ELECOM

Sustainability Report 2026

English

ELECOM and sustainability

- Message from Management
- ELECOM Group
- Value creation process
- Implementation structure
- Materiality
- Relationships with Stakeholders
- External initiatives
- External evaluations

Message from Management

Koichi Iwami
Representative Director and President
(Chair of Sustainability Committee)
ELECOM CO., LTD.

Amid growing geopolitical risks, climate change, resource constraints, and increasing instability in supply chains, the business environment is becoming even more uncertain. Under our purpose "Better being," the ELECOM Group regards these changes as opportunities for growth and will deliver value to our customers and society by providing better products, services, and solutions.

In particular, we will further strengthen our efforts in the following materialities: "Business continuity: Strengthening management frameworks," "Business continuity: Development of human resources and organizations," "Customer safety and satisfaction," and "Response to environmental issues." Through products, services, and solutions that are loved by our customers, we will continue to work to resolve social issues, contribute to a better global environment, and promote the growth and self-realization of employees throughout the Group.

This year marks the final year of our three-year medium-term management plan. With the aim of creating "a unique global brand from Japan that is loved by our customers," we are working to provide products and services that enhance customer satisfaction and to strengthen our management foundation. To support these efforts, it is important that we develop an organization in which each and every employee thinks independently, takes action, and continues to embrace change. With clear goals and KPIs in place, it is essential to provide safe and secure products and services as quickly as possible.

Our corporate activities are supported by our customers and society. To meet the expectations of all our stakeholders and continue creating new value, we will continue to value the power of technology and innovation and work together as a Group to contribute to the creation of a sustainable society. We sincerely ask for your continued support.

Sustainability

Sustainability Report FY03/2026 4.5MB

Message from Management

Koichi Iwami
President and Representative Director
(Chair of Sustainability Committee)

View details

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View details

ELECOM's ESG Initiatives

Environment

- Environmental management
- Responses to climate change
- Transition to a circular economy
- Management of chemical substances
- Biodiversity conservation

Social

- Human rights
- Human resources development
- Working environments
- Supply chain management
- Quality and customer satisfaction
- Technology development
- Social contribution

Governance

- Corporate governance
- Compliance
- Risk management

Sustainability Report

Editorial policy

The ELECOM Group has released this Sustainability Report to facilitate communication with its stakeholders. In compiling this report, we have included content centering on initiatives and achievements that will be of significant interest to our stakeholders and are accordingly important to the ELECOM Group. A separate website also introduces our policies and activities in an effort to make the ELECOM Group more accessible to the public.

Period of coverage

Fiscal year ended March 31, 2026 (April 2025 – March 2026; Same period as the Annual Securities Report) This report has been prepared primarily based on the aforementioned period of coverage and also includes certain initiatives that occurred prior to the period of coverage and some of the recent activities.

Targeted companies

ELECOM CO., LTD. and its ELECOM Group companies subject to the consolidation (Same entities as those of the Annual Securities Report)
Whereas much of the content of this report essentially pertains to the entire ELECOM Group, for the content not applicable to the entire Group, the coverage is noted separately.

Notation in this report	Group companies referred to
ELECOM	ELECOM CO., LTD.
ELECOM Group	The entire ELECOM Group
ELECOM Group (Japan)	ELECOM Group companies in Japan, including ELECOM CO., LTD.
ELECOM Group (overseas)	ELECOM Group companies outside of Japan
Other than ELECOM	ELECOM Group companies other than ELECOM CO., LTD.

Issued in

September 2026 (Previous: September 2025; Subsequent: Slated for September 2027)

Reference guidelines

Global Reporting Initiative (GRI) Standards (Please refer to ▶ Global Reporting Initiative (GRI) Standards)
ISO 26000: Guidance on social responsibility
TCFD

Related information Information related to sustainability management activities is also available via the ELECOM website.

Annual Securities Report Financial results presentations Corporate Governance Report Information on sustainability

▶ https://www.elecom.co.jp/ir/library/english.html
▶ https://www.elecom.co.jp/ir/library/english.html
▶ https://www.elecom.co.jp/ir/library/material.html (in Japanese)
▶ https://www.elecom.co.jp/global/ir/sustainability/

Issued by

Sustainability Promotion Division, ELECOM CO., LTD.

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Disclaimer

This report contains information available to the ELECOM Group as of the date of its release, as well as unpredictable elements such as future forecasts and plans determined by the ELECOM Group based on such information. Therefore, future results of business activities and events that occur in the future may differ from the forecasts and plans stated in this report due to various factors going forward.

<ELECOM Group>

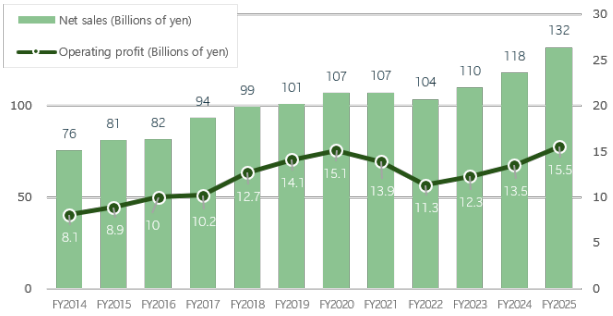
Name	Country	Description of primary business
ELECOM CO., LTD.	Japan	Development, manufacture and sales of peripherals and accessories for personal computers, digital equipment and home appliances
Logitec INA Solutions Co., Ltd.	Japan	Development, manufacture and sale of personal computers and storage products, and maintenance, repair and data recovery services involving peripherals and accessories for personal computers
HAGIWARA Solutions Co., Ltd.	Japan	Manufacture and sales of storage for industrial equipment, and manufacture and sales of flash memory products for consumers
DX Antenna Co., Ltd.	Japan	Manufacture and sales of broadcasting and communications-related equipment, and telecommunications work
Force Media, Inc.	Japan	Import and sales of overseas electronics products with global brands
ELECOM Support & Service Co., Ltd.	Japan	Customer support services for the ELECOM Group overall
ELECOM Health Care Co., Ltd.	Japan	Planning, development and sales of products related to healthcare
groxi Inc.	Japan	Design, building, management, and maintenance of IT infrastructure as well as IT engineer staffing
Tescom Denki Co., Ltd.	Japan	Development of hairdressing appliances and small home appliances
Tescom Co., Ltd.	Japan	Sales of hairdressing appliances and small home appliances
Nippon Antenna Co., Ltd.	Japan	Manufacture and sales of broadcasting and communications related equipment, and telecommunications work
Ishinomaki Atex Co., Ltd.	Japan	Manufacture of broadcasting and communications related equipment
DX ANTENNA PHILIPPINES, INC.	Philippines	Manufacture of broadcasting and communications equipment in Philippines
ELECOM (Hong Kong) Limited	Hong Kong	Procurement of peripherals and accessories for personal computers and digital equipment
ELECOM SALES HONG KONG LIMITED	Hong Kong	Planning and sales of peripherals and accessories for personal computers and digital equipment
ELECOM SINGAPORE PTE. LTD.	Singapore	Sales of peripherals and accessories for personal computers and digital equipment
ELECOM Asia Pacific IPO PTE. Ltd.	Singapore	Procurement of peripherals and accessories for personal computers and digital equipment
ELECOM USA, INC.	U.S.A.	Marketing activities of peripherals and accessories for personal computers and digital equipment
Elecom (Shenzhen) Trading Co., Ltd.	China	Sales of peripherals and accessories for personal computers and digital equipment
Hagiwara Solutions Europe GmbH	Germany	Sales of storage for industrial equipment, and sales of flash memory products for consumers

As of March 31, 2026

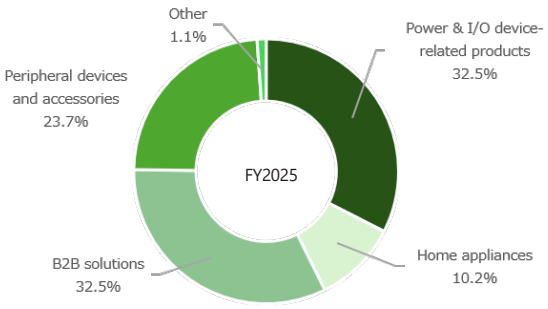
Company overview

Name	ELECOM CO., LTD.
Head office	Meiji Yasuda Life Insurance Osaka Midosuji building 9F 4-1-1, Fushimimachi, Chuo-ku, Osaka 541-8765
Establishment	May 1986
Capital	¥12,577 million
Representatives	Junji Hada, Representative Director and Chairman Koichi Iwami, Representative Director and President
Number of employees	880 employees and 251 contract and part-time employees The number of employees including those at associates: 2,077 (as of March 31, 2026)
Fiscal year-end	March
Net sales	¥132,132 million (Fiscal year ended March 31, 2026 ; consolidated) ¥100,442 million (Fiscal year ended March 31, 2026 ; non-consolidated)
Description of business	Development, manufacture and sales of peripherals and accessories for personal computers, digital devices and home appliances
Business offices	Sapporo, Morioka, Sendai, Takasaki, Tokyo, Tachikawa, Saitama, Yokohama, Shizuoka, Kanazawa, Nagoya, Kyoto, Osaka, Okayama, Hiroshima, Fukuoka, Kumamoto, Okinawa Yokohama Technology Development Center Kanagawa Logistics Center Hyogo Logistics Center

Net sales/Operating profit



Sales ratios by type of product



History

1980s

Focus on the personal computer peripherals business
Released floppy disks, numeric keypads, mouse devices, etc. Successively entered new markets amid overwhelming success of the Egg Mouse device

May 1986	Corporation established in Miyakojima-ku, Osaka With around 20 employees, embarked on business as an office automation and home electronics manufacturer with products such as PC racks and television stands

1990s

ELECOM becomes associated with design
Lunaris series received the Small and Medium Enterprise Agency Commissioner Award under the Good Design Award program
Achieved differentiation from competitors that exclusively focus on product features and pricing
This marked the beginning of the company winning numerous design awards in recent years

September 1992	Established ELECOM COMPUTER PRODUCT INC.
December 1993	Established Home Direct Co., Ltd. in Toshima-ku, Tokyo for the purpose of engaging in the mail order business
October 1994	Relocated head office to Kawaramachi, Chuo-ku, Osaka upon merger with ELECOM Sales Co., Ltd.

2000s

Expansion of business domain to digital home electronics
Released digital home electronics other than personal computers, encompassing from personal computer peripherals and accessories to game consoles, digital cameras, and digital audio devices
Went on to develop 1,000 new products annually with a lineup of over 3,000 products

February 2003	Established ELECOM UK LIMITED July 2003 Established ELECOM KOREA CO., LTD
April 2004	Established former ELECOM (Shanghai) Trading Co., Ltd.
September 2004	Established ELECOM Deutschland GmbH
December 2004	Acquired 7,500 shares of Logitec Corp. and made the company a subsidiary
February 2006	Osaka head office acquired ISO 14001 (environmental management system) certification
March 2007	Liquidated ELECOM Deutschland GmbH March 2008 Liquidated ELECOM UK LIMITED

2010s

Advent of the smartphone, tablet, and cloud computing era
Achieved results in providing people with comfortable environments amid the shift from personal computers to smartphones centered around hardware Shifted focus from the original core business of personal computer peripherals and accessories to smartphone products

Evolution of design
Recipient of numerous design awards every year since having been recognized with the Good Design Award in 1990

Entered the healthcare sector
Expanded business into the field of "Lifestyle Innovation" from digital peripherals and accessories
Released products that support daily health

April 2010	Listed on JASDAQ Securities Exchange
October 2010	Established Logitec INA Solutions Co., Ltd.
July 2011	Established HAGIWARA Solutions Co., Ltd.
September 2011	Established ELECOM Support & Service Co., Ltd.
November 2011	Established Elecom India Private Limited
December 2011	Established ELECOM (Shanghai) Trading Co., Ltd.
April 2012	Established ELECOM Europe GmbH
May 2012	Established ELECOM SALES HONG KONG LIMITED
March 2013	Listed on the First Section of the Tokyo Stock Exchange Unlisted on
April 2013	JASDAQ (Standard) of the Osaka Securities Exchange Liquidated
October 2013	Quondam PC Merchant GmbH i.L.
March 2014	Liquidated ELECOM Support & Service Co., Ltd.
May 2014	Acquired JDS Inc. and made it a subsidiary
July 2014	Concluded domestic distributorship agreement with Seagate of the U.S.
November 2014	Liquidated ELECOM (Shanghai) Trading Co., Ltd.
February 2015	Established ELECOM Health Care Co., Ltd. (The ratio of voting rights: 100%)
April 2015	Established ELECOM Support & Service Co., Ltd. (The ratio of voting rights: 100%)
March 2016	Liquidated ELECOM Europe GmbH
September 2016	Took over the business of Workbit Co., Ltd. and established Yamato Technology Development Center
March 2017	Acquired 11,244,320 shares of DX Antenna Co., Ltd. and made it a subsidiary (The initial ratio of voting rights was 96% and eventually became 100%)
June 2017	Newly established D-CLUE Technologies Co., Ltd. and took over the business of a disappearing company.

2020s

Lifestyle transformation and solutions
Extended range of accessories to tap demand for remote work and online
Began providing a range of one-stop services encompassing Wi-Fi installation, tablet device adoption and maintenance support to achieve the GIGA School concept

Full-scale entry into e-sports and gaming-related businesses Prompted further evolution of existing mouse devices, keyboards, and headsets, and introduced high quality devices

Expansion into the home appliances sector and significant product expansion through M&A centered on hairdressing
Took on challenges in new domains seeking to achieve further innovation Additionally, carried out M&A to accelerate growth in the home appliances business

Full-scale entry into the remote support business
Embarked on development of cloud recording services in the surveillance camera business focusing on hardware solutions
Began providing security and crime prevention solutions to Japanese society through various channels

May 2021	Acquired Force Media, Inc. and made the company a subsidiary (The ratio of voting rights: 100%)
January 2022	Became signatory to the United Nations Global Compact
February 2022	Transferred shares of D-CLUE Technologies Co., Ltd. to Nisshinbo Holdings Inc.
April 2022	Moved from the First Section of the Tokyo Stock Exchange to the Prime Market
April 2022	Endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)
April 2022	Established ELECOM Asia Pacific IPO Pte. Ltd. (The ratio of voting rights: 100%)
July 2022	Established ELECOM USA, Inc. (The ratio of voting rights: 100%)
June 2023	Acquired groxi Inc. and made the company a subsidiary (The ratio of voting rights: 100%)
July 2023	Acquired Tescom Denki Group and made the group subsidiary (The ratio of voting rights: 100%)
March 2025	Liquidated ELECOM KOREA CO., LTD.
November 2025	Acquired Nippon Antenna Co., Ltd. and made the group subsidiary (The ratio of voting rights: 100%)

ELECOM Group

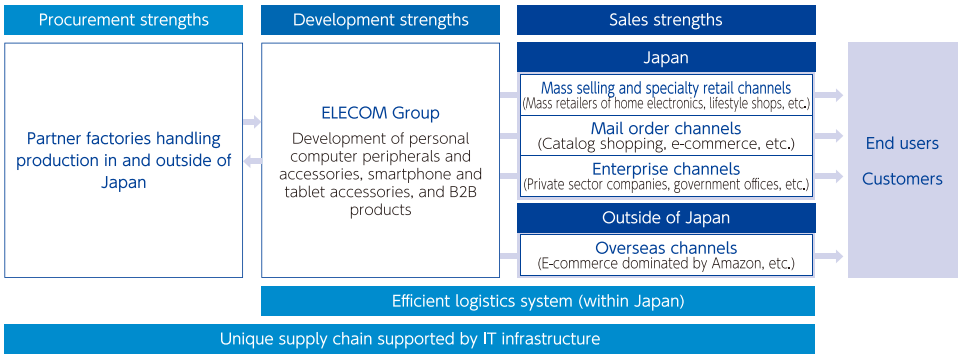
Purpose

Better being

We will continue to pursue better products, services and solutions, a better society and a better company.
The ELECOM Group’s purpose "Better being"
By pursuing even better technology and quality, we hope to make a happier world and a better society.
The ELECOM Group aims to improve global environment and local communities and to contribute to a sustainable society and environment.
We will not remain where we are today, but will continue to move toward a better future.

The ELECOM Group's corporate DNA is how we leverage our strengths and the speed at which we are able to execute them

Having achieved persistent growth since it was founded, the ELECOM Group’s strengths are threefold. First, our product development strengths enable us to develop products that comply with constantly evolving new standards and products featuring exceptional design closely aligned with market trends. Next, our product sales strengths enable us to offer products through myriad sales channels such as the business-to-business market in which we are able to offer services that deploy Group strengths, in addition to the business-to-consumer market encompassing mass retailers of home electronics, discount stores, lifestyle shops, and e-commerce in Japan and overseas. Third, the ELECOM Group possesses a unique supply chain encompassing procurement, development and sales. This is backed mainly by the following three strengths: (i) procurement strength that allows us to comprehensively consider and select products based on quality, cost and supply systems and source products that meet current needs from partner factories in Japan and overseas, (ii) logistic strength that is represented by Hyogo Logistic Center which realizes significant labor saving based on GTP (Goods to Person) concept, and (iii) IT infrastructure strength that enables profit management on per-item basis. Meanwhile, the essence of the ELECOM Group’s corporate DNA constitutes the speed in which we are capable of expeditiously implementing these strengths in a timely manner.
Going forward, the ELECOM Group will continue to provide new products and services at an increasingly greater pace as it expands its horizons in a manner extending not only to goods sought by users but also to needs one step beyond.



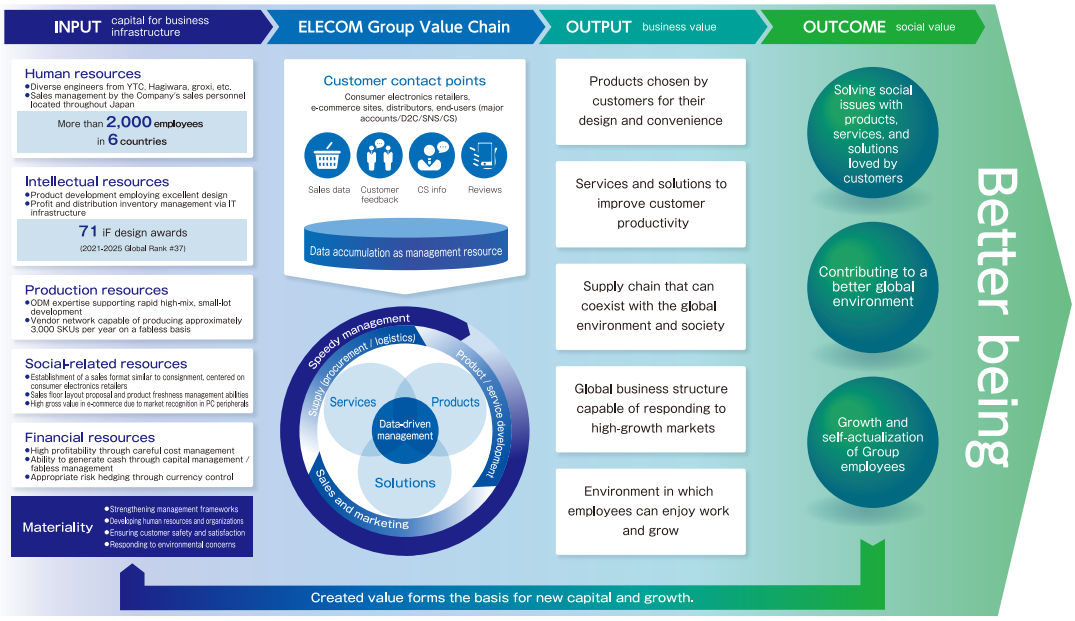
Major Group companies serve to expand the ELECOM Group's business domain and support specialized technologies

Each of the ELECOM Group companies has highly specialized technologies, which they enlist in designing and developing the hardware and software necessary for enabling solutions. We accordingly provide solutions that address concerns in fields that include medicine, the environment, crime prevention, disaster readiness, telecommunications, broadcasting, machine tools, and education. Going forward, we will continue to lend our support to enabling our customers to lead fulfilling and comfortable lives by ensuring that our respective Group companies enhance the quality of their technologies and products and by addressing a wide range of society’s needs in the B2C and B2B markets.

Logitec INA Solutions Co., Ltd.	The company provides custom computers for industrial and professional use that can be used with confidence over a long term. It manages all functions, including planning, development, manufacturing, testing, maintenance and support, at its own factories in Japan.
HAGIWARA Solutions Co., Ltd.	The company provides storage devices and computers with the long-term stable operation required for industrial use. It also provides a wide range of support for factory equipment, medical devices, bank ATMs and other industrial infrastructure.
DX Antenna Co., Ltd.	In addition to manufacturing and selling various antennas and television broadcast reception-related equipment, the company combines telecommunication technologies to provide products and services in the disaster preparedness, welfare, security, renewal, wireless communication and other fields.
ELECOM Health Care Co., Ltd.	The company acquired the second-class marketing license for medical devices. It manufactures and sells household massage devices, Bluetooth blood-pressure monitors and other familiar medical devices. In addition, the company is a member of The Japan Home-health Apparatus Industrial Association.
groxi Inc.	The company provides network design, building, maintenance, and management services. It supports, protects, and instills trust in the IT infrastructure necessary for communication by considering the best solutions to diverse issues.
Tescom Denki Co., Ltd.	The company provides hairdressing appliances and small home appliances. It will create and deliver new value in home appliances that "create beauty."
Nippon Antenna Co., Ltd.	Responsible for the communication infrastructure sector of the ELECOM Group, the company supports industrial and social infrastructure with advanced technological capabilities in the field of wireless communication.

ELECOM Group's Value Creation Process

The ELECOM Group has embraced "coexistence with society" as a matter of course since its foundation and has pursued better products, better services, a better company, and a better society. And in 2024, the ELECOM Group has disclosed the purpose "Better being" an expression of the raison d'être underlying its growth plans.
With the purpose "Better being" at the core of our corporate value creation, each and every employee questioning themselves as to how they can contribute to fulfilling that purpose and thinking and acting independently brings about growth of the employees and positive changes to and evolution of the Group. By utilizing the Group's various assets and the useful data that we have accumulated, we create value for society through our product development, sales strengths, procurement strengths, and efficient logistics capabilities, which have been our strengths since our founding. We see sustainability at the ELECOM Group as resolving social issues and contributing to a better global environment by providing products, services, and solutions loved by our customers and as the growth and self-realization of the ELECOM Group. We are working to realize sustainability with these elements in mind.



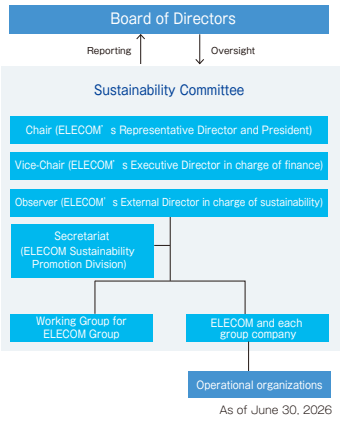
*SKU (Stock Keeping Unit) refers to the smallest management unit of inventory management and ordering.

Sustainability implementation structure

To promote effective sustainability activities throughout the ELECOM Group, the Sustainability Committee, chaired by the President and Representative Director of ELECOM, has been established, and a system of initiatives has been put in place that also includes advice from outside experts. In April 2022, the Sustainability Promotion Division was set up in ELECOM, and furthermore, in April 2023, we launched the Corporate Planning Department, formulated our purpose and our medium-term management plan, and systematized and clarified the path that we should pursue as a company. Since April 2024, at the Financial Planning Department, which is responsible for the Group's management planning functions, we are coordinating closely on both financial and non-financial matters, considering the materiality of the directions that have become clear, and working to promote initiatives that contribute to enhanced corporate value.

The Sustainability Committee meets several times a year, as needed, to review progress on material issues and consider discussions held by its thematic subcommittees. Aiming to achieve the long-term growth of both the ELECOM Group and society, we assess management and social issues from both opportunity and risk perspectives, prioritize them, and formulate and determine appropriate measures. This allows us to gain a more concrete insight into management and social issues in terms of both business opportunities and risks, prioritize them, and formulate and decide on measures for the long-term growth of the Group and society. The operational organizations of each company will specifically work toward achieving targets in line with such proposals and decisions. In addition, the Sustainability Committee will periodically report to and consult with the Board of Directors on its primary activities, and take a collaborative approach to enabling it to gain an understanding of circumstances from both top down and bottom up and making managerial decisions.

Progress management and regularly scheduled meetings include monthly confirmation of progress on material issues and discussions in thematic subcommittees. In addition, we have established a system in place for holding Sustainability Committee meetings several times a year, and for communicating the results of these meetings to the Board of Directors as necessary. We aim to inform our efforts internally and externally through regular reports.



As of June 30, 2026

Reports and content of discussions at each meeting body in FY2025

Meeting body	Number of meetings held	Details
Board of Directors	Number of reports made: 1 time/year	· Annual Sustainability Report (including TCFD)

* The Sustainability Committee (held several times a year) was postponed for FY2025 due to staffing constraints. Instead, thematic subcommittees and the Environment Subcommittee were held to advance initiatives and review progress. The Committee meeting will be recommenced from FY2026.

Interview with Executive Officer in Charge

Miki Watanabe External Director, Observer of Sustainability Committee, ELECOM CO., LTD.

We are now in our second year since establishing the ELECOM Group's purpose "Better being." The Group's intention can be seen in a new range of products that have been introduced in the market. An excellent example of this is our range of power banks. Following on from our launch of the world's first sodium-ion power bank in FY2024, we launched our semi-solid power bank in FY2025. In developing these products, our engineers had in mind not only to improve product safety but also to address issues concerning the environment and human rights*.

There is also growing positive evaluation from outside experts of our contribution to sustainability. Since the previous fiscal year, ELECOM has been selected as a constituent stock in one more ESG index adopted by Japan's GPIF (Government Pension Investment Fund), increasing our presence to four of such indices. We have also strengthened our governance framework to promote a more stable management structure.

At the same time, in view of the increasingly uncertain global conditions and climate change, we recognize that it is increasingly important to "not just stay in the here and now, but keep moving toward a better future." Additionally, the ELECOM Group has expanded in size over the past few years through corporate acquisitions. We hope to further strengthen the mechanism that integrates "Better being" with medium- to long-term business strategies, allowing the Group's purpose to permeate the organization as a culture, while achieving both stakeholder happiness and economic growth.

* There are reports of significant inhumane labor conditions at mining sites for cobalt, which is used in lithium-ion batteries.

ELECOM Group's Materialities

Identifying materialities and determining KPI

The process for identifying materialities and determining KPI

The two major focuses of the ELECOM Group's ESG/CSR initiatives are risk reduction and business opportunity creation. We have defined issues that are of great importance and interest to the Group and our stakeholders as materialities and we are advancing initiatives accordingly.
The process for defining materialities is as follows.

(Step 1) Identification of social issues considered important to the ELECOM Group by various international guidelines
Global Reporting Initiative (GRI[*1]) Standards / ISO26000 / SDGs[*2] /
The Ten Principles of the UN Global Compact (endorsed on January 2022) /
TCFD[*3] (endorsed on April 2022)

(Step 2) Taking into account stakeholder feedback in seeking to analyze which issues are more important and assign an order of priority.
- Surveys administered to the Company's employees and officers
- Findings derived from stakeholder questionnaires and communications
- Stakeholder assessment of and concern with social issues

(Step 3) Step 2 evaluation results and priorities are summarized and materialities are identified with management teams' approval. Going forward, the Sustainability Committee in conjunction with operational organizations will set policies for tackling issues and KPIs with respect to materialities related to each of risk reduction and business opportunity creation.

Since identifying these issues as material in 2020, the Committee revises the items of materiality and KPIs as needed by yearly analyzing changing issues and trends based on progress of business activities, changes in the social environment, and engagement with our stakeholders. Going forward, we will relate this further to the formulation and revision of the medium-term management plan. Through this process, we will strive to become a more trustworthy and reliable company.

*1 GRI (Global Reporting Initiative) is a not-for-profit organization with a mission to set international standards for sustainability.
*2 SDGs (Sustainable Development Goals) are international goals for sustainable development set by the UN and comprise 17 global goals divided into 169 targets.
*3 TCFD stands for the Task Force on Climate-related Financial Disclosures, which was established by the Financial Stability Board (FSB), an international organization.

The Materiality Analysis and Determination Process

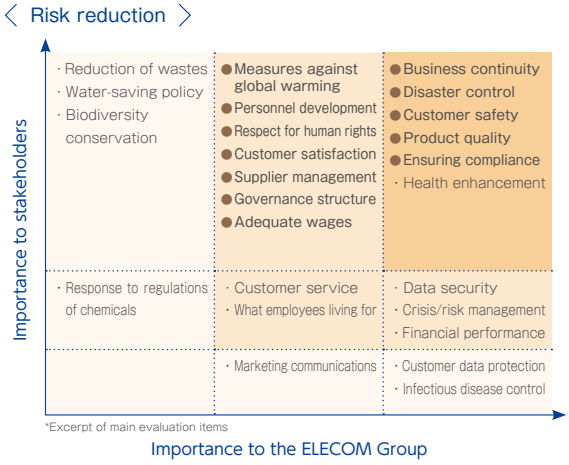
Step1	Identify and arrange social issues that are relevant to the ELECOM Group as potential materialities
Step2	Carry out evaluations and surveys within the Company and with stakeholders to assign an order of priority
Step3	Define materialities that should be tackled and the Sustainability Committee set them as KPI, etc.

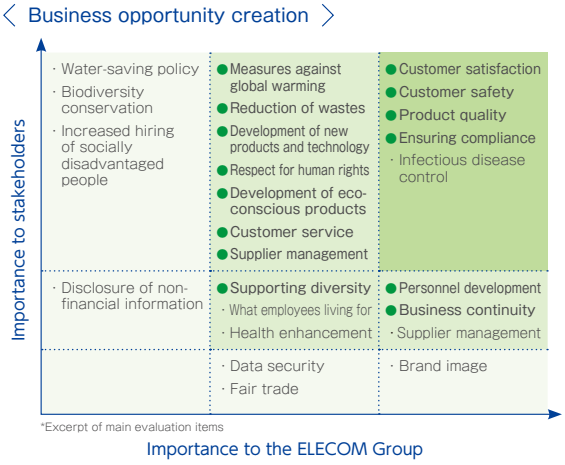
Materiality survey for stakeholders (excerpt)

(1) Risk reduction

As a trustworthy company, it is defined not only as strengthening the management system for fundamental and universal policies such as observing business ethics or respect for human rights etc., but also as conserving the natural environment, enhancing product quality and achieving workforce safety.
For each item, please select the answer from the pulldown menu that you think best describes the ELECOM Group. The possible answers are "1. Extremely important," "2. Very important," and "3. Important."

Category	Item	Description	Risk reduction Answer
Finance	Financial performance	In addition to having a healthy and sound financial situation, a company should carry out appropriate accounting treatments in compliance with laws and regulations, etc., and minimize risk to the company	
	Market presence	A company should strive to achieve targets for share-related indicators, such as aggregate market value and P/B ratio, and take a high position in the stock market	
	Business continuity	A company should minimize risk factors that might impede business continuity and alongside fulfilling social responsibilities as a company, it should realize stable supplies of products and services	
	Brand image	A company should use its brand value and global worldview for customers to deepen understanding of its business and brand, and should create loyal customers through affection and empathy	





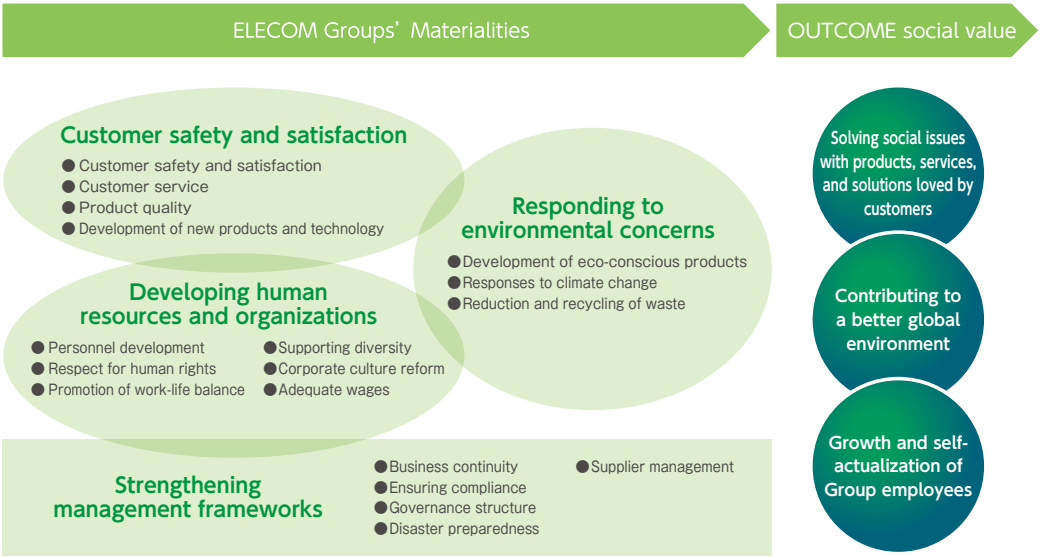
Relationship between materialities and the ELECOM Group Code of Conduct

Materiality		Code of Conduct					Two major focuses of ESG/CSR initiatives	
		Choose the right path	Share goals	Focus on results	Show consideration	Be humble	Risk reduction	Business opportunity creation
Business continuity Strengthening management frameworks	Business continuity	●	●	●	●	●	●	●
	Ensuring compliance	●			●	●	●	●
	Governance structure	●				●	●	
	Supplier management	●	●		●	●	●	
	Disaster control	●			●		●	
Business continuity Development of human resources and organizations	Personnel development		●	●			●	●
	Work style reform			●	●			●
	Supporting diversity	●	●		●		●	●
	Respect for human rights	●	●		●	●	●	●
	Corporate culture reform		●	●			●	●
	Promotion of work-life balance	●			●			●
	Adequate wages		●	●			●	
Customer safety and satisfaction	Customer safety and satisfaction	●	●	●	●	●	●	●
	Product quality	●	●	●	●	●	●	●
	Development of new products and technology	●		●	●	●		●
	Customer service		●	●	●			●
Responses to environment	Development of eco-conscious products	●	●		●		●	●
	Responses to climate change	●	●		●		●	●
	Reduction and recycling of waste	●	●		●		●	●

Materiality

ELECOM Group's sustainability initiatives were launched as a project in FY2020, beginning with the visualization of actual conditions. Thereafter, we established the Sustainability Committee chaired by ELECOM's Representative Director and President in April 2022 to pursue sustainability issues in earnest.
The ELECOM Group considers the period from FY2022 through FY2024 to have been a phase for establishing a structure, and has been working to build a foundation for future growth and formulate future plans. After a series of discussions at meetings attended by Executive Officers and division managers and reports to the Board of Directors, in May 2024, the Group disclosed our purpose and medium-term management plan. We then defined the vision for our medium-term management plan as pursuing our purpose "Better being" and as "a unique global brand from Japan that is loved by our customers." Based on this vision, we have identified the following material issues for the ELECOM Group, taking into consideration the resolution of social issues, the creation of social value, and sustainable growth.
(i) Business continuity_ Strengthening management frameworks
(ii) Business continuity_ Development of human resources and organizations
(iii) Customer safety and satisfaction
(iv) Responses to environment

Building a robust management structure and strengthening the human resources and organizational capabilities that thrive under it are core elements of corporate growth. In anticipation of the declining workforce in Japanese society, the ELECOM Group will strive to minimize risks and maximize growth opportunities by creating a work environment that attracts diverse and talented individuals, fostering a workplace where human resources can grow as capital, and promoting efficient organizational operations through DX (digital transformation).
In addition, in today's world of accelerating technological innovation, we will continue to pursue our purpose of "Better being" and strive to deliver safety and satisfaction to our customers through the development of new technologies and the improvement of our services. Through these initiatives, the ELECOM Group will leverage its technological capabilities to sincerely address social issues, including response to the environment, throughout the entire supply chain.



Comprehensive materiality	Base materiality	Strategy points	KPI		Unit	Targeted Companies	FY2024	FY2025	FY2026	Pages featured	Relevant SDGs
Business continuity Strengthening management frameworks	Business continuity Ensuring compliance Governance structure Supplier management	**Build a business foundation for further growth** <Risk reduction> · Enhance contact points for whistle-blowing · Strengthen corporate governance <Business opportunity creation> · Build solid trust · Fulfill social responsibilities as a company · Realize stable supplies of products and services	Risk reduction	· Ratio of companies endorsing CSR procurement guidelines (Companies that have signed an MOU)	%	ELECOM	100.0	100.0	100.0	▶Supply chain management ▶Corporate ethics and compliance initiatives ▶Assessments regarding Board of Director effectiveness ▶Nomination Committee and Compensation Committee	
					%	Other than ELECOM	88.3	88.6	88.6		
				· Implementation of compliance training	Instances	ELECOM	1	1	1		
				· Number of assessments regarding Board of Director effectiveness	Instances	ELECOM	7	3	2		
				· Number of Nomination Committees and Compensation Committees established and operated	Instances	ELECOM	6	3	3		
			Business opportunity creation	· Achievement ratio of consolidated business result forecasts (compared to final revised forecast)	%	ELECOM Group	100.7	101.0	104.2		
				· Achievement ratio of consolidated business result forecasts (compared to initial forecast)	%	ELECOM Group	100.7	101.0	104.2		
	Disaster control	**Secure supply chains during times of disaster** <Risk reduction> · Minimize risk factors that might impede business continuity · Disperse logistics centers · Disperse order centers	Risk reduction	· Ratio of logistics centers that are in operation	%	ELECOM Group (Japan)	100.0	100.0	100.0	▶Risk management related to business operations	
				· Ratio of order centers that are in operation	%	ELECOM Support & Service	100.0	100.0	100.0		
Business continuity Development of human resources and organizations	Personnel development Work style reform Supporting diversity Respect for human rights Corporate culture reform Promotion of work-life balance Adequate wages	**Maintain and improve the mental and physical health of employees** <Risk reduction> · Ascertain the status of health check implementation and encourage employees to get checked · Eliminate untaken paid leave **Continue serving as a company that is able to create innovation and address social challenges** <Business opportunity creation> · Ensure the PDCA cycle through evaluation and transparency confirmation with respect to readiness internally and externally	Risk reduction	· Number of newly appointed female managers	Persons	ELECOM	1	1	1	▶Health and safety initiatives ▶Promotion of female participation ▶Fair assessment and treatment ▶Employee engagement	
Customer safety and satisfaction	Customer safety and satisfaction Product quality Development of new products and technology	**Provide new lifestyles and win the continued support of customers** <Risk reduction> · Evaluate and verify brand image · Carry out measures in response to poor evaluations within user reviews · Eliminate market recalls through products quality improvement **Provide "bridges" that can overcome gaps between people and new technologies** <Business opportunity creation> · Propose new products that give rise to more comfortable lifestyles for all and develop long-selling products and services · Address social challenges and create future value	Risk reduction	· Number of product liability (PL) issues	Instances	ELECOM Group (Japan)	0	0	0	▶Initiatives to ensure customer satisfaction ▶Quality control	
			Business opportunity creation	· Number of awards of Kids Design Award	Instances	ELECOM	5	1	3		
				· Number of awards of Good Design Award	Instances	ELECOM	15	13	15		
	Customer service	**Raise customer service levels by diversifying tools** <Business opportunity creation> · Turn responses to customer questions and inquiries into new sales opportunities · Strengthen feedback systems that use text mining-based VOC (voice of customer) analysis	Business opportunity creation	· Number of instances of VOC analysis being used to improve new products and services	Instances	ELECOM Support & Service	5	2	2	▶Initiatives to ensure customer satisfaction	
Responses to environment	Development of eco-conscious products Responses to climate change Reduction and recycling of waste	**Reduce impact of business on the environment and ensure the safety and quality of products for the environment** <Risk reduction> · Monitor the environmental impact of businesses and products <Business opportunity creation> · Develop products and services that contribute to the establishment of a sound material-cycle society · Develop products and services that contribute to tackling global warming **Provide products and services that reduce environmental impact and address supply chain issues** <Business opportunity creation> · Lower CO_2 emissions by reducing packaging volume · Develop resource-saving eco-conscious packaging and energy-saving long-life products · Develop products with non-plastic packaging	Risk reduction	· Number of complaints concerning the operation of environmental management systems	Instances	ELECOM Group (Japan)	0	0	0	▶Environmental Management ▶Responses to climate change ▶THINK ECOLOGY ▶Transition to a circular economy	
				· Number of environment-related complaints from stakeholders	Instances	ELECOM Group (Japan)	0	0	0		
			Business opportunity creation	· Rate of reduction in Scope 1 and 2 CO_2 emissions (vs. FY2020)	%	ELECOM Group (Japan)	18.4	30.4	46.6		
				· Ratio of packaging volume reduction	%	ELECOM	5.2	4.0	5.6		
				· Number of "THINK ECOLOGY" symbol certified products	SKU※	ELECOM Group (Japan)	2,052	2,847	2,145		
				· Petroleum-based plastic reduction of containers and packaging	t	ELECOM	74.19	110.17	137.33		
				· Number of sales of products that contribute to the establishment of a sound material-cycle society (ink cartridges, etc.)	Units	ELECOM	1,645,502	1,561,356	1,387,379		

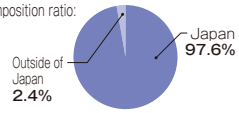
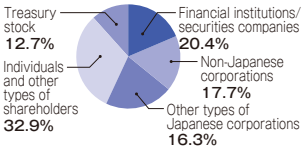
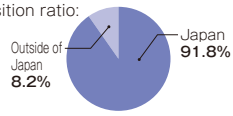
※SKU (Stock Keeping Unit) refers to the smallest management unit of inventory management and ordering.

Relationships with Stakeholders

In its relationships with stakeholders, the ELECOM Group focuses on five groups – customers, shareholders, suppliers, local communities, employees – and maintains daily communications with these groups. The ELECOM Group considers the various impacts the Group's business activities have on people and strives to contribute to the realization of a sustainable society and increased value for stakeholders.

Communication with stakeholders

(All figures as of March 31, 2026)

Major stakeholders of the ELECOM Group		Overview of initiatives	Means of communication
Customers	We serve a wide range of individuals, companies and government offices, as well as locations in Asian nations and the United States. Sales composition ratio:  	We made the purpose "Better being" the expression of the ELECOM Group's raison d'être, which, since our founding, has been the pursuit of better products, better services, a better company, and a better society. In addition to resolving social issues through better products, better services, and better solutions, and contributing to a better global environment and local communities, we will pursue continuous growth	● Corporate branding ● Advertisements ● Digital marketing ● Websites ● Social networking services ● News releases ● Events and exhibitions
Shareholders	<ELECOM> Issued shares: 92,221,420 shares Number of shareholders: 16,565 Breakdown of shares held by shareholder category:  	In addition to proactively disclosing share-related information, we have also created opportunities for having a dialogue with shareholders and investors face to face, including holding financial result presentations and one on one meetings for investors. The valuable opinions we receive through such dialogue are shared with management as necessary.	● General Meeting of Shareholders ● Financial results presentations: 2 times (Full-year financial results presentation in May and interim financial results presentation in November) ● Briefing sessions for individual investors: 2 times ● One-on-one meetings with sell-side analysts and institutional investors (Japan and outside of Japan): 162 companies (Incl. joint attendance) ● Websites ● Various IR materials (financial results digests, annual securities reports, annual reports, etc.)
Suppliers	ELECOM carries out procurement from many suppliers, primarily located in East Asia.	With the entire supply chain as the scope of ELECOM's social responsibility, a fair and comprehensive evaluation will be conducted, with joint efforts with suppliers to recognize and resolve issues, thereby realizing a sustainable society.	● Onsite inspections ● Supplier Code of Conduct, Green Procurement Standards ● CSR procurement self-assessment survey
Local communities	We operate at locations in and outside of Japan. 	Our ongoing local revitalization initiatives and other social activities are essential when it comes to sustainably increasing corporate value. As such, we will continue to build strong ties to regional communities through activities such as tree planting and sports sponsorships going forward.	● Regeneration of local natural environment (Conservation of Maruyama Senmaida Rice Terraces) ● Exchanges with local residents (e.g. greening promotion councils) ● Support and exchange in local sports ● Inviting local children to corporate recreation facilities ● Academic-industrial collaboration projects ● Support for local governments (e.g. support for children's home via Mie Prefecture)
Employees	Number of employees: 2,549 Composition ratio:  	We aim to become a company where employees and the Company can grow together through respecting the human rights and diversity of our employees, constantly working to improve employee's sense of fulfillment and creating new value by bringing together the diverse values of our workforce. We believe that this sort of corporate approach will enable us to address social challenges and further create future possibilities though our businesses.	● Various committees ● Training programs ● Employee assessments and interviews ● Internal and external whistleblowing contact points ● Intranet, in-house newsletters and surveys ● Employee engagement surveys

Distribution of financial value to stakeholders

The financial value allocated by the Group toward each stakeholder in the fiscal year ended March 31, 2026 is as follows.

Stakeholder	Fiscal year ended March 31, 2026	Details
Employees	¥13,929 million	Salaries, bonuses, provision for bonuses, retirement benefit expenses, share-based payment expenses, legal welfare expenses, welfare expenses
Local communities	¥58 million	Donations, etc.
Financial institutions	¥4 million	Interest expenses
Shareholders	¥3,818 million	Dividend payments

External initiatives

Involvement in external initiatives

We seek to help give rise to a sustainable society through our business activities. As such, we are involved in supporting various initiatives to such ends.

◆United Nations Global Compact *

In January 2022, ELECOM endorsed and became a signatory to the United Nations Global Compact. The ELECOM Group has accordingly been making progress with initiatives to address social challenges by putting the Ten Principles of the UN Global Compact into practice. Details of such initiatives are reported annually.

* The United Nations Global Compact is an initiative for building a healthy global society through combined efforts of the United Nations and the private sector. It serves as a voluntary initiative for companies and organizations seeking to achieve sustainable growth while serving as good corporate citizens by demonstrating responsible and creative leadership.

The Ten Principles of the UN Global Compact

Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses.
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labour; Principle 5: the effective abolition of child labour; and Principle 6: the elimination of discrimination in respect of employment and occupation.
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and Principle 9: encourage the development and diffusion of environmentally friendly technologies.
Anti-corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

◆Task Force on Climate-related Financial Disclosures (TCFD) *

ELECOM endorsed the recommendations of the TCFD in April 2022 and has been disclosing climate-related information based on the framework of governance, strategy, risk management, metrics and targets. In recent years, the International Sustainability Standards Board (ISSB) under the IFRS Foundation has been advancing the development of international disclosure standards based on TCFD recommendations. The ELECOM Group is closely monitoring these international standard trends and will continue to enhance disclosures and work towards realizing a decarbonized society.

* The Task Force on Climate-Related Financial Disclosures (TCFD) was established in 2015 by the Financial Stability Board, which is an international organization that seeks to ensure stability of the financial system. The TCFD makes recommendations for ensuring stability of financial markets by promoting a transition to a decarbonized society, through identifying and disclosing financial effects of corporate business risks and business opportunities attributable to climate change.

◆KEIDANREN (Japan Business Federation)

ELECOM will fulfill its social responsibilities by putting the spirit of KEIDANREN's Charter of Corporate Behavior into practice.

External evaluations

Evaluation subject: ELECOM (as of March 2026)

Product-related awards

Good Design Award

2025: 12 series
[Gold Award] Sodium-ion power bank

iF DESIGN AWARD

2025
Bluetooth mini keyboard

Phase Free Award

2025 Bronze
Sodium-ion power bank

BCN Award

2026: 10-category sweep

Kids Design Award

2025
KEY PALETTO Folio

The Nikkei Superior Products and Services Awards

2025 Excellence Award
Sodium-ion power bank

Index inclusion and ESG ratings

FTSE Blossom Japan Index

▶FTSE Blossom Japan Index

FTSE Blossom Japan Sector Relative Index

▶ FTSE Blossom Japan Sector Relative Index

S&P/JPX Carbon Efficient Index

CDP

Climate Change B

Human capital-related certifications

Kurumin Certification

Certified KENKO Investment for Health (KIH) Outstanding Organization

Interview with Executive Officer in Charge

Masaki Tanaka,

Executive Director and Managing Executive Officer, Vice-Chair of Sustainability Committee, ELECOM CO., LTD.

The ELECOM Group has grown by delivering unprecedented comfort and convenience to everyone, serving as a bridge connecting technology with people and society. Our purpose, "Better being" signifies our reason for existence, and we will continue to pursue better products, services and solutions, a better society, and a better company, contributing to a sustainable society and environment.

Currently, trends in ESG investment show signs of slight stabilization, with observable differences in approach between Europe and the United States, including their sustainability activities. On the other hand, the development of disclosure standards is progressing, and there is a shift towards activities that bring about effective outcomes. In Japan, the disclosure of information based on standards set by the Sustainability Standards Board of Japan (SSBJ), including assurance systems, is expected to be introduced for Prime Market-listed companies on a gradual basis according to their market capitalization from FY2026. Since the establishment of the Sustainability Committee in November 2020, the Company has been advancing grounded activities. As a result of our efforts to achieve an FTSE ESG score of 3.3 or higher, we achieved this in the 2025 evaluation and were selected as constituent stocks in four ESG indices adopted by GPIF, including the FTSE Blossom Japan Index. Going forward, we will continue to engage sincerely with the opinions of our stakeholders, steadily deepen our initiatives and strengthen our information disclosure, thereby enhancing the sustainable corporate value of the ELECOM Group.

ELECOM's ESG Initiatives

Environment

Environmental management
Responses to climate change
Transition to a circular economy
Management of chemical substances
Biodiversity conservation

Environmental Management

In accordance with our new philosophy of the purpose "Better being" formulated in 2024, through our products, services, and actions, the ELECOM Group believes both to enhance our corporate value and to contribute to the realization of sustainability for both companies and society. Through our initiatives to reduce CO_2 emissions, in looking toward achieving a decarbonized society, and conserve biodiversity, we will keep striving for sustainable development of companies and society going forward by promoting efforts to address global warming, particularly in terms of making effective use of resources and developing eco-conscious products.

Policy and Basic Approach

The ELECOM Group is promoting sound business practices in order to harmonize and balance activities to conserve the global environment with activities to manage the planning, development, manufacture and sale of IT lifestyle products.

Environmental Policy

1. Compliance with environmental laws and regulations
   The ELECOM Group complies with laws and regulations, rules, and other agreed requirements in relation to the environment.
2. Efficient use of resources and energy
   The ELECOM Group promotes the effective use and reduction of resources, energy and water, and strives to conserve the finite resources of the planet.
3. Realizing a recycling-oriented society
   The ELECOM Group contributes to realizing a recycling-oriented society, while promoting the reduction, reuse and recycling of waste.
4. Reduction of global environmental impacts
   The ELECOM Group aims for a global eco-conscious approach to manufacturing and selling its products, which includes measures to conserve biodiversity, reduce greenhouse gas emissions and prevent pollution.
5. Establishing and continuously improving environmental management systems
   The ELECOM Group sets targets based on the Environmental Policy, reviews them on a periodic basis, and strives to establish, implement, and continuously improve environmental management systems.
6. Publicizing and disseminating the Environmental Policy
   The ELECOM Group disseminates its Environmental Policy to all stakeholders within the Company, ensuring that it is understood by each employee, and promoting educational and training activities so that the policy can be put into practice. In addition, the Group uses documents and other measures to publicize the policy among external stakeholders, requesting their compliance and cooperation.

Publicizing and disseminating the Environmental Policy

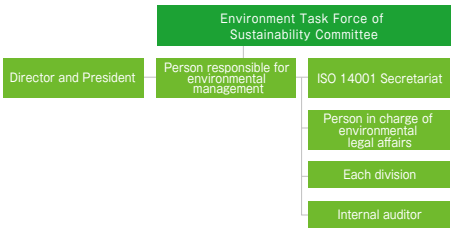
The ELECOM Group promotes educational and training activities to enable each and every Group employee to understand the Environmental Policy, and to put it into practice in all areas of the business. In addition, the Group uses documents and other measures to publicize the policy among external stakeholders, requesting their compliance and cooperation.

Company-wide Introduction Study Group	Waste Management and Public Cleansing Act Study Group	Rechargeable Battery Development Special Study Group
Mid-career Hires/Transferees Study Group	Overseas Shipment Special Study Group	Training for Persons in Charge of Compliance Assessment
Development/QA Special Study Group	Environmental Internal Audit Seminar	

Environmental management systems

The ELECOM Group has established and operates its environmental management system (EMS) pursuant to environmental management regulations stipulated based on its Environmental Policy. We comply with laws, regulations, and other rules related to environmental activities associated with our business and operate our environmental management system, which has been granted certification under the ISO 14001 international standard. This enables us to thoroughly manage various environmental risks associated with our business activities and strive to reduce environmental impact. In promoting these efforts, the ISO 14001 Secretariat works with the Sustainability Committee to promote environmental measures and the development and sale of eco-conscious products. This entails implementing the plan-do-check-action (PDCA) approach in regularly evaluating the impact of our business on the environment and the disclosed results of initiatives to address climate change. The Group strives to achieve continuous improvement in th is regard by conducting internal audits and carrying out in-house awareness-building and education activities, while otherwise engaging in environmental activities for facilitating decarbonization and resource conservation, enlisting the entire Group.

■Environmental management system



■Number of environment-related fines and penalties

	Targeted companies	Unit	FY2021*	FY2022*	FY2023*	FY2024*	FY2025
Number of environmentally related fines	ELECOM Group	Fines	0	0	0	0	0
Total monetary amount of environmentally related fines	ELECOM Group	Yen	0	0	0	0	0

* Changes to scope of companies covered took effect from FY2025. Up to FY2024, the companies covered were the ELECOM Group (domestic companies).

■Acquisition of official certifications

Details regarding acquisitions of ISO 14001 environmental management system certification is as follows (as of March 31, 2026).
Percentage of Group companies (Japan) that have acquired ISO 14001 certification: 26%

Management system	Company name	Date of initial registration	Business offices	Description
ISO 14001	ELECOM	February 3, 2006	Head office	To set up the Product Development Division at the head office
ISO 14001	Logitec INA Solutions	April 27, 2005	Head office: Ina Factory	All factories and Product Development Divisions
ISO 14001	DX Antenna	December 17, 1999	Seishin Technology Center	As quality assurance divisions and development divisions are included
ISO 14001	Nippon Antenna	June 22, 2001	Head office, Kawasato Factory, Ishinomaki Atex	Applies to Manufacturing Department

Supply of electricity generated from renewable energy sources

At facilities owned by the ELECOM Group, solar panels are installed for on-site self-consumption and sales of surplus electricity, providing electricity from renewable energy sources.
At Tescom Denki Matsumoto Factory, an on-site self-consumption solar carport (carport-integrated solar power generation system) was newly established, and self-consumption of generated electricity began in late March 2026. The aim is not only to reduce electricity costs by using renewable energy but also to strengthen BCP (business continuity planning) by facilitating continued operations during disasters or power outages. The basic policy is to consume 100% of the generated electricity internally without selling it. However, due to factors such as weather and operational conditions, actual utilization is expected to be about 60% of the generation capacity, and since electricity needs to be purchased at night, it is estimated that approximately 40% of the factory's total electricity needs can be met through on-site generation.

Carport-integrated solar power generation system (Tescom Denki Matsumoto Factory)

Responses to climate change (Information disclosure based on the TCFD recommendations)

In April 2022, the ELECOM Group declared its endorsement for recommendations of the TCFD*. Positioning climate change as one material issue that has a significant impact on the sustainable growth of the ELECOM Group, we aim to achieve sustainable growth aligned with the notion of a decarbonized society by analyzing the risks and opportunities that climate change imposes on our businesses and accordingly applying such findings to our business strategy and risk management. Furthermore, in 2023 the ELECOM Group set a goal "to reduce CO_2 emissions (Scope 1 + Scope 2) by 50% relative to levels of FY2020 by FY2030 and to aim to achieve carbon neutrality by 2050 through our business activities and in alignment with the worldwide target, while also working to reduce CO_2 across the supply chain" and are currently advancing initiatives to realize a decarbonized society. (For the status of our progress towards goals, please see "Metrics & targets.")
Moreover, in 2024, we newly formulated our purpose. Based on our philosophy of "Better being," the Group is pursuing better products, better services, a better company, and a better society, while pursuing our response to climate change, one of the biggest issues facing the world.

* The Task Force on Climate-Related Financial Disclosures (TCFD) was established in 2015 by the Financial Stability Board, which is an international organization that seeks to ensure stability of the financial system. The TCFD makes recommendations for ensuring stability of financial markets by promoting a transition to a decarbonized society, through identifying and disclosing financial effects of corporate business risks and business opportunities attributable to climate change.

Governance

The ELECOM Group aims to consistently contribute to the realization of a better global environment based on its purpose. In seeking to address sustainability issues including those related to climate change, we established the Sustainability Committee in 2021. The Sustainability Committee is tasked with identifying risks of sustainable business activities impeded by climate change and various other factors, recommending new business opportunities derived from climate change, making decisions on materialities, KPIs and other important matters, checking on progress in that regard, and drawing up countermeasures. As appropriate, the Sustainability Committee furnishes reports on sustainability activities, including those involving climate change, to the Board of Directors, which monitors and oversees such activities.

As of June 30, 2026

Strategy

The ELECOM Group's strengths seemingly include its product development and procurement capabilities in terms of promptly addressing market demand and trends, as well as the Group's robust supply chain equipped with sales agility and logistical capacity in delivering such products to customers in a timely manner. At the same time, with the exception of some group companies, the ELECOM Group's in-house CO_2 emissions are limited given that it does not have its own manufacturing facilities. On the other hand, we recognize that the Group's medium- to long-term business risks and opportunities are considerably affected by challenges related to climate change given a tendency for substantial emissions with respect to its manufacturing subcontractors and transportation. In line with the TCFD recommendations, based on climate change scenarios in accordance with the Paris Agreement, we identified major risks and opportunities, and explored countermeasures in that regard, assuming a scenario pursuant to the Sixth Assessment Report (AR6) of the Intergovernmental Panel on Climate Change (IPCC) released in 2022 and the Net Zero Scenario of the International Energy Agency (IEA), as we engaged in initiatives to address challenges related to climate change underpinned by our Environmental Policy. Results reveal that the need for us to address climate change and increasingly stringent regulations associated with climate change could potentially undermine these strengths, which have been cultivated over many years. Meanwhile, our active efforts involving mitigation and adaption with respect to climate change strengthen the resilience of the Group and have revealed the emergence of opportunities in terms of providing products and solutions for facilitating customer decarbonization initiatives and in terms of cutting costs of the ELECOM Group.
We will continue to formulate strategies for the ELECOM Group, aiming to create a better global environment and local communities, as stated in our new purpose "Better being," which was formulated in 2024.

■Scenario and worldview

(2°C and 1.5°C or less scenario)

- With the progress in reaching comprehensive consensus toward 2050, laws and regulations that include introduction of carbon tax and Carbon Border Adjustment Mechanism, and decarbonization initiatives are more stringently enforced and move forward ahead of plan.
- Propensity among society and customers seeking carbon reduction with respect to products and services intensifies further, underpinned by an increasing commitment to decarbonization.
- Limited overshoot of targets due to insufficiency of prior NDCs* culminates in a more pronounced increase in typhoons, torrential rains, and other natural disasters.

(4°C scenario)

- Temperature increase is not brought under control as anticipated amid lack of progress in reaching consensus on climate change mitigation and delays in achieving NDCs, due to the resurgence of nationalism, concerns over business competitiveness and national security, and regional conflicts.
- Energy prices escalate due to lack of progress in reaching consensus and delays in achieving NDCs.
- This results in frequent occurrence of typhoons, torrential rains and other such natural disasters over an extensive geographic area, along with more widespread and frequent occurrence of heatstroke and mosquito-borne infections attributable to chronic increases in temperatures.

* Nationally determined contributions (NDCs) are greenhouse gas emission reduction targets submitted by respective nations that have ratified the Paris Agreement.

	World in the scenario of temperature increase of 2℃ or less	World in the scenario of temperature increase of 4℃
Procurement activities	· Increase in procurement costs as a result of carbon pricing being imposed on suppliers · Production costs surge due to regulations on use of plastics · Operations are suspended at some factories due to natural disasters, which delays shipments · More stringent supplier management associated with regulations for GHG emissions	· Prolonged disruption in product supply from factories due to frequent occurrence of floods and other natural disasters · Respective nations encounter lack of progress in reducing GHG emissions
Product development activities	· Elimination of plastic from products and packaging, recycling and other eco-conscious measures strengthened further · Products and packaging downsized and standardized to align with streamlining of deliveries	· Demand for eco-conscious products increases in advanced economies, although environmental response of each nation varies · Demand for disaster supplies mounts due to increased frequency of disasters
Sales and office activities	· Increasing prevalence of extremely hot days makes it necessary to review working styles · Air conditioning costs increase due to rising temperatures · Work restrictions become necessary due to restrictions on electricity consumption amid power shortages caused by a trend of escalating electrification · Surge in electricity costs associated with burdens of investing in renewable energy	· Sales office functions encounter disruption associated with increasing occurrence of natural disasters · Increasing harm to health of employees and deterioration of working environments due to chronic weather abnormalities, and it is necessary to review office equipment and working styles · Costs of capital investment increase in order to cope with weather abnormalities
Logistics activities	· Delivery costs rise due to increased capital investment amid the need to comply with new energy conservation law imposed on carriers · Packaging and delivery methods must be revamped due to regulations on GHG emissions	· Warehouse facilities and transport vehicles increasingly incur damage due to natural disasters · Frequent occurrence of late deliveries due to increasing prevalence of natural disasters
Stakeholders	· Demand for products containing plastics decreases as customers become more eco-conscious regarding products due to increasingly stringent regulations · Companies not deemed to be eco-conscious are excluded from consideration when it comes to investment, employment, and product purchasing	· Markets served thus far shrink or disappear amid changing consumer behavior accompanying chronic weather abnormalities · Lost sales opportunities increase as customers are affected by disasters

Reference of the scenarios: SSP1-2.6 (2°C or less scenario), SSP1-1.9 (1.5°C or less scenario), IPCC/RCP8.5 (4°C scenario), IPCC/RCP2.6 (2°C or less scenario)

■Risks and opportunities, and the actions taken and their status

Classification			Impact on our business	Occurrence	Impact	Initiatives and response status
Risks	Transition risks	Government policy & laws and regulations	Increase in costs associated with imposition of carbon pricing	M	Major	Set reduction targets for Scope 1 and Scope 2 emissions and continue efforts to achieve these reductions
			Increase in electricity costs associated with burdens of investing in renewable energy	S / M		Continue efforts to conserve energy at logistics centers Install solar power panels at company-owned facilities
			Delivery costs rise amid the need to comply with new energy conservation law imposed on carriers	S / M		Consider improving delivery efficiency, such as verification testing of the Shuttle Line Of Communication (SLOC)
			More stringent regulations imposed with respect to tracking and reducing GHG emissions across the entire supply chain	M		Begin tracking of Scope 3 emissions and evaluation of the environmental impact associated with business activities Begin tracking of the status of renewable energy adoption among suppliers
		Markets	Decrease in sales of products not deemed eco-conscious	M	Major	Continue to review the standards for "THINK ECOLOGY" products and expand the range of eligible products
			Contraction of existing markets	M / L		Expand initiatives into new business areas, such as dematerialized services and Phase-Free products
		Reputation	Loss of trust due to slow response regarding an eco-conscious approach	M	Moderate	Set reduction targets for Scope 1 and Scope 2 emissions and continue efforts to achieve these reductions Continue to review the standards for "THINK ECOLOGY" products and expand the range of eligible products
			Investment withdrawn by investors due to slow response to climate change			Set reduction targets for Scope 1 and Scope 2 emissions and continue efforts to achieve these reductions
		Technology	Introduction of eco-conscious technologies and handling of materials for products	M	Moderate	Expand use of recycled plastics for products
	Physical risks	Acute	Delays arise with respect to product procurement and delivery due to supply chain disruption associated with intensifying meteorological catastrophes	S / M	Major	Resolve issues and problems identified through business continuity planning (BCP) Promote reduction of supplier dependence on high-risk regions, establishing two logistics centers
		Chronic	Capital investment costs increase due to a deteriorating workplace environment	M / L	Major	Introduce options for working from home and flexible start times
			Productivity and utilization rates of sales locations and logistics centers decreased due to deteriorating working environments accompanying weather anomalies			Implement labor saving and automation at logistics centers
Opportunities	Energy and resource efficiency		Decrease in costs due to logistical streamlining	M / L	Moderate	Consider improving delivery efficiency, such as verification testing of the Shuttle Line Of Communication (SLOC)
			Decrease in costs through use of uniform raw materials			Expand use of recycled plastics for products
	Products, services, and markets		Sales expanding due to development of products that align with eco-consciousness and changes in behavior	M / L	Moderate	Continue to review the standards for "THINK ECOLOGY" products and expand the range of eligible products
			Emergence of more business opportunities that involve affinity with low carbon-oriented policies			Set reduction targets for Scope 1 and Scope 2 emissions and continue efforts to achieve these reductions Continue to review the standards for "THINK ECOLOGY" products and expand the range of eligible products
			Creation of new businesses that contribute to climate change response			Expand initiatives into new business areas, such as dematerialized services and Phase-Free products
	Resilience		Reduce opportunity loss by strengthening the supply chain	M / L	Moderate	Conduct risk survey for suppliers, including the implementation of self-assessment questionnaires (SAQs) Resolve issues and problems identified through BCP Maintain stable operations through labor reduction and automation at logistics centers
			Greater prevalence of new technologies and new materials with low environmental impact			Expand use of recycled plastics for products

* S: Short term (2024-2026), M: Medium term (2027-2030), L: Long term (2031-2050)

Risk-based financial impact

We believe that procurement of electricity generated from renewable energy sources is an important part of the ELECOM Group's efforts to reduce CO_2 emissions given that more than 70% of its Scope 1 and Scope 2 CO_2 emissions are associated with electricity consumption. Under these circumstances, we have quantitatively estimated the financial impact of such initiatives, premised on the notion that imposition of carbon tax and volatility of fees for electricity derived from renewable energy are among the benchmarks for 2030. These estimates do not account for carbon taxes of nations where manufacturing subcontractors operate even though such taxes are likely to have a non-negligible effect on procurement costs.

■Quantitative estimates of financial impact under two scenarios, one of which entails transition having proceeded as planned and the other of which entails transition having not proceeded as planned (as of 2030)

Benchmarks	Unit cost	Transition has proceeded as planned	Transition has not proceeded as planned
Carbon tax	Carbon tax amount: ¥289 → ¥23,050	¥19,810,000	¥39,620,000
Fee for electricity derived from renewable energy	Increase in electricity fee per unit: ¥2.2/kWh	¥5,730,000	¥0

* Carbon tax: US$155/t-$CO_2$ (extrapolated estimate based on the 2035 price from the IEA World Energy Outlook 2025)
Calculated assuming an exchange rate of ¥148.71 to the US dollar

[Assumptions]
- Scope 1 and Scope 2 emissions of Group companies in Japan
- Variation in Scope 1 and Scope 2 CO_2 emission reductions as of 2030 (compared to the base year FY2020: 3,071 t-CO_2): 50% to 0%
- Variation in ratio of renewable energy-derived electricity use as of 2030 (FY2020: 5,212,819 kWh): 50% to 0%
- Purchased electricity emissions volume takes into account variation in electrical emissions factors
  Electrical emissions factor for 2020 according to the Foundation of Electric Power Companies of Japan (FEPC): 0.441 kg-CO_2/kWh 2030 Emission Factor Target under the "Plan for Global Warming Countermeasures": 0.25 kg-CO_2/kWh
- The additional cost of electricity generated from renewable energy sources is estimated using the average value of environmental value amounts published by major domestic power companies in their retail renewable energy menu-based pricing schemes. Actual costs may vary depending on procurement conditions, contract types, market environment, and other factors.

Management of climate change risk

Risks associated with climate change can be considered those arising from restrictions on business activities and increased costs accompanying more stringent policies and regulations, changes in stakeholder awareness, and technological advances, as well as those arising from climate change, such as the intensification of extreme weather events and the chronicity of extreme weather as seen in rising temperatures and other phenomena.
The ELECOM Group takes a cross-divisional approach with respect to compiling data on numerous risk factors associated with climate change. Specifically, the Sustainability Committee, after discussion with related departments, identifies major risks associated with climate change, and evaluates the degree of impact in a three-tiered scale of major, moderate, or minor. After an analysis of the timing of the potential emergence of such risk from short-, medium-, and long-term perspectives, we consider options in terms of engagement policies and countermeasures.
The Sustainability Committee furnishes semiannual and occasional proposals and reports to the Board of Directors, which discusses them as necessary and oversees the status of business execution as one of the business risks of the entire ELECOM Group.

Benchmarks and targets

The ELECOM Group set medium- to long-term targets for reduction of CO_2 emissions during the fiscal year ended March 31, 2023. These targets are to serve as managerial benchmarks toward achieving the objective of keeping the average increase in global temperature to at least 2°C or less relative to the pre-Industrial Revolution level. * The targets are set with reference to Japan's NDC based on the Paris Agreement, including the 2030 target submitted in October 2021 and the 2035/2040 targets submitted in February 2025.

- ■ Reduce CO_2 emissions (Scope 1 + Scope 2) by 50% relative to levels of FY2020 by FY2030.
- ■ We aim to achieve carbon neutrality by 2050 through our business activities and in alignment with the worldwide target, while also working to reduce CO_2 across the supply chain.

Progress: We have reduced Scope 1 and 2 CO_2 emissions by 46% (vs. FY2020). In FY2026, we are working to reduce emissions by 49% compared to FY2020 levels.
(For FY2025 activities toward achieving this goal, please see "Efficient use of resources and energy." on the next page.)

Amount of electricity, gas, and gasoline consumed, and CO_2 emitted, by the ELECOM Group

In FY2025, we reduced Scope 1 and Scope 2 CO_2 emissions by approximately 500 t-CO_2 from the previous fiscal year, achieving progress of approximately 92% toward the ELECOM Group's target of a 50% reduction by FY2030 (vs. FY2020). In 2025, energy-saving measures contributed to reducing electricity usage, including the consolidation of offices and the conversion of warehouse lighting at the Kanagawa Logistics Center to LED lighting, along with the introduction of occupancy sensors. Additionally, switching to electricity generated from renewable energy sources at the ELECOM Group Tokyo branch office led to a significant reduction in Scope 1 and Scope 2 CO_2 emissions.
From FY2024, the calculation of Scope 3 (ELECOM CO., LTD. stand-alone) began, enabling a more comprehensive evaluation of the impact on climate change across the entire value chain. As a result, we identified challenges in the CO_2 emissions associated with the usage and disposal of products we sell, in addition to emissions from purchased materials and manufacturing processes. As our understanding progressed, preparations were made in FY2025 for collecting primary supplier data in FY2026.
Based on our 2030 targets of CO_2 emissions, we will further reduce environmental burdens by switching to "THINK ECOLOGY" products, while collaborating with suppliers and contractors to reduce Scope 1 and Scope 2 emissions. We are also considering the advancement of environmental assessment of our products through LCA.

◆Energy consumption

	FY2022	FY2024	FY2025
Electricity consumption (MWh)	5,213	5,421	5,145
Gasoline consumption (kL)	318	270	268
Gas consumption (Thousand m^3)	38	36	12

◆Scopes 1, 2, and 3 CO_2 emissions and emissions intensity

			FY2022*2	FY2024*2	FY2025*2
CO_2 emissions					
	Scope 1 (t-CO_2)		823	693	637
	Scope 2 (t-CO_2)	Location-based	2,320	2,226	2,184
		Market-based	2,248	1,493	1,041
	Scope 1/Scope 2 (t-CO_2) *1		3,071	2,186	1,678
	Emissions intensity compared to the base fiscal year (t-CO_2/sales)		1.00	0.65	0.45
	Scope 3 (t-CO_2)		-	500,802	525,876

*1 For the calculation of the Scope 1/Scope 2 total, Scope 2 has been calculated on a market basis.
*2 Scope of Data Collection: Domestic companies of the ELECOM Group for Scopes 1 and 2; ELECOM CO., LTD.'s stand-alone operations for Scope 3. The Scope 1/Scope 2 target base years of FY2020 and FY2024 include the figures for groxi and the Tescom Denki Group, which joined the Group during FY2023, for the full year.

Efficient use of resources and energy

The ELECOM Group promotes conservation of resources and energy, and strives to reduce CO_2 emissions and conserve the finite resources of the planet.

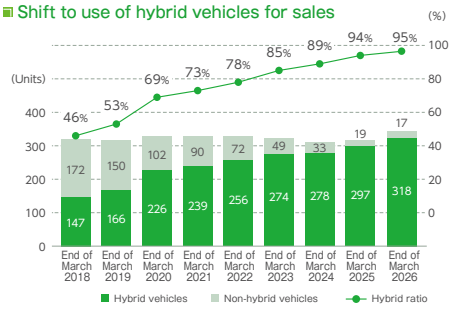
◆Record of activities

●Adopting electricity generated from renewable energy sources
The ELECOM Group has been taking steps since FY2023 to procure electricity generated from renewable energy sources, prioritizing facilities with particularly high electricity consumption, to achieve our CO_2 emissions reduction goals. In FY2023, we switched to electricity generated from renewable energy sources at the Logitec INA Solutions head office factory and at the DX Antenna Seishin Technology Center. In FY2024, the ELECOM Hyogo Logistics Center made the switch, followed by the ELECOM Tokyo branch office in FY2025. The electricity use at these facilities accounts for around 39% of the energy use of the domestic group, contributing to our FY2030 CO_2 emissions reduction targets.

●Energy-saving activities (logistics centers)
While the DX transition has led to significant improvements in operational efficiency at the ELECOM logistics centers, large-scale facilities and the addition of various types of equipment require a commensurate amount of electric power. Since February 2023 the Hyogo Logistics Center has begun using LED lighting and motion sensors in a portion of the warehouse area (approximately 10,000 tsubo, 33,000 m^2) to prevent lights and air conditioners left on in the office, and to periodically turn off the pressurized fans. Moreover, we have been striving to reduce power consumption in material handling and work areas. In addition to powering on and off by means of motion sensors, this has involved setting schedules specifying times for turning on lighting, light intensity when in standby mode, and time intervals for keeping lights on for each specified group, using the LED sensor functions. Furthermore, at the Kanagawa Logistics Center, we are promoting the reduction of electricity consumption by converting lighting in the warehouse (6,188 tsubo, or 20,456 m^2) to LED lighting starting in July 2024 and introducing motion sensors starting in October.
Through these initiatives, we achieved 99,717 kWh/year in power reduction (vs. FY2023) at both Logistics Centers.

●Use of hybrid vehicles for sales
Sales vehicles are an essential aspect of support for our salescapabilities, which is a strength of the ELECOM Group. ELECOM has a large fleet of its own sales vehicles and has been successively switching the fleet over to hybrid vehicles since 2011. Hybrid vehicles now account for 95% of our fleet during the fiscal year ended March 31, 2026, thereby contributing to lower gasoline consumption.

■Shift to use of hybrid vehicles for sales



THINK ECOLOGY

In addition to quality control and legal compliance in traditional product development, the ELECOM Group is actively working to reduce the environmental impact of its products throughout their entire life cycle. As part of these efforts, the Group established its own environmental certification standards, "THINK ECOLOGY," with provisional operation starting in October 2021 and official operation starting in April 2022. While the initial implementation was exploratory, the scope of compatible products has been steadily expanded, reaching 12,856 compatible models as of March 31, 2026, accounting for 32% of all models sold.
In 2024, the ELECOM Group announced its purpose, "Better being," setting forth the aim of "the realization of better products and services, a better society, and a better company." Furthermore, the period from FY2024 to FY2026 is positioned as a period for laying the foundation for achieving the medium-term management plan's goal of becoming "a unique global brand from Japan that is loved by our customers." The ELECOM Group is focusing on the environmental issues of "development of eco-conscious products," "waste reduction and recycling" and "climate change response" as key environmental priorities, and is working to reduce CO_2 emissions across the entire value chain. In particular, as a fabless company, the ELECOM Group accounts for 99% of its Scope 3 emissions, and an environmental impact assessment conducted last year revealed that the Group's business activities have a significant impact on the environment related to climate change. Against this backdrop, we have not only focused on reducing CO_2 emissions from our own business activities, but also reaffirmed the importance of minimizing the environmental impact of the products we provide to our customers, and we have undertaken a review of the certification approval criteria for our "THINK ECOLOGY" products. In FY2026, the aim is to improve accuracy of Scope 3 emissions through the collection of primary data and to visualize the achievements of THINK ECOLOGY.

Certification Process

This certification program establishes clear environmental consideration standards based on our own standards for each phase of a product's lifecycle. During product development, the environmental consideration specifications are evaluated by the Quality Control Division to ensure they meet the standards, and products that pass the evaluation are certified as "THINK ECOLOGY" products.

Product Development Division (Specification Application) → Quality Control Division (Certification Standards Compliance Evaluation) → Certified as a THINK ECOLOGY product

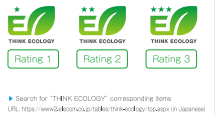
THINK ECOLOGY certification standards

With the 2025 review, we have clarified environmental considerations for each phase of the value chain from a product lifecycle perspective, enabling greater recognition of contributions to Scope 3 reductions during the product development stage. In addition, we have revised and simplified the standards details to make them easier to understand.

Phase	Considerations	No.	Company environmental consideration certification standards
Raw material procurement	Use of recycled raw materials	(i)	Committed to environmental conservation, these products use recycled materials for more than 10% of the raw materials used in the primary components of the products themselves.
		(ii)	Committed to environmental conservation, these products use substitutes for petroleum-based plastics for more than 10% of the raw materials used in the primary components of the products themselves.
		(iii)	Committed to environmental conservation, these products use recycled materials for more than 10% of the raw materials used in the packaging of the products themselves.
		(iv)	Committed to environmental conservation, these products use substitutes for petroleum-based plastics for more than 10% of the raw materials used in the packaging of the products themselves.
		(v)	Committed to environmental conservation, these products use paper materials sourced from sustainable forest resources for their packaging containers or outer boxes.
Manufacturing	Manufactured using renewable energy	(vi)	Committed to environmental conservation, these products are manufactured at an outsourced factory with a self-sufficiency rate of 20% or more in electricity generated from solar power or other renewable energy sources.
Transportation and sales	Environmental considerations for packaging	(vii)	Committed to reducing environmental impact, these products use an outer box designed for improved transport efficiency.
		(viii)	Committed to environmental conservation, these products reduce the volume of product packaging by 20% or more compared to our standard products.
Use	Energy saving products	(ix)	Committed to power savings, these products exceed our standards by at least 10%.
Disposal and recycling	Reduced usage and reuse of raw materials	(x)	Committed to environmental conservation, the packaging of these products exclusively consists of paper, cardboard and polyethylene film.
		(xi)	Committed to environmental conservation, the packaging of these products contains at least 20% less plastic than the standard products by weight.
		(xii)	Committed to promoting recycling and reusing, these products are certified with respect to recycling and reusing the primary components of the products themselves after disposal.

Certification Rank Conditions

Each standard is classified into three levels based on its contribution to environmental considerations, and star marks ★ are added to the "THINK ECOLOGY" label according to the level of contribution, allowing customers to understand the environmental friendliness of the products they purchase. The star mark ★ assignment status for certified products can be confirmed on the ELECOM website's list of eligible products.

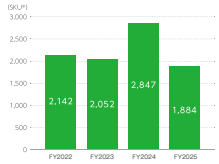


▶ Search for "THINK ECOLOGY" corresponding items
URL: https://www.elecom.co.jp/tag/think-ecology/tcp.aspx (in Japanese)

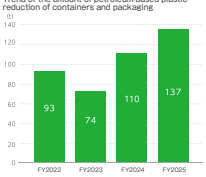
Example display of eligible products list on the ELECOM homepage

Results of initiatives to date

Trend of the number of eligible products developed



Trend of the amount of petroleum-based plastic reduction of containers and packaging



*SKU (Stock Keeping Unit) refers to the smallest management unit of inventory management and ordering.

Initiatives aimed at a "Phase Free society"

"Phase-Free" is a new concept that aims to free everyday objects and services from the phases (social conditions) of "normal times" and "times of emergency." This should improve the quality of life and protect our lives, regardless of whether it is "usually" or "in case of an emergency." In recent years, the frequency of disasters caused by climate change has been increasing, and this is also attracting attention from the perspective of BCP. ELECOM has been working on the development of Phase-Free products for some time, and in 2025, we were selected for the Phase-Free Award for the fifth consecutive year. As of March 31, 2026, there are 27 models of eligible products, and this number continues to grow every year. We will continue to deliver products that address social issues to our customers.

PHASE FREE

PHASE FREE AWARD 2025 BRONZE

(Selected products) Sodium-ion power bank
▶ https://www.elecom.co.jp/pickup/contents/00113/
(Phase Free Award)
▶ https://aw.phasefree.net/about/ (in Japanese)

Involvement in initiatives

◆Task Force on Climate-related Financial Disclosures (TCFD)
The TCFD has made recommendations for ensuring stability of financial markets by promoting a transition to a decarbonized society, through identifying and disclosing financial effects of corporate business risks and business opportunities attributable to climate change. Although activities of the TCFD ended in 2023, its recommendations were carried on and have been succeeded by the international climate-related disclosure framework of the International Sustainability Standards Board (ISSB) under the IFRS Foundation.
・In April 2022, ELECOM endorsed the recommendations of the TCFD and joined the TCFD Consortium
・We began analysis and information disclosure based on TCFD starting in our Sustainability Report issued in June 2022

◆KEIDANREN (Japan Business Federation)
A comprehensive economic organization. The organization's mission is to energize Japanese companies and the individuals and regions that support them and to contribute to Japan's independent economic development and the improvement of the quality of life of its citizens.
・Joined in December 2017
ELECOM Group's 2050 CO_2 emissions reduction targets align with KEIDANREN's proposal, "Toward Realizing Carbon Neutrality by 2050."
(▶ https://www.challenge-zero.jp/jp/news/15 (in Japanese))

Transition to a circular economy

Waste management

As global population growth and economic expansion continue, concerns over resource depletion and the increase in waste are becoming increasingly acute, underscoring the need for a transition to a circular economy, in which products and resources are kept in circulation and their value preserved for as long as possible. To realize this transition, it is essential not only to address waste at the processing stage, but also to incorporate multiple considerations from the product planning and design stages, including reduced resource use, product durability, ease of repair and reuse, and resource recoverability. In addition, at the waste processing stage, resource circulation should be maximized by prioritizing reduce, followed by reuse and recycle. Building on its existing 3R initiatives, the ELECOM Group is also enhancing the management of sales, production, and inventory planning, together with coordination across sales functions, to promote demand-aligned procurement. Through these efforts, we will continue to reduce excess inventory, curb unnecessary resource consumption, and promote the effective utilization of resources, thereby contributing to the transition to a circular economy.

◯Reduce

・Replace plastic packaging with renewable packaging, such as paper packaging, and promote reductions in non-combustible waste (1,098 models sold in FY2025)
・We strengthened coordination with sales to carry out appropriate procurement in line with demand.
・We reduced cardboard material use by shipping in foldable containers at logistics centers in the east and the west of Japan (239 t in cardboard reduction in FY2025)

◯Reuse

・Directly operate outlet stores (Provide products at a lower price with defective packaging, etc. that cannot be sold to consumers, after first performing inspections to confirm that they have not been opened)
・Collect used ink cartridges to facilitate their reuse among manufacturers (1,980,000 cartridges collected in FY2025)
・We reduced waste at our Hyogo Logistics Center by selling one-way pallets to reuse vendors (FY2025: 2.5 t of waste reduction)

◯Recycle

・Appropriate management of waste and recycling of materials
・No-cost collection and recycling of used personal computers ▶ https://www.logitec.co.jp/inas/company/kankyo/recycle_report/index.html
・No-cost collection and recycling of used lithium-ion power banks (FY2024: Recycling ratio (estimate) 33%*1)
Utilizing the collection system operated by the Japan Portable Rechargeable Battery Recycling Center (JBRC), a general incorporated association that promotes the recycling of small rechargeable batteries, operations are conducted under an appropriate processing system.

*1 Recycling ratio (estimate) = Estimated collection volume for the fiscal year ÷ Sales volume of the Company for the fiscal year = Total JBRC category collection volume for the fiscal year × Average market share of the Company for the fiscal year*2 ÷ Sales volume of the Company for the fiscal year.
Since individual company collection results have not been obtained, the collection volume is estimated and may differ from the actual collection volume.
*2 The average market share of the Company for the fiscal year uses the share provided by GfK Marketing Services Japan Ltd., which investigates and aggregates sales performance of home appliances and provides statistical data such as sales quantities.

◆Waste management at business sites

◎ELECOM

Since the fiscal year ended March 31, 2023, the amount of logistics material waste at logistics warehouses has been added. Accordingly, we will work to reduce the types of waste that have been on an increasing trend.

Waste	Unit	FY2022	FY2023	FY2024	FY2025
Amount of waste generated	t	1,508	1,458	1,403	1,410
Final disposal amount	t	265	289	246	249
Recycled amount	t	1,243	1,169	1,156	1,161
Materials recycling	t	65	71	23	14
Materials recycling (logistics materials)	t	1,163	1,083	1,129	1,143
Thermal recycling*	t	15	16	5	3
Recycling ratio	%	82.4	80.2	82.4	82.3

*This recycling process produces high-grade solid fuel primarily from waste paper and plastics, which are not suitable for material recycling.

◆Waste management at production sites

◎Logitec INA Solutions, Ina Factory·Tescom Denki Matsumoto Factory·Nippon Antenna Kawasato Factory·DX ANTENNA PHILIPPINES,INC.

Waste	Unit	FY2022	FY2023	FY2024	FY2025
Complex waste (waste plastic/metal)	t	11	19	33	32
Fluorescent lamps	t	0	0	0	0
Pallets (plastic and wood) and wood	t	12	13	17	12
Styrofoam and PET trays	t	15	2	0	5
Waste plastic	t	6	11	17	11
Used batteries	t	0	0	0	0
Hazardous waste	t	0	0	0	1
Glass	t	0	0	5	4
Waste acid, wastewater, sludge, and waste oil	t	0	0	0	0
Papers	t	5	5	4	5
Recycling (complex waste, packaging materials, etc.)	t	0	0	37	66

*In the Philippines, solder scrap, fluorescent lamps, and printed circuit boards are considered hazardous waste.

*Tescom Denki Matsumoto Factory included from FY2024.

Management of chemical substances

Basic views

With the globalization of supply chains, the management of chemical substances has become increasingly more important. As a fabless company, ELECOM is working to further reduce the environmental impact of its products and strengthen compliance with chemical substance regulations, and in order to achieve this, we are collaborating with our suppliers to implement chemical substance management.

Management scheme

As part of our efforts to reduce our environmental impact, ELECOM began implementing the "ELECOM Co., Ltd. Green Procurement Standards" in FY2024 and is evaluating the implementation status of chemical substance management by our suppliers.
We clarify requirements for our suppliers and substances subject to management, and confirm the status of chemical substance management through surveys. Furthermore, based on the findings of these surveys, we conduct on-site audits as necessary, encourage suppliers to make improvements where necessary, and provide support as needed.

Case study initiatives

◎Compliance with the RoHS Directive

ELECOM is promoting the development of products that comply with the RoHS Directive. We will continue our efforts to comply with regulations and will also continue to engage in sustainable product development.

◎Green Procurement

ELECOM is committed to managing chemical substances based on the "ELECOM Co., Ltd. Green Procurement Standards."(For details, please see "Promotion of Green Procurement.")

Promotion of Green Procurement

ELECOM is committed to promoting "Green Procurement" in product development to help reduce environmental impact.
As part of this initiative, we launched the "ELECOM Co., Ltd. Green Procurement Standards" in FY2024, and we are evaluating the implementation status of chemical substance management in accordance with management systems such as ISO 9001 and ISO 14001 by our suppliers. The evaluation results are converted into numerical values, and suppliers with low evaluations are encouraged to make improvements, and support is provided as necessary. Substances subject to management in Green Procurement are determined taking into consideration the EU RoHS Directive, US TSCA, and other national regulations based on POPs Convention, as well as ELECOM's own initiatives. We continuously monitor trends in environmental laws and regulations and update our management system for chemical substances contained in our products.

■Classification and definitions of substances subject to ELECOM management

Classification	Substances subject to management	Definition of classifications
Prohibited substances	48 substances/substance groups	Substances that are prohibited to be manufactured or used under domestic and international laws and regulations, and whose intentional inclusion is prohibited for any purpose
Restricted substances	51 substances/substance groups	Substances that are restricted depending on the product's use, purpose and location of inclusion, or content rate

▶ELECOM Co., Ltd. Green Procurement Standards (▶Japanese ▶English ▶Chinese (Simplified))

Management of chemical substances at group company factories

◎Tescom Denki Matsumoto Factory

At Tescom Denki Matsumoto Factory, we are implementing measures to establish systems and identify and manage the chemical substances we handle in accordance with laws and regulations.
Appointed chemical substance managers and health and safety managers are responsible for conducting chemical substance risk assessments in collaboration with the Health and Safety Committee and relevant divisions. Key initiatives include taking inventory once a year, disposing of unnecessary chemicals, labeling when replacing selected containers and using them for alcohol or other substances, conducting risk assessments using CREATE-SIMPLE, and ensuring thorough communication and compliance, and we are committed to minimizing risks and making steady progress in these efforts.

Chemical substance risk assessment system

Health and Safety Committee	General safety and health manager, safety manager, health manager, Promotion Committee members, (industrial physician)
Person in charge of risk assessment	Chemical substance manager, health manager
5S Promotion Committee members	Promotion Committee members selected from each division
Department	Person in charge of facilities or person in charge of work and their division head

◆Chemical substance risk assessment flow

Detection and reporting
(5S Promotion Committee members)
↓
Acceptance and implementation decision
(Health and Safety Committee)
↓
Contact, investigation, and recording
(Person in charge of risk assessment)
↓
Consideration of countermeasures
(Division, Person in charge of risk assessment, 5S Promotion Committee members)
↓
Decision on countermeasures
(Health and Safety Committee)
↓
Implementation of countermeasures
(Department)

◎Logitec INA Solutions, Ina Factory

At Logitec INA Solutions Ina Factory, we strive to minimize the risks that our business activities pose to our employees and the local community, and have established a system to respond quickly in the event of an accident or other emergency. The factory's main operations are assembly, and since there are no material processing or chemical cleaning processes, the only chemicals used are solvents such as alcohol, acetone, and petroleum ether for product cleaning. Previously, the factory handled 4,4'-diphenylmethane diisocyanate, a raw material for urethane foam packaging, but its use was discontinued in 2022 following the adoption of an alternative cushioning material.
Although the number of chemical substances currently handled at the factory is minimal, we will continue to promote autonomous chemical substance management to minimize risks such as health hazards to employees and the local community.

Compliance with "chemSHERPA"

ELECOM is currently working to ensure compliance with chemSHERPA.
"chemSHERPA" is an information transmission and sharing scheme developed and published by METI in 2015 with the aim of making common and standardizing the format and rules for communicating information on chemical substances contained in products. By using chemSHERPA, the chemical substances contained in products can be managed, and reduce business risks and costs in the supply chain, with safety as a major prerequisite. This allows information on the chemical substances contained in products to be shared throughout the supply chain, making product management and operation more efficient.

Products compliant with "chemSHERPA"

HDMI cable

HDMI standard certified!
High-quality cable compatible with HIGH SPEED

LAN cable

Cat.6A and 10GBASE-T compatible!
High-durability cable with protector to prevent tabs from breaking

SATA cable

Maximum speed of 6Gbps (theoretical value)!
L-shaped type with one connector facing up, down, left, or right also available

USB cable

USB certified cable!
Two types of connectors available for USB2.0 and USB3.0

Biodiversity conservation

To conserve biodiversity and reduce the impact on nature, the ELECOM Group has been working to regenerate natural forests, reduce CO_2 emissions and waste from its operations, and make its products environmentally conscious. In light of the impact on natural capital identified by ENCORE*1, such as air pollution, emissions of hazardous substances and waste, and the introduction of invasive species, as well as the results of ENCORE, KBA*2, and AQUEDUCT*3 on whether or not our logistics centers and factories are operating in critical areas, protected areas, or areas with high water risk, we will continue to promote biodiversity conservation in cooperation with our suppliers, in addition to expanding our efforts until now.

Assessment of nature-related dependencies and impacts arising from business activities

Using ENCORE, an analysis tool recommended by TNFD, we comprehensively assess nature-related dependencies and impacts arising from our business activities in the form of dependency heat maps and impact heat maps.

■Dependence on nature

Business activity classification	Supply services	Adjustment and maintenance services													
	Water supply	Solid waste treatment	Soil and gravel retention	Water purification	Other - Atmospheric and ecosystems dilution	Biological control	Atmospheric filtration	Flood control	Climate regulation	Noise attenuation	Other - Mediating sensory effects (other than noise)	Regional climate regulation	Severe storm mitigation	Water flow regulation	Rainfall pattern regulation
Battery manufacturing	M	L	L	M	L	N/A	VL	M	VL	VL	VL	L	M	M	M
Manufacture of PCs and peripherals	L	L	L	M	L	N/A	VL	M	VL	VL	VL	L	M	M	VL
Manufacture of household appliances	M	L	L	M	L	N/A	VL	M	VL	VL	VL	L	M	M	VL
Manufacture of other electronic devices	M	M	L	M	ND	N/A	VL	M	VL	VL	VL	L	M	M	M
Manufacture of paper products and packaging	M	M	L	N/A	L	VL	VL	M	VL	VL	N/A	L	M	M	M
Manufacture of plastic products	L	L	L	M	L	N/A	VL	M	VL	VL	VL	L	M	M	VL
Warehouse	VL	ND	M	ND	N/A	VL	VL	VL	VL	ND	N/A	L	L	VL	VL
Loading and unloading cargo	VL	ND	L	ND	N/A	VL	VL	VL	VL	VL	N/A	L	L	VL	VL

■Impact on nature

Business activity classification	Disturbances (noise, light, etc.)	Greenhouse gas emission	Emissions of non- GHG air pollutants	Discharge of hazardous pollutants to water and soil	Solid waste generation and release	Land use area Water usage	Water usage	Introduction of invasive species
Battery manufacturing	M	VL	L	H	L	L	L	N/A
Manufacture of PCs and peripherals	M	VL	L	H	L	L	L	N/A
Manufacture of household appliances	M	M	M	H	L	L	M	N/A
Manufacture of other electronic devices	M	VL	L	H	L	L	L	N/A
Manufacture of paper products and packaging	M	M	H	M	H	L	M	N/A
Manufacture of plastic products	M	M	M	VH	M	L	L	N/A
Warehouse	VL	M	L	VL	L	L	L	VL
Loading and unloading cargo	VL	M	L	L	L	L	L	H

*ND=No Data, N/A=Not Applicable
VL = Very Low; L = Low; M = Medium; H = High; VH = Very High

■Key items of dependency and impact in business activities (H = High or above)

Dependency: Not applicable

Impact: Non-GHG emissions of air pollutants, emissions of harmful pollutants into water and soil, generation and release of solid waste, introduction of invasive species

*1 ENCORE: A tool for identifying nature-related risks developed by the United Nations Environment Programme's World Conservation Monitoring Centre and others.
*2 KBA: An international standard developed by the Species Survival Commission (SSC) and the World Commission on Protected Areas (WCPA) of the International Union for Conservation of Nature (IUCN) to identify areas of high biodiversity conservation value.
*3 AQUEDUCT: An evaluation tool for water risks developed by the World Resources Institute.

Impact assessment on natural capital and water

The ELECOM Group considers it important to assess not only the natural dependencies and impacts arising from its business activities, but also the natural risks associated with business locations adjacent to nature. Therefore, in order to understand the relationship between our logistics centers and factories with large site areas located in suburban areas and the surrounding natural environment, we assess whether we operate in areas where natural capital is in a critical state or within protected areas, as well as the water risks in the region. Beginning in FY2025, we enhanced our risk and impact assessments by shifting to site-level analysis. Whereas our previous assessments were based on country risk profiles, this more detailed approach has allowed us to better understand the specific conditions at each location. Going forward, we will continue our efforts to identify issues and evaluate appropriate responses.

	ENCORE					AQUEDUCT		KBA	
Business location name	Summary	Air pollution	Biodiversity	Soil	Water resources	Major watershed and coastal areas	Water stress	Applicable	Proximity
ELECOM Kanagawa Logistics Center	1 hotspot	Higher	Hotspot	Lowest	Lower	Sagami River	Medium - High	none	106. Mount Ōyama,
ELECOM Hyogo Logistics Center	No hotspot	Higher	Lower	Lowest	Lower	Yodogawa River	Low - Medium	none	
Logitec INA Head Office and Ina Factory	1 hotspot	Lower	Lowest	Hotspot	Lower	Tenryu River / Toyokawa River	Medium - High	none	
Tescom Denki Matsumoto Factory	No hotspot	Medium	Lower	Higher	Lower	Chikuma River	Low - Medium	none	118. Northern Alps 120. Yatsugatake Chushin Highlands
DX ANTENNA PHILIPPINES, INC.	1 hotspot	Higher	Lowest	Lower	Lower	Laguna de Bay	Medium - High	none	
Nippon Antenna Kawasato Factory	No hotspot	Medium	Lowest	Lowest	Lower	Ara River / Tama River	Medium - High	none	

Coverage: 19.6%

○Relationship between logistics centers, group factory facilities, and biodiversity hotspots and water risks

Located in one of the hotspots: Kanagawa Logistics Center, Logitec INA Solutions Head Office, DX ANTENNA PHILIPPINES, INC.

In protected areas: Not applicable

Water Stress: Aqueduct indicated that the Group companies do not operate or withdraw water in any areas identified as a high or extremely high risk of water stress.

Initiatives to date

○Adoption of cardboard and master cartons certified under an international forestry certification program

For packaging materials used for shipments, the ELECOM Group is forging ahead with a switch to cardboard and master cartons certified under an international forestry certification program. As of FY2025, approximately 13% (a 15% increase year on year) of cardboard boxes shipped from the Kanagawa and Hyogo Logistics Centers had been replaced with cardboard boxes made from FSC-certified paper. We will continue to increase the number of packages shipped using certified cardboard, as well as extending its use in product packaging.

○Climate change countermeasures

Refer to "Responses to climate change."

○Reduction of wastes

Refer to "Waste management."

○Environmentally friendly products

Refer to "THINK ECOLOGY."

ELECOM FOREST Owase

○Regenerating a natural forest

In addition to the ELECOM FOREST conservation support aimed at promoting natural forest regeneration projects, we have also been further enhancing our natural forest initiatives by supporting conservation activities involving the Maruyama Senmaida Rice Terraces in Kumano City. In September 2020, we entered into a partnership agreement with Kumano City, Mie Prefecture concerning regional promotion and conservation capitalizing on the value of the Maruyama Senmaida Rice Terraces of Kumano City, and have since been making effective use of our mutual resources underpinned by our close partnership and cooperation. In so doing, we have been promoting the region by engaging in Maruyama Senmaida's rice field restoration, preservation, and landscape management, and also by engaging in urban-rural exchange involving ELECOM Group employees and Kumano City residents.

ELECOM's ESG Initiatives

Social

Human rights
Human resources development
Working environments
Supply chain management
Quality and customer satisfaction
Technology development
Social contribution

The ELECOM Group is supported by various stakeholders. With valuing our communications not only with our customers and shareholders, but also with our employees, suppliers, and communities, addressing the requests and expectations of such stakeholders, we seek to achieve ongoing growth and development.

Human rights

The ELECOM Group advocates a basic policy on human rights of labor. All employees and officers work together to ensure compliance with the United Nations Global Compact (endorsed on January 2022) as well as human rights and labor standards as prescribed by international norms, laws and regulations, as part of our efforts to achieve a society in which human rights are universally respected. In FY2023, we revised the basic policy on human rights of labor and moved forward with preparations for compliance with global standards. As well as being provided in Japanese, this policy has been translated into local languages, and has been made available to all employees of the ELECOM Group. Going forward, we will continue to deepen our understanding of and engagement with human rights impacts in the course of our business activities.

Policy and Basic Approach

The ELECOM Group complies with human rights and labor standards as prescribed by international norms, laws and regulations, and works to achieve a society in which human rights are universally respected through the practice of the following activities.

Basic Policy on Labor Standards and Human Rights

1. The ELECOM Group supports and respects national laws regarding human rights and labor, as well as internationally declared human rights norms based on the United Nations "Guiding Principles on Business and Human Rights," in all aspects of its corporate activities.
   The International Bill of Human Rights (the United Nations) (the Universal Declaration of Human Rights, the International Covenants on Human Rights)
   The ILO Declaration on Fundamental Principles and Rights at Work (the International Labour Organization (ILO))
   The OECD Guidelines for Multinational Enterprises (the Organisation for Economic Co-operation and Development (OECD))
2. The ELECOM Group respects the human rights of each individual and does not discriminate based on race, nationality, ethnicity, beliefs, religion, academic background, social status, age, gender, sexual orientation, gender identity, or disabilities.
3. The ELECOM Group endeavors to build sound labor-management relations by respecting the freedom of association and the right to collective bargaining of workers and employers, based on national laws, international norms, and labor practices.
4. The ELECOM Group implements appropriate management of wages, working hours and leaves based on national laws and international norms.
5. The ELECOM Group does not engage in any form of child labor and forced or compulsory labor.
6. The ELECOM Group does not conduct harassment that degrades other people and makes them feel uncomfortable based on their status or gender and so on.
7. The ELECOM Group, through fair transactions, respects national laws and international norms regarding corporate ethics and strives for continuous improvement.

Employee education on human rights issues

The ELECOM Group has established rules in relation to harassment and set out mechanisms to prevent all kinds of harassment in the workplace. Its aim is to achieve a healthy workplace environment in which all employees can fully demonstrate their abilities.
We conduct harassment-prevention training through cross-functional programs tailored to different organizational levels and work to raise employee awareness. Since FY2023, at our annual compliance training session, we covered the United Nations Guiding Principles on Business and Human Rights and the elimination of harassment to promote awareness across the ELECOM Group.

Human rights initiatives within the ELECOM Group

○Fair assessment and treatment

The ELECOM Group seeks to maintain and increase employee motivation and job satisfaction by ensuring that results of employees are positively assessed and reflected in their treatment, irrespective of age and career background.
A dialogue for mutual understanding is emphasized through such measures as reflecting the degree of achievement of goals based on the company's management strategy and the policies of the organization to which the employee is assigned in salary increases, promotions, bonuses, and other forms of compensation, as well as providing feedback on evaluation results. Furthermore, in light of recent social conditions, continuous wage increases have been implemented since 2022 to support employees' financial stability and their continued success over the medium to long term.

○Relationship with labor union

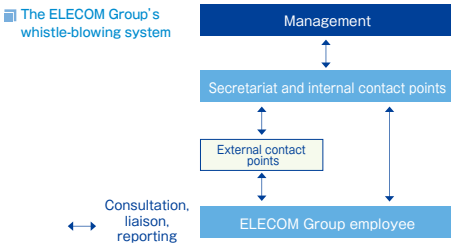
There are two labor unions in the ELECOM Group: the ELECOM Labor Union (formed in September 1998, with 679 members) and the DX Antenna Labor Union (formed in December 1959, with 224 members). (The number of union members is given as of March 31, 2026)
In order to maintain and improve relations with the respective labor unions, ELECOM and ELECOM group companies operate periodic labor-management councils, and work to cultivate relationships of trust based on dialogue. By checking the details of operations and receiving reports on the causes of long working hours, and specific improvement measures, the Company moves through a cycle of sharing information with the labor union aimed at controlling and reducing long working hours.

○Management of wages

The ELECOM Group makes sure that wages and other forms of compensation paid as consideration for labor are free from discrimination based on age, gender and other such characteristics, and it respects the minimum wages for the various regions in which it operates. We furthermore continuously manage wages, which entails confirming legal and regulatory compliance through the involvement of a labor relations division and internal audit team, in part to ensure that wages accurately reflect working hours.

○Harassment hotlines

The ELECOM Group has accordingly set up internal and external contact points where all of our employees are able to seek consultation regarding harassment and human rights violations, to prepare workplace environments conducive to seeking consultation for employees who have been subject to harassment and other such inappropriate behaviors. Rules for the protection of whistleblowers have been established to ensure that they are not disadvantaged, and are operated in a manner that protects whistleblowers and preserves confidentiality. Starting in FY2023, we extended the contact point for whistleblowing and established a system that allows for consultation with external legal counsel.
Whistleblowing reports for the fiscal year ended March 31, 2026: 2 The number of reports is aggregated by counting multiple reports from the same whistleblower as a single report. All reports have been appropriately investigated and addressed, with necessary corrective actions taken. We will continue to strive for thorough protection of whistleblowers and to enhance the effectiveness of the system.
Whistleblowing reports for the fiscal year ended March 31, 2026: 3



○Human rights due diligence

In accordance with the UN's Guiding Principles on Business and Human Rights, ELECOM began performing human rights due diligence in August 2023. For new businesses acquired through M&A, human rights and the environment are added to the investment decision criteria and are reviewed by external legal counsel. With regard to the issue of human rights in the supply chain, we have used the Guidelines on Respecting Human Rights in Responsible Supply Chains and related materials drawn up by the government of Japan, and the human rights guidance tools from the United Nations Environment Programme Finance Initiative (UNEP FI) to build a foundation of a system to identify and engage with such risks. In FY2025, the supplier self-assessment questionnaire (SAQ) was revised and conducted to deepen the understanding of potential risks.
In FY2026, we will explore ways to address the issues identified in this survey and work to improve effectiveness.

Empowering technical intern trainees

Since December 2022, Logitec INA Solutions has been accepting technical intern trainees from Vietnam at its factory in Ina, Nagano Prefecture. These trainees are learning electronic device assembly skills by participating in soldering and bonding processes and the manufacture and inspection of HDD and SSD products. We are working to help the trainees work with peace of mind by providing materials in a language they can understand, to arrange for them to take the same time off as employees, and to undergo health checks. Additionally, they are accommodated in dormitories that have single occupancy rooms to protect privacy, as well as a lounge space where trainees can gather and socialize.

Human resources development

The ELECOM Group emphasizes the development of individuals who can think and act independently, regardless of their age or length of service. To adapt to the rapidly changing business environment, we are advancing the development of employees who demonstrate initiative, strategic thinking, and organizational management skills. In the Group's medium-term management plan, we have set "creating new value through products and services that enhance customer satisfaction" and "achieving sustainable growth by developing human resources and building a strong business foundation" as key strategies. To achieve our goals, we have identified improving the capabilities of our organization and employees, which support value creation, as key priorities. Under the purpose of "Better being," the ELECOM Group aims for each employee to have an enterprising spirit, think independently, and act proactively, so that both the individual and the company will continue to grow together. We are also working on creating an environment and establishing systems where employees can feel a sense of both comfort and fulfillment in their work.

Basic views

The ELECOM Group divides its human resources development into the three domains of "systematic human resources development," "skill development (support)," and "career development." We consider each of them from the perspectives of "training systems," "on-the-job training," "planned career paths," and "improvement in personnel systems" and promote the comprehensive nurturing of personnel.

○Systematic human resources development

By combining cross-divisional rank-specific training with specialized training that meets the needs of the business and operational situations of each division and Group company, we aim to improve general business skills and specialist knowledge and skills with good balance.

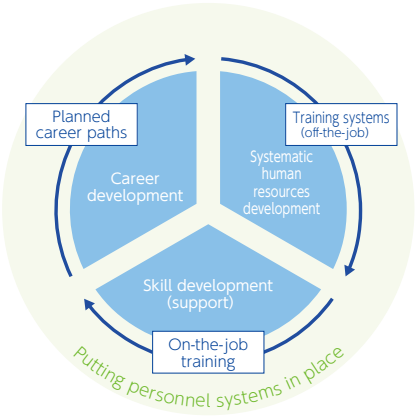
○Skill development (support)

Based on the content of education and training and the timing with which it is implemented, mentors who have completed the same course and superiors implement on-the-job training in the workplace. Through practical training that is focused on outcomes, we support skill development that is linked directly to the various operations.

○Career development

Based on the progress of skills development through a combination of off-the-job and on-the-job training as well as job performance, we take a flexible approach to develop, promote, and reassign. We will improve personnel systems to support systematic career development that takes into account the employee's own wishes for self-realization.

■ Diagram of human resources development model



Training system

Therefore, we are supporting the growth of each and every employee with the aim of developing human resources that will contribute to the creation of innovation. As one initiative for achieving this, we plan various forms of training for the purpose of promoting role recognition and skill development in alignment with each employee's stage of growth. A workplace culture has been created where diverse human resources can work comfortably and take on challenges, and where they can accumulate knowledge and ideas through job-specific training opportunities. In terms of specific measures, by using the Shonan Training Institute to conduct efficient and intensive training in a residential setting away from daily operations, we are working to foster team building abilities. In particular, the new employee training and annual training (2nd to 5th years) for all new employees across the entire ELECOM Group not only helps to establish connections and facilitate business collaboration among the Group early on but also enables participants to gain insights and knowledge. Moreover, we are focusing on and expanding training programs across the entire Group, including information security training aimed at enhancing security literacy, skill development training for sales and development departments, and manager training for managers. As part of the level-specific training, we conducted evaluation training for managers, along with a review of the evaluation system. By deepening understanding of the true purpose of employee assessments and goal setting that encourages both the individuals and their team members to take initiative, we aim to strengthen management skills and the ability to develop team members.

	First year after joining the company	▶2nd years -	▶Supervision / management	
ELECOM Group Cross-divisional rank-specific training	New employee training	[2nd to 5th years] Annual training	Supervisor training	Manager training Executive training
	Information security training and compliance training			
ELECOM Sales division training	Visual merchandising training Sales training [Beginner]	Corporate sales development training Sales training [Intermediate]	Product planning proposal training Training for developing junior employees Marketing planning skills training	Area management training
ELECOM Product development division training	Product planning proposal training Training for developing junior employees Marketing planning skills training		New development training	
ELECOM Procurement division training	Productivity improvement training Training on the SME Transactions Act Inventory management training			

Enhanced training platforms

During the fiscal year ended March 31, 2023, we established the Shonan Training Institute and have otherwise been enhancing our training platforms. With a capacity exceeding 100 employees, the facility has over 20 training rooms of various sizes. It also has over 100 overnight guest rooms, a cafeteria for meals, and a communal lounge, making it a large-scale facility dedicated to training. The facility enables us to foster team building by conducting long-term residential training programs and carrying out efficient and focused training sessions away from daily operations.

Support for employee learning on their own initiative/desire for growth

In order to enable each and every employee to develop a spirit of enterprise and to think and act independently, the ELECOM Group provides recommendations and support centered on study designed to enhance expertise, such as the acquisition of skills and abilities that can be used directly in daily operations. In FY2023, ELECOM introduced a support system for acquiring public qualifications (28 eligible qualifications) to help employees reskill. The system has been utilized by many employees since its introduction, with approximately 423 cases of use. Additionally, in FY2025, the ELECOM Group released its dedicated AI, promoting operational efficiency and productivity improvement through AI utilization, and is conducting hands-on AI training and internal study sessions.
DX Antenna operates a system of paying allowances in accordance with official qualifications, and the company provides support in cases where the costs are a bottleneck for those wishing to enhance their career on their own initiative, irrespective of their job category. Going forward we will continue to design systems to support employees eager for personal growth.

Employee engagement

At ELECOM we believe that improving engagement among employees leads to the growth of the company, and from the fiscal year ended March 31, 2023, we began conducting annual engagement surveys. The purpose of the survey is to identify issues facing ELECOM and to measure the effectiveness of measures taken to address these issues. Furthermore, we have created opportunities for direct dialogue between management and employees in an effort to understand their views and requests.
For a company to achieve sustainable growth, it is essential that employees empathize with our purpose.
With this understanding, we are working to enhance opportunities for dialogue between management and employees, as well as to improve the transparency and perceived fairness of the evaluation system (by organizing evaluation items, clarifying their purpose, confirming risk management perspectives, strengthening feedback, etc.). Moreover, we implement unified, Group-wide training, compensation and benefits, and work style programs that enable employees to realize tangible career growth.
◎Measures implemented in FY2025 : Review of evaluation systems / Increase base salary

Support for different work styles

Through the introduction of work styles that leverage individual diversity to create a harmonious blend from employees with diverse values, the ELECOM Group is promoting work style reforms which aim to raise human productivity and enable every employee to utilize their abilities to the fullest extent. Specifically, we are striving to balance comfort and productivity at work by promoting a no-dress code policy, transitioning to smart office environments at operational sites, establishing remote work arrangements, making shift work more flexible, and partially lifting prohibitions on secondary jobs.
Furthermore, we have formulated and implemented a general employer action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children, continuously working on the development and promotion of systems that support the balance between work and childcare. In June 2025, we received the "Kurumin Certification." Moving forward, we aim to further enhance support for balancing work and childcare and are working towards obtaining the "Platinum Kurumin Certification." Additionally, in November 2025, we introduced a system to support single-parent employees and their children. We aspire to continue being a company that values both the growth of children and the careers of each employee, and we aim to enhance employee motivation and improve work-life balance.

Fiscal year	Primary initiatives
2025	Acquisition of Kurumin Certification Strengthening support for single-parent employees and their children
2024	Introduction of No Overtime Days
2023	Deployment of communication tools (MS365) Shift to paperless operations for accounting processes
2022	Implemented no-dress code policy, partially lifted prohibitions on secondary jobs Shifted to a smart office environment (ELECOM head office) Establishment of telework arrangements and flexible working shifts Raised awareness of what they have accomplished rather than how long they have worked Reinforced support for childcare, nursing care, and sick leave, etc.

Support systems for different work styles

The ELECOM Group is moving forward with systems to enable employees to achieve a balance between work and childcare or nursing care. In addition to establishing reduced working hours for childcare and nursing care respectively, the Group has been carrying out initiatives to meet the diverse needs of individual employees.
The main systems are as follows.

Category	System	Overview
Childbirth and childcare	Reduced working hours system for pregnant women	Reduced working hours of up to 2 hours a day based on presentation of "maternity health care guidance item contact card"
	Childcare leave system	Up to the day before the child turns 2 years of age (or up to the end of the fiscal year in which the child turns 3 in certain cases, such as if they are unable to enter nursery school)
	Leave for spouse's childbirth	One day at the time the spouse gives birth (special paid leave)
	Congratulatory childbirth payment system*	Payment of 50,000 yen for the first child, 100,000 yen for the second child, and 1,000,000 yen for the third child
	System to support single-parent employees and their children*	"Single-Parent Family Support Allowance" payment of 10,000 yen per month to employees from single-parent families who have children aged 22 or younger (5,000 yen if the fixed working hours per week are at least 10 hours but less than 20 hours)
	Reduced working hours system for those caring for children	Up to when the child graduates from elementary school
	Child nursing care leave system	Up to when the child completes the third grade of elementary school (up to 12 days for one child, up to 24 days for two or more children), unpaid
Nursing care	Caregiver leave system	Total of 93 days
	Reduced working hours system for those involved in nursing care	Three years from first use Reduced working hours of up to 2 hours a day
	Caregiver leave system	(In the case of one subject family member: 12 days In the case of two subject family members or more: 24 days), Unpaid
Other	Remote working system	In principle, employees can remote working up to two times per week
	Shift working system	Employees can choose to work their fixed working hours of eight hours per day according to one of the shift patterns set by the company (a work style that enables staggered start and finish times)
	Secondary job system	Employees are allowed to work some secondary jobs, provided it fulfills certain conditions, including not interfering with their work duties

* Congratulatory childbirth payment system (increase in amount) and system to support single-parent employees and their children are only available at ELECOM and some Group companies.

Job rotation surveys and in-house recruitment

The ELECOM Group regularly administers job transfer preference surveys to its employees as a means of helping them develop their careers in alignment with their aspirations, which is in addition to company-initiated personnel placements. We actively strive to establish new departments and facilitate personnel transfers in a manner that improves employee motivation, taking into account individual employees' wishes, aptitudes and family circumstances, as well as excesses and deficiencies in staffing levels of respective organizational units. We have established an in-house recruitment program, which we use not only on a regular basis, but also in response to the needs for human resources or when establishing new departments.

Awards program

The ELECOM Group has established an awards program with the aim of sharing best practices that embody its purpose and elevating such best practices as integral to the corporate culture. Not mention to granting awards for achieving improvement with respect to operations and business performance, we also commend contributors to win design awards that help improve corporate brand value. During the fiscal year ended March 31, 2026, one Chairman's award and one President's award were awarded for projects whose contributions were substantial. In addition, two newly established "Better being" awards and two performance awards were awarded. Moreover, employees who were involved in the development of the 14 series of products that received the Good Design Award, iF Design Award, or Kids Design Award were honored for their contributions to the sustainable growth of the company.

Respect for diversity and inclusion

The ELECOM Group views individual variation with respect to sense of values and perspectives as an asset, in addition to differences in nationality, race, ideology, culture, language, gender, and age. We believe that chemical reactions between individuals that occur when diverse human resources spontaneously come up with ideas and interact to generate innovation. While reviewing traditional corporate culture and practices, we view this as a prime time for change. We are accordingly transforming our corporate culture across the entire Group and have furthermore been making progress in creating rewarding workplaces where diverse employees are able to make the most of their abilities.

Employment status of those with disabilities

Fifty-four people with disabilities are employed by the ELECOM Group (Japan only, as of March 31, 2026).
We are working to create a workplace where employees with diverse talents can fully demonstrate their abilities. To this end, we design suitable roles and improve work environments based on the characteristics of different disabilities. Specifically, in December 2023, ELECOM took further steps to support stable employment by beginning operation of an indoor farm to provide a comfortable workplace for persons with disabilities, with the herbs and vegetables grown available at ELECOM's recreation and training facilities.
ELECOM Support & Service Co., Ltd. is showing consideration for wheelchair users at its officers by widening corridors and ensuring spaces are barrier free. It is also striving to enhance accessibility, including introducing tools that encourage smooth communication between diverse employees, and to create environments where each employee can work according to their skills, regardless of whether they have a disability or not. We promote the employment of those with disabilities and create working environments comfortable for such individuals, as we hope all of our employees to grow while inspiring each other.

Hiring of employees of different nationalities

The ELECOM Group is building global supply and sales networks, centered on Asia. We have accordingly been promoting the hiring and support of employees of different nationalities, as we believe that participation by employees from diverse cultural backgrounds is indispensable for the expansion of the business.
We have 54 employees of non-Japanese nationalities actively involved in such efforts as of March 31, 2026 (total for all Japanese Group companies).
In addition, at overseas Group companies we actively promote local hires, who serve in important positions regardless of nationality (77.8% of management at overseas Group companies consists of local hires).

Promotion of female participation

The ELECOM Group recognizes that the success of diverse employees with various perspectives is essential. With this understanding, we have positioned the promotion of the advancement of women as a key priority and are striving to improve the environment.
In addition to cultivating a culture that promotes diversity, we are also facilitating work style reforms, which include support for life events. Such initiatives have involved devising measures that support childcare by enabling employees to take childcare leave up to the end of the fiscal year that a child reaches 3 years of age, reduced working hours, exemption from working outside designated hours, remote working arrangements, and flexible scheduling of work hours. Going forward we will continue to work to create an environment in which women and diverse employees can play active roles.

	Results				Targets
	End of March 2023	End of March 2024	End of March 2025	End of March 2026	End of March 2028
Ratio of women in managerial positions	2.2%	2.0%	3.2%	3.7%	10.0%
Ratio of women in supervisory positions*	11.4%	16.1%	16.4%	15.5%	20.0%

*Starting from FY2025, the definition of "managers" has been revised, and only division heads are now included in the calculation.

Occupational health and safety

Having positioned the notion of ensuring safety and health of every employee involved in business activities as a top priority for business continuity, the ELECOM Group has established its "Occupational Health and Safety Policy" to enhance health and safety management, and disseminated to employees throughout the Group. We also strive to create physical spaces conducive to generating innovative ideas, in addition to workplace environments that provide for safe and healthy venues for work both physically and mentally. In addition, we approach the notion of work-life balance of our employees, which is listed as a materiality, as an important matter that enriches their spirits and broadens their horizons, above and beyond protecting their health and prompting vitality.

Policy and Basic Approach

The ELECOM Group, in maintaining and developing its business, makes the health and safety of all people involved in its business activities the top management priority by implementing the following efforts:

Industrial Health and Safety Policy

1. The ELECOM Group strives to create a safe and comfortable working environment and ensure the physical and mental wellbeing of its employees.
2. The ELECOM Group complies with applicable laws and regulations regarding health and safety in business operations, as well as the requirements of local communities, public institutions, and its customers.
3. The ELECOM Group conducts training to increase safety awareness.
4. The ELECOM Group thoroughly manages working hours and strives to eliminate long working hours.
5. The ELECOM Group, in the event of a serious occupational incident, shares the outline and cause of the incident with employees within the Group and takes measures to prevent its recurrence.

Occupational health and safety implementation structure

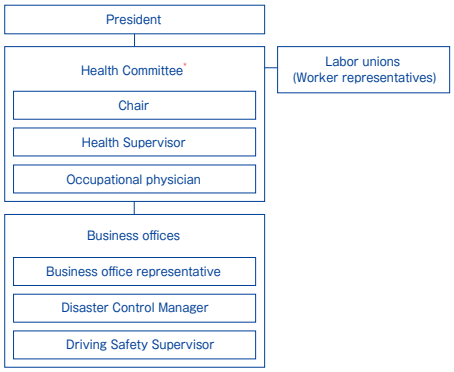
The ELECOM Group has established the Health Committee pursuant to the Industrial Safety and Health Act as one of its initiatives devoted to occupational health and safety. This also enlists the involvement of labor unions through an approach whereby labor and management join forces in working to prevent occupational accidents and making improvements by checking for long working hours and the occurrence of occupational accidents.

○Monitoring

The Health Committee regularly collects information through business office representatives and labor unions (worker representatives) on occupational accidents and illnesses, as well as health and safety initiatives that have taken place within respective business locations.

○Sharing information

The Health Committee reports the results of monitoring and the content of deliberations by the Health Committee to all employees without delay.



*Applies only to offices with at least 50 full-time employees

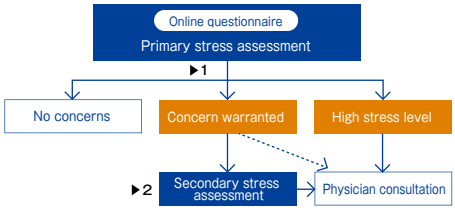
Health and safety initiatives

○Support for mental health

Since 2016, the ELECOM Group has been performing stress assessment surveys using an online system to achieve prevention and early detection of mental health disorders. We encourage employees to recognize stress, offer follow-up by mental health professionals for those experiencing high stress, and share group analysis results with department heads to connect them to workplace environment improvement activities. In ELECOM, more than 95% of employees underwent stress assessment surveys during FY2025, and those identified with high stress levels are recommended to have consultations with occupational health physicians. We will continue to strengthen mental health initiatives.

We use "The Brief Job Stress Questionnaire" recommended by Japan's Ministry of Health, Labour and Welfare. The questionnaire enlists a simple question format consisting of 57 four-choice questions to make it easier for respondents to complete. Meanwhile, we prevent overlooking cases requiring physician consultation by having a public health nurse perform the second of a two-step check process.

◆Stress assessment framework



▶1 Having been deemed as experiencing high stress levels or as warranting concern by a public health nurse, employees are contacted separately.

▶2 The secondary stress assessment involves public health nurse consultation. Employees are subject to physician consultation if it is deemed that they are experiencing high levels of stress. The stress assessment process is concluded if no concerns are found.

○KENKO Investment for Health

The ELECOM Group considers ensuring the safety and health of all employees as one of its key priorities and is working to create an environment where employees can perform at their best in both physical and mental well-being. We support employees through subsidies for sports club memberships, dietary consultations, stress checks and counseling support, follow-up guidance after health check-ups, and subsidies for various vaccinations. In FY2025, ELECOM was recognized for the first time as a "Certified KIH Outstanding Organization 2026 (Large Enterprise Category)."
Scan this URL for further details. ELECOM's KENKO Investment for Health：▶ https://www.elecom.co.jp/ir/health/

○Employee education on occupational safety

The ELECOM Group aims to create workplace environments where employees can work safely and with peace of mind by providing education in line with the specific work characteristics of each workplace. The ELECOM Group mainly engages in fabless management, but some Group companies operate factories where light work processes are undertaken, such as final assembly and customization work. While the risk of accidents particular to manufacturing factories is limited, we work to prevent occupational accidents and prepare disasters by providing safety education to the employees working at each factory. Also, as many ELECOM Group employees work in sales roles, we consider the risk of car-related traffic accidents to be high. Therefore, we provide sales employees with safe driving education. Going forward, we will strive to maintain safe workplace environments through regular training.

Program name	Details	Targeted companies	Frequency
Occupational Health and Safety Training	Education on preventing and responding to accidents and disasters that might occur at ELECOM Group factories	Logitec INA Solutions, Ina Factory Tescom Denki Matsumoto Factory	Upon entering the company
Safe Driving Education	Video on safe driving and explanation of accident trends and points to be aware of at the ELECOM Group	ELECOM Group employees in their first to third years (excluding groxi)*	Once a year

*groxi employees are not required to attend as they do not drive as part of their duties.

Occurrences of occupational accidents

A record of occupational accidents experienced by the ELECOM Group is as follows. We continuously work on initiatives to achieve a record of zero accidents by engaging in initiatives at our locations inside and outside Japan, such that include implementing safety education and training and performing safety patrols.
Serious occupational accidents in FY2025: 0

		Targeted companies	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of incidents	Japan	ELECOM Group	Incidents	0	0	2	2	0
	Outside of Japan	ELECOM Group	Incidents	0	0	1	0	1
Lost time injury frequency rate (LTIFR) *1		ELECOM Group	%	0.00	0.00	0.63	0.54	0.20
Occupational accident severity rate *2		ELECOM Group	%	0.00	0.00	0.04	2.01	0.00
No. of fatal accidents		ELECOM Group	Incidents	0	0	0	1	0

*1 The lost time injury frequency rate (LTIFR) expresses the frequency of occupational accidents in terms of the number of fatalities and injuries culminating in at least one day leave of absence attributable to occupational accidents occurring per 1,000,000 total working hours*3.

*2. The occupational accident severity rate expresses the severity of accidents in terms of total number of working days lost per 1,000 total working hours*3.

*3. Total working hours are based on the number of Group employees (full-time employees) as of March 31, 2025, with the annual working hours per person calculated by multiplying the number of business days by eight hours.

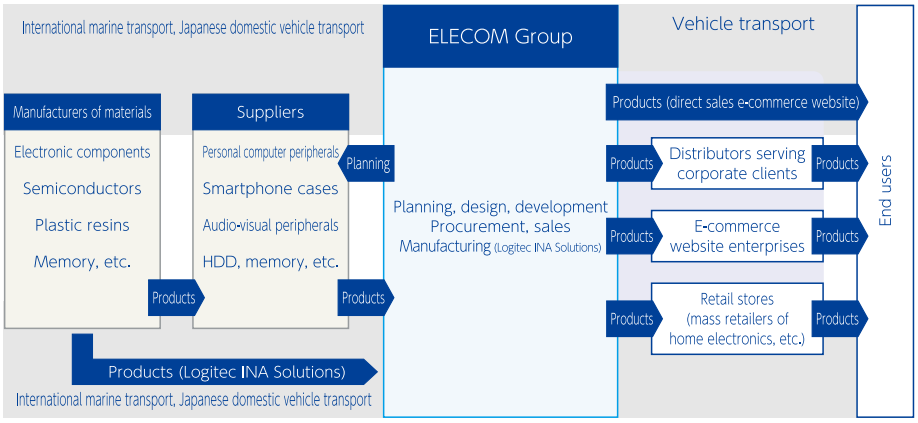
Supply chain management

The ELECOM Group procures raw materials, parts, equipment and services necessary for production from suppliers across various regions. The Group regards supply chain management as a key challenge in serving as a fabless company that does not manufacture many of its products in-house but instead relies on suppliers for procurement. The Group has been working to identify its own challenges with the aim of ensuring a shared awareness of social responsibility not only in procurement but throughout the supply chain, including logistics, thus achieving mutual gains in corporate value.
In FY2025, we advanced preparations for initiatives addressing human rights issues and conflict minerals, and released a Declaration of Partnership Building. Going forward, the Group will continue to develop better relationships with our business partners and strive for sustainable procurement.

ELECOM Group procurement overview

The ELECOM Group seeks to expand its supply chains by working together with its various suppliers through its business activities. From the fiscal year ended March 31, 2023, considering geopolitical risks, changes have been made in procurement sources and the development of production sites to diversify production locations. In addition, ELECOM has traditionally procured from China and other Asian countries via our group company ELECOM (HONG KONG) LIMITED, and in April 2022, the Company newly established ELECOM Asia Pacific IPO Pte. Ltd. (Singapore) in April 2022. This reduces our country-specific risk inherent when operations are clustered in a single country and enables us to establish a more stable procurement environment.

Primary supply chains of the ELECOM Group



Responsible procurement promotion system

In the ELECOM Group, ELECOM's Sustainability Promotion Division, ELECOM's Procurement Division (which has direct operational involvement with suppliers), and product development divisions (which are responsible for factory audits and also have audit experience) cooperate with each other to share their perception of and develop an environment for creating better products. While ELECOM provides support by taking the initiative in building operational frameworks, rolling them out to the Group companies that comprise its own supply chain, and taking opinions on board, and working on Group-wide initiatives on deployment to the supply chain.

Policy and Basic Approach

The ELECOM Group has established purchasing management regulations applicable across the entire Group and is working to address social issues in a way that considers business and social sustainability throughout the entire supply chain. We also engage in continuous improvement of trade controls related to imports and exports upon having established a control structure, based on the assumption that transactions are to be carried out with enterprises certified as authorized economic operators (AEO).

Basic guidelines on purchasing management

The ELECOM Group builds mutual trust with its suppliers through good-faith purchasing practices in order to achieve its corporate objectives. Moreover, the ELECOM Group consistently evaluates its suppliers in an impartial, fair and comprehensive manner, as follows.

1. Develop an approach to business that engenders trust in terms of the integrity and managerial capabilities of their managers, enterprise size, and their financial standing.
2. Offer consistent supply strengths and premium-quality service drawing on their production capacity, achievements, specialty operations and manufacturing technologies.
3. Adapt to changes in the business environment.
4. Achieve product and service safety, consistent quality, competitive pricing and delivery times.
5. Work to achieve business continuity in a manner that assures effectiveness.
6. Comply with domestic and international laws, social norms, and corporate ethics to conduct open and fair trade.
7. Purchase items considering CSR throughout the supply chain. (Respect for human rights, occupational safety, coexistence with society, risk management, conservation of environments, anti-corruption, respect for intellectual property, information security)
8. Based on comprehensive evaluation of aforementioned items, build trust with the selected suppliers to work together for coexistence and co-prosperity.

Basic guidelines for trade controls

The ELECOM Group complies with trade laws and regulations, and continuously improves its trade control framework with the aim of achieving its corporate objectives.

1. We comply with trade control laws, regulations and international regimes applicable in respective countries and regions.
2. We carry out transactions in alignment with authorized economic operator (AEO) rules and regulations, subject to conditions that transactions involve AEO-certified enterprises.
3. We establish positive relationships of trust with entities that include public authorities of respective nations and regions, and international logistics companies.
4. We implement education required to employees and others regarding trade and commerce. In addition, we promote environmental-friendly and sustainable procurement in part by using fewer containers as a result of achieving greater load efficiency.
   (i) We employ consolidated intermodal transportation system with respect to shipments and customs clearance by means of buyer's consolidation.
   (ii) We achieve greater load efficiency and use fewer containers.
   (iii) We reduce our volume of truck transport by using fewer containers.

Standards in supplier management

The ELECOM Group has formulated the Supplier Code of Conduct and Green Procurement Standards to ensure that all of our suppliers engage in business with the same understanding as the ELECOM Group. Under this Supplier Code of Conduct, which is based on the code of conduct that was established by the RBA (Responsible Business Alliance) and is adopted widely in the electronics industry, we request the cooperation of suppliers with the related policies of the ELECOM Group. When beginning new business transactions, we start said transactions only after the supplier, on the supply/sale and purchase basic contract, agrees with the initiatives for items in the Code of Conduct.

▶ ELECOM Supplier Code of Conduct（▶Japanese ▶English ▶Chinese (Simplified)）

▶ ELECOM Group Basic Guidelines on Purchasing Management / ELECOM Group Basic Policy on Labor Standards and Human Rights / ELECOM Group Environmental Policy

▶ ELECOM Co., Ltd. Green Procurement Standards（▶Japanese ▶English ▶Chinese (Simplified)）

Responsible procurement initiatives

Also with respect to its supply chain, the ELECOM Group respects international norms such that include the United Nations Global Compact (endorsed in January 2022) and the ILO Declaration on Fundamental Principles and Rights at Work released by the ILO*. We accordingly address issues related to labor, human rights, the environment, and ethics in its supply chain. The Group recognizes the magnitude of challenges inherent in the whole Group's business and therefore, and is working to develop group-wide promotion and implementation system.
In FY2025, we distributed the self-assessment questionnaire (SAQ), conducted every two years, to suppliers. After revising the questions primarily from the perspectives of environmental and human rights due diligence, we distributed and analyzed the results, using them to advance assessments of human rights risks and natural capital risks within the supply chain. In FY2026, we will continue to use the results of this SAQ and other surveys to understand GHG emissions within the supply chain, refine risk and impact assessments, and work on establishing an effective management system. Furthermore, we aim to start regular surveys on conflict mineral usage, expanding the scope beyond the initial plan, to reduce supply chain risks.

Fiscal year	Initiatives
2025	Implementation of natural capital risk assessment
2024	Disclosed Green Procurement Standards Released the Declaration of Partnership Building Prepared for operation of measures concerning conflict minerals
2023	Revised Basic Guidelines on Purchasing Management Formulated Supplier Code of Conduct Formulated Green Procurement Standards Prepared for human rights and environmental due diligence
2022	Concluded contracts with the addition of ESG clauses within the Group
2021	Addition of ESG clauses in supply/sale and purchase basic contracts Established Basic Guidelines for Trade Controls Established Basic Guidelines on Purchasing Management Established CSR Procurement Guidelines

○PDCA cycle for initiatives

STEP 1: Initiative notification and request

Start of transactions: We obtain the supplier's signature (seal) on the supply/sale and purchase basic contract, which incorporates CSR requirements in accordance with the Basic Guidelines on Purchasing Management, and then begin transactions. Regular implementation: We deliver the Supplier Code of Conduct as specific initiative guidelines, and request cooperation.

STEP 2: Supplier assessment

Regular implementation: Risk and key suppliers*1 are revised by taking into account changes in the social situation, the country in which the supplier is located, and their importance to the business, as well as by using the findings of previous self-assessment questionnaires (SAQs)*2. The status of code of conduct initiatives is checked by having key suppliers complete SAQs.

STEP 3: Dialogue and audit

Based on the results of the assessment, we carry out dialogue and/or online audits of each supplier in order to ascertain the actuality of items where scores were low. Regarding human rights and the environment, we perform due diligence using documents from the Japanese government and the United Nations. As a first step we prioritize the issues of child labor, forced or compulsory labor, long working hours, technical intern trainees, and CO_2 emissions, and seek to understand the actual situation through confirmatory evidence irrespective of the response to the SAQs.

STEP 4: Support for improvement

Regular implementation: When risks are identified through dialogue or audit results, we will request corrective action. We share information and advice to help suppliers understand these requests and take action.

*1 Self-assessment questionnaires (SAQs) include assessment required for environmental initiatives and human rights due diligence.
*2 Selection of key suppliers: key suppliers in the top 60% by value supplied, and Group companies.

○Environmental initiatives

The ELECOM Group is engaged in visualizing environmental risks in the supply chain and strengthening structures for assessing these risks. To mitigate risk throughout product lifecycles and reduce Scope 3 emissions, we first gathered data and then identified the approach required to carry out even more detailed analysis. (see ▶THINK ECOLOGY). Based on these results, we monitor CO_2 emissions through the Green Procurement Standards and SAQs. Additionally, we are establishing frameworks for assessing environmental impact, such as impact on biodiversity and water, from the SAQ results and advancing environmental due diligence in cooperation with suppliers. In FY2026, we will explore ways to collect primary data for Scope 3 and conduct the natural capital risk assessment to identify specific corrective actions.

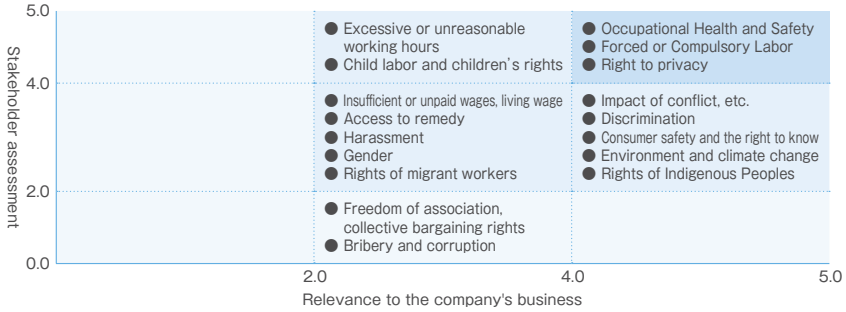
○Human rights initiatives

Since FY2023, ELECOM has been working to gauge human rights-related risk based on the UN's Guiding Principles on Business and Human Rights. As the ELECOM Group is a fabless corporate group that does not have its own factories, we envision that potential labor and human rights-related risks may occur in manufacturing processes, so we have started identifying risks in the supply chain. In FY2023, we also carried out online audits in cooperation with suppliers to ascertain the actual situation and in FY2024, we evaluated the human rights risks that could potentially manifest at our suppliers, as shown in the overview below. In FY2025, we revised and conducted the SAQ to detect potential risks related to human rights and environmental issues, which are considered to have particularly high risks. We will continue to explore ways to enhance the effectiveness of our initiatives based on these survey results.

<Steps for identifying human rights-related risks>

(1) The number of potential risks to be considered was limited to 20 with reference to the Ministry of Justice's Measures Currently Required for Companies Regarding "Business and Human Rights" and the Caux Round Table Japan's Human Rights Issues by Sector.
(2) Relevance to the company's business was assessed by having departments that interact with suppliers score each risk using a five-point assessment system based on degree of severity and likelihood of occurrence
(3) A stakeholder assessment was carried out by calculating an average score from the risk assessments disclosed by other companies in the same industry
(4) We created a risk map that reflects the scores for each risk from the assessment of relevance to the company's business and the stakeholder assessment

<Supplier human rights-related risk map>



Logistics initiatives

At the ELECOM logistics centers that are responsible for shipments for the ELECOM Group, stable supply as a manufacturer (supply chain management) is regarded as a key priority, and improvements are being made in collaboration with front-line staff to address labor shortages and the logistics "2024 problem."

○Labor-saving and automation

At the ELECOM Hyogo Logistics Center relocated in March 2022, automation has made it possible to maintain shipments using only around 40% of the labor required before the relocation, and we have achieved a "no-walking" logistics center in which picking and supplementation does not require the person to walk. We are currently implementing initiatives at our Kanagawa Logistics Center aimed at streamlining operations and reducing the burden on drivers.
▶Awarded the "Logistics Grand Prix Business Reprocess Engineering Encouragement Prize" by the Japan Institute of Logistics Systems in August 2023

○Japanese logistics industry's "2024 problem" and climate change

We are advancing work and transportation efficiency through initiatives such as cross-company joint delivery and participation in demonstration trial of the Shuttle Line of Communication (SLOC), and improving loading efficiency through the optimization of package size, as well as centralized inventory management within the ELECOM Group. In FY2026, we will participate in the "Osaka Truck Dispatch Promotion Council" (lead company: Simount, Inc.), which was selected for the Ministry of Land, Infrastructure, Transport and Tourism's regional collaboration modal shift promotion project (Osaka Prefecture). By addressing driver shortages through public-private collaboration, we aim to ensure a stable supply and reduce CO_2 emissions.

○Engagement with logistics partner companies

Besides placing the highest priority on ensuring safety through regular health and safety activities and evacuation drills, we also set up suggestion boxes and communicate with our partners to identify daily issues and link them to improvement activities in order to foster better working conditions and engagement among our partners. In the fiscal year ended March 31, 2024, we built staff canteens within logistics centers, providing hot and tasty food for free with the goal of improving motivation and building collaborative arrangements.

Staff canteen

Quality control

The ELECOM Group regards its social mission to be that of serving as a bridge spanning the gap that people face with respect to new technologies and IT equipment, underpinned by its mission of "bridging the gap between innovation and people." With such sentiment in mind, it premises on a basic policy that our products and services meet the quality that should be clear and easy-to-use for our customers, as well as that our customer support is robustly providing support to the extent needed to satisfy our customers.

Policy and Basic Approach

Quality Policy

1. We will keep our customers' or society's trust through serving as a company committed to maintaining a path of righteousness. We will furthermore take swift and sincere action in case unexpected circumstances arise.
2. We consistently meet expectations in terms of pursuing thoughtful products and services based on our commitment to customer perspectives and circumstances.
3. We deliver satisfaction to customers all over the world by creating high value-added products and services brimming with the promise of greater enjoyment, convenience and ingenuity.
4. We learn about and strive to achieve continuous quality improvement, and furthermore persistently take on challenges of refining such management systems.

Acquisition of official certifications

The state of acquisition of quality management system certifications is as follows (as of March 31, 2026).
Percentage of production facilities of the ELECOM Group (Japan and overseas) that have obtained ISO 9001 certification: 100%

Management system	Company name	Date of initial registration	Business offices	Description
ISO9001	DX Antenna	March 7, 1997	Seishin Technology Center, Engineering	Applies to Manufacturing Department
ISO9001	Logitec INA Solutions	May 30, 2011	Company-wide	For manufacturing plants
ISO9001	HAGIWARA Solutions Co., Ltd.	July 4, 2023	Company-wide (excluding some departments)	Applies to Manufacturing Department
ISO9001	DX ANTENNA PHILIPPINES, INC.	October 18, 2017	Company-wide	For manufacturing plants
ISO9001	Nippon Antenna	March 22, 2019	Head office, Kawasato Factory, Ishinomaki Atex	Applies to Manufacturing Department

Framework for design quality control

The ELECOM Group sells wide range of products including both electric and non-electric equipment, and varying quality standards and control methods apply to each of the products. In addition, in the industry where product life cycles are short and obsolescence is rapid, various efforts are being made to balance speed-to-market and quality and to sustain competitiveness.
Our Customer Support Division accordingly verifies whether our products and services meet the quality that are clear and easy-to-use for our customers, and then provides feedback to the Product Development Division to improve product specifications and instruction manuals. ELECOM makes it possible to engage in appropriate development practices in terms of processes and timelines that ensure quality while swiftly carrying out development. This entails placing priority on speed when it comes to products whose quality risk is low, having efforts involving high-risk products and fields subject to first-time entry channeled to the Yokohama Technical Center, which is equipped with enhanced inspection equipment, and performing design evaluation and mass production inspections.

Shielded room

Efforts in safety design

In February 2026, ELECOM received the Ministry of Economy, Trade and Industry's Product Safety Awards ("PS Awards") in the newly established category of "+(Plus) Anshin" for its USB cable with a built-in breaker. It was designed to reduce the risk of overheating caused by misuse or negligence by automatically cutting off power when detecting high temperatures or overcurrent. ELECOM will continue to refine safety, in addition to usability and design, to offer products that can be chosen with confidence, striving to create products that closely meet people's everyday needs.

▶Applicable models: MPA-ACTPSSWH series/MPA-CC5PTSSWH series

Enhancing mass production quality control

ELECOM employs a fabless business approach rather than having its own factories. ELECOM consigns the manufacturing of many of its products in East Asian countries, with the highest proportion of its production taking place in China and Taiwan, accordingly setting up development and procurement offices in those locations. During the COVID-19 pandemic, local staff were responsible for quality control and supervision. With the travel relaxation of regulations, Japanese staff of the Company directly restarts to visit production sites to further strengthen quality control efforts starting from January 2023. Moreover, with respect to the selection of factories with which we do business, strict audits are required to be passed, and those factory audits and quality guidance have been effective in terms of preventing quality problems in daily mass production shipments, even under the voluntary control of suppliers. ELECOM has also been taking action to shorten timelines extending from product planning until development through initiatives that have involved assigning to local offices professionals who have received instruction from Japanese staff and are equipped with specialized knowledge related to quality guidance. In addition, given that production of our conductive products is concentrated in China, we are in the process of developing suppliers particularly in nations of the ASEAN region as a means of diversifying our risk.
In order to comply with PSE and other regulations, further progress will be made in thorough quality control at production sites, productization with restrictions on the use of certain hazardous substances, such as compliance with the RoHS Directive, and survey on the non-use of conflict minerals*.

Staff members of manufacturing partners

* The term "conflict minerals" here refers to certain minerals from the Republic of Congo and its neighboring countries, such that are widely distributed through global supply chains and serve as a source of funding for militant groups. Such minerals include tantalum, tin, gold, tungsten, and cobalt. The term does not apply to the same minerals from other production regions.

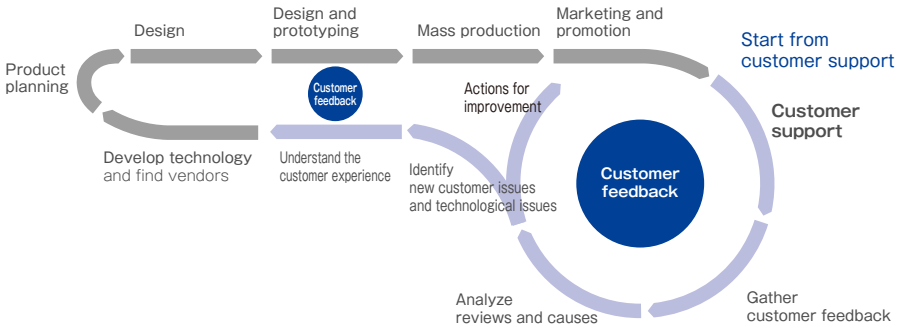
Initiatives to ensure customer satisfaction

The ELECOM Group engages in activities to heighten customer satisfaction on a daily basis with the aims of developing products and providing services better aligned with the customer perspective. "Deliver satisfaction to customers all over the world" We believe we are able to contribute to society underpinned by the notion that our existence is for this purpose.

Continuous improvement responding to product reviews

The ELECOM Group identifies customer satisfaction and the improvement of customer experience as material issues, and, with the Customer Support Center of ELECOM Support & Service at its core, works in collaboration with the development and quality assurance functions to feed VOC (Voice of the Customer) into product and information improvements.
In addition to telephone-based support where we directly listen to customer feedback, we have established 24/7 support through chatbots and the LINE app to improve the accessibility and convenience of our inquiry channels. Furthermore, in addition to feedback received at our support centers, we collect and analyze customer feedback from e-commerce platforms. We reflect these insights in improving the appeal of our products, quality, specifications, and product description pages with the aim of reducing pre- and post-purchase anxiety and ensuring a seamless user experience.
In FY2025, we introduced email support and callback reservations to improve accessibility and reduce the burden of waiting times. In FY2026, we will establish a data infrastructure for analyzing inquiry details using AI, advancing the speed and sophistication of issue identification, and engage in research and development of AI agents to resolve customer concerns based on accumulated knowledge.

Continuous improvement enlisting customer support



Innovation management

The ELECOM Group looks beyond efforts that entail establishing a research and technological innovation framework inhouse, with its initiatives that also involve creation and co-creation of social value by embracing open innovation.

R&D framework

We actively invest in our research staff and facilities with the aims of developing better products and providing end users with superior goods. The ELECOM Yokohama Technical Center (YIH), Shenzhen Technology Development Center, DX Antenna Seishin Technology Center, and Hamamastu Technology Laboratory of HAGIWARA Solutions mutually leverage their respective areas of expertise to achieve synergies across the entire Group.

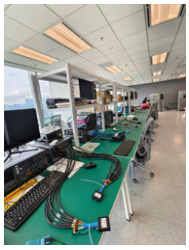
○ELECOM Yokohama Technical Center (Commonly known as Yokohama Innovation Hub (YIH))

YIH plays a central role with respect to the research and development functions of the ELECOM Group, particularly in terms of engaging in design and R&D with respect to hardware and software products Group-wide and handling feedback with respect to product assessment.
In addition to evaluating and verifying design of products whose fabrication is outsourced to manufacturers under a fabless manufacturing model, YTC also engages in product development that achieves differentiation from other companies by monitoring and pursuing technological trends.
YIH was relocated in April 2022 and enlarged to deliver higher quality products to customers, working to improve quality through further capital investment and functional enhancement.

Static electricity testing environment in shielded room

○ELECOM Shenzhen Technology Development Center

In March 2024 ELECOM opened the Shenzhen Technology Development Center in order to help achieve sustainable growth.
The main objectives are to improve our ability to gather technological information, enhance product development, strengthen design verification capabilities, and speed up development. Frequent visits to vendors, mainly by locally recruited engineers, enable the gathering of information on trends and feedback, and result in speedy product development. Moreover, we aim to achieve verification capabilities and design and development systems equivalent to those of YIH, with a rapid development structure in both Japan and China facilitating the provision of even better and more varied products to customers.


Shenzhen Technology Development Center

○DX Antenna Seishin Technology Center

DX Antenna aims to serve as a pioneering information transmission systems provider and has accordingly established research and development teams in Kobe and Tokyo in seeking to serve as a hub for manufacturing knowledge and technology.
DX Antenna has located its development, manufacturing, and quality assurance divisions to its Seishin Technology Center (Kobe), established in 2012, thereby enabling DX Antenna to serve as a manufacturer specializing in broadcast reception equipment capable of developing customer-oriented products enlisting high-quality technologies honed for more than seven decades. Equipped with one of the largest anechoic chambers in Japan and an electromagnetic compatibility (EMC) anechoic chamber, Seishin Technology Center develops ultra-high frequency next-generation wireless technologies and products better tailored to complex operating environments. To ensure customer peace of mind even under the severe environmental conditions caused by recent extreme weather events, the Center is well-equipped to perform assessment testing and verification using testing equipment for a range of operating environment assumptions, including heat shock, lightning surges, weatherability, and water spray tests. In order to provide environmentally conscious products, it also conducts RoHS analyses using X-ray fluorescence analyzers and other equipment.

DX Antenna R&D framework (as of March 31, 2026)
▶ https://www.dxantenna.co.jp/company/research/ (in Japanese)

DX Antenna Seishin Technology Center

Large anechoic chamber

○Hamamatsu Technology Laboratory, HAGIWARA Solutions

HAGIWARA Solutions designs, researches, and develops industrial SSDs, boasting the top share of the Japanese market. It provides products that emphasize reliability and availability, and it contributes to the realization of a safe, secure and sustainable society by supporting long-term and stable systems operation. Its Hamamatsu Technology Laboratory serves as a hub for next-generation SSD development, focusing on firmware design and algorithm development to enhance SSD reliability. It is also driving transformation in the development process through initiatives such as developing next-generation SSDs compatible with advanced fields like edge AI, improving development efficiency through the use of generative AI, and reducing quality risks.

Initiatives involving intellectual property

Approach to intellectual property

The ELECOM Group regards its technologies, brands and services as key business resources that facilitate the Group's market competitiveness. As such, we properly manage various forms of intellectual property derived through business affairs according to our internal rules, thereby working to develop new products and expand new businesses that result in high levels of satisfaction by further acquiring and utilizing intellectual property. We also respect the intellectual property of third parties as well as that of the Group, and actively seek to acquire and use intellectual property rights across the entire Group with such efforts spearheaded by the Legal and Intellectual Property Division, while working in conjunction with the Product Development Division.

Primary initiatives

○Filing applications with respect to patents, utility models, design, and trademarks, and intellectual property rights

We aim to acquire intellectual property rights in a timely manner through various filings with respect to new products and technologies created by the Product Development Division. Promoting development of products and technologies as well as acquiring intellectual property rights through various filings serve crucial roles in terms of achieving differentiation of ELECOM Group products from those of our competitors. We also seek to acquire intellectual property rights by appropriately filing for such rights outside of Japan in response to expanding product categories and increasingly diverse sales channels. In so doing, we aim to further reduce intellectual property risk arising from use of ELECOM Group products incurred by the ELECOM Group as well as our customers and business partners.

○Investigating and monitoring intellectual property rights of other companies

We also investigate intellectual property rights of other companies when planning products in order to avoid situations where an ELECOM Group product might infringe on intellectual property rights of other companies. Moreover, we regularly monitor intellectual property rights of other companies when encountering prior products or prior art on the market. We seek to avoid risk of infringing on intellectual property rights by enlisting the services of external research organizations to handle such investigation and monitoring.

Working with local communities

The ELECOM Group seeks to foster strong ties with its communities, and accordingly values its communications serving as a locally-based business operator while respecting local cultures and histories. During the fiscal year ended March 31, 2023, we drew up the Social Contribution Policy in seeking to ensure that the entire Group upholds the ELECOM founder's belief that coexistence with society has always been integral to the enterprise. Having also set a target for social contribution expense amounting to 1% of our ordinary profit, we contribute to the creation of a sustainable society in serving as an upstanding corporate citizen in continuing to make effective use of our business resources.

Policy and Basic Approach

Social Contribution Policy

The ELECOM Group will contribute to society through its business activities serving as a bridge to innovation, and will furthermore contribute to the sustainable development of local communities in striving to achieve coexistence with society, which has been integral to ELECOM since its foundation.

1. Important aspects of our activities

We will aim act in coexistence with society by contributing to the development of local communities and cultures.
We will effectively leverage the strengths and business resources of the ELECOM Group.
We will set our sights on facilitating growth of society overall by create a corporate culture of enabling employee involvement in community activities.

2. Scope of activities

Regeneration of natural environments

We will contribute to addressing environmental challenges such as climate change and biodiversity by facilitating tree planting activities and nature restoration, thereby extending above and beyond conservation of natural environments. We will strive to reduce environmental impact in our business activities in serving as a manufacturer, and we furthermore believe that restoring the inherent power of nature is an essential aspect of coexistence with society.

Promotion of culture and sports

We will show respect for promotion of culture and sports in local communities and furthermore aim to inspire people in that regard, thereby facilitating societal development in a manner that gives rise to wider horizons and enrichment of the spirit.

Support for the next generation

Through our products and expertise in our business domain, which are strengths of the ELECOM Group, we will contribute to the development of young professionals who are shaping the digital society. We also aim to promote technological advancement across society by partnering with academic institutions, thereby growing in tandem with society.

Contributing to healthcare

We will help deliver more comfortable lifestyles by enlisting expertise amassed by the ELECOM Group in serving as a bridge to innovation.

Initiatives for regenerating natural environments

The ELECOM Group engages in initiatives for regenerating natural environments in hopes of helping to combat global warming, and also with its sights set on conserving biodiversity particularly of native species, preventing disasters such as those caused by winds and tides, achieving landscape conservation, and working with local communities.

○Restoration of Maruyama Senmaida Rice Terraces (Kumano, Mie Prefecture)

In September 2020, we entered into a partnership agreement with Kumano City, Mie Prefecture, concerning regional promotion and conservation, capitalizing on the value of the Maruyama Senmaida Rice Terraces of Kumano City. Underpinned by our close partnership and cooperation, we have been making effective use of our mutual resources to engage in Maruyama Senmaida's rice field restoration, preservation, and landscape management. Additionally, every year, employees of the ELECOM Group and their families participate in local events such as rice planting and harvesting, contributing to regional revitalization through urban-rural exchange with the citizens of Kumano City.

Maruyama Senmaida Rice Terraces (Kumano, Mie Prefecture)

○ELECOM FOREST ELECOM natural forest development<Shima, Mie Prefecture>

Developing a forest for the purpose of tide and wind protection at a former golf course site encompassing 8.15 hectares located along the coast since 2012, the Company rebuilt measures for the promotion including the increase of our level of donations in 2023, which marked the project's 10th anniversary.

○ELECOM FOREST ELECOM natural forest development<Owase, Mie Prefecture>

Since 2009, ELECOM has implemented a natural reforestation project on a deforested site encompassing 18 hectares of land. The project involves working with the nonprofit organization ECOLO Association and residents of Owase, in conjunction with a local forestry association, and is being carried out under the notion that "we will leave to future generations an inherently natural forest suited to the local climate, thereby facilitating environmental conservation initiatives such as those that involve helping to prevent global warming through forestation practices." The Company continues to engage in activities that will enhance the natural reforestation project, having increased our level of donations in 2019, which marked the project's 10th anniversary.

<Results of ELECOM FOREST initiatives>

	Unit	FY2023	FY2024	FY2025
Amount of CO_2 absorbed	t-CO_2	29.4	29.4	29.4

○Forest revitalization in Ina

In 2021, Logitec INA Solutions concluded a ten-year agreement to rent 7.434 hectares of forest owned by Ina City and it is working to revitalize and regenerate this forest through forest maintenance and research activities.

Initiatives for promoting culture and sports

○Partnerships with sports teams

The ELECOM Group promotes partnerships with multiple sports teams from the perspective of supporting community-based social contribution activities and the promotion of "culture and sports."
As part of our community-focused social contributions, we have supported the X League team ELECOM Kobe Finies (American football) since April 2009. We also have entered into a bronze partnership agreement with the Hanshin Tigers (professional baseball) starting in 2025. With the professional soccer club Cerezo Osaka, based in Osaka where our headquarters is located, we signed a platinum partnership agreement in February 2026. Furthermore, we have entered into a gold partnership agreement with the professional basketball team KOBE STORKS, part of the B.LEAGUE, starting in February 2026. Through these partnerships, we deepen our connections with the local community and promote regional revitalization as well as contribute to next-generation development through sports. Moving forward, we will continue to enrich people's lives and contribute to the realization of a sustainable regional society through activities rooted in the community.

○Inviting business partners to complimentary concerts and donating to musical performances

We help promote music through our ongoing co-sponsorship of cultural arts performances hosted by the Japan Philharmonic Orchestra. The Company also has held and co-sponsor the Beethoven 9th Symphony Special Concert every December since 2012, and provided many people with complimentary invitations to attend the events. In addition, the company also has held and sponsored annual special pipe organ concerts since 2021.

Initiatives in support of the next generation

○Eastern Kishu Children's Garden Project

ELECOM supported and made donations to a project for the construction (which began in July 2023) of the first orphanage in the Eastern Kishu area of Mie Prefecture. The Eastern Kishu Children's Garden completed on April 1, 2024, consists of the orphanage in which the children live, and a child and family support center, which has been opened in the community to provide opportunities for consultation by those with concerns, etc. about children. Regarding an issue that is frequently raised in relation to the employment of those who have come through the orphanage system, we are investigating the provision of training them as programmers at System Integrator companies of the ELECOM Group, with the objective of enabling them to obtain stable income that is still rooted in the local community. Our hope is that the children will have a relaxed upbringing in a comfortable facility surrounded by the natural beauty of Eastern Kishu, interacting with the people of the local community, and moving forward into a healthy future.

Eastern Kishu Children's Garden Project

○Inviting children living in orphanages to our recreation facility

Since 2019, ELECOM has been inviting children living in residential child welfare facilities to visit its recreation and training facilities. Since 2024, we have also been inviting the children to the LecTore Hayama Shonan-Kokusai-mura facility in cooperation with TKP Corporation,
which operates ELECOM's training facilities. In this way, we are strengthening communication with the local community while supporting fun and reassuring experiences for the children.

Initiatives for contribution to healthcare

○Spreading the use Saving baby, a neonatal resuscitation training simulator

ELECOM has been engaged in the development and practical application of this device based on our desire to assist the medical professionals who are saving the lives of babies all over the world. We will contribute to saving the life of even just one more baby by providing aid devices that support practical and effective simulator training to help doctors acquire reliable skills.
Neonatal resuscitation training using Saving Baby has been carried out in the six countries of Laos, Cambodia, Mongolia, Nepal, Democratic Republic of the Congo, and Japan. To date, a total of 132 training sessions has been attended by 1,376 medical professionals. In FY2024 and FY2025, we were selected as an implementing organization for the Ministry of Health, Labour and Welfare's Project for Global Growth of Medical Technologies (organization of execution: National Center for Global Health and Medicine). In this project, we are collaborating with The Japan Society of Perinatal and Neonatal Medicine's Neonatal Cardio-Pulmonary Resuscitation (NCPR) Project and the Mongolian Perinatal Society to provide Mongolian neonatologists with training both in Japan and onsite in Mongolia. This will contribute to reducing infant mortality rate by enhancing the quality of neonatal resuscitation training in Mongolia and reducing the disparity in medical technology between urban and regional areas. This project was showcased at the 11th Japan-Mongolia Government and Business Sector Joint Committee, an international meeting held by the Ministry of Economy, Trade and Industry to facilitate talks that expand trade and investment and strengthen the relationship between the two countries, as well as the 60th Annual Meeting of the Japanese Society of Perinatal and Neonatal Medicine.

Neonatal resuscitation training using our simulators
(Top: Laos, bottom: Mongolia)

<Track record of training utilizing neonatal resuscitation training simulators>

	Unit	FY2022	FY2023	FY2024	FY2025*
Country in which training offered	Country	1	3	7	7
Number of times training implemented	Times	3	45	31	53
Number of persons trained	Persons	35	583	303	455

* From FY2025, due to the transition of our form of support to sales with regard to our activities in Japan, we only disclose donation achievements outside Japan as part of our social contribution activities.

Initiatives for local communities

Coexistence with society has been a core management value of the ELECOM Group since our founding. We are committed to promoting initiatives that ensure regional safety and security and improving quality of life by utilizing our products, technology, and management resources. Going forward, we will continue to pursue the realization of a better society based on our purpose of "Better being."

○Collaborating with regions over disasters

Since 2024 we have been concluding agreements with communities connected to the ELECOM Group to facilitate collaboration during times of disaster.
Smartphones are essential for modern life and in times of disaster, they become a crucial source of information as a tool for communicating with the people important to you. As a company that specializes in digital devices such as chargers, we are donating these products to local communities in order to improve the living conditions in evacuation shelters. In addition, LecTore Hayama Shonan-Kokusai-mura, a large-scale training center owned by ELECOM, is open to citizens of Hayama, Kanagawa Prefecture, as an evacuation center in the event of a disaster. We plan to install solar power generation equipment in the future to provide a safe and comfortable setting, even during a disaster.

○Collaboration with communities during normal times

Starting from FY2025, we have newly established comprehensive partnership agreements not only for response in times of disaster but also to address regional issues. We are promoting collaboration that leverages mutual resources in areas such as medical care, wellness, and next-generation development through digital technologies.

Concluded in	Local communities	Type of agreement
July 2024	Hayama Town, Miura District, Kanagawa	Agreement enabling use of facilities during times of disaster, etc.
October 2024	Yokosuka City, Kanagawa	Disaster preparation agreement
November 2024	Kumano City, Mie	Agreement to provide supplies during times of disaster, etc.
December 2024	Ina City, Nagano	Agreement to provide supplies during times of disaster
January 2025	Matsumoto City, Nagano	Agreement to provide information devices, etc., during times of disaster
March 2025	Tachikawa City, Tokyo	Agreement to provide supplies, etc., during times of disaster and normal times
June 2025	Nagahama City, Shiga Prefecture	Comprehensive partnership agreement
August 2025	Ama Town, Shimane Prefecture	Comprehensive partnership agreement
November 2025	Hannan City, Osaka Prefecture	Comprehensive partnership agreement

Governance

Corporate governance
Compliance
Risk management

Corporate governance

Policy and Basic Approach

The ELECOM Group's fundamental policy for its corporate governance is to increase the efficiency, transparency, and independence of management from the standpoint of its shareholders and other stakeholders to maximize corporate value.
ELECOM has adopted an Audit & Supervisory Board system for its corporate governance, and believes that it is of paramount importance to maintain structures that enable the monitoring of management with an emphasis on the efficiency and legality of the Board of Directors and the Audit & Supervisory Board. In addition, Internal Control System will be promoted with emphasis on management efficiency, reliability of financial reporting, and compliance, and will be mutually linked with corporate governance initiatives to ensure the effectiveness of each.

Scan this QR code for further details.
Corporate Governance Report
▶ https://www.elecom.co.jp/ir/library/material.html (in Japanese)

Fiscal year	Initiatives
2025	Establishment of Risk Management Committee
2023	Strengthened assessments regarding Board of Director effectiveness Established Nomination Committee and Compensation Committee Adopted Executive Officer system
2021	Inclusion of women on the Board of Directors

Corporate governance framework

Besides the Board of Directors and Audit & Supervisory Board, ELECOM has established systems or meeting forums to ensure appropriate and efficient execution of business as follows.

○Executive Officer System

To speed up business execution, we have adopted the Executive Officer System. Executive Officers are responsible for business execution in accordance with the basic policy decided by the Board of Directors. There are nine Executive Officers (of those, four concurrently serve as Executive Directors) as of June 30, 2026, and their terms are one year, the same as for Executive Directors. There are currently zero female Executive Officers.

○Executive Committee

The Executive Committee is chaired by the Director and President, with members drawn from internal Directors and Executive Officers, and meets once a month in principle. In accordance with the basic policies, plans, and strategies decided by the Board of Directors, it deliberates policy on important matters for the execution of business by Executive Officers.

○Nomination Committee and Compensation Committee

The Committee, a majority of which consists of external Directors, deliberates on the appointment and dismissal of Executive Directors and Audit and Supervisory Board Members as well as their remuneration, furnishes their opinions to the Board of Directors, and gives advice and recommendations as an advisory body to the Board of Directors, with the aim to contribute to the development of appropriate corporate governance and to help ensure the transparency of management. After being established in July 2023, the Committee met three times in the fiscal year under review.

○Risk Management Committee

The Risk Management Committee is chaired by the Director and President, with members consisting of executive officers and general managers of departments. It systematically and comprehensively identifies and evaluates risks inherent in our company and group during normal times, enabling corrective actions at an early warning stage and swift responses when risks become apparent. This aims to achieve sustainable growth and enhance corporate value over the medium to long term.

○Sustainability Committee

The Sustainability Committee consists of internal Directors and division managers. It works to improve business activities from the standpoints of reducing risk and creating opportunities with the goal of long-term growth for the Company and society as a whole. The Sustainability Committee works alongside each committee to minimize the risks of managerial and operational issues.

○Compliance Committee

The Compliance Committee consists of internal Directors and division managers. It checks on the maintenance and operation of internal control systems, and furthermore makes decisions on measures to prevent recurrence when important incidents involving compliance arise.

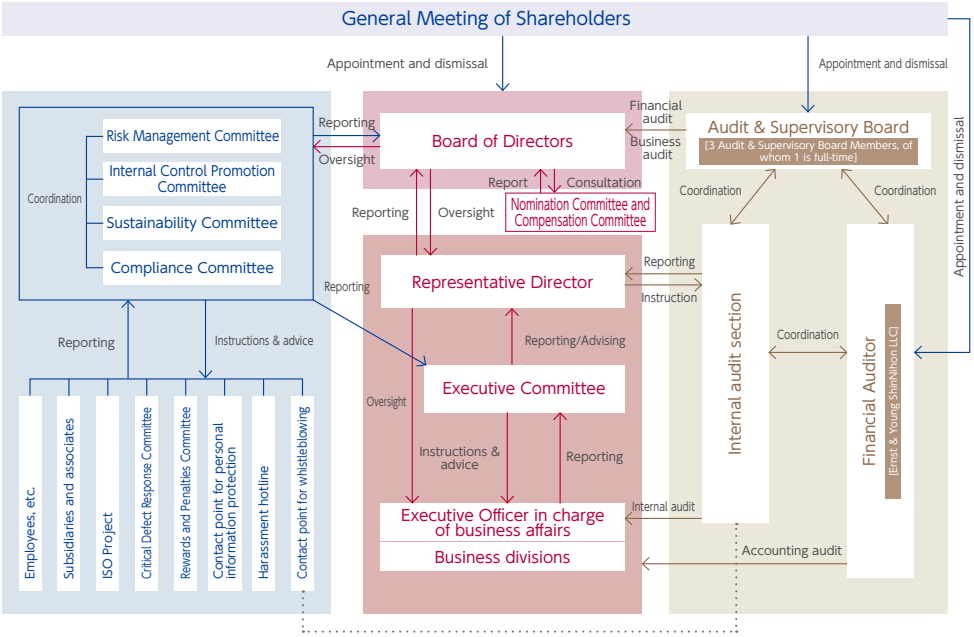
○Quarterly Business Meeting

Attended by internal Directors including the Representative Director and President, the Quarterly Business Meeting is held so that managers of the Sales Division can quarterly share details on progress made toward achieving targets and corporate strategy.

○Internal audit section

The purpose of the internal audit section is that of helping to bring about improvement of business affairs and increasing managerial efficiency, serving as an organization that is independent of executive bodies.

■Corporate governance framework (as of June 30, 2026)



Roles of the Board of Directors

ELECOM positions the Board of Directors as a body to decide basic policy and strategy for group management, to decide items related to important business execution, and to oversee business execution. In principle, the Board of Directors holds regular meetings once a month and extraordinary meetings as necessary. It makes decisions on matters stipulated by law and on important matters related to management, and supervises business execution. The Board of Directors is currently composed of nine members, of which four are external Directors (as of June 30, 2026), and chaired by the Representative Director and President.
In addition, important business transactions between ELECOM and its Executive Directors, Audit & Supervisory Board Members, their close relatives, and other related parties are deemed matters to be resolved by the Board of Directors, which adequately deliberates on appropriateness thereof. Business transactions involving conflicts of interest between ELECOM and the Executive Directors would be gained approval of the Board of Directors.

○Initiatives to improve assessment

We strive to improve assessment at meetings of the Board of Directors through ensuring sufficient time for deliberation of respective proposals by presenting only those matters that are of high priority according to internal rules, and seeking active discussion encompassing external Directors by providing information prior to such meetings.

Policies and procedures regarding appointment and dismissal of Executive Directors

Executive Directors are elected by a resolution of the General Meeting of Shareholders, and their term of office runs until the conclusion of the Annual General Meeting of Shareholders for the last fiscal year ending within one year of their election. With respect to appointment and dismissal of Executive Directors, the company appoints Executive Directors who strive to achieve ideals of our purpose, in a fair and appropriate manner. This entails comprehensively reviewing candidates from the perspective of appointing the right person to the right position in terms of ensuring precise and swift decision-making by the Board of Directors, appropriately managing risk, monitoring business execution, and striking a balance in facilitating coverage of respective corporate functions and each business division.
In addition, the Nomination Committee has been established as an advisory body to the board of directors, which deliberates the following: (1) Matters related to the appointment and dismissal of Executive Directors and Executive Officers, and (2) Matters, etc. related to the selection and dismissal of Representative Directors and Directors with Specific Titles. This advisory body will continue to operate from an objective perspective as it works to enhance the transparency of the process for deciding nominations, as well as considering the selection of candidates.

Diversity of Executive Directors

As of June 30, 2026, ELECOM has nine Executive Directors, of whom four are external Directors (44% of the Executive Directors) and one is a woman (11% of Executive Directors).
Each of the external Directors is a professional capable of furnishing useful and appropriate advice and suggestions from a standpoint of independence and objectivity with respect to overall management, and is accordingly equipped with abundant experience and in-depth insight with respect to corporate management and corporate governance.
Moreover, all four of the external Directors have been designated as independent officers, upon having deemed that they pose no risk involving conflict of interest with general shareholders and accordingly satisfy the standards of independence stipulated by the stock exchange.

Roles of Audit & Supervisory Board Members and the Audit & Supervisory Board

The Audit & Supervisory Board consists of three members, including one full-time Audit & Supervisory Board Member, all of whom are external Audit & Supervisory Board Members. (As of June 30, 2026) In principle, the Audit & Supervisory Board meets once per month and extraordinarily as necessarily. The Audit & Supervisory Board Members engage in tasks that include attending meetings of the Board of Directors, furnishing opinions as necessarily, listening to the status of business execution as appropriate from Executive Directors and the internal audit section, conducting investigations of important approval documents and financial statements, and auditing the adequacy and legality of Executive Directors' execution of business.

Policies and procedures regarding appointment of Audit & Supervisory Board Members

With respect to appointment and dismissal of Audit & Supervisory Board Members, the Company appoints persons who possess certified public accountant, tax accountant, attorney at law and other such qualifications, and who contribute to developing frameworks for establishing corporate ethics of the ELECOM Group from the perspective of risk management, compliance, and accountability by respectively engaging in managerial oversight from the perspective of professional ethics.
Furthermore, while taking into consideration the basic policy on the appointment and dismissal of Audit & Supervisory Board Members, to be formulated and proposed by the Nomination Committee (planned to be established in August 2023), and the abundant experience of the Audit & Supervisory Board Members, we are promoting efforts to ensure the establishment of an organization that can be expected to conduct audits from a neutral and objective perspective and based on a company-wide view.

Assessments regarding Board of Director effectiveness

In order to continuously improve the functionality of the Board of Directors, ELECOM has been implementing the assessments regarding the Board of Director effectiveness since April 2023.

○Assessment method

Self-assessment questionnaires are completed annually by all Executive Directors and Audit & Supervisory Board Members, with the results reported to and discussed by the Board of Directors. (Twice a year)
<Questionnaire items>
A 5-point scale evaluation method is used for each question, and space for free expression of opinion is provided for each
Contents of questions: Composition of Board of Directors; operational status of Board of Directors; status of discussions by the Board of Directors; role and function of the Board of Directors; Execution of duties by Executive Directors and Audit & Supervisory Board Members themselves; support to Executive Directors and Audit & Supervisory Board Members; overview

○Initiatives to enhance effectiveness

In FY2025, based on the results of the assessments regarding the Board of Director effectiveness and the opinions of external Directors, we reviewed the decision-making process and organized agenda items to improve the quality and efficiency of deliberations within the Board of Directors. This has enabled us to establish a system that allows the Board of Directors to focus more on its essential supervisory functions and medium- to long-term strategic

○Further initiatives

We will continue to address issues that require medium- to long-term improvement, such as enhancing discussions on medium- to long-term management strategies. Additionally, we will continuously monitor progress in improvement through annual surveys.

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

○Policy for making decisions

With respect to remuneration for Executive Director's, the Company has established a basic policy of opting for competitive remuneration levels and remuneration structures upon taking into account the need to secure competent Executive Directors who are suited to such responsibilities in order to achieve the aim of sustainably improving corporate business performance and corporate value over the long term.
Specifically, such remuneration consists of a combination of:

i.) basic remuneration aligned with an Executive Director's position, responsibilities, years of service and other such criteria, and;
ii.) share-based remuneration (stock options, restricted share remuneration) for the purpose of achieving greater corporate value over the medium to long term and encouraging a sense of shared value with shareholders.

Meanwhile, remuneration for external Directors is excluding any linkage to business performance given the nature of external Directors' professional duties, and accordingly limited to that of basic remuneration paid in alignment with position.
Basic remuneration is paid as fixed monetary remuneration on a monthly basis.
The Company considers the prospect of providing stock options annually at a specified time in view of business performance.
Restricted share remuneration is provided annually at a specified time. Transfer restrictions are to be lifted upon retirement.
Basic remuneration, stock options, and restricted share remuneration are provided at a ratio of approximately 8:1:1.
Moreover, the Company verifies and deliberates on whether remuneration levels and remuneration structures are appropriate in reference to results of executive compensation surveys mainly among listed companies conducted by external research organizations, and also in reference to salaries of the Company's highest-ranking employees. Such findings are then submitted to the Board of Directors for deliberation.
Decisions on remuneration for Audit & Supervisory Board Members are made based on discussions involving the Audit & Supervisory Board Members, but their remuneration is excluding any linkage to business performance given the business nature of auditing, and accordingly limited to basic remuneration paid in alignment with position.
Furthermore, the Company established a Compensation Committee as an advisory body to the Board of Directors (in August 2023). Based on policies, etc. on the design and management of the remuneration system formulated and proposed by the Compensation Committee, we are working to promote a system for ensuring transparency that is more objective.

○Decision-making procedure

ELECOM makes payment of remuneration based on remuneration standards approved by the Board of Directors, of amounts within the scope of total remuneration amounts that have been approved at the General Meeting of Shareholders. In addition, because share acquisition rights are granted in the form of stock options, a portion of remuneration is derived from share price volatility.

Internal control

Internal control systems

The ELECOM Group prescribes that compliance and risk management are one of its priorities, and has accordingly established basic guidelines for developing internal control systems to ensure that the operations of each organization within its Group companies are carried out legally, appropriately, and efficiently. We furthermore promote overall risk management by overseeing compliance initiatives, having stipulated organizational regulations and rules on committee practices, and having also established the Internal Control Promotion Committee situated at the center of its framework for promoting development of internal control systems of the ELECOM Group.
We submit such evaluation findings to the Prime Minister of Japan in internal control reports prepared based on internal control reporting systems under Japan's Financial Instruments and Exchange Act, and furthermore disclose such findings to our shareholders and other investors. Going forward, we will continue to appropriately maintain and operate our internal control systems in accordance with relevant standards and in alignment with changes in the business environment.

Corporate ethics and compliance

Basic views

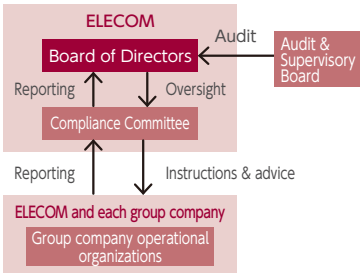
In order to achieve sustainable growth in a manner that earns the trust of its customers and society, the ELECOM Group believes that it is necessary to engage in honest and ethical practices, in addition to obeying the law. We have accordingly established Code of Conduct that clearly stipulates the actions to be taken by each and every officer and employee of the Group, and require that all Group employees comply with our Code of Conduct in the course of engaging in business activities.

Fiscal year	Initiatives
2025	Expansion of the internal whistleblowing channel (overseas Group companies).
2024	Deployed compliance training at Group companies
2023	Formulated Compliance Code of Conduct Formulated Guidelines on Bribery and Corruption Prevention and Business Entertainment and Gifts
2022	Started compliance training
2005	Established Compliance Committee

Compliance management system

ELECOM has formulated a "Compliance Code of Conduct," and by strengthening activities to create awareness among our employees, we aim to prevent violations from occurring. In the event of a violation, the Compliance Committee, other reporting channels, and the internal audit team work together to identify the case and consider measures to prevent recurrence in order to maintain compliance.
In FY2025, there was no serious* violation. Please note that cases currently in dispute involving the Company are not included in this report. We will continue our efforts to respond appropriately and prevent recurrence.

(Note)
"Serious violation": a legal violation that is subject to criminal penalties.



Corporate ethics and compliance initiatives

Compliance is the basis for putting into practice the purpose of the ELECOM Group, which is "Better being." We engage in fair and good-faith business activities underpinned by high ethical standards with aims that include complying with various laws and regulations, fulfilling our corporate social responsibility (CSR), and maintaining the ELECOM Group's social credibility and corporate value.

○Notification of Compliance Code of Conduct

ELECOM has organized its "Compliance Code of Conduct" in May 2023 to strengthen its compliance system and ensure even more thorough compliance.
▶ Compliance Code of Conduct: https://www.elecom.co.jp/ir/compliance/(in Japanese)

○Compliance education

ELECOM implements compliance training and harassment training with the objective of raising compliance awareness for employees as appropriate, such as when they join the company or gain promotion, and once a year for executives. From FY2024, we expanded training to cover Group companies in Japan in order to deepen understanding of the ELECOM Group and further strengthen Group compliance.

○Anti-corruption initiatives

We accordingly abide by applicable laws, norms, internal regulations, and sound business practices, thereby placing our highest priority on rigorous compliance with respect to preventing any and all forms of corruption including bribery, receipt of excessive business-related entertainment and gifts, collusion, embezzlement, and breach of trust. ELECOM has established standards on business entertainment and gift giving and is engaged in activities to create internal awareness. Furthermore, we have released our "Guidelines on Bribery and Corruption Prevention and Business Entertainment and Gifts," and are strengthening our internal systems to appropriately manage corruption risks and prevent them from occurring, with a focus on maintaining sound corporate conduct. We furthermore thoroughly take resolute action with respect to shunning any and all relations with antisocial organizations.
▶ Guidelines on Bribery and Corruption Prevention and Business Entertainment and Gifts : https://www.elecom.co.jp/ir/compliance/ (in Japanese)

Internal reporting point

The ELECOM Group has established a contact point for whistleblowing so that all employees can report or consult on violations including legal violations and violations of the Compliance Code of Conduct. The Company has not only set up an internal whistleblowing system but also established in February 2024 a whistleblowing system at an external legal firm to reduce the psychological barriers for whistleblowers, so that it now provides both external and internal points of contact. In April 2025, we established a whistleblowing system (an external legal firm) for overseas Group companies to ensure the entire Group is covered. In addition to notifying all employees, we are using the intranet to raise awareness.
Results of whistleblowing in the fiscal year ended March 31, 2026: whistleblowing cases 2; harassment cases 13

* The number of reports is aggregated by counting multiple reports from the same whistleblower as a single report.
All reports have been appropriately investigated and addressed, with necessary corrective actions taken. We will continue to strive for thorough protection of whistleblowers and to enhance the effectiveness of the system.

Tax transparency

Policy and Basic Approach

The ELECOM Group complies with laws and regimes related to taxation in respective nations and regions, aspires to minimize tax risk, and strives to increase corporate value. We also aim to act as a truly global company, which involves fulfilling our corporate social responsibility by monitoring developments with respect to international taxation frameworks and appropriately addressing such changes.

Tax policy

1. The ELECOM Group engages in tax planning in a legal, appropriate and efficient manner. We regard taxation as an important element of business planning and accordingly use tax incentive schemes available to us within the realm of our normal business activities. However, we do not engage in transactions whose main purpose is that of tax avoidance and are not associated with business realities.
2. The ELECOM Group minimizes its exposure to tax risk to the extent possible when dealing with issues of taxation. We also identify assess and manage tax risk in respective nations and regions in order to minimize such risks, and accordingly seek external advice when encountering significant uncertainties or complexities regarding risk.
3. The ELECOM Group develops and maintains positive relationships of trust with tax authorities in respective countries and regions by submitting tax-related information in a timely and appropriate manner.
In the event that concerns are identified, we immediately take corrective action to prevent recurrence of such situations, except when it is necessary to file an objection to actions and opinions of the tax authorities.

Tax management system

ELECOM's Chief Financial Officer (CFO) provides instructions on the basic policy for appropriate performance of tax obligations, and the General Manager of Accounting Department and the Accounting Department coordinate with related departments in performance of tax affairs in accordance with the instructions from the CFO. In cases where a material tax-related event or risk is recognized, the General Manager of Accounting Department and the Accounting Department provide timely reports to the CFO, the Executive Committee, and the Board of Directors.

○Tax amounts by country ELECOM Group in FY2025

Japan: 4,695 million yen
Overseas: 402 million yen

Risk management

Policy and Basic Approach

The ELECOM Group strives to gain the trust of its stakeholders over the long term. To this end, our basic risk management policy is to identify risks, prevent them from materializing, and ensure through compliance. The ELECOM Group promotes risk management by identifying risks at each Group company, planning a response to address such risks, and monitoring progress in implementation in that regard. We have established a "Risk Management Committee" aimed at systematically and comprehensively identifying and evaluating various risks during normal operations, enabling corrective actions at an early warning stage and swift responses when risks materialize, thereby promoting sustainable growth and enhancing corporate value in the medium to long term. We are further strengthening our organizational structure.

Risk management system

The ELECOM Group recognizes that risks affecting management are diversifying and becoming more complex due to changes in the business environment and the advancement of globalization. In light of this situation, we established the "Risk Management Committee" in FY2025 to further enhance our risk management system.
This committee is chaired by the Representative Director and President and is primarily composed of Executive Officers, with the Human Resources and General Affairs Department serving as the secretariat. The committee promotes the comprehensive and systematic identification of risks across the entire group, the identification of key risks, the formulation of countermeasure plans, and the monitoring of progress in implementation in an integrated manner. Furthermore, we strive to prevent major incidents by early detection and correction at an early warning sign of inappropriate accounting practices, information security issues, product and transaction quality problems, compliance violations, reputation risks, and more. The status of key management risks is regularly reported to the Board of Directors, contributing to the strengthening of governance across the Group and to its sustainable growth.

Risk management related to business operations

○Business Continuity Plan (BCP)

The ELECOM Group has drawn up a Business Continuity Plan (BCP) with the aim of resuming and continuing important business of the company within requisite periods of time even in the event of a disaster, accident, cyberattack or unforeseen circumstances otherwise.
We also engage in business continuity management (BCM) for the sake of consistently implementing and assessing measures, education and training stipulated under the BCP, continuously improving and maintaining the BCP.
In response to unforeseen circumstances, we have a system headed by the President, with the secretariat role being handled by the Human Resources and General Affairs Department in the event of a disaster, and by the Digital Promotion Department in the event of a cyberattack, ensuring initial response and coordination with internal and external parties according to the situation. Moreover, to promote awareness and understanding of the BCP, we conduct an annual briefing session on BCP measures for management and several safety confirmation drills each year.
We also maintain basic guidelines for fulfilling our responsibility to supply products to our business partners and to sell inventory to our suppliers even in the event of a major earthquake or other such natural disaster, while protecting lives and ensuring safety of our employees and their family members, with the aim of otherwise meeting the expectations of our stakeholders. In FY2025, we prepared for the appropriate handling of public relations in the event of unforeseen circumstances by identifying relevant risks, formulating a Crisis Management Public Relations Manual, and setting up training framework.

Risk response at logistics locations

The ELECOM Group has logistics centers in the east and the west of Japan that support the Group's supply chain, with optimal locations for the logistics centers selected from the standpoint of the BCP, including climate change and earthquake risk.
In March 2022, we relocated the West Japan Logistics Center, a logistics facility owned by ELECOM and DX Antenna, from the Osaka Prefecture's coastal region to the interior of Hyogo Prefecture, and the Center began real operations in April 2022. At this facility, we focus on labor-saving and automation to address the reduced labor force. With the introduction of our shuttle-type multi-level automated warehouse system "Systema Streamer SAS-R System," which includes the automation of product sorting using a cross-belt sorter, we succeeded in realizing the Goods to Person (GTP) concept whereby goods are brought to where people are, and we worked to reduce the workload for laborers and greatly increase productivity through ultra-high-speed picking. This technology enables "logistics without walking" and represents innovation in logistics from a labor-intensive style to a process-industry style. This innovation also ensures greater safety for warehouse workers than ever before, resulting in a more pleasant working environment.
Furthermore, to respond to rapid changes in the market including the increase in e-commerce demand, we have expanded our logistics capabilities including strengthening small-scale deliveries in conjunction with the logistics center.
We will continue to position logistics as one of our management strategies, and in addition to working with each division to pursue operational efficiency, we will address various issues starting with the 2024 issue, which is an issue affecting the logistics industry in a way that transcends boundaries between sectors, with a sense of urgency.

Hyogo Logistics Center, ELECOM

Cross-belt sorter

Information security initiatives

The ELECOM Group regards the task of ensuring information security as one of its key challenges when engaging in business activities. As such, we accordingly establish rules to such ends and manage information in a manner appropriately aligned with prevailing risks. We take extra precautions when it comes to safeguarding personal information of our customers.
We also monitor changes in risk and maintain high levels of security.

○Information security measures

In response to the increasing sophistication of cyber-attacks, we are establishing a multi-tiered defense system. Moving forward, we aim to achieve zero-trust security by building a centralized management platform for IDs and access permissions, and implementing the following controls:
- Centralized management of IDs across multiple cloud services
- Immediate modification/invalidating of permissions for transferred or departing employees to prevent unauthorized access
- Issuing only the minimum necessary IDs and recording and storing all logs to improve management and tracking efficiency

○Measures for personal information protection

As a business operator handling personal information, the ELECOM Group has a duty to ensure that it is appropriately protected, and it has set out a policy for handling and appropriate protection of personal information that applies to all individuals, whether customers or business partners, who provide personal information to the company.
▶ https://www.elecom.co.jp/privacy/ (in Japanese)

○Education on information security

We are further strengthening annual information security training by focusing on cyber-attack defense and phishing email through recurring awareness emails, striving to enhance the organization's overall risk response capabilities.

○Acquisition of official certifications

The state of acquisition of the information security management system ISO/IEC 27001 is as follows.

Management system	Company name	Date of initial registration	Business offices	Description
ISO/IEC27001	Logitec INA Solutions	September 22, 2008	Data Recovery Technology Center	
ISO/IEC27001	groxi	December 16, 2013	Head office	

Initiatives of the internal audit

The ELECOM Group has established an internal audit team within ELECOM, which draws up annual audit plans and implements internal audit processes that cover the Group as a whole. The internal audit team aims to help bring about improvement with respect to operations and managerial efficiency, serving as an organization that it is independent of executive bodies pursuant to the internal audit regulations. The internal audit team is in charge of the Secretariat of the Internal Control Promotion Committee and the contact point for whistleblowing with respect to internal control systems.
The team conducts internal audits from the perspective of compliance and appropriateness regarding laws and regulations, and internal rules from the perspective of operational effectiveness and efficiency. The team furthermore confirms implementation of improvement measures and performs follow-up audits, while furnishing advice on improvements to divisions subject to audit pursuant to internal audit findings, and reports to the Representative Director and President and relevant officers and employees. Meanwhile, internal audit teams maintain regular contact with the full-time Audit & Supervisory Board Members, strive to improve efficiency and effectiveness of audits by exchanging information and opinions on audit policies, audit plans, and audit findings, and ensure cooperation with the Audit & Supervisory Board. Moreover, ELECOM has established a contact point for whistleblowing in accordance with its regulations on whistleblower protection. The Internal audit section coordinates with relevant departments to conduct investigations or audit activities as required regarding internal control systems or whistleblowing reports.

GRI content index

Statement of use	ELECOM Group has reported the information cited in this GRI content index for the period 1 April 2025 - 31 March 2026 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

No.	DISCLOSURE	LOCATION
2	General Disclosures 2021	
2-1	Organizational details	Company overview
2-2	Entities included in the organization's sustainability reporting	Sustainability Report
2-3	Reporting period, frequency and contact point	Sustainability Report
2-4	Restatements of information	ESG Data Book［A change in disclosure from the previous fiscal year:］
2-5	External assurance	
2-6	Activities, value chain and other business relationships	ELECOM Group
2-7	Employees	ESG Data Book［Composition of employees by type of employment］
2-8	Workers who are not employees	ESG Data Book［Composition of employees by type of employment］
2-9	Governance structure and composition	Corporate governance framework
2-10	Nomination and selection of the highest governance body	Policies and procedures regarding appointment and dismissal of Executive Directors
2-11	Chair of the highest governance body	Roles of the Board of Directors
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability implementation structure
2-13	Delegation of responsibility for managing impacts	Sustainability implementation structure
2-14	Role of the highest governance body in sustainability reporting	Sustainability implementation structure
2-15	Conflicts of interest	▶Annual Securities Report［(ii) Corporate governance system］
2-16	Communication of critical concerns	Corporate ethics and compliance initiatives
2-17	Collective knowledge of the highest governance body	
2-18	Evaluation of the performance of the highest governance body	Assessments regarding Board of Director effectiveness
2-19	Remuneration policies	Remuneration, etc. of Executive Directors and Audit & Supervisory Board Members
2-20	Process to determine remuneration	Remuneration, etc. of Executive Directors and Audit & Supervisory Board Members
2-21	Annual total compensation ratio	
2-22	Statement on sustainable development strategy	ELECOM Group's Value Creation Process
2-23	Policy commitments	Human rights
2-24	Embedding policy commitments	Human rights initiatives within the ELECOM Group
2-25	Processes to remediate negative impacts	
2-26	Mechanisms for seeking advice and raising concerns	Internal reporting point
2-27	Compliance with laws and regulations	Corporate ethics and compliance initiatives
2-28	Membership associations	Involvement in external initiatives
2-29	Approach to stakeholder engagement	Relationships with Stakeholders
2-30	Collective bargaining agreements	Relationship with labor union
3	Material Topics 2021	
3-1	Process to determine material topics	ELECOM Group's Materialities
3-2	List of material topics	ELECOM Group's Materialities
3-3	Management of material topics	ELECOM Group's Materialities

Economy

201	Economic Performance 2016	
201-1	Direct economic value generated and distributed	Distribution of financial value to stakeholders
201-2	Financial implications and other risks and opportunities due to climate change	Responses to climate change (Information disclosure based on the TCFD recommendations)
201-3	Defined benefit plan obligations and other retirement plans	
201-4	Financial assistance received from government	Initiatives for contribution to healthcare
202	Market Presence 2016	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	
202-2	Proportion of senior management hired from the local community	Hiring of employees of different nationalities
203	Indirect Economic Impacts 2016	
203-1	Infrastructure investments and services supported	Initiatives for regenerating natural environments
203-2	Significant indirect economic impacts	Initiatives for contribution to healthcare
204	Procurement Practices 2016	
204-1	Proportion of spending on local suppliers	
205	Anti-corruption 2016	
205-1	Operations assessed for risks related to corruption	
205-2	Communication and training about anti-corruption policies and procedures	Anti-corruption initiatives
205-3	Confirmed incidents of corruption and actions taken	ESG Data Book［Compliance］

No.	DISCLOSURE	LOCATION
206	Anti-competitive Behavior 2016	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	
207	Tax 2019	
207-1	Approach to tax	Tax transparency
207-2	Tax governance, control, and risk management	Tax transparency
207-3	Stakeholder engagement and management of concerns related to tax	Tax transparency
207-4	Country-by-country reporting	ESG Data Book［Taxes paid］

Environment

301	Materials 2016	
301-1	Materials used by weight or volume	
301-2	Recycled input materials used	
301-3	Reclaimed products and their packaging materials	Transition to a circular economy
302	Energy 2016	
302-1	Energy consumption within the organization	ESG Data Book［Amount of electricity, gas, and gasoline consumption, and CO_2 emissions］
302-2	Energy consumption outside of the organization	
302-3	Energy intensity	
302-4	Reduction of energy consumption	Efficient use of resources and energy
302-5	Reductions in energy requirements of products and services	THINK ECOLOGY
303	Water and Effluents 2018	
303-1	Interactions with water as a shared resource	Impact assessment on natural capital and water
303-2	Management of water discharge-related impacts	
303-3	Water withdrawal	ESG Data Book［Water withdrawal/discharge］
303-4	Water discharge	ESG Data Book［Water withdrawal/discharge］
303-5	Water consumption	ESG Data Book［Water withdrawal/discharge］
304	Biodiversity 2016	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity conservation
304-2	Significant impacts of activities, products and services on biodiversity	Assessment of nature-related dependencies and impacts arising from business activities
304-3	Habitats protected or restored	Restoration of Maruyama Senmaida Rice Terraces
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	
305	Emissions 2016	
305-1	Direct (Scope 1) GHG emissions	ESG Data Book［Amount of electricity, gas, and gasoline consumption, and CO_2 emissions］
305-2	Energy indirect (Scope 2) GHG emissions	ESG Data Book［Amount of electricity, gas, and gasoline consumption, and CO_2 emissions］
305-3	Other indirect (Scope 3) GHG emissions	ESG Data Book［Amount of electricity, gas, and gasoline consumption, and CO_2 emissions］
305-4	GHG emissions intensity	ESG Data Book［Amount of electricity, gas, and gasoline consumption, and CO_2 emissions］
305-5	Reduction of GHG emissions	Amount of electricity, gas, and gasoline consumed, and CO_2 emitted, by the ELECOM Group
305-6	Emissions of ozone-depleting substances (ODS)	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	
306	Waste 2020	
306-1	Waste generation and significant waste-related impacts	Waste management
306-2	Management of significant waste-related impacts	Waste management
306-3	Waste generated	ESG Data Book［Waste］
306-4	Waste diverted from disposal	ESG Data Book［Waste］
306-5	Waste directed to disposal	ESG Data Book［Waste］
308	Supplier Environmental Assessment 2016	
308-1	New suppliers that were screened using environmental criteria	Responsible procurement initiatives
308-2	Negative environmental impacts in the supply chain and actions taken	Responsible procurement initiatives

No.	DISCLOSURE	LOCATION
Society		
401	Employment 2016	
401-1	New employee hires and employee turnover	ESG Data Book［Number of hires/employee turnover］
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
401-3	Parental leave	ESG Data Book［Use of childcare leave system］
402	Labor/Management Relations 2016	
402-1	Minimum notice periods regarding operational changes	
403	Occupational Health and Safety 2018	
403-1	Occupational health and safety management system	
403-2	Hazard identification, risk assessment, and incident investigation	Occupational health and safety implementation structure
403-3	Occupational health services	Health and safety initiatives
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational health and safety implementation structure
403-5	Worker training on occupational health and safety	Health and safety initiatives
403-6	Promotion of worker health	Health and safety initiatives
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	ESG Data Book［Occurrences of occupational accidents］
403-10	Work-related ill health	ESG Data Book［Occurrences of occupational accidents］
404	Training and Education 2016	
404-1	Average hours of training per year per employee	ESG Data Book［Results of training］
404-2	Programs for upgrading employee skills and transition assistance programs	Human resources development
404-3	Percentage of employees receiving regular performance and career development reviews	
405	Diversity and Equal Opportunity 2016	
405-1	Diversity of governance bodies and employees	ESG Data Book ［Composition of non-Japanese national employees］ ［Promotion of female participation］ ［Diversity of Executive Directors］
405-2	Ratio of basic salary and remuneration of women to men	ESG Data Book［Promotion of female participation］
406	Non-discrimination 2016	
406-1	Incidents of discrimination and corrective actions taken	
407	Freedom of Association and Collective Bargaining 2016	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	
408	Child Labor 2016	
408-1	Operations and suppliers at significant risk for incidents of child labor	Responsible procurement initiatives
409	Forced or Compulsory Labor 2016	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Responsible procurement initiatives
410	Security Practices 2016	
410-1	Security personnel trained in human rights policies or procedures	
411	Rights of Indigenous Peoples 2016	
411-1	Incidents of violations involving rights of indigenous peoples	
413	Local Communities 2016	
413-1	Operations with local community engagement, impact assessments, and development programs	Initiatives for local communities
413-2	Operations with significant actual and potential negative impacts on local communities	
414	Supplier Social Assessment 2016	
414-1	New suppliers that were screened using social criteria	Responsible procurement initiatives
414-2	Negative social impacts in the supply chain and actions taken	Responsible procurement initiatives
415	Public Policy 2016	
415-1	Political contributions	ESG Data Book［Political contributions］
416	Customer Health and Safety 2016	
416-1	Assessment of the health and safety impacts of product and service categories	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Number of product liability (PL) issues
417	Marketing and Labeling 2016	
417-1	Requirements for product and service information and labeling	THINK ECOLOGY
417-2	Incidents of non-compliance concerning product and service information and labeling	
417-3	Incidents of non-compliance concerning marketing communications	
418	Customer Privacy 2016	
1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	

Environment

Amount of electricity, gas, and gasoline consumption, and CO_2 emissions

		Targeted companies	Unit	FY2020*3	FY2023	FY2024	FY2025
Electricity consumption		ELECOM Group (Japan) *2	MWh	5,213	4,662	5,421	5,145
Gasoline consumption		ELECOM Group (Japan) *2	kL	318	278	270	268
Gas consumption		ELECOM Group (Japan)	Thousand ㎥	38	37	36	12
CO_2 emissions							
Scope 1		ELECOM Group (Japan) *2	t-CO_2	823	727	693	637
Scope 2	Location-based	ELECOM Group (Japan) *2	t-CO_2	2,320	1,972	2,226	2,184
	Market-based	ELECOM Group (Japan) *2	t-CO_2	2,248	1,545	1,493	1,041
Scope 1/Scope 2 total *1		ELECOM Group (Japan) *2	t-CO_2	3,071	2,272	2,186	1,678
Emissions intensity compared to the base fiscal year		ELECOM Group (Japan)	t-CO_2/Sales (Millions of yen)	1.00	0.80	0.65	0.45
Scope 3		ELECOM	t-CO_2	—	369,996	500,802	525,876

*1. For the calculation of the Scope 1/Scope 2 total, Scope 2 has been calculated on a location basis until FY2022 and on a market basis from FY2023.
*2 Figures for groxi and the Tescom Denki Group, which joined the Group during FY2023, are added as applicable data from FY2024.
*3 Base year for Scope 1/Scope 2 emissions reduction targets (incudes groxi and the Tescom Denki Group, which joined the Group during FY2023).

Targeted companies *We intend to make adjustments in terms of applicable data for ELECOM Group companies outside of Japan beginning in the next fiscal year	Scope 1, Scope 2	ELECOM and ELECOM Group companies in Japan (Coverage *1: 92.8%)
	Scope 3	ELECOM (Coverage *1: 76.0%)
Calculation method	Electricity CO_2 conversion coefficient	Calculated based on emissions factors after public electric utility operator adjustment given in the "list of emissions factors for electric utilities (for the use of greenhouse gas emission calculations by specified emitters)," of the Ministry of the Environment
	Fuel CO_2 conversion coefficient	Calculated based on the coefficients in the Ministry of the Environment's list of calculation methods and emissions factors for the calculation, reporting and public disclosure system

<Breakdown of Scope 3>

		Targeted companies	Unit	Calculation method	FY2023		FY2024		FY2025	
					Emissions	Percentage of Scope3	Emissions	Percentage of Scope3	Emissions	Percentage of Scope3
Scope 3 total		ELECOM	tCO_2		369,996	100.0%	500,802	100.0%	525,876	100.0%
1	Purchased goods and services	ELECOM	tCO_2	Σ (Value supplied and value of purchased goods and services by product category × Emissions intensity) Value supplied is calculated by linking to the nearest industry code for each L3 category in our own products	236,104	63.8%	245,235	49.0%	267,114	50.8%
2	Capital goods	ELECOM	tCO_2	Σ (Capital goods purchased in the fiscal year under review × Emissions intensity)	6,750	1.8%	6,846	1.4%	11,039	2.1%
3	Fuel and energy-related activities	ELECOM	tCO_2	Σ (Gas/gasoline consumption × Emissions intensity (IDEA V2.3) + Electricity consumption × Emissions intensity) Calculated based on amounts consumed for Scope 1 and 2 respectively	304	0.1%	241	0.0%	214	0.0%
4	Upstream transportation and distribution	ELECOM	tCO_2	Σ (Storage expenses associated with supply and delivery and transportation costs by transportation method × Emissions intensity)	10,872	2.9%	10,193	2.0%	9,196	1.7%
5	Waste generated in operations	ELECOM	tCO_2	Σ (Disposal expenses by waste disposal method × Emissions intensity)	140	0.0%	113	0.0%	115	0.0%
6	Business travels	ELECOM	tCO_2	Σ (Number of regular employees × Emissions intensity)	99	0.0%	108	0.0%	114	0.0%
7	Employees commuting	ELECOM	tCO_2	Σ (Total value of commuting allowances × Emissions intensity) (assumed to be all railway travel)	248	0.1%	224	0.0%	235	0.0%
8	Upstream leased assets	ELECOM	tCO_2	—	Out of scope	—	Out of scope	—	Out of scope	—
9	Downstream transportation and distribution	ELECOM	tCO_2	—	Calculation not possible	—	Calculation not possible	—	Calculation not possible	—
10	Processing of sold products	ELECOM	tCO_2	—	Out of scope	—	Out of scope	—	Out of scope	—
11	Use of sold products	ELECOM	tCO_2	Σ(Annual sales volumes for each product category × electricity consumption of representative model × useful life × number of days used per year × number of hours used per day × emissions intensity)	110,751	29.9%	233,007	46.5%	232,790	44.3%
12	End-of-life treatment of sold products	ELECOM	tCO_2	Σ(Weight of each type of waste product × emissions intensity)	3,891	1.1%	3,999	0.8%	4,220	0.8%
13	Downstream leased assets	ELECOM	tCO_2	Σ (Floor space of assets leased by ELECOM to third parties × Emissions intensity)	837	0.2%	837	0.2%	837	0.2%
14	Franchise	ELECOM	tCO_2	—	Out of scope	—	Out of scope	—	Out of scope	—
15	Investments	ELECOM	tCO_2	—	Out of scope	—	Out of scope	—	Out of scope	—

*Emissions factors not given in the above table are calculated using the Ministry of the Environment's Database on Emissions Unit Values for Calculation of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain Ver 3.6

Water withdrawal/discharge

	Targeted companies	Unit	FY2023	FY2024	FY2025
Water withdrawals total	・DX ANTENNA PHILIPPINES, INC. ・DX Antenna Seishin Technical Center ・Logitec INA Solutions, Ina Factory ・Tescom Denki Matsumoto Factory ・ELECOM Hyogo Logistics Center ・ELECOM Kanagawa Logistics Center ・NIPPON ANTENNA Kawasato Factory (coverage*1: 19.6% of the entire group)	㎥	7,834	7,657	8,994
Fresh surface water (including rain, water from wetlands, rivers, and lakes)		㎥	0	0	0
Brackish surface water/seawater		㎥	0	0	0
Groundwater (renewable)		㎥	0	0	0
Groundwater (not renewable)		㎥	0	0	0
Industrial water		㎥	0	0	0
Municipal water		㎥	7,834	7,657	8,994
Water discharges total		㎥	7,834	7,657	8,994
Fresh surface water (including rivers, and lakes)		㎥	0	0	0
Sea		㎥	0	0	0
Groundwater / groundwater infiltration		㎥	0	0	0
Sewer systems (Public/Industrial sewer)		㎥	7,834	7,657	8,994

*1. Coverage is calculated based on the number of employees.

Control of substances subject to the PRTR system at production sites

PRTR Act Management Number	Name of substance	Targeted companies	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Application
448	4,4'-diphenylmethane diisocyanate	ELECOM Group	kg	70	70	0	0	0	Not currently used

Waste

	Targeted companies	Unit	FY2022	FY2023	FY2024	FY2025
Amount of waste generated	・ELECOM ・Logitec INA Solutions, Ina Factory ・HAGIWARA Solutions head office ・Tescom Denki Matsumoto Factory ・DX Antenna Seishin Technical Center ・DX ANTENNA PHILIPPINES, INC. ・NIPPON ANTENNA Kawasato Factory (coverage: 57.0% of the entire group)	t	1,557	1,509	1,517	1,525
Hazardous waste *1		t	0	0	0	0
Final disposal amount		t	314	340	323	320
Recycled amount		t	1,243	1,169	1,194	1,206
Materials recycling		t	65	71	60	59
Materials recycling (logistics materials)		t	1,163	1,083	1,129	1,143
Thermal recycling *2		t	15	16	5	3
Recycling ratio		%	79.8	77.5	78.7	79.0

*1. Solder scrap, fluorescent lamps, and printed circuit boards in the DX ANTENNA PHILIPPINES, INC. (Philippines) are considered hazardous waste.
*2. This recycling process produces high-grade solid fuel primarily from waste paper and plastics, which are not suitable for material recycling.

Environmentally related fines

	Targeted companies	Unit	FY2022*	FY2023*	FY2024*	FY2025
Number of environmentally related fines	ELECOM Group	Fines	0	0	0	0
Total monetary amount of environmentally related fines	ELECOM Group	Yen	0	0	0	0

Social

Employee composition

	Targeted companies		Unit	End of March 2022	End of March 2023	End of March 2024	End of March 2025	End of March 2026
Executive Directors	ELECOM	Male	Persons	11	9	7	7	7
	ELECOM	Female	Persons	1	1	1	1	1
Full-time employees	ELECOM Group	Male	Persons	1,059	1,099	1,321	1,308	1,401
	ELECOM Group	Female	Persons	403	434	584	628	676
	ELECOM Group	Total	Persons	1,462	1,533	1,905	1,936	2,077
Average age	ELECOM Group	Male	Years old	40.7	40.8	39.8	39.1	40.1
	ELECOM Group	Female	Years old	34.8	35.5	33.7	33.5	34.3
Average length of service	ELECOM Group	Male	Years	10.6	10.9	10.3	9.3	11.9
	ELECOM Group	Female	Years	7.3	7.8	7.2	6.9	7.5

*1. Executive Directors include external Directors.
*2. Number of employees does not include temporary or part-time employees.
*3. D-CLUE Technologies Co., Ltd., which was a Group company from March 31, 2018 to March 31, 2021, is included.
*4 Force Media, Inc. became a member of the Group in FY2021, and groxi Inc. and the Tescom Denki group became members of the Group in FY2023.

Composition of employees by age

	Targeted companies		Unit	End of March 2022	End of March 2023	End of March 2024	End of March 2025	End of March 2026
Up to 19	ELECOM Group	Male	%	0.0	0.1	0.1	0.2	0.2
	ELECOM Group	Female	%	0.0	0.0	0.2	0.3	0.0
Up to 29	ELECOM Group	Male	%	15.3	14.5	14.3	14.4	13.3
	ELECOM Group	Female	%	10.4	9.1	9.5	10.6	11.0
Up to 39	ELECOM Group	Male	%	17.1	17.5	18.0	17.5	15.5
	ELECOM Group	Female	%	9.0	10.3	10.7	10.8	10.7
Up to 49	ELECOM Group	Male	%	21.1	21.1	20.6	18.3	18.3
	ELECOM Group	Female	%	5.5	6.1	6.4	6.7	6.5
Up to 59	ELECOM Group	Male	%	18.7	17.9	16.5	14.8	20.1
	ELECOM Group	Female	%	2.6	2.8	3.2	3.4	3.9
Up to 69	ELECOM Group	Male	%	0.3	0.5	0.6	2.7	0.5
	ELECOM Group	Female	%	0.0	0.0	0.0	0.3	0.1

*Number of employees does not include temporary or part-time employees.

Composition of employees by area

	Targeted companies		Unit	End of March 2024		End of March 2025		End of March 2026	
Japan	ELECOM Group	Male	Persons	1,244	73.3%	1,230	71.9%	1,323	71.1%
	ELECOM Group	Female	Persons	446	26.7%	481	28.1%	540	28.9%
Outside of Japan	ELECOM Group	Male	Persons	97	41.3%	78	34.7%	74	35.2%
	ELECOM Group	Female	Persons	138	58.7%	147	65.3%	136	64.8%

Composition of employees by type of employment

	Targeted companies		Unit	End of March 2024		End of March 2025		End of March 2026	
Full-time employees	ELECOM Group	Male	Persons	1,321	69.3%	1,308	67.6%	1,401	67.5%
	ELECOM Group	Female	Persons	584	30.7%	628	32.4%	676	32.5%
Contract employees Part-time employees	ELECOM Group	Male	Persons	155	33.0%	111	28.4%	182	38.6%
	ELECOM Group	Female	Persons	315	67.0%	280	71.6%	290	61.4%
Temporary employees	ELECOM Group	Male	Persons	18	18.4%	10	15.2%	19	22.9%
	ELECOM Group	Female	Persons	80	81.6%	56	84.8%	64	77.1%

Composition of non-Japanese national employees

		Targeted companies		Unit	End of March 2022	End of March 2023	End of March 2024	End of March 2025	End of March 2026
Recruitment of non-Japanese nationals	Managers	ELECOM Group	Male	Persons	1	0	2	2	1
		ELECOM Group	Female	Persons	0	0	0	0	0
	Non-managerial positions	ELECOM Group	Male	Persons	12	15	23	24	25
		ELECOM Group	Female	Persons	3	8	7	11	18
	Full-time employees	ELECOM Group	Male	Persons	13	15	25	26	26
		ELECOM Group	Female	Persons	3	8	7	11	18
	Temporary or part-time employees	ELECOM Group	Male	Persons	0	1	1	2	0
		ELECOM Group	Female	Persons	2	6	10	9	10
	Total (Full-time + temporary or part-time employees)	ELECOM Group	Male	Persons	13	16	26	28	26
		ELECOM Group	Female	Persons	5	14	17	20	28
Local recruitment of managers overseas	Managers	ELECOM Group (overseas)		Persons	—	—	18	13	14
		ELECOM Group (overseas)		%	—	—	81.8	76.5	77.8

*In the columns for numerical data, "-" indicates fiscal years before the company started collecting data.

Promotion of female participation

		Targeted companies	Unit	End of March 2022	End of March 2023	End of March 2024	End of March 2025	End of March 2026
Ratio of women in managerial positions		ELECOM	%	0.0	2.2	2.0	3.2	3.7
		Other than ELECOM	%	7.4	9.8	9.7	13.6	6.1
		ELECOM Group	%	4.0	6.3	5.9	8.3	5.2
Ratio of women in supervisory positions*1		ELECOM	%	6.3	11.4	16.1	16.4	15.5
		Other than ELECOM	%	–	10.7	12.2	10.5	9.7
		ELECOM Group	%	–	11.1	14.5	14.2	13.4
Male/female wage difference*2	Full-time employees	ELECOM	%	–	78.3	79.7	79.6	79.1
		DX Antenna	%	–	72.9	74.6	73.2	74.3
	Temporary or part-time employees	ELECOM	%	–	77.5	80.8	75.3	74.1
		DX Antenna	%	–	59.8	64.0	65.6	62.1

*1. Supervisory positions consist of the company's leadership roles and sales managers.
*2. Male/female wage difference percentage = the average annual salary of female employees ÷ the average annual salary of male employees
*3. In the columns for numerical data, "-" indicates fiscal years before the company started collecting data.

Annual paid leave: average number of days taken and usage ratio

	Targeted companies	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Annual paid leave: average number of days taken	ELECOM Group	Days	10.1	9.1	9.7	9.3	10.4
Annual paid leave: average usage ratio	ELECOM Group	%	56.8	57.6	62.5	62.1	65.5

Use of childcare leave system

	Targeted companies		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees who start using childcare leave system*1	ELECOM Group	Male	Persons	3	12	16	24	23
	ELECOM Group	Female	Persons	26	30	28	33	32
Employees who qualify to take childcare leave	ELECOM Group	Male	Persons	–	29	45	34	34
	ELECOM Group	Female	Persons	–	30	28	33	32
Childcare leave usage ratio*2	ELECOM Group	Male	%	–	41.4	35.6	70.6	67.6
	ELECOM Group	Female	%	–	100.0	100.0	100.0	100.0
Return-to-work ratio from childcare leave*3	ELECOM Group	Male	%	100.0	100.0	100.0	100.0	95.0
	ELECOM Group	Female	%	100.0	93.9	95.0	86.7	85.7
Remain-in-work ratio from childcare leave*4	ELECOM Group	Male	%	100.0	100.0	90.9	68.4	65.2
	ELECOM Group	Female	%	100.0	94.4	85.7	84.2	84.6
Number of users of system of reduced working hours for childcare	ELECOM Group	Male	Persons	1	1	1	2	2
	ELECOM Group	Female	Persons	39	57	67	63	81

*1. For the number of employees who start using childcare leave system, in cases where the leave taken for a single child covers more than one fiscal year, the leave is counted as one person only for the fiscal year in which the leave started.
*2. Usage ratio: number of employees who start using childcare leave system divided by employees who qualify to take childcare leave
*3. Return-to-work ratio = the number of people who returned to work from childcare leave in the fiscal year under review ÷ the number of people who were scheduled to return to work from childcare leave in the fiscal year under review ×100.
*4. Remain-in-work ratio = the number of people who returned to work from childcare leave during the previous fiscal year and were still employed at the end of March in the fiscal year under review ÷ the number of people return to work from childcare leave during the previous fiscal year ×100
*5. In the columns for numerical data, "-" indicates fiscal years before the company started collecting data.

Occurrences of occupational accidents

		Targeted companies	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of incidents	Japan	ELECOM Group	Incidents	0	0	2	2	0
	Outside of Japan	ELECOM Group	Incidents	0	0	1	0	1
Lost time injury frequency rate (LTIFR)*1		ELECOM Group	%	0.00	0.00	0.63	0.54	0.20
Occupational accident severity rate*2		ELECOM Group	%	0.00	0.00	0.04	2.01	0.00
No. of fatal accidents		ELECOM Group	Accidents	0	0	0	1	0

*1. The lost time injury frequency rate (LTIFR) expresses the frequency of occupational accidents in terms of the number of fatalities and injuries culminating in at least one day leave of absence attributable to occupational accidents occurring per 1,000,000 total working hours*3.
*2. The occupational accident severity rate expresses the severity of accidents in terms of total number of working days lost per 1,000 total working hours*3.
*3. Total working hours are based on the number of Group employees (full-time employees) as of March 31, 2026, with the annual working hours per person calculated by multiplying the number of business days by eight hours.

Number of hires/employee turnover

	Targeted companies	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of hires*1	ELECOM Group	Persons	166	200	219	279	209
Number of mid-career hires	ELECOM Group	Persons	112	136	139	204	132
Mid-career hiring ratio*2	ELECOM Group	%	67.5	68.0	63.5	73.1	63.2
Employee turnover for those leaving voluntarily*1	ELECOM	%	—	—	6.2	10.5	7.1
	ELECOM Group	%	—	—	—	13.3	8.9

*1. Number of hires and Employee turnover for those leaving voluntarily do not include temporary or part-time employees.
*2. Mid-career hiring ratio is the number of mid-career hires divided by the number of hires
*3. In the columns for numerical data, "-" indicates fiscal years before the company started collecting data.

Results of training

	Targeted companies		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Total annual training time	ELECOM	Male	Hours	7,109	8,689	10,086	17,001	10,348
	ELECOM	Female	Hours	2,545	3,806	4,522	6,873	4,242
	ELECOM	Total	Hours	9,654	12,494	14,608	23,874	14,589
Average annual training time per Employee	ELECOM	Male	Hours	13.9	15.5	17.8	28.0	16.6
	ELECOM	Female	Hours	14.9	18.0	16.3	22.5	11.9
	ELECOM	Total	Hours	14.4	16.7	17.1	25.2	14.2
Training expenses	ELECOM		Thousands of yen	46,663	83,746	113,170	121,297	82,644
	ELECOM Group (Japan)		Thousands of yen	59,638	112,450	163,417	169,069	115,924

Design and trademark applications and acquisitions of intellectual property rights

			Targeted companies	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of design applications and number of rights acquired	Japan	Filing	ELECOM	Applications/ rights	106	31	21	27	12
		Registration	ELECOM	Applications/ rights	115	77	16	23	26
	Excluding Japan	Filing	ELECOM	Applications/ rights	19	7	7	12	16
		Registration	ELECOM	Applications/ rights	2	7	3	9	14
Number of trademark right applications and number of rights acquired	Japan	Filing	ELECOM	Applications/ rights	29	26	20	20	20
		Registration	ELECOM	Applications/ rights	39	29	28	18	11
	Excluding Japan	Filing	ELECOM	Applications/ rights	12	19	19	11	14
		Registration	ELECOM	Applications/ rights	9	10	8	13	4

Responsible procurement initiatives

	Targeted companies	Unit	FY2022	FY2023	FY2024	FY2025
Ratio of conclusion of CSR procurement MOUs	ELECOM	%	99.6	100.0	100.0	100.0
Response rate for self-assessment questionnaires (SAQs)	ELECOM	%	100.0	91.3	Not implemented*3	88.5
Number of second-party CSR audits implemented	ELECOM	Companies	—	3 ※1	0	0

*1. Carried out online, with a particular focus on key suppliers.
*2 In the columns for numerical data, "-" indicates fiscal years before the company started collecting data.
*3 SAQs are carried out every other year, so there is no result for FY2024.

Social contribution

	Targeted companies	Unit	FY2022	FY2023	FY2024	FY2025
Social contribution expenses	ELECOM Group	Millions of yen	108	119	105	127

Governance

Please see the report below for data disclosure on governance.
Corporate Governance Report ▶https://www.elecom.co.jp/ir/library/material.html (in Japanese)
Annual Securities Report ▶https://www.elecom.co.jp/ir/library/english.html

Diversity of Executive Directors

	Targeted companies		Unit	End of March 2023		End of March 2024		End of March 2025		End of March 2026	
Executive Directors	ELECOM	Internal	Persons	6	60.0%	4	50.0%	4	50.0%	4	50.0%
	ELECOM	External	Persons	4	40.0%	4	50.0%	4	50.0%	4	50.0%
Executive Directors	ELECOM	Male	Persons	9	90.0%	7	87.5%	7	87.5%	7	87.5%
	ELECOM	Female	Persons	1	10.0%	1	12.5%	1	12.5%	1	12.5%
Executive Officers	ELECOM	Male	Persons	—	—	9	100.0%	10	100.0%	8	100.0%
	ELECOM	Female	Persons	—	—	0	0.0%	0	0.0%	0	0.0%

*In the columns for numerical data, "-" indicates fiscal years before the company started collecting data.

Remuneration of Executive Directors and Audit & Supervisory Board Members

	Targeted companies		Unit	FY2023			FY2024			FY2025		
				Executive Directors *1	Audit & Supervisory Board Members *2	External Officers	Executive Directors *1	Audit & Supervisory Board Members *2	External Officers	Executive Directors *1	Audit & Supervisory Board Members *2	External Officers
Total remuneration		ELECOM	Millions of yen	195	—	55	222	—	58	213	—	63
	Basic remuneration	ELECOM	Millions of yen	163	—	55	189	—	58	196	—	59
	Stock options	ELECOM	Millions of yen	8	—	—	4	—	—	3	—	—
	Restricted share remuneration	ELECOM	Millions of yen	13	—	—	11	—	—	13	—	—
	Retirement benefits	ELECOM	Millions of yen	10	—	—	16	—	—	—	—	3
Number of eligible officers		ELECOM	Persons	6	—	7	5	—	7	4	—	8

*1. Executive Directors (excluding external Directors)
*2. Audit & Supervisory Board Members (excluding external Audit & Supervisory Board Members)
*3. Rounded down to the nearest million yen

Compliance

	Targeted companies	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Harassment contact point record	ELECOM Group (Japan)	Instances	—	11	14	8	13
Reports received at contact point for whistleblowing	ELECOM Group (Japan)	Instances	—	0	0	0	3
Serious infringements of compliance*1	ELECOM Group (Japan)	Instances	—	1	1	0	0
Anti-corruption-related fines	ELECOM	Yen	—	0	0	0	0
Political contributions	ELECOM	Yen	—	—	0	0	0

*1. Serious violation means a legal violation that is subject to criminal penalties.
*2. In the columns for numerical data, "-" indicates fiscal years before the company started collecting data.

Taxes paid

		Targeted companies	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Taxes paid by country	Japan	ELECOM Group	Millions of yen	—	3,138	3,270	3,199	4,695
	Excluding Japan	ELECOM Group	Millions of yen	—	270	280	322	402

*In the columns for numerical data, "-" indicates fiscal years before the company started collecting data.