These financial statements have been prepared in accordance with accounting principals generally accepted in Japan.

NEC Networks & System Integration Corporation

Stock exchange listing: Tokyo Code number:

https://www.nesic.co.jp/english/index.html

1. Consolidated Results for the Fiscal Year ended March 31, 2024

(Rounded down to the nearest million yen.)

#### (1) Net Sales and Incomes

(Percentages represent change compared with the same period of the previous fiscal year.)

	Net sales (¥ million)	Year-on-year change (%)	Operating income (¥ million)	Year-on-year change (%)	Ordinary income (¥ million)	Year-on-year change (%)	Net income attributable to owners of the parent (¥ million)	Year-on-year change (%)
FY ended March/24	359, 505	12. 1	25, 120	10. 4	24, 684	7. 5	15, 329	11.0
FY ended March/23	320, 802	3. 4	22, 751	(1.9)	22, 970	(2.5)	13, 813	(8. 0)

(Note) Comprehensive income : FY Mar. 2024 : \(\frac{1}{2}\) 18,843 million/28.4% ; FY Mar. 2023 : \(\frac{1}{4}\),676 million/(13.6)%

	Net income per share (¥)	Net income per share (diluted) (¥)	Return on equity (%)	Ordinary income/ Total assets (%)	Operating income/ Net sales (%)
FY ended March/24	102. 91	-	10. 4%	8. 9%	7. 0%
FY ended March/23	92. 74	-	10.0%	8. 8%	7. 1%

(Reference) Equity in earnings of affiliates : FY Mar. 2024 : ¥11 million; FY Mar. 2023 : ¥71 million

## (2) Financial Position

	Total assets (¥ million)	Net assets (¥ million)	Owner's equity ratio (%)	Net assets per share (¥)	
31-Mar-24	284, 897	157, 481	53. 5	1, 024. 09	
31-Mar-23	267, 000	145, 714	52. 9	948. 23	

c.f. Owner's equity: 31/3/2024 ¥152,556 million; 31/3/2023 ¥141,242 million

#### (3) Cash Flows

•••					
Net cash provided by (used in) operating activities (¥ million)		Net cash provided by (used in) investing activities (¥ million)	Net cash provided by (used in) financing activities (¥ million)	Cash and cash equivalents at end of year (¥ million)	
FY ended March/24	20, 228	(4, 848)	(10, 520)	73, 507	
FY ended March/23	2, 816	(4, 934)	(9, 243)	68, 549	

#### 2 Dividende

2. Dividends								
		Di	vidends per share (	Total dividends paid	Payout ratio (consolidated)	Dividends/ Net assets		
	1st quarter	Interim	3rd quarter	Year-end	Full year	(full year, ¥million)	(%)	(consolidated) (%)
FY ended 3/2023	_	23. 00	_	23. 00	46. 00	6, 851	49. 6	5. 0
FY ended 3/2024	-	24. 50	-	24. 50	49. 00	7, 299	47. 6	5. 0
FY ending 3/2025 (Forecast)	-	28. 00	_	28. 00	56. 00		46. 3	

## 3. Financial Forecasts for Fiscal Year ending March 31, 2025

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

	Net sales Operating income		Ordin	Ordinary income		Net income attributable to owners of the parent			
	(¥ million)	(%)	(¥ million)	(%)	(¥ million)	(%)	(¥ million)	(%)	(¥)
FY ending 3/2025	365, 000	1. 5	29, 000	15. 4	29, 000	17. 5	18, 000	17. 4	120. 83

## 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 ondefinite 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-vissystems 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

(1) Consolidated Balance Sheets		(Millions of yen)
	As of March 31, 2023	As of March 31, 2024
Assets	mar orr orr, 2020	mar on or, 2021
Current assets		
Cash and cash equivalents	68, 549	73, 507
Notes	585	452
Electronically recorded obligations Accounts receivable	1, 165 88, 338	2, 025 97, 662
Contract assets	34, 372	36, 233
Purchased goods, materials and supplies	3, 151	2, 441
Work in process	12, 932	10, 111
Other	11, 724	15, 069
Allowance for doubtful accounts	(85)	(40)
Total current assets Non-current assets	220, 735	237, 464
Property and equipment		
Buildings and structures	14, 888	14, 269
Accumulated depreciation	(7, 897)	(7, 532)
Buildings and structures (net)	6, 991	6, 736
Machinery and vehicles	662	821
Accumulated depreciation	(190) 472	(312) 509
Machinery and vehicles (net) Furniture and fixtures	17, 677	17, 765
Accumulated depreciation	(13, 310)	(13, 457)
Furniture and fixtures (net)	4, 366	4, 307
Land	1, 546	1, 546
Construction in progress	695	330
Other	705	572
Accumulated depreciation	(434)	(404)
Other (net) Total property and equipment	271 14, 343	168 13, 597
Intangible assets	14, 343	10, 091
Goodwill	153	85
Other	3, 592	3, 297
Total intangible assets	3, 745	3, 383
Investments and other assets		
Investment securities	7, 427	5, 391
Asset for retirement benefits	293	6, 302
Deferred tax assets Other	14, 172 6, 379	12, 962 5, 897
Allowance for doubtful accounts	(97)	(102)
Total investments and other assets	28, 175	30, 451
Total non-current assets	46, 264	47, 433
Total assets	267, 000	284, 897
Liabilities		
Current liabilities		
Notes and accounts payable	44, 571	49, 176
Electronically recorded obligations	1, 467	1, 415
Short-term bank loans Current installments of long-term debt	8, 653 202	6, 230 3, 000
Accrued income taxes	4, 493	5, 048
Accrued consumption taxes	1, 251	3, 431
Contract liabilities	7, 968	9, 499
Accrued bunuses to directors and corporate auditors	144	163
Accrued warranty on products	161	182
Accrued losses on sales contracts	515	166
Accrued compensation for damage Accrued office transfer cost	3 394	3
Other current liabilities	17, 063	18, 509
Total current liabilities	86, 890	96, 826
Long-term liabilities		
Long-term debt	3, 000	_
Liabilities for retirement benefits	28, 424	27, 663
Other liabilities	2, 970	2, 925
Total long-term liabilities Total liabilities	34, 395	30, 589
Net assets	121, 285	127, 416
Shareholders' equity		
Capital stock	13, 122	13, 122
Capital surplus	16, 708	16, 726
Retained earnings	112, 486	120, 740
Treasury stock, at cost	(252)	(244)
Total shareholders' equity	142, 065	150, 344
Accumulated other comprehensive income  Net unrealized holding gain on other securities	1, 382	342
Deferred gains or losses on hedges	1, 302	342
Foreign currency translation adjustments	(284)	(177)
Accumulated adjustments for retirement benefits	(1, 930)	2, 043
Total accumulated other comprehensive income	(822)	2, 211
Non-controlling interests	4, 471	4, 925
Total net assets Total liabilities and net assets	145, 714 267, 000	157, 481 284, 897
TOTAL TRADITICIOS UNA NOT USOSTO	201, 000	<u> </u>

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

	·	·
Net sales	320, 802	359, 505
Cost of sales	254, 257	288, 276
Gross profit	66, 545	71, 228
Selling, general and administrative expenses	43, 794	46, 108
Operating income	22, 751	25, 120
Non-operating income		
Interest income	16	16
Dividend income of insurance	164	102
Insurance income	72	106
Reversal of provision for office transfer cost	_	87
Other	405	343
Total non-operating income	657	655
Non-operating expenses		
Interest expenses	219	371
Loss on disposal of property and equipment	35	190
Loss on investments in investment partnerships	65	202
Other	118	327
Total non-operating expenses	438	1, 091
Ordinary income	22, 970	24, 684
Extraordinary losses	22, 0, 0	21,001
Loss on valuation of investment securities	_	720
	571	_
Expenses relating to move of the head office	147	_
Loss on liquidation of subsidiaries	106	_
Loss on revision of retirement benefit plan	825	720
Total extraordinary losses	22, 145	23, 964
Income before income taxes	7, 536	8, 321
Income taxes - current	(272)	
Income taxes - deferred		(78)
Income taxes	7, 264	8, 243
Net income	14, 880	15, 721
Net income attributable to non-controlling interests	1, 067	391
Net income attributable to owners of the parent	13, 813	15, 329
		(Millions of yen)
	FY Mar/2023	FY Mar/2024
Net income	14, 880	15, 721
Other comprehensive income	14, 000	10, 721
Net unrealized holding loss on other securities	140	(1, 040)
Deferred gains or losses on hedges	10	(6)
Foreign currency translation adjustments	362	197
Adjustments for retirement benefit	(716)	3, 973
Share of other comprehensive income of associates accounted for using equity method	(1)	(1)
Total other comprehensive income	(204)	3, 122
·	14, 676	18, 843
Comprehensive income	11,070	
Comprehensive income Comprehensive income attributable to:	14, 070	
	13, 479	18, 363

(Millions of yen)

FY Mar/2024

FY Mar/2023

(Millions of yen)

Cash Infores from operating activities   Net income before income taxes   22, 145   23, 964		FY Mar/2023	FY Mar/2024
Net income before income taxes   22, 145   23,964   23,064   23,067   23,727   23,000   235   67   235   67   235   67   235	Cash flows from operating activities	1 1 mai / 2020	11 Mai/2024
Depreciation and amortization		22. 145	23. 964
Amortization of goodwill   235   677   2—   1—   1—   1—   1—   1—   1—   1—			
Expenses relating to move of the head office   1571	·	· · · · · · · · · · · · · · · · · · ·	
Loss (gain) on liquidation of subsidiaries         147         —           Loss (gain) on revision of retirement benefit plan         106         —           Increase (decrease) in allowance for doubtful receivables         47         (53)           (Increase) decrease in asset for retirement benefits         (208)         (329)           Increase (decrease) in in liability for retirement benefits         (208)         (329)           Increase (decrease) in accurued bonuses to directors and corporate auditors         46         21           Increase (decrease) in accurued warranty on products         46         21           Increase (decrease) in accurued compensation for damage         0         —           Interest and dividend income         (47)         (43)           Interest and dividend income         (47)         (43)           Interest and dividend income         (10,486)         (10,953)           and contract assets         (10,486)         (10,953)           and contract assets         (5,309)         3,546           Increase (decrease) in inventories         (5,309)         3,546           Increase (decrease) in accrued consumption taxes         (5,309)         3,546           Increase (decrease) in accrued consumption taxes         (1,192)         2,404           Other, net	-		<u></u>
Loss (gain) on revision of retirement benefit plan   106   7   107   1			_
Increase (decrease) in allowance for doubtful receivables			_
(Increase) decrease in asset for retirement benefits         (284)           Increase (decrease) in liability for retirement benefits         (208)         (829)           Increase (decrease) in accurued bonuses to directors and corporate auditors         (1)         19           Increase (decrease) in accurued varranty on products         46         21           Increase (decrease) in accurued losses on sales contracts         (1,756)         (370)           Increase (decrease) in accurued compensation for damage         0         —           Interest expense (decrease) in accurued compensation for damage         (47)         (43)           Interest expense (decrease) in increase and accounts receivable.         (10,486)         (10,953)           and contract assets         (10,486)         (10,953)           and contract assets (decrease) in inventories         (5,309)         3,546           Increase (decrease) in notes and accounts payable         4,187         4,469           Increase (decrease) in accrued consumption taxes         (1,192)         2,404           Other, net         (2,2,315)         2,334           Subtotal         10,371         29,161           Interest and dividend income received         47         43           Interest paid         (1,14)         (371)           Net cash provided	•		(53)
Increase (decrease) in liability for retirement benefits   (208)   (829)     Increase (decrease) in accurued bonuses to directors and corporate auditors   (1)   (19)     Increase (decrease) in accurued warranty on products   (1,56)   (370)     Increase (decrease) in accurued compensation for damage   (0	·		
Increase (decrease) in accurued warranty on products   46   21	·		
Auditors			
Increase (decrease) in accurued warranty on products   1,756   3,700     Increase (decrease) in accurued losses on sales contracts   1,756   3,700     Increase (decrease) in accurued compensation for damage   0		(1)	19
Increase (decrease) in accurued losses on sales contracts   1,756   0		46	21
Increase (decrease) in accurued compensation for damage   (A7) (A3) (A3)     Interest expense   (19) (A7) (A3)     (Gain) loss on valuation of investment securities   (10, 486) (10, 953)     (Gain) loss on valuation of investment securities   (10, 486) (10, 953)     and contract assets   (10, 486) (10, 953)     (Increase) decrease in invetories   (5, 309) (3, 546)     (Increase) (decrease) in notes and accounts payable   (4, 187) (4, 469)     (Increase) (decrease) in accrued consumption taxes   (1, 192) (2, 404)     (Other, net   (2, 315) (2, 334) (2, 315) (2, 334)     Subtotal   (10, 371) (29, 161)     Interest and dividend income received   (214) (371)     Income taxes paid   (3, 306) (8, 605)     Net cash provided by (used in) operating activities   (2, 816) (2, 816)     Purchase of property and equipment   (1, 309) (2, 673)     Purchase of prome investing activities   (1, 144) (1, 387)     Purchase of intangibles   (1, 144) (1, 387)     Purchase of intangibles   (1, 144) (1, 387)     Purchase of investment securities   (1, 144) (1, 387)     Purchase of investment securities   (1, 181) (474)     Loans receivable made   (7) (37) (37) (37) (37) (37) (37) (37)			
Interest and dividend income		^	(0,0)
Interest expense (Gain) loss on valuation of investment securities (10,486) (10,953) and contract assets (10,0486) (10,953) and contract assets (Increase) decrease in inventories (5,309) (3,546] Increase (decrease) in notes and accounts payable (4,187) (4,469) Increase (decrease) in accrued consumption taxes (1,192) (2,404) (1,192) (2,404) (1,192		<u> </u>	(43)
(Bain) loss on valuation of investment securities         —         720           (Increase) decrease in notes and accounts receivable, and contract assets         (10, 486)         (10, 953)           (Increase) decrease in inventories         (5, 309)         3, 546           Increase (decrease) in notes and accounts payable         4, 187         4, 469           Increase (decrease) in accrued consumption taxes         (1, 192)         2, 404           Other, net         (2, 315)         2, 334           Subtotal         10, 371         29, 161           Interest and dividend income received         47         43           Interest paid         (214)         (371)           Income taxes paid         (7, 386)         (8, 605)           Net cash provided by (used in) operating activities         2, 816         20, 228           Cash flows from investing activities         (1, 309)         (2, 673)           Purchase of property and equipment         (1, 309)         (2, 673)           Purchase of investment securities         (1, 144)         (1, 387)           Purchase of investment securities         (1, 181)         (474)           Loans receivable made         (77)         (37)           Collection of loans receivable         19         2           O			
Clncrease   decrease in notes and accounts receivable, and contract assets   (10, 486)   (10, 953)   (10, 753)		—	
and contract assets   (10, 466)   (10, 953)     (Increase) decrease) in inventories   (5, 309)   3, 546     Increase (decrease) in notes and accounts payable   4, 187   4, 469     Increase (decrease) in accrued consumption taxes   (1, 192)   2, 404     Other, net   (2, 315)   2, 334     Subtotal   (2, 315)   2, 334     Interest and dividend income received   47   43     Interest paid   (214)   (371)     Income taxes paid   (214)   (371)     Income taxes paid   (214)   (371)     Income taxes paid   (214)   (371)     Net cash provided by (used in) operating activities   (2, 816)   (20, 228)     Cash flows from investing activities   (1, 309)   (2, 673)     Purchase of property and equipment   (1, 309)   (2, 673)     Purchase of intangibles   (1, 144)   (1, 387)     Purchase of intangibles   (1, 144)   (1, 387)     Purchase of investiment securities   (1, 381)   (474)     Loans receivable made   (7)   (37)     Collection of loans receivable   19   2     Other, net   (1, 111)   (295)     Net cash used in investing activities   (4, 934)   (4, 848)     Cash flows from financing activities   (264)   (202)     Net (increase (decrease) in short-term bank loans   (1, 782)   (3, 087)     Repayments of long-term debt   (264)   (202)     Net (increase) decrease in treasury shares   22   24     Dividends paid to shareholders   (25)   (25)     Other, net   (202)   (161)     Net cash provided by used in financing activities   (9, 243)   (10, 520)     Effect of exchange rate changes on cash and cash equivalents   (11, 182)   (4, 958)     Net increase (decrease) in cash and cash equivalents   (11, 182)   (4, 958)     Cash and cash equivalents at beginning of period   (200, 10, 10, 10, 10, 10, 10, 10, 10, 10,		(10, 100)	
Clncrease   decrease in inventories   (5, 309)   3, 546     Increase   (decrease)   in notes and accounts payable   4, 187   4, 469     Increase   (decrease)   in accrued consumption taxes   (1, 192)   2, 404     Other, net   (2, 315)   2, 334     Subtotal   10, 371   29, 161     Interest and dividend income received   47   43     Interest paid   (214)   (371)     Income taxes paid   (7, 386)   (8, 605)     Net cash provided by (used in) operating activities   2, 816   20, 228     Cash flows from investing activities   (1, 309)   (2, 673)     Purchase of property and equipment   (1, 309)   (2, 673)     Purchase of investment securities   (1, 144)   (1, 387)     Purchase of investment securities   (1, 381)   (474)     Loans receivable made   (7)   (37)     Collection of loans receivable   19   2   2     Other, net   (1, 111)   (295)     Net cash used in investing activities   (1, 381)   (4, 348)     Cash flows from financing activities   (1, 182)   (3, 087)     Repayments of long-term debt   (264)   (202)     Net (increase) decrease in treasury shares   (2, 2)   (2, 24     Dividends paid to shareholders   (6, 990)   (7, 067)     Dividends paid to minority shareholders of subsidiaries   (25)   (25)     Other, net   (202)   (161)     Net cash provided by used in financing activities   (9, 243)   (10, 520)     Effect of exchange rate changes on cash and cash equivalents   (11, 182)   (4, 958)     Cash and cash equivalents at beginning of period   (2, 545)   (2, 545)     Cash and cash equivalents at beginning of period   (2, 545)   (3, 547)     Cash and cash equivalents at beginning of period   (2, 545)   (3, 547)     Cash and cash equivalents at beginning of period   (2, 545)   (3, 547)     Cash and cash equivalents at beginning of period   (2, 545)   (3, 547)     Cash and cash equivalents at beginning of period   (2, 545)   (3, 547)     Cash and cash equivalents at beginning of period   (2, 545)   (3, 547)     Cash and cash equivalents at beginning of period   (2, 545)   (3, 547)     Cash and cash equivalents at		(10, 486)	(10, 953)
Increase (decrease) in notes and accounts payable   1,192   2,404     Increase (decrease) in accrued consumption taxes   (1,192)   2,404     Other, net   (2,315)   2,334     Subtotal   10,371   29,161     Interest and dividend income received   47   43     Interest paid   (214)   (371)     Income taxes paid   (7,386)   (8,605)     Net cash provided by (used in) operating activities   2,816   20,228     Cash flows from investing activities   (1,309)   (2,673)     Proceeds from sale of property and equipment   (1,309)   (2,673)     Proceeds from sale of property and equipment   (1,381)   (474)     Loans receivable made   (7)   (377)     Collection of loans receivable   (1,111)   (295)     Net cash used in investing activities   (1,111)   (295)     Net cash used in investing activities   (1,782)   (3,087)     Repayments of long-term debt   (264)   (202)     Net (increase) decrease) in short-term bank loans   (1,782)   (3,087)     Dividends paid to shareholders   (255)   (255)     Other, net   (202)   (1611)     Net cash provided by used in financing activities   (29,243)   (10,520)     Effect of exchange rate changes on cash and cash equivalents   (11,182)   4,958     Cash and cash equivalents at beginning of period   (20,54)   (20,54)		(5. 309)	3. 546
Increase (decrease) in accrued consumption taxes			<del>-</del>
Other, net         (2, 315)         2, 334           Subtotal         10,371         29, 161           Interest and dividend income received         47         43           Interest paid         (214)         (371)           Income taxes paid         (7,386)         (8,605)           Net cash provided by (used in) operating activities         2,816         20,228           Cash flows from investing activities			
Subtotal         10,371         29,161           Interest and dividend income received         47         43           Interest paid         (214)         (371)           Income taxes paid         (7,386)         (8,605)           Net cash provided by (used in) operating activities         2,816         20,228           Cash flows from investing activities         (1,309)         (2,673)           Purchase of property and equipment         0         16           Purchase of investment securities         (1,144)         (1,387)           Purchase of investment securities         (1,381)         (474)           Loans receivable made         (7)         (37)           Collection of loans receivable ande         (7)         (37)           Wet cash used in investing activities         (1,111)         (295)           Net cash gused in investing activities         (1,111)         (295)           Net increase (decrease) in short-term bank loans         (1,782)         (3,087)           Repayments of long-term debt         (264)	·		
Interest and dividend income received			
Income taxes paid   (7, 386)   (8, 605)     Net cash provided by (used in) operating activities   2, 816   20, 228     Cash flows from investing activities   (1, 309)   (2, 673)     Proceeds from sale of property and equipment   (1, 309)   (2, 673)     Proceeds from sale of property and equipment   (1, 341)   (1, 387)     Purchase of intangibles   (1, 144)   (1, 387)     Purchase of investment securities   (1, 381)   (474)     Loans receivable made   (7)   (37)     Collection of loans receivable   19   2     Other, net   (1, 111)   (295)     Net cash used in investing activities   (4, 934)   (4, 848)     Cash flows from financing activities   (1, 782)   (3, 087)     Repayments of long-term debt   (264)   (202)     Net (increase) decrease in treasury shares   22   24     Dividends paid to shareholders   (6, 990)   (7, 067)     Dividends paid to minority shareholders of subsidiaries   (255)   (255)     Other, net   (202)   (161)     Net cash provided by used in financing activities   (9, 243)   (10, 520)     Effect of exchange rate changes on cash and cash equivalents   178   98     Net increase (decrease) in cash and cash equivalents   (11, 182)   4, 958     Cash and cash equivalents at beginning of period   (20, 20, 20, 20, 20, 20, 20, 20, 20, 20,	Interest and dividend income received		
Income taxes paid   (7, 386)   (8, 605)     Net cash provided by (used in) operating activities   2, 816   20, 228     Cash flows from investing activities   (1, 309)   (2, 673)     Proceeds from sale of property and equipment   (1, 309)   (2, 673)     Proceeds from sale of property and equipment   (1, 341)   (1, 387)     Purchase of intangibles   (1, 144)   (1, 387)     Purchase of investment securities   (1, 381)   (474)     Loans receivable made   (7)   (37)     Collection of loans receivable   19   2     Other, net   (1, 111)   (295)     Net cash used in investing activities   (4, 934)   (4, 848)     Cash flows from financing activities   (1, 782)   (3, 087)     Repayments of long-term debt   (264)   (202)     Net (increase) decrease in treasury shares   22   24     Dividends paid to shareholders   (6, 990)   (7, 067)     Dividends paid to minority shareholders of subsidiaries   (255)   (255)     Other, net   (202)   (161)     Net cash provided by used in financing activities   (9, 243)   (10, 520)     Effect of exchange rate changes on cash and cash equivalents   178   98     Net increase (decrease) in cash and cash equivalents   (11, 182)   4, 958     Cash and cash equivalents at beginning of period   (20, 20, 20, 20, 20, 20, 20, 20, 20, 20,	Interest paid	(214)	(371)
Net cash provided by (used in) operating activities         2,816         20,228           Cash flows from investing activities			
Cash flows from investing activities         (1, 309)         (2, 673)           Purchase of property and equipment         0         16           Purchase of intrangibles         (1, 144)         (1, 387)           Purchase of investment securities         (1, 381)         (474)           Purchase of investment securities         (1, 381)         (474)           Loans receivable made         (7)         (37)           Collection of loans receivable         19         2           Other, net         (1, 111)         (295)           Net cash used in investing activities         (4, 934)         (4, 848)           Cash flows from financing activities         (1, 782)         (3, 087)           Repayments of long-term debt         (264)         (202)           Net (increase) decrease in treasury shares         22         24           Dividends paid to shareholders         (6, 990)         (7, 067)           Dividends paid to minority shareholders of subsidiaries         (25)         (25)           Other, net         (202)         (161)           Net cash provided by used in financing activities         (9, 243)         (10, 520)           Effect of exchange rate changes on cash and cash equivalents         178         98           Net increase (decrease) in c			
Purchase of property and equipment         (1, 309)         (2, 673)           Proceeds from sale of property and equipment         0         16           Purchase of intangibles         (1, 144)         (1, 387)           Purchase of investment securities         (1, 381)         (474)           Loans receivable made         (7)         (37)           Collection of loans receivable         19         2           Other, net         (1, 111)         (295)           Net cash used in investing activities         (4, 934)         (4, 848)           Cash flows from financing activities         (1, 782)         (3, 087)           Repayments of long-term debt         (264)         (202)           Net (increase) decrease in treasury shares         22         24           Dividends paid to shareholders         (6, 990)         (7, 067)           Dividends paid to minority shareholders of subsidiaries         (25)         (25)           Other, net         (202)         (161)           Net cash provided by used in financing activities         (9, 243)         (10, 520)           Effect of exchange rate changes on cash and cash equivalents         178         98           Net increase (decrease) in cash and cash equivalents         (11, 182)         4, 958		,	
Proceeds from sale of property and equipment         0         16           Purchase of intangibles         (1, 144)         (1, 387)           Purchase of investment securities         (1, 381)         (474)           Loans receivable made         (7)         (37)           Collection of loans receivable         19         2           Other, net         (1, 111)         (295)           Net cash used in investing activities         (4, 934)         (4, 848)           Cash flows from financing activities         (1, 782)         (3, 087)           Repayments of long-term debt         (264)         (202)           Net (increase) decrease in treasury shares         22         24           Dividends paid to shareholders         (6, 990)         (7, 067)           Dividends paid to minority shareholders of subsidiaries         (25)         (25)           Other, net         (202)         (161)           Net cash provided by used in financing activities         (9, 243)         (10, 520)           Effect of exchange rate changes on cash and cash equivalents         178         98           Net increase (decrease) in cash and cash equivalents         (11, 182)         4, 958           Cash and cash equivalents at beginning of period         79, 732         68, 549		(1, 309)	(2, 673)
Purchase of investment securities         (1, 381)         (474)           Loans receivable made         (7)         (37)           Collection of loans receivable         19         2           Other, net         (1, 111)         (295)           Net cash used in investing activities         (4, 934)         (4, 848)           Cash flows from financing activities         (1, 782)         (3, 087)           Net increase (decrease) in short-term bank loans         (1, 782)         (3, 087)           Repayments of long-term debt         (264)         (202)           Net (increase) decrease in treasury shares         22         24           Dividends paid to shareholders         (6, 990)         (7, 067)           Dividends paid to minority shareholders of subsidiaries         (25)         (25)           Other, net         (202)         (161)           Net cash provided by used in financing activities         (9, 243)         (10, 520)           Effect of exchange rate changes on cash and cash equivalents         178         98           Net increase (decrease) in cash and cash equivalents         (11, 182)         4, 958           Cash and cash equivalents at beginning of period         79, 732         68, 549		0	
Purchase of investment securities         (1, 381)         (474)           Loans receivable made         (7)         (37)           Collection of loans receivable         19         2           Other, net         (1, 111)         (295)           Net cash used in investing activities         (4, 934)         (4, 848)           Cash flows from financing activities         (1, 782)         (3, 087)           Net increase (decrease) in short-term bank loans         (1, 782)         (3, 087)           Repayments of long-term debt         (264)         (202)           Net (increase) decrease in treasury shares         22         24           Dividends paid to shareholders         (6, 990)         (7, 067)           Dividends paid to minority shareholders of subsidiaries         (25)         (25)           Other, net         (202)         (161)           Net cash provided by used in financing activities         (9, 243)         (10, 520)           Effect of exchange rate changes on cash and cash equivalents         178         98           Net increase (decrease) in cash and cash equivalents         (11, 182)         4, 958           Cash and cash equivalents at beginning of period         79, 732         68, 549	Purchase of intangibles	(1, 144)	(1, 387)
Loans receivable made         (7)         (37)           Collection of loans receivable         19         2           Other, net         (1, 111)         (295)           Net cash used in investing activities         (4, 934)         (4, 848)           Cash flows from financing activities         (1, 782)         (3, 087)           Net increase (decrease) in short-term bank loans         (1, 782)         (3, 087)           Repayments of long-term debt         (264)         (202)           Net (increase) decrease in treasury shares         22         24           Dividends paid to shareholders         (6, 990)         (7, 067)           Dividends paid to minority shareholders of subsidiaries         (25)         (25)           Other, net         (202)         (161)           Net cash provided by used in financing activities         (9, 243)         (10, 520)           Effect of exchange rate changes on cash and cash equivalents         178         98           Net increase (decrease) in cash and cash equivalents         (11, 182)         4, 958           Cash and cash equivalents at beginning of period         79, 732         68, 549	Purchase of investment securities		
Collection of loans receivable       19       2         Other, net       (1, 111)       (295)         Net cash used in investing activities       (4, 934)       (4, 848)         Cash flows from financing activities       (1, 782)       (3, 087)         Net increase (decrease) in short-term bank loans       (1, 782)       (3, 087)         Repayments of long-term debt       (264)       (202)         Net (increase) decrease in treasury shares       22       24         Dividends paid to shareholders       (6, 990)       (7, 067)         Dividends paid to minority shareholders of subsidiaries       (25)       (25)         Other, net       (2002)       (161)         Net cash provided by used in financing activities       (9, 243)       (10, 520)         Effect of exchange rate changes on cash and cash equivalents       178       98         Net increase (decrease) in cash and cash equivalents       (11, 182)       4, 958         Cash and cash equivalents at beginning of period       79, 732       68, 549	Loans receivable made	(7)	(37)
Net cash used in investing activities  Cash flows from financing activities  Net increase (decrease) in short-term bank loans Repayments of long-term debt Net (increase) decrease in treasury shares Dividends paid to shareholders Dividends paid to shareholders Other, net Net cash provided by used in financing activities  Effect of exchange rate changes on cash and cash equivalents  Net increase (decrease) in cash and cash equivalents  Cash and cash equivalents at beginning of period  (4, 934) (4, 848)  (4, 948)  (4, 948)  (1, 782) (3, 087)  (264) (202) (264) (202) (7, 067) (7, 067) (255) (255) (255) (265) (267) (202) (101) (10, 520) (10, 520) (11, 182) (11, 182) (11, 182) (12, 182) (13, 184) (14, 948) (14, 948) (14, 948) (15, 184) (16, 184) (17, 184) (18, 1	Collection of loans receivable	19	2
Cash flows from financing activities  Net increase (decrease) in short-term bank loans Repayments of long-term debt (264) (202) Net (increase) decrease in treasury shares Dividends paid to shareholders Dividends paid to minority shareholders of subsidiaries (6, 990) (7, 067) Dividends paid to minority shareholders of subsidiaries (25) (25) Other, net (202) (161) Net cash provided by used in financing activities (9, 243) (10, 520) Effect of exchange rate changes on cash and cash equivalents Net increase (decrease) in cash and cash equivalents (11, 182) (28, 549) Cash and cash equivalents at beginning of period	Other, net	(1, 111)	(295)
Net increase (decrease) in short-term bank loans(1,782)(3,087)Repayments of long-term debt(264)(202)Net (increase) decrease in treasury shares2224Dividends paid to shareholders(6,990)(7,067)Dividends paid to minority shareholders of subsidiaries(25)(25)Other, net(202)(161)Net cash provided by used in financing activities(9,243)(10,520)Effect of exchange rate changes on cash and cash equivalents17898Net increase (decrease) in cash and cash equivalents(11,182)4,958Cash and cash equivalents at beginning of period79,73268,549	Net cash used in investing activities	(4, 934)	(4, 848)
Repayments of long-term debt Net (increase) decrease in treasury shares 22 24 Dividends paid to shareholders Dividends paid to minority shareholders of subsidiaries Other, net Net cash provided by used in financing activities Effect of exchange rate changes on cash and cash equivalents Net increase (decrease) in cash and cash equivalents Cash and cash equivalents at beginning of period  (264) (264) (264) (264) (264) (264) (264) (264) (264) (27) (6,990) (7,067) (25) (25) (25) (26) (161) (10,520) (10,520) (11,182)	Cash flows from financing activities		<u> </u>
Net (increase) decrease in treasury shares2224Dividends paid to shareholders(6, 990)(7, 067)Dividends paid to minority shareholders of subsidiaries(25)(25)Other, net(202)(161)Net cash provided by used in financing activities(9, 243)(10, 520)Effect of exchange rate changes on cash and cash equivalents17898Net increase (decrease) in cash and cash equivalents(11, 182)4, 958Cash and cash equivalents at beginning of period79, 73268, 549	Net increase (decrease) in short-term bank loans	(1, 782)	(3, 087)
Dividends paid to shareholders  Dividends paid to minority shareholders of subsidiaries  Other, net  Net cash provided by used in financing activities  Effect of exchange rate changes on cash and cash equivalents  Net increase (decrease) in cash and cash equivalents  Cash and cash equivalents at beginning of period  (6, 990)  (7, 067)  (25)  (25)  (9, 243)  (10, 520)  (11, 182)  4, 958  Cash and cash equivalents at beginning of period	Repayments of long-term debt	(264)	(202)
Dividends paid to minority shareholders of subsidiaries Other, net  Net cash provided by used in financing activities  Effect of exchange rate changes on cash and cash equivalents Net increase (decrease) in cash and cash equivalents  Cash and cash equivalents at beginning of period  (25) (26) (27) (161) (10,520) (17) (17) (182) (17) (182) (17) (182) (183) (19) (19) (19) (19) (10) (10) (10) (10) (10) (10) (10) (10	Net (increase) decrease in treasury shares	22	24
Other, net(202)(161)Net cash provided by used in financing activities(9, 243)(10, 520)Effect of exchange rate changes on cash and cash equivalents17898Net increase (decrease) in cash and cash equivalents(11, 182)4, 958Cash and cash equivalents at beginning of period79, 73268, 549	Dividends paid to shareholders	(6, 990)	(7, 067)
Net cash provided by used in financing activities  Effect of exchange rate changes on cash and cash equivalents  Net increase (decrease) in cash and cash equivalents  Cash and cash equivalents at beginning of period  (9, 243)  (10, 520)  (11, 182)  4, 958  79, 732  68, 549	Dividends paid to minority shareholders of subsidiaries	(25)	(25)
Effect of exchange rate changes on cash and cash equivalents  Net increase (decrease) in cash and cash equivalents  Cash and cash equivalents at beginning of period  79,732  68,549	Other, net	(202)	(161)
Effect of exchange rate changes on cash and cash equivalents  Net increase (decrease) in cash and cash equivalents  Cash and cash equivalents at beginning of period  79,732  68,549	Net cash provided by used in financing activities	(9, 243)	(10, 520)
Net increase (decrease) in cash and cash equivalents  Cash and cash equivalents at beginning of period  (11, 182)  79, 732  68, 549			
Cash and cash equivalents at beginning of period 79,732 68,549			
00.540			
Cash and cash equivalents at end of period 68,549 73,507	<del>-</del>	·	
	Cash and cash equivalents at end of period	68, 549 	/3, 50/

# (4) Segment Information

Business

Segment

Information

Year ended March 31, 2023

(Millions of yen)

	DX Solutions	Network Solutions	Environmental & Social Solutions	Others	Adjustments	Total
Orders received	122,651	92,107	132,653	8,630		356,043
Sales						
(1) Sales to third parties	114,244	79,217	119,241	8,099		320,802
(2) Intersegment sales						
Total	114,244	79,217	119,241	8,099		320,802
Operating income (loss)	13,210	9,756	10,683	302	(11,202)	22,751

# Year ended March 31, 2024

(Millions of yen)

	DX Solutions	Network Solutions	Environmental & Social Solutions	Others	Adjustments	Total
Orders received	132,818	82,108	142,596	19,710		377,234
Sales (1) Sales to third parties	129,710	83,088	137,161	9,545		359,505
(2) Intersegment sales						
Total	129,710	83,088	137,161	9,545		359,505
Operating income (loss)	15,669	9,387	12,609	249	(12,795)	25,120