

# 79<sup>th</sup> Fiscal Term Annual Report

From April 1, 2025 to March 31, 2026

**HRS** HIROSE  
ELECTRIC  
CO.,LTD.

**HIROSE ELECTRIC CO.,LTD.**

The business environment surrounding the Company remains highly uncertain, due to such factors as heightened geopolitical risks and the advance of inflation.

On the other hand, with progress in AI technology driving significant changes in social infrastructure and the structure of industry itself, I perceive this to be an era characterized by the coexistence of uncertainties and clear growth expectations.

What is most valuable in such an environment is to accurately identify signs of change and nimbly convert them to value.

In this context, the importance of connection technologies that support improvements in the performance of electronic devices is rising, and the role that should be played by the Company is expanding.

Rather than simply providing products, I would like the Company to co-create new value with our customers and partners, and drive a broader evolution of the concept of “connecting.”

Going forward, we will continue our efforts to achieve sustainable growth and improvements in corporate value in response to the expectations of our shareholders.



Shin Kamagata,  
President and Representative Director

### **■ Growth over the medium to long term**

In FY2025, the Company achieved growth in both sales and profit, with a record high in net sales of ¥211.2 billion, and operating profit of ¥42.9 billion, for an operating margin of 20.4%.

My perception is that net sales exceeded the inflection point of ¥200.0 billion due to the Company having until now promoted the building of a business portfolio based on the three pillars of consumer devices, automotive, and industrial equipment, and because its expansion into new growth markets is steadily yielding results.

In terms of the market environment, having passed through the phase of adjustment that followed the spike in demand that occurred after COVID-19, the industrial equipment market showed a clear recovery, growing 32% year on year.

The consumer devices market, which includes smartphones, contracted slightly by 3% in reaction to the rapid growth of FY2024, but the automotive market continued to grow steadily at 10% year on year, and growth opportunities expanded in all three of the business areas in which the Company is involved.

We also anticipate high rates of growth for the semiconductor test product business of Hirose SER Corporation, which joined the Hirose Group in FY2025, and which we expect to become a new growth driver for us.

This has enabled the Company to extend the scope of its business beyond connectors and into areas peripheral to semiconductors, where we seek to further expand our touchpoints with customers.

For FY2026, we are forecasting higher sales and profit, as we project net sales of ¥230.0 billion and operating profit of ¥46.0 billion, for an operating margin of 20%. The targets set in the Medium-term Business Plan call for net sales of ¥290.0 billion, an operating margin of 23%, and an ROE of at least 12% in FY2029.

I would like to explain the background to these targets.

Currently, the expansion of AI and data centers is driving requirements for products that can handle higher speeds and higher frequencies, and the effects of this are also reaching the industrial equipment field.

Against the backdrop of such structural changes in the market, we are seeing a steady increase in demand for our high-performance connectors. On the other hand, the cost environment remains challenging, with soaring prices for raw materials, including gold, and higher personnel expenses. In such an inflationary environment, it is extremely important that we grow the top line and work to both increase scale and enhance added value in order to improve profitability.

Our perception is that the Company is currently in a growth phase driven by market tailwinds, and we are aiming to expand sales by proactively investing in growth areas while simultaneously maintaining the high profitability that is our strength.

With regard to shareholder returns, we have made the decision to increase the dividend after taking the above factors into account, and in accordance with our policy of a consistent dividend based on a DOE of 5%.

During the period of the Medium-term Business Plan, the Company will continue to emphasize the balance between growth investments and shareholder returns, and plans to allocate 50% to 60% of cash generated to business investments and 40% to 50% to shareholder returns, with the aim of sustainably increasing corporate value.

Going forward, the Company will continue to reliably identify changes in the market environment and steadily capture opportunities for expansion to achieve sustainable growth.

I ask for the continued support of our shareholders.

## **TOPIC Established a manufacturing site in India**

With the objective of enhancing its automotive business in the Indian market, which is expected to benefit from rapid economic growth, the Company established HIROSE ELECTRIC CHENNAI PRIVATE LIMITED as a new manufacturing site in the city of Chennai, Tamil Nadu state.

The new manufacturing site is expected to begin partial operation in the summer of 2027, and will strengthen our ability to supply products within the Indian market, which is projected to expand going forward, and in neighboring regions.

The initial investment in the new factory will be ¥1.0 billion, and we plan to employ around 100 additional factory workers.

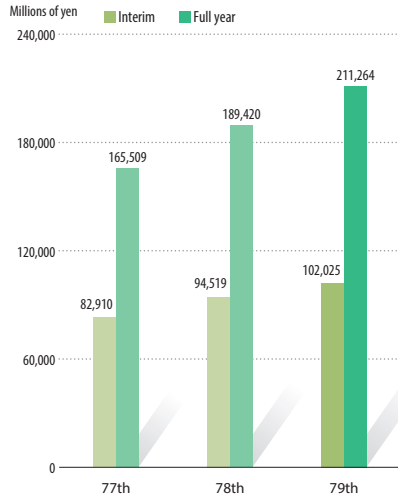
As a production site focusing on the automotive field, this will promote our efforts to establish a business foundation in the Indian market, while achieving both quality and productivity.

Through this initiative, we seek to accelerate our global expansion by strengthening our global production network and enhancing our ability to respond to the market.

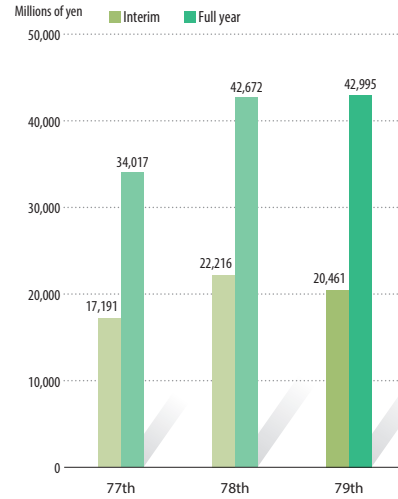


Major bases for the Hirose Electric Group in India

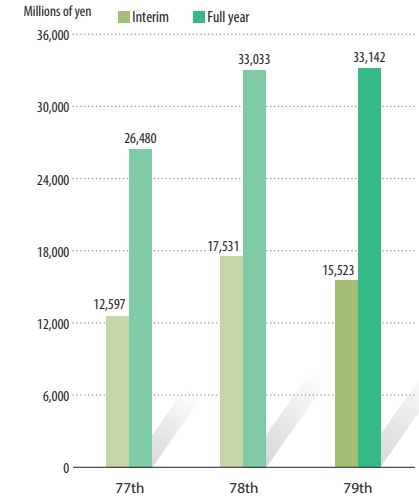
## Sales



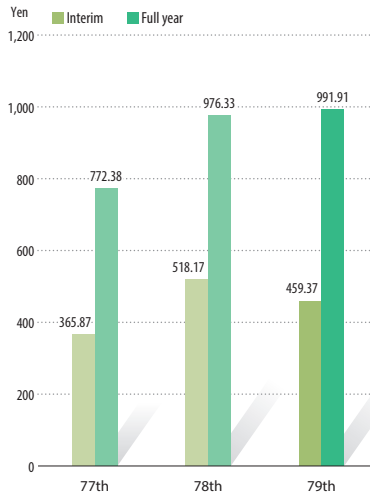
## Operating profit



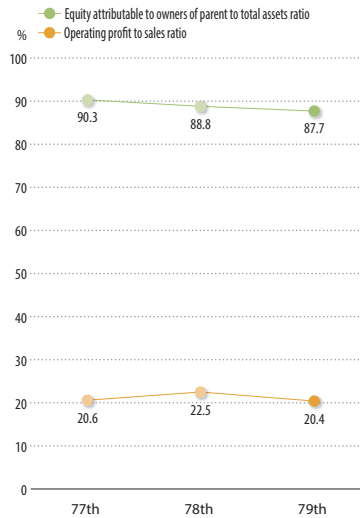
## Profit attributable to owners of parent



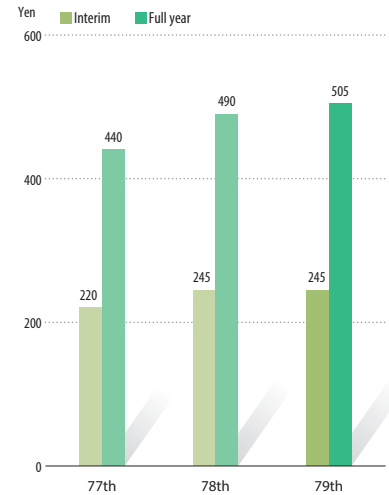
## Basic earnings per share



## Equity attributable to owners of parent to total assets ratio & Operating profit to sales ratio

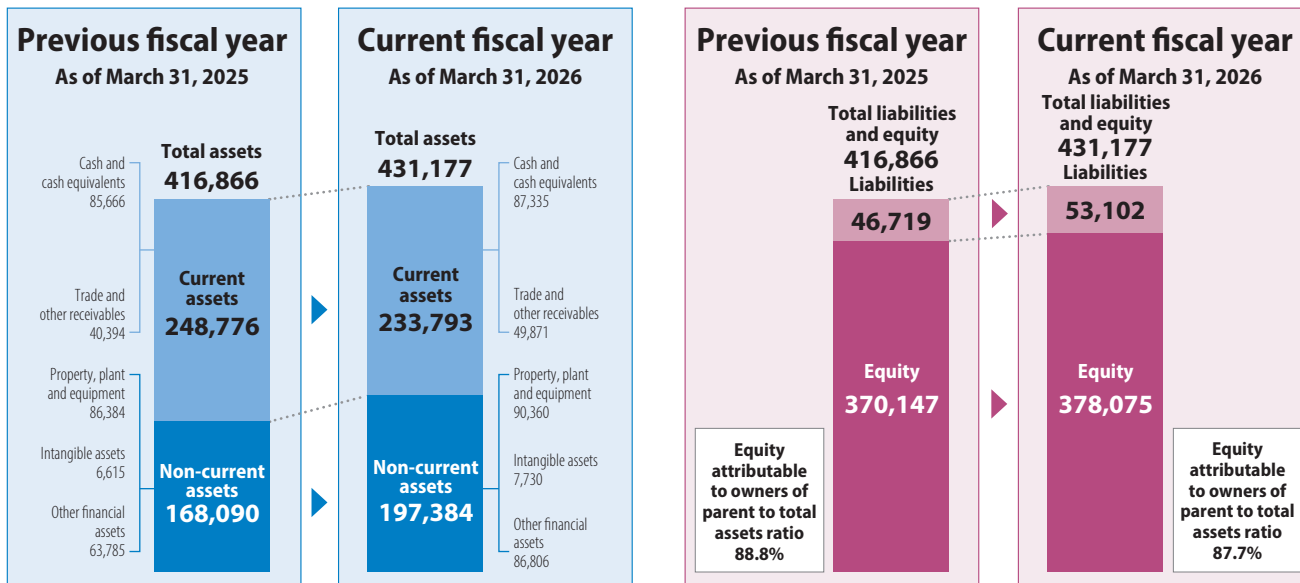


## Dividends per share



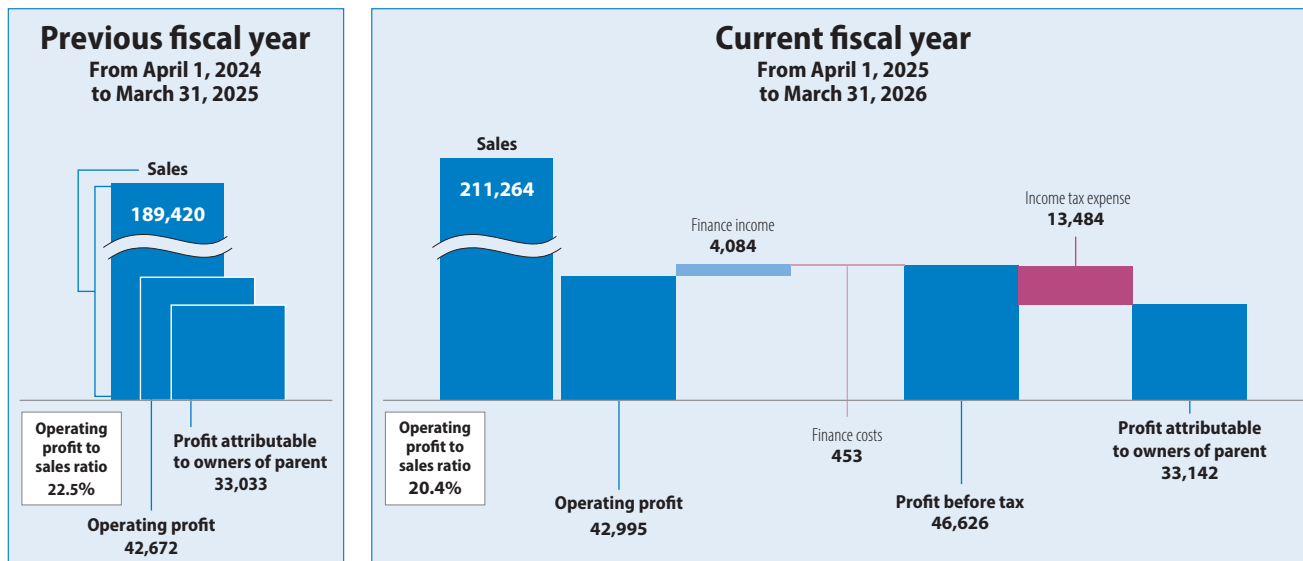
## Overview of Consolidated Statements of Financial Position

(Millions of yen)



## Overview of Consolidated Statements of Income

(Millions of yen)



# CONNECTOR

How are connectors made, and who do they help?  
What processes do the connectors we make with our own hands undergo to be incorporated into products,  
and how do they support people's lives and society?  
Here is a simplified introduction of the Connector Journey.

## The Process of Making Connectors



The development of the Hirose Group's connectors begins by setting up a hypothesis about the customer's designs and technological trends. We go through a process called MR (market research) in which we receive customer feedback on our hypothesis before deciding on the products to be developed.

### MR for hypothesis verification



### Design & Development

The Hirose Group's design engineers work with emphasis on originality based on one of the principles of the HIROSE Philosophy, "Always Taking the Lead, Pursuing the Cutting Edge, Achieving Differentiation." However, a good design is not just about strong originality; it also involves making the actual manufacturing easier for those working at the production sites.



### Mass production assembly



Automatic assembly machine



Now, we are at the connector assembly process. There are roughly two ways to assemble connectors. One way is to assemble them manually using assembly tools; the other is to mass-produce them using automatic assembly machines. Using auto-assembly machines will enable efficient production of large quantities of connectors, but designing and manufacturing the machines and setting up the assembly lines require time and investment. The Hirose Group selects the most appropriate manufacturing method based on connector size and projected production volume, ensuring flexibility.



Finally, the connectors pass through the inspection process, after which they are packaged and completed.



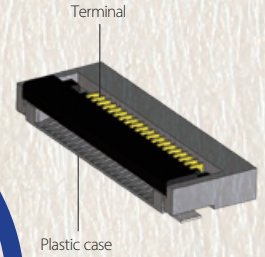
# JOURNEY



Materials for connectors are very simple. Metal that conducts electrical signals, and resin that does not. That's basically it. Connectors are made by combining these two materials.



## Materials



**Outside:**  
Connectors to connect devices

**Inside:**  
Connectors to connect components within the device



## Processing of piece parts

Connectors are made from numerous components called "Kohin" (piece parts). Piece parts are small parts that make up a connector. For example, we have terminals that are made by processing metal, and plastic cases made by molding resin. The processing of these piece parts incorporates the expertise and ingenuity of numerous production partners.



## Connectors completed

To Part 2



In Part 2 on the next issue, let's explore the process the connectors undergo before being shipped to customers and actually integrated into the final products.

## Multi-Pin Connectors

Sales **¥185,814 million** (up 8.8% year on year)

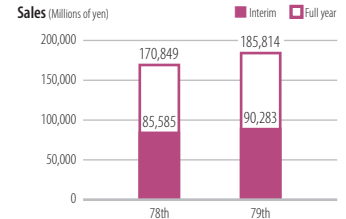
87.95%



Our flagship multi-pin connectors include a variety of connector types such as circular and rectangular connectors, connectors for ribbon cables, connectors used for printed circuit boards including FPCs (flexible printed circuit boards) and nylon connectors.

The major applications of these connectors include a wide range of fields such as smartphones, communications equipment and automotive electronics, as well as industrial fields such as measuring and control equipment, FA equipment and medical electronics equipment. Further expansion in demand is expected along with the further development of a sophisticated information and communications networked society and an eco-friendly, energy conservation-oriented society.

Segment sales for the year under review increased by 8.8% year on year to ¥185,814 million and operating profit decreased by 6.7% year on year to ¥36,767 million.



## Coaxial Connectors

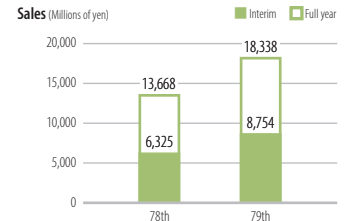
Sales **¥18,338 million** (up 34.2% year on year)

8.68%



Coaxial connectors are a special type of high-performance connector used primarily for microwave and other high-frequency signals. Their applications include antenna connections for wireless LAN and Bluetooth communication used in smartphones and PCs, and as GPS antenna connections for automobiles as well as for connecting high-frequency signals in wireless communication devices and electronic measuring equipment. Optical fiber connectors and coaxial switches are also included in this segment.

Segment sales for the year under review increased by 34.2% year on year to ¥18,338 million and operating profit increased by 73.9% year on year to ¥5,875 million.



## Other Products

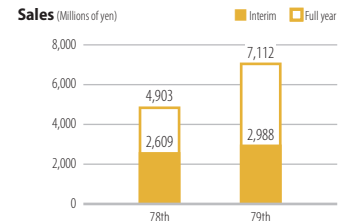
Sales **¥7,112 million** (up 45.0% year on year)

3.37%



The other products segment includes semiconductor test products, micro switches, and instruments for connectors.

Segment sales for the year under review increased by 45.0% year on year to ¥7,112 million and an operating profit of ¥352 million was recorded, compared to an operating loss of ¥97 million in the previous fiscal year.



## ▶ Initiatives in each area

### Smartphone and Consumer Equipment

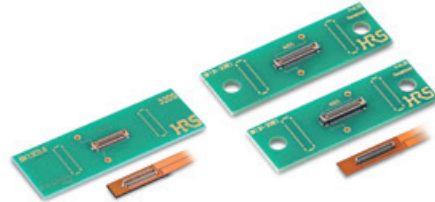
Products—mainly such items as smartphones, wearable devices, and mobile devices—are increasingly becoming smaller, thinner, and more sophisticated in their functionality.

For such devices, the degree of mounting freedom, as it relates to interfaces that connect the board to the FPC in a confined interior space, has become an important factor.

To address such requirements, the Hirose Group has added new stacking height variations to the FPC-to-Board connector BK13 Series.

We developed the BK13 Series as a FPC-to-Board connector suitable for miniaturized and high-density mounting applications, and the addition of this variation expands the range of options in the vertical direction.

This enables designs that can deal with a variety of internal layouts and case configurations.



BK13 Series

### General Industrial Equipment

As facilities have become networked and control has become more sophisticated, there has been a rise in demand for highly reliable miniaturized communication interfaces.

In response to such requests, the Hirose Group is working to expand its lineup of communication connectors for use in industrial equipment.

One example of this is the water- and dust-resistant (IP67) type we have added to our ix Industrial™ Series of next-generation communication connectors for industrial equipment, which conform to IEC standards.

While maintaining the compact size and high-density mounting characteristics of the ix Industrial™ Series, this product adopts a water-resistant structure to enable its use in wet or dusty environments.

The result is that they can be incorporated into designs that must take into account environmental constraints.



ix Industrial™ Series (water/dust-resistant)

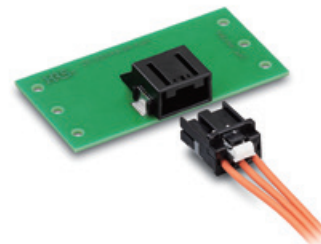
### Automotive

With the shift to higher voltages that has been driven by electrification, the Hirose Group's ZE150HV Series consists of connectors for high-voltage applications that were developed against the backdrop of the need for a safe and highly reliable connection technology.

This development concept has been highly rated, leading to the ZE150HV Series becoming CES Innovation Awards Honoree at CES 2026, one of the world's largest technology exhibitions.

CES is a place for companies from around the world to display cutting-edge technologies and their latest products, and the Innovation Awards honor outstanding engineering with a high level of originality and potential.

This award indicates that the ZE150HV Series is a product focused on the evolution of next-generation mobility, and is the result of the global recognition that the Hirose Group has earned for its technological capabilities.



ZE150HV Series

◎ Domestic bases

TOHOKU HIROSE ELECTRIC CO., LTD.



ICHINOSEKI HIROSE ELECTRIC CO., LTD.



KORIYAMA HIROSE ELECTRIC CO., LTD.



Fukuoka Sales Office

Hiroshima Sales Office

Kansai Branch

Kariya Sales Office

Utsunomiya Sales Office

MORIOKA HIROSE SER Inc.

Hirose SER Inc.



Kikuna Office



Head Office



Tohoku Advanced Technology Center



◎ Overseas bases

HIROSE ELECTRIC EUROPE B.V.



HIROSE ELECTRIC (SUZHOU) CO., LTD.



Hirose Electric (China) Co., Ltd.



HIROSE ELECTRIC INDIA. PVT. LTD.



HIROSE ELECTRIC (DONGGUAN) CO., LTD.



HIROSE KOREA CO., LTD.



HIROSE ELECTRIC MALAYSIA SDN. BHD.



HIROSE ELECTRIC (U.S.A.), INC.



HIROSE ELECTRIC SINGAPORE PTE. LTD.



HIROSE ELECTRIC TAIWAN CO., LTD.



P.T. HIROSE ELECTRIC INDONESIA



HIROSE ELECTRIC HONG KONG CO., LTD.  
HIROSE ELECTRIC HONG KONG TRADING CO., LTD.



## Company Profile (As of March 31, 2026)

Trade name	HIROSE ELECTRIC CO., LTD.
Date of incorporation	June 15, 1948
Number of employees	Consolidated: 5,110 (excluding part-timers)
Capital stock	¥9,404,379,401

## Directors (As of June 25, 2026)

President and Representative Director	Shin Kamagata
Director	Shu Obara
Director	Hiroshi Satoh
Director	Yoshihiro Gunji
Director	Kosei Matsunaga
Director	Sang-Yeob Lee
Outside Director	Tetsuji Motonaga
Outside Director	Masanori Nishimatsu
Outside Director	Seiji Sakata
Outside Director	Yoko Kagami
Director (Standing Audit & Supervisory Committee Member)	Satoshi Mori
Outside Director (Audit & Supervisory Committee Member)	Kentaro Miura
Outside Director (Audit & Supervisory Committee Member)	Kenji Takashima
Outside Director (Audit & Supervisory Committee Member)	Harumi Ishida

### Note:

Outside Directors Tetsuji Motonaga, Masanori Nishimatsu, Seiji Sakata, Yoko Kagami, Kentaro Miura, Kenji Takashima, and Harumi Ishida are Independent Officers who are unlikely to have any conflicts of interest with general shareholders, and are required to be designated by the Tokyo Stock Exchange.

Accounting Auditor

KPMG AZSA LLC

## Stock Information (As of March 31, 2026)

Total number of shares issued	35,693,969 shares
Number of shareholders	3,824

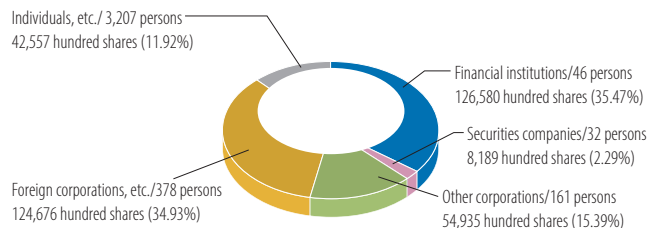
## Major Shareholders (Top 10)

Name of shareholder	Number of shares held
	Hundreds of shares
The Master Trust Bank of Japan, Ltd. (Trust Account)	45,114
Custody Bank of Japan, Ltd. (Trust Account)	32,083
Hirose Foundation	31,476
JPMorgan Chase Bank 380055	24,503
HS Kikaku Co., Ltd.	12,465
National Mutual Insurance Federation of Agricultural Cooperatives	11,251
State Street Bank and Trust Company 505223	9,749
Mizuho Trust & Banking Co., Ltd. (Trust Account) 0700210	8,707
Mizuho Trust & Banking Co., Ltd. (Trust Account) 0700211	8,652
The Nomura Trust and Banking Co., Ltd. (Investment Trust Account)	5,920

Note: In addition to the 10 major shareholders above, the Company owns 28,900 hundred treasury shares.

## Distribution of Shares

### Distribution of Shares by Shareholder Type



## Shareholder information

**Fiscal term** From April 1 of a calendar year to March 31 of the next calendar year

**Ordinary General Meeting of Shareholders** June every year

**Record date** Ordinary General Meeting of Shareholders: March 31 every year  
Year-end dividend: March 31 every year  
Interim dividend: September 30 every year  
(As required, another record date may be decided with prior public notice.)

**[Share-related notifications and inquiries regarding change of address, etc.]**

Shareholders who have accounts at securities companies are requested to direct their notifications and inquiries regarding change of address, etc., to their respective securities companies where shareholders have their accounts. Shareholders who do not have accounts at securities companies are requested to call the telephone number as stated below.

**Number of shares in one voting unit** 100

**Method of public notices** The Company's Web site below shall be used for its public notices.  
<<https://www.hirose.com/corporate/ja/ir>>  
If an electronic public notice should fail due to accident or any other unavoidable circumstances, the Company shall post a public notice in the Nihon Keizai Shimbun.

**Shareholders' register manager and account management institution for special accounts** Sumitomo Mitsui Trust Bank, Limited  
4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo

**Handling office of shareholders' registry administrator** Securities Agency Department,  
Sumitomo Mitsui Trust Bank, Limited  
4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo

**(Mailing address)** Securities Agency Department,  
Sumitomo Mitsui Trust Bank, Limited  
8-4, Izumi 2-chome, Suginami-ku, Tokyo 168-0063

**Phone:** 0120-782-031 (Toll free, available only in Japan)

**URL:** <https://www.smtb.jp/personal/procedure/agency/>

**[Special accounts]**

For shareholders who was yet to have used JASDEC (Japan Securities Depository Center, Inc.) by the share certificate dematerialization date, the Company opened a transfer account (hereinafter "special account") at Sumitomo Mitsui Trust Bank, Limited, as mentioned above, which serves as the shareholders' registry administrator. You are requested to use the above telephone number when making inquiries about the special account and notifications of matters such as change of address.

## Recommended Contents of the HIROSE Website

1. Published the Integrated Report 2025



2. Expansion of Tohoku Advanced Technology Center

3. Name of S.E.R. Corporation changed to Hirose SER Inc.



**By scanning the QR code, you can access the website!**

\* "QR Code" is a registered trademark of DENSO WAVE INCORPORATED.