

Financial Results

For the three months ended June 30, 2024

August 13, 2024

Quarterly Growth Rate for 5 Fiscal Years (1)

At an Average growth rate for 5 fiscal years, recurring operating profit of In-house products grows about 10%, net income grows 21%, and comprehensive income grows 30%.

(Billion	n JPY)		Revenue Recurring Operating profit Operating profit		Income	Net	Compre						
		Total	In-house products	Third- party products	Total	In-house products	Third- party products	Total	In-house products	Third- party products	Before tax	income	hensive Income
20/3	Q1	125.3	79.1	46.5	27.0	20.6	6.3	24.6	14.9	8.1	25.0	15.4	18.4
	Q2	134.3	86.3	48.6	27.6	21.3	6.3	20.2	13.0	8.0	21.8	15.5	21.7
	Q3	129.1	84.2	45.6	28.3	22.0	6.3	17.5	11.2	7.0	19.9	13.2	43.0
	Q4	135.6	87.8	48.5	30.3	23.9	6.3	10.5	6.6	5.2	13.2	7.4	(39.1)
21/3	Q1	129.2	90.0	39.7	32.5	26.2	6.2	22.4	16.7	6.1	24.4	13.6	29.9
	Q2	136.6	97.0	39.8	32.5	26.1	6.3	25.1	18.6	6.9	25.6	16.3	28.8
	Q3	139.1	99.3	40.0	31.7	25.4	6.3	18.3	14.1	4.9	23.0	13.6	26.8
	Q4	154.3	112.3	42.1	11.5	5.4	6.0	3.3	-2.1	6.1	9.0	11.0	44.7
22/3	Q1	133.4	97.1	36.9	33.1	27.1	6.0	24.3	19.4	5.4	30.2	20.6	31.6
	Q2	137.9	101.8	36.4	33.6	27.4	6.1	24.6	20.1	5.3	30.6	19.5	32.1
	Q3	142.4	107.9	34.9	32.2	26.0	6.2	19.2	14.8	4.9	24.7	18.6	16.8
	Q4	159.2	120.5	39.1	27.9	21.6	6.3	15.2	10.5	5.5	22.9	28.6	33.4
23/3	Q1	143.4	112.2	31.7	30.3	24.5	5.8	18.2	15.0	4.0	40.5	27.6	22.6
	Q2	166.5	136.3	30.9	21.9	16.1	5.7	27.8	5.4	23.2	41.6	32.2	51.1
	Q3	160.5	133.7	27.2	33.0	29.0	4.0	20.0	17.4	3.3	12.1	6.7	15.6
	Q4	173.4	141.6	32.0	41.7	37.5	4.1	20.3	17.1	3.9	24.0	24.7	44.6
24/3	Q1	140.1	114.2	26.5	38.4	34.7	3.7	23.9	21.3	3.5	47.5	32.7	71.2
	Q2	156.3	130.2	26.8	39.1	35.5	3.6	24.5	21.8	3.6	39.6	29.0	51.2
	Q3	150.2	124.1	26.8	35.8	32.5	3.3	26.0	24.2	2.8	20.7	12.0	27.6
	Q4	155.2	127.2	28.7	37.5	34.7	2.8	20.0	20.3	1.3	60.0	48.3	115.7
25/3	Q1	146.1	120.1	26.0	38.5	34.9	3.6	27.2	24.3	4.1	65.7	45.8	74.2
Aver growth 5 fisca		3%	8%	(11%)	7%	11%	(10%)	2%	10%	(12%)	21%	24%	32%

Quarterly Growth Rate for 5 Fiscal Years (2)

Average growth rate for 5 fiscal years, all main indicators of the balance sheet above 20% and EPS at 25%.

(Billion JPY)				BS				Per Share		Sharehold	ler Return	Capital E	fficiency
		Net Cash Asset	Asset	Net Asset	Net Asset before shareholder return	Equity	EPS (Yen)	BPS (Yen)	Dividends (Yen)	Acquisition of the Company's own share	Dividend payment amount	Hypothetical consolidated ROA	Hypothetical consolidated ROE
20/3	Q1	146.0	815.3	287.7	321.3	271.3	¥337	¥5,913	¥96	0.0	4.4	-	-
	Q2	190.3	916.5	324.6	362.8	291.3	¥339	¥6,350	¥99	0.0	4.5	-	-
	Q3	263.7	1,000.4	362.7	405.5	329.7	¥288	¥7,187	¥102	0.0	4.6	-	-
	Q4	195.2	972.0	318.5	366.2	285.7	¥162	¥6,228	¥105	0.0	4.8	-	-
21/3	Q1	224.3	972.5	343.1	395.7	308.6	¥297	¥6,727	¥105	0.0	4.8	-	-
	Q2	259.6	1,053.7	367.0	424.9	332.4	¥355	¥7,245	¥117	0.0	5.3	-	-
	Q3	287.4	1,109.5	388.6	451.9	353.9	¥298	¥7,715	¥117	0.0	5.3	-	-
	Q4	321.4	1,256.8	429.0	497.6	393.4	¥240	¥8,575	¥117	0.0	5.3	-	-
22/3	Q1	334.7	1,305.9	447.1	531.0	411.4	¥452	¥9,057	¥119	9.8	5.4	-	-
	Q2	374.0	1,312.5	468.2	557.7	435.8	¥431	¥9,594	¥121	0.0	5.4	-	-
	Q3	355.2	1,384.2	475.5	574.2	443.7	¥410	¥9,811	¥124	3.5	5.6	-	-
	Q4	343.6	1,451.3	499.3	605.0	468.6	¥610	¥10,380	¥127	1.3	5.7	-	-
23/3	Q1	350.0	1,473.3	509.9	626.4	480.6	¥615	¥10,725	¥131	5.0	5.8	-	-
	Q2	389.5	1,605.9	554.5	677.1	525.4	¥718	¥11,725	¥135	0.0	6.0	-	-
	Q3	393.0	1,621.1	562.2	691.0	534.6	¥182	¥11,931	¥138	0.0	6.1	10.9%	23%
	Q4	440.2	1,691.9	598.3	735.5	571.0	¥541	¥12,773	¥141	2.0	6.3	10.6%	21%
24/3	Q1	518.4	1,773.8	651.2	798.1	622.9	¥733	¥13,986	¥143	3.3	6.3	10.5%	22%
	Q2	582.4	1,823.0	690.8	848.8	662.4	¥653	¥14,940	¥145	4.6	6.4	9.7%	22%
	Q3	602.7	1,896.5	709.2	876.9	682.7	¥273	¥15,444	¥147	3.2	6.4	9.7%	22%
	Q4	773.9	2,078.9	819.2	997.7	790.4	¥1,108	¥17,907	¥203	1.7	8.9	8.9%	22%
25/3	Q1	837.5	2,173.4	883.8	1,069.1	857.1	¥1,040	¥19,415	¥156	0.0	6.8	9.1%	22%
Average rate for !	5 fiscal	41%	21%	25%	27%	25%	25%	26%	10%	-	9%	-	-

^{*} Net assets before shareholder return means net assets if there had been no "shareholder funding" and "shareholder return" since the company was established.

Performance

(Billion JPY)		25	7/3		
	Results	YoY	Main factors	Forecast	Progress Rate
Revenue	Record - high	+4%	Increase in the number of existing customers in electricity	620.0	23%
Recurring Operating Profit	Record 38.5	+0%	Increased profit due to increase in the number of existing customers Decreased profit due to revision of electricity pricing	162.0	23%
Operating Profit	Record - high 27.2	+13%	Improve productivity in electricity and beverage business	100.0	27%
Income before Tax	Record - high	+38%	21.0 Billion yen in Foreign exchange gains (+4.4 billion yen YoY) Dividend income and Interest income16.5 billion yen(+6.6billion yen)	138.0	47%
Net Income (attribute to owners of parent)	Record - high 45.8	+40%	-	90.0	45%
Comprehensive Income (attribute to owners of parent)	Record 74.2	+3%	-	-	-
(Reference) Operating profit excluding one- time gains and losses	25.8	+7%	Gain on transfer of business: 1.3 billion yen (mainly from Commission-based Sales)	100.0	25%

^{*} One-time gains and losses mainly indicate gains and losses on acquisition of or loss of control of subsidiaries, gains and losses on business transfers, gains and losses on sale of fixed assets and impairment losses.

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Change in reporting segments

Before Change

	Segments	Categories
1	Corporate Service	In-house products
2	Individual Customer Service	In-house products
3	Commission- based Sales	Third-party products

After Change

*This classification differs from that on page 10 of our financial results presentation dated May 15, 2024.

	Segment	Key Businesses	Categories
1	Electricity and Gas	Power Producer and Supplier (PPS), LP Gas	In-house products
2	Telecommunica tions	Internet Communication Line Services, Ancillary Services	In-house products
3	Beverage	Water Delivery, Beer Server	In-house products
4	Insurance	Property and Casualty Insurance, Life Insurance and Warranty Services	In-house products
5	Financial Services	Microfinance	In-house products
6	Solution	EPARK, Payment Processing	In-house products
7	Commission- Based Sales	Commission-Based Sales of Mobile Phones and Office Automation Equipment	Third-party products

The reportable segments were changed by reviewing the business management classification to represent the actual activities of the business operations appropriately.

Gain and Loss by Businesses

Revenue

(E	Billion JPY)	24/3	2	5/3	YoY	
		Q1		Q1	101	
Revenue		140.1	146.1		+4%	
	Electricity & Gas	43.1	а	51.2	+18%	
	Telecommuni cations	30.5		29.7	(2%)	
	Beverage	20.1	b	18.3	(9%)	
	Insurance	5.1	а	6.2	21%	
	Finance	7.6		7.5	(0%)	
	Solution	7.1		7.0	(1%)	
	Commission- based Sales	26.4		26.0	(1%)	

a. Due to increase in the number of existing customers

- b. Impact due to off-balance sheet business activities
- c. Decrease due to price revision
- d. Decline in demand for telecommunication lines
- e. EPARK business restructuring is progressing smoothly

Recurring Operating Profit

(B	illion JPY)	24/3	25/3	VoV
		Q1	Q1	YoY
0	ecurring perating rofit	38.4	38.5	+0%
	Electricity & Gas	13.4	a,c 12.9	(3%)
	Telecommuni cations	10.8	d 9.7	(9%)
	Beverage	7.0	7.2	+3%
	Insurance	2.6	3.0	+18%
	Finance	0	0	-
	Solution	0.7	e 1.9	+147%
	Commission- based Sales	3.6	3.4	(4%)

Gain and Loss by Businesses

Acquisition Cost

(B	illion JPY)	24/3	25/	3	YoY	
		Q1	Q1		101	
Acquisition Cost		(14.4)	(11.3)		(21%)
	Electricity & Gas	(6.3)	a (!	5.7)	(9%)
	Telecommunic ations	(2.8)	b (3	3.4)	+21%	6
	Beverage	(5.7)	c (4	4.9)	(14%)
	Insurance	(1.3)	d (:	1.0)	(20%)
	Finance	3.5	е	4.7	+33%	6
	Solution	(0.2)	((0.6)	+142%	6
	Commission- based Sales	(0.3)	((0.3)	(9%)
	One-time gains and losses	0		1.3		-

- a. Due to easing competition, 8% increase in the Customer Acquisition.
- b. Strong sales of ancillary services .
- c. Impact due to off-balance sheet business activities
- d. Steady increase in customer acquisition.
- e. Business is favorable, especially in Malaysia.

Operating Profit

(B	illion JPY)	24/3	25/3	YoY
		Q1	Q1	101
	perating rofit	23.9	27.2	(13%)
	Electricity & Gas	7.1	7.2	+0%
	Telecommunic ations	7.9	6.3	(20%)
	Beverage	1.2	2.3	+85%
	Insurance	1.2	2.0	+60%
	Finance	3.5	4.7	+33%
	Solution	0.5	1.3	+150%
	Commission- based Sales	3.2	3.1	(4%)
	One-time gains and losses	0	1.3	-

^{*} Since this material lists the one-time gains and losses of each business segment together, the figures of each segment may differ from the financial statements.

Income before Tax

Increased income mainly due to higher dividend income and interest income.

(Bil	llion JPY)	20/3	21/3	22/3	23/3	24/2	24/3	25/3	YoY
		20/3	21/3	22/3	23/3	24/3	Q1	Q1	
Inc	come before tax	80.0	821	108.5	118.4	168.0	47.5	65.7	+38%
	Operating Profit	73.0	69.2	83.5	86.6	94.5	23.9	27.2	+13%
	Dividend income and Interest income	7.1	8.1	11.1	18.0	30.5	9.9	16.5	+66%
	Foreign exchange gains (losses), etc.	(0.9)	6.0	15.8	12.0	39.5	17.6	21.0	+19%
	Foreign exchange gains (losses)	(0.9)	1.5	10.4	5.7	28.0	16.6	21.0	+26%
	Gains (losses) from Negative Goodwill, etc.	0.0	0.0	5.4	4.9	6.8	0.6	0.0	(100%)
	Gains (losses) on sale of affiliated companies	0.0	4.5	0.0	1.2	4.6	0.3	0.0	(100%)
	Others	0.8	(1.2)	(2.0)	1.7	3.2	(3.9)	1.0	-

^{*} The USD/JPY exchange rate stood at 151.4 yen per dollar at the end of March 2024 and 161.1 yen per dollar at the end of June 2024. Assuming the rate is 145 yen per dollar at the end of September, foreign exchange gains and losses for the first half of FY March 2025 are expected to be negative 17 billion yen.

Cash Flows

17.1 billion yen in business, 16.8 billion yen in Dividend income and Interest income.

(Bi	illion JPY)	20/2	21/2	22/3	22/2	24/2		24/3	25/3	V-V
		20/3	21/3	22/3	23/3	24/3		Q1	Q1	YoY
Bu	siness CFs	98.7	73.2	74.3	82.4	124.3		39.0	17.1	(56%)
	EBITDA	89.0	85.6	100.2	102.8	109.0		27.6	30.7	+11%
	Operating Profit	73.0	69.2	83.5	86.6	94.5	Ī	23.9	27.2	+13%
	Depreciation and Amortization	16.0	16.4	16.7	16.2	14.5		3.7	3.5	(5%)
	Changes in Receivables and Payables	9.7	(12.5)	(25.9)	(20.4)	15.3		11.3	(13.5)	-
	vidend income, Interest come	9.1	10.6	14.2	20.9	33.8		12.8	16.8	+31%
Sh	areholder Return	(17.8)	(20.3)	(36.6)	(30.8)	(38.9)		(9.7)	(8.4)	(13%)
	ted stock and bond restments	(59.6)	(84.7)	(88.2)	(87.5)	(81.7)		(14.3)	(51.1)	+256%
Fir	nancing	59.4	115.6	99.1	102.2	102.7		41.6	42.3	+1%
	hers (tax and interest pense)	(3.5)	(43.1)	(57.6)	(42.4)	(49.4)		(32.1)	(26.6)	(17%)

Fluctuation of Equity Attribute to Owners of Parent

An increase of 66.6 billion yen in equity during Q1 25/3.

(Bi	llion JPY)	20/3	21/2	22/2	23/3	24/2	24/3	25/3	YoY
		20/3	21/3	22/3	23/3	24/3	Q1	Q1	
	uity attributable to owners parent	285.7	393.4	468.6	571.0	790.4	622.9	857.1	+37%
	Balance at the End of the Previous Period	257.2	285.7	393.4	468.6	571.0	571.0	790.4	+38%
	Fluctuation for the period	+28.4	+107.6	+75.2	+102.3	+219.4	+51.9	+66.6	+28%
	Net income attributable to owners of parent	+51.6	+54.6	+87.5	+91.3	+122.2	+32.7	+45.8	+40%
	Gains (losses) on sales of securities	+27.1	+10.8	+13.9	+16.2	+49.9	+6.3	+5.0	(20%)
	Fluctuation of unrealized gain	(34.5)	+64.9	+11.9	+25.8	+88.7	+30.5	+17.8	(41%)
	Shareholder Return	(17.8)	(20.3)	(36.6)	(30.9)	(38.6)	(9.6)	(8.9)	(7%)
	Others (assets fluctuation etc.)	+2.0	(2.3	(1.5)	(0.1)	(2.8)	(7.9)	+6.8	-

Pure Investment Performance

IRR (before tax) of 18% for the last 7 years.

(Billion JPY)	20/3	21/3	22/3	23/3	24/3	25/3 Q1
Investment book value (A)	264.1	357.3	456.0	532.6	590.2	636.4
Unrealized Gain	56.8	148.4	162.0	226.6	411.1	467.8
Market value	321.0	505.8	618.0	759.2	1,001.3	1,104.2
Look-through Earnings (B) (last 12 months)	36.6	44.6	70.8	80.3	83.2	88.5
Earnings Yield (B)÷(A)	13.8%	12.5%	15.5%	15.1%	14.1%	13.9%
Dividend yield (based on CF and book value, last 12 months)	2.6%	2.7%	3.0%	3.4%	4.1%	4.5%
Dividend Income (PL) (C)	5.2	7.3	10.6	14.5	18.6	10.1
Gain on sale of securities (D)	27.1	10.8	13.9	16.2	49.9	5.0
Total (C)+(D)	32.3	18.1	24.6	30.7	68.6	15.1

^{* &}quot;Look-through earnings" is calculated by multiplying operating profit of each of the companies we invested in by our stock holding ratio and adding all them up.

^{* &}quot;Last 12 months" means four quarters of the last 12 months from the record date for which financial results have been announced.

Top 10 Holdings by Market Value

(Billion JPY)

(As of the end of June 2024)

1	Berkshire Hathaway Inc.	111.1
2	Daito Trust Construction Co., Ltd.	61.5
3	T-Gaia Corporation	49.1
4	Leopalace21 Corporation	30.4
5	TOKEN CORPORATION	27.9

6	Tokio Marine Holdings, Inc.	23.0
7	NIPPON TELEGRAPH AND TELEPHONE CORPORATION	22.6
8	RAIZNEXT Corporation	22.6
9	DAIICHI JITSUGYO CO.,LTD.	22.3
10	Relo Group, Inc.	21.5

392.7 billion yen for the top 10 companies, which accounts for 35% of the total market value of holdings of 1.1 trillion yen.

Publicly Listed Equity-method affiliates

32 publicly listed equity-method affiliates

(As of the end of June 2024)

	Company name	Voting rights ratio
1	ZAPPALLAS, INC.	47.0%
2	BENEFIT JAPAN Co.,LTD.	42.6%
3	MS&Consulting Co.,Ltd.	40.3%
4	Last One Mile Co.,Ltd.	38.6%
5	INEST, Inc.	38.2%
6	Bell-Park Co.,Ltd.	35.8%
7	SINANEN HOLDINGS CO.,LTD.	35.7%
8	MTI Ltd.	33.4%
9	TOUMEI CO.,LTD.	30.0%
10	DAIICHI JITSUGYO CO.,LTD.	29.0%
11	T-Gaia Corporation	28.9%

	Company name	Voting rights ratio
12	Kusurinomadoguchi,Inc.	28.6%
13	TVE Co.,Ltd.	27.1%
14	Data Applications	26.0%
15	TOKUDEN CO., LTD.	25.9%
16	DVx Inc.	25.5%
17	TOHO SYSTEM SCIENCE CO.,LTD.	25.1%
18	FORVAL CORPORATION	24.5%
19	NISHIKAWA KEISOKU Co.,LTD.	23.8%
20	XNET Corporation	23.8%
21	SUNNEXTA GROUP Inc.	23.3%
22	RAIZNEXT Corporation	22.9%

	Company name	Voting rights ratio
23	Inbound Tech Inc.	22.2%
24	ULURU.CO.,LTD.	22.1%
25	Youji Corporation	21.9%
26	SANSEI CO.,LTD.	21.6%
27	CE Holdings Co.,Ltd.	21.5%
28	Original Engineering Consultants Co., Ltd.	21.4%
29	AKATSUKI EAZIMA CO.,LTD	21.2%
30	TOHOKU STEEL Co.,Ltd	20.8%
31	FreeBit Co.,Ltd.	20.7%
32	Techno Smart Corp.	20.6%

Resolved to Acquire Own Shares

Resolution Date	August 13, 2024
Total number of shares to be acquired	500,000 shares (maximum) (The ratio of the total number of shares to be acquired to the total number of shares issued(excluding treasury stock): 1.13%)
Total amount of shares to be acquired	10 billion yen (maximum)
Term of acquisition	From August 14, 2024 to November 30, 2024

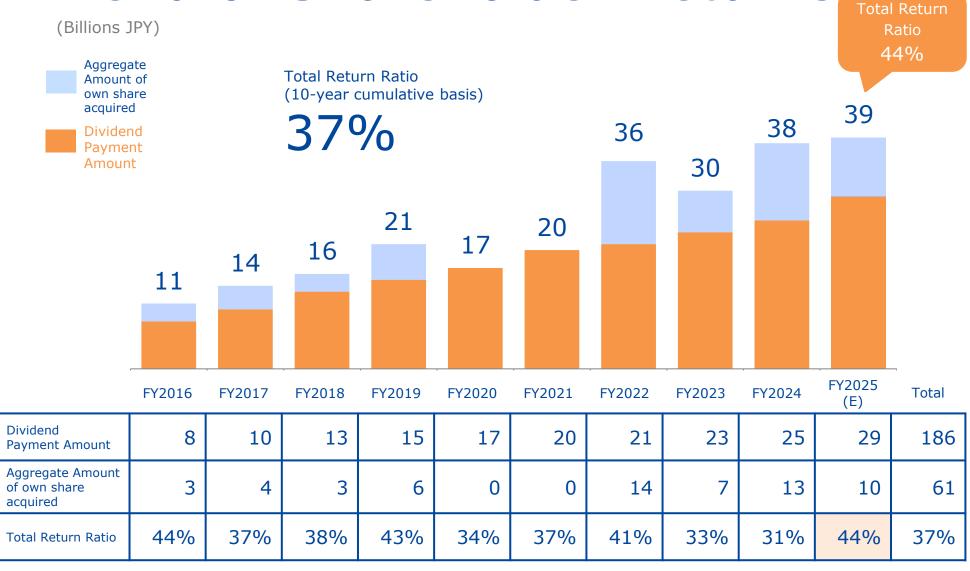
Resolved to acquire own shares in the amount of 10 billion yen.

Revision of Dividends and Dividend Forecasts (Dividend Increase)

		24/2	25/3			
			24/3	Announced in May	Announced in August	YoY
	vidends r share	Total	¥638	¥612	¥624	+0%
ľ		Excluding special dividends	¥588	¥612	¥624	+9%
	Q1	Regular dividend	¥143	¥153	¥156	+9%
	Q2	Regular dividend	¥145	¥153	¥156	+7%
	Q3	Regular dividend	¥147	¥153	¥156	+6%
	Q4	Regular dividend	¥153	¥153	¥156	+1%
		Special dividend	¥50	-	-	-

Excluding special dividends, the anticipated dividend is expected to increase from 612 yen to an additional 12 yen, resulting in a total of 624 yen.

Trend of Shareholder Returns



Explanation of Terms and Disclaimer, etc.

Explanation of Terms

Term	J-GAAP	IFRS
Sales	Sales	Revenue
Net income	Net income	Net income attributable to owners of parent
Equity	Equity	Equity attributable to owners of the parent
EPS	Earnings per Share	Basic earnings per Share
BPS	Book value per share	Equity per Share attributable to owners of the parent

- * Japanese GAAP applied before FYE 3/15, and IFRS applied after FYE 3/16
- * Results for in-house and third-party products prior to FYE 3/18 are provisional figures as they were before the change in reporting segments.
- * ROA: By dividing operating profit by total assets (the average during the period)
- * ROE: By dividing net income attributable to owners of parent by equity (the average during the period)
- * "Hypothetical consolidated performance" is the sum of the "consolidated performance" and the "performance using equity method" calculated by multiplying the figures of each company we invested in by our stock

holding ratio. It represents the real performance of the Company

- * Hypothetical consolidated ROE: By dividing hypothetical consolidated net income attributable to owners of parent by equity (the average during the period)
- *Sales per capita: By dividing sales by the number of employees (the average during the period)
- *Operating profit per capita: By dividing operating profit by the number of employees (the average during the period)

Notes in regard to this material

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Furthermore, information in regard to matters other than the Company or Group companies stated in this material are cited from sources such as public information. The accuracy and adequacy of such information are not verified by the Company, and therefore are not guaranteed. The Company will not be held responsible for any damage that may occur as a result of the use of this material.

Notes in Regard to Insider Trading

An investor (primary information receiver) who has received non-public material facts directly from a company shall not make sales or purchases of stocks, etc. before such information is "publicized" (Article 166 of Financial Instruments and Exchange Act). In accordance with the provisions of Article 30 of the Order for Enforcement of the Financial Instruments and Exchange Act, information is deemed to have been made "public" 12 hours after such information has been publicized in two or more journalistic organizations, or when notification to the security exchange is made by the company and further listed via electronic means (TDnet's Timely Disclosure Information Viewing Service and EDINET public website) as provided by the Cabinet Office Ordinance.

