

Melco Group

Business Report 2023

April 1, 2022 to March 31, 2023



Wi-Fi 6E

nasne®

Airdog mini

Ryusui noodles

As the impact of COVID-19 on society subsides, there are signs of normal social activities resuming, so we think that shareholders were relieved.

In the fiscal year ended March 31, 2023, our corporate group strove to expand our business while continuing to implement company-wide telecommuting. However, we saw sluggish business performance, especially profit, due to the yen depreciation, the skyrocketing of raw material prices, the difficulty in procuring major components, the downturn of final demand from consumers, etc.

Under these circumstances, on January 23, 2023, our company announced the start of preparation for listing Shimadaya Corporation as a company specializing in the food product business through spin-off. We will appropriately make various managerial decisions, including those for this organizational restructuring plan, to maximize long-term shareholder value and live up to your expectations.

The entire Group will devote ourselves to supporting the changes in our customers' social lives. I look forward to your continued support and patronage.



Hiroyuki Maki

President and CEO
MELCO HOLDINGS INC.

June 2023

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.

We are earnestly proceeding with the organizational restructuring plan with the aim of maximizing long-term shareholder value.

The global economic situation remains uncertain

In the fiscal year under review, the Japanese and global economies saw the progress of measures for preventing the spread of COVID-19 and promoting economic activities, but the economic outlook remains uncertain, due to the prolongation of the war in Ukraine, the global rise in commodity prices, the depreciation of the yen, etc.

Under such circumstances, we have a basic policy in the IT-related sector to fully cooperate with government policies on preventing the spread of COVID-19. Under these policies, we have continued to take measures to ensure business continuity. These include the implementation of company-wide telecommuting, split shifts in offices and the use of teleconferencing systems. Amidst these initiatives, we have endeavored to stably supply products and conduct proactive sales activities for our main products.

Moreover, upon continuing to take thorough measures against COVID-19 in the food sector, we strove to supply products stably while concentrating on securing raw materials, ensuring stable profit, and expanding sales.

As a result, net sales were 142,576 million yen (down 1.1% year on year), operating income was 4,518 million yen (down 64.4% year on year), ordinary income was 4,718 million yen (down 63.9% year on year) and net income attributable to parent company shareholders was 3,057 million yen (down 67.3% year on year) in our results in the fiscal year under review.

Although we maintained and expanded our share, we struggled to secure profit.

For the IT-related sector, we have focused on expanding sales and providing services of high value-added products for corporate users. For home users, we started to sell nasne®*1 in our official online store, and released a tri-band Wi-Fi router which supports the new standard Wi-Fi 6E*2. We maintained and expanded our share while striving to provide products stably. Nevertheless, it was an extremely difficult profit environment due to the shrinkage of sales resulting from diminished domestic demand and soaring costs. On the other hand, Airdog, a high-performance air purifier that our corporate group sells as a Japanese distributor, and the Buffalo Regular Data Recovery Service sold steadily.

For the food sector, while some brands of family-use products saw decreased sales due to the declined demand stemming from the ease of regulations on going out, overall sales increased thanks to the expansion of sales of Taikoban udon noodles, which are made from domestic ingredients to enhance added value, a recovery of the restaurant industry in regards to commercial-use products, and continued marketing to acquire new clients. We also considerably reduced expenses for advertising and sales promotion and made efforts to curtail costs. However, the costs of raw materials and energy exceeded our forecast significantly, so we revised product prices again on February 2023.

*1 nasne® is the registered trademark of Sony Interactive Entertainment LLC.

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

We concentrate on measures for supplying products stably, developing products that will be chosen by customers, and achieving sustainable profit growth.

The impact of COVID-19 on society is starting to subside. However, we expect the business environment of our corporate group to become more severe due to constant depreciation of the yen, global commodity price hikes such as energy and grains prices, and the prolonged Russia-Ukraine conflict. In this situation, we have been striving to stably supply products and engage in the development and provision of products which will be chosen by customers in the IT-related sector. On the other hand, we will focus on the preparation for listing and efforts to achieve sustainable profit growth in the food sector.

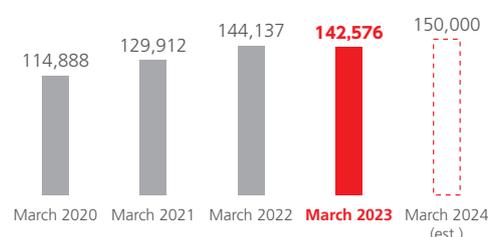
Based on these assumptions, we estimate net sales, operating income, ordinary income, and net income attributable to parent company shareholders to be 150 billion yen (up 5.2 % year on year), 4 billion yen (down 11.5% year on year), 4.3 billion yen (down 8.9% year on year), and 3 billion yen (down 1.9% year on year), respectively, on a consolidated basis in the fiscal year ending March 31, 2024.

For the time being, we devote ourselves to implementing the organizational restructuring plan including the spin-off of Shimadaya Corporation, which was announced on January 23, 2023, in order to maximize the long-term shareholder value.

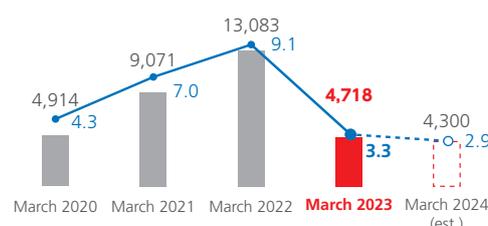
Notes:

1. We have given the listed amounts by rounding down to the nearest million yen.
2. We have been applying the "Accounting Standard for Revenue Recognition (ASBJ Statement No. 29; March 31, 2020)" since the beginning of 36th term (fiscal year ended March 31, 2022). However, the accounting standard is not retrospectively applied to the figures for 35th term (fiscal year ended March 31, 2021) and before.

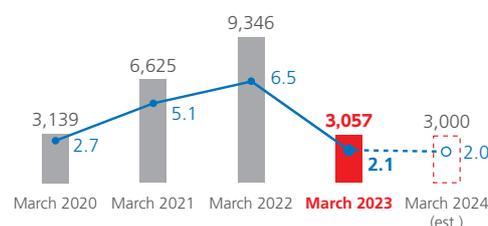
Consolidated Net Sales (Unit: million yen)



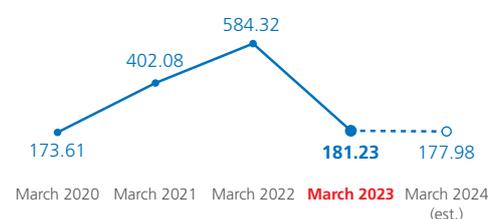
Consolidated Ordinary Income (Unit: million yen) Consolidated Ordinary Income Margin (Unit: %)



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



Net Income per Share (Unit: yen)



We support customers in adapting to changes in social life, involving all companies of the Melco Group.

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, MagWiper, a magnetic data degaussing device, and Blastreams, a 4K-compatible device exclusively for live streaming. In addition to these, we also offer products that add richness to everyday life. These include the Airdog, a high-performance air purifier, nasne[®]*, a network recorder and media storage device, and digital music library devices dedicated to high resolution audio. We also offer various services and solutions including our data recovery services and the remote management service Kiki Navi.

* nasne[®] is the registered trademark of Sony Interactive Entertainment LLC.



Wi-Fi 6E-compatible router



External hard disk



nasne[®]



NAS for corporate users



Airdog



Blastreams



Digital music library



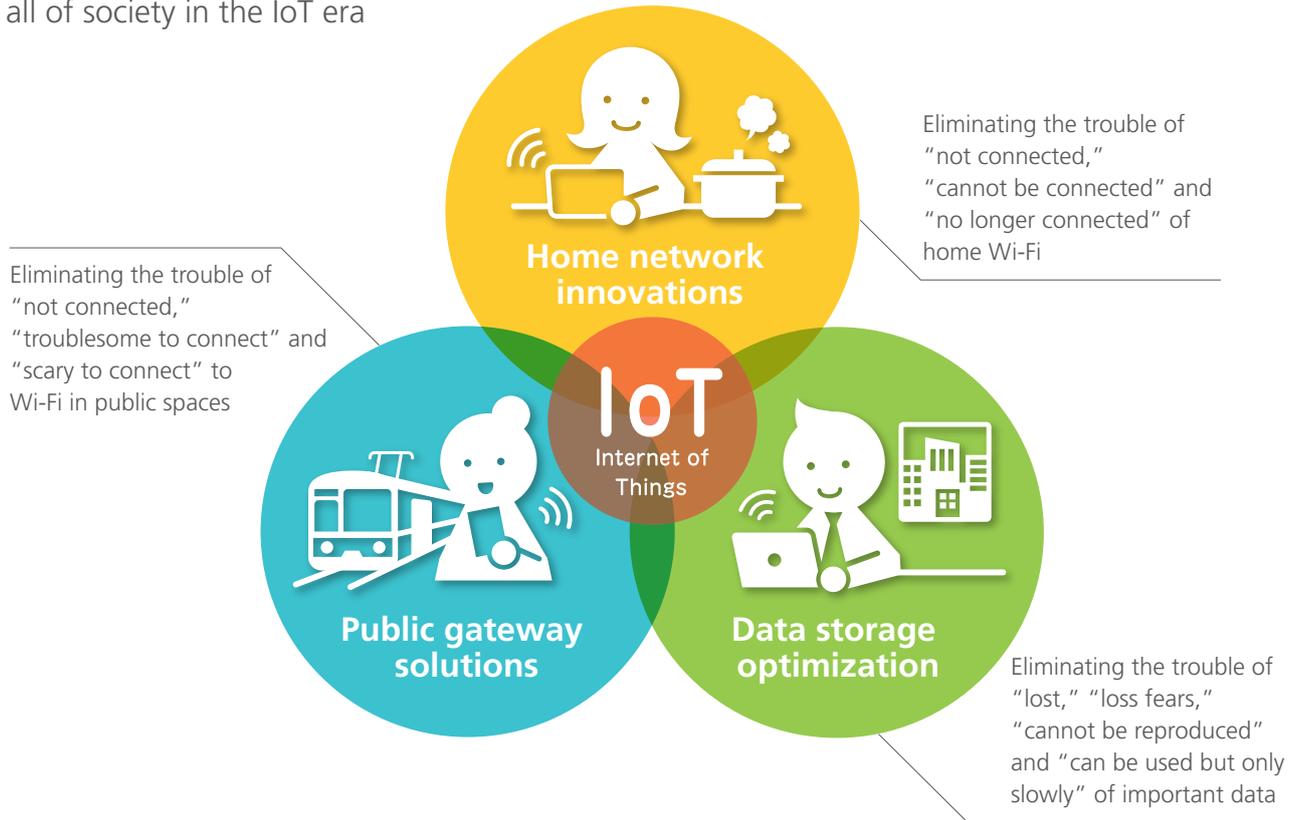
Kiki Navi



Data recovery service

Mid-Term Vision "Gateway 2.0"

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



BCN AWARD 2023
(January to December 2022)

Winner in **14** Categories
(our corporate group)

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 fourteen years in a row for a total of fourteen 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

21st consecutive year
21st win



NAS Category

10th consecutive year
10th win



Hub Category

22nd consecutive year
23rd win



LAN Card Category

24th consecutive year
24th win



External HDD Category

15th consecutive year
20th win



Router Category

20th consecutive year
21st win



■ Expansion Interface Category

20th consecutive year 20th win*1

■ Memory Category

14th consecutive year 22nd win*2

■ Drive Casing Category

13th consecutive year 15th win

■ PC Power Unit Category

12th consecutive year 12th win

■ USB Memory Category

3rd consecutive year 10th win

■ DVD Burner Category

3rd consecutive year 12th win

■ External SSD Category

3rd consecutive year 3rd win

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.

Keyword for our development: 7K



Ryusui Noodles
Soba made of buckwheat grown in Japan



Kenbi Noodles
40% less carbohydrate content
Authentic udon noodles



Frozen Kenbi Noodles
Salt-free
Inaniwa-style udon noodles



Shinuchi
Thin Inaniwa-style udon noodles



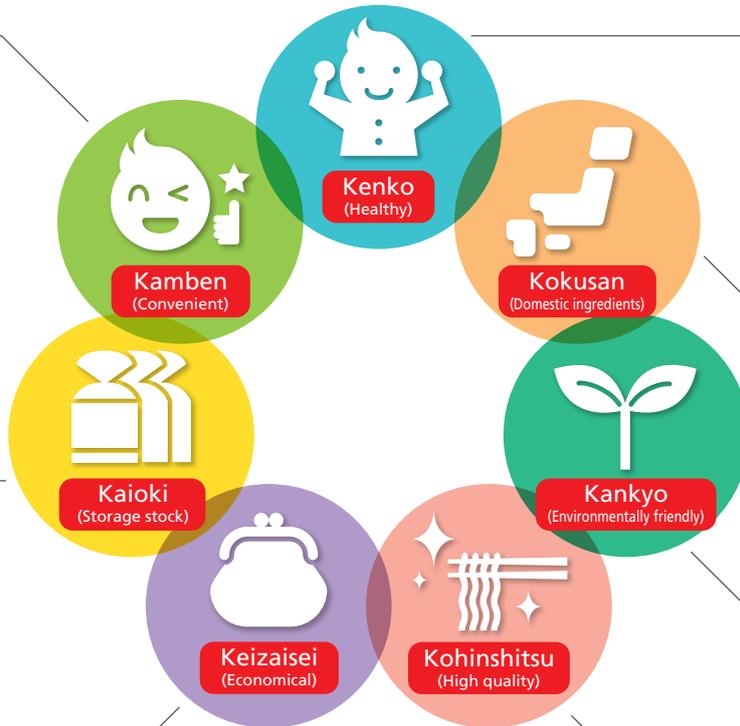
Chinese-style fried rice noodles
Flavored with oyster sauce



Taikoban
Udon noodles made of wheat grown in Japan



"Clock Tower" Chinese Noodles
Flavored with tasty soy sauce



Consolidated Net Sales

(Unit: million yen)

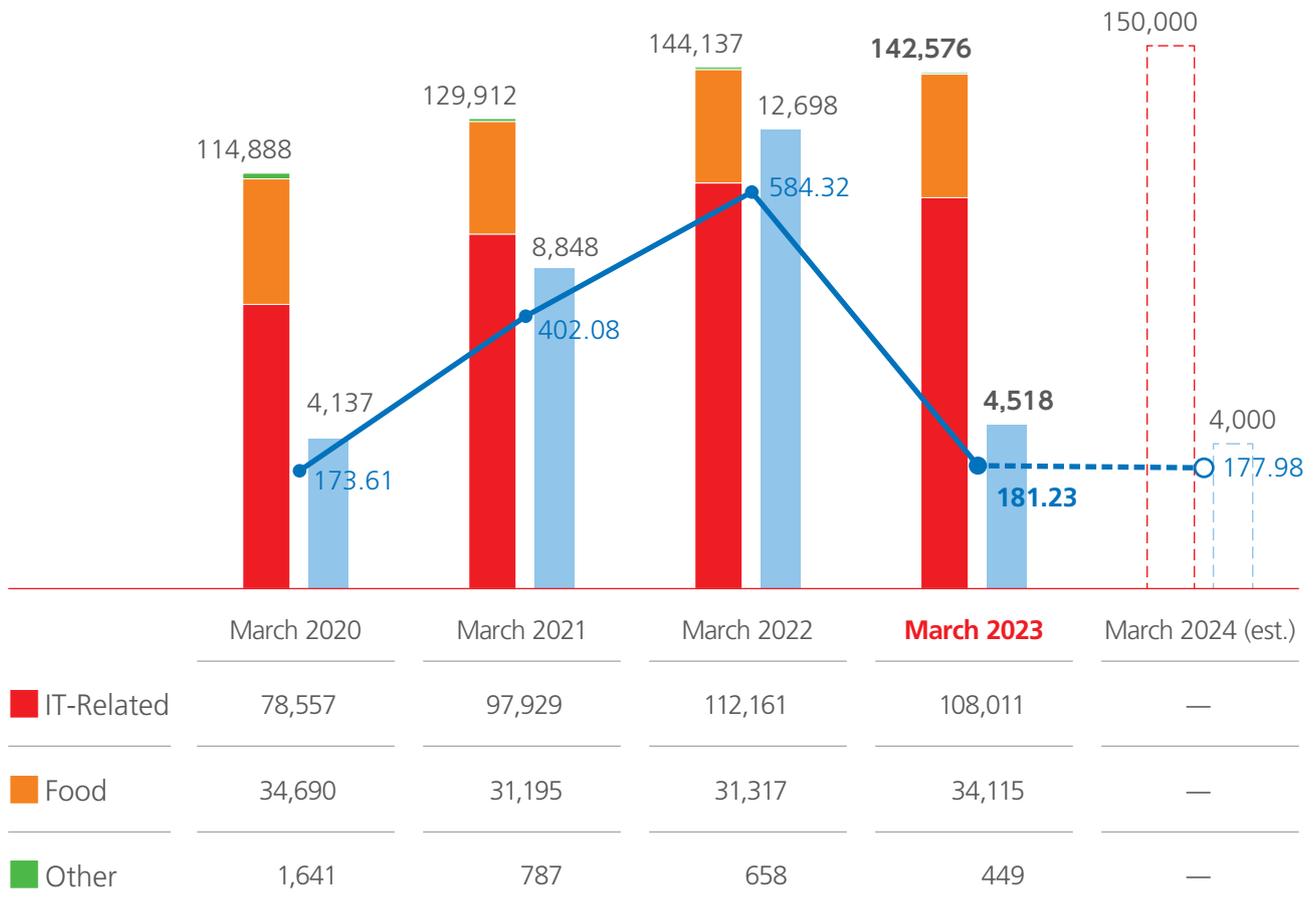
IT-Related Food
Other

Consolidated Operating Income

(Unit: million yen)

Net Income per Share

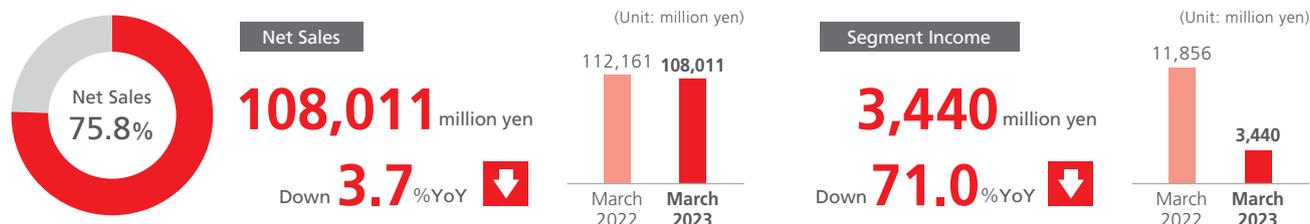
(Unit: yen)



The reporting segment of "Finance" is included in "Other" as the materiality has become insignificant. The "Other" segment refers to the business segments other than reporting segments, and includes company-wide management functions. The graphs for the fiscal year ended March 31, 2022 and before are created based on the changed reporting segments.

Consolidated Net Sales by Segment/Segment Income or Loss

IT-Related



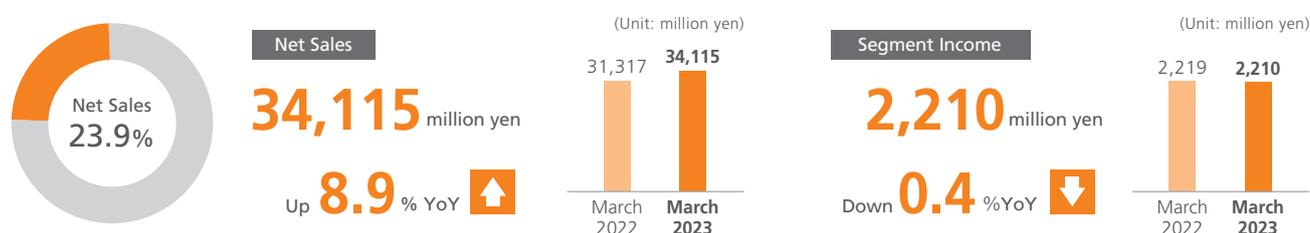
In our mainstay computer peripherals market, we concentrated on the sales promotion of products with high added value and the provision of services for corporate users, by selling VPN routers, which are suited for developing an inter-base VPN environment for corporations, enriching the new service “Kiki Navi Cloud Zero Touch,” which enables the operation of Wi-Fi access points without on-site configuration, and providing “Electronic Ledger Manager,” an app for following the Act on Special Provisions concerning Preservation Methods for Books and Documents Related to National Tax Prepared by Means of Computers free of charge, as part of efforts to support DX of enterprises with networks. For home users, we opened an official online store of Buffalo, and released “nasne®,” a network recorder & media storage. In addition, we released a tri-band Wi-Fi router equipped with an Internet port for up to 2.5 Gbps, which is compatible with the new standard “Wi-Fi 6E” for the first time in Japan*. As we strove to supply products stably, our market share was maintained or expanded, but sales declined due to the diminished domestic demand, and the profit environment was extremely harsh, due to the skyrocketing of costs caused by the yen depreciation and the global shortage of semiconductors.

On the other hand, a high-performance air purifier “Airdog,” which our corporate group sells as a Japanese distributor, sold well, and the cumulative number of orders for “Buffalo Regular Data Recovery Service” exceeded 64,000, as we started accepting orders in the website to cope with COVID-19.

As a result, net sales were 108,011 million yen (down 3.7% year on year) and segment income was 3,440 million yen (down 71% year on year).

*As a tri-band Wi-Fi router equipped with the Internet port for up to 2.5 Gbps that is compatible with Wi-Fi 6E (as of September 5, 2022; surveyed by Buffalo Inc.)

Food



The sales of products for family use increased, as we saw the growth of sales of “Taikoban,” whose added value was improved by using ingredients made in Japan, and frozen noodles for family use, for which we enhanced sales promotion, despite the fact that the sales of brand-name products, such as “Ryusui Noodles” and “Kenbi Noodles,” shrank partially due to the declined demand stemming from the ease of regulations on going out. The sales of commercial products increased, thanks to the recovery of the restaurant industry, the continued marketing to acquire new clients, etc. For profit, we considerably reduced expenses for advertising and sales promotion, made efforts to curtail costs, and revised product prices in March 2022. However, the costs of raw materials and energy exceeded our forecast significantly, so we revised product prices again on February 2023.

As a result, net sales were 34,115 million yen (up 8.9% year on year) and segment income was 2,210 million yen (down 0.4% year on year).

TOPIC 1

Participated in the “11th NIPPON IT Charity Ekiden,” and Buffalo won 4th place overall.

Our corporate group agreed with the theme “Mutual support for having everyone lead a happy life” of the “11th NIPPON IT Charity Ekiden (hereinafter called “the Race”),” which was held at the central plaza of Odaiba Symbol Promenade Park in Koto-ku, Tokyo in November 2022, and co-sponsored it as a platinum sponsor, and 5 Buffalo teams participated in the Race.

On the day of the Race, each team ran with the theme and goal indicated, and all team members completed their respective courses while enjoying the race and passing a sash. In particular, the “BUFFALO Athletes” team set a high goal of “winning a prize without fail,” and won 4th place overall in their first race, recording the fastest time among participating IT enterprises.

The revenues we earned through the Race will be donated to the NPO “Future Dream Achievement (FDA),” which assists those suffering from depression and social withdrawal in finding employment, and used for supporting the regions devastated by the Great East Japan Earthquake, the Kumamoto Earthquakes, and the Tottori Earthquake. We will keep supporting customers in adapting to changes in social life, involving all group companies, and contribute to society through corporate activities and each employee’s activities.



Scene of the “11th NIPPON IT Charity Ekiden”

TOPIC 2

We donated network devices to Nisshin City, Aichi Prefecture, and offered education about information literacy to junior high school students.

Buffalo donated 12 network devices, including wireless LAN access points for corporate users, to Nisshin City, Aichi Prefecture, for the purpose of promoting DX in education and supporting network development for realizing the national scheme for vitalizing regions with digital technology. At the donation receiving ceremony held at the city hall of Nisshin City in November 2022, the Executive Vice President Taiji Watanabe of Buffalo donated the devices to the mayor Hiroki Kondo, and received his words of appreciation for this support. The donated devices will be used for developing networks for elementary schools and nursery schools in Nisshin City.

In January 2023, we held a lecture for using social media safely with peace in mind for 655 students of Nisshin City Nisshin Higashi Junior High School in Aichi Prefecture as part of education on information literacy. In that lecture, the advisor Hiroki Sumida of our company took the rostrum and explained the know-how on using social media properly and seeking counseling if you have suffered trauma, while introducing an actual case and spoke about how to use social media responsibly.

We will support DX in a comprehensive manner, by offering not only products and services, but also offering education on information literacy.



Donation receiving ceremony
(Left) Mayor Hiroki Kondo
(Right) Executive Vice President Taiji Watanabe of Buffalo



Lecture for using social media safely with peace in mind
Advisor Hiroki Sumida of our company

TOPIC 3

The largest share in terms of the domestic sales volume of wireless LAN Received BCN AWARD for the 21st consecutive year.

At “BCN AWARD 2023,” BCN Inc. commended vendors that had the largest share in terms of sales volume of PC peripherals in 2022, and Buffalo received the award in a total of 10 categories, including the wireless LAN, external HDD, and external SSD categories for which Buffalo received the award in the previous year, as well as the card reader category, for which Buffalo received the award for the first time in 13 years. In addition, Buffalo received the award in 4 categories, including the drive casing category, in CFD sales, so our corporate group received the award in a total of 14 categories.

In particular, Buffalo received the award in the wireless LAN category for the 21st consecutive year. In 2022, Buffalo provided Japan’s first* Wi-Fi router “WNR-5400XE6 Series,” which is compatible with “Wi-Fi 6E” for the 6GHz band, and products compatible with mesh networks and IPv6, to meet the needs of the times.

We would like express our thanks to many customers using our products and consider that our favorable business performance is attributable to the support of distributors and OA equipment retailers. We will continue our efforts developing attractive products that deliver more enjoyment to your life.

* As a tri-band Wi-Fi router equipped with the Internet port for up to 2.5 Gbps that is compatible with Wi-Fi 6E (as of September 5, 2022; surveyed by Buffalo Inc.)

What is BCN AWARD?

Based on actual aggregate sales at major electrical appliance stores across Japan, BCN Inc. commends the maker with the largest sales volume of PC peripherals for each year (Jan. 1 to Dec. 31). They take into account diverse items, including PCs, peripheral devices, and software. This award is based on actual sales volume, which is an objective indicator.



Wi-Fi 6E-compatible router “WNR-5400XE6 Series”

TOPIC 4

Two products, including Shimadaya’s “Ryusui Noodles,” received “10-year Award of JSH Salt Reduction Promotion.”

In June 2022, the ceremony for “10-year Award of JSH Salt Reduction Promotion” was held at the venue of the 10th Annual Scientific Forum of Clinical Hypertension (Royton Sapporo), and Shimadaya’s “Ryusui Noodles” and “Kenbi Noodles,” an authentic udon with no salt, received this award.

“10-year Award of JSH Salt Reduction Promotion” is an award for products of enterprises that significantly contributed to the distribution of low-salt products in various fields over the past 10 years among “low-salt food products recommended by JSH” introduced by the salt reduction and nutrition committee of the Japanese Society of Hypertension since September 2013, so that it would be helpful to patients of hypertension and those who want to reduce salt intake. This time, 34 products of 15 companies received this award, and in the section of chilled noodles, only Shimadaya’s products received this award.

The salt reduction market has grown over the past 10 years. Shimadaya has implemented measures for salt reduction, including the release of low-salt products in 2012, while hoping that those who care about salt intake can savor delicious noodles. Shimadaya will continue the development and sale of products while focusing on health, and contribute to the healthy dietary habits of customers.



Ryusui Noodles
Udon noodles



Kenbi Noodles
Authentic udon noodles without salt

Consolidated Balance Sheet

(Unit: million yen)

Item	Fiscal Year Ended March 31, 2023	Fiscal Year Ended March 31, 2022
1 Assets		
Current assets	66,020	69,722
Fixed assets	27,389	26,075
Tangible fixed assets	11,236	11,033
Intangible fixed assets	3,394	2,012
Investments, etc.	12,757	13,030
Total assets	93,410	95,798
2 Liabilities		
Current liabilities	27,941	29,618
Long-term liabilities	3,005	3,056
Total liabilities	30,946	32,674
3 Net assets		
Shareholders' equity		
Capital	1,000	1,000
Capital surplus	250	250
Retained earnings	61,092	64,898
Treasury stock	(267)	(3,486)
Total shareholders' equity	62,075	62,662
Accumulated other comprehensive income		
Net unrealized gains (losses) on other securities	611	605
Deferred gains or losses on hedges	31	243
Foreign currency translation adjustments	(31)	(110)
Remeasurements of defined benefit plans	(222)	(299)
Total accumulated other comprehensive income	388	438
Subscription right to shares	—	22
Total net assets	62,463	63,123
Total liabilities and net assets	93,410	95,798

Note: 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, 2023 were 93,410 million yen - a decrease of 2,388 million yen compared to the end of the previous consolidated fiscal year. Current assets totaled 66,020 million yen - a decrease of 3,701 million yen. This change was mainly due to a 6,687 million yen decrease in securities, a 1,327 million yen decrease in cash and deposits, a 564 million yen decrease in goods and products, a 2,068 million yen increase in income taxes receivable, a 1,172 million yen increase in raw materials and supplies, and a 964 million yen increase in accounts receivable. Fixed assets totaled 27,389 million yen - an increase of 1,313 million yen. This change was mainly due to a 1,382 million yen increase in intangible fixed assets.

2 Liabilities

Total liabilities for the fiscal year ended March 31, 2023 were 30,946 million yen - a decrease of 1,728 million yen compared to the end of the previous consolidated fiscal year. Current liabilities were 27,941 million yen - a decrease of 1,676 million yen. This change was mainly due to a 1,204 million yen decrease in income taxes payable. Long-term liabilities totaled 3,005 million yen - a decrease of 51 million yen. This change was mainly due to a 132 million yen decrease in net defined benefit liability, a 99 million yen decrease in long-term debt, and a 263 million yen increase in reserve for retirement benefits for officers.

3 Net Assets

Total net assets for the fiscal year ended March 31, 2023 were 62,463 million yen - a decrease of 659 million yen compared to the end of the previous consolidated fiscal year. This change was mainly due to a 3,057 million yen resulting from the acquisition of net income attributable to parent company shareholders, a 2,024 million yen resulting from payment of dividends, a 1,562 million yen resulting from payment of difference for the price to acquire subsidiary's shares, and a 73 million yen decrease in accumulated other comprehensive income.

Consolidated Income Statement (Unit: million yen)

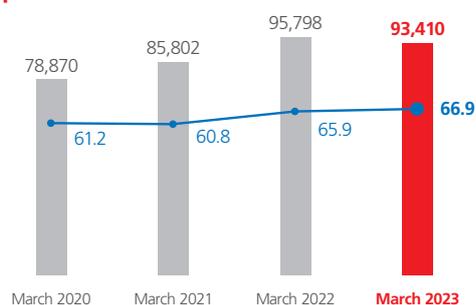
Item	Fiscal Year from April 1, 2022 to March 31, 2023	Fiscal Year from April 1, 2021 to March 31, 2022
Net sales	142,576	144,137
Cost of sales	106,589	100,219
Selling, general and administrative expenses	31,468	31,220
Operating income	4,518	12,698
Non-operating income	512	856
Non-operating expenses	312	470
Ordinary income	4,718	13,083
Extraordinary income	22	—
Extraordinary loss	652	47
Net income before taxes and other adjustments	4,088	13,036
Income, resident and enterprise taxes	1,041	3,751
Income taxes - deferred	(10)	(62)
Net income attributable to parent company shareholders	3,057	9,346

Consolidated Cash Flow Statement (Unit: million yen)

Item	Fiscal Year from April 1, 2022 to March 31, 2023	Fiscal Year from April 1, 2021 to March 31, 2022
Cash flows from operating activities	392	1,005
Cash flows from investing activities	2,744	(1,839)
Cash flows from financing activities	(4,506)	(6,958)
Effect of exchange rate changes on cash and cash equivalents	40	64
Net increase (decrease) in cash and cash equivalents	(1,327)	(7,727)
Cash and cash equivalents at the beginning of the period	21,834	29,562
Cash and cash equivalents at the end of the period	20,506	21,834

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. We have been applying the "Accounting Standard for Revenue Recognition (ASBJ Statement No. 29; March 31, 2020)" since the beginning of 36th term (fiscal year ended March 31, 2022). However, the accounting standard is not retrospectively applied to the figures for 35th term (fiscal year ended March 31, 2021) and before.

For detailed information

MELCO HOLDINGS IR

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Japan

MELCO HOLDINGS INC.

Company Name	MELCO HOLDINGS INC.
Date of Incorporation	July 1, 1986
Capital Stock	1,000 million yen
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.
Number of Employees	Non-consolidated: 32 Melco Group consolidated: 1,933
Number of Group Companies	22 (19 in Japan; 3 overseas)

Board Members (Current as of June 26, 2023)

President and CEO Hiroyuki Maki	Outside Director Hiroyuki Miyajima
Director Yoshimasa Nagase	Outside Director Kumiko Otsuka
Director Manabu Yano	Director (Full-time Audit & Supervisory Committee Member) Masanao Tsuzuki
Director Chisato Nakayama	Outside Director (Audit & Supervisory Committee Member) Shogo Kimura
Director Tamio Matsuo	Outside Director (Audit & Supervisory Committee Member) Jun Kamiya
Director Iwao Tsusaka	
Director Daisuke Maki	

BUFFALO INC.

Company Name	Buffalo Inc.
Date of Foundation	May 1, 1975
Date of Incorporation	August 5, 1978
Capital Stock	320 million yen
Business Activities	Development, manufacture, and sale of digital home appliances and PC peripherals; data recovery service
Number of Employees	648

Board Members (Current as of May 11, 2023)

President and CEO Hiroyuki Maki	Director Takashi Nishiwaki
Executive Vice President Taiji Watanabe	Director Katsumi Iwasaki
Senior Managing Director Manabu Wada	Director Nobuhiro Tamura
Managing Director Manabu Yano	Auditor Masanao Tsuzuki
Managing Director Kazunori Yokoi	Auditor Mitsuru Ozawa
Managing Director Masaya Ishimaru	

Shimadaya Corporation

Company Name	Shimadaya Corporation
Date of Foundation	July 20, 1931
Date of Incorporation	March 4, 1949
Capital Stock	1,000 million yen
Business Activities	Manufacture and sale of noodles and related food products
Number of Employees	316

Board Members (Current as of May 15, 2023)

Director and Chairperson Norio Kinoshita	Director Tomoyuki Ota
President and CEO Kenji Okada	Director Hiroyuki Maki
Senior Managing Director Shinichiro Soma	Director (Full-time Audit & Supervisory Committee Member) Masaru Kato
Managing Director Nobuyuki Obara	Outside Director (Audit & Supervisory Committee Member) Takashi Fukayama
Director Ryuta Sugiyama	Outside Director (Audit & Supervisory Committee Member) Yasuyuki Takaki
Director Toshio Sasaki	
Director Naoki Soneda	

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

(Current as of March 31, 2023)

Stock Information

(Current as of March 31, 2023)

Stock

Number of Shares Outstanding	16,937,873 (including 81,726 treasury stocks)
Number of Shareholders	4,993

Major Shareholders (Top 10)

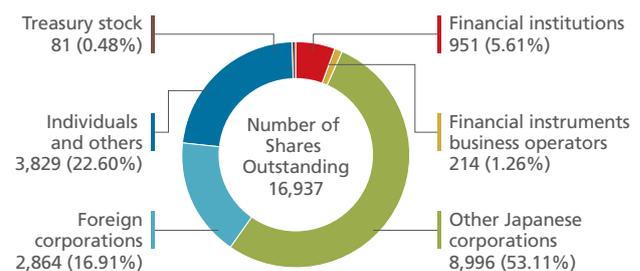
Shareholder Name	Number of Shares Held (1,000 Shares)	Shareholding Ratio (%)
Makis Co., Ltd.	8,390	49.77(49.53)
ECM MF	1,781	10.56(10.51)
The Master Trust Bank of Japan, Ltd. (trust account)	692	4.10(4.08)
Hiroyuki Maki	635	3.76(3.75)
Daisuke Maki	500	2.97(2.95)
Maki Makoto Foundation	500	2.96(2.95)
Jun Maki	300	1.77(1.77)
Custody Bank of Japan, Ltd. (trust account)	183	1.08 (1.08)
Taiji Iwasaki	148	0.88(0.87)
Melco Mutual Aid Association	103	0.61(0.60)

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 rounded off 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:	Prime Market of the Tokyo Stock Exchange and Premier Market of the 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 Sumitomo Mitsui Trust Bank, Limited, Stock Transfer Agency Business Planning Dept. 2-8-4 Izumi, Suginami-ku, Tokyo <ul style="list-style-type: none">•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>
