

Financial Results for Fiscal Year 2024 (April 1, 2024 - March 31, 2025)

NITTO KOGYO CORPORATION

Stock code: 6651

Future projections in this material such as prospective business results, etc., are based on currently available information and given premises determined to be rational, and do not constitute guarantees that such results will be achieved. Therefore, actual business results may differ significantly depending on various factors.

As well, for ease of display, some figures may differ from those publicly released.

Net sales and net income were at record highs **Revenue and profits increased due to price** **revisions, etc.**

- Net sales and net income were at record highs thanks to year-on-year revenue and income increases
- Although the impacts were felt from the rising prices of parts and raw materials and higher depreciation and amortization, profits increased due to price revisions and improved transaction prices
- Net profit increased significantly year on year due to the booking of extraordinary income stemming from an acquisition of subsidiary shares

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1. Overview of consolidated accounts period ended in March 2025, full year

Yearly consolidated account highlights

Full year
FY2024

- Business results for the period ended March 2025 showed increased revenues and profits. Full-year net sales and net income were at record highs
- Net sales increased in the electrical and telecommunications infrastructure-related manufacturing, construction and service businesses, supported by the effects from newly grouped subsidiary consolidation (approx. 12.0 billion yen) as well as from price revisions and higher transaction prices
- Although the impacts were felt from the rising prices of parts and raw materials and higher depreciation and amortization, operating profit increased due to the effects of price revisions and improved transaction prices
- Profit attributable to owners of parent increased significantly due to the booking of extraordinary income (approx. 2.4 billion yen in gain on bargain purchase)

(Unit: million yen)

	2024/3	2025/3			
	Actual results	Plan	Actual results	(YoY) Change	Vs. plan
Net sales	160,709	178,000	184,683	+14.9%	+3.8%
Operating profit	11,967	12,000	13,432	+12.2%	+11.9%
Ordinary profit	12,566	12,000	13,516	+7.6%	+12.6%
Profit attributable to owners of parent	8,715	10,000	12,097	+38.8%	+21.0%

Business segments

Electronic parts-related Manufacturing business

Manufacturing and sales of electromagnetic wave environment components and precision engineering components



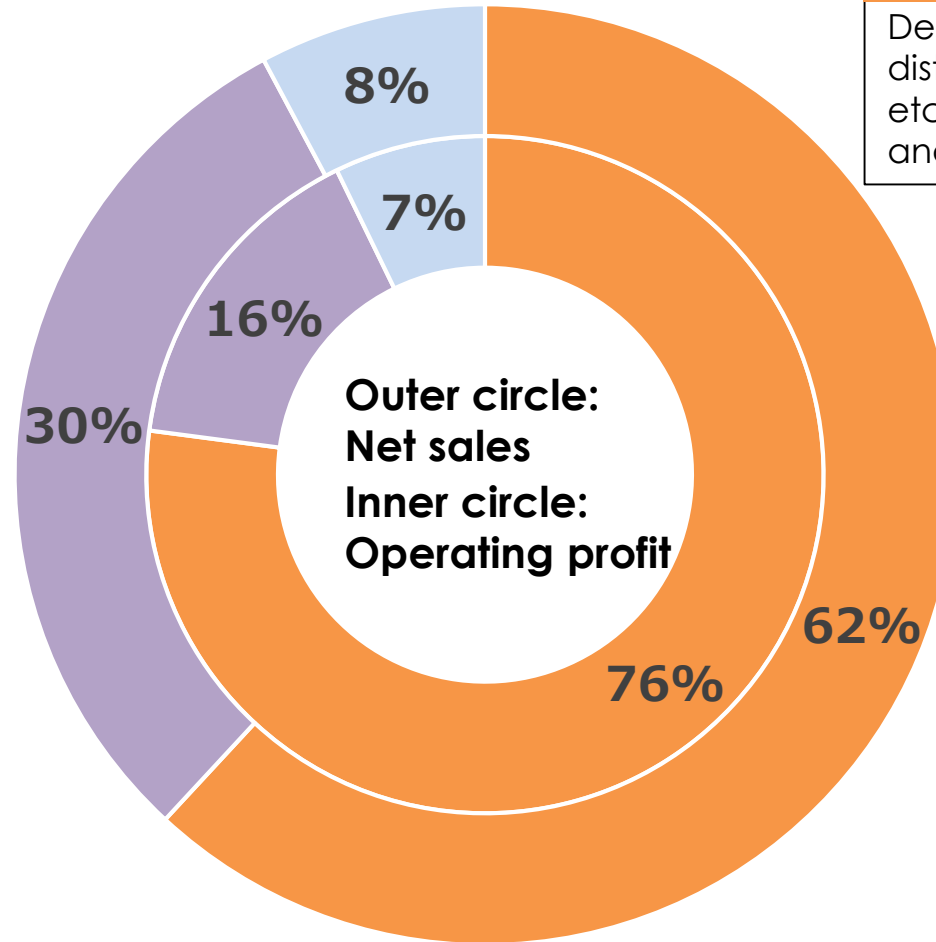
Electrical and telecommunications infrastructure-related Distribution business

Purchases and sales of information communication equipment and parts



Electrical and telecommunications infrastructure-related Manufacturing, construction and service business

Design, manufacturing, and sales of distribution/panel boards, control panel boards, etc., and construction work such as installation and maintenance of electrical facilities



* 2025/3 actual results. Percentages may not total 100 due to rounding.

Yearly account highlights by segment

- Revenue and profit increased in the manufacturing, construction and service businesses due to an increased number of consolidated subsidiaries as well as price revisions and higher transaction prices
- Revenue and profits increased in the distribution business due to the acquisition of contracts for semiconductor plant construction and higher sales of network parts
- Profits increased in the electronic components business as goodwill amortization had been completed in the previous fiscal year despite lower sales stemming from reduced demand in the overseas automobile market and the industrial equipment market, although demand recovered in the air conditioner related market

(Unit: million yen)

By segment		2024/3	2025/3			
		Actual results	Plan	Actual results	(YoY) Change	Vs. plan
Net sales	Manufacturing, construction and service business	95,132	111,500	114,230	+20.1%	+2.4%
	Distribution business	50,975	52,500	56,046	+9.9%	+6.8%
	Electronic parts business	14,601	14,000	14,406	-1.3%	+2.9%
	Total	160,709	178,000	184,683	+14.9%	+3.8%
Operating profit	Manufacturing, construction and service business	9,166	-	10,253	+11.8%	—
	Distribution business	1,912	-	2,089	+9.3%	—
	Electronic parts business	872	-	959	+9.9%	—
	Total	11,967	12,000	13,432	+12.2%	+11.9%

* Segment names shown on this slide and after are abbreviated.

Manufacturing, construction and service business (net sales by division) for the year

- The distribution boards division posted higher revenue as a result of increased sales of high-voltage power receiving equipment, helped by new subsidiary consolidation (approx. 8.3 billion yen) and improving transaction prices
- The enclosure division booked a revenue increase as a result of price revisions and increased sales of hole-cutting enclosures in the wake of expanded use of the design and order system using the internet
- The breakers/switches/parts/other divisions increased revenue because of new subsidiary consolidation (approx. 3.2 billion yen) and stronger sales of breakers stemming from growing demand
- The construction and service division posted a revenue increase due to higher sales of electrical work projects related to high-voltage power receiving equipment and of network construction projects for hospitals, coupled with new subsidiary consolidation (approx. 0.4 billion yen)

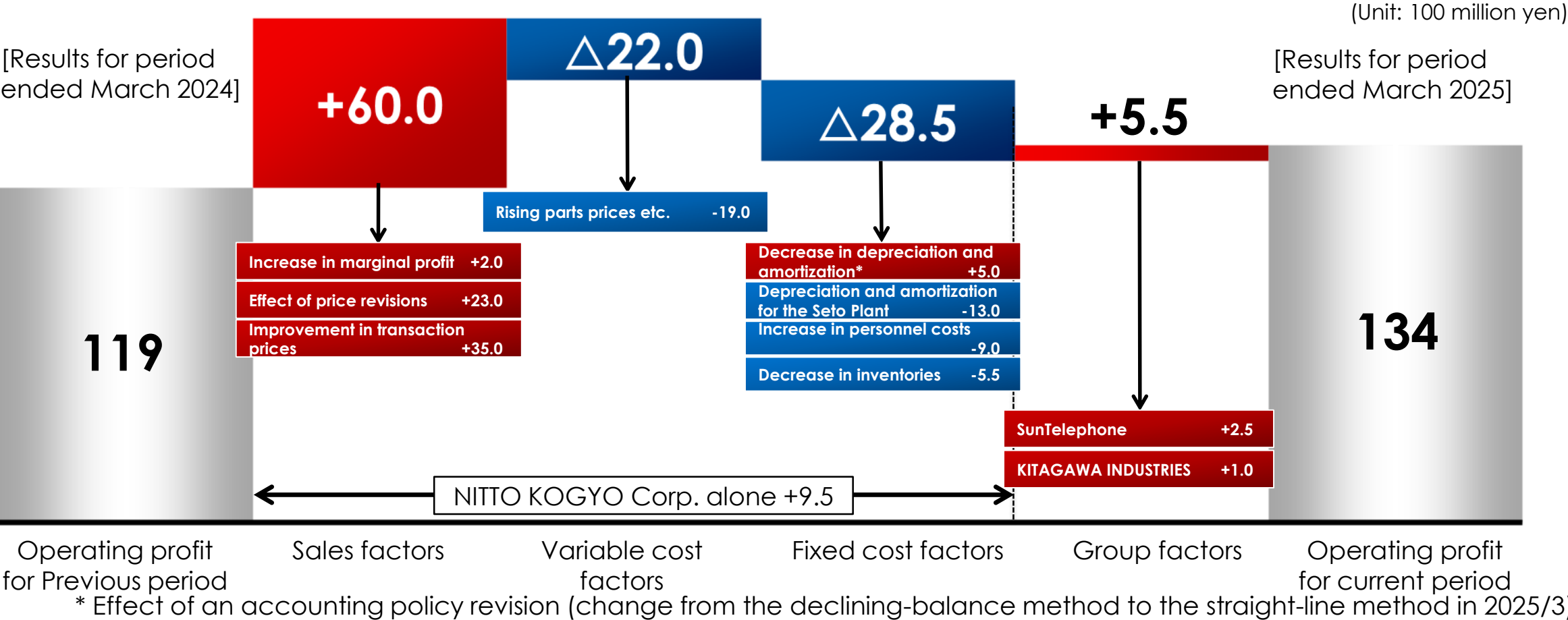
(Unit: million yen)

		2024/3	2025/3			
Net sales by division		Actual results	Plan	Actual results	(YoY) Change	Vs. plan
Manufacturing, construction and service business	Distribution boards	56,260	65,300	68,681	+ 22.1%	+ 5.2%
	Enclosure	21,873	23,100	23,340	+ 6.7%	+ 1.0%
	Breakers/switches/parts/other	12,903	16,900	16,901	+ 31.0%	+ 0.0%
	Construction/service	4,095	6,200	5,307	+ 29.6%	-14.4%
Total		95,132 (5,036)	111,500	114,230 (4,518)	+ 20.1%	+ 2.4%
Consolidated overall total		160,709	178,000	184,683	+ 14.9%	+ 3.8%
Consolidated net sales composition ratio		59.2%	62.6%	61.9%	+ 2.7%	-0.7%

* Parentheses refer to internal net sales between segments

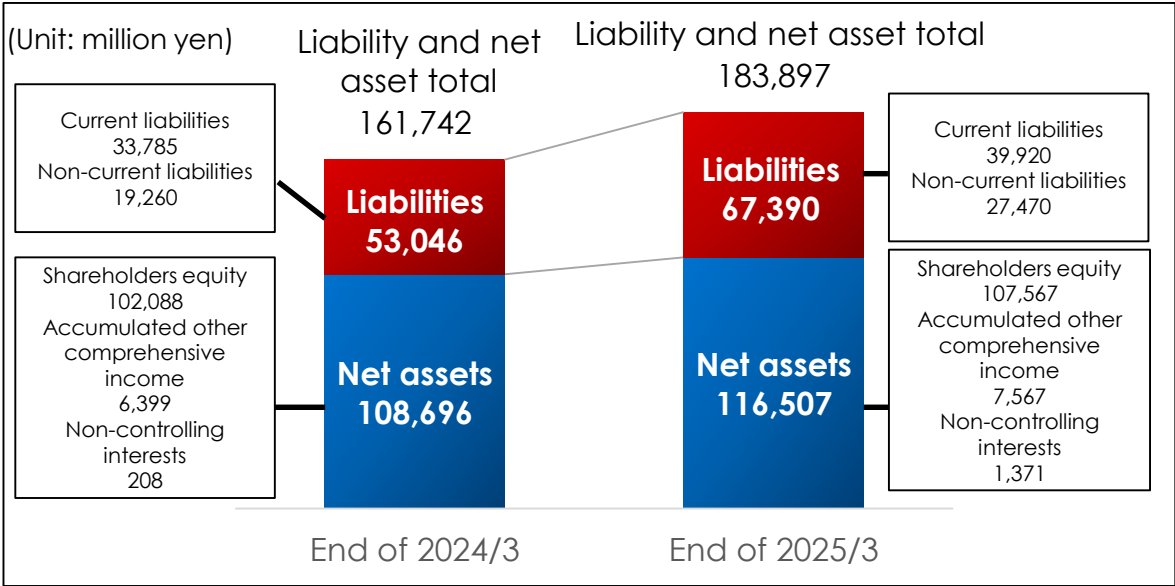
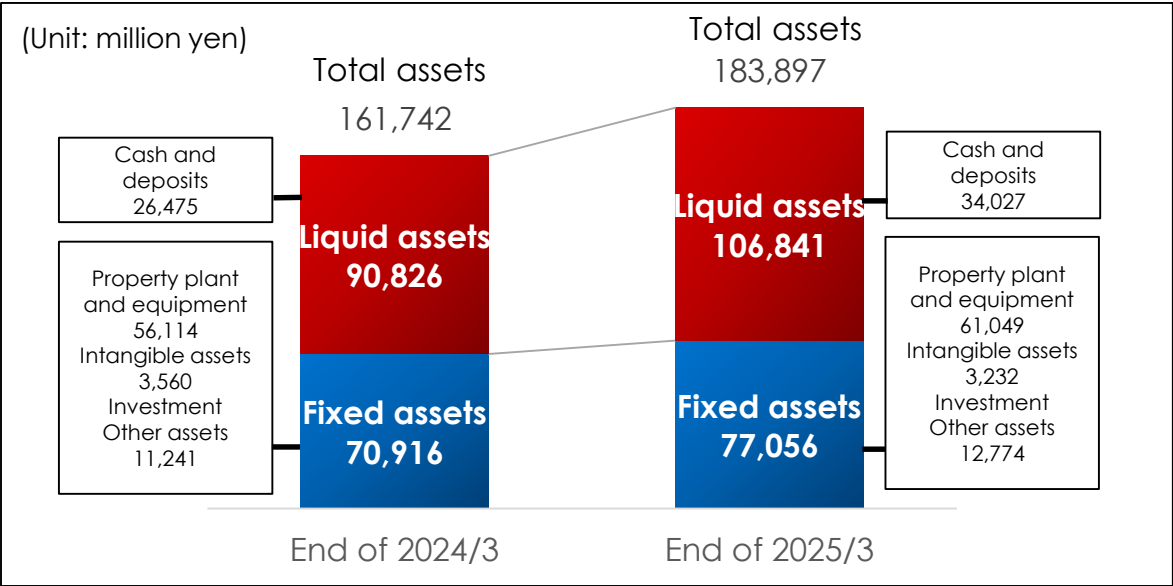
Factors in changes in yearly consolidated operating profit

- As for the non-consolidated factors of NITTO KOGYO Corp., profits increased thanks to the effects from price revisions and an improvement in transaction prices, despite an increase in variable costs and fixed costs
- Fixed costs grew due to higher depreciation and amortization attributable to the Seto Plant coming on stream, along with increased personnel costs
- For the group, profits increased, driven by the performance of existing group companies, although newly consolidated subsidiaries undershot the initial plan



Overview of consolidated finances for the year

- Assets grew as inventories and property plant and equipment increased owing to the consolidation of new subsidiaries, and notes and accounts receivable increased
- Liabilities and net assets increased due to higher loans payable, the recording of current net income and others



<Main changes>

■ Assets

Increased cash and deposits	+ 7,552
Increase in notes and accounts receivables	+ 2,784
Increased inventories	+ 6,260

■ Liabilities

Increased long-term loans payable	+7,789
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■ Net assets

Dividends of surplus	-8,443
Current net income	+12,097

Consolidated cash flow statement for the year

- Cash equivalents on March 31, 2025 increased 7,720 million yen from the beginning of the period ended March 2025 to 33,132 million yen

(Unit: million yen)

Full year 2024/3	
Beginning balance of cash and cash equivalents	20,098
CF due to sales activities	12,321
CF due to investment activities	-14,429
CF due to financial activities	6,929
Effect of exchange rate changes on cash and cash equivalents	492
Ending balance of cash and cash equivalents	25,411

<Full year 2024/3 Main factors>

■ CF due to investment activities

Income due to refunds of fixed-term deposits	+465
Expenditure due to acquisition of fixed assets	-13,914

■ Cash flows from financial activities

Income due to long-term loans payable	+12,000
Payment of dividends	-4,900

Full year 2025/3	
Beginning balance of cash and cash equivalents	25,411
CF due to sales activities	18,637
CF due to investment activities	-12,450
Cash flows from financing activities	974
Effect of exchange rate changes on cash and cash equivalents	559
Ending balance of cash and cash equivalents	33,132

<Full year 2025/3 Main factors>

■ CF due to investment activities

Income due to sale of fixed assets	+487
Expenditure due to acquisition of fixed assets	-9,117

■ CF due to financial activities

Income due to long-term loans payable	+12,000
Payment of dividends	-8,439

2. Key topics

The impact of rising parts prices, etc., the effect of price revisions and changing transaction prices

Full year
FY2024

- Rising parts prices, etc. decreased operating profit by 1.9 billion yen in the year
- Price revisions (third) boosted operating profit by 2.3 billion yen in the year
- Transaction prices boosted operating profit by 3.5 billion yen in the year Profits increased more than expected, driven by higher sales stemming from strong demand for corporate facilities investment

	Full-year forecast	Results
	YoY	YoY
Rising parts prices	-1.7 billion yen (in operating profit)	-1.9 billion yen
Effect of price revisions	YoY +2.1 billion yen (in operating profit)	YoY +2.3 billion yen
Changes in transaction prices	YoY +2.9 billion yen (in operating profit)	YoY +3.5 billion yen

Trends of sales of energy management system (EMS) related products

- Sales of EMS-related products in the full year decreased 2.5% year on year to 7.6 billion yen
- Sales decreased as lower demand for residential panel boards with power source switching function was not offset by higher sales of high-voltage power receiving equipment related to solar power generation systems and increased sales of EV charging stations
- Sales of our “Self-consumption storage battery system” were approx. 150 million yen for the year. Aim to further expand sales by acquiring contracts for municipality BCP projects

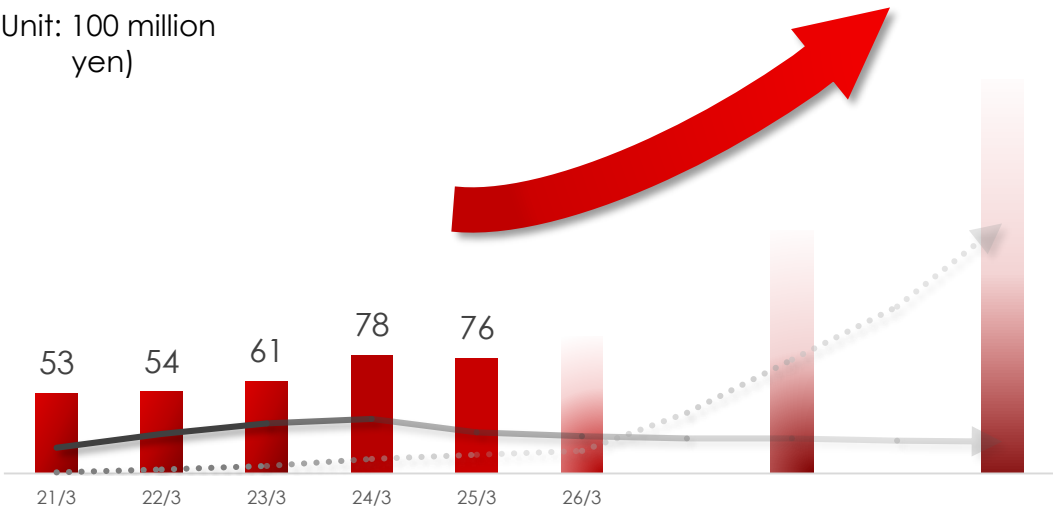
“Energy management system (EMS) related products” refers to the aggregate sales of the following products:

- (1) Home panel boards with the power source switching function
- (2) EV charging stands
- (3) Self-consumption storage battery system
- (4) PV-related (power control storage box, etc.)

* Sales figures represent sales of NITTO KOGYO Corp. alone and do not include sales of the group. They are also not offset among group companies.

Sales trend of EMS-related products

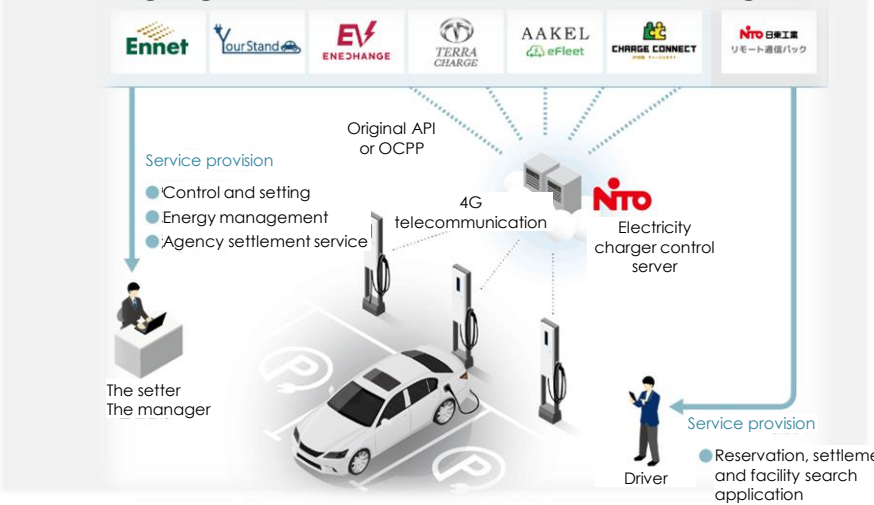
(Unit: 100 million yen)



■ Our “Self-consumption storage battery system” as imagined



■ EV charging service collaboration as imagined



3. Forecast of consolidated results for the accounts period ending March 2026

Premises of the plan for the year

	Premises of the plan for the year	Risks related to premises
Raw material prices/Parts prices	A decrease in profits by 250 million yen for the full year is expected due to persistently high raw material and parts prices	A further surge in raw material and parts prices due to foreign exchange rate fluctuations and rising inflation
Effect of price revisions	Profits are expected to increase by 2.0 billion yen for the full year due to market penetration of price revisions including the fourth price revisions starting from October 2025	Stagnation of facilities investment and construction demand stemming from deterioration in market prices due to intensified market competition and from rising prices of materials
Changes in transaction prices	Transaction prices unlikely to change significantly with the supply-dominated market environment entering a state of equilibrium	
Other	Japan: Solid demand for facilities investment, including in the IT field Overseas: Moderate slowdown in global economy and conditions	Japanese companies much less eager to make facilities investment due to potential global economic turmoil stemming from the effects of U.S. tariff policy

Amounts in table: Year-on-year basis

(i) Fourth price revisions

- The fourth price revisions were implemented for all product groups starting in October 2025
- Contributing to income from the second half of the year, the revisions are expected to boost income by 2.0 billion yen for the full year

Product lines to be affected	Revision rate
Enclosure	Approx. 10 to 15%
Plastic enclosure	Approx. 10%
System racks	Approx. 5 to 10%
Optical junction boxes	Approx. 10%
Thermal management products	Approx. 10%

Product lines to be affected	Revision rate
Parts for panel board	Approx. 10%
Breakers/switches	Approx. 10%
Standard panel boards and control panel boards	Approx. 2 to 10%
Home panel boards	Approx. 15%

(ii) Investment in human resource: Raised the starting salary for newly graduated employees and revised monthly salary levels for employees

- As an investment to further enhance human resource value, we raised the starting salary for new graduates entering the company in 2025 and revised monthly salary levels for employees
- We raised starting salary for university graduate employees by 30% to 300,000 yen and monthly salary for regular employees by 24.5% on average
- Personnel costs are expected to increase by 1.2 billion yen for the full year

Forecast of consolidated results for the year

Full year
FY2024

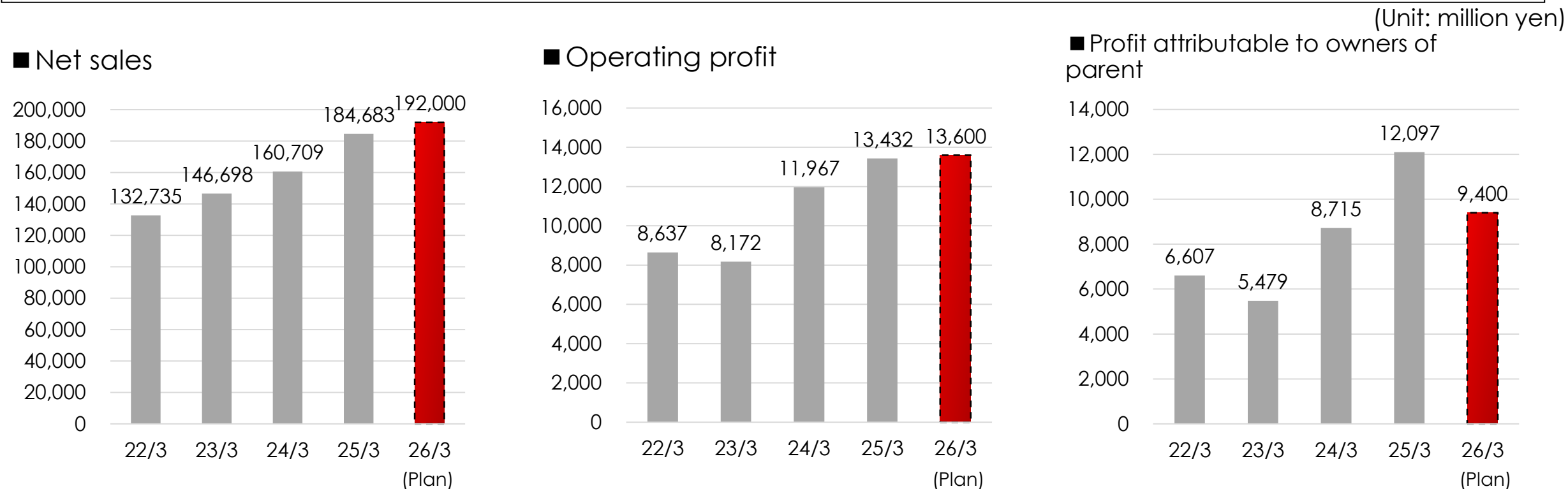
- Net sales are expected to grow due to rising sales, helped by solid demand for facilities investment
- Operating profit is expected to decline in the first half due to higher fixed costs such as personnel costs, in spite of a projected increase in marginal profit stemming from growing sales. For the full-year, operating profit is expected to rise owing to the effect of price revisions to be implemented in the second half
- Net income is expected to decrease, as there will no longer be accounting treatment due to Tempearl Industrial Co., Ltd. becoming a member of the Group (extraordinary income of approx. 2.4 billion yen)

(Unit: million yen)

	2025/3		2026/3			
	2Q results	Results for the year	2Q plan	(YoY) Change	Plan for the year	(YoY) Change
Net sales	81,983	184,683	87,000	+6.1%	192,000	+4.0%
Operating profit	4,063	13,432	3,600	-11.4%	13,600	+1.2%
Ordinary profit	4,433	13,516	3,600	-18.8%	13,600	+0.6%
Profit attributable to owners of parent	5,212	12,097	2,400	-54.0%	9,400	-22.3%

Consolidated performance trends

- If we hit the target for the period ending March 2026, we expect to achieve the highest net sales and the second highest operating profit in our history

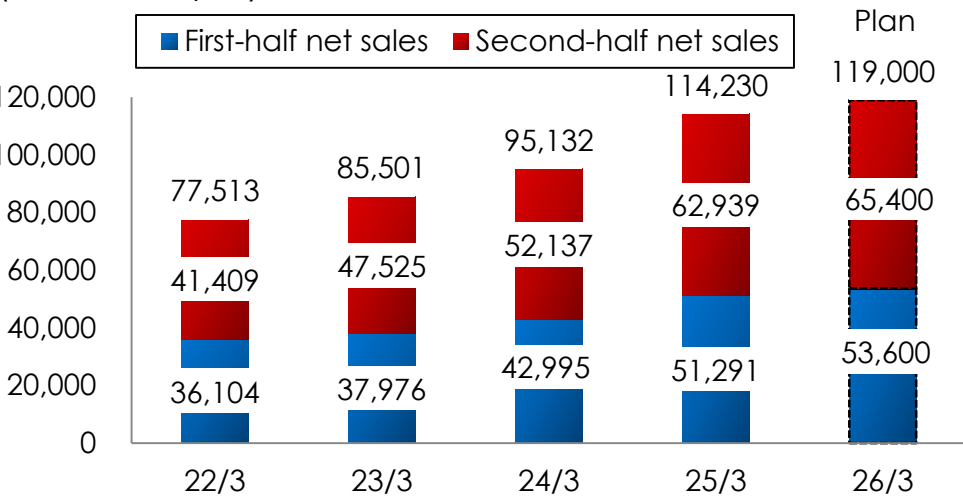


	22/3	23/3	24/3	25/3	2026/3 (plan)
Net sales	132,735	146,698	160,709	184,683	192,000
Operating profit	8,637	8,172	11,967	13,432	13,600
Profit attributable to owners of parent	6,607	5,479	8,715	12,097	9,400

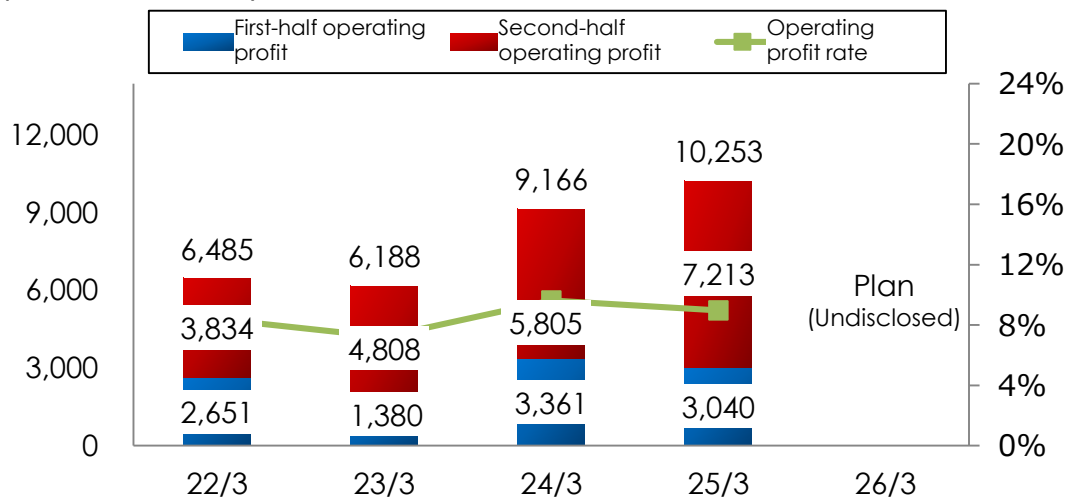
Forecast for the year (Net sales)

119,000 million yen (YoY +4.2%)

(Unit: million yen)



(Unit: million yen)



Forecast for the year

■ Revenue is expected to increase due to still solid private facilities investment, the fourth price revisions and higher sales of Tempearl Industrial Co., Ltd. and EM Solutions Co., Ltd.

Approaches

- Further capture the demand for self-supportive enclosures based on the “Smart Order” system by expanding the scope of relevant variations
- Expand sales in the smart energy market by acquiring contracts for Solar Carport projects

Main group companies: Yearly forecast

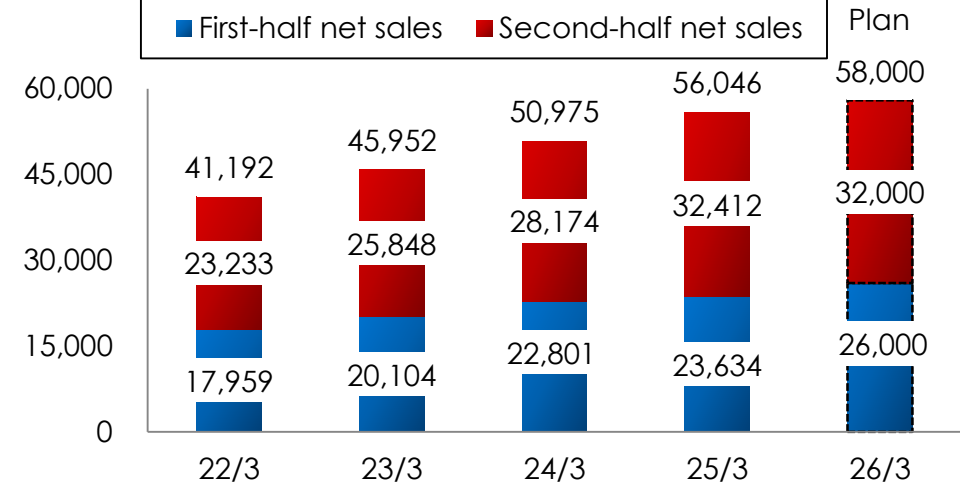
Company name		Sales (YoY)	Operating profit	Impact level on group profit
Japan	NITTO KOGYO Corp.			High
	AICHI ELECTRIC WORKS			Low
	Tempearl Industrial Co., Ltd.			Low
Overseas	Gathergates Group			Low
	NITTO KOGYO BM (THAILAND)			Low

Business forecast by segment (distribution business)

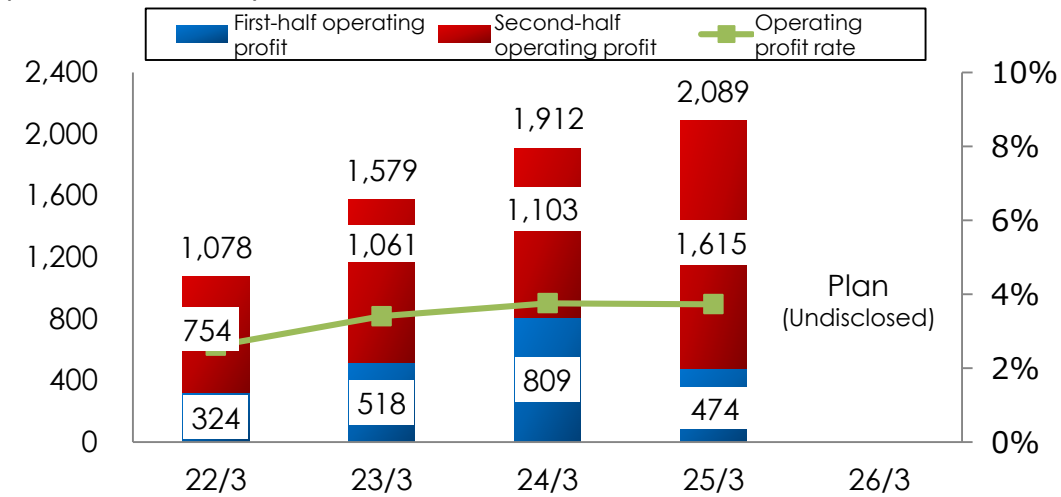
Forecast for the year (Net sales)

58,000 million yen (YoY +3.5%)

(Unit: million yen)



(Unit: million yen)



Forecast for the year

■ Sales are expected to increase as we will expand our businesses by continuing to capture buoyant IT investment demand and stepping up our solution field businesses, including electrical facilities associated with renewable energy, among others

Approaches

- Expand sales by strengthening our sales structure for the data center market
- Expand new businesses in the IA market and the physical solutions market by leveraging our strengths in video solutions
- Building the foundation and expanding sales in the ASEAN region, mainly through subsidiaries in Thailand and Vietnam

Main group companies: Yearly forecast

Company name		Sales (YoY)	Operating profit	Impact level on group profit
Japan	SunTelephone			Medium
	SOECO			Low
Overseas	Master Controls			Low

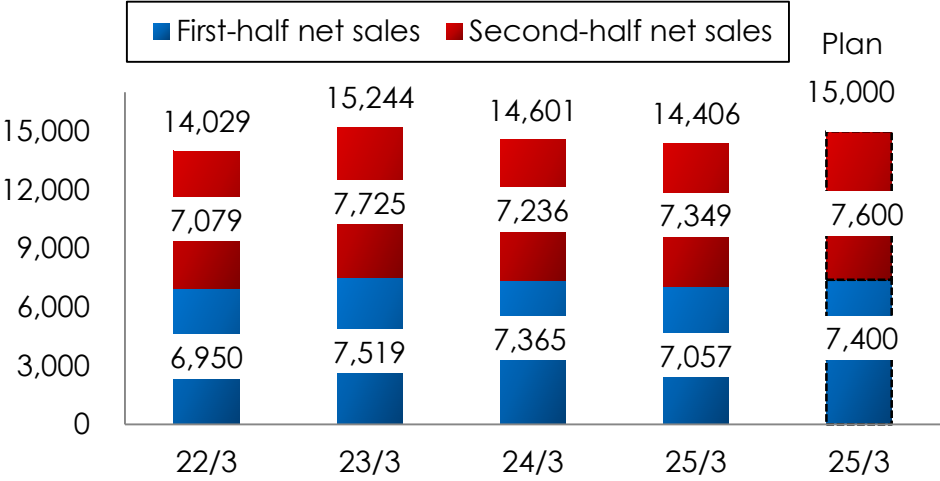
Business forecast by segment (electronic parts business)

Full year
FY2024

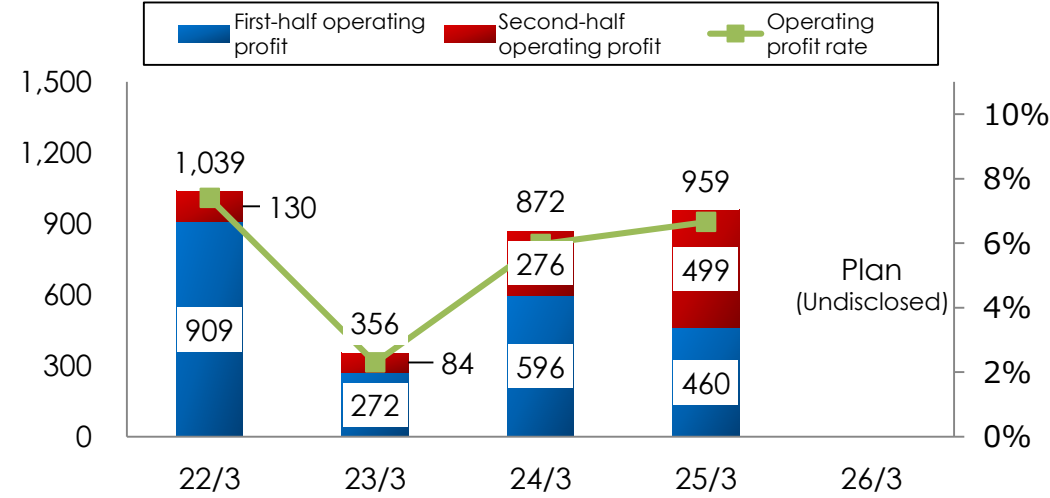
Forecast for the year (Net sales)

15,000 million yen (YoY +4.1%)

(Unit: million yen)



(Unit: million yen)



Forecast for the year

- Revenues are expected to increase due to production recovery in the appliance-related market and acquisitions of new project contracts in the automotive-related market

Approaches

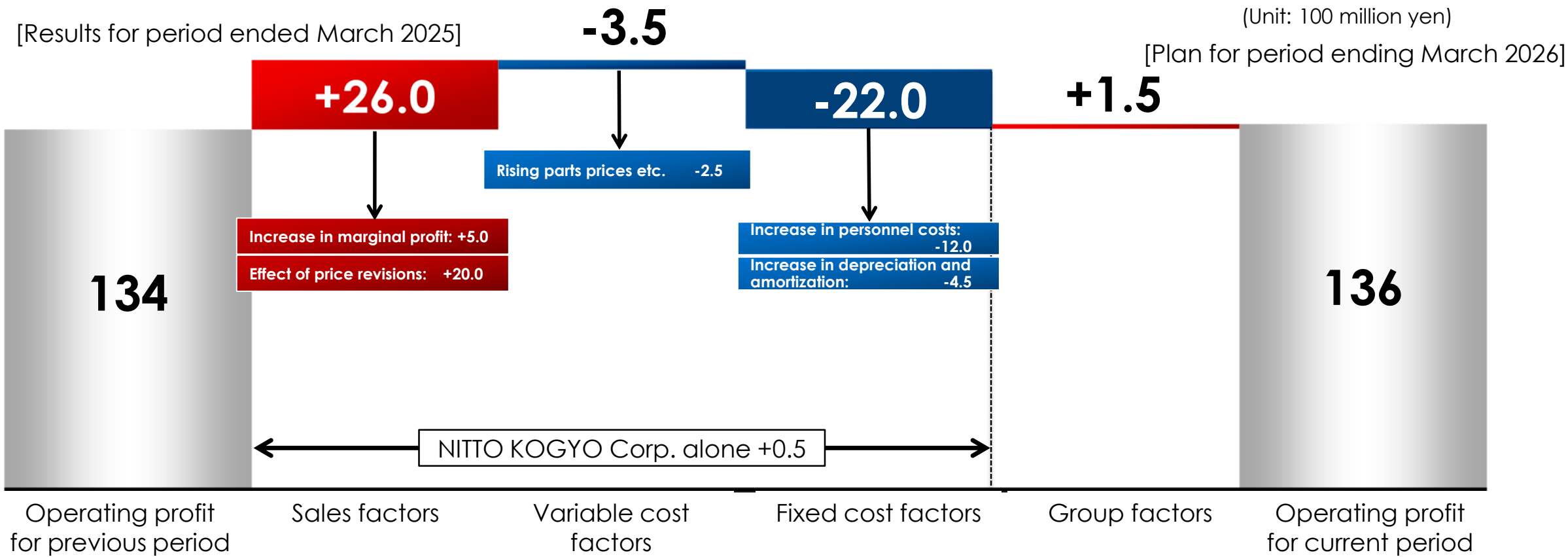
- Expand overseas business through stepping up alliances with overseas EMC testing laboratories
- Propose solutions in expectation of technological changes in priority markets
- Develop new products that will contribute to a sustainable society

Main group companies: Yearly forecast

Company name	Sales (YoY)	Operating profit	Impact level on group profit
KITAGAWA INDUSTRIES			Medium

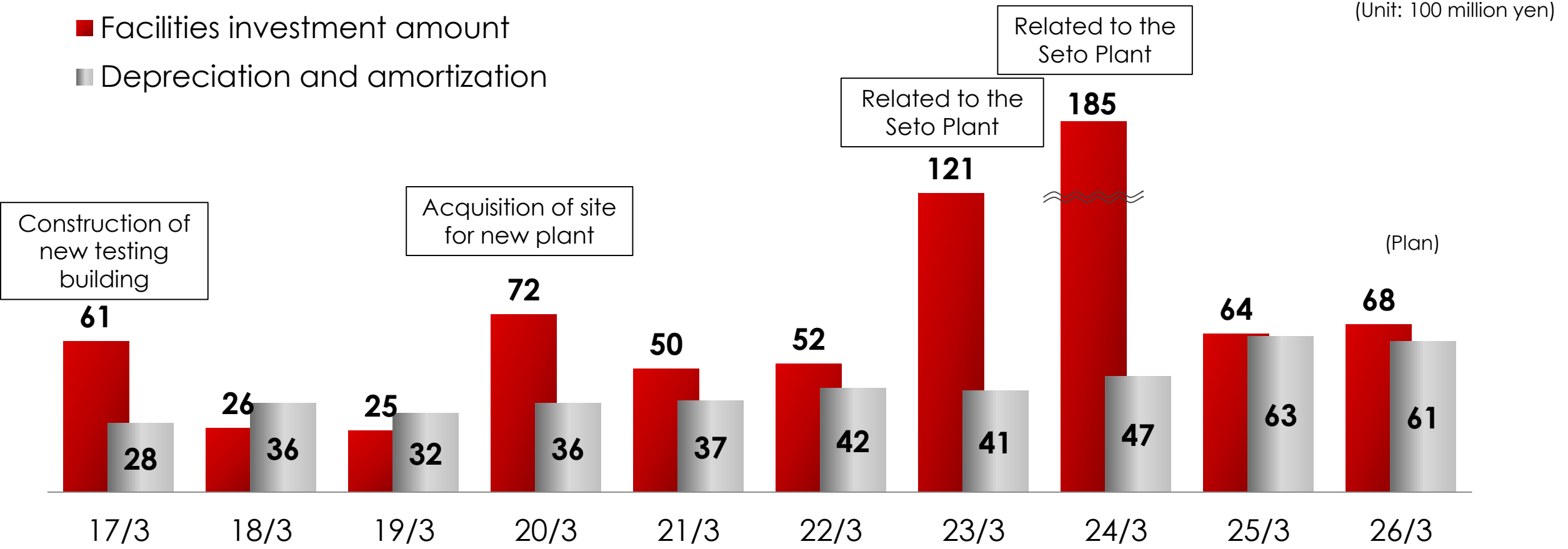
Factors in changes in yearly consolidated operating profit (forecast for this year, YoY)

- Consolidated operating profit for the period ending March 2026 is forecast to be 13.6 billion yen, more or less unchanged year on year
- For NITTO KOGYO Corp. alone, operating profit is expected to be flat year on year due to still-elevated parts prices (variable cost factors) and growing personnel costs (fixed cost factors), despite income-boosting factors such as an increase in marginal profit and the effect of price revisions (in the second half)
- For group factors, particularly, operating profit is expected to increase slightly with the strong performance of SunTelephone and other group companies likely to ease



Facilities investment amounts and depreciation and amortization

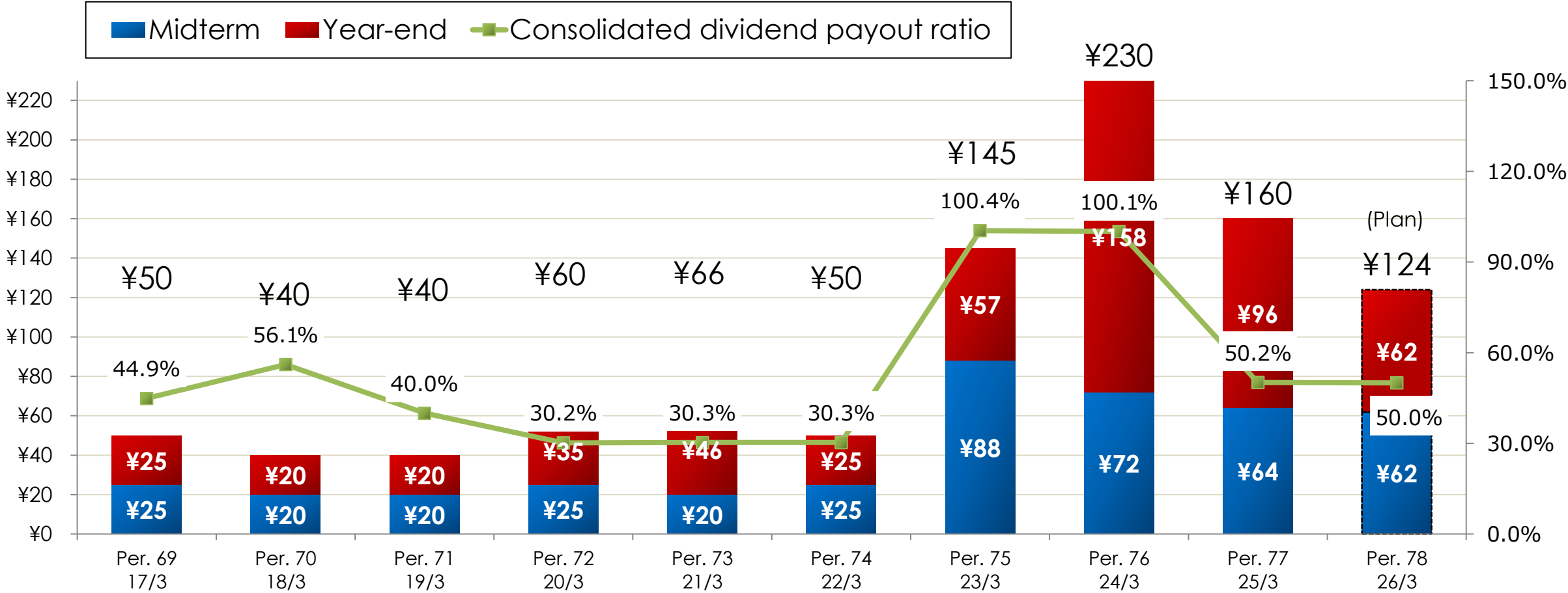
- Investment for the Seto Plant ran its course in the 2025 March period Began construction of a short-circuit testing facility (expected to come on stream in 2027)
- Depreciation and amortization will remain at elevated levels due to the depreciation and amortization related to the Seto Plant
- For the period ending March 2026, facilities investment amount is planned at 6.8 billion yen and depreciation and amortization at 6.1 billion yen



* Rounded at 10 million yen

Dividend status

- Starting from the period ending March 2025, the dividend policy will be revised (dividend payout ratio of 50% and a lower limit DOE of 4.0%)
- In the period ending March 2026, dividends for the year will be 124 yen (consolidated dividend payout ratio of 50.0%) due to the elimination of extraordinary income.

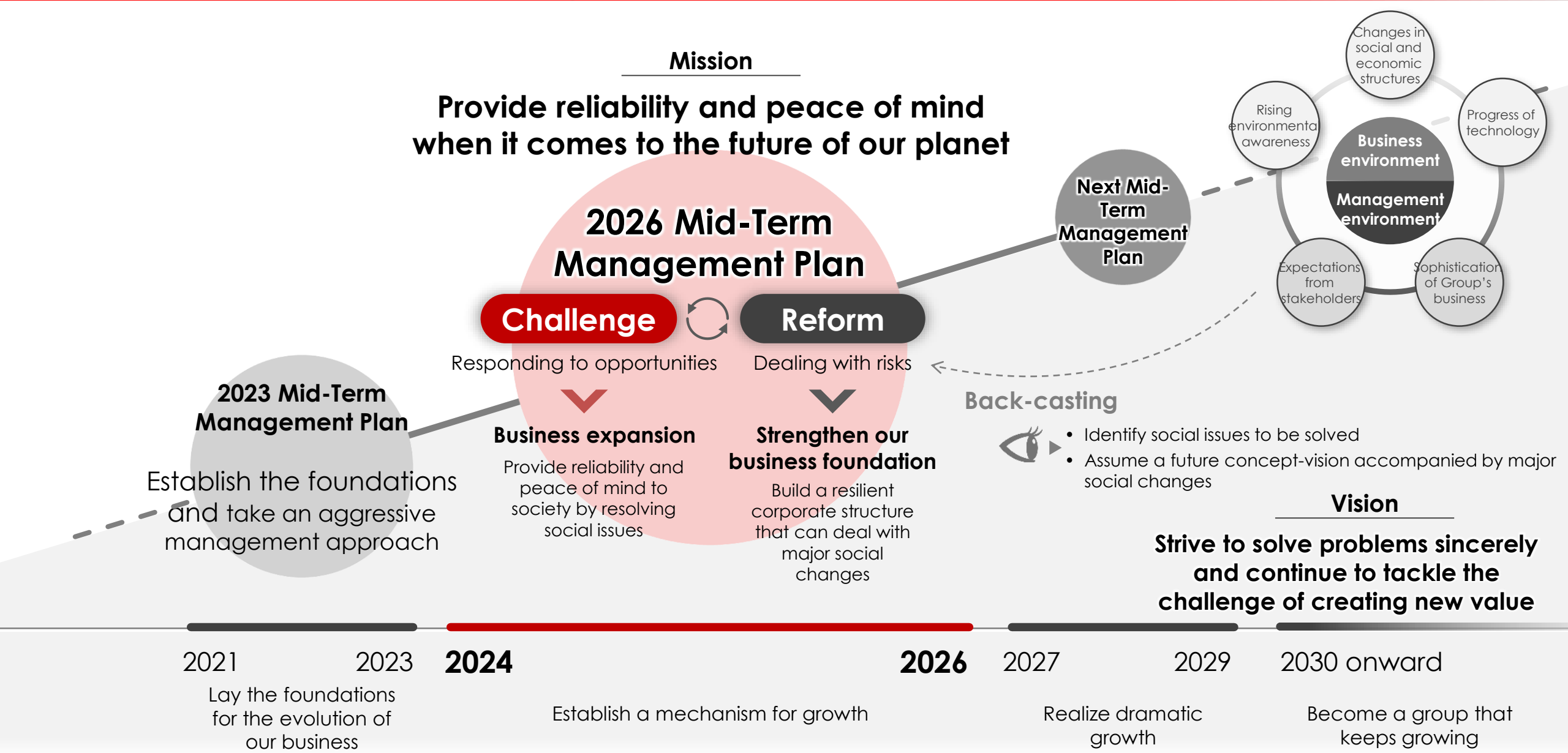


4. Mid-term management plan

See the [2026 Mid-Term Management Plan](#)



Long-term growth story: A long-term business concept



Accelerate our evolution

Personnel evolution / Technology evolution / Business evolution / Corporate evolution / Group evolution
Achieve **evolution** by continuing to tackle **challenges** and making **reform** efforts

Tackle the challenge of expanding business / Actively invest in growth

- ▶ Strive to create new businesses outside our existing markets and industries
- ▶ Expand into overseas markets to increase the scale of our business
- ▶ Promote initiatives for new technology
- ▶ Strategic investment aimed for growth [including M&A]



Build a solid business-management foundation

- ▶ Reform our existing business processes (sales and production)
- ▶ Build robust supply chains that deal with various risks
- ▶ Build a resilient group infrastructure foundation
- ▶ Enhance the effectiveness of our business portfolio management

2026 Mid-Term Management Plan: Financial targets

A period of three years in which to accelerate our business evolution by using the platform built under the previous Mid-term Management Plan [Foundation]

Aim to achieve record net sales and record operating profit by further strengthening our core businesses and boldly tackling challenges in growth businesses

Enhance ROE continually by striking an optimal balance between growth investment and shareholder return and raising capital efficiency

Consolidated net sales

2027/3

200 billion yen

Of which, overseas net sales 20 billion yen
(Overseas ratio) 10%



CAGR
7.6%

2024/3

160.7 billion yen

Of which, overseas net sales:
15.4 billion yen

Consolidated operating profit

2027/3

15 billion yen

Operating profit rate 7.5%



CAGR
7.8%

2024/3

11.9 billion yen

Operating profit rate: 7.4%

ROE

2027/3

9.0% or more



2024/3

8.3%

Pursue businesses by clarifying the positioning and direction of each business from a growth potential and profitability perspective

Priority growth businesses

Electrical and telecommunications infrastructure-related distribution business

Aim to expand our businesses in size by broadening our market and service areas

Stable businesses

Electrical and telecommunications infrastructure-related manufacturing, construction and service business

Core business

Build a robust foundation as a strong business and enhance profitability by utilizing advanced technologies

Future businesses

Strategic business

Grow in size by actively expanding into markets of growth potential and build a future business pillar

Electronic parts-related manufacturing business

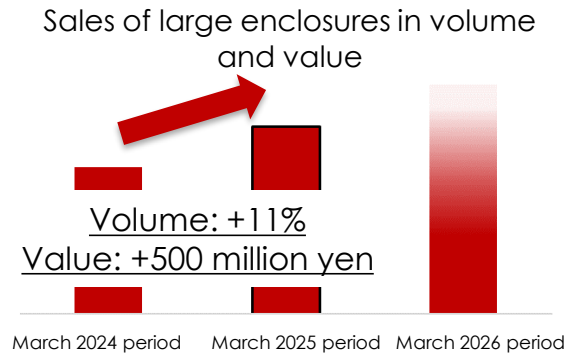
Achieve increased profitability in the long term by raising capability to generate profits globally and aiming to grow in size as the first step

2026 Mid-Term Management Plan: Progress in business strategies

Electrical and telecommunications infrastructure-related manufacturing, construction and service business

Increase sales of large enclosure systems

The “Smart Order” expanding



We are in the process of addressing the social challenge of a declining workforce.

- Contribute to growing sales of large enclosure systems in volume and value by continuing to capture demand
- Step up production capacity further this fiscal year

Large enclosure systems increased by 11% year on year (in volume)

Aim to expand enclosure sales further

Pursue the smart energy business (EM Solutions)

Strong inquiries from companies and municipalities aiming for decarbonization management

- Despite increases in inquiries for projects to set up Solar Carports and rooftop solar power generation facilities, they mostly represented budgeting in the previous fiscal year, with actual projects being limited in level



Aim to expand sales steadily by acquiring project contracts

Strengthen the business platform for breakers (Tempearl Industrial Co., Ltd.)

Aim to achieve group synergy early

- Although sales increased 10% year on year to 11.7 billion yen, one-time expenses caused by grouping were recorded in advance
- Continue to build a cooperation system in “development and production”

Expand and strengthen our business structure by stepping up collaboration between group companies



2026 Mid-Term Management Plan: Progress in business strategies

Electrical and telecommunications infrastructure-related distribution business

Results Enhance the solution business and pursue supply chain management



Expand proposed products and target markets

- Hold private exhibitions across the country and provide many customers with problem-solving solution proposals
- Sales grew in new markets such as for lightning protection, audiovisual solutions and physical security solutions

Promote digitalization of sales processes

- We are now in the process of improving customer convenience and streamlining our internal operations by revamping various databases for the company's e-commerce site and internal sales systems
- Continue to promote digitization of order placement tasks and cloud computing for billing operations

Electronic parts-related manufacturing business

Results Expand our overseas business and strengthen the solutions **KGS** KITAGAWA INDUSTRIES CO., LTD.

Step up overseas sales and EMC measure assistance

- Hold EMC technical seminars and provide support for EMC countermeasures with a focus on ASEAN customers
- Enhance alliances with EMC testing laboratories in ASEAN, China and Europe and engage in activities to discover new alliance partners

Deepen priority markets and create new businesses

- Newly adopt customized products for EMC and heat measures with a focus on the automotive market
- Launch sales of corrosion sensors and begin to tackle new development themes



Corrosion sensor

CONNECT!

Linking electricity with information

NITO **NITTO KOGYO GROUP**

5. Reference materials

Reference materials

- **Measures to realize management with capital costs and share prices in mind**
- **Consolidated net sales trends (quarter)**
- **Net sales and operating profit trends (quarter)**
- **3 segments**
- **Result trends from establishment to present**
- **Net sales composition ratios by business segment**
- **Net sales composition ratio by division (manufacturing, construction and service business)**
- **Trend in total assets/net assets/capital-to-asset ratio**
- **ROE (return on equity) trends (consolidated)**

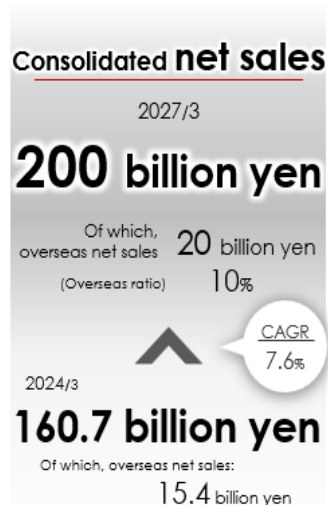
Measures to realize management with capital costs and share prices in mind (evaluation of the current state [1])

Full year
FY2024

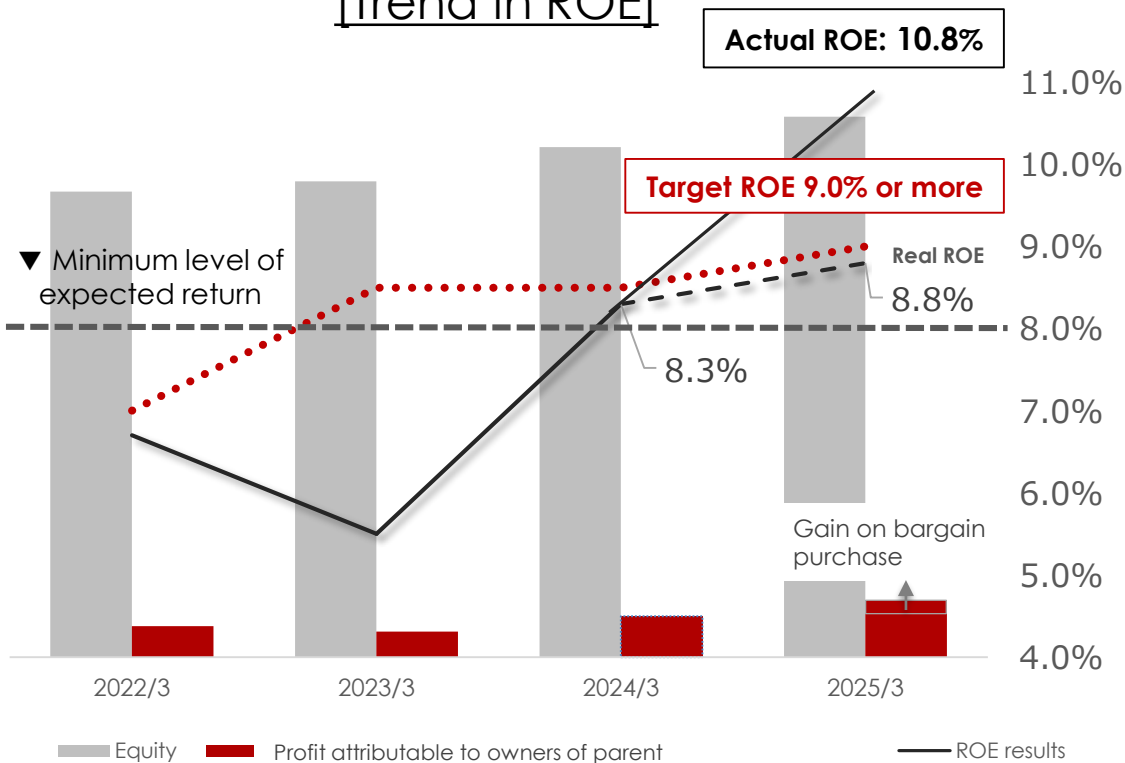
Evaluation of the current state

- The 2026 Mid-Term Management Plan stipulates that we intend to achieve sustainable improvement in capital efficiency [ROE]
- The Company's shareholder capital cost is thought to be approx. 8%, based on CAPM and equity returns
- The target ROE for the final year of the Mid-Term Management Plan was set at 9.0% or more ROE rose from 8.3% for the previous period to 10.8% for the period under review due to the booking of extraordinary income (approx. 2.4 billion yen in gain on bargain purchase). However, excluding this extraordinary income, real ROE is thought to be 8.8%

[2026 Mid-Term Management Plan: Financial targets]



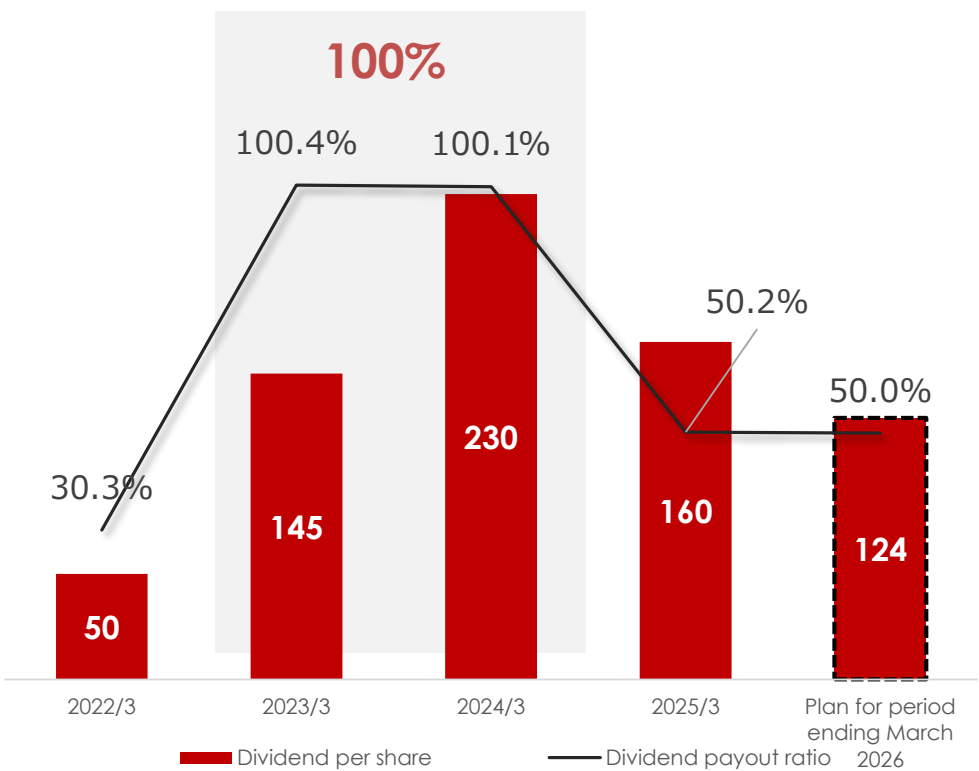
[Trend in ROE]



Evaluation of
the current
state

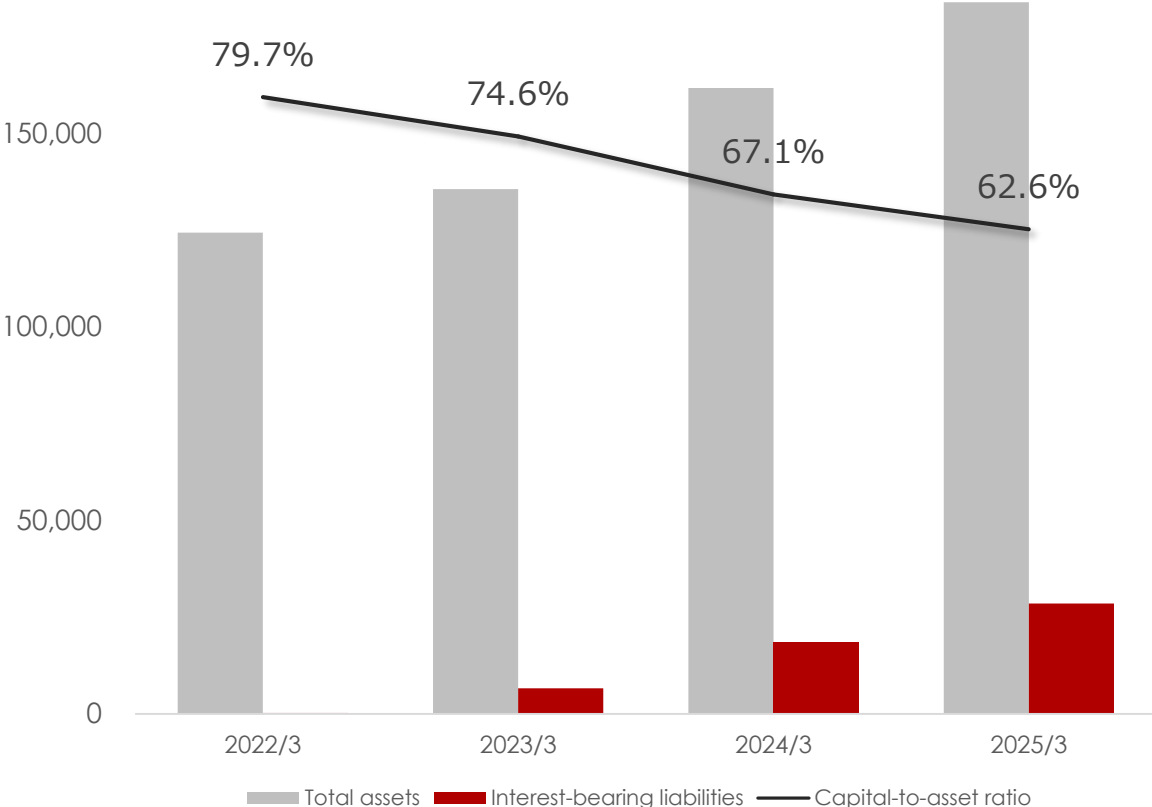
In the “2026 Mid-Term Management Plan,” we set a lower limit dividend payout ratio of 50% and a lower limit DOE of 4.0%. We continue our aggressive shareholder return policy. We restrain equity and raise capital efficiency by enhancing financial leverage by making growth investments that tap into interest-bearing liabilities.

[Trends in dividend payout ratio and dividends]



(Unit: million yen)
200,000

[Changes in capital breakdown]



Measures to realize management with capital costs and share prices in mind

(evaluation of the current state [3])

Full year
FY2024

Evaluation of the current state

While various measures continued to be taken in accordance with items shown in the description of the initiatives to realize management with capital costs and share prices in mind, PBR declined close to 1, at 1.02 (0.98 at the end of April 2025)

Moreover, we recognize it is a continued challenge to outline a process of increasing corporate value through the realization of growth in accordance with the long-term growth story

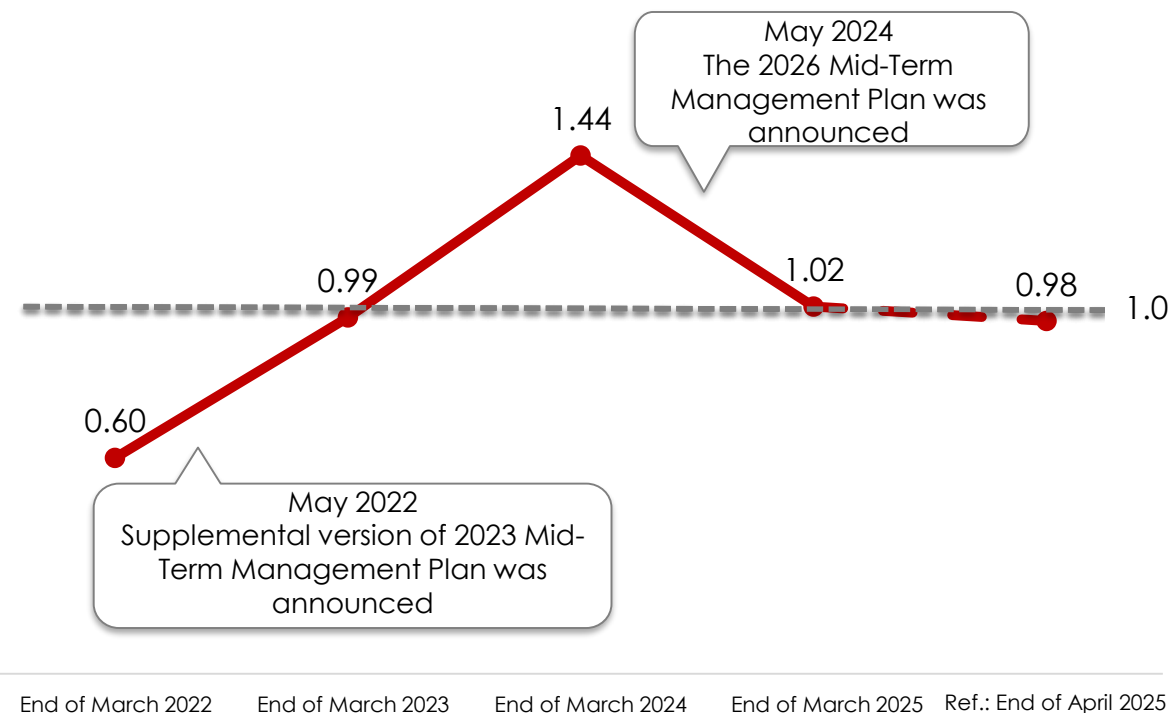
Description of the initiatives to realize management with capital costs and share prices in mind

- ✓ Steady business growth with revenues through implementation of the 2026 Mid-Term Management Plan
- ✓ Strengthening of ESG initiatives for sustainability
- ✓ Promotion of continuous BS management
- ✓ Continue stable shareholder returns
- ✓ Promotion of continuous and respectful dialogue with the stock market and active and appropriate information disclosure

Results of initiatives

- Implemented the third price revisions, decided to conduct the fourth price revisions and accelerated our business strategies by turning Tempearl Industrial Co., Ltd. and EM Solutions Co., Ltd. into group companies
- Two consecutive years of base pay increases and three consecutive years of certification as an excellent health management corporation
- Was honored with the Bronze Award at the Aichi Environmental Awards Program for our efforts to develop long-life products
- Aggressive use of financial leverage through additionally obtaining loans of 10 billion yen
- Continued to pay high dividends maintaining a payout ratio of 50% (annual dividend increased by 32 yen from initial plan due to extraordinary income, among other factors) However, dividend decreased by 70 yen in comparison to the previous year
- Began to issue integrated reports with an aim of stepping up information dissemination to domestic and overseas institutional investors and started to distribute sponsored reports (both in Japanese and English versions)

[Trend in PBR]

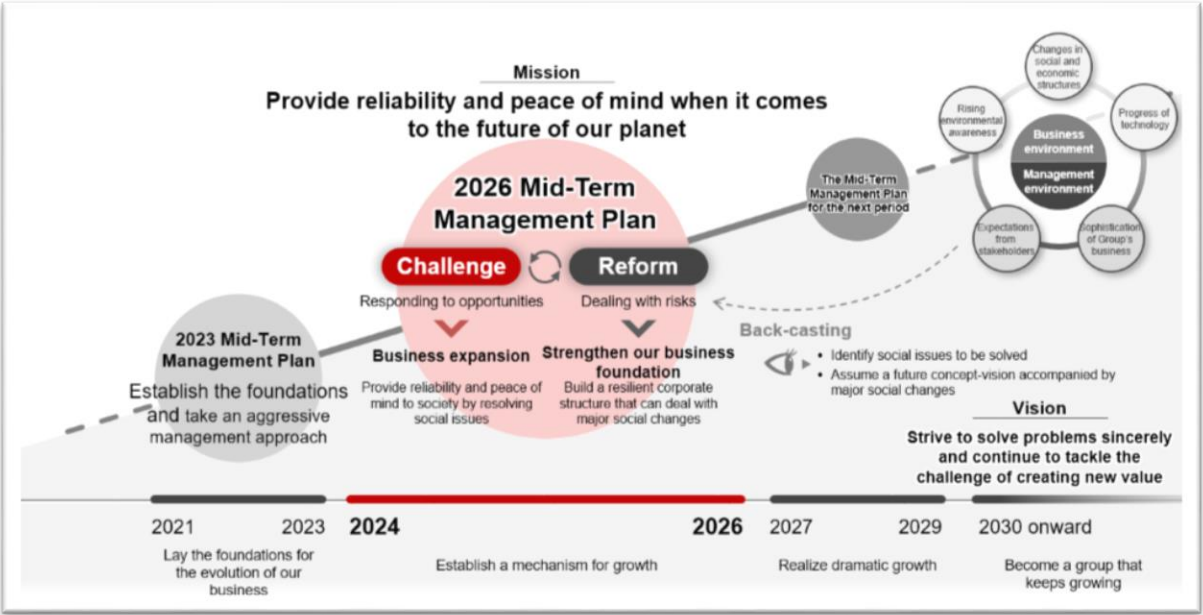


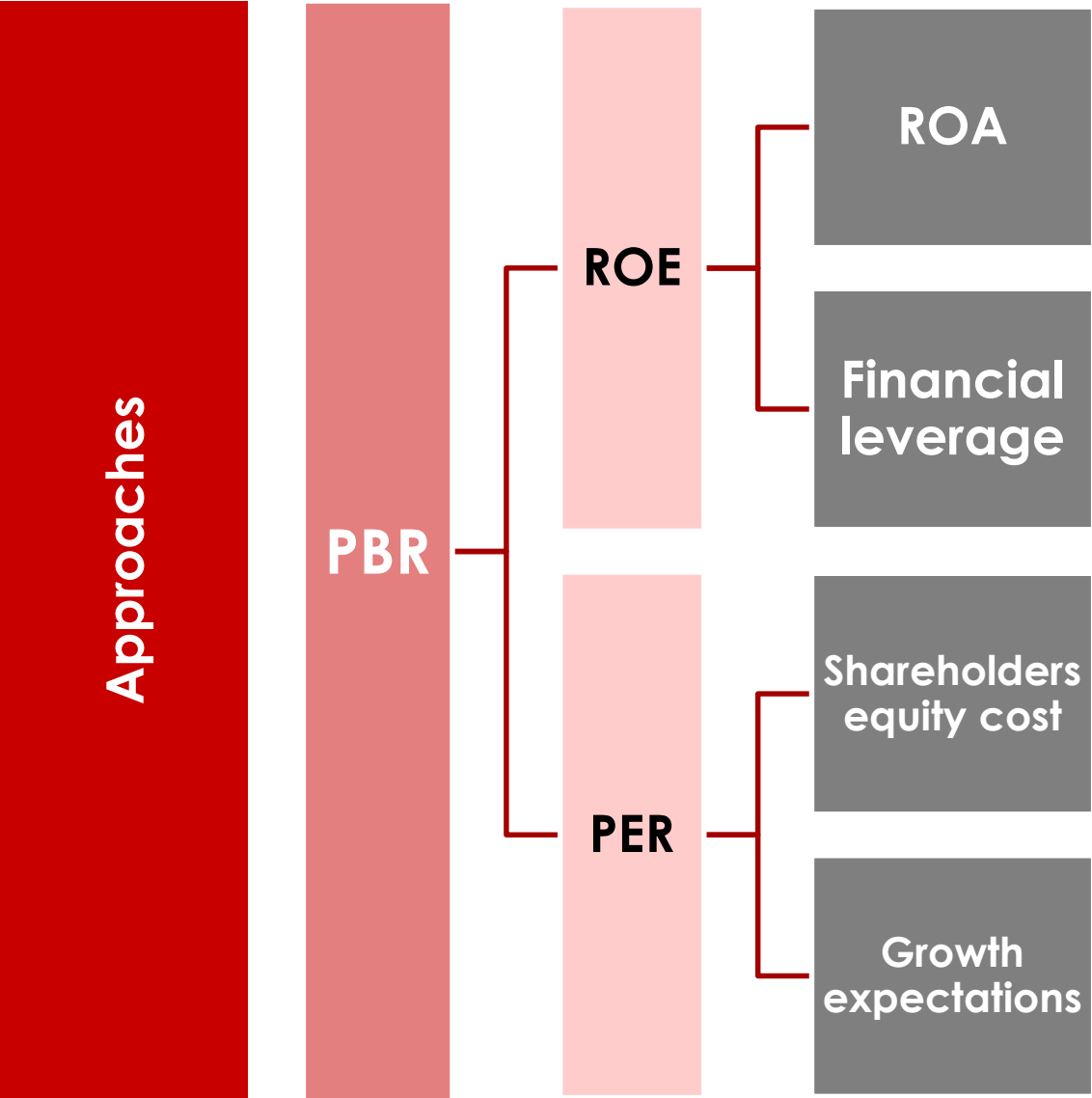
Policy

We aim to improve ROE further by achieving financial targets shown in the 2026 Mid-Term Management Plan and continuing BS management. In addition, we will outline a corporate value enhancement story by lowering shareholder capital cost through continued considerate investor relations (IR) activities, executing business strategies securely and further realizing growth

[2026 Mid-Term Management Plan: Basic policy]

[Long-term Growth Story]





Steady business growth with revenues through implementation of the 2026 Mid-Term Management Plan

E.g. Proper price strategy, business portfolio management, business strategy promotion and use of mergers and acquisitions

Strengthening of ESG initiatives for sustainability

E.g. Contribute to solving social issues by investing in human capital to help improve worker job satisfaction, stepping up energy management technologies, and pursuing digital transformation (DX) in the control panel board industry

Promotion of continuous BS management

E.g. Aggressive use of interest-bearing debt and agile acquisition and retirement of treasury shares
Scrutinize strategic shareholdings

Continue aggressive and stable shareholder returns

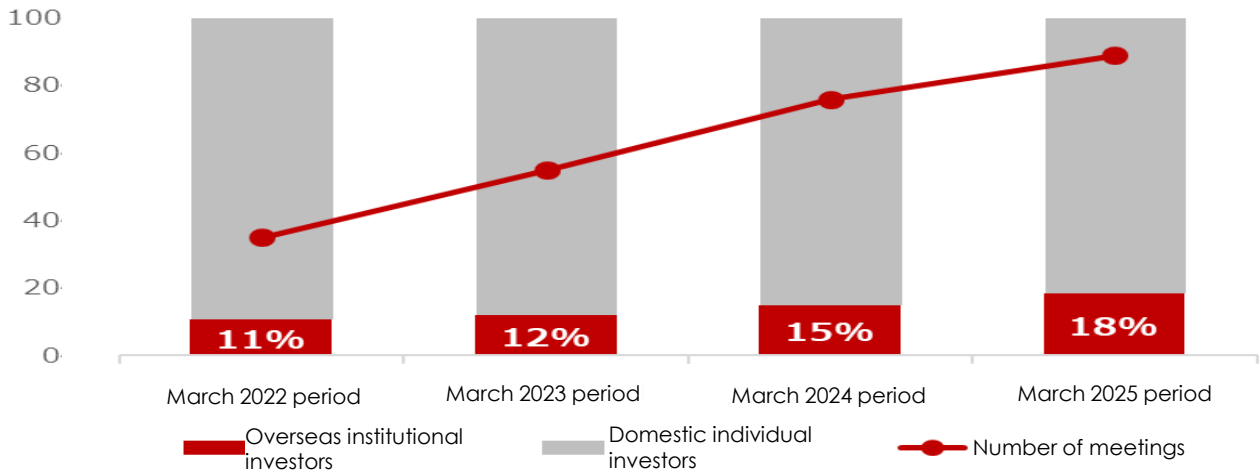
E.g. Steady returns based on setting of dividend payout ratio of 50% and a lower limit DOE

Promotion of continuous and respectful dialogue with the stock market and active and appropriate information disclosure

E.g. Continue to distribute information to institutional investors in and outside Japan and to continue to hold briefings for individual investors
Further realize the Long-term Growth Story

Status of dialogue for FY2024

Contents	Frequency	Person in charge
Financial results briefing	Twice a year	President, Director responsible for Business Management Division, General Affairs Department
Individual meetings with institutional investors	Quarterly	Director responsible for Business Management Division, General Affairs Department and Accounting Department
Briefing for individual investors	Annually	Director responsible for Business Management Division

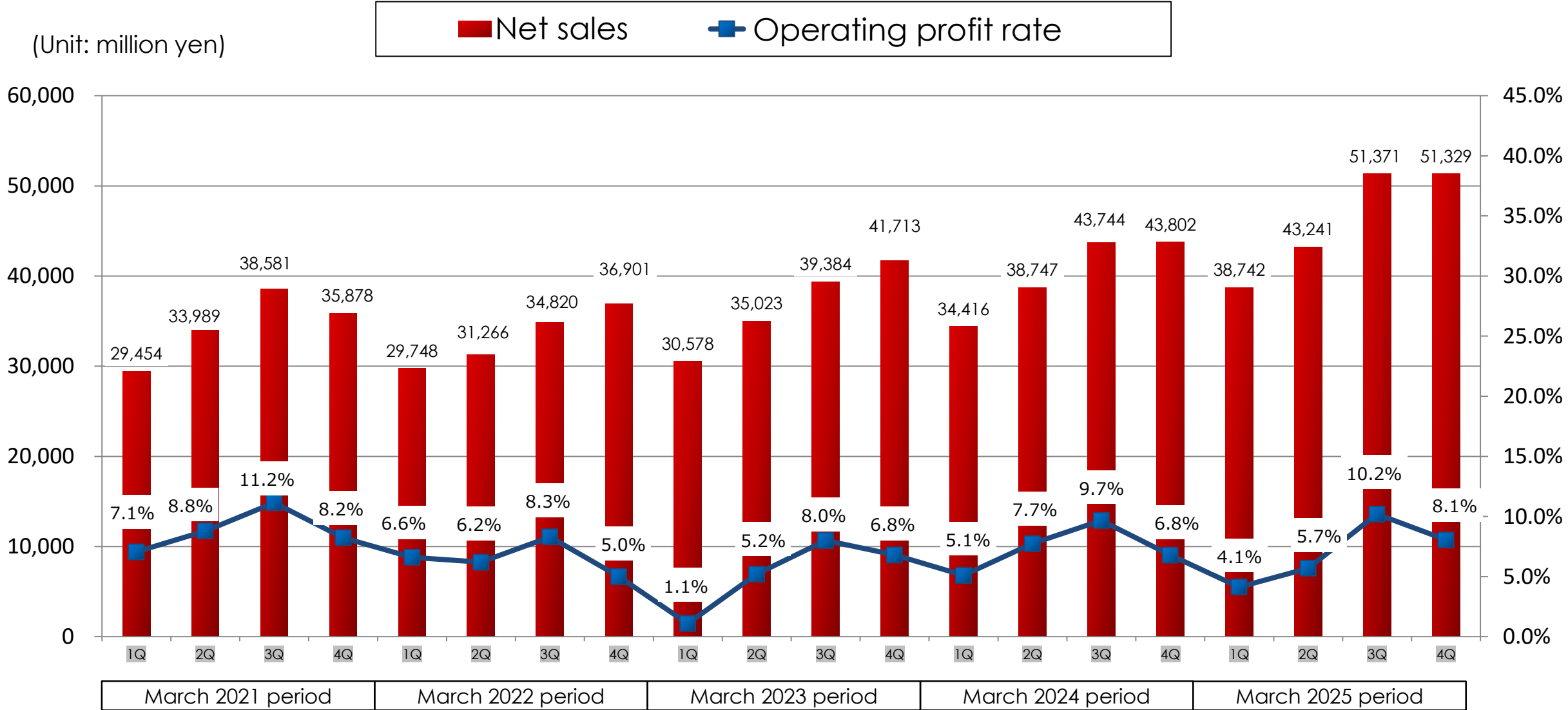


Sectors for which participating investors were responsible

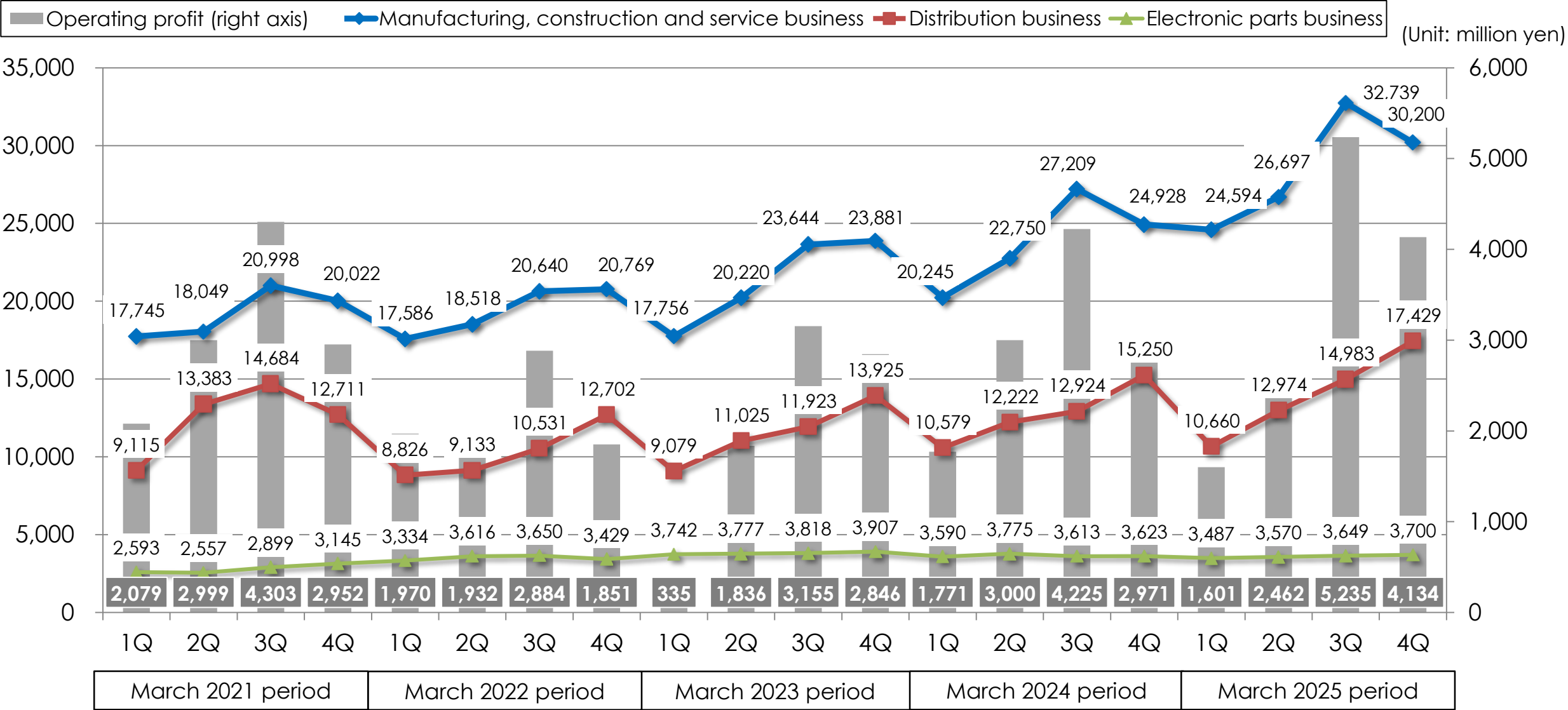
- Analysts
- Fund managers
- Persons responsible for ESG, etc.

Through the opportunities above, we deepen dialogue on performance, industry developments, the Mid-Term Management Plan and our shareholder return policy, disseminate information obtained through dialogue with investors to relevant divisions, and report at the Management Meeting, etc., to share information with other directors.

Consolidated net sales trends (quarter)



Net sales and operating profit trends (quarter)



* Due to the change in business segments beginning in the period ended in March 2022, figures prior to the change have been revised to reflect the new segments and therefore do not match the figures in other documents that were disclosed in the past.

3 segments (manufacturing, construction and service business)

- Design, manufacturing, and sales of distribution/panel boards, control panel boards, etc., and construction work such as installation and maintenance of electrical facilities

Distribution boards



High-voltage power receiving equipment



Distribution/Panel boards

Enclosure



Enclosure



System racks



Breakers/switches/parts/other



Breakers

Parts



Charging stands

Construction/service



Communication facility construction



Electrical facility construction

3 segments (distribution business)

■ Purchases and sales of information communication equipment and parts



Network cameras

Purchases and sales of monitoring system devices optimally suited to each system



High-speed network devices

Purchases and sales of communication infrastructure building devices efficiently sorted by wireless/wired



Information security-related products

Purchases and sales of total security devices providing countermeasures for various information risks

3 segments (electronic parts business)

- Manufacturing and sales of electromagnetic wave environment components and precision engineering components

Electromagnetic wave environment components

Manufacturing and sales of electronic parts intended to prevent electronic device malfunctions due to electromagnetic waves

[Ferrite Cores]



[Cable Shields]



Precision engineering components

Manufacturing and sales of various device mechanical elements such as plastic fasteners, as well as countermeasure parts, etc., for heat/vibration/impact/noise, contributing to productivity improvement

[Clamps]

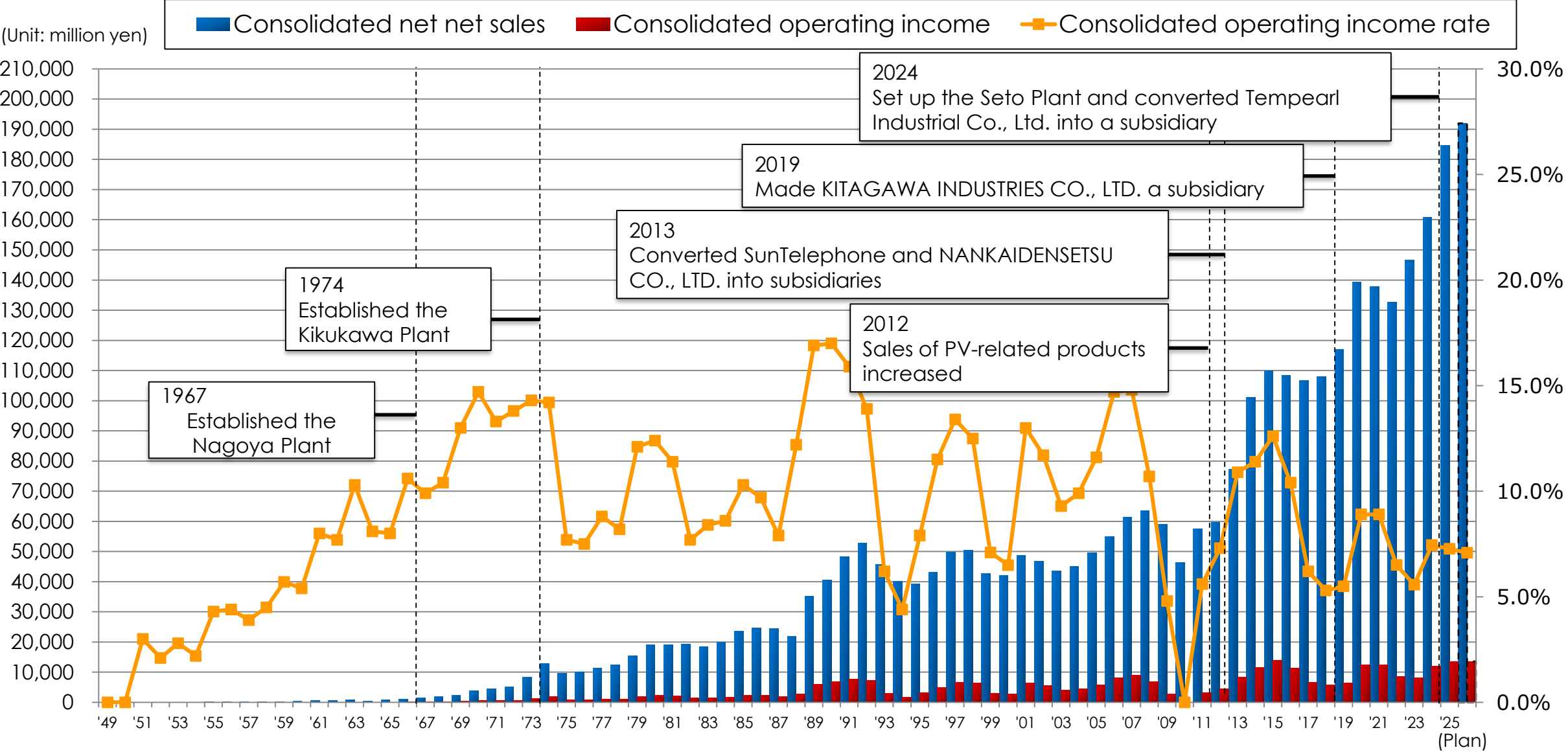


[Cable Ties]



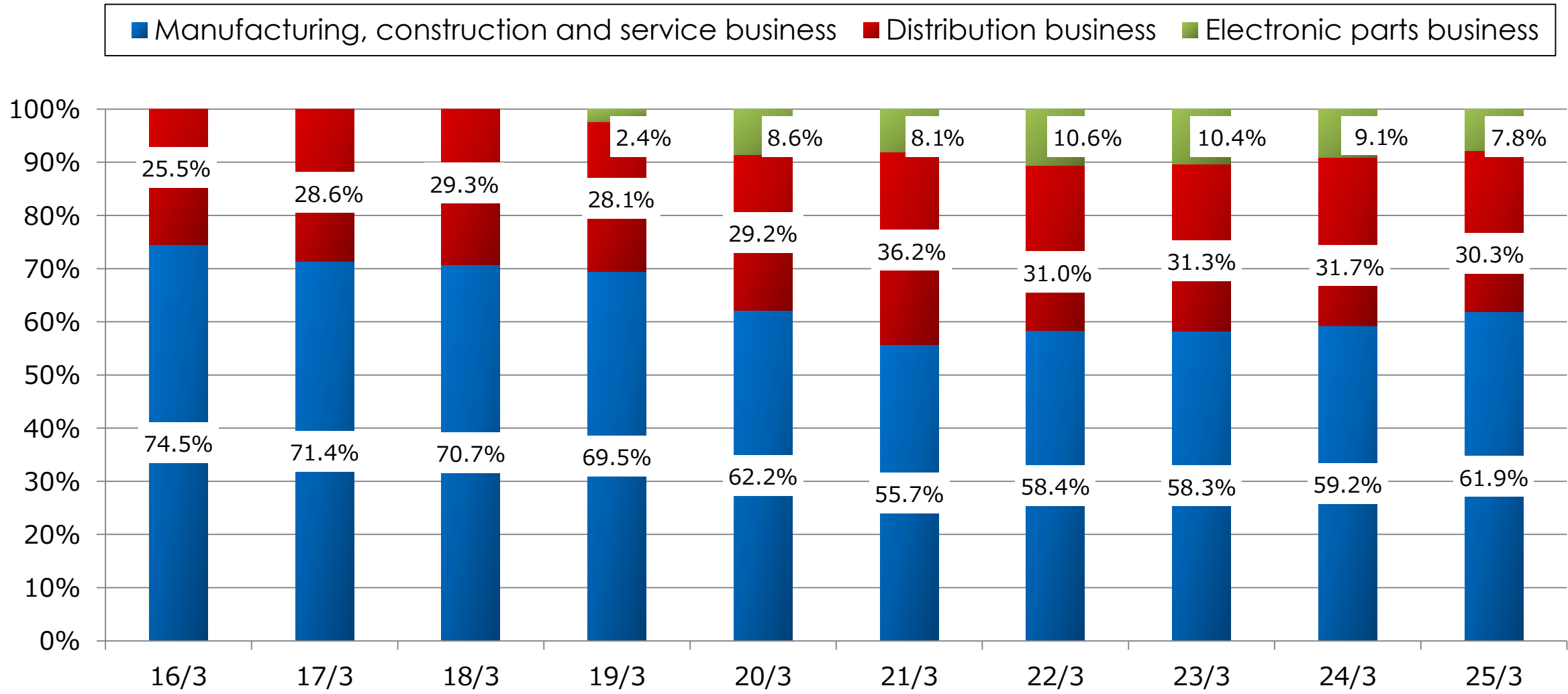
Result trends from establishment to present

Full year
FY2024



Net sales composition ratios by business segment

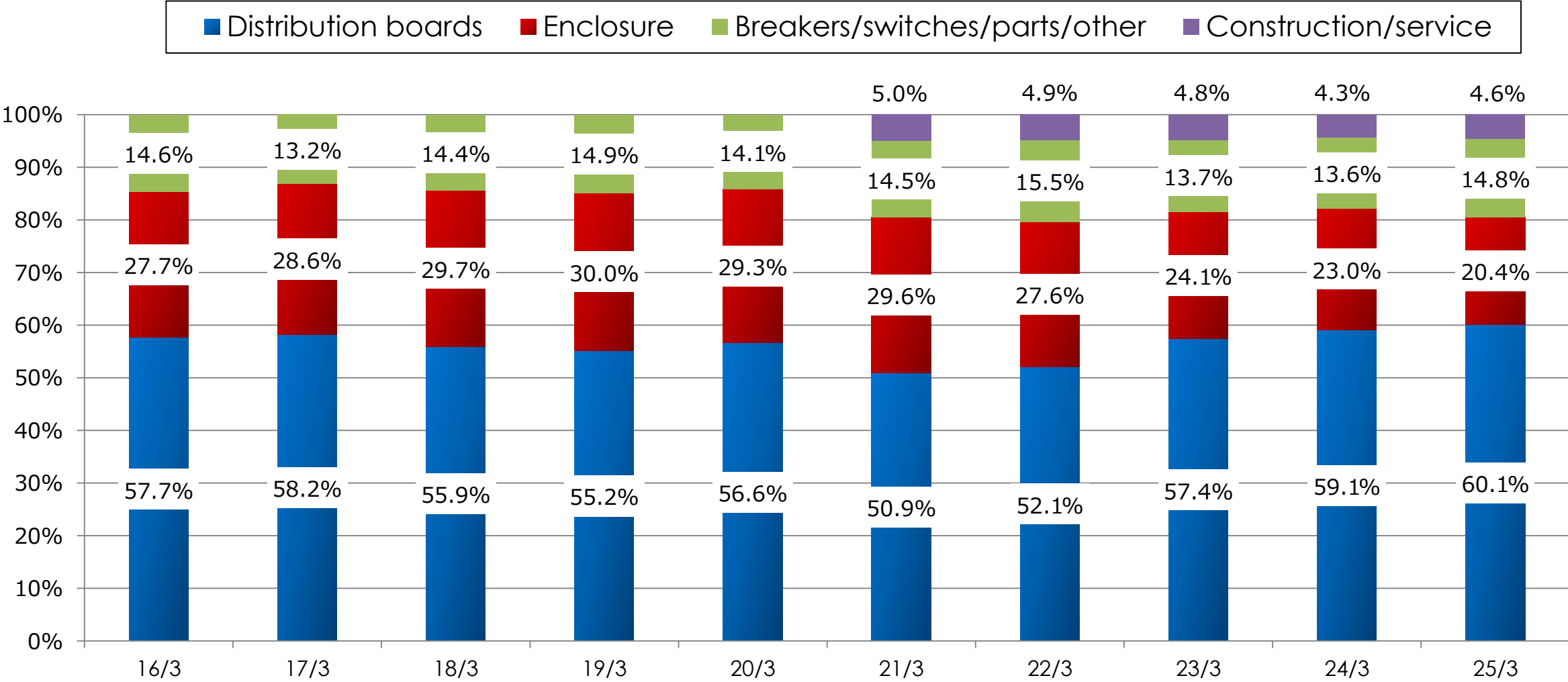
Full year
FY2024



* Figures have been revised to reflect the new segments and therefore do not match the figures in other documents that were disclosed in the past.
Numerical totals may not match exactly due to rounding.

Net sales composition ratio by division (manufacturing, construction, service and business)

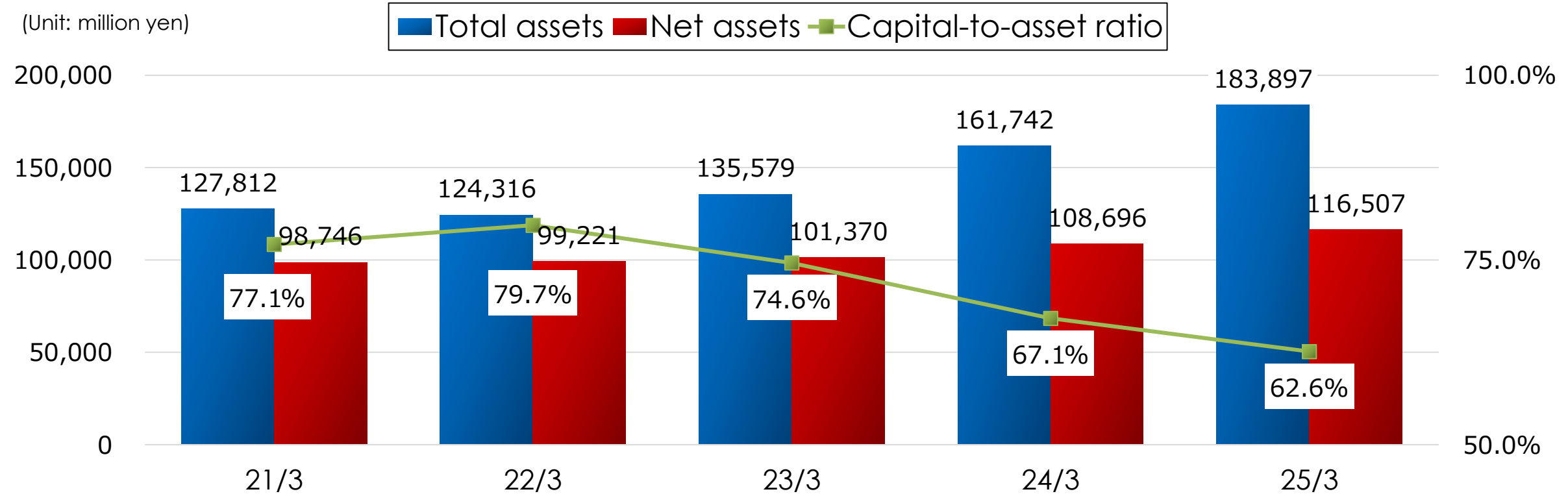
Full year
FY2024



* Figures for the period ended March 2021 have been recalculated to reflect the new segments.
Figures for distribution boards and enclosures prior to the period ended March 2020 are those for the previous distribution board and enclosure divisions.
Figures for breakers/switches/parts/other prior to the period ended March 2020 are the total for the previous breaker/switch and parts/other divisions.
Numerical totals may not match exactly due to rounding.

Trend in total assets/net assets/capital-to-asset ratio

Full year
FY2024



(Unit: million yen)

	21/3	22/3	23/3	24/3	25/3
Total assets	127,812	124,316	135,579	161,742	183,897
Net assets	98,746	99,221	101,370	108,696	116,507
Capital-to-asset ratio	77.1%	79.7%	74.6%	67.1%	62.6%

ROE (return on equity) trends (consolidated)

Full year
FY2024

