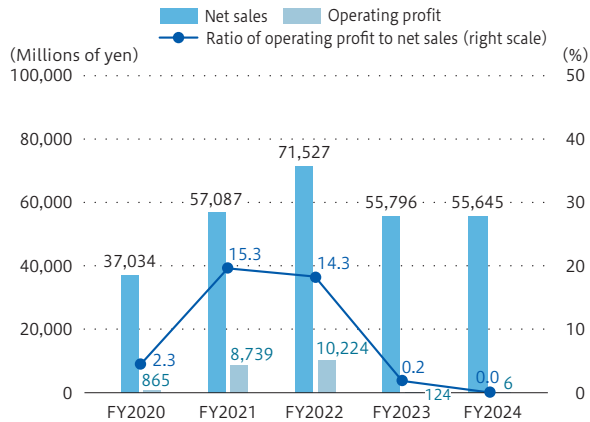


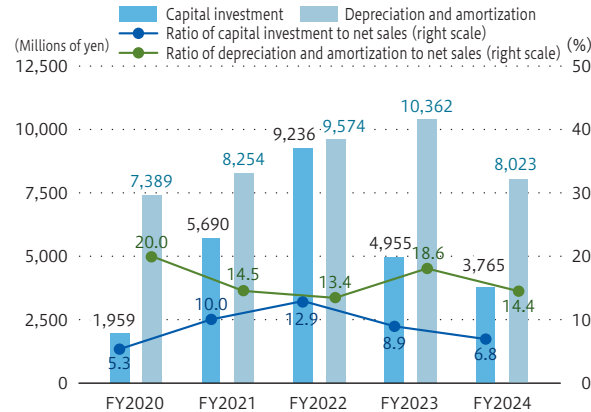
Financial Highlights

Net sales, Operating profit, and Ratio of operating profit to net sales



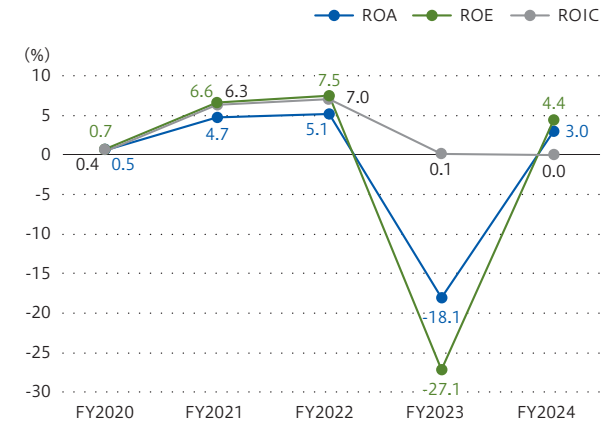
Although domestic orders continued to stagnate from the previous fiscal period, orders began to recover in the second half. As a result, net sales for fiscal 2024 totaled ¥55,645 million, a decrease of 0.3% from the previous fiscal year. Operating profit also decreased due to lower orders, falling 94.4% year on year to ¥6 million.

Capital investment, Depreciation and amortization, Ratio of capital investment to net sales, and Ratio of depreciation and amortization to net sales



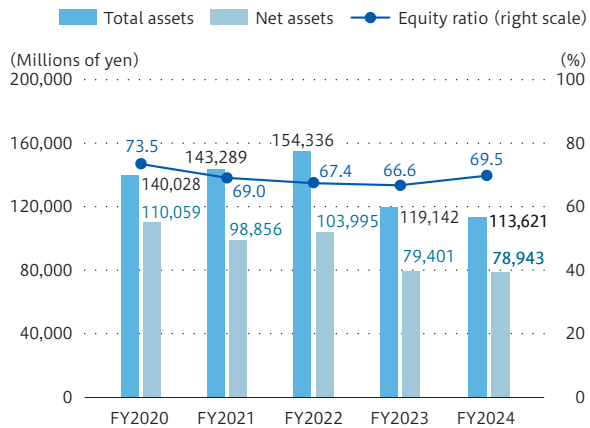
The capital investment decreased 24.0% compared with the previous fiscal year to a total of ¥3.7 billion, representing 6.8% of net sales. By region, Japan accounted for ¥2.1 billion, North America for ¥0.6 billion, and Europe for ¥1.0 billion. Depreciation and amortization, including intangible assets, decreased by ¥2.3 billion to ¥8.0 billion (14.4% of net sales).

ROA, ROE, and ROIC



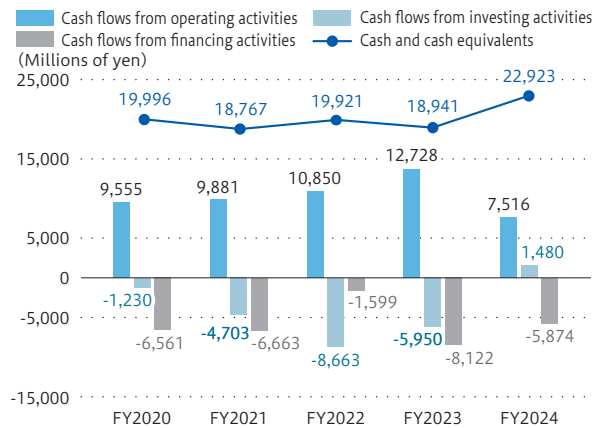
Return on assets (ROA) increased by 21.1 percentage points to 3.0%, and return on equity (ROE) increased by 31.5 percentage points to 4.4%, both from the previous fiscal year. The primary reason for the increase was the recording of approximately ¥5.8 billion in extraordinary income from the sale of investment securities, which resulted in a turnaround to a net profit of approximately ¥3.4 billion. Meanwhile, return on invested capital (ROIC) decreased by 0.1 percentage points to 0.0%.

Total assets, Net assets, and Equity ratio



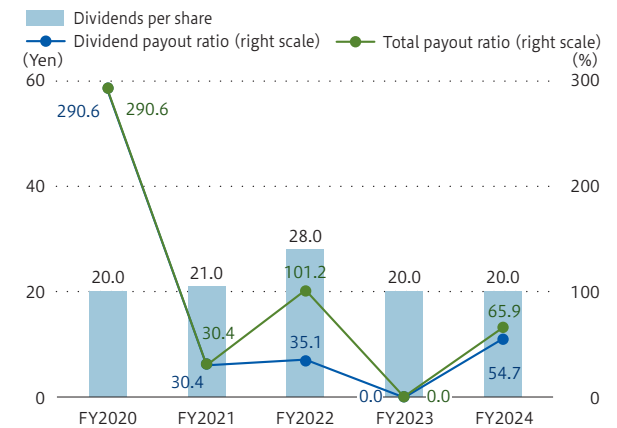
At the end of fiscal 2024, total assets decreased by ¥5.5 billion from the previous fiscal year end to ¥113.6 billion, while net assets decreased by ¥0.4 billion from the previous fiscal year end to ¥78.9 billion. Equity ratio increased by 2.9 percentage points from the previous fiscal year end to 69.5%.

Cash flows, and Cash and cash equivalents



In terms of cash flows, operating activities provided net cash of ¥7.5 billion, a decrease of ¥5.2 billion from the previous fiscal year, while investing activities generated positive cash flow of ¥1.4 billion, an increase of ¥7.4 billion. Financing activities used net cash of ¥5.8 billion, and cash and cash equivalents at fiscal year end totaled ¥22.9 billion.

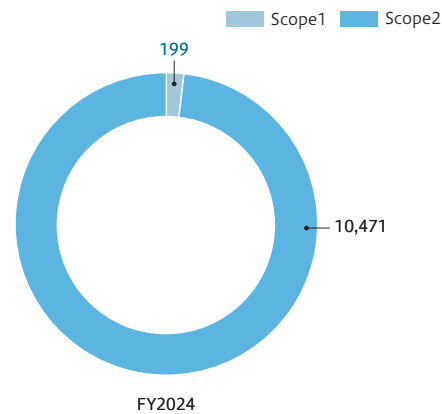
Dividends per share, Dividend payout ratio, and Total payout ratio



Dividends per share were ¥20 (¥10 interim and ¥10 year-end), the same as in the previous fiscal year. Dividend payout ratio was 54.7%, while total payout ratio was 65.9%. A dividend payout ratio of 30% is our basic dividend policy. In the event of significant short-term fluctuations in performance, we will consider stable dividend payments while pursuing a flexible capital policy.

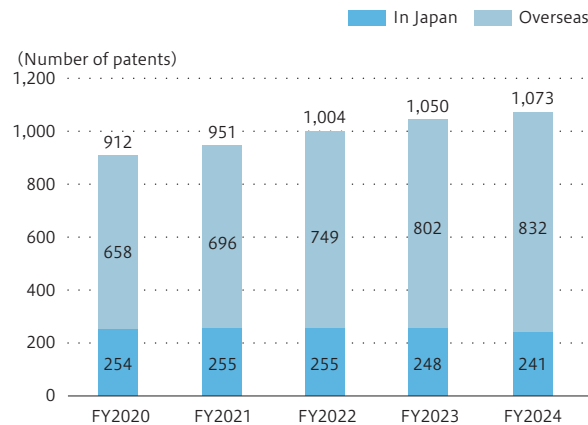
Sustainability Indicators Highlights

Greenhouse gas (GHG) emissions (t-CO₂)



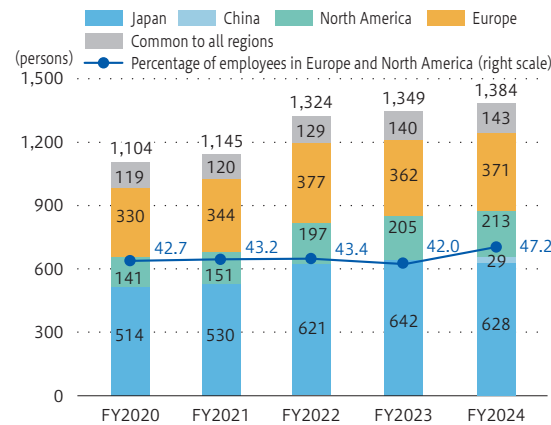
We began disclosing greenhouse gas (GHG) emissions on a consolidated basis with the figure from fiscal 2022. For fiscal 2024, the Scope 1 emissions totaled 199 t-CO₂, while Scope 2 emissions (market-based) totaled 10,471 t-CO₂, with a combined total of 10,670 t-CO₂. Since fiscal 2023, GHG emissions data for Scope 1 and 2, and for Scope 3 (Categories 4, 9, and 11) have undergone third-party verification by an external organization.

Number of patents held



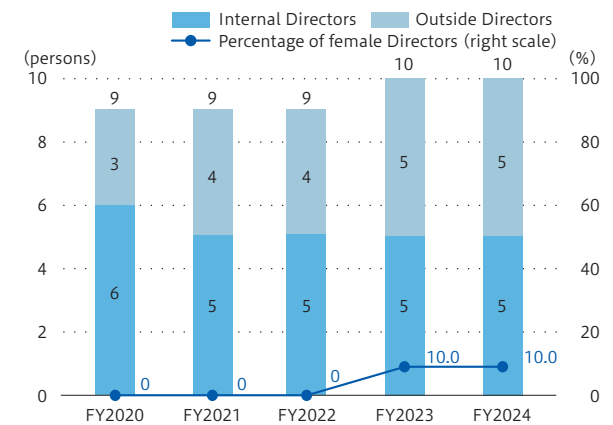
The Company held patents totaling 241 in Japan and 832 overseas totaling 1,073 at the end of fiscal 2024 on a non-consolidated basis. The number of patents held on a consolidated basis is 1,083.

Number of employees on consolidated basis by region, and Percentage of those in Europe and North America



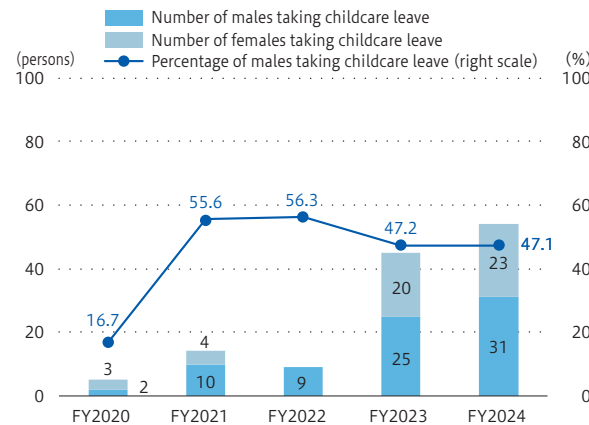
On a consolidated basis, the number of employees increased 35 from the end of the previous fiscal year to 1,384. The combined ratio of employees in North America and Europe was 47.2%. Until fiscal 2023, the number of employees in China was included in Japan's total, but starting in fiscal 2024, it is disclosed separately.

Number of Directors



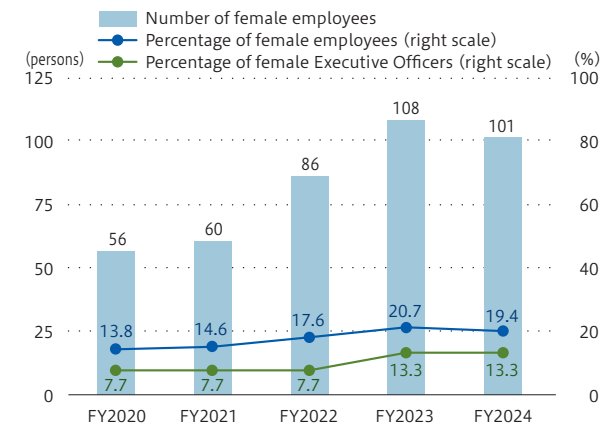
In fiscal 2024, the Company's Directors totaled ten, including five Outside Directors, and the percentage of Outside Directors came to 50%. The number of female (Outside) Directors was one, and the percentage of female Directors was 10.0%.

Number of employees taking childcare leave, and Percentage of males taking childcare leave



The number of employees who took childcare leave in fiscal 2024 was 54 (31 males and 23 females). Ratio of male employees who took childcare leave was 47.1%.

Number and percentage of female employees, and Percentage of female Executive Officers



The number of female employees on a non-consolidated basis decreased by seven from the end of the previous fiscal year to 101, representing 19.4% of the non-consolidated total employees. The Company has two female Executive Officers, representing 13.3%. We have set targets of five female managers by fiscal 2027 and three female Executive Officers by fiscal 2029.

Financial Data for the Past 11 Years

Items	Units	FY2014	FY2015	FY2016	FY2017
Net sales	(Millions of yen)	25,951	28,278	30,069	54,339
Cost of sales	(Millions of yen)	13,829	14,992	16,202	28,636
Gross profit	(Millions of yen)	12,121	13,286	13,866	25,703
Selling, general and administrative expenses	(Millions of yen)	5,054	5,667	6,052	13,386
Operating profit or loss	(Millions of yen)	7,066	7,618	7,813	12,316
Ordinary profit	(Millions of yen)	7,525	7,829	7,958	11,946
Profit or loss attributable to owners of parent	(Millions of yen)	4,833	5,001	19,732	7,777
Total assets	(Millions of yen)	49,440	48,749	101,999	138,584
Total net assets	(Millions of yen)	37,680	38,891	62,611	108,719
Interest bearing liabilities	(Millions of yen)	745	892	15,666	1,938
Net cash	(Millions of yen)	11,402	12,014	(3,569)	27,526
Equity ratio	(%)	73.3	76.1	54.0	71.7
Cash flows from operating activities	(Millions of yen)	5,494	6,499	7,225	9,233
Cash flows from investing activities	(Millions of yen)	(2,103)	(4,394)	(32,522)	(8,171)
Free cash flows	(Millions of yen)	3,390	2,105	(25,296)	1,062
Cash flows from financing activities	(Millions of yen)	(737)	(1,384)	24,648	17,493
Cash and cash equivalents at end of period	(Millions of yen)	9,730	10,439	9,668	28,320
Net assets per share	(Yen)	395.7	405.3	601.1	1,032.4
Net profit or loss per share	(Yen)	52.8	54.6	215.4	83.9
Dividends per share	(Yen)	14.3	18.0	20.0	26.0
Total dividend paid	(Millions of yen)	1,312	1,648	1,831	2,446
Dividend payout ratio	(%)	27.2	33.0	9.3	31.5
DOE (Dividend on Equity)	(%)	4.0	4.5	4.0	3.2
Ratio of gross profit to net sales	(%)	46.7	47.0	46.1	47.3
Ratio of operating profit to net sales	(%)	27.2	26.9	26.0	22.7
ROA (Return on Asset)	(%)	11.0	10.2	26.2	6.5
ROE (Return on Equity)	(%)	14.7	13.6	42.8	10.1
Capital investment	(Millions of yen)	2,475	4,296	4,576	8,757
Depreciation and amortization	(Millions of yen)	1,305	1,524	1,774	5,164
R&D expenditure	(Millions of yen)	1,309	1,404	1,383	2,114

*1: The Company conducted a 3-for-1 common stock split on October 1, 2014. However, net profit/dividend paid/net assets per share are calculated based on the assumption that the stock split was executed at the beginning of FY2012.

*2: Depreciation and amortization represents the total depreciation and amortization expense related to property, plant and equipment and intangible assets.

Financial Data for the Past 11 Years

FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
67,809	37,487	37,034	57,087	71,527	55,796	55,645
37,363	25,484	24,451	34,661	45,741	40,189	40,791
30,446	12,003	12,582	22,426	25,786	15,606	14,854
13,821	12,198	11,716	13,686	15,561	15,481	14,847
16,624	(195)	865	8,739	10,224	124	6
17,185	236	1,366	9,108	10,757	570	151
11,322	(1,095)	662	6,643	7,595	(24,806)	3,473
142,872	131,848	140,028	143,289	154,336	119,142	113,621
113,277	106,718	110,059	98,856	103,955	79,401	78,943
2,104	6,963	6,328	16,887	22,946	18,431	15,607
16,717	12,607	14,835	3,041	(2,133)	1,923	9,345
72.5	73.3	73.5	69.0	67.4	66.6	69.5
15,121	10,950	9,555	9,881	10,850	12,728	7,516
(22,399)	(12,537)	(1,230)	(4,703)	(8,663)	(5,950)	1,480
(7,277)	(1,587)	8,324	5,178	2,187	6,778	8,996
(3,271)	2,362	(6,561)	(6,663)	(1,599)	(8,122)	(5,874)
17,600	18,342	19,996	18,767	19,921	18,941	22,923
1,076.7	1,003.8	1,068.8	1,026.9	1,093.5	836.0	831.8
117.6	(11.4)	6.9	69.0	79.7	(261.0)	36.6
38.0	20.0	20.0	21.0	28.0	20.0	20.0
3,658	1,925	1,925	2,021	2,661	1,900	1,898
32.3	—	290.6	30.4	35.1	—	54.7
3.6	1.9	1.9	2.0	2.6	2.4	2.4
44.9	32.0	34.0	39.3	36.1	28.0	26.7
24.5	(0.5)	2.3	15.3	14.3	0.2	0.0
8.1	(0.8)	0.5	4.7	5.1	(18.1)	3.0
11.2	(1.1)	0.7	6.6	7.5	(27.1)	4.4
23,876	7,892	1,959	5,690	9,236	4,955	3,765
5,566	6,826	6,464	7,278	8,520	9,189	8,023
2,476	2,195	2,444	3,012	3,274	3,613	3,776

Sustainability Data

Environment

Items		Unit	Scope covered	FY2023	FY2024
Scope1	Japan	t-CO ₂	Consolidated	54	37
	Asia (excluding Japan)			0	0
	Europe			72	79
	North America			82	82
	Total			★ 209	★ 199
Scope2 (Location-base)	Japan	t-CO ₂	Consolidated	12,792	13,234
	Asia (excluding Japan)			287	290
	Europe			2,168	1,932
	North America			1,240	1,219
	Total			16,487	★ 16,693
Scope2 (Market-base)	Japan	t-CO ₂	Consolidated	7,828	8,205
	Asia (excluding Japan)			287	290
	Europe			1,207	1,265
	North America			1,240	709
	Total			10,561	★ 10,471
Scope3	1. Purchased goods and services	t-CO ₂	Consolidated	289,079	313,377
	2. Capital goods			12,441	6,468
	3. Fuel- and energy-related activities not included in Scope 1 or Scope 2			21,589	21,183
	4. Upstream transportation and distribution			6,568	7,822
	5. Waste generated in operations			1,067	1,082
	6. Business travel			1,301	1,504
	7. Employee commuting			694	727
	8. Upstream leased assets			—	—
	Total upstream			332,739	352,165
	9. Downstream transportation and distribution			2,287	2,415
	10. Processing of sold products			—	—
	11. Use of sold products			557,746	1,741,234
	12. End-of-life treatment of sold products			228	342
	13. Downstream leased assets			286	262
	14. Franchises			—	—

Items		Unit	Scope covered	FY2023	FY2024
Scope3	15. Investments	t-CO2	Consolidated	—	—
	Total downstream			560,547	1,744,255
	Other (upstream)			—	—
	Other (downstream)			—	—
	Total			893,286	2,096,421
Energy consumption	Fuel consumption	MWh	Consolidated	1,052	1,046
	Electricity consumption			36,762	41,216
	Total			37,815	42,262
Total water withdrawal		m³	Consolidated	★ 29,909	★ 28,041
Total water discharge				★ 29,446	★ 27,963
Amount of general waste discharge	Incineration waste	t	Consolidated	1,837	1,927
	Cafeteria waste			9	9
	Total			1,846	1,936
Amount of hazardous waste discharge				584	550
Green procurement	Ratio of consent acquired for green procurement standards	%	Consolidated	56.0	60.8
	Number of suppliers audited			54	68
Number of companies surveyed for inclusion of environmentally hazardous substances		Company	Consolidated	116	281
Amount of copper usage		Thousand t	Consolidated	3.76	3.87
Amount of oil and grease used		Thousand t	Consolidated	0.09	0.15
Amount of recycled plastic raw materials used		t	Consolidated	5.64	6.88
ISO 14001 certification	Number of companies certified	Company	Consolidated	5	5
	Ratio of certifications acquired	%		55.6	55.6
Number of sites where EHS audits were conducted		Company	Consolidated	4	4
Ratio of sites where environmental risk assessments have been conducted		%	Consolidated	78.6	67.0
Violations of environmental laws and regulations		Number of cases	Consolidated	0	0
Accidents and pollution causing environmental issues		Number of cases	Consolidated	0	0
Complaints on environmental issues		Number of cases	Consolidated	0	0
Fine on environmental issues		Yen	Consolidated	0	0
Environmental training	Number of participants	Person(s)	Consolidated	830	523
	Ratio of participants	%		62	38

★Third-party verified data

*The calculation method has been changed for Scope 3 categories 11 and 12 in FY2024.

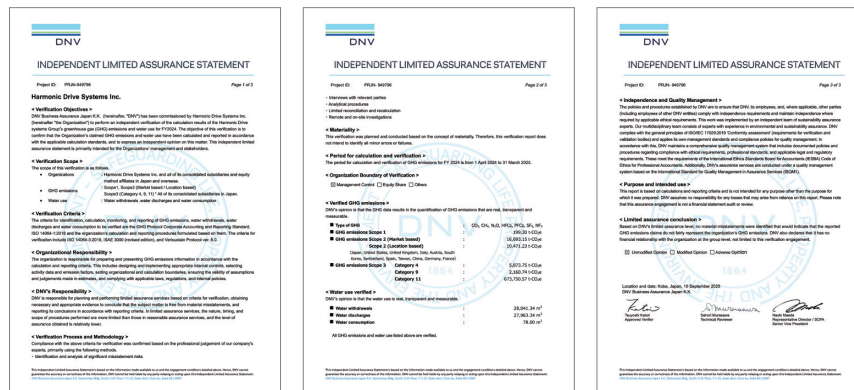
Third-party verification

In order to improve the credibility of the environmental performance data for the entire HDS Group, we have acquired an independent third-party verification by DNV Business Assurance Japan K.K. on the GHG emissions for FY2023 (Scope 1, Scope 2 (market-based/location-based)) as well as water usage (total water withdrawal, total water discharge, and water consumption). In addition, starting from the FY2024 data, we have added GHG emissions for Scope 3 (Categories 4, 9, and 11 for domestic consolidated operations) to the scope of verification. We will continue to perform verifications and broaden the coverage of verified items, striving to enhance the reliability of our sustainability data.

Verified data

- GHG emissions Scope 1
- GHG emissions Scope 2 (Market-base)
- GHG emissions Scope 2 (Location-base)
- GHG emissions Scope 3 (Categories 4, 9, and 11: domestic consolidated)
- Total water withdrawal
- Total water discharge
- Water consumption

Third-party verification statement



Social

Items	Unit	Scope covered	FY2023	FY2024
Number of employees (consolidated)	Person (s)	Consolidated	1,349	1,384
Number of employees (non-consolidated)	Male	Person (s) Non-Consolidated	415	419
	Female		108	101
	Total		523	520
	Ratio of female employees	%	20.7	19.4
Average number of temporary and contract employees	Person (s)	Consolidated	689	328
Ratio of average number of temporary employees	%	Consolidated	33.8	23.7
Average age	Age	Consolidated	40.0	40.4
Average years of service	Year (s)	Consolidated	8.9	8.6
Number of foreign employees	Male	Person (s) Consolidated	59	47
	Female		28	29
	Total		87	76
	Ratio of foreign employees	%	6.4	5.5
Number of newly graduated recruits	Male	Person (s) Consolidated	18	16
	Female		5	4
	Total		23	20
Number of mid-career recruits	Male	Person (s) Consolidated	68	52
	Female		24	18
	Total		92	70
Retention of newly graduated recruits (turnover rate after 3 years)	Male	% Consolidated	6.0	2.5
	Female		0.0	0.0
	Total		6.0	2.2
Turnover rate	%	Consolidated	8.6	11.6
Turnover rate for personal reasons retirees	%	Consolidated	8.3	11.6
Managers	Male	Person (s) Consolidated	205	210
	Male (foreign nationals)		8	6
	Female		14	13
	Female (foreign nationals)		0	0
	Total		219	223
Executive Officer	Ratio of female managers	%	6.4	5.8
	Male	Person (s) Consolidated	29	26
	Male (foreign nationals)		1	2
	Female		2	3
	Female (foreign nationals)		0	0
	Total		31	29
Percentage of female Executive Officers	%		6.5	10.3

Sustainability Data

Social

Items		Unit	Scope covered	FY2023	FY2024
Employees with disabilities	Male	Person(s)	Consolidated	24	25
	Female			4	5
	Total			28	30
	Ratio of employees with disabilities	%		2.1	2.2
Average monthly overtime hours		Hours	Consolidated	9.7	16.3
Percentage of employees who took paid leave		%	Consolidated	66.7	80.0
Number of employees who took childcare leave	Male	Person(s)	Consolidated	25	31
	Female			20	23
	Total			45	54
Ratio of males who took childcare leave		%	Consolidated	47.2	47.1
Average number of labor-management meetings held		Times	Consolidated	9	12
Average number of Safety and Health Committee held		Times	Consolidated	9	12
Employee training on safety and health	Number of meetings held	Times	Consolidated	82	83
	Number of participants	Person(s)		641	734
Number of ESH risk assessments		Number of cases	Consolidated	31	29
Stress check inspection rate		%	Consolidated	90.1	85.3
Harassment prevention training	Number of meetings held	Times	Consolidated	9	9
	Number of participants	Person(s)		320	305
	Ratio of participants	%		23.7	22.0
Number of child labor, forced labor, human trafficking		Number of cases	Consolidated	0	0
Number of participants in special trainings (master's, doctoral, MBA, MOT, overseas training, overseas language study, etc.)		Person(s)	Consolidated	5	4
Number of employees taking correspondence education programs		Person(s)	Consolidated	185	382
Certification status (including ISO 9001 and other industry-specific standards)		Company	Consolidated	7	8
Number of patents held		Number of cases	Consolidated	1,050	1,083
Corporate citizenship (social contribution) activities	Community cleanups	Times	Consolidated	10	14
	Harmonic Lectures		Non-Consolidated	1	1
	Harmonic Concerts			1	1
	Lessons in educational facilities			5	6

Governance

Items			Unit	Scope covered	FY2023	FY2024
Directors	Internal / Non-Independent	Male	Person (s)	Non-Consolidated	5	5
		Female			0	0
		Total			5	5
	Independent Outside	Male	Person (s)		4	4
		Female			1	1
		Total			5	5
	Total		Person (s)		10	10
	Ratio of female Directors		%		10.0	10.0
Ratio of Independent Outside Directors			%	Non-Consolidated	50.0	50.0
Number of Board of Directors meetings			Times	Non-Consolidated	18	20
Average attendance at Board of Directors meetings			%	Non-Consolidated	98.5	99.5
Corporate Auditors	Internal / Non-Independent	Male	Person (s)	Non-Consolidated	2	2
		Female			0	0
		Total			2	2
	Independent Outside	Male	Person (s)	Non-Consolidated	2	2
		Female			0	0
		Total			2	2
	Total		Person (s)	Non-Consolidated	4	4
	Ratio of female Corporate Auditors		%	Non-Consolidated	0.0	0.0
Ratio of Independent Outside Corporate Auditors			%	Non-Consolidated	50.0	50.0
Number of Board of Corporate Auditors meetings			Times	Non-Consolidated	17	17
Average attendance at Corporate Auditors meetings			%	Non-Consolidated	100	100
Number of whistleblowing cases			Number of cases	Consolidated	35	78
Number of corruption cases			Number of cases	Consolidated	1	2
Amount of fines related to corruptions			Yen	Consolidated	0	0
Compliance trainings	Number of meetings held		Times	Consolidated	4	8
	Number of participants		Person (s)		931	1,020
	Ratio of participants		%		69.0	73.7
Political donations			Yen	Consolidated	0	0
Number of corruptions and briberies detected			Times	Consolidated	0	0
Number of violations of antitrust laws			Times	Consolidated	0	0
Number of information security incidents			Times	Consolidated	1	0
Information security compliance ratio			%	Consolidated	97.9	99.3
Awareness training to prevent information security breach	Number of trainings held		Times	Consolidated	29	30
	Number of participants		Person (s)		1,696	1,691
Number of information security due diligence performed by a third party			Times	Consolidated	16	28

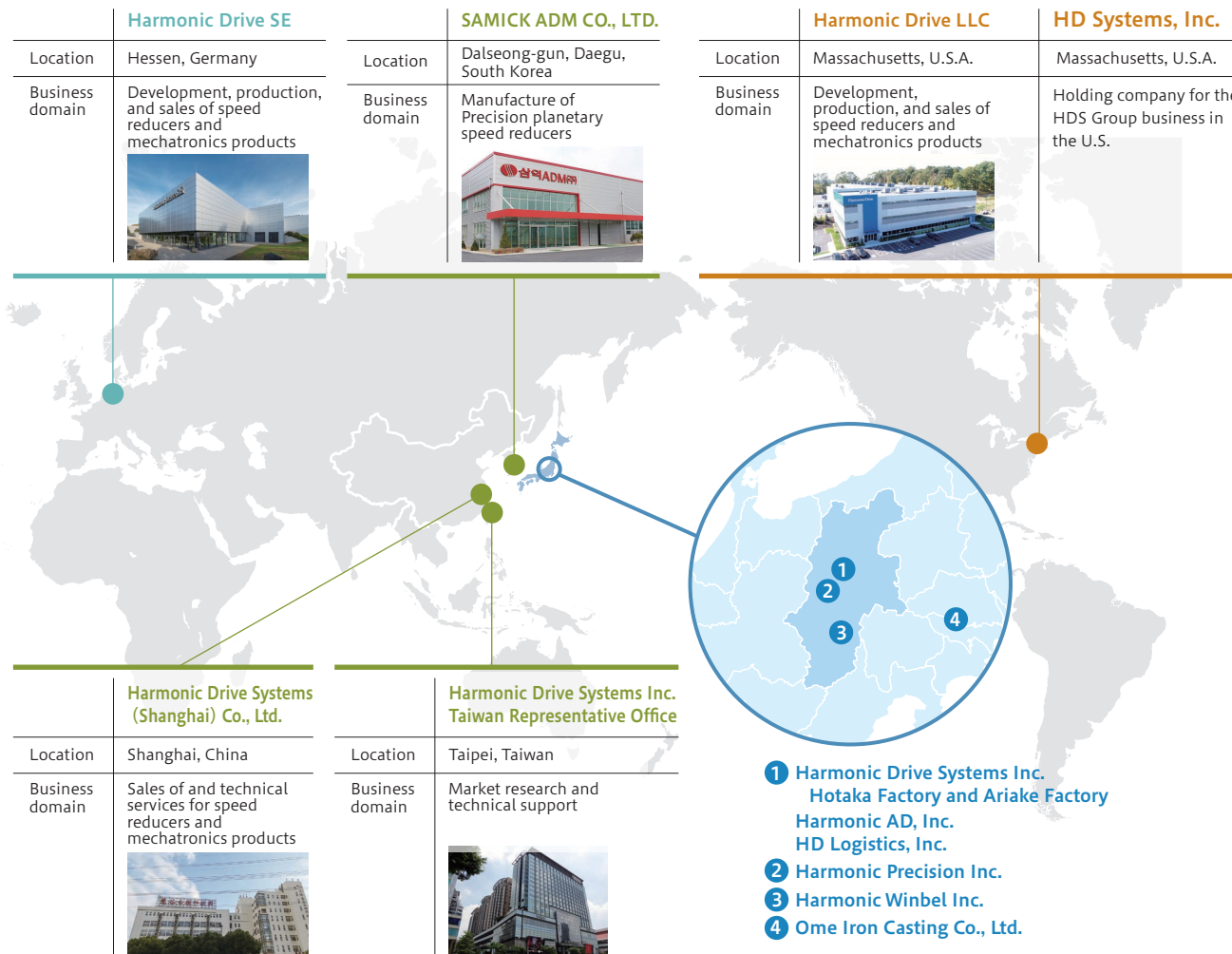
Global Network

■ Establishing a global supply network of high-quality product lineups

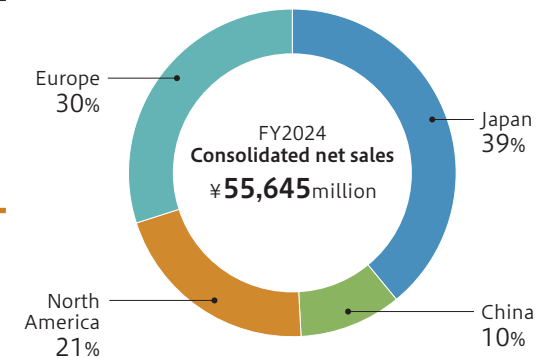
The HDS Group has production bases in Japan, Germany, the U.S., and South Korea and also conducts development in Japan, Germany, and the U.S. The

Company provides sales and technological services in Japan and the Asian region, while the German subsidiary, Harmonic Drive SE and its eight consolidated subsidiaries are in charge of Europe, Middle East, Africa, India, and South America. Harmonic Drive LLC, the U.S. subsidiary, covers North America.

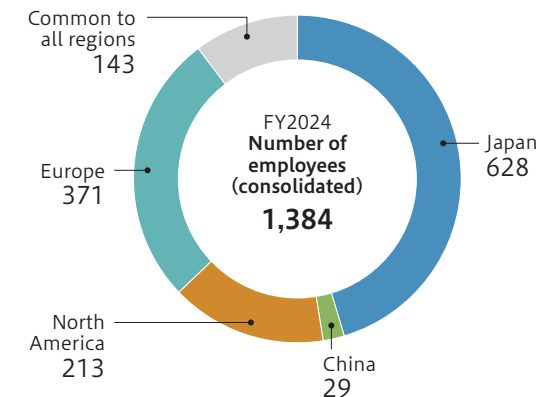
The Chinese subsidiary, Harmonic Drive Systems (Shanghai) Co., Ltd., provides sales and technological services to the Chinese market. The South Korean subsidiary, SAMICK ADM CO., LTD., manufactures Precision planetary speed reducers.



● Composition of consolidated net sales by region (%)



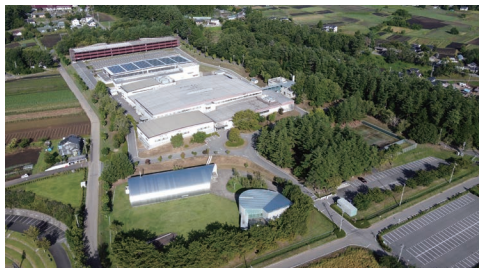
● Number of employees (consolidated) by region (persons)



Corporate Overview

■ Corporate Information (As of March 31, 2025)

Corporate Name	Harmonic Drive Systems Inc.
Location of head office	6-25-3 Minami-Oi, Shinagawa-ku, Tokyo 140-0013, Japan
Phone Number	+81-3-5471-7800
Corporate website	https://www.hds.co.jp/english/
Founded	October 27, 1970
Listed stock exchange	Tokyo Stock Exchange (Standard Market) Securities code: 6324
Business domain	Development, production, and sales of precision speed reducers and applied mechatronics products (actuators and motion control equipment)
Fiscal year end	March
Share capital	¥7.1 billion
Net sales	Consolidated: ¥55.6 billion Non-consolidated: ¥30.5 billion
No. of employees	Consolidated: 1,384 Non-consolidated: 510
Group companies	Consolidated subsidiaries: 18, Equity-method affiliates: 1



Hotaka Factory



Ariake Factory

■ Major Offices and Factories

Head Office	Shinagawa-ku, Tokyo, Japan	Taiwan Representative Office	Taipei City, Taiwan
Tokyo Office	Shinagawa-ku, Tokyo, Japan	Hotaka Factory	Azumino-shi, Nagano, Japan
Kohshin Office	Azumino-shi, Nagano, Japan	Ariake Factory	Azumino-shi, Nagano, Japan
Chubu Office	Meito-ku, Nagoya-shi, Aichi, Japan	Matsumoto Factory	Matsumoto-shi, Nagano, Japan
Kansai Office	Yodogawa-ku, Osaka-shi, Osaka, Japan	Toyoshina Factory	Azumino-shi, Nagano, Japan
Kyushu Office	Hakata-ku, Fukuoka-shi, Fukuoka, Japan	Komagane Factory	Komagane-shi, Nagano, Japan

Name of consolidated subsidiary	Percentage of voting rights	Location	Business domain
HD Logistics, Inc.	100.0%	Azumino-shi, Nagano, Japan	Logistics
Harmonic Precision Inc.	100.0%	Matsumoto-shi, Nagano, Japan	Production and processing of cross roller bearings
Harmonic AD, Inc.	100.0%	Azumino-shi, Nagano, Japan	Production of Precision planetary speed reducers
Harmonic Winbel Inc.	100.0%	Komagane-shi, Nagano, Japan	Development, mass production support, manufacturing and sales of various motors
HD Systems, Inc.*	100.0%	Beverly, Massachusetts, U.S.A.	Investment in Harmonic Drive LLC, research and study of speed reducers and mechatronics products
Harmonic Drive LLC*	100.0% (100.0%)	Beverly, Massachusetts, U.S.A.	Development and production of speed reducers and mechatronics products, and sales in North America region
Harmonic Drive Systems (Shanghai) Co., Ltd.*	100.0%	Shanghai, China	Sales and technical services of speed reducers and mechatronics products
SAMICK ADM CO., LTD.*	51.0% (51.0%)	Dalseong-gun, Daegu, South Korea	Production of Precision planetary speed reducers
Harmonic Drive SE and 8 consolidated subsidiaries*	100.0%	Limburg a.d. Lahn, Hessen, Germany	Development and production of speed reducers and mechatronics products, and sales in Europe, Middle East, Africa, India and South America region

*1: Fiscal year ends on December 31 for the consolidated subsidiaries marked with *.

*2: Percentage of voting rights () indicates the percentage of indirect ownership.

Name of equity-method company	Percentage of voting rights	Location	Business domain
Ome Iron Casting Co., Ltd.	49.2%	Nishitama-gun, Tokyo, Japan	Development, production, and sales of high-strength cast-iron products

■ HDS Report 2025 Editors Sustainability Management Office



KAZUHA YAMAKAWA MAKIKO ONO AOI ANDO

From the editors

Thank you for reading the HDS REPORT 2025. We created the content of this report to more effectively meet the needs of investors while sharing our commitment to showcasing various cross-organizational initiatives taking root in the field, along with authentic voices from the front lines. We hope that this report, which serves as both a record of the HDS Group's evolution and a platform for dialogue, will support constructive engagement with our stakeholders.

Stock Information

■ Stock Information (As of March 31, 2025)

Total number of shares authorized to be issued 356,400,000 shares
 Total number of issued and outstanding shares 96,315,400 shares
 Number of shareholders 7,660

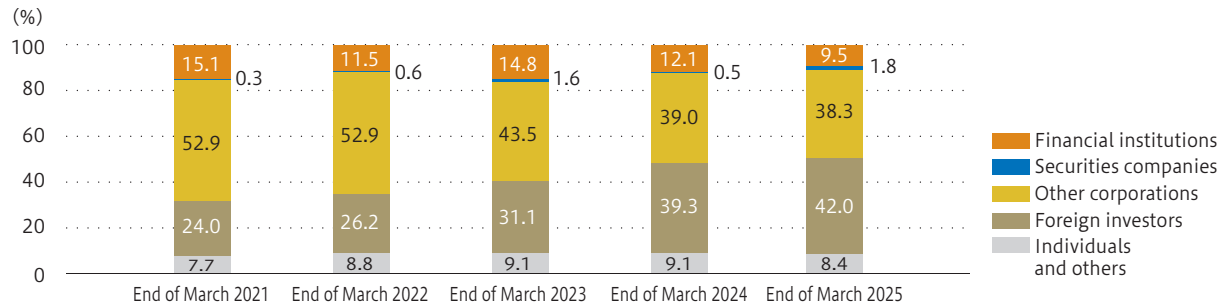
Listed stock exchange Tokyo Stock Exchange (Standard Market)
 Securities code 6324
 Fiscal year From April 1 of each year to March 31 of the following year
 Ordinary General Meeting of Shareholders Held in June every year
 Record date March 31
 Interim dividend September 30
 Transfer agent 1-3-3, Marunouchi, Chiyoda-ku, Tokyo 100-8241 Japan
 Special account manager Mizuho Trust & Banking Co., Ltd.
 Handling office 1-3-3, Marunouchi, Chiyoda-ku, Tokyo 100-8241 Japan
 Stock Transfer Agency Department, Head Office, Mizuho Trust & Banking Co., Ltd.

■ Status of Major Shareholders (As of March 31, 2025)

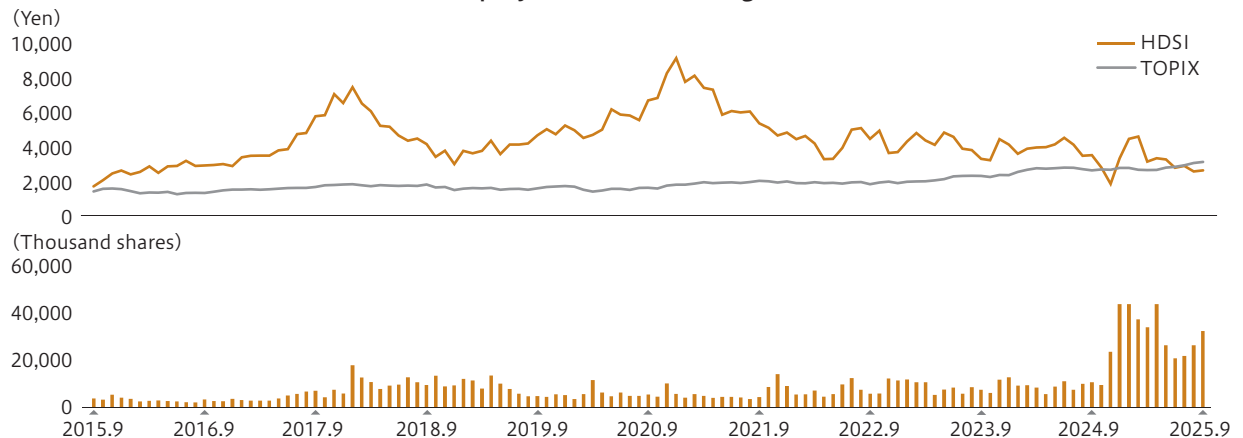
Name of shareholder	No. of shares held (thousand)	Shareholding ratio (%)
KODEN Holdings Co., Ltd.	33,490	35.28
Custody Bank of Japan, Ltd. (Trust Account)	4,654	4.90
STATE STREET BANK AND TRUST COMPANY 505001	4,112	4.33
INTERACTIVE BROKERS LLC	3,151	3.32
Norimitsu Ito	3,041	3.20
STATE STREET BANK WEST CLIENT-TREATY 505234	2,490	2.62
Control trust (A030) trustee SMBC Trust Bank Ltd.	2,176	2.29
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,933	2.03
MLI FOR CLIENT GENERAL OMNION COLLATERAL NON TREATY-PB	1,718	1.81
JP MORGAN CHASE BANK 385840	1,344	1.41
Total	58,114	61.23

* The shareholding ratios above are calculated excluding 1,441,891 shares of treasury stock.

■ Percentage of Shares Held by Type of Shareholder



■ Stock Price Chart Trends in the Company's Stock Price, Trading Volume, and TOPIX



■ Comparison of Stock Performance

(TSR: Total Shareholder Return, %)

Investment period	1 year (March 31, 2024 - March 31, 2025)	3 years (March 31, 2022 - March 31, 2025)	5 years (March 31, 2020 - March 31, 2025)	10 years (March 31, 2015 - March 31, 2025)
Harmonic Drive Systems Inc.	-20.2	-23.5	-30.8	28.0
TOPIX	-1.5	47.2	113.4	117.4
TOPIX Sector Indices (Machinery)	-4.3	51.9	133.7	126.8

* The table above shows the cumulative return on investment including dividends as of March 31, 2025, if investments were made 1, 3, 5, and 10 years ago.

■ Stock Price Valuation

	FY2020	FY2021	FY2022	FY2023	FY2024
Stock price at end of term (Yen)	7,480	4,220	4,395	3,985	3,160
PBR (Times)	7.0	4.1	4.0	4.8	3.8
ROE (Times)	0.7	6.6	7.5	-27.1	4.4
PER (Times)	1,087.2	61.1	55.2	-15.3	86.4
Dividend yield (%)	0.3	0.5	0.6	0.5	0.6
Market capitalization at end of period (Billions of yen)	7,204	4,065	4,233	3,838	3,044