

1. Consolidated Results for the First Nine Months (April 1, 2024 to December 31, 2024) of Fiscal Year ending March 31, 2025

(Rounded down to the nearest million yen.)

(1) Net Sales and Income

	Net sales (¥ million)	Year-on-year change (%)	Operating income (¥ million)	Year-on-year change (%)	Ordinary income (¥ million)	Year-on-year change (%)
9 months/FY Mar 2025	265,778	6.6	16,392	31.7	16,372	34.3
9 months/FY Mar 2024	249,439	12.4	12,450	11.4	12,190	8.8

	Net income attributable to owners of the parent (¥ million)	Year-on-year change (%)	Net income per share (¥)	Net income per share (diluted) (¥)
9 months/FY Mar 2025	9,635	25.2	64.68	—
9 months/FY Mar 2024	7,698	26.0	51.68	—

c.f. Comprehensive income: 9 Months/FY Mar 2025: ¥11,010 million <48.4%>; 9 Months/FY Mar 2024: ¥7,421 million <(7.5%)>

(2) Financial Position

	Total assets (¥ million)	Net assets (¥ million)	Owner's equity ratio (%)	Net assets per share (¥)
31/Dec/2024	281,094	160,221	55.3	1,043.18
31/Mar/2024	284,897	157,481	53.5	1,024.09

c.f. Owner's equity: 31/Dec/2024: ¥155,411 million; 31/Mar/2024: ¥152,556 million

2. Dividends

	Dividends per share (¥)				
	1st quarter	Interim	3rd quarter	Year-end	Full year
FY ending Mar. 2025	—	28.00	—	0.00 ※	28.00 ※
FY ended Mar. 2024	—	24.50	—	24.50	49.00

Note: Revisions to projected dividends for the quarter under review: No

3. Financial Forecasts for Fiscal Year ending March 31, 2025 (April 1, 2024 to March 31, 2025)

(Percentages represent change compared to the previous corresponding period.)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of the parent		Net income per share
	(¥ million)	(%)	(¥ million)	(%)	(¥ million)	(%)	(¥ million)	(%)	(¥)
FY ending Mar. 2025	385,000	7.1	29,000	15.4	29,000	17.5	18,000	17.4	120.83

Note: Revisions to projected results for the quarter under review: Yes

Cautionary Statement

Forecasts of results mentioned in this document are future estimates and are thus inclusive of risks and uncertain factors since they are not based on definite facts. Please be aware that a variety of factors could cause actual results to differ significantly from those projected. The major factors affecting actual results include the economic climate and social trends surrounding the business of this Company's group, consumer trends vis-a-vis systems and services provided by this Company's group, as well as pressure to lower prices and ability to cope with the market in response to intensified competition. Factors affecting results are not limited to the ones mentioned above.

4. Consolidated Financial Statements

(1) Consolidated Balance Sheets

	(Millions of yen)	
	As of March 31, 2024	As of Dec 31, 2024
Assets		
Current assets		
Cash and cash equivalents	73,507	75,489
Notes, accounts receivable and contract assets	134,348	122,990
Electronically recorded obligations	2,025	1,305
Purchased goods, materials and supplies	2,441	2,588
Work in process	10,111	13,527
Other	15,069	15,688
Allowance for doubtful accounts	(40)	(84)
Total current assets	237,464	231,505
Non-current assets		
Property and equipment	13,597	14,450
Intangible assets		
Goodwill	85	35
Other	3,297	3,586
Total intangible assets	3,383	3,622
Investments and other assets		
Deferred tax assets	12,962	12,626
Other	17,590	18,987
Allowance for doubtful accounts	(102)	(96)
Total investments and other assets	30,451	31,517
Total non-current assets	47,433	49,589
Total assets	284,897	281,094
Liabilities		
Current liabilities		
Notes and accounts payable	49,176	46,902
Electronically recorded obligations	1,415	1,746
Short-term bank loans	6,230	4,900
Current installments of long-term debt	3,000	3,000
Accrued income taxes	5,048	1,380
Accrued bonuses to directors and corporate auditors	163	45
Accrued warranty on products	182	174
Accrued losses on sales contracts	166	292
Accrued compensation for damage	3	3
Other current liabilities	31,440	31,097
Total current liabilities	96,826	89,542
Long-term liabilities		
Liabilities for retirement benefits	27,663	27,037
Other liabilities	2,925	4,293
Total long-term liabilities	30,589	31,330
Total liabilities	127,416	120,873
Net assets		
Shareholders' equity		
Capital stock	13,122	13,122
Capital surplus	16,726	16,680
Retained earnings	120,740	122,557
Treasury stock, at cost	(244)	(244)
Total shareholders' equity	150,344	152,116
Accumulated other comprehensive income		
Net unrealized holding gain on other securities	342	1,311
Deferred gains or losses on hedges	3	12
Foreign currency translation adjustments	(177)	(174)
Accumulated adjustments for retirement benefits	2,043	2,146
Total accumulated other comprehensive income	2,211	3,295
Non-controlling interests	4,925	4,810
Total net assets	157,481	160,221
Total liabilities and net assets	284,897	281,094

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

(Millions of yen)

	1Q-3Q, FY March 2024 (9 months ended Dec 2023)	1Q-3Q, FY March 2025 (9 months ended Dec 2024)
Net sales	249,439	265,778
Cost of sales	202,784	214,560
Gross profit	46,654	51,217
Selling, general and administrative expenses	34,203	34,825
Operating income (loss)	12,450	16,392
Non-operating income		
Interest income	12	42
Compensation income	—	129
Other	498	437
Total non-operating income	511	609
Non-operating expenses		
Interest expenses	281	215
Foreign exchange losses	76	130
Other	412	283
Total non-operating expenses	771	629
Ordinary income (loss)	12,190	16,372
Extraordinary losses		
Loss on valuation of investment securities	—	1,156
Impairment losses	—	321
Loss on sale of investment in affiliates	—	218
Total extraordinary losses	—	1,696
Income (loss) before income taxes	12,190	14,675
Income taxes	4,258	4,801
Net income (loss)	7,931	9,873
Net income (loss) attributable to non-controlling interests	233	238
Net income (loss) attributable to owners of the parent	7,698	9,635

(Millions of yen)

	1Q-3Q, FY March 2024 (9 months ended Dec 2023)	1Q-3Q, FY March 2025 (9 months ended Dec 2024)
Net income (loss)	7,931	9,873
Other comprehensive income		
Net unrealized holding loss on other securities	(946)	969
Deferred gains or losses on hedges	(13)	8
Foreign currency translation adjustments	186	55
Adjustments for retirement benefit	265	102
Share of other comprehensive income of associates accounted for using equity method	(2)	0
Total other comprehensive income	(509)	1,136
Comprehensive income (loss)	7,421	11,010
Comprehensive income (loss) attributable to:		
Owners of the parent	7,121	10,719
Non-controlling interests	299	291

(3) Consolidated Statements of Cash Flows

(Millions of yen)

	1Q-3Q, FY March 2024 (9 months ended Dec 2023)	1Q-3Q, FY March 2025 (9 months ended Dec 2024)
Cash flows from operating activities		
Net income (loss) before income taxes	12,190	14,675
Depreciation and amortization	2,912	2,916
Amortization of goodwill	51	49
Impairment losses	—	321
Loss (gain) on sales of shares of subsidiaries and associates	—	218
Increase (decrease) in allowance for doubtful receivables	(53)	1
Increase (decrease) in asset for retirement benefit	(147)	(313)
Increase (decrease) in liability for retirement benefits	(609)	(545)
Increase (decrease) in accrued bonuses to directors and corporate auditors	(105)	(118)
Increase (decrease) in accrued warranty on products	23	(7)
Increase (decrease) in accrued losses on sales contracts	(383)	164
Increase (decrease) in provision for compensation for damage		
Interest and dividend income	(38)	(84)
Interest expense	281	215
Loss (gain) on valuation of investment securities	—	1,156
(Increase) decrease in notes and accounts receivable, and contract assets	3,770	12,377
(Increase) decrease in inventories	1,307	(3,566)
Increase (decrease) in notes and accounts payable	(9,068)	(1,955)
Increase (decrease) in accrued consumption taxes	1,189	(2,089)
Other, net	374	200
Subtotal	11,693	23,618
Interest and dividend income received	36	84
Interest paid	(284)	(218)
Income taxes paid	(8,027)	(8,690)
Net cash provided by (used in) operating activities	3,419	14,794
Cash flows from investing activities		
Purchase of property and equipment	(2,557)	(1,273)
Proceeds from sale of property and equipment	16	142
Purchase of intangibles	(1,023)	(1,111)
Purchase of investment securities	(395)	(1,080)
Loans receivable made	(20)	(31)
Collection of loans receivable	2	1
Payments for sale of shares of subsidiaries resulting in change in scope of consolidation	—	(571)
Other, net	(170)	(91)
Net cash used in investing activities	(4,150)	(4,015)
Cash flows from financing activities		
Net increase (decrease) in short-term bank loans	(2,815)	(1,659)
Repayments of long-term debt	(173)	—
Net (increase) decrease in treasury shares	24	25
Dividends paid to shareholders	(7,058)	(7,811)
Dividends paid to minority shareholders of subsidiaries	(25)	(25)
Payments for purchase of shares of subsidiaries not resulting in change in scope of consolidation	—	(121)
Other, net	(128)	798
Net cash provided by used in financing activities	(10,176)	(8,794)
Effect of exchange rate changes on cash and cash equivalents	115	(2)
Net increase (decrease) in cash and cash equivalents	(10,791)	1,981
Cash and cash equivalents at beginning of period	68,549	73,507
Cash and cash equivalents at end of period	57,757	75,489

(4) Segment Information

Business Segment Information

First nine months of fiscal March 2024 (9 months ended December 2023)

(Millions of yen)

	DX Solutions	Network Solutions	Environmental & Social Solutions	Others	Adjustments	Total
Sales						
(1) Sales to third parties	89,294	69,797	84,141	6,205	-	249,439
(2) Intersegment sales	-	-	-	-	-	-
Total	89,294	69,797	84,141	6,205	-	249,439
Operating income and loss	9,971	6,342	5,378	82	(9,324)	12,450

First nine months of fiscal March 2025 (9 months ended December 2024)

(Millions of yen)

	DX Solutions	Network Solutions	Environmental & Social Solutions	Others	Adjustments	Total
Sales						
(1) Sales to third parties	98,583	62,150	84,803	20,239	-	265,778
(2) Intersegment sales	-	-	-	-	-	-
Total	98,583	62,150	84,803	20,239	-	265,778
Operating income and loss	11,423	6,860	7,275	1,030	(10,196)	16,392