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Dear shareholders

With our initiatives outlined in the Mid-term Corporate Strategy and the collective strength of the Group, we will increase our corporate value and achieve sustainable growth.

We would like to express our sincere gratitude to our shareholders for their continued support.

For the current fiscal year (FY2024), we focused on the automobile-related business, particularly materials for electric vehicles (EVs). This market expanded steadily, but our business remained lackluster in key markets affected by sluggish electronic component production on the back of the delayed economic recovery in China and other factors, resulting in a decline in both sales and profits year-on-year.

Despite the current challenging business environment, in the electronics industry surrounding the Group, the market is expected to expand in the medium- to long-term driven by rising demand in various fields. We are now in the second year of our Medium-term Corporate Strategy, "elematec Pro+." We will continue to allocate resources with a focus on growing fields such as automotive and steadily implement each measure, while making the best use of the Group's comprehensive strengths and providing added value to our customers, thereby achieving our sustainable growth.

We sincerely ask our shareholders for their continued understanding and support.



Akira Yokode,
Chief Executive Officer and Chairman of the Board

Management Philosophy

Mission	To provide new values by expanding our good relationships.
Management policies	<ul style="list-style-type: none">• To provide a multitude of quality products and services globally.• To constantly strive for self-improvement and to seek sustained growth for betterment of social credibility• Strive to maximize corporate value while emphasizing corporate governance with due consideration to the environment and safety• Contributing to the creating a sustainable society under the Basic Policy on Sustainability
Action Guidelines	<ul style="list-style-type: none">• Respect customer's needs and be trusted as a manufacturing partner• Actively exchange views and take on challenges with enthusiasm, speed and teamwork.• Each employee shall strive for self-improvement and place emphasis on equal opportunities and fair evaluation.• Pursue happiness and well-being of employees and growth as a group.

(Securities Code: 2715)
(Date of sending) June 10, 2024
(Commencement date of Electronic Provision Measures) June 4, 2024

To Our Shareholders:

Akira Yokode,
Chief Executive Officer and Chairman of the Board

Elematec Corporation
3-5-19 Mita, Minato-ku, Tokyo

Notice of Convocation of the 78th Ordinary General Meeting of Shareholders

First, we would like to express our sincere gratitude for your continued support.

You are cordially invited to attend the 78th Ordinary General Meeting of Shareholders of the Company.

In convening this General Meeting of Shareholders, we have taken measures to electronically provide information on the Reference Documents, etc. for the General Meeting of Shareholders (Matters Concerning Electronic Provision Measures), which are posted on each website on the Internet, so please access one of the following websites to confirm the information.

[Our website]

<http://www.elematec.com/ir/meetingdocument.html>



[General Meeting of Shareholders Materials Website]

<https://d.sokai.jp/2715/teiji/>



[Tokyo Stock Exchange Website (Listed Company Search)]

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>



(Please access the above website, enter or search the company name “elematec“ or the securities code “2715,” select “Basic information” and then “Documents for public inspection/PR information.” See “Notice of Convocation of General Meeting of Shareholders/Materials for General Meeting of Shareholders“ in the “Documents for Public Inspection“ for your confirmation

If you are unable to attend the meeting in person, you may exercise your voting rights in writing or via the Internet, etc. Please review the Reference Documents for the General Meeting of Shareholders that appear later and exercise your voting rights by any of the methods described on pages 3 to 5 of this Notice by 5:30 p.m. (at the close of our business hours) on Tuesday, June 25, 2024 (Japan time).

Details of the General Meeting of Shareholders

1. **Date and Time:** Wednesday, June 26, 2024, at 10:00 a.m.
2. **Venue:**
26F (Pearl 26), Main Tower, Shinagawa Prince Hotel
10-30 Takanawa 4-chome, Minato-ku, Tokyo
3. **Agenda:**
Matters to be reported:
 1. Business Report and Consolidated Financial Statements for the 78th Fiscal Year (from April 1, 2023 to March 31, 2024), results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
 2. Non-consolidated Financial Statements for the 78th Fiscal Year (from April 1, 2023 to March 31, 2024)**Proposals to be resolved:**
Agenda Item 1 Partial Amendments to the Articles of Incorporation
Agenda Item 2 Election of Nine Directors

- If you are attending the Meeting in person, please submit the Voting Form to the receptionist at the venue.
- If any revisions are made to the Matters Concerning Electronic Provision Measures, a notice to that effect will be posted on the websites listed on the previous page along with the contents of the revision.
- For shareholders who have not made a Request for Delivery of Documents, the following items of the Reference Documents for the General Meeting of Shareholders and the Business Report will be sent together.
 1. Major Business Activities
 2. Business Conditions during the Fiscal Year under Review
 3. Status of Assets and Profits and Losses in the Three Most Recent Fiscal Years
 4. Issues to Be Addressed
- Shareholders who have made a Request for Delivery of Documents will also receive a document stating the Matters Concerning Electronic Provision Measures, but such document will exclude the following items pursuant to the applicable laws and regulations and Article 17 of the Articles of Incorporation. Accordingly, such document forms part of the documents audited by the Audit & Supervisory Board Members and Accounting Auditor for their preparation of the Audit Report.
 1. System for Ensuring Proper Business Operation and Operating Status of Such System
 2. Basic Policy for Control of the Company
 3. Notes to Consolidated Financial Statements
 4. Individual Notes to the Financial Statements

【On-demand video streaming of this General Meeting of Shareholders (post-event video streaming)】
A video of a portion of this General Meeting of Shareholders will be distributed on the Company's website at a later date. In consideration of the privacy of shareholders present, the Q&A session and voting session will not be available for on-demand streaming.

Scheduled date for the start of streaming	Around early July 2024
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Our website	http://www.elematec.com/ir/meetingdocument.html
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Guidance for Exercising Voting Rights

Exercising voting rights by attending the General Meeting of Shareholders



Please submit the enclosed Voting Form to the receptionist at the venue.

Date & Time

Wednesday, June 26, 2024
at 10:00 a.m.

Venue

10-30 Takanawa 4-chome, Minato-ku, Tokyo
26F (Pearl 26), Main Tower, Shinagawa Prince Hotel

Exercising voting rights in writing (by post)



Please indicate your vote for or against each proposal on the Voting Form enclosed and return the form to the Company. If no indication of approval or disapproval is made for each proposal item on the Voting Form, it will be treated as “approval.”

Exercise Deadline

To arrive by 5:30 p.m. on Tuesday, June 25, 2024

Exercising voting rights via the Internet, etc.



Enter your vote for or against the proposal in accordance with the guide on pages 6 to 7.

Exercise Deadline

Make entry by 5:30 p.m. on Tuesday, June 25, 2024



Guide to Exercising Voting Rights via the Internet, etc.

Exercise
Deadline

Make entry by 5:30 p.m. on Tuesday, June 25, 2024

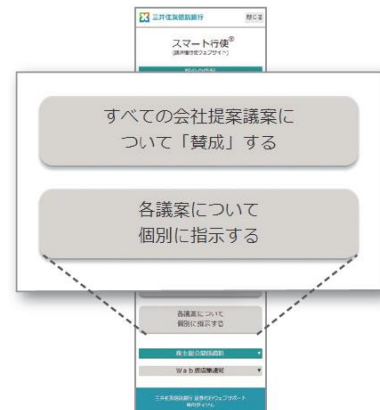
How to scan QR Code “Smart Vote”

You can login to the website to exercise your voting rights without entering your voting code and password.

1. Scan the QR Code printed on the bottom right of your voting form.
* “QR Code is a registered trademark of Denso Wave Incorporated.



2. Follow the instructions on the screen to vote for or against each of the proposals.



*The Voting form uses simulated image.

You may exercise your voting rights only once through “Smart Vote.”

If you wish to make corrections after you have exercised your voting rights, access the PC website, login by entering your voting code and password printed on the voting form, and exercise your voting rights again.

* Rescan the QR Code to access the PC website.

- If you exercise your voting rights both via the Internet, etc. and by returning the Voting Form, the vote received later will be treated as valid. If the votes via the Internet, etc. and the Voting Form are received on the same day, the votes via the Internet, etc. will be treated as valid.
- If you exercise your voting rights more than once via the Internet, etc. the last vote will be treated as valid.

How to Enter Voting Code and Password

Website for exercising voting rights: <https://www.web54.net>

1. Access the website for exercising voting rights.



Click "Proceed to next."

2. Enter the voting code printed on your voting form.



Enter the voting code.

Click "Login."

3. Enter the password printed on the voting form.



Enter the initial Password.

Please set a new password to actually use.

Click "Register."

4. Follow the instructions on the screen to vote for or against each of the proposals.

*The operation screen uses simulated image.

The website for exercising voting rights may not be available depending on the internet usage environment of PC, Smart phone and Cell phone.

Inquiries about exercising voting rights via the Internet

Stock Transfer Agency Web Support
Sumitomo Mitsui Trust Bank, Limited.
Toll-free (within Japan): 0120-652-031
(Business hour: 9:00 a.m. to 9:00 p.m.)

To institutional investors

Institutional investors can also vote electronically at this General Meeting through the "ICJ Platform" operated by ICJ Inc.

Reference Documents for the General Meeting of Shareholders

Agenda Item 1: Partial Amendments to the Articles of Incorporation

1. Reason for the amendment

To prepare for the expansion and future development of "medical equipment" business, which is one of the important markets for promoting the Medium-term Corporate Strategy "elematec Pro+,"* the Company proposes to add an item to Article 2 (Purpose) of the current Articles of Incorporation with the following items moved down.

*For details of "elematec Pro+," the Medium-term Corporate Strategy for FY2024 to FY2026, please refer to the page 28.

2. Description of amendment

Details of the proposed amendments are as follows:

(Amendments are underlined.)

Current provisions of the Articles of Incorporation	Proposed amendments
<p>Article 2 (Purpose)</p> <p>The purpose of the Company is to engage in the following businesses:</p> <p>1.-8. 〈Omitted〉</p> <p style="padding-left: 40px;">〈Newly established〉</p> <p><u>9.-18.</u> 〈Omitted〉</p>	<p>Article 2 (Purpose)</p> <p>The purpose of the Company is to engage in the following businesses:</p> <p>1.-8. 〈as is〉</p> <p><u>9.</u> <u>Engineering , manufacture,</u> <u>processing and sale of medical equipment</u></p> <p><u>10.-19.</u> 〈as is〉</p>


Agenda Item 2: Election of Nine Directors

The term of office of all of the current nine Directors will expire at the close of this General Meeting of Shareholders. Accordingly, we propose the election of nine Directors.


The candidates for Directors are as follows.


No.	Name	Position in the Company	
1	Akira Yokode	Chief Executive Officer and Chairman of the Board	Reappointment
2	Sei Kawafuji	Executive Managing Director, Corporate & Administration	Reappointment
3	Koichi Okoshi	Senior Managing Director	New appointment
4	Naohito Tsuji	Executive Managing Director, Sales	Reappointment
5	Hiroyuki Rikuna	Executive Managing Director Marketing & Development	Reappointment
6	Yosuke Komatsu	Member of the Board	Reappointment
7	Tatsumi Maeda	External Member of the Board	Reappointment External Independent officer
8	Yoshiaki Yatsu	External Member of the Board	Reappointment External Independent officer
9	Mie Fujimoto	—	New appointment External Independent officer


Reappointment	Reappointed Director candidate
New appointment	Newly appointed Director candidate
External	External Director candidate
Independent officer	Independent officer pursuant to the regulations of Tokyo Stock Exchange, Inc.


	1	Akira Yokode	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Reappointment</div>
	(Date of birth: June 18, 1961)		
	[Career summary, position and areas of responsibility in the Corporation]		
	April 1984 Joined T. CHATANI & Co., Ltd. May 1988 Joined ROHM Co., Ltd. March 2001 Joined Toyota Tsusho Corporation (“Toyota Tsusho”) April 2006 General Manager of Section 1 Electronics Department, Toyota Tsusho June 2006 Managing Director, Assistant to Chief Division Officer of Sales Division, TOMEN DEVICES CORPORATION June 2008 General Manager of Electronics Device Department, Toyota Tsusho April 2011 General Manager of Electronics Department, Toyota Tsusho April 2012 Senior Managing Director, the Company June 2012 Executive Managing Director, the Company April 2018 Executive Managing Director, the Company June 2019 Chief Executive Officer and Chairman of the Board, the Company (to the present)		
	Significant concurrent positions None		
Number of the Corporation’s shares held: 2,940 Tenure: 12 years Status of attendance to Board of Directors meeting: 12/13 (92.3%)	[Reasons for nomination of the candidate as Director] Akira Yokode has been engaged mainly in electronics businesses since joined Toyota Tsusho Corporation in 2001, and has held positions such as General Manager of Section 1 Electronics Department, and General Manager of Electronics Device Department at Toyota Tsusho. Since the Company entered into a capital and business alliance agreement with Toyota Tsusho in 2012, he has served as Executive Managing Director of the Company. He has currently been Chief Executive Officer and Chairman of the Board (present post) since 2019. The Company has proposed him as a candidate for re-election as Director so that the Company’s management may benefit from his extensive experience of a general trading company and the Group as well as insights into global business operations.		


	2	Sei Kawafuji	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Reappointment</div>
	(Date of birth: February 25,1969)		
	[Career summary, position and areas of responsibility in the Corporation]		
	April 1991	Joined Sumitomo Bank, Limited (currently Sumitomo Mitsui Banking Corporation)	
	August 2005	Joined the Company	
April 2012	General Manager of Administrative Department, the Company		
April 2014	Chief Division Officer of Administrative Division and General Manager of Personnel Department, the Company		
April 2016	Managing Director, Chief Division Officer of Administrative Division and General Manager of Personnel Department, the Company		
July 2016	Managing Director, Chief Division Officer of Administrative Division, General Manager of Finance & Business Administrative Department and General Manager of Personnel Department, the Company		
April 2017	Managing Director, Chief Division Officer of Corporate Division, the Company		
April 2018	Senior Managing Director in charge of Overall Personnel Affairs, General Affairs, and Legal Affairs, the Company		
June 2018	Executive Managing Director in charge of Overall Personnel Affairs, General Affairs, and Legal Affairs, the Company		
June 2020	Executive Managing Director, Corporate & Administration, the Company		
April 2024	Executive Managing Director, Corporate & Administration, the Company (to the present)		
Significant concurrent positions			
None			
[Reasons for nomination of the candidate as Director]			
Number of the Corporation's shares held:	17,400	Sei Kawafuji has work experience at a major financial institution. He has been engaged in administration divisions in general since he joined the Company in 2005, and has held positions such as General Manager of Finance & Business Administrative Department, General Manager of Personnel Department, Chief Division Officer of Administrative Division, and Chief Division Officer of Corporate Division. He served as Executive Managing Director since 2018 and has served as Executive Managing Director, Corporate & Administration (present post) since 2024 using his extensive experience of the Group's operations and insights into administrative and management operations. Accordingly, the Company has proposed him as a candidate for re-election as Director.	
Tenure:	6 years		
Status of attendance to Board of Directors meeting:	13/13 (100%)		


	3	Koichi Okoshi	<div style="border: 1px solid black; padding: 2px; display: inline-block;">New appointment</div>
	(Date of birth: June 25, 1969)		
	[Career summary, position and areas of responsibility in the Corporation]		
	April 1993 Joined TOMEN Corporation (currently Toyota Tsusho Corporation) July 2000 Sales Division Director, Shanghai Hong Ri International Electronic Co., Ltd (currently, SHANGHAI HUAHONG HONGRI ELECTRONICS CO.,LTD.) April 2010 Executive General Manager, Automotive Business Unit, Business Development Division, TOMEN Electronics Corporation (currently, NEXTY Electronics Corporation) April 2017 Executive Officer, Automotive Division II, NEXTY Electronics Corporation April 2018 President & CEO, Regional Management Director of NEXTY Electronics South East and Asia, TOYOTA TSUSHO NEXTY ELECTRONICS (THAILAND)CO., LTD. April 2021 Senior Executive Officer, Chief General Manager of Customer Satisfaction Promotion Division, UMC Electronics Co., Ltd. April 2024 Senior Managing Director, Sales and Assistant to CEO, the Company (to the present)		
	Significant concurrent positions None		
[Reasons for nomination of the candidate as Director] Koichi Okoshi has extensive experience and broad insight in general trading companies, having been engaged mainly in electronics businesses and automotive-related business since joining TOMEN Corporation in 1993 (currently, Toyota Tsusho Corporation). Since 2024, he serves as the Company's Senior Managing Director, Sales and Assistant to CEO (current position). The Company has newly proposed him as a candidate for election as Director because we believe that he will be able to utilize such experience and insight in the management of the Company and appropriately perform his duties as Director.			
Number of the Corporation's shares held:	-		

	4	Naohito Tsuji	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Reappointment</div>
	(Date of birth: September 22, 1970)		
	[Career summary, position and areas of responsibility in the Corporation]		
	April 1994	Joined Toyota Tsusho Corporation (“Toyota Tsusho”)	
	April 2011	General Manager of Device Solutions Department 4, Toyota Tsusho Electronics Corporation (currently NEXTY Electronics Corporation)	
April 2012	Assistant General Manager of Marketing & Development Group I , the Company		
January 2013	General Manger, Automotive Group, the Company		
April 2016	Managing Director, Toyota Tsusho (H. K.) Corporation Limited		
April 2017	Managing Director, Toyota Tsusho (H. K.) Corporation Limited Chairman of the Board of Directors, TOYOTA TSUSHO NEXTY ELECTRONICS HONG KONG CO., LIMITED. Chairman of East Asia Region		
April 2021	Managing Director, Sales Division Director, the Company		
June 2022	Executive Managing Director, Sales, Sales Division Director, the Company (to the present)		
Significant concurrent positions			
None			
Number of the Corporation’s shares held:	1,200		
Tenure:	2 years		
Status of attendance to Board of Directors meeting:	13/13 (100%)		
[Reasons for nomination of the candidate as Director]			
Naohito Tsuji has been engaged mainly in electronics businesses since he joined Toyota Tsusho Corporation in 1994, and has been engaged mainly in automotive-related business since temporary assigned to the Company in 2012. He was temporary reassigned to the Company and served as Managing Director, Sales Division Director since 2021 and has served as Executive Managing Director, Sales, Sales Division Director (present post) since 2022. He has extensive experience and broad knowledge of a general trading company and the Group. Accordingly, the Company has proposed him as a candidate for re-election as Director.			

	6	Yosuke Komatsu	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Reappointment</div>
	(Date of birth: October 3, 1974)		
	[Career summary, position and areas of responsibility in the Corporation]		
	April 1998 Joined Toyota Tsusho Corporation (“Toyota Tsusho”)		
	April 2012 General Manager of Sales Division I, Toyota Tsusho Electronics Corporation (currently NEXTY Electronics Corporation)		
April 2013 Assistant General Manager, Sales Department, Toyota Tsusho Electronics Corporation (currently NEXTY Electronics Corporation)			
April 2014 Divisional Director of Semiconductor Sales Department, Toyota Tsusho Electronics Corporation (currently NEXTY Electronics Corporation)			
April 2017 Executive Officer, Toyota Tsusho Electronics Corporation (currently NEXTY Electronics Corporation)			
April 2018 General Manager of Electronics Department, Chemical & Electronics Division, Toyota Tsusho			
June 2021 Member of the Board, the Company (to the present)			
April 2024 General Manager of Digital Solutions Planning Department, Digital Solutions Division, Toyota Tsusho (to the present)			
Significant concurrent positions General Manager of Digital Solutions Planning Department, Digital Solutions Division, Toyota Tsusho			
Number of the Corporation’s shares held:	-		
Tenure:	3 years		
Status of attendance to Board of Directors meeting:	13/13 (100%)		
[Reasons for nomination of the candidate as Director]			
Yosuke Komatsu has extensive experience and broad knowledge cultivated over many years at Toyota Tsusho Corporation and its Group. He has served as Member of the Board (present post) of the Company since 2021, providing effective advice and recommendations to ensure the adequacy and appropriateness of the Company’s management decision-making. Accordingly, the Company has proposed him as a candidate for re-election as Director.			

	7	Tatsumi Maeda (Date of birth: January 1, 1953)	Reappointment	External
			Independent officer	
	[Career summary, position and areas of responsibility in the Corporation]			
	March 1975 Joined Kyoto Ceramic Co., Ltd. (currently KYOCERA Corporation) (“KYOCERA”)			
	June 2001 Director, KYOCERA June 2003 Managing Executive Officer, KYOCERA April 2007 Senior Managing Executive Officer, KYOCERA June 2008 Director and Senior Managing Executive Officer, KYOCERA April 2009 Vice President and Representative Director, and Vice President and Executive Officer, KYOCERA April 2013 Vice Chairman and Representative Director, KYOCERA June 2017 Advisor, KYOCERA March 2018 Retired from Advisor, KYOCERA June 2019 External Member of the Board, the Company (to the present) June 2021 External Director, TOMEN DEVICES CORPORATION (to the present)			
Significant concurrent positions				
External Director, TOMEN DEVICES CORPORATION				
[Reasons for nominating the candidate as External Director and an overview of expected roles]				
Number of the Corporation’s shares held: - Tenure: 5 years Status of attendance to Board of Directors meeting: 13/13 (100%)	Tatsumi Maeda has abundant experience gained through long years of service at KYOCERA Corporation and extensive insight into overall management of the company, and has given advice and recommendations to ensure the adequacy and appropriateness of management decision-making and execution of duties of Directors from an independent standpoint. He serves as a member of the voluntary Nomination and Compensation Committee and Special Committee, providing advice to ensure fairness and transparency in the Company's management. Based on his past performance, the Company expects the candidate to continue to fulfill his responsibilities for the general business operations of the Company from the perspective of all shareholders, including minority shareholders. Accordingly, the Company proposes him as a candidate for re-election as External Director.			

	8	Yoshiaki Yatsu	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Reappointment</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-left: 10px;">External</div>												
			<div style="border: 1px solid black; padding: 2px; display: inline-block;">Independent officer</div>												
				(Date of birth: March 13, 1964)											
	[Career summary, position and areas of responsibility in the Corporation]														
	<table border="0" style="width: 100%;"> <tr> <td style="width: 15%;">October 1990</td> <td>Joined Tohmatsu & Co. (currently, Deloitte Touche Tohmatsu LLC)</td> </tr> <tr> <td>June 2005</td> <td>Partner, Tohmatsu & Co.</td> </tr> <tr> <td>October 2018</td> <td>Retired from Deloitte Touche Tohmatsu LLC</td> </tr> <tr> <td>November 2018</td> <td>Established Yatsu Certified Public Accountant Office (to the present)</td> </tr> <tr> <td>March 2019</td> <td>Outside Auditor, SHIZUOKA GAS Co., Ltd. (to the present)</td> </tr> <tr> <td>June 2020</td> <td>External Member of the Board, the Company (to the present)</td> </tr> </table>				October 1990	Joined Tohmatsu & Co. (currently, Deloitte Touche Tohmatsu LLC)	June 2005	Partner, Tohmatsu & Co.	October 2018	Retired from Deloitte Touche Tohmatsu LLC	November 2018	Established Yatsu Certified Public Accountant Office (to the present)	March 2019	Outside Auditor, SHIZUOKA GAS Co., Ltd. (to the present)	June 2020
October 1990	Joined Tohmatsu & Co. (currently, Deloitte Touche Tohmatsu LLC)														
June 2005	Partner, Tohmatsu & Co.														
October 2018	Retired from Deloitte Touche Tohmatsu LLC														
November 2018	Established Yatsu Certified Public Accountant Office (to the present)														
March 2019	Outside Auditor, SHIZUOKA GAS Co., Ltd. (to the present)														
June 2020	External Member of the Board, the Company (to the present)														
Significant concurrent positions															
Yatsu Certified Public Accountant Office Outside Auditor, SHIZUOKA GAS Co., Ltd.															
[Reasons for nominating the candidate as External Director and an overview of expected roles]															
Number of the Corporation's shares held: - Tenure: 4 years Status of attendance to Board of Directors meeting: 13/13 (100%)	Yoshiaki Yatsu has extensive insights and experience as a certified public accountant. Although he has not been directly involved in the management of a company, he makes use of his experience and insight and gives advice and recommendations to ensure the adequacy and appropriateness of management decision-making and execution of duties of Directors from an independent standpoint. In addition, he serves as a member of the voluntary Nomination and Compensation Committee and Special Committee, providing advice to ensure fairness and transparency in the Company's management. Based on his past performance, the Company expects the candidate to continue to fulfill his responsibilities for the general business operations of the Company from the perspective of all shareholders, including minority shareholders. Accordingly, the Company proposes him as a candidate for re-election as External Director.														

	9	Mie Fujimoto	<div style="border: 1px solid black; padding: 2px; display: inline-block;">New appointment</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-left: 10px;">External</div>
			<div style="border: 1px solid black; padding: 2px; display: inline-block;">Independent officer</div>
			(Date of birth: August 17, 1967)
		[Career summary, position and areas of responsibility in the Corporation]	
		April 1993 Registered as an attorney-at-law (member of Daini Tokyo Bar Association)	
			(to the present)
			Joined New Tokyo Sogoh Law Office
		June 2009 Outside Auditor, Kuraray Co., Ltd.	
		April 2015 Joined TMI Associates	
			(to the present)
		June 2015 Outside Audit & Supervisory Board Member, SEIKAGAKU CORPORATION	
		June 2016 Outside Audit & Supervisory Board Member, Tokyo Broadcasting System Holdings, Inc. (currently, TBS HOLDINGS, INC.)	
			(to the present)
		March 2019 Outside Director, Kuraray Co., Ltd.	
		March 2020 Independent Director, EBARA CORPORATION	
			(to the present)
		Significant concurrent positions	
		Partner, TMI Associates Outside Audit & Supervisory Board Member, TBS HOLDINGS, INC. Independent Director, EBARA CORPORATION	
Number of the Corporation's shares held:	-	[Reasons for nominating the candidate as External Director and an overview of expected roles] Mie Fujimoto has extensive insights and experience as an attorney-at-law. Although she has not been directly involved in management of a company, we believe that she will utilize her experience and insights for the management of the Company and appropriately perform her duties from an independent standpoint. The Company expects the candidate to fulfill her responsibilities from the perspective of all shareholders, including minority shareholders. Accordingly, the Company proposes her as a candidate for election as External Director. In addition, if her appointment is approved, she will be involved in the voluntary Nomination and Compensation Committee and Special Committee from an objective and neutral standpoint.	

(Notes)

1. There are no special interests between each candidate for Director and the Company.
2. Tatsumi Maeda, Yoshiaki Yatsu, and Mie Fujimoto are candidates for External Directors.
3. Present or the past ten years positions and titles of three Director candidates, Koichi Okoshi, Naohito Tsuji, and Yosuke Komatsu as executive officers at Toyota Tsusho Corporation and its subsidiaries are described in the above “Career summary, position and areas of responsibility in the Corporation” and “significant concurrent positions.”
4. The term of office of Tatsumi Maeda as External Member of the Board will be five years at the conclusion of this General Meeting of Shareholders.
The term of office of Yoshiaki Yatsu as External Member of the Board will be four years at the conclusion of this General Meeting of Shareholders.
5. The Company has, pursuant to Article 427 (1) of the Companies Act, concluded agreements with Yosuke Komatsu, Tatsumi Maeda, and Yoshiaki Yatsu to limit their respective liabilities for damages under Article 423 (1) of the same Act to the minimum amount provided by Article 425 (1) of the same Act. The Company plans to extend the aforementioned limited liability agreements if reappointment of these candidates is approved. In addition, the Company also plans to conclude the aforementioned limited liability agreements with Mie Fujimoto if her election is approved.
6. The Company has concluded an officer liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. An overview of the contents of the relevant insurance contract is provided in “2 Current status of the Company (3) Executive Officers 3) Overview of the contents of the liability insurance contract for officers, etc.” of the business report. If the appointment of the candidate for Director is approved, they will be insured based on the relevant insurance contract. The relevant insurance contract is scheduled to be renewed at the next renewal with the same contract contents in accordance with a resolution of the Board of Directors.
7. The Company has designated Tatsumi Maeda and Yoshiaki Yatsu as independent officers pursuant to the regulations of Tokyo Stock Exchange, Inc. and filed a notice of that with the Exchange. If their re-election is approved, the Company will continue to designate and register them as independent officers. In addition, Mie Fujimoto meets the requirements for an independent officer as stipulated by Tokyo Stock Exchange, Inc. If her appointment is approved, the Company will designate her as an independent officer and notify the Tokyo Stock Exchange of her appointment.
8. Kuraray Co., Ltd., where Mie Fujimoto served as an Outside Auditor until March 2019 and served as an Outside Director from that month until March 2020, received cease and desist orders, etc. from the Japan Fair Trade Commission in November 2019 for an act in violation of the Antimonopoly Act in relation to the manufacture and sale of specified activated carbon used in water purification facilities, etc. She was not aware of the facts in advance but had brought attention to the importance of legal compliance on a routine basis. After the facts were revealed, she took steps such as confirming the details of the company’s efforts in the Board of Directors, etc., and making proposals to prevent recurrence.

Reference on corporate governance

The basic concept of corporate governance

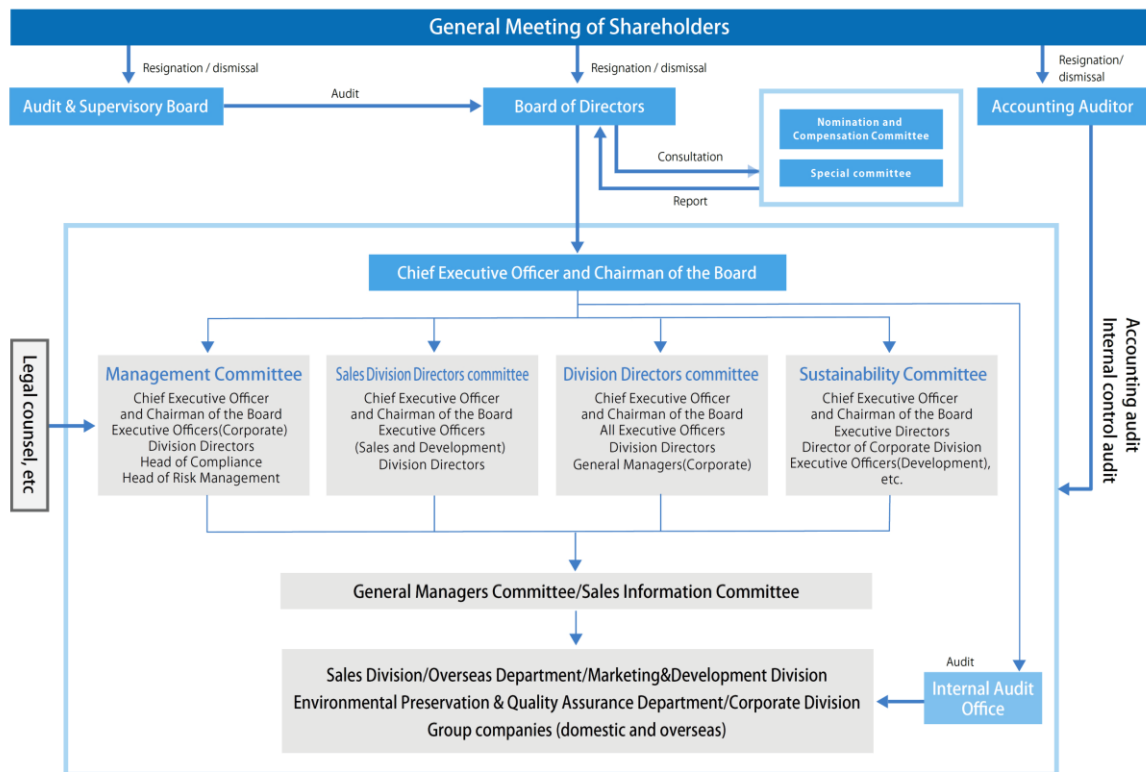
As a prerequisite for the Company's corporate activities, the Company will build smooth relationships with its stakeholders, including "shareholders," "customers and other business partners," "employees" and "community." The Company will also ensure soundness, transparency and efficiency in building such relationships.

Based on these activities, the Company aims to increase profits and continuously increase corporate value, and to fulfill its responsibilities to stakeholders, including ensuring the rights of shareholders, as well as its accountability to them.

To this end, the Company will continuously improve and maintain the internal control framework governing corporate activities, such as the management structure, management organization and management system that support transparent, fair, prompt and decisive decision-making and execution of business.

Taking into account the size of the company, we have set up the Board of Directors and the Audit & Supervisory Board. In addition, The Company has adopted an executive officer system to separate the roles of management oversight and business execution functions. A part of officers including those in charge of domestic subsidiaries and major overseas subsidiaries also concurrently serve as Executive Officers of the Company or senior employees of the Company.

(Management structure image)



Policies and procedures for nominating candidates for Directors and Audit & Supervisory Board Members

Candidates for senior management, Directors and Audit & Supervisory Board Members shall be taken into account the balance of knowledge, experience and capabilities as management team and Directors as a whole, shall be based on the ability to make appropriate and prompt decisions with the certain level of knowledge and insight about corporate management, corporate administration or specific areas of expertise, as well as possessing excellent personality as an individual with insight into compliance with laws, regulations and corporate ethics. Chief Executive Officer and Chairman of the Board shall formulate the drafts of the candidates, deliberate the draft at the Board of Directors to comprehensively appoint and nominate the Directors. For management executives, Directors and Audit & Supervisory Board Members, the Company has defined six skill areas that are considered important for the Group in light of corporate management, and they are listed in the reference materials for the Notice of Convocation as the Skill Matrix.

To further ensure fairness and transparency in the selection and nomination process, upon consultation and reporting procedures at the “Nomination and Compensation Committee,” candidates are selected and nominated after final deliberation by the Board of Directors.

Reference on skill matrix

As an organization that performs a more appropriate and high-level supervisory function for management and business execution in the Group and strives to continuously improve corporate value, Directors and Audit & Supervisory Board Members with extensive experience, as well as high levels of insight and expertise are appointed as members of the Board of Directors and members of the Audit & Supervisory Board. We have set six areas of knowledge and experience that are considered important to the Group, and talents with various perspectives, different insights, and diverse and advanced skills are selected.



Attribute	Name	Skill area					
		Corporate management	Experience in sales and marketing in the business operations of the Company and in the industry	Global	Sustainability (Environment, society, governance)	Finance /accounting	Legal affairs/risk management
Executive Directors	Akira Yokode	●	●	●	●		
	Sei Kawafuji	●			●	●	●
	Koichi Okoshi	●	●	●			
	Naohito Tsuji	●	●	●			
	Hiroyuki Rikuna		●		●		
Non-executive Directors	Yosuke Komatsu		●	●			
	Tatsumi Maeda *	●	●		●		
	Yoshiaki Yatsu *				●	●	
	Mie Fujimoto *				●		●
Audit & Supervisory Board Member	Yoshihito Noguchi				●		●
	Hiroshi Mizukami *				●		●
	Hiroshi Ito			●	●	●	●
	Toshio Oshima *	●	●	●	●		

(Notes)

- * indicates an External Member of the Board or an External Audit & Supervisory Board Member.
- The above description is based on the composition of the Board of Directors after the close of this Ordinary General Meeting of Shareholders.

Business Report (From April 1, 2023 to March 31, 2024)

Main business activities of the Group (as of March 31, 2024)

The main business activities of the Group are to sell, process, and assemble electronic materials, electronic parts, equipment, etc. in Japan and overseas, as well as to design and manufacture them on assignment.

In recent years, we have also focused on the ODM business, which handles everything from designing to manufacturing other companies' brand products. (We outsource manufacturing.) We create added value utilizing extensive knowledge of electronic materials, which has been cultivated over a long period.

Elematec is active in familiar areas

Digital Electronics

< Smart phone/Tablet >

- Glass
- High-functional films
- Tape

< Game console >

- Heat dissipation parts
- Environmentally friendly packaging materials
- parts for VR
- Harness

Automotive

In the automotive-related business, upon which we have been focusing for some time, we see improving the electrical equipment ratio associated with the shift to connected, autonomous, sharing, and electric (CASE) in automobiles as an opportunity, and we are focusing upon expanding sales of products for electric vehicles and autonomous driving systems.

< Automobiles >

- Headlamp parts
- Heater
- Front plate of car navigation system
- Fireproof sheet assemblies for batteries
- Sensor
- Cockpit module

Broad Market

< Home electric appliance (ODM*) >

We have established a dedicated department for the ODM business and sell finished products to the retail industry such as major consumer electronics retailers. Sales, technical and quality control departments work together to provide support from the stage of deciding specification.

- Body composition monitor
- USB cable
- Bluetooth earphones
- Oral irrigator

< Medical equipment >

- Parts for ultrasonic diagnostic equipment
- Parts for CT and MRI
- Touch panel for bedside monitor

< Dashboard camera (ODM*) >

*ODM: Designing and manufacturing other companies' brand products. (We outsource manufacturing.)

Digital Electronics, Automotive, Broad Market

< Robot >

- Robot main body
- Related systems

< Products made from environmentally friendly materials >

We were quick to focus on a global concern of environmental issues caused by plastic waste, and provide environmentally friendly packaging materials that contribute to the prevention of marine pollution.

- Packaging materials
- Molded products made of different materials
- Biodegradable resin

1 The current situation of the Group

(1) Business conditions during the fiscal year under review

1) Trend and results of the business

In the electronics industry during the fiscal year under review, demand for electrification of automobiles continued to expand, but production of electronic components remained sluggish due to the delayed economic recovery in China, the impact of shrinking demand for smartphones and other factors.

Under these circumstances, the automobile-related business, which the Group has been focusing on for some time, performed well as a result of our efforts to boost sales of heater modules, motor-related components, and battery-related products for electric vehicles, for which demand is growing. On the other hand, sales of dashboard cameras, which was a leading contributor to the performance in the previous fiscal year, remained lackluster as it was affected by the fading demand and, in the electronic components industry as a whole, the electronic parts-related business saw a slow production. In the display and game console-related business, etc. the performance also declined due to shrinking demand for finished products.

As a result, net sales for the fiscal year under review decreased 18.9% from the previous fiscal year to 194,457 million yen. Operating income decreased 30.1% from the previous year to 8,429 million yen. This was the result of lower gross profit associated with lower net sales, as well as a loss on valuation of inventory (cost of sales) and bad debts on receivables (selling, general and administrative expenses) following the civil rehabilitation proceedings for certain customers. Ordinary income decreased 31.8% from the previous fiscal year to 7,595 million yen, due to a decrease in operating income. Net income decreased 30.3% from the previous fiscal year to 5,367 million yen due to decrease in ordinary income.

Net sales by market*

Based on production items of our customers, we manage net sales by dividing them into three categories: “Automotive,” “Broad Market,” and “Digital Electronics.”

(Unit: million yen)

	FY2021	FY2022	FY2023	FY2024
Automotive	24,484	28,103	36,653	44,431
Broad Market	75,249	86,581	100,124	78,730
Digital Electronics	80,484	85,961	102,996	71,294
Total	180,218	200,646	239,774	194,457

2) Status of assets and profits and losses in the three most recent fiscal years

	FY2021	FY2022	FY2023	FY2024
Net Sales* (million yen)	180,218	200,646	239,774	194,457
Ordinary income (million yen)	5,179	7,867	11,130	7,595
Net income attributable to owners of parent (million yen)	3,666	5,374	7,696	5,367
Net income per share (Yen)	89.55	131.25	187.96	131.09
Total assets (million yen)	101,317	115,332	113,913	115,727
Net assets (million yen)	54,413	59,645	65,577	69,529
Shareholders' equity ratio (%)	53.7	51.7	57.6	60.1
ROE (%)	7.0	9.4	12.3	7.9

* “Accounting Standard for Revenue Recognition” (Corporate Accounting Standard No. 29, March 31, 2020) has been applied from the beginning of FY2022.

3) FY 2024 segment summary

<Japan>

Net sales decreased by 20.0% from the previous fiscal year to 106,628 million yen due to a decrease in various automotive-related materials sales for display. Operating income decreased by 44.3% from the previous fiscal year to 2,729 million yen.

<China>

Net sales decreased 25.3% from the previous fiscal year to 40,379 million yen, due to a decrease in sales of game console-related materials. Operating income decreased 38.5% from the previous fiscal year to 2,379 million yen.

<Other Asian countries>

Net sales decreased 15.3% from the previous fiscal year to 29,373 million yen, due to a decrease in sales of electronic parts-related materials. Operating income decreased 3.0% from the previous fiscal year to 1,580 million yen.

*Other Asia: South Korea, India, Southeast Asia, etc.

<Europe and America>

Net sales increased 2.2% from the previous fiscal year to 18,075 million yen, due to an increase in sales of automotive-related materials. Operating income increased 43.9% from the previous fiscal year to 804 million yen.

*Europe and America: United States, Mexico, Czech Republic

	FY2023		FY2024		Year on Year Change	
	Net Sales (million yen)	Operating Income (million yen)	Net Sales (million yen)	Operating Income (million yen)	Net Sales (%)	Operating Income (%)
Japan	133,354	4,900	106,628	2,729	-20.0	-44.3
China	54,058	3,871	40,379	2,379	-25.3	-38.5
Other Asia	34,672	1,628	29,373	1,580	-15.3	-3.0
Europe and America	17,689	558	18,075	804	2.2	43.9
Adjustment	-	1,092	-	935	-	-
Total	239,774	12,052	194,457	8,429	-18.9	-30.1

(4) Corporate Strategy and Issues to be Addressed

【 Medium-term Corporate Strategy (FY2024-FY2026) 】



エレマテック・プロプラス

Vision

Pioneer a prosperous future with the power of electronics

Business Environment

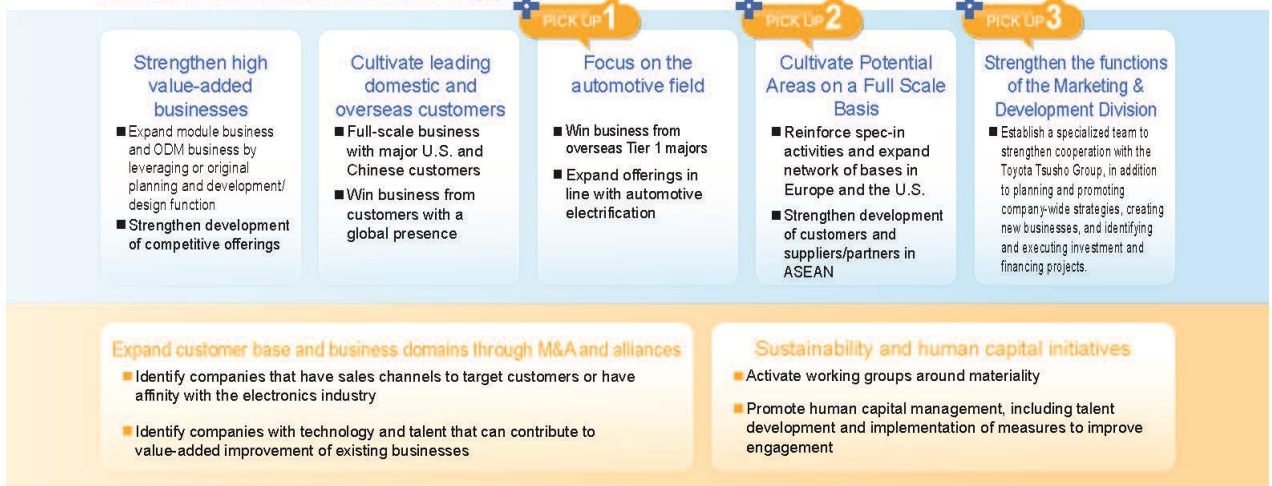
Geopolitical risks and domestic and overseas market volatility

Further advancement and diversification of customer needs

Growing interest in sustainability issues

Changing in work styles and increasing diversity

Issues to be Addressed (Fundamental Strategy)



Basic Policy

We aim to achieve sustainable growth and maximize the corporate value of the Group by strategically integrating our long-cultivated on-site capabilities and five functions (planning and development/design, procurement agency services, manufacturing services, quality and environmental management, and overseas networking and logistics) and addressing the issues listed below (Fundamental Strategy).

Target

FY2023 → FY2026

Ordinary income CAGR* **10%** or higher

* Compound average annual growth rate

The Group has voluntarily adopted International Financial Reporting Standards ("IFRS") instead of the Japanese Generally Accepted Accounting Principles ("Japanese GAAP") previously applied, beginning with the consolidated financial statements included in the Annual Securities report for the year ended March 31, 2024. Therefore, numerical target has been changed to net profit.



The sentiment behind the plan

Pro+ includes the term "pro" in many meanings. For example, Proficient, Productive, Proactive, and Professional. These words represent Elematec's value chain and include our desire to provide high value-added services. The prefix "pro" comes from Latin, with the meaning "before, forward," and represents how we, as a company, "move forward" toward achieving our goals.

Click here or scan the QR Code for details on our Medium-term Corporate Strategy
http://www.elematec.com/info/elematec_proplus.html

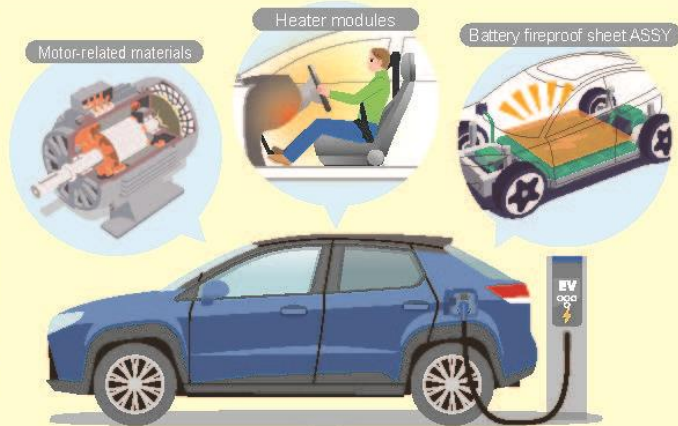


Main initiatives for the current fiscal year (FY2023)

PICK UP 1

Expand sales of materials for EV

The Group has been focusing on the automobile-related business for some time and also promoting sales expansion of materials for electric vehicles (EVs). With our extensive network and planning and development/design functions, which are our strengths, we won orders for heater modules dedicated to EV with no heat source, motor-related materials and battery fireproof sheet ASSY, etc., resulting in sales in the automotive market growing 21.2% YoY. We will continue to expand our product lineup to meet the needs of customers and roll out our products that have demonstrated a track record among Japanese manufacturers to major overseas tier 1 companies, aiming for further expansion of automobile-related business.



PICK UP 2

Opening of Poland Branch

In May 2023, we opened Poland Branch, which is our third sites in Europe. Poland is a region rich in business opportunities for the Group as many leading Japanese and foreign companies are operating there and the automotive industry is the main driver of its economy. Being based in the vicinity of our customers and working closely with our domestic and international divisions ensures smooth service delivery across time zones and language barriers. We will continue to aggressively expand our global footprint by expanding the network of our sites, primarily in Europe and the U.S.



PICK UP 3

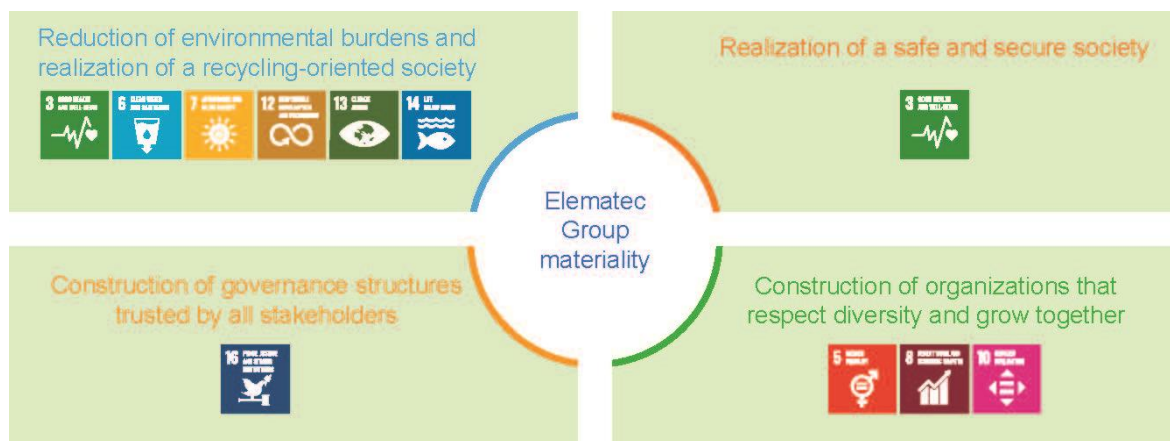
Establishment of Development Planning Team

In April 2023, the Development Planning Team* was established under the Marketing & Development Group II to promote activities that should be focused on throughout the Company, such as creating new businesses and identifying/executing investment and loan projects. Its role is to energize cross-divisional activities and to strengthen cooperation with the Toyota Tsusho Group receiving secondees from Toyota Tsusho Corporation. Going forward, led by the Development Planning Team, we will further accelerate initiatives for the Group's sustainable growth.

*In April 2024, the team was upgraded from being part of the Marketing & Development Group II to being part of the Marketing & Development Div. and renamed to the Business Strategy Group.

Commitment to Sustainability

The Group has identified key issues (materialities) to be addressed as priorities through our business activities in response to issues facing us and society. With these initiatives on materialities, we will contribute to the realization of a sustainable society and aim to increase corporate value.



Response to climate change (TCFD)

The Group recognizes the problem of climate change as a key social issue. We believe that it poses a risk to the Group, while also presenting new business opportunities. Accordingly, through our business activities, we will contribute to the realization of a transition to a decarbonized society.

Our concept of climate change

- As a global manufacturing partner, the Group will contribute to the realization of a decarbonized society through the distribution of eco-friendly electronic and other materials.
- In our business activities, we aim to achieve a 50% reduction by FY2030 from the level of the Group's Scope 1 + Scope 2 GHG emissions in FY2021, and further aim to achieve carbon neutrality by FY2050.

Disclosures based on recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)

The Group conducted an assessment of the impact of risks and opportunities associated with climate change on business activities and examined countermeasures at the Working Group on Climate Change under the direct supervision of the Sustainability Committee, and disclosed information in accordance with the recommendations of the TCFD in April 2024. We will continue to strive to expand climate change-related information in compliance with the TCFD's disclosure recommendations of "governance," "strategy," "risk management," and "metrics and targets." For more information on the Group's sustainability initiatives, please see the Integrated Report and the Group website.

Integrated Report

<http://www.elematec.com/ir/lib/lib6.html>

Elematec Sustainability

<http://www.elematec.com/sustainability/>

FY2025 Forecast

In the electronics industry, the market size is expected to further expand over the medium to long term driven by rapid technological innovation (generative AI, 5G services, spread of IoT, progress of electrification in the automobile market, etc.). Under these circumstances, in the increasingly competitive electronics industry, the Group will further strengthen its business in areas where demand is expected to grow and will be more focused on selling automotive-related materials, building up its finished products (Original Design Manufacturer, or ODM) business, and developing its environmentally friendly business.

In line with the above, we forecast consolidated financial results for the FY2025 as below. The Company has decided to voluntarily adopt International Financial Reporting Standards ("IFRS") instead of the Japanese Generally Accepted Accounting Principles ("Japanese GAAP") previously applied, beginning with the consolidated financial statements included in the Annual Securities report for FY2024. Therefore, the forecasts for consolidated financial results for FY2025 were prepared in accordance with IFRS, and the percentage change from the previous fiscal year shows the simple comparison with the financial results for FY2024, for which Japanese GAAP was applied.

(% indicates change from the previous fiscal year)

*Account titles for FY2024 results under Japan GAAP

	FY2024	FY2025 (Forecast)	Year on Year Change (%)
Revenue (Net sales*) (million yen)	194,457	216,500	11.3
Automotive (Automotive-related business)	44,431	56,437	27.0
Broad Market (Medical, industry-related business, etc.)	78,730	87,677	11.4
Digital Electronics (Smart phone, game console-related business, etc.)	71,294	72,384	1.5
Profit before tax (Ordinary income*) (million yen)	7,595	8,650	13.9
Profit attributable to owners of parent (Net income attributable to owners of parent*) (million yen)	5,367	6,000	11.8
Basic earnings per share(Net income per share*) (Yen)	131.09	146.53	-
ROE (%)	7.9	8.5	-

5) Status of capital investment

During the fiscal year under review, we made capital investments totaling 929 million yen. Regarding major items, we invested 352 million yen on buildings, 285 million yen on tools, equipment, and fixtures, and 58 million yen on software for the parent company.

6) Funding status

There are no applicable items.

7) Status of important corporate restructurings, etc.

There are no applicable items.

(2) Status of parent company and important subsidiaries

1) Status of parent company

Company name	Capital	Voting right ratio	Relationship with the Company
Toyota Tsusho Corporation	64,936 million yen	58.6%	Mutual supply of some products sold by the Group

(Notes)

1. Our parent company is Toyota Tsusho Corporation. Our company and the said company concluded a “capital and business alliance contract” on August 1, 2011. Under the contract, in terms of capital, we have agreed that the said company will implement a tender offer for shares of our company and, in terms of business, we will mutually promote alliances in each area of business as business partners. We have been striving to expand and improve services for customers as well as to increase corporate value as a participant in the electronics area, which is positioned as one of important strategic businesses by the group, and have been creating synergies in various areas since the contract was concluded.
2. The Company and the parent company have agreed to undertake procedures such as prior consent, prior consultation or reporting, for the proposals to be resolved by the General Meeting of Shareholders relating to the Company's material financial and business policies as well as important management matters, depending on the materiality of such proposals and matters. With regard to specific business operations, the Company makes its own management judgement and decisions, and we believe that a certain degree of autonomy and independence from the parent company is ensured.
3. The Company has no material transactions with the parent company. In conducting transactions, the Company applies the same terms and conditions as those of general business partners, considering market prices and other factors. Regarding transactions and acts that may cause conflicts of interest between the parent company and minority shareholders, in order to protect minority shareholders, the Company has established a “Special Committee” (consisting solely of three or more external officers selected basically from Independent External Directors by resolution of the Board of Directors) as an advisory body to the Board of Directors by reporting thereto, to confirm the appropriateness and validity of such transactions.

2) Status of important subsidiaries

Company name	Capital	Voting right ratio held by the Company	Major business content
Elematec (Shanghai) Trading Co.,Ltd.	5,794,000 RMB	100%	Sales of electronic materials, etc.
Elematec Hong Kong Limited	12,000 USD	100%	Same as the above

(Notes)

1. There are 22 consolidated companies including the above-mentioned important subsidiaries.
2. There are no specified wholly-owned subsidiaries as stipulated in Article 118, Item 4 of the Ordinance for Enforcement of the Companies Act.

(3) Major sales offices, etc. (as of March 31, 2024)

Head Office	3-5-19 Mita, Minato-ku, Tokyo		
Branch	Sendai (Wakabayashi-ku, Sendai-shi)	Nasu (Otagawa-shi, Tochigi)	Omiya (Omiya-ku, Saitama-shi)
	Kumagaya (Kumagaya-shi, Saitama)	Chiba (Mobara-shi, Chiba)	Hachioji (Hachioji-shi, Tokyo)
	Yokohama (Kohoku-ku, Yokohama-shi)	Nagaoka (Nagaoka-shi, Niigata)	Kanazawa (Kanazawa-shi, Ishikawa)
	Ueda (Ueda-shi, Nagano)	Mishima (Mishima-shi, Shizuoka)	Nagoya (Minami-ku, Nagoya-shi)
	Kariya (Kariya-shi, Aichi)	Kyoto Main (Minami-ku, Kyoto-shi)	Osaka (Suita-shi, Osaka)
	Kobe (Chuo-ku, Kobe-shi)	Hiroshima (Higashihiroshima-shi, Hiroshima)	Fukuoka (Onojo-shi, Fukuoka)
Sales Office	Morioka (Morioka-shi, Iwate)	Mito (Mito-shi, Ibaraki)	Hamamatsu (Chuo-ku, Hamamatsu-shi)
	Yokkaichi (Yokkaichi-shi, Mie)	Kumamoto (Chuo-ku, Kumamoto-shi)	

(Notes) 1. The Kakogawa Branch was relocated and renamed the Kobe Branch on May 1, 2023.

2. Head Office was relocated on October 30, 2023.

Domestic Subsidiaries	Elematec Logi Serve Corporation (Yokohama Kohoku-ku)
Overseas Subsidiaries	Elematec (Shanghai) Trading Co., Ltd. (Shanghai)
	Elematec Hong Kong Limited (Hong Kong)

(Note) The Company has 18 overseas consolidated subsidiaries in China and Asia, one in Europe, and two in North and Central America, including the above.

(4) Status of employees (as of March 31, 2024)

1) Status of Group employees

Segment name	Number of employees	Change from the end of the previous fiscal year
Japan	518	Up 21
China	421	Down 6
Other Asia	221	Up 17
Europe and Americas	65	Up 9
Total	1,225	Up 41

(Note) The number of employees represents the number of persons at work, excludes one loan employee from the Group to a company outside the Group, and includes two loan employees from companies outside the Group to the Group. Besides, 93 part-timers and contracted employees are not included.

2) Status of the Company employees

Number of employees	Change from the end of the previous fiscal year	Average age (years)	Average length of service
505	Up 22	41.1	12.1 years

(Note) The number of employees represents the number of persons at work. 48 loan employees from the Group to outside companies and 28 part-timers and contracted employees are not included.

(5) Status of major lenders (as of March 31, 2024)

Description is omitted as the amount of the loan is not significant.

(6) Other important matters

There are no applicable items.

2 Current status of the Company

(1) Shares (As of March 31, 2024)

1) Total Number of Shares Authorized to Be Issued: 168,000,000

2) Total Number of Shares Outstanding: 42,304,946

3) Number of Shareholders: 9,994

4) Major Shareholders (Top 10):

Name of shareholder	Number of shares owned (thousand Shares)	Ratio of shareholding (%)
Toyota Tsusho Corporation	24,005	58.6%
The Master Trust Bank of Japan ,Ltd. (Trust Account)	2,456	6.0
Elematec Employee Shareholding Association	1,152	2.8
Custody Bank of Japan, Ltd. (Trust Account)	901	2.2
Osaka Small and Medium Business Investment & Consultation Co., Ltd.	583	1.4
STATE STREET BANK AND TRUST COMPANY 505223	315	0.8
Nomura Securities Co.,Ltd.	279	0.7
THE BANK OF NEW YORK MELLON 140042	239	0.6
JPMorgan Securities Japan Co., Ltd	211	0.5
MSIP CLIENT SECURITIES	200	0.5

(Notes)

1. Regarding the number of shares held, fractions of less than one thousand shares are rounded off.
2. The Company holds 1,358,737 treasury shares, but this holding is excluded from the major shareholders above.
3. The shareholding ratio is calculated by rounding to the first decimal place after deducting treasury stock.

(2) Share Warrants and Others

There are no applicable items.

(3) Executive Officers

1) Members of the Board and Corporate Audit & Supervisory Board Member (As of March 31, 2024)

Position	Name	Responsibility and significant concurrent positions
Chief Executive Officer and Chairman of the Board	Akira Yokode	
Member of the Board	Sei Kawafuji	Executive Managing Director, Corporate & Administration, in charge of Corporate Planning, Overall Personnel Affairs, General Affairs, and Legal Affairs
Member of the Board	Naohito Tsuji	Executive Managing Director, Sales, Sales Division Director
Member of the Board	Hiroyuki Rikuna	Executive Managing Director, Marketing & Development, Sales Division Director, and General Manager of Marketing & Development Department
Member of the Board	Akio Hamada	Senior Executive Officer, CEO for Chemicals & Electronics Division, Toyota Tsusho Representative Director, NEXTY Electronics Corporation
Member of the Board	Yosuke Komatsu	General Manager of Electronics Department, Chemicals & Electronics Division, Toyota Tsusho
External Member of the Board	Sosuke Seki	Ginza Prime Law Office External Director, Shobunsha Publications, Inc.
External Member of the Board	Tatsumi Maeda	External Director, TOMEN DEVICES CORPORATION
External Member of the Board	Yoshiaki Yatsu	Yatsu Certified Public Accountant Office Outside Auditor, SHIZUOKA GAS Co., Ltd.
Audit & Supervisory Board Member (Full-Time)	Yoshihito Noguchi	
External Audit & Supervisory Board Member	Hiroshi Mizukami	MIZUKAMI LAW OFFICE External Director, GMO GlobalSign Holdings K.K. External Director, NAKANO REFRIGERATORS CO., LTD
Audit & Supervisory Board Member	Hiroshi Ito	Auditor, NEXTY Electronics Corporation
External Audit & Supervisory Board Member	Toshio Oshima	

(Notes)

1. At the conclusion of the 77th Ordinary General Meeting of Shareholders held on June 28, 2023, Masanori Kitahira, Member of the Board retired due to expiration of his term of office, and Hiroyuki Rikuna was newly appointed and assumed office as Member of the Board.
2. Hiroshi Ito, Audit & Supervisory Board Member, has served as Financial Planning Department Manager and EMR Department Manager at Toyota Tsusho Corporation, and have considerable knowledge of finance and accounting.
3. The Company has designated Members of the Board Sosuke Seki, Tatsumi Maeda and Yoshiaki Yatsu and Audit & Supervisory Board Members Hiroshi Mizukami and Toshio Oshima as independent officers pursuant to the regulations of Tokyo Stock Exchange, Inc. and filed a notice of that with the Exchange.

2) Overview of contents of Contracts for Limitation of Liability

The Company has concluded a contract for limitation of liability to limit liability for damages to the minimum total liability as set forth in Article 425 (1) of the Companies Act for liability for damages under Article 423 (1) of the law based on the provisions of Article 427 (1) of the law with Akio Hamada, Yosuke Komatsu, Yoshihito Noguchi, and Hiroshi Ito, as well as all external officers.

3) Overview of the contents of the liability insurance contract for officers, etc.

The Company has concluded a liability insurance contract for officers, etc. with an insurance company as stipulated in Article 430-3 (1) for Directors, Audit & Supervisory Board Members, and employees of the Company and subsidiaries of the Company as the insured, and the Company pays all the insurance premiums.

The relevant insurance contract covers damages including compensation for damages and costs of legal action for disputes, which the insured is to bear, if a claim for damages is filed against the insured in a shareholders' representative action. However, there are certain exclusions such as damages caused by acts carried out while being aware that they are in violation of laws and regulations, which are not covered.

4) Remuneration, etc. of Directors and Audit & Supervisory Board Members

a. Total amount of remuneration, etc. for the fiscal year under review

Category	Total amount of remuneration (million yen)	Total amount of remuneration by Type (million yen)			The number of eligible persons
		Monthly fixed remuneration	Performance-linked remuneration (Bonus)	Retirement bonuses	
Directors (External)	151 (21)	117 (21)	34 (-)	- (-)	8 (3)
Audit & Supervisory Board Members (External)	26 (12)	26 (12)	- (-)	- (-)	3 (2)
Total (External Officers)	177 (33)	143 (33)	34 (-)	- (-)	11 (5)

(Notes)

1. The reason why the number of Directors in the table above is different from the number of Directors as of the end of the fiscal year under review is that one Director, who retired at the conclusion of the 77th Ordinary Meeting of Shareholders held on June 28, 2023, is included and two unremunerated Directors are excluded.
2. The reason why the number of Audit & Supervisory Board Members in the table above is different from the number of Audit & Supervisory Board Members as of the end of the fiscal year under review is that one unremunerated Audit & Supervisory Board Member is excluded.

b. Retirement bonuses for Directors, which were paid in the fiscal year under review

There are no applicable items.

c. Matters related to performance-linked remuneration

Since the main responsibility of Executive Directors is to secure and improve earnings in each fiscal year and for the medium to long term and to increase corporate value, consolidated net income is used as an indicator for calculating the performance-linked portion of the remuneration (bonus) of Executive Directors. The actual consolidated net income for the term under review is 5,367 million yen.

d. Contents of non-monetary remuneration, etc.

There are no applicable items.

e. Matters related to resolutions of shareholders meeting regarding remuneration, etc. of Directors and Audit & Supervisory Board Members

At the 63rd Ordinary General Meeting of Shareholders held on June 19, 2009, the remuneration of Directors was resolved to be no more than 800 million yen per year. The number of Directors at the conclusion of the General Meeting of Shareholders was seven.

At the 54th Ordinary General Meeting of Shareholders held on June 30, 2000, the remuneration of Audit & Supervisory Board Members was resolved to be no more than 100 million yen per year.

The number of Audit & Supervisory Board Members at the conclusion of the General Meeting of Shareholders was two.

f. Policies for determining the contents of remuneration of officers, etc.

At the Board of Directors meeting held on June 21, 2022, the Company resolved the following policies for determining the contents of remuneration, etc. for each individual Director;

a) The method of determining policies for deciding remuneration, etc. for each individual Director

Compensation for Directors shall be determined by the Board of Directors after deliberation annually within the scope of the total annual amount of compensation for officers approved by resolution at a General Meeting of Shareholders. The level of compensation shall be set for each position using objective benchmarks, such as by referring to survey data from outside expert organizations, in order to contribute to securing and promoting excellent human resources and raising awareness of contribution to raising corporate value.

The compensation system shall take into account the following points, as well as incentives for execution of the Company's management policy and improvement of business performance.

- Compensation structure that raises awareness of contribution to medium- to long-term business performance and improvement of corporate value.
- The calculation of performance-linked compensation shall use indicators that ensure transparency, objectivity and continuity.

The compensation system shall be reviewed as necessary to provide an incentive to enhance corporate value over the medium- to long-term.

b) Overview of contents of relevant policies

Compensation items shall be determined according to the attributes of officers, and the breakdown and calculation method shall be determined as follows;

- Executive Director

Monthly compensation shall be fixed based on “Basic compensation for directors” and “Additional compensation by position.”

Bonuses are performance-linked based on the consolidated profits, with a standard bonus amount set for each position and the full amount quantitatively evaluated.

The policy for determining the amount of payment is that the percentage of monthly fixed compensation decreases gradually with a higher position, while the percentage of bonuses linked to performance increases gradually.

<Model percentage>

Compensation structure	Monthly fixed compensation	Performance-linked compensation (Bonus)			Total
Structure items	Basic compensation for directors + additional compensation by position	Consolidated net income			
		70% of bonus (short-term performance-link)	30% of bonus (medium-term performance-link)	Subtotal	
Percentage of the amount based on the standard bonus amount	74 - 78%	16 - 18%	6 - 8%	22 - 26%	100%
Increase/decrease in percentage by position	Gradual decrease	Gradual increase			-

As for bonuses, which are performance-linked compensation, 70% of the bonus amount is linked to short-term performance and is calculated as the percentage of year-on-year change in consolidated profits, while 30% of the bonus amount is linked to medium-term performance and is calculated as the three-year average change in consolidated profits multiplied by the actual bonus amount in the previous year.

• Independent External Directors

From the viewpoint of properly demonstrating the supervisory role from an independent standpoint and not executing business, Independent External Directors shall be paid only the fixed basic compensation for Directors, which shall be within the range of the model basic compensation for Directors.

<Model Percentage>

Compensation structure	Monthly fixed compensation	Performance-linked compensation (Bonus)			Total
Structure items	Basic compensation for directors + additional compensation by position	Consolidated net income			
		70% of Bonus (short-term performance-link)	30% of bonus (medium-term performance-link)	Subtotal	
Percentage of the amount	100%	-	-	-	100%

• Independent External Audit & Supervisory Board Member and Audit & Supervisory Board Member

Compensation for Audit & Supervisory Board Members shall be limited to fixed compensation that is not dependent on changes in business performance and shall be determined through discussions between Audit & Supervisory Board Members within the scope of the total annual amount of compensation for officers approved by resolution at the 54th Ordinary General Meeting of Shareholders held on June 30, 2000.

• Non-executive officers dispatched from the parent company

Non-executing executive officers dispatched from the parent company shall be unpaid.

c) Reason why the Board of Directors has judged that the contents of remuneration, etc. of each individual Director for the fiscal year under review is in line with the relevant policies
It has been judged to be appropriate because the remuneration for officers is appropriate within the range of the annual total amount resolved at the General Meeting of

Shareholders in the light of the contents of the policies in b) above, and authority and discretion stated in g. below.

g. Matters related to delegation for determining the remuneration, etc. of each individual Director

The Board of Directors has authority to make decisions on policies concerning the determination of the amount of compensation for Directors or the calculation method thereof. The details and the scope of the authority of the Chief Executive Officer and Chairman of the Board (Akira Yokode) shall be as follows;

- Draft and submit to the Board of Directors a proposed policy for determining the method of calculating Directors' remuneration .
- Every fiscal year, the amount of individual compensation for each Director shall be calculated in accordance with the details of the policy, within the scope of the annual total amount resolved by the General Meeting of Shareholders as mentioned in e. above.
- After going through the prescribed procedures based on the capital and business alliance agreement concluded with the parent company Toyota Tsusho Corporation, it is presented to the Board of Directors as the agenda.

Board of Directors decides the compensation for Directors by deliberating on the content.

In order to ensure fairness, transparency, and objectivity of the procedures for nomination and remuneration of senior management and Directors, and to strengthen corporate governance, the Company established the Nomination and Compensation Committee in April 2022, with a majority of its members consisting of Independent External Directors, as an advisory body to the Board of Directors. An outline of the procedures is as follows.

- President and Representative Director (Akira Yokode) shall review the proposed policy regarding the determination of the method of calculating Directors' remuneration, and each fiscal year, in accordance with the policy, shall formulate and propose to the Board of Directors a draft proposal for individual remuneration of each Director within the annual total amount approved at the General Meeting of Shareholders.
- The Board of Directors shall receive an explanation of the draft and agree to consult with the Committee.
- The Committee shall make recommendation to the Board of Directors after deliberating on the matters consulted by the Board of Directors.
- The President and Representative Director shall perform the prescribed procedures pursuant to the Capital and Business Alliance Agreement with Toyota Tsusho Corporation.
- Upon completion of such procedures, the President and Representative Director shall make a final report to the Committee, and then propose matters as the agenda of the Board of Directors of the Company.

Following the above procedures, the Board of Directors will make final deliberations and determine the remuneration of the senior management and Directors.

h. The total amount of officers' remuneration, etc. received by external officers from the parent company, etc. or subsidiaries, etc. of the parent company, etc. (excluding our company)

The total amount of remuneration, etc. received by outside officers from the parent company, etc. or subsidiaries, etc. of the parent company, etc. (excluding the Company) as officers during the period under review was 6 million yen.

5) External Executive Officers

- a. The situation of important part-time jobs at another corporation, etc. and relation between the Company and the relevant corporation, etc.
- Member of the Board Sosuke Seki serves as External Director of Shobunsha Publications, Inc. There is no special relation between the Company and the said company.
 - Member of the Board Tatsumi Maeda concurrently serves as an Outside Director of Tomen Devices Corporation. There is no special relationship between the Company and the said company other than personnel exchange in which one person is seconded from the company.
 - Member of the Board Yoshiaki Yatsu serves as External Director of SHIZUOKA GAS Co., Ltd. There is no special relation between the Company and the said company.
 - Audit & Supervisory Board Member Hiroshi Mizukami also serves as External Director of GMO GlobalSign Holdings, K.K., and External Director of Nakano Refrigerators Co., Ltd. There is no special relation between the Company and the respective companies.
- b. Status of major activities during the fiscal year under review
- Status of attendance at meetings of the Board of Directors and meetings of the Audit & Supervisory Board

	Status of attendance to Board of Directors meeting	Status of attendance to Audit & Supervisory Board meeting	Status of remarks and overview of discharged duties for the expected roles of External Director
Director Sosuke Seki	13/13 (100%)	-	Mainly based on his extensive experience and high level of insights as a lawyer, he makes observations to ensure the adequacy and appropriateness of decision-making and the execution of duties of the management, such as by asking questions and making recommendations from the perspective of governance and compliance in the deliberation of agendas, to fulfill his duties. Furthermore, as the chairperson of the Nomination and Compensation Committee and the Special Committee, he attends both committees and participates in deliberations from an objective standpoint.
Director Tatsumi Maeda	13/13 (100%)	-	Mainly based on his extensive experience and broad knowledge of management in general, which he has cultivated over many years as an executive, he makes observations to ensure the adequacy and appropriateness of decision-making and the execution of duties of the management, such as by asking questions and making recommendations from various perspectives including sales and management in the deliberation of agendas, to fulfill his duties. Furthermore, as a member of the Nomination and Compensation Committee and the Special Committee, he attends both committees and participates in deliberations from an objective standpoint.
Director Yoshiaki Yatsu	13/13 (100%)	-	Mainly based on his extensive experience and high level of insights as a certified public accountant, he makes observations to ensure the adequacy and appropriateness of decision-making and execution of duties of the management, such as by asking questions and making recommendations from the perspective of finance and accounting in general in the deliberation of agendas, to fulfill his duties. Furthermore, as a member of the Nomination and Compensation Committee and the Special Committee, he attends both committees and participates in deliberations from an objective standpoint.
Audit & Supervisory Board Member Hiroshi Mizukami	13/13 (100%)	13/13 (100%)	He makes necessary observations as appropriate mainly from objective and broad-ranging perspectives as a lawyer, and demonstrates his auditing function, such as by giving advice and recommendations to ensure the adequacy and

				appropriateness of decision-making and the execution of duties of the Directors.
Audit & Supervisory Board Member	Toshio Oshima	13/13 (100%)	13/13 (100%)	He makes necessary observations as appropriate from objective and broad-ranging perspectives mainly based on his extensive experience, which he has cultivated over many years as an executive, and insights into the preparation and improvement of audits and internal controls, and demonstrates his auditing function, such as by giving advice and recommendations to ensure the adequacy and appropriateness of decision-making and execution of duties of the Directors.

6) Evaluation of effectiveness of the Board of Directors

The Board of Directors of the Company conducted an evaluation of the effectiveness of the Board of Directors in the form of a questionnaire with a free description section for all Directors and all Audit & Supervisory Board Members.

In this fiscal year, in addition to the structure, administration, agendas, and support system of the Board of Directors, we added new questions on "the structure, role and the status of operation of the Nomination and Compensation Committee and the Special Committee" and "relationships with shareholders and investors." The answers returned from each person were aggregated, and the results of the Board's effectiveness evaluation was reported to the Board of Directors.

The results of the analysis and evaluation showed that the effectiveness of the Board of Directors was appropriately secured as a whole. However, some expressed the opinion that there were issues with "ensuring diversity in the Board of Directors" and "explaining the management succession plan to the Board of Directors." In addition, with regard to newly added questions, some pointed that there was room for improvement in the frequency of "reports from the Nomination and Compensation Committee and the Special Committee to the Board of Directors" and "reports on the performance of IR activities to the Board of Directors." In order to further enhance the effectiveness of the Board of Directors, the Board of Directors of the Company will work diligently to improve the above-mentioned issues and ensure full supervision of management by the Board of Directors, while striving to improve the effectiveness of the Board of Directors.

(4) Accounting Auditor

1) Name of Accounting Auditor PricewaterhouseCoopers Japan LLC

(Note) PricewaterhouseCoopers Aarata LLC merged with PricewaterhouseCoopers Kyoto on December 1, 2023, and changed its name to PricewaterhouseCoopers Japan LLC.

2) Compensations and Other Amounts to the Accounting Auditor for the Current Fiscal Year

	Compensations and other amounts
Compensations and other amounts to the Accounting Auditor for the current fiscal year	50 million yen
Total amount of cash and other property benefits paid to the Accounting Auditor by the Company and its subsidiaries	50 million yen

(Notes)

1. In the audit contract between the Company and the Accounting Auditor, the amount the fees for audits based on the Companies Act and for audits based on the Financial Instruments and Exchange Act are not separated, and they cannot be separated in practice. Therefore, their total amount is stated in the amount of remuneration, etc. of the Accounting Auditor for the fiscal year under review.
2. The Board of Auditors has agreed to the amount of remuneration for the Accounting Auditor after carrying out the necessary verifications based on the contents of the audit plans of the Accounting Auditor, by comparing the plans with the audit results of the previous fiscal year, based on the status of the performance of the Accounting Auditor and by comparing the amount of remuneration with that of other companies belonging to similar industries.
3. Elematec (Shanghai) Trading Co., Ltd and Elematec Hong Kong Limited, which are important subsidiaries, are audited by audit firms other than our Accounting Auditor.

3) Policy for Determining the Dismissal or Non-reappointment of the Accounting Auditor

In addition to dismissal of the Accounting Auditor by the board of Audit & Supervisory Board Members, which is stipulated in Article 340 of the Companies Act, the Company proposes an agenda regarding the dismissal or non-reappointment of the Accounting Auditor following a decision of the Audit & Supervisory Board if it is judged that it is necessary to change the Accounting Auditor considering the status of the execution of duties of the Accounting Auditor and the framework of the Company.

4) Outline of Liability Limitation Agreement

There are no applicable items.

(5) Policy on decision on dividends of surplus, etc.

As we position the redistribution of profits to our shareholders as an important management issue, our basic principle from the consolidated fiscal year under review is to pay dividends based on the higher of either a dividend payout ratio of 50% (consolidated) or DOE (Dividend on Equity) of 3%, taking into account the status of cash flow based on the medium-term performance outlook and investment plan. Based on this policy, the year-end dividend for the fiscal year under review (FY2024) is 45 yen per share, and the annual dividend is 85 yen. We forecast an annual dividend of 90 yen per share for the next consolidated fiscal year (FY2025).

The Company stipulates in the Articles of Incorporation that a resolution of the Board of Directors shall be used instead of a resolution of the General Meeting of Shareholders for dividends of surplus, etc. stipulated in each item of Article 459, Paragraph 1 of the Companies Act unless otherwise stipulated by laws and regulations.

We would like to effectively invest internal reserves in order to respond to changes in the business environment expected in the future.

Besides, in order to improve the capital efficiency and implement flexible capital policies according to the business environment, we would like to appropriately acquire treasury stock taking into consideration the financial situation and stock price trends.

Changes in dividend per share, dividend payout ratio, and DOE

	FY2021	FY2022	FY2023	FY2024	FY2025 (Forecast)
Interim dividend (Yen)	13	17	27	40	40
Year-end dividend (Yen)	23	36	49	45	50
Annual dividend (Yen)	36	53	76	85	90
Dividend payout ratio (%)	40.2	40.4	40.4	64.8	61.4
DOE (%)	2.8	3.8	5.0	5.2	5.2

Consolidated Balance Sheet

(As of March 31, 2024)

(Unit: Million yen)

Item	FY 2024	(Reference) FY 2023	Item	FY 2024	(Reference) FY 2023
(ASSETS)			(LIABILITIES)		
[Current Assets]	108,096	107,306	[Current Liabilities]	43,884	46,530
Cash and deposits	42,139	32,966	Notes and accounts payable - trade	39,180	40,311
Notes and accounts receivable - trade	48,856	57,906	Short-term borrowings	296	1,093
Inventories	15,901	15,354	Income taxes payable	260	1,503
Other	1,291	1,080	Provision for bonuses	427	415
Allowance for doubtful accounts	(92)	(1)	Other	3,720	3,206
[Non-current Assets]	7,630	6,606	[Non-current Liabilities]	2,314	1,804
(Property, Plant and Equipment)	3,981	3,431	Retirement benefit liability	164	128
Buildings and structures	972	600	Deferred tax liabilities	1,598	1,486
Land	1,013	1,066	Other	551	189
Other	1,995	1,764	Total Liabilities	46,198	48,335
(Intangible Assets)	247	287	(NET ASSETS)		
Software	247	287	[Shareholders' Equity]	63,919	62,196
Other	0	0	Share capital	2,142	2,142
(Investments and Other Assets)	3,401	2,887	Capital surplus	3,335	3,335
Investment securities	881	547	Retained earnings	59,136	57,412
Deferred tax assets	910	1,186	Treasury shares	(694)	(694)
Investment property	293	302	[Accumulated Other Comprehensive Income]	5,609	3,381
Distressed receivables	852	3,645	Valuation difference on available-for-sale securities	412	171
Retirement benefit asset	627	366	Foreign currency translation adjustment	4,824	2,999
Other	708	501	Remeasurements of defined benefit plans	372	211
Allowance for doubtful accounts	(871)	(3,664)	Total Net Assets	69,529	65,577
Total Assets	115,727	113,913	Total Liabilities and Net Assets	115,727	113,913

(Note) The listed figures do not show amounts less than one million yen.

Consolidated Statements of Income

[From April 1, 2023
to March 31, 2024]

(Unit: Million yen)

Item	FY 2024	(Reference) FY 2023
Net sales	194,457	239,774
Cost of sales	170,353	212,390
Gross profit	24,103	27,384
Selling, general and administrative expenses	15,674	15,331
Operating income	8,429	12,052
Non-operating income	249	190
Interest income	93	50
Dividend income	16	14
Lease revenue	87	84
Gain on sales of property, plant and equipment	3	0
Other	47	40
Non-operating expenses	1,082	1,112
Interest expenses	59	73
Rental expenses	26	26
Foreign exchange losses	986	993
Other	11	19
Ordinary income	7,595	11,130
Extraordinary losses	80	43
Impairment losses	80	43
Income before income taxes	7,515	11,086
Income taxes - current	1,892	3,231
Income taxes - deferred	254	158
Profit	5,367	7,696
Profit attributable to owners of parent	5,367	7,696

(Note) The listed figures do not show amounts less than one million yen.

Consolidated Statements of Changes in Equity

[From April 1, 2023
to March 31, 2024]

(Unit: Million yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance as of April 1, 2023	2,142	3,335	57,412	(694)	62,196
Changes of items during the fiscal year					
Dividends of surplus			(3,644)		(3,644)
Profit attributable to owners of parent			5,367		5,367
Net changes of items other than shareholders' equity					-
Total changes of items during the fiscal year	-	-	1,723	-	1,723
Balance as of March 31, 2024	2,142	3,335	59,136	(694)	63,919

	Accumulated other comprehensive income				Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance as of April 1, 2023	171	2,999	211	3,381	65,577
Changes of items during the fiscal year					
Dividends of surplus					(3,644)
Profit attributable to owners of parent					5,367
Net changes of items other than shareholders' equity	241	1,825	160	2,227	2,227
Total changes of items during the fiscal year	241	1,825	160	2,227	3,951
Balance as of March 31, 2024	412	4,824	372	5,609	69,529

(Note) The listed figures do not show amounts less than one million yen.

Non-consolidated Balance Sheet

(As of March 31, 2024)

(Unit: Million yen)

Item	FY 2024	(Reference) FY 2023	Item	FY 2024	(Reference) FY 2023
(ASSETS)			(LIABILITIES)		
[Current Assets]	81,677	81,433	[Current Liabilities]	36,956	38,450
Cash and deposits	30,996	23,734	Notes payable - trade	527	373
Notes and accounts receivable - trade	50	188	Electronically recorded obligations - operating	8,967	8,315
Electronically recorded monetary claims - operating	7,048	7,554	Accounts payable - trade	24,681	26,513
Accounts receivable - trade	36,005	42,143	Income taxes payable	104	1,071
Merchandise	6,728	6,974	Provision for bonuses	291	284
Consumption taxes receivable	401	220	Other	2,383	1,891
Other	536	617	[Non-current Liabilities]	99	3
Allowance for doubtful accounts	(90)	-	Total Liabilities	37,055	38,454
[Non-current Assets]	6,663	6,199	(NET ASSETS)		
(Property, Plant and Equipment)	2,757	2,694	[Shareholders' Equity]	50,873	49,006
Buildings	800	539	Share capital	2,142	2,142
Land	1,013	1,066	Capital surplus	3,335	3,335
Other	943	1,088	Legal capital surplus	2,017	2,017
(Intangible Assets)	240	276	Other capital surplus	1,317	1,317
Software	240	276	Retained earnings	46,090	44,223
Other	0	0	Legal retained earnings	91	91
(Investments and Other Assets)	3,665	3,228	Other retained earnings	45,998	44,132
Investment securities	881	547	General reserve	40,449	38,749
Shares of subsidiaries and associates	628	628	Reserve for tax purpose reduction entry	36	37
Investments in capital of subsidiaries and associates	749	749	Retained earnings brought forward	5,513	5,345
Deferred tax assets	498	593	Treasury shares	(694)	(694)
Investment property	293	302	[Valuation and translation adjustments]	412	171
Other	945	704	Valuation difference on available-for-sale securities	412	171
Allowance for doubtful accounts	(331)	(298)	Total Net Assets	51,285	49,177
Total Assets	88,341	87,632	Total Liabilities and Net Assets	88,341	87,632

(Note) The listed figures do not show amounts less than one million yen.

Non-consolidated Statements of Income

[From April 1, 2023
to March 31, 2024]

(Unit: Million yen)

Item	FY 2024	(Reference) FY 2023
Net sales	137,100	172,851
Cost of sales	124,424	157,747
Gross profit	12,675	15,103
Selling, general and administrative expenses	9,994	10,230
Operating income	2,681	4,873
Non-operating income	4,640	2,411
Non-operating expenses	559	248
Ordinary income	6,762	7,036
Extraordinary losses	-	43
Impairment losses	-	43
Income before income taxes	6,762	6,992
Income taxes - current	1,263	1,788
Income taxes - deferred	(11)	(135)
Profit	5,510	5,339

(Note) The listed figures do not show amounts less than one million yen.

Non-consolidated Statements of Changes in Equity

[From April 1, 2023
to March 31, 2024]

(Unit: Million yen)

	Shareholders' equity								
	Share capital	Capital surplus			Legal retained earnings	Retained earnings			Total retained earnings
		Legal capital surplus	Other capital surplus	Total capital surplus		Other retained earnings			
					General reserve	Reserve for tax purpose reduction entry	Retained earnings brought forward		
Balance as of April 1, 2023	2,142	2,017	1,317	3,335	91	38,749	37	5,345	44,223
Changes of items during the current fiscal year									
Provision of general reserve						1,700		(1,700)	-
Reversal of reserve for tax purpose reduction entry							(1)	1	-
Dividends of surplus								(3,644)	(3,644)
Profit								5,510	5,510
Net changes in items other than shareholders' equity									
Total changes of items during the current fiscal year	-	-	-	-	-	1,700	(1)	167	1,866
Balance as of March 31, 2024	2,142	2,017	1,317	3,335	91	40,449	36	5,513	46,090

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
	Balance as of April 1, 2023	(694)	49,006	171	171
Changes of items during the current fiscal year					
Provision of general reserve		-			-
Reversal of reserve for tax purpose reduction entry		-			-
Dividends of surplus		(3,644)			(3,644)
Profit		5,510			5,510
Net changes in items other than shareholders' equity			241	241	241
Total changes of items during the current fiscal year	-	1,866	241	241	2,107
Balance as of March 31, 2024	(694)	50,873	412	412	51,285

(Note) The listed figures do not show amounts less than one million yen.

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