

Melco Group

Business Report 2021

April 1, 2020 to March 31, 2021



Wi-Fi 6

SSD

AMD社製CPU(RYZEN)

Airdog

To Our Stakeholders

The great distress and hardships caused by COVID-19 broke people's hearts all over the world in the last year. Most recently, the outbreaks of the variants of the virus have placed harsher restrictions on our social and economic activities.

First of all, we would like to express our deepest sympathies for those who suffered from a myriad of troubles, worries, and bereavements in the past year under the hostile environment, and we sincerely appreciate the efforts put forth by those who have been standing against the contagious disease, not to mention dedicated healthcare workers.

In the fiscal year ended March 31, 2021, the spread of COVID-19 dramatically changed not only our economic activities, but also our social activities. Being confronted with unprecedented hardships, we strived to expand our business while making our maximum efforts to prevent the spread of the infection in view of our company founder's philosophy while following governmental policies, such as establishing company-wide promotion of telecommuting. As a result, both sales and profit grew on a consolidated basis, and net income in particular marked a record high since our company got listed on the Tokyo Stock Exchange (TSE). We would like to express our deepest gratitude to all of our stakeholders for your many years of support.

Our company aimed for long-term growth of net income per share through stable dividend payment with a target total payout ratio of 80% and acquisition of treasury stocks based on the basic capital policies formulated in February 2016.

Consequently, in the fiscal year ended March 31, 2021, net income per share also hit a record high since we got listed on the TSE. Although our company did not disclose consolidated earnings forecasts, we decided to resume announcing the information in January 2021 because our corporate group's business has become stable and the accuracy of forecasting earnings has improved.

Moving forward, while continuing to strike a proper balance between prevention of the spread of COVID-19 and business expansion, the entire Group will devote ourselves to supporting the changes in our customers' social lives through the three pillars of IT, food, and finance. I look forward to your continued support and patronage.



Hiroyuki Maki

President and CEO
MELCO HOLDINGS INC.

June 2021

| Melco Values |

A Lasting Company

We earnestly study and put into practice the teachings of our predecessors, and continually look to the future with the aim of achieving perpetual growth for the Melco Group along with all those who share our Melco values.

Rapid Response to Change

We never shy away from the changes happening in the world around us and we have the courage to change direction when we make mistakes. We always strive to improve ourselves and work hard toward personal transformation.

Customer-Oriented

We always look at things from the perspective of our customers to continue to provide products and services that play a part in the realization of even richer lives. We take pleasure in contributing to the development of society through our wisdom and hard work.

Solidarity

We, in a spirit of fairness and openness, along with people who share high aspirations and passions, will work together as one to overcome any difficulties and achieve our goals.

Promoting the establishment of a robust business portfolio that can withstand sudden changes in external environments and realize permanent growth

Sales and profit increased through stable product provision amid the COVID-19 pandemic.

The situation surrounding economic activities in Japan and the world was extremely tense due to the impact of COVID-19 this fiscal year. While the start of vaccination against the infectious disease has been heightening expectations for economic recovery, a sense of uncertainty about the future has become deeper following the second declaration of a state of emergency in January 2021.

Under these circumstances, for the IT-related sector, our company strived for stable provision of products and proactive sales activities by setting out basic guidelines that are in line with the government's policies on prevention of the spread of COVID-19, and continuously encouraging our employees to work from home and use teleconference systems on a company-wide basis. Similarly, for the food sector, we endeavored to steadily provide products to fulfill the soaring demand for family use products, and expand sales of products that satisfy health-conscious consumers as well as initiating sales of such products as uncooked Chinese noodles and fried noodles, whose demand is rising particularly in the household market, by implementing thorough infection prevention measures.

As a result, sales were 129,912 million yen (up 13.1% year on year), operating income was 8,848 million yen (up 113.9% year on year), ordinary income was 9,071 million yen (up 84.6% year on year) and net income attributable to parent company shareholders was 6,625 million yen (up 111.1% year on year) in our results in the fiscal year under review.

Proactive proposal for products and services that meet customers' needs

For the IT-related sector, the earnings environment was extremely harsh due to the intensified price war that arose as the quantity of computer-related products sold spiked in accordance with the jump in demand for computer peripherals, stemming from more people working from home and enjoying entertainment at home, as well as the promotion of Wi-Fi*¹ installations in elementary and junior high schools as part of the Global and Innovation Gateway for All (GIGA) project. Our company experienced difficulty in raising the number of apartment units in which our Apartment Wi-Fi is installed because we continued refraining from face-to-face sales activities.

Meanwhile, sales from Airdog, a high-performance air purifier that our corporate group sells as a Japanese distributor, and sales from RYZEN*², a CPU manufactured by Advanced Micro Devices, Inc. (AMD), contributed significantly to profits, allowing the agency business to expand. Our company began receiving inquiries for the Buffalo Regular Data Recovery Service via the Internet in order to prevent the spread of COVID-19, which allowed sales from the service to steadily grow, with a cumulative total number of over 37,000 inquiries received.

For the food sector, although sales from brand-name products and frozen noodles for family use increased from a growing number of people eating meals at home, overall sales decreased due to shrinking sales from Ryusui noodles and the removal of the unprofitable products. Sales from products for commercial use also dropped as people refraining from dining out rose, and many restaurants closed temporarily. In this situation, our company strived to secure profit through thorough efforts to cut down on expenditures, including costs of advertising and sales promotion, and streamline work and reduce waste at the production factories.

*1 Wi-Fi is the registered trademark of Wi-Fi Alliance.

*2 AMD, Ryzen, and a combination of them are the registered trademarks of Advanced Micro Devices, Inc.

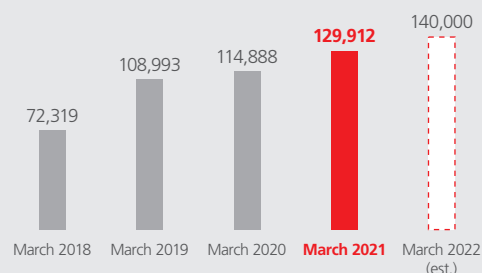
Further prosperity and perpetual growth through stable business operations of the Melco Group

As concerns remain about the spread of COVID-19, our company expects that people will further refrain from going out and will continue to be encouraged to work from home. Under these circumstances, our corporate group will endeavor to steadily provide products and proactively make sales activities for our mainstay products in the IT-related sector in an effort to meet the soaring demand for telecommuting amid the COVID-19 pandemic. In the food sector, we will put forth efforts to improve sales from frozen noodles for commercial use and expand sales and market share of chilled noodles and frozen noodles for family use.

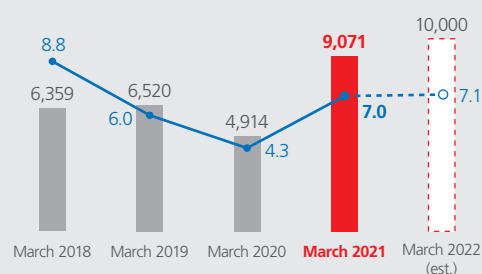
Through these approaches, we estimate net sales, operating income, ordinary income, and net income attributable to parent company shareholders to be 140 billion yen (up 8.0% year on year), 9.7 billion yen (up 9.6% year on year), 10 billion yen (up 10.2% year on year), and 7.2 billion yen (up 8.7% year on year), respectively, on a consolidated basis in the fiscal year ending March 31, 2022.

Keeping our Melco values in mind, we will continue striving to improve our products and services with the aim of achieving perpetual growth as a lasting company.

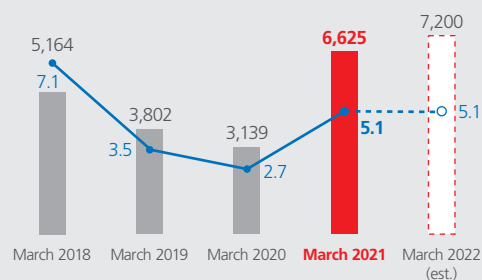
Consolidated Net Sales (Unit: million yen)



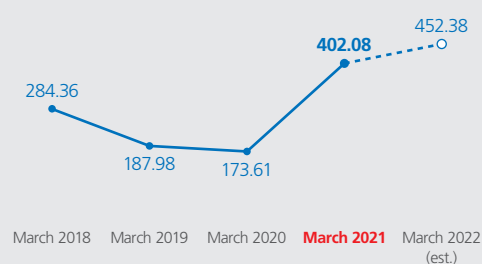
Consolidated Ordinary Income (Unit: million yen) Consolidated Ordinary Income Margin (Unit: %)



Net Income Attributable to Parent Company Shareholders (Unit: million yen) Consolidated Net Income Margin (Unit: %)



Net Income per Share (Unit: yen)



Our company supports customers' life and business with our three business segments: IT, Food, and Finance.

IT-Related Business

We provide various products with a focus on digital consumer electronics and computer peripherals. These include network products (e.g., Wi-Fi), external drives for PC/TV recording, storage products such as NAS with remote device monitoring and operation features for corporate users, and MagWiper, a magnetic data degaussing device. In addition to these, we also offer products that add richness to everyday life. These include the Airdog, a high-performance air purifier, and Digital Music Library devices that dedicated to high resolution audio. We also offer various services and solutions for home and corporate users alike, including our data recovery services for storage products, the remote management service Kiki Navi, and Apartment Wi-Fi for rental properties.



Wi-Fi router



External hard disk



NAS for corporate users



Digital music library



Omoidebako



Airdog



キキNavi

Kiki Navi



Data recovery service

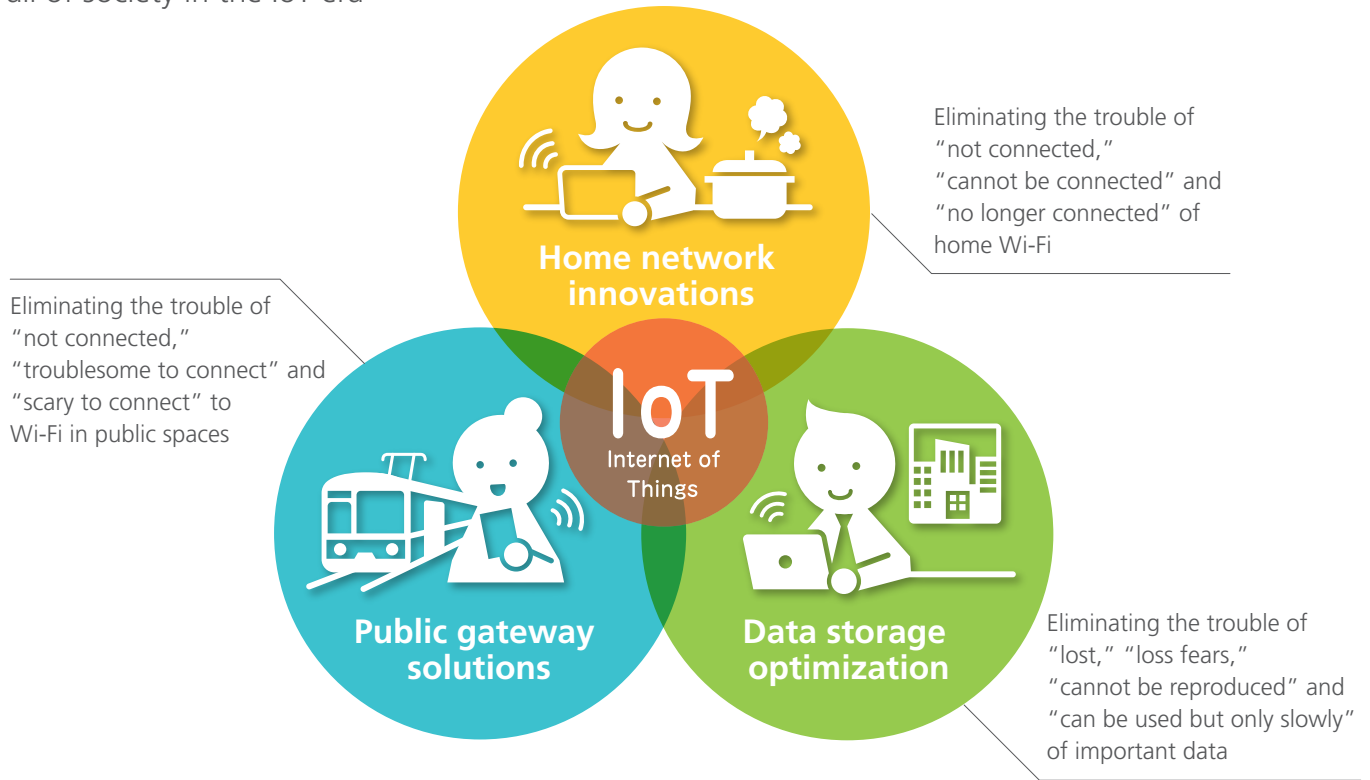


Apartment Wi-Fi

IT-Related Business

Mid-Term Vision "Gateway 2.0"

Providing a safe network for all of society in the IoT era



BCN AWARD 2021
(January to December 2020)
Winner in 13 Categories

These prizes are awarded based on actual aggregate sales at major electrical appliance stores across Japan.

*1 This is as the Melco Group. We have won this award ten years in a row for a total of ten times as CFD sales.
*2 This is as the Melco Group. We have won this award twelve years in a row for a total of twelve times as CFD sales.

Wireless LAN Category

19th consecutive year
19th win



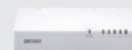
NAS Category

8th consecutive year
8th win



Hub Category

20th consecutive year
21st win



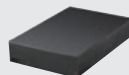
LAN Card Category

22nd consecutive year
22nd win



External HDD Category

13th consecutive year
18th win



Router Category

18th consecutive year
19th win



■ Memory Category
12th consecutive year
20th win*1

■ Expansion Interface Category
18th consecutive year
18th win*2

■ PC Power Unit Category
10th consecutive year
10th win

■ Drive Casing Category
11th consecutive year
13th win

■ USB Memory Category
8th win

■ DVD Burner Category
10th win

■ External SSD Category
Newly established/1st win

Food

We offer a rich lineup of products including udon noodles, soba noodles, Chinese noodles, fried noodles, and pasta; we also offer Ryusui noodles, which can be eaten just by unraveling them with unboiled water, and Kenbi noodles, a health food product. We are releasing family use food products centered on chilled noodles and frozen noodles, and commercial food products centered on frozen noodles. We are also creating new possibilities in the noodles market by continually approaching products from the viewpoint of our customers, including attractive noodle dishes and new ways of eating noodles in addition to utilizing noodles as an ingredient.



Finance

This business is contributing to the earnings stabilization in the Melco Group through investment management and financial instrument intermediary services.

Consolidated Net Sales

(Unit: million yen)

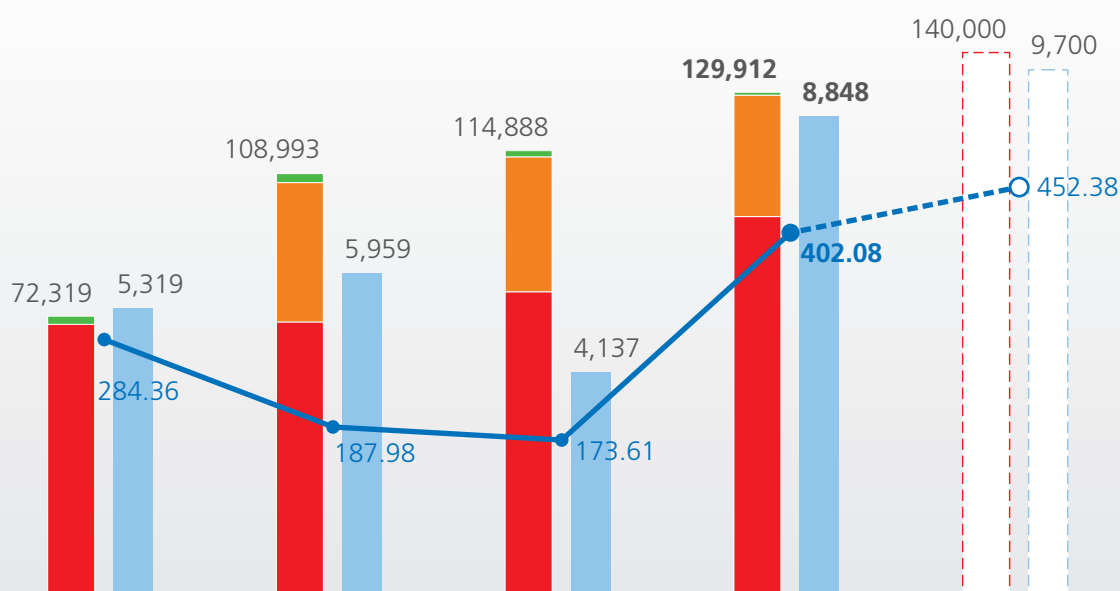
IT-Related Food Finance

Consolidated Operating Income

(Unit: million yen)

Net Income per Share

(Unit: yen)



March 2018

March 2019

March 2020

March 2021

March 2022 (est.)

IT-Related

70,210

70,783

78,557

97,929

—

Food

—

35,900

34,690

31,195

—

Finance

2,107

2,306

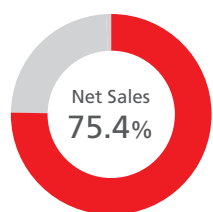
1,640

785

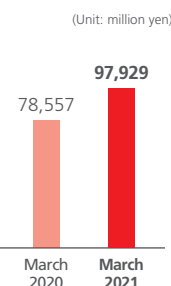
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Consolidated Net Sales by Segment/Segment Income or Loss

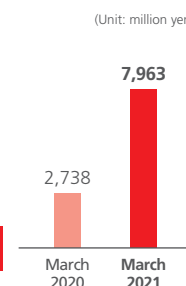
IT-Related



Net Sales
97,929 million yen
24.7% increase year on year

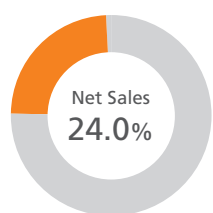


Segment Income
7,963 million yen
190.7% increase year on year

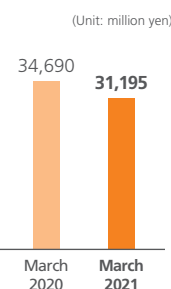


In our mainstay computer peripherals market, the earnings environment was extremely harsh due to the intensified price war that arose as the quantity of computer-related products sold grew during the COVID-19 crisis. This was due to a spike in demand amongst home customers as more people were working from home, as well as due to the promotion of Wi-Fi-related product installations in elementary and junior high schools as part of the GIGA school project run by the Ministry of Education, Culture, Sports, Science, and Technology (MEXT) for corporate users. While we withdrew fully from business in Europe because short-term market recovery was not realizable in the overseas market due to COVID-19, sales from the products that we sell as a Japanese distributor contributed significantly to profit, enabling us to expand the agency business. With increased inquiries for the Buffalo Regular Data Recovery Service via the Internet to prevent the spread of COVID-19, our company delivered satisfactory business results with a cumulative total number of inquiries received being over 37,000. As a result, sales were 97,929 million yen (up 24.7% year on year) and segment income was 7,963 million yen (up 190.7% year on year).

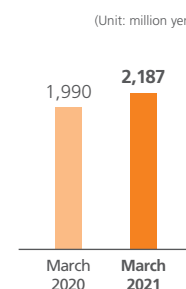
Food



Net Sales
31,195 million yen
10.1% decrease year on year

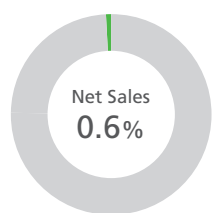


Segment Income
2,187 million yen
9.9% increase year on year

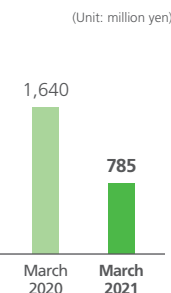


Sales from products offered in three servings, brand-name products (such as Momiuchi, Teppan noodles, and Kenbi noodles), and frozen noodles for family use rose following an increase in the number of people having meals at home, but overall sales declined due to the shrinking sales of the mainstay product, Ryusui noodles, and removal of the unprofitable products. Sales from commercial products also dropped because of a variety of negative factors, including a growing number of people refraining from eating out, temporary closure of restaurants, and shortened business hours. Our company strived to secure profits through thorough efforts, such as reduction of various expenditures including advertising and sales promotion, and streamlining of work and reduction of waste at the production factories. As a result, sales were 31,195 million yen (down 10.1% year on year) and segment income was 2,187 million yen (up 9.9% year on year).

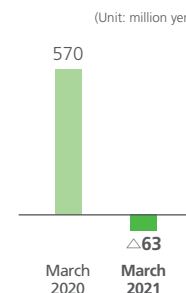
Finance



Net Sales
785 million yen
52.1% decrease year on year



Segment Loss
63 million yen
Segment income in the same period of the previous year: 570 million yen



The difficult operating environment continued, resulting in sales of 785 million yen (down 52.1% year on year) and segment loss of 63 million yen (segment income of 570 million yen in the same period of the previous year).

Supportive activities against COVID-19: Donation of air purifiers to 57 hospitals nationwide

As part of our supportive activities against COVID-19, Buffalo Inc. donated 1,553 units of Airdog, a high-performance air purifier, to 57 member hospitals of the Japan Community Health Care Organization (JCHO) all across Japan.

In response to the donation, Mr. Shigeru Omi, President of JCHO (also serving as head of the Subcommittee on Novel Coronavirus Disease Control), sent a letter of appreciation for the donation; the letter mentions that JCHO would like to put forth efforts to provide patients with a better recuperation environment, create safe and secure hospital space, and sustain and improve activities for medical workers.

Buffalo will continue offering support through Information and Communication Technology (ICT) against issues facing medical institutions due to COVID-19.



Ceremony of presenting the letter of appreciation for the donation

New approaches to expanding the agency business: The high-performance air purifier, Airdog, garnered a positive reputation.

As more people become aware of the significance of viruses, including infectious diseases, they are also gaining interest in improving the quality of air around them. toConnect, Inc. is the only official distributor of the Airdog in Japan. Airdog is a high-performance air purifier developed in Silicon Valley and one of the most sophisticated*1 air purifiers in the world,

Airdog is a TPA filter, which is a unique technology for removing 99.8%*2 of fine particles (as small as one sixth of the size of a virus particle) in the air by generating a magnetic field that charges the positive ions of harmful substances and then collects dust to the filter like a magnet. The filter is washable and users do not need to buy replacements.

Airdog has garnered an excellent reputation as an air purifier suitable for public places such as medical institutions and restaurants, as it can be kept clean and continues to function efficiently.



Official website
<https://airdogjapan.com/>



Airdog,
a high-performance air purifier

*1: The ability measured based on the product's capacity of removing fine particles and a rate of filter performance degradation.

*2: According to the test results delivered by the National Center of Quality Supervision and Testing for Air Conditioning Equipment.

Satisfying demand for Wi-Fi from an increasing number of people working from home: Enriching the lineup of products compatible with Wi-Fi 6

The rapid shift to telecommuting amid the COVID-19 pandemic is creating greater needs for improving the Wi-Fi environment at home.

In order to help customers work from home in a better environment, Buffalo enriched the lineup of AirStation, a router compatible with the new Wi-Fi 6 standard, and began offering flagship, high-performance, premium, standard, and entry models one by one starting in the summer season of 2021. The performance of Wi-Fi 6 (11ax) is about 1.4 times higher than that of the previous standard Wi-Fi 5 (11ac), and the new standard enables a faster and higher-quality communication environment that meets the needs for not only working from home but also video streaming and online gaming, including e-sports. By providing a lineup of products that accommodates different user needs, Buffalo contributes towards better Wi-Fi environments in more households and provides everyone with the joy of effortless Internet connection, as well as comfortably storing and replaying digital data.



Flagship model of the Wi-Fi 6-compatible router

Proactive proposal in the Chinese noodle category whose market boomed: Release of soup-less noodles, a popular menu item product

In the fiscal year ended March 31, 2021, the family-use noodles market boomed following a rise in the number of people refraining from going out and having meals at home, and an accelerating trend toward homemade meals amid the COVID-19 crisis.

Sales from chilled Chinese noodles and fried noodles, in particular, significantly grew because people realized again how easy it is to cook the noodles and how tasty they are. In addition to the sales growth, as an approach to supporting households with tight budgets in the COVID-19 pandemic, Shimadaya Corporation conducted campaigns in November 2020 and March 2021 that awarded 5,000-yen-worth JCB Gift Cards targeting consumers who bought its Chinese and fried noodles products, and the campaigns were promoted through TV commercials.

Furthermore, as a product that introduces a new way of eating Chinese noodles, it has reinforced the lineup of its Chinese noodle products by newly releasing a series of soup-less noodles, one of the most popular menu items at restaurants.

Shimadaya will continue contributing to customers' dietary lives through its products centering on 5K (Kenko (health), Kamben (convenience), Kohinshitsu (high quality), Keizaisei (economy), and Kaioki (storage stock)).



Teppan noodles with a flavor of okonomiyaki sauce



Toripaitan Mazesoba

Consolidated Balance Sheet

(Unit: million yen)

Item	Fiscal Year Ended March 31, 2021	Fiscal Year Ended March 31, 2020
1 Assets		
Current assets	67,759	60,697
Fixed assets	18,042	18,173
Tangible fixed assets	11,604	12,452
Intangible fixed assets	917	981
Investments, etc.	5,520	4,738
Total assets	85,802	78,870
2 Liabilities		
Current liabilities	29,160	25,408
Long term liabilities	4,449	5,201
Total liabilities	33,609	30,609
3 Net assets		
Shareholders' equity		
Capital	1,000	1,000
Capital surplus	4,404	4,404
Retained earnings	65,117	59,495
Treasury stock	△18,735	△16,192
Total shareholders' equity	51,786	48,706
Accumulated other comprehensive income		
Net unrealized gains (losses) on other securities	765	55
Deferred gains or losses on hedges	176	10
Foreign currency translation adjustments	△187	△239
Remeasurements of defined benefit plans	△370	△291
Total accumulated other comprehensive income	383	△465
Subscription right to shares	22	19
Total net assets	52,193	48,260
Total liabilities and net assets	85,802	78,870

Note:

1. We have given the listed amounts by rounding down to the nearest million yen.

POINT

1 Assets

Total assets for the fiscal year ended March 31, 2021 were 85,802 million yen - an increase of 6,932 million yen compared to the end of the previous consolidated fiscal year. Current assets totaled 67,759 million yen - an increase of 7,062 million yen. This change was mainly due to a 19,118 million yen increase in cash and deposits, a 1,422 million yen increase in goods and products, a 710 million yen increase in notes and accounts receivable, a 13,913 million yen decrease in marketable securities and a 1,511 million yen decrease in raw materials and supplies. Fixed assets totaled 18,042 million yen - a decrease of 130 million yen. This change was mainly due to an 848 million yen decrease in tangible fixed assets and a 782 million yen increase in investments, etc.

2 Liabilities

Total liabilities for the fiscal year ended March 31, 2021 were 33,609 million yen - an increase of 2,999 million yen compared to the end of the previous consolidated fiscal year. Current liabilities were 29,160 million yen - an increase of 3,751 million yen. This change was mainly due to a 1,617 million yen increase in accrued income taxes, a 1,196 million yen increase in accrued expenses, a 632 million yen increase in accounts payable and a 399 million yen decrease in allowance for bonus. Long term liabilities totaled 4,449 million yen - a decrease of 751 million yen. This change was mainly due to an 899 million yen decrease in long-term debt, a 96 million yen decrease in provision for directors' retirement benefits and a 252 million yen increase in defined benefit plans.

3 Net Assets

Total net assets for the fiscal year ended March 31, 2021 were 52,193 million yen - an increase of 3,932 million yen compared to the end of the previous consolidated fiscal year. This change was mainly due to a 6,625 million yen resulting from the acquisition of net income attributable to parent company shareholders, a 709 million yen increase in net unrealized gains (losses) on other securities, a 2,542 million yen resulting from the acquisition of treasury stocks and a 1,002 million yen resulting from dividends of surplus.

Consolidated Income Statement (Unit: million yen)

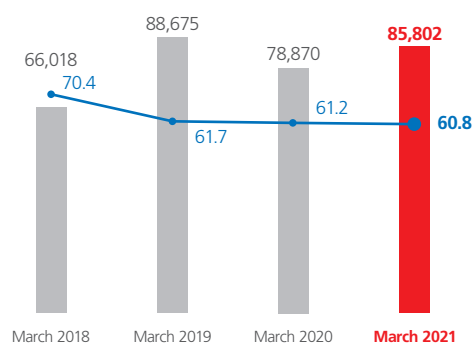
Item	Fiscal Year from April 1, 2020 to March 31, 2021	Fiscal Year from April 1, 2019 to March 31, 2020
Net sales	129,912	114,888
Cost of sales	94,537	86,943
Selling, general and administrative expenses	26,526	23,807
Operating income	8,848	4,137
Non-operating income	393	971
Non-operating expenses	170	194
Ordinary income	9,071	4,914
Extraordinary income	13	594
Extraordinary loss	229	946
Net income before taxes and other adjustments	8,855	4,563
Income, resident and enterprise taxes	3,032	1,338
Income taxes - deferred	△802	85
Net income attributable to parent company shareholders	6,625	3,139

Consolidated Cash Flow Statement (Unit: million yen)

Item	Fiscal Year from April 1, 2020 to March 31, 2021	Fiscal Year from April 1, 2019 to March 31, 2020
Cash flows from operating activities	11,266	6,549
Cash flows from investing activities	12,235	12,257
Cash flows from financing activities	△4,441	△15,469
Effect of exchange rate changes on cash and cash equivalents	57	△10
Net increase (decrease) in cash and cash equivalents	19,118	3,327
Cash and cash equivalents at the beginning of the period	10,444	7,117
Cash and cash equivalents at the end of the period	29,562	10,444

Total Assets (Unit: million yen)

Capital to Asset Ratio (Unit: %)



Notes:

1. We have given the listed amounts by rounding down to the nearest million yen.
2. (Reference) We have given amounts for which we have retrospectively applied the changes to our accounting policy in line with the revision to the accounting standards for the listed amounts in FY March 2018.

| For detailed information |

MELCO HOLDINGS IR

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MELCO HOLDINGS INC.

<p>Company Name Melco Holdings Inc.</p> <p>Date of Incorporation July 1, 1986</p> <p>Capital Stock 1,000 million yen</p> <p>Business Activities Pure holding company of Melco Group. Melco Holdings Inc. holds the shares of the group's operating companies. Governs the operating companies in our group by providing support for business activities and offering managerial guidance.</p> <p>Number of Employees Non-consolidated: 36 Melco Group consolidated: 1,764</p> <p>Number of Group Companies 21 (17 in Japan; 4 overseas)</p>	<p>Board Members <small>(Current as of June 28, 2021)</small></p> <table border="0"> <tr> <td>President and CEO Hiroyuki Maki</td> <td>Director Ichiro Hirata</td> </tr> <tr> <td>Executive Vice President Tamio Matsuo</td> <td>Director Shigeru Sasaki</td> </tr> <tr> <td>Director Norio Kinoshita</td> <td>Full-time Corporate Auditor Masanao Tsuzuki</td> </tr> <tr> <td>Director Yoshiaki Nagase</td> <td>Full-time Corporate Auditor Takehiko Inoue</td> </tr> <tr> <td>Director Iwao Tsusaka</td> <td>Auditor Shinji Shibagaki</td> </tr> <tr> <td>Director Daisuke Maki</td> <td>Auditor Masashi Kitamura</td> </tr> <tr> <td>Director Kenichi Fukuhara</td> <td>Auditor Shogo Kimura</td> </tr> </table>	President and CEO Hiroyuki Maki	Director Ichiro Hirata	Executive Vice President Tamio Matsuo	Director Shigeru Sasaki	Director Norio Kinoshita	Full-time Corporate Auditor Masanao Tsuzuki	Director Yoshiaki Nagase	Full-time Corporate Auditor Takehiko Inoue	Director Iwao Tsusaka	Auditor Shinji Shibagaki	Director Daisuke Maki	Auditor Masashi Kitamura	Director Kenichi Fukuhara	Auditor Shogo Kimura
President and CEO Hiroyuki Maki	Director Ichiro Hirata														
Executive Vice President Tamio Matsuo	Director Shigeru Sasaki														
Director Norio Kinoshita	Full-time Corporate Auditor Masanao Tsuzuki														
Director Yoshiaki Nagase	Full-time Corporate Auditor Takehiko Inoue														
Director Iwao Tsusaka	Auditor Shinji Shibagaki														
Director Daisuke Maki	Auditor Masashi Kitamura														
Director Kenichi Fukuhara	Auditor Shogo Kimura														

BUFFALO INC.

<p>Company Name Buffalo Inc.</p> <p>Date of Foundation May 1, 1975</p> <p>Date of Incorporation August 5, 1978</p> <p>Capital Stock 320 million yen</p> <p>Business Activities Development, manufacture, and sale of digital home appliances and PC peripherals; data recovery service</p> <p>Number of Employees 579</p>	<p>Board Members <small>(Current as of June 28, 2021)</small></p> <table border="0"> <tr> <td>President and CEO Hiroyuki Maki</td> <td>Director Takashi Nishiwaki</td> </tr> <tr> <td>Managing Director Taiji Watanabe</td> <td>Director Katsumi Iwasaki</td> </tr> <tr> <td>Managing Director Manabu Wada</td> <td>Director Satoshi Inaba</td> </tr> <tr> <td>Managing Director Manabu Yano</td> <td>Director Arata Nakamura</td> </tr> <tr> <td>Director Masaya Ishimaru</td> <td>Director Chisato Nakayama</td> </tr> <tr> <td>Director Kazunori Yokoi</td> <td>Auditor Masanao Tsuzuki</td> </tr> </table>	President and CEO Hiroyuki Maki	Director Takashi Nishiwaki	Managing Director Taiji Watanabe	Director Katsumi Iwasaki	Managing Director Manabu Wada	Director Satoshi Inaba	Managing Director Manabu Yano	Director Arata Nakamura	Director Masaya Ishimaru	Director Chisato Nakayama	Director Kazunori Yokoi	Auditor Masanao Tsuzuki
President and CEO Hiroyuki Maki	Director Takashi Nishiwaki												
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Director Masaya Ishimaru	Director Chisato Nakayama												
Director Kazunori Yokoi	Auditor Masanao Tsuzuki												

Shimadaya Corporation

<p>Company Name Shimadaya Corporation</p> <p>Date of Foundation July 20, 1931</p> <p>Date of Incorporation March 4, 1949</p> <p>Capital Stock 1,000 million yen</p> <p>Business Activities Manufacture and sale of noodles and related food products</p> <p>Number of Employees 323</p>	<p>Board Members <small>(Current as of June 28, 2021)</small></p> <table border="0"> <tr> <td>President and CEO Norio Kinoshita</td> <td>Director Ryuta Sugiyama</td> </tr> <tr> <td>Senior Managing Director Shinichiro Soma</td> <td>Director Tamio Matsuo</td> </tr> <tr> <td>Managing Director Nobuyuki Obara</td> <td>Director Toshio Sasaki</td> </tr> <tr> <td>Managing Director Isao Iwata</td> <td>Director Naoki Soneda</td> </tr> <tr> <td>Managing Director Kenji Okada</td> <td>Auditor Yu Kato</td> </tr> </table>	President and CEO Norio Kinoshita	Director Ryuta Sugiyama	Senior Managing Director Shinichiro Soma	Director Tamio Matsuo	Managing Director Nobuyuki Obara	Director Toshio Sasaki	Managing Director Isao Iwata	Director Naoki Soneda	Managing Director Kenji Okada	Auditor Yu Kato
President and CEO Norio Kinoshita	Director Ryuta Sugiyama										
Senior Managing Director Shinichiro Soma	Director Tamio Matsuo										
Managing Director Nobuyuki Obara	Director Toshio Sasaki										
Managing Director Isao Iwata	Director Naoki Soneda										
Managing Director Kenji Okada	Auditor Yu Kato										

CFD SALES INC.

Development, manufacture and sale of personal computer parts and peripheral equipment

BIOS CORPORATION

Development, manufacture and sale of storage-related products

MELCO SYNCRETS INC.

Development and sale of audio equipment and related products

BUFFALO IT SOLUTIONS INC.

Network infrastructure construction and maintenance services

Advanced Design Corp.

Data recovery/erasure/conversion services and manufacture and sale of data erasure products

DigiOn, Inc.

Development and sale of network and storage software

toConnect, Inc.

Direct marketing of products

MELCO FINANCIAL HOLDINGS INC.

Overall management of financial business within the Melco Group

MELCO INVESTMENTS INC.

Investment management and financial instrument intermediary services

| Overseas |

<USA> BUFFALO AMERICAS, INC.

Sale of network-related equipment and PC peripherals

<Taiwan> BUFFALO TECHNOLOGY (TAIWAN) INC.

Procurement and management of the product

<Singapore>Melco Capital Pte. Ltd.

Investment management

(Current as of March 31, 2021)

| Stock |

Number of Shares Outstanding 22,237,873
(including 6,322,195 treasury stocks)

Number of Shareholders 4,523

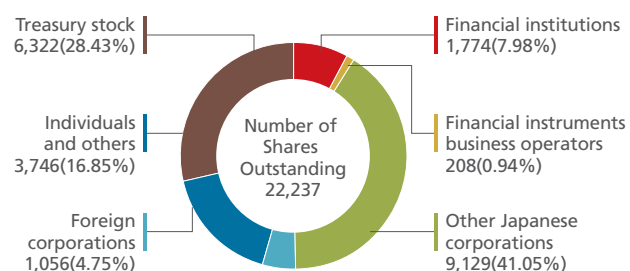
| Major Shareholders | (Top 10)

Shareholder Name	Number of Shares Held (1,000 Shares)	Shareholding Ratio (%)
Makis Inc.	8,390	52.72(37.73)
Hiroyuki Maki	617	3.88(2.78)
Daisuke Maki	617	3.88(2.78)
The Bank of Nagoya, Ltd.	501	3.15(2.26)
Maki Makoto Foundation	500	3.14(2.25)
The Master Trust Bank of Japan, Ltd. (trust account)	484	3.05(2.18)
Jun Maki	334	2.10(1.50)
Custody Bank of Japan, Ltd. (trust account)	207	1.30(0.93)
Hiromi Maki	127	0.80(0.58)
Custody Bank of Japan, Ltd. (trust account 5)	108	0.68(0.49)

Notes:

- The number of shares held has been rounded down to the nearest one thousand.
- We have calculated the shareholding ratio based on the total number of outstanding shares less treasury stocks. We have then given this ratio by rounding up/down the figures to the second decimal place. The shareholding ratio in the parentheses () is calculated based on the total number of outstanding shares including treasury stock.

| Shareholding Distribution by Type of Shareholder | (Unit: thousand shares)



Notes:

- The number of shares held has been rounded down to the nearest one thousand.
- The composition ratio has been rounded off to the second decimal place.

| Shareholder Notes |

Fiscal year-end:	March 31
Ordinary general meeting of shareholders:	June
Dates to determine stock ownership:	For shareholders with voting rights: March 31 For shareholders eligible for year-end dividends: March 31 For shareholders eligible for interim dividends: September 30
Stock listings:	First section of the Tokyo Stock Exchange and Nagoya Stock Exchange
Securities code:	6676
Number of shares per trading unit:	100 shares
Method of public notice:	Posted electronically on https://melco-hd.jp/koukoku/
Stock agencies:	Sumitomo Mitsui Trust Bank, Limited
Contact information:	Sumitomo Mitsui Trust Bank, Limited, Stock Transfer Agency Business Planning Dept. 2-8-4 Izumi, Suginami-ku, Tokyo •Telephone Inquiries 0120-782-031 (Toll free) 9:00 to 17:00 (Except on Saturdays, Sundays and public holidays)
Managing underwriter:	(Main) Daiwa Securities (Secondary) Nomura Securities, Mizuho Securities and SMBC Nikko Securities

MELCO HOLDINGS INC. (Securities code: 6676)

Tokyo Headquarters:	Pacific Century Place Marunouchi, 1-11-1 Marunouchi, Chiyoda-ku, Tokyo, 100-6215 Japan TEL: 81-3-4213-1122 FAX: 81-3-4213-1123
Nagoya Headquarters:	Akamon-dori Bldg., 3-30-20 Ohsu, Naka-ku, Nagoya, 460-8315 Japan TEL: 81-52-251-6891 FAX: 81-52-249-6609

| Website Guide |

MELCO HOLDINGS INC.

Provides the latest news, corporate information, information for investors and other data.



<https://melco-hd.jp>

BUFFALO INC.

Provides product and service details, application cases, and support information.



<https://www.buffalo.jp>

Shimadaya Corporation

Introduces a variety of information on recommended recipes and products.



<https://www.shimadaya.co.jp>