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Securities Code: 6753

June 6, 2025

SHARP CORPORATION

Notice of Convocation of the 131st Ordinary General Meeting of Shareholders

To Our Shareholders:

Sharp Corporation (the “Company”) hereby notifies you of the convocation of the 131st Ordinary General Meeting of Shareholders as per the description below.

DESCRIPTION

1. Date and Time: Friday, June 27, 2025, at 10:00 a.m.
(Reception will start at 9:00 a.m.)
2. Venue: 1 Takumi-cho, Sakai-ku, Sakai-shi, Osaka
Sharp Corporation (Multi-Purpose Hall)
3. Purpose of the Meeting:
Reporting: The Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements, as well as Audit Reports of Consolidated Financial Statements by the Accounting Auditors and the Audit & Supervisory Committee for the 131st Term (from April 1, 2024 to March 31, 2025)

Matters to be Resolved:

- | | |
|----------------|---|
| Proposal No.1: | Appointment of Four (4) Directors (except the members of Audit & Supervisory Committee) |
| Proposal No.2: | Appointment of Three (3) Directors as the member of Audit & Supervisory Committee |
| Proposal No.3: | Issuance of Stock Acquisition Rights as Stock Options |

Reference Information Regarding Proposals**Proposal No. 1: Appointment of Four (4) Directors (except the members of Audit & Supervisory Committee)**

The terms of office of all the present six (6) Directors (except the members of Audit & Supervisory Committee. The same shall apply hereinafter in this proposal) will expire at the conclusion of this General Meeting of Shareholders.

Therefore, the Company nominates the following four (4) candidates of Directors.

Regarding this proposal, consideration was made by Audit & Supervisory Committee, and there was no particular comment raised.

The candidates for the Director are as follows and the asterisk (*) denotes the new candidate:

No.	Name of Candidate (Date of Birth)	Gender	Current position and responsibilities at the Company	Attendance at Board of Directors meetings	Number of the Company's shares held	Number of the Company's stock Acquisition rights held
1	Po-Hsuan Wu (July 22, 1977)	Male	Representative Director, Deputy Chairman	100%	0 share	800 units
2	Masahiro Okitsu (August 3, 1957)	Male	Representative Director, President Chief Executive Officer	100%	3,039 shares	725 units
3	Seiichi Nagatsuka (February 6, 1958)	Male	Director	100%	0 share	0 unit
4	*Koji Yano (December 10, 1962)	Male	—	—	0 share	0 unit

(Reasons for nominating the following persons as candidates for Outside Directors and the expected role)

Mr. Seiichi Nagatsuka:

Mr. Seiichi Nagatsuka has held many important positions within the government after joining the Ministry of International Trade and Industry (currently the Ministry of Economy, Trade and Industry), and he possesses extensive experience and specialized international knowledge. Based on these experiences and insights, he has been providing supervision of business execution and advice to management from an independent standpoint at the Company, and it is expected that he will continue to effectively fulfill these roles. Therefore, the Company has determined that he is well-suited to serve as an outside director of the Company and request your approval for his appointment.

Mr. Koji Yano:

Mr. Koji Yano, after joining the Ministry of Finance, has held important positions within the government, including that of Vice-Minister of Finance, and possesses extensive experience and specialized knowledge. Based on these experiences and insights, he is expected to effectively fulfill his roles in overseeing business execution and providing advice to management from an independent position. Therefore, the Company has determined that he is well-suited to serve as an outside director of the Company and request your approval for his appointment. It should be noted that he has no prior experience in being involved in company management through means other than serving as an outside director; however, for the reasons stated above, the Company believes he will be able to perform his duties as an outside director appropriately.

(Notes)

1. Mr. Seiichi Nagatsuka and Mr. Koji Yano are candidates for Outside Directors, as stipulated by Article 2, Paragraph 3, Item 7 of the Enforcement Regulations of the Company Act.
2. Mr. Seiichi Nagatsuka and Mr. Koji Yano satisfy the requirements for independence as stipulated by the Tokyo Stock Exchange and the Company will report them as an independent director.
3. The company has entered into a contract with Mr. Seiichi Nagatsuka to limit liability for damages under Article 423, Paragraph 1 of the Companies Act, based on the provisions of Article 427, Paragraph 1 of the same act. The limit of liability for damages under this contract is set at the minimum liability limit established by Article 425, Paragraph 1 of the Companies Act. If his reappointment is approved, the Company intends to continue this contract with him. Additionally, if the appointment of Mr. Koji Yano is approved, the Company plans to enter into a similar contract with him. The limit of liability for damages will also be set at the minimum liability limit established by Article 425, Paragraph 1 of the Companies Act.
4. The Company has entered into indemnity agreements with Mr. Po-Hsuan Wu, Mr. Masahiro Okitsu, and Mr. Seiichi Nagatsuka, based on the provisions of Article 430-2, Paragraph 1 of the Companies Act, to indemnify them for the expenses set forth in Item 1 of the same paragraph and for the losses set forth in Item 2 of the same paragraph, within the limits prescribed by law. If their reappointments are approved, the Company plans to continue the agreements with them. Additionally, if the appointment of Mr. Koji Yano is approved, the Company plans to enter into a similar indemnity agreement with him.
5. The Company has entered into a directors and officers liability insurance agreement provided for in Article 430-3, Paragraph 1 of the Company Act with an insurance company. In the event of a claim for damages submitted by a shareholder or a third party, etc., the said insurance agreement shall compensate for damages including compensation for damages and legal expenses to be borne by the insureds. The candidates will be included as insureds in the said insurance agreement if officially appointed as directors. In addition, the Company plans to renew the agreement with details of the same degree at the time of next renewal.
6. The tenure as outside director is one year for Mr. Seiichi Nagatsuka.

Proposal No. 2: Appointment of Three (3) Directors as the member of Audit & Supervisory Committee

The terms of office of all the present three (3) Directors (the members of Audit & Supervisory Committee) will expire at the conclusion of this General Meeting of Shareholders. Therefore, the Company nominates the following three (3) candidates of Directors as the members of Audit & Supervisory Committee.

Regarding this proposal, the Company has obtained the consent from Audit & Supervisory Committee.

The candidates for the Director as the members of Audit & Supervisory Committee are as follows and the asterisk (*) denotes the new candidates:

No.	Name of Candidate (Date of Birth)	Gender	Current position and responsibilities at the Company	Attendance at Board of Directors meetings	Number of the Company's shares held	Number of the Company's stock Acquisition rights held
1	Yasuo Himeiwa (November 5, 1953)	Male	Outside Director (the member of Audit & Supervisory Committee),	100%	12,800 shares	0 unit
2	*Yumiko Kajiwara (September 9, 1961)	Female	Director	100%	0 share	0 unit
3	*Hiroyuki Murase (March 22, 1965)	Male	Finance and Administration Office Head of Accounting Division General Manager	—	0 share	70 units

(Notes)

1. Mr. Yasuo Himeiwa and Ms. Yumiko Kajiwara are candidates for Outside Directors, as stipulated by Article 2, Paragraph 3, Item 7 of the Enforcement Regulations of the Company Act.

Remarks for the candidates of Outside Directors:

Mr. Yasuo Himeiwa:

Mr. Yasuo Himeiwa has been engaged in his work as a certified public accountant for many years, and based on his extensive experience and broad insights related to finance and accounting, he has been auditing the legality and appropriateness of business execution as an outside director who is also a member of the Audit Committee, while providing advice to management. Given the expectation that he will continue to effectively fulfill these roles, the Company has determined that he is well-suited to serve as an outside director as the member of the Audit Committee and request your approval for his appointment. It should be noted that he has no prior experience in being involved in company management through means other than serving as an outside director; however, for the reasons stated above, the Company believes he will be able to perform his duties as an outside director on our Audit Committee appropriately.

Ms. Yumiko Kajiwara:

Ms. Yumiko Kajiwara has been involved for many years in promoting intellectual property, human resource development, diversity, and sustainability within business organizations. Based on these extensive experience and insights, she has been providing oversight of business execution and advice to management from an independent standpoint on matters of business and governance within our Board of Directors. Given the expectation that she will effectively fulfill her role in auditing the legality and appropriateness of business execution as an outside director as the member of the Audit Committee, the Company has determined that she is well-suited to serve as an outside director on our Audit Committee and request your approval for her appointment.

2. There are no special interests between the Company and Mr. Yasuo Himeiwa, Ms. Yumiko Kajiwara and Mr. Hiroyuki Murase.

3. Mr. Yasuo Himeiwa and Ms. Yumiko Kajiwara satisfy the requirements for independence as stipulated by the Tokyo Stock Exchange and the Company will report them as an independent director.
4. The company has entered into a contract with Mr. Yasuo Himeiwa and Ms. Yumiko Kajiwara to limit liability for damages under Article 423, Paragraph 1 of the Companies Act, based on the provisions of Article 427, Paragraph 1 of the same act. The limit of liability for damages under this contract is set at the minimum liability limit established by Article 425, Paragraph 1 of the Companies Act. If their reappointments are approved, the Company intends to continue this contract with them. Additionally, if the appointment of Mr. Hiroyuki Murase is approved, the Company plans to enter into a similar contract with him. The limit of liability for damages will also be set at the minimum liability limit established by Article 425, Paragraph 1 of the Companies Act.
5. The Company has entered into indemnity agreements with Mr. Yasuo Himeiwa and Ms. Yumiko Kajiwara, based on the provisions of Article 430-2, Paragraph 1 of the Companies Act, to indemnify them for the expenses set forth in Item 1 of the same paragraph and for the losses set forth in Item 2 of the same paragraph, within the limits prescribed by law. If their reappointments are approved, the Company plans to continue the agreements with them. Additionally, if the appointment of Mr. Hiroyuki Murase is approved, the Company plans to enter into a similar indemnity agreement with him.
6. The Company has entered into a directors and officers liability insurance agreement provided for in Article 430-3, Paragraph 1 of the Company Act with an insurance company. In the event of a claim for damages submitted by a shareholder or a third party, etc., the said insurance agreement shall compensate for damages including compensation for damages and legal expenses to be borne by the insureds. The candidates will be included as insureds in the said insurance agreement. In addition, the Company plans to renew the agreement with details of the same degree at the time of next renewal.
7. The tenure as outside directors is eight years for Mr. Yasuo Himeiwa and one year for Ms. Yumiko Kajiwara.

(For Reference) Skill Matrix of the Board of Directors

In order for our Board of Directors to appropriately fulfill its functions in line with the management strategy, the Company has identified the skills (knowledge, abilities, and experience) that the board as a whole should possess. The structure of the board of directors and the skills held by each director in the event that Proposal No. 1 and Proposal No. 2 are approved as originally drafted are as follows.

Position	Name of Candidate	Corporate management/ Business strategy	International business/ Overseas knowledge	Engineering/ Technology	Finance/ Accounting	Risk management/ Compliance
Director	Po-Hsuan Wu	●	●		●	●
	Masahiro Okitsu	●	●	●		●
	Seiichi Nagatsuka	●	●			●
	Koji Yano				●	●
Director (the member of Audit & Supervisory Committee)	Yasuo Himeiwa		●		●	●
	Yumiko Kajiwara	●	●	●		●
	Hiroyuki Murase		●		●	●

Proposal No. 3: Issuance of Stock Acquisition Rights as Stock Options

The Company requests the authorization to allot stock acquisition rights as stock options to Directors, Executives and Employees of the Company and its subsidiaries in Japan (the “Company Group”), pursuant to Articles 236, 238 and 239 of the Companies Act of Japan, and the Company would like to delegate the decision of the offering matters of stock acquisition rights to the Board of Directors.

1. The Reason why the Issuance under Particularly Favorable Conditions is Required:

The Company has decided to implement a stock option plan and will issue stock acquisition rights as stock options as one of the types of remuneration for Directors, Executives and Employees of the Company Group. This will help the Company retain and recruit human resources required for the Company’s revitalization and growth, and will serve as an incentive to increase their motivation to participate in the Company Group’s business management and contribute to higher performance, as well as the increased corporate value of the Company.

2. Outline of Issuance of Stock Acquisition Rights:

(1) Persons to whom Stock Acquisition Rights will be allotted:

Directors, Executives and Employees of the Company and its subsidiaries in Japan.

(2) Class and number of shares to be issued upon exercise of Stock Acquisition Rights:

The class of shares to be issued upon the exercise of stock acquisition rights shall be common stock of the Company, and the number of shares to be issued shall not exceed 9,750,000.

If the Company splits its common stock (including allotment of its common stock without compensation; hereinafter the same shall apply) or consolidates its common stock, the number of shares to be issued upon the exercise of stock acquisition rights shall be adjusted in accordance with the following formula; provided that such adjustment shall be made to those that remain unexercised at the time of such adjustment, and any fraction less than one share arising as a result of such adjustment shall be rounded down.

$$\begin{array}{ccccc} \text{Number of shares} & & & & \\ \text{after adjustment} & = & \text{Number of shares} & \times & \text{Ratio of split or} \\ & & \text{before adjustment} & & \text{consolidation} \end{array}$$

If the Company conducts a merger, company split, share exchange, share transfer or the like that makes it necessary to adjust the number of shares, the number of shares shall be adjusted within a reasonable range, taking into account the conditions of the merger, company split, share exchange, share transfer or the like.

(3) Total number of Stock Acquisition Rights to be issued:

Not more than 97,500 units of stock acquisition rights shall be issued.

One hundred shares shall be issued per unit of stock acquisition rights; provided that, in the event of any adjustment of the number of shares stipulated in (2) above, the number of shares to be issued per unit of stock acquisition rights shall be adjusted accordingly.

The date of allotment of stock acquisition rights shall be determined by the Board of Directors, and the Board of Directors may allot the stock acquisition rights at a plurality of times within the scope of the aforementioned limit.

(4) Cash payment for Stock Acquisition Rights:

No cash payment is required for stock acquisition rights.

(5) Value of assets to be contributed upon the exercise of Stock Acquisition Rights:

The value of assets to be contributed upon the exercise of each stock acquisition rights shall be the value per share to be issued by the exercise of each stock acquisition rights (the “Exercise Value”) multiplied by the number of shares to be issued upon the exercise of one unit of stock acquisition rights.

The Exercise Value shall be the closing price on the Tokyo Stock Exchange on the day immediately prior to the date of the resolution by the Board of Directors of the Company determining the Subscription Requirements of the stock acquisition rights or the closing price on the date of the allotment (if no closing price is available on such day, then the closing price on the trading day immediately preceding such day), whichever is higher.

If the Company splits its common stock or consolidates its common stock after the issuance of stock acquisition rights, the Exercise Value shall be adjusted in accordance with the following formula, and any fraction less than one yen arising as a result of such adjustment shall be rounded up.

$$\begin{array}{ccccc} \text{Exercise Value} & & & & 1 \\ \text{after adjustment} & = & \text{Exercise Value} & \times & \frac{\text{Ratio of stock split or}}{\text{stock consolidation}} \\ & & \text{before adjustment} & & \end{array}$$

If shares to be offered are issued at a below-market price (including issuance of shares by allotment of shares

without contribution and delivery of treasury shares, but excluding exercise of stock acquisition rights (including bonds with stock acquisition rights) and conversion of securities convertible into common stock of the Company), the Exercise Value shall be adjusted in accordance with the following formula, and any fraction less than one yen arising as a result of such adjustment shall be rounded up. The “Number of shares already issued” in the above formula shall be the total number of issued shares of the Company less the number of treasury shares held by the Company. If the Company disposes of treasury shares, the “Number of shares newly issued” and the “Stock price before new issuance” shall be respectively replaced to read as the “Number of treasury shares disposed of” and the “Stock price before disposal.”

$$\begin{array}{ccccccc} \text{Exercise} & & \text{Exercise} & & \text{Number} & & \text{Number of} \\ \text{Value} & & \text{Value} & & \text{of shares} & & \text{shares} \\ \text{after} & = & \text{before} & \times & \text{already} & + & \text{newly issued} \\ \text{adjust-} & & \text{adjust-} & & \text{issued} & & \text{Stock price before new issuance} \\ \text{ment} & & \text{ment} & & \text{Number of shares} & + & \text{Amount paid in} \\ & & & & \text{already issued} & & \text{per share} \end{array}$$

If the Company conducts a merger, company split, share exchange, share transfer or the like that makes it necessary to adjust the Exercise Value, the Exercise Value shall be adjusted within a reasonable range, taking into account the conditions of the merger, company split, share exchange, share transfer or the like.

(6) Exercise period of Stock Acquisition Rights:

The exercise period shall be from the date on which two (2) years have passed from the date of allotment of the stock acquisition rights to the date on which ten (10) years have passed from the date of allotment. If the final day of the exercise period falls on a holiday of the Company, the final day shall be the working day immediately preceding the final day.

(7) Conditions etc. for exercise of Stock Acquisition Rights

- (i) The holders of stock acquisition rights shall remain Directors, Auditors, Executive Officers or employees of the Company or its subsidiaries at the time of exercising stock acquisition rights; provided, however, that exceptional treatment may be allowed in this regard in writing by the Board of Directors of the Company in consideration of the circumstances.
- (ii) Stock acquisition rights may be exercised by the holder of stock acquisition rights, in whole or in part, according to the following categories.
 - i) The entire allotment of stock acquisition rights shall not be exercised prior to the date on which two (2) years have passed from the date of allotment.
 - ii) 50% of the allotment of stock acquisition rights, whichever is larger, may be exercised from the date on which two (2) years have passed from the date of allotment to the date prior to the date on which three (3) years have passed from the date of allotment (if a fraction less than one unit arises in the number of exercisable stock acquisition rights, such fraction shall be rounded down).
 - iii) 75% of the allotment of stock acquisition rights, whichever is larger, may be exercised from the date on which three (3) years have passed from the date of allotment to the date prior to the date on which four (4) years have passed from the date of allotment (if a fraction less than one unit arises in the number of exercisable stock acquisition rights, such fraction shall be rounded down).
 - iv) The entire allotment of stock acquisition rights may be exercised from the date on which four (4) years have passed from the date of allotment to the date on which ten (10) years have passed from the date of allotment.
- (iii) Stock acquisition rights shall not be inherited; provided, however, that exceptional treatment may be allowed in this regard in writing by the Board of Directors in consideration of the circumstances.
- (iv) Stock acquisition rights shall not be offered for pledge or disposed of in any other way.
- (v) Other details and conditions shall be determined by the Board of Directors of the Company.

(8) Matters concerning increase in capital and capital reserve by issuing of shares upon exercise of Stock Acquisition Rights:

- (i) Amount of increase in capital by issuing shares upon exercise of stock acquisition rights shall be half of the upper limit of capital increase as calculated pursuant to the provisions of Article 17, Paragraph 1 of the Ordinance on Accounting of Companies, where any resultant fraction less than one yen shall be rounded up.
- (ii) Amount of increase in capital reserve by issuing shares upon exercise of stock acquisition rights shall be the upper limit of capital increase as described in (i) above less the amount of increase in capital set out therein.

- (9) Reasons and conditions for the acquisition of Stock Acquisition Rights:
The Company may acquire stock acquisition rights on the date otherwise determined by the Board of Directors of the Company without any compensation therefor in the following cases:
- (i) In the case where a proposal of any merger agreement under which the Company is dissolved, or any absorption-type company split (*kyushu-bunkatsu*) agreement or incorporation-type company split (*shinsetsu-bunkatsu*) plan in which the Company will be a splitting company, or any share exchange agreement or share transfer plan in which the Company will be a wholly owned subsidiary of another company is approved at a General Shareholders' Meeting of the Company (or by the Board of Directors for a company split that does not require the approval of the General Shareholders' Meeting);
 - (ii) In the case where a holder of stock acquisition rights ceases to accommodate the conditions of (7) above before exercising stock acquisition rights; or
 - (iii) In the case where a holder of stock acquisition rights requests a waiver of Stock acquisition rights.
- (10) Restriction on the acquisition of Stock Acquisition Rights by transfer:
Any acquisition of stock acquisition rights by transfer shall require an approval of the Board of Directors of the Company by its resolution.
- (11) Treatment of Stock Acquisition Rights in case of organizational restructuring of the Company:
In the event the Company merges (limited to cases where the Company becomes a dissolving company), performs an absorption-type company split or an incorporation-type company split, or conducts a share exchange or a share transfer (hereinafter collectively "Organizational Restructuring"), stock acquisition rights of a corporation described in Article 236, Paragraph 1, Items 8.1 (イ) through 8.5 (ホ) of the Companies Act of Japan (hereinafter "Restructured Company") shall be delivered under the following conditions to holders of stock acquisition rights remaining unexercised (hereinafter "Remaining stock acquisition rights") at the time when Organizational Restructuring takes effect. In this case, the Remaining stock acquisition rights will lapse and the Restructured Company will issue new stock acquisition rights. However, the foregoing shall apply only to cases in which the delivery of stock acquisition rights of the Restructured Company according to the following conditions is stipulated in the merger agreement, the absorption-type company split agreement, the incorporation-type company split plan, the share exchange agreement or the share transfer plan.
- (i) Number of stock acquisition rights of the Restructured Company to be delivered:
The Restructured Company shall deliver stock acquisition rights, the number of which shall equal the number of Remaining stock acquisition rights held by the holder of the Remaining stock acquisition rights.
 - (ii) Class of shares of the Restructured Company to be issued upon the exercise of stock acquisition rights:
Shares of common stock of the Restructured Company
 - (iii) Number of shares of the Restructured Company to be issued upon the exercise of stock acquisition rights:
To be decided according to (2) and (3) above after taking into consideration the conditions, etc. of the Organizational Restructuring.
 - (iv) Value of the assets to be contributed upon the exercise of stock acquisition rights:
The value of the assets to be contributed upon the exercise of each stock acquisition rights shall be decided according to (5) above after taking into consideration the conditions, etc. of the Organizational Restructuring.
 - (v) Exercise period of stock acquisition rights:
Starting from the later of either the first date of the exercise period of stock acquisition rights as stipulated in (6) above, or the date on which the Organizational Restructuring becomes effective and ending on the expiration date for the exercise of stock acquisition rights as stipulated in (6) above.
 - (vi) Matters concerning increase in capital and capital reserve to be increased by issuing of shares by the Restructured Company upon the exercise of stock acquisition rights:
To be determined in accordance with (8) above.
 - (vii) Restriction on acquisition of stock acquisition rights by transfer:
Acquisition of stock acquisition rights by transfer shall be subject to the approval of the Board of Directors of the Restructured Company (or by the majority decision of Directors if such company is not a company with Board of Directors).
 - (viii) Conditions and reasons for the acquisition of stock acquisition rights:
To be determined in accordance with (7) and (9) above.
- (12) Rules pertaining to fractions of less than one share arising from the exercise of Stock Acquisition Rights:
Fractions of less than one share in the number of shares to be delivered to holders of stock acquisition rights who exercised stock acquisition rights shall be rounded down.

(13) Other details of Stock Acquisition Rights:

Other details of stock acquisition rights shall be determined by the meeting of the Board of Directors to determine the Subscription Requirements of Stock Acquisition Rights.

CONSOLIDATED BALANCE SHEET

(As of March 31, 2025)

(Millions of Yen)

ASSETS		LIABILITIES	
Current Assets	979,817	Current Liabilities	756,923
Cash and deposits	279,307	Notes and accounts payable - trade	278,869
Notes and accounts receivable - trade, and contract assets	379,787	Electronically recorded obligations-operating	10,881
Inventories	242,081	Short-term borrowings	111,257
Other	84,495	Lease liabilities	3,691
Allowance for doubtful accounts	(5,854)	Accrued expenses	117,624
		Provision for bonuses	19,481
		Provision for product warranties	13,096
		Provision for sales promotion expenses	2,560
		Provisions for restructuring	14,802
Non-Current Assets	473,913	Other provisions	8,631
Property, Plant and Equipment	201,899	Other	176,026
Buildings and structures	590,183		
Machinery, equipment and vehicles	1,002,312	Non-Current Liabilities	529,097
Tools, furniture and fixtures	136,473	Long-term borrowings	406,400
Land	57,760	Deferred tax liabilities	13,813
Construction in Progress	3,463	Provision for product warranties	5,261
Other	50,110	Provision for restructuring	3,758
Accumulated depreciation	(1,638,404)	Other provisions	2,689
		Retirement benefit liability	45,604
		Other	51,570
		Total Liabilities	1,286,021
Intangible Assets	36,580	NET ASSETS	
Software	17,801	Shareholders' Equity	86,511
Goodwill	7,264	Share capital	5,000
Other	11,514	Capital surplus	148,983
		Retained earnings	(54,082)
		Treasury shares	(13,389)
Investments and Other Assets	235,433	Accumulated Other Comprehensive Income	66,855
Investment securities	185,710	Valuation difference on available-for-sale securities	20,818
Retirement benefit asset	4,729	Deferred gains or losses on hedges	(1,437)
Deferred tax assets	18,496	Foreign currency translation adjustment	46,571
Other	28,398	Remeasurements of defined benefit plans	902
Allowance for doubtful accounts	(1,902)	Share Acquisition Rights	1,279
		Non-Controlling Interests	13,062
		Total Net Assets	167,709
Total Assets	1,453,730	Total Liabilities and Net Assets	1,453,730

(Note) Fractions rounded down to the nearest million yen.

CONSOLIDATED STATEMENT OF INCOME

(From April 1, 2024 to March 31, 2025)

(Millions of Yen)

Net Sales	2,160,146
Cost of sales	1,754,437
Gross profit	405,708
Selling, general and administrative expenses	378,370
Operating profit	27,338
Non-Operating Income	27,741
Interest and dividend income	6,477
Other	21,264
Non-Operating Expenses	37,426
Interest expenses	10,296
Other	27,130
Ordinary Profit	17,653
Extraordinary Income	123,115
Gain on sale of non-current assets	78,095
Gain on sale of investment securities	28,254
Gain on liquidation of subsidiaries and associates	103
Gain on step acquisitions	717
Gain on change in equity	4,529
Gain on reversal of liabilities	4,474
Compensation income	6,723
Gain on reversal of share acquisition rights	216
Extraordinary Losses	87,131
Loss on sale and retirement of non-current assets	1,652
Impairment losses	54,381
Loss on valuation of investment securities	1,411
Business restructuring expenses	29,686
Profit Before Income Taxes	53,637
Income taxes - current	15,376
Income taxes - deferred	2,493
Profit	35,766
Loss attributable to non-controlling interests	(328)
Profit Attributable to Owners of Parent	36,095

(Note) Fractions rounded down to the nearest million yen.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

(From April 1, 2024 to March 31, 2025)

(Millions of Yen)

	Shareholders' Equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	5,000	148,594	(90,178)	(13,387)	50,028
Changes during period					
Profit attributable to owners of parent			36,095		36,095
Change in ownership interest of parent due to transactions with non-controlling interests		390			390
Purchase of treasury shares				(1)	(1)
Disposal of treasury shares		(0)		0	0
Net changes in items other than shareholders' equity					
Total changes during period	—	389	36,095	(1)	36,483
Balance at end of period	5,000	148,983	(54,082)	(13,389)	86,511

	Accumulated Other Comprehensive Income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance beginning of period	40,396	508	52,870	(1,381)	92,393	756	14,246	157,424
Changes during period								
Profit attributable to owners of parent								36,095
Change in ownership interest of parent due to transactions with non-controlling interests								390
Purchase of treasury shares								(1)
Disposal of treasury shares								0
Net changes in items other than shareholders' equity	(19,577)	(1,946)	(6,298)	2,284	(25,538)	523	(1,184)	(26,199)
Total changes during period	(19,577)	(1,946)	(6,298)	2,284	(25,538)	523	(1,184)	10,284
Balance at end of period	20,818	(1,437)	46,571	902	66,855	1,279	13,062	167,709

(Notes) Fractions rounded down to the nearest million yen.

BALANCE SHEET (based on non-consolidated results)

(As of March 31, 2025)

(Millions of Yen)

ASSETS		LIABILITIES	
Current Assets	399,417	Current Liabilities	605,675
Cash and deposits	93,986	Electronically recorded obligations - operating	9,224
Notes receivable - trade	231	Accounts payable - trade	154,342
Accounts receivable - trade	154,771	Short-term borrowings	117,745
Lease receivables	2,365	Lease liabilities	115
Finished goods	30,451	Accounts payable - other	33,602
Work in process	8,090	Accrued expenses	57,566
Raw materials and supplies	1,222	Income taxes payable	2,061
Advance payments to suppliers	255	Deposits received	122,044
Prepaid expenses	519	Provision for bonuses	6,000
Short-term loans receivable from subsidiaries and associates	130,372	Provision for product warranties	4,151
Accounts receivable - other	316,773	Provision for loss on business of subsidiaries and associates	38,199
Other	17,135	Provisions for restructuring	7,901
Allowance for doubtful accounts	(356,757)	Other provisions	820
		Other	51,899
Non-Current Assets	492,587	Non-Current Liabilities	432,960
Property, Plant and Equipment	196,163	Long-term borrowings	395,131
Buildings	122,726	Provision for retirement benefits	22,926
Structures	1,804	Provisions for restructuring	318
Machinery and equipment	530	Lease liabilities	1,032
Vehicles	25	Other	13,552
Tools, furniture and fixtures	1,643		
Land	58,115		
Leased assets	1,041		
Construction in progress	10,275		
Intangible Assets	20,690	Total Liabilities	1,038,636
Industrial property	4,624		
Right to use facilities	10		
Software	16,055		
Investments and Other Assets	275,733	NET ASSETS	
Investment securities	58,598	Shareholders' Equity	(166,910)
Shares of subsidiaries and associates	147,048	Share Capital	5,000
Investments in capital of subsidiaries and associates	66,335	Capital Surplus	45,932
Long-term loans receivable from subsidiaries and associates	297	Legal capital surplus	1,250
Long-term prepaid expenses	2,147	Other capital surplus	44,682
Other	4,609	Retained Earnings	(204,453)
Allowance for doubtful accounts	(3,303)	Other retained earnings	(204,453)
		Reserve for tax purpose reduction entry of non-current assets	2,119
		Retained earnings brought forward	(206,573)
		Treasury Shares	(13,389)
		Valuation and Translation Adjustments	18,998
		Valuation difference on available-for-sale securities	18,998
		Stock Acquisition Rights	1,279
Total Assets	892,004	Total Net Assets	(146,631)
		Total Liabilities and Net Assets	892,004

(Note) Fractions rounded down to the nearest million yen.

STATEMENT OF INCOME (based on non-consolidated results)

(From April 1, 2024 to March 31, 2025)

(Millions of Yen)

Net Sales	539,722
Cost of sales	439,281
Gross profit	100,440
Selling, general and administrative expenses	96,048
Operating Profit	4,392
Non-Operating Income	34,675
Interest and dividend income	19,931
Other	14,743
Non-Operating Expenses	37,348
Interest expenses	10,790
Provision of allowance for doubtful accounts	4,848
Other	21,710
Ordinary Profit	1,718
Extraordinary Income	33,710
Gain on sales of non-current assets	3,472
Gain on sales of investment securities	28,254
Gain on liquidation of subsidiaries and associates	79
Reversal of provision for loss on business of subsidiaries and associates	1,687
Gain on reversal of share acquisition rights	216
Extraordinary Losses	55,844
Loss on sale and retirement of non-current assets	3,565
Impairment losses	10,410
Loss on valuation of investment securities	38
Loss on valuation of shares of subsidiaries and associates	304
Provision for loss on business of subsidiaries and associates	3,557
Business restructuring expenses	5,868
Provision of allowance for doubtful accounts	32,100
Loss Before Income Taxes	(20,415)
Income taxes - current	16,305
Income taxes - deferred	1
Loss	(36,722)

(Note) Fractions rounded down to the nearest million yen.

STATEMENT OF CHANGES IN EQUITY (based on non-consolidated results)

(From April 1, 2024 to March 31, 2025)

(Millions of Yen)

	Shareholders' Equity						
	Share capital	Capital Surplus			Retained Earnings		
		Legal capital surplus	Other capital surplus	Total capital surplus	Other Retained Earnings		Total retained earnings
					Reserve for tax purpose reduction entry of non-current assets	Retained earnings brought forward	
Balance at beginning of period	5,000	1,250	44,683	45,933	2,221	(169,952)	(167,730)
Changes during Period							
Loss						(36,722)	(36,722)
Purchase of treasury shares							
Disposal of treasury shares			(0)	(0)			
Reversal of reserve for tax purpose reduction entry of non-current assets					(101)	101	—
Net changes in items other than shareholders' equity							
Total changes during period	—	—	(0)	(0)	(101)	(36,621)	(36,722)
Balance at end of period	5,000	1,250	44,682	45,932	2,119	(206,573)	(204,453)

	Shareholders' Equity		Valuation and Translation Adjustments		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Balance at beginning of period	(13,387)	(130,185)	38,628	38,628	756	(90,801)
Changes during period						
Loss		(36,722)				(36,722)
Purchase of treasury shares	(1)	(1)				(1)
Disposal of treasury shares	0	0				0
Reversal of reserve for tax purpose reduction entry of non-current assets		—				—
Net changes in items other than owners' equity			(19,629)	(19,629)	523	(19,105)
Total changes during period	(1)	(36,724)	(19,629)	(19,629)	523	(55,830)
Balance at end of period	(13,389)	(166,910)	18,998	18,998	1,279	(146,631)

(Notes) Fractions rounded down to the nearest million yen.