	2,078.9	136.7	819.2	995.3	790.4	38.0%	822.4	9.1%	22.5%
25/3	824.3	2,371.0	164.7	943.5	1,158.7	914.7	38.6%	934.3	9.6%	19.9%
26/3	1,168.6	2,853.8	247.8	1,217.6	1,471.9	1,185.6	41.5%	1,088.4	9.5%	18.8%
15-year CAGR	30%	18%	44%	17%	30%	17%	-	27%	-	-

Annual Growth Rate for 15 Fiscal Years (3)

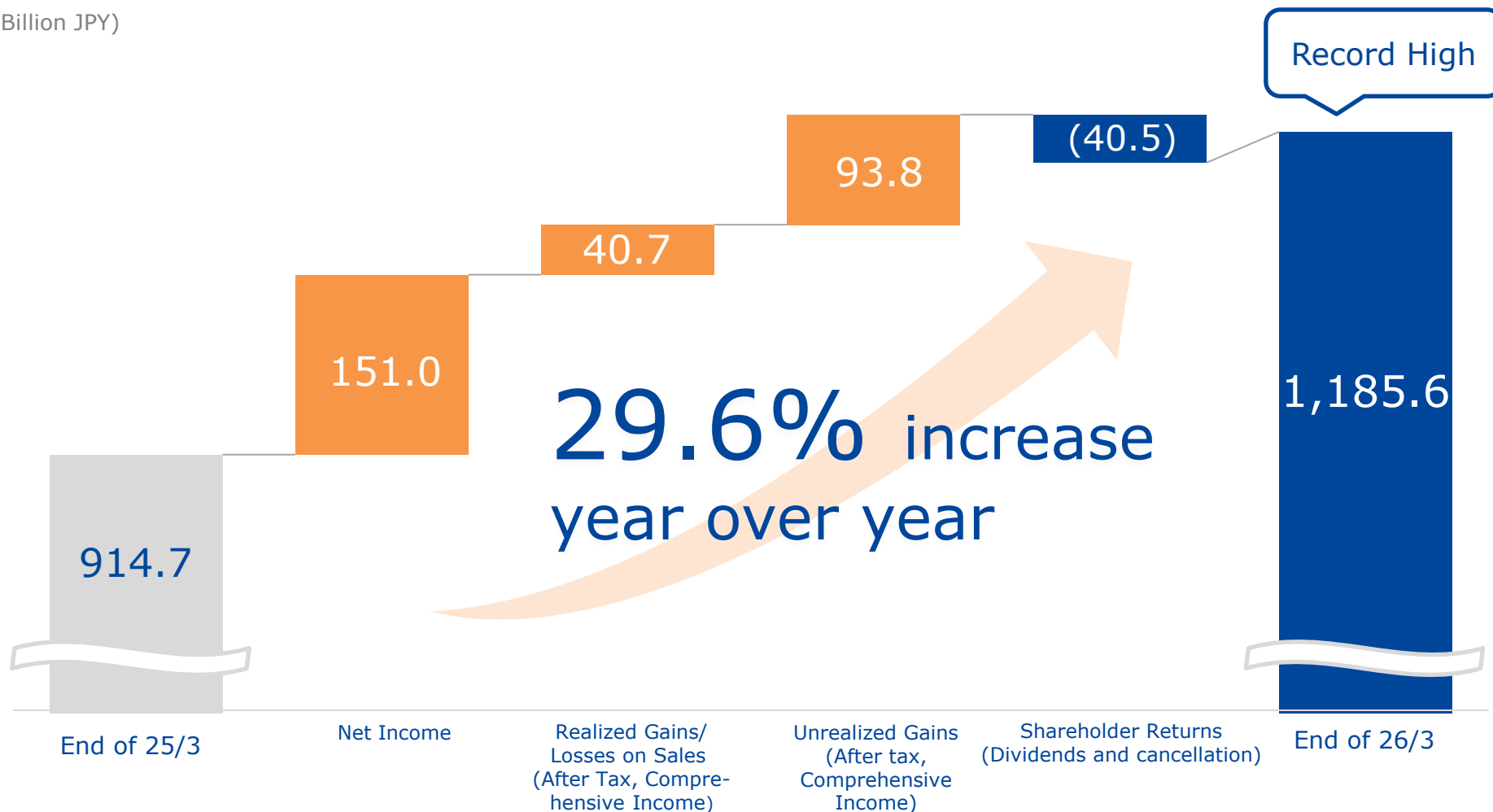
(Billion JPY)

	Per share			Shareholder return		Employee		
	EPS (Yen)	BPS (Yen)	Dividend (Yen)	Share repurchase	Dividend payout	Employee (on average, person)	Revenue per capita (million yen)	Operating profit per capita (million yen)
11/3	(13)	1,879	60	2.0	3.1	7,461	25	0
12/3	149	1,924	70	5.5	3.5	8,570	60	2
13/3	343	2,374	94	6.5	4.5	8,281	60	2
14/3	623	2,842	140	22.0	6.4	11,198	62	3
15/3	450	3,488	160	1.3	7.3	12,367	47	2
16/3	485	3,413	186	3.0	8.6	12,083	36	2
17/3	840	3,896	240	4.3	11.1	10,463	38	3
18/3	927	4,878	300	3.0	13.8	8,667	44	5
19/3	1,075	5,607	351	6.0	16.1	7,572	59	7
20/3	1,126	6,227	402	0.0	18.4	8,033	67	9
21/3	1,190	8,574	456	0.0	20.9	7,224	73	9
22/3	1,927	10,379	491	14.7	22.2	6,802	81	11
23/3	2,037	12,773	545	7.0	24.4	5,697	108	14
24/3	2,753	17,906	638	13.0	28.2	4,993	120	17
25/3	2,671	20,845	661	10.0	29.0	4,861	141	21
26/3	3,440	27,056	751	6.1	32.9	4,835	151	24
15-year CAGR	-%	19%	18%	-	16%	(2%)	12%	33%

* From the fiscal year ended March 2011 through the fiscal year ending March 2026, cumulative share repurchases totaled ¥105.0 billion, cumulative dividend payments totaled ¥251.4 billion, and total shareholder returns amounted to ¥356.4 billion.

Increase in Shareholders' Equity

(Billion JPY)



Record high shareholders' equity achieved, with comprehensive income accelerating growth

Performance

All indicators reached record highs

(Billion JPY)	25/3	26/3	YoY	Main factors
	Results	Results		
Revenue	681.5	734.7	+7%	
Recurring Operating Profit	167.1	186.3	+11%	Strong acquisition in the Electricity, Insurance and Beverage Businesses (Growth attributable to M&A was 2%)
Operating Profit	105.0	116.6	+11%	-
Income before Tax	150.7	199.0	32%	Foreign exchange gain of 24.5 billion yen (gain of 27.2 billion yen YoY)
Income before Tax excluding foreign exchange gains and losses	153.4	176.0	+14%	
Net Income (attribute to owners of parent)	117.5	151.0	+28%	-
Comprehensive Income (attribute to owners of parent)	162.1	306.0	+88%	Unrealized gains on investment securities: 93.8 billion yen Gains on sale of securities: 40.7 billion yen
(Reference) Operating profit excluding one-time gains and losses	104.9	113.1	+7%	Gains on business sale: 3.9 billion yen Impairment loss: 0.4 billion yen

* One-time gains and losses mainly indicate gains and losses on acquisition of or loss of control of subsidiaries, gains and losses on business transfers, gains and losses on sale of fixed assets and impairment losses.

Gains and Losses by Businesses

(1)Electricity & Gas : Robust sales in low-voltage and increase in existing customers

(2)Telecommunications : IT performed strongly

(3)Beverage : Increase in existing customers and cost improvements

(4)Insurance : Strong customer acquisition and growth in customer base

(5)Finance : Performing well in overseas business

(6)Solution : Business restructuring is proceeding on track in EPARK business

(Billion JPY)	Revenue			Recurring Operating Profit			Customer Acquisition Cost			Operating Profit		
	25/3	26/3	YoY	25/3	26/3	YoY	25/3	26/3	YoY	25/3	26/3	YoY
	Full Year	Full Year		Full Year	Full Year		Full Year	Full Year		Full Year		
Total	686.5	734.7	+7%	167.1	186.3	+11%	62.0	69.6	+12%	105.0	116.6	+11%
Electricity & Gas	288.4	319.5	+10%	61.1	68.9	+12%	25.7	33.1	+28%	35.4	35.8	+1%
Telecommunications	122.5	127.5	+4%	39.6	42.4	+7%	13.8	13.8	+0%	25.7	28.5	+11%
Beverage	79.3	85.3	+7%	30.7	34.4	+12%	22.1	24.2	+9%	8.5	10.1	+18%
Insurance	26.9	31.4	+16%	13.1	17.7	+35%	5.0	8.3	+66%	8.0	9.3	+15%
Finance	33.1	45.5	+37%	-	-	-	(17.0)	(22.0)	+23%	17.8	22.0	+23%
Solution	28.0	26.8	(4%)	8.5	9.4	+10%	5.6	6.1	+9%	2.8	3.3	+12%
Commission-based sales	108.0	98.4	(8%)	13.9	13.2	(4%)	2.3	3.1	35%	11.5	10.0	(12%)
One-time gains and losses	-	-	-	-	-	-	(0.1)	(3.5)	-	0.1	3.5	-

*Starting with this presentation, acquisition costs are presented as positive figures. Accordingly, operating profit is calculated as "recurring operating profit minus customer acquisition cost."

Strong Sales

YoY Comparison in Customer Gains for the Fiscal Year Ended March 2026

Electricity		
High-Voltage	Low-Voltage	Total of Electricity
86%	122%	122%

Telecommunications		Beverage	Insurance	Total of in-house products <small>excluding Insurance and IT</small>
Communication Line	IT	Beer Server	Small Amount & Short-Term Insurance	
93%	109%	100%	115%	106%

Continued strong customer acquisition in low-voltage electricity (retail), IT, and insurance

Income before Tax

Income before tax excluding foreign exchange gains/losses increased by 77.9 billion yen from FY22/3

(Billion JPY)

	22/3	23/3	24/3	25/3	26/3	YoY
	Full year	Full year	Full year	Full year	Full year	
Income before tax	108.5	118.4	168.0	150.7	199.0	+32%
Excluding foreign exchange gains/losses	98.0	112.6	139.9	154.2	176.0	+14%
Operating Profit	83.5	86.6	94.5	105.0	116.6	+11%
Equity-method investment gains/losses*	6.3	9.4	13.0	17.7	23.5	+32%
Dividend income and Interest income	11.1	18.0	30.5	39.8	48.2	+21%
Interest Expenses	(6.9)	(7.7)	(9.0)	(11.9)	(14.2)	+19%
Others	3.9	6.4	10.6	2.7	1.7	(37%)
Foreign exchange gains/losses	10.4	5.7	28.0	(2.7)	23.0	-

Fiscal Year Ended March 2026

Cash Flow

*1: Increase in operating, installment, and lease receivables led by the growth of existing customers
 *2: Mainly acquisitions of listed securities

Dividend income and interest income increased by 22% YoY

(Billion JPY)

	22/3	23/3	24/3	25/3	26/3	YoY
	Full year	Full year	Full year	Full year	Full year	
Business CF	74.3	82.4	124.3	75.6	21.8	(71%)
EBITDA	100.2	102.8	109.0	119.1	133.1	+11%
Operating Profit	83.5	86.6	94.5	105.0	116.6	+11%
Depreciation and Amortization	16.7	16.2	14.5	14.0	16.4	+17%
Changes in Receivables and Payables	(25.9)	(20.4)	15.3	(43.4)	*1(110.5)	(154%)
Time deposits with maturities exceeding three months	-	-	-	-	(0.8)	-
Dividend income and Interest income	14.2	20.9	33.8	44.9	55.2	+22%
Shareholder Return	(36.6)	(30.8)	(38.9)	(40.2)	(38.2)	+4%
Listed stock and bond investments	(88.2)	(87.5)	(81.7)	(146.6)	*2(92.9)	+36%
Financing	99.1	102.2	102.7	107.8	149.6	+38%
Others (tax and interest expense)	(57.6)	(42.4)	(49.4)	(67.3)	(37.7)	+43%

Fiscal Year Ended March 2026

Changes in equity attributable to owners of parent

A growth of 270.8 billion yen from the end of previous year

(Billion JPY)

	22/3	23/3	24/3	25/3	26/3	Change from 21/3
	Full year	Full year	Full year	Full year	Full year	
Equity attributable to owners of parent	468.6	571.0	790.4	914.7	1,185.6	1,185.6
Balance at the End of the Previous Period	393.4	468.6	571.0	790.4	914.7	393.4
Fluctuation for the period	+75.2	+102.3	+219.4	+124.2	+270.8	+792.2
Net income attributable to owners of parent	+87.5	+91.3	+122.2	+117.5	+151.0	+569.6
Gains (losses) on sales of securities (After-Tax)	+9.6	+11.2	+34.6	+17.2	+40.7	113.6
Change of unrealized gain (After-Tax)	+16.2	+30.8	+104.0	+26.4	+93.8	271.3
Shareholder Return (dividends and share buybacks)	(36.6)	(30.9)	(38.6)	(40.2)	(38.2)	(184.7)
Others	(1.5)	(0.1)	(2.8)	+3.2	+23.6	22.3

Investment Holdings

Pre-tax IRR was 18% over the last 9 years

Performance

(Management basis including equity-method affiliates)

(Billion JPY)

	22/3	23/3	24/3	25/3	26/3	YoY
	Full year	Full year	Full year	Full-year	Full-year	
Acquisition Cost (A)	456.0	532.6	590.2	725.4	852.3	+17%
Unrealized Gain	162.0	226.6	411.1	444.6	624.1	+40%
Market value	618.0	759.2	1,001.3	1,170.0	1,478.4	+26%
Look-through Earnings (B) (last 12 months)	70.8	80.3	83.2	114.8	139.9	+21%
Earnings Yield (B)÷(A)	15.5%	15.1%	14.1%	15.8%	16.3%	+3%
Dividend yield (based on CF and acquisition cost , last 12 months)	3.0%	3.4%	4.1%	3.9%	4.3%	+2%
Dividend Income (PL) (C)	13.5	17.9	22.7	27.6	33.6	+21%
Gain on sale of securities (D)	7.7	15.1	55.9	50.1	67.7	+35%
Total (C)+(D)	21.3	33.1	78.7	77.8	101.4	+30%

* "Look-through earnings" is calculated by multiplying operating profit of each of the companies we invested in by our stock holding ratio and adding all them up.

* "Last 12 months" means four quarters of the last 12 months from the record date for which financial results have been announced.

* Earnings Yield is calculated by dividing the acquisition cost by look-through earnings

Publicly Listed Equity-method Affiliates

42 publicly listed equity-method affiliates as of the end of March 2026




(Decrease of 1 companies from the end of December 2025)

	Company name	Voting rights ratio		Company name	Voting rights ratio		Company name	Voting rights ratio
1	BENEFIT JAPAN Co.,LTD.	43.0%	15	TOKUDEN CO., LTD.	26.7%	29	Maruzen Co., Ltd.	23.0%
2	SINANEN HOLDINGS CO.,LTD.	42.8%	16	Token Corporation	26.4%	30	FAN Communications, Inc.	23.0%
3	INEST, Inc.	40.8%	17	XNET Corporation	26.3%	31	TVE Co.,Ltd.	22.8%
4	Kusurinomadoguchi,Inc.	40.7%	18	FORVAL CORPORATION	25.4%	32	erex Co.,Ltd.	22.6%
5	MS & Consulting Co.,Ltd.	37.4%	19	Encourage Technologies Co.,Ltd.	25.4%	33	AKATSUKI EAZIMA CO.,LTD	22.5%
6	Last One Mile Co.,Ltd.	36.5%	20	Data Applications	25.2%	34	AJIS CO., LTD.	22.4%
7	Bell-Park Co.,Ltd.	36.1%	21	SANSEI CO.,LTD.	25.1%	35	Techno Smart Corp.	22.1%
8	MTI Ltd.	34.9%	22	NISHIKAWA KEISOKU Co.,LTD.	24.7%	36	TOHOKU STEEL Co.,Ltd	22.0%
9	TOUMEI CO.,LTD.	34.8%	23	Arbeit-Times Co., Ltd	24.4%	37	RAIZNEXT Corporation	21.2%
10	SUNNEXTA GROUP Inc.	31.9%	24	CE Holdings Co.,Ltd.	24.2%	38	Fullcast Holdings Co., Ltd.	20.8%
11	ULURU.CO.,LTD.	31.9%	25	Youji Corporation	23.4%	39	TOHO ACETYLENE CO.,Ltd.	20.7%
12	DVx Inc.	29.8%	26	Inbound Tech Inc.	23.2%	40	Original Engineering Consultants Co., Ltd.	20.4%
13	DAIICHI JITSUGYO CO.,LTD.	29.4%	27	S-Pool, Inc.	23.2%	41	Yuasa Funashoku Co.,Ltd.	20.4%
14	Honyaku Center Inc.	28.4%	28	ERI HOLDINGS CO., LTD.	23.0%	42	Leoclan Co.,Ltd.	20.2%

Fiscal Year Ending March 2027

Performance Forecast

(Billion JPY)

	27/3	YoY	Main factors
	Forecast		
Revenue	 775.0	+5%	-
Recurring Operating Profit	 201.5	+8%	
Operating Profit	 130.0	+11%	-
Income before tax	177.5	(10%)	Assumed USD/JPY exchange rate:157 yen (Foreign exchange loss: loss of 25.2 billion yen YoY)
Excluding FX gains/losses	179.7	2%	
Net Income (attribute to owners of parent)	120.0	(20%)	Same as above
(Reference) Customer Acquisition Cost excluding one-time gains and losses	71.5	(2%)	-
(Reference) Operating profit excluding one- time gains and losses	130.0	+14%	-

* One-time gains and losses mainly indicate gains and losses on acquisition of or loss of control of subsidiaries, gains and losses on business transfers, gains and losses on sale of fixed assets and impairment losses.

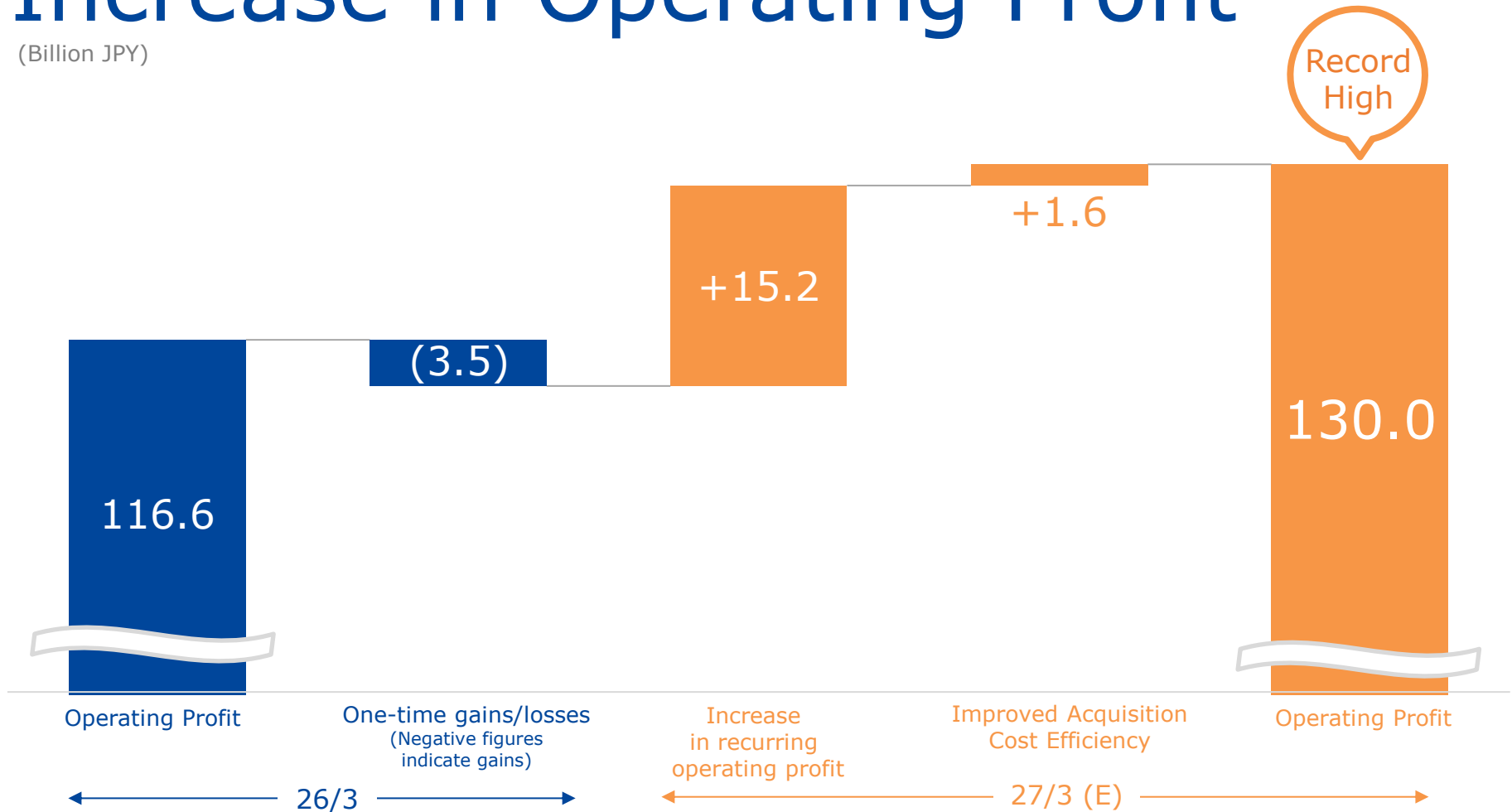
No material Impact on Earnings from Market Fluctuations

	Major Electric Companies	Hikari Tsushin Group
Timing of reflecting market fluctuations in pricing	3-5 months later	The same month
Price indicators affecting fees	Import costs of coal, LNG, etc. (trade statistics price)	JEPX spot price
Impact of pricing changes on gross profit	Yes Gross profit declines when costs rise	None (neutral) Gross profit remains stable even when prices rise

A market-linked pricing plans ensures profitability is maintained without being affected by fluctuations in fuel prices

Increase in Operating Profit













(Billion JPY)



Operating profit (excluding one-time items) is expected to **increase 14% YoY**

Operating Profit Outlook by Major Business Segment

(Billion JPY)

	FY 26/3	FY 27/3	Main factors
Electricity	Increase 	Large increase 	Increase customer acquisition in low-voltage (retail)
Finance	Large increase 	Large increase 	Strong performance in overseas business
Insurance	Increase 	Increase 	Sales channel expansion
Beverage	Increase 	Increase 	Increased customer base and improved cost efficiency
IT	Increase 	Increase 	Customer base growth and channel expansion
Communication Line	Flat 	Flat 	Remains stable

Establishment of a Share Repurchase Program

Resolution Date	May 13, 2026
Maximum number of shares to be acquired	Up to 350,000 0.79% of the total number of issued shares (excluding treasury shares)
Total acquisition cost of shares	Up to 10 billion yen
Acquisition period	July 1, 2026 - June 30, 2027

Continued opportunistic treasury share acquisition

Upward Revision of Dividend Forecast

		25/3	26/3		
			Announced in February	Announced in May	YoY
Dividends per share	Total	¥661	¥746	¥751	+13%
	Q1	Regular dividend ¥156	¥181	¥181	+16%
	Q2	Regular dividend ¥161	¥185	¥185	+14%
	Q3	Regular dividend ¥167	¥190	¥190	+13%
	Q4	Regular dividend ¥177	¥190	¥195	+10%

Year-end dividend increased by ¥5 per share.

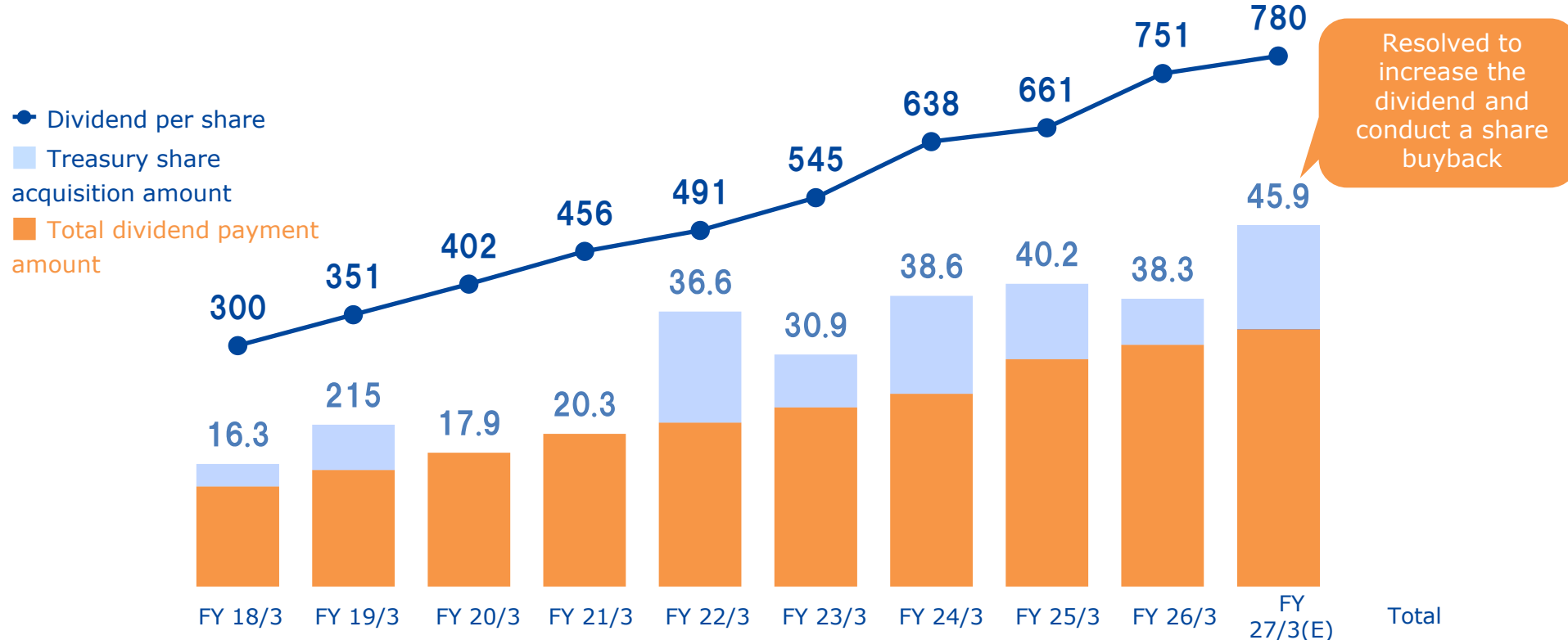
Increased for the 15th consecutive fiscal year, no decrease for 23 consecutive fiscal years

Shareholder Returns Trend

(Yen/share, Billion JPY)

Total Return Ratio
(10-year cumulative basis)

34%



	FY 18/3	FY 19/3	FY 20/3	FY 21/3	FY 22/3	FY 23/3	FY 24/3	FY 25/3	FY 26/3	FY 27/3(E)	Total
Dividend Payment Amount	13.3	15.5	17.8	20.3	21.8	23.8	25.6	30.2	32.1	34.1	235.0
Total Amount of share repurchases	3.0	6.0	0	0	14.7	7.0	13.0	10.0	6.1	11.8	71.9
Total Return Ratio	38%	43%	34%	37%	41%	33%	31%	34%	25%	38%	34%

Overview

① FY26/3 Results

Recurring operating profit reached 186.3 billion yen (+11% YoY) and operating profit reached 116.6 billion yen (+11% YoY), both achieving record highs.

Electricity, beverage, insurance, and telecommunications (IT) contributed to the growth of recurring operating profit.

② FY27/3 Forecast

Recurring operating profit is forecast to reach 201.5 billion yen (+8% YoY) and operating profit 130.0 billion yen (+11% YoY), with both achieving record highs.

In addition to the electricity and insurance businesses, the beverage business has grown robustly. There is no significant impact on the electricity business by the situation in the Middle East.

③ Shareholder Returns

Annual dividend forecast per share increased to 195 yen (+10% YoY) and the annual dividend amount increased to 751 yen, (+90 yen YoY)

A treasury share repurchase of 10.0 billion yen has been resolved.

Explanation of Terms and Disclaimer, etc.

■ Explanation of Terms

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

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

■ Notes in regard to this material

Disclaimer

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

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

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

Notes in Regard to Insider Trading

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



Appendix 1

15-year trends

15 Years of operating profit + investment income

(Billion JPY)



*Comprehensive income, after tax
(from FY3/2019 onward)

15-year cumulative total
1.25 trillion yen

15 years of shareholder returns

(Billion JPY)

Dividend Payments

248.2

Treasury Share repurchases

103.0

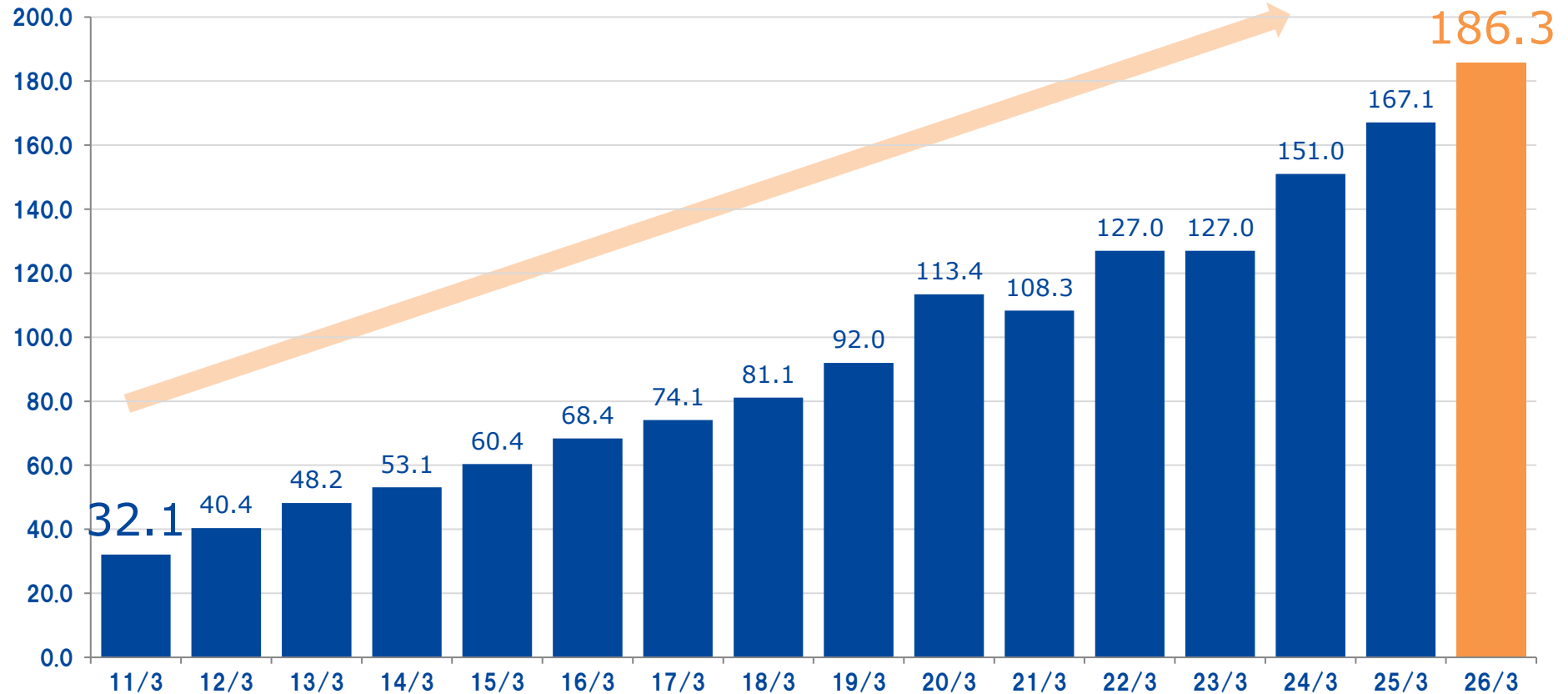
15-year cumulative total
351.2 billion yen

Corporate tax payments (CF basis) over the past 15 fiscal periods totaled 311.7 billion yen 2

Recurring Operating Profit trend over 15 years

5.7x in 15 years

(Billions JPY)

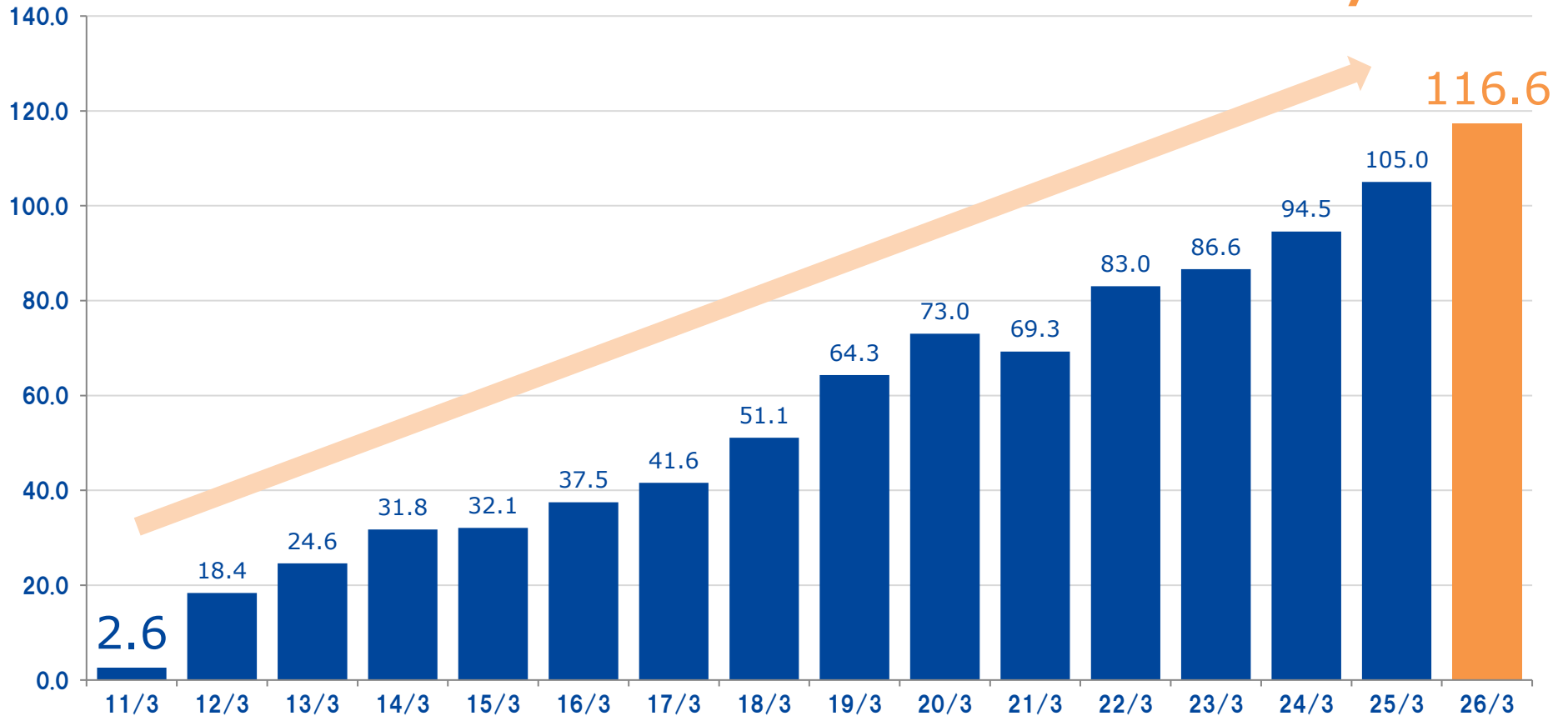


15-year compound annual growth rate of 12.4%

Operating Profit trend over 15 years

44.9x in 15 years

(Billions JPY)



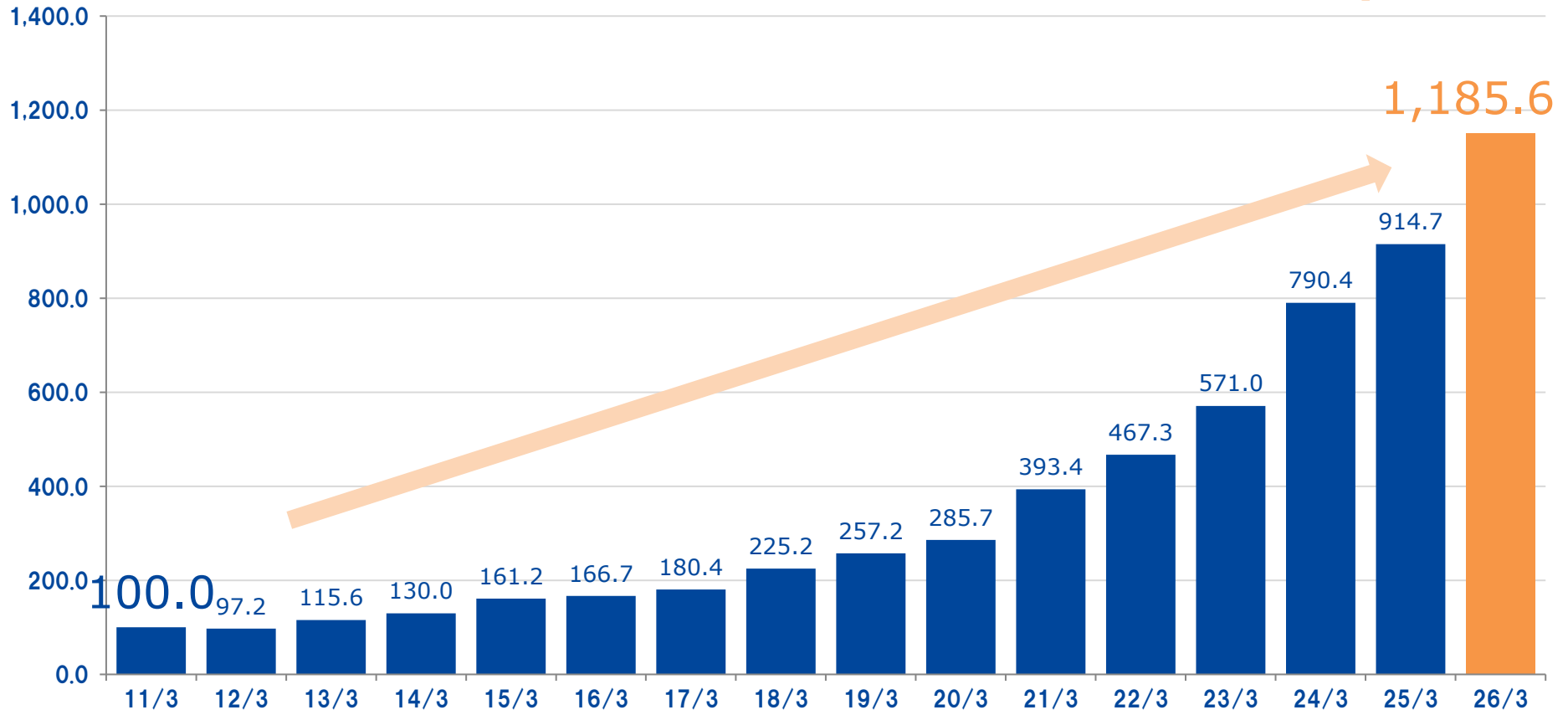
15-year compound annual growth rate 28.8%

*14-year rate of 14.1%

Shareholder's equity trend over 15 years

11.8x in 15 years

(Billions JPY)

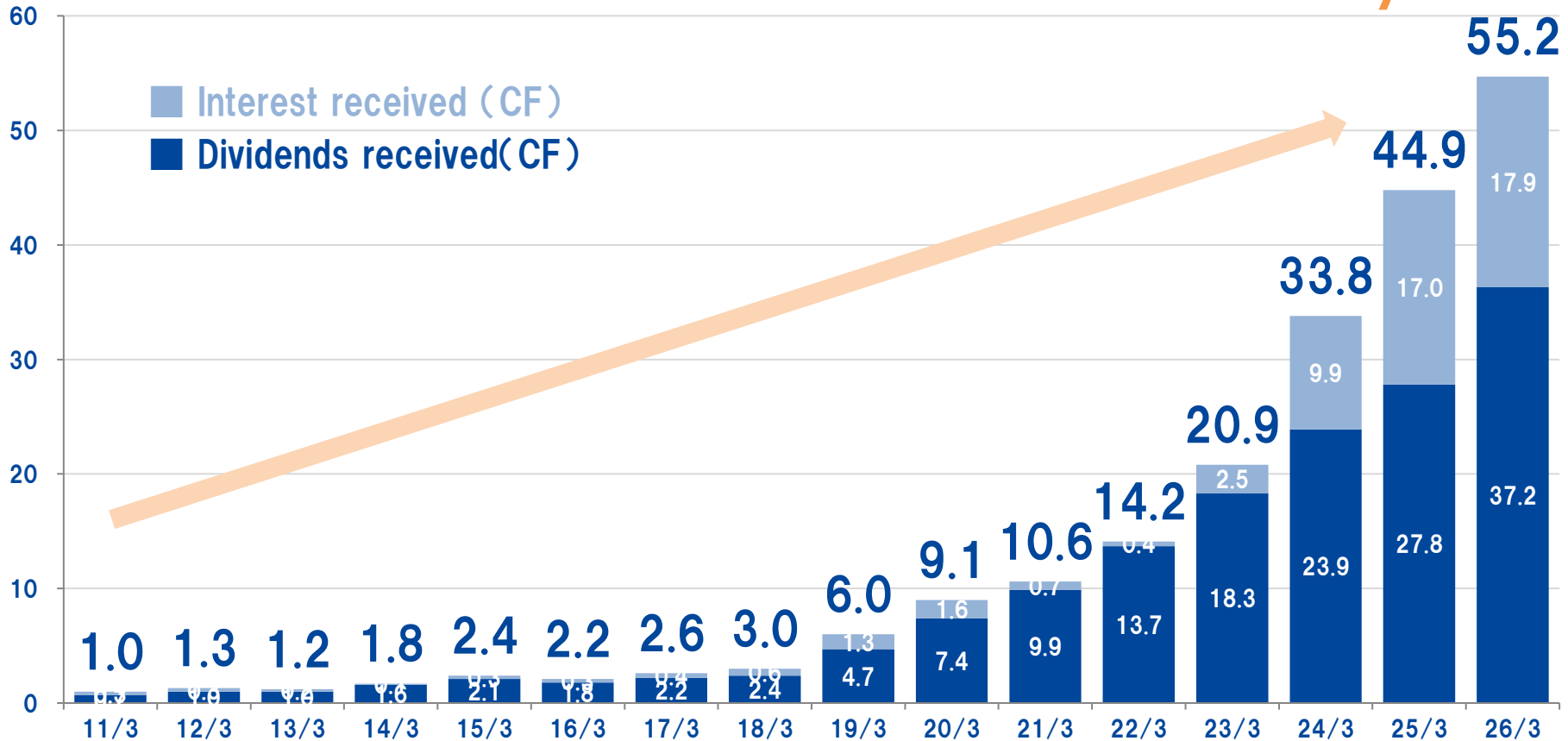


15-year compound annual growth rate of 17.9%

Trend in Cash Flow Dividends Received + Interest Received over 15 years

(Billions JPY)

55.2x in 15 years



15-year compound annual growth rate (CF) of **30.6%**

Appendix 2

Commencement of Collaboration in the LP Gas Business

Commencement of Collaboration in the LP Gas Business

SINANEN Holdings

43% voting rights ownership
by Hikari Tsushin
(Equity method affiliate)

Business Foundation

Domestic market
share

No. 3 (*1)

Number of LP Gas
customers

~560,000

Households (*2)

Earnings Forecast for FY3/26

Sales

367.3 billion yen

Operating Profit

4.4 billion yen

Profit for the period

3.0 billion yen

Functional Integration

Transfer of operations
to SINANEN Holdings
(planned for end of June 2026)

Utilization of
infrastructure

**Expansion of cross-
selling opportunities**

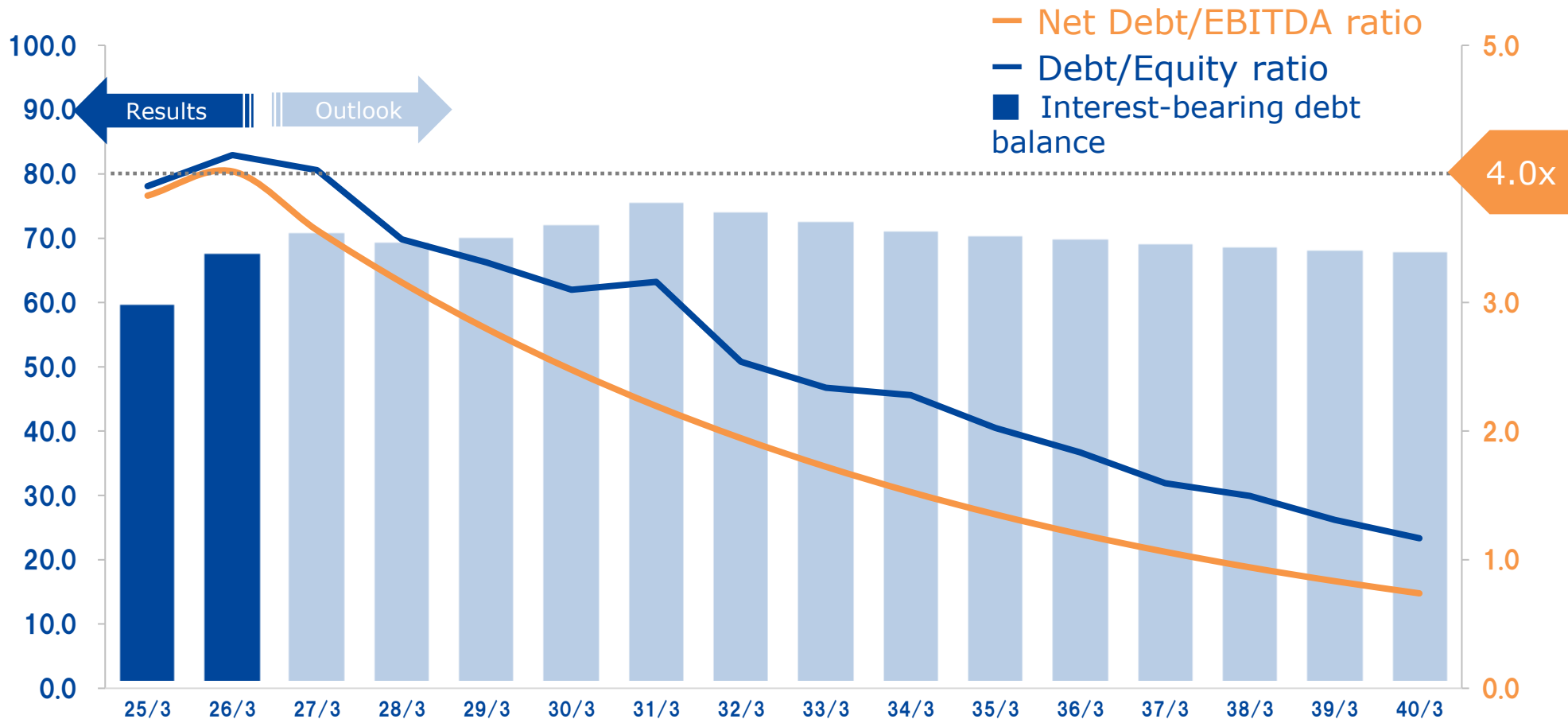
*1 Petroleum Chemical Newspaper Co., Ltd., "2025 LP Gas Annual Data Report"

*2 Public data disclosed by Sinanen Holdings (as of the end of March 2025)

Appendix 3

Outlook for Interest-Bearing debt & Financial Discipline

Trend and outlook for Interest-bearing debt



In light of rising borrowing costs, the net interest-bearing debt is expected to decline gradually over the mid to long term, and supported by EBITDA growth, the Net Debt/EBITDA ratio will remain below 4.0x

Financial Discipline

(Billions JPY)

	Mar-22	Mar-23	Mar-24	Mar-25	Mar-26 (Tentative)
(1) Cash Reserves	338.2	406.9	587.9	596.1	764.5
Cash and cash equivalents	338.2	389.3	494.8	470.2	539.8
Bonds (*Mainly JGBs and USD-denominated Corporate Bonds)	-	17.5	93.1	125.8	216.0
Time deposits with maturities exceeding three months	-	-	-	-	8.7
(2) Corporate Bonds and Borrowings Due Within 3 Years *	199.7	255.5	354.2	405.7	439.0
(3) Difference (1-2)	138.4	140.9	233.7	190.4	325.5
(4) Cash cover ratio (1÷2)	169%	159%	166%	146%	174%

Liquidity will be maintained at approximately 140% of interest-bearing liabilities due within three years

Appendix 4

TOB, M&A results

Tender Offer Participated Investments (1)

	Name	Overview	Voting Right Ownership Ratio before the tender	Acquisition cost (billion yen)	Sale Amount (billion yen)	IRR	Gain on Sale (billion yen)	Recording Period	Profit Recognition
1	NAKAYO Inc. (6715)	Wholly owned subsidiary acquisition by Ai Holdings Corporation	18.1%	1.0	2.0	28%	1.0	Q1	Comprehensive income
2	Mitsubishi Shokuhin Co.,Ltd. (7451)	Wholly owned subsidiary acquisition by Mitsubishi Corporation	0.03%	0.06	0.08	99%	0.01	Q2	Comprehensive income
3	Sakai Holdings Co.,Ltd. (9446)	Self-tender offer	12.4%	0.3	0.4	11%	0.1	Q2	Comprehensive income
4	Nakano Refrigerators Co.,Ltd. (6411)	Wholly owned subsidiary acquisition by Marunouchi Capital Inc.	2.6%	0.8	1.0	8%	0.2	Q2	Comprehensive income
5	Nippon Concept Corporation (9386)	MBO by J-STAR Co., Ltd.	0.1%	0.03	0.05	268%	0.02	Q2	Comprehensive income
6	Pacific Systems Corp. (3847)	Wholly owned subsidiary acquisition by Taiheiyo Cement Corporation	0.4%	0.07	0.1	40%	0.05	Q2	Comprehensive income
7	Rezil Inc. (176A)	Take-private transaction by investment fund (Bain Capital)	16.1%	4.3	8.3	73%	4.0	Q3	Comprehensive income
8	Soft99Corp. (4464)	Take-private transaction by investment fund (Effissimo Capital Management Pte Ltd.)	0.9%	0.2	0.8	37%	0.5	Q3	Comprehensive income
9	SAINT-CARE HOLDING CORPORATION (2375)	MBO by the founding family and related parties	0.3%	0.06	0.1	67%	0.04	Q3	Comprehensive income

Tender Offer Participated Investments (2)

	Name	Overview	Voting Right Ownership Ratio before the tender	Acquisition Cost (billion yen)	Sale Amount (billion yen)	IRR	Gain on Sale (billion yen)	Recording Period	Profit Recognition
10	Canon Electronics Inc. (7739)	Wholly owned subsidiary acquisition by Canon Inc.	0.03%	0.02	0.03	(3%)	0.01	Q4	Comprehensive income
11	Outlookconsulting Co.,Ltd. (5596)	Wholly owned subsidiary acquisition by Money Forward, Inc.	0.9%	0.02	0.05	56%	0.02	Q4	Comprehensive income
12	Fast Fitness Japan (7092)	MBO by the founding family and an investment fund	6.4%	1.5	2.7	62%	1.2	Q4	Comprehensive income
13	NUTEC Corporation (6734)	Wholly owned subsidiary acquisition by SAXA, Inc.	12.7%	0.3	0.6	2,316%	0.2	Q4	Comprehensive income
14	MUTOH HOLDINGS CO.,LTD. (7999)	Wholly owned subsidiary acquisition by BROTHER INDUSTRIES, LTD.	0.2%	1.0	2.2	47%	1.1	Q4	Comprehensive income
15	Suido Kiko Kaisha, Ltd. (6403)	Establishment of a joint management structure by Toray Industries, Inc. and METAWATER Co.,Ltd.	5.1%	0.03	0.08	320%	0.05	Q4	Comprehensive income
16	KAINOS Laboratories, Inc. (4556)	Wholly owned subsidiary acquisition by Denka Company Limited.	22.0%	0.4	0.8	13%	(*1) 0.4	Q4	Income before tax
Total		-	-	10.5	19.9	(*2) 54%	9.4	-	-

The total cumulative realized gain/loss from TOB tendered investments amounted to JPY 9.4 billion, with an average pre-tax IRR of 54%.

*1 Gains/losses on the sale of shares of equity-method affiliates are calculated by reflecting changes in the carrying amount of investments under the equity method, and therefore do not necessarily correspond to the difference between the sale price and acquisition cost.

*2 Weighted average based on acquisition cost, excluding NUTEC.

M&A results

■ Sales

	Business	Revenue	Segment	Recognition of gain on sale
1	CRM-related business	~500 million yen	Solution	Q1
2	Insurance services business	~1,000 million yen	Commission-based sales	Q2
3	OA equipment sales business	~300 million yen	Commission-based sales	Q3
4	Medical DX business	~900 million yen	Solution	Q4
5	Energy-saving solutions business	~1400 million yen	Commission-based sales	Q4

Total gain on sales:
3.9 billion yen
(One-time gain)

■ Acquisitions

	Business	Revenue	Recurring Operating Profit	Number of Users	Sales Network	Consolidation Period
1	ISP business	~500 million yen	~120 million yen	~40,000	Corporate/retail	Q3

Appendix 5

President Wada's Personal Investment
in Company Shares
— Aligned with Shareholders

Allocating All Net Compensation to Purchases of Company Shares

Compensation over
the six years since
assuming the position
of President
(net amount received)

¥780million

2.2x

Total Hikari Tsushin
share purchases
since assuming the
position of President

¥1.78billion

*Excluding purchases financed through
loans provided by Hikari Tsushin

Since assuming the position in 2019, our President and Representative Director, Hideaki Wada, has allocated the entirety of his after-tax compensation toward the purchase of Hikari Tsushin shares.

(*This practice has been continuously maintained since before Greg Abel of Berkshire Hathaway made a similar statement.)

**Together with our shareholders, we will continue working toward
the long-term enhancement of corporate value**