

Briefing Materials on the Financial Results for the First Half of the Year Ending March 2023

November 7, 2022

SANSHIN ELECTRONICS CO., LTD.

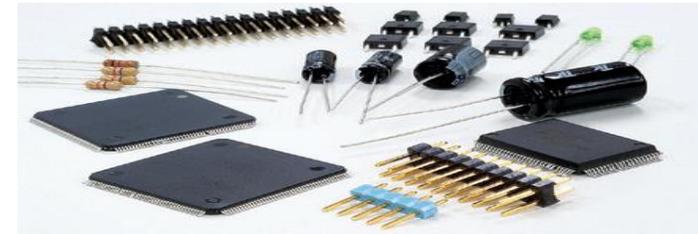
Toshiro Suzuki, Representative Director, COO

As a general electronics trading company committed to being “customers’ best partner,” Sanshin Electronics runs two major businesses: device business and solution business.

Device Business

— Addressing diversified market needs through a wide product lineup —

We cover a wide array of manufacturers, from both domestic and overseas major semiconductors/electronic parts makers all the way to emerging manufacturers that are currently developing products with excellent performance. In a time when market needs are constantly diversifying, we respond to our customers’ requests through a full lineup and detailed system of both domestic and overseas sales.



Solution Business

— Building up social infrastructures interconnected through ICT —

With information and telecommunications network at the core of our operations, we are committed to proposing and building up the optimal system to fit our customers’ needs. We provide our customers with a safe and reliable infrastructure through bundled services, including a support menu, after the system implementation.



I. Year Ending March 2023 Performance Summary for the First Half

First Half of the Year Ending March 2023

Consolidated Performance Summary

(Unit: ¥100 million)



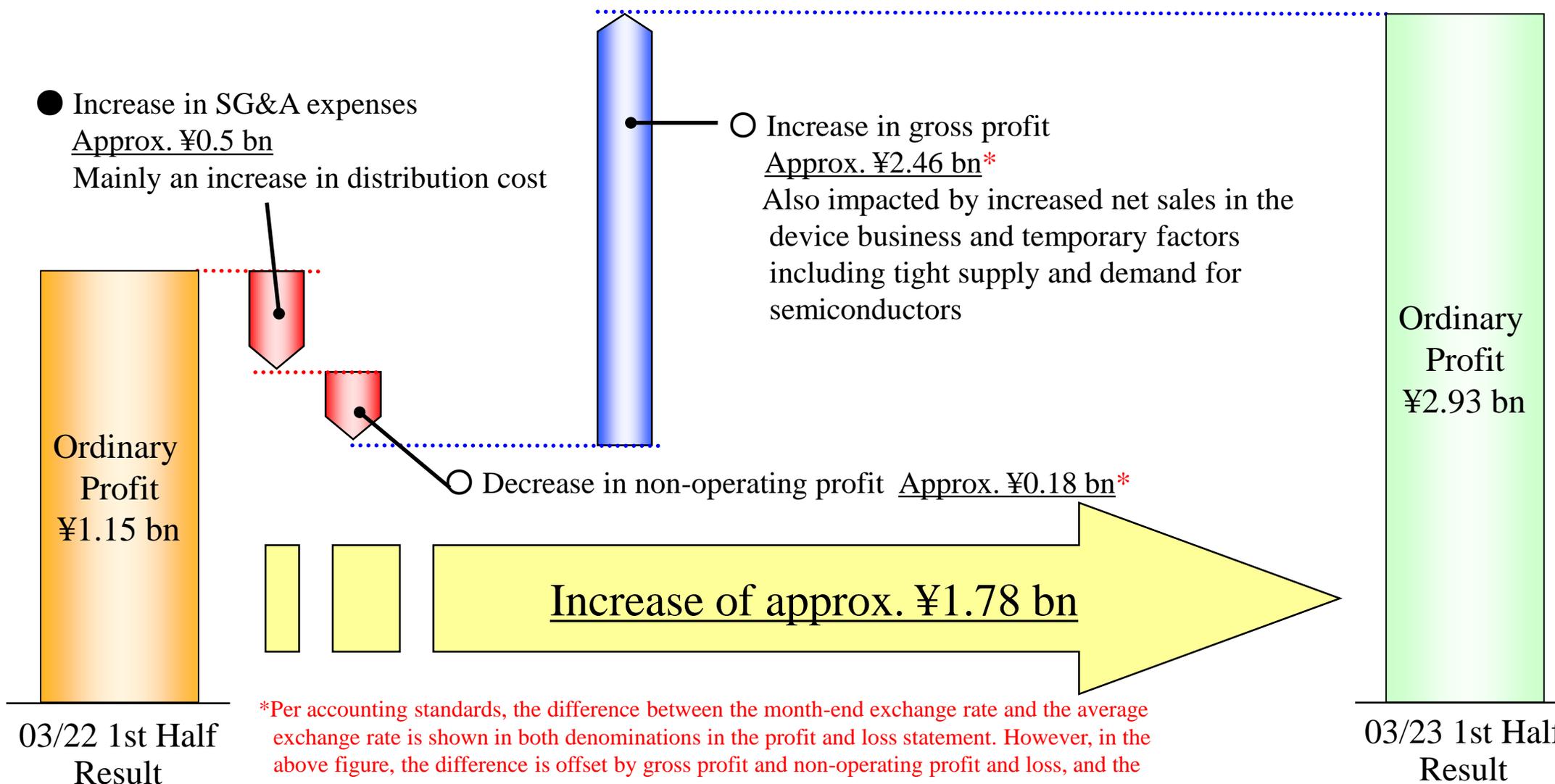
■ Net sales were up 45% year-on-year and profit went up despite an increase in SG&A expenses.

	03/22 1st Half Result	03/23 1st Half Result	YoY Change	Forecast ^{*1)}	Achievement Ratio	
Net Sales	570.5	829.9	145%	770.0	108%	
Gross Profit on Sales	10.1% 57.7	11.0% 91.7	159%	Not announced	—	
SG&A Expenses	7.7% 44.2	5.9% 49.2	111%	Not announced	—	
Operating Profit	2.4% 13.5	5.1% 42.5	315%	4.1% 31.2	136%	
Ordinary Profit	2.0% 11.5	3.5% 29.3	255%	2.9% 22.7	129%	
Net Profit Attributable to Shareholders of Parent Company	1.4% 7.9	2.6% 21.6	273%	2.2% 16.6	130%	
Interim Dividend Per Share	Ordinary Dividend	¥10	¥30	+¥20	¥30	±¥0
	Commemorative Dividend	¥20	—	-¥20	—	±¥0
	Total	¥30	¥30	±¥0	¥30	±¥0
Exchange Rate (1 US dollar)	¥109.79	¥133.98	¥24.19	Not announced	—	

*1) Figures in the Forecast section are based on results announced for the first quarter of the fiscal year ending March 31, 2023 (announced on August 5, 2022).

*2) The figure in the YoY Change section for exchange rate represents an increase or decrease.

First Half of the Year Ending March 2023 Year-to-Year Comparison of Consolidated Ordinary Profit



*Per accounting standards, the difference between the month-end exchange rate and the average exchange rate is shown in both denominations in the profit and loss statement. However, in the above figure, the difference is offset by gross profit and non-operating profit and loss, and the actual increase or decrease is shown.

First Half of the Year Ending March 2023

Consolidated Performance Summary by Segment (Unit: ¥100 million)

■ Device Business

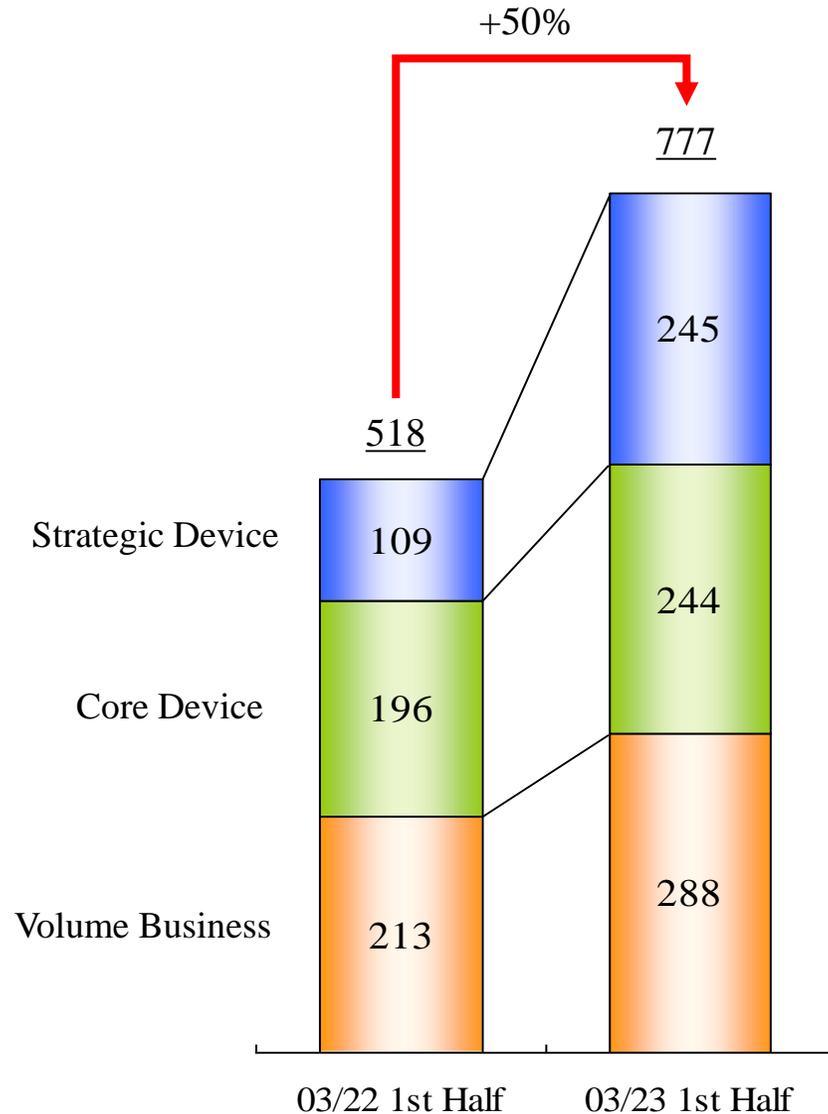
In addition to strong net sales of electronic components and overseas semiconductors, the weakening yen in foreign exchange was also a driving factor.

■ Solution Business

Overall sales stagnated due to late delivery of products caused by tight supply and demand of semiconductors.

		03/22 1st Half Result	03/23 1st Half Result	YoY Change
Device Business	Net Sales	518.5	777.5	150%
	Operating Profit	2.9% 15.3	5.7% 44.4	291%
	Segment Profit	1.6% 8.4	3.4% 26.6	317%
Solution Business	Net Sales	52.0	52.4	101%
	Operating Profit	9.7% 5.0	8.6% 4.5	89%
	Segment Profit	5.9% 3.1	5.3% 2.8	91%
Exchange Rate (1 US dollar)		¥109.79	¥133.98	¥24.19

*The figure in the YoY Change section for exchange rate represents an increase or decrease in amount.



By Business Category of Device Business

【Year-to-Year Comparison of Fluctuations】

■ Volume Business (up 35% YoY)

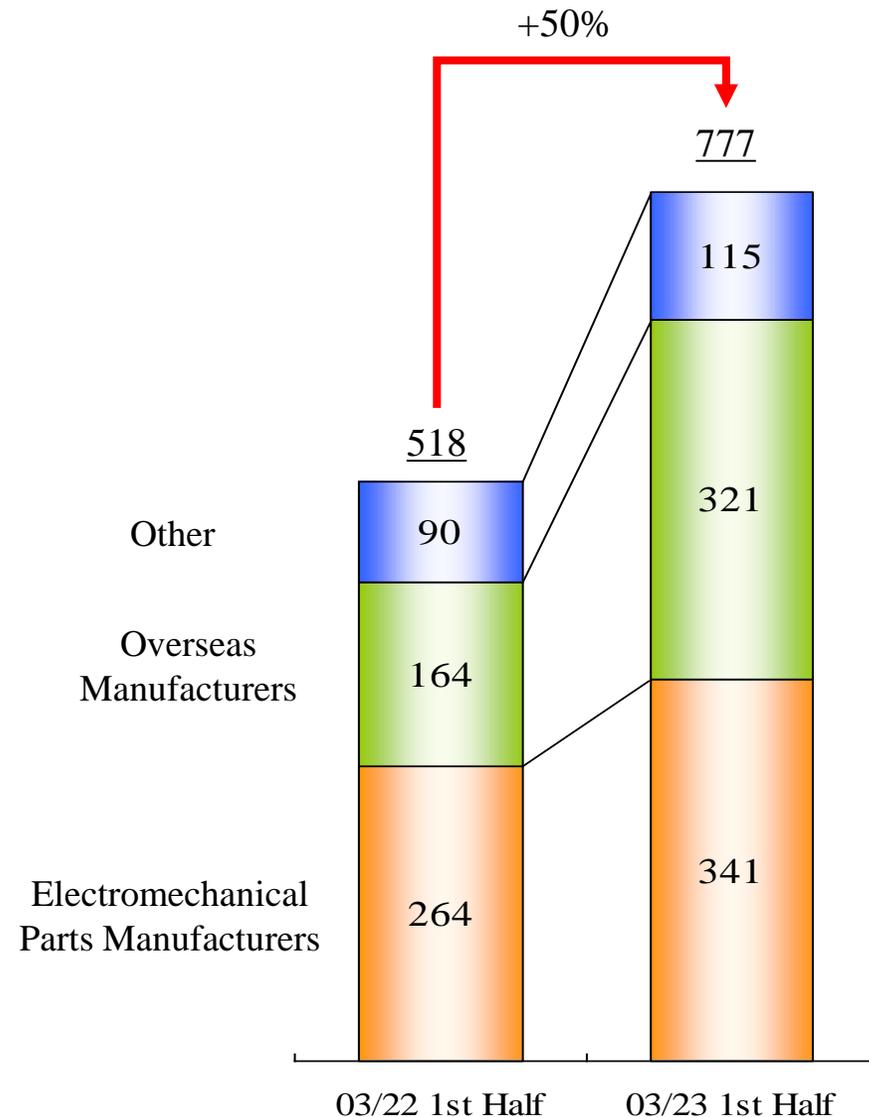
- Sales for mobile devices were strong
- Recovery for social infrastructure

■ Core Device (up 24% YoY)

- Strong sales for industry, vehicle-mounted business, and storage, etc.
- Renesas EL ended in the previous fiscal year due to the cancellation of the dealership agreement

■ Strategic Device (up 125% YoY)

- Increase in overseas merchandise such as wireless merchandise/analog semiconductors
- Acquisition of new customers for vehicle-mounted business, etc.
- Strong sales of modular products

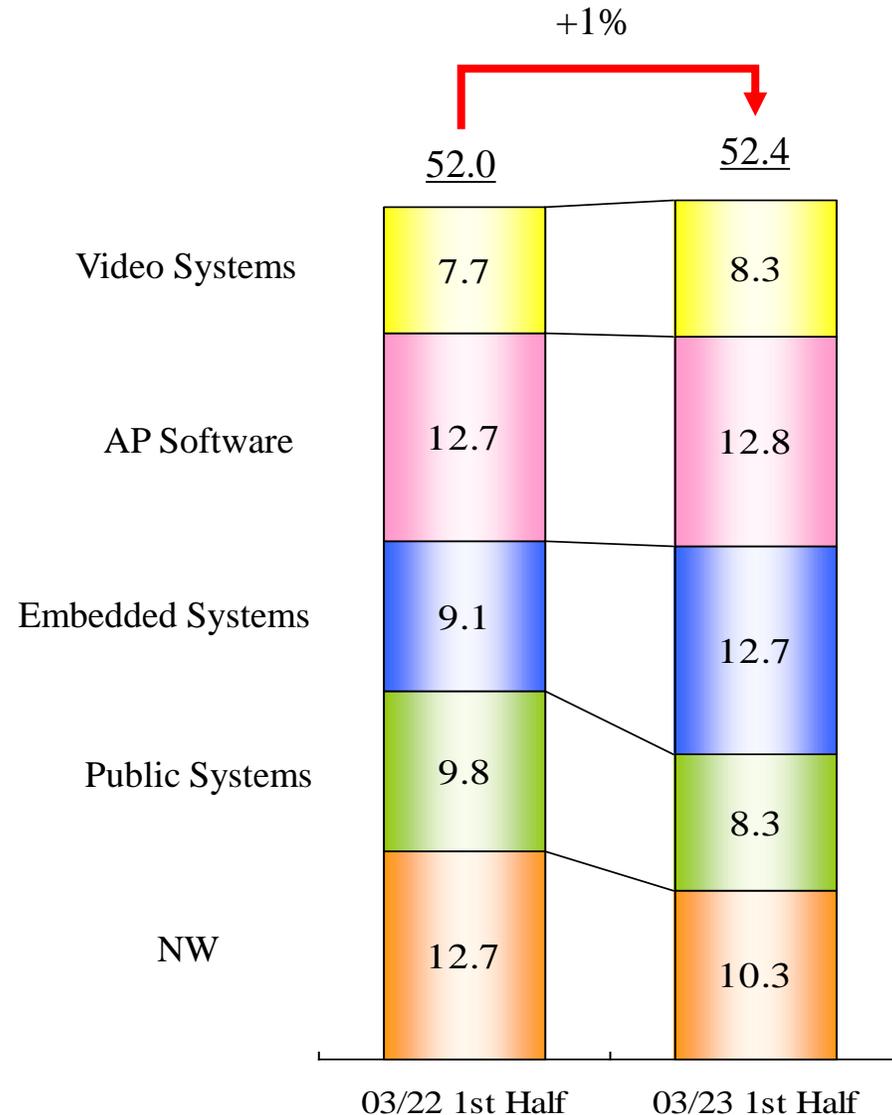


By Supplier of Device Business

【Year-to-Year Comparison of Fluctuations】

- Electromechanical Parts Manufacturers (up 29% YoY)
 - Increase for mobile devices and gaming consoles
- Overseas Manufacturers (up 96% YoY)
 - Increase in strategic devices for wireless merchandise/analog semiconductors, etc.
 - Acquisition of new customers for vehicle-mounted business, etc.
 - Strong sales of modular products
- Other (up 28% YoY)
 - Recovery for social infrastructure
 - Increase in IoT related business and agent sales, etc.
 - Renesas EL ended in the previous fiscal year due to the cancellation of the dealership agreement

*Net sales by Renesas EL in the first half of the fiscal year ended March 21, 2022: ¥900 million



By Sector of Solution Business

【Year-to-Year Comparison of Fluctuations】

- NW (down 18% YoY)
 - Decrease due to late delivery of NW machinery
- Public Systems (down 15% YoY)
 - Decrease in projects for updating disaster prevention radio
- Embedded Systems (up 39% YoY)
 - Recover of demand related to servers, etc.
- AP Software (up 1% YoY)
 - Software development projects remained at the same level
- Video Systems (up 7% YoY)
 - Increase in streaming projects

- Regarding the results of the term ended September 30, 2022, total assets were ¥96.2 bn (up ¥23.4 bn from the end of the previous fiscal year) and the equity ratio was 35.8% (down 6.3% from the end of the previous fiscal year).
 - Accounts receivable, accounts payable, and inventories increased significantly due to growth in net sales, and interest-bearing liabilities increased as the increase in working capital was covered with bank loans.
 - Due to the factors listed above, operating cash flows decreased by ¥12.66 bn, and financing cash flows increased by ¥10.05 bn.

1) Balance Sheets

	FY Ended Mar. 21 Result (A)	FY Ended Mar. 22 Result (B)	B-A Increase/ Decrease	Q2 Ended Sept. 22 Result (C)	C-B Increase/ Decrease
Cash and deposits	255.4	93.1	-162.4	70.0	-23.1
Accounts receivable	335.4	358.7	23.3	487.3	128.7
Inventories	143.4	197.3	53.9	291.6	94.2
Other assets	111.8	79.0	-32.8	113.3	34.2
Total assets	846.0	728.1	-117.9	962.2	234.1
Accounts payable	131.1	144.6	13.5	201.4	56.8
Interest-bearing liabilities	253.5	244.3	-9.2	377.9	133.6
Other liabilities	29.4	32.4	3.1	38.2	5.8
Total net assets	432.1	306.8	-125.3	344.7	37.9
Total liabilities and net assets	846.0	728.1	-117.9	962.2	234.1
Equity ratio	51.0%	42.1%	-8.9%	35.8%	-6.3%

2) Cash Flows

	FY Ended Mar. 21 Result	FY Ended Mar. 22 Result	H1 Ended Sept. 22 Result
Decrease (increase) in accounts receivable-trade	-46.3	-0.1	-76.9
Decrease (increase) in inventories	18.9	-45.6	-74.9
Increase (decrease) in accounts payable-trade	-11.2	2.3	31.9
Other	21.7	65.3	-6.6
Operating C/F	-16.9	21.9	-126.6
Investing C/F	-3.8	-1.5	0.3
Financing C/F	89.3	-185.9	100.5
Foreign currency conversion adjustments	2.4	3.1	2.7
Increase (decrease) in cash and deposits	71.0	-162.4	-23.1
Balance of cash and deposits at term-end	255.4	93.1	70.0

II. Progress of the V73 Medium-Term Management Plan

1. Improving profitability through business structure reform and expanding business in growth markets

- Device business: Expand existing businesses and improve profitability, and establish a new profit structure (reform our business portfolio)
- Solution business: Grow the business based on service provision, expand our digital technology, and expand our customer platform

2. Improving capital efficiency

- Continue to target a dividend payout ratio of around 50% on a consolidated basis, and improve capital efficiency through measures such as reducing total assets
- Maintain financial soundness and ensure the mobility and stability of fund procurement

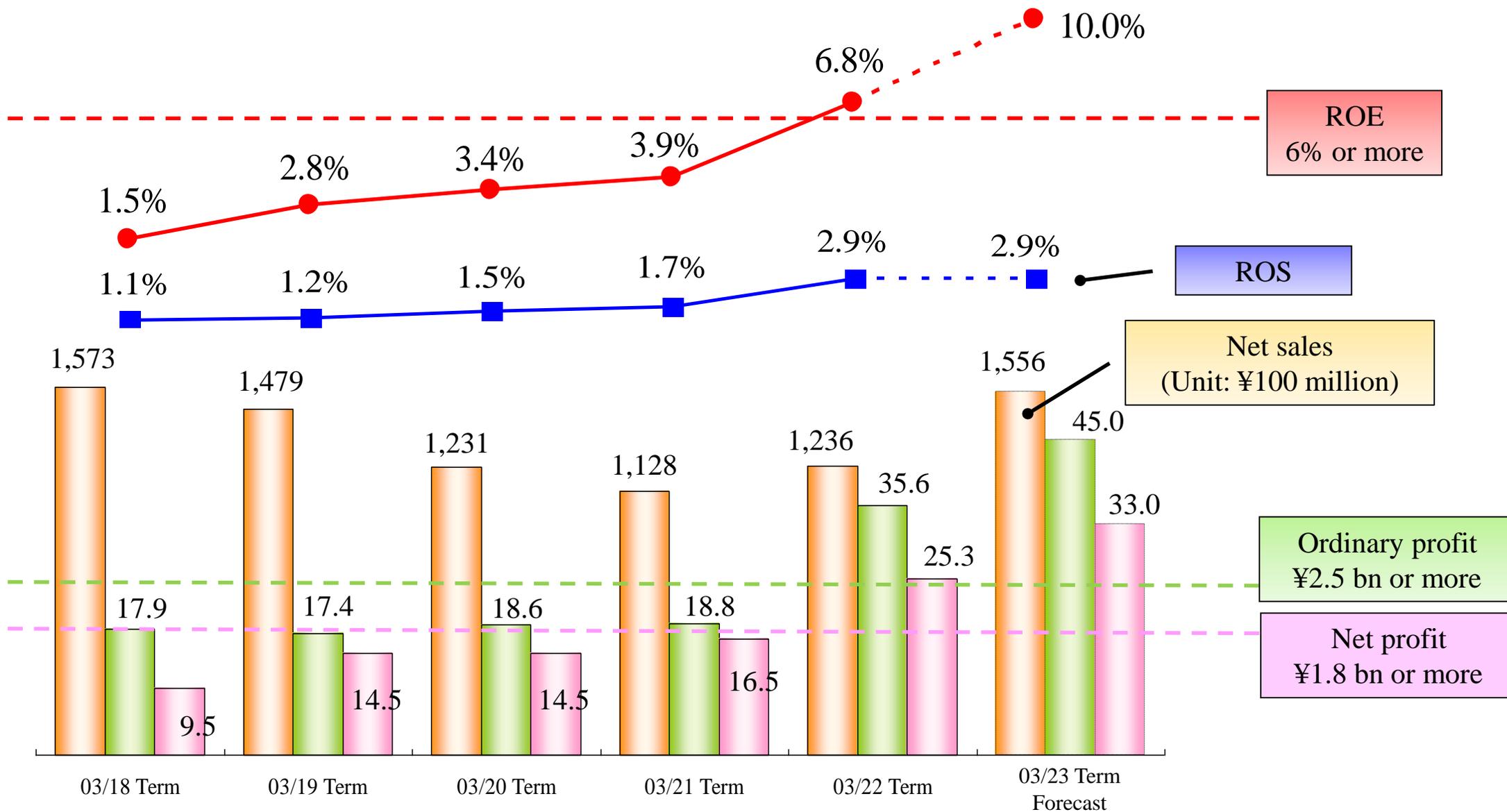
3. Strengthening corporate governance

- Strengthen efforts to address issues related to sustainability, and strengthen the functions of the Board of Directors for executing measures in the Medium-Term Management Plan



Quantitative targets for the final year of V73 (fiscal year ending March 31, 2024)	ROE	Maintain 6% or higher during V73
	Ordinary profit	¥2.5 bn or higher
	Net profit attributable to shareholders of parent company	¥1.8 bn or higher

Overview of V73 Medium-Term Management Plan (Quantitative Targets)



Measures of Medium-Term Management Plan		Contents of Measures	Targeted Effect and Progress Status
Device Business	Expand existing businesses and improve profitability	<ol style="list-style-type: none"> (1) Shift resources to overseas semiconductors (2) Acquire new customers from existing suppliers (3) Reorganize organization by customer and business and improve the efficiency of sales promotion (4) Promote the increased efficiency of sales activities <ul style="list-style-type: none"> • Improvement/new introduction of sales support systems, maintenance of operation systems 	<p>Targeted Effect</p> <ul style="list-style-type: none"> • Increase net sales of overseas semiconductor manufacturers • Increase segment profit to net sales <p>Progress Status: Excellent</p> <p>*YoY comparison is comparison with full-year forecast</p> <ul style="list-style-type: none"> • Net sales of overseas semiconductor manufacturers increased 69% YoY • Segment profit to net sales: 2.2% (up 0.2% YoY) • Currently continuing efforts to increase efficiency of sales activities
	Establish new profit structure (reform portfolio)	<ol style="list-style-type: none"> (1) Focus on provision of total solutions (AI/IoT, robotics) (2) AI/IoT related <ul style="list-style-type: none"> • Enhance approaches to local governments through reservoir and river monitoring solutions with added value (3) Robotics field <ul style="list-style-type: none"> • Focus on new development by strengthening cooperation with collaborative partners and interdepartmental cooperation (4) Vehicle-mounted field <ul style="list-style-type: none"> • Use proposal-based software (including wireless modules and security products) as the key to formulate a new strategy in the existing organization (automotive department) 	<p>Targeted Effect</p> <ul style="list-style-type: none"> • Acquire customers in new markets (including non-electronics) • Acquire highly-profitable businesses • Improve segment profit to net sales <p>Progress Status: Fair</p> <ul style="list-style-type: none"> • Acquired orders through reservoir solutions for local governments • For robotics, although business negotiations have been reached through efforts to develop customers in new markets, time will be required to contribute to segment profit rate

Measures of Medium-Term Management Plan		Contents of Measures	Targeted Effect and Progress Status
Solution Business	Grow business based on service provision	<ul style="list-style-type: none"> (1) Establish a service provision model utilizing mega cloud (AWS, MS Azure, etc.) infrastructure (2) Expand Sanshin Data Center business (hosting + operation maintenance, cloud connection service) (3) Expand general-purpose cloud services (enhance services such as cloud backup and cloud security) (4) Expand subscription business by improving service menu 	<p>Targeted Effect Secure and expand stable stock earnings</p> <p>Progress Status: Fair Accelerating the development and expansion of the cloud service menu amidst changes in maintenance styles due to the expansion of cloud services</p>
	Expand digital technology	<ul style="list-style-type: none"> (1) Respond to evolving security technology <ul style="list-style-type: none"> ▪ Implement proposal of security model based on Zero Trust concept ▪ Strengthen response to SASE technology (2) Acquire new infrastructure technology (SD-WAN, WiFi6, 5G, private LTE, etc.) 	<p>Targeted Effect Increase sales in the solution business</p> <p>Progress Status: Excellent Enhancing proposal activities utilizing advanced technologies (SASE, 5G)</p>
	Expand customer platform	<ul style="list-style-type: none"> (1) Discover new merchandise in collaboration with external consultants, expand free promotional merchandise (2) Acquire new customers through collaboration with partners (3) Promote cross-sales through cooperation inside of divisions (4) Develop new markets for existing products such as mobile relay equipment (5) Incorporate DX demand 	<p>Targeted Effect Expand business domains and identify new revenue sources</p> <p>Progress Status: Good Aiming to expand contracts with new suppliers and contribute to earnings from the next fiscal year onwards Currently promoting cross-business expansion, such as promoting cross-selling by strengthening pre-sales</p>

Measures of Medium-Term Management Plan	Contents of Measures	Targeted Effect and Progress Status
<p>Improving capital efficiency</p>	<p>(1) Optimize the scale of equity capital</p> <ul style="list-style-type: none"> Based on future demand for funds, in June 2021, we executed a treasury stock tender offer for 7 million shares (equivalent to 28.83% of outstanding shares at that time; value of ¥15.7 bn) Continue dividends targeting a consolidated payout ratio of 50% <p>(2) Maintain financial soundness</p> <ul style="list-style-type: none"> Improve transaction conditions (stricter conditions for new transactions) Liquidate large receivables Reduce strategically held shares <p>March 31, 2021: 22 types of stocks ⇒ September 30, 2022: 15 types of stocks (Sold 6 types of stocks, transferred 1 type of stock to pure investment shares)</p> <p>(3) Ensure the mobility and stability of fund procurement</p> <ul style="list-style-type: none"> Entered into a commitment line contract (from August 31, 2021) 	<p>Targeted Effect</p> <p>Improve ROE</p> <p>Progress Status: Excellent</p> <ul style="list-style-type: none"> As a result of optimizing the scale of equity capital, ROE during V73 is expected to remain above the initial target (5%). As of September 30, 2022, the equity ratio was 35.8%. However, by the March 31, 2023, we aim to achieve a level of at least 40%, which is the level required to continue stable business transactions.

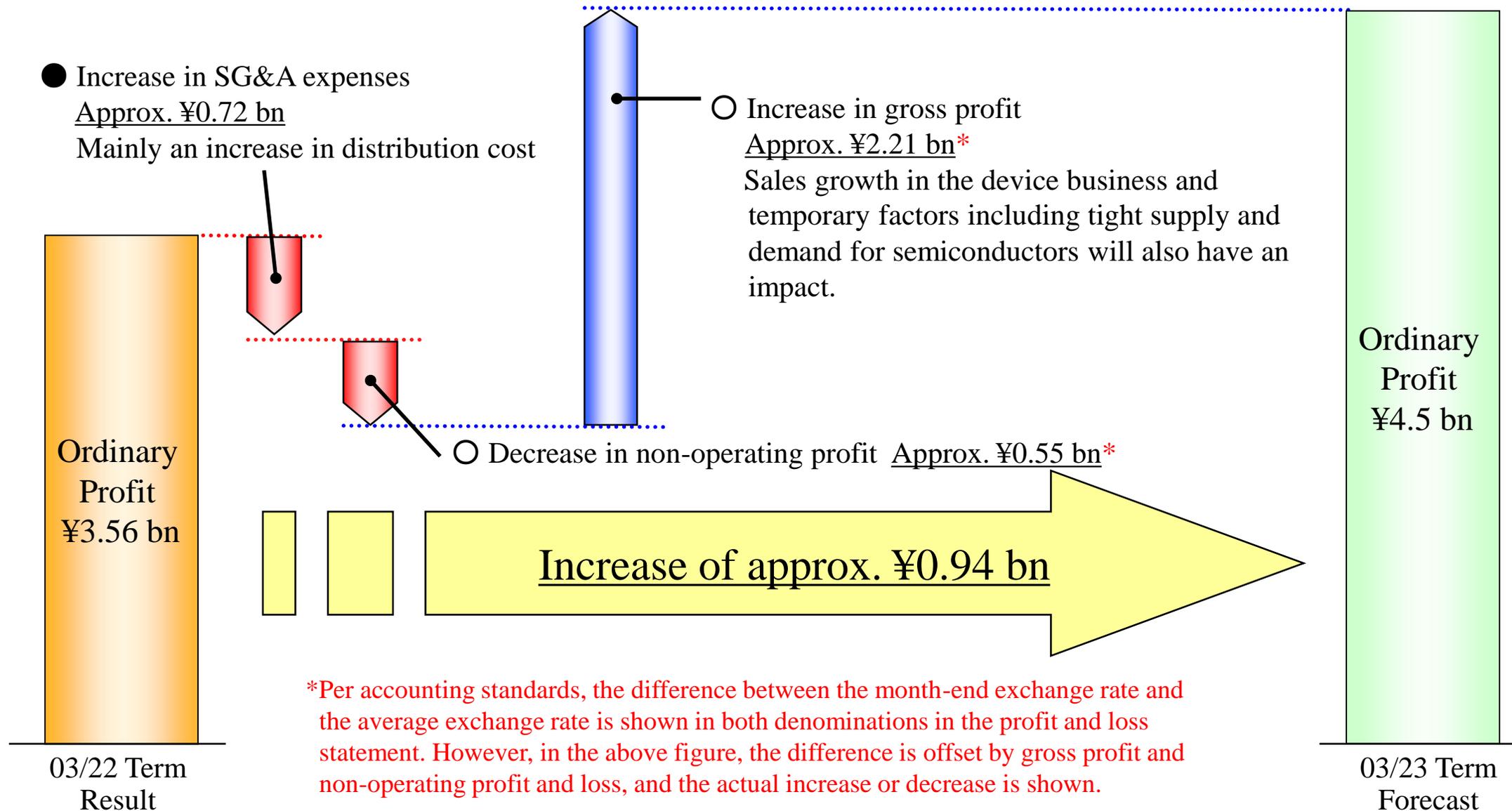
Measures of Medium-Term Management Plan	Contents of Measures	Targeted Effect and Progress Status
<p>Strengthening corporate governance</p>	<p>(1) Efforts for issues regarding sustainability (SDGs, ESG)</p> <ul style="list-style-type: none"> • Disclose targets for ensuring diversity (December 2021) [Targets for management position ratio] Women: 10% (by March 31, 2031) Foreigners: Continue to maintain 10% or higher Mid-career hires: Continue to maintain 30% or higher ⇒ In order to achieve these targets, expand the group of hiring candidates and implement measures for developing an appropriate work environment • Strengthen investment in human capital ⇒ Strengthen employee training systems for improving specialized skills • Respond to the issue of climate change ⇒ Disclose in accordance with TCFD recommendations ⇒ Reduce the amount of greenhouse gas emissions <p>(2) Strengthen functions of the Board of Directors</p> <ul style="list-style-type: none"> • Secure the required skill balance to make accurate decisions on important matters and to supervise business execution 	<p>Targeted Effect</p> <ul style="list-style-type: none"> • Establish a management base for sustainable growth and formulate a strategic scenario • Strengthen responsibility of explanation toward stakeholders <p>Progress Status: Fair</p> <ul style="list-style-type: none"> • Ratio of women in management positions is 5% (as of March 31, 2022) • In addition to existing group training, enhanced our menu for improving employee skills by utilizing outside training programs such as Udemy • We are aiming for TCFD disclosure in May 2023, one year ahead of the initial schedule (May 2024) • For greenhouse gas emissions, we have started to quantitatively ascertain Scope 1, 2 and Scope 3 (partial) <p>We plan to set reduction targets from the fiscal year ending March 31, 2024</p> <ul style="list-style-type: none"> • From the Notice of the Ordinary General Meeting of Shareholders in June 2022, we are disclosing required skills and their retention status as a matrix table

III. Full-Year Business Forecast for the Year Ending March 31, 2023

■ We expect net sales of ¥155.6 bn (up 26% YoY) and an increase in profit.

	03/18 Result	03/19 Result	03/20 Result	03/21 Result	03/22 Result	03/23 Forecast	YoY Change	
Net Sales	1,572.6	1,478.8	1,230.9	1,127.9	1,235.8	1,556.0	126%	
Gross Profit on Sales	7.3% 114.5	7.7% 114.1	9.1% 112.3	9.8% 110.5	10.9% 135.3	10.4% 162.4	120%	
SG&A Expenses	6.2% 96.8	6.4% 94.4	7.5% 92.7	7.9% 88.8	7.5% 93.2	6.5% 100.4	108%	
Operating Profit	1.1% 17.6	1.3% 19.7	1.6% 19.6	1.9% 21.7	3.4% 42.1	4.0% 62.0	147%	
Ordinary Profit	1.1% 17.9	1.2% 17.4	1.5% 18.6	1.7% 18.8	2.9% 35.6	2.9% 45.0	126%	
Net Profit Attributable to Shareholders of Parent Company	0.6% 9.5	1.0% 14.5	1.2% 14.5	1.5% 16.5	2.0% 25.3	2.1% 33.0	131%	
ROE	1.5%	2.8%	3.4%	3.9%	6.8%	10.0%	+3.2P	
Annual Dividend Per Share	Ordinary Dividend	¥33	¥70	¥70	¥40	¥80	¥135	+¥55
	Commemorative Dividend	—	—	—	—	¥20	—	-¥20
	Total	¥33	¥70	¥70	¥40	¥100	¥135	+¥35
Payout Ratio	98.2%	93.3%	93.2%	46.9%	48.8%	50.4%	+1.6P	
Exchange Rate (1 US dollar)	¥110.86	¥110.91	¥108.74	¥106.06	¥112.38	¥130.00	¥17.62	

*Figures in the YoY Change section for ROE, annual dividend per share, payout ratio and exchange rate represent increases or decreases.



*Per accounting standards, the difference between the month-end exchange rate and the average exchange rate is shown in both denominations in the profit and loss statement. However, in the above figure, the difference is offset by gross profit and non-operating profit and loss, and the actual increase or decrease is shown.

Year Ending March 2023 Full-Year Business Forecast by Segment

(Unit: ¥100 million)

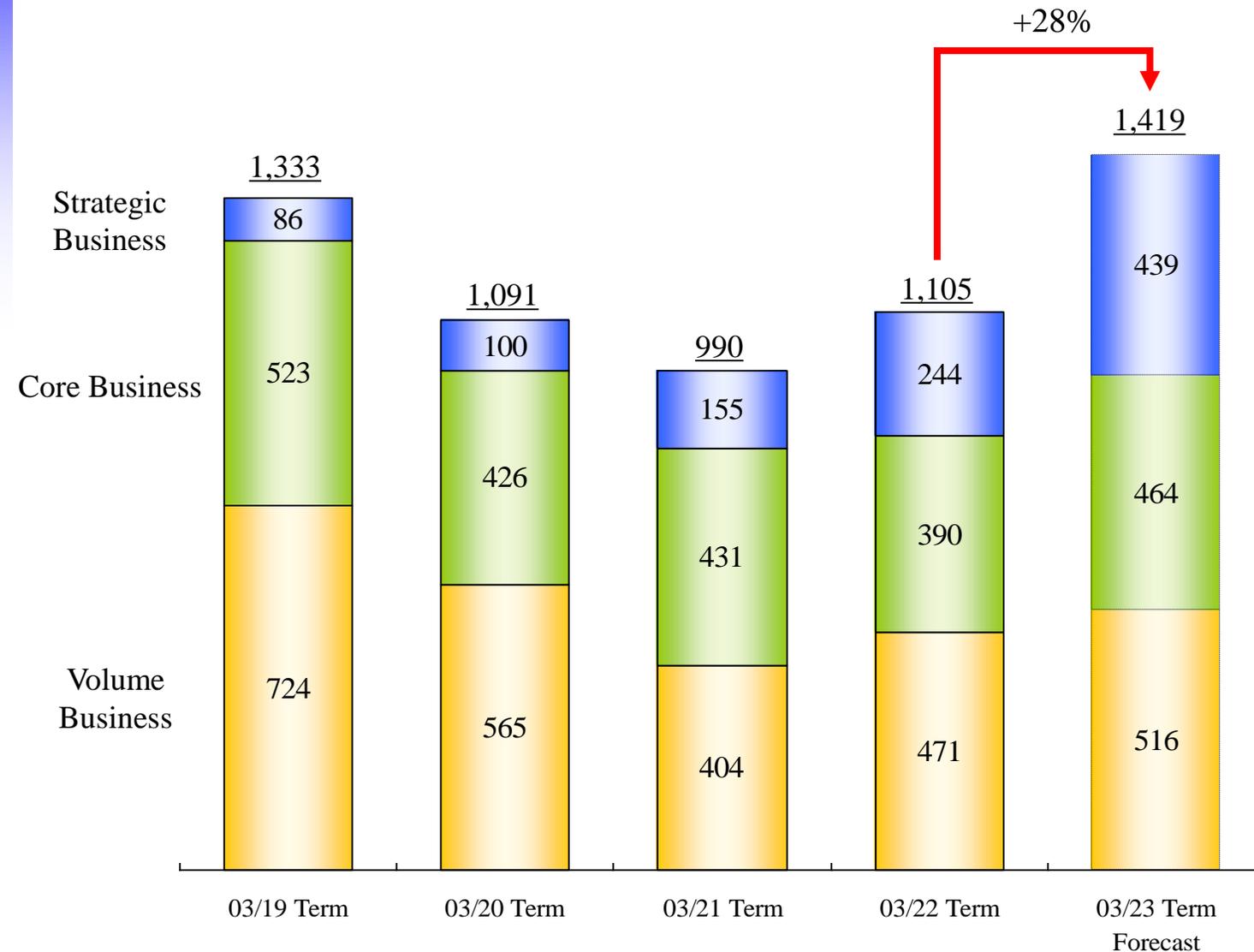


- In the device business, we expect net sales to increase by 28% YoY and segment profit to rise due to the increase in net sales
- In the solutions business, we expect net sales to increase by 5% YoY and segment profit to remain at the same level YoY

		03/18 Result	03/19 Result	03/20 Result	03/21 Result	03/22 Result	03/23 Forecast	YoY Change
Device Business	Net Sales	1,437.0	1,332.8	1,090.8	989.9	1,105.2	1,418.7	128%
	Operating Profit	1.1% 16.2	1.3% 17.1	1.4% 15.3	1.6% 15.7	3.6% 40.1	4.2% 59.5	149%
	Segment Profit	0.5% 7.2	0.3% 4.7	0.4% 4.2	0.2% 1.7	2.0% 21.9	2.2% 31.2	143%
Solution Business	Net Sales	135.6	146.0	140.1	138.0	130.6	137.3	105%
	Operating Profit	9.8% 13.4	11.3% 16.5	13.2% 18.4	15.2% 21.0	14.0% 18.3	13.1% 18.0	98%
	Segment Profit	7.8% 10.6	8.7% 12.7	10.3% 14.4	12.4% 17.1	10.5% 13.7	10.1% 13.8	101%
Exchange rate (1 US dollar)		¥110.86	¥110.91	¥108.74	¥106.06	¥112.38	¥130.00	¥17.62

*The figure in the YoY Change section for exchange rate represents an increase or decrease in amount.

Year-to-Year Comparison of Consolidated Net Sales



By Business Category of Device Business

【Year-to-Year Comparison of Fluctuations】

- Volume Business (up 10% YoY)
 - Increase for mobile devices
 - Sales for social infrastructure will begin to decrease from the second half
- Core Device (up 19% YoY)
 - Strong sales for industry, vehicle-mounted business, and storage, etc.
 - Renesas EL ended in the previous fiscal year due to the cancellation of the dealership agreement
- Strategic Device (up 80% YoY)
 - Increase in overseas merchandise such as wireless merchandise/analog semiconductors
 - Acquisition of new customers for vehicle-mounted business, etc.
 - Strong sales of modular products

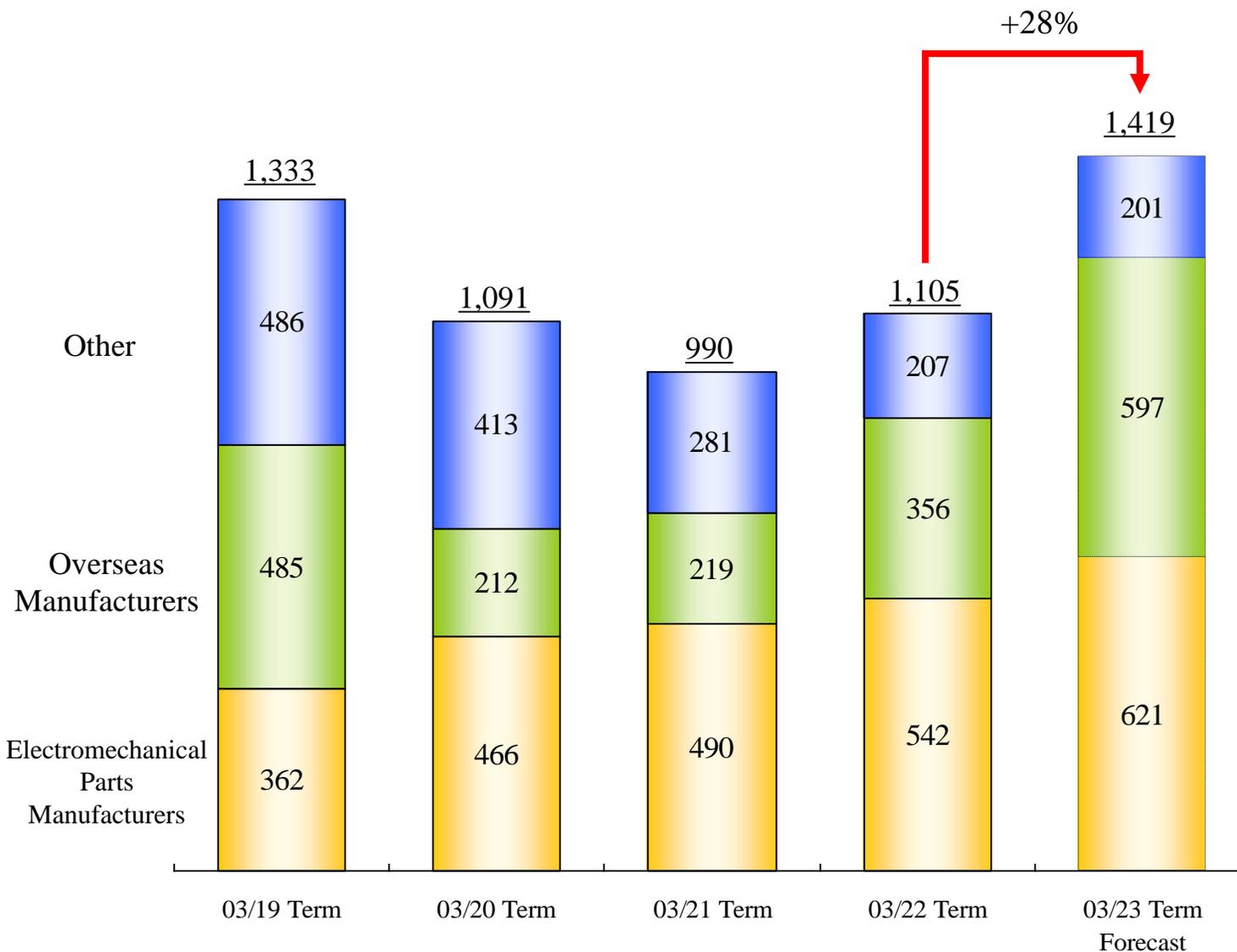
Year-to-Year Comparison of Consolidated Net Sales

By Supplier of Device Business

【Year-to-Year Comparison of Fluctuations】

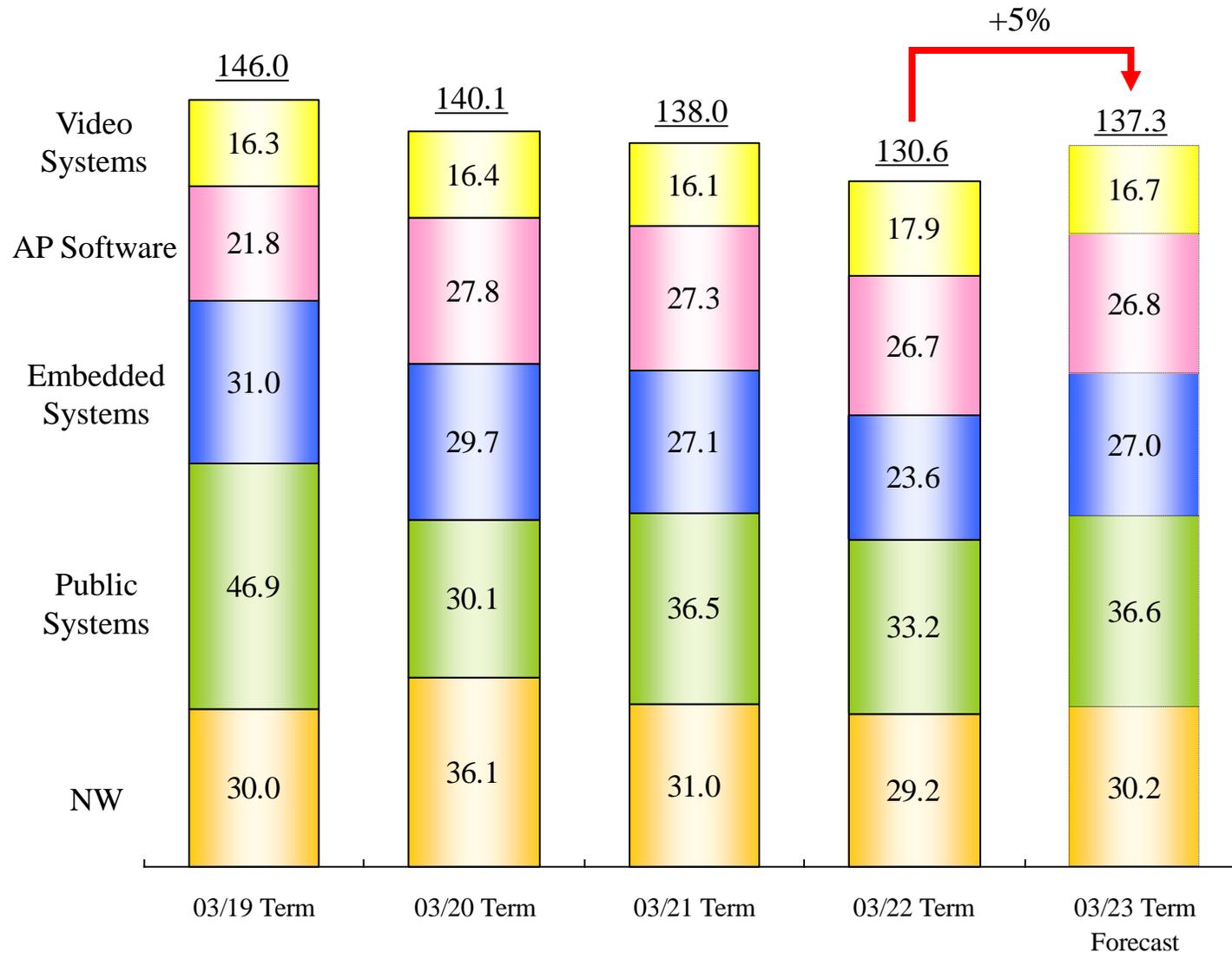
- Electromechanical Parts Manufacturers (up 15% YoY)
 - Increase for mobile devices and gaming consoles
- Overseas Manufacturers (up 68% YoY)
 - Increase in strategic devices for wireless merchandise/analog semiconductors, etc.
 - Acquisition of new customers for vehicle-mounted business, etc.
 - Strong sales of modular products
- Other (down 3% YoY)
 - Renesas EL ended in the previous fiscal year due to the cancellation of the dealership agreement

Note) Change in sales by Renesas EL (included in the figures for "Other")



03/19 Term	03/20 Term	03/21 Term	03/22 Term	03/23 Term
230	173	122	9	0

Year-to-Year Comparison of Consolidated Net Sales



By Sector of Solution Business

- 【Year-to-Year Comparison of Fluctuations】
- NW (up 3% YoY)
 - Increase in investment in IT infrastructure by private corporations
 - Public Systems (up 10% YoY)
 - Increase in projects for updating disaster prevention radio
 - Embedded Systems (up 14% YoY)
 - Recover of demand related to servers, etc.
 - AP Software (up 0% YoY)
 - Software development projects will remain at the same level
 - Video Systems (down 6% YoY)
 - Decrease in demand for streaming

- Regarding the forecast for the fiscal year ending March 31, 2023, total assets will be ¥86.3 bn (up ¥13.5 bn from the end of the previous fiscal year) and the equity ratio will be 40.8% (down 1.3% from the end of the previous fiscal year).
 - Growing sales will cause total assets and working capital to increase, and we expect operating cash flows to decrease by ¥6.02 bn.
 - We will aim to reduce interest-bearing liabilities by implementing stricter conditions for new transactions and utilizing liquidation of receivables to improve working capital.
 - In August 2021, we entered into commitment line agreement for a total of ¥6 bn to supplement liquidity on hand.

1) Balance Sheets

	FY Ended Mar. 21 Result (A)	FY Ended Mar. 22 Result (B)	B-A Increase/ Decrease	FY Ending Mar. 23 Forecast (C)	C-B Increase/ Decrease
Cash and deposits	255.4	93.1	-162.4	75.0	-18.1
Accounts receivable	335.4	358.7	23.3	461.5	102.8
Inventories	143.4	197.3	53.9	247.5	50.2
Other assets	111.8	79.0	-32.8	79.0	-0.0
Total assets	846.0	728.1	-117.9	862.9	134.8
Accounts payable	131.1	144.6	13.5	175.1	30.5
Interest-bearing liabilities	253.5	244.3	-9.2	301.5	57.3
Other liabilities	29.4	32.4	3.1	33.9	1.5
Total net assets	432.1	306.8	-125.3	352.4	45.6
Total liabilities and net assets	846.0	728.1	-117.9	862.9	134.8
Equity ratio	51.0%	42.1%	-8.9%	40.8%	-1.3%

2) Cash Flows

	FY Ended Mar. 21 Result	FY Ended Mar. 22 Result	FY Ending Mar. 23 Forecast
Decrease (increase) in accounts receivable-trade	-46.3	-0.1	-102.8
Decrease (increase) in inventories	18.9	-45.6	-50.2
Increase (decrease) in accounts payable-trade	-11.2	2.3	30.5
Other	21.7	65.3	62.2
Operating C/F	-16.9	21.9	-60.2
Investing C/F	-3.8	-1.5	-2.0
Financing C/F	89.3	-185.9	44.1
Foreign currency conversion adjustments	2.4	3.1	
Increase (decrease) in cash and deposits	71.0	-162.4	-18.1
Balance of cash and deposits at term-end	255.4	93.1	75.0

● Policy on Distribution of Profits

The Company considers profit returns to its shareholders as one of the most important management issues. The Company's basic policy is to determine dividends by comprehensively considering the need to maintain a balance between rewarding of shareholders, investment to gain opportunities for growth, attainment of sufficient retained earnings to enable sustainable growth, and improvement in capital efficiency. Under this policy, the Company has set a target for its dividend payout ratio of around 50% on a consolidated basis.

● Dividend Forecast for the Year Ending March 31, 2023

An annual dividend of ¥135 per share (midterm dividend of ¥30, term-end dividend of ¥105); consolidated dividend payout ratio of 50.4%

		03/18 Result	03/19 Result	03/20 Result	03/21 Result	03/22 Result	03/23 Forecast	YoY Change
Annual Dividend Per Share	Ordinary Dividend	¥33	¥70	¥70	¥40	¥80	¥135	+¥55
	Commemorative Dividend	—	—	—	—	¥20	—	-¥20
	Total	¥33	¥70	¥70	¥40	¥100	¥135	+¥35
Payout Ratio		98.2%	93.3%	93.2%	46.9%	48.8%	50.4%	+1.6P

*Figures in the YoY Change section represent increases or decreases in amount.

Change in Return to Shareholders

	03/18 Term Result	03/19 Term Result	03/20 Term Result	03/21 Term Result	03/22 Term Result	03/23 Term Forecast
(1) Consolidated net profit	¥947 million	¥1,449 million	¥1,451 million	¥1,646 million	¥2,525 million	¥3,300 million
(2) Comprehensive profit	¥912 million	¥1,585 million	¥666 million	¥2,393 million	¥4,204 million	-
(3) Consolidated equity ratio	65.7%	48.3%	57.0%	51.0%	42.1%	40.8%
(4) Total dividends (Dividend per share)	¥934 million (¥33)	¥1,352 million (¥70)	¥1,352 million (¥70)	¥773 million (¥40)	¥1,232 million (¥100)	¥1,662 million (¥135)
(5) Consolidated payout ratio	98.2%	93.3%	93.2%	46.9%	48.8%	50.4%
(6) Value of treasury stock acquired (Number of shares acquired)	-	¥19.72 billion (9 million shares)	-	-	¥15.74 billion (7 million shares)	Suspense
(7) Total payout ratio (4+6) ÷ 1	98.2%	1,454.2%	93.2%	46.9%	672.3%	Suspense
(8) Cancellation of treasury stock	-	5,000 thousand shares	-	-	8,000 thousand shares	Suspense
(9) Total number of shares issued (Excluding treasury stock)	29,281 thousand shares (28,179 thousand shares)	24,281 thousand shares (19,178 thousand shares)	24,281 thousand shares (19,180 thousand shares)	24,281 thousand shares (19,183 thousand shares)	16,281 thousand shares (12,183 thousand shares)	Suspense
(10) Net profit per share	¥33.62	¥67.48	¥75.66	¥85.82	¥171.12	¥270.66
(11) Net assets per share	¥2,191.19	¥2,224.47	¥2,188.84	¥2,249.40	¥2,514.04	¥2,890.31

*1) Total dividends include the dividend amount for shares held by trusts related to the performance-based stock compensation plan for directors (excluding external directors).
The forecast for 03/22 term includes the commemorative dividend ¥20 per share.

2) Net profit per share is calculated based on the average number of issued shares (excluding treasury stock) during the period.

3) Net assets per share is calculated based on the total number of shares issued (excluding treasury stock) at fiscal year end.

4) The forecast for net profit per share and net assets per share for 03/23 term is calculated based on the total number of shares issued (excluding treasury stock) as of March 31, 2022.



TRUST

Business cannot succeed without trust. It begins and ends with trust.



PRINCIPLES

Do not just pursue profit. But act based on principles, which can be realized through self-discipline.



SINCERITY

Always act sincerely. Rise to the challenge head-on.